Appendix A:

Workshop Exercise Results

Responses to the question, "What are you excited about this workshop."

- community access and collaboration
- volunteering
- working in the community
- progress community food
- drink more wine
- learning community collaboration
- food entrepreneurship opportunity
- learning new ideas
- community health partnership
- resilient communities
- eat collaborate sleep
- community food health
- promote enhance thrive
- jobs jobs jobs
- unique experiences
- sustainability
- collaborate future
- intersecting-food-and-place
- vision
- community sustainability possibilities
- education engagement energy
- creating great communities
- equity access intersection
- equity accessibility collaboration
- rural resilience
- innovation connection action
- big picture community
- Inclusivity, communidad creatividad
- Local sustainable nutrition
- networks vision action
- creativity entrepreneurship opportunity
- flavor community opportunity
- Insight opportunities discussion
- unity collaboration opportunity
- architecture-for-agriculture
- helping-make-connections
- design improves lives
- exciting-time-ahead
- community resilience
- excited about producer

Responses to finishing the sentence, "I believe local food…"

- tastes-better
- is vital to the heart and soul of the community
- is the food that was here before settlers arrived
- has the potential to enhance greater respect for and stewardship of the ecosystems that support us
- is key to creating a sense of place and community.
- brings people together
- can create more equitable economic opportunities.
- is a cultural experience
- builds community engagement
- is a cornerstone of strong local economies and communities
- is a way to build community and so necessary for kids to learn about, to keep us connected to our land
- is essential for a sustainable community and brings us together.
- should be as accessible as possible to every member of the community
- is essential for sustainable rural health and economy

- is a great way for us to heal the land
- brings us together and connects us to the community and environment
- builds relationships
- must be available to all
- can help meet nutritional needs
- should be accessible to everyone and reflect the culture of a community
- can be a catalyst for economic revitalization.
- will emerge as a future force of good health, especially after the impact of COVID 19.
- is essential to a thriving community and is complicated/complex
- should be available to all, create the connection of farm to table for all!
- is the pathway to food security for all members of the community, is sustainable, and honors the land
- is central to identity building, public health, and economic resiliency
- will help is heal the trauma of the land and peoples of the land

Responses to finishing the sentence, "I believe my community…"

- very important to our future of sustainability.
- multi-faceted and rich with diversity and knowledge
- can work together to be healthy and strong.
- is my responsibility
- can increase equity and inclusion in their approach to food access
- has a lot of work to do to address decolonization
- has amazing assets and ideas.
- Cottage Grove can be a leader for other communities to follow
- has a lot of food and farm producers that need more visibility!
- can revolutionize our local food system
- would fully support initiatives to increase the health of our community.

- is ready to embrace the idea of honoring the land to promote sustainability and access to secure food
- is well-positioned to be a leader in the local food revolution.
- interested in re-localizing and enhancing the local environment, economy, and helping each other.
- has great heart and opportunity
- has a lot of potential for food security
- is complex, yet shares fundamental goals: family, community
- will continue to attract human beings to Cottage Grove who values good all-around health.
- has the power to transform the health and wellness of all through food
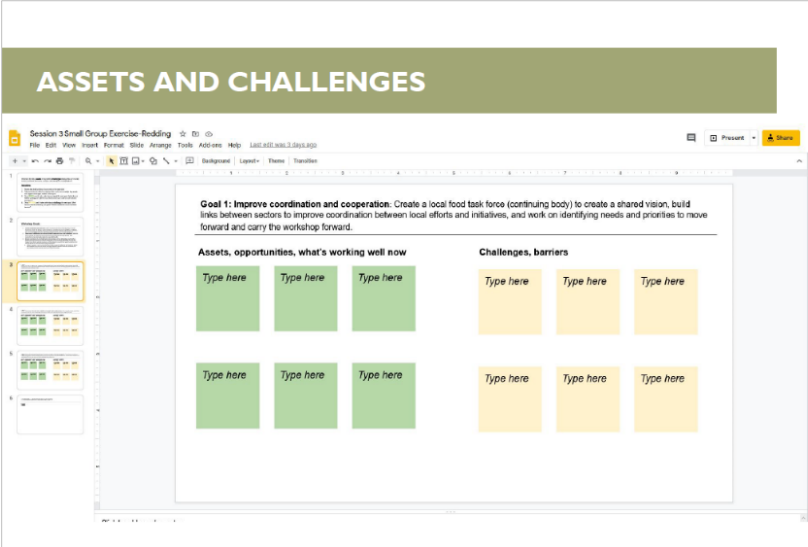- is badass!

Making Headlines

Participants were asked to brainstorm a headline from the future. Something positive has happened in Cottage Grove, write a headline for that and let's talk about what the impact was and how it came to be.

- Latino Lead Farms Flourishing & Feeding Their Community
    - There is a thriving community garden with more than 50 Latino immigrant families growing their own organic food and preserving cultural traditions around food.
    - The garden will serve as a community space for cultural events such as mama and me bilingual storytime, workshops on gardening and healthy eating, music events, and more.
    - There is a center for families to create masa out of the corn they grow.
- Data set for defining good health will show an upward trend.
- Food insecurity has reached record lows in Cottage Grove!
- Cottage Grove is an anchor of food security in Oregon
- Locally owned co-op grocery store now open!
- Cottage Grove is a pioneer in climate-friendly agriculture, local food systems, and social, cultural, and economic restoration
- Cottage Grove Armory Kitchen opens to the community
- Cottage Grove is the international leader in the sustainability and restoration of first foods!
- Kids create sustainable gardens and community programs, Families embrace less waste systems
- America's model rural town for transitioning to a healthy green local economy
- Community brings health and stability to CG area through food security and collaboration.
- Cottage Grove saves Planet
- Cottage Grove builds access to healthy food through respectful collaborative efforts
- ALL Cottage Grove Restaurants support Featured Local Farmer Program
- The health and well being of Cottage starts with local food, and access for ALL!
- Cottage Grove Transformed Through its Food
- Cottage Grove is a leader in community health through access to heirloom and local food, fresh and prepared.
- Cottage Grove has achieved full circle food system for whole community
- Cottage Grove blends many cultural flavors in its local food plan that celebrates its fifth anniversary!

Assets, Opportunities, Barriers, Challenges Slides

One of the breakout groups worked on a series of shared google slides. Below is a sample instructional slide for the exercise followed by the results of each goal area.

Goal 1: Identify strategies to support and enhance existing commercial kitchen and food incubator spaces.

Assets/What's Working

The Bohemia Food hub is a well established food incubator based in the city	*Farmers market*	*Revitalization of the food systems at Aprovecho*
Entrepreneurs have a place to test business ideas at the BFH	*Incubator food truck is installed and ready to pilot*	
Significant infrastructure nearby - e.g., SnowTemp		

Challenges/Missing

Storage/refrigeration for larger-scale distribution	*Connections between CG and the local Tribes (GR and Siletz, Coos?)*	*Under-utilized resources--aprovecho, local fist foods (acorns and Camas)*
A clear program for the Armory that complements the Bohemia Food Hub	*More Cold Storage needed.*	
Local meat processing - no place to do this	*Networking for greater access and awareness*	*Community meetings to determine needs*

Goal 2: Improve food security and public health in Cottage Grove.

Assets/What's Working

WIC Farmers' Market Nutrition Program	Participation in Fresh Fruit and Vegetable Program in elementary schools (every classroom gets fruit/veg snack daily)	Nutrition and Cooking Education in some elementary classrooms and adult classes - partnership with OSU Extension
Available farmland that is good for food growing		Disconnect / lack of connection between school district food service and local food opportunities, as well as school gardens
Community Sharing Food Bank		Access is centralized to a building (e.g. Community Sharing)

Challenges/Missing

I would like to see a more robust and well-trafficked farmers market; only open to farmers that grow organically	Transportation options and ability to carry groceries	Families or individuals may not have a medical home
Processing: Meat processing, hazelnuts, grain/beans	No system consistent everywhere to assess food security (e.g. schools, hospital, clinic, etc)	How do we train the case workers of ODHS to offer resources to families; face to face contact is limited; have more "warm hand-offs"
Related to the farmers market utilization, I think it has been challenging for local small farmers to make a living farming in the community.	Destigmatize referrals to the food bank	No current central guide of resources

Goal 3: Increase the involvement of Cottage Grove's underrepresented/immigrant populations (e.g. youth, BIPOC representatives) in local food and place-making initiatives.

Assets/What's Working

It is nice that several of the newer restaurants in town are owned by BIPOC - Oba, Tikal, etc.

A successful Guatemalan restaurant is occupying BFHs new pilot restaurant retail space.

Bohemia Food Hub creating incubator and pop-up business opportunities

Training in Spanish for financial literacy and starting a business starting tomorrow.

BFH is actively engaged in planning with CG High School to develop food truck program

Challenges/Missing

It would be great to have a youth-run initiative similar to what they have at the Elkton Community Center (cafe)

Access to land and capital

Also connecting land owners with land to share

Resources/ Staffing for new initiatives such as the community garden for immigrant families here

How to best reach these populations and raise awareness

Reources/staffing for a Cottage Grove Cambios Business Class/technical assistance

Connections with local land owners who have first foods on their property

Goal 4: Build stronger supply chain connections for farmers and food producers with both local and regional markets.

Assets/What's Working

Many lane county retailers already stock many local products and are very easy to work with	The rise of e-commerce and food delivery services presents new opportunities
Bohemia Food Hub tenants are connected with Portland markets	Type here

Challenges/Missing

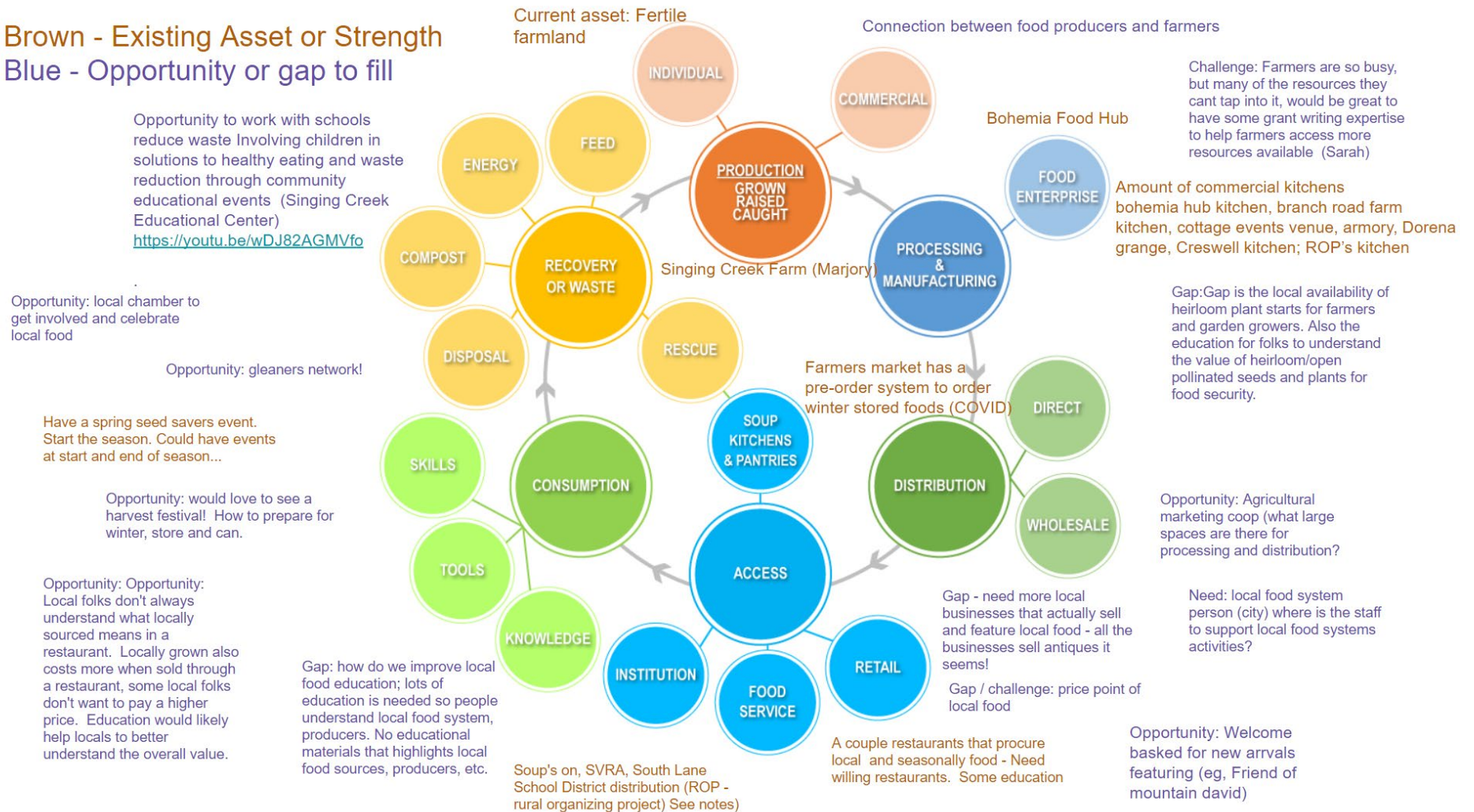|		
Low barrier access to distribution up and down the I5 corridor	Region to region collaboration to improve efficiencies or access new/existing infrastructure?	Related to the farmeDo local food opportunities reflect the needs/cultural foods of minority /immigrant populations?
Mid sized and large farms are not often part of the planning process	Cold storage is a gap	Shared/ coordinated distribution to markets outside of Cottage Grove

Food Value Chain Diagram

One small breakout group participated in a food system value chain exercise.

Brown - Existing Asset or Strength
Blue - Opportunity or gap to fill

Current asset: Fertile farmland

Connection between food producers and farmers

Opportunity to work with schools reduce waste Involving children in solutions to healthy eating and waste reduction through community educational events (Singing Creek Educational Center)
https://youtu.be/wDJ82AGMVfo

Challenge: Farmers are so busy, but many of the resources they cant tap into it, would be great to have some grant writing expertise to help farmers access more resources available (Sarah)

Bohemia Food Hub

Amount of commercial kitchens bohemia hub kitchen, branch road farm kitchen, cottage events venue, armory, Dorena grange, Creswell kitchen; ROP's kitchen

Singing Creek Farm (Marjory)

Opportunity: local chamber to get involved and celebrate local food

Opportunity: gleaners network!

Gap:Gap is the local availability of heirloom plant starts for farmers and garden growers. Also the education for folks to understand the value of heirloom/open pollinated seeds and plants for food security.

Farmers market has a pre-order system to order winter stored foods (COVID)

Have a spring seed savers event. Start the season. Could have events at start and end of season...

Opportunity: would love to see a harvest festival! How to prepare for winter, store and can.

Opportunity: Agricultural marketing coop (what large spaces are there for processing and distribution?

Opportunity: Opportunity: Local folks don't always understand what locally sourced means in a restaurant. Locally grown also costs more when sold through a restaurant, some local folks don't want to pay a higher price. Education would likely help locals to better understand the overall value.

Gap - need more local businesses that actually sell and feature local food - all the businesses sell antiques it seems!

Need: local food system person (city) where is the staff to support local food systems activities?

Gap: how do we improve local food education; lots of education is needed so people understand local food system, producers. No educational materials that highlights local food sources, producers, etc.

Gap / challenge: price point of local food

A couple restaurants that procure local and seasonally food - Need willing restaurants. Some education

Opportunity: Welcome basked for new arrvals featuring (eg, Friend of mountain david)

Soup's on, SVRA, South Lane School District distribution (ROP - rural organizing project) See notes)

Appendix A: Workshop Exercise Results

Asset Mapping: Social PinPoint Maps and legend

A small breakout group met around a virtual, interactive mapping tool set up to allow users to drop comments on a map. The comment categories were as follows:

Drag to comment > 👍 Favorite Things & Places   ❗ Needs Fixing   ⭐ Opportunity   🌱 Food System- Supply   🍴 Food System- Access   💡 Food System- Knowledge

The URL for the activity is https://eprpc.mysocialpinpoint.com/lflp-cottagegrove#/ and it remains active for continued use by the community until March 31, 2021. The mapping results shown in this appendix are comments received as of January 22, 2021. A GIS shapefile of the results can be shared with the LFLP committee upon closing of the site, approximately July 2021. Three different scale maps are below, neighborhood, city and region, followed by the legend that identifies the map numbers. Not all numbers are visible or legible at all scales but numbers are consistent across maps so you can locate items on the map where it shows up best.

Cottage Grove, Social PinPoint Asset Mapping as of January 22, 2021 – Neighborhood Scale

Cottage Grove, Social PinPoint Asset Mapping as of January 22, 2021 – City Scale
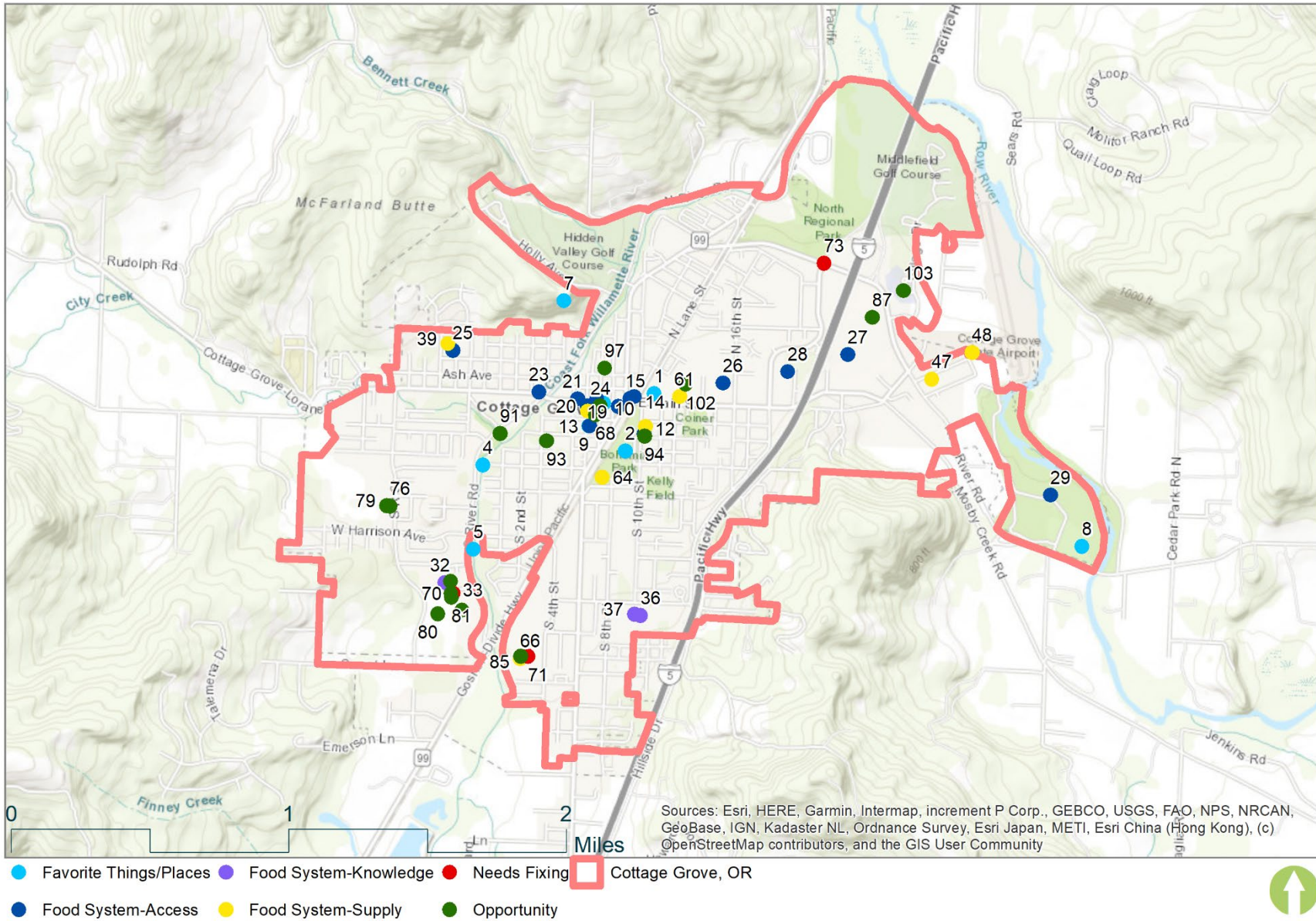
Cottage Grove, Social PinPoint Asset Mapping as of January 22, 2021 – Regional Scale

