



Community Action Plan for Redding, California

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

December 2020

For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

CONTACT INFORMATION:

U.S. Environmental Protection Agency Project Contact: **Andrew Moiseff**

Office of Community Revitalization

U.S. Environmental Protection Agency

1200 Pennsylvania Ave. NW (MC 1807T)

Washington, DC 20460

Phone: (202) 564-3007

Email: Moiseff.Andrew@epa.gov

Redding Contact: **Mary Messier**

Shasta County Health and Human Services Agency

2650 Breslauer Way

Redding CA 96001

Phone: (530) 245-6639

Email: mmessier@co.shasta.ca.us



Cover photo credits: Top row and bottom right, screen captures from the Viva Downtown Local Foods, Local Places virtual tour video.

https://youtu.be/Dze_d1E-E2k

Bottom left: Redding Farmers Market Facebook page.

COMMUNITY STORY

The City of Redding is located at the northwestern end of the Central Valley, where the Valley meets the foothills of the Cascades Mountain Range. The city is the county seat of Shasta County and lies along the Sacramento River. Redding received its name from Benjamin Redding, a land agent for the Central Pacific Railroad, who purchased the land the city sits on for the northern terminus of the rail line in 1868. In the process of building the terminus, the railroad also built the town that was officially incorporated in 1887.¹ The city's economic trajectory has followed various booms and declines. Its location near copper and iron mines led to the town's expansion in the early 20th century, to be followed by construction of the Shasta Dam in 1944 and the subsequent boom in tourism, and the boom and decline of the timber industry into the late 20th century.²

The region surrounding Redding has been inhabited by the indigenous Winnemem Wintu peoples for more than 6,000 years. Their name translates to "The Middle Water People", as their lands were bordered by the McCloud, Upper Sacramento, and Pit Rivers and was a thriving area of commerce and trade.³ In the early 1800s, there were approximately 12,000-15,000 members of the Wintun Tribe. The first Europeans began arriving with Spanish settlers by 1808, and the Hudson Bay Company trappers arrived sometime before 1832. In 1844, much of their tribal lands were taken by the Mexican Land Grant given to Pierson B. Reading.⁴ Followed by the influx of European-Americans and the introduction of cattle, hogs, and sheep, the construction of dams, and mineral processing plants in the 1880s and early 1900s, the Wintun suffered heavily. Today there are over 2,500 people of Wintun



Figure 1 - Top context map of downtown Redding, Shasta County. Bottom Market Street (color) closed to cars and historic (black and white). Credit: City of Redding, Downtown Plan, Placeworks, Shasta Historical Society.

¹ Shasta County Historical Society: <https://shastahistorical.org/how-redding-got-its-name/>. Accessed October 30, 2020.

² City of Redding History: <https://www.cityofredding.org/about-us/brief-history-of-redding>. Accessed October 30, 2020.

³ Winnemem Wintu Tribal Website: <http://www.winnememwintu.us/who-we-are/>. Accessed November 2, 2020.

⁴ City of Redding History. Accessed November 2, 2020.

descent with many living on the Round Valley Reservation, and on the Colusa, Cortina, Grindstone Creek, Redding, and Rumsey rancherias.⁵

The development of the copper and iron ore industries brought significant growth to Redding in the early 20th century. However, the subsequent decline in mineral extraction caused a significant decline in population by 1920. It was not until the development of the Shasta Dam on the Sacramento River beginning in the 1930's and completed in 1944 that Redding saw its population double. The Shasta Dam brought an influx of construction workers, followed by tourism surrounding the newly formed Lake Shasta. Redding continued to grow with the development of the lumber industry throughout the 1950's and the construction of two new dams: Whiskeytown and Keswick.⁶ The lakes created by these dams, as well as access to Mt. Shasta, Mt. Lassen, and the Trinity Alps helped make Redding a center for regional tourism. Moreover, Interstate 5, running North-South along the city, was completed in the 1970's, adding additional benefits for trade, commerce and tourism with the increased access for travelers and businesses to the area. Nevertheless, with the decline of the timber industry in the 1970's, the City of Redding experienced another economic slump leading to the closure of lumber mills and the loss of well-paid jobs. Due to Redding's designation as the county seat for Shasta County and its central geographic location, Redding's retail, commerce, health care, education, tourism, and government services sectors came to the forefront of economic activity by the 1990's.⁷

Much of this development followed a pattern that began in the 1960's with development of malls and shopping centers outside of the downtown area. This pattern was reinforced with much of the new commercial development occurring along the Interstate 5 corridor. As a result, Redding's downtown core suffered from increased vacancies and accompanying low employment and higher poverty rates.

The City of Redding began a concerted effort to revitalize downtown through the development of transportation gateways and improvements by the Redding Redevelopment Agency in the 1990's. These efforts were followed by the adoption of the Downtown Specific Plan in 2001 that created development guidelines and regulations for creating greater economic vitality downtown. These efforts led to various

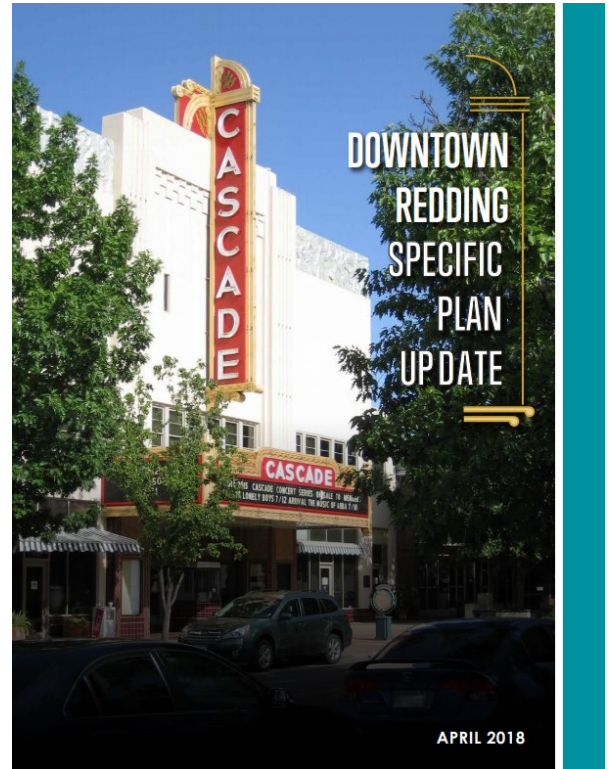


Figure 2 - 2018 Downtown Redding Specific Plan outlines a vision and land use, urban design, circulation, parking and wayfinding actions to revitalize downtown. Credit: City of Redding and Placeworks.

⁵ California Indians and Their Reservations, San Diego State University.

<http://infodome.sdsu.edu/research/guides/calindians/calinddicty.shtml>. Accessed November 2, 2020.

⁶ City of Redding History. Accessed November 2, 2020.

⁷ "Downtown Redding Specific Plan Update, April 2018. <https://www.cityofredding.org/home/showdocument?id=5529>. Accessed November 2, 2020.

improvements in the downtown streetscapes and core commercial and residential developments. The plan was updated in 2018 to address the changes to date and assess new opportunities.⁸ Yet, the updated plan had not addressed the challenges and potential for incorporating local food access and infrastructure as a driver of economic vitality in the downtown core.

By 2019, Redding's population had increased to approximately 90,000. Yet, even with the efforts to date, its downtown core had a population of only 1500, marked by poverty, with extremely low average household incomes (\$16,689) and low employment with only 36% of adults employed in this Census Tract⁹. This Census Tract has one of the shortest average life expectancies in all of Shasta County and a lower "California Healthy Places Index" (which considers community conditions that predict life expectancy) than 98% of Census Tracts in California.¹⁰

As revitalization efforts continue, Redding's community champions have placed increased emphasis on utilizing opportunities in the local food system to advance downtown revitalization, support local entrepreneurs, and increase access to local and healthy foods for its residents. With two new mixed-use developments nearing completion and two additional projects underway to bring much needed affordable and market rate housing to downtown in 2020-2021¹¹, Redding is focused on incorporating local food access and opportunities to existing and new residents. This focus on local foods made Redding a good match with the federal Local Foods, Local Places technical assistance program. In 2019, the City of Redding and community partners requested assistance for Redding through Local Foods, Local Places to develop an action plan for building the local food system, enlivening the city's downtown core, improving food access, and supporting a healthier and more vibrant Redding.

The goals of the Local Foods, Local Places program are to:

- Improve coordination and collaboration within and across the local food and downtown redevelopment efforts.
- Ensure access to affordable, fresh and healthy food for people who live or work downtown.

⁸ Ibid. Pages 16-18.

⁹ American Community Survey: Census Tract 101 Shasta County: https://data.redding.com/american-community-survey/block_group_2_census_tract_101_shasta_county_california/population/total-population/ty/15000US060890101002/, Accessed November 5, 2020.

¹⁰ Ibid.

¹¹ City of Redding. <https://www.cityofredding.org/departments/redevelopment>.

Local Foods, Local Places Local Planning Committee

Steve Bade, City of Redding

Trisha Funk, Women's Business Center at JEDI

Janessa Hartmann, Public Health

Rachel Hatch, The McConnell Foundation

April Jurisich, Shasta County Health & Human Services Agency

Mary Messier, Healthy Shasta (primary point of contact)

Amy Pendergast, Healthy Shasta

John Truitt, Viva Downtown Redding

Figure 3 - Local planning committee for the workshop, a full list of workshop participants is available in Appendix B.

- Evaluate and enhance the local food system and economy as a driver of downtown revitalization.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency and the U.S. Department of Agriculture. Redding is one of 16 communities across the United States selected to participate in the program in 2020 from more than 70 applications.

The Local Foods, Local Places steering committee formed in Redding for this technical assistance award is comprised of a variety of community partners (see Figure 3). They were supported by a technical assistance team of consultants and multiple federal and state agency partners (Figure 4). The Steering Committee decided to focus its technical assistance process on building the local food system, enlivening the city's downtown core, improving food access, and increasing communication and collaborations.

The remainder of this report and appendices document the technical assistance engagement process, the workshop activities, and most importantly, the outcome: a community action plan to achieve Redding's goals.

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 5 below. The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort's capstone event—a two and a half-day intensive workshop, typically held in person, but in 2020 because of the COVID-19 pandemic travel restrictions, the event pivoted to a virtual format. The act phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop.

The Redding workshop was held as an interactive, virtual workshop with seven video conferencing sessions of 1.5 hours over a three-day period on October 13-15, 2020. Seventy-eight people registered to participate,

Local Foods, Local Places Technical Assistance Team

Andrew Moiseff, U. S. Environmental Protection Agency, Office of Community Revitalization

Scott Stollman, U. S. Environmental Protection Agency, Region 9 (San Francisco)

Carolyn Mulvihill, U. S. Environmental Protection Agency, Region 9

Sasha Pokrovskaya, USDA Agricultural Marketing Service

Samantha Schaffstall, USDA Agricultural Marketing Service

Frances Sakaguchi, USDOC, Economic Development Administration

Cynthia Abbott, U. S. Housing and Urban Development

Robert Jamieson, U. S. Housing and Urban Development

Michael Huff, U. S. Housing and Urban Development

Heather Luzzi, U.S. Small Business Administration

Malinda Matson, USDOC, Economic Development Administration

William Wallace, Superior California Economic Development

Facilitation team:

Miles Gordon, Kitchen Table Consulting

Jason Espie, EPR, P.C.

Jen Dalton, Kitchen Table Consulting

Phil White, EPR, P.C.

Figure 4 - Technical assistance team.

representing the Redding community and various local organizations, and together with fourteen federal partners, participated in one or more workshop sessions. Attendance high was at session one, at around sixty, and participation thereafter averaged 30-40 per session. Figure 7 shows a screenshot of some of the workshop participants. The activities from these sessions are described below. Workshop exercise results are summarized in **Appendix A**, a list of workshop attendees is provided in **Appendix B**, a data profile in **Appendix C**, funding resources in **Appendix D**, general references in **Appendix E**, and a list of federal agency descriptions is in **Appendix F**.

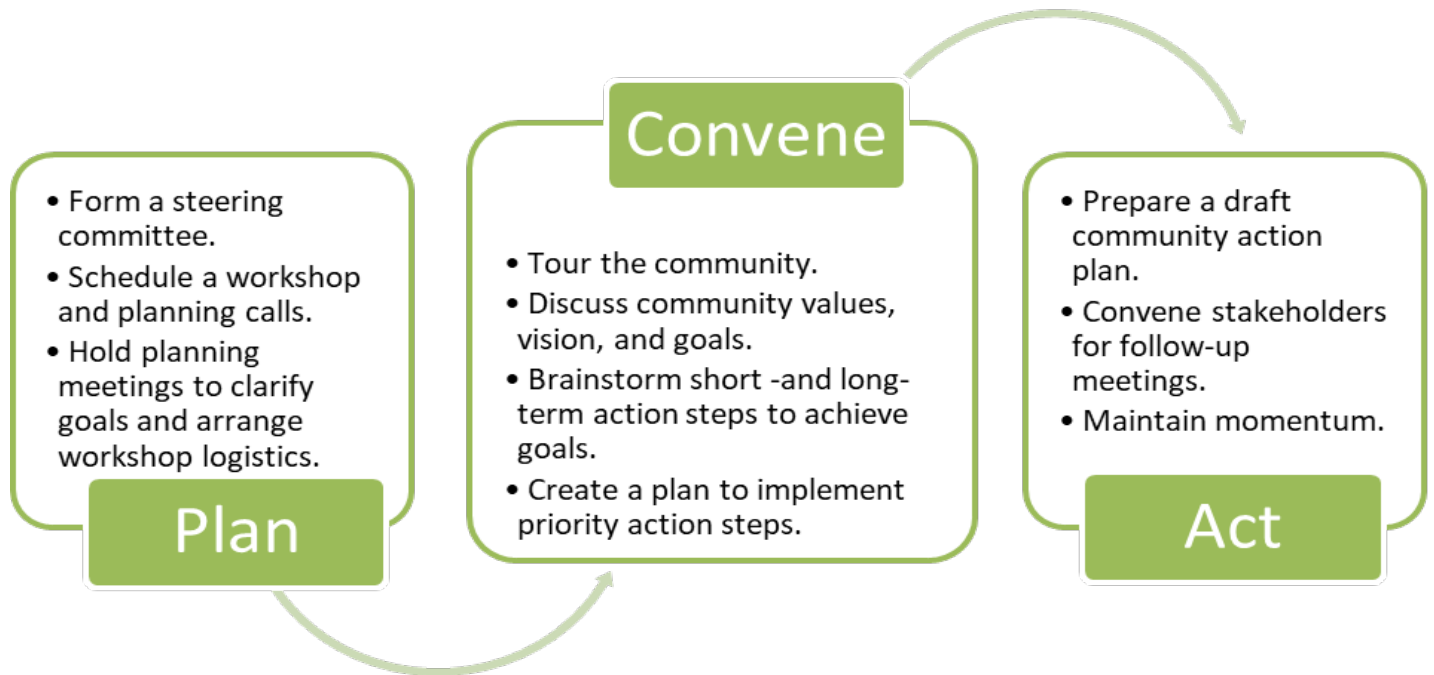


Figure 5 - Local Foods, Local Places technical assistance process diagram.

VISION AND VALUES

The opening session of the virtual workshop focused on identifying a vision and articulating values for local foods and placemaking in Redding. Rachel Hatch, Program Officer for Community Vitality at the McConnell Foundation welcomed everyone. After recognizing community partners in producing the workshop and introductions, the technical assistance team gave a short presentation on the Local Foods, Local Places program. Viva Downtown Redding then presented a virtual video tour of Redding to establish a common understanding among participants for moving forward through the technical assistance process. The tour highlighted unique aspects



Figure 6 - The Downtown Redding Virtual Tour video produced for the workshop. Credit: Viva Downtown. https://youtu.be/Dze_d1E-E2k

of downtown Redding's history and touched on the successes, challenges, and opportunities within the downtown core, redevelopment, and the food system. Included were the recent opening and relocations of the Shasta College Health Sciences and University Center, the Redding Cultural Arts District, the Riverfront Playhouse, the Redding Food Truck Park, and Enjoy The Store, which are all bringing new energy, attractions, and business opportunities to downtown Redding.



