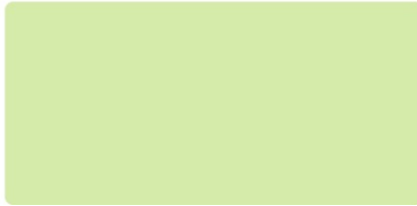
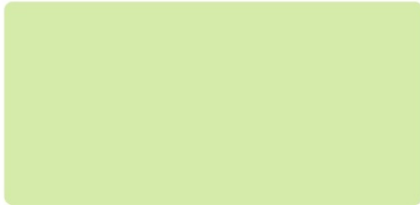
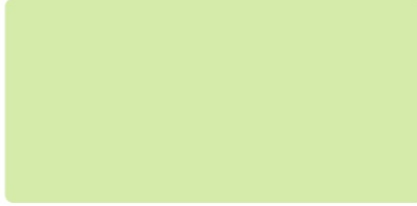
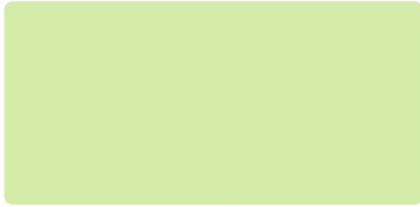
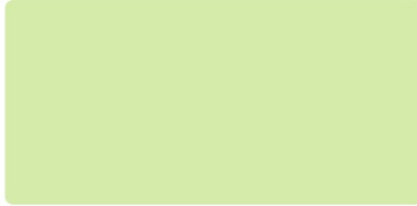
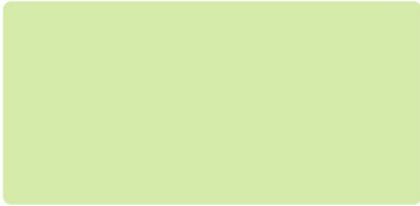




# LOCAL FOODS, LOCAL PLACES

## Technical Assistance Program



Local Foods, Local Places  
Community Action Plan  
for Ukiah, California  
September 2017



For more information about Local Foods, Local Places visit:

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

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## Community Story

Situated in the Mendocino Range in northern California, Ukiah is the county seat and an important employment center in Mendocino County. This region was populated by the Pomo at the time of Spanish colonization, and members of that indigenous group remain in areas throughout Northern California, including Ukiah and the Russian River Valley.

Lake Mendocino is located eight miles north of Ukiah, and provides year-round recreation for residents and visitors alike. The Ukiah Valley Trail Group has worked to create and maintain trails around Lake Mendocino and connect this asset to the city of Ukiah.

The 2016 estimated population of Ukiah is 15,882.<sup>1</sup> However, during weekdays, the population of Ukiah swells to nearly 35,000.<sup>2</sup> Major private sector employers in the area include medical centers (Ukiah Valley Medical Center, Frank Howard Memorial Hospital, Mendocino Community Health Clinic), Wal-Mart and other large retail outlets, various vineyards, and multiple forest product and engineering firms.<sup>3</sup> Public sector employment is found in city and county government, law enforcement, and the school system. The median household income in Ukiah is \$39,634, 36 percent less than the statewide median income.<sup>4</sup> Additionally, Ukiah's rates of adult obesity (26.3 percent) and diabetes (12.2 percent) are higher than the rates for California.<sup>5</sup> For the full community data profile see **Appendix A**.

While tourism is a large part of the overall economy in Mendocino County, the city of Ukiah does not reap as many of the benefits of tourism as communities in the western, coastal portion of the county. However, the land in the Ukiah Valley area is ideal for vineyards, ranching, and growing a wide variety of fruits and vegetables.

Agriculture is a major employer, with numerous vineyards growing wine grapes and an expanding number of cannabis producers. According to the U.S. Agriculture Census, there were 1,220 farms in Mendocino County in 2012; 95 of these farms produced vegetables, and 455 produced fruits, tree nuts, and berries.<sup>6</sup>

In 2016, North Coast Opportunities requested assistance through the Local Foods, Local Places program to develop an action plan for promoting their local food system and becoming a healthier, more walkable and economically vibrant community. The goals of the Local Foods, Local Places program are to create:



Figure 1 – The steering committee and out-of-town guests visited the old Willits School, now the home of the Little Lake Grange. Image Credit: Jennifer Walker

<sup>1</sup> US Census Bureau. "Population and Housing Unit Estimates." <https://www.census.gov/programs-surveys/popest/data/tables/2016.html>. Accessed Jul. 16, 2017.

<sup>2</sup> City of Ukiah, Economic Development Department. "Let's Do Business in Downtown Ukiah." <http://www.cityofukiah.com/NewWeb/wp-content/uploads/2013/10/Doing-Business-Downtown-Brochure-rev2.pdf>. Accessed Jul. 16, 2017.

<sup>3</sup> North Bay Business Journal. "Private Sector Employers—Mendocino County." [http://lists.northbaybusinessjournal.com/index.htm?djoPage=view\\_html&djoPid=4301](http://lists.northbaybusinessjournal.com/index.htm?djoPage=view_html&djoPid=4301). Accessed Jul. 16, 2017.

<sup>4</sup> Healthy Food Access Portal Mapping Tool. "Median Household Income." <http://www.healthyfoodaccess.org/get-started/research-your-community>. Accessed Jul. 16, 2017.

<sup>5</sup> Healthy Food Access Portal Mapping Tool. "Health: Obesity, Diabetes." <http://www.healthyfoodaccess.org/get-started/research-your-community>. Accessed Jul. 16, 2017.

<sup>6</sup> USDA Census of Agriculture. "Ag Census Web Maps." [https://www.agcensus.usda.gov/Publications/2012/Online\\_Resources/Ag\\_Census\\_Web\\_Maps/](https://www.agcensus.usda.gov/Publications/2012/Online_Resources/Ag_Census_Web_Maps/). Accessed Jul. 16, 2017.