Map #	Comment Category	Comment
1	Favorite Things/Places	Trailhead Park / Row River Trail
2	Favorite Things/Places	Bohemia Park
3	Favorite Things/Places	Veneta Pop-Up Retail District
4	Favorite Things/Places	Swinging Bridge
5	Favorite Things/Places	Chambers Railroad Covered Bridge
6	Favorite Things/Places	Cottage Grove Lake
7	Favorite Things/Places	Mt David, Includes pioneer cemetery, Native American worship site, highest point within city
8	Favorite Things/Places	Row River Nature Park
9	Favorite Things/Places	Brewstation/Coast Fork Brewing
10	Favorite Things/Places	Downtown Commercial Historic District
11	Favorite Things/Places	Dorena Lake
12	Food System-Access	Coast Fork Farm Stand
13	Food System-Access	Coast Ford Brewing - Brewstation and Feed
13	Food System-Access	Coast Fork Brewing & Feed
14	Food System-Access	Covered Bridge Brewing Group, with new food cart pod
15	Food System-Access	Covered Bridges Brewing
16	Food System-Access	Veneta Farmers Market
17	Food System-Access	LOVE Project Food Pantry
18	Food System-Access	Gleaners
19	Food System-Access	Busters Main Street cafe
20	Food System-Access	Latina market (only LatinX market in CG)
21	Food System-Access	Jack Sprats, local restaurant specializing in vegan/vegetarian/restricted diets and local food
22	Food System-Access	Rural Organizing Project (ROP) - Food box distribution
23	Food System-Access	Sunshine Market, local bulk foods (honey, grains, cheeses, vegetables, etc.)
24	Food System-Access	Axe & Fiddle (restaurant and bar)
25	Food System-Access	Community Sharing (food pantry)
26	Food System-Access	Safeway Grocery Store
27	Food System-Access	Walmart (including grocery store)

Map #	Comment Category	Comment
28	Food System-Access	Grocery Outlet
29	Food System-Access	Butterfly garden (at Row Row Nature Park)
30	Food System-Knowledge	Al Kennedy High School sustainability program (including community garden, greenhouse, Kennedy Conservation Corps)
31	Food System-Knowledge	Commercial kitchen
32	Food System-Knowledge	Lane Community College
33	Food System-Knowledge	Cottage Grove High School culinary program
34	Food System-Knowledge	OSU Extension - Lane County office
35	Food System-Knowledge	Aprovecho (Name to be changed)
36	Food System-Knowledge	Family resources center for immigrant families
37	Food System-Knowledge	Harrison Elem has Family Resource Center: Latinx support, Ana Maria is lead, recently expanded with funding,
38	Food System-Supply	Bohemia Food https://www.bohemiafoodhub.com/ Founded in 2016 by Kim Johnson, the Bohemia Food Hub supports the growth and development of new and existing businesses in the Food and Beverage Sector. From concept to implementation, Bohemia Food Hub offers built-in support for entrepreneurs as they navigate the business start-up and scaling process. Since its inception, Bohemia Food Hub has been fostering job creation, incubating new businesses, and improving livelihoods within the community of CG
39	Food System-Supply	Community Sharing community garden
40	Food System-Supply	Saginaw Vineyard
41	Food System-Supply	Iris Vineyards
42	Food System-Supply	My Brothers Farm - Bison, Pork, Hazelnuts, and cider apples.
43	Food System-Supply	Oak Song Farm
44	Food System-Supply	King Estate
45	Food System-Supply	Creswell Oaks - Cattle Ranch
46	Food System-Supply	Spencer Shadow Ranch - Cattle and sheep farm
47	Food System-Supply	Territorial Seed Company
48	Food System-Supply	Iris Vineyards - Production Facility
49	Food System-Supply	Meyers Ranch - Cattle Ranch

Map #	Comment Category	Comment
50	Food System-Supply	Alesong Brewing & Blending
51	Food System-Supply	Queen's Bounty Honey
52	Food System-Supply	Sweet Cheeks Winery
53	Food System-Supply	Silvan Ridge Winery
54	Food System-Supply	Patton's nursery
55	Food System-Supply	Creswell Bakery
56	Food System-Supply	Singing Creek Farm
57	Food System-Supply	Chateau Lorane (vineyard)
58	Food System-Supply	Brice Creek Croft
59	Food System-Supply	Knee Deep Cattle Company
60	Food System-Supply	Doak Creek Nursery
61	Food System-Supply	sells healthy options (state wide).
62	Food System-Supply	CFWWC - Pollinator Garden
63	Food System-Supply	Dexter Lake Farmers Market
64	Food System-Supply	Bohemia Park Pollinator Garden
65	Food System-Supply	Local nursery
66	Food System-Supply	Lincoln Middle School - Pollinator Garden
67	Food System-Supply	London School - Pollinator Garden
68	Needs Fixing	Cottage Grove Armory. Basement will be converted in part to a commercial kitchen for catering. What else might we want to include? Event space provides great opportunities once addition of elevator completed.
69	Needs Fixing	While not a food desert, Ray's is the only grocery and is widely considered to be overpriced and expensive
70	Needs Fixing	Greenhouse needs fixing.
71	Needs Fixing	Garden needs fixing
72	Needs Fixing	Aprovecho (Name to be changed)
73	Needs Fixing	I-5 exit: first thing you see is chain restaurants / easy to miss the actual town!
74	Needs Fixing	In 2015, a rare intern developed a farmers network that then developed into the farmers market. Network could be used to reach area farmers. Vendors at the market need cold storage and marketing. Market needs a year-round location (currently at this location in summer and at the Armory in winter)

Map #	Comment Category	Comment
75	Needs Fixing	Dorena is a food desert
76	Opportunity	New community garden location at Bohemia Elementary School, to be managed by Huerto de la Familia
77	Opportunity	Replaces Amanda's Needs Fixing Comment
78	Opportunity	Empty lot filled with possibilities - community garden, park, expanded farmers market
79	Opportunity	Community and school garden with complete infrastructure - needs manager/coordinator.
80	Opportunity	Community and school garden with complete infrastructure - needs manager/coordinator.
81	Opportunity	School garden
82	Opportunity	Greenhouse, woodshop, and metal shop
83	Opportunity	Career Tech Education. 2017 discussion of having elections be food/ag-focused from k-12.
84	Opportunity	South Valley Farmer's Market, Thursdays in summer. Needs suppliers, marketing, etc. Main Street Revitalization Plan will modify the street-scape to make into festival plaza (to make sidewalk even with street) to improve use of street corridor for events like this.
85	Opportunity	Community and school garden with complete infrastructure - needs manager/coordinator.
86	Opportunity	Collaborate with Oregon Country Fair
87	Opportunity	The Village Green (hotel & conference center) Would be great to see local foods in their restaurant & catering services!
88	Opportunity	Existing greenhouse and raised beds. A commercial kitchen is planned. Capacity to grow plants for consumption in the community. Curriculum includes growing, marketing, and selling food, i.e., farm-to-table program.
89	Opportunity	Travel Lane County (partnership)
90	Opportunity	University of Oregon - business class projects / internships. Not to mention potential customers!
91	Opportunity	Dr. Snapp House, hosting Singing Creek Center, including new native plant garden for living history education. Could be excellent location to include education in Local Foods
92	Opportunity	Aprovecho (Name to be changed)
93	Opportunity	South Lane School District Office. Very strong support for ag collaboration for food access for healthy families.
94	Opportunity	Bohemia Food Hub -- expansion of retail space, new food cart with students
95	Opportunity	Wineries / farms to the south! Connect to Elkton, Umpqua Valley, Rogue Valley wineries also

Map #	Comment Category	Comment
96	Opportunity	5th Street Complex / Provisions Market Hall - get Cottage Grove products sold here!
97	Opportunity	Cottage Grove Community Center & Library includes strong programming in Spanish as second language, Senior Center, could be included in food systems education
98	Opportunity	Sundance Market & Wine - get Cottage Grove products sold here!
99	Opportunity	Capella's Market - get Cottage Grove products sold here!
100	Opportunity	Provisions Market South - get Cottage Grove products sold here!
101	Opportunity	Friendly Street Market - get Cottage Grove products sold here!
102	Opportunity	I'm curious to learn more about this, who is sponsoring this and how is it evolving?
102	Opportunity	Future orchard/public garden programmed here as part of Row River Trailhead Park
103	Opportunity	Cottage Grove Community Hospital
104	Opportunity	New community health center (proposed within 2-3 years)

Action Brainstorming and Voting Exercise

During the action brainstorming exercise, workshop facilitators asked participants to brainstorm actions they felt would help the community make progress towards achieving each of the four workshop goals. Participants were asked to carefully consider an action with a verb, to write a full sentence to describe each action, and to draft actions that are "SMART," Specific, Measurable, Achievable, Relevant, and have a Timeframe." A shared Google Slide Deck allowed every workshop participant to individually contribute their ideas on a slide that was designated for their personal working space. After each workshop participant individually brainstormed their actions, the group discussed all actions and sorted them into the corresponding goal. Workshop participants then voted on which actions under each goal they would choose as their top priority, using a voting form on Google Forms. A summary of all the actions that were voted upon for each goal is included below, including the number of votes each received. Following the voting exercise, workshop facilitators asked participants to break into small groups to choose a subset of actions for each goal and to add more detail to the what, how, when, why, and who for each action – those results became the action tables documented in the action plan.

Goal 1: Identify strategies to support and enhance existing commercial kitchen and food incubator spaces.

Future of the Armory Conversations/Events		*Assess, discover, communicate*	*Support / Grow Existing Kitchens, etc*	*Other downtown ideas/needs*

Future of the Armory Conversations/Events

Goal 1   **11**
Develop committee to explore Armory kitchen design and programming opportunities; including the City, the Bohemia Food Hub and other stakeholders to clarify gaps and lanes, and prioritize possible Armory programming that would complement the food system. This committee would meet regularly and could determine how Bohemia Food Hub and CG Armory can work collaboratively to meet the needs of local food entrepreneurs.

Amanda Ferguson/Amy Hause/ KimberlyJohnson

Goal 1   **3**
Schedule a Community event, or a series of events, that develops a business plan for a Community Center for the Armory
Sarah Mitts

Goal 1   **2**
Offer Armory kitchen as space for local caterers.
Amanda Ferguson

Goal 1   **2**
Have a place/event (maybe Armory) for the current food businesses to share what they are doing. This would encourage new entrepreneurs to use resources. I think the use of the Armory commercial kitchen can grow organically like the Bohemian Food Hub
Shauna Neigh

Goal 1   **3**
Apply to the USDA Wholesale Market and Facility Design program to utilize architectural technical assistance in the enhancement of designed spaces for the commercial kitchen and food incubator.
Ron Batcher - USDA

Assess, discover, communicate

Goal 1   **4**
Map all resources in community and surrounding communities in an easy to navigate way. Or person in this role.
Taylor Larson

Goal 1   **6**
Create a guide on why, how and when to access commercial kitchen for someone just getting started. Esp in Spanish.
Federal Partner

Goal 1   **7**
Collaborate with CGHS's Career Technical Education (CTE) programs for food entrepreneurship including marketing and graphic design, and production
Beth Pool

Goal 1 or 2   **3**
Create a community gathering place that includes a community marketplace in the Armory.
Dale Smith

Support / Grow Existing Kitchens, etc

Goal 1   **8**
Enhance, support, help Bohemia Food Hub in advancing her work in working with the Latinx community
Beth Pool

Goals 1 & 4   **9**
Assess need for cold storage among food businesses and restaurants. General sentiment is COLD STORAGE: we need more of it in CG, but assess how much, where, who, how, etc.
Amy Hause / Kimberly Johnson

Other downtown ideas/needs

Goal 1/4   **4**
Find a permanent home for the winter's Farmer Market -- or develop long-term relationship with City to secure the space.
Amanda Ferguson

Goal 1   **4**
Connect restaurant entrepreneurs / culinary programs with pop-up dining / trial run spaces
Jeff Malik

Goals 1 and/or 3   **5**
Explore use of available Main Street retail spaces for food business use (pop-up restaurants? Pilot or shared restaurant space like Nibbles?)
Amy Hause

Goal 1   **4**
Utilize or develop network of community gardens to fill supply gaps for food entrepreneurs using commercial kitchen.
John Foster

Goal 2: Improve food security and public health in Cottage Grove.

Coordination/Policy/Partnerships

Goal 2   7
Start a Local Food Action Council like the Oakland food and policy council. Provide City staff support.
Amanda Ferguson
Sarah Mitts/John Foster

Goal 2:   1
Educate / collaborate with ODHS about opportunities for food security resources to provide individuals.
Rebecca Fallihee

Goal 2   2
Establish a development team that finds and secures/pays managers of school and community gardens.
Beth Pool

Goal 2   0
Increase participation of a broad set of voices in Be Your Best's efforts to improve the health of our community. Samantha Duncan is local resource for BYB.
Beth Pool

Goal 2   3
Continue food security assessment.
John Foster

Goal 2:   5
Create a partnership program between local farm(s)/market and a doctors office (or similar) - vouchers for CSA style box or market dollars and/or transportation voucher to Community Sharing --- for food insecure and/or individuals in need of fruit/veg
Rebecca Fallihee

Food Sources

Goal 2   6
Start a gleaner's network to gather wasted food from farms and give to soup kitchens, etc.
Sarah Mitts

Goal 2   1
Put edible raised bed food boxes downtown along the strip
Sarah Mitts

Goal 2   2
Work with Community Sharing or other groups and lead wild edible food walks in local communities, w language translators/ interpreters
Karen Rainsong

Goal 2.   3
Cleanup any brownfields that could be available as community gardens.
David Olszyk

Projects

Goal 2   7
Engage with Rural Organizing Projects' efforts to provide equity among our underserved populations: latinx, low income, homeless
Beth Pool

Goal 2   4
Pursue Blue zone projects in Cottage Grove and look for inspiration. Participate in development of Blue Zone projects in CG through Peace Health.
Ana Maria Dudley / Beth Poole

Goal 2   3
Have a conversation about transitioning the two natural food stores into a member run coop that helps to finance and run local food education
Sarah Mitts

Events/Education/Tools

Goal 2,3   3
Add a book end event that sisters the seed swap at the end of the season that shows gardeners/farmers how to collect seed and preserve their harvests.
Marjory House

Goal 2   2
Make Singing Creek Ed Ctr educational videos and programs more visible to the community - translated and archived for the future.
Karen Rainsong

Goal 2   8
Develop a marketing plan for reaching the broader community re: food events (frmrs mkt, community meals, food bank opps, food education opps (nutrition cooking classes, food preservation wkshops), Dont' forget Spanish signs.
Beth Pool

Goal 2   4
Redevelop/update a bilingual map that shows healthy food resources in area.
Beth Pool

Goal 2   2
Connect local foods with health / athletic events (e.g. marathon, triathlon). Make these more accessible and inclusive.
Jeff Malik

Goal 3: Increase the involvement of Cottage Grove's underrepresented/immigrant populations (e.g. youth, BIPOC representatives) in local food and place-making initiatives.

Community Gardens, Markets, Corner Stores

Goal 3 **6**
Work to develop a Community Garden by Huerto de la Familia at Bohemia Elementary This could help build and support BIPOC folks to feel safe and supported. Have conversations to determine interest, organization, and champions, etc...
Taylor Larson / Amanda Ferguson

Goal 2 & 3 **6**
Develop a community marketplace/coop (or find existing corner stores, bodegas) that could offer fresh and culturally appropriate vegetables and meat for Latinx, immigrant, and indigenous residents. Could include food share, seed share, and connections to a community garden (CG separate action)
Dale Smith / Federal Partner / Amanda Ferguson / Taylor Larson / Amy Hause

Youth, BIPOC focused initiatives, nurturing entrepreneurs, education/outreach programs

Goal 3 **6**
Provide more entrepreneurship training for BIPOC and youth; ex: partner with LCC for food truck management trainings; eg, school youth to run a year-long food truck business
Amy Hause / Kimberly Johnson

Goal 3 **5**
Develop food entrepreneurship / apprentice training programs and certificates for high school and gardening program after graduation to sustain involvement.
Federal Partner

Goal 3 **6**
Incentivize / subsidize BIPOC-owned businesses and others to connect with organizations such as Chamber and tourism marketing orgs
Jeff Malik

Goal 3 **3**
Create Outdoor School lessons for youth that reflect local foods/ sustainability projects; connected to Indigenous food production and the land.
Karen Rainsong

Goal 3 **3**
Partner with local seed producers or nurseries to obtain plants that could be used to demonstrate indigenous foods at schools - gardens and culinary classes.
David Olszykr

Goal 3 **4**
Work with newly funded Soil and Water Conservation District to make sure programs support BIPOC food producers
Taylor Larson

Hold community conversations, develop partnerships

Goal 3 **6**
Work with Coast Fork Watershed Council and Aprovecho on planting native edible food plants in parks and educational displays about them
Karen Rainsong

Goal 3 **2**
Outreach to community organizations and faith based groups with large BIPOC memberships to engage them in local foods issues.

Goal 3 **4**
Talk to tribes and local families from diff nations to find out what kinds of foods they could plant in community gardens and make a plan to include them.
Karen Rainsong

Goal 3 **6**
Meet with local leaders, Chamber of Commerce, Family Resource Ctr, etc. and create educational displays downtown in empty storefronts which promote healthy eating, what is seasonal?, how to make less waste etc.
Karen Rainsong

Making the farmers market more inclusive, inviting

Goal 3 **8**
Create a more inclusive Farmer's Market that is open to all who grow, not just organically, lower barriers to entry for BIPOC farmers, etc
Kimberly Johnson / Beth Pool

Goal 3 **1**
If farmers market has live music, consider varying it up with latin/Guatemalan music groups
Federal Partner

Goal 4: Build stronger supply chain connections for farmers and food producers with both local and regional markets.

Coordination	*Promotion/Marketing*	*Market Development*

Coordination

Goal 4 — 6
Create a network with other rural Oregon food hubs to explore backhaul opportunities, other infrastructure (aggregated cold delivery to urban hubs) or co-op dollars to fund positions or a resource that serves multiple regions and rural communities.
Kristen Penner/Kim Johnson

Goal 4 — 4
Create a Farm Forum. A place to share what they have available and provide resources to each other.
Shauna Neigh

Goal 4 — 1
Establish a reclamation team that picks up restaurant food waste, delivering to farmers for composting.
Beth Pool

Goal 4 — 8
Create a full time Local Food Position for grant procurement (local/ regional initiatives and to help local farmers with grant writing) and coordination of supply chain connections.
Sarah Mitts /Dale Smith/Marjory House

Promotion/Marketing

Goal 4 — 2
Create a marketing asset bank (photos, written content, website links etc) that all partners can access and share (Oregon Coast Visitors Association and other local partners may already have a head start)
Kristen Penner

Goal 4 — 6
Develop marketing strategy/ shared brand like Tillamook Area that tracks food producers, farmers, markets etc. in same area. This could create greater ease in store entry with buyer familiarity.
Amanda Ferguson/Kim Johnson

Goal 4 — 7
Promote CG area farms and value-based products through platforms such as Built Oregon, Willamette Valley Grown & Crafted, Travel Oregon, etc.
Jeff Malik

Goal 4 — 1
Create a Featured Farmer Program w/restaurants.
Shauna Neigh

Market Development

Goal 4 — 5
Host a networking event / platforms for collaboration between farmers and potential markets for them (restaurants, stores, etc)
Jeff Malik/John Foster

Goal 4 — 4
Find ways for farmers and producers even if they don't come to the market to be able to vend at the market and accept the SNAP program.
Ana Maria Dudley

Goal 4 — 1
Do onsite farmers market dot surveys or minute interviews to see what people using it it t to see in market.
Federal Partner

Goal 4 — 4
Develop strategy for meeting requirements of local institutional buyers to bump up local sales vs. seeking non-local markets. (e.g.retirement homes, school cafeterias, ven local grocery store local food stand in produce section
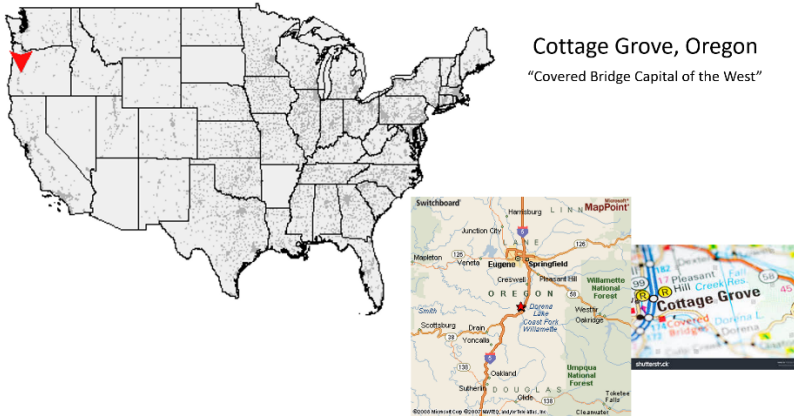*Federal Partner*

Goal 4 — 9
Schedule a community meeting with Farmers/ Herbalists/Producers specifically to explore the creation of an Agricultural Coop and center for larger scale marketing/distribution and processing by food
Sarah Mitts

Goal 4 — 6
Survey food and farm businesses about their distribution patterns and needs.
Amy Hause

Community Tour Slides

Local Food system players include:
Farmers/Ranchers
Producers
Commercial kitchen
Local produce markets
Local restaurants & breweries
Food Pantries
Community gardens
Educational resources

Local Food System Elements

LOCAL FOODS, LOCAL PLACES

Local Farms, Wineries and Nurseries like My Brother's Farm, Territorial Seed Company, Saginaw Vineyards and Iris Vineyards, are valuable resources.

