

December 2016

Local Foods, Local Places

*A Community-Driven Action
Plan for Henderson, Nevada*



A technical assistance program of the U.S. Environmental Protection Agency, U.S. Department of Agriculture, U.S. Department of Transportation, Centers for Disease Control and Prevention, Appalachian Regional Commission, and Delta Regional Authority



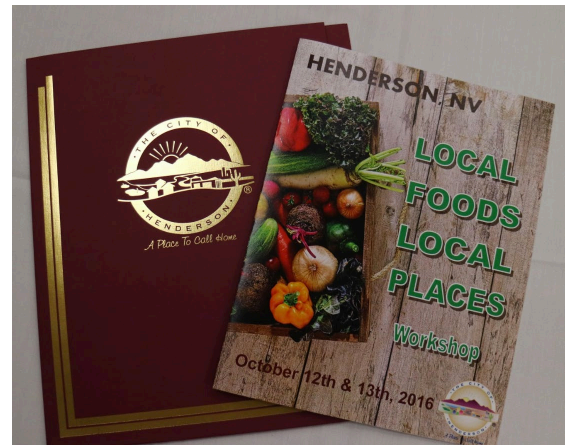
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Local Foods Local Places Program

The Local Foods, Local Places program helps people create walkable, healthy, economically vibrant neighborhoods through the development of local food systems. The program is sponsored by the U.S. Department of Agriculture, Environmental Protection Agency, the Centers for Disease Control and Prevention, the U.S. Department of Transportation, the Appalachian Regional Commission, and the Delta Regional Authority, with support from the White House Rural Council. Local Foods, Local Places aims to boost economic opportunities for local farmers and businesses, improve access to healthy local food, and promote childhood wellness. For each partner community selected to receive assistance from the Local Foods, Local Places program, a team of experts works with community members to set goals and plan projects. Projects include farmers markets, local food cooperatives, community gardens, and other food-related enterprises that can boost local economies and drive downtown and neighborhood revitalization. In 2015, the City of Henderson applied for assistance through Local Foods, Local Places and was one of 27 communities selected.



*Workshop program and handouts
(Image: City of Henderson)*

Community Story

Henderson is a young and rapidly growing city with a unique history. Henderson was established in the 1940s as a site for World War II's Basic Magnesium Plant. Its population has grown exponentially since then, from a postwar low of just several thousand people to its current population of more than 291,432 (2016 estimate), making it Nevada's second largest city. 2015 Census estimates show that Henderson's population is 76.9% white and 5.1% African American, with smaller subsets of other races. Nearly 15% of the population identify as Latino or Hispanic.¹

Located just 16 miles southeast of downtown Las Vegas, Henderson lies within the Las Vegas Valley, surrounded by the McCullough Range and other mountains. Henderson benefits from being part of the Las Vegas metropolitan area (with its substantial tourist traffic and growth), but it must simultaneously compete against the energy and vitality of its larger neighbor. Henderson and the metropolitan area are surrounded primarily by desert, with very little water and extreme climate conditions. Summer storms can bring torrential rains and winter can occasionally yield snow, but Henderson is primarily dominated by hot, dry conditions.

¹ US Census Bureau QuickFacts. [Census.gov/quickfacts/table/IPE120215/3231900,00](https://www.census.gov/quickfacts/table/IPE120215/3231900,00), accessed 11/17/2016.