Figure 7 - Group zoom photo, session one.



Figure 8 - Images from the virtual tour movie, left to right, top to bottom: mural and art; Bella Cucina; food truck court; main street, historic main street, Sacramento River runs through us; streetscaping improvements; new residential development downtown. Credit: Viva Downtown

The primary purpose of the opening workshop session was to hear from residents and other stakeholders about their vision for Redding and its food economy. The technical assistance team led attendees through a group exercise called “This I believe...”, designed to surface core values of the community (Figure 9).

In a second group exercise, participants created local news headlines from the future, which envisioned achieving healthy food security, a more active and healthy city, and a multi-ethnic and desirable place drawing in young professionals for quality of life. The comprehensive results from each of the exercises are available in **Appendix A**.

CASE STORIES

In the second session, the technical assistance team shared examples of other communities that successfully pursued strategies toward goals like Redding’s. The technical assistance team shared examples of downtown farmers’ markets, food co-ops, and healthy corner store initiatives to bring fresh produce to food insecure neighborhoods and build community capacity to self-organize downtown residents and community partners. Participants asked insightful questions regarding lessons learned and potential for similar developments in Redding. These examples and the following community discussion set the stage for the next session where participants looked at Redding’s existing local food assets and challenges that will inform the development of its action plan.

ASSETS, CHALLENGES AND ASSET MAPPING

In the third session, attendees participated in small group activities in breakout rooms to identify key assets and critical challenges. One group identified assets and challenges for each of the three community goals. The other group created an interactive map of Redding highlighting existing local food infrastructure and opportunities for improvement and new development.

This I Believe...

I believe my community...

is poised for revitalization
is coming into a new and vibrant identity
supports our local food economy and
supports making our community the best it
can be
is coming together to improve and grow
opportunities
needs to include the most marginalized
is worthy of our commitment
has so much potential and the resources
needed to grow and come together

I believe local food...

supports our friends and neighbors’
livelihoods
tastes great
is good for people and the economy
is essential to a healthy community
should be affordable
should be available to everyone
adds a uniqueness to a town
helps build local identity
is better for the environment

Figure 9 - In a group exercise designed to capture the community’s vision and values, participants were asked to complete the statements, “I believe my community...” and “I believe local food...”. The above figure represents select responses and all can be found in Appendix A.

The City of Redding's new downtown mixed-use and affordable and market-based housing developments were identified as assets for bringing new residents and businesses into the downtown core. The addition of over 200 units in 2020 was noted as a key area to work with new managers and residents to identify issues affecting food access and preferences for potential food businesses. Additionally, the foundational work provided by the Downtown Community Collaborative (a network of organizations/agencies) was identified as an asset to further develop collaboration between policy makers, downtown businesses and elements of the local food groups.

Assets and Opportunities

New housing developments creating new demand for food businesses
Thriving food delivery during COVID
Pedestrian scale downtown
Engaged community partners with Downtown Community Collaborative
Potential pop-up market and event spaces in empty lots
Existing farmers' market and motivated farmers for new markets

Figure 110 - A sampling of assets and opportunities identified during the workshop exercises.

Challenges

Lack of coordination between downtown redevelopment policy makers and local food community
Getting buy in from local restaurants and market to purchase local
Lack of communication between producers and purchasers of local food
Balancing the viability of local farmers with the cost of purchasing local food

Figure 11 - A sampling of some challenges identified during the workshop exercises.

Balancing the financial needs of farmers and the cost of purchasing local food was identified as a barrier. This barrier has been compounded by a lack of communication between local farmers and local purchasers, such as restaurants and markets to begin the work of overcoming this challenge. A full list of results from this exercise is provided in Appendix A.

Participants also identified assets and opportunities on an interactive map. Several sites for a potential farmers' market, pop-up markets and events were identified, with an immediate focus on developing a Plantable Nursery and Cafe for local food production training and sales. The Food Truck Park and various cultural destinations were also identified as key downtown assets. The full mapping results are provided in Appendix A.

ACTION PLAN

The majority of the third day of the workshop was dedicated to prioritizing and detailing the actions to support each goal. In the three calls following the workshop, steering committee members and other community stakeholders consulted to complete and refine each. The final goals and supporting actions are listed below. The tables that follow provide additional detail for each action.

- Goal 1 – Improve coordination and cooperation
 - *Action 1.1* – Keep the Local Food, Local Places (LFLP) steering committee together to serve as the local food group that works to achieve the goals and actions of the action plan.
 - *Action 1.2* – Compile a comprehensive list of community assets related to the action plan, e.g., restaurants, arts spaces, food producers, etc.
 - *Action 1.3* – Convene workgroups to discuss particular ideas and logistics for several initiatives downtown, then form groups or sub-groups to activate the preferred initiatives.
 - *Action 1.4* – Build and host a web portal for the LFLP initiative on a public facing website.
 - *Action 1.5* – Explore the feasibility of virtual tools for connecting food producers with local businesses and restaurants.
 - *Action 1.6* – Connect the local farmers, producers, and manufacturers to downtown restaurants and markets to continue to foster a flourishing sustainable local food supply system.
- Goal 2 – Ensure access to affordable, fresh and healthy food for people who live or work downtown
 - *Action 2.1* – Assess downtown residents to learn what types of foods and food venues they prefer and to identify opportunities, barriers, and ideas that residents have for accessing their preferred food choices.
 - *Action 2.2* – Write grants and organize fundraisers to get Electronic Benefit Transfers (EBT) match for all of our local farmers' market vendors and businesses.
- Goal 3 – Evaluate and enhance the local food system and economy as a driver of downtown revitalization
 - *Action 3.1* – Conduct an analysis and study of appropriate retail models for viable local food businesses in the downtown core.
 - *Action 3.2* – Support new and existing businesses with full business plan development and an achievable plan to access capital and resources to expand or include local food in their business model.
 - *Action 3.3* – Review the Downtown Specific Plan (recently updated in 2018) and connect with City staff and developers to incorporate LFLP 'Group' goals.
 - *Action 3.4* – Work with City to formalize and make permanent COVID-19 zoning for outdoor dining and outdoor space utilization for local businesses.
 - *Action 3.5* – Pilot and facilitate micro-markets by utilizing the pocket park and lawns by Old City Hall.
 - *Action 3.6* – Establish a Plantable Nursery Café on California Street.

GOAL 1: Improve coordination and cooperation.

Goal 1 seeks to create a local food task force (continuing body) to create a shared vision, build links between sectors to improve coordination between local efforts and initiatives, and work on identifying needs and priorities to move forward and carry the workshop forward. Redding has many organizations and initiatives aimed at improving access to local foods and revitalizing the downtown area, but they lack coordination and they do not all involve both endeavors. A local food task force could crystalize strategies to support food-based revitalization efforts in downtown Redding. The task force could collaboratively identify gaps, barriers, and opportunities to successfully realize the ambitions in the action plan. The group could help to identify funding sources, better prepare to seek investment, and strategize ways to successfully market local foods.

Action 1.1: Keep the Local Food, Local Places (LFLP) steering committee together to serve as the local food group that works to achieve the goals and actions of the action plan.

What this is and why it is important	This group will be essential to the realization of the steps laid out in the action plan. Redding has many groups and organizations that work on food-related issues, but the city needs a central group to channel the disparate efforts into achieving the action plan. It is important to keep connected and keep the momentum going for the long term. The steering committee will keep the name as Local Foods, Local Places.
Measures of success	<ul style="list-style-type: none"> • In the short-term, getting the action plan adopted and identifying the key roles in the group. Monthly meetings to keep energy going and form subcommittees as needed
Timeframe	<ul style="list-style-type: none"> • Have an LFLP Community Action Plan (CAP) finished in the next 2 months, after CAP finished, first quarter of 2021 • Ongoing collaboration after the plan is created. Starting monthly meetings at the end of January 2021
Lead	<ul style="list-style-type: none"> • Potentially-Mary Messier (Healthy Shasta) • Potentially-April Jurisich (Healthy Shasta)
Supporting cast	<ul style="list-style-type: none"> • Viva Downtown Redding can host meetings and facilitate with permitting or other requirements to having events downtown • Technical assistance team • Consider additional collaboration partners, possibly regional (Tehama Together)
Needed resources and possible sources	<ul style="list-style-type: none"> • AmeriCorps VISTA – Cynthia Abbott (U.S. Department of Housing and Urban Development (HUD)) can establish a contact for the group • National Civilian Community Corps • Local Government Commission’s Civic Spark Program • California Volunteers • FUSE Corps (https://www.fusecorps.org/program/our-fellows/)

Action 1.2: Compile a comprehensive list of community assets related to the action plan, e.g., restaurants, arts spaces, food producers, etc.

What this is and why it is important	Understanding what currently exists is key to efficiently realizing the action plan. The inventory would assemble existing knowledge sources and contacts for moving forward. Creating the inventory will require research and outreach, which should include conversations with representatives of the assets listed in the inventory. It is important to consider the timing needs of producers, especially during their harvesting seasons.
Measures of success	<ul style="list-style-type: none"> • When we have a comprehensive list of assets • When the inventory is shared with other organizations and grows overtime – perhaps residing on the Growing Local webpage. Add links and content to Healthy Shasta page ShastaFarmToFork.org. See detail in Action 1.4
Timeframe	<ul style="list-style-type: none"> • Inventory should be completed within first quarter 2021
Lead	<ul style="list-style-type: none"> • Potentially-Fred Schluep (Growing Local Shasta) • Potentially-John Truitt (Viva Downtown Redding) • Potentially-Michelle Cave • Potentially-The group detailed in Action 1.1
Supporting cast	<ul style="list-style-type: none"> • Healthy Shasta • Heather Phillips (Little Sprouts Micro Farm) • Local retailers • Margaret Jensen (Hill Country Clinic) • Shasta County Arts Council
Needed resources and possible sources	<ul style="list-style-type: none"> • LFLP Food Value Chain graphic could be used as a post workshop brainstorming exercise • Include USDA Local Food Directories to bring awareness of current community food assets. • Caltrans report (Fred Schluep has this) that can help • LFLP Asset Map tool (SocialPinPoint) https://eprpc.mysocialpinpoint.com/lflp-redding#/ Available until end of March 2021. (Contact Jason Espie, EPR Pc) • City of Redding may have other online tools and platforms to help gather information

Action 1.3: Convene workgroups to discuss particular ideas and logistics for several initiatives downtown, then form groups or sub-groups to activate the preferred initiatives.

What this is and why it is important	There is desire for a number of initiatives downtown, for example, pop-up markets, an alternative farmers' market, or farm-to-table events. A group is needed to flesh out the details of realizing these initiatives, such as space requirements. A questionnaire for the public to gauge the desire for various activities could help steer the group's discussions. Assess our opportunities and goals, and then determine groups or subgroups to make these happen.
Measures of success	<ul style="list-style-type: none"> • Whether the contacts listed in the inventory in Action 1.2 participate in the discussions • When food elements are incorporated into the Viva Downtown Main Street transformative plan • When activities are initiated
Timeframe	<ul style="list-style-type: none"> • Host a meeting within 6 months, or second quarter of 2021 • Host additional meetings with representatives listed in the inventory detailed in Action 1.2
Lead	<ul style="list-style-type: none"> • Potentially-Donna Hale (Plantable Nursery & Café) https://plantableredding.org/, and volunteers to explore options for markets and food events downtown • Could have multiple future leads depending on the initiatives
Supporting cast	<ul style="list-style-type: none"> • Steve Bade (City of Redding) and Downtown Redding Plan • Nikki Reeves (The Living Water Studio) • Viva Downtown Redding can host the meetings • Healthy Shasta • Anne Thomas (Shasta Living Streets) • Made in Shasta create a subcommittee
Needed resources and possible sources	<ul style="list-style-type: none"> • United State Department of Agriculture Agricultural Marketing Service (USDA AMS) Architectural and Design services as needed for new venues or facilities • Add to overall Viva Downtown Plan

Action 1.4: Build and host a website for the LFLP initiative on a public facing website.

What this is and why it is important	A website that will be a clearinghouse of information on all things LFLP related, to allow for greater participation in the efforts. The portal could host the inventory in Action 1.2. Eventually, the portal could serve as a clearinghouse for coordination and information. This could be a directory to connect information and partners. The URL could include neighboring counties (Tehama, etc), but also keep a localized focus on downtown Redding. It should be all about food, Redding and the region. It needs to be something exciting that people go to.
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Action 1.4: Build and host a website for the LFLP initiative on a public facing website.

Measures of success	<ul style="list-style-type: none"> When the website is created, populated and used Decided to restart Growing Local. Add links/content to HS ShastaFarmtoFork.org
Timeframe	<ul style="list-style-type: none"> 6-12 months, or by mid-2021
Lead	<ul style="list-style-type: none"> Potentially Fred Schluep, Growing Local with support from Healthy Shasta
Supporting cast	<ul style="list-style-type: none"> Everyone to contribute to make the portal robust and useful Michelle Cave to support Identify some key contributors to keep it relevant and up-to-date, will take a team
Needed resources and possible sources	<ul style="list-style-type: none"> Create a subcommittee to put together the local food assets from 1.2, so they are posted in one place

Action 1.5: Explore the feasibility of virtual tools for connecting food producers with local businesses and restaurants.

What this is and why it is important	<p>This action could be an extension of action 1.4 and the main website for all things local food, Redding and Shasta. The concept behind this is that farmers are pressed for time with their production work and do not necessarily have the capacity to market and sell their food. An online platform could facilitate connections between producers and buyers. The platform could ensure that local production is aligned with local demand. Some tools already exist in neighboring counties or region, like Tehama, and they need to be explored and possibly connected to and utilized.</p>
Measures of success	<ul style="list-style-type: none"> Development of an online platform for connections between producers and buyers
Timeframe	<ul style="list-style-type: none"> On-going exploration and discussion by the LFLP Committee Maybe 1-2 years, late 2021 or 2022
Lead	<ul style="list-style-type: none"> Potentially-Fred Schluep (Growing Local Shasta) Potentially-William Wallace (Superior California Economic Development) Lead and supporting cast from Action 1.4
Supporting cast	<ul style="list-style-type: none"> Trisha Funk (Women's Business Center at JEDI) has a connection with a group in Happy Valley that did a similar project Mary Messier to reach out to Jake and Rachelle Gould http://www.fieldtoforktehama.com/ to explore and build on existing connections Trisha Funk - Mt Shasta's online platform http://e-jedi.org/farmers-market/

Action 1.5: Explore the feasibility of virtual tools for connecting food producers with local businesses and restaurants.

Needed resources and possible sources	<ul style="list-style-type: none"> Shasta Regional Transportation Agency (SRTA) Far-Northern California Food Hub Study full report- shared with Sizzle's Kitchen and JEDI team https://www.srta.ca.gov/DocumentCenter/View/3482/Initial-Technical-Analysis-Report-produced-by-New-Venture-Advisors Information on SRTA Food Hub Study-https://www.srta.ca.gov/275/Far-Northern-California-Food-Hub-Study Explore and document regional resources: Tehama, Siskiyou, and Chico Food Hubs and tools they are using. Tehama Together. Thomas at North State Food Bank uses food rescue program to pair donors with recipients not buyers. Butte County is doing a local food assessment that may reach into Shasta. Happy Valley Growers- Strawberry Festival. Siskiyou Farmers' Market created a website Sizzle's Kitchen for food hub exploration USDA AMS resources Wallace Center Food Hub resources UC Agriculture and Natural Resources have a virtual tool that could be a resource
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Action 1.6: Connect the local farmers, producers, and manufacturers to downtown restaurants and markets to continue to foster a flourishing sustainable local food supply system.