FOOD ASSET: FARMS AND NURSERIES

FOOD ASSET: BOHEMIA FOOD HUB

Bohemia Food Hub (BFH) supports the growth and development of new businesses in the Food & Beverage Sector. BFH includes a 3,500 sqft co-working commercial kitchen, developed Food Truck Court, and a retail grocery store.

COAST FORK
FARM STAND
Local & Organic

Coast Fork Farm Stand is a standalone retail business that is part of the BFH complex. They feature local, organic produce and natural foods. They also carry products from several other BFH small businesses.

FOOD ASSET: COAST FORK FARM STAND

FOOD ASSET: SOUTH VALLEY FARMER'S MARKET

Existing Community Gardens:
Community Sharing (food pantry)
Harrison Elementary School
Cottage Grove High School
Bohemia Elementary School
Al Kennedy High School Sustainability program

Potential NEW community garden:
Expanded Family Garden at Bohemia Elementary, managed by Huerto de la Familia

FOOD ASSET: COMMUNITY GARDENS

Growth opportunities include:

Cottage Grove Armory conversion

Entrepreneurial projects with Bohemia Food Hub and RDI:
   Food Cart project
   entrepreneurial training for immigrant population

Expanding business opportunities

Expanding access to local food

POTENTIAL FOOD ASSETS

Thanks to Our Local Food Local Places Steering Committee Members!

Amanda Ferguson, City of Cottage Grove

Amy Hause, Rural Development Initiatives

Kim Johnson, Bohemia Food Hub

Dale Smith, Coast Fork Brewing and Feed Store

Ana Maria Dudley, PeaceHealth

Jenna Cusimano, Lane County Economic Development

Micah Elconin, Eugene's Table

Molly Murai, Downtown Cottage Grove

EAT FRESH in the GROVE BUY LOCAL

Group Photo

Appendix B:

Workshop Participants

Local Host Steering Committee

Persons who have participated in either pre or post workshop conference calls.

First	Last	Affiliation	Email
Jenna	Cusimano	Lane County Community & Economic Development	jenna.cusimano@lanecountyor.gov
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Kimberly	Johnson	Bohemia Food Hub, Founder	bohemiafoodhub@gmail.com
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Dale	Smith	Coast Fork Brewery and Feed	
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Katie	McFall	Willamette Valley Visitors Association	katie@oregonwinecountry.org
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Beth	Pool	Be Your Best, Sustainable Cottage Grove	bethpool.or@gmail.com
Karen	Rainsong	Singing Creek Educational Center	director@singingcreekcenter.org

Workshop Participants

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Deana	Dartt	Live Oak Consulting/Aprovecho	deanadartt@gmail.com
Nan	Devlin	Tillamook Coast Visitors Association and North Coast Food Trail	nan@tillamookcoast.com
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Gatlin	Fasone-Youngblood	Organic Garden Program Manager, Huerto de la Familia	gatlin@huertodelafamilia.org
Rosie	Foraker	Climate Action Cottage Grove	galileoglowing@gmail.com

First	Last	Affiliation	Email (where permitted to share)
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Gayle	Kahane	London Grange, C.G. Garden Club	
Eva	Kahn	Oregon Food Bank - Columbia Gorge Food Bank	ekahn@oregonfoodbank.org
Sheryl	Kesey Thompson	Springfield Creamery	
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Karen	Munsell	Youth mentor	
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Shauna	Neigh	Cottage Grove Area Chamber of Commerce	ceo@cgchamber.com
Ryan	OConnor Wolik	BOHO BOTO ~ Bohemian Botancials	bohoboto@gmail.com
Tao	Orion	Resilience Permaculture Design, Cottage Grove Planning Commission, Lane County Climate Action Planning Committee	taoorion@gmail.com
Kristen	Penner	North Coast Food System Collaborative (not from Cottage Grove but was invited by Col-Pac to attend and learn)	bluesirenshellfish@gmail.com
Jessi	Pongratz	Local nonprofit organization formerly known as Aprovecho	
Joshua	Porter	Methow Valley Citizens Council, WA	joshua@mvcitizens.org
DeForest	Rolnick-Wihtol	Lane County Mutual Aid, Community Sharing Program	wihtol98@gmail.com
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First	Last	Affiliation	Email (where permitted to share)
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Kathleen	Willis	South Wasco Alliance	kathleenwillis7@gmail.com
Shaun	Winter	Hot Winter Hot Sauce	
Marissa	Zarate	Huerto de la Familia	marissa@huertodelafamilia.org

Federal State Agency Partners and Facilitators

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Appendix C:

Community Self Assessment

Cottage Grove, Oregon

COMMUNITY SELF-ASSESSMENT

This self-assessment was developed as part of the U.S. Environmental Protection Agency's *Local Foods, Local Places Toolkit: A Guide to Help Communities Revitalize Using Local Food Systems*. The complete toolkit is available at https://www.epa.gov/smartgrowth/local-foods-local-places-toolkit.

Completing this Local Foods, Local Places community self-assessment can help your steering committee describe the existing and aspirational elements of your local food and placemaking initiatives. It can also help an outside facilitator better prepare for and tailor the workshop to meet the community's needs. To the extent possible, this self-assessment is best completed as a group activity to spark dialogue and discussion about key issues, opportunities, and goals. Feel free to spend more time on sections that have more interest, or skip sections that have less. Do pay attention to areas of agreement or enthusiasm, as this information will be helpful to highlight during the conference calls.

WHAT THIS SELF-ASSESSMENT IS

- A conversation starter.
- A learning tool for the community steering committee to begin thinking about food systems and place-based initiatives.
- An information-gathering tool for an outside facilitator to better understand where the community is today and where it wants to go.

WHAT IT IS NOT

- A scorecard, ranking, audit, or judgment of any kind.
- A checklist of programs and projects you should or could have.
- A permanent assessment that cannot be revised.
- A repeat of questions that will be discussed during the calls or at the workshop.
- An onerous task for the community.

BENEFITS FOR THE COMMUNITY

- Helps the community conceptualize where it is with its current food system and place-based initiatives and begin to examine the scope of possibilities and interrelated activities.
- Helps generate ideas about possible stakeholders to invite to the workshop.
- Provides a preliminary activity for the steering committee to do together.

BENEFITS FOR AN OUTSIDE FACILITATOR

- Provides valuable background information on the status of the local food system and place-based initiatives.
- Helps clarify workshop goals and desired outcomes.
- Helps identify case studies and supplemental materials most pertinent for the community.

AREAS OF FOCUS

1. Leveraging Partnerships for Local Food, Place, and Economy.
2. Connecting Community.
3. Agriculture: Local Food Production.
4. Agriculture: Markets and Business Opportunity.
5. Food System Support and Ancillary Services.
6. Public Health.
7. Enlivening, Improving, and Revitalizing Places.
8. Enlivening Downtown Spaces Through Local Food.
9. Economic Development: Opportunities and Advancement.
10. Economic Development: Local and Regional Promotion and Branding

1.   LEVERAGING PARTNERSHIPS FOR LOCAL FOOD, PLACE, AND ECONOMY

What new activities or relationships would be present in your community if you could achieve strong linkages and partnerships among agriculture, community and economic development, health, and placemaking interests?

How far along are you in achieving this vision as you have defined it? (Check one)
- ☐ Just beginning—we're not sure where to start.
- ☐ We have a plan in place, but no traction yet.
- ☐ Several programs are up and running, but we'd like to do more.
- ☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to build partnerships and coordinate efforts among sectors. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. A local food network such as a food policy council,[1] a local food alliance,[2] or some other entity[3] created to foster dialogue, coordination, and partnerships to reach desired goals.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. A local place-based organization such as a downtown development authority,[4] focused on promoting community development and economic development in town centers.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. A community vision plan[5] that incorporates aspirations or specific place-based projects to advance the local food system and downtown revitalization in support of economic development and better public health outcomes.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. A comprehensive plan or other document that incorporates specific policy goals for downtown revitalization, strengthening local food activities, economic development, and/or better public health outcomes[6] (e.g., an economic development office that has a mandate for agricultural economic development,[7] a school district or higher education institution with a policy for purchasing a percentage of foods locally,[8] or a farm-to-school program[9]).	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

[1] Food policy councils are groups of representatives and stakeholders from multiple sectors of the food system, from production to distribution and recycling. Examples across the United States are listed at: Mark Winne. "List of Food Policy Councils in the USA." http://www.markwinne.com/list-of-food-policy-councils-in-the-usa. Accessed Feb. 21, 2017.

[2] A food alliance is a formal organization bringing together the various players in a community's food system to foster collaboration. Examples include the Greater High Point Food Alliance in North Carolina (http://www.ghpfa.org) and the Acadiana Food Alliance in Louisiana (https://www.facebook.com/AcadianaFoodAlliance).

[3] An example of another entity is the Community Involved in Sustaining Agriculture, or CISA (http://www.buylocalfood.org/about/faq), a nonprofit organization working to strengthen farms and engage the community to build the local food economy in the Pioneer Valley region of western Massachusetts. The organization started and operates "Be a Local Hero, Buy Locally Grown®," a marketing and awareness campaign.

[4] A downtown development authority is typically an organization that can raise money for dedicated purposes and acquire and/or develop land. Other organizations can serve similar functions, including a city agency with a dedicated downtown program, a business organization running a business improvement district, or a nonprofit organization with a Main Street focus. One way to fund a development authority is to have a tax increment financing (TIF) district. TIF is a financing tool that allows municipalities to promote economic development by earmarking property tax revenue from increases in assessed values toward specific purposes. For more information, see: Dye, Richard, and Merriman, David. "Tax Increment Financing: A Tool for Local Economic Development." *Land Lines*. Lincoln Institute of Land Policy. Jan. 2006. http://www.lincolninst.edu/publications/articles/tax-increment-financing.

[5] A community vision plan is a formal document that helps build consensus around common goals for the future. An example is: Food Solutions New England. *A New England Food Vision.* 2014. http://www.foodsolutionsne.org/new-england-food-vision.

[6] Seattle created a document that articulates policies to support local and affordable foods. See: Seattle Office of Sustainability & Environment. *Food Action Plan*. 2012. https://www.seattle.gov/environment/food/food-action-plan.

[7] Agriculture economic development provides farmers and other rural landowners with a wide range of services including education, resources, and grant support. For example, Oneida County, New York, has an agriculture economic development program that supports and promotes the expansion of agricultural business within the county. See: Cornell University Cooperative Extension Oneida County. "Ag Economic Development." http://cceoneida.com/agriculture/ag-economic-development. Accessed Sep. 28, 2017.

[8] An example is Appalachian State University in Boone, North Carolina. See: Appalachian State University. "Local Food." https://foodservices.appstate.edu/sustainability-local-food/local-food. Accessed Feb. 21, 2017.

[9] An example is Mississippi Sustainable Agriculture Network's FoodCorps program (http://www.mssagnet.net/farmtoschool/edible-education).

2.   CONNECTING COMMUNITY

What new relationships and collaborations might exist in your community if you could connect local food system and economic development efforts across race, class, age, and geographic (i.e., urban/rural) boundaries?

How far along are you in building diverse relationships as you have defined them? (check one)
- ☐ Just beginning—we're not sure where to start.
- ☐ We have a plan in place, but no traction yet.
- ☐ Several programs are up and running, but we'd like to do more.
- ☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to connect various efforts across race, class, age, geography, and other boundaries. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. Community volunteer events around specific place-based projects such as vacant lot cleanup days, landscaping and beautification efforts, or community gardening programs.[10]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. Coordinated participation of faith-based communities such as churches, mosques, synagogues, and temples.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Community ambassador programs that link local government, nonprofits, and academic institutions to communities through direct involvement and communication with neighborhood liaisons.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Inclusion of SNAP/EBT[11] at farmers markets or other places where local food is sold.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Involvement of youth development programs in community efforts, such as Future Farmers of America, 4-H, YMCA, Boys and Girls Clubs, and teen job-training programs.[12]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Programs for recently incarcerated individuals that connect them to community-building projects such as reconciliation and reentry programs.[13]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

Common Strategies or Actions	Status	Notes/Comments
7. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

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[10] An example is the volunteer program at the Capital Area Food Bank's Urban Demonstration Garden in Washington, D.C. (https://www.capitalareafoodbank.org/urban-demonstration-garden-volunteering).

[11] Resources for farmers markets wishing to offer Supplemental Nutrition Assistance Program (SNAP) Benefits and Electronic Benefit Transfer (EBT) are available at: USDA. "SNAP and Farmers Markets." https://www.fns.usda.gov/ebt/snap-and-farmers-markets. Accessed Feb. 21, 2017.

[12] An example is the youth program at Griot Arts Inc. in Clarksdale, Mississippi (http://www.griotarts.com/griot youthprogram).

[13] Examples of urban garden programs for inmates and at-risk populations are discussed in: Gilbert, Emily. "Five Urban Garden Programs that are Reaching Inmates and At-Risk Populations." Worldwatch Institute. Feb. 28, 2012. http://www.worldwatch.org/five-urban-garden-programs-are-reaching-inmates-and-risk-populations.

3.   AGRICULTURE: LOCAL FOOD PRODUCTION

What new activities and relationships would be present if your community could support local food production such as farming, ranching, aquaculture, and/or fishing?

How far along are you in cultivating these new activities and relationships as you have defined them? (Check one)

☐ Just beginning—we're not sure where to start.
☐ We have a plan in place, but no traction yet.
☐ Several programs are up and running, but we'd like to do more.
☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to support local food production. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. Farm incubator programs that provide training and resources for prospective farmers or farmers transitioning from commodity crops to producing for local or regional sales.[14,15]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. Programs that help prospective farmers gain access to land.[16]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Cooperative extension programs geared towards building the capacity of local food producers (e.g., training for season extension, marketing, and new agricultural techniques).[17]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Farmer networking or information-sharing programs that provide opportunities for peer-to-peer knowledge sharing.[18]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Zoning ordinances that protect and encourage agricultural preservation[19] and production[20] in both urban and rural areas.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

[14] Examples include Glynwood, New York's Hudson Valley Farm Business Incubator (https://glynwood.org/farm-business-incubator) and the Agriculture and Land-Based Training Association in Monterey County, California (http://www.albafarmers.org).

[15] USDA has compiled resources for new farmers, including resources specifically for women in agriculture, veterans, and youth at: USDA. "New Farmers." https://newfarmers.usda.gov. Accessed Feb. 21, 2017.

[16] The National Young Farmers Coalition provides case studies to illustrate steps communities can take to increase farmer access to land (http://www.youngfarmers.org/land-access-case-studies/).

[17] An example is the Cargill Teaching Kitchen of Cornell Cooperative Extension in Tompkins County, New York (http://ccetompkins.org/food/cargill-teaching-kitchen).

[18] Examples include Farm Hack (http://farmhack.org/tools) and the Collaborative Regional Alliance for Farmer Training (http://www.craftfarmer.org).

[19] For an example, see: Maine Department of Agriculture, Conservation and Forestry. "Maine Farmland Preservation Ordinances." http://www.maine.gov/dacf/municipalplanning/technical/farmland_ordinances.shtml. Accessed Feb. 21, 2017.

[20] For an example, see: Change Lab Solutions. *Model Produce Cart Ordinance*. 2010. http://www.changelabsolutions.org/publications/model-ordinance-produce-carts.

4. AGRICULTURE: MARKETS AND BUSINESS OPPORTUNITY

What economic opportunities could result if local food producers were better connected with market outlets and other business opportunities?

How far along are you in creating these economic opportunities as you have defined them? (Check one)

☐ Just beginning—we're not sure where to start.
☐ We have a plan in place, but no traction yet.
☐ Several programs are up and running, but we'd like to do more.
☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to support marketing opportunities for local food producers. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. Farmers markets and other direct-to-consumer sales opportunities.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. Community-supported agriculture (CSA)[21] or community-supported fishery[22] program, in which customers buy shares of a farm's or fishery's yield at the start of the season and receive regular distribution of seasonal products.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Established outlets such as grocery stores that sell local food and other local products.[23]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Local food guides, directories, or websites that list producers, suppliers, restaurants, or distributors of local food and value-added products,[24] making it easier for people to learn about and access them.[25]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Partnerships with local and regional aggregators and distributors that increase the number and range of markets available to local producers.[26]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Business training for local food producers through community colleges, universities, and business incubators.[27]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

Common Strategies or Actions	Status	Notes/Comments
7. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

[21] A list of local community-supported agriculture programs can be found at: Local Harvest. "Community Supported Agriculture." http://www.localharvest.org/csa. Accessed Feb. 21, 2017.

[22] Examples include Cape Ann Fresh Catch in Gloucester, Massachusetts (http://www.capeannfreshcatch.org), and Core Sound Seafood in Carteret County, North Carolina (http://www.coresoundseafood.org).

[23] Examples include Kroger, which participates in several state programs that support local and regional farmers (Kroger. "Supply Chain: Our Food and Products." http://sustainability.kroger.com/supply-chain-our-food-and-products.html. Accessed Feb. 21, 2017), the Renaissance Community Cooperative in Greensboro, North Carolina (https://renaissancecoop.com), and the Highland Market in Davis, West Virginia (http://www.phffi.org/highland-market).

[24] Value-added food processing is creating a higher-value product from a raw commodity, e.g., turning strawberries into strawberry jam.

[25] Examples include GardenShare's *Local Food Guide* for St. Lawrence County, New York (http://gardenshare.org/content/local-food-guide); the Appalachian Sustainable Agriculture Project's *Appalachian Grown Local Food Guide* (http://www.appalachiangrown.org); and Local Harvest's national directory (http://www.localharvest.org).

[26] Examples include the Fifth Season Cooperative in Wisconsin (http://www.fifthseasoncoop.com) and Hub on the Hill in Essex County, New York (https://www.facebook.com/thehubonthehill).

[27] Examples include Unlimited Future, a microenterprise development center and business incubator in Huntington, West Virginia (http://www.unlimitedfuture.org), and the Colleton Commercial Kitchen in Walterboro, South Carolina (https://www.colletonkitchen.org).

5.   FOOD SYSTEM SUPPORT AND ANCILLARY SERVICES

What opportunities and activities would become available if you could create or expand processes and opportunities that add value or enhance the local food system in your community?

How far along are you in generating these opportunities as you have defined them? (Check one)
☐ Just beginning—we're not sure where to start.
☐ We have a plan in place, but no traction yet.
☐ Several programs are up and running, but we'd like to do more.
☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to enhance the capabilities of local food farms and businesses. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. Shared-use commercial kitchens for caterers and small-scale manufacturers using locally sourced ingredients.[28]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. Value-added food processing facilities for processing fruits and vegetables into consumer goods.[29]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Processing facilities for fish, seafood, and meat and/or dairy and cheese manufacturing.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Distribution and aggregation facilities to fill a logistics gap in getting locally grown products to larger markets.[30]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Business incubators for farm-product marketers and non-farm entrepreneurs such as farm machinery repairers, crate manufacturers, and composters.[31]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

[28] Examples include the Burgaw Incubator Kitchen in Burgaw, North Carolina (http://www.townofburgaw.com/burgaw-incubator-kitchen), and Blue Ridge Food Ventures in Candler, North Carolina (http://www.blueridgefoodventures.org).

