



Community Action Plan for Lewiston-Auburn

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

December 2019



For more information about Local Foods, Local Places visit:

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

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COMMUNITY STORY

The Androscoggin River anchors the landscape of Lewiston-Auburn and has been the central artery of this area from the earliest days of indigenous settlement. The Abenaki peoples, who were the first to live along the river, planted corn, beans, and squash in the fertile floodplain, and had a major settlement on Laurel Hill in what is now New Auburn. The name Androscoggin is an anglicized version of several Abenaki words meaning "river of rock shelters", in reference to the outcroppings of rocks where they caught and cleaned the Atlantic Salmon that once traveled upstream. The first European settlers moved into the area in 1770 and by 1795 incorporated the town of Lewiston, named for a Boston land proprietor and merchant Job Lewis.¹ Settlers began the process of constructing dams to harvest power from the waters of the Androscoggin. Canals supported grist, saw, and fulling mills. Officially incorporated in 1869, Auburn grew geographically into one of Maine's largest municipalities, and by the early twentieth century had grown into the fifth-largest center for shoe manufacturing in the United States. Most other economic activity centered on agriculture and the population remained small and widely dispersed, with population growth and mill construction of Lewiston Falls Village taking place on the Auburn side of the river.²

In the 40 years between 1830 and 1870, Lewiston grew into an industrial city with a diverse and multi-national population including many Irish and French Canadian immigrants.³ Bostonian businessmen Benjamin Bates and Alexander DeWitt arrived in Lewiston in the mid-1850s and would build important commercial and institutional anchors – the DeWitt Hotel and the Maine State Seminary, which would later become Bates College in 1864. The population grew with these developments as did the services required. St. Mary's, the first hospital, was established in 1889, and in the last years of the nineteenth century, Haymarket Square on Main Street in Lewiston was Central Maine's busiest market for agricultural items.



Figure 1 – Lewiston's Haymarket Square was the center of agricultural commerce in the late 1800s. Image credit: City of Lewiston/Courtesy of Robert R. Bedard



Figure 2 – Immigrant/refugee farmers have helped to sustain and grow Lewiston-Auburn's economy over the past two decades. Image credit: Greta Rybus/Courtesy of Cultivating Community

¹ Douglas I. Hodgkin. A Brief History of Lewiston. <https://www.lewistonmaine.gov/421/History-of-Lewiston>. Accessed from City of Lewiston Website on Dec. 3, 2019.

² Ibid.

³ Downtown Lewiston. <https://downtownlewiston.com/history/>. Accessed December 3, 2019.

The industrial exploitation of the Androscoggin took its toll on the region over the course the twentieth century. Pollution dampened the natural landscape and closure of the mills during the industrial decline caused economic hardship that the community has been working to overcome with several deliberate planning processes. The arrival of Somali immigrants in the 1990s marked a turning point for the “Twin Cities” of Lewiston-Auburn and helped to further positive change. During that period, a section of Lisbon Street alone counted over 30 Somali-owned stores and restaurants that were reutilizing previously vacant storefronts and breathing new life into downtown.⁴

Today, Lewiston-Auburn is the second largest metropolitan area in the State of Maine, with a combined population of over 59,000 in 2018 (source: census.gov). In addition to being home to several higher education institutions and world-class health facilities, its 2014 cultural plan objectives have helped it evolve to become a fine arts and cultural destination. Those who visit its many events and annual festivals can also enjoy breweries, restaurants, recreational activities along the river, and historical landmarks of the city.⁵

As revitalization continues, Lewiston-Auburn community champions have placed increased emphasis on revitalizing the downtowns on both sides of the river, utilized opportunities in the local food system and farming to advance economic growth, and helped new Americans achieve greater self-reliance. The food focus, particularly in Lewiston, made the Twin Cities a good match with the federal Local Foods, Local Places technical assistance program. In 2018, St. Mary’s Nutrition Center and community partners requested assistance for Lewiston-Auburn through Local Foods, Local Places to develop an action plan for building the local food system and creating a healthy, walkable, economically vibrant downtown. The goals of the Local Foods, Local Places program are to create:

⁴ Legacy Lewiston: City of Lewiston Comprehensive Plan.

https://www1.maine.gov/dacf/municipalplanning/comp_plans/Lewiston%202014.pdf

⁵ City of Lewiston. <https://www.lewistonmaine.gov/9/Visitors>. Accessed December 3, 2019.

Local Foods, Local Places Steering Committee

- Sherie Blumenthal, St. Mary's Nutrition Center
- Kirsten Walter, St. Mary's Nutrition Center
- Deb Burd, Covenant Health
- Francis Eanes, Bates College
- Jonah Fertig-Burd, Cooperative Development Institute and Celebration Tree Farm
- Sam Boss, Bates College
- Shanna Cox, Lewiston Auburn Metropolitan Chamber of Commerce
- Jim Hanna, Somali Bantu Community Association/Cumberland Food Security Council
- Omar Hassan, Cooperative Development Institute/New Roots Cooperative Farm
- Misty Parker, City of Lewiston
- Julia Harper, Good Food Council of Lewiston-Auburn

Figure 3 - Steering committee members.

- 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, and the Northern Border Regional Commission. Lewiston-Auburn was one of 15 communities across the United States selected to participate in the program in 2019.

A Local Foods, Local Places steering committee formed in Lewiston-Auburn in preparation for this technical assistance award comprised of a variety of community partners (Figure 3). They were supported by a technical assistance team of consultants and multiple federal and state agency partners (Figure 4).

The Steering Committee decided to focus its technical assistance process on the goals to: strengthen access to local food while expanding market opportunities and infrastructure for farm and food businesses; integrate local food and agriculture into city planning and economic development strategies; build food and agriculture as a defining brand identity for Lewiston-Auburn; and increase equitable access, ownership, and preservation of land to grow food in Lewiston-Auburn. With these goals, the cities seek to ensure agriculture remains central to the local economy and to attract more people to visit, work, and live there, contributing to the vibrant, diverse fabric of the community.

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

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 5 below. The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort's capstone event—a two-day workshop in the community. The act phase includes three follow-up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop. The community workshop was held over a two-day period from October 22-23, 2019 and the activities for those days are described below. Workshop exercise results are summarized in **Appendix A**, workshop sign-in sheets are provided in **Appendix B**, a workshop photo album is provided in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

Local Foods, Local Places Technical Assistance Team

- John Foster, U.S. Environmental Protection Agency, Office of Community Revitalization
- Matt Chotkowski, USDA - FNS, Northeast Region
- Christine Beling, E U.S. Environmental Protection Agency, Region 1 (Boston)
- Jessica Sheeran, U.S. Department of Health and Human Services, Region 1
- Kara Norman, HUD, New England Regional Office (Boston)
- Kelsey Brown, HUD, Bangor Field Office
- Holly Fowler, Northbound Ventures (consultant)
- Jessica Dimmick, EPR (consultant)

Figure 4 - Technical assistance team.



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

COMMUNITY TOUR

In advance of the first community session on October 22nd, the local Steering Committee designed and led a tour of Lewiston-Auburn for the technical assistance team to see the cities' food-related businesses, markets, farms, industrial history, and downtown. The tour began at St. Mary's Nutrition Center on Bates Street in downtown Lewiston. The Nutrition Center brings people together to collectively imagine and build a just food system and healthy community. Programming includes community and school gardens; youth leadership development and job training; equitable food access initiatives; community cooking and education; and the largest food pantry in the region. The Nutrition Center supports approximately 20 gardens across Lewiston-Auburn, including several elementary and middle school gardens, and supplies approximately 200 community gardeners with seeds, seedlings, tools, instruction, and hands-on workshops. The accessible garden at the Nutrition Center is designed for learning, sharing, and gathering, and in the future plans to have a small outdoor kitchen to support additional cooking and nutrition educational programs.



Figure 6 – The St. Mary's Nutrition Center is a hub of health and nutrition resources for Lewiston-Auburn. Photo credit: Northbound Ventures

Following the garden tour, the group then traveled by shuttle van to the New Roots Cooperative Farm, owned and operated by four Somali Bantu farmers who came to Lewiston in the mid 2000s. The farmers are graduates of the New American Sustainable Agriculture Project (NASAP), a project of Cultivating Community

that provides technical and fiscal training to refugee and immigrant farmers. The farmers worked with the Cooperative Development Institute, Land for Good, Cultivating Community, and the Maine Farmland Trust to find the 30-acre land tract and obtain a lease with the option to purchase. The New Roots Cooperative Farm currently has 7.5 acres in production. The farm runs a CSA program, grows and distributes wholesale vegetables to food pantries, schools, and local restaurants, and sells produce at farmers markets. Hoop houses were recently built using funding from USDA's Natural Resources Conservation Service, a tractor was purchased through a Sharia-compliant loan from the Cooperative Fund of New England, and solar panels were installed with funding through the New England Grassroots Environment Fund.



Figure 7 – The community tour visits New Roots Cooperative Farm, a collaborative of four Somali farm families. Photo credit: Northbound Ventures

Tour members next traveled across the Androscoggin River into New Auburn and met Kathy Shaw, owner of Valley View Farm and 4 Season Farm Market on Mill Street, a small store offering a variety of fresh produce, fermented goods, dried herbs, soups, and other products from Ms. Shaw's own 75-acre farm and other farmers and producers. The store has a strong following and hopes to continue to grow, but lack of space for a commercial kitchen and difficulty to capture Mill Street's high-volume traffic are two potential challenges to its long-term growth.

Walking back over the Cedar Street bridge, the group entered the Bates Mill Complex, which consists of eight former mill buildings containing 1.3 million square feet of floor space on a 12-acre parcel. The City of Lewiston tax-acquired most of the complex in 1992 and sold it to local architect and developer Tom Platz in 1996. Platz redeveloped five of the buildings into adaptive re-use including housing units, offices, restaurants, and Baxter Brewing Company, the first craft brewery in New England to can all of its beers.

In the complex, the group visited E. Claire and Pastries, a bakery located in Mill #2, and met owner Emily Fournier who grew her home bakery into the space two years ago and has expanded her business to offer light breakfast and lunch in addition to the daily baked goods sold on site, wholesale, and catering. E. Claire and Pastries has partnerships with the Pub at Baxter Brewing Company and other local restaurants to provide baked goods for their menus.



Figure 8 – The community tour visits 4 Seasons Market that carries a broad selection of local produce and value-added product. Photo credit: Northbound Ventures

Walking along Chestnut Street, the group crossed over the Bates Mill canal and passed Lisbon Street, the historic main commercial street of Lewiston's downtown. The city used Community Development Block Group funds for redevelopment along Lisbon Street. Storefront vacancies have decreased since the mid 1990s, but several ground-floor spaces remain vacant.

The tour concluded at the Kennedy Park Farmers Market, a popular neighborhood market supported by Cultivating Community that provides market opportunities for beginner NASAP farmers and offers a wide selection of fresh produce, including crops unique to Africa. It also serves as a stop for the Good Food Bus, a mobile food market that brings fresh, local, and affordable produce to markets and neighborhoods in Lewiston-Auburn, and is operated by St. Mary's Nutrition Center with foundational support from Harvard Pilgrim Health Care Foundation.

Appendix C has many more photos and additional details of the community tour.

VISION AND VALUES

Close to 80 residents, farmers, and other community stakeholders attended the first public session of the Local Foods, Local Places Lewiston-Auburn workshop on the evening of October 22nd. Kirsten Walter, Director of St. Mary's Nutrition Center, welcomed attendees and shared a short presentation placing the event in the context of other planning and engagement undertaken to date. She highlighted the long history of Lewiston's and Auburn's downtowns, the area's heritage of small-scale farming, the many assets and opportunities for food to support economic development, and community driven efforts towards growth that include the Lewiston Downtown Neighborhood Action Plan (2009), Community Food Assessment (2013), New Auburn Village Center Study (2014), L-A Regional Food Hub Feasibility Study (2015), L-A Community Food Charter (2016) and most recently the adoption of a Transformation Plan and occurrence of the L-A Region Farmland Access & Food Economy Conference.

After recognizing community partners in producing the workshop and full-room introductions, the technical assistance team gave a short presentation on the Local Foods, Local Places program including a recap of the afternoon's community tour. The team highlighted unique aspects of Lewiston-Auburn's local food system, specifically the amount of working agricultural land proximal to city centers. Equity was also stressed as a measure of ensuring the system's success in placemaking and improved healthy food access benefits all people who live there now, not just those who can afford to live there in the future. Demographic and regional data that provides baseline measurements of food access, health, and economic well-being about Lewiston-Auburn can be found in **Appendix D**.