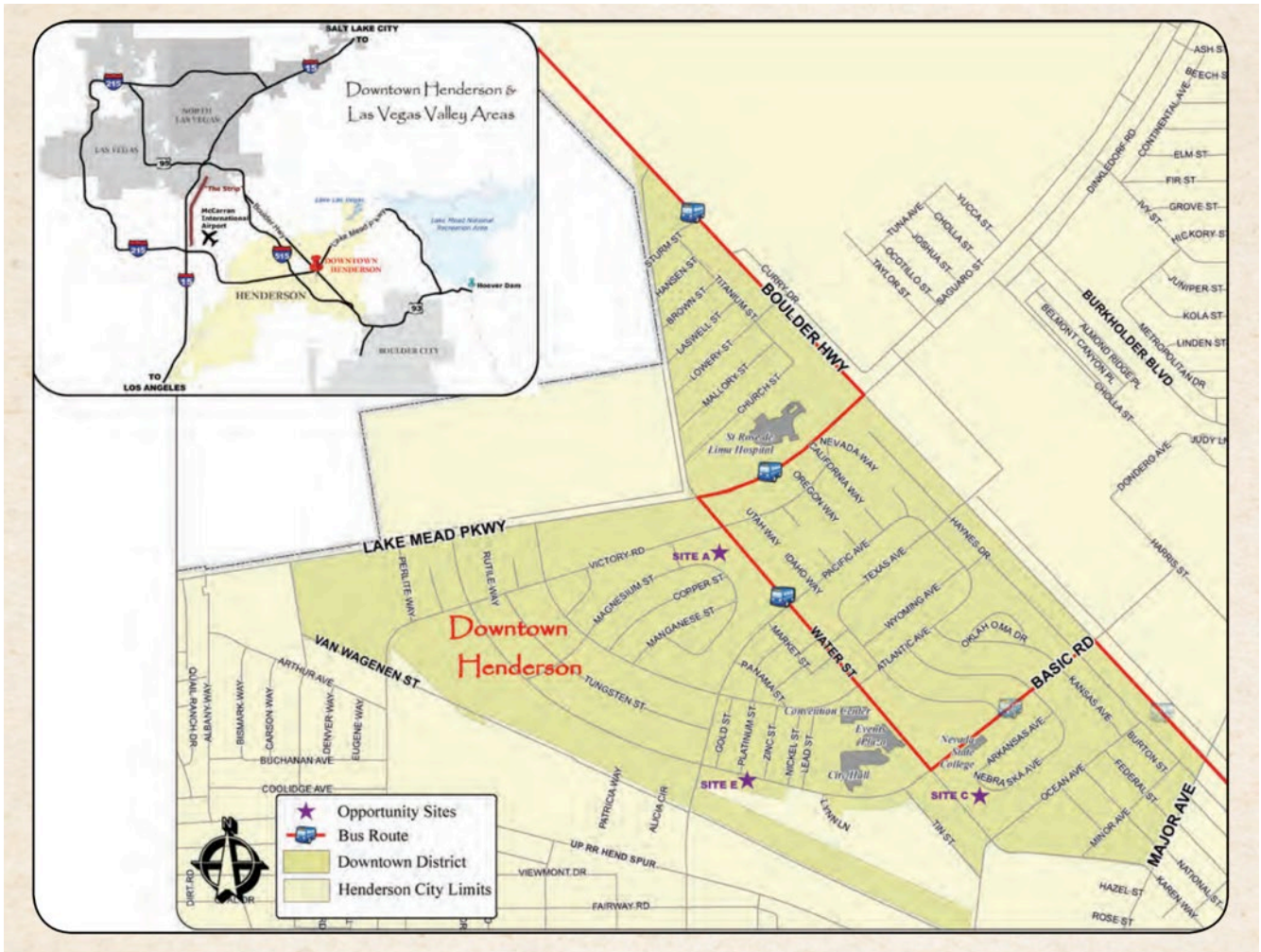


Figure 1. Downtown Henderson consists of several distinct districts separated by major connectors. (Image: Henderson Downtown Investment Strategy Update)

Challenges

Despite Henderson’s relative prosperity, there are several challenges surrounding community development, accessibility to services and food, and meeting the needs of low-income and underserved populations. Many of the city’s challenges are focused in the older areas of downtown and surrounding neighborhoods, and primarily impact residents and community members in those areas.



Poverty and Food Insecurity

Relative to much of the country, Henderson has low poverty rates and strong services. Still, low-income residents are disproportionately impacted in parts of the city without sufficient access to high-quality food. According to 2013 data on grocery stores in the Henderson area, there are 33 full service supermarkets, and eight “limited service” stores. Looking at Henderson’s population size, the ratio of supermarkets per 10,000 people is about 1.15, about 8% lower than the national median of 1.25. When it comes to the number of farmers markets, Henderson is on the lower end of the spectrum with only one in the city. More than 13% of people in Clark County, NV received Supplemental Nutrition Assistance Program (SNAP) benefits in 2011. In 2013, in the City of Henderson there were 132 providers accepting SNAP, 28 of which were located within the 89015 zip code, which includes the downtown district and adjacent neighborhoods to the East.⁶

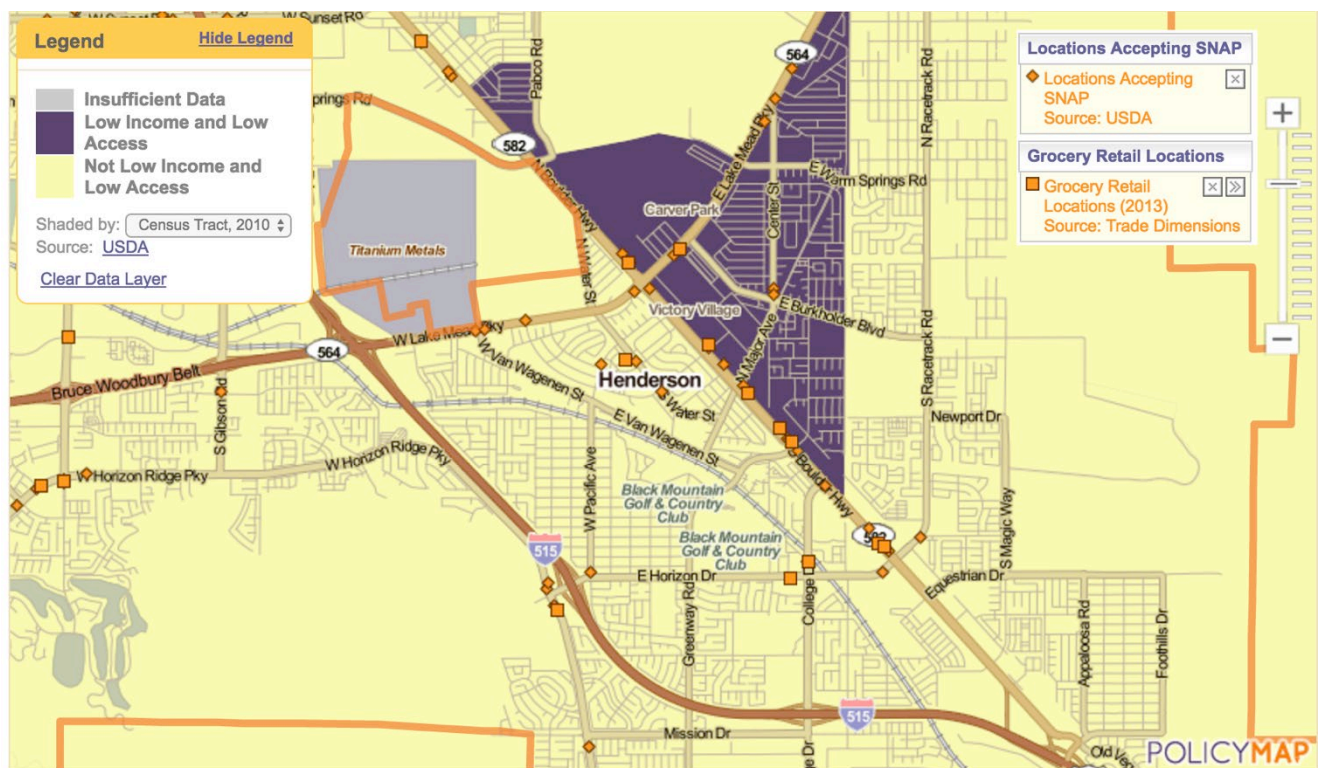


Figure 2. USDA Healthy Food Access map of Low Income and Low Access census tracts, as of 2010. (Image: www.healthfoodaccess.org)

Still, food access is a challenge for many residents. Henderson has two food deserts, with at least 33% of residents or 500 people located more than 1 mile from a grocery store or market. The Valley View Neighborhood, east of downtown, is one of those food deserts where more than 30% of the residents live below the poverty line and a majority of the residents have to travel over a mile to a grocery

⁶ US Census Bureau. (Healthyfoodaccess.org)



store. The downtown farmers market could help improve access to downtown residents by offering additional fresh produce vendors. In addition, sufficient healthy food retailers and corner stores are lacking throughout some neighborhoods.