[29] Examples include the Arkansas Food Innovation Center (http://afic.uark.edu) and The Starting Block Incubator Kitchen and Entrepreneurial Center in Hart, Michigan (http://www.startingblock.biz).

[30] Examples include the Fifth Season Cooperative in Wisconsin (http://www.fifthseasoncoop.com), and Hub on the Hill in Essex County, New York (https://www.facebook.com/thehubonthehill).

[31] An example is Unlimited Future, a microenterprise development center and business incubator in Huntington, West Virginia (http://www.unlimitedfuture.org).

6.   PUBLIC HEALTH

What does success look like if you were to achieve better physical and mental health outcomes for people in your community?

How far along are you in meeting this goal as you have defined it?
☐ Just beginning—we're not sure where to start.
☐ We have a plan in place, but no traction yet.
☐ Several programs are up and running, but we'd like to do more.
☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to improve public health. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. Health Impact Assessment[32] or Health in All Policies[33] efforts that help foster collaboration across sectors.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. Farmers market partnerships with local agencies, employers, and nonprofit organizations to promote healthy eating (e.g., Veggie Prescription Programs, where patients receive nutritional consultations along with coupons for local produce).[34]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Nutrition and cooking classes at farmers markets, health centers, or other public, easily accessible locations.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Sourcing healthy and/or local foods in hospitals and health education facilities.[35]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Sourcing healthy and/or local foods in senior and child care facilities.[36]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Farm-to-school programs that connect local farms to schools through K-12 education and food purchasing.[37]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
7. Community gardens incorporated into mental health service provider programs.[38]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

Common Strategies or Actions	Status	Notes/Comments
8. Education and place-based strategies to support active living practices such as walking and biking.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
9. Improved access to social services, health care, and healthy food.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
10. Highly visible community exercise and active events (e.g., downtown walks or runs, yoga in the park, or community dances).[39]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
11. Health screenings at community events such as farmers markets, school activities, and festivals.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
12. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

[32] A Health Impact Assessment helps evaluate the potential health effects of a plan, project, or policy before it is built or implemented. For more information, see: Centers for Disease Control and Prevention. "Health Impact Assessment." https://www.cdc.gov/healthyplaces/hia.htm. Accessed Feb 21, 2017.

[33] Health in All Policies is a collaborative approach to improving public health that embeds health considerations into decision-making processes across sectors. For more information, see: American Public Health Association. *Health in All Policies: A Guide for State and Local Government*. 2013. https://www.apha.org/topics-and-issues/health-in-all-policies.

[34] An example is Local Food Hub's Fresh Farmacy Fruit and Veggie Prescription Program in Charlottesville, Virginia (http://www.localfoodhub.org/fresh-farmacy-fruit-and-veggie-prescription-program).

[35] An example is the farm-to-hospital program of The Community Alliance with Family Farmers (http://www.caff.org/programs/fts/farm-to-hospital).

[36] An example is RiverWoods at Exeter, a nonprofit retirement community in Exeter, New Hampshire (Proulx, Melissa. "RiverWoods Joining Forces with Local Organic Farm." *Exeter Newsletter*. Jul. 26, 2013. http://www.riverwoodsrc.org/news/riverwoods-joining-forces-local-organic-farm.). See also the Wake County, North Carolina, SmartStart farm-to-childcare toolkit for resources on starting a new program (http://www.wakesmartstart.org/farm-to-child-care-toolkit).

[37] Resources on farm-to-school programs are available from USDA's Food and Nutrition Service Office of Community Food Programs (https://www.fns.usda.gov/farmtoschool/farm-school) and the National Farm to School Network (http://www.farmtoschool.org). An example is Washington, D.C.'s farm-to-school program (http://osse.dc.gov/service/farm-school-program).

[38] An example is Growing Warriors' (http://www.growingwarriors.org/home) partnership with Sustainable Williamson (West Virginia). See: Justice, Bruce. "Growing Warriors sowing seeds of healing." *Mingo Messenger*. May 16, 2016. http://www.mingomessenger.com/news/article_28519b56-fb49-11e4-af18-bb88e2801f64.html.

[39] Examples include Yoga Day in Portland, Oregon (http://internationalyogadayportland.com), and the Monument Avenue 10k in Richmond, Virginia (https://www.sportsbackers.org/events/monument-ave-10k).

7. ENLIVENING, IMPROVING, AND REVITALIZING PLACES

What activities and programs would be present in your community if you had a vibrant and thriving downtown, Main Street, and/or neighborhood?

How far along are you in meeting this goal as you have defined it? (Check one)
- ☐ Just beginning—we're not sure where to start.
- ☐ We have a plan in place, but no traction yet.
- ☐ Several programs are up and running, but we'd like to do more.
- ☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to improve and revitalize downtowns and neighborhoods. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. Policies, codes, and incentives to create a mix of uses (e.g., housing, amenities, and employment opportunities) in downtown within walking distance of each other.[40]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. A Main Street program or downtown association that coordinates downtown revitalization efforts.[41]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Community events (e.g., fairs or live music) and public places (e.g., parks and plazas) in the downtown core.[42]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Audits to identify safety, access, and comfort concerns for pedestrians and bicyclists, and an improvement plan for making infrastructure changes.[43]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Beautification and improvement of streets and sidewalks to promote inviting pedestrian environments and increased Main Street activity.[44]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Connecting downtown to other parts of the community with multiple routes and transportation options (e.g., safe walking paths, bike lanes, trails, and buses).[45]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
7. Parking management policies to encourage efficient use of space and make walking safer and more pleasant (e.g., shared parking lots, parking standards, and public parking lots).[46]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

Common Strategies or Actions	Status	Notes/Comments
8. Public art, murals, or iconic infrastructure that builds collective identity.[47]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
9. Connections between downtown and nearby tourist or recreational activities such as greenways, national and state parks, and regional trails.[48]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
10. Signs that encourage people to visit points of interest and promote community identity.[49]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
11. Market or feasibility studies to assess opportunities for downtown redevelopment and specific activities.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
12. Public outreach efforts to incorporate all voices into revitalization.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
13. Special districts that encourage investment and a mix of uses downtown (e.g., historic, arts, commercial, investment, and neighborhood conservation districts).[50]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
14. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

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[40] For strategies villages, towns, and small cities can use to evaluate their existing policies to create healthy, environmentally resilient, and economically robust places, see: EPA. *Smart Growth Self-Assessment for Rural Communities.* 2015. https://www.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities. For larger communities, see: EPA. *Essential Smart Growth Fixes for Urban and Suburban Zoning Codes*. 2009. https://www.epa.gov/smartgrowth/essential-smart-growth-fixes-communities#Urban_and_Suburban_Zoning_Codes.

[41] An example is the Texas Downtown Association (http://www.texasdowntown.org). Main Street America (http://www.mainstreet.org) provides resources for organizations interested in creating vibrant and viable commercial districts.

[42] For an example in Corbin, Kentucky, see: MacKenzie, Annah. "A Man, a Plan, a Market: The Lighter Quicker Cheaper Transformation of a Rural Kentucky Main Street." *Project for Public Spaces Blog*. Apr. 5, 2016. https://www.pps.org/blog/corbin-ky.

[43] For resources and audit materials, see: Federal Highway Administration Pedestrian and Bicycle Information Center. "Audits." http://www.pedbikeinfo.org/planning/tools_audits.cfm. Accessed Feb. 23, 2017.

[44] An example is Beautiful RVA in Richmond, Virginia (http://www.beautifulrva.org).

[45] An example is the Tanglefoot Trail in New Albany, Mississippi (http://www.tanglefoottrail.com).

[46] For information and strategies on balancing parking needs with community goals, see: EPA. *Parking Spaces/Community Places: Finding the Balance Through Smart Growth Solutions*. 2006. https://www.epa.gov/smartgrowth/parking-spacescommunity-places.

[47] Examples include the Richmond Mural Project in Virginia (http://richmondmuralproject.squarespace.com) and IX Art Park in Charlottesville, Virginia (http://www.ixartpark.com). The Center for Creative Placemaking (https://centerforcreativeplacemaking.net) provides resources on using arts and culture as tools for community, social, and economic development.

[48] An example is the Mill Mountain Greenway (https://www.traillink.com/trail/mill-mountain-greenway/), which connects downtown Roanoke, Virginia, with Mill Mountain Park.

[49] An example is the Baker County Tourism wayfinding signs in Oregon (https://www.flickr.com/photos/basecampbaker/13969347981/).

[50] Examples include the Las Vegas Arts District (https://downtown.vegas/work/neighborhoods-districts/18b-the-las-vegas-arts-district); Bozeman, Montana's Neighborhood Conservation Overlay District (see: City of Bozeman. *Neighborhood Conservation Overlay District Report*. 2015 https://www.bozeman.net/Home/ShowDocument?id=3128); and the Business Improvement District in Fargo, North Dakota (http://downtownfargobid.com).

8.   ENLIVENING DOWNTOWN SPACES THROUGH LOCAL FOOD

What activities and opportunities would be present if local food was a central feature of your downtown area?

How far along are you in incorporating local food into your downtown area as you have defined it? (Check one)

☐ Just beginning—we're not sure where to start.
☐ We have a plan in place, but no traction yet.
☐ Several programs are up and running, but we'd like to do more.
☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to integrate local food and related activities into their downtowns. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. Farmers markets located downtown and open during the week and on weekends.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. Local food-focused public events and festivals held downtown.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Conversion of vacant or underused land to productive use such as for parks, community gardens, pop-up markets, or urban farms.[51]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Rehabilitation and/or adaptive reuse of vacant or underused public buildings into amenities such as a food pantry, community kitchen, food hub, grocery store, community center, training center, or meeting space.[52]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Flexible zoning to enable nonconforming uses by cultural and community nonprofits.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Policies to allow public lots or parks to be used as food distribution points or pop-up food markets.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

Common Strategies or Actions	Status	Notes/Comments
7. Initiatives that encourage local merchants, institutions, and businesses to highlight local products as a marketing asset (e.g., "Eat Local/Buy Local" campaigns[53] or menus highlighting local produce).	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
8. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

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[51] For examples, see: New York City Soil & Water Conservation District. *Greening Vacant Lots: Planning and Implementation Strategies*. 2012. https://www.nrdc.org/resources/greening-vacant-lots-planning-and-implementation-strategies.

[52] For an example, see: American Planning Association. "Flint Farmers' Market: Flint, Michigan." https://www.planning.org/greatplaces/spaces/2015/flintfarmersmarket.htm. Accessed Mar. 6, 2017.

[53] Examples include the 30 Mile Meal Project in Athens, Ohio (https://30milemeal.wordpress.com), the Vermont Fresh Network (http://www.vermontfresh.net), and the Virginia Cooperative Extension's Buy Fresh, Buy Local program (http://virginiafarmtotable.org/food/buy-fresh-buy-local-in-virginia).

9.   ECONOMIC DEVELOPMENT: OPPORTUNITIES AND ADVANCEMENT

What activities or programs would indicate success in creating economic opportunities, training, or job promotion in your community?

How far along are you in creating the opportunities for success and advancement as you have defined them? (Check one)

☐ Just beginning—we're not sure where to start.
☐ We have a plan in place, but no traction yet.
☐ Several programs are up and running, but we'd like to do more.
☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to leverage, improve, or advance local economic opportunities. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. A business incubator programmatically linked with local schools, community colleges, and universities.[54]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. Youth job-training programs, especially for those at risk or from economically disadvantaged areas.[55]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Collaboration with farmers market vendors to open full-time shops in vacant areas downtown.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Local hiring requirements for publicly funded projects.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Developing a local merchant promotion program such as "Eat Local/Buy Local" or "Shop Downtown" campaigns.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Partnerships with local arts centers to help artisans at the farmers market scale up their businesses.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
7. Partnerships with local employers, economic development organizations, or nonprofits to leverage support, training, or job-placement programs.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

Common Strategies or Actions	Status	Notes/Comments
8. Local business, producer, or farmer cooperatives.[56]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
9. Healthy corner store programs that facilitate the sale of fresh produce at convenience stores.[57]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
10. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

[54] Examples include the Evergreen Cooperatives of Cleveland (http://www.evgoh.com) and The Idea Village in New Orleans (http://www.ideavillage.org).

[55] An example is the Youth with Faces culinary program in Dallas (http://www.youthwithfaces.org/our-work/how-we-help/culinary-program).

[56] An example is the Farmers Market Cooperative of East Liberty in Pittsburgh (http://www.farmers marketcooperativeofeastliberty.com).

[57] An example is Tricycle Gardens' Healthy Corner Store Initiative in Richmond, Virginia (http://tricycle urbanag.org/eat/).

10.   Economic Development: Local and Regional Promotion and Branding

What new partnerships and outcomes would be present if your community implemented a marketing and promotion program celebrating its unique values, assets, or opportunities?

How far along are you in implementing a promotion program as you have defined it? (Check one)
☐ Just beginning—we're not sure where to start.
☐ We have a plan in place, but no traction yet.
☐ Several programs are up and running, but we'd like to do more.
☐ We are where we want to be with this goal. The focus is on maintaining.

Notes/comments:

We have seen communities use the following strategies to promote their unique assets and opportunities for greater economic and community development. Are you currently pursuing, or interested in exploring, any of these strategies?

Common Strategies or Actions	Status	Notes/Comments
1. Webpage and an actively curated social media presence.[58]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
2. "Eat Local, Buy Local" campaign or "Shop Downtown" campaign.[59]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
3. Local food guides, directories, or websites[60] that list producers, suppliers, restaurants, or distributors of local food and value-added products, making it easier for people to learn about and access them.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
4. Coordinating and leveraging state and regional economic development and tourism marketing resources.	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
5. Developing a brand for your community's produce or key assets, unique features, or geographic area and incorporating that brand into private and public marketing efforts.[61]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
6. Activities to create, promote, or strengthen tourism assets in your community.[62]	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	
7. Others (please name and describe)	☐ Low priority ☐ Aspiration ☐ Needs work ☐ Established	

[58] Multiple website hosting and development platforms allow people to build and customize their own websites. Alternatively, project or program account can be created on social media sites like Facebook or Twitter.

[59] See section A.8 for more resources on "Eat Local, Buy Local" campaigns.

[60] An example is the Kentucky Department of Agriculture's Kentucky Proud program (http://www.kyproud.com).

[61] An example is the Appalachian Grown certification program from the Appalachian Sustainable Agriculture Project (http://asapconnections.org/tools-for-farmers/appalachian-grown-certification).

[62] An example is the Fields of Gold Farm Trail in Virginia's Shenandoah Valley (http://www.fieldsofgold.org).

Appendix D: Funding

Contents

Cities and towns can strengthen their local food systems through a variety of federal, state, local, and philanthropic projects and programs. USDA and other federal agencies help support local food systems by working with producers, engaging with communities, financing local processing and distribution, or helping retailers develop local food connections. Below are some of the resources available.

USDA Agricultural Marketing Service

The information below reflects information from the FY2020 Request for Application (RFA). This information could change in the FY2021 RFA.

Farmers Market Promotion Program

The program aims to increase domestic consumption of and access to locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. This program can support the development, improvement, and expansion of farmers markets, agritourism activities, and other direct producer-to-consumer market opportunities. There are two type of FMPP grants: Capacity Building (CB) and Community Development Training and Technical Assistance (CTA). CB projects are intended to assist applicants to achieve its mission and build long-term organizational capacity in the development, coordination, and expansion of domestic farmers markets, roadside stands, CSA programs, agritourism activities, online sales, or other direct producer-to-consumer (including direct producer-to-retail, direct producer-to-restaurant and direct producer-to-institutional marketing) market opportunities. CTA projects are intended to assist applicants' efforts to provide outreach, training, and technical assistance to farm and ranch operations serving local markets and other interested parties for developing, coordinating, and expanding domestic farmers markets, roadside stands, CSA programs, agritourism activities, online sales, or other direct producer-to-consumer (including direct producer-toretail, direct producer-to-restaurant and direct producer-to-institutional marketing) market opportunities. The program requires cost sharing or matching 25 percent of the grant.

Project Type	Duration (Months)	Minimum Award	Maximum Award
CB	36	$50,000	$250,000
CTA	36	$100,000	$500,000

> https://www.ams.usda.gov/services/grants/fmpp

Local Food Promotion Program

The program offers grant funds to support the development and expansion of local and regional food business enterprises to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. Planning grants fund the planning stages of establishing or expanding a local and regional food business enterprise. Activities can include but are not limited to market research, feasibility studies, and business planning. Implementation grants help establish, improve, or expand local and regional food business enterprises. Activities can include but are not limited to training and technical assistance for the business enterprise and/or for producers working with the business enterprise; outreach and

marketing to buyers and consumers; and non-construction infrastructure improvements to business enterprise facilities or information technology systems. The program requires cost sharing or matching 25 percent of the grant.

Project Type	Duration (Months)	Minimum Award	Maximum Award
Planning	18	$25,000	$100,000
Implementation	36	$100,000	$500,000

➢ https://www.ams.usda.gov/services/grants/lfpp

Organic Certification Cost Share Programs

Two Organic Certification Cost Share Programs help certified organic operations defray the costs associated with organic certification. Organic operations can be reimbursed for 50 percent of their certification costs up to $500.

➢ https://www.ams.usda.gov/services/grants/occsp

Regional Food System Partnerships

The Regional Food System Partnerships (RFSP) program supports partnerships that connect public and private resources to plan and develop local or regional food systems. Effort is focused on building and strengthening local or regional food economy viability and resilience by alleviating unnecessary administrative and technical barriers for participating partners. RFSP is implemented through two project types: Planning and Designand Implementation and Expansion. Planning and Design projects support partnerships in the early stages of convening, envisioning, and planning processes for developing local or regional food systems. Implementation and Expansion projects support partnerships building on prior or ongoing efforts within a local or regional food system. The program requires cost sharing or matching 25 percent of the grant.

Project Type	Duration (Months)	Minimum Award	Maximum Award
Planning & Design	24	$100,000	$250,000
Implementation & Expansion	36	$250,000	$1,000,000

➢ https://www.ams.usda.gov/services/grants/rfsp

USDA Programs in the Local Food Supply Chain

The Agricultural Marketing Service created a fact sheet to help identify which USDA grants and programs apply to you depending on your place in the local and regional food system.

➢ https://www.ams.usda.gov/sites/default/files/media/FoodSupplyChainFactSheet.pdf

USDA Rural Development

USDA Rural Development Summary of All Programs

USDA Rural Development is committed to helping improve the economy and quality of life in rural America. Through our programs, we help rural Americans in many ways. We offer loans, grants and loan guarantees to help create jobs and support economic development and essential services such as housing; health care; first responder services and equipment; and water, electric and communications infrastructure. The page below is a landing page for all programs and the PDF "program matrix" offers a useful summary of all programs. This funding appendices for Local Foods, Local Places indentifes below some specific Rural Development grant and loan offerings that specifically mention local food systems.

- https://www.rd.usda.gov/page/all-programs
- https://www.rd.usda.gov/files/RD_ProgramMatrix.pdf

Rural Development COVID-19 Response

USDA Rural Development has taken a number of immediate actions to help rural residents, businesses, and communities affected by the COVID-19 outbreak. Rural Development will keep our customers, partners, and stakeholders continuously updated as more actions are taken to better serve rural America. Below are three sites, the landing page for USDA RD COVID-19, a COVID-19 Federal Rural Resrouce Guide (PDF), and an Immediate Actions Fact Sheet.

- https://rd.usda.gov/coronavirus
- https://rd.usda.gov/sites/default/files/USDA_COVID-19_Fed_Rural_Resource_Guide.pdf
- https://rd.usda.gov/sites/default/files/USDA_RD_SA_COVID19_ProgramImmediateActions.pdf

Community Facilities Direct Loan and Grant Program

This program provides funding to develop essential community facilities in rural areas with no more than 20,000 residents. Funds can be used to purchase, construct, and/or improve local food system facilities such as community gardens, food pantries, community kitchens, food banks, food hubs, and greenhouses. The program offers grants of up to 75 percent of eligible project costs, low-interest loans, and loan guarantees.