Vision & Values

I want to help Lewiston-Auburn...

- To build a better community
- To be with community
- To reduce food insecurity
- To help make food accessible
- To minimize food waste
- To explore new market opportunities
- To learn and to listen
- To protect the important food and farming are important assets of Lewiston-Auburn
- To represent the farming community
- To help improve community health and nutrition
- To make L-A a food destination
- To build bridges for more collaboration

Figure 9 -- In a group exercise designed to capture the community's vision and values, participants shared their reasons for accepting an invitation from St. Mary's Nutrition Center to join the Local Food, Local Places workshop.

The primary purpose of the opening workshop session was to hear from residents and other stakeholders about their vision for Lewiston-Auburn, its food economy, and thoughts on the future location of the farmers market. The technical assistance team captured attendees' reasons for being at the workshop (Figure 9).

In a second group exercise, participants created local news headlines from the future, many of which envisioned new market channels for farmers to sell food grown in the city, solutions to food insecurity, construction of value-added production facilities, passage of the Food Sovereignty Act, and continued role of youth and immigrant /refugee farmers in building a thriving food economy. In a final group exercise, attendees surfaced ideas for what is needed to continue Lewiston-Auburn's trajectory of revitalization. The community's headlines and thoughtful list of potential needs is included with the results from all group workshop exercises in **Appendix A**.

ACTION PLANNING - DAY TWO

Case Studies

The second day of the workshop began with examples of strategies used by other communities to advance their food system and place-making initiatives. The technical assistance team shared examples of urban agriculture ordinances, market gardens, integration of food and farming into municipal planning documents, development of shared commercial kitchens and food processing facilities, and insights on scaling up production to meet wholesale and institutional demand. The facilitators also placed Lewiston-Auburn's initiatives in the context of the New England Food Vision, which calls for regional capacity to produce at least 50% of clean, fair, just, and accessible food by 2060. Lewiston-Auburn is already seen as a leader in developing creative, equitable approaches to advancing this ambitious goal and stakeholders across the region anticipate that it will continue to play a critical role.

Mapping Exercises

Next, on Day 2, workshop participants engaged in a group mapping exercise aimed at identifying different points in and around Lewiston-Auburn that represent revitalization needs and priorities on maps scaled to downtown and the region (Figure 11). The exercise asked participants to label immediate needs or quick fixes required, opportunities around infrastructure and food access (e.g., kitchens, unused or underutilized buildings, places for storage and refrigeration), opportunities to integrate food into city planning and economic development strategies, and land to grow food



Figure 10 – Workshop participants consider and discuss case studies and strategies from other communities. Image credit: Northbound Ventures



Figure 11 – Participants at the Lewiston-Auburn Local Foods, Local Places workshop use large scale maps to identify favorite places and opportunities for the food system. Image credit: Northbound Ventures

(e.g., farmland that needs permanent protection, underutilized or potential productive space). The results of the mapping are captured in **Appendix A**.

Action Planning

The action planning process during the workshop consisted of a few phases of work. First, there was a brainstorming session, where participants were asked to write down potential actions to help advance one or more goals. The next phase was a dot-voting exercise where participants were given a limited number of dots and were asked to vote on which actions either were most important or needed immediate attention. In the third phase, small working groups assessed this prioritization voting and fleshed out the details of the top two to five actions for each goal, such as its importance, timeframe, lead role, etc. In the final phase, each small working group reported back its progress and shared any questions they encountered. The tables that follow provide additional background information and detail for each goal and action.



Figure 12 – Workshop participants split into groups to draft action plans for each of the community’s goals. Image credit: Northbound Ventures

When reading the action plan, note that a “Lead” is not the person tasked with completing the action, but rather a community member that has agreed to ensure coordination is happening among the supporting cast on the action and that progress is happening in accordance with the timeline. Each action's "supporting cast" consists of individuals or organizations that may be involved actively, consulted, or just kept informed based on their interest, expertise, or overlapping initiatives. Resources may be what is needed to complete the action, but may not be needed long-term or at all. Overall, the action plan represents a snapshot of what emerged from the Local Foods, Local Places workshop as priorities for the next few years, and is anticipated to be a living document that changes and evolves as new information emerges and actions are realized.

ACTION PLAN

GOAL 1: Strengthen access to local food while expanding market opportunities and infrastructure for farm and food business.

The community has laid much of the initial groundwork for developing strategies and implementing activities focused on improving local fresh food access, such as through community gardens, farmers’ markets, a mobile market, and healthy nutrition incentives. Still, those living in the downtown of Lewiston and Auburn face barriers to access driven by several factors such as extremely high poverty rates; 87% of downtown Lewiston residents live below 200% of the federal poverty level and 64% of Auburn’s downtown residents are low-income. The poverty rate for Lewiston children under five years old is 48%, twice the state average, with the school system hosting the highest rate of children qualifying for free or reduced-price lunch in the state. There is some good news: A recent surge in young people pursuing farming in the area, immigrant farming projects,

and upstart food ventures in the city have created opportunities to increase the supply of local fresh produce that can improve access to healthy foods for children and populations in need. Filling in gaps in the existing local food system infrastructure, business training, and social and nutritional support services will facilitate expanded market opportunities.

Action 1.1: Conduct a feasibility study to determine the demand and need for a shared-use processing space, storage facility, and commercial kitchen.

<p>What this is and why it is important</p>	<p>Lewiston-Auburn’s farmers, growers and eaters could benefit from a space where fresh, locally grown food can be stored, processed and turned into value-added products. Small-scale and beginner farmers in the community have expressed the need for a place to store and process crops. Aspiring and existing small-scale food entrepreneurs, including farmers and non-farmers, have highlighted the lack of access to a licensed commercial kitchen space in Lewiston-Auburn to transform raw ingredients into prepared foods. A feasibility study would offer a chance to explore needs and assets such as potential sites, community stakeholders, investors, and market opportunities.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Robust research on existing and similar models is conducted for benchmarking ● Purpose of the potential space is fully explored and defined ● Wide-ranging conversations are held with key stakeholders including farmers and food business owners ● Potential locations, key partners, and investors are identified ● Information from the feasibility study is adequate to inform a business plan ● Final study has considered the needs, assets, sequencing, and potential synergies identified in feasibility studies of actions 1.2 and 1.5
<p>Timeframe</p>	<p>8-12 months</p>
<p>Lead</p>	<ul style="list-style-type: none"> ● Jonah Fertig-Burd, Community Development Institute ● Sherie Blumenthal, St. Mary’s Nutrition Center
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Scott Benson and Shanna Cox, Lewiston Auburn Metropolitan Chamber of Commerce ● Ben Daley, Chirp Creek Farm (Lisbon, Maine) ● Gerald Walsh, Knead ● Francis Eanes, Bates College for data analysis and surveying ● Good Food Council of Lewiston-Auburn ● Cultivating Community ● Community Food Champions, St. Mary’s Nutrition Center ● Misty Parker, Lincoln Jeffers, and Doug Greene, City of Lewiston ● Eric Cousins, City of Auburn ● Good Shepard Food Bank ● Josh Nagine, Lewiston Farmers’ Market, Androscoggin Land Trust ● Kathy Shaw, Valley View Farm ● Developers: Laura Redding, Developer’s Collaborative; Matthew Peters, Elysian Enterprises LLC ● Maine Department of Agriculture Conservation and Forestry ● Androscoggin Valley Council of Governments

	<ul style="list-style-type: none"> ● Potential and current farmers and food producers
<p>Needed resources and possible sources</p>	<ul style="list-style-type: none"> ● Examples of similar Local Foods, Local Places community surveys that have been conducted ● Local Foods Promotion Program, Value-Added Producer Grant & other USDA Programs ● Funding/financing through Slow Money Maine ● Ron Batchner, Architect, United States Department of Agriculture Agricultural Marketing Service ● Financing from CEI (Coastal Enterprise Inc.) and or Cooperative Fund of New England ● The capacity and financial resources to distribute, conduct, and analyze the results of the survey ● Enhanced survey material ● Interpretation and translation services ● Grow L+A Study ● Bill Seretta, Fork Food Lab ● Coastal Enterprises, Inc (CEI) ● Bates Student Research support ● Ned Claxton & Troy Jackson, Maine State Senate ● Kim Finnerty, Auburn High School (share research from Whiting Farm) ● The Holyoke Food and Agriculture Innovation Center (HFAIC), Nuestras Raices

Action 1.2: Conduct a feasibility study to determine the potential of renovating the Lewiston Middle School Kitchen for job training and school- and community-wide meals that feature locally sourced ingredients.

<p>What this is and why it is important</p>	<p>Many families and children in Androscoggin County are food insecure including a high percentage of students that attend Lewiston Middle School (LMS). Free breakfast and lunch are currently served, but no means of serving dinner or sending home food with students exists. Students have shared that the food provided could be fresher and better tasting. Partnerships with area gleaning programs, local farmers and Bates College lend the potential for more locally sourced, fresh food. LMS is an important hub of the community and has the potential to provide more fresh food and serve as a communal meal space but the school kitchen is ill-equipped to meet the aspirations of food service providers, faculty, and students. Additionally, the school district has identified a need for an expanded kitchen facility to support food-related job training (e.g. via the Lewiston Regional Tech Center). Renovating the LMS kitchen could feed more families with more fresh food while also providing needed job-training opportunities. A study must first be conducted in order to understand the potential of the LMS kitchen in serving this role.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Robust research on existing other existing community meal sites is conducted ● District-wide conversations are held with key stakeholders including students, faculty, staff, parents, and community members ● Preliminary equipment and architectural needs assessment is done ● Potential funding opportunities are explored and identified ● Final study is in a form that can be readily used to apply for funding or support ● Final study has considered the needs, assets, sequencing, and potential synergies identified in feasibility studies of actions 1.1 and 1.5
<p>Timeframe</p>	<ul style="list-style-type: none"> ● 8-12 months

Lead	<ul style="list-style-type: none"> ● Alisa Roman, Director of Food Service Nutrition for Lewiston Public Schools
Supporting cast	<ul style="list-style-type: none"> ● Seniors Plus/ Meals on Wheels ● Lewiston Public Schools students, parents, superintendent, and facilities manager ● Lewiston Regional Technical Center students and staff ● Professional contractors and architects ● Good Shepard Food Bank ● Ron Adams, Maine Farm & Sea Cooperative ● St. Mary’s Nutrition Center ● Shanna Cox, LA Metro Chamber / LAEGC
Needed resources and possible sources	<ul style="list-style-type: none"> ● Lewiston Regional Technical Center ● Minneapolis Public Schools and other peers (Portland, Maine) ● Ron Batcher, Architect, United States Department of Agriculture Agricultural Marketing Service ● Serv Safe ● Students of Bates College ● Green Garden Bakery Youth Enterprise, Minneapolis ● Bill Seretta, Fork Food Lab ● Coastal Enterprises, Inc. (CEI) ● Androscoggin Valley Council of Governments ● Mary LaFontaine, Lewiston Career Center ● Maine Department of Labor ● Lewiston Economic Development Office ● Cultivating Community ● Title I funds (U.S. Department of Education supplemental funding for districts with high poverty rates) ● New Ventures, Inc for job training, business plan development

Action 1.3: Identify and secure a year-round, indoor/outdoor, permanent location for the Lewiston Farmers Market that is walkable from downtown Lewiston-Auburn and holds the potential for growth and expansion.