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture (USDA), the U.S. Department of Transportation, the Centers for Disease Control and Prevention, the Department of Housing and Urban Development, the Appalachian Regional Commission, and the Delta Regional Authority). Ukiah was one of 24 communities across the United States selected to participate in the program in 2017.

A variety of community partners came together in Ukiah to form a Local Foods, Local Places steering committee in preparation for this technical assistance award (see Figure 2). The committee intends to continue working as a group through regular meetings, community events, and partnership on projects to implement the goals and actions outlined in this report. However, prior to the Local Foods, Local Places process, these engaged stakeholders had already achieved numerous successes. The Ukiah Farmers Market continues to grow and includes a locally funded market match program for CalFresh users. Under the leadership of North Coast Opportunities, the MendoLake Food Hub helps over two dozen farmers reach a broader market through their distributed cold storage nodes, and the Community Garden Project has established 16 community gardens and 10 school gardens that engage a diverse set of residents. The Ukiah Valley Medical Center has partnered with other local organizations and businesses on food access and health concerns, including a “lunch and learn” program and the promotion of “blue zone” practices. The Mendocino Food Policy Council has completed a Community Food Assessment and a Food Action plan.

Downtown development and revitalization has also been a focus of Ukiah over the past few years. Ukiah’s Main Street program has connected business owners, nonprofit organizations, and citizens to improve the downtown corridor, and the State Street “street diet” has been developed and funded. Pedestrian and bike trails have been another major focus for Ukiah; the first phase of the Northwestern Pacific Rail Trail was completed last year, and the second of three phases has been funded. This trail provides much-needed walk/bike access that connects the northern and southern portions of Ukiah. The Ukiah Valley Trail Group has also obtained funding for an east-west trail that will intersect the rail trail, complementing more than 30 miles of existing trails throughout Ukiah and Lake Mendocino.

## LOCAL FOODS, LOCAL PLACES STEERING COMMITTEE MEMBERS

**Scott Cratty**, Mendocino County Farmers Market Association

**Patty Bruder**, North Coast Opportunities

**Ruthie King**, School for Adaptive Agriculture

**Caroline Radice**, MendoLake Food Hub

**Fontaine McFadden**, Resident

**Neil Davis**, Walk and Bike Mendocino

**Tiffany Gibson**, Ukiah Valley Medical Center

**Terry McCartney**, Hopland Band of Pomo Indians

**Eva King**, Food Policy Council

**April Cunningham**, North Coast Opportunities

**Nicholas Cutty**, Mendocino Community College

*Figure 2 – Local Foods, Local Places steering committee in Ukiah.*

## Local Foods, Local Places Technical Assistance Workshop

In their request for Local Foods, Local Places technical assistance, North Coast Opportunities and the steering committee named as primary goals fostering better connections among numerous projects and partners through a coordinated plan and cultivating more knowledge and support from the broader community for local food and development efforts. Additionally, the committee named the creation of expanded opportunities and infrastructure for creating value-added, locally grown products as a specific goal.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the action plan and next steps for achieving the community's goals. Over the course of three planning calls and workshop discussions, the community's goals evolved from those in the initial request for technical assistance to the five shown later in this report. They reflect the holistic, collaborative approach to community development already underway in Ukiah, California.



Figure 3 – Patty Bruder tells the tour group about the history and challenges of the shared use kitchen at the Little Lake Grange in Willis. Image Credit: Erin White

## Engagement

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 4 below. The assessment phase consists of three preparation conference calls with the steering committee to establish the workshop goals, agenda, logistics, and stakeholder invitation lists. The convening phase includes the effort's capstone event—a two-day workshop in the community. The next steps phase includes three follow up conference calls as well as process reporting and documentation.

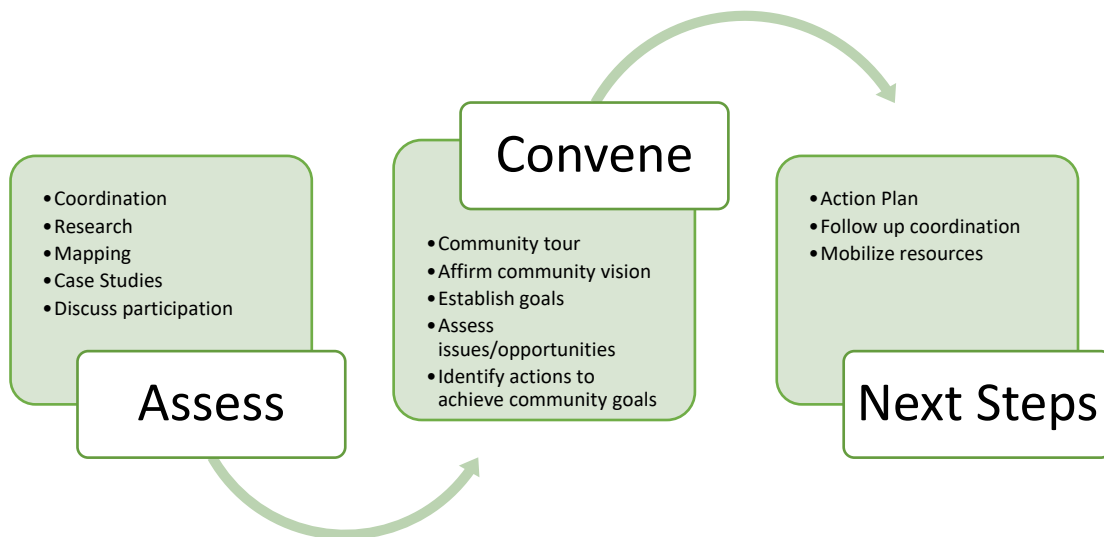


Figure 4 - Local Foods, Local Places technical assistance process diagram



The community workshop was held on June 28<sup>th</sup> and 29<sup>th</sup>, 2017. It included a small lunch gathering with the steering committee members and regional, state, and federal partners; a tour of the community; and an evening community meeting at the Alex Rorabaugh Conference Center in Ukiah on day 1; and an action-planning session, held at the Community Foundation of Mendocino County, also in Ukiah on day 2. The community meeting and action-planning session were well attended by key stakeholders, residents, and local leaders. The workshop sign-in sheets are provided in **Appendix B**.