What this is and why it is important	The flows of goods between farmers, producers, and manufacturers are fundamental to the local food system in Redding. They will need to be active partners in increasing local food access in downtown. Receiving their input and assessing their needs is key. It is important to know where they want their food to go and what, if any, connections they currently have.
Measures of success	<ul style="list-style-type: none"> When "local" is defined in the context of downtown Redding When clarity on the work and vision of Growing Local Shasta is achieved When clarity on how Growing Local Shasta can work with downtown is achieved
Timeframe	<ul style="list-style-type: none"> Short-term: reach out to Growing Local, Shasta Growers by the end of March or April 2021
Lead	<ul style="list-style-type: none"> Potentially-The LFLP group described in Action 1.1. Mary Messier to connect with Fred Schleup and Steve Sibilsky
Supporting cast	<ul style="list-style-type: none"> James Mazzotta (Enjoy the Store) has good connection to local farmers
Needed resources and possible sources	<ul style="list-style-type: none"> Check with Deborah Lucero and Miles Gordon of Kitchen Table Consulting in regards to speed dating with farmers and buyers

Additional actions for Goal 1 that were not detailed:

- Ask our Farmers and Producers about scheduling ways to utilize their time most effectively. It is Important to listen and create a plan that benefits all parties involved.
- Execute upon the Value Chain Coordinator position (based upon the USDA and Federal Reserve's 2017 "Harvesting Opportunity" blueprints).
- Centralize Food Safety Modernization Act / Produce Rule to encourage more cooperation among local food producers.
- Create a cooperative space that is affordable, supports many small business vendors, creates an atmosphere that is inviting & safe for the entire community.
- Look into establishing a Gardener's Market downtown on lower California Street. Contact Shasta Growers Association officers to find out their interest in helping to set up a Farmers' Market in the downtown area.
- Utilize Shasta County Arts Council (SCAC) public access channel to deliver the messages and actions of the group to those who are interested in the topics. The meetings can be recorded, or a PSA can be recorded and broadcast to cable subscriber & accessible over the internet (no cable tv necessary).
- Expand the local food conversation to local products producers - Host Zoom w/attendees from 3 recent convenings that relate to the "Maker Movement" and food: Made in Shasta event, Small-Scale Manufacturing event, The Makery & Startup Redding community. Include the Maker Faire organizers.
- Identify best role for Healthy Shasta in supporting coordination and cooperation (ex: facilitate local task force, or provide background support, collect/analyze data or community input, grant writing, etc.).
- Convene development community to sync up on early stage planning efforts regarding food and encourage City of Redding Community Development Advisory Committee to get creative when considering potential uses of Community Development Block Grants (CDBG) funds - brief them on the LFLP conversation. IMPORTANT: include state/federal partners who can recommend funding options for this.
- As part of task force, create a subgroup focused on farmer assistance to connect local producers to buyers. This could be a city/school/volunteer sponsored group. For schools, it could be tying it to some element of the curriculum e.g., business, accounting, marketing, science.
- Research what funds or grants might be available to support goals and actions of our LFLP plan.
- Offer space & facilitate meeting for growers, food vendors, restaurant owners, grocery store owners, and school districts to bring producers in contact with local vendor opportunities.
- Connect the local food task force with HUD's Community Planning and Development (CPD) representative for the City of Redding to discuss ways the LFLP initiative can be included in the 2021 Action/Con plan submitted by City of Redding Community Development Advisory Committee to HUD.
- Ensure that the annual plan is centered around the serving of low- or moderate-income individuals living in the aforementioned housing allowing for the use of HUD CBDG funds.
- Create a program where food services in downtown Redding (and other areas) commit to serving plates/dishes/meals using local products, ingredients, etc. Use committed local dishes as springboard for branding/marketing local food.
- Identify overlapping needs for economic development in the downtown area (e.g. broadband for business attraction, virtual tools, better living).

Goal 2: Ensure access to affordable, fresh and healthy food for people who live or work downtown.

Goal 2 aims to meet the needs of people who will live in the new low-income and market rate housing currently under construction and provide healthy options for using SNAP benefits. Two new mixed-income housing developments are underway in downtown that will bring much needed affordable housing to the area. The developments are part of a revitalization vision laid out in the 2018 Downtown Specific Plan, which

centers on improving the downtown neighborhood by increasing walkability and bikeability. This goal will integrate healthy food access into the revitalization efforts. Access to healthy, affordable food is crucial to the downtown community, as its census tract currently has a lower California Healthy Places Index score than 98% of census tracts in the state. The emphasis on healthy food will bolster the health impacts of the revitalization efforts in downtown Redding.

Action 2.1: Assess downtown residents to learn what types of foods and food venues they prefer and to identify opportunities, barriers, and ideas that residents have for accessing their preferred food choices.

What this is and why it is important	An assessment is key to understanding the food-related needs of new and existing downtown residents. The assessment could take the form of a survey, forum, focus groups, or events. An assessment could reveal gaps in food access for downtown residents, workers, and people visiting the nearby Shasta Community Health Center. An assessment could also illuminate the cultural preferences that underly consumption in downtown. An important first step is to come up with the questions to ask in the assessment (will need a group effort to come up with a good list).
Measures of success	<ul style="list-style-type: none"> • The number of responses and the demographics of the respondents
Timeframe	<ul style="list-style-type: none"> • Draft the questions from January-February 2021 • Conduct the assessment during March-April 2021
Lead	<ul style="list-style-type: none"> • Potentially-Healthy Shasta • Potentially-Shasta County Public Health Department (SCPHD) • Multi-agency outreach with one coordinator to be identified by LFLP group • Potentially-Rachel Hatch-connect with managers of new housing regarding residents
Supporting cast	<ul style="list-style-type: none"> • Facility managers- City of Redding (Steve Bade) can assist with connecting to new development and outreach • Epidemiology department of SCPHD • Redding Chamber of Commerce • Viva Downtown Redding, First 5 Shasta
Needed resources and possible sources	<ul style="list-style-type: none"> • Developing the survey would require multiple agencies, with one of them collecting and analyzing the data

Action 2.2: Write grants and organize fundraisers to get Electronic Benefit Transfers (EBT) match for all of our local farmers market vendors and businesses.

What this is and why it is important	This would increase fresh food availability to low-income populations. Anyone with a business license and who meets certain qualifications can qualify to accept EBT. There was a market match program previously that was provided through regional services, but the funding ran out, so the primary need for this action is to secure match funding. Shasta County Health and Human Services Agency- Public Health can provide details on what happened to the program and the prospect of its return.
Measures of success	<ul style="list-style-type: none"> • When a grant is received • When market match has resumed • When more EBT users shop at the farmers' market and the market vendors are making more money as a result
Timeframe	<ul style="list-style-type: none"> • 1 year, research and apply for grants and implement
Lead	<ul style="list-style-type: none"> • Potentially-Mary Messier (Healthy Shasta) • Potentially-Women's Business Center at JEDI can help
Supporting cast	<ul style="list-style-type: none"> • Ron Batcher (USDA AMS), First 5 Shasta • Ecology Center manages Market Match for the state
Needed resources and possible sources	<ul style="list-style-type: none"> • Clearinghouse for funding options and how to access them • Technical assistance to help businesses use EBT and/or other funding for healthy food access (Women's Business Center at JEDI) • United Way to start a grant, could align with their goals • Another possible contact Market Match in Chico: Jenni Dye, MS, RD, Project Director, Center for Healthy Communities, Ca State Chico, 530-898-3572, jkdye@csuchico.edu; http://www.csuchico.edu/chc/ • Reach out to USDA-FNS: USDA FNS Western Regional Office Farmers' Market Programs Chad.Davis-Montgomery@usda.gov USDA FNS Western Region Office Farm-to-School Program sm.fn.WRO.F2CNP@usda.gov • Senior Farmers' Market Nutrition Program (SFMNP) (CA) grants@cdfa.ca.gov • WIC Farmers' Market Nutrition Program (FMNP) (CA) wicfmnp@cdph.ca.gov

Additional actions for Goal 2 that were not detailed:

- Work with existing small markets to include local food options. This has been done in the past through Cal Fresh, but it is a challenge to sustain if the owner is not on board with it.
- Work with existing and future retailers to accept SNAP and implement 'healthy corner store' strategies. Provide education to SNAP participants on healthy eating options and sources for healthy local foods.
- Encourage schools in the downtown corridor to establish school gardens by presenting at school staff meetings, identifying a school lead person, and providing resources/links to facilitate development.

- Create and implement a comprehensive educational and promotional program for local food and destinations in downtown Redding.

Goal 3: Evaluate and enhance the local food system and economy as a driver of downtown revitalization.

Goal 3 aims to identify and work to develop or enhance missing pieces of the local food system/food economy that create a more vibrant, walkable downtown. It also aims to establish successful food related destinations that draw people into the area and utilize existing vacant space. The City of Redding has been revitalizing its downtown. The revitalization efforts present an excellent opportunity to increase healthy food access for the existing and future residents of the downtown area in a way that stimulates the local economy.

Action 3.1: Conduct an analysis and study of appropriate retail models for viable local food businesses in the downtown core.

What this is and why it is important	This can help expand the market for healthy, local food in downtown without drawing business away from the farmers' market. The study could focus on consumers who do not frequent the farmers' market, along with the future residents at the new housing developments. This would require a market analysis of the customers who go and those who do not go to the farmers' market. A gap analysis can determine what type of retail services are needed.
Measures of success	<ul style="list-style-type: none"> • When a study is completed that determines a location that draws residents of downtown and beyond, one that is locally owned, and establishes goals and criteria for tenancy • When a business model has been created • When stakeholders are identified
Timeframe	<ul style="list-style-type: none"> • Could begin by December 2020 or early 2021, and would likely be a 6-9 month process
Lead	<ul style="list-style-type: none"> • Potentially-Fred Schluep (Growing Local Shasta) • Potentially-Michelle Cave
Supporting cast	<ul style="list-style-type: none"> • Kirkwood Hale • April Jurisich (Healthy Shasta)

Action 3.1: Conduct an analysis and study of appropriate retail models for viable local food businesses in the downtown core.

Needed resources and possible sources	<ul style="list-style-type: none"> • Business models to vet that explore straight market-based criteria and those with community benefit/subsidies • Center for Cooperative Development • National Co-op Grocers https://www.ncg.coop/ • Shasta's Business District • Farmers Market Promotion Program, https://www.ams.usda.gov/services/grants/fmpp • Farmers Market Coalition, https://farmersmarketcoalition.org/ • Ron Batcher (USDA MS), https://www.ams.usda.gov/services/local-regional/facility-design • Local Food Promotions Program USDA, https://www.ams.usda.gov/services/grants/lfpp
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Action 3.2: Support new and existing businesses with full business plan development and an achievable plan to access capital and resources to expand or include local food in their business model.

What this is and why it is important	Local businesses do not need to reinvent the wheel – they could benefit greatly from assistance in planning their development. The assistance could incorporate the “Made in Shasta” and “Buy Local” branding campaigns. The assistance could also include coordination with farmers and business owners. Will start with a planning meeting.
Measures of success	<ul style="list-style-type: none"> • Guides for working with the City of Redding • A convening of local farmers, restaurants and food related producers to capture needs.
Timeframe	<ul style="list-style-type: none"> • Evaluate what the residents/businesses want through assessments by end of 2021 • Schedule local discussion with local farmers, restaurants and food related producers by spring of 2021 to capture needs
Lead	<ul style="list-style-type: none"> • Potentially-Trisha Funk (Women's Business Center at JEDI)
Supporting cast	<ul style="list-style-type: none"> • Reach out to Karen at Sizzle's Kitchen (already a shared kitchen, serving food trucks and catering) • Made in Shasta Coalition • Fred Schluep • Jake Mangas and Erin Hull (Redding Chamber of Commerce) • Tod Jones (Shasta Economic Development Corporation's Startup Redding)
Needed resources and possible sources	<ul style="list-style-type: none"> • Look at “Made in Humboldt” as a successful model • Meet with Shasta College to discuss Made in Shasta-need more information

Action 3.3: Review the Downtown Specific Plan (recently updated in 2018) and connect with City staff and developers to incorporate LFLP 'Group' goals.

What this is and why it is important	Integrating the goals of the group detailed in Action 1.1 into the Downtown Specific Plan (DSP) will facilitate the realization of the action plan. The DPS is a guideline document and is not necessarily locally specific, but as a guiding document it could benefit from folding food aspirations into it.
Measures of success	<ul style="list-style-type: none"> • When synergies are leveraged and redundant work is avoided • When the group from Action 1.1 is a consistent stakeholder at the planning table and the members are seen as experts • If the outcomes of the process have community-identified value
Timeframe	<ul style="list-style-type: none"> • Start discussions at the October 27, 2020 meeting with the Planning Commission and the Community Services Advisory Commission • First quarter of 2021 for downtown plan update • Could work to get on the agenda for re-evaluating some changes to the Downtown Specific Plan
Lead	<ul style="list-style-type: none"> • Potentially-Steve Bade (City of Redding) • Potentially-Rachel Hatch (The McConnell Foundation) • Potentially-John Truitt (Viva Downtown Redding) • Potentially-Michelle Cave • Potentially-Kim Niemer (City of Redding)
Supporting cast	<ul style="list-style-type: none"> • Kristen Schreder, Redding City Council • Daniel and Allen Knott (The McConnell Foundation) via Rachel Hatch (The McConnell Foundation) • Sara Sundquist (Healthy Shasta Coordinator) <p>Potential additional partners to reach out too, could include:</p> <ul style="list-style-type: none"> • Brent Weaver (Developer) • Jamie Lynn (Developer) • Eric Hiatt (Developer) • Luke Miner (Developer) • Joel Taylor (Developer) • Joshua Johnson (Developer)
Needed resources and possible sources	<ul style="list-style-type: none"> • Mini case studies of 2-3 communities of a similar size as Redding within California that have embraced food within the planning process

Action 3.4: Work with City to formalize and make permanent COVID zoning for outdoor dining and outdoor space utilization for local businesses.

What this is and why it is important	The pandemic has presented unique hurdles for the service industry and has pushed cities to rapidly adapt their dining regulations to expand spaces dedicated for outdoor dining. Beyond meeting the needs of producers and food retail establishments, outdoor dining provides an amenity and attraction for people living within and outside of downtown.
Measures of success	<ul style="list-style-type: none"> • Codified zoning designation in the City ordinance
Timeframe	<ul style="list-style-type: none"> • Get started by the end of 2020, keep it going in 2021 • An on-going effort
Lead	<ul style="list-style-type: none"> • Potentially-Jake Mangas (Redding Chamber of Commerce) • Potentially-John Truitt (Viva Downtown Redding) • Potentially-Anne Thomas (Shasta Living Streets) • Potentially-Steve Bade (City of Redding) • Potentially-Rachel Hatch (The McConnell Foundation)
Supporting cast	<ul style="list-style-type: none"> • Redding Police Department & others who have contacts at Alcohol & Beverage Control • Julie Heleniak, owner of Carnegie's where there is the first permanent parklet for outdoor dining in downtown, on Oregon Street • City Council members who are business advocates
Needed resources and possible sources	<ul style="list-style-type: none"> • Model case studies of similar-sized California cities that have done this

Action 3.5: Pilot and facilitate micro-markets by utilizing the pocket park and lawns by Old City Hall, and then possibly expand to other locations downtown.

What this is and why it is important	The minimal investment required for such markets will allow the city to quickly and easily test different options to see what residents prefer. This would be weather-dependent, but the sites are high visibility and there is ample parking nearby. The markets could involve craft goods in addition to food. It should be noted that permitting may be an issue with the sale and provision of food and beverages.
Measures of success	<ul style="list-style-type: none"> • When 8-10 vendors participate in the micro-markets • When recurring micro-markets are held on a consistent basis
Timeframe	<ul style="list-style-type: none"> • Could be done from April through October when there is decent weather • Start planning in January 2021 to hold the first markets in April 2021 • Acquire permits as needed

Action 3.5: Pilot and facilitate micro-markets by utilizing the pocket park and lawns by Old City Hall, and then possibly expand to other locations downtown.

