



Item #09-5-8

## Land Use & Housing Committee

## Information

April 30, 2009

### **RUCS: Local Markets Working Group Innovations and Implementation Matrix**

**Issue:** The RUCS team is beginning to assemble the final local markets working paper and is seeking input from the committee on local market innovations and implementation ideas.

**Recommendation:** This item is informational; however, the RUCS team is seeking committee input on local market innovations and implementation.

**Discussion:** The RUCS team has written two papers related to local markets, which are part of the broader economic opportunities topic for the RUCS project. The first paper looked at the current conditions of our food system highlighting that we currently consume very little of the 3.4 million tons of food produced in the region and therefore import almost all of the 2.2 million tons of food we eat annually. The second report on local market innovations looked at ways to “re-localize” our food system by connecting local consumer to local producers to capture some of the economic value we are losing to food production and processing outside of our region. (As a point of reference, regional farm gate value is \$1.3 billion, while regional wholesale sales are approximately \$2.2 billion annually, retail sales are \$3.8 billion annually, and food service sales are \$1.4 billion annually.) A local food system, which includes local processing and distribution, can also help reduce “food miles traveled,” which today is approximately 1,500 mile per meal. Locally sourced and processed food would travel far less, create jobs, and increase local economic value in our food system.

The last local market paper will concentrate on how to implement the innovations. Attachment A summarizes the innovations, feedback received at a recent workshop, and draft implementation ideas for the working paper and workshop. Building upon workshop participant feedback, the RUCS team is seeking input from the committee on prioritizing the innovations. The team is also asking for feedback on the ideas for implementation. Implementation ideas are organized into 17 clusters since, in many cases, these ideas address a group of innovations. The implementation ideas are outlined as possible implementation steps that the RUCS team will research and report in the final paper. The committee’s input on innovations and implementation will be very helpful in guiding this research.

Approved by:

Mike McKeever  
Executive Director

MM:DS:ef  
Attachments

Key Staff: Rebecca Sloan, Director of External Affairs & Member Services, (916) 340-6224  
David Shabazian, Senior Planner, (916) 340-6231