What this is and why it is important	<p>In operation since 2004, the Lewiston Farmers’ Market offers farmers’ and producers a consistent, direct-to-consumer market venue, and visitors a chance to build community and shop for a wide variety of local foods and goods. In partnership with the St. Mary’s Nutrition Center, the farmers’ market operates equitable access programs helping food-insecure families put more fresh food on their table. Although a well-loved fixture in the community, the market has yet to obtain a year-round permanent location. Agreements with the City of Lewiston and partner agencies must be renewed each year, sometimes with uncertainty, to secure a space for the season. Each winter the market must move to an entirely different site. A centrally located, permanent spot for the farmers market would offer residents of Lewiston-Auburn year-round access to fresh, local food, deepen civic engagement, and foster connection across communities. Farmers would have access to more consistent sales revenue and greater customer retention and loyalty. A</p>
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	permanent space would also support the local economy as a whole; studies show that farmers markets increase traffic and sales to neighboring businesses.
Measures of success	<ul style="list-style-type: none"> ● Consumer and vendor criteria for an ideal site are outlined ● Survey of potential locations is conducted, and connections made with potential partners ● Location is identified that meet the criteria ● Partnerships are honed and an agreement is reached with an optimal site
Timeframe	12-24 months ,depending on the readiness of the space
Lead	<ul style="list-style-type: none"> ● Ben Daley, Lewiston Farmers Market steering committee ● Sherie Blumenthal, Lewiston Farmers’ Market Manager ● Joshua Nagine, Friends of the Market Coordinator
Supporting cast	<ul style="list-style-type: none"> ● Lewiston Farmers’ Market Steering Committee and Market Association ● Lewiston Farmers’ Market customers ● Maine Federation of Farmers’ Markets ● Bates College (for insights on property) ● Shanna Cox, Lewiston Auburn Metropolitan Chamber of Commerce ● Misty Parker, City of Lewiston Community and Economic Development ● Denis D’Auteuil, Deputy City Administrator ● Good Food Council of Lewiston-Auburn ● Kevin Bunker, Developers Cooperation (Laura Reading for introduction) ● Cultivating Community ● Androscoggin Valley Council of Governments ● Local property owners
Needed resources and possible sources	<ul style="list-style-type: none"> ● Funding from Lewiston Farmers Market members and supporters ● Building and information options; Ron Batcher of USDA to assist with design ● Mapping and demographic insights ● Funding or donation of property ● Local Foods Promotion Program, Farmers Market Promotion Program ● Project for Public Spaces

Action 1.4: Build awareness and increase use of existing and emerging direct-to-consumer food-connection platforms.

What this is and why it is important	<p>There are a wide range of beneficial, online, direct-to-consumer food-connection platforms, such as Forager (www.goforager.com), that support food businesses and other buyers in learning what local food is available near them. Direct purchasing offered through these sites can increase profits for farmers and growers by keeping more money in their pockets, and ultimately, inside the community. For example, as a result of using applications such as Forager, the sales of Fresh Start Farms (part of Cultivating Community to the Rosemont and Portland Food Co-ops) have increased over the past three years, proving a strong track record of accessing local markets. However, despite their functionality and success, many farmers and buyers are unfamiliar with these platforms. Greater awareness of this and other apps have the potential to increase farmers' sales and consumption of fresh, local food for community members in Lewiston-</p>
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	Auburn. Event tabling, workshops, posters, electronic and written articles provide potential opportunities to disseminate information about potential platforms.
Measures of success	<ul style="list-style-type: none"> ● Outreach is conducted to farmers and producers with a focus on those that are from or operate in Lewiston-Auburn ● Conversations are held with promising local businesses and institutions ● Follow-up with users is conducted to assess success ● More farms and food businesses are using the app and sales have increased ● Increased diversity in customer base (schools, restaurants, small groceries) for area farmers
Timeframe	6 -12 months
Lead	<ul style="list-style-type: none"> ● Jessica Woiderski, Food Hub Manager, Cultivating Community ● Sandy Alles, Wholesale Manager, Cultivating Community
Supporting cast	<ul style="list-style-type: none"> ● Forager ● Maeve McInnes, The Maine Course at Sodexo ● Central Maine Medical Center ● Ben Daley, Chirp Creek Farm Farms of Lewiston ● Kathy Shaw, Valley View Farm ● Jim Hannah, Cumberland County Food Security Council ● Maine Federation of Farmers' Markets ● Local grocers ● Coastal Enterprise Inc. ● Maine Organic and Growers Association
Needed resources and possible sources	<ul style="list-style-type: none"> ● Marketing support from Forager ● Printed outreach materials ● Sandy Alles and others for outreach capacity ● Hannah Semler, Maine Gleaning Network and Farm Drop ● Carl Constanzi and Corey Dilts, Norway Chef-Farmers Collaborative ● Portland Food Co-op ● Lewiston-Auburn School District ● Maine Farm and Sea Cooperative ● Maine NETwork of Community Food Councils

Action 1.5: Conduct a feasibility study of a cooperatively run, low-cost, local foods store in the Tree Streets neighborhood.

What this is and why it is important	<p>Poverty and food insecurity in the Tree Streets neighborhood are some of the highest in the state. Up to half of households don't have access to a vehicle. The closest full-service grocery stores to downtown are more than a mile away and can be difficult to reach, particularly in Maine winters. Innovative models that provide healthy low-cost food while also fostering community engagement, and in some cases cooperative ownership, are being trialed and have seen success in other parts of the country. Local food access, emergency food providers and community driven agencies are already experimenting with components of these models. Some existing support for research into this model</p>
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	exists already. At the same time, Lewiston-Auburn has a community of farmers who live downtown and are looking to expand their markets while building a livelihood. To learn whether Lewiston could support such a store, there needs to be research into existing models, community listening, and the development of a business plan.
Measures of success	<ul style="list-style-type: none"> ● A robust series of listening sessions with multiple communities across downtown Lewiston have been held and summarized ● Conversations and planning sessions with key stakeholder involvement ● Thorough investigation into a number of similar programs, e.g., Daily Table, Bargain Grocer ● Compiled study that can be used to develop a business plan and secure funding ● Final study has considered the needs, assets, sequencing, and potential synergies identified in feasibility studies of actions 1.1 and 1.2
Timeframe	12 months
Lead	<ul style="list-style-type: none"> ● Jonah Fertig-Burd, Cooperative Development Institute ● Sherie Blumenthal, St. Mary's Nutrition Center
Supporting cast	<ul style="list-style-type: none"> ● Joel Furrow, Root Cellar ● Somali Bantu Community Association ● New Roots Cooperative Farm ● Cultivating Community ● Good Shepherd Food Bank ● Misty Parker, Economic & Community Development and Lincoln Jeffers, Deputy City Administrator, City of Lewiston ● Trinity Jubilee Center ● Community Food Champions, St. Mary's Nutrition Center ● Neighborhood service agencies and religious institutions ● Healthy Androscoggin
Needed resources and possible sources	<ul style="list-style-type: none"> ● Funding for feasibility study: USDA Rural Business Development Grant ● Physical location in the Tree Streets neighborhood ● Coastal Enterprises Inc. ● LA Metro Chamber ● Models: Daily Table, Bargain Grocery

Goal 2: Integrate local food and agriculture into city planning and economic development strategies.

Over the past decade, the cities of Lewiston and Auburn have completed several important planning processes including the Downtown Neighborhood Action Plan (2009), Community Food Assessment (2013), New Auburn Village Center Study (2014), Lewiston-Auburn Regional Food Hub Feasibility Study (2015), Lewiston-Auburn Community Food Charter (2016), and the Lewiston-Auburn Region Farmland Access & Food Economy Conference (2019). In light of a new cycle of municipal comprehensive planning beginning in Auburn, as well as a study of Auburn's agricultural zone and a downtown Lewiston Transformation Plan process that is moving to implementation, it is an important time to raise the profile of local food and agriculture and ensure that the food and agricultural sectors are at the table for downtown planning and economic development strategies.

Action 2.1: Pass the Food Sovereignty Act in Lewiston.	
What this is and why it is important	In 2017, the State of Maine passed a first-in-the-nation food sovereignty law, An Act To Recognize Local Control Regarding Food Systems (Sec. 1. 7-A MRSA §101, sub-§2-B), ⁶ which allows exemptions to state licensing and inspection requirements for direct-to-consumer sales of locally grown food, if a municipality chooses to allow it. Adopting the act, as Auburn and other Maine cities have already done, would give the city of Lewiston more autonomy in overseeing the distribution channels of local foods. Passage of the act requires support from the community and city council, which may warrant dedicated outreach to secure (e.g., letter writing campaign, presentations in city council meetings). The act would allow improve residents’ access to local food and build momentum and support for buying local foods. It would also remove barriers for purchasing directly from farmers and producers and encourage the entry of growers and food-related entrepreneurs. Additionally, the measure would help Lewiston and Auburn align their local food efforts.
Measures of success	<ul style="list-style-type: none"> ● A comprehensive review of other local food sovereignty acts is completed ● Conversations with area farmers are held and feedback is gathered ● A Food Sovereignty Act is collectively drafted and presented to City Council ● Lewiston City Council passes Food Sovereignty Act
Timeframe	<ul style="list-style-type: none"> ● 6 months ● 1 – 2 months to prepare ● 1 month to pass through council process and garner support
Lead	<ul style="list-style-type: none"> ● Good Food Council of Lewiston-Auburn ● Jesse Tannenbaum, Eli’s Homestead
Supporting cast	<ul style="list-style-type: none"> ● David Hediger, Director of Planning and Code, City of Lewiston ● Denis D’Auteuil, Deputy City Administrator, City of Lewiston ● Misty Parker, Economic and Community Development, City of Lewiston ● Francis Eanes, Bates College/Good Food Council of Lewiston-Auburn ● Local farmers, particularly those that live and sell in Androscoggin county ● Food for Maine’s Future ● Representative Craig Hickman ● Citizens of Lewiston
Needed resources and possible sources	<ul style="list-style-type: none"> ● Support from Heather Rettburg, Food for Maine’s Future ● Craig Hickman, Maine State House Representative and farmer ● Maine Network of Community Food Councils ● Maine Federation of Farmers’ Market

⁶ State of Maine. <https://legislature.maine.gov/legis/bills/getPDF.asp?paper=SP0242&item=6&snum=128>. Accessed November 19, 2019.

Action 2.2: Ensure that food and farm sectors are represented as critical to and integrated in Auburn’s 2020-2030 comprehensive plan. This includes crafting a robust and inclusive community engagement process to identify priorities.

<p>What this is and why it is important</p>	<p>A new Comprehensive Plan that includes goals related to increased food access and supporting food production, including actionable strategies and funding, is in the process of being developed in Auburn. As this process continues, it is important that language is written into the Comprehensive Plan that explicitly links to food and agricultural priorities. These include but are not limited to: concrete implementation steps promoting farmers’ markets to increase access to healthy food; adopting zoning definitions that protect farmland and benchmarks and standards for accessing healthy food (e.g, “50 percent of households will live within 1/2 mile of a farmers’ market, grocery store, or other healthy food retail option”); recognizing the needs of underserved communities and those with disproportionately worse health outcomes; providing model/best-practice ideas to support health goals. This will require working with public health staff and other advocates to tailor model language to suit Auburn's context.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> • A community process for integrating the knowledge and values of residents, City staff, public health staff, community-based advocates, planners, and experts/consultants, is completed. This process will be robust and inclusive, and will include but not be limited to the following: <ul style="list-style-type: none"> ○ Create a long-term vision for land use in Auburn that promotes local agriculture while protecting precious natural resources, such as Lake Auburn and other local watersheds; ○ Develop strategies and tools for assessing the impact of recent ordinance changes to Auburn’s AGRP zone • A New Comprehensive Plan that includes goals related to increased food access and supporting food production, including actionable strategies and funding, is adopted with language that explicitly links to concrete implementation and/or provides benchmarks and standards.
<p>Timeframe</p>	<p>Up to 2 years</p>
<p>Lead</p>	<ul style="list-style-type: none"> • Good Food Council of Lewiston-Auburn • Consultants hired by the City to Guide the Comprehensive Plan Process

Supporting cast	<ul style="list-style-type: none"> ● Auburn City Council and Mayor ● Auburn Planning Boar ● Auburn City Staff ● Auburn Conservation Commission ● Auburn Agriculture Committee ● Auburn Committee on Age-Friendly Community ● Auburn School Committee, and school-based groups ● Lewiston- Auburn Food Pantries ● Auburn Community Gardens Initiative Team: St. Mary’s Nutrition Center, UMaine Cooperative Extension ● LA Farm to School Workgroup ● Auburn Police Activities League (PAL) Center ● Good Shepherd Food Bank ● Healthy Androscoggin ● Lewiston-Auburn Farmers & Food Producers, ● Lewiston and Auburn Farmers’ Market Vendors ● Androscoggin Valley Council of Governments, Planning including Regional Transportation Planning ● Complete Streets Committee ● Francis Eanes, Bates College
Needed resources and possible sources	<ul style="list-style-type: none"> ● Funders: for Good Food Council of Lewiston-Auburn to support additional staff time and lead the advocacy effort, and for support of additional engagement and information-gathering activities ● Auburn Citizen Advisory Committee: Community Development Block Grants (CDBG) ● Reference: LA Food Charter, 'Food Access Planning Guide' for Comp Planning produced in 2016 by the Minnesota Food Charter Network ● Venues & Outreach: Auburn Library, Auburn Senior Community Center, Auburn Schools, AL YMCA, Hilton Garden Inn, Auburn Restaurants/Pubs, Auburn Housing Authority, Auburn Communications & Recreation Department, Auburn Faith-Based Communities, Auburn Business Association, LA Metro Chamber, Community Concepts, United New Auburn Association ● Auburn Planning Department Staff ● Maine Municipal Planning Assistance Program ● Maine Farmland Trust ● Maine Network of Community Food Councils ● Community Food Champions, St. Mary’s Nutrition Center, and funding for the Community Food Champions to support staff time

Action 2.3: Pass an urban agriculture ordinance in Lewiston and Auburn.