- http://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program

Economic Impact Initiative Grant Program

Funding for essential community facilities is also available through this program for communities with extreme unemployment and severe economic depression. An essential community facility is one that provides an essential service to the local community, is needed for the orderly development of the community, serves a primarily rural area, and does not include private, commercial or business undertakings.

- http://www.rd.usda.gov/programs-services/economic-impact-initiative-grants

Rural Business Development Grants

These grants fund technical assistance, training, and other activities leading to the development or expansion of small businesses in rural areas with no more than 50,000 residents. Generally, grants range from $10,000 up to $500,000 and do not require cost sharing. The program can support activities such as training and technical assistance; acquisition or development of land; construction or renovation of buildings, equipment, roads, and utilities; capitalization of revolving loan funds; rural transportation improvements; feasibility studies and business plans; and rural business incubators.

> http://www.rd.usda.gov/programs-services/rural-business-development-grants

Rural Microentrepreneur Assistance Program

This micro-loan program can fund agriculture production activities. Potential loan recipients would need to find out if there is an existing loan fund in their geographic area, or an experienced lending organization could apply to Rural Develpent to start a loan fund.

> https://www.rd.usda.gov/programs-services/rural-microentrepreneur-assistance-program

Value-Added Producer Grants

These grants help agricultural producers with the processing and marketing of value-added products. The program aims to generate new products, create and expand marketing opportunities, and increase producer income. Planning grants of up to $75,000 can be used for activities such as conducting feasibility studies and developing business plans for processing and marketing a value-added product. Working capital grants of up to $250,000 can be used for processing costs, marketing and advertising expenses, and some inventory and salary expenses. The grants require matching funds of 50 percent of total project costs.

> http://www.rd.usda.gov/programs-services/value-added-producer-grants

USDA National Institute of Food and Agriculture

Beginning Farmer and Rancher Development Program

This program provides grants to collaborative partnerships of public or private entities for education, mentoring, and technical assistance initiatives for beginning farmers or ranchers.

> https://nifa.usda.gov/program/beginning-farmer-and-rancher-development-program-bfrdp

Community Food Projects Competitive Grant Program

This program helps private nonprofit entities fight food insecurity by funding community food projects that help promote the self-sufficiency of low-income communities. Community food projects are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs. Preferred projects develop linkages between two or more sectors of the food system, support the development of entrepreneurial projects, develop innovative linkages between the for-profit and nonprofit food sectors, encourage long-term planning activities, and build long-term

capacity of communities to address the food and agricultural problems of communities. Grants range from $10,000 to $400,000 and require a dollar-for-dollar match in resources.

➢ https://nifa.usda.gov/program/community-food-projects-competitive-grant-program-cfpcgp

Food Insecurity Nutrition Incentive Grant Program

This program supports projects to increase the purchase of fruits and vegetables among low-income consumers participating in the Supplemental Nutrition Assistance Program by providing incentives at the point of purchase. It funds pilot projects at up to $100,000 over one year; multi-year, community-based projects at up to $500,000 over no more than four years; and multi-year, large-scale projects of more than $500,000 over no more than four years. USDA gives priority to projects that provide locally or regionally produced fruits and vegetables.

➢ https://nifa.usda.gov/program/food-insecurity-nutrition-incentive-fini-grant-program

Office of Urban Agriculture and Innovative Production Competitive Grants

The Office of Urban Agriculture and Innovative Production competitive grants. The competitive grants will support the development of urban agriculture and innovative production projects through two categories, Planning Projects and Implementation Projects. There will be $1 million for Planning Projects that initiate or expand efforts of farmers, gardeners, citizens, government officials, schools and other stakeholders in urban areas and suburbs. Projects may target areas of food access, education, business and start-up costs for new farmers and development of policies related to zoning and other needs of urban production. There will be $2 million for Implementation Projects that accelerate existing and emerging models of urban, indoor and other agricultural practices that serve multiple farmers. Projects will improve local food access and collaborate with partner organizations and may support infrastructure needs, emerging technologies, educational endeavors and urban farming policy implementation.

➢ https://www.farmers.gov/manage/urban/opportunities

Community Compost and Food Waste Reduction Project Cooperative Agreements

These cooperative agreements intend to solicit applications and fund pilot projects in no fewer than 10 states. The primary goal is to assist local and municipal governments with projects that develop and test strategies for planning and implementing municipal compost plans and food waste reduction plans. Implementation activities will increase access to compost for agricultural producers, improve soil quality and encourages innovative, scalable waste management plans that reduce and divert food waste from landfills.

➢ https://www.farmers.gov/manage/urban/opportunities

USDA Natural Resources Conservation Service

Environmental Quality Incentives Program

The program provides financial and technical assistance to agricultural producers to plan and implement conservation practices that improve soil, water, plant, animal, air, and related natural resources on agricultural land. Producers are eligible for payments totaling up to $450,000 for completed high tunnel

systems that can extend the growing season for high-value crops in an environmentally safe manner. The program can also provide up to $20,000 per year for organic producers and those transitioning to organic to address natural resource concerns and meet requirements for the National Organic Program.

➢ http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/eqip/

USDA Farm Service Agency

Farm Storage Facility Loan Program

This program provides low-interest financing so producers can build or upgrade permanent facilities to store commodities. Eligible facilities include cold storage facilities for fruits, vegetables, dairy, and meat products. Producers may borrow up to $500,000.

➢ http://www.fsa.usda.gov/programs-and-services/price-support/facility-loans/farm-storage/index

Microloan Program

The Microloan Program helps finance small, beginning, niche, and non-traditional farm operations; farms participating in direct marketing and sales such as farmers markets; and farms using hydroponic, aquaponic, organic, and vertical growing methods. Eligible uses of funds include to make a down payment on a farm; build, repair, or improve farm buildings; purchase hoop houses, tools, and equipment; gain GAP (Good Agricultural Practices), GHP (Good Handling Practices), and organic certification; and market and distribute agricultural products. The maximum loan amount is $50,000.

➢ http://www.fsa.usda.gov/programs-and-services/farm-loan-programs/microloans/index

USDA Food and Nutrition Service

Farm to School Grant Program

These grants support farm-to-school programs that improve access to local foods in schools.

- Implementation grants of $50,000 to $100,000 help state and local agencies, schools, or school districts scale or further develop existing farm-to-school initiatives.
- Planning grants of $20,000 to $50,000 help schools or school districts just getting started on farm-to-school activities organize and structure their efforts for maximum impact by embedding known best practices into early design considerations.
- Training grants of $20,000 to $50,000 help state and local agencies, Indian tribal organizations, agricultural producers, and nonprofit entities support trainings that strengthen farm-to-school supply chains or provide technical assistance in local procurement, food safety, culinary education, and/or integration of an agriculture-based curriculum.

➢ http://www.fns.usda.gov/farmtoschool/farm-school-grant-program
➢ https://www.fns.usda.gov/cfs/farm-school-resources

Senior Farmers' Market Nutrition Program

This program, similar to the WIC Farmers' Market Nutrition Program, awards grants to state agencies and Indian Tribal organizations to provide low-income seniors with coupons for fruits and vegetables at farmers markets. The state agencies provide nutrition education to participants and authorize farmers markets to accept the benefits. For a list of state program contacts, visit:

> https://www.fns.usda.gov/sfmnp/senior-farmers-market-nutrition-program

Supplemental Nutrition Assistance Program (SNAP)

SNAP offers nutrition assistance to low-income individuals and families. Benefits can be used to purchase many of the foods sold at farmers markets, including fruits and vegetables, dairy products, breads and cereals, and meat and poultry. The Food and Nutrition Service works with state agencies, nutrition educators, and neighborhood and faith-based organizations to help that those eligible for nutrition assistance access benefits. The Food and Nutrition Service also has resources for farmers markets and retailers interested in accepting SNAP benefits.

> http://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program-snap

WIC Farmers' Market Nutrition Program

The program is associated with the Special Supplemental Nutrition Program for Women, Infants and Children, popularly known as WIC. It awards grants to state agencies and Indian Tribal organizations to provide coupons for fresh, unprepared, locally grown fruits and vegetables to WIC participants for use at farmers markets. The state agencies provide nutrition education to participants and authorize farmers markets to accept the benefits. For a list of state program contacts, visit:

> https://www.fns.usda.gov/fmnp/wic-farmers-market-nutrition-program

U.S. Environmental Protection Agency

Brownfields Multipurpose Grants

Multipurpose (MP) Grants provide funding to carry out a range of eligible assessment and cleanup activities with a proposed target area, such as a neighborhood, a number of neighboring towns, a district, a corridor, a shared planning area or a census tract. The target area may not include communities that are located in distinctly different geographic areas. The performance period for these grants is five years, and applicants can apply for up to $800,000.

> https://www.epa.gov/brownfields/brownfields-multipurpose-grants

Brownfields Assessment Grants

Assessment grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to sites potentially contaminated by hazardous substances, pollutants, contaminants, or petroleum. The maximum grant amount is $350,000.

> https://www.epa.gov/brownfields/brownfields-assessment-grants

Brownfields Cleanup Grants

Cleanup grants provide funding to carry out cleanup activities at sites contaminated by hazardous substances, pollutants, contaminants, or petroleum. The maximum grant amount is $200,000 per site. Awardees must contribute 20 percent of the amount of funding provided by EPA, although waivers of this requirement are available. An applicant must own the site for which it is requesting funding at time of application.

➢ https://www.epa.gov/brownfields/brownfields-cleanup-grants

Environmental Justice Collaborative Problem-Solving Cooperative Agreement Program

This program provides financial assistance to organizations for projects that address local environmental and/or public health issues in their communities using EPA's Environmental Justice Collaborative Problem-Solving Model. The program helps recipients build collaborative partnerships to help them understand and address environmental and public health concerns in their communities.

➢ https://www.epa.gov/environmental-justice/environmental-justice-collaborative-problem-solving-cooperative-agreement-0

Environmental Justice Small Grants

This grant program supports and empowers communities working on solutions to local environmental and public health issues. The program is designed to help communities understand and address exposure to multiple environmental harms and risks and funds projects up to $30,000. Previously funded projects include Educating South Florida's Residents on Hydroponic Urban Gardening; Promoting Sustainable Agriculture and Healthy Food Production in Athens, Georgia; Creating Safe Soil for Healthy Gardening; and Promoting Urban Agriculture and Food Sustainability in Brooklyn, New York.

➢ https://www.epa.gov/environmentaljustice/environmental-justice-small-grants-program

Targeted Brownfields Assessments

This program helps states, tribes, and municipalities minimize the uncertainties of contamination often associated with brownfields. This program supplements other efforts under the Brownfields Program to promote the cleanup and redevelopment of brownfields. Services include site assessments, cleanup options and cost estimates, and community outreach. Services are for an average of $100,000. The sites for this program are selected locally, once a year. Applicants should currently have redevelopment plans for the contaminated property.

➢ https://www.epa.gov/brownfields/targeted-brownfields-assessments-tba

Technical Assistance to Brownfields Communities Program

This program funds three organizations who—with their extensive team of subgrantees, contractors, partners, and other network contacts—provide technical assistance to communities and other stakeholders. The program helps communities tackle the challenge of assessing, cleaning up, and

preparing brownfield sites for redevelopment, especially underserved, rural, small and otherwise distressed communities.

➢ https://www.epa.gov/brownfields/epas-technical-assistance-brownfields-tab-communities-program-providing-technical

Urban Waters Small Grants

This grant program helps protect and restore urban waters, improve water quality, and support community revitalization and other local priorities. Projects address local water quality issues related to urban runoff pollution, provide additional community benefits, actively engage underserved communities, and foster partnerships. The grants are competed and awarded every two years, with individual award amounts of up to $60,000.

➢ https://www.epa.gov/urbanwaters/urban-waters-small-grants

U.S. Department of Housing and Urban Development

Community Development Block Grants (CDBG) Entitlement

This program provides funding to help entitled metropolitan cities and urban counties meet their housing and community development needs. This program provides annual grants on a formula basis to entitled communities to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services.

➢ https://www.hudexchange.info/programs/cdbg-entitlement/

CDBG Non-Entitlement Communities Program for States and Small Cities

This program provides funding to help states and units of local government in non-entitled areas meet their housing and community development needs. The program provides grants to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services. All CDBG activities must meet at least one of the following national objectives: benefit low- and moderate-income persons, aid in the prevention or elimination of slums and blight, or meet certain urgent community development needs. No less than 70 percent of the funds must be used for activities that benefit low- and moderate-income persons over a period specified by the state, not to exceed 3 years.

➢ https://www.hudexchange.info/programs/cdbg-state/

CDBG §108 Loan Guarantee Program

This program provides loan guarantee assistance for community and economic development. Section 108 is the loan guarantee provision of the Community Development Block Grant (CDBG) program. Under this section, HUD offers communities a source of financing for certain community development activities, such as housing rehabilitation, economic development, and large-scale physical development projects. Loans may be for terms up to 20 years.

➢ https://www.hudexchange.info/programs/section-108/

Programs of HUD

This 2017 document provides a complete listing of all HUD programs including major mortgage, grants, assistance, and regulatory programs.

➢ https://www.hud.gov/hudprograms

U.S. Small Business Administration

Small Business Resource Guide

The District Resource Guide provides localized information and contacts for the SBA's local business assistance, funding programs and contracting programs.

➢ https://www.sba.gov/offices/district/or/portland

Business Guide

The SBA's online Business Guide provides 24/7 access to free information to help plan, launch, manage and grow small businesses.

➢ https://www.sba.gov/business-guide

Local Assistance

The Small Business Administration works with a number of local partners to counsel, mentor and train small businesses including SCORE mentors, Small Business Development Centers, Veteran's Business Outreach Centers, and Women's Business Centers.

➢ https://www.sba.gov/local-assistance

Loans

Loans guaranteed by the Small Business Administration range from $500 to $5.5 million and can be used for most business purposes, including long-term fixed assets and operating capital. Businesses must be for-profit, do business in the United States, have invested equity, and have exhausted financing options. Even those with bad credit may qualify for startup funding. Lender Match is a free online tool that connects small businesses with SBA-approved lenders.

➢ https://www.sba.gov/funding-programs/loans

Federal Contracting

Small businesses can learn how to find and win contracts with the federal government and gain a competitive advantage with help from the SBA's business development programs.

➢ https://www.sba.gov/federal-contracting

Appalachian Regional Commission

ARC's Area Development Program

ARC's Area Development program makes investments in two general areas: critical infrastructure and business and workforce development. Critical infrastructure investments mainly include water and wastewater systems, transportation networks, broadband, and other projects anchoring regional economic development. Business and workforce investments primarily focus on entrepreneurship, worker training and education, food systems, leadership, and other human capital development.

> https://www.arc.gov/area-development-program/

ARC's POWER Initiative

The POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) Initiative targets federal resources to help communities and regions that have been affected by job losses in coal mining, coal power plant operations, and coal-related supply chain industries due to the changing economics of America's energy production. The POWER Initiative supports efforts to create a more vibrant economic future for coal-impacted communities by cultivating economic diversity, enhancing job training and re-employment opportunities, creating jobs in existing or new industries, and attracting new sources of investment. POWER grants have been used to support farmers and producers to develop local food economies. One examples is listed below, Refresh Appalahcia.

> https://www.arc.gov/arcs-power-initiative/
> https://coalfield-development.org/refresh-appalachia/

Others

National Endowment for the Arts Our Town Grant Program

Our Town supports creative placemaking projects that integrate arts and culture into community revitalization work—placing arts at the table with land use, transportation, economic development, education, housing, infrastructure, and public safety strategies. Projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Matching grants range from $25,000 to $200,000. In 2016, the American Dance Institute and the village of Catskill, New York, received an Our Town grant to renovate a former lumberyard and associated buildings into a permanent home for the institute's artist residency, which will include a theater, artist housing, and an open interior courtyard for performances, visual arts displays, and the local farmers market.

> https://www.arts.gov/grants-organizations/our-town/introduction

Racial and Ethnic Approaches to Community Health (REACH)

REACH is a national program administered by the Centers for Disease Control and Prevention to reduce racial and ethnic health disparities. Through REACH, recipients plan and carry out local, culturally appropriate programs to address a wide range of health issues among African Americans, American Indians, Hispanics/Latinos, Asian Americans, Alaska Natives, and Pacific Islanders. REACH gives funds to state and local health departments, tribes, universities, and community-based organizations. Recipients use these funds to build strong partnerships to guide and support the program's work. Along with funding, CDC provides expert support to REACH recipients.

➢ https://www.cdc.gov/nccdphp/dnpao/state-local-programs/reach/index.htm

Surface Transportation Block Grant Program Transportation Alternative Set Aside

This program provides set-aside funding for programs and projects defined as transportation alternatives (including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity); recreational trail projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former divided highways. Funds are allocated to state departments of transportation, which select projects through a competitive process. Local governments, school districts, and nonprofit organizations responsible for the administration of local transportation safety programs are among the entities eligible to apply for funding.

➢ http://www.fhwa.dot.gov/environment/transportation_alternatives/guidance/guidance_2016.cfm

Private Grant Funding

While funding programs of individual foundations can change from year to year, these resources are good starting points to look for philanthropic and other private support:

AARP Community Challenge Program

AARP provides small grants for quick-action projects to improve housing, transportation, public space, smart cities and other community elements.

➢ https://www.aarp.org/livable-communities/community-challenge/

Aetna Foundation

The Aetna Foundation funds community groups that are advancing healthy eating and active living in homes, schools, and neighborhoods. A major part of this effort is connecting people of limited means with fresh fruits and vegetables through community gardens, urban farms, and farmers markets.

➢ https://www.aetna-foundation.org/grants-partnerships/health-eating-living.html

America Walks Community Challenge Program

The America Walks Community Challenge grant program works to provide support to the growing network of advocates, organizations, and agencies using innovative, engaging, and inclusive programs and projects to create places where all community members have safe, accessible, equitable, and enjoyable places to walk and be physically active.

➢ https://americawalks.org/community-change-grants/

Farmers Market Coalition

The Farmers Market Coalition website includes funding resources for farmers markets and other community food projects. Pure funding examples are restricted to members of the coalition, but they also offer a state-based resource that announces funding opportunities specifc to a state.

➢ https://farmersmarketcoalition.org/education/funding-opportunities/
➢ https://farmersmarketcoalition.org/state-map/

Healthy Food Access Portal

The Healthy Food Access portal was created by PolicyLink, The Food Trust, and Reinvestment Fund to better support communities seeking to launch healthy food retail projects. Among the resources and tools is a guide to find funding and policy efforts by state.

➢ https://www.healthyfoodaccess.org/resources-tools-find-money-policy-efforts-by-state

Kids Gardening

Kids Gardening provides their own grant programs and maintains a list of additional grant opportunities that support school and youth garden programs.

➢ https://kidsgardening.org/grant-opportunities/

Kresge Foundation

Annually, the Kresge Foundation makes more than 400 grants to nonprofits and cities. Kresge programs work both independently and in collaboration to award single-year and multiyear grants that fund general operating, projects and planning activities advancing strategic objectives. Most often, applicants are invited, but ccasionally, program teams issue an open call for letters of interest (LOIs) within a focus area. For initiatives, programs typically use an open request-for-proposals process.

➢ https://kresge.org/grants-social-investments/

Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation supports research and programs to help build a national culture of health. Projects that link local foods assets such as community gardens and farmers markets with recreation and alternative transportation projects that seek to improve access to healthy foods could fit with the foundation's giving. The foundation has programs that help to transform local environments in ways that remove health barriers and make it easier for people to lead healthier lives.

➢ https://www.rwjf.org/en/how-we-work/grants-and-grant-programs.html

The foundation also has programs to increase the ability to provide more free fresh produce in low-income communities, raise public awareness about food insecurity, and encourage healthier eating.

➢ http://www.rwjf.org/en/library/collections/healthy-food-access.html

Walmart Community Grant Program

The Walmart Foundation provides community grants of $500 to $5,000 to nonprofits, government entities, educational institutions, and faith-based organizations for projects that benefit the service area of a Walmart facility (Walmart Store, Sam's Club, or Logistics Facility). Funding areas include hunger relief and healthy eating, health and human service, quality of life, education, community and economic development, diversity and inclusion, public safety, and environmental sustainability.

