



**WINSTON-SALEM
NORTH CAROLINA**

**THINK ORANGE:
OPPORTUNITIES TO INCREASE FOOD ACCESS
IN THE MIDST OF COVID-19**



Winston-Salem

Think Orange is an initiative of the City of Winston-Salem

Prepared by Tiffany Turner, Food Resilience Project Manager, Think Orange with contributions from Johnnie Taylor, Director of Operations; Aaron King, Director of Planning and Development and his staff; William Royston and Leah Friend, Director and Assistant Director of Recreation and Parks and their staff.



Honorable Members of City Council:

In 2018, Winston-Salem was one of six cities selected by the National League of Cities (NLC), in partnership with the Food Research and Action Center (FRAC), for the CHAMPS grant to create a comprehensive citywide campaign to raise awareness about hunger and improve access to federally funded nutrition programs. The grant award was \$115,500. From the outset of the grant, Think Orange established nine core objectives to achieve by the end of the CHAMPS grant period in December of 2019 – and we did.

The ongoing COVID-19 pandemic has brought many additional challenges to our community, and City Council has recognized the potential for local food shortages as supply chains are disrupted by the spread of the coronavirus. Ensuring easy access to healthy food is a key element of providing a high quality of life for local residents and citizens' economic well-being, health, and safety can be affected by a lack of adequate access to nutritious foods. *Legacy 30* recognizes the importance of food access and includes two key policies to provide safe, convenient access to healthy, affordable food.

1. Encourage healthy food production in urban as well as rural areas.
2. Encourage a more balanced, healthy food environment.

Because of the Think Orange framework, staff was able to act quickly to ensure meal coverage for breakfast, lunch, and supper across the city for children; encourage an uptick of information available in Spanish to the community; create an up-to-date map, which is housed on the thinkorangews.org webpage; and are continuing to work to promote meal coverage across the city. However, there are more opportunities and potential ways City Council could change regulations and policies to increase local food production and alleviate potential food shortages.

As such, we are pleased to provide you with the ensuing report encompassing opportunities to address the possible rise of food insecurity¹, and the necessity to improve food access amid COVID-19 at the request of the Honorable Council Member Denise Adams. The report will outline what has been done to combat hunger since the rise of COVID-19, as well as what opportunities there are to address policy and programming. For the latter, we will rely on the leadership of City Council and the City Manager's Office to determine which opportunities the City should press forward with at this time. These include, but are not limited to, relaxing the requirements related to the 2012 Chicken, Fowl, and Pigeon Special Use Permit and modifying the City's UDO to encourage more opportunities for urban farming.

¹ Food Insecurity is defined by the USDA as a household-level economic and social condition of limited or uncertain access to adequate food. They go so far as to describe different levels of food insecurity, that can be viewed at <https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/definitions-of-food-security.aspx>



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Ongoing Food Access Efforts

Because of the Think Orange framework, we were able to act quickly to promote and ensure food security and access for residents across our City. Some efforts in response to COVID-19 to date include, but may not be limited to:

- Reopening City Recreation and Parks facilities to conduct evening meal sites (dinner and breakfasts) that would complement the breakfast and lunch feeding of Winston-Salem/Forsyth County Schools. These meals are served on Mondays, Wednesdays, and Fridays from 5-7 PM at eight City Recreation Centers in partnership with Second Harvest Food Bank of Northwest NC and its Providence family of programs. These meals are for children age 18 and under (or under 22, if with differing abilities). On Mondays, recipients receive meals for Monday and Tuesday. On Tuesdays, they receive meals for Wednesday and Thursday. On Fridays, they receive meals for Friday, Saturday and Sunday. No ID or registration is required, and the child(ren) do/es not have to be present. Recreation and Parks are staffing the sites, and the meals are provided through existing federal funding from the USDA.

Since beginning operations on March 20th, 2020, we have served over 14,240 meals (as of May 1st, 2020).