Downtown development & connections

Henderson's food security challenges are closely linked to challenges in development and community design. Food security is in part a factor of access and connectivity, and residents often can't reach existing food sources because there is a lack of safe bike and pedestrian infrastructure or transportation options. Different areas of downtown tend to function separately, with little physical or social connectivity between them and out to neighborhoods. Strong community development, active transportation, and economic development can help increase the amount of healthy food that is available within the community, as well as the ease with which residents can access it and live healthy, active lifestyles. The current population declines in downtown make it more challenging to attract new business investments and growth there, and yet that growth is exactly what's needed to attract residents back to the core.



Existing local food assets include the downtown Farmers' Market. (Images: City of Henderson, PlaceMatters)

Climate and geology

Located in the Mojave Desert, the City of Henderson faces important challenges in local food development related to its climate and geography. Increasing access to local food will in part require increasing the amount of food grown locally, which is currently limited by the extreme summer heat



and overall dry conditions in the region. Those same hot, dry conditions also make it more challenging to set up viable outdoor farmers markets and to encourage people to walk or bike throughout the City.

Community perceptions

The City of Henderson appears on “Top Ten” lists for overall quality of life, safety, and other measures of livability. Despite these accolades, downtown is often perceived as less safe than other areas in the City. Henderson has long been viewed as a bedroom community, and the City seeks to change this perception and help residents see the downtown area, in particular, as a vibrant and complete city center of its own. Many residents are disconnected from Henderson’s history and have not embraced its past or historic downtown. With a significant portion of the original worker housing in disrepair, some in the community may feel left behind.

Opportunities

Most of these challenges are not unique or new to Henderson, and the City has a strong base of support and clear assets with which to counter them.

Planning efforts

Henderson’s Downtown Revitalization Plan is only one of several recent regional and local planning efforts that can impact the City and support the community’s Local Foods, Local Places goals. Henderson Strong is the City’s new Comprehensive Plan update process, which will guide growth and development for the next 20 years and is scheduled to be completed in March 2017.⁷ That effort follows on the heels of the regional Southern Nevada Strong planning project, which is Southern Nevada’s first federally-recognized Regional Plan for sustainable development. The effort looks holistically at creating a region where people have access to quality transportation, health care, environment, housing, local economies, and more.⁸ The previous planning efforts provide a solid base of data and ideas to support local food development. Henderson Strong offers a key opportunity to ensure that local food objectives are integrated into the City’s next comprehensive plan.



Workshop participants identify community assets (Image: City of Henderson)

⁷ Henderson Strong website, www.hendersonstrong.org. Accessed 11/17/16.

⁸ Southern Nevada Strong website, sns.rtcsnv.com. Accessed 11/17/16.



Growth and investment

Henderson is already growing and attracting significant investment, and those trajectories are predicted to continue. While the downtown residential population has been decreasing, the overall population is up significantly. Millennials and younger residents are increasingly interested in living in city centers with access to strong public transportation and local amenities, which bodes well for revitalizing Henderson’s downtown in the coming decades.

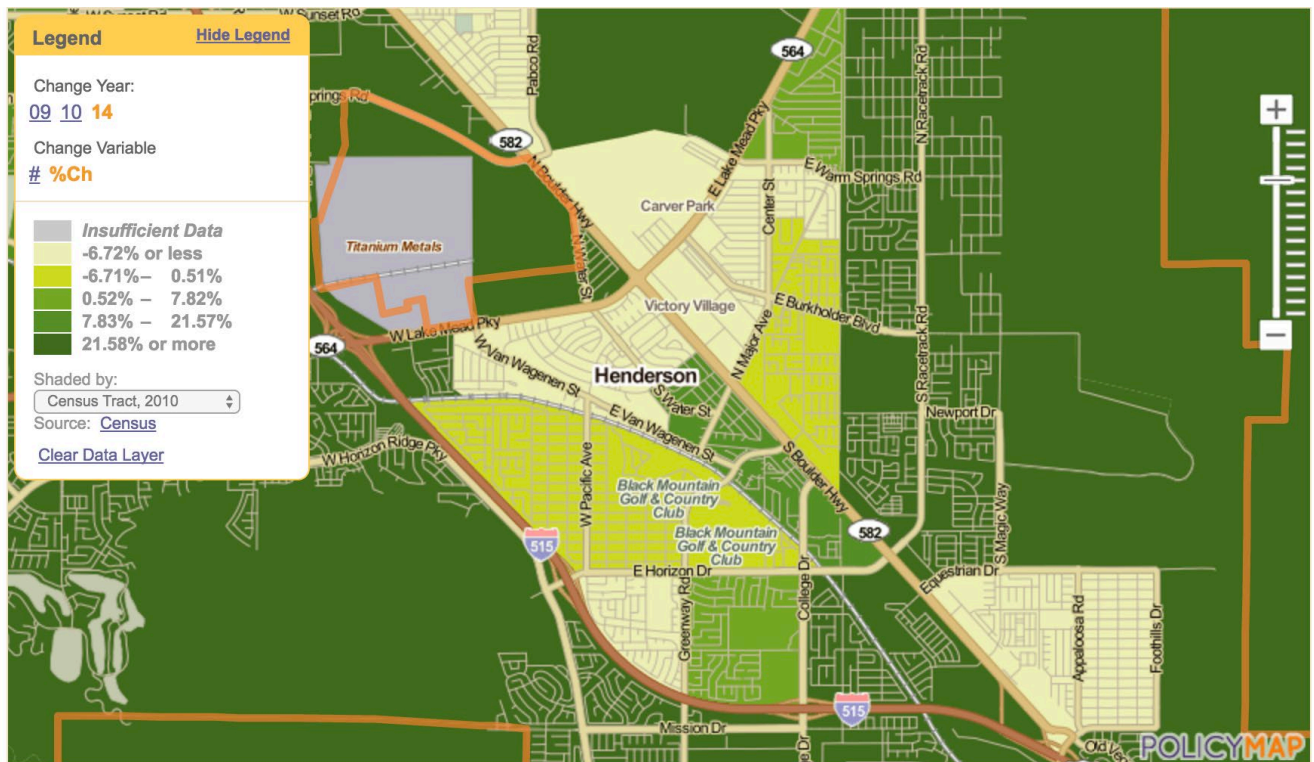


Figure 3. Estimated percent change in population between 2000 and 2014, showing a decrease in population in some of the census tracts near downtown. (Image: www.healthfoodaccess.org)

Safety and amenities

Henderson’s overall safety and livability make it an attractive community for investors and residents alike. Henderson’s strong focus on arts and culture, public services and community facilities will help to draw new people and pave the way for more economic investment.