➢ http://giving.walmart.com/walmart-foundation/community-grant-program

W.K Kellogg Foundation

The W.K. Kellogg Foundation helps communities transform school food systems, improve community access to good food, and create environments for active living. The foundation accepts grant applications from organizations and institutions throughout the year.

➢ https://wrm.wkkf.org/uWebRequestManager/UI/Application.aspx?tid=24bf1841-48f7-4971-b7a7-96bd78992f62&LanguageID=0

Appendix E: References

Additional resources available are grouped into the following categories:

I.   Local Food Systems Response to COVID-19

Local Food Systems Response to COVID

USDA Agricultural Marketing Service (AMS) along with the cooperating research team led by the University of Kentucky seek to enrich existing efforts within local and regional food system communities of practice who provide support to local food producers by documenting and disseminating innovations and best practices developed on the ground and framing research on COVID-related shifts in local and regional food markets with the aim of supporting long term resilience.

➢   https://lfscovid.localfoodeconomics.com/

II.   Bicycle and Pedestrian Connectivity

Case Studies in Delivering Safe, Comfortable and Connected Pedestrian and Bicycle Networks

This 2015 Federal Highway Administration document provides an overview of pedestrian and bicycle network principles and highlights examples from communities across the country.

➢   https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/network_report/

Design Guidance

The National Center for Bicycling & Walking compiled resources that provide design guidance for bicycling and pedestrian facilities.

- ➢ http://www.bikewalk.org/thepractice.php

Guidebook for Developing Pedestrian and Bicycle Performance Measures

This 2016 Federal Highway Administration document helps communities develop performance measures that can fully integrate pedestrian and bicycle planning in ongoing performance management activities.

- ➢ http://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/performance_measures_guidebook

Resources for Implementing Built Environment Recommendations to Increase Physical Activity

The Centers for Disease Control and Prevention has created a 2017 compilation of real world examples, a 2018 Implementation Resource Guide, and a 2018 Visual Guide to help communities implement recommendations for built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity.

- ➢ https://www.cdc.gov/physicalactivity/community-strategies/beactive/index.html

Safety Demonstration Projects: Case Studies From Orlando, FL, Lexington, KY, And South Bend, IN

The National Complete Streets Coalition helped three cities build skills in safer street design, creative placemaking, and community engagement, and then put those skills into practice. This 2018 report includes case studies of local demonstration projects in Orlando, Florida; Lexington, Kentucky; and South Bend, Indiana where communities transformed their streets, intersections, and neighborhoods into slower, safer places for people.

- ➢ https://smartgrowthamerica.org/resources/safety-demonstration-projects-case-studies-from-orlando-fl-lexington-ky-and-south-bend-in/?fbclid=IwAR0qTdwv8j1H1NUiC9LLg-j7m0K3ozRSKFeBOQkPj3t9GDHcxY0Y6JRbi9c

Small Town and Rural Multimodal Networks

This 2016 Federal Highway Administration document helps small towns and rural communities support safe, accessible, comfortable, and active travel for people of all ages and abilities. It provides a bridge between existing guidance on bicycle and pedestrian design and rural practice, encourages innovation in the development of safe and appealing networks for bicycling and walking, and shows examples of project implementation.

- ➢ https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwahep17024_lg.pdf

III. Community Gardens

Cultivating Community Gardens

The Local Government Commission created a fact sheet on the role of local government in supporting community gardens, including case studies, best management practices, resources, and tools for policy-makers.

➢ https://www.lgc.org/community-gardens/

Elder-Accessible Gardening: A Community Building Option for Brownfields Redevelopment

This 2011 EPA document provides a tip sheet for starting a community garden accessible to people of all age groups and physical activity levels. It includes guidance on starting a garden on a brownfield property.

➢ https://www.epa.gov/brownfields/brownfields-elder-accessible-gardening

Garden Organizer Toolkit

The Vermont Community Garden Network provides tools to help organizers, managers, coordinators, and supporters of community-based gardens, including resources for starting, organizing, and learning in community-based gardens.

➢ http://vcgn.org/garden-organizer-toolkit/

EPA Pollinator Program Resources

➢ EPA's Bee Advisory Label: https://www.epa.gov/sites/production/files/2013-11/documents/bee-label-info-graphic.pdf
➢ EPA's Read the Label First, Protect Your Garden: https://www.epa.gov/sites/production/files/2016-02/documents/garden.pdf
➢ University of Nebraska Lincoln's "Creating a Solitary Bee Hotel": https://entomology.unl.edu/scilit/Creating%20a%20Solitary%20Bee%20Hotel.pdf
➢ University of Nebraska Lincoln's "Bee Aware: Protecting Pollinators from Pesticides": https://entomology.unl.edu/scilit/Protecting-pollinators-from-pesticides.pdf

IV. Community Kitchens

The Shared Kitchen Toolkit: A Practical Guide to Planning, Launching, and Managing a Shared-Use Commercial Kitchen

The Food Corridor, Fruition Planning and Management, and Purdue Extension Services co-created this 2018 toolkit that delivers guidance on feasibility and planning for new kitchen projects, as well as management practices for the day-to-day operations of shared-use kitchens. It also provides an

overview of emerging kitchen models and highlights opportunities for kitchens to expand their community impact and enhance financial sustainability.

➢ http://www.thefoodcorridor.com/announcing-the-shared-kitchen-toolkit/

Commercial Kitchen Guide

The Minnesota Institute for Sustainable Agriculture published a guide that provides information on policies and regulations for those looking to open or operate in a community commercial kitchen.

➢ http://www.misa.umn.edu/publications/commercialkitchenguide

Culinary Incubator Map

CulinaryIncubator.com is a nonprofit website to help small food businesses locate commercial kitchens. It includes an interactive map with descriptions of commercial kitchens across the United States.

➢ http://www.culinaryincubator.com/maps.php

V. Farm to School

Farm to School Resources

The National Farm to School Network has compiled resources for communities working to bring local food sourcing, school gardens, and food and agriculture education into schools and early care and education settings.

➢ http://www.farmtoschool.org/resources

The USDA Farm to School Planning Toolkit

The USDA Food and Nutrition Service created a guide of questions to consider and helpful resources to reference when starting or growing a farm-to-school program. It is designed for use by schools, school districts, and community partners.

➢ https://www.fns.usda.gov/sites/default/files/f2s/F2S-Planning-Kit.pdf

Farm to Child Nutrition Programs Planning Guide

The USDA Office of Community Food Systems created a guide that directs you through questions to consider when starting or growing a farm to school, farm to child care, for farm to summer program. It includes guiding questions, a planning template, and a sample of a completed planning guide.

➢ https://www.fns.usda.gov/farmtoschool/farm-school-resources

VI. Farmers Markets

Creating a Farmers Market Living Lab: Lessons Learned in Growing a Farmers Market

This booklet from the Historic Lewes Farmers Market is the result of asking the question: What can we do to increase sales and attendance at our market? It is a summary of lessons learned.

> https://www.historiclewesfarmersmarket.org/living-lab-report/

Local and Regional *Market News*

USDA Market News works with state departments of agriculture and local and regional food systems to provide prices, volume, and other information on agricultural commodities sold at local and regional markets throughout the United States.

> https://www.ams.usda.gov/market-news/local-regional-food

Market Makeover: 25 Best Practices for Farmers' Markets

This report from the Appalachian Sustainable Agriculture Project provides guidance for making market improvements and dealing with common issues in the areas of management, regulations, risk management, food safety, improving vendor sales, and marketing.

> https://www.scribd.com/document/94671134/Market-Makeover-25-Best-Practices-for-Farmers-Markets

National Farmers Market Directory

The USDA Agricultural Marketing Service maintains a directory of information about farmers markets, including locations, directions, operating times, product offerings, and accepted forms of payment.

> https://www.ams.usda.gov/local-food-directories/farmersmarkets

National Farmers Market Managers Survey

This national survey is conducted by the USDA Agricultural Marketing Service every five (5) years.

> https://downloads.usda.library.cornell.edu/usda-esmis/files/pz50hd694/gx41n598k/jd473j98z/nfar0820.pdf

Supplemental Nutrition Assistance Program (SNAP) at Farmers Markets: A How-To Handbook

This 2010 report from the USDA Agricultural Marketing Service, USDA Food and Nutrition Service, and Project for Public Spaces, Inc. describes how to accept SNAP benefits at farmers markets, including what equipment is required, how to install electronic benefit transfer (EBT) systems, and how to make SNAP EBT succeed at farmers markets.

➢ https://www.ams.usda.gov/sites/default/files/media/SNAPat%20Farmers%20Markets%20Handbook.pdf

Sharing the Harvest: A Guide to Bridging the Divide between Farmers Markets and Low-Income Shoppers

This 2012 report from the Appalachian Sustainable Agriculture Project provides tips and tools to improve the accessibility of local markets and increase consumption of healthy local produce.

➢ https://asapconnections.org/wp-content/uploads/asap-farmers-market-access-guide.pdf

Understanding the Link Between Farmers' Market Size and Management Organization

This 2007 report by the Oregon State University Extension Service examines common management tools and structures for farmers markets of different sizes to guide strategic planning and resource allocation for new markets and for established markets confronting growth or other significant changes.

➢ https://catalog.extension.oregonstate.edu/sr1082

VII. Food Co-ops

Capital Campaign Workbook

The Food Co-op Initiative's 2016 workbook helps consumer-owned food co-ops design and implement successful capital campaigns that effectively engage their owners and meet their capital needs.

➢ http://www.foodcoopinitiative.coop/sites/default/files/Capital%20Campaign%20Workbook%20Food%20Co-op%20Initiative%20March%202016.pdf

The FCI Guide to Starting a Food Co-op

This 2017 updated guide from the Food Co-op Initiative provides organizers, board members, and development centers with an introduction to starting a food co-op and an overview of the basic steps and procedures.

➢ https://www.fci.coop/sites/default/files/Startup%20guide-02.2017.pdf

How to Start a Food Co-op Manual

The Cooperative Grocers' Information Network created a guide in 2010 that provides an overview of the basic steps and procedures for starting a food co-op.

➢ http://www.cooperativegrocer.coop/library/start-a-food-coop

Publications for Cooperatives

USDA Rural Development provides publications, reports, and educational materials for cooperatives, including Cooperative Information Reports that provide descriptive information about the cooperative form of business and various cooperative topics, Research Reports, and Service Reports that include USDA's annual compilation of farm cooperative statistics.

➢ https://www.rd.usda.gov/publications/publications-cooperatives

VIII. Food Hubs

Findings of the 2017 National Food Hub Survey

This document by the Michigan State University Center for Regional Food Systems in cooperation with the Wallace Center at Winrock International details the scope and scale of food hub activities, their challenges, and their regional influence based on a survey of more than 100 food hubs across the country.

➢ https://www.canr.msu.edu/resources/2017-food-hub-survey

Moving Food Along the Value Chain: Innovations in Regional Food Distribution

This 2012 report from the USDA Agricultural Marketing Service shares lessons learned and best practices from eight producer networks and their partners distributing locally or regionally grown food to retail and food service customers.

➢ https://www.ams.usda.gov/sites/default/files/media/Moving%20Food%20Along%20the%20Value%20Chain%20Innovations%20in%20Regional%20Food%20Distribution.pdf

Regional Food Hub Resource Guide

This 2012 report from the USDA Agricultural Marketing Service examines the role of food hubs in regional food systems and compiles information on the resources available to support them.

➢ https://www.ams.usda.gov/sites/default/files/media/Regional%20Food%20Hub%20Resource%20Guide.pdf

Running a Food Hub series

USDA Rural Development developed a technical report series in partnership with Virginia Foundation for Agriculture, Innovation and Rural Sustainability and Matson Consulting that offers new and existing food hubs information on how to plan for success, address challenges, and achieve viability.

➢ Vol 1 – Lessons Learned from the Field (2015)
   https://www.rd.usda.gov/files/SR_77_Running_A_Food_Hub_Vol_1.pdf
➢ Vol 2 – A Business Operations Guide (2015)
   https://www.rd.usda.gov/files/SR_77_Running_A_Food_Hub_Vol_2.pdf

- Vol 3 – Assessing Financial Viability (2016)
  https://www.rd.usda.gov/files/publications/SR%2077%20FoodHubs%20Vol3.pdf
- Vol 4 – Learning from Food Hub Closures (2017)
  https://www.rd.usda.gov/files/publications/SR77_FoodHubs_Vol4_0.pdf

IX. Food Waste

Excess Food Opportunities Map

EPA created the Excess Food Opportunities Map, a national, interactive map that identifies more than 500,000 potential generators of excess food and estimated generation quantities, as well as over 4,000 potential recipients of excess food. The map can help users identify potential sources of food for rescue; potential feedstocks for compost and anaerobic digestion; potential infrastructure gaps for managing excess food; and, alternatives to sending food to landfill. This resource is intended to give users the tools to understand the potential magnitude of excess food in their communities and help make connections between generators and recipients such that more food is diverted from landfills and put toward beneficial uses.

- https://www.epa.gov/sustainable-management-food/excess-food-opportunities-map?fbclid=IwAR1rCQWWKbR6yYZqxnE-fRRWNyWarqvKtoRbP7m1AKGeinRFGJm7uuAdMns

Food Recovery Challenge

As part of EPA's Food Recovery Challenge, organizations pledge to improve their sustainable food management practices and report their results. Food Recovery Challenge participants and endorsers include groups such as grocers, educational institutions, restaurants, faith organizations, sports and entertainment venues, and hospitality businesses. Participants can reduce their environmental footprint, help their community, receive recognition, and get free technical assistance.

- https://www.epa.gov/sustainable-management-food/food-recovery-challenge-frc

Tools for Preventing and Diverting Wasted Food

EPA offers a variety of wasted-food assessment tools to suit a food service establishment's specific circumstances. Several of the tools are described below.

- https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food

A Guide to Conducting and Analyzing a Food Waste Assessment

Retail, food service, and other food management establishments can use EPA's 2014 guidebook to learn how to take a "snapshot in time" of their wasted food by either manually sorting through materials in a garbage sample or visually observing and estimating waste.

➢ https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food#assessguide

Toolkit for Reducing Wasted Food and Packaging

This 2014 toolkit is designed to help food service establishments and commercial kitchens save money by reducing wasted food and packaging with suggested strategies, templates, and case studies. It includes a tool to track the daily amount, type of, and reason for wasted food and packaging. Users enter information into a spreadsheet, which automatically creates graphs and data summaries to help identify patterns of waste generation. Based on these patterns, a business can make strategic changes to its operation to maximize waste reductions and cost savings.

➢ https://www.epa.gov/sustainable-management-food/tools-preventing-and-diverting-wasted-food#packaging

X. Healthy Living

Community Health Online Resource Center

The Centers for Disease Control and Prevention created this database of webinars, model policies, toolkits, guides, fact sheets, and other practical materials to help implement changes to prevent disease and promote healthy living. Content areas include healthy and safe physical environments and healthy eating.

➢ https://www.cdc.gov/nccdphp/dch/online-resource/

Making the Business Case for Prevention Video Series

This series from the Centers for Disease Control and Prevention shows how healthy living initiatives can help businesses increase profits, bring in more customers, and build goodwill. The series includes videos about healthy food programs, city planning, and community partnerships.

➢ https://www.cdc.gov/nccdphp/dnpao/multimedia/videos.html

SNAP-Ed Evaluation Framework and Interpretative Guide

The USDA Food and Nutrition Service created this 2016 guide to measure the success of SNAP-Ed programs. It provides information on evidence-based obesity prevention interventions and policy, systems, and environmental change interventions. It also provides information on outcome indicators' background and context, outcome measures, surveys and data collection tools, and more.

➢ https://snaped.fns.usda.gov/evaluation/evaluation-framework-and-interpretive-guide

XI. Smart Growth and Placemaking

The Built Environment: An Assessment Tool and Manual

The Centers for Disease Control and Prevention's 2015 assessment tool helps communities measure the core features and qualities of the built environment that affect health, including walkability, bikeability, and access to grocery stores, convenience stores, and farmers markets.

➢ https://www.cdc.gov/nccdphp/dch/built-environment-assessment/

Creative Placemaking on Vacant Properties: Lessons Learned from Four Cities

This Center for Community Progress 2018 report offers practical guidance for communities curious about how to leverage the power of creative placemaking to transform vacant properties. It includes a creative placemaking primer and key takeaways based on work conducted over the course of two years. It also explores emerging practices in four communities: Kalamazoo, Michigan; Wilkinsburg, Pennsylvania; Newburgh, New York; and Macon, Georgia.

➢ http://action.communityprogress.net/p/salsa/web/common/public/signup?signup_page_KEY=11388&fbclid=IwAR3Xx0Md0abEeL0VNfIHJbSdgCKIiwV9h0C5qeIc7ydsxiPRne1bQp4GsJ0

Growing Food Connections

This website from the American Planning Association provides planning and policy briefs and other resources to help increase food security in vulnerable areas, strengthen the sustainability and economic resilience of urban and rural communities, and support farms engaged in local and regional food systems that use sustainable practices.

➢ https://www.planning.org/research/foodconnections/

Smart Growth

EPA's smart growth website provides publications, tools, and other information on a range of development and conservation strategies that help protect our health and natural environment and make our communities more attractive, economically stronger, and more diverse.

➢ https://www.epa.gov/smartgrowth

XII. Urban Agriculture

Aquaponics Business Plan User Guide

This 2016 EPA document is modeled after the Urban Farm Business Plan Handbook (see below) and provides an outline and guidance for the development of a business plan for an aquaponic farm.

➢ https://www.epa.gov/land-revitalization/aquaponics-business-plan-user-guide

Brownfields and Community Supported Agriculture

EPA's Brownfields program provides information on community supported and urban agriculture projects on brownfield properties.

➢ https://www.epa.gov/brownfields/brownfields-and-community-supported-agriculture

Brownfields and Urban Agriculture: Interim Guidelines for Safe Gardening Practices

This EPA document is a condensation of the input of 60 experts from academia, state, and local government, and the nonprofit sector who gathered in Chicago on October 21 and 22, 2010 to outline the range of issues which need to be addressed in order to safely grow food on former brownfields sites.

➢ https://www.epa.gov/brownfields/brownfields-and-urban-agriculture-interim-guidelines-safe-gardening-practices

How Does Your Garden Grow? Brownfields Redevelopment and Local Agriculture

This 2009 EPA document provides some insight on how best grow safe food during brownfields redevelopment.

➢ https://www.epa.gov/brownfields/how-does-your-garden-grow-brownfields-redevelopment-and-local-agriculture

Industrial Properties Renewed Through Agriculture: Reusing Land to Support Agriculture and Food Systems

This 2010 EPA document discusses reusing industrial brownfields that might serve a wide variety of agriculture-related reuses, including important public health considerations as well as environmental and planning and zoning considerations.

➢ https://www.epa.gov/brownfields/brownfields-industrial-properties-renewed-through-agriculture

Steps to Create a Community Garden or Expand Urban Agriculture and Growing Gardens in Urban Soils

EPA's Brownfields Program offers information on how to create a community garden or expand urban agriculture, particularly in areas that might be at risk from potential contaminants.

➢ https://www.epa.gov/brownfields/steps-create-community-garden-or-expand-urban-agriculture
➢ https://www.epa.gov/sites/production/files/2014-03/documents/urban_gardening_fina_fact_sheet.pdf

Urban Agriculture Toolkit

This 2016 toolkit from USDA lays out the common operational elements that most urban farmers must consider as they start or grow their operations. It also contains a section on resources for developing indoor growing operations, such as aquaponic facilities. For each element, the toolkit identifies technical and financial resources from federal, state, and local partners.

➢ https://www.usda.gov/sites/default/files/documents/urban-agriculture-toolkit.pdf

Urban Farm Business Plan Handbook

This 2011 document from EPA, the U.S. Department of Housing and Urban Development, and the U.S. Department of Transportation provides guidance for developing a business plan for the startup and operation of nonprofit and for-profit urban farms.

➢ https://www.epa.gov/brownfields/urban-farm-business-plan-handbook

The associated Urban Farm Business Plan Worksheets provide a framework in which to compile and organize the information needed to draft a business plan.