## Community Tour

Following a luncheon at the Little Lake Grange in Willits on June 28<sup>th</sup>, the steering committee led a tour of key places and projects in the Ukiah area including the shared-use kitchen and the Grange Grains project at the Little Lake Grange; commercial properties slated for redevelopment (including a kitchen space) at Ridgewood Ranch along highway 101 between Willits and Ukiah; the Ukiah node of the MendoLake Food Hub distribution network of refrigerated storage containers; the site of the weekly Ukiah Farmers Market on School Street adjacent to Alex Thomas Plaza; streetscape improvements on School Street; the site of upcoming streetscape improvements on State Street; the recently constructed Ukiah rail trail; and the Village Circle community garden. The tour provided an overview of Ukiah’s challenges and opportunities and allowed for informal discussions about Ukiah’s local food system and placemaking efforts. A number of the locations visited are shown in pictures here and in **Appendix C**.

## Vision and Values

The first night of the workshop was attended by over 50 Ukiah area residents, several regional partners, and representatives from state and federal agencies. Scott Cratty, General Manager of the Mendocino Farmers Market Association, local business owner, and organizer of the Local Foods, Local Places steering committee, welcomed attendees to the event and spoke about the community’s ongoing efforts. He outlined the goals of the workshop and the larger, longer-term goals of the steering committee. The consultant team introduced the topics and program overview with a short presentation. Community members and other attendees were invited to share their

## CHALLENGES AND OPPORTUNITIES

### Challenges:

- Broader community may be missing information on the value of local food.
- Ukiah has rising land prices and more limited land access.
- The arger food system and policy need to be updated.
- Local infrastructure is lacking.
- There is a lack of connectivity
- The wine and cannabis industries affect land prices and agricultural focus.

### Opportunities:

- People, people, people—many talented residents working in local food.
- Passion and energy of community members.
- Strong existing networks and community food projects.
- Climate, place, geography—beneficial for growing a wide variety of foods.
- Opportunity to build upon what is already here.

*Figure 5 – A sampling of workshop participants’ thoughts on the challenges and opportunities present in the local food system and downtown revitalization efforts.*

thoughts on downtown Ukiah and the current state of local foods in the area. Additionally, participants were asked to write on index cards a news headline for Ukiah in the year 2037 that captures their vision of local food and community success. Participants also noted the barriers to that success and the opportunities present for bringing about that success. A sampling of responses is shown in Figure 5 and presented in their entirety in **Appendix D**.

The themes shared during the opportunities and challenges discussion revealed many of the group’s aspirations for economic revitalization, improved health, entrepreneurship opportunities afforded by local foods, community pride, increased coordination among partner organizations, and connected rail trails and bike/pedestrian access within Ukiah and the surrounding communities. It was against this positive, forward-thinking backdrop of values and visions for the future that the remainder of the workshop was built upon. The first day concluded with a review of the workshop goals and discussion about the direction for action planning to follow the next day. These goals were further refined, evolving into the action plan implementation tables that are detailed at the end of this report. In addition to creating the action plan, the second day of the workshop included presentations of case studies by the consultant team covering civic agriculture, community-driven local food projects, business incubation, commercial kitchens, food coalitions and councils, online platforms for local food systems, land preservation strategies, downtown revitalization, and other food system-related technical information.

## Action Plan

The culminating product of the workshop was a strategic action plan to guide implementation. The plan is organized around five goals and includes actions the participants brainstormed at the meeting and during follow-up calls. The action plan matrix helps to further clarify, prioritize, and define roles and responsibilities for moving forward on these actions. The goals and actions that are part of this plan are in full detail below. A list of funding resources (**Appendix E**) and references (**Appendix F**) are provided to aid the community in implementing the goals and actions.

### **GOAL 1: Develop shared kitchen and food processing capacity and infrastructure to convert local produce and farm remainders into value-added products.**

Workshop participants recognized creating expanded opportunity to use locally grown produce in value-added food products as a key element in strengthening the Ukiah and Mendocino County local food system and small farm economy. Expanded opportunity, through shared kitchen and food processing capacity, could include new facilities, networking existing facilities together, or expanding the size and capability of existing facilities such as the kitchen at the Redwood Valley Grange, Little Lake Grange in Willits, or the old restaurant now owned by the Church of the Golden Rule at the top of the Willits Grade. The actions below capture two main directions in building the local food processing capacity: upgrading and building out the existing kitchen space at Redwood Grange and working collectively to conceive, design, and build a more comprehensive facility on the Willits grade or in the Ukiah Valley.