Interest in health & local foods

There is a growing interest in healthy lifestyles, local foods, and sustainability within Henderson. This interest spans many groups—residents, nonprofit organizations, schools, government agencies and more—creating the potential for exciting partnerships and broad public support. New networks and partnerships are forming around food and health issues, which can help Henderson to strategically invest in a strong local food economy.



Project Assistance

In 2015, the City of Henderson requested assistance through the Local Foods, Local Places program to develop an action plan for achieving its vision. Implementing the actions described later in this plan can bring several benefits to the community including:

- More economic opportunities for local farmers and businesses.
- Better access to healthy local food, especially among disadvantaged groups.
- A revitalized downtown that is the economic anchor of the community.

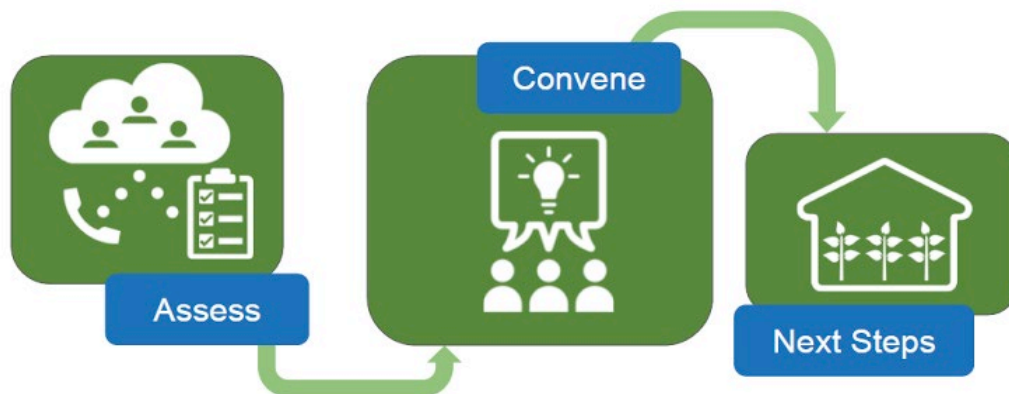


Figure 4. The diagram above lays out all of the steps leading to this action plan. (Image: PlaceMatters)

Engagement

Leading up to the workshop, a local steering committee and federal partners convened three times by conference call and webinar to discuss the community's goals and plan the event. The local steering committee was comprised of the following participants:

- Stephanie Garcia-Vause, City of Henderson, Community Development and Services
- Ciara Byrne, Green Our Planet
- Jodi Tyson, Three Square Food Bank
- Regis Whaley, Three Square Food Bank
- Allison Schnitzer, Southern Nevada Health Department, Office of Chronic Disease Prevention & Health Promotion
- Joselyn Cousins, Federal Reserve Bank of San Francisco
- Courtney Coughenour, Univ. of Nevada-Las Vegas School of Community Health Sciences
- Aurora Buffington, University of Nevada Cooperative Extension
- Elaine Fagine, University of Nevada Cooperative Extension, Community Gardens Program

Community Points of Contact

- Alejandra Fazekas, City of Henderson (Primary)
- Sean Robertson, City of Henderson (Secondary)
- Jeremy Davis, City of Henderson
- Lisa Corrado, City of Henderson



Translating Ideas into Action

On day one, workshop participants discussed opportunities, assets, and challenges in Henderson, as they relate to local foods goals. When asked what prevents them from using downtown, participants mentioned lack of activity, weak transportation options, lack of diversity of options to attract people (restaurants, placemaking, etc.), and real or perceived issues of safety.

When asked to articulate their vision for the future, participants said they would like a vibrant, active community with better access and more options. The group saw embracing the cultural and economic diversity of the area key to making this vision a reality.

The second day of the workshop focused on developing an action plan for Henderson. After a recap of day one, the technical assistance team shared more examples of successful initiatives from other communities that relate specifically to the challenges in Henderson. Examples included ways of increasing indoor agriculture in extreme climates, community gardens and healthy corner store programs. The morning concluded with small group demonstrations that gave people a sense of what's possible for Henderson's local food system. Demonstrations touched on vertical farming, community gardens, and indoor agriculture and included a tour at the farmers market:

1. [Garden Tower Project](#) - Vertical Farming Demonstration
2. [Indoor Farms of America](#) - Indoor Agriculture Demonstration
3. [City of Henderson](#) - Community Garden Demonstration
4. [Three Square Food Bank](#) - Food Distribution Demonstration
5. [Henderson's Farmer's Market](#) - Live Farmers' Market (walk around)



Participants learn about indoor farming techniques, Garden Towers, and food distribution networks during the demonstration segment of the workshop. (Image credits: City of Henderson)



Vision

The community's vision is to create a healthy and economically vibrant Downtown Henderson linked to places and activities with improved food access. The community would like strategies and actions developed for downtown to be replicable throughout Henderson.

GOAL 1:

Engage stakeholders to develop a shared vision and values about improving food insecurity, eliminating food deserts, and increasing awareness about the role of local food in sustainability.

- Action 1.1 Work with key stakeholders on action items through partnering on funding opportunities to facilitate implementation
- Action 1.2 Get SNAP accepted at farmers' market
- Action 1.3 Develop a communication plan
- Action 1.4 Partner with Nevada State College & UNLV School of Landscape Architecture and Architecture to advance local food programs

GOAL 2:

In the context of the Mojave Desert, increase production of locally grown food in the Henderson region.

- Action 2.1 Convene workshop(s) with city planners and local growers to draft recommended revisions to zoning codes to better enable urban farming in Henderson and introduce urban farming goals to Draft Henderson Strong Comprehensive Plan
- Action 2.2 Develop a marketing/education campaign to expose southern Nevada residents to alternative/innovative growing techniques
- Action 2.3 Research incentive models and put together a set of recommendations for policy makers to incentivize/reward local producers who use/implement innovative water conservation techniques/technologies
- Action 2.4 Host convention with local higher education institutions to draft consensus goals and strategies for increasing educational and vocational educational opportunities in innovative local food production

GOAL 3:

Improve access to healthy food, particularly in low income neighborhoods, through strategies for revitalizing Downtown Henderson including community and school gardens, indoor agriculture, a permanent farmer's market, and healthy corner stores.