Innovations from Local Markets Workshop and Paper				Feedback from Workshop Participants				Information to be researched in Implementation Paper		
Objectives	Innovations	Some Local Examples	Some Examples from Beyond the Region	Total Dots	Needed Resources	Key Partners	Implementation Timeframe Short- 1-2 years, Mid- 2-3 years, Long 4+ years	Logistics/Infrastructure	Regulation/Policy Changes Needed	Possible Funding Sources
1. Improve the Ability of Local Producers to Process Goods	1. Create shared processing facilities including shared use commercial kitchens to facilitate value-added processes for small growers	Old Sugar Mill (wine grapes); Yolo County shared olive press feasibility study	San Juan County, WA's shared use meat processing trailer; Chef's Kitchens (LA); Appalachian Center for Econ Networks; Maine's Shared Use Kitchen Coalition	15	Table 1: zoning codes, capital/small business loans, USDA grants; Table 2: tri-valley, education, regulatory hurdles, USDA inspection, \$	Table 1: farm collaborative, CCOF; Table 2: farmers, ranchers, meat	Table 2: long term	Determine type of processing needed (e.g., mobile meat, commercial kitchen, packaging); conduct feasibility study; find champion(s) (See Key Partners column as starting point); assess best locations for facilities (e.g., w/in or on the edge of urban areas, rural small communities, rural industrial sites, along key corridors); determine transportation, water, sewer, dry utility and other infrastructure needs; determine labor needs, skill level and source; work with USDA's Risk Management Agency	Assess federal and state regulations and identify hurdles (e.g., OSHA, Public Health); Using examples from our region or elsewhere, identify local regulations or zoning that support processing; Suggest reform where needed, consult with experts on best practices for regulatory changes; Create a regulatory guide or model ordinance; assess policies for sourcing locally grown food; assess policies that prioritize or support infrastructure investments needed for local processing	HUD's Rural Housing and Economic Development grants; other small business loans; Farm Bill Agriculture and Food Research Initiative (AFRI) Competitive Grants Program: Agricultural Prosperity for Small and Medium-sized Farms; private investors; USDA Rural Economic Development Grants
	2. Increase local processing ability to produce more value-added products through diversified businesses	Old Sugar Mill (wine grapes)	Cowgirl Creamery, Pt. Reyes (diversified business); Wilhelm Foods (independent grower offering value-added services to other growers)	12	Table 4: Reduce regulations, money, loosen ag zoning, tax incentive, ag enterprise zones, feasibility for local processing	Table 4: state, county, econ dev departments, dept of health, production ag, cattlemen's assoc.	Table 1: 4+ years			
	3. Support development of general plan and zoning policies that support local processing	El Dorado County Ag District zoning; Yolo County Draft General Plan			7					
2. Increase Distribution Opportunities	4. Create a shared distribution facility or locally-focused distribution hub	Growers Collaborative provides this for members; Soil Born Farms to several small growers/other distributors		15	Table 1: space, materials, capital, feasibility study, buy-in from community, work w/ distribution; Table 2: money, central coordination, need to speed up distribution	Table 1: PG&E, SMUD, water; Table 2: Produce Express, Soil Born	Table 2: short term with produce express	Determine model (e.g., nonprofit, for-profit, cooperative); Assess best locations (e.g., w/in or on the edge of urban areas, rural small communities, rural industrial sites, next to processors, along key corridors); Find champions/partners such as CA Center for Cooperatives to help organize farmers and other stakeholders; Work with USDA's Risk Management Agency (See also Key Partners column); Determine transportation, water, sewer, dry utility and other infrastructure needs; Determine labor needs, skill level and source	Assess federal and state regulations and identify hurdles (e.g., OSHA, Public Health); using examples from our region or elsewhere, identify local regulations or zoning that support distribution; suggest reform where needed, possibly via expert panel on regulations; create a regulation guide; assess policies for sourcing locally grown food; assess policies that prioritize or support infrastructure investments needed for local distribution	HUD's Rural Housing and Economic Development grants; other small business loans; Farm Bill Agriculture and Food Research Initiative (AFRI) Competitive Grants Program: Agricultural Prosperity for Small and Medium-sized Farms; private investors; USDA Rural Economic Development Grants
