

Pioneer Valley Planning Commission

Pioneer Valley Food Security Plan

*No one goes hungry.
We grow our own food.*



Produced by the Pioneer Valley Planning Commission with the support of the U.S. Department of Housing and Urban Development Sustainable Communities Initiative Regional Planning Grant Program.

March / 2014



Food Security Plan

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Food Security Plan

No one goes hungry.
We grow our own food.

The Pioneer Valley is blessed with a robust, highly functioning and well integrated regional food system. The key entities and organizations involved in local food production and hunger relief programs cooperate effectively, communicate well and share many goals.

Dozens of successful small and medium sized farms cultivate some of the most fertile agricultural soils in the world. Our many grocery stores and co ops stock as many local products as possible, and residents can take advantage of an ever expanding number (over 50 in 2013) of seasonal farmers markets and an increasing number of winter markets—many of which now accept Supplemental Nutritional Assistance Program (SNAP) benefits. There is good access to major transportation routes that allow growers and manufacturers to move products to market efficiently. Local food advocates and hunger relief organizations have a history of success providing food to hungry residents, helping them take advantage of food assistance programs, and facilitating the adoption of progressive food security-related policies at the state and local levels, including urban farming ordinances, municipal “right-to-farm” bylaws, as well as regulations that prohibit unhealthy foods in schools. There is a well-established commitment among institutional food providers, particularly schools, to supporting local farmers and producers. And a variety of organizations are active in efforts to develop and expand organic waste composting programs as well as developing waste to energy and other clean energy sources, on farms.

And yet, our region continues to lose farmland to development and farmers to other careers. We import the vast majority of the food we consume and have only just begun developing regional food processing facilities. We have increasing numbers of food insecure households due to poor access to healthy food, economic injustice and poverty. And we compost or recover energy from only a tiny percentage of our food waste. Today, we have a unique opportunity to catalyze existing food planning efforts so that we can do more, and do it faster, to improve food security at both the household and regional scales—which are the goals of this strategic plan.

Note: This is the executive summary of our plan. To obtain or view a copy of the full plan, visit pvpc.org.

“My community is sustainable when we have access and knowledge to have a safe food supply.”

*Michele Klemaszewski
Chester, MA*



OUR GOALS

No one goes hungry

- Further integrate emergency food systems and programs into the overall regional food system.
- Expand consumer outreach, education and advocacy to enhance use of healthy, local and culturally appropriate food.
- Increase access to healthy food.
- Make sure that as many people as possible who are eligible for food assistance receive it (Supplemental Nutrition Assistance Program; Women, Infants and Children; other programs).

We grow our own food

- Collaborate with organizations across New England and within our region to work toward the goal of producing 50% of all food that is consumed in the region.
- Preserve farmland and work to convert available land that may not currently be used as farmland to agricultural purposes.
- Invest in food system infrastructure.
- Provide training and resources to build the capacity of people growing the regional food system.

This 50% goal is drawn from the New England Good Food Vision 2060 for the six New England states produced by Food Solutions New England, most recently updated in April 2012.
<<http://www.foodsolutionsne.org>>

This plan was produced by the Pioneer Valley Food Security Advisory Committee, which is staffed by the Pioneer Valley Planning Commission in partnership with Community Involved in Sustaining Agriculture (CISA), the region's leading organization working to strengthen local agriculture by building connections between farmers and community, and The Food Bank of Western Massachusetts, the region's primary hunger relief agency. The planning process included both qualitative and a quantitative assessments of food security issues in the Pioneer Valley. This included extensive interviews with farmers, advocates, planners, and others working in the various components of the food system, and the analysis of federal, state, and local data. The process also included research on best practices in regional food security across the United States to identify potential solutions to local needs. It also involved the engagement of members of the general public, as well as the community of people and organizations associated with PVGrows, a collaborative network dedicated to enhancing the ecological and economic sustainability and vitality of the Pioneer Valley food system, to assist in the identification of issues and prioritization of solutions.