| <b>Action 1.1: Convene interested stakeholders in a new Ukiah Valley shared kitchen or shared processing facility.</b> |   |
|--|---|
| What this is and why it is important   | A new shared kitchen or food processing center in the Ukiah Valley has multiple development stages ahead before realization. To best guide the multiple partners and local food interests through these stages, workshop participants identified the first step of gathering key stakeholders into a collaborative dialogue to map out roles and responsibilities for next steps. |

| <b>Action 1.1: Convene interested stakeholders in a new Ukiah Valley shared kitchen or shared processing facility.</b> |   |
|--|---|
| Measures of success  | Development of collaborative partnerships and focused direction for kitchen concept   |
| Timeframe  | Convene by September 2017.  |
| Lead   | North Coast Opportunities   |
| Supporting cast  | Jen Dalton of North Coast Opportunities, Mendocino Food Policy Council, Ukiah City Council, City of Willits, Mendocino County, Local Department of Environmental Health, local farmers, community members and business community, U.S. Department of Agriculture, U.S. Economic Development Administration, West Company, Ridgewood Ranch Young Agrarians |
| Costs and/or resources needed  | Time needed to gather stakeholders and facilitate meeting   |
| Possible funding sources   | In-kind stakeholder time donated for hosting and facilitation; USDA Local Food Promotion Program, Value-Added Producer Grant, Rural Business Enterprise Grant, Rural Business Investment Program, and Community Facilities Loan Program (for rural areas with population <20,000); Small Business Administration Loans                                    |

| <b>Action 1.2: Research and take group field trips to kitchens and processing facilities similar to the anticipated Ukiah Valley shared kitchen.</b> |  |
|--|--|
| What this is and why it is important   | Field trips to similar facilities could be an important educational opportunity to build energy, a common vision, and an informed set of expectations for a new food project.<br><br>The partners drawn together in Action 1.1 could use field trips as important research and planning exercises to help define local food processing needs for the Ukiah Valley. |
| Measures of success  | Completed group visits to example facilities. Work with agency partners to identify parallel examples in other areas that we might be able to borrow tools and information from.   |
| Timeframe  | Visits by December 2017  |
| Lead   | North Coast Opportunities  |
| Supporting cast  | Mendocino Food Policy Council, Ukiah City Council, City of Willits, Mendocino County, local Department of Environmental Health, local farmers, community members   |
| Costs and/or resources needed  | Travel funds   |
| Possible funding sources   | \$60,000 USDA Community Facilities Grant   |



| Action 1.3: Research food safety and facility regulations for anticipated food processing activities in new Ukiah Valley shared kitchen. |   |
|--|---|
| What this is and why it is important   | <p>This action could be integrated into the feasibility study described in Action 1.4, but there is no reason that a scan of regulatory issues can't be completed ahead of that.</p> <p>A basic understanding of related food and processing regulations could also help refine the potential directions for the facility, thus allowing the feasibility study to begin with a narrowed focus that could save time and cost on the study in Action 1.4.</p> |
| Measures of success  | Completed report on applicable regulations  |
| Timeframe  | Complete in 6 months, or as part of Action 1.4 Feasibility Study  |
| Lead   | North Coast Opportunities, specific leads: April and Caroline   |
| Supporting cast  | Mendocino Food Policy Council, Ukiah City Council, City of Willits, Mendocino County, local Department of Environmental Health, local farmers, community members  |
| Costs and/or resources needed  | Staff or partner time to research and present key regulations   |
| Possible funding sources   | In-kind stakeholder time, contributions of municipal and county staff, local foundations  |

| Action 1.4: Complete a feasibility study for growing the local food processing capacity, with emphasis on a new Ukiah Valley shared kitchen and/or food processing facility. |   |
|--|---|
| What this is and why it is important   | <p>Many questions ought to be answered before making new local food processing investments. From assessing existing kitchen capacity, local farm production, and potential size of the market for value-added foods, to choosing an appropriate site and defining the mix of new activities, a feasibility study will help establish direction and confidence in new food processing investments.</p> |
| Measures of success  | Completed feasibility study   |
| Timeframe  | Begin Fall 2017   |
| Lead   | North Coast Opportunities (Caroline Radice, Scott Cratty, and April Cunningham)   |
| Supporting cast  | Jen Dalton, North Coast Opportunities; Mendocino Food Policy Council, Ukiah City Council, City of Willits, Mendocino County, local Department of Environmental Health, local farmers, community members   |
| Costs and/or resources needed  | Staff time or consultant fee to develop feasibility study   |
| Possible funding sources   | Grant already submitted for the U.S. Department of Agriculture Local Food Promotion Program   |

| Action 1.5: Secure funding for food processing projects. |  |
|--|--|
| What this is and why it is important                     | Recommendations from a completed feasibility study could outline where new funding will be needed. The role of the project team might, at this point, transition into fundraising to provide the needed resources. |
| Measures of success                                      | Successful fundraising for projects identified by feasibility study.   |
| Timeframe  | Fall 2018  |
| Lead   | North Coast Opportunities  |
| Supporting cast  | Many community partners once opportunities are identified  |
| Costs and/or resources needed                            | Stakeholder time to develop funding  |
| Possible funding sources                                 | U.S. Department of Agriculture, U.S. Economic Development Administration, U.S. Small Business Administration, local or state foundations, local donors, Ukiah Natural Foods lending project.                       |

| Action 1.6: Continue planning and fundraising process for shared kitchen at Redwood Valley Grange. |   |
|--|---|
| What this is and why it is important   | <p>The overall capacity for local food processing in Mendocino County could be developed through multiple projects, and the Redwood Grange kitchen project will provide important capacity to help achieve Goal 1. The Redwood Grange Kitchen Committee is making progress towards launching their kitchen, and additional resources and collective support will help them clear final hurdles and open the kitchen.</p> <p>This action recognizes the importance of the Redwood Grange kitchen for the local food economy. By intentionally looking for new partners and supporters, this action will build stability, viability, and impact for this kitchen project.</p> |
| Measures of success  | Kitchen plan is approved and work commences on building out the shared kitchen.   |
| Timeframe  | Complete kitchen build-out by Winter 2018   |
| Lead   | Redwood Valley Grange Kitchen Committee   |
| Supporting cast  | Redwood Valley Grange members and additional partners needed  |
| Costs and/or resources needed  | Funding for kitchen facility upgrades and equipment   |
| Possible funding sources   | Fundraising events, grants from Saturday Afternoon Club   |

**GOAL 2: Increase participation in and capacity of local food initiatives and organizations, with emphasis on diversity, inclusiveness, partnerships, and education.**