Center	Number of Meals Served
Fourteenth Street	4,027
Little Creek	515
Hanes Hosiery	2,339
Old Town	584
Polo Park	1,317
Sedge Garden	1,083
William C. Sims, Sr.	816
W.R. Anderson, Jr.	3,560
TOTAL	14,241

- Assisting Love Out Loud and the Winston-Salem Minister’s Conference and Vicinity in establishing nine additional evening meal sites that complement and ensure coverage temporally and geographically in Winston-Salem. The original 9 include:
 - Elevation Church (Gateway YWCA) – 1300 S Main St, 27127
 - Winston Lake YMCA – 901 Waterworks Rd, 27101
 - Morning Star Missionary Baptist – 1400 Fitch St, 27107
 - United Metropolitan Baptist Church, 450 Metropolitan Dr, 27107
 - Great Commission Community Church, 3733 Ogburn Ave, 27105
 - Life Changing Transformation Church, 2001 E 25th St, 27105
 - NAACP, 4130 Oak Ridge Dr, 27105



- St. John CME, 350 NW Crawford Pl, 27105
- Iglesia Cristiana Sin Fronteras, 5490 Shattalon Dr, 27106
- Updating the Think Orange webpage to contain up-to-date information regarding food access opportunities in English and Spanish, which is also linked to the City's main page for COVID-19 community resources.
 - Thinkorangews.org
- Collaborating with Shaylee Bowen, GIS Administrator in Operations, to create a more comprehensive citywide food access map with information in English and Spanish on opportunities for food access including feeding sites, food pantries, grocery stores, farms and farmers markets. This tool can will post-coronavirus.
 - [English version](#)
 - [Spanish version](#)
- Hosting weekly Think Orange COVID-19 Response Calls (since before Stay-at-Home orders were implemented) with food stakeholders across the county to create ease of coordination and information sharing, which have been pivotal in filling gaps in coverage, spurring new feeding opportunities. Now, biweekly calls.
- Exploring opportunities for improved food access through the items outlined below.
Attached as an addendum to this report, you will also find a Proposal for State COVID-19 Relief Funds – as requested by Council Member Denise Adams. This proposal requests funding for additional ideas and opportunities to promote food access in Winston-Salem.



Opportunities to Improve Food Access

Relaxing Restrictions on Keeping Backyard Chickens

Currently, Winston-Salem residents may keep chickens, other fowl, and pigeons on their property by obtaining a zoning permit from the Inspections Division. Chapter 6 of the City Code outlines the necessary requirements for keeping these animals and the process for applying for a permit. Key elements addressed include site plan requirements, sanitation standards, minimum enclosure dimensions, number restrictions (a maximum of five hens may be kept and roosters are prohibited), and setback requirements. A chicken run and coop must be located in the rear yard and set back a minimum of 25' from an adjacent property. If the chicken coop is located closer than 100 feet to an adjoining property, a notarized statement of support from the adjacent property owner must be obtained.

Considerations and Potential Amendments

The three hurdles that currently discourage applicants from seeking a permit for keeping chickens are the permit fee of \$100, requirement for a scaled site plan showing the location of the chicken coop on the property, the notarized statement of adjacent property owner approval, education surrounding keep and care of chickens and coops, and lack of awareness of the Special Use Permit (SUP). Most complaints the City receives regarding backyard chickens relate to either chickens running loose or the presence of roosters in the habitat. *Please also see the Community Coop Program Brief that is attached as an addendum to this report, which outlines additional non-ordinance related barriers to access.*

If City Council wished to encourage additional residents to keep backyard chickens, the following changes could be made:

1. Waive the \$100 permit cost if an applicant is in a designated food desert² area (identified by census tract), or falls under the federal poverty line for their household. Alternatively, Council could choose to waive the \$100 permit cost for any applicant for this particular SUP.
2. Amend the City Code to remove the requirement for a notarized adjacent property owner statement of support - the other code provisions (e.g. setbacks, coop materials and size, and sanitation requirements) should still provide adequate protection for adjacent property owners. However, City Council could also strengthen the existing conditions to balance the removal of the adjacent property owner support element of the ordinance.

² The USDA defines a food desert as a low-income census tract where a substantial number or share of residents has low access to a supermarket or large grocery store. To qualify as low-income, census tracts must meet the Treasury Department's New Markets Tax Credit (NMTC) program eligibility criteria. Furthermore, to qualify as a food desert tract, at least 33 percent of the tract's population or a minimum of 500 people in the tract must have low access to a supermarket or large grocery store. Additional information may be found at https://www.ers.usda.gov/webdocs/DataFiles/80591/archived_documentation.pdf?v=41332



3. Assist property owners with the requirement for submitting scaled site plans by creating templates for various lot sizes that owners could access online. Tutorials on how to properly complete a scaled site plan could also be created and posted on the City's website.
4. Collaborate with Beta Verde LLC, Forsyth County Cooperative Extension Office, and/or another qualifying program to train residents who apply for the permit on how to appropriately and hygienically keep chickens and coops.
5. Market the opportunity in collaboration with the Marketing and Communications Department, Urban Food Policy Council, and Think Orange taskforce.