Cows at a dairy farm in Cummington
Photo: Chris Curtis

The Holyoke Farmers Market, one of 45 seasonal farmers markets in the Pioneer Valley.

Photo: S. Okolita



Hunger is a widespread and persistent problem.

According to the Food Bank of Western Massachusetts, one in every 8 residents in the agency's service area (which includes Hampden, Hampshire, Franklin and Berkshire Counties), or about 110,000 people, go hungry each year—including 22,000 children.

At the household level, food security is generally understood to mean that people cannot regularly obtain a sufficiently diverse selection of foods for a healthy diet because food is not accessible or affordable. "Food insecurity" describes households that do not have enough money to make sure there is enough food for every meal. In the Pioneer Valley, the rate of food insecurity is 14.3% in Hampden County, 10.2% in Hampshire County and 11.5% in Franklin County, which translates to approximately 90,900 people in the region—of which nearly 35,000 are children—who cannot regularly buy the food they need for a healthy diet (Feeding America 2011).

Food Insecurity in the Pioneer Valley

	Hampden County	Hampshire County	Franklin County ¹	Region	Mass. statewide
Food insecurity rate	14.3%	10.2%	11.5%	12.0%	11.2%
Food insecure population	66,880	15,780	8,240	90,900	727,530
Child food insecurity rate	24.3%	16.3%	20.2%	20.3%	18.1%
Child food insecure population	27,530	4,470	2,910	34,910	262,650

Franklin County data is also included, as it is part of the Food Bank of Western Massachusetts' service area and considered by many residents to be part of the Pioneer Valley.

More than 16,000 people live in “food deserts.”

“Food desert” describes specific geographic areas where healthy food from a full-line grocery store is not regularly available. The U.S. Department of Agriculture finds that a person’s ability to access and purchase healthy, affordable food is substantially reduced in low-income and racial and ethnic minority neighborhoods that do not have a full-line grocery store, as well as rural areas where people may live more than 10 miles from a full-line grocery store and not have the means to travel there. According to USDA and the Centers for Disease Control, 3,515 people (2.2%) living in the urban areas of Hampden County and 12,580 people (2.7%) in urban Hampshire County do not have access to a car and live more than 1 mile from the nearest full-line grocery store. PVPC’s 2012 analysis found that a total of 24,627 residents in the rural areas of these counties live more than 10 miles from a full-line grocery store. Compounding the lack of accessible nutritious and healthy foods is the high quantity of unhealthy food choices, especially low-priced fast food. Lower-income food desert areas often have substantially higher concentrations of fast food establishments. Areas such as this where there are few, if any, alternatives to high-calorie food with low nutritional value are sometimes known as “food swamps.”

Nutritional assistance is not fully utilized in the region.

In the Pioneer Valley, the USDA’s Supplemental Nutrition Assistance Program (SNAP, formerly known as Food Stamps) is an important source of help for low-income residents fighting food insecurity. There are 54 providers of SNAP and the Women, Infants and Children (WIC) child and adult food programs in the region: 40 in Hampden County, 8 in Hampshire County, and 6 in Franklin County. The number of people participating in SNAP alone in these counties rose from 37,436 in 2000 to 137,464 in 2011—a 367% increase—while the population grew less than 5%. The value of SNAP benefits disbursed in the region rose from \$25 million in 2000 to \$143 million in 2009.

SNAP is designed to expand the number of people who receive benefits during tough economic times. Like the rest of the nation, the Pioneer Valley continues to experience the effects of the economic downturn that began in late 2008, and so the number of SNAP participants remains high. However, many families who are eligible for SNAP benefits do not use them for a variety of reasons, including stigma about accepting government assistance and a lack of awareness of available benefits. In recent years, the Food Bank of Western Massachusetts and other anti-hunger advocates have worked to increase awareness of eligibility for SNAP to increase the number of people who receive food. This includes outreach to local farmers markets and food businesses about accepting SNAP benefits from their customers.