Lead	<ul style="list-style-type: none"> Agata Maruszewski (Shasta County Arts Council (SCAC)) John Truitt (Viva Downtown) to reach out and support SCAC
Supporting cast	<ul style="list-style-type: none"> Shasta County Department of Resource Management Environmental Health Division City of Redding Fred Schluep (Growing Local Shasta) knows a local chef in Tehama County, CA who did the Local Food to Table Tehama Jeramie Sabelman (Japanese Blossoms & Synergy Foods) can assist and bridge gaps
Needed resources and possible sources	<ul style="list-style-type: none"> Permitting for food and alcohol service

Action 3.6: Establish a Plantable Nursery Café on California Street.

What this is and why it is important	The café would be a non-profit to provide a training center for marginalized individuals and a space for a community market. The market could be held in an open, community space on the lower level of the café. Will need to define who this is serving, what the purpose is, which populations are being targeted for service. Have an empty lot that they want to develop for events. https://plantableredding.org/
Measures of success	<ul style="list-style-type: none"> Open sales of plants by Spring of 2021 Open up part of California Street as farmers' market or gardener's market by end of 2021
Timeframe	<ul style="list-style-type: none"> Soft opening in March or April of 2021 for plants
Lead	<ul style="list-style-type: none"> Donna and Kirkwood Hale
Supporting cast	<ul style="list-style-type: none"> LFLP group to get involved and be supportive Good News Rescue Mission-mentoring for individuals that want job skills Shasta College for horticulture Incorporate planters in downtown and work with those in training program to maintain and bring beauty to downtown Riverfront Playhouse
Needed resources and possible sources	<ul style="list-style-type: none"> Garden of Hope

Additional actions for Goal 3 that were not detailed:

- Serve on steering committees for organizations who are helping to promote and launch new food system opportunities.
- Integrate a formalized Farm to Food Pantry (F2FP) program to dovetail with direct to consumer and retail sales. F2FP will provide additional wholesale markets (food banks) and incentivize additional small farm food production
- Create year-round co-op grocery store.
- Zoom call with the folks from Corbin, Kentucky whose Farmers' Market case study we heard from during workshop. Include city council members.
- Engage the City of Redding in a planning process to consider zoning or other policies that might affect the ability for food manufacturers to do small-batch manufacturing in downtown Redding, and County Environmental Health.
- Work with the local planning office to identify barriers to walkability and how the streetscape may be improved through plantings, traffic speed evaluation, etc. Identify zoning challenges that may be barriers to utilizing vacant space.
- Ensure local and regional food businesses, farmers' markets, and producers utilize the USDA Local Food Directories to bring awareness of current community food assets.
- Work with city and county to determine sales tax generated for annual report. This will help make the case to some of the return on investment for local food investments.
- Encourage and train farmers to utilize financial metrics to improve their return on investment.

IMPLEMENTATION AND NEXT STEPS

Following the workshop, the steering committee, community collaborators, and technical assistance team held three more calls to finalize the action plan and report. During each call, updates related to the action plan or an outcome of the workshop were shared. In some instances, new information gathered resulted in modifications to actions within the plan. Early progress and connections as a result of this process include:

- Members of the Steering Committee met with the Planning Commission and the Community Services Advisory Commission on October 27th, 2020 to discuss incorporating the LFLP workshop goals in the Downtown Specific Plan.
- The initial organizing for a March 11, 2021 Food Forum bringing together farmers and food producers with restaurants and food retailers to begin a community conversation on needs and next steps.
- The Community Foundation of the North State conveyed to the Steering Committee that there are several funds they administer that are good fits for potential food-related projects.
- The Made in Shasta group is meeting to discuss rekindling its activities to promote local foods and produce.
- There has been continued media interest after the workshop on Channels 12 and 7 – bringing renewed attention to the possibilities and opportunities of bringing local foods businesses and activities to downtown Redding.

- New possibilities of sharing resources and building a more regional food economy are beginning with discussions between the Steering Committee and Tehama Together, as well connecting with organizations in Butte and Siskiyou Counties.
- On November 11th, met with Tehama Together and shared Shasta LFLP updates, will plan to meet with them again in January 2021.

APPENDICES

- Appendix A – Workshop Exercise Results
 - What are you excited about for this workshop
 - This I believe about community and food
 - Making Headlines
 - Assets, Opportunities, Challenges, Barriers
 - Asset Mapping: Social PinPoint legend and maps
 - Action Brainstorming and Voting results
- Appendix B – Workshop Participants
- Appendix C – Community Data Profile
- Appendix D – Funding Resources
- Appendix E – References
- Appendix F – Federal Agencies Descriptions

Appendix A:

Workshop Exercise Results

What are you excited about for this workshop
This I believe about community and food
Making Headlines
Assets, Opportunities, Challenges, Barriers
Asset Mapping: Social PinPoint legend and maps
Action Brainstorming and Voting results

Responses to the question, “What are you excited about for this workshop?”

- local affordable healthy food
- sharing ideas
- locally grown food!
- downtown culture arts
- being a federal employee to help visions and dreams
- outside expertise looking at community vitality
- economic opportunity
- local affordable healthy food
- food as a destination in downtown
- local food, creating synergy, and a vibrant downtown!
- walking and biking to access local healthy food
- excited to see families in downtown Redding
- seeing more connections with the farmers' market and farmers to restaurants
- increased opportunity for healthy affordable food for children and families
- helping Redding create a more vibrant downtown
- seeing possibilities downtown
- collaborating with everyone
- more and greater options for local healthy food
- all about local food, sustainability, food education
- bring locally sourced food downtown
- economic viability of operations
- need healthy food options downtown for our children!
- see how this project can help a CSA were doing this fall
- new creative ideas to deliver to our rural communities
- excited to learn, share resources and knowledge from across the country
- excited about the Kirkwood's project!
- organic farm produce into restaurants
- to learn from residents of Redding on how to support their needs
- excited about local agriculture
- like to see Redding thrive
- connect growers with people
- support organic farmers, food is medicine, support local food in restaurants
- to have more access to local produce for families in Redding

- excited how LFLP will enhance our local downtown districts and businesses
- new relationship and new opportunities
- excited about downtown growth and local food opportunities
- to bring healthy food into Redding
- opportunities for inclusion and accessibility
- hearing some great ideas and connecting folks with grant opportunities
- architecture for agriculture
- excited to be a part of it
- being able to align federal resources with Redding
- be part of effort to develop food system in Redding, CA
- no cost arch design services, get to know you



Responses to finishing the sentence, “I believe local food...”

- supports our friends' and neighbors' livelihoods
- tastes great
- is good for people and the economy
- is essential to a healthy community
- mitigates single source disruptions
- makes the place special
- is the heart of a community
- should be grown locally whenever possible
- is important for the community
- should be affordable
- should be available to everyone
- tastes great and supports local people
- should be offered everywhere and easily accessible!
- can add a uniqueness to a town
- helps build local identity
- is better for the environment
- is an opportunity to help define our community and connect producers with local and visiting consumers
- tastes better!
- acknowledges the seasons and weather
- creates local jobs
- can put us on the map!
- is participatory, gardening at home and in dispersed clusters is a socially strengthening path
- supports our whole community & farms, health and wellness
- attracts more farmers
- is good for the farmer, good for the body, good for the earth
- lowers carbon footprint by reducing the amount of transportation that occurs
- makes us feel connected to each other as humans and to the environment



Responses to finishing the sentence, “I believe my community...”

- is poised for revitalization
- is ready for change
- is transitioning into a greater place to live
- is coming into a new and vibrant identity
- supports our local food economy and supports making our community the best it can be
- is coming together to improve and grow opportunities
- needs to include the most marginalized
- is worthy of our commitment to it
- has so much potential and the resources needed to grow as well as the need for it
- is ready to come together
- is in need of better *social infrastructure* (connections between people who are working on similar things...there is already a lot of focus on *physical* infrastructure, but we need to also continue to foster the *social* infrastructure)
- is broader than chain restaurants and fast food
- could benefit from stronger partnerships between different economic, cultural, and policy actors
- has the natural resources and producers that need to be utilized much more
- is a great place with even greater potential

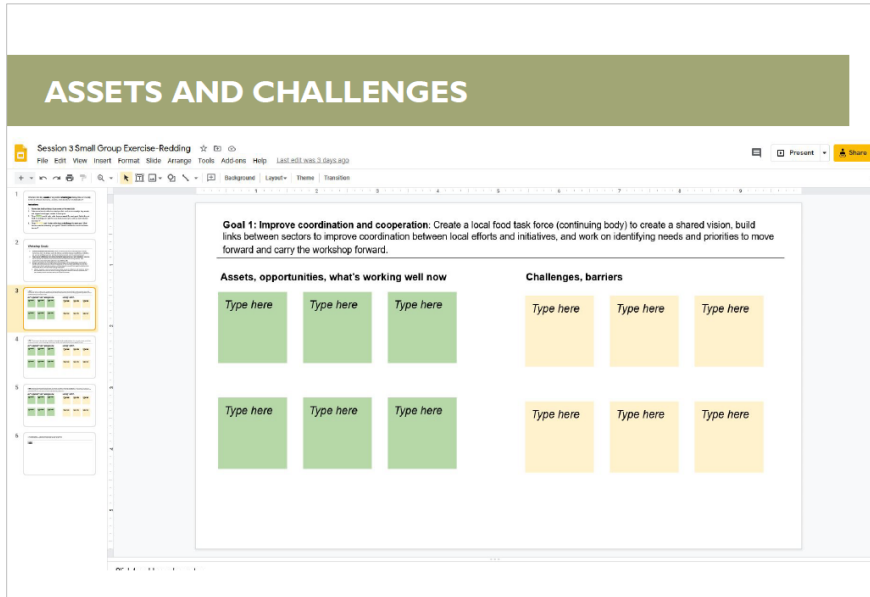
Making Headlines

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

- *Redding California is the next Napa Valley. We have everything growing at our fingertips, we have products from Shasta County, Butte County and Tehama County. We have grapes, nuts, produce, grass fed beef, bison, pork, lots of organic farms, and we have so many people that love food.*
- *The success of downtown Redding extends around the County.*
- *Creativity floods downtown: new local restaurants, plant nurseries, walking, biking, and theatre abound for all in downtown Redding.*
- *Downtown Redding Farmers' Market breaks attendance records!*
- *Local Organic Farmers are thriving in Redding! Local food options are booming downtown.*
- *Downtown is not dead -- many people now live, work, and play downtown.*
- *Farmers Take the Lead on Starting a Successful Downtown FM!*
- *Redding wins national livability award on 3rd anniversary of their dynamic downtown farmers' market, located in a walkable hub of local food and vibrant public spaces.*
- *Redding wins award for building model distribution chains to get producers to markets - promoting direct marketing channels, working to create farm to institution (schools, restaurants, hospitals) supply chains, and educating farmers on how to grow to scale.*

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.



In this group, you will discuss and brainstorm:

Assets: What is Working Well? (Green Post It Notes)

- What is working well in Redding to build on the food economy and revitalize neighborhood centers?

Challenges: What is Needed? (Yellow Post It Notes)

- What barriers exist to achieving your goals around food, access, and downtown revitalization? What is needed to overcome these barriers?

Goal 1: Improve coordination and cooperation: Create a local food task force (continuing body) to create a shared vision, build links between sectors to improve coordination between local efforts and initiatives, and work on identifying needs and priorities to move forward and carry the workshop forward.

Assets, opportunities, what's working well now

People are excited about local food and downtown	Successful previous market pop-ups	Most downtown Restaurants and businesses are locally owned.	Shasta County Health recognizes the importance of proper nutrition to general wellbeing of population
People work together well here and in Downtown	Holiday Market shops around the area sometimes carry local produce	Many current efforts to improve infrastructure in downtown area	We have a Main Street America Organization
People are excited about downtown	Farmers Market on Saturday and in many other locations through Shasta County	Opportunity: Multi-farm CSA's platform: Promote and develop the food supply for direct market, ie need more farmers producing into the local market	High-level interest in conducting successful projects
Lots of interest common goal - access to healthier/local food and focus of downtown	We are ready for change around downtown and food.	Opportunity to develop a virtual Food Hub with virtual aggregation, sales, purchases.	Frustrated producers are highly motivated to find new sales outlets.
Pedestrian scale downtown....not totally huge scale buildings	Amazing weather most of the year		
Relatively safe place and streets	Great weather supports outdoor activity		

Challenges, barriers

Financial barriers. Downtown could be more ped friendly - slow cars, less wait time to cross street, shade	People feel they need to park near the front door or it's inconvenient to shop	Absence of a strong local food brand, food traditions	Farming is expensive, how to subsidize local food/farmers to make it affordable
Lots of paving downtown and so more heat generated in summer...need more green spaces	Lack of mom & pop small healthy food shops downtown within walking distance for workers as lunch or snack options	Getting buy in - support and purchase of local foods and businesses	Lack of small farm food producers selling into the local market. Need more farmers and more production.
We need policy makers at the table and growers	Lack coordination with different agencies, city, and businesses around homelessness	People feel healthy local food is expensive. They like Walmart and big box	Finding ways to connect small-scale, local producers into broader collaboratives
Trust issues with farmers re follow through in coordination programs	Slowly creeping gentrification will price out small producers out of downtown	We've had lots of different food groups. Not sure how effective they were.	Planning for future with current virus conditions and its challenges
Need more small leasable spaces			

Goal 2: Ensure access to affordable, fresh and healthy food for people who live or work downtown: Meet the needs of people who will live in the new low-income and market rate housing currently under construction and provide healthy options for using SNAP benefits.

Assets, opportunities, what's working well now

As more people live downtown, will provide support/need for groceries, fresh food and use SNAP	Downtown is in a central location relative to city, and has a highway access point	Umbrella ally, neat place to see, experience, enjoy a picnic; but was overshadowed with construction. Type here	More attention is now focusing on developing a more beautiful downtown with various options
Direct delivery foods. CSA model has thrived under COVID.	People work downtown so demand to conveniently pick up groceries or prepared foods before heading home		Many restaurant choices within downtown core
Lots of empty ugly lots. Can these be gardens? Pop ups for produce sales?			already popular restaurants in the downtown area

Challenges, barriers

Housing shortage - housing takes up large percentage of income	Not much in the way of grab and go healthy food (salad bars, premade healthy meals)	Would be great to have a Food coop that would serve residents and people who work DT	Individual knowledge, nutrition and budgeting education.
Competition from national retailers. Farmers market amenities at low prices.	Existing small markets focused on alcohol/tobacco - not fresh healthy food	Expensive to create aesthetically pleasing places	Price comparison and choices.
Grocery options on the periphery of downtown, not located within core	Lots of seniors/low income living downtown without full kitchens (Lorenz, Hotel Redding)	So much construction now many people are avoiding downtown as it's difficult to access: walk, Bike, Drive	Identifying fresh to pre-packaged food items, health benefits-providing additional educational opportunities to the low-income population to help identify individual needs.

Goal 3: Evaluate and enhance the local food system and economy as a driver of downtown revitalization: Identify and work to develop or enhance missing pieces of the local food system/food economy that create a more vibrant, walkable downtown, and that establish successful food related destinations that draw people into the area and utilize existing vacant space.

Assets, opportunities, what's working well now

Opportunity: Develop and promote improved market access for growers to sell direct to consumers, restaurant and institutions.	There is more of a value on community gathering options downtown	Food Truck Park
Enjoy The Store sells local foods, Fumarni Sausage sells DT	Sizzles Commercial Kitchen/space	Opportunities to create attractive downtown market
	Sizzle great opportunity, although difficult with COVID	Traditional Indigenous food sources and preparation could be highlighted

Challenges, barriers

Coordination of this piece. Would shop/grow local campaign help.	Coop is missing. This serves farmers and customers on an everyday basis	A venue for food retailers to communicate demand/needs to local agriculture and coordinate production
Need opportunities for people to use SNAP on food downtown	Perhaps needs smaller retail spaces for start ups	Need well-established pride in community products, and knowledge of variety of local products
More places for people to sit and eat, play, especially for families		

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:



The URL for the activity is <https://eprpc.mysocialpinpoint.com/lflp-redding#/> 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 October 2020. A GIS shapefile of the results can be shared with the LFLP committee upon request in March 2021. A table of the map comments is below followed by the maps.