Amending Regulations for Urban Livestock

City residents are currently allowed to keep rabbits, horses, mules, donkeys, goats, sheep, cattle, and ponies on their property, per Chapter 6 of the City Code, if certain requirements are met. Residents are prohibited from keeping pigs within the City limits. The code details minimum standards for keeping these animals (related primarily to sanitation, enclosure size, number of animals, and setbacks). The most onerous of these requirements is the minimum 50-foot setback requirement from the adjacent property for keeping these larger animals. Property owners currently have the ability to seek setback reductions from the Board of Adjustment (BOA).

Considerations and Potential Amendments

The minimum lot size necessary to meet the setback requirements for the aforementioned animals naturally limits the number of properties able to house such animals. At the very minimum, a lot must be 101 feet wide to meet this setback requirement, and this dimension does not take into consideration the space necessary to humanely house the animal. Complaints City staff have received related to keeping these animals typically relate to the housing of the animals, not to inadequate setback requirements.

While property owners do have the ability to seek reduced setbacks through the BOA Special Use Permit process, City Council could modify the code to reduce current minimum setbacks for keeping cattle, goats, horses and similar animals if it wanted to encourage their presence in the City.



Promoting Urban Agriculture and Edible Landscaping

Currently, residential property owners have the ability to install gardens in their front, side, and/or rear yards without any review or approval from the City. Furthermore, property owners can also choose to plant edible landscaping in the form of fruit and nut trees, shrubs, and herbs, no matter the zoning classification of the property. Property owners are also permitted to sell produce grown on their property as an accessory use without obtaining any permits or other approval.

The City's UDO ClearCode also allows Urban Agriculture to take place on vacant residential lots and lots within many non-residential zoning districts. The UDO defines Urban Agriculture as the growing, processing and distribution of food and other agricultural products through plant cultivation. It may include plant cultivation and the growing of non-food crops such as herbs and ornamentals. This use may also include accessory structures and buildings used for agriculture-related storage or field packing.

The UDO allows Urban Agriculture by right on lots zoned Agriculture (AG), Pedestrian Business (PB), Limited Business (LB), General Business (GB), Highway Business (HB), Limited Industrial (LI), General Industrial (GI), Institutional and Public (IP), Campus (C), and Mixed Use - Special (MU-S). All residentially zoned lots require a Board of Adjustment Special Use Permit, which requires a public hearing and a site plan. The ordinance includes a parking requirement for non-residential property and requires plants to be set back a minimum of five feet from adjoining properties and rights-of-way, but otherwise allows maximum flexibility.

Considerations and Potential Amendments

As mentioned above, current standards for urban agriculture are quite flexible. Complaints related to urban agriculture received by City staff usually relate to the presence of unsightly, overgrown vegetation after the growing season has passed. If City Council wished to further promote agriculture in the City, it could:

1. Consider expanding the districts where the Urban Agriculture use is allowed by right to include residential districts, office districts, and the Neighborhood Business (NB) district. If City Council was concerned about potential negative effects of allowing gardens by right on vacant residential properties, it could enhance the currently minimal conditions in the UDO for this use.
2. Collaborate more closely with the Forsyth County Cooperative Extension Office and their efforts to promote urban farming.
3. Make copies of brochures already prepared by staff on urban agriculture and its approval process available at City recreation centers and other facilities.



Promoting Edible Landscaping and Community Gardens on City Property and Within Rights-of-Way

The UDO ClearCode does not specifically address community gardens beyond the regulations noted in the previous section. As such, community gardens are already allowed on City property. Additionally, the UDO does not regulate development within rights-of-way (although other standards, such as DOT landscaping/visibility standards, do exist for these areas).

In recent years, several organizations have asked to plant community gardens on vacant or underutilized City-owned property, and several such requests have been approved. The Community Development Department and the Real Estate division of the Engineering Department have overseen these agreements. However, such efforts have not taken place on a large scale.