Strengthening the impact and sustainability of Ukiah’s local food system will rely on broader support and participation than is currently represented at the table. As mentioned by workshop participants, the active local food population in Ukiah and Mendocino County tends to be a relatively small group. While many significant local food initiatives have been established in the county, it was noted that these initiatives often rely on a small group of volunteers or organizations and are not typically reaching a cross-section of the population. (One notable exception is the North Coast Opportunities community

garden program—an effective cross-cultural project.) The actions within this goal aim at bringing more people to the local food conversation, and doing so in a way that shifts the face of the local food movement towards diversity and inclusion.

| Action 2.1: Build upon and create opportunities to engage minorities, especially Latinos and the Spanish-speaking community, in local foods efforts. |  |
|--|--|
| What this is and why it is important   | The local food movement in Ukiah Valley is centered in typically white, educated, and "foodie" populations. This means that many opportunities to extend the benefits of local food to all of Ukiah's population are missed. It also means that the local food movement is missing the chance to grow its capacity by involving new population segments and more people.<br><br>However, North Coast Opportunities' Gardens Project has helped to create 60 community gardens and 10 school gardens. These gardens are vital community spaces with diverse and active membership and are projects that cultivate leadership capacity within the local food network. North Coast Opportunities has organized parties in these gardens to facilitate community building and information sharing. These gatherings could also introduce these gardeners to more opportunities to engage in the broader local foods movement and increase the opportunity to build diversity in local food dialogues and leadership.<br><br>This same level of engagement can be taken to other community gatherings once it is developed. |
| Measures of success  | Spanish-language media development so that community gardeners and others can read about events and opportunities in their native language   |
| Timeframe  | 6 months   |
| Lead   | Miles Gordon, North Coast Opportunities (Currently, Sarah Marshall, Americorps volunteer, coordinates community garden parties.)   |
| Supporting cast  | TBD  |
| Costs and/or resources needed  | Staff time to plan the parties and gatherings and to cultivate information to share; translating materials into Spanish  |
| Possible funding sources   | N/A  |

| Action 2.2: Include non-English speaking farmers, producers, restaurant owners, and others in the local food dialogue. |  |
|--|--|
| What this is and why it is important   | The local food movement in the Ukiah Valley could be strengthened, made more directly relevant, and expanded by creating links between current participants and a diverse, more inclusive representation of Ukiah's population. In particular, links between community gardeners and small farmers and farmers markets would be helpful. |
| Measures of success  | Increased diversity in local food events and meetings  |
| Timeframe  | Spring 2018  |
| Lead   | North Coast Opportunities  |

| <b>Action 2.2: Include non-English speaking farmers, producers, restaurant owners, and others in the local food dialogue.</b> |  |
|---|--|
| Supporting cast   | Samantha Schaffstall (USDA) can share farmers market translations from Washington State University Extension, Mendocino County Public Health, Ukiah Valley Medical Center, school district, Ukiah Clinic, Caring Kitchen, MendoLake Food Hub |
| Costs and/or resources needed   | Staff time   |
| Possible funding sources  | N/A  |

| <b>Action 2.3: Hold quarterly networking events for community ambassadors on local food issues.</b> |   |
|---|---|
| What this is and why it is important  | Stronger communication could decrease redundant efforts, allow greater interpersonal support networks, and provide a platform for North Coast Opportunities to share information on ongoing local food and community development efforts. |
| Measures of success   | The number of well-attended events  |
| Timeframe   | Hold first meeting in winter 2017.  |
| Lead  | North Coast Opportunities Community Wellness Team   |
| Supporting cast   | SAA, Mendocino Food Policy Council, farmers markets, Ukiah Co-op, the attendees of the Local Foods Local Places workshop, Food Policy Council   |
| Costs and/or resources needed   | Staff time to plan for and host events; refreshments such as coffee and scones  |
| Possible funding sources  | Local foundations and donors, in-kind donations, or established community outreach budgets of partners  |

**GOAL 3: Create a unified communication strategy to connect local food resources, information, and opportunities.**

The local foods movement in Ukiah and Mendocino County is characterized by many successful and energetic initiatives that together have reached a certain level of success, but many challenges to growing the movement have been identified. The current energy and organization provide a strong foundation that suggests the opportunity to transition from a collection of efforts into a more networked system that can leverage greater resources, respond to larger policy needs, and attract and retain larger numbers of people and organizations. The community sees this strong network as a critical element in overcoming the next set of challenges facing the local food system.

Workshop participants felt that an intentional process of assessment and design of local foods communication tools would provide the needed communication capacity to support the next phases of local food system development. To build greater participation and capacity, Goal 3 is a supporting effort in reaching the targets in Goal 2 (Increasing participation and capacity of the local food system), yet Goal 3 is sufficiently defined to stand as its own focused area of effort.

| <b>Action 3.1: Complete background research into local communications planning.</b> |   |
|---|---|
| What this is and why it is important  | In getting up to speed on a local food communication strategy, it is important to not reinvent the wheel by creating websites and other solutions that have not persisted and been utilized by the wider community. Background research including local resources and experts, success stories from other communities, and best practices in community communications will help ensure that limited development resources are used effectively. |
| Measures of success   | A report to share including 3 successful case studies   |
| Timeframe   | Short - 3 months  |
| Lead  | Eva King  |
| Supporting cast   | Caroline Radice, Jen Dalton   |
| Costs and/or resources needed   | Research time   |
| Possible funding sources  | N/A   |

| <b>Action 3.2: Assess current local food system communication tools and platforms.</b> |  |
|--|--|
| What this is and why it is important   | Numerous online tools in Ukiah and Mendocino County target various elements of the local food system. Discussion in the workshop suggested that any new communications strategy should include an understanding of how to include, integrate with, complement, or replace these existing resources.<br><br>This action is meant to provide a thorough mapping of existing communication tools, what they do, how extensive their reach is, and who is behind them. |
| Measures of success  | Input received from at least 15 local food leaders on the current communications situation   |
| Timeframe  | Short - 3 months   |
| Lead   | Fontaine McFadden  |
| Supporting cast  | Miles Gordon   |
| Costs and/or resources needed  | Research time  |
| Possible funding sources   | N/A  |