What this is and why it is important	<p>An urban agriculture ordinance that allows for all types of farming and capitalizes on the limited resource of land would promote small-scale local agriculture within the community. In turn, the resulting expansion of local agricultural output would increase knowledge of, appreciation for, and access to healthy local foods. Farming as an occupation also promotes self-sufficiency and builds a sense of community, which can be</p>
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	especially helpful to recent immigrant farmers trying to adjust to a whole host of new business and cultural norms. This would also makes it easier for people seeking to subsistence farm and grow food for their families and community. Cities such as Sommerville, MA instituted an ordinance that can serve as a model.
Measures of success	<ul style="list-style-type: none"> • A comprehensive review of model ordinances is conducted • Conversations with area farmers are held and feedback is gathered • Communication around an ordinance is established with both Cities • Ordinance for each City is collectively drafted • Urban agriculture ordinance is presented and passed in both Lewiston and Auburn. • Process has considered the needs, assets, sequencing, and potential synergies identified in action 2.1
Timeframe	6-8 months
Lead	<ul style="list-style-type: none"> • Jesse Tannenbaum, Eli’s Homestead • Good Food Council of Lewiston-Auburn • Shelly Norton, Androscoggin Valley Council of Governments
Supporting cast	<ul style="list-style-type: none"> • Community Food Champions • Francis Eanes, Bates College/Good Food Council of Lewiston-Auburn • Lewiston Healthy Neighborhoods • Auburn Agriculture Committee • City of Auburn municipal staff • City of Lewiston municipal staff • St. Mary’s Nutrition Center • Maine Network of Community Food Councils
Needed resources and possible sources	<ul style="list-style-type: none"> • Financial support from the Good Food Council of Lewiston-Auburn to support staff time • City of Portland • Somerville Urban Ag Ordinance • Maine Federation of Farmers Markets

Action 2.4: Develop a regional economic growth strategy to support agricultural production, processing, and distribution to grow the agriculture sector and bring new business and jobs (e.g. new farmers).

What this is and why it is important	The farm and food sectors require a higher level of support and have traditionally been left out of local economic development strategies. For other ‘Local Foods, Local Places’ goals to be successful, food and farm businesses must be supported as critical and integrated to the region’s success. In order to foster this support, there must be a shared vision and roadmap to success. There must also be readiness and coordination to apply for grants at the proper time. Timing is also opportune, as the LA Metro Chamber will be building new Regional Growth Strategy in 2020, and the Chamber is supportive of this Action, and has expertise and additional capacity to lead.
Measures of success	<ul style="list-style-type: none"> • Regional Economic Growth Strategy is adopted by the Lewiston Auburn Metropolitan Chamber of Commerce, City of Auburn, City of Lewiston, and other partners • Programs and strategies are in place, such as a revolving loan program that can be used to apply for infrastructure funding

	<ul style="list-style-type: none"> ● More food and agriculture businesses are thriving ● Job creation
Timeframe	Up to 2 years from now
Lead	Shanna Cox, Lewiston Auburn Metropolitan Chamber of Commerce
Supporting cast	<ul style="list-style-type: none"> ● Androscoggin Valley Council of Governments ● Economic development staff in Lewiston & Auburn ● Dina Jackson, Androscoggin Valley Council of Governments ● Farmers/business owners ● Cooperative Development Institute ● Good Food Council of Lewiston-Auburn ● Steph Gilbert, Maine Department of Agriculture ● Maine Department of Community and Economic Development
Needed resources and possible sources	<ul style="list-style-type: none"> ● Time and people ● Support from councils to direct staff effort ● Paid experts/consultants ● Coastal Enterprises Inc. (CEI) ● New Ventures, Inc for job training, business plan development ● Grants

Goal 3: Build food and agriculture as a defining brand for Lewiston-Auburn.

Once a booming mill town, Lewiston-Auburn has faced several challenges that mirror other post-industrial communities in New England: loss of jobs, a declining population base, extreme generational poverty and food insecurity, a depleted and polluted Androscoggin River (once listed as among the ten most polluted waterways in America)⁷, minimal greenspace in the urban core, distressed housing contributing to high childhood lead poisoning rates⁸, and vacant mills, storefronts, and lots. These challenges have been compounded by a history of community planning that prioritized commercial and industrial development outside of downtown, with minimal resident engagement, and indifference towards poorer residents living downtown. But in the last fifteen years, Lewiston-Auburn has changed significantly with new housing construction, renovation of historic structures, the addition of three farmers markets, approximately 20 community and school gardens, new restaurants, and more immigrant grocers and other small businesses filling previously empty storefronts. The difference is very visible on streets such as Lisbon Street in Lewiston, once considered the heart of commerce that had lost its commercial shine during years of stagnation. Without a doubt, local foods are playing a role in some of the renaissance of downtown through increased local demand and by attracting regional visitors who are now able to experience downtown as a food destination.

⁷ Natural Resource Council of Maine. <https://www.nrcm.org/wp-content/uploads/2017/10/shockingstatementsandroscoggin.pdf>. Accessed November 19, 2019.

⁸ Lewiston Auburn Lead Program. http://lewistonauburnlead.org/wordpress/?page_id=8. Accessed November 19, 2019.

Action 3.1: Craft a Request for Proposal (RFP) and hire a consultant to co-create a local foods/ag brand identity for Lewiston-Auburn. Ensure the proposal selected encompasses a community-driven process to create the brand.

<p>What this is and why it is important</p>	<p>Efforts to support area food producers and catalyze the local foods economy would be united and amplified under a well-crafted, authentic, local foods/ag brand identity for the greater Lewiston-Auburn area. A community-driven process to determine the brand would be vital to the brand’s success. This new brand is also important to help reframe prevailing negative narratives about LA; a positive local foods story could serve to lift the area as a whole. The process is suggested to include aggregation of existing market research in LA, research on other successful local foods brand identities for other municipalities/counties/regions, an inventory of local food assets and gaps (such as local halal processor), and new market research on the perceptions, preferences, and food acquisition patterns of LA consumers. The brand identity is suggested to be followed by developing and implementing a marketing plan to ensure its success (see action 3.2).</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> ● RFP is created. ● Consultant is vetted and hired. ● At least 200 diverse community members, including farmers, engage in the process of building the brand.
<p>Timeframe</p>	<p>12-18 months</p>
<p>Lead</p>	<p>Lewiston Auburn Metro Chamber Good Food Council of Lewiston Auburn</p>
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Local Foods, Local Places Steering Committee ● Cultivating Community Fresh Start Farms staff ● Community Food Champions, St. Mary’s Nutrition Center ● Adult Education Program in Lewiston & Auburn ● LA Food Pantries & Soup Kitchens ● Bates College and University of Southern Maine to support research ● Lewiston Auburn Farmers Markets, and Lewiston Auburn Area Farmers ● Kathy Shaw, Valley View Farm
<p>Needed resources and possible sources</p>	<ul style="list-style-type: none"> ● Funding to support the Good Food Council in co-leading this action, to hire a consultant, and for stipends for community time, travel, transportation, and interpretation to participate in focus groups. ● Time/human capital ● Outreach/Marketing resources ● Local Media (Sun Journal, etc.) ● Venues/space ● Local food ● Steph Gilbert, Maine Department of Agriculture ● Local foods retailers (e.g., Axis, Hannaford Supermarkets, etc.) ● Museum L/A ● Consult with Maine Dept of Agriculture regarding Get Real, Get Maine ● Existing research: Lewiston Farmers Market survey and community gardeners, L/A Arts Cultural Arts Plan, Auburn Sports Tourism Study, Grow L+A Food Hub Feasibility

	Study (2015_, Commercial Kitchen Research by Bates College (2015_, Community Food Assessment 2013, Past general marketing plans for LA: LA Chamber, the Cities of Lewiston and Auburn.
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3.2: Develop and implement a marketing strategy/plan for the new local foods/ag brand identity for LA that includes a ‘buy local foods’ campaign that will support local food producers, increase the availability of and access to local foods, and support the local economy as a whole.

What this is and why it is important	A newly-created LA local foods/ag brand will require a realistic and well-crafted marketing strategy to be implemented that includes a “Buy Local Foods” campaign component to ensure it is successful in instilling community pride in locally produced foods, increasing sales of local foods, and supporting food-related tourism. Local producers have pointed to the need for increasing education about the importance of purchasing local and how to do so. The strategy is suggested to include events for different audiences, (e.g., debunking food myths about low- and high-cost food, Multicultural Food Fest). Slogan idea: “Real food for real people”
Measures of success	<ul style="list-style-type: none"> ● Marketing plan is produced with measurable S.M.A.R.T. goals and is assessed at regular points. ● Brand is launched. ● Comparison of local food sales yearly or at other time-based increments ● Compare survey benchmarks of consumer behavior pre/post plan ● Positive feedback from community groups
Timeframe	1-2 years
Lead	<ul style="list-style-type: none"> ● The Good Food Council of Lewiston Auburn ● Shanna Cox and Scott Benson, Lewiston Auburn Metropolitan Chamber of Commerce
Supporting cast	<ul style="list-style-type: none"> ● Downtown Lewiston Association ● Sam Boss and Stephanie Kelly-Romano, Bates College ● Dina Jackson, Androscoggin Valley Council of Governments ● Cultivating Community ● Steph Gilbert, Maine Department of Agriculture ● City of Lewiston and City of Auburn Departments of Economic Development and Communications ● Joshua Nagine, Lewiston Farmers’ Market
Needed resources and possible sources	<ul style="list-style-type: none"> ● Funders: Local Foods Program USDA, Elmina B. Sewall Foundation, Betterment Foundation, Kresge Foundation ● Museum L/A ● Consultant with food-specific marketing knowledge

Goal 4: Increase equitable access, ownership, and preservation of land to grow food in Lewiston-Auburn.

Agricultural land is diminishing globally and in the next 15 years, American Farmland Trust predicts one-third of the United States’ farmland will change hands as farmers and ranchers age out of the occupation without a clear successor. In Maine alone, over 400,000 acres of farmland, representing nearly one-third of the state’s current land in farms, will change hands this decade as many of Maine’s farmland owners age and retire⁹. With so much at stake with the loss of agricultural land to development pressures, New England launched a regional food system strategy in 2011, the New England Food Vision, that targets producing at least 50% of New England’s food within the region by 2060. Lewiston-Auburn has an important role to play in this food system resiliency strategy and is unique in that it is the only place in Maine where the average farmer age is actually getting younger. Also, over 40% of Auburn’s land mass (20,000 acres) is zoned for agricultural use and has been protected from development for the last 60 plus years¹⁰. However, there is still risk of harmful policy shifts and development pressure without proper planning and preservation. A review and modernization of the Agriculture and Resource Protection Zone has begun with critical decisions anticipated in 2019-2020. Increasing equitable access, ownership, and preservation of land to grow food is fundamental to Lewiston-Auburn’s future and a sustainable New England food system.

Action 4.1a: Assist New Roots Cooperative Farm, the Somali Bantu Community Association, and other potential farmland seekers to purchase and secure farmland.

4.1b: Record process of securing land so it may be used by other land seekers.