Considerations and Potential Amendments

If City Council decides it wishes to promote community gardens on City land on a large scale, several points should be considered and addressed through policy:

1. How will gardens be managed and maintained? (E.g. a neighborhood association, church, non-profit, or other group)?
2. How will liability be addressed? Would the City be held liable for any incidents or accidents that happen on the property even if the garden is managed by an outside organization?
3. Would the process be handled differently for park property than for vacant, non-recreational property (for example, lots the City has acquired through past demolition orders)?
4. How will competing uses for City-owned property be prioritized? A property that may be ideal for the development of a community garden may also be suitable for the development of affordable housing – both of these uses are necessary for ensuring a high quality of life for City residents.

Some cities, like in Athens County, Ohio, are adopting one or two city-owned community gardens where gardeners can sign-up for their own plots to care for – with the deal that these same gardeners give at least 10% of their produce to food access programs.

Regarding planting fruit and nut trees within road rights-of-way, City Council should consider ongoing maintenance; potential nuisance issues such as slip/trip hazards on sidewalks; the presence of rotting fruit and the possible attraction of animals and pests; and visibility/vehicle collision injury issues caused by certain plants. Additionally, the growing conditions necessary for fruit trees to thrive may not exist within all rights-of-way. If City Council wishes to move forward with a program for planting fruit trees within rights-of-way, further discussion with DOT and Vegetation Management staff should be pursued.



In addition to planting fruit and nut trees in road rights-of-way, City Council could also recommend that said trees be used to satisfy UDO planting requirements for new City facilities. Additionally, City Council could also recommend that fruit and nut trees be utilized in each year's Community Roots Day event.



Continuing to Relax the Restriction on WSTA’s Two-Bag Policy

The Winston-Salem Transit Authority’s goal is to offer safe, reliable and economical transportation services to passengers. In recent weeks and in response to COVID-19, WSTA has offered fare free fixed-route and paratransit services until further notice, effective Wednesday, April 15, 2020. Additionally, they have relaxed restrictions like the two-bag policy, which in normal service allows passengers to carry two-bags on their ride. It is important to note, that a purse and one grocery bag would equate to two bags. Relaxing this restriction makes it more accessible for city residents to do their grocery shopping, especially if living in a food desert census track and without means of other transportation methods.

Considerations and Potential Amendments

In the midst of COVID-19, the relaxation on the two-bag policy allows for ease of access to food for city residents. However, it is important to consider how additional bags may cause aisle blockage, tripping hazards, unintentionally become projectiles or cause other liabilities. If City Council wished to support ease of food access through public transport, it could:

1. Continue to keep these relaxed restrictions for 6 months to 1 year beyond COVID-19 to assess the safety and feasibility of making a more permanent adjustment to the two-bag policy.
2. Support installing floor-level racks or overhead storage bins on WSTA buses.



Reopening the Fairgrounds Farmers Market

Farmers Markets are important ways to support access in a community by providing economic support to farmers and healthy/fresh food to residents. At the outset of COVID-19, many city and county farmers markets shut down to promote social distancing and stop the spread of the virus. Now, we are beginning to see city and county farmers markets reopen across the state, starting on Saturday, May 2, 2020.

Considerations and Potential Amendments

Given that the Fairgrounds Farmers Market is in an enclosed environment, it does pose a greater risk than an outdoor air environment; however, it does not pose a greater risk than a grocery store. If City Council should choose to reopen the Fairgrounds Farmers Market, there are several considerations and options for safely reopening, which include:

- Conducting the market in the parking lot, much like during the Carolina Classic Fair.
- Operating at more limited hours like 8 AM-12 PM.
- Encouraging pre-orders and pre-payment wherever possible.
- Requiring face masks to sell and to purchase.
- Entering and exiting the market at designated locations; and walking in one direction through the market.
- Allowing only certified service animals.
- Closing bathrooms to all customers.
- Following additional protocols and operational guidelines outlined by the Carolina Farmer Stewardship Association, which can be found at https://www.carolinafarmstewards.org/wp-content/uploads/2020/03/COVID-19-OperationalGuidelinesTipsforMarkets_3.19.pdf .