**Supplement
Nutrition
Assistance
Program**

**Putting Healthy Food
Within Reach**

The Food Bank of Western Massachusetts provides community training about SNAP eligibility to improve consumer use of this and other nutrition assistance benefits.



Photo: Chris Curtis

Local farms and food producers make significant contributions to the regional economy.

In many respects, regional food systems function as a loop, like the one illustrated below.

This plan finds that within the food system of the Pioneer Valley, there are several points along this loop where new opportunities and potential exist for greater economic growth and improved sustainability.





There is economic development potential in more local food production and processing.

A 2008 study estimated that current Pioneer Valley farms and food production could satisfy about 16% of the demand for food consumed in the region. Current estimates suggest that Massachusetts as a whole is producing enough agricultural products to meet 4.0% to almost 6% of its food needs, and that our region could produce 5.6% of all of Massachusetts' total food need. In Franklin, Hampden, and Hampshire counties, approximately 13% of household food budgets are spent on local food (not including purchases made by restaurants, retailers, and institutions). Therefore, the total value of agricultural products produced and consumed within our region is actually likely to be slightly higher.

There are at least 62 food processing facilities in the region (approximately half are commercial and retail bakeries), and sales from food manufacturing totaled \$2.13 million in 2009. However, Western Massachusetts today lacks sufficient food processing facilities to meet demand for local consumption and exports. This shortcoming limits the amount and variety of processed foods created from local ingredients available in local markets—and economic growth.

One of the region's greatest production facility needs is for additional value-added processing facilities to where locally grown food can be processed and packed for distribution and sales. Many local food businesses have used the Western Massachusetts Food Processing Center (FPC), a business incubator and shared-use commercial kitchen operated since 2001 by the Franklin County Community Development Corporation. In some cases, the center provides co-packing services, allowing farmers to supply ingredients and obtain a finished product for sale without providing the labor or recipe development. Also, additional slaughtering facilities, both mobile and fixed, are needed for animal products; currently, many farmers in the region must transport their animals long distances for slaughter, reducing the financial return.



John Waite, executive director of the Franklin County Community Development Corporation, displays frozen vegetables packaged at the Western Massachusetts Food Processing Center in Greenfield. Other products made there include pickles, hot sauce, jams and salsa.

Photos: Cori Urban, Masslive 2012.

For details on how the region can expand food production, processing, and distribution systems, see CISA's 2012 Report, "Scaling up Local Food."



Farms are integral to the economy and culture in the region.

The soils of the region are considered among the most fertile in North America and provide nearly ideal conditions for a variety of agricultural production.

Photo: Chris Curtis

Pioneer Valley farms sell \$181 million dollars worth of agricultural products and employ 2,260 people annually. This represents 0.4% of all economic activity in the region and approximately 7.4% of all agriculture sales.

There are approximately 1,960 farms in the Pioneer Valley, which is one-fourth of all farms in Massachusetts. The region contains about 169,000 acres of farmland, which is 14% of the total land area of the region and one-third of all agricultural land statewide. The region's farms produce 13% of all Massachusetts agricultural products by value (see chart).

Nearly 500 farms sell their products directly to individuals, with total sales of \$8.9 million annually (as of 2007). This includes sales at farm stands and the region's 58 community supported agriculture, or "CSA" share farms. A total of 86 farms produce certified organic products, with sales of \$4.4 million, or about 4% of total agricultural sales in the region—even though total farmland in organic production is less than 2,000 acres.

In 2007, there were 470 farms that employed workers, with total employment of about 3,800 workers earning a total \$27 million. This total includes paid family members but excludes contract laborers. In 2007, a total of 86 farms hired migrant farm workers.

Since 1972, about 23,000 acres of cropland and pasture land in the region have been lost to development. In 1997, American Farmland Trust listed the Connecticut River Valley in Massachusetts and Connecticut as one of the 20 "most threatened agricultural regions in the United States."