<p>What this is and why it is important</p>	<p>New Roots Cooperative Farm (NRCF) and the Somali Bantu Community Association (SBCA) are actively seeking to secure and purchase land. NRCF has a lease on their land but must purchase this land by 2021. Both groups of farmers provide produce to a number of markets in Lewiston-Auburn as well as local food pantries. The ownership and security of farmland will help connect the Somali Bantu farmers to their home country, preserve their culture and support food security for their families and community. This farmland will generate economic growth and infrastructure while simultaneously promoting environmental stewardship. Furthermore, there are 8 or more refugee farmers graduating from Cultivating Community in the next 2 years who are looking for land as well as other newly transplanted beginner farmers who hope to secure property. Working with NRCF and SBCA to undergo a process of securing land will be beneficial in terms of providing farmers with land security while also yielding important learning, identifying opportunities, and securing relationships for other fledgling farmers. The success of this process should help others that want to do the same in the future.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Relationships with land holders developed as needed and as land is secured ● Fundraising plan developed and executed where appropriate ● Land purchased or fair and equitable lease terms arranged where purchase is not an option <ul style="list-style-type: none"> ○ Minimum 5-year lease and/or lease with an option to purchase

⁹ Maine Farmland Trust. <https://www.maineFarmlandtrust.org/about/>. Accessed November 19, 2019.

¹⁰ City of Auburn, Maine. <http://www.auburnmaine.gov/pages/government/agriculture-and-resource-protection-zoning-district-auburn-maine>. Accessed November 19, 2019.

	<ul style="list-style-type: none"> ● Process debriefed and recorded with outside support in order to provide other area farmers with a resource to help secure land
Timeframe	<ul style="list-style-type: none"> ● New Roots Cooperative Farm (NRCF): land purchase started by 2021 ● NRCF: Start process of land purchase November of 2019 ● Somali Bantu Community Association (SBCA): process has started ● SBCA: Needs to be secured by 2022 ● SBCA: land and farm decisions made by 2020
Lead	<ul style="list-style-type: none"> ● SBCA: Muhidin Ilbah, Ashley Bahlkow, Jim Hanna ● NRCF: Batula Ismail, Seynab Ali, Jabril Abdi, Mohamed Abukar ● Omar Hassan, Jonah Fertig-Burd, Cooperative Development Institute ● Hussein Muktar, Cultivating Community
Supporting cast	<ul style="list-style-type: none"> ● Ian Mc Sweeney, Agrarian Trust ● Erica Buswell, Maine Farmland Trust ● American Farmland Trust ● Ethan Miller, Land in Common ● Abby Sadauckas, Land for Good ● Bonnie Rukin, Slow Money Maine ● Francis Eanes, Bates College/Good Food Council of Lewiston-Auburn ● Androscoggin Land Trust
Needed resources and possible sources	<ul style="list-style-type: none"> ● Farmers who wants to lease or sell land ● New Roots: \$55,000 for land ● New Roots: \$15,000 for drilling a well ● New Roots: \$15,000 for a greenhouse ● SBCA: \$300,000 for land and infrastructure ● Operational and TA funding ● USDA NRCS ● Cooperative Fund of New England ● Slow Money Maine ● Maine Harvest Federal Credit Union ● Bates College or USM students to support capturing and recording process

Action 4.2: Develop a local land fund that provides land loans and grants that are specifically interest-free loans.

<p>What this is and why it is important</p>	<p>The land loans and grants that are available to farmers in the state of Maine nearly always come with interest. Farmers of low income or with poor credit have difficulty securing these loans. Farmers who are Muslim or of other faith-based traditions that prohibit usury are unable to take advantage of these funding opportunities. A culturally appropriate, Sharia-compliant loan fund would support a wide range of groups in obtaining funding to secure land and support a more robust, equitable local food system.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Listening sessions held with target farmers held to determine needs and preferences for loans ● Key funders identified and secured ● More funding and financing sources that provide Sharia financing are created ● More money goes to more farmers in Lewiston-Auburn ● Navigators and connectors to resources ● More communication between funders and lenders
<p>Timeframe</p>	<ul style="list-style-type: none"> ● Established in 4-5 years ● Some of this work has started ● More of this work is happening in the next year
<p>Lead</p>	<p>Jonah Fertig-Burd, Cooperative Development Institute</p>
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Bonnie Rukin, Slow Money Maine ● Deborah Hawkins, Cooperative Fund of New England ● John Scribner, Coastal Enterprises, Inc. ● Jen Hogan, Community Credit Union ● Shanna Cox, Lewiston-Auburn Chamber of Commerce ● Laress Wilkins Lawrence, Elmina B. Sewall Foundation ● Claude Rwanganje, Prosperity Maine ● Somali Bantu Community Association ● Cooperative Development Institute ● Bill Toomey, Maine Farmland Trust ● Ian McSweeney, Agrarian Trust ● Land for Good ● Land in Common ● Good Food Council of Lewiston-Auburn ● United States Department of Agriculture ● Scott Budde, Maine Harvest Federal Credit Union ● Gene Ardito, cPort Credit Union ● Karem Durdag, GWI
<p>Needed resources and possible sources</p>	<ul style="list-style-type: none"> ● Research about good practices ● People with knowledge about financing ● Convener/leader ● Good storyteller ● Money ● Financial counselor ● University of Maine Cooperative Extension

Action 4.3: Increase awareness among landowners and land seekers about organizations that support land access, land transfer, land preservation, and land justice.

<p>What this is and why it is important</p>	<p>Lewiston-Auburn is rooted in a farming heritage and contains vast farmland with prime agricultural soils. Many existing farm owners will be considering retirement in the next 5-10 years and much of this land will be poised to change hands. At the same time, the Lewiston-Auburn region is home to a growing body of farmers who are seeking to secure land and establish viable farm- and food-producing businesses. A number of organizations in the state are working to connect farmland seekers to landowners and build a supportive entrepreneurial ecosystem for the growth of the farm and food economy. A subset also specializes in the brokering of land transfers and land conservation. Landowners and land seekers however, are unaware of these organizations or services. Awareness-building events, such as LA Region Farmland Access & Food Economy Conference, and other outreach efforts serve to foster key relationships and increase the likelihood that land will remain in the agricultural sector.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Outline of awareness-building events, outreach and relationship building efforts compiled ● Multiple events/activities pursued and completed over the timeframe ● Increased number of landowners seeking to transfer ● Increased number of successful transfers that occur and keep land in the agricultural sector or subsistence farming ● Increased number of farmland acres preserved
<p>Timeframe</p>	<ul style="list-style-type: none"> ● 3-5 years ● This has started already ● LA Region Farmland Access & Food Economy Conference (March of 2019)
<p>Lead</p>	<ul style="list-style-type: none"> ● Good Food Council of Lewiston-Auburn
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Ethan Miller, Land in Common ● New England Farmers of Color network ● Lewiston-Auburn Economic Development and Planning Department ● Somali Bantu Community Association ● Cooperative Development Institute ● Maine Farmland Trust ● Agrarian Trust ● Land for Good ● Land in Common ● Good Food Council of Lewiston-Auburn ● United States Department of Agriculture ● Farmer and community ambassadors ● Bates College
<p>Needed resources and possible sources</p>	<ul style="list-style-type: none"> ● People, time and knowledge ● Funding for events: \$5,000 - \$10,000 ● Outreach material, translation and interpretation, mailings ● Cooperative Development Institute Cultivating Community have funding ● Bates College student outreach

Action 4.4: Create sustainable land access for subsistence farmers and gardeners who seek to grow food for their families and community.

<p>What this is and why it is important</p>	<p>There are close to ten community gardens across Lewiston-Auburn supporting approximately 200 households in growing food. The majority of these gardens occur on land that has not been definitely secured and rely on renewing arrangements every few years with a range of municipalities and organizations. Similarly, there are community members, particularly from the Somali-Bantu community, who are currently or seeking to subsistence farm but do not have secure, reliable access to land. Subsistence farming and gardening can help people escape the hectic lifestyle of the city, learn about where food comes from, support cultural preservation and create a connection to home. In terms of health, land access for farming can increase food security, access to healthy food, connection with others, and exercise. It is important that pathways to setting aside, securing and preserving land specifically for the activities of farming and gardening be pursued.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> ● Strategies to create sustainable access to land are assessed ● Potential sites that can be purchased, gifted or leased long term are identified ● Opportunities to secure land is pursued ● Land, ideally close to the urban core of Lewiston-Auburn, is secured ● Number of households gardening and/or subsistence farming increases
<p>Timeframe</p>	<ul style="list-style-type: none"> ● Currently happening ● Land secured by 2022
<p>Lead</p>	<ul style="list-style-type: none"> ● Somali Bantu Community Association ● Sherie Blumenthal, St. Mary’s Nutrition Center
<p>Supporting cast</p>	<ul style="list-style-type: none"> ● Cultivating Community ● Land in Common Community Land Trust ● Androscoggin Land Trust ● Good Food Council of Lewiston-Auburn ● Francis Eanes, Bates College/Good Food Council of Lewiston-Auburn
<p>Needed resources and possible sources</p>	<ul style="list-style-type: none"> ● Flexible funding for rent, tilling and land prep, equipment, and support staff ● Farmer funds ● University of Maine Cooperative Extension Master Gardeners ● Volunteers

IMPLEMENTATION AND NEXT STEPS

The steering committee held three calls in the weeks following the workshop to share progress updates, review the community action plan for clarity and accuracy, and discuss outreach strategies for maintaining momentum and stakeholder engagement in the process. Announcements and activities since the workshop include:

- Kirsten Walters submitted a couple of grants on behalf of St. Mary's Nutrition Center that highlight elements of the action plan.
- City of Auburn's work to change their Ag Zone. The City Council passed changes to the Ag Zone, including the establishment of an Agricultural Committee charged with supporting food and Agriculture in the city. This committee represents an opportunity, audience, and potential partner for aspects of this plan, particularly actions related to farmland.
- Maine Farmland Trust launched a formal collaborative to find farmland for the Somali Bantu farmer community. New Roots is planning out their work around land purchase.
- Good Shepard Food Bank has some funding available through the Community Based Strategies to End Hunger, a pool of \$30,000 to address root causes of hunger. GSFb released a request for proposals to several communities, including Lewiston, which would be a good opportunity for collaboration for several of the strategies in the action plan.
- St. Mary's Nutrition Center won a grant from the Quimby Foundation. This \$24,000 general operating request seeks to expand equitable food access efforts for people of low-income with a focus on families and immigrants/refugees. Priority strategies will result in expanded garden access, increased awareness and utilization of local food access.
- Good Shepard Food Bank is part of a team that won a grant to develop vegetable freezing capability. This potentially adds processing capacity and channels into the region.
- Maine Network of Community Food Councils is working on knitting together local food networks up to a state network.
- Steering committee members reached out to various farmers to review the draft action plan.
- Jesse Tannebaum, Farmer, followed up with local legislators about food sovereignty; and
- Kathy Shaw, owner of Valley View Farm and the 4 Season Farm Market (Mill Street, New Auburn) announced that she intended to close the market at the end of 2019, but hopes there will be a future market or a farm stand in the same or another location (e.g. on farm).

APPENDICES

- Appendix A – Workshop Exercise Results
- Appendix B – Workshop Sign-in Sheets
- Appendix C – Workshop Photo Album
- Appendix D – Community Data Profile
- Appendix E – Funding Resources
- Appendix F – References

Appendix A:

Workshop Exercise Results

The community meeting on October 22nd kicked off with two group exercises to capture the essence of how workshop participants feel about the Lewiston-Auburn community and local food. Before the group exercises, the facilitator asked each workshop participant to introduce themselves and in one to two words describe what brought them here today. Below are the responses captured as each person read their response to the rest of the room.

Why I am Here:

- St. Mary's Nutrition Center
- To build a better community
- To be with community
- To reduce food insecurity
- To help make food accessible
- To minimize food waste
- To explore new market opportunities
- To learn and to listen
- Because food and farming are important assets of Lewiston-Auburn to be protected
- To represent the farming community
- To help improve community health and nutrition
- To make L-A a food destination
- To build bridges for more collaboration
- I work here and I have a love of food
- I work in the community
- Hope
- To learn about the community and to support the community
- To see how the community can grow and to support the food program
- To be a part of this beautiful community and part of this gathering
- I love this community
- To make interconnections
- To hear new opportunities
- To be good neighbors
- To learn more about what I can do to help
- To have access to food
- For good food!