| <b>Action 3.3: Identify all categories of stakeholders to include in communications and which types of communications are most effective for them.</b> |  |
|--|--|
| What this is and why it is important   | A diverse group of engaged stakeholders in Ukiah’s local food movement was named as a desired outcome of this goal, but it is expected that many stakeholders speak different languages and rely on a wide range of communication tools and styles. Identifying the communication needs to reach and engage with diverse stakeholders may be the first step in a successful, inclusive communication strategy for local foods. |



| <b>Action 3.3: Identify all categories of stakeholders to include in communications and which types of communications are most effective for them.</b> |  |
|--|--|
| Measures of success  | A majority of population groups that represent a true diversity of the local population are participants in the initial stages of communications                     |
| Timeframe  | 6 monthly  |
| Lead   | Fontaine McFadden  |
| Supporting cast  | Eva King, Sharing Society  |
| Costs and/or resources needed  | <ul style="list-style-type: none"> <li>• Time to research and reach out to various groups</li> <li>• Personal connections and introductions from partners</li> </ul> |
| Possible funding sources   | N/A  |

| <b>Action 3.4: Build a local foods communication strategy.</b> |   |
|--|---|
| What this is and why it is important                           | A communications strategy will likely include a website, a regular newspaper column, and a radio presence among other elements. An overall strategy is important to intentionally transform the local food momentum and message into a well-connected and inclusive network that connects resources and builds opportunities through a local food system. |
| Measures of success  | <ul style="list-style-type: none"> <li>• Multi-media communications are active and gaining traffic and recognition.</li> <li>• Ownership and maintenance of various communication platforms are clearly identified.</li> </ul>  |
| Timeframe  | Medium - 6 to 9 months  |
| Lead   | Eva King and Fontaine McFadden and Caroline Radice  |
| Supporting cast  | John Winters, Holly Madrigal, Matt Leach, Sharing Society   |
| Costs and/or resources needed                                  | <ul style="list-style-type: none"> <li>• Time required to develop the strategy</li> <li>• Development and hosting costs for various media platforms</li> <li>• Time needed to maintain and update various media platforms</li> </ul>  |
| Possible funding sources                                       | N/A   |

**GOAL 4: Develop improved support systems for local food production.**

Aspiring local food producers face a huge range of challenges. Maintaining agricultural land for food production is critically important for a sustainable local food system. In Mendocino, pressures on this land include rising land costs that make land ownership prohibitive for new farmers and necessitate developing creative arrangements with existing businesses and land owners. With a limited amount of arable land and a complex set of pressures and economic factors, workshop participants recognized that land use solutions and other support services are needed to help more aspiring farmers succeed. Collective input and community support were identified as important features of an effective multi-stakeholder plan to support sustainable and profitable small farms.

| <b>Action 4.1: Develop a resource guide to help with common problems for aspiring farmers.</b> |   |
|--|---|
| What this is and why it is important   | Aspiring farmers are regularly stymied by a range of challenges as they attempt to become established in Mendocino County. There are a host of issues related to finding viable land, developing a land use agreement, finding established farmers to partner with and learn from, developing a labor plan, etc. Aspiring farmers in Mendocino need assistance with the many hurdles and steep learning curve to farming success. A resource guide can reduce frustration, preserve and share knowledge gained, and reduce wasted effort. |
| Measures of success  | An initial set of guidelines is written and posted somewhere along with a process for developing updates and additions.   |
| Timeframe  | Medium - 6 to 12 months   |
| Lead   | School for Adaptive Agriculture, Farm Bureau  |
| Supporting cast  | Farmer's Guild, Farm Link, CAFF, local Granges, MendoLake Food Hub.   |
| Costs and/or resources needed  | Staff or partner time to research and develop the guideline   |
| Possible funding sources   | N/A   |

| <b>Action 4.2: Create a working coalition to share information, facilitate collaboration, and reduce duplication in the area of AG advocacy and development.</b> |  |
|--|--|
| What this is and why it is important   | Mendocino is a rural community with few resources. Collaboration and efficiency are important. A tangible first step toward developing even better collaboration among the various participants in local AG and land use planning would be to establish a regular forum for information sharing. |
| Measures of success  | A committed working group is established   |
| Timeframe  | Short - 3 months   |
| Lead   | Food Hub, School for Adaptive Agriculture  |
| Supporting cast  | Mendocino Food Policy Council, Mendocino County Resource Conservation District, John Bailey, Miles Gordon, Scott Cratty, Devon Jones, Linda MacElwee, Ruthie King  |
| Costs and/or resources needed  | Staff time to gather stakeholders and develop shared direction for planning  |
| Possible funding sources   | N/A  |

| <b>Action 4.3: Create a press kit that highlights successes and partnership models between land owners, business owners, and food farmers.</b> |   |
|--|---|
| What this is and why it is important   | The Food Hub has started to expand distribution options for local small farmers, including opening up access to the huge North Bay and Bay Area markets. This presents new opportunities for local farms. However, establishing new farming operations typically requires collaboration between aspiring new farmers and existing businesses or land owners. Publicizing some of the successful models of collaboration that are ongoing may help inspire new collaborations. Examples of successful models could help incentivize landowners to carve out a portion of land for food production or farmworker housing. |
| Measures of success  | <ul style="list-style-type: none"> <li>• Gather and publish 3 models of land partnership success.</li> <li>• Develop a model concept for Mendocino County.</li> <li>• Pitch the model concept to landowners and the Board of Supervisors.</li> </ul>  |
| Timeframe  | Medium - 6 to 12 months   |
| Lead   | TBD   |
| Supporting cast  | School for Adaptive Agriculture, Farmer's Guild, Jess Arnsteen, Paula and Adam Gaska, Gowan Batist, Farm Bureau, Inland Mendocino Land Trust  |
| Costs and/or resources needed  | Research and presentation time  |
| Possible funding sources   | Good Farm Fund, Food Policy Council, Inland Mendocino Land Trust, Community Foundation, local business support, in-kind from community members  |