Addendum 1

Proposal for State COVID-19 Relief Funds

SHORT RANGE

\$10,000 Providing value-aggregated farmers market boxes for SNAP/EBT benefits users

\$5,000 Providing seed swap attachments to park libraries or creating seed swap libraries for growing around the City

\$10,000 To market feeding opportunities available to community members

\$10,000 Amp up support for existing community gardens in the City

MID RANGE

\$10,000 Community Coop Program – pays for the cost of the permit to have a coop; training on how to adequately care of chickens; and purchases three chicks direct from the farmer for folks who meet building needs

\$10,000 Equipping local farmers/urban farmers to accept SNAP/EBT through subsidizing training and obtaining technology to accept

\$20,000 Plant and create 2 City Gardens – where urban farmers can grow food to sell in the community or for themselves, but with a requirement that at least 10% of what is grown must be donated to a food access program

\$10,000 To market feeding opportunities available to community members

85,000 in TOTAL FUNDING REQUESTED



Addendum 2

Program Brief

Community Coop Program: More Protein on the Plate

Program Justification and Alignment

Program Justification

Forsyth County, North Carolina ranks third nationally for intergenerational poverty (Chetty, 2014). The City of Winston-Salem’s Urban Food Policy Council recently determined in its analysis, “Playing chicken: Analyzing policy through a consumption-based poverty lens,” that the 2012 Chicken, Fowl, and Pigeon Special Use Permit is not fully meeting its intent as originally outlined. However, there are opportunities to improve the SUP through the Community Coop Program.

This program aims to advance the original objectives of the SUP by instituting a practical model for implementation in line with public governance in Winston-Salem and Forsyth County. Such program implementation is expected to improve the ability for target populations to keep chickens on their properties, which allows for protein on the plate, and is in line with the core priorities of the City of Winston-Salem as a governing body.

Think Orange Goals/Core Priorities of the City of Winston-Salem

Relevance to Think Orange: Think Orange’s core aim is to reduce the high rate of food insecurity that exists within Winston-Salem; and in turn, reduce the rate of food insecurity in Forsyth County. The Community Coop program will help to address Think Orange’s core aim by helping to make it more accessible to have and keep chickens on one’s own property within the corporate limits of Winston-Salem.

Relevance to the Core Priorities of the City of Winston-Salem: The City of Winston-Salem has made a commitment to comprehensively combat hunger; and thereby, meeting the corporate mission to provide “quality, affordable services that ensure the health, safety and well-being of citizens, while collaborating throughout the community to ensures its economic, social and environmental vitality.”



Focus/Operational Integration

The Community Coop Program helps improve access to the 2012 Chicken, Fowl, and Pigeon Special Use Permit for a diverse range of city residents and contributes to food access work through a variety of mechanisms including training and reduced cost bearing mechanisms.

Program Objectives

Objectives

- Supporting Think Orange objectives on food access works;
- Responding to Urban Food Policy Council recommendations to improve access to the 2012 Chicken, Fowl, and Pigeon Special Use Permit; and thereby, meeting the intention of the City ordinance;
- Facilitating a City-community-farmer partnership to improve access to food by allowing home-raised, backyard protein;
- Strengthening access to food in the wake of COVID-19 where city residents are searching for low-cost, quality opportunities to access nutritious foods.

The program objectives can be achieved in a variety of ways through program implementation. There are different opportunities to make minor changes that will have drastically positive impacts on access as it relates to the 2012, Chicken, Fowl, and Pigeon Special Use Permit, and its intentionality. They can be achieved in partnership with the Urban Food Policy Council, community members, local farmers markets and farmers, the City of Winston-Salem City Council and Mayor, and the Think Orange campaign.

Reach

At present, there have been 17 SUPs issued for the 2012 Chicken, Fowl, and Pigeons. Those accessing the SUP live in census tracts that have an average median annual household income of \$80,116, are located in resource dense communities, and are not located within a designated food desert. Making slight alterations through the Community Coop Program would allow folks of lower median annual household incomes, diverse cultural backgrounds, those in under-resourced communities, and those in food deserts to better access this particular Special Use Permit.

Program Implementation

Components

The Community Coop Program promotes food access by making it more accessible to obtain a Special Use Permit for Chicken, Fowl, and Pigeons through a variety of different mechanisms. Food access through the Community Coop Program is achieved through city and county focused partnerships. The program will accommodate to help residents of lower median annual household incomes, diverse cultural backgrounds, those in under-resourced communities, and those in food deserts. The Community Coop Program is delivered through changes to existing



SUP application; training through Beta Verda LLC, Forsyth County Cooperative Extension, and/or another qualifying training; and through accommodations to the existing SUP requirements.