➢ https://www.epa.gov/brownfields/urban-farm-business-plan-worksheets

XIII. General

Communities for Healthy Food: The Toolkit – A Practical Guide for Integrating Healthy Food Access and Social Justice into Community Development

This 2018 toolkit from LISC NYC helps community organizations use healthy food access strategies and food justice principles to enhance their community development efforts. The toolkit presents a flexible and comprehensive approach to planning, designing, and implementing a portfolio of programs to ensure low-income communities and communities of color have access to healthier food options, a voice in the food movement, and economic opportunities.

➢ http://www.lisc.org/media/filer_public/bd/63/bd6327a3-8841-45b0-9eba-1b9fa3f90ce6/lisc_nyc_communities_for_healthy_food_toolkit_march_2018.pdf?fbclid=IwAR3njWOP1Nz3eHGBOQ8wKuehF5z7NvH1XVnWACLbWQ6LcEM7Pn2gmtIkEro

The Economics of Local Food Systems: A Toolkit to Guide Community Discussions, Assessments and Choices

This 2016 toolkit produced by the USDA Agriculture Marketing Service helps guide and enhance the capacity of local organizations to make more deliberate and credible measurements of local and regional economic activity and other ancillary benefits.

➢ https://www.rd.usda.gov/files/ILAMSToolkit.pdf

The Economics of Local Food: An Emerging Community of Practice

Colorado State University hosts a website aimed to help communities understand agriculture and food enterprise viability, market dynamics, and other key socio-economics metrics of local and regional food systems.

➤ https://localfoodeconomics.com/

Farmland Access Legal Toolkit

The Center for Agriculture and Food Systems at Vermont Law School created this online resource to help farmers and landowners affordably access, transfer, and conserve farmland. The toolkit explains legal arrangements that provide farmers more affordable and equitable farmland access and help landowners balance earning income for retirement with making their land affordable to the next generation of farmers.

➤ https://farmlandaccess.org/?fbclid=IwAR12aAoLz84nRya9R-vdPBjFg9pjSHKQzyMsZuk0BlCcmR_ab5K6eFPrk8A

Food Value Chains: Creating Shared Value to Enhance Marketing Success

This 2014 report by the USDA Agricultural Marketing Service provides guidance on how food value chains are initiated and structured, how they function, and the benefits they provide to participants.

➤ https://www.ams.usda.gov/services/local-regional/food-value-chain

Good Agricultural Practices (GAP) & Good Handling Practices (GHP) Auditing and Accreditation Programs

The USDA Agricultural Marketing Service provides voluntary audit and accreditation programs that let producers and suppliers of agricultural products assure customers of their ability to provide consistent quality products or services. The programs are paid through hourly user fees.

➤ https://www.ams.usda.gov/services/auditing/gap-ghp

Harvesting Opportunity: The Power of Regional Food System Investments to Transform Communities

The Federal Reserve Bank of St. Louis, the Board of Governors of the Federal Reserve System, and the U.S. Department of Agriculture's agencies of Rural Development and the Agricultural Marketing Service published a 2017 book that focuses on regional food systems as a means for enhancing economic opportunity. It explores recent findings; highlights models for collaboration between policymakers, practitioners, and the financial community; and discusses research, policy, and resource gaps that, if addressed, might contribute to the success of regional food systems strategies.

➤ https://www.stlouisfed.org/community-development/publications/harvesting-opportunity

Local Food Compass Map

The USDA Agricultural Marketing Service hosts the Local Food Compass Map to provide a quick way for farmers, ranchers, market managers, consumers, and others to learn more about local and regional food projects in their communities and across the United States. The searchable map can be filtered and selected by state or tailored regions to see farmers markets, food hubs, and assets like meat processors and farm to school programs. The map also includes local food projects and programs funded through USDA and other federal agencies.

➢ www.ams.usda.gov/local-food-sector/compass-map

Local Food Directories

USDA's voluntary Local Food Directories help producers and customers locate farmers markets, on-farm markets, CSAs, and food hubs across the country. These listings can help potential vendors, partners, and customers find local food market opportunities.

➢ www.ams.usda.gov/services/local-regional/food-directories

Local Food Research & Development

The USDA Agriculture Marketing Service produces research-based publications on a range of local food market channels to help producers, market managers, planners, and others better understand the impact of these outlets on local economic development, food access, and farm profitability.

➢ https://www.ams.usda.gov/services/local-regional

Measuring Rural Wealth Creation: A Guide for Regional Development Organizations

This 2016 document by the National Association of Development Organizations introduces concepts of measuring progress in rural wealth creation for regional development organizations that are involved in a range of community and economic development within their regions. The guide includes information on developing a measurement plan, measuring multiple forms of community capital beyond jobs, measuring inclusiveness and local ownership of assets, and more strategies and tips for measuring and communicating progress.

➢ https://www.nado.org/measuring-rural-wealth-creation-a-guide-for-regional-development-organizations/

National Good Food Network

The Wallace Center Winrock International supports the National Good Food Network, which offers many resources. Topic areas include: aggregation/distribution; business/finance; certification; farm to school; farming; food hubs; food safety; funding; infrastructure; metrics/evaluation; policy; processing/value add; retail/foodservice; social justice/food access; training/education; value chains; food hubs; food safety; research.

➢ https://wallacecenter6.squarespace.com/ngfn

Pesticide Environmental Stewardship Program

EPA's Pesticide Environmental Stewardship Program is a voluntary membership program that promotes the adoption of innovative, alternative pest control practices such as integrated pest management. It publicly recognizes members who have demonstrated their commitment to environmental stewardship and made progress in reducing pesticide risk. Members can receive technical support for transitioning to lower-risk pest management practices and developing integrated pest management strategies.

➢ https://www.epa.gov/pesp

Wholesale Markets and Facility Design

The USDA Wholesale Markets and Facility Design Team provides technical assistance on the construction or remodeling of wholesale markets, farmers markets, public markets, and food hubs.

➢ https://www.ams.usda.gov/services/local-regional/facility-design

Small Business Resource Guide

The SBA District Resource Guide provides localized information and contacts for the SBA's local business assistance, funding programs and contracting programs.

➢ https://www.sba.gov/offices/district/or/portland

Business Guide

The SBA's online Business Guide provides 24/7 access to free information to help plan, launch, manage and grow small businesses.

➢ https://www.sba.gov/business-guide

Local Assistance

The Small Business Administration works with a number of local partners to counsel, mentor and train small businesses including SCORE mentors, Small Business Development Centers, Veteran's Business Outreach Centers, and Women's Business Centers.

➢ https://www.sba.gov/local-assistance

Green Infrastructure

Green infrastructure is a cost-effective, resilient approach to managing wet weather impacts that provides many community benefits. Learn more about green infrastructure elements that can be woven into a community, from small-scale elements integrated into sites to larger scale elements spanning entire watersheds.

➢ https://www.epa.gov/green-infrastructure/what-green-infrastructure

- ➢ [Downspout Disconnection](#)
- ➢ [Rainwater Harvesting](#)
- ➢ [Rain Gardens](#)
- ➢ [Planter Boxes](#)
- ➢ [Bioswales](#)
- ➢ [Permeable Pavements](#)
- ➢ [Green Streets and Alleys](#)
- ➢ [Green Parking](#)
- ➢ [Green Roofs](#)
- ➢ [Urban Tree Canopy](#)
- ➢ [Land Conservation](#)

Appendix F:

Armory Kitchen Plans

Cottage Grove, Oregon

Working draft as of January 22, 2021

DELIVERY

FREEZER

DRY
STORAGE

COOK

REFRIG

SUPPLIES

OFFICE

PREP

SCULLERY

COTTAGE GROVE ARMORY
01-06-2021

ac
co

ARCHITECTURE
COMMUNITY
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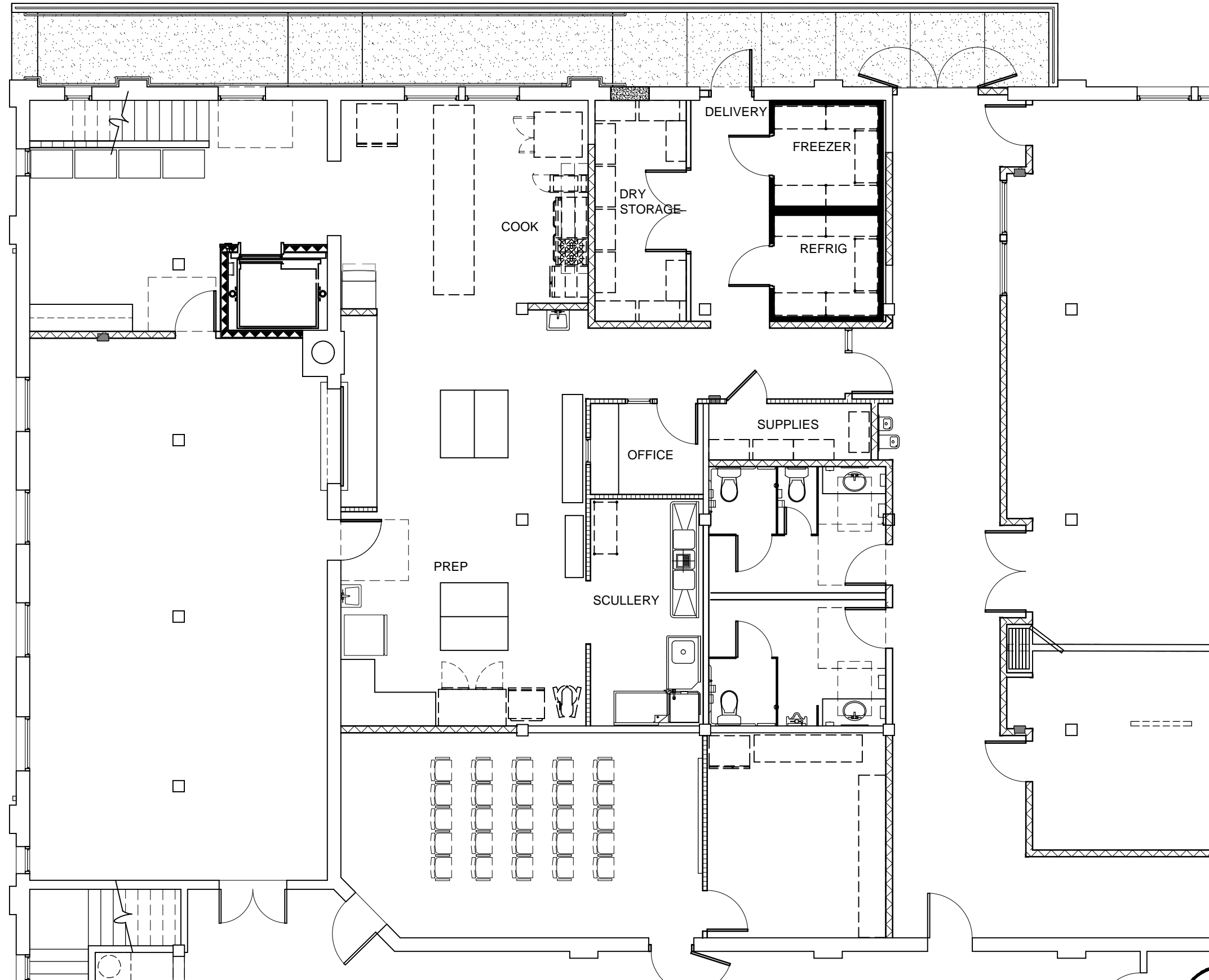
Appendix G:

Community Data Profile

This appendix provides some key data for the city. The Environmental Protection Agency's EJSCREEN: Environmental Justice Screening and Mapping Tool, https://www.epa.gov/ejscreen, provides demographic and environmental data. The reports from EJ Screen were generated the city, shown in Figure 1 below. A second set of reports from the Healthy Food Access Portal, Research Your Community web portal, http://www.healthyfoodaccess.org/access-101-research-your-community, provide demographic, workforce, food environment, and health indicator data for the city shown in Figure 2.

Figure 1 – City of Cottage Grove.
Souce: EPA EJSCREEN mapping tool.

Figure 2 – Data query for Cottage Grove.
Souce: Healthy Food Access Portal mapping tool.

EJSCREEN Report (Version 2019)

City: Cottage Grove, OREGON, EPA Region 10

Approximate Population: 9,617
Input Area (sq. miles): 3.79

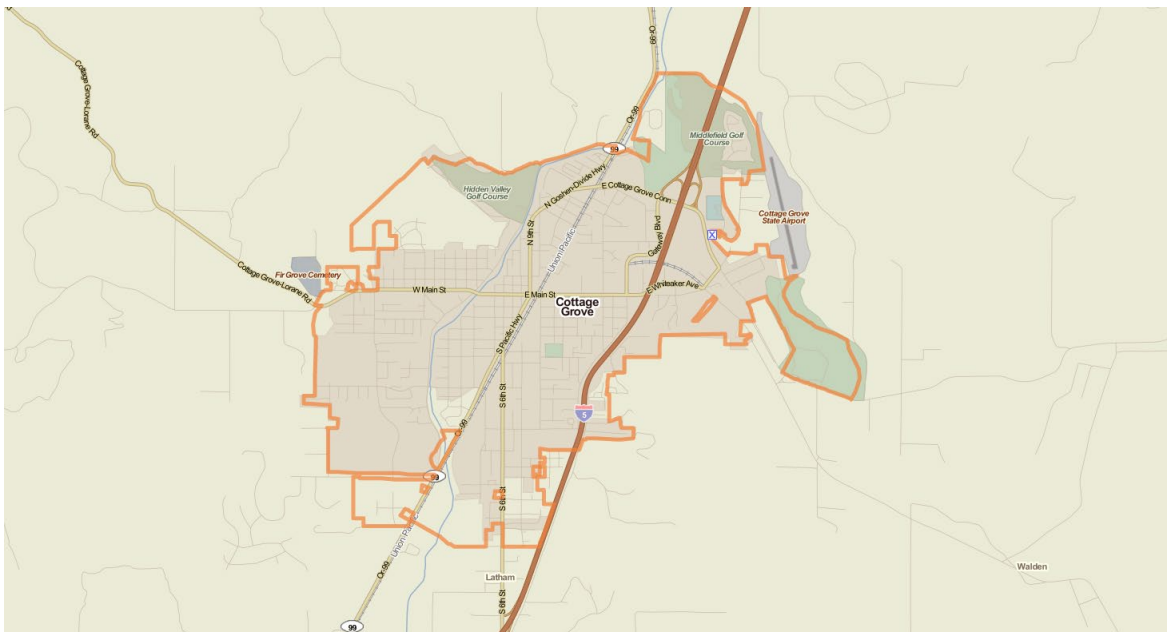| Selected Variables	State Percentile	EPA Region Percentile	USA Percentile
EJ Indexes			
EJ Index for PM2.5	65	66	54
EJ Index for Ozone	64	65	53
EJ Index for NATA* Diesel PM	65	66	55
EJ Index for NATA* Air Toxics Cancer Risk	64	64	52
EJ Index for NATA* Respiratory Hazard Index	63	63	50
EJ Index for Traffic Proximity and Volume	50	49	39
EJ Index for Lead Paint Indicator	51	47	40
EJ Index for Superfund Proximity	59	61	50
EJ Index for RMP Proximity	69	69	57
EJ Index for Hazardous Waste Proximity	68	69	56
EJ Index for Wastewater Discharge Indicator	N/A	82	74

EJ Index for the Selected Area Compared to All People's Blockgroups in the State/Region/US
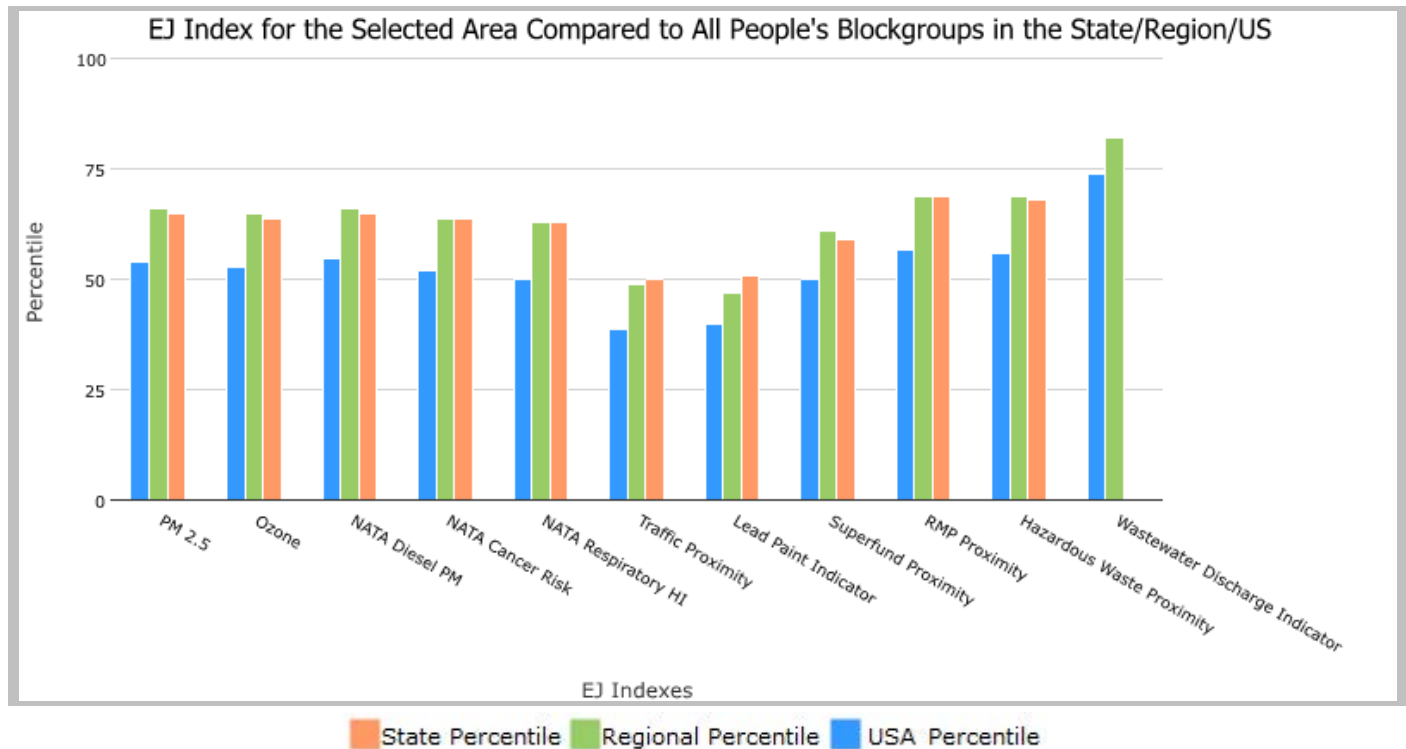
This report shows the values for environmental and demographic indicators and EJSCREEN indexes. It shows environmental and demographic raw data (e.g., the estimated concentration of ozone in the air), and also shows what percentile each raw data value represents. These percentiles provide perspective on how the selected block group or buffer area compares to the entire state, EPA region, or nation. For example, if a given location is at the 95th percentile nationwide, this means that only 5 percent of the US population has a higher block group value than the average person in the location being analyzed. The years for which the data are available, and the methods used, vary across these indicators. Important caveats and uncertainties apply to this screening-level information, so it is essential to understand the limitations on appropriate interpretations and applications of these indicators. Please see EJSCREEN documentation for discussion of these issues before using reports.

