



Project Management Charter

PROJECT TITLE: Food Access Planning Resource for Planners & Communities (*final outward facing title TBD by the Advisory Group*)

DATE: November 7, 2017

Project Team			
Name	Contact Info	Role & Responsibilities	Related Work Beyond Project Scope
Faye Conte, Hunger Free Vermont	fconte@hungerfreevt.org	<ul style="list-style-type: none"> - Chair of Task Force - Coordinate advisory group and help move the project forward, build connections with relevant parties, work with contractor, etc. - Help disseminate information back to Food Access CCT and F2P Network, and more importantly to communities and planners for use 	<ul style="list-style-type: none"> - co-chair of Food Access CCT - food security expertise - HFVT connects with planners and local government through its Hunger Councils - participated in planning the Planning for Food Access session at the Gathering
Taylor Foster, Pete's Greens & Independent Consultant	taylorfoster@yahoo.com	<ul style="list-style-type: none"> - Contractor for this project 	<ul style="list-style-type: none"> - Former chair of Farmland Access and Stewardship WG - Background in planning - Was part of the task force that developed the Agricultural Land Use Planning Modules, which this task force will use as a foundation. - participated in planning the Planning for Food



			Access session at the Gathering
Lihlani Skipper, Vermont Law School	lskipper@vermontlaw.edu	- Member of Task Force - Help disseminate final product	- Research project through VLS on community level policy change around food access
Chris Meehan, Vermont Foodbank	cmeehan@vtfoodbank.org	- Member of Task Force - Help disseminate final product	- food security expertise
Betsy Skoda, Health Care without Harm	bskoda@hcwh.org	- Member of Task Force - Help disseminate final product	- Healthcare expertise
Paul Feenan, Vermont Youth Conservation Corp	Paul.feenan@vycc.org	- Member of Task Force - Help disseminate final product	- food security expertise
Emma Homans, Vermont Youth Conservation Corp	emma.homans@vycc.org	- Member of Task Force - Help disseminate final product	- food security expertise
Joseph Kiefer, Good Food Good Medicine	Jospehkiefer53@gmail.com	- Member of Task Force - Help disseminate final product	- Food justice consultant & food security expertise - Member of the Food Access CCT - participated in planned the Planning for Food Access session at the Gathering
Amy Davidson, UVM Expanded Food and Nutrition Education Program	adavidson@uvm.edu	- Member of Task Force - Help disseminate final product	- food security expertise
Suzanne Kelley, Vermont Department of Health	suzanne.kelley@vermont.gov	- Member of Task Force - Help disseminate final product	- Co-chair of the Health CCT - VDH developed a guide that will



			greatly inform this work - participated in and planned the Planning for Food Access session at the Gathering
Alison Low, Senior Planner, Northeastern Vermont Development Association	alow@nvda.net	- Member of Task Force - Member of Farmland Access & Stewardship WG - Planning Expert - Help disseminate final product	Background in Planning; works with towns/ villages to write plans & bylaws; member of NEK Food Cycle Coalition and FA&S WG
Anne Bijur, Vermont Agency of Natural Resources	anne.bijur@vermont.gov	- Member of Task Force	- Member of the Food Cycle Coalition CCT - She's working on Act 148, and incorporating solid waste management district 5-year plans into our recs would be a good idea (i.e. diverting food to human consumption)
Ian Hartman, Vermont Housing and Conservation Board	ian@vhcb.org	- Member of Advisory Group	- Food Access specialist at VHCB; works with developers to integrate food access into housing plans
Erica Campbell, Office of Senator Sanders	erica_campbell@sanders.senate.gov	- Member of Advisory Group - Help disseminate final product	- Has helped the town of Duxbury incorporate food access into their town plan