	5. Create and support cooperative distribution opportunities in the region		The Wedge, MN--food cooperative turned distributor for other food cooperatives; Lancaster Farm Fresh--farmer cooperative with staff that helps with farmer communication barriers	10	Table 6: Funding, Electronic structure and design	Table 6: Purchases, Farmers, CA Growers Coll, Capay Valley Growers and other established grower associations and cooperatives	Table 6: Short Term			
	6. Establish an electronic broker to help partner growers with consumers	Growers Collaborative provides an online system for purchasers	www.farmsreach.org in beta testing in the bay area; Oklahoma Food Co-Op is an extensive, state-wide cooperative online system with both producer and consumer membership	4						
3. Connect New Farmers to Available Farmland	7. Support continued development of programs that foster connections between farmers needing land and land needing farmers	California FarmLink, Soil Born Farms		10	Table 3: Land mapping, inventory, regional clearinghouse, accreditation of new farmers, legacy planning, farm friendly inheritance policy	Ag Futures, willing farmers, CA FarmLink, developers, land trusts, SAGE, American Farmland Trust, SACOG, UC Small farms center, AHRA		Assemble database of available land; build online and paper maps and lists of available land; as available, include info on improvements needed and all other costs associated with lands; convene an advisory panel (e.g., farmers and ranchers, FarmLink, cooperative extension, UCD Small Farm Center, UCD SAREP) and work with food system efforts (e.g., Valley Vision Food System Collaborative, Soil Born Farms Food for All Coalition) to support regional land access effort; assemble list of farmers seeking land (work with FarmLink to expand their current list)	Assess zoning compatibility, rezone lands based on highest and best use criteria; assess policies for sourcing locally grown food; assess policies that support infrastructure and other investments needed for this land supply	Wallace Genetic Foundation grant; Farm Bill Beginning Farmer and Rancher Development Program; The California Endowment; Small business loans; state agencies (i.e. Food & Ag); Farm Bill Beginning Farmer and Rancher Development Program; local and county governments; developers
	8. Support further connections of land-linking programs to business training programs	California FarmLink provides business training to new and aspiring farmers	New England Small Farm Institute's "Growing New Farmers" program also connects ag businesses with new farmers	1						
	9. Mapping suitable agriculture land not currently in use that could support expansion of local production		Portland's <i>The Diggable City</i> identified publicly owned land suitable for ag and laid out next steps	8						
	10. Identify and support land connection efforts focused on urban land		City Slickers in Oakland uses private backyards and community gardens to help feed residents who otherwise don't have access to fresh food	9						
	11. Development of Urban Edge Agricultural Parks (AgParks)		SAGE, Sunol Water Temple: provides farmland to small farmers and parkland to communities	20	Table 1: land acquisition, small farm infrastructure of 25-50 acres rotating crops/farms, local incentive; Table 4: include #43 processing, money, survey, growers, regulatory challenges, defined urban edge	Table 1: large land owners, AQMD, local gov't, green capital, SACTO, generations, training, facilitators; Table 4: planning commissions, growers (farm bureaus), county, lafco, land trusts	Table 1: 2-5 years; Table 4: 4+ years			