The program can be delivered through the following interrelated mechanisms and options:

- Alleviating existing cost burden for the Special Use Permit; through the following options:
 - a) By waiving the \$100 permit cost if applicant is in a designated food desert area, or falls under the federal poverty line for their household.
 - b) By waiving the \$100 permit cost for any applicant for this particular Special Use Permit.
- Alleviating existing cost and build burden for chicken coop structure; through the following options:
 - a) Reduce the 100 feet from adjacent property line for keeping of coop to 50 from all property lines to more closely match setback requirements of the Cities of Greensboro and Charlotte for large lots (greater than 12,000 square feet in area) without notarized approval of neighbor.
 - b) Reduce the 100 feet from adjacent property line for keeping of coop to 25 feet from all property lines to more closely match setback requirements of the Cities of Greensboro and Charlotte for small lots (lots between 7,000 to 12,000 square feet in area) without notarized approval of neighbor.
 - c) Reduce the current sizing of coop requirements of 24 inches in height to a minimum of 18 inches in height.
- Alleviate cost burden and access to chicks; through the following:
 - a) Collaborate with Beta Verde LLC, Forsyth County Cooperative Extension Office, and/or another qualifying program to train residents who apply for permit on how to appropriately and hygienically keep chickens and coops. For individuals who complete training, the City will purchase from a local hatchery two chicks (average cost of \$10.80 a chick).
 - b) Creation of a City coop on a vacant lot to be managed in partnership with students from the Cooperative Extension as Experiential Learning. After completion of training through Beta Verda LLC, Forsyth County Cooperative Extension Office, and/or another qualifying program to train residents who apply for a permit on how to appropriately and hygienically keep chicken and coops, the applicant will receive three chicks.
- Alleviating language barriers in accessing SUP; through the following:
 - a) Make the “Keeping Chickens, Fowl, and Pigeons Application” available for completion in Spanish.
- Raise awareness about the Community Coop Program and SUP; through the following options:



- a) Market the opportunity through social media outlets in partnership with the Marketing and Communications Department.
 - b) Issue a press release regarding the changes to the SUP in partnership with the Marketing and Communications Department.
 - c) Rely on Think Orange Taskforce and Urban Food Policy Council to serve as ambassadors for the Community Coop Program through their individual networks.
- Possible pilot measures can be instituted as an opportunity; through the following options:
 - a) Make the aforementioned options available throughout the COVID-19 pandemic.
 - b) Make the aforementioned options available through August 2021; and then conduct an evaluation and report on progress for determination of continuation.
 - c) Make the aforementioned options available indefinitely and institute them as a new and best practice.

City-County Level Coordination and Partnership

The Community Coop Program is designed and delivered with community members, local farmers, farmers markets, and Think Orange. The program further builds community food access through reducing cost burden and barriers to obtaining the SUP.

Donor Coordination and Partnership

Opportunities for funding through State COVID-19 Relief Funds. Outreach would be conducted to gain, if needed, additional external funding support.

Outputs and Outcomes

Impact/Outcome Indicators

The program's main goal is to reduce barriers to access to the 2012 Chicken, Fowl, and Pigeon Special Use Permit; and, in turn, improve food access within Winston-Salem. The impact of such barrier reduction and improved food access can be measured through:

- Number of applications received in census tracts below the federal poverty line for household size based on annual income.
- Number of applications received in census tracts that are designated as food deserts.
- Number of additional applications received, in general.

Evaluation and Reporting

The Think Orange campaign will measure the outcomes of the Community Coop Program as previously mentioned. The program can also occasionally be informally reviewed in partnership with established training programs, farmer partners, and community members.

Sustainability/Institutionalization Plan

The Community Coop Program is driven by the increase in demand for food access within the City. At present, the Second Harvest Food Bank of Northwest North Carolina is seeing an



increase in need of 100-140% from our County's residents requesting food assistance. Think Orange respectfully requests and recommends immediate implementation of the Community Coop Program in the way deemed most fit by the City's elected officials and the manager's office. The Think Orange campaign will continuously evaluate the Community Coop Program and its partnerships to ensure its vitality, opportunities for partnership, and assessments of ongoing need.