Kate McCarthy, Vermont Natural Resources Council	kmccarthy@vnrc.org	- Member of the advisory group. Will participate as available	- VNRC has developed a Community Planning Toolbox that has some useful information about this topic
Alice Ely, Upper Valley Public Health	alice.ely@uvpublichealth.org	- Potential member of advisory group (<i>FC is trying to confirm interest - emailed 12/1</i>) - Help disseminate final product	- member of the Hunger Council of the Upper Valley
Janice Eberly, Vermont Department of Health	janice.eberly@vermont.gov	- Potential member of advisory group (<i>FC is confirming interest</i>) - Help disseminate final product	- member of the Hunger Council of the Upper Valley
Seth Jensen, Senior Planner, Lamoille County Planning Commission	seth@lpcvt.org	- Member of advisory group - Planning Expert - Help disseminate final product	Background in planning; on VPA Executive Committee; works with towns/ villages to write plans & bylaws
Chris Company, Executive Director, Windham Regional Commission	cccompany@windhamregional.org	- Member of advisory group - Help disseminate final product	- Extensive background in food security issues outside of VT - Background in planning - Partnering with Hunger Council of Windham Region on a food access & transportation mapping project
Allison Hopkins, Senior Planner,	ahopkins@swcrpc.org	- Member of advisory group - Planning Expert	- Background in planning; works with



Southern Windsor County Regional Planning Commission		- Help disseminate final product	towns/ villages to write plans & bylaws
Josh Donabedian, Transportation & Energy Planner, Addison County Planning	jdonabed@acrpc.org	- Member of the advisory group - Planning Expert - Help disseminate final product	- Presented at the Food Access Planning session at the Annual Gathering
Zirwat Chowdhury, Community Development Director, Town of Bennington	zchowdhury@benningtonvt.org	- potential member of advisory group (<i>FC emailed 12/7</i>) - Planning Expert - Help disseminate final product	
Scott Osgood, Planner for the town of Enfield	sosgood@enfield.nh.us	- potential member of advisory group (<i>FC emailed 12/7</i>) - Planning Expert - Help disseminate final product	- long history of regional and town planning in Southeastern VT and Upper Valley
Andrew Brown, HV Connections Program Manager, Housing Vermont		- potential member of advisory group (<i>need to reach out</i>) New lead for Housing Vermont's HV connection program	
Robert Ostermeyer, Franklin Grand Isle Community Action	rostermeyer@cvoeo.org	- potential member of the Advisory Group (<i>FC emailed 12/7</i>)	- FGI Community Action's food shelf is a leader in addressing Act 148's mandates with local stores
Someone from a selectboard		- potential member of the Advisory Group (<i>need to identify and recruit</i>)	



Laural Ruggles, Northeastern Vermont Regional Hospital		- potential member of the Advisory Group (<i>need to reach out</i>)	
Chris Damiani, Two Rivers-Ottaquechee Regional Commission	cdamiani@trorc.org	- Member of the Advisory Group - Member of Hunger Council of the Upper Valley	- Planning expert
Sarah Danly Lydia Pitkin	sarah@vsjf.org lydia@vsjf.org	Assist in project management; accountability to the Farm to Plate Network	Assist in dissemination of final deliverables

MAKING THE CASE:

What history is relevant to understand the origins of this project?

Despite Vermont’s status as an agricultural state, a foodie destination, and a place where people care for and support their neighbors, thousands of Vermonters struggle to afford enough food. In fact, nearly 65,000 Vermonters are food insecure, and one in four Vermonters visit a food shelf each year. Federal and state governments, nonprofit and faith-based organizations, and community groups are all working to provide programs that help Vermonters put food on their tables, and to address food insecurity at a systems level with efforts to reduce poverty. There is great opportunity for towns and regions within Vermont to join this fight against hunger and develop plans to address food insecurity in their own communities. Some communities, like the Village of Jeffersonville, have already begun addressing food insecurity in municipal plans, and some regional plans address local food systems and healthy community design in broad strokes, but few offer substantive language, goals, and action items to link municipal and regional action with community planning. This project will address this gap by connecting local governments to food security work through a community planning lens.

In 2014, the Farmland Access & Stewardship Working Group updated an old guide called Sustaining Agriculture to provide resources for land use planning. These five modules address a number of food system planning topics, but they only provide a cursory introduction to food security. We plan to build off of the foundation laid by the Farmland Access and Stewardship Working Group to develop a sixth module, or other kind of resource. We plan to create a module that speaks to both professional planners (at the local and regional level) and community members, select boards, and others with less formal experience with planning. We intend to work closely with experts in food security and municipal and regional planning to develop a resource that is applicable and useful to the local planning process, building off of lessons learned by the 2014 project.