**GOAL 5: Integrate local food and community health goals into downtown Ukiah street and placemaking projects to encourage walking, biking, and new relationships among diverse communities.**

An important aspect of the Local Foods, Local Places project is the connection of local foods initiatives with projects that contribute to a sense of place, local economic development, and healthy communities through physical activity. Local food projects tend to be multi-faceted, directly supporting important community and economic development goals. In Ukiah, workshop participants quickly grasped the opportunity to connect these ideas through urban projects at various phases of development in the city. In particular, the community organizing experience of local food leaders could be leveraged for public engagement in a number of projects to support walkability, bike access, and better visibility for food projects such as community gardens and farmers markets.

| <b>Action 5.1: Build community support for Ukiah's State Street Business Improvement Project.</b> |  |
|---|--|
| What this is and why it is important  | <p>Proactive community energy around walking and downtown placemaking is important for a wide range of local food and community development visions. Ukiah could kick start this proactive community energy through this already-funded walkability project that is in need of visible community support.</p> <p>By developing community awareness and support, the city could gain greater confidence to follow through on the State Street project, and the project could potentially be expedited through community momentum.</p> <p>The key element of this action is to clarify and constructively address the concerns of all stakeholders, including business owners, residents, and drivers that use State Street.</p> |
| Measures of success   | <ul style="list-style-type: none"> <li>• Get key pro talking points from the City.</li> <li>• Hold 5 grassroots community meetings.</li> <li>• Track participation and positive comments.</li> <li>• Organize field trips to successful walkability models such as the streetscape in Fort Bragg.</li> </ul>   |
| Timeframe   | Medium - 6 to 12 months  |
| Lead  | Miles Gordon and Neil Davis of Walk and Bike Mendocino   |
| Supporting cast   | West Company, Slow Down Ukiah Facebook, Jen Dalton, Maureen Mulheren   |
| Costs and/or resources needed   | <ul style="list-style-type: none"> <li>• Time to organize community</li> <li>• Meeting space</li> <li>• Event costs</li> </ul>   |
| Possible funding sources  | Potential funding from City of Ukiah for a contract community organizer, American Heart Association, Voices for Healthy Kids, Arts Council, American Planning Association, National Association of City Transportation Officials for models of comparable cities   |

| <b>Action 5.2: Strengthen community and neighborhood engagement for the Ukiah Rail Trail's expansion.</b> |   |
|---|---|
| What this is and why it is important  | <p>This action is designed to raise awareness and build community support for the Ukiah Rail Trail's planned expansion by encouraging greater use of the rail trail through the creation of more amenities and attractions along the trail and the promotion of the rail trail in multiple communities.</p> <p>The Ukiah Rail Trail, while currently underutilized, is being expanded. Repositioning the rail trail as a catalyst for urban renewal, healthy activity, and placemaking could be a critical step in realizing its potential in helping build healthy communities in Ukiah.</p> |
| Measures of success   | Measurable increase in usage of the Ukiah Rail Trail expansion over time  |
| Timeframe   | Medium - 6 to 12 months   |
| Lead  | Neil Davis of Walk and Bike Mendocino   |

| <b>Action 5.2: Strengthen community and neighborhood engagement for the Ukiah Rail Trail’s expansion.</b> |  |
|---|--|
| Supporting cast   | Laura Fog, Allysum Wier, Carter (Concerts in the Park), Maureen Mulheren, Jen Dalton, Tiffany Gibson of Ukiah Valley Medical Center, Downtown hotel owners, community gardeners at Village Circle, property owners of parcels along the rail trail, Ukiah City Community Services, Arts Council, Museums |
| Costs and/or resources needed   | <ul style="list-style-type: none"> <li>• Time needed for organizing</li> <li>• Printing and publicity costs</li> <li>• Event costs such as bands or other activities</li> </ul>  |
| Possible funding sources  | Potential funding from City of Ukiah for a contract community organizer, American Heart Association, Voices for Healthy Kids, Arts Council, Ukiah Valley Medical Center  |

| <b>Action 5.3: Use Actions 5.1 and 5.2 to develop a community coalition to provide lasting community engagement capacity.</b> |  |
|---|--|
| What this is and why it is important  | <p>Community energy that is mobilized for current walkability and placemaking projects could be captured and organized into a lasting coalition, ready to respond proactively to future projects in Ukiah.</p> <p>This action would build a ready group of advocates to respond to future projects. Activities include building communication networks, identifying leadership, and expressing areas of common interest. This coalition foundation-building would happen as part of the community organizing for the Clay Street, Rail Trail, and State Street projects.</p> |
| Measures of success   | <ul style="list-style-type: none"> <li>• 300+ people sign up as supporters, and email addresses are collected.</li> <li>• Key players such as Main Street Program and the Greater Ukiah Chamber of Commerce are at the table.</li> </ul>   |
| Timeframe   | Long - 12 to 18 months   |
| Lead  | Miles Gordon   |
| Supporting cast   | TBD based on 5.1 and 5.2 turn out.   |
| Costs and/or resources needed   | <ul style="list-style-type: none"> <li>• Initial organizing costs would be embedded in Actions 5.1 and 5.2.</li> <li>• Ongoing coordination and facilitation would require administrative support.</li> </ul>  |
| Possible funding sources  | Local organizations or foundations   |