Headlines from the Future

The technical assistance team led a visioning and values group exercise during the October 22nd community meeting, which asked participants to write an aspirational headline from the future. The headline would appear on the front page of the local newspaper in 3-5 years and answer the questions: *What's happened? What is the impact? What made it possible?*

- "Lewiston Auburn schools purchase 40% local food! Student interest, farm partnerships, and dynamic menus cultivate adventurous eaters and thriving farmers!"
- "Fall Harvest Festival Attracts Thousands"
 - Impact:
 - Money into L/A
 - Better reputation/pride
 - Highlighting diversity/common interests
 - What made it happen:
 - Co-planning with non-profits, farms, and businesses

- Youth planning!
 - Successful farms fueled by community support and government investment
- “L/A’s Thriving Food Economy Serves as Model for the Rest of the Country”
 - Investment
 - Leadership
 - Community working together
- “More restaurants buying local food”
 - Impact: Local farms sell more; Local economy is stimulated
 - How? Major branding; More businesses using Forager
- “Kennedy Park & Good Food Bus expanded “
 - Impact: more people get fresh food; farmers sell more produce; more low income customers get access to doubling EBT & WIC
- “Local resident opens state’s largest public market offering local food from 75% local farmers in 30 mile area and greatest diversity of offerings”
- “Population grows by 5,000 new residents with new housing to support them”
- “Lewiston hospitals and nursing homes serve 100% local food”
- “Former summer youth gardener (at the St Mary’s Nutrition Center) adds to food business district in downtown L/A”
- “All food grown in the area is being used and not wasted.”
 - Farmers, schools, food pantries, soup kitchens all cooperating to use and get food to all people. The impact is no waste; very little food insecurity; healthier population
- “Lewiston is Maine’s #1 foodie destination says Food & Wine Magazine. “
 - Impact: job creation; opportunities for all who live, work, and play here
 - What made it possible? Combined, focused efforts
- “Grand Opening of Marché L/A Draws Throngs.”
 - New marketplace of local food vendors, makers, food trucks, etc. opens in old mill.
 - New place to sell/buy, connect, launch business, incubate coops, build community.
 - Local Food HUB
- “Lewiston-Auburn ranked among top places nationally to grow and sell food locally.”
 - Food Sovereignty Act breaks barriers to allow for production and value-added goods without restrictions from licensing.
 - Demand from local food businesses and retailers helps.
 - Revitalization of downtown spaces draws investment and increases economic opportunity
- “Lewiston Public Schools increase use of locally-sourced foods”
 - Impact: Healthier foods; benefits to local economy
 - Made Possible By: Improved coordination between local food groups and LPS
- “L-A is a booming agricultural center in Maine, rivalling Unity and Norway. Food security has increased. There is a diverse vibrant community that is growing. The clear vision shared by community leaders, businesses, and residents made it happen. “

- “Lewiston-Auburn becomes hub of Maine Agriculture through a community driven effort, bringing a whole new energy to the local economy.”
- “Immigrant/Refugee Farmers providing 50% of produce to grocery stores and institutions in Lewiston/Auburn as part of boom in immigrant-owned businesses.”
- “L/A sets new mark for cooperative farmland ownership.”
 - Impact: More land owned and farmed cooperatively than anywhere else; more young/ new/ beginning/ immigrant/ refugee/ veteran farmers growing food for themselves and markets than at any time.
- “Lewiston-Auburn schools drive youth resurgence in farming/food production.”
- “Lewiston-Auburn unifies as one municipality. Eliminates excess spending. Opens affordable new developments. Offers local funding to mom & pop businesses and New Mainers, creating 2,000 new jobs focused on local development.”
- “New commercial kitchen opens downtown. Impact: Fledgling businesses thrive. Seed money kick-started it, happening in multi-use space.”
- “Lewiston-Auburn economic development chose to support food businesses as a major pillar of their strategy.”
- “L-A is Maine’s official come-back kid”
 - Transformation Plan actions in full swing.
 - Local farms increasing
 - Mill buildings filled up
 - More local food and farm businesses
 - School gardens and institutions buying
- “Five new refugee-owned farms in Lewiston-Auburn”
 - What happened – Farmers who wanted to start farming got the resources to make it happen
 - Impact – Good food, economic security/ food security increased for New Mainers; Lewiston-Auburn becoming a food hub in Maine
 - What made it possible – Options: Part of a green New Deal to fund local sustainable agriculture and promote racial justice; funded by USDA to support immigrant refugee farmers and farmers of color (who were historically discriminated against by USDA); a community land trust allowed farmers to have long term access to the land; Maine government develops Sharia compliant loan option to support New Americans who want to open businesses; community fundraising
- “Lewiston-Auburn: A Model of Inclusive Flourishing”
 - By all measures – housing, food, education, employment, healthcare, household income, arts & culture, environmental sustainability – L/A has transformed into Maine’s premier place to live and work.
 - Built on a racially inclusive and integrated planning and implementation process, L/A has seen dramatic improvements in quality of life while maintaining a robust commitment to diversity and equity.

- “Lewiston-Auburn Feeds the Community and the State Through Cooperation & Inclusion”
 - Farms increase
 - Infrastructure Grows for Processing and Aggregation
 - Food security and access increases
 - Ownership Expands
 - Cooperation & Collaboration were key
- “Farm growth surrounding Lewiston-Auburn supports thriving community connection and health through cooperation”
 - Farmers supported: immigrant farmers, young farmers, subsistence farmers, CSAs, cooperative farms
 - These farms supply local stores and restaurants
 - How: grants, donations to community groups tied to food access, farming, and land trusts, due to thriving markets connections
- “Lewiston looks within to lead shift to DGI investment in community and education model.”
 - Environmental and sustainable focus of development improved quality of life and desirability of region.
 - Created new educational and artistic partnerships and increased current resident ownership.
 - Strengthened our city and lifted up opportunity and perception.
 - Repeated demonstrated success
 - Created an avenue for traditional investment vehicles and entrepreneurs in concert with the community
- “Lewiston school lunches completely local”
 - All school lunches are prepared using local ingredients (barring oils and spices)
 - Children eating more balanced and wholesome meals
 - Local farmers seeing more food put to use
 - Made possible through school and agriculture partnerships.
- “Lewiston-Auburn Community Kitchen Powers Small Business Boom”
- “LA opens indoor year-round market.”
 - Regional destination enlivens downtown day and night.
 - Lisbon Street shopfronts are full and businesses have wider hours
 - Greater access to market share fuels a wide range of businesses and b. models
 - Wide partnership web
 - Private investment
 - Leveraging grants for façade and building rehab
 - Development of local currency
- “Value-Added Food Processing Plant Opens in Former Bates Mill”
 - Impact:
 - 75 new jobs – with projection of an additional 50 job potential

- Allows local farmers to have local production facility
- Brings new business opportunities
- Local business-institutions and City planners working toward and common goal
- “Lewiston racists give in, stop being racist.”
- “Food processing plant opens in Bates Mill – Employs 500”
 - Impact – Local foods process for easy ___ by institutions, schools, daycares; Increased tax base; Employment
 - Made possible by: Plan detailing potential investors, corporate consumers, start up funding from private and government
 - Need Help With: Ideas from similar communities w/ similar assets; Ways to
- “Celebrate the 1st Anniversary of the Isukan Restaurant!”
 - Supported by all community members
 - Helped to expand farm to supply
 - Buying from other farms
- “Isukan welcomes its next generation to support both the farm and the new restaurant.”
 - Liveable wage & sales to support it
 - Building community by sharing the work
- “Organic Food Taking Place”
 - More farms can be open in next coming years “Lewiston and Auburn”
 - Impact: Healthy community, healthy country
 - What made it happen: Connection between the community “L/A” and love for food.
- “Youth run farm (WOW)!!!”
 - An international farm ran by youth from Lewiston and Auburn.
 - It’s reducing poverty/hunger because of cheaper prices
 - Youth empowerment
 - #spreadtheword

Our Community Needs...

The technical assistance team led a second exercise during the October 22nd community meeting, which asked participants to complete the sentence *Our community needs...*

- MORE LAND!
- More local farms in L-A
- More farmers and trade-skilled workers
- Change-makers and innovators
- A land broker between aging land-owners and younger land seekers
- Money, donations, and fundraising to buy more land for farming
- Help to learn how to sell more crops

- Business planning and best practices to scale up agriculture
- Expansion with instruction into animal crops
- Cross-cultural community building and healing around food
- Value added commercial kitchens
- Promotion and awareness-building of farms, food businesses, and agritourism
- A full-time coordinator position focused on strategic partnerships and project management for local food
- To overcome zoning challenges and allow neighborhood businesses, farm-stands, and family farming uses
- Collaboration amongst anchor institutions to leverage purchasing power and investment dollars

Mapping Exercise

On the morning of day two, October 23rd, the workshop conducted a mapping exercise designed to get ideas generated pre-action planning. Participants were asked to place a dot by category, number that dot and label it on a legend. Four maps on the following pages show the results of the exercise, followed by the legend. The dot categories by color were as follows:

RED: Needs immediate help or attention, quick fixes

BLUE: Opportunities around infrastructure and food access

YELLOW: Opportunities around food integration with city planning and economic development strategies

GREEN: Opportunities around land to grow food

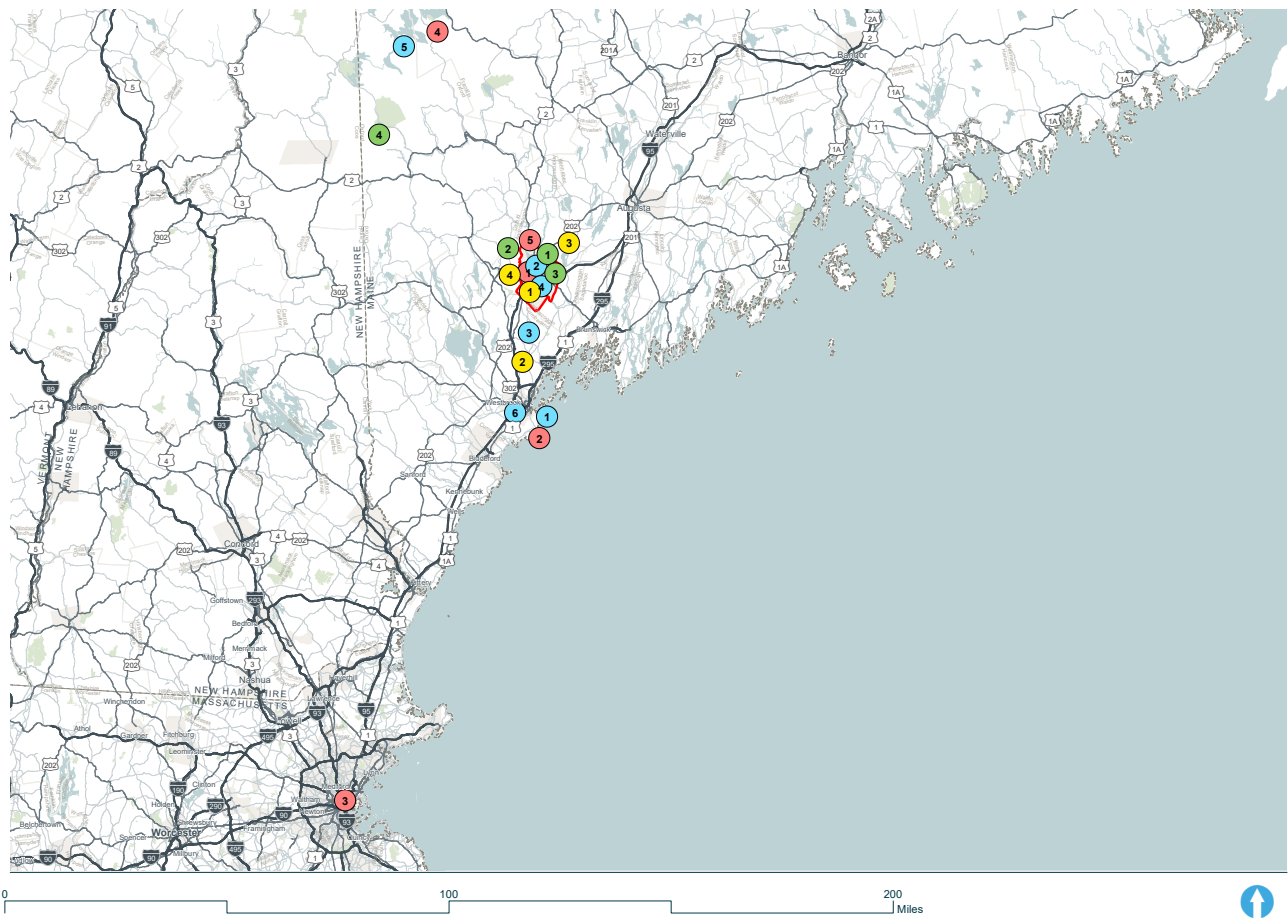
Dot Comment Key (Regional)