- Action 3.1 Increase access to healthy food through convenience stores and farmers' markets
- Action 3.2 Build indoor food garden
- Action 3.3 Educate families on how to incorporate food available with SNAP into their daily diet



GOAL 4:

Expand food distribution strategies to include creative partnerships with public agencies, non-profits, churches, and community organizations to reach food insecure populations.

- Action 4.1 Mobile market feasibility study
- Action 4.2 Identify & engage local farmers
- Action 4.3 Reach out to potential partners to improve transportation options and access to healthy food

High Priority Actions

One of the top actions identified by the participants was getting SNAP accepted at the farmers market. Two of the working groups considered this action, and the City and several workshop participants are already beginning to make it happen. Another priority action was looking at the feasibility of a mobile market, identifying potential stops, and working with the producers and vendors to make sure a mobile market is not seen as a threat to their businesses but rather as an important way to reach populations currently not served.



Implementation

The following implementation matrix includes further details for each action including lead roles, resources needed, and opportunities to leverage programs.

<p>GOAL 1: Engage stakeholders to develop a shared vision and values about improving food insecurity and eliminating food deserts and increase awareness about the role of local food in sustainability.</p>	
<p>Action 1.1 Work with key stakeholders on action items through partnering on funding opportunities to facilitate implementation.</p>	
<p>Why is this action important?</p>	<ul style="list-style-type: none"> • Ensure representation from providers and consumers • Push the goals of this action plan forward • Ensure continuity • Follow-up on action items • Need commitment • Help communicate vision • Stakeholders have the resources we needed for implementation • Build strategic partnerships between private industries, research institutions, city government, and nonprofit organizations. • Share and tackle available resources with focus on project implementation
<p>How will we measure success?</p>	<ul style="list-style-type: none"> • Number of stakeholders engaged • Number of interviews • Number of surveys • Commitment/consistent participation • Partnerships created
<p>Time Frame</p>	<p>Medium: 12-24 months</p>
<p>Lead Role</p>	<ul style="list-style-type: none"> • City of Henderson • Three Square (mission is to address food insecurity) • Southern Nevada Health District (SNHD) • Southern Nevada Food Council
<p>Potential Supporting Cast</p>	<ul style="list-style-type: none"> • Churches • Neighborhood leaders • Schools • AARP • Senior Centers • Chamber of Commerce • Residents • Clark County School District • Green Our Planet • Great Basin Permaculture • American Heart Association • Food Council • Elected officials • Business owners • Henderson Strong leaders • Nevada State College (NSC) • University Nevada Las Vegas (UNLV) - School of Community Health Sciences • Urban Seed, Inc. • Indoor Farms of America • Desert Urban Homesteading



<p>What will it cost, what will it take?</p>	<ul style="list-style-type: none"> • Staff time • Asset + map stakeholders • Meeting space • Planning and coordination of meetings • Engagement of the Henderson Strong Advisory Committee to implement the plan’s “Healthy Communities” goals and strategies. • Cost estimates for implementation of this action step have not been developed at this time
<p>Possible resources, contributions, etc.</p>	<ul style="list-style-type: none"> • Outreach efforts of Three Square and events • Informational material contributed by project partners • Community assessment conducted by project partners • Round Table discussions facilitated by project partners • Coordination with organizations already working to increase access to healthy food options, including SNHD, Southern Nevada Food Council, and the School of Community Health Sciences at UNLV

<p>Action 1.2 Get SNAP accepted at farmers’ market</p>	
<p>Why is this action important?</p>	<ul style="list-style-type: none"> • Increase SNAP’s participants access to farmers’ markets and direct marketing farmers • SNAP can help increase sales, making the farmers’ market more viable • There is a need to provide a variety of retail options accepting SNAP benefits at more locations • Assist SNAP recipient populations that lack the resources and access needed to purchase healthy and nutritious food • Eliminate the barriers to SNAP program to people in need by explaining eligibility and assisting with enrollment process • Help reduce poverty and food insecurity in low-income families • Provide a positive impact in improving health and economic outcomes. • Offer a larger inventory and variety of healthy food options on a continuous basis including dairy products; breads and cereals; meats, poultry, and fish; and fruits and vegetables
<p>How will we measure success?</p>	<ul style="list-style-type: none"> • Downtown Farmers’ Market manager on board • Percent of sales and increase in vendors’ sales from adding SNAP • Portion of 10 Farmers’ Markets in the area participating • Number of clients • Number of participating SNAP recipients • Change in inventory of healthy food options provided • Utilization of report and video on how to operate SNAP at a farmers’ market • The farmer’s market is SNAP certified and the system is being utilized
<p>Time Frame</p>	<p>Short: 0-6 months</p>
<p>Lead Role</p>	<ul style="list-style-type: none"> • Terri Knight - District Conservationist • Aurora Buffington - University of Nevada Cooperative Extension
<p>Potential Supporting Cast</p>	<ul style="list-style-type: none"> • Clark County Social Services • Nevada Department of Health and Human Services (DHHS) • Nevada Division of Welfare and Supportive Services (DWSS) • Nevada Department of Education Child Nutrition Programs • Nevada Supplemental Nutrition Program for Women, Infants and Children • University of Nevada Cooperative Extension • Vendors • City of Henderson • USDA for getting SNAP certification at farmers’ market (Brenda Mutuma) • SNHD



What will it cost, what will it take?	<ul style="list-style-type: none"> • SNAP certification authorization - time to fill out application • Cost of tokens (if using) - about \$300/set • Transaction fees • Banners/marketing • Staff or volunteers to operate the terminal
Possible resources, contributions, etc.	<ul style="list-style-type: none"> • Potential sponsors identified by project partners • Additional Incentives provided by project partners • Farmers' Market Coalition for free wireless equipment