| Action 5.4: Create a Village Circle community development project on the Ukiah Rail Trail that connects to downtown and the Ukiah farmers market. |   |
|---|---|
| What this is and why it is important  | <p>The private open space adjacent to the Village Circle community garden is for sale. Multiple voices in this workshop mentioned the significant opportunity the site represents for a community project.</p> <p>A mixed-use public or public-private project at this location could leverage the positive community-building occurring at the garden, act as a link between diverse neighborhoods in Ukiah, and help activate the Ukiah Rail Trail.</p> <p>This action requires recruitment of champions, funders, and influencers, creation of a compelling community vision, and effective inclusion of diverse community voices.</p> |
| Measures of success   | <ul style="list-style-type: none"> <li>• Create a community-oriented development concept.</li> <li>• Establish ownership of the site for this community development concept.</li> </ul>   |
| Timeframe   | <ul style="list-style-type: none"> <li>• Medium - 6 to 12 months for site control</li> <li>• Long - 12 to 24 months for construction</li> </ul>   |
| Lead  | Miles Gordon  |
| Supporting cast   | Scott Cratty, Sage Sangiacomo, gardeners at Village Circle, residents at Village Circle, business owners across the street, Dave at the bike shop, North Coast Opportunities  |
| Costs and/or resources needed   | Project estimate \$5 million includes organizing, design, site costs, and construction  |
| Possible funding sources  | Corporate funders such as Raley's or the Sacramento Kings, CDFI's such as Self Help, North Coast Opportunities  |

## Additional Action Ideas

The action plan above represents the efforts at the workshop to detail top priority actions. In addition to these actions, several additional actions were brought up during the brainstorming process that Ukiah may consider pursuing in the future as well. They are listed here for future reference.

### GOAL 1: Develop shared kitchen and processing capacity and infrastructure to convert local produce and farm remainders into value-added products.

- Determine whether Ridgewood Ranch needs an environmental assessment as a site for value added food processing.
- Determine and share the scope and definition of "value added food products."

### GOAL 2: Increase participation in and capacity of local food initiatives and organizations, with emphasis on diversity, inclusiveness, partnerships, and education.

- Conduct outreach at community events.
- Reach out to local farmers, through Food Hub, to encourage growing diverse ingredients and food.
- Invite the Latino community, especially community gardeners, to become vendors at Ukiah Farmers Market

**GOAL 3: Create a unified communication strategy to connect local food resources, information, and opportunities.**

- Strengthen the "Grown Local" brand.

**GOAL 4: Develop a land use strategy that emphasizes local food production.**

- Research existing databases of agricultural land, such as Farm Link and Inland Mendocino Land Trust.
- The UC Extension in Hopland has some range land irrigated pasture. Over the long run it might be a location for a farm internship or incubator. John Bailey will continue to explore.
- Agro Tourism is an opportunity for additional farm revenue that is not well developed, e.g., nearly everyone at the meeting was surprised to learn that Fortunate Farm offers camping that includes farm tours.
- A longer-term goal would be to have a local small farm advocate—possibly as a jointly funded, independent, part-time position, possibly as a government position and/or committee. A document developed by American Farmland Trust that Julia Van Soelen Kim furnished provides a number of possible models from other areas. Possible areas of focus would be land use incentives akin to the Williamson Act for small production farms (currently there is lots of land with marginal actual agricultural use getting Williamson Act incentives and small farms with intensive agricultural production that get no incentive). Gowan provided an example of conflicting state composting regulations. Value-added food producers would benefit from an advocate in navigating the inconsistent health code requirements.
- Propose and promote changes to the Williamson Act that support small scale agriculture.
- Local food leaders could show up for Board of Supervisors and Planning Department discussions of cannabis to give local food production a voice.
- Fight the building of more storage units on prime agricultural land.

**GOAL 5: Integrate local food and community health goals into downtown Ukiah street and placemaking projects to encourage walking, biking, and new relationships between diverse communities.**

- Create shared talking points to promote downtown health, including slower traffic speeds, human scale urban environments, and healthy activity

## Implementation and Next Steps

Three post-workshop conference calls were held during July and August 2017, following the workshop. The calls were held with the Local Foods, Local Places steering committee and a few additional stakeholders whose interest was cultivated during the workshop. They worked to refine the action plan and add clarifying language. Some of the key actions and post-workshop developments included the following:

- North Coast Opportunities received a USDA Rural Business Development Grant to assess feasibility and work on the business case for a kitchen/food processing facility to support the Ukiah area.
- The Ukiah Methodist Church located in downtown Ukiah convened a meeting of community leaders to assess re-purposing its large building space, including the possible development of a community kitchen space.
- Gardens Project personnel are in the process of developing a Spanish language translation of the steps for farmers/gardeners to sell at certified farmers markets.

## Local Foods, Local Places Technical Assistance Workshop

- The Gardens Project has a community-wide anniversary celebration and mixer planned for September 15, 2017.
- City Council member Maureen Mulheren convened a meeting on the rail trail with the railroad authority.
- Ukiah had a very positive site visit from the Urban Greening Grant representatives on August 30, 2017.
- The Ukiah Valley Trail Group is expecting to install a water tank and build a rainwater collection gazebo in the next few months along the rail trail between Perkins and Clara.
- A community convening event, People’s Promenade, is scheduled for the First Friday in October. It will coincide with the First Friday Art Walk and include food, music, performance art, and information booths. The goal is to increase awareness and use of the Historic Railroad Art and Cultural Parkway.
- The city is planning to begin work on the roads through the 11-acre new courthouse site before the end of the year. It will create an additional access point for the trail and will also create a new street crossing.

## Appendices

- Appendix A – Community Data Profile
- Appendix B – Workshop Participants
- Appendix C – Workshop Photo Album
- Appendix D – Workshop Feedback—Visioning Exercises and Public Space Mapping
- Appendix E – Funding Resources
- Appendix F – References