Dot	Comment
-----	---------

- | | |
|---|--|
| 1 | Matchmaking for age-ing or departing farmers to those who desire to grow |
| 2 | Connect immigrant farmers + cultural foods to cultural business + cultural food market |
| 3 | Connect immigrant farmers + cultural foods to cultural business + cultural food market |
| 4 | Connect immigrant farmers + cultural foods to cultural business + cultural food market |
| 5 | Expand Agri-tourism & create more supports for farms (marketing) |
| 1 | MITC + Ocean gateway - food & EU shipping, international part |
| 2 | GOOD SHE. Food Bank Storage |
| 3 | Pinelands Farms - creamery, value add |
| 4 | Intermodal Rail - Air - Ground transport |
| 5 | Opportunity to connect food + aquaculture food product to Canada |
| 6 | Opportunity to connect food + aquaculture food product to Canada |
| 1 | Ag land in L-A |

- 2 Regional Ag land beyond LA borders
- 3 Include Agri-tourism in our asset inventory
- 4 Parks should be used to grow food, green = parks
- 1 Rail - commuter planning efforts
- 2 Incubator of livestock business - opportunity to expand business to market
- 3 Auburn Ag zone planning - opportunity: policy to support combined Ag production & growing
- 4 Include Agri-tourism in policy + zoning

LOCAL FOODS, LOCAL PLACES | LEWISTON-AUBURN, ME (REGION)

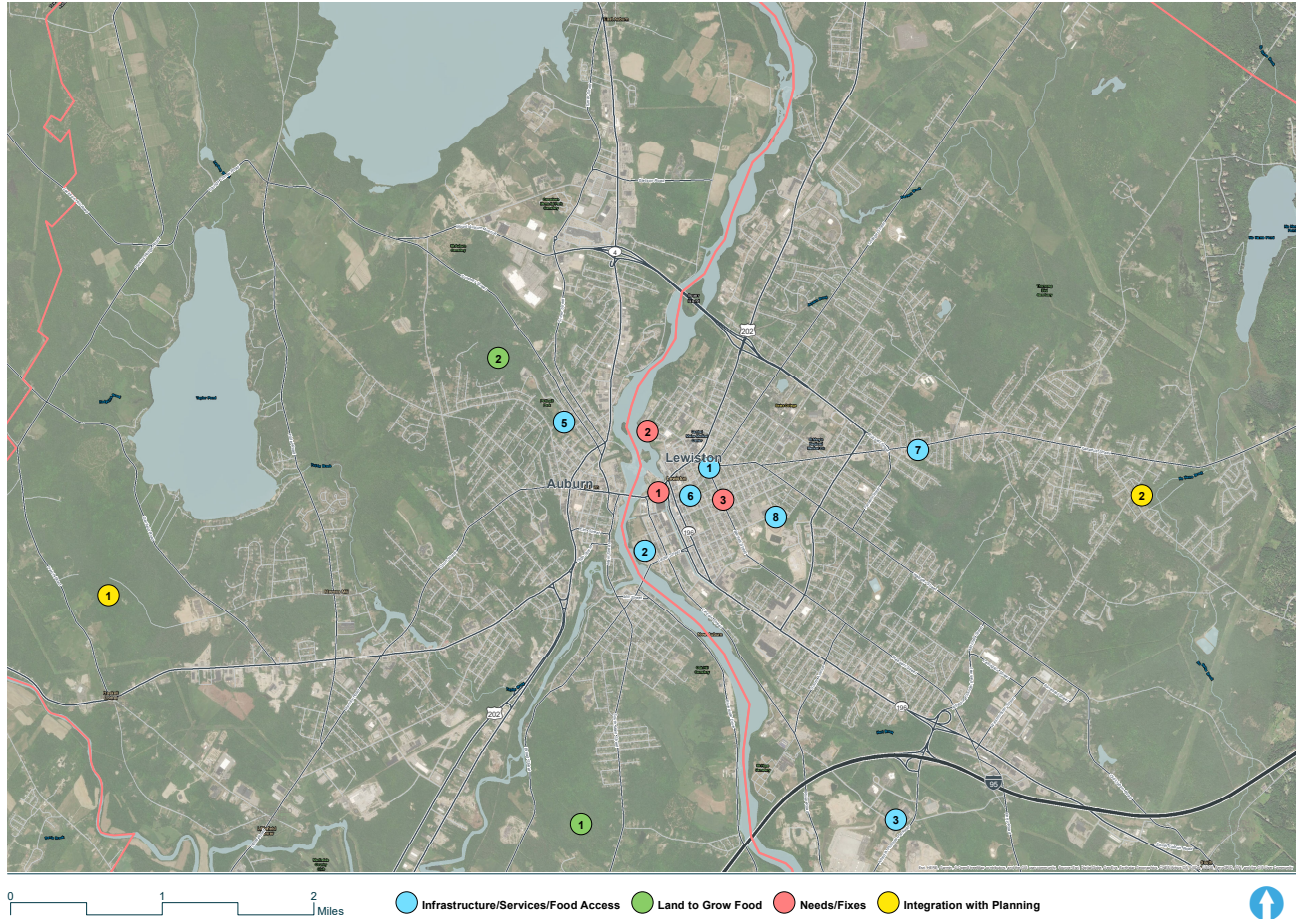


Dot Comment Key (City)

Dot Comment

- 1 Mill Space / Commercial Kitchen Opportunity
- 2 Composting
- 3 Cooking classes, more knowledgeable of how to prepare food/produce
- 1 Food hub + future storage, distribution
- 2 Permanent location for Lewiston Farmer's Market combined with smaller food related business
- 3 Food processing facility (future)
- 4 Food processing facility (future)
- 5 Commercial Kitchens (Nutrition center + PALS center) exist
- 6 Commercial Kitchens (Nutrition center + PALS center) exist
- 7 Need for affordable store
- 8 Healthy snacks and local food at sports concessions
- 1 Auburn Ag. Zone
- 2 Public Canal- e.g. Pettengill Park area Auburn
- 1 Mount Apatite Park - 325 acres of land underutilized
- 2 Small scale ag. zone (less than 1 acre) - look at Somerville ag ordinance, used to have farm stand

LOCAL FOODS, LOCAL PLACES | LEWISTON-AUBURN, ME (CITY)

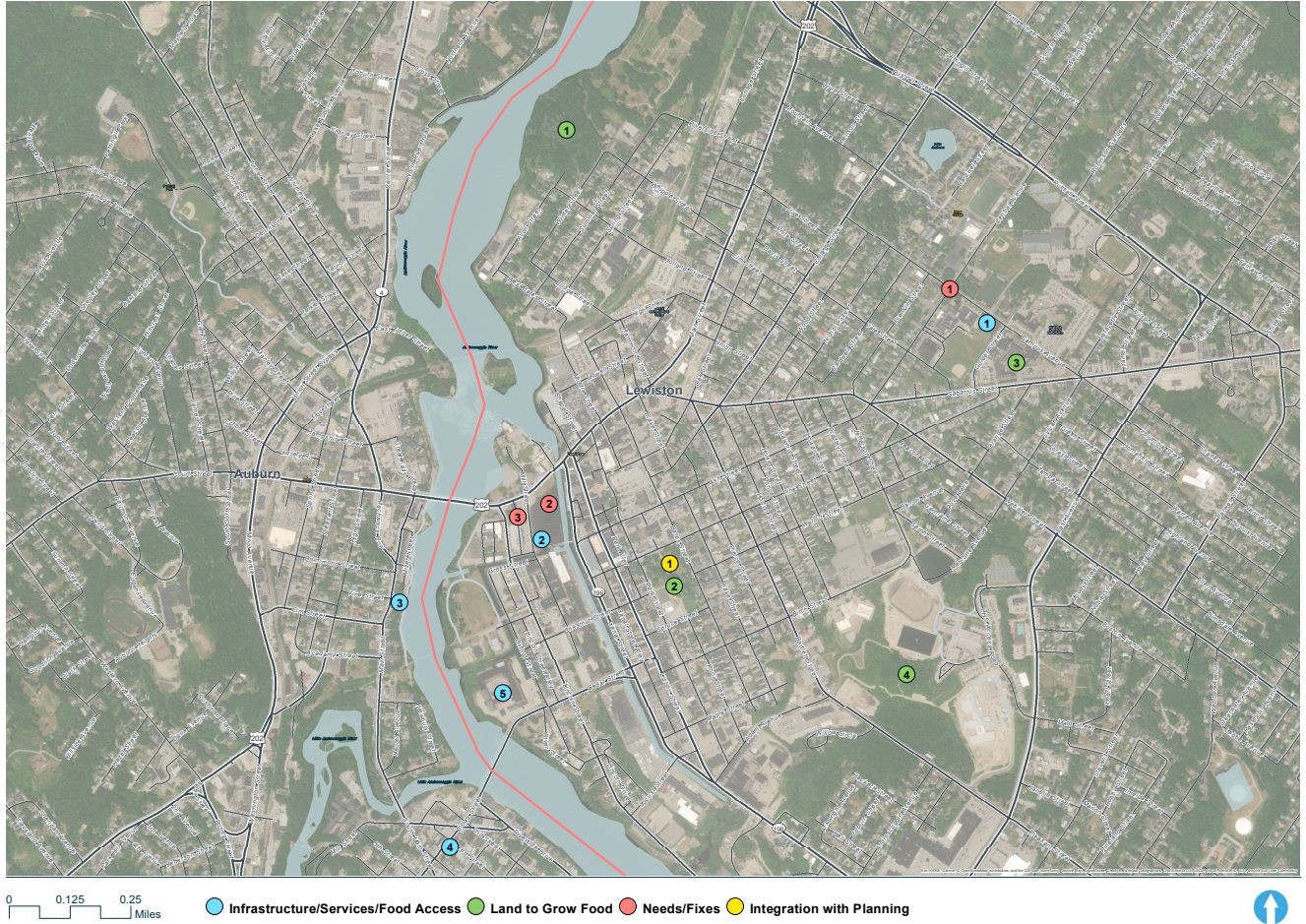


Dot Comment Key (Neighborhood 1)

Dot Comment

- 1** Busy area - pay attention for travel & walking
- 2** Commercial kitchen
- 3** Perm designed farmer's market
- 1** Food store or farmer's market - potential for future
- 2** Food processing / commercial kitchen - potential for future
- 3** Auburn FM (existing)
- 4** 4 season farmer's market (existing)
- 5** New mill development with commercial and industrial uses for production, grow, processing
- 1** Farmable?
- 2** Small garden plots or public food forest
- 3** Expansion of school gardens
- 4** Build greenhouse to grow food for high schoolers

LOCAL FOODS, LOCAL PLACES | LEWISTON-AUBURN, ME (NEIGHBORHOOD)