Pioneer Valley Agricultural Product Sales 2007

Product(s)	Amount
Vegetables	\$16,185,000
Dairy	\$8,955,000
Fruits	\$3,597,000
Meats	\$2,640,000
Grains and beans	\$779,000
TOTAL:	\$32,156,000



There is a strong consumer demand for local food.

Another major strength of the Pioneer Valley food system is the strong consumer demand for locally grown and produced foods—both for cooking at home and dining out. CISA along with its 340 local hero farms and food-related businesses and other vital community-based organizations and businesses have developed a strong local food culture. They have also created a local food infrastructure that supports economic growth, as well as addressing the need to combat hunger. There are now approximately 300 businesses in the region that sell and market local food, including new food cooperatives and restaurants that emphasize their use of local produce, and direct farm sales through farm stands. The number of farmers markets continues to increase—now 45 with some selling during the winter months—and member share-supported farms now total 58. Throughout the region, there is recognition of the value of local farmers and encouragement for new value-added food businesses.



It's a farmers' market on wheels! Enterprise Farm in Whately bought a 1995 Chevy Bluebird RV that was once used by a military traveling band. The bus brings organic produce to urban areas without access to fresh food; it is outfitted with a SNAP machine to accept food assistance benefit cards.

Purchases of local food for schools and other Institutions benefits local producers and brings fresh food to children.

New opportunities for local food sales are on the way, thanks in part to the Massachusetts School Nutrition Law enacted in 2010, which makes it easier for school districts to buy fresh produce directly from local farmers. The law also requires the establishment of a School Wellness Advisory Committee for school districts. The intent is that the committee will encourage development of a program that actively promotes wellness in schools and to maximize the school district's opportunities for grant awards. Also, the recently formed Massachusetts State Food Policy Council supports agriculture and local food consumption in Massachusetts through increased production and sales, including to institutional buyers.

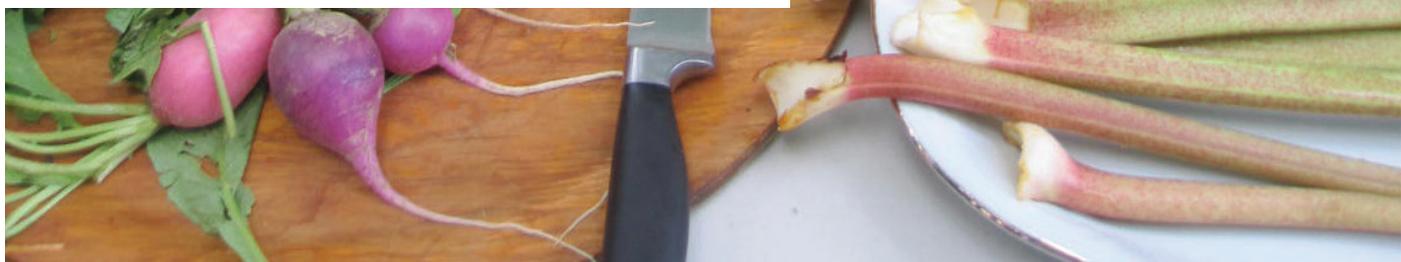
Much more food waste could be recovered for composting.

Food disposal is a critical part of the regional food system. As more landfills in the region reach their capacity and must close, new solutions are needed for disposing of food. A 2010 study by PVPC estimated that Hampshire County alone (which has roughly one-third of the region's population) produces more than 51 tons of organic food waste a day—and of this, nearly 36 tons per day (70%) can be recovered for compost. However, the capacity of existing composting facilities in the county is just 15 tons per day, which means an additional 21 tons per day of organic food waste is available for composting. Applying similar assumptions in Hampden County, another 40 to 45 tons per day of compostable food is likely available, resulting in a regional total of 60 to 65 tons of waste food generated per day that is available to be composted. This compost could be available for farms, home gardens and commercial landscaping—and play a much greater role in the regional food cycle.



Fresh greens display at Nuestras Raices farm in Holyoke.