Action 1.3 Develop a communication plan	
Why is this action important?	<ul style="list-style-type: none"> • More effective outreach out to the community • Identify stakeholders based on the type of initiative • Support the local food systems and food production • Increase food security • Maximize participation in federal nutrition programs available. • Connect with the general public, sharing available food & nutrition resources • Promote community wellness by supporting access to healthy food
How will we measure success?	<ul style="list-style-type: none"> • Number of people reached • Number of events attended • Change in number of residents utilizing Local Foods, Local Places resources • Access to healthy food incorporated into other city planning efforts like Draft Henderson Comp. Plan and general communication plan
Time Frame	Short: 0-6 months
Lead Role	<ul style="list-style-type: none"> • City of Henderson
Potential Supporting Cast	<ul style="list-style-type: none"> • Higher level lead organizations on specific topics such as food pantries • Schools • Community members
What will it cost, what will it take?	<ul style="list-style-type: none"> • Staff time • Marketing/branding materials (i.e. posters)
Possible resources, contributions, etc.	<ul style="list-style-type: none"> • Grants • Volunteer time • Social media • Dedicated website (connected to existing ones)

Action 1.4 Partner with Nevada State College & University of Nevada - Las Vegas (UNLV) School of Community Health Sciences, Landscape Architecture, and Architecture	
Why is this action important?	<ul style="list-style-type: none"> • Increase awareness of what can grow in our Southern Nevada region • Have students available to volunteer and work on initiatives • Integrate their programs in different efforts • Have professional expertise available • Instruct residents
How will we measure success?	<ul style="list-style-type: none"> • Number of people enrolled in the programs (attendance) • Students available to work on initiatives • Number of projects that schools are working on
Time Frame	Medium: by spring semester 2017
Lead Role	<ul style="list-style-type: none"> • Nevada State College • Indoor Farms of America • UNLV - School of Community of Health Sciences



Potential Supporting Cast	<ul style="list-style-type: none"> • Master gardeners • Nurseries (Lowe’s, Home Depot, Star Nursery) • Elaine Fagine - University of Nevada Cooperative Extension • Karyn Johnson - University of Nevada Cooperative Extension
What will it cost, what will it take?	<ul style="list-style-type: none"> • Collaboration between City, UNLV and NSC • Commitment of staff / student time • Monetary cost estimates for implementation of this action step have not been developed at this time
Possible resources, contributions, etc.	<ul style="list-style-type: none"> • University faculty members • University students • Seniors • Volunteers

GOAL 2: In the context of the Mojave Desert, increase production of locally grown food in the Henderson region.	
Action 2.1 Convene workshop(s) with city planners & local growers to draft recommended revisions to zoning codes to better enable urban farming in Henderson. Introduce urban farming goals to Henderson Strong Comp. Plan	
Why is this action important?	<ul style="list-style-type: none"> • Fix code hurdles preventing/inhibiting increased local food production • Support uses related to local food systems and food production • Expand urban farming uses such as indoor farms, vertical farms, rooftop gardens, hydroponics, aeroponics, beekeeping, etc.
How will we measure success?	<ul style="list-style-type: none"> • Establish a database of precedents • Number of committed partners • Number of scheduled convenings • “Urban Farming” specifically addressed in each entity’s code • Number of permits and business licenses approved
Time Frame	Medium: 6-12 months
Lead Role	<ul style="list-style-type: none"> • City of Henderson
Potential Supporting Cast	<ul style="list-style-type: none"> • Local farmers • Food entrepreneurs • Southern Nevada Local Food Council (cooperative extension building) • Homeowners Associations (HOA)
What will it cost, what will it take?	<ul style="list-style-type: none"> • Monetary cost estimates for implementation of this action step have not been developed at this time • Participant commitments • Research examples of best practices and possibilities of zoning codes and regulations related to urban farming
Possible resources, contributions, etc.	<ul style="list-style-type: none"> • City facilities to host meetings • Research conducted by project partners • Cooperative Extension Building for location of workshops



Action 2.2 Develop a marketing/education campaign to expose southern Nevada residents to alternative/innovative growing techniques	
Why is this action important?	<ul style="list-style-type: none"> ● Raise awareness ● “Save water, eat local” ● “Know your farmer” ● “Think outside the soil” ● Catalyze increase in local spending ● Promote the availability of existing programs of agriculture, horticulture, health and nutrition, and master gardening with the general public
How will we measure success?	<ul style="list-style-type: none"> ● Completed materials ● Campaign plan/direction created ● Website created
Time Frame	Long: 12-24 months
Lead Role	<ul style="list-style-type: none"> ● City of Henderson
Potential Supporting Cast	<ul style="list-style-type: none"> ● Southern Nevada Health District (SNHD) ● Three Square ● SNWA (demonstration gardens) ● Water districts
What will it cost, what will it take?	<ul style="list-style-type: none"> ● Blind food test to sample local food ● Demonstrations ● Dinners by invitation to expose/taste local foods ● Take advantage of incentive programs with the water districts ● Monetary cost estimates for this action step have not yet been developed
Possible resources, contributions, etc.	<ul style="list-style-type: none"> ● Staff time ● Volunteers ● Designers/marketers ● Grants

Action 2.3 Research incentive models and put together a set of recommendations for policy makers to incentivize/reward local producers who use/implement innovative water conservation techniques/technologies	
Why is this action important?	<ul style="list-style-type: none"> ● Make it easier for people breaking into local farming ● Incorporate economic development opportunities into food security solutions ● Make research-based information available to organizations interested in starting local food projects, such as a food hub, a commercial kitchen, farmers’ markets, community gardens, etc.
How will we measure success?	<ul style="list-style-type: none"> ● Successfully convening stakeholders ● Research results made available ● Utilization of water conservation rebate programs ● Collaboration with experts and farmers to help with recommendations
Time Frame	Short: 0-6 months
Lead Role	<ul style="list-style-type: none"> ● Southern Nevada Food Council ● University of Nevada Cooperative Extension ● City of Henderson
Potential Supporting Cast	<ul style="list-style-type: none"> ● City Arborist ● County government ● Jurisdictions and districts and potential programs ● Federal partners ● Indoor Farms of America - Ron Evans ● Garden Towers - Chris Gervasi



What will it cost, what will it take?	<ul style="list-style-type: none"> ● Expedited permitting / plan review ● Tax incentives/breaks ● Fast-tracking ● Advocacy with local food friendly policymakers
Possible resources, contributions, etc.	<ul style="list-style-type: none"> ● Staff time ● Federal partners to identify examples elsewhere ● Grass rebates, replacing water hungry landscaping with xeriscaping