Map#	Marker Category	Comment
1	Favorite Things & Places	IOOF Hall - Viva Downtown community meeting and event space
2	Favorite Things & Places	Shasta County Arts Council
3	Favorite Things & Places	California Street Labs - Shasta Living Streets downtown activation and demonstration center
4	Favorite Things & Places	Cascade Theatre
5	Favorite Things & Places	Small market
6	Favorite Things & Places	Food trucks in park
7	Favorite Things & Places	Tiger Field. Our Colt 45 Baseball team!
8	Favorite Things & Places	Shasta College - Health and Sciences division Students of All Ages
9	Favorite Things & Places	Affordable Housing Senior Citizens
10	Favorite Things & Places	Affordable Senior Living
11	Favorite Things & Places	So happy to see the Riverfront Playhouse come to downtown Redding!
12	Favorite Things & Places	Plantable Nursery and Café serving Rwanda Coffee and Beignets. A Non-profit training center for underprivileged individuals providing a mentoring program for life and job skills in horticulture, plant nursery and food service. Space dedicated for a future Community Gardener's Market located downtown.
13	Food System-Access	Supermarket
14	Food System-Access	Small Market
15	Food System-Access	Prepared Goods Available
16	Food System-Access	Prepared items available
17	Food System-Access	Asian Market

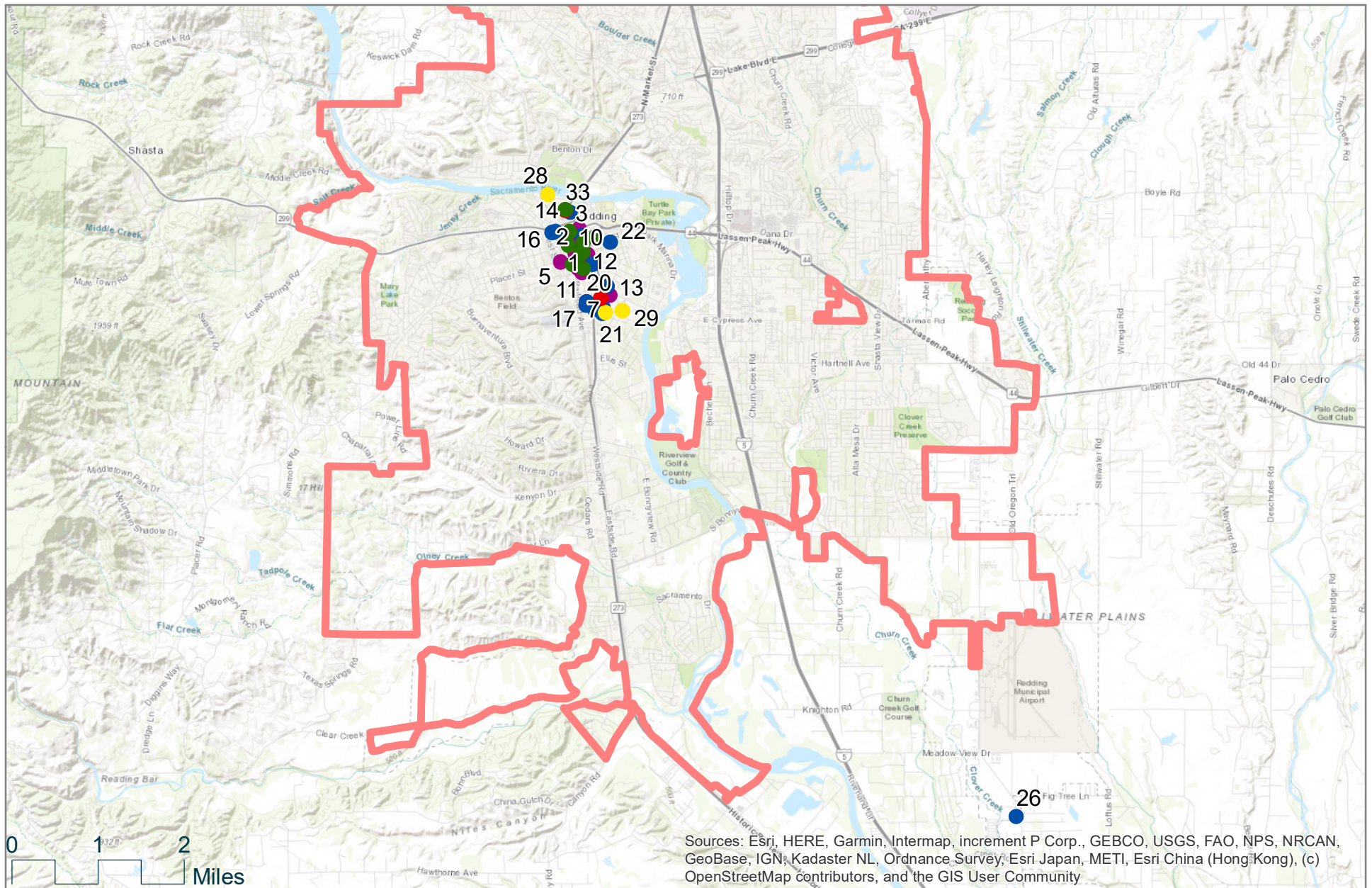
18	Food System-Access	Canelo's Restaurant
19	Food System-Access	Shasta Pizza Company
20	Food System-Access	Racha Noodle
21	Food System-Access	Co-op food program, bike fixing and donations, backpack programs
22	Food System-Access	Gas Station with sandwiches and salads From The Hearth
23	Food System-Access	From the Hearth Downtown Café
24	Food System-Access	Post Office Saloon and Eatery
25	Food System-Access	Roots Juice Bar
26	Food System-Access	Kent's Market is a GREAT example of a small grocery store that would be beneficial to have in the downtown corridor.
27	Food System-Supply	Food Producer (Farmer)/ regional collaborative CSA/ food distributor
28	Food System-Supply	This 47 year old community garden serving mainly Lu Mien families is on City land. Planned at some future date for soccer fields or other recreational use. Gardening is America's number one recreational pursuit.
29	Food System-Supply	Viva Downtown tried a Thursday market downtown. Tried it out but then stopped. Ask John T about this effort. May need to revisit idea again, without competing with the Saturday market that is quite popular. (Melinda Brown)
30	Food System-Supply	Redding Farmers' Markets- Shasta Growers Association Saturdays, April through mid-Dec. https://www.shastagrowersassociation.com/location--dates.html
31	Food System-Supply	Furnari Sausage Company
32	Needs Fixing	Food* desert
33	Needs Fixing	This essential 47 year old resource is threatened by gentrification, adjacent super bloom in parking usage by one coffee shop, COVID, and management.
34	Opportunity	The WBC at JEDI supports nascent and established business owners with no cost one-on-one technical support to start, run and grow their business.
35	Opportunity	We are developing a plant nursery and café with hopes to incorporate a community space that focuses on the arts and food set in terraced gardens.
36	Opportunity	Sizzle's commercial kitchen and events
37	Opportunity	Local Family, Local Produced Sausage
38	Opportunity	Bike Depot opening and End/Beginning of Bike Trail
39	Opportunity	82 units affordable housing
40	Opportunity	Potential site for Co-op - People's Progress used to be a co-op. Is good location, lots of land in this area that could be a food vector/ area. There is also a bike path near here.

41	Opportunity	Some communities have FM in their hospital parking lots, so hospital employees/visitors can access during breaks/lunch.
42	Opportunity	Empty ugly lot that needs to be activated with food and play/recreation.
43	Opportunity	Empty Lot
44	Opportunity	Large indoor space and commercial kitchen; opportunities for sales, service, partnership and creative ideas! Think incubator food service opportunity, indoor mini farmer's market, meeting/education space and more!

Two scales of maps are on the following two pages, a city scale and a downtown scale.

LOCAL FOODS, LOCAL PLACES

REDDING, CA (CITY)

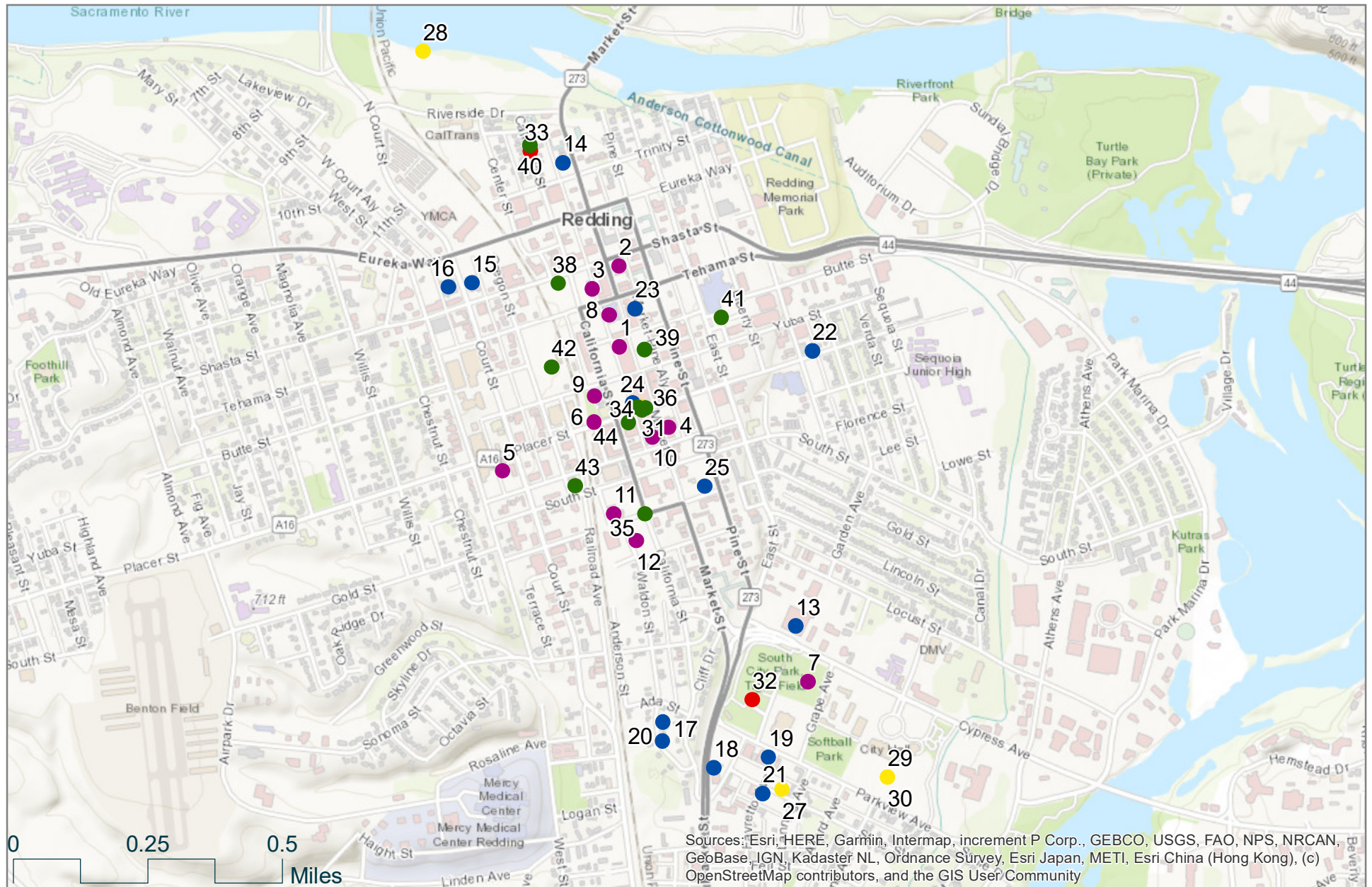


- Redding, CA
- Favorite Things & Places
- Food System-Access
- Food System-Supply
- Needs Fixing
- Opportunity



LOCAL FOODS, LOCAL PLACES

REDDING, CA (DOWNTOWN)



Redding, CA
 ● Favorite Things & Places
 ● Food System-Access
 ● Food System-Supply
 ● Needs Fixing
 ● Opportunity



Action Brainstorming and Voting results

The action planning process is described in the report. This appendix contains the final brainstormed actions, categorized by group, and with the voting results included.

Goal 1: Improve coordination and cooperation: Create a local food task force (continuing body) to create a shared vision, build links between sectors to improve coordination between local efforts and initiatives, and work on identifying needs and priorities to move forward and carry the workshop forward.

**Learn, listen, research,
seek to understand,
assemble info**

Seek to be efficient and understand what currently exists. Assemble existing knowledge and lists of contacts and likely partners. Consult with Growing Local to understand what's going on and not duplicate efforts.

Melinda Brown

Ask our Farmers and Producers about scheduling ways to utilize their time most effectively. Important to listen and create a plan that benefits all parties involved.

Blake Fisher

**Improve food value
chain and regulation
safety**

Execute upon the Value Chain Coordinator position (based upon the USDA and Federal Reserve's 2017 "Harvesting Opportunity" blueprints").

Fred Schlupep

Centralize Food Safety Modernization Act / Produce Rule to encourage more cooperation among local food producers.

Fred Schlupep

Create a cooperative space that is affordable, supports many small business vendors, creates an atmosphere that's inviting & safe for the entire community. A multi-use space that supports many vendors (being mindful of competing with other existing small food businesses).

Michelle Cave

**Study/evaluate
cooperative concepts
and opportunities**

Explore the feasibility of virtual tools for coordinating food needs of businesses and restaurants with local producers so that local production is aligned with local demand (or tourism demand).

William Wallace

Look into establishing a Gardener's Market downtown on lower California Street. Contact Shasta Growers Association officers to find out their interest in helping to set up a Farmers' Market in downtown area.

Kirkwood and Donna Hale

**Share, host, distribute
information and data**

Work toward building a LFLP resource page on the Healthy Shasta website that could be used in a way that would best serve everyone involved. A clearinghouse of info for LFLP related initiatives.

Mary Messier

Continue to be the connector to the resources that are available to our makers, manufacturers and growers in the community with resources that are available to them to help them optimize their revenue.

Trisha Funk

Utilize SCAC's public access channel to deliver the messages and actions of the group to those who are interested in the topics. The meetings can be recorded or PSA can be recorded and broadcast to cable subscriber & accessible over the internet (no cable tv necessary).

Agata Maruszewski

Expand the local food conversation to local products producers - Host Zoom w/attendees from 3 recent convenings that relate to the "Maker Movement" and food: Made in Shasta event Small-Scale Manufacturing event, The Makery & Startup Redding community. Include the Maker Faire organizers.

Rachel Hatch

Goal 1, p2: Institutional and organizational roles and responsibilities (tasks forces, committees, needed conversations, etc)

Brainstorm and then reach out and have conversations with various groups and people.

- Set up a meeting with others to discuss specifics to how to get gardeners market or food co-op downtown. ... Michelle Cave and Heather Phillips with hopes to dedicate some of our space at 2018 California St.
- Set up meeting with Samantha to see how we can partner with USDA to help set up a Community Market on California Street
- Contact City's Kim Neimer to see how the city may help with setting up another Gardener's market at the end of California Street
- Activity - Host convening and regular meetings of residents to determine needs, desires.

John Truit, Kirkwood and Donna Hale

Identify best role for Healthy Shasta in supporting coordination and cooperation. (ex: facilitate local task force, or provide background support, collect/analyze data or community input, grant writing, or ??).

Amy Pendergast

Create or nominate an existing group/org/ committee to coordinate local food efforts in near term, mid, long. Determine a lead agency or facilitator to coordinate logistics. Identify who will reach out to personally invite the additional partner(s).

- April Jurisich, Michelle Cave

Create a Local Food Taskforce to present/ participate in downtown events- e.g. kick off for new housing, the new Dieselhorse to downtown trail, and connect with existing downtown groups to identify contacts and support events (ongoing).