Photo: J. Krupczynski



A total of 30 strategies for improving food security in the Pioneer Valley have been developed and refined through ongoing work with the Pioneer Valley Food Security Advisory Committee and many other stakeholders.

No One Goes Hungry: Hunger Relief Strategies

SEEK

Inter-organizational Collaboration

30

Continue and expand ongoing communication and collaboration between hunger relief organizations, such as the Food Bank of Western Massachusetts, with Buy Local food organizations, such as CISA, via the regional food system network in the Pioneer Valley, PVGrows.

PARTNERS:

Food Bank of W. Mass., CISA, PV Grows, PVPC

CROSS-CUTTING STRATEGIES:



SUPPORT

Emergency Food Systems Programs

31

Facilitate wider acceptance of Supplemental Nutrition Assistance (SNAP-formerly food stamps), WIC coupons and other programs at farmers' markets and CSA farms to assist more people in accessing healthy food.

PARTNERS:

Hunger relief organizations, state agencies, farmers market organizers

CROSS-CUTTING STRATEGIES:



SEEK

Consumer Education

32

Continue to educate consumers about proper nutrition and food safety through community outreach, education and advocacy. Focus on healthy, local and culturally appropriate foods.

PARTNERS:

Hunger relief and food community organizations, local food policy councils

CROSS-CUTTING STRATEGIES:



ACCESS

Information About Where to Buy Healthy Food

33

Address food access issues by creating "feedability guides" that connect consumers with healthy food retail locations and availability information.

PARTNERS:

Local food policy councils

CROSS-CUTTING STRATEGIES:



SEEK

New Retail Outlets for Healthy Food

34

Support, expand and replicate initiatives that increase the number or neighborhood retail outlets selling healthy food, such as the healthy bodega program in Springfield.

PARTNERS:
Local food policy councils
CROSS-CUTTING STRATEGIES:
\$

INCREASE

Neighborhood Access to Fresh Food

35

Work to bring full-line grocery stores with a full line of fresh produce and meats to neighborhoods that do not have one.

PARTNERS:
Community-based organizations, local food policy councils
CROSS-CUTTING STRATEGIES:
\$

PROVIDE

Access to Sources of Healthy Food

36

Provide free or reduced-fare bus passes to low-income riders for trips to garden plots, farmers' markets and other community food sources.

PARTNERS:
Community-based organizations, PVRTA
CROSS-CUTTING STRATEGIES:


PROVIDE

Training and Technical Assistance

37

Provide ongoing technical assistance and training to community based organizations working to feed hungry people, such as volunteer recruitment/retention, management training, organizational development, strategic planning and fund-raising.

PARTNERS:
Hunger relief organizations, Community Foundations, Leadership Pioneer Valley
CROSS-CUTTING STRATEGIES:
\$

EXPAND

Access to Healthy Food for Low-income Residents

38

Expand the number of low-income Community Supported Agriculture (CSA) models to increase access to fresh food in low-income areas by improving access for seniors, increasing the use of SNAP for CSA membership payment, and similar efforts.

PARTNERS:
Hunger relief organizations and agencies, CISA
CROSS-CUTTING STRATEGIES:
\$

PROVIDE**Zoning and Regulatory Assistance**

39

Work with member municipalities to assess how local zoning and other regulations may help or hinder residents' access to healthy food, and develop solutions to fix problems that are identified. This may include easing restrictions on vegetable gardens and livestock in residential districts, facilitating adoption of right to farm bylaws and similar actions.

PARTNERS:
PVPC, local planning officials

CROSS-CUTTING STRATEGIES:

**SUPPORT****Retail Best Practices for Healthy Food**

40

Support retail policies and practices, such as in-store displays requirements and signage that promote healthy food. Work to implement these at all levels of government and community, such as healthy locally grown snacks at public meetings.