The need for this project has been long identified. For example, in 2008, the Governor’s Hunger Task Force released a report, *Hunger in Vermont: An action plan for change*, recommending that town and regional plans



address food security in a comprehensive way. This report included a recommendation that reads: “encourage all towns and regional groupings of towns, to develop a food plan that addresses every aspect of food security, from charitable food systems to transportation to agricultural land use to emergency planning”. Momentum has been building since that time, as the issue of hunger and food security has become more widely understood. New needs have been identified as the food system has evolved in recent years. For example, as a result of passing Act 148, the Universal Recycling Law, in 2012, the charitable food community is now facing a large increase in donated food from retailers. They are working to address the aggregation, distribution, and storage needs that come with increases in perishable food. If planners are made aware of this need, they can allocate adequate resources on a regional and local level to help build infrastructure or remove these barriers to food rescue so that the greatest amount of food gets to those who need it.

The Food Access Cross Cutting Team and other food security experts have identified the municipal level as a gap in addressing food security in a systems-approach. Both planners and food security experts are asking for this kind of resource. The Healthy Food Policy Project, produced by USDA, Vermont Law School, and other partners, has identified local policy as a key leverage point in addressing food security. Additionally, food system work is on the radar of planners and many have expressed enthusiasm for this kind of resource. The recent Northern New England Chapter of the American Planning Association’s Annual Conference, held in Vermont this year, had an entire two-day track focused on food systems. It became clear in this conference that planning experts want to address food security in their work, but do not know how. Many expressed that a module with sample language would be extremely helpful.

Additionally, town and regional planners are connecting to food security work through Hunger Free Vermont’s Hunger Councils; some Hunger Councils have planners as members, and others have recently featured planners on panels to discuss ways that local communities can address food insecurity. Town and regional plans are road maps for local decision makers that guide work plans, projects, new developments, transportation, land use, and more. Addressing food security in town and regional plans has the potential to make system-level change that will be felt for generations. Town and regional plans are at the core of local decision making. Including food security in a town or regional plan will help spark a cultural shift in identifying local governments as a key player in addressing food security. Addressing food security at a local level also touches many aspects of the food system - and the Farm to Plate Network - from consumer access, to distribution of products, to farmland viability.

Project Objectives and Purpose:

List the project’s objective(s):

This project’s purpose is to connect the issue of food security with local and regional planning in Vermont.

Broadly, this project has a number of key objectives:

- Provide a resource for municipal and regional planners and volunteer planning commissions with sample language, data sources, definitions, and implementation ideas for integrating food security into the planning process



- Assist organizations and individual community members in addressing food security at municipal levels of government
- Build relationships and strengthen collaboration between the planning community, local governments, and food security advocates
- Expand the Farm to Plate Network to include broader participation from the planning community
- Solve problems of food insecurity throughout Vermont, utilizing an innovative and holistic approach of comprehensive municipal and regional planning to tackle the root causes of food security, such as: wage growth, transportation, housing, farm viability, poverty, health, and consumer education
- Ensure the fruits of this project get shared widely across Vermont, accompanied by trainings and multi-sector dissemination

What is the Task Force planning to do? Provide a short summary of the project

The task force, composed of Network members, will partner with key stakeholders to form an advisory group (see preliminary advisory group listed above). This advisory group will oversee this project and its progress to ensure the tool is useful, accurate, and meets the needs of all stakeholders. The advisory group will also seek feedback from other stakeholders at various points, but will utilize the advisory group throughout the development and dissemination of the tool. The advisory group will hire Taylor Foster, a consultant with a planning background and understanding of food security, to lead the research and development of the resource. We will also work with VSJF staff on the layout and design of the final resource.

The final resource that is developed will include:

- definitions for key terms and ideas to build common understanding
- model language that can be used in town and regional plans to address food security and examples from other states/regions
- best practices for incorporating this language and acting upon it at a municipal and regional level
- ideas for types of data and data sources about food insecurity
- linking food security to other sections of the plan, such as:
 - public transportation routes connecting residents to food retailers;
 - town funding for efforts that support food security like food shelves & summer meals programs;
 - setting goals for utilization of programs like school meals or senior community meals;
 - supporting the working landscape;
 - zoning regulations that support centrally located food shelves, food retailers, community gardens, etc.

After developing the resource, it will be available online and will be printed in limited quantities. A major component of this project is disseminating the final resource. We want this resource to be widely known and used! We will develop and plan a timeline to distribute the final product to professional and volunteer planners at the regional and local levels and to food security advocates across the state. Distribution may include trainings and presentations as necessary. The advisory group will be charged with developing a dissemination plan and will commit to bringing this new tool to local and regional planners and working to help towns



incorporate this language into their plans and identify short- and long-term action steps. Town and regional plans are revised periodically, so the advisory group will identify key towns or regions to focus on and identify local champions to partner with. The group will also share this resource at conferences, meetings, or similar opportunities to reach a broad audience.