- Janessa Hartman, Scott Stollman

Convene development community to sync up on early stage planning efforts regarding food and encourage [City of Redding Community Development Advisory Committee](#) to get creative when considering potential uses of CDBG funds brief them on the LFLP conversation. IMPORTANT: include state/federal partners who can recommend funding options for this.

Rachel Hatch

As part of task force, create a subgroup focused on farmer assistance to connect or facilitating local producers to buyers. This could be city/school/volunteer sponsored group. For schools, it could be, tying it to some element of the curriculum e.g business, accounting, marketing, science.

Andrew Moiseff

Research what funds or grants might be available to support goals and actions of our LFLP plan.

Michelle Cave

Offer space & facilitate meeting for growers, food vendors, restaurant owners, grocery store owners, school districts to bring producers in contact with local vendor opportunities.

Agata Maruszewski

Utilize SCAC's public access channel to deliver the messages and actions of the group to those who are interested in the topics. The meetings can be recorded or PSA can be recorded and broadcast to cable subscriber & accessible over the internet (no cable tv necessary).

Agata Maruszewski

Create a program where food services in downtown Redding (and other areas) commit to serving plates/dishes/meals using local products, ingredients, etc. Use committed local dishes as springboard for branding/marketing local food.

William Wallace

Other, funding, programs, initiatives

Connect the local food task force with HUD's CPD Rep for the City of Redding to discuss ways the LFLP initiative can be included in the 2021 Action/Con plan submitted by [City of Redding Community Development Advisory Committee](#) to HUD.

Robert Jamieson

Ensure that the annual plan is centered around the serving of LMI individuals living in the aforementioned housing allowing for the use of HUD CDBG funds.

Identify overlapping needs for economic development in the downtown area (e.g. broadband for business attraction, virtual tools, better living).

William Wallace

Goal 2: Ensure access to affordable, fresh and healthy food for people who live or work downtown: Meet the needs of people who will live in the new low-income and market rate housing currently under construction and provide healthy options for using SNAP benefits.

Develop Farmer Connections with Markets/Restaurants

3
Work with existing small markets to include local food options. This has been done in the past through Cal Fresh, but it is a challenge to sustain if the owner isn't on board with it.

Mary Messier

12
Connect the local farmers to downtown restaurants and markets to create a sustainable food supply system.

Steve Bade

Expand EBT and Match Programs Utilization Downtown

8
Write grants and/or organize fundraisers to get EBT match for all of our local farmers markets as a sustainable option that our low-income community members can rely on to bolster their affordability to more local, healthy options.

Trisha Funk

4
Work with existing and future retailers to accept SNAP and implement 'healthy corner store' strategies. Provide education to SNAP participants on healthy eating options and sources for healthy local foods.

Amy Pendergast

New Uses in the Downtown

5
Encourage schools in the downtown corridor to establish school gardens by presenting at school staff meetings, identifying a school lead person, and providing resources/links to facilitate development.

Suzanne Wall

5
Facilitate micro-markets by utilizing the pocket park and lawns by Old City Hall. This is weather-dependent but good visibility and good parking options in vicinity.

Agata Maruszewski

8
Establish a Plant Nursery Cafe on California Street.... a non-profit to provide a training center for marginalized individuals and a space for Community Market.

Donna Hale

Downtown and Local Foods Promotion and Education

7
Assess (survey, forum focus groups, and organize events, etc) new residents of downtown to: learn what types of foods/food venues they prefer; and learn opportunities, barriers, and ideas of residents for accessing their preferred/cultural food choices.

William Wallace, April Jurisich and Sara Sundquist

1
Communicate local food preferences to local markets and vendors and work with them to help meet resident preferences.

Sara Sundquist

10
Create and implement a comprehensive educational and promotional program for local food and destinations in downtown Redding.

Elements may include: display literature, print media, wayfinding signs, and materials, shelf tags identifying farmers.

Possible target audiences: MBS property management and residents, new and existing residents, all income levels, local businesses and workers in downtown, Redding Cultural District audience.

Example destinations to promote: Farmers' Markets, new stores, fairs, food banks, Sizzle's Kitchen, restaurants, local food markets, food truck court, etc.

Rachel Hatch, Melinda Brown, Steve Bade, AmyPendergast
Andrew Moiseff, Mary Messier,,Janessa Hartmann, Agata Maruszewski, Sara Sundquist, and John Truitt

Goal 3, PAGE 1: Evaluate and enhance the local food system and economy as a driver of downtown revitalization:

Identify and work to develop or enhance missing pieces of the local food system/food economy that create a more vibrant, walkable downtown, and that establish successful food related destinations that draw people into the area and utilize existing vacant space.

Support Entrepreneurs and Advocate for Local Foods

Support those with entrepreneurial vision with full business plan development and an achievable plan to access capital.

Trisha Funk

11

Serve on steering committees for organizations who are helping to promote and launch new food system opportunities.

Kirkwood and Donna Hale Trisha Funk

2

Create New Market Channels

Integrate a formalized Farm To Food Pantry (F2FP) program to dovetail with direct to consumer and retail sales. F2FP will provide additional wholesale markets (food banks) and incentivize additional small farm food production. Fred Schlupe

5

Create year-round co-op grocery store. This is the website of my co-op: <https://tpss.coop/>

Andrew Moiseff

7

Zoom call with the folks from Corbin, Kentucky whose Farmers' Market case study we heard from yesterday. Include city council members. Rachel Hatch

3

Develop Policy

Engage the City of Redding in a planning process to consider zoning or other policies that might affect the ability for food manufacturers to do small-batch manufacturing in downtown Redding, and county environmental health. Rachel Hatch

10

Work with the local planning office to identify barriers to walkability and how the streetscape may be improved through plantings, traffic speed evaluation, etc. Identify zoning challenges that may be barriers to utilizing vacant space.

Sasha Pokrovskaya

#

Link Local Food with other Local Businesses

Assist small businesses or entrepreneurs with information and resources to expand or include local food in their business model. Steve Bade

9

Ensure local and regional food businesses, farmers' markets, and producers utilize the USDA Local Food Directories to bring awareness for current community food assets. BatcherRon

2

<https://www.ams.usda.gov/services/local-regional/food-directories>

Goal 3, PAGE 2: Evaluate and enhance the local food system and economy as a driver of downtown revitalization:

Identify and work to develop or enhance missing pieces of the local food system/food economy that create a more vibrant, walkable downtown, and that establish successful food related destinations that draw people into the area and utilize existing vacant space.

Feasibility Studies for Local Food Infrastructure

Conduct an analysis or feasibility study to determine what (co-op, farmers' market, healthy corner stores) is most viable downtown and where it should be located. The relationship with the existing farmers' market near City Hall should also be studied.

(and/or)

Investigate/study possible blended site use, and examine co-located uses for co-op and foodshed/hub on a mini-campus model as part of study. Examining locations should be part of this.

Steve Bade, Scott Stollman, Michelle Cave, Mellinda Brown, April Jurisich and Amy Pendergrast

12

Developing and Using Metrics

Work with city and county to determine sales tax generated for annual report. Will help make the case to some of the ROI on local food investments.

John Truitt

4

Encourage and train farmers to utilize financial metrics to improve ROI.

Fred Schluep

4

Parking lot: Value statements, other ideas, funding and research opportunities, etc

Goal 2 or 3

Inventory what promotion is being done for downtown and/or the greater Redding area to determine where the gaps are, prioritize new outreach/marketing ideas, and identify possible new partners to promote the area's unique food assets.

Scott Stollman

Goal 2

Take full advantage of USDA farmers' market services, from design and marketing to WIC and senior benefits.

*Research "New Farms for New Americans" program from burlington Vt.
<https://www.aalv-vt.org/farms>*

Andrew Moiseff

Downtown Core

Centralized program in the most walkable and vibrant section of downtown.

Benefit local downtown residents, bring people downtown and support surrounding local restaurants/businesses.

Blake Fisher

Goal 2 **resource**

USDA Food and Nutrition Service SNAP program resources.

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

Ron Batchner

Goal 2 or 3

More actively promote Downtown Redding and the local area's unique food assets. Consider exploring local campaigns, local food guide, website, partner with tourism officials, develop a local brand, and others.

Scott Stollman

Education and make it fun

Most Redding establishments serve bar food, burgers, fried.

Educate and teach more about local healthy food and how easy it is to produce and cook.

Make it Fun! Sizzle's Kitchen.

Blake Fisher

Consistent Programing

Year round with a set schedule and location.

Take account what residents, workers, and businesses will utilize the program.

Blake Fisher

Goal 1 and 3 **resource**

*Local Food Promotion Program
<https://www.ams.usda.gov/services/grants/fmpp>*

Ron Batchner

Contact Riverfront Play House, Gold Street Liquors, and the Gymnastics building on Waldon about possibly sharing vision for downtown market and parking.

Kirkwood & Donna Hale

ESTABLISH CLEAR VISION
Every plan needs a clear path forward with reasonable goals, both short term & long term.

Michelle Cave

Appendix B:

Workshop Participants

Workshop Participants: Redding

Names in bold are the persons who either participated in the pre-workshop calls as the steering committee or signed up to join post-workshop steering committee calls.

First	Last	Affiliation or Organization	Email
Sharla	Adkins	Caregiver and interested person	sadkins82067@gmail.com
Pauline	Asbill	Shasta Family YMCA	pasbill@sformca.org
Steve	Bade	City of Redding	sbade@cityofredding.org
Khristopher	Balazich	Natural Foods Specialist	kbalazich@shopholidaymarket.com
Peter	Bird	City of Shasta Lake	pbird@cityofshastalake.org
Kylie	Birmingham	Birmingham Appraisal Service	kabirmingham@outlook.com
Ereka	Bishop		erekabishop@gmail.com
Kelly	Blondin	USDA Food & Nutrition Service	kelly.blondin@usda.gov
Tessa	Borquez	Interested Redding Resident	tborquez@comcast.net
Melinda	Brown	KFOI 90.9 fm Community Radio	melinbro@aol.com
Kelly	Bullan	Shingletown Medical Center	kbullan@shingletownmedcenter.org
Loree	Byzick	Superior California Economic Development	lbyzick@scedd.org
Daisy	Caballero	KRCR	dcaballero@krcrtv.com
Michelle	Cave	Nutrition Educator & Whole Foods Chef	michelle@redbicyclecatering.com
Karen	Christensen	Sizzle's Kitchen	sizzleskitchen@gmail.com
Frances	Cole-Boyd	Resident Service Coordinator at Mtn. Vistas Senior Apartments	Frances.Cole-Boyd@HumanGood.org
Megan	Conn	Community Foundation of the North State	megan@cfnorthstate.org
Lori	Cuellar	Public Health	LORI4322@SBCGLOBAL.NET
Kyle	Dall	Providence Gardens of Hope	kyle@providencegardensofhope.org
Josi	Dieter	Registered Nurse	edwardsjosi@gmail.com
Julie	Driver	KIXE PBS	jdriver@kixe.org
Blake	Fisher	Viva Downtown Redding	brf1415@yahoo.com
Todd	Franklin	The Park	coachtoddfranklin@gmail.com
Trisha	Funk	Women's Business Center at JEDI	tfunk@e-jedi.org
Crystal	Gardner	Community Member	thelisteningnurse@gmail.com
Nina	Gibbs	Women's Business Center at JEDI	ngibbs@e-jedi.org
Rachelle	Gould	Field to Fork Tehama	rachellegould@fieldtoforktehama.com
Kate	Grissom	Cedar Crest Brewing	kategrissom@gmail.com
Kirkwood and Donna	Hale	Plantable Nursery & Cafe	plantableredding@gmail.com

First	Last	Affiliation or Organization	Email
Tricia	Hamelberg	healthy hiker	tphamelberg@gmail.com
Whitney	Hancock	Redding City Dance Company	whitlynn.hancock@gmail.com
Janessa	Hartmann	Public Health	jhartmann@co.shasta.ca.us
Rachel	Hatch	Program Officer for Community Vitality with The McConnell Foundation	rhatch@mcconnellfoundation.org
Shad	Herrera		fresh_element77@yahoo.com
Lilly	Honey	Pastor, Agape Family Fellowship	lillyofshasta@yahoo.com
Stephanie	Hughes		shughess123@sbcglobal.net
Orle	Jackson	Tehama County Community Food Alliance	tehamatogether@gmail.com
Angie	James	Downtown business owner	ajam960@sbcglobal.net
Margaret	Jensen	Hill Country clinics and farmer	mjensen@hillcountryclinic.org
Tammy	Jones	VIVA Downtown	jones.tammy903@gmail.com
April	Jurisich	Shasta County Health & Human Services Agency	ajurisich@co.shasta.ca.us
Ashley	Krueger	Fusion Lounge	fusionlounge530@gmail.com
Sadie	Krueger	Gardens is Hope/Providence International	mastersadie@yahoo.com
Chelsie	Landon	K2 Development Companies	clandon@k2dci.com
Sue	Lang	Viva Downtown Redding	suzannalang@gmail.com
James	Leedy	Enterprise High School	jleedy@suhsd.net
Jake	Mangas	Redding Chamber of Commerce	jake@reddingchamber.com
Agata	Maruszewski	Shasta County Arts Council	agata@shastaartscouncil.org
Leona	McCoach	Merchants Bank of Commerce	leonam@mboc.com
Carmelita	Meigs	Redding Rancheria Senior nutrition cook	carmelitam@redding-rancheria.com
Mary	Messier	Healthy Shasta (LFLP primary point of contact)	mmessier@co.shasta.ca.us
Eythana	Miller	Shasta Family YMCA	emiller@sflymca.org
Bob	Nash	SCEDD	bnash@scedd.org
Marla	O'Brien	soon-to-be downtown Redding resident	mjtfo15@yahoo.com
Sally	Paoli	After school Site Coordinator	lvimiboyz@gmail.com
Amy	Pendergast	Healthy Shasta	apendergast@co.shasta.ca.us
Heather	Phillips	Little Sprouts Micro Farm & Gather Redding Collaborative CSA	lilsproutsmicrofarm@gmail.com
Nikki	Reeves	The Living Water Studio	thelivingwaterstudio@gmail.com
Alexis	Ross	Dignity Health - Mercy Medical Center Redding	alexis.ross@dignityhealth.org

First	Last	Affiliation or Organization	Email
Bruce	Ross	Office of Senator Brian Dahle	Bruce.Ross@sen.ca.gov
Jeramie	Sabelman	Japanese Blossoms & Synergy Foods	jblossoms@icloud.com
Fred	Schluep	Growing Local Shasta	fred@osf.farm
Kristen	Schreder	Redding City Council	ks@kristenschreder.com
Julie	Schroeder	Shasta Family YMCA	jschroeder@sfymca.org
Jackie	Scott	First 5 Shasta	jscott@first5shasta.org
Shawnice	Sellers	CalFresh Healthy Living, University of California Cooperative Extension	snsellers@ucanr.edu
Colleen	Shelly	School CAFE (culinary action for education)	mtshastaschoolcafe@gmail.com
Steve	Sibilsky	Growing Local	steve.sibilsky@gmail.com
Megan	Smith	Shasta Community Health Center	megsmith@shastahealth.org
Ronica	Sowers	community member	rsowers@cityofredding.org
Carrie	Stevens	Good News Rescue Mission	carrie.stevens312@gmail.com
Sara	Sundquist	Healthy Shasta Coordinator	ssundquist@co.shasta.ca.us
Marianne	Sweetwood	Shasta Family YMCA	msweetwood@sfymca.org
Susan	Tangeman	veterinarian/farmer	susan.tangeman2013@gmail.com
John	Truitt	Viva Downtown Redding ("Main Street America" Organization)	truitt.john@sbcglobal.net
Paul	Truong		paultruong@fb.com
Suzanne	Wall	Burney Gardener	suzwall587@gmail.com
Cristina	Wallace		ctw.wallace@gmail.com

Federal and State Agency Partners

First	Last	Organization	Email
Cynthia	Abbott	Department of Housing and Urban Development - San Francisco Region IX (Sacramento, CA)	cynthia.l.abbott@hud.gov
Ron	Batcher	USDA AMS Transportation and Marketing (Washington DC)	ronald.batcher@usda.gov
Michael	Huff	Department of Housing and Urban Development	Michael.E.Huff@hud.gov
Robert	Jamieson	Department of Housing and Urban Development	Robert.A.Jamieson@hud.gov
Patrick	Kelly	USDA Agricultural Marketing Service	patrick.kelley@usda.gov
Heather	Luzzi	U.S. Small Business Administration	heather.luzzi@sba.gov
Malinda	Matson	US Economic Development Administration	MMatson1@eda.gov

Andrew	Moiseff	EPA HQ Office of Community Revitalization (Washington DC)	moiseff.andrew@epa.gov
Carolyn	Mulvihill	EPA Region 9	Mulvihill.Carolyn@epa.gov
Sasha	Pokrovskaya	AMS Transportation and Marketing (Washington DC)	sasha.pokrovskaya@usda.gov
Frances	Sakaguchi	Economic Development Administration	FSakaguchi@eda.gov
Samantha	Schaffstall	USDA AMS Transportation and Marketing (Portland, OR)	samantha.schaffstall@usda.gov
Scott	Stollman	EPA Region 9 (San Francisco, CA)	stollman.scott@epa.gov
William	Wallace	Superior California Economic Development	wwallace@scedd.org

Planning Assistant Consultants/Facilitators

First Name	Last Name	Affiliation/Org (if applicable)	Email
Jen	Dalton	Kitchen Table Consulting	jen@kitchentableconsulting.com
Jason	Espie	EPR, P.C.	j.espie@epr-pc.com
Miles	Gordon	Kitchen Table Consulting	miles@kitchentableconsulting.com
Phil	White	EPR, P.C.	p.white@epr-pc.com

Appendix C: 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 for 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.