Innovations from Local Markets Workshop and Paper				Feedback from Workshop Participants				Information to be researched in Implementation Paper			
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4. Expand Farm to Institution Opportunities and Programs	12. Expand farm to school programs in the region	CAFF's farm to school program in parts of CA; Davis Farm to School		15	Table 1: transportation, grants, school admin, risk management, farms; Table 4: money, strategic plan for how to proceed, attitude change, staff, facilities (kitchens), transportation, training, education, campaigns, distributors	Table 1: PTA, PlacerGrown, community buses, VCCE, Paratransit, elderly, soil born, pac star gardens, CAFF, schools; Table 4: school districts (superintendents, boards, nutrition services), growers and their trade associations, PTA's	Table 1: on going; Table 4: 4+ years	Convene institutions to determine advantages and institutional barriers to bring programs to scale; determine equipment needs and which institutions don't have needed equipment; find one organization to run program or work with institution staff running each program; work with growers to create collaborative distribution system to bring small farms' produce to scale needed for institutional purchasing--outreach to growers, determine central location for produce drop-off daily or weekly, hire truck with capacity to carry that amount of produce, match growers' schedules to institution's food service schedule; look at different institutions and determine where local sourcing could be inserted into their food service system (For example, Kaiser Permanente's consolidation commissary in San Francisco; Davis Farm to School built commercial kitchen for district and worked closely with food service staff to create program)	Determine current federal, state and local education code requirements related to school and other institutional food services, government/education and health supplier agreements, and bidding requirements that may need to be modified or adjusted. Assess policies that support fresh produce in institutions, and support collaborative or cooperative distribution among growers to bring small growers' produce to scale needed for institutional purchasing.	Jessie Smith Noyes Foundation; Western Growers Charitable Foundation; local taxes (i.e. Davis's Measure Q); local government; private sources; small business loans, economic development grants and loans	
	13. Support additional farm to hospital programs using models that fit each institution	Kaiser Permanente's Central Valley purchasing program and farmers market		2							
	14. Support school gardens and agro-ecoliteracy		Center for Ecoliteracy <i>Rethinking School Lunch</i> national initiative; Edible Schoolyard in Berkeley teaching students how to grow and prepare produce; CA Dept of Ed's <i>Kids Cook Farm Fresh Food</i> standards-based curriculum	9					Determine current programs in the region. Collaborate with them on where support is needed. Inclusion of these programs in the science curriculum? (Example: with a grant from The California Endowment, Grant High School and Mutual Assistance Network created a community garden and sales program that teaches students to garden and prepare and sell finished product)	Determine current federal, state and local education code requirements related to school facility and health & safety requirements. Assess how school district boards and districts could enter partnership arrangements with agro-ecoliteracy, nongovernmental organizations for education services and support.	Local government, state government, Jessie Smith Noyes Foundation
	15. Support development of local policies that encourage farm to public institution opportunities	Yolo County Draft General Plan AG-5.6		3							
	16. Support policy changes that increase potential for success of farm-to-institution programs		OK, NM, MA, NC, WA have a state level farm to school coordinator; Connecticut has multi-agency coordination to support farm to school programs	5					Outreach to farm bureaus, associations, and other stakeholder groups to determine needed policy changes. Collaborate with these stakeholders and schools, hospitals, and other institutional representatives to determine best policies that will increase the potential for success of farm to institution programs. (e.g., Oklahoma is one of several states that have created a state-level farm to school coordinator position.)	Determine current federal, state and local public health code requirements related to institutional food services, government/health supplier agreements, and bidding requirements that may need to be modified or adjusted. (For example, regulations on packing sizes increase the difficulty of working with institutions for small farmers.) Assess federal, state and local policies and suggest changes to government codes to support regional farm to institution programs including but not limited to farmer cooperatives, health, safety, environmental, distribution, processing, and supplier requirements. Consider possibility of using and expert panel to assist with this work.	Western Growers Charitable Foundation; Jessie Smith Noyes Foundation; local governments; small business loans, economic development grants and loans