PARTNERS:
Municipalities, Local Food Policy Councils, Community-based Organizations

CROSS-CUTTING STRATEGIES:

**ENCOURAGE****More Local Food Purchases by Schools and Other Institutional Meal Providers**

41

Support, incentivize and facilitate purchases of local food for lunches by schools, as well as elder care facilities, senior meals programs (i.e., Meals on Wheels). Includes developing contract requirements and incentives to increase private contractor purchases of local foods and services.

PARTNERS:
School boards and districts, senior centers, care facilities, CISA, MA Farm to School

CROSS-CUTTING STRATEGIES:

**ASSURE****Food Assistance Benefits are Fully Used**

42

Work to assure that all people eligible for SNAP, WIC and similar program benefits are enrolled in the program.

PARTNERS:
Hunger relief organizations, social service agencies

CROSS-CUTTING STRATEGIES:

**OVERCOME****Assumptions and Stereotypes**

43

Work to de-stigmatize poverty in general and the use of hunger assistance benefits. Provide information about the nutritional needs of low-income residents of the region and the public health benefits of a healthy population, especially to growing children.

PARTNERS:
PVPC, Hunger relief organizations, public officials

CROSS-CUTTING STRATEGIES:



We Grow Our Own Food: Local Food Economy Strategies

ASPIRE

To Produce 50% of Food Consumed in the Region

44

Collaborate with organizations throughout the Commonwealth and within the Pioneer Valley to work toward the goal of producing 50% of the food that is consumed in the region.

PARTNERS:
CISA, PVPC, Food producers and distributors, MA Food Policy Councils

CROSS-CUTTING STRATEGIES:



SHARE

Information About Food Production

45

Create an online electronic platform for food-related data to enable food organizations to share existing data and describe future needs. This service could also provide training and education about food data collection and use, and technical assistance for farm business operators, food distributors and retailers.

PARTNERS:
CISA, Food Bank of W. MA., PVPC

CROSS-CUTTING STRATEGIES:



PROMOTE

Local Food Businesses

46

Support local policies and regulations that address food insecurity and promote local agriculture, such as “Right-to-Farm” bylaws, local agriculture commissions, and municipal laws to regulate fast food establishments.

PARTNERS:
PVPC, municipalities

CROSS-CUTTING STRATEGIES:



Protect

Prime Agricultural Lands

47

Continue incentives and programs to keep agricultural land in production. Support regulations that direct new development to urban and suburban infill areas with the existing infrastructure to support it. Use Agricultural Preservation Restrictions (APRs) and other regulatory/policy means to preserve prime farmland and convert available land that may not currently be used as farmland to agricultural purposes. Work with land owners and land protection organizations to develop new, innovative strategies for protecting agricultural lands. Utilize local funds from Community Preservation Act (CPA) and transfer of development (TDR) rights to leverage and match state APR funds. Actively outreach to farmers to encourage APR applications. Produce a brochure about the benefits of the APR program.

PARTNERS:
Land owners, MA Dept of Agriculture, PVPC, municipalities

CROSS-CUTTING STRATEGIES:



CONNECT**Farmers With Land Owners**

48

Connect land owners with farmers to facilitate agricultural production. Actively participate in Hampden County pilot project collaboration with the New Entry Sustainable Farming Project and its partners.

PARTNERS:
PVPC, MA DAR

CROSS-CUTTING STRATEGIES:

**ENCOURAGE****Urban Agriculture**

49

Support urban agriculture, including livestock ordinances, GIS mapping of available parcels, and foster partnerships among property owners and businesses to develop and expand community gardens and commercial urban agriculture projects.

PARTNERS:
Municipalities, PVPC, MA DAR

CROSS-CUTTING STRATEGIES:

**GROW****School Gardens**

50

Support on-site vegetable gardens at schools, day care facilities, adult care facilities and other similar entities.

PARTNERS:
School districts,
care facility operators

CROSS-CUTTING STRATEGIES:

**CREATE****Renewable Energy and Efficiency**

51

Support development of on-farm clean and renewable energy sources and systems. Help improve the efficiency of existing energy systems. Includes participation in Massachusetts Clean Energy Center municipal pilot program for community renewable energy development.