October 9, 2020

Project 1

1:36,112

| 0 | 0.33 | 0.65 | 1.3 mi |
| 0 | 0.5 | 1 | 2 km |

Sources: Esri, HERE, Garmin, FAO, NOAA, USGS, ®
OpenStreetMap contributors, and the GIS User Community

Sites reporting to EPA	
Superfund NPL	0
Hazardous Waste Treatment, Storage, and Disposal Facilities (TSDF)	0

Selected Variables	Value	State Avg.	%ile in State	EPA Region Avg.	%ile in EPA Region	USA Avg.	%ile in USA
Environmental Indicators							
Particulate Matter (PM 2.5 in µg/m^3)	5.81	6.63	19	6.6	23	8.3	5
Ozone (ppb)	35.2	34.2	69	35.1	65	43	11
NATA* Diesel PM (µg/m^3)	0.0986	0.393	17	0.479	<50th	0.479	<50th
NATA* Cancer Risk (lifetime risk per million)	29	31	34	31	<50th	32	<50th
NATA* Respiratory Hazard Index	0.48	0.48	44	0.46	<50th	0.44	60-70th
Traffic Proximity and Volume (daily traffic count/distance to road)	420	480	70	500	68	750	64
Lead Paint Indicator (% Pre-1960 Housing)	0.37	0.25	75	0.23	78	0.28	67
Superfund Proximity (site count/km distance)	0.042	0.083	46	0.13	41	0.13	36
RMP Proximity (facility count/km distance)	0.036	0.78	7	0.65	5	0.74	2
Hazardous Waste Proximity (facility count/km distance)	0.041	1.4	10	1.5	8	4	5
Wastewater Discharge Indicator (toxicity-weighted concentration/m distance)	0	0.0056	N/A	31	41	14	37
Demographic Indicators							
Demographic Index	31%	29%	63	29%	64	36%	52
Minority Population	14%	23%	36	27%	31	39%	29
Low Income Population	48%	34%	78	31%	82	33%	76
Linguistically Isolated Population	1%	3%	56	3%	53	4%	50
Population With Less Than High School Education	16%	10%	79	9%	82	13%	70
Population Under 5 years of age	7%	6%	64	6%	58	6%	59
Population over 64 years of age	17%	16%	61	15%	69	15%	68

* The National-Scale Air Toxics Assessment (NATA) is EPA's ongoing, comprehensive evaluation of air toxics in the United States. EPA developed the NATA to prioritize air toxics, emission sources, and locations of interest for further study. It is important to remember that NATA provides broad estimates of health risks over geographic areas of the country, not definitive risks to specific individuals or locations. More information on the NATA analysis can be found at: https://www.epa.gov/national-air-toxics-assessment.

For additional information, see: www.epa.gov/environmentaljustice

EJSCREEN ACS Summary Report

Location: City: Cottage Grove city
Ring (buffer): 0-mile radius
Description: Cottage Grove

Summary of ACS Estimates	2013 - 2017
Population	9,617
Population Density (per sq. mile)	2,565
Minority Population	1,387
% Minority	14%
Households	3,945
Housing Units	4,261
Housing Units Built Before 1950	1,129
Per Capita Income	22,090
Land Area (sq. miles) (Source: SF1)	3.75
% Land Area	99%
Water Area (sq. miles) (Source: SF1)	0.05
% Water Area	1%

	2013 - 2017 ACS Estimates	Percent	MOE (±)
Population by Race			
Total	9,617	100%	417
Population Reporting One Race	9,078	94%	645
White	8,807	92%	409
Black	7	0%	19
American Indian	74	1%	55
Asian	27	0%	34
Pacific Islander	11	0%	19
Some Other Race	152	2%	109
Population Reporting Two or More Races	539	6%	121
Total Hispanic Population	810	8%	240
Total Non-Hispanic Population	8,807		
White Alone	8,230	86%	336
Black Alone	7	0%	13
American Indian Alone	66	1%	55
Non-Hispanic Asian Alone	27	0%	34
Pacific Islander Alone	11	0%	19
Other Race Alone	0	0%	21
Two or More Races Alone	466	5%	118
Population by Sex			
Male	4,649	48%	232
Female	4,968	52%	263
Population by Age			
Age 0-4	641	7%	135
Age 0-17	2,288	24%	182
Age 18+	7,329	76%	275
Age 65+	1,678	17%	125

Data Note: Detail may not sum to totals due to rounding.   Hispanic population can be of any race.
N/A means not available. **Source:** U.S. Census Bureau, American Community Survey (ACS) 2013 - 2017 ·

Location: City: Cottage Grove city
Ring (buffer): 0-mile radius
Description: Cottage Grove

	2013 - 2017 ACS Estimates	Percent	MOE (±)
Population 25+ by Educational Attainment			
Total	6,569	100%	307
Less than 9th Grade	330	5%	81
9th - 12th Grade, No Diploma	719	11%	99
High School Graduate	2,023	31%	127
Some College, No Degree	2,502	38%	205
Associate Degree	548	8%	141
Bachelor's Degree or more	995	15%	98
Population Age 5+ Years by Ability to Speak English			
Total	8,976	100%	370
Speak only English	8,388	93%	318
Non-English at Home[1+2+3+4]	588	7%	208
[1]Speak English "very well"	311	3%	132
[2]Speak English "well"	103	1%	53
[3]Speak English "not well"	167	2%	96
[4]Speak English "not at all"	7	0%	18
[3+4]Speak English "less than well"	174	2%	96
[2+3+4]Speak English "less than very well"	277	3%	109
Linguistically Isolated Households*			
Total	47	100%	32
Speak Spanish	41	87%	30
Speak Other Indo-European Languages	6	13%	14
Speak Asian-Pacific Island Languages	0	0%	12
Speak Other Languages	0	0%	12
Households by Household Income			
Household Income Base	3,945	100%	122
< $15,000	658	17%	77
$15,000 - $25,000	509	13%	112
$25,000 - $50,000	1,293	33%	112
$50,000 - $75,000	805	20%	84
$75,000 +	679	17%	81
Occupied Housing Units by Tenure			
Total	3,945	100%	122
Owner Occupied	2,420	61%	114
Renter Occupied	1,524	39%	99
Employed Population Age 16+ Years			
Total	7,607	100%	311
In Labor Force	4,092	54%	289
Civilian Unemployed in Labor Force	450	6%	109
Not In Labor Force	3,515	46%	197

Data Note: Datail may not sum to totals due to rounding. Hispanic population can be of anyrace.

N/A means not available. **Source:** U.S. Census Bureau, American Community Survey (ACS)

*Households in which no one 14 and over speaks English "very well" or speaks English only.

Location: City: Cottage Grove city

Ring (buffer): 0-mile radius

Description: Cottage Grove

	2013 - 2017 ACS Estimates	Percent	MOE (±)
Population by Language Spoken at Home*			
Total (persons age 5 and above)	6,244	100%	490
English	5,960	95%	417
Spanish	231	4%	236
French	4	0%	17
French Creole	N/A	N/A	N/A
Italian	N/A	N/A	N/A
Portuguese	N/A	N/A	N/A
German	26	0%	26
Yiddish	N/A	N/A	N/A
Other West Germanic	N/A	N/A	N/A
Scandinavian	N/A	N/A	N/A
Greek	N/A	N/A	N/A
Russian	N/A	N/A	N/A
Polish	N/A	N/A	N/A
Serbo-Croatian	N/A	N/A	N/A
Other Slavic	N/A	N/A	N/A
Armenian	N/A	N/A	N/A
Persian	N/A	N/A	N/A
Gujarathi	N/A	N/A	N/A
Hindi	N/A	N/A	N/A
Urdu	N/A	N/A	N/A
Other Indic	N/A	N/A	N/A
Other Indo-European	3	0%	19
Chinese	8	0%	34
Japanese	N/A	N/A	N/A
Korean	0	0%	17
Mon-Khmer, Cambodian	N/A	N/A	N/A
Hmong	N/A	N/A	N/A
Thai	N/A	N/A	N/A
Laotian	N/A	N/A	N/A
Vietnamese	0	0%	17
Other Asian	6	0%	16
Tagalog	0	0%	17
Other Pacific Island	N/A	N/A	N/A
Navajo	N/A	N/A	N/A
Other Native American	N/A	N/A	N/A
Hungarian	N/A	N/A	N/A
Arabic	0	0%	17
Hebrew	N/A	N/A	N/A
African	N/A	N/A	N/A
Other and non-specified	4	0%	17
Total Non-English	285	5%	643

Data Note: Detail may not sum to totals due to rounding. Hispanic population can be of any race.
N/A means not available. **Source:** U.S. Census Bureau, American Community Survey (ACS) 2013 - 2017.
*Population by Language Spoken at Home is available at the census tract summary level and up.

PolicyLink

REINVESTMENT FUND

The Food Trust

Healthy Food Access Portal

Report for Cottage Grove, OR

This report provides information about the population living within the city and their food environment.

Demographics

Accessing healthy food is a challenge for some Americans - particularly those living in low-income neighborhoods and communities of color. Research has shown that, if a person is Black, Hispanic or living in a low-income block group they are more likely to live in an area with limited access to a full service supermarket.

Current estimates show that the area has steadily grown since 2000 and the total population is 10,083 people. According to 2014-2018 American Community Survey (ACS) data, the population of a minority race was 17.06% and 10.75% were of Hispanic ethnicity. In terms of age, 23.68% were children under age 18, while 15.89% were over age 65.

Demographics in Cottage Grove, OR			
Cottage Grove	2000	2010	2014-2018
Total Population	8,537	9,686	10,083
Pct. Hispanic	5.6%	8.0%	10.8%
Pct. Minority	10.7%	13.6%	17.1%
Pct. < 18 Years	27.4%	24.4%	23.7%
Pct. 65 or Older	15.5%	16.5%	15.9%

Median Household Income		
	Cottage Grove	Oregon
Median Household Income (2014-2018)	$47,316	$59,393

Source: Census 2000, Census 2010, Census ACS 2014-2018

Workforce and Unemployment

Some communities look to improve access to food for existing residents by meeting both the demands from the daytime population (workforce) and the residential population. The table at right shows the number of people in the workforce that are employed within the area and the number of people who reside in the area who are part of the workforce. This data tells us that 2,902 people work in Cottage Grove, while 3,627 workers reside in Cottage Grove according to the Local Employer-Household Dynamics data. Increasing the number of healthy food retailers can lead to jobs and may be a force of revitalizing economically distressed communities.
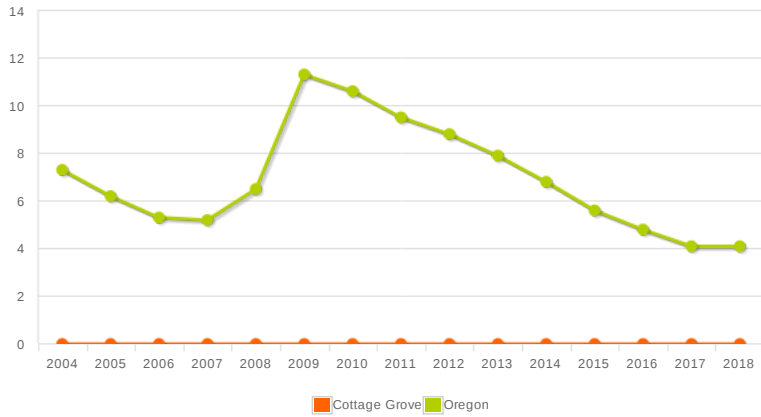
Local Employment in Cottage Grove		
	Resident	Employed
Total Workers (2015)	3,627	2,902

Source: Bureau of Labor Statistics, Local Employment-Household Dynamics

Cottage Grove's unemployment rate is 0%, compared to the statewide unemployment rate of 4.1%. The Supplemental Nutrition Assistance Program (SNAP) is the largest domestic hunger safety net program (according to the USDA). It serves many low-income people, including those who are currently unemployed.

Within Lane County, 23.36% of people received SNAP benefits in 2011, amounting to $119,693,000 in benefits to program participants.

Annual Unemployment

Cottage Grove ■ Oregon ■

Food Environment

Determining if a community is underserved by healthy food retailers can be a complicated process that includes a variety of factors including population density, car ownership rates, and the quality and location of supermarkets, grocery stores and farmers markets. Researchers have produced many studies and online tools to help communities to identify areas with limited access to supermarkets and sources of healthy food. Methods and measures vary but two studies and national online data tools are Reinvestment Fund's Limited Supermarket Access (LSA) Study and the U.S. Department of Agriculture (USDA) Food Access Research Atlas. These studies seek to provide guidance on how to understand whether a new supermarket, an expansion of an existing store, or a farmer's market is the appropriate strategy to pursue.

In 2016, there were 3 full service supermarkets located in Cottage Grove. There are 1 Limited Service stores located within the study area, and 1 farmers' markets. SNAP benefits are accepted at 20 participating stores, farmer's markets, social service agencies or other non retail providers in this community.

According to the USDA, 0 of 4 census tracts in Cottage Grove are Low-Income, Low-Access.

Based on Reinvestment Fund's 2014 analysis, there are 0 LSA areas within Cottage Grove.

Food Retailers in Cottage Grove	
Full Service Supermarkets	3
Limited Service Stores	1
SNAP Retailers	20
Farmers' Markets	1
Fast-food and Takeout Restaurants	N/A

Health

The Centers for Disease Control (CDC) provides survey data about the health of the residents within an area. The chart at right displays the Body Mass Index (BMI) classification for adults in Cottage Grove. It reports that 34.88% of the population is considered overweight and 27.59% is considered obese.

**BMI Classification in 2013, Cottage Grove**
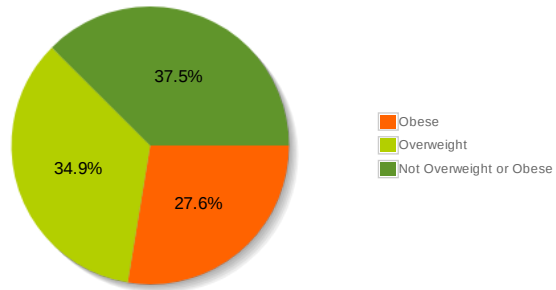
- Obese
- Overweight
- Not Overweight or Obese

37.5%
34.9%
27.6%

Fruit and Vegetable Consumption

According to the CDC, fruits and vegetables are critical to promoting good health. Most adults need to increase the amount of fruits and vegetables they currently eat to get the amount that's recommended every day. The CDC reports that the recommended level of consumption depends upon an individual's age, weight and current level of physical activity. Visit ChooseMyPlate.gov for specifics on how many servings to eat. Of the adult residents in Cottage Grove, 83% reported eating fewer than 5 fruits and vegetables per day, and 17% report eating five or more per day.

Number of Fruits/Vegetables Consumed per day in 2013, Cottage Grove
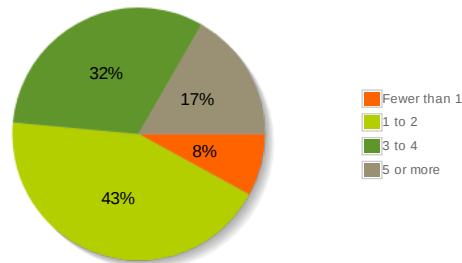
- Fewer than 1
- 1 to 2
- 3 to 4
- 5 or more

32%
17%
8%
43%

Federal Programs & Investments

Areas within Cottage Grove may be targeted for economic development or community development activities. By working within these areas, community development entities or commercial operators may be able to seek grants or loans to finance intervention strategies that address the community's lack of food access. Some certified Community Development Financial Institutions (CDFIs) operate specific programs designed to finance food retailers that choose to locate in an area that otherwise lacks healthy food access. The New Markets Tax Credit (NMTC) Program is another federal incentive structure that can provide financing to large commercial developments in eligible areas.

Community Development Block Grant (CDBG) eligible block groups are places that the Department of Housing and Urban Development (HUD) has designated for targeted resources. Within this target area, there are 2 CDBG eligible block groups and 2 NMTC eligible tracts. There are 17 CDFIs working to improve distressed areas of the state. (See list of certified CDFIs in Oregon)

Federal Program and Investment Dollars in Cottage Grove, OR	
New Markets Tax Credit Investments (QLICI) 2013-2017	$0
CDFI Loans/Investments 2008-2017	$0
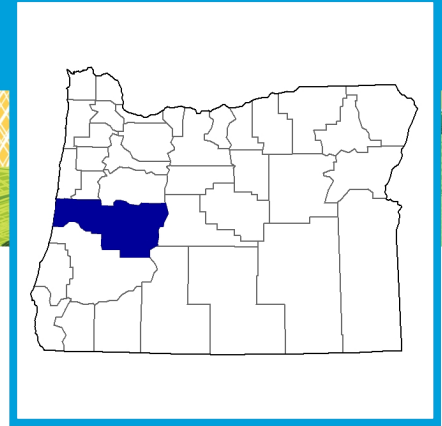
Lane County
Oregon

Total and Per Farm Overview, 2017 and change since 2012

	2017	% change since 2012
Number of farms	2,646	-1
Land in farms (acres)	203,148	-8
Average size of farm (acres)	77	-7
Total	($)	
Market value of products sold	158,424,000	+11
Government payments	659,000	+14
Farm-related income	13,026,000	+15
Total farm production expenses	146,448,000	+2
Net cash farm income	25,661,000	+145
Per farm average	($)	
Market value of products sold	59,873	+12
Government payments (average per farm receiving)	8,445	+100
Farm-related income	18,092	+8
Total farm production expenses	55,347	+2
Net cash farm income	9,698	+146

3 Percent of state agriculture sales

Share of Sales by Type (%)

Crops	58
Livestock, poultry, and products	42

Land in Farms by Use (%) [a]

Cropland	48
Pastureland	24
Woodland	22
Other	6

Acres irrigated: 22,308

11% of land in farms

Land Use Practices (% of farms)

No till	6
Reduced till	2
Intensive till	4
Cover crop	5

Farms by Value of Sales

	Number	Percent of Total [a]
Less than $2,500	1,343	51
$2,500 to $4,999	420	16
$5,000 to $9,999	314	12
$10,000 to $24,999	247	9
$25,000 to $49,999	109	4
$50,000 to $99,999	83	3
$100,000 or more	130	5

Farms by Size

	Number	Percent of Total [a]
1 to 9 acres	1,012	38
10 to 49 acres	1,057	40
50 to 179 acres	413	16
180 to 499 acres	94	4
500 to 999 acres	42	2
1,000 + acres	28	1

Market Value of Agricultural Products Sold

	Sales ($1,000)	Rank in State [b]	Counties Producing Item	Rank in U.S. [b]	Counties Producing Item
Total	**158,424**	**10**	**36**	**715**	**3,077**
Crops	**91,854**	**12**	**36**	**619**	**3,073**
Grains, oilseeds, dry beans, dry peas	884	19	34	2,148	2,916
Tobacco	-	-	-	-	323
Cotton and cottonseed	-	-	-	-	647
Vegetables, melons, potatoes, sweet potatoes	8,752	13	36	240	2,821
Fruits, tree nuts, berries	14,191	12	35	132	2,748
Nursery, greenhouse, floriculture, sod	31,027	7	34	92	2,601
Cultivated Christmas trees, short rotation woody crops	3,378	7	24	19	1,384
Other crops and hay	33,623	9	36	60	3,040
Livestock, poultry, and products	**66,570**	**8**	**36**	**756**	**3,073**
Poultry and eggs	2,816	7	36	677	3,007
Cattle and calves	39,238	9	36	385	3,055
Milk from cows	15,706	9	27	352	1,892
Hogs and pigs	158	7	35	793	2,856
Sheep, goats, wool, mohair, milk	2,656	3	36	57	2,984
Horses, ponies, mules, burros, donkeys	1,071	3	35	170	2,970
Aquaculture	3,608	2	27	79	1,251
Other animals and animal products	1,317	5	34	141	2,878

Total Producers [c]	**4,713**
Sex	
Male	2,504
Female	2,209
Age	
<35	299
35 – 64	2,537
65 and older	1,877
Race	
American Indian/Alaska Native	28
Asian	8
Black or African American	8
Native Hawaiian/Pacific Islander	22
White	4,591
More than one race	56
Other characteristics	
Hispanic, Latino, Spanish origin	141
With military service	519
New and beginning farmers	1,264

Percent of farms that:

Have internet access	**84**
Farm organically	**2**
Sell directly to consumers	**17**
Hire farm labor	**25**
Are family farms	**98**

Top Crops in Acres [d]

Forage (hay/haylage), all	41,420
Field/grass seed crops, all	26,439
Hazelnuts (Filberts)	3,824
Wheat for grain, all	2,055
Cultivated Christmas trees	2,021

Livestock Inventory (Dec 31, 2017)

Broilers and other meat-type chickens	(D)
Cattle and calves	26,392
Goats	3,499
Hogs and pigs	855
Horses and ponies	3,470
Layers	20,110
Pullets	2,179
Sheep and lambs	14,077
Turkeys	417

See 2017 Census of Agriculture, U.S. Summary and State Data, for complete footnotes, explanations, definitions, commodity descriptions, and methodology.

[a] May not add to 100% due to rounding. [b] Among counties whose rank can be displayed. [c] Data collected for a maximum of four producers per farm. [d] Crop commodity names may be shortened; see full names at www.nass.usda.gov/go/cropnames.pdf. [e] Position below the line does not indicate rank. (D) Withheld to avoid disclosing data for individual operations. (NA) Not available. (Z) Less than half of the unit shown. (-) Represents zero.