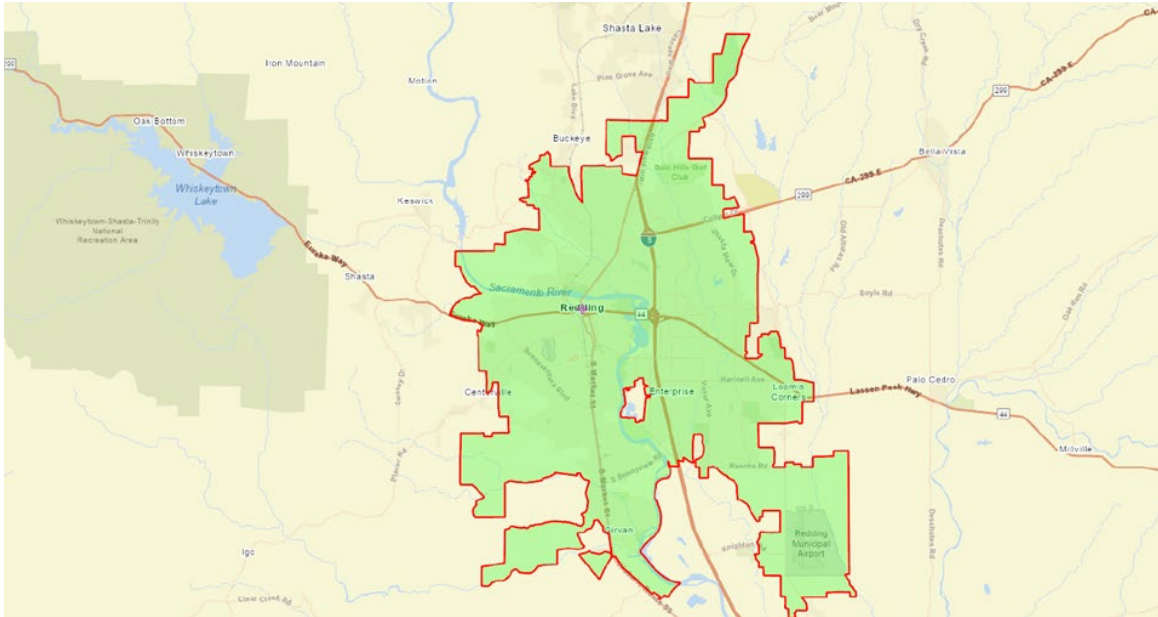


Figure 1 – City of Redding.
Source: EPA EJSCREEN mapping tool.



Figure 2 – Data query for Redding.
Source: Healthy Food Access Portal mapping tool.

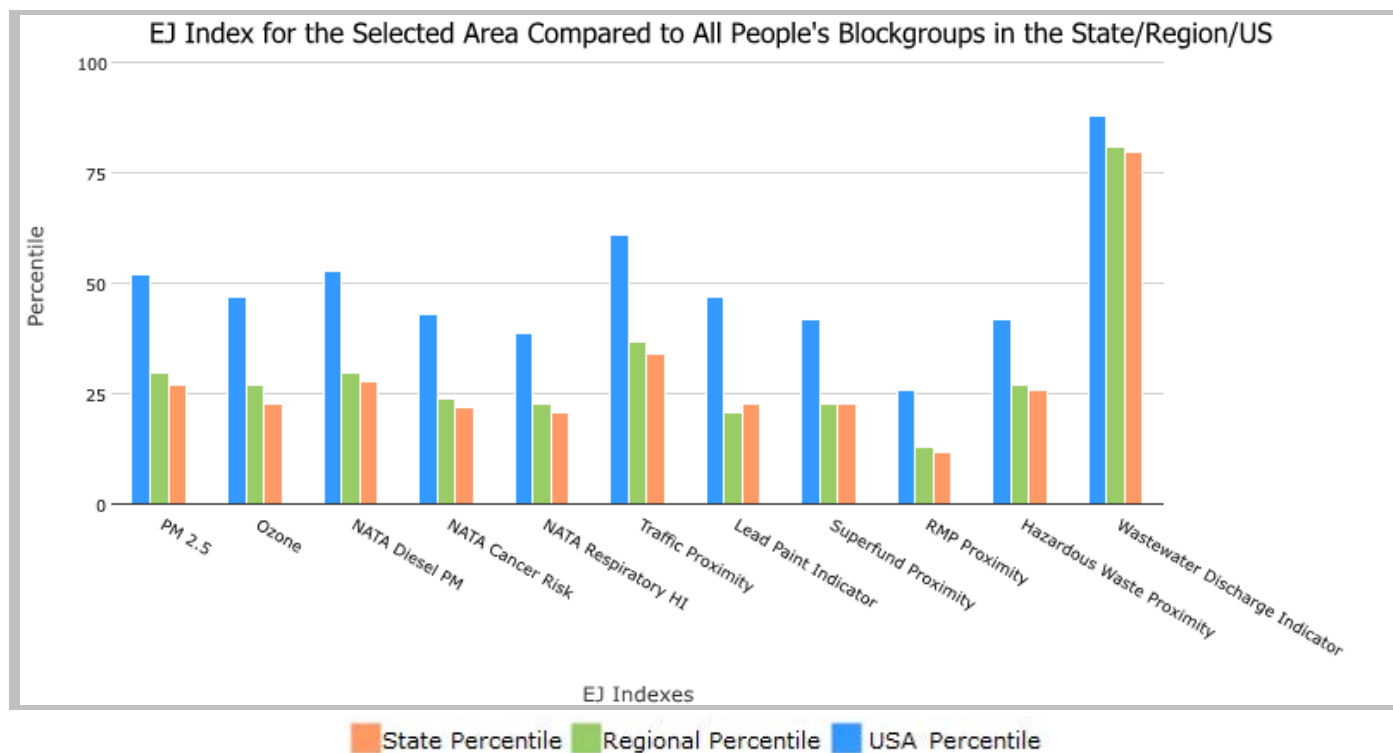
EJSCREEN Report (Version 2019)

City: Redding, CALIFORNIA, EPA Region 9

Approximate Population: 90,693

Input Area (sq. miles): 61.17

Selected Variables	State Percentile	EPA Region Percentile	USA Percentile
EJ Indexes			
EJ Index for PM2.5	27	30	52
EJ Index for Ozone	23	27	47
EJ Index for NATA* Diesel PM	28	30	53
EJ Index for NATA* Air Toxics Cancer Risk	22	24	43
EJ Index for NATA* Respiratory Hazard Index	21	23	39
EJ Index for Traffic Proximity and Volume	34	37	61
EJ Index for Lead Paint Indicator	23	21	47
EJ Index for Superfund Proximity	23	23	42
EJ Index for RMP Proximity	12	13	26
EJ Index for Hazardous Waste Proximity	26	27	42
EJ Index for Wastewater Discharge Indicator	80	81	88



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.

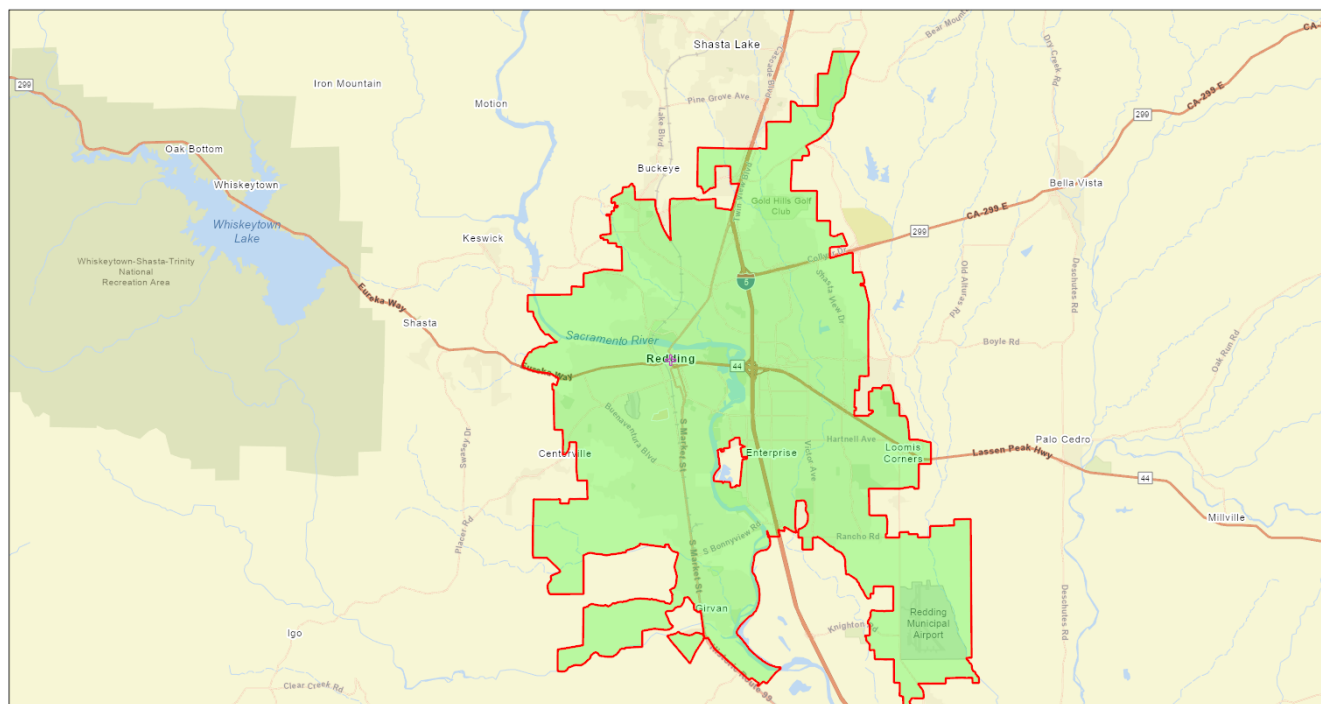
EJSCREEN Report (Version 2019)



City: Redding, CALIFORNIA, EPA Region 9

Approximate Population: 90,693

Input Area (sq. miles): 61.17



October 9, 2020

Project 1

Search Result (point)

1:144,448
0 1.25 2.5 5 mi
0 2.25 4.5 9 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

EJSCREEN Report (Version 2019)

City: Redding, CALIFORNIA, EPA Region 9

Approximate Population: 90,693

Input Area (sq. miles): 61.17

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 $\mu\text{g}/\text{m}^3$)	5.87	9.78	3	9.21	6	8.3	5
Ozone (ppb)	48.5	48.2	52	48.9	46	43	87
NATA* Diesel PM ($\mu\text{g}/\text{m}^3$)	0.208	0.468	15	0.479	<50th	0.479	<50th
NATA* Cancer Risk (lifetime risk per million)	44	36	89	35	80-90th	32	90-95th
NATA* Respiratory Hazard Index	0.71	0.55	90	0.53	90-95th	0.44	95-100th
Traffic Proximity and Volume (daily traffic count/distance to road)	520	2000	35	1700	43	750	69
Lead Paint Indicator (% Pre-1960 Housing)	0.16	0.29	45	0.24	53	0.28	47
Superfund Proximity (site count/km distance)	0.059	0.18	36	0.15	42	0.13	48
RMP Proximity (facility count/km distance)	0.61	1.1	51	0.99	56	0.74	64
Hazardous Waste Proximity (facility count/km distance)	0.26	3.4	19	2.9	25	4	40
Wastewater Discharge Indicator (toxicity-weighted concentration/m distance)	0.15	17	83	31	84	14	91
Demographic Indicators							
Demographic Index	31%	48%	25	47%	27	36%	51
Minority Population	22%	62%	8	59%	11	39%	41
Low Income Population	39%	34%	62	34%	62	33%	65
Linguistically Isolated Population	1%	9%	19	8%	24	4%	51
Population With Less Than High School Education	8%	18%	35	17%	37	13%	44
Population Under 5 years of age	6%	6%	47	6%	47	6%	51
Population over 64 years of age	19%	13%	79	14%	78	15%	73

* 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 is a screening tool for pre-decisional use only. It can help identify areas that may warrant additional consideration, analysis, or outreach. It does not provide a basis for decision-making, but it may help identify potential areas of EJ concern. Users should keep in mind that screening tools are subject to substantial uncertainty in their demographic and environmental data, particularly when looking at small geographic areas. 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. This screening tool does not provide data on every environmental impact and demographic factor that may be relevant to a particular location. EJSCREEN outputs should be supplemented with additional information and local knowledge before taking any action to address potential EJ concerns.