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5. Supporting Agritourism	17. Develop supportive local policies for agritourism and remove regulatory barriers; create liaison to work with farmers & policy makers	Ag Districts, Winery Ordinances, Homestay Bill (AB 1258)	Kentucky Ag Director--works directly with farmers on navigating state regulations	16				Assess issues and craft possible regulatory and policy responses for issues such as events, signage, parking and other infrastructure requirement, etc.	assess policies that support agritourism enterprises and locally grown food	Agritourism community; state and local funding, business development grants and loans		
	18. Identify and promote additional agritourism clusters in the region	Apple Hill Growers		6				Highlight agritourism opportunities with tourism and visitor bureaus, create a unified marketing and outreach campaign that advertises the region's unique agritourism assets. Benchmark against best practices in other regions. Create a marketing committee of agritourism advocates, public and private; Maintain an agritourism map	assess policies that support agritourism enterprises and locally grown food	county support; membership in agritourism clusters; HUD's Rural Housing and Economic Development grants; private businesses		
	19. Support opportunities for linking agritourism with other vacation packages	White water rafting/wine tasting package through Adventure Connections		3								
	20. Create region wide agritourism events		Western Minnesota Prairie Water Tourism Coalition--five counties united to promote their region's agritourism	4								
	21. Create a regional agritourism directory	UC Small Farm Center's California Agritourism Database		5								
22. Support expansion of urban farm stands in the region	Alchemist & Soil Born Farms have created new urban farm stands		13	Table 1: state facilitators for state health codes	Table 1: health code, CDFR, county/city support, model ordinances		Coordinate growers into groups or work with existing groups; outreach to new sites (corporate, grocers, city for farm stand land); develop marketing plan. Consider best outlet locations (e.g., railyards, more suburban?); determine whether privately owned, cooperatively owned, or public building; determine best structure (e.g., permanent roofing like Davis, enclosed structure); Assess food collection and distribution models that work well with outlets.				Identify policies supporting farm stands within their local ordinances, use permit structure, general plans, and other planning tools; Explore regulatory and policy barriers and advance a model ordinance for the selling and distribution of local produce at public and private sites. Consider zoning codes, health codes, use permits. Consider any zoning code changes necessary, depending on location; an enclosed structure might raise need to consider OSHA regulations	Private businesses; small business loans; cooperative member funding; economic development grants and loans; Fee structure for growers; county; grants; Consider fundraiser (e.g., Santa Fe has hired a professional fundraiser for their permanent farmers market/center)
23. Meat buying clubs - support development of consumer base at corporate sites	Sierra Foothills Meat Buying Club		4	Table 2: education & outreach	table 2: same education as locally grown produce, CSA	Table 2: short						
24. Alternative CSA opportunities - Local food "subscription service" coordinated with farmers markets			5									
25. Support existing and develop future local growers' cooperatives and partnerships	Capay Valley Growers		6									
26. Local produce in grocery stores - support expansion of local produce in grocery stores	Food cooperatives, Raley's, Whole Foods		14	Table 6: dedicated supply; Table 4: #23 & #27 as strategies, establish demand, consumer edu, technical training, supermarkets, farms, csa's, infrastructure, food safety reporting changes, more local branding campaigns,	Table 4: grocery assoc, USDA, CDFR, local govt, local media, branding efforts with counties	Table 6: Mid; Table 4: 4+ years						
27. Sell local produce at non-traditional locations - WIC offices, churches, express markets, hospitals, schools		Fresno Ministry worked to initiate zoning changes in that area; in Honolulu farmers set up stands for a few hours in less-served locations	6									
28. Create infrastructure for permanent farmers' markets, especially ones that are open daily or almost daily	Davis Farmers' Market has a permanent covered area	Santa Fe & Ferry Plaza in SF have or are developing buildings that house daily markets (Santa Fe's in an old railyard)	5									
29. Farmers' Market Nutrition Program vouchers	All local farmers' markets and farm stands now take these coupons		0					Encourage distribution of vouchers at farmer's markets in addition to WIC offices to increase remittance rate (e.g., Yuba County now distributes only at farmers markets and has a 95% remittance rate); work with individual farmer's market managers to identify needs (e.g., electricity to provide an EBT machine to a CFM); provide training to managers	Assess policies that support local food systems, farmers markets and food access to underserved communities	State will provide EBT machine if only used for food stamps		
30. Support farmers' markets in developing structure to take EBT (food stamps)	Food stamps are generally taken at farm stands in the region	Washington State has developed a system allowing EBT to be used at farmers' markets	0									
31. Encourage creation of general plan policies that facilitate the purchase of locally grown food	Models within the Yolo County Draft General Plan		0	Table 4: Add food to ag elements of general plans, materials that outline model policies, SACOG workshops, Local govt commission workshops, city-county cooperation	Table 4: SACOG, municipal of county governments	Table 4: 4+ years		Work with supervisors and departments to encourage these policies	Add policy language to general plans that supports the local food system			