Action 2.4 Host convention with local higher-ed institutions to draft consensus goals & strategies for increasing educational & vocational educational opportunities in innovative local food production	
Why is this action important?	<ul style="list-style-type: none"> ● Food is the future ● Need more educational opportunities from G.E.D. to Ph.D. ● Need to increase local food production
How will we measure success?	<ul style="list-style-type: none"> ● Studies made available ● Forum/workshops convened ● Number of participants ● Existing work synthesized ● Research completed on existing models
Time Frame	Long: 12-24 months
Lead Role	<ul style="list-style-type: none"> ● University of Nevada Cooperative Extension ● UNLV leadership & sustainability group
Potential Supporting Cast	<ul style="list-style-type: none"> ● University of Nevada Cooperative Extension ● UNLV - School of Community Health Sciences (Dr. Gerstenberger, Dr. Coughenour, Dr. Clark) ● NSC ● Local innovative businesses ● Monetary cost estimates for implementation of this action step have not yet been determined
What will it cost, what will it take?	<ul style="list-style-type: none"> ● Incentives for graduates of local agricultural education programs to stay & grow here ● Hotels or other locations for convening (if not University of Nevada Cooperative Extension, or NSC)
Possible resources, contributions, etc.	<ul style="list-style-type: none"> ● Hosting and facilitation by Cooperative Extension ● Link to an Urban Agriculture Summit ● Nevada State College horticulture staff/faculty

GOAL 3: Improve access to healthy food, particularly in low income neighborhoods, through strategies for revitalizing Downtown Henderson including community and school gardens, indoor agriculture, a permanent farmer’s market, and healthy corner stores.

Action 3.1 Increase access to healthy food through convenience stores and farmers' markets

Why is this action important?	<ul style="list-style-type: none"> ● Provide access for downtown residents in existing stores and other locations ● Explore the feasibility of a healthy corner store program ● Maximize SNAP-authorized store participation ● Increase the inventory of healthy food items
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How will we measure success?	<ul style="list-style-type: none"> • Increase in quality through competition between businesses • Number of businesses that offer healthy foods • Number of SNAP-authorized stores • Number SNAP recipient clients • Amount of revenue from SNAP dollars • Elimination of existing food deserts • Reduction of food insecurity rates • Healthy food access within walking distance for most residents • Reach out to convenience stores to increase healthy food inventory • Continue to explore feasibility of permanent farmers' market
Time Frame	Short: 0-6 months
Lead Role	<ul style="list-style-type: none"> • City of Henderson • SNHD
Potential Supporting Cast	<ul style="list-style-type: none"> • USDA • Nevada Food Distribution Program • Nevada Dairy Commission • Nevada WIC • Nevada Department of Education Child Nutrition Programs • DHHS • DWSS • Food producers • Clark County Social Services • Vendors • Convenience stores • Farmers' markets
What will it cost, what will it take?	<ul style="list-style-type: none"> • Staff time • Research to find a location in areas like Valley View where there is nothing • Monetary cost estimates for implementation of this action step have not been developed at this time
Possible resources, contributions, etc.	<ul style="list-style-type: none"> • Corner Store Program • Sponsors identified by project partners • USDA FINI grant

Action 3.2 Build indoor food garden	
Why is this action important?	<ul style="list-style-type: none"> • Promote indoor farming as a viable option for our desert environment • Utilize indoor farming technology as sustainable practice • Repurpose vacant or underutilized warehouse buildings
How will we measure success?	<ul style="list-style-type: none"> • One or more gardens established in underserved areas • Amount of fresh produce that is grown as a result • Conservation of natural resources including water and land • Warehouses or buildings identified to expand indoor agriculture
Time Frame	Long: 12-24 months
Lead Role	<ul style="list-style-type: none"> • Indoor Farms of America • Urban Seed or equivalent organization
Potential Supporting Cast	<ul style="list-style-type: none"> • City of Henderson • Clark County Social Services - connect SNAP program • Green Our Planet • UNLV
What will it cost, what will it take?	<ul style="list-style-type: none"> • Monetary cost estimates for implementation of this action step • Willing investor



<p>Possible resources, contributions, etc.</p>	<ul style="list-style-type: none"> ● CDBG as potential funding stream ● Assistance finding space from Redevelopment Agency ● Public-private partnerships ● Funding for non-profits
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Action 3.3 Educate families on how to use food available with SNAP

<p>Why is this action important?</p>	<ul style="list-style-type: none"> ● Families don't always know what the options are ● Teach the general public about the principles of nutrition and key food security strategies ● Promote the use of SNAP to purchase seeds, edible plants, and fruit trees as people are generally unaware of this benefit ● Encourage the general public to choose healthy, local foods and understand how to prepare them
<p>How will we measure success?</p>	<ul style="list-style-type: none"> ● Participation in educational workshops ● Improved health outcomes in obesity, diabetes, anemia, heart disease, hypertension, etc. ● Increased use of federal nutrition programs ● Deployment of "SNAP'ed" (education) program resources in Henderson area
<p>Time Frame</p>	<ul style="list-style-type: none"> ● Long: 12-24 months
<p>Lead Role</p>	<ul style="list-style-type: none"> ● Clark County Social Services - they are the source and are in direct contact
<p>Potential Supporting Cast</p>	<ul style="list-style-type: none"> ● University of Nevada Cooperative Extension - offers training ● Food providers ● SNHD ● Three Square ● Volunteer chefs
<p>What will it cost, what will it take?</p>	<ul style="list-style-type: none"> ● Staff time ● Meeting space ● Food ● Printed materials ● Monetary cost estimates for implementation of this action step have not been developed at this time
<p>Possible resources, contributions, etc.</p>	<ul style="list-style-type: none"> ● Donations from stores/restaurants ● Corporate sponsorships ● Meeting/training space in City ● SNAP App with recipes and information about SNAP retailers

GOAL 4: Expand food distribution strategies to include creative partnerships with public agencies, non-profits, churches, and community organizations to reach food insecure populations.