Strategic Importance:

How does this support Strategic Priorities of the Working Group? What Farm to Plate Goals does it address?

The Farmland Access and Stewardship WG has historically been the place in the F2P Network where planners live. The WG has a priority to protect agricultural land and provide access to farmland. This WG had an Agricultural Land Use Planning Task Force that formed to oversee the Land Use Planning Modules in 2014. Understanding that land use planning includes the health and wellness of the people who occupy the land, the WG has found partnership with the Food Access CCT to tackle food security through community planning. Additionally, the WG includes the environmental components of the F2P Network, and over the past few years, with the advancement of Act 148 - Vermont's Universal Recycling Law, extensive work has been undertaken to connect nutrient management with food access through food rescue. Bringing all of these issues together under the banner of comprehensive planning is an exciting and new approach for planning in Vermont.

The Food Access Cross Cutting Team is charged with connecting the issues of food security and food justice with sectors of the food system that don't traditionally address food security. All aspects of the food system, from labor to environmental stewardship to aggregation and distribution, impact Vermonters' abilities to access food. This project supports the strategic priorities of the Food Access Cross Cutting Team in that it will help a sector that doesn't traditionally address food security take steps to engage in this effort. By partnering with Farmland Access and Stewardship WG and planners, it is truly a cross cutting initiative. The CCT has also connected with the Food Cycle Coalition to explore the implications that Act 148 has on the emergency food system. This project will also incorporate language to help communities address the implications. Finally, the CCT has another subcommittee that is developing language that organizations, state agencies, businesses and municipalities can adopt that declares a Human Right to Food. This language may also be incorporated into the module to encourage municipalities and regions to think about, and state, their values around food security.

There are many F2P goals related to the WG that tie into this project, including: Goal 5: Agricultural lands and soils will be available, affordable, and conserved for future generations of farmers and to meet the needs of Vermont's food system; Goal 7: Local food production—and sales of local food—for all types of markets will increase; Goal 9: The majority of farms will be profitable; Goal 14: Safe edible food typically thrown away will be rescued to feed people, and organics from farms (e.g., manure) and consumer food scraps will be diverted from landfills and waterways to produce animal feed, compost, and feedstock for anaerobic digesters.

Strategic Priorities: The Farm to Plate Network has five strategic priorities for the coming years. This project addresses at least two of them. By incorporating food system issues and food security into town and regional plans, and encouraging towns to invest in food security, this project has the potential to increase local food availability and affordability in all market channels and increase consumer engagement and demand for local food.



Goals: Because this project will encourage municipalities to invest in and prioritize food system work and food security at the local level, this project has the potential to address nearly all of Farm to Plate’s 25 Goals, from increasing total and institutional local food consumption to nutrient management. Most notably, this project will address Goal 15 (food access), Goal 1 (total local food consumption), and Goal 23 (balanced regulations).

KEY STAKEHOLDERS:

Key Stakeholders: The people/groups who will be affected by this project and who might significantly influence the success of this project.	
Group/Names	Interests (What do they care about?)
Food Security/Hunger Experts	Ensuring definitions and language used are accurate and comprehensive; ensuring strategies address food security for all community members and include diverse array of interventions/strategies.
Professional Municipal and Regional Planners	Ensuring definitions and language used are accurate and comprehensive; ensuring the final product is useful and in a preferred format; ensuring the suggested language and actions are doable and within their authority.
Volunteer Planning Commissions	Ensuring definitions and language used are accurate and comprehensive; ensuring the final product is useful and in a preferred format; ensuring the suggested language and actions are doable and within their authority.
Local Governments (Select Boards, Mayors, Administrators, etc.)	Ensuring the final product is useful and easy to understand; ensuring the suggested actions are doable and appropriate.
Low-Income Vermonters	While not the target audience for the product, towns or regions incorporating food security into their planning will impact this group.
Engaged Community Members	That the final product is useful, easy to understand, provides tangible strategies for addressing food security, and something they can bring to their local government and planning commissions.
Producers	As the group that grows, makes, and packages food, they are important partners in gleaning, reducing food waste, and helping connect food to consumers.
Healthcare System, Hospitals, Public Health	Food security is an important social determinant to health that has far reaching impacts on Vermonters’ health. Those in the healthcare system, including practitioners and institutions are connecting with their communities to address social determinants to health through their