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

Summary of ACS Estimates		2013 - 2017	
Population		90,693	
Population Density (per sq. mile)		1,518	
Minority Population		20,079	
% Minority		22%	
Households		36,321	
Housing Units		39,321	
Housing Units Built Before 1950		2,393	
Per Capita Income		27,122	
Land Area (sq. miles) (Source: SF1)		59.76	
% Land Area		98%	
Water Area (sq. miles) (Source: SF1)		1.42	
% Water Area		2%	

	2013 - 2017 ACS Estimates	Percent	MOE (±)
Population by Race			
Total	90,693	100%	633
Population Reporting One Race	86,472	95%	2,013
White	76,560	84%	660
Black	1,303	1%	218
American Indian	1,996	2%	181
Asian	4,277	5%	520
Pacific Islander	20	0%	28
Some Other Race	2,316	3%	406
Population Reporting Two or More Races	4,221	5%	210
Total Hispanic Population	9,272	10%	387
Total Non-Hispanic Population	81,421		
White Alone	70,614	78%	683
Black Alone	1,275	1%	218
American Indian Alone	1,728	2%	181
Non-Hispanic Asian Alone	4,225	5%	520
Pacific Islander Alone	13	0%	28
Other Race Alone	96	0%	42
Two or More Races Alone	3,471	4%	210
Population by Sex			
Male	43,749	48%	464
Female	46,943	52%	363
Population by Age			
Age 0-4	5,331	6%	147
Age 0-17	19,804	22%	284
Age 18+	70,889	78%	414
Age 65+	16,812	19%	208

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: Redding city
Ring (buffer): 0-mile radius
Description:

	2013 - 2017 ACS Estimates	Percent	MOE (±)
Population 25+ by Educational Attainment			
Total	61,671	100%	420
Less than 9th Grade	1,555	3%	150
9th - 12th Grade, No Diploma	3,490	6%	177
High School Graduate	14,352	23%	237
Some College, No Degree	26,712	43%	260
Associate Degree	7,220	12%	191
Bachelor's Degree or more	15,562	25%	240
Population Age 5+ Years by Ability to Speak English			
Total	85,362	100%	600
Speak only English	77,054	90%	565
Non-English at Home ¹⁺²⁺³⁺⁴	8,308	10%	418
¹ Speak English "very well"	5,598	7%	286
² Speak English "well"	1,353	2%	142
³ Speak English "not well"	1,181	1%	310
⁴ Speak English "not at all"	176	0%	74
³⁺⁴ Speak English "less than well"	1,357	2%	310
²⁺³⁺⁴ Speak English "less than very well"	2,710	3%	317
Linguistically Isolated Households*			
Total	467	100%	97
Speak Spanish	139	30%	60
Speak Other Indo-European Languages	93	20%	96
Speak Asian-Pacific Island Languages	212	45%	59
Speak Other Languages	23	5%	20
Households by Household Income			
Household Income Base	36,321	100%	193
< \$15,000	5,327	15%	133
\$15,000 - \$25,000	4,385	12%	132
\$25,000 - \$50,000	9,620	26%	185
\$50,000 - \$75,000	6,350	17%	136
\$75,000 +	10,638	29%	150
Occupied Housing Units by Tenure			
Total	36,321	100%	193
Owner Occupied	19,264	53%	170
Renter Occupied	17,056	47%	187
Employed Population Age 16+ Years			
Total	73,305	100%	491
In Labor Force	41,123	56%	417
Civilian Unemployed in Labor Force	2,608	4%	136
Not In Labor Force	32,181	44%	360

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).

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

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

	2013 - 2017 ACS Estimates	Percent	MOE (±)
Population by Language Spoken at Home*			
Total (persons age 5 and above)	83,689	100%	596
English	75,685	90%	626
Spanish	3,725	4%	336
French	227	0%	280
French Creole	N/A	N/A	N/A
Italian	N/A	N/A	N/A
Portuguese	N/A	N/A	N/A
German	457	1%	92
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	915	1%	302
Chinese	709	1%	271
Japanese	N/A	N/A	N/A
Korean	79	0%	36
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	130	0%	80
Other Asian	997	1%	217
Tagalog	243	0%	111
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	166	0%	144
Hebrew	N/A	N/A	N/A
African	N/A	N/A	N/A
Other and non-specified	117	0%	44
Total Non-English	8,004	10%	864

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.

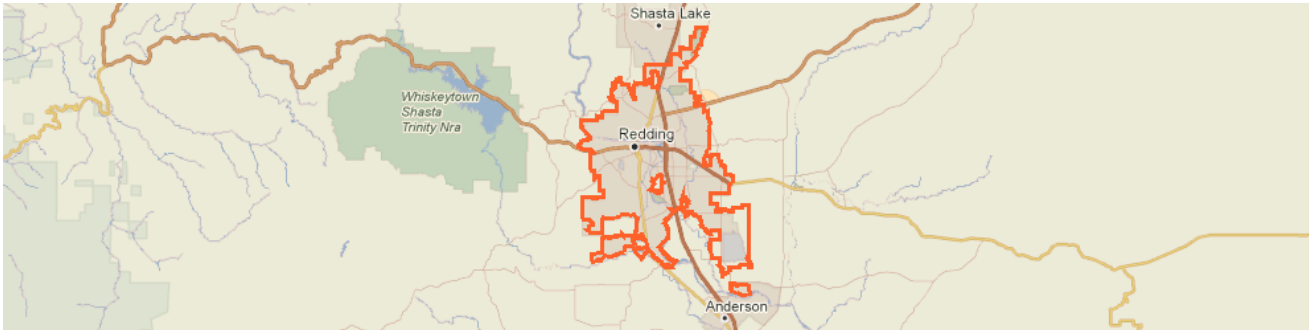
*Population by Language Spoken at Home is available at the census tract summary level and up.

Healthy Food Access Portal

Research Your Community

Report for Redding, CA

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 91,327 people. According to 2014-2018 American Community Survey (ACS) data, the population of a minority race was 21.88% and 10.35% were of Hispanic ethnicity. In terms of age, 21.87% were children under age 18, while 18.93% were over age 65.

Demographics in Redding, CA

Redding	2000	2010	2014-2018
Total Population	81,198	89,861	91,327
Pct. Hispanic	5.5%	8.7%	10.3%
Pct. Minority	14.5%	18.7%	21.9%
Pct. < 18 Years	26.2%	22.8%	21.9%
Pct. 65 or Older	15.5%	16.4%	18.9%

Median Household Income

	Redding	California
Median Household Income (2014-2018)	\$50,579	\$71,228

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 39,818 people work in Redding, while 29,667 workers reside in Redding 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.

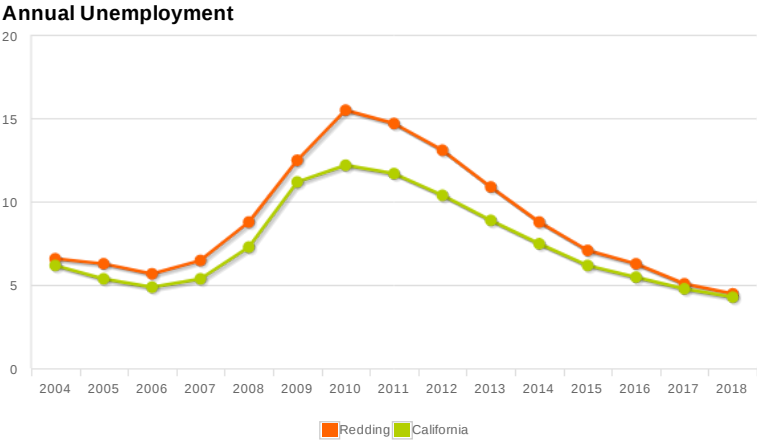
Local Employment in Redding

	Resident	Employed
Total Workers (2015)	29,667	39,818

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

Redding's unemployment rate is 4.5%, compared to the statewide unemployment rate of 4.3%. 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 Shasta County, 13.98% of people received SNAP benefits in 2011, amounting to \$40,511,000 in benefits to program participants.



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 15 full service supermarkets located in Redding. There are 10 Limited Service stores located within the study area, and 5 farmers' markets. SNAP benefits are accepted at 96 participating stores, farmer's markets, social service agencies or other non retail providers in this community.

According to the USDA, 13 of 31 census tracts in Redding are Low-Income, Low-Access tracts. ([Show/hide list of USDA Low-Income, Low-Access Tracts](#))

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

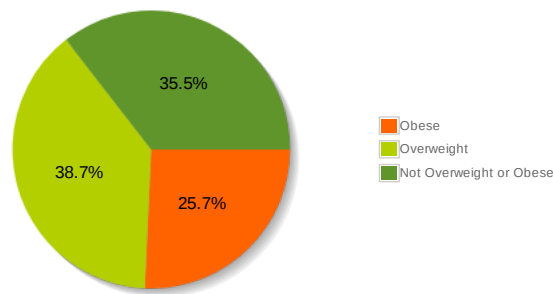
Food Retailers in Redding	
Full Service Supermarkets	15
Limited Service Stores	10
SNAP Retailers	96
Farmers' Markets	5
Fast-food and Takeout Restaurants	N/A

Source: USDA ERS Food Access, Census County Business Patterns, USDA Agricultural Marketing Service, Reinvestment Fund Study of Low Supermarket Access

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 Redding. It reports that 38.74% of the population is considered overweight and 25.74% is considered obese.

BMI Classification in 2013, Redding

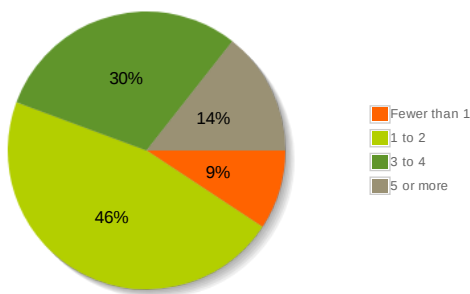


Source: CDC Behavioral Risk Factor Surveillance System 2013, ACS 2009-2013

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 Redding, 86% reported eating fewer than 5 fruits and vegetables per day, and 14% report eating five or more per day.

Number of Fruits/Vegetables Consumed per day in 2013, Redding



Source: CDC Behavioral Risk Factor Surveillance System 2013, ACS 2009-2013

Federal Programs & Investments

Areas within Redding 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 26 CDBG eligible block groups and 17 NMTC eligible tracts. There are 92 CDFIs working to improve distressed areas of the state. ([See list of certified CDFIs in California](#))

Federal Program and Investment Dollars in Redding, CA	
New Markets Tax Credit Investments (QLICI) 2013-2017	\$0
CDFI Loans/Investments 2008-2017	\$0

Source: CDFI Fund, HUD

Appendix D: Funding

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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-to-retail, 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/occcsp>

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

- <https://www.sba.gov/document/support-indiana-district-resource-guide>

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 Appalachia.

- <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 specific 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 occasionally, 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:

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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. Farmer's Markets

Creating a Farmer's Market Living Lab: Lessons Learned in Growing a Farmer's Market

This booklet from the Historic Lewes Farmer's 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 Farmer's 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.

- <http://asapconnections.org/downloads/market-makeover-25-best-practices-for-farmers-markets.pdf>

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

Nearly 1,400 farmers market managers responded to this national survey that the USDA Agricultural Marketing Service conducted in 2014.

- <https://www.ams.usda.gov/file/2014-farmers-market-managers-survey-summary-report-final-july-24-2015pdf>

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.

- <http://asapconnections.org/downloads/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=IwAR3Xx0Md0abEeLOVnfiHJbSdgCKliwV9h0C5qeIc7ydsxiPRne1bQp4GsJ0

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

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>

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**Local Food Systems Response to COVID – Building Better Beyond**

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/>

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=IwAR3njWOP1Nz3eHGB0Q8wKuehF5z7NvH1XVnWACLbWQ6LcEM7Pn2gmtIkEro

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-vdPBjFg9pjSHKQzyMsZukOBlCcmR_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 - Webinar Archive

The Wallace Center Winrock International supports the National Good Food Network, which offers monthly interactive webinars to learn and connect with on-the-ground practitioners and experts. 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.

- <http://ngfn.org/resources/ngfn-cluster-calls/ngfn-cluster-calls>

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>

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:

Federal Agency Descriptions

FEDERAL PARTNERS AND CONTACT INFORMATION



The [U.S. Small Business Administration \(SBA\)](#) is the only cabinet-level federal agency fully dedicated to small businesses. The SBA empowers entrepreneurs and small business owners with the resources and support (e.g. [business guide](#), [funding programs](#), [local assistance](#)) they need to start, grow or expand their businesses, or recover from a declared disaster. The SBA delivers services through an extensive network of field offices, Resource Partners such as SCORE, Small Business Development Centers (SBDC), Veterans Business Outreach Centers and Women's Business Centers.

Contact: Heather Luzzi | District Director, Sacramento District Office | (916) 735-1709 | heather.luzzi@sba.gov



The [Economic Development Administration \(EDA\)](#) is a small agency within the U.S. Department of Commerce that provides a big impact by helping to make it easier for businesses to start and grow in the United States. We do this by working hand-in-hand with local economic development partners to advance their locally developed projects that are in turn tied to their region's long-term, sustainable economic development strategy. EDA grants can support planning and feasibility studies, entrepreneurship, business growth and retention, and economic resilience.

Contact: Malinda Matson | Economic Development Representative for Northern CA | 916-235-0088 | Mmatson1@eda.gov



[Superior California Economic Development \(SCED\)](#) provides commercial real estate loans and refinancing, business loans and economic development planning services in close partnership with the U.S. Economic Development Agency (EDA). SCED received a grant from EDA to develop an economic resiliency plan for the region - Shasta, Siskiyou, Modoc, and Trinity counties – that includes (but is not limited to) food security and economic diversification and operates one of EDA's loan programs that lend to small businesses that might not qualify for SBA or bank loans. SCED can help identify projects that would be eligible for EDA and other federal funding, help with applications, conduct planning activities, and provide capacity support for communities.

Contact: William Wallace | Economic Resilience Coordinator | (530) 225-2760, ext. 209 |
wwallace@scedd.org



The U.S. Department of Agriculture's (USDA) [Agricultural Marketing Service \(AMS\)](#) works to improve domestic and international opportunities for U.S. growers and producers. The [Marketing Services Division](#) and its team of economists, architects and agricultural marketing specialists conduct research and provide direct technical assistance to enable business creation and growth within the local and regional food system while increasing consumer access to fresh, healthy foods in communities nationwide.

The division manages [USDA's Local Food Directories](#), a set of online resources that are designed to provide customers with convenient access to information about farmers market, CSAs, on-farm markets and food hubs locations, directions, hours, product offerings, and accepted forms of payment. The [Wholesale Markets and Facility Design](#) team provides no-cost technical assistance to stakeholders that want to construct new structures or remodel existing ones in support of further developing the local and regional food system. These facilities include wholesale markets, farmers markets, public markets, incubator kitchens, and food hubs. AMS also manages numerous grant programs that include:

- [Acer Access and Development Program](#)
- [Dairy Business Initiative](#)
- [Farmers Market](#) and [Local Food Promotion Program](#) (implemented as FMPP and LFPP)
- [Federal State Marketing Improvement Program](#)

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- [Micro Grants for Food Security Program](#)
- [Regional Food System Partnerships](#)
- [Sheep Production and Marketing Grant Program](#)
- [Specialty Crop Block Grant Program](#) (implemented as SCBGP and SCMP)

Contact: Ken Keck | Director, Marketing Services Division | ken.keck@usda.gov
Sasha Pokrovskaya | Architect | Sasha.Pokrovskaya@usda.gov
Ron Batcher | Architect | Ronald.Batcher@usda.gov
Samantha Schaffstall | Agricultural Marketing Specialist | Samatha.schaffstall@usda.gov



The [Food and Nutrition Service \(FNS\)](#) works to end hunger and obesity through the administration of 15 federal nutrition assistance programs including WIC, Supplemental Nutrition Assistance Program (SNAP), and school meal programs.

In partnership with state and tribal governments, our programs serve one in four Americans during the course of a year. Working with our public, private and non-profit partners, our mission is to increase food security and reduce hunger by providing children and low-income people access to food, a healthful diet and nutrition education in a way that supports American agriculture and inspires public confidence.

USDA FNS Western Regional Office Farmers Market Programs | Chad.Davis-Montgomery@usda.gov
USDA FNS [Western Region Office Farm-to-School Program](#) | sm.fn.WRO.F2CNP@usda.gov
[Senior Farmers' Market Nutrition Program \(SFMNP\)](#) | (CA) grants@cdfa.ca.gov
[WIC Farmers' Market Nutrition Program \(FMNP\)](#) | (CA) wicfmnp@cdph.ca.gov



The U.S. Department of Housing and Urban Development's (HUD) [Community and Development Programs](#) provide annual grants on a formula basis to states, cities, and counties (like Redding and Shasta county) to develop viable urban communities by providing decent housing and a suitable living

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environment, and by expanding economic opportunities, principally for low- and moderate-income persons. Our programs include:

- [Community Development Block Grants \(CDBG\) Entitlement Program](#) -- Guides, tools, webinars, and other resources are provided to assist grantees and program partners in designing and implementing programs.
- [CDBG-CV: CARES Act Program](#) -- Congress provided \$5 billion in the CARES Act for the Community Development Block Grant (CDBG) program to states, metropolitan cities, urban counties, and insular areas
- [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.

Contact: Nicholas Nordahl | Community Planning and Development Representative for Northern CA | Nicholas.D.Nordahl@hud.gov
Robert Jamieson | Program Analyst | Office of Field Policy and Management | Robert.A.Jamieson@hud.gov