PARTNERS:
MA Farm Energy Program (MFEP),
PVPC, municipalities

CROSS-CUTTING STRATEGIES:

**GROW****Year-round Food Production**

52

Facilitate and expand year-round food production capacity in the region, including hydroponic greenhouses.

PARTNERS:
Farmers, DAR, CISA

CROSS-CUTTING STRATEGIES:



INVEST

Financial Resources in Local Food Businesses

53

Provide flexible capital for innovative local farm and food businesses, particularly those to improve food system infrastructure.

PARTNERS:
Common Capitol, PV Grows, Financial Institutions

CROSS-CUTTING STRATEGIES:
\$

INCREASE

Large-scale Composting Opportunities

54

Develop new and expand existing large-scale composting of food waste generated by retail food stores, businesses, institutions. Support and/or establish waste source separation programs and hauling routes. Help strengthen the composting market with greater incentives (i.e., landfill tipping fees) to divert organic wastes to composting and develop stronger consumer demand for finished compost products.

PARTNERS:
PVPC, municipalities, food businesses and institutional meals providers

CROSS-CUTTING STRATEGIES:
\$  

CREATE

More Residential Composting

55

Expand residential composting by encouraging sales of in-home and outdoor bins by municipalities and local businesses. Widely distribute easy-to-understand information about how to compost at home.

PARTNERS:
Municipalities, DEP

CROSS-CUTTING STRATEGIES:
 

CONNECT

Farmers and Institutional Meal Providers

56

Help develop and expand the capacity of farmers to sell produce directly to institutional meal providers, such as colleges, universities, schools, hospitals, day-care, senior meals programs and nursing homes.

PARTNERS:
MA Farm to School, CISA, DAR, AFT

CROSS-CUTTING STRATEGIES:
\$ 

SCALE UP

Local Food Production

57

Implement recommendations from CISA food system infrastructure report, Scaling Up Local Food. Key steps include facilitating working relationships between meat producers and slaughter, processing and marketing outlets; improving the capacity of dairy processing in the region; establishing a temperature-controlled regionally shared root cellar facility; expanding capacity for local value-added processing, freezing and co-packing; logistical support for ordering; and grain processing.

PARTNERS:
CISA, state agencies, municipalities, food businesses, Common Capitol, PV Grows, MA Workforce Alliance

CROSS-CUTTING STRATEGIES:



SUPPORT

Business Needs of Local Food Producers

58

Provide technical assistance and business development support to local farms and food businesses, including compliance with food safety requirements. This may include enterprise development, marketing and financial management. Initiatives could include creation and staffing of a Valley-focused agricultural business support center, and greater collaboration with new Greenfield Community College's Farm and Food Systems degree and certificate program. A designated municipal point person could serve as liaison between local farmers and these services.

PARTNERS:
CISA, financial institutions, municipalities, Common Capitol, PV Grows

CROSS-CUTTING STRATEGIES:



CREATE

More Jobs Throughout the Local Food System

59

Work to fill gaps in all sectors of the local food system with local jobs, especially in the food production and waste/compost sectors. Provide education and training to increase the skills and capacities of food system workers through formal programs, such as the GCC Farm and Food Systems degree and certificate programs, as well as apprenticeships and internships at local farms and food businesses.

PARTNERS:
Community college academic and training programs, MA Workforce Alliance, Regional employment agencies, CISA

CROSS-CUTTING STRATEGIES:



CROSS CUTTING STRATEGIES ICONS: The following icons are used in reference to issues and strategies related to other element plans of this report.



TRANSPORTATION



ENVIRONMENT



GREEN INFRASTRUCTURE



LAND USE



ECONOMIC DEVELOPMENT



CLIMATE ACTION



HOUSING



FOOD SECURITY



BROWNFIELDS



Fresh Produce at a Farmer's Market





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