Action 4.1 Mobile market feasibility study

<p>Why is this action important?</p>	<ul style="list-style-type: none"> ● Create a new avenue for sales, distribution, and advertising for local farmers and food producers ● Bring food to the community ● Source high quality fruits and vegetables from trusted suppliers ● Reach out to neighborhoods located within food deserts and residents without reliable transportation
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How will we measure success?	<ul style="list-style-type: none"> ● Frequency of the mobile market operability ● Number of operating trucks ● Number of neighborhoods and residents reached ● Availability of a wide variety of fresh produce ● Satisfied clientele aware of guaranteed products ● Identified sources of produce for mobile market ● Report on Best Practices ● Meeting with market managers and identifying gaps where a mobile market is needed and not competing with local venders
Time Frame	Short: 0-6 months
Lead Role	<ul style="list-style-type: none"> ● Aurora Buffington - University of Nevada Cooperative Extension ● City of Henderson
Potential Supporting Cast	<ul style="list-style-type: none"> ● Community members (potential consumers) ● City of Las Vegas Mobile Market ● Local farmers/experts ● Health District regarding licensing ● State of Nevada Food Distribution Program
What will it cost, what will it take?	<ul style="list-style-type: none"> ● Staff time ● Licensing ● Drivers ● Refrigerated trucks ● Operating equipment to accept a variety of forms of payment including: SNAP, WIC, cash, and credit/debit cards ● Identification of highly trafficked sites by the same people on a weekly basis, such as retirement communities, schools or places of work ● Marketing tools, such as posters and flyers, weekly e-newsletters, a presence on social media, and promotional events ● Monetary cost estimates for implementation of this action step have not been developed at this time
Possible resources, contributions, etc.	<ul style="list-style-type: none"> ● Staff time ● Assistance finding locations from the City of Henderson ● Assistance with permitting and licensing from the City ● Other sources of fruits and veggies ● USDA Farmers Market Promotion Program ● W.K. Kellogg Foundation

Action 4.2 Identify & engage local farmers	
Why is this action important?	<ul style="list-style-type: none"> ● Supply potential mobile market with fresh food ● Understand farmers' needs and improve local food production, produce marketability, and distribution ● Enhance collaboration among local farmers and build strategic partnerships ● Promote their food businesses in the community
How will we measure success?	<ul style="list-style-type: none"> ● Number of engaged local farmers ● Active participation in improving the local food systems and food production ● A well-established and strong network of local farmers
Time Frame	Short: 0-6 months
Lead Role	<ul style="list-style-type: none"> ● Aurora Buffington - Southern Nevada Food Council



Potential Supporting Cast	<ul style="list-style-type: none"> • Chris Gervasi - farmers have produce but don't have time to go to markets • University of Nevada Cooperative Extension • USDA Rural Development • Nevada Dairy Commission • Community food activists
What will it cost, what will it take?	<ul style="list-style-type: none"> • Staff time for research and outreach • Convening space • Monetary cost estimates for implementation of this action step
Possible resources, contributions, etc.	<ul style="list-style-type: none"> • Staff time

Action 4.3 Reach out to potential partners with transportation options	
Why is this action important?	<ul style="list-style-type: none"> • Get people (esp. seniors/ADA) to farmers' market who might not always be able to get there • Improve accessibility to healthy foods through public transit, bike share programs, and senior citizens transportation services including Silver STAR
How will we measure success?	<ul style="list-style-type: none"> • Number of committed partners • Number of new transportation options available to residents • Change in ridership and populations reached with transportation services
Time Frame	Short: 0-6 months
Lead Role	<ul style="list-style-type: none"> • City of Henderson • Regional Transportation Commission of Southern Nevada
Potential Supporting Cast	<ul style="list-style-type: none"> • Local businesses including grocery and convenience stores and farmers' markets • Community members (with added focus on seniors) • Resource Development Unit, Nevada Aging and Disability Services • City of Henderson
What will it cost, what will it take?	<ul style="list-style-type: none"> • Spread knowledge of existing bus routes/options • Monetary cost estimates of adding senior transportation services have not been developed at this time
Possible resources, contributions, etc.	<ul style="list-style-type: none"> • Identification of local non-profits that are supportive of seniors by project partners

100-Day Challenge

The workshop wrapped up with an exercise that asked participants how they could contribute to advancing the goals of the workshop in the next 100 days. A full list of commitments made during this exercise is included in Appendix D. A sample of the pledges made is the following:

- Work with City Planning to look at ways to use CDBG to fund a local foods project
- Start acting with intention and living the lifestyle I would like Henderson to have—this includes shopping at the farmers market and promoting it with friends and coworkers
- Follow-up with how UNLV can get involved - specifically our students
- Research grant funding ideas
- Create a garden of my own
- Work with getting the Public Works and Parks and Recreation Departments on board with and coordinating goals established with this Local Foods, Local Places workshop
- Research fixing our code so that it distinguishes permanent structures from greenhouses



- Give farmers more opportunities to expand business in the valley
- Offer SNAP training to Henderson
- Participate in post-convening meetings to turn actions into implementation
- Host a meeting on a next step actions to keep the momentum
- Connect the goals and successes of this initiative with other city-wide initiatives such as the City of Las Vegas Choice Neighborhood
- Organize a workshop on composting and gardening with master gardeners
- Commit to be a part of the grassroots effort to make this happen
- Share draft and final Action Plan with federal partners for input and identify what resources they have to help implement the actions.

Acronyms

AARP	American Association of Retired Persons
ARC	The Appalachian Regional Commission
CCSD	Clark County School District
CDC	The Centers for Disease Control and Prevention
COH	City of Henderson
DHHS	Nevada Department of Health and Human Services
DOT	The U.S. Department of Transportation
DRA	The Delta Regional Authority
DWSS	Nevada Division of Welfare and Supportive Services
EPA	U.S. Environmental Protection Agency
HUD	The U.S. Department of Housing and Urban Development
NSC	Nevada State College
SNAP	Supplemental Nutrition Assistance Program
SNHD	Southern Nevada Health District
SNWA	Southern Nevada Water Authority
UNCE	University of Nevada Cooperative Extension
UNLV	University of Nevada Las Vegas
USDA	U.S. Department of Agriculture

Appendices

- Appendix A - Workshop Program & Participant List
- Appendix B - PolicyMap Report on Healthy Food Access
- Appendix C - Mapping Exercise
- Appendix D - Notes from Workshop Exercises
- Appendix E - Photos from the Tours, Demonstrations, and Workshop
- Appendix F - Funding Resources