	Community Health Needs Assessments and projects that come from these surveys. They are addressing food security through supporting individual patients' security to food and addressing systems. Language in the module can help better connect the healthcare system with community planning around food security.
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TASK PLAN AND TIMELINE:

Outline specific tasks to be worked on and timeframe for accomplishing them and who is responsible

What You Will Do	When	Who
Periodic Task Force Meetings	2016-2017	Task Force referenced above
Food access planning session at Annual Gathering	October 26-27 2017	Suzanne Kelly & Joseph Kiefer all facilitating, but many others helped
Kick-off Advisory Group meeting	Q4 2017	Faye, Taylor, Sarah, Lydia
Hold quarterly Advisory Group meetings	Quarterly 2018	Faye will lead with support from Sarah
Task Force will meet as needed and will present out updates to connected Working Groups & CCT	as needed 2017-2018	Task Force
Hire consultant	Fall 2017	Task Force
Needs assessment/input from target audiences on needs	Fall 2017	Advisory Group
Collect data, resources, examples of plans/ language	Winter 2017 - Spring 2018	Consultant & Advisory Group
Draft module	Spring 2018	Consultant
Review draft of module	Spring 2018	Advisory Group & Consultant
Complete module	Spring - Summer 2018	Advisory Group & Consultant
Disseminate module <ul style="list-style-type: none"> - Publish on F2P website & Print 50 copies - Present at WG and CCT meetings - Distribute through Vermont Planners' Association, VLCT, Hunger Councils, other professional networks - Identify 2-5 key towns or regional planning associations to reach out to directly - Press release, webinar, etc. 	Summer - Fall 2018	Task Force with support from entire Advisory Group
Present at Network Gathering 2018	October 2018	Task Force



ROLLOUT PLAN:

A major component of this project is to disseminate it to town and regional planners and local governments. The advisory group will develop and complete a roll out plan. This will likely include presentations/trainings at conferences or other professional association meetings so we can reach many planners at once. We will have the final resource available for download and will print a small number of copies to bring to meetings and presentations. We will also submit a proposal to present the final product at the 2018 Network Gathering.

Project Performance Measures – In the matrix below, using the Results Based Accountability framework, please indicate the metrics you plan on using to assess:

- What you will do;
- How you will know how well you did it;
- How will you know if anyone is better off?

Performance Measures	
How Much We Will Do	How We Will Know We Did it Well?
<ul style="list-style-type: none"> ● Form advisory group ● Hire consultant ● Conduct research ● Develop planning resource ● Disseminate planning resource 	<ul style="list-style-type: none"> ● Advisory group includes all key stakeholder parties and meets quarterly or as needed ● Complete resource after receiving feedback from advisory group ● Follow dissemination plan
<p>How Will We Know if Anyone is Better Off? (Make sure this relates to stated objectives)</p> <ul style="list-style-type: none"> ● Planning resource is available and being downloaded/requested by community members, towns, and planners. ● Town and regional plans will begin to incorporate food security into their plans. Plans are reviewed and revised periodically so this may happen slowly over time. ● Number of municipal/ regional plans addressing food security. ● Areas addressed by town and regional plans see improvement (i.e. senior meal program stabilizes after town invests in the program due to town plan language). ● Food insecurity statistics decrease over time in towns/regions with food security addressed in their plans. 	

RESOURCES NEEDED TO ADVANCE INITIATIVE / Budget

List resources (personnel, supplies etc.) and estimate associated costs, both direct and in-kind, that the project will need to succeed

Resource Type	Total Estimated Cost	Direct or In-Kind



Contract Services	\$6,800	\$5,000 Direct \$1,800 In-Kind (to reflect discounted hourly rate)
Personnel (salary + fringe)	\$11,880	In-Kind
Marketing and Advertising	\$0	N/A
Printing and copying (final product + printing for meetings)	\$450	Direct
Special Meetings	\$0	N/A
Supplies and Materials	\$0	N/A
Telecommunications	\$100	In-Kind from HFVT
Travel	\$992	In-Kind
Other	\$200	Direct (conference registration & travel costs for dissemination/presentation of final product)
Total	\$20,322 (\$5,650 Direct)	