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7. Create a Regional Food Policy Council	32. Create a regional food policy council to support the local food system, formalize partnerships among stakeholders and help guide supportive legislation		Portland-Multnomah, Chicago Food Policy Advisory Council, and Berkeley have developed models that work in their regions	8	Table 1: diverse, farm bureau, small farmers, CAFF, form exploratory comm, research on establishment. Also would like term to be "local food policy council"	SACOG, County Ag Commissioners, Slow Food, UCCE, Farmers' markets	Table 1: 1-2 years	Outreach to all stakeholders; logistics for large meeting; determine best governance and membership structure	To be determined by council	Depending on model: private enterprises, public agencies, foundations, business grants and loans
8. Increase Consumer Awareness: Education and Marketing Programs	33. Supporting existing marketing and branding efforts and new efforts in locations that are less established as ag destinations	PlacerGROWN, Taste of Yolo, Apple Hill, Yuba-Sutter Farmstand Map, Capay Valley Grown		11	Table 3: Funding, consumer encouragements, time, SACOG, a full time person- a single leader; Table 4: template program, money, political will, regional cross-marketing, electronic broker	Table 3: CDFA (lead), chambers, state and local tourism boards, commodity assoc, UCCE's; Table 4: County visitors bureau, media	Table 3: short- could capture farm bill money this year; Table 4: 2-3 years	Assess current and potential local education and marketing efforts to grocers, restaurants, community groups including information on topics such as nutrition, WIC and Food Stamp programs, market outlets, gleaning programs, and gardening classes; determine ways to promote these programs; find organization to create and maintain annual crop calendar, regional buyer's guide, and regional food atlas	Consider zoning changes to develop more community gardens, particularly using vacant lots; assess policies that support education about local food systems and support local market development	The California Endowment; Wellness Foundation; health care systems; private business; chambers; small business loans; economic development grants and other funds
	34. Support local market education efforts by food cooperatives and local grocers as well as new efforts by additional grocers	Local food signage, production calendars and education efforts		6	Table 2: marketing, training	Table 2: trade assoc, CAFF, grocery stores, dept of ag, farmers markets, schools, EDD HR dept,	Table 2: Short			
	35. Support regional participation in the slow food movement	Sacramento, Placer, and Yolo Slow Food Chapters	Many chapters exist worldwide	3						
	36. Support educational efforts focused on chefs and restaurants for local food use and access	Taste of Yolo, Del Rio Botanicals hold chef-focused events		10	Table 4: Coordinator, money, local buyer's guide, web based map, calendar, template for chef walks	Table 4: Culinary arts school, chamber of commerce, restaurant assoc, distributors, farmers markets	Table 4: 1-2 years			
	37. Strengthen and expand local foods educational efforts for school students and residents within low-income communities	Fresh Producers--a student led effort to provide fresh foods in underserved areas, and engages students in local markets		16	Table 2: political connection to school board, outreach to other communities	Table 2: school board, non-profits, churches, super intendants	Table 2: Variable based on program, short to start, mid to expand			
	38. Develop a place-based ag production calendar as an education tool	Many individual local calendars provided by farmers		5						
	39. Encourage and uphold general plan policies that support local market educational efforts	Model policies within Yolo County's Draft General Plan		7						
	40. Develop a region-wide local market branding program		Minnesota's Pride of the Prairie identifies the Upper Minnesota River Valley as a regional brand	9	Table 2: marketing people	Table 2: farmers, press, convention, visitors, grape & gourmet expo	Table 2: Midterm			
	41. Develop a regional buyer's guide so consumers know where to purchase local products		Buy Fresh, Buy Local guides throughout CA by CAFF; Sustainable Food Laboratory's buyer's guide for food service professionals	16						
	42. Develop a regional food atlas to display the geography of local food production, and include details like climate, soils, topography		Wisconsin's Fresh Farm has five regional atlases developed by a coalition and covering the entire state	7						
43. Develop a freely-available local market education materials toolkit		Food Routes Network toolkit on foodroutes.org	3							
44. Support zoning codes that support agricultural signage, to help direct consumers to local farms		Partnership between Mass. Dept of Ag Resources and Mass. Highway Dept: the "Agricultural Directional Signage Program"	4							
9. Business Training Programs for Farmers	45. Identify, support, and increase business training programs as necessary	UC Small Farm Center, California FarmLink, UCCE Farm Advisors all provide some form of these services		3				Coordinate with existing programs to find where they need support, and work with them to develop workshops, coordinate logistics; determine one organization to house resources and maintain online database	Assess policies that support education, local food systems, local market development	Business development grants, SAREP grants, education funding
	46. Develop ongoing workshops that support expansion of the local market		ALBA, Cornell University, The Land Connection in Illinois provide ongoing workshops (i.e. year-long courses)	3						
	47. Further develop online resources applicable to Sacramento region's growers	UC Small Farm Center has an online library of their publications	Penn State University's <i>Food Entrepreneur Resources: Resources for Small Food Processors and Potential Entrepreneurs</i>	1						