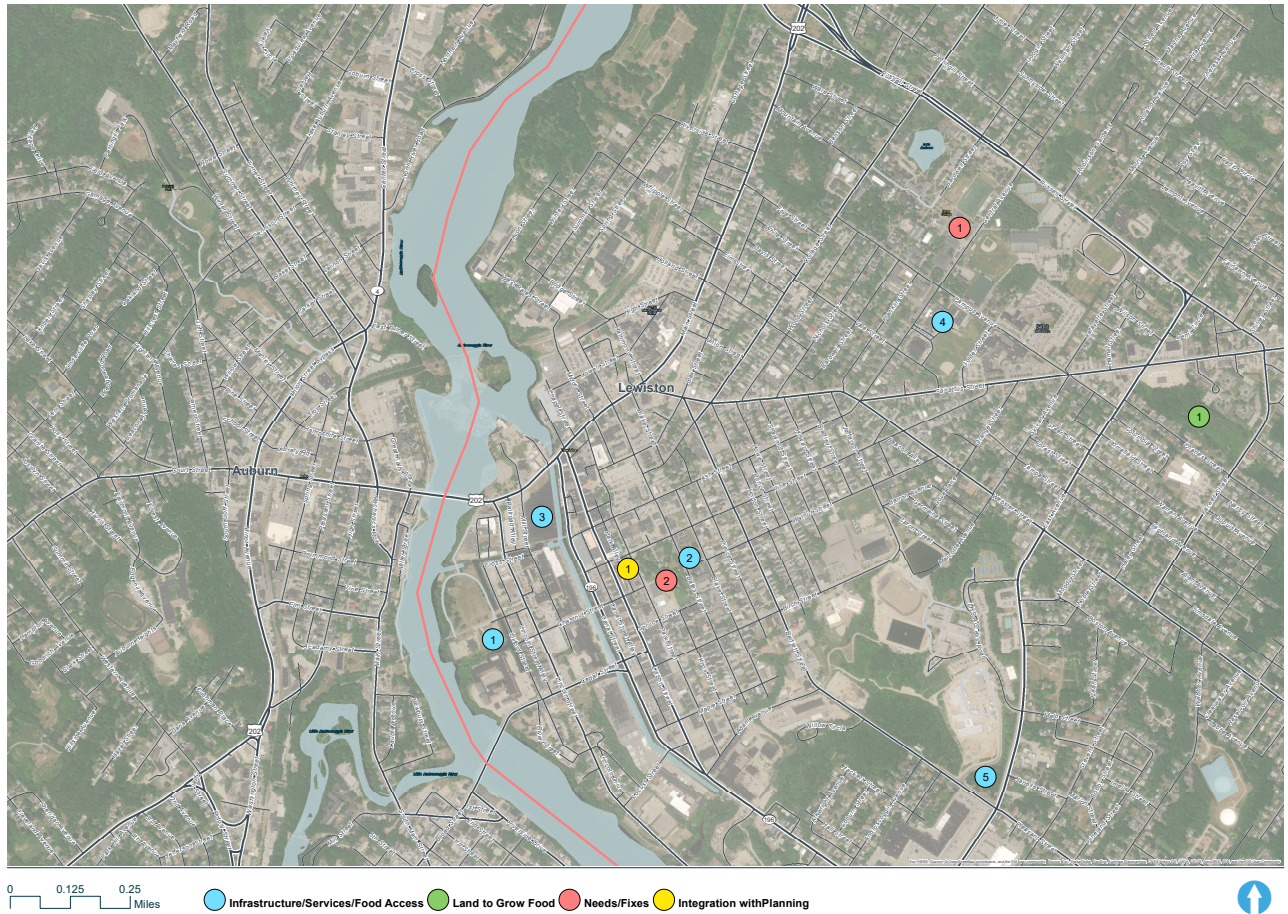


Dot Comment Key (Neighborhood 2)

Dot Comment

- 1** Matchmaking for age-ing or departing farmers to those who desire to grow
- 2** Connect immigrant farmers + cultural foods to cultural business + cultural food market
- 1** Connect immigrant farmers + cultural foods to cultural business + cultural food market
- 2** Connect immigrant farmers + cultural foods to cultural business + cultural food market
- 3** Expand Agri-tourism & create more supports for farms (marketing)
- 4** MITC + Ocean gateway - food & EU shipping, international part
- 5** Good Shepherd Food Bank Storage
- 1** Pinelands Farms - creamery, value added products
- 1** Intermodal Rail - Air - Ground transport

LOCAL FOODS, LOCAL PLACES | LEWISTON-AUBURN, ME (NEIGHBORHOOD)



Food System Diagramming

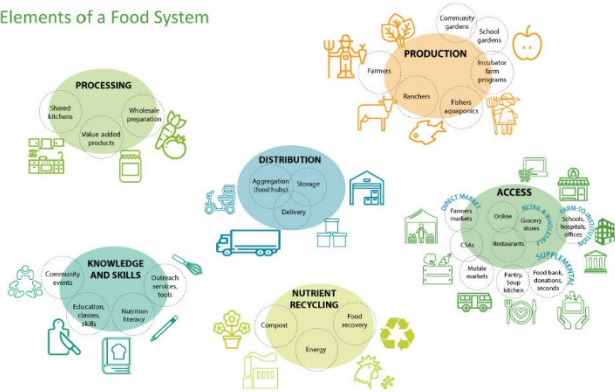
On the morning of day two, October 23rd, the workshop conducted a food system diagramming exercise. The instructions slide for the exercise is below, followed by the results.

Diagram Your Local Food System

Black marker – Things you have now

Blue marker – Things that are missing

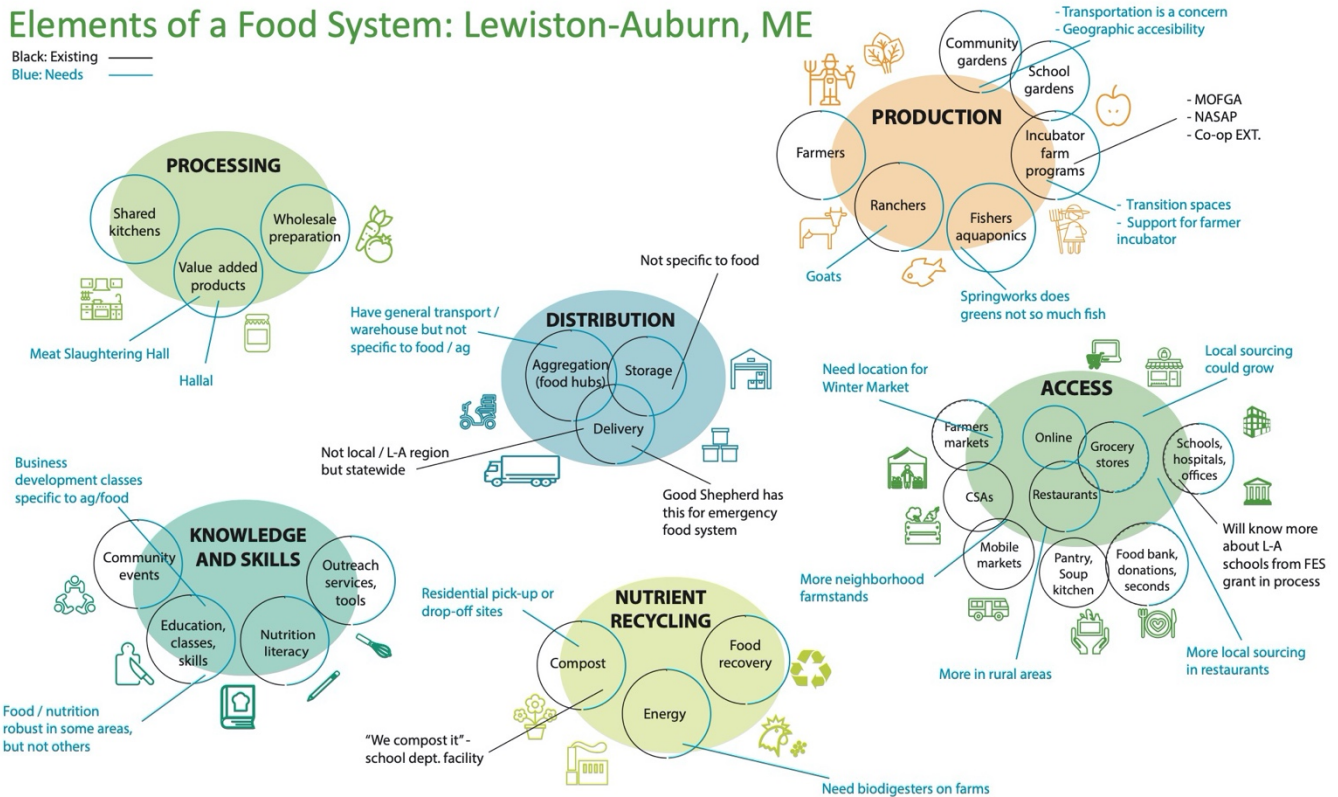
Elements of a Food System



Purpose: An idea generation and discussion tool, pre-action planning. Can illuminate strengths, gaps, needs, and who-is-doing-what in the community.

Elements of a Food System: Lewiston-Auburn, ME

Black: Existing
Blue: Needs



Offers and Asks

A desired outcome of the Local Foods, Local Places technical assistance is to build connections within a community. In a final exercise of the workshop, participants were asked to describe one way in which they will work towards the goals and actions to advance the action plan (e.g. with their time, capacity, skills, networks, and other resources). The full list of statements is below.

Name	I will...with....
Jessica Woiderski	I will contact Forager within 100 days and work with them and Sandy Alles (Cultivating Community) to get more farms and businesses in Lewiston-Auburn using Forager, within six months.
Kyra Bleicher	<p>I would like to support goal leader Jesse (for two items under Goal #2). These projects relate to passing the food sovereignty act in Lewiston and passing/working toward an urban agriculture ordinance. I would like to participate in further conversation with others in the community around these topics.</p> <p>I am a member of local community land trust "Land in Common" and would like to support/see this group aid in the achievement of the land transfer/land justice item under Goal #4.</p> <p>I will work with the NC on further work related to the action plan (perhaps) as an AmeriCorps member.</p>

LOCAL FOODS, LOCAL PLACES COMMUNITY ACTION PLAN

Lewiston-Auburn, Maine

Name	I will...with....
Anna Tracht	I will work with New American farmers to tell their stories as part of the L/A local food brand.
Erin Guag	I can open a conversation between Central Maine Healthcare Sodexo and Forager App about increasing local food purchasing.
Dina Jackson	I will ensure local agriculture is properly represented in our regional Comprehensive Economic Development Strategy. I am willing to provide input/feedback to the brand identity discussion.
Julia Harper	I will, with the Good Food Council of LA, work to incorporate the LFLP action plan into GFCLA goal and priorities. Specifically, we want to continue equitable land access work with SBCA and other stakeholders, and continue to work with city staff and policy makers to enhance local policies and programs to support a sustainable food system.
Mohamed Maalin	I will like to get new equipments to grow more food with variety selections. I would like to involve in New Roots and SBCA.
Batula Ismail	I will like to work with Cultivating Community to partner with us, in order to grow and expand our farm land and access different farm market, CSA.
Isnino Ibrahim	I would like to be part of commercial kitchen. I would like to be involved in Isuken Co-Op.
Abdirashid Osman	I want to be involved in increase access to land. I would like to involve with SBCA.
Muhidin Libah	I would like to involve in access to equitable land. I want to involve with SBCA.
Omar	I will work with CDI New American become more self sufficient.
Kirsten Walter	I will help connect dots between the LFLP Action Plan, Healthy Neighborhoods transformation plan and Good Shepard's community driven strategies... crosswalk actions, determine synergies, etc. I will commit Nutrition Center staff time and capacity to support city comprehensive plan enegagement. I will continue to seek funding for the Good Food Council as a natural lead for several of these actions.
Misty Parker	I will help leverage city resources to advance economic development goals in the action plan. I will share the LFLP goals with CDBG consolidating committee to incorporate in consolidated plan.
Francis Eanes	I will provide research support (focus groups, surveys, background research of technical reports and academic literature) to any and all parts of the action plan. I will do this with students in my capstone environmental studies course (taught every semester); other faculty at Bates; connecting students through internships and their senior thesis projects; Good Food Council of LA; St. Mary's Nutrition Center; and my role in Healthy Neighborhoods.
Jonah Fertig-Burd	I will meet with SBCA New Roots about land purchasing and work to raise funds; convene Land Access Group; connect with others about commercial shared kitchen; and reach out to Bonnie and others about land funds.

LOCAL FOODS, LOCAL PLACES COMMUNITY ACTION PLAN

Lewiston-Auburn, Maine

Name	I will...with....
Habibo Hassan	I would like to be involved in commercial kitchen group. I would like to be with Isuken.
Sherie Blumenthal	I will help with research development of commercial kitchen; permanent home of farmers market and (if possible) local food branding.
Ghali Farah	I would like to be part of Kitchen Action Plan and I would like to be working with Isuken and Nutrition Center.
Isabel Ganga & Helena Golai	We plan to create a kitchen program for elementary schools, with health food. We would create a strategy involving other groups, that way spreading farming vision around LA elementary schools.
Marcel Gagne	I want to see Community Credit Union become a neighborhood anchor!
Sophia Gamache	I will look for more opportunities to support agriculture in my community in any way that I can.
Katie Boss	I want to support the steering committee and overall LFLP process (overarching action plan created today). I want to help with implementing Goal 2, and am specifically interested in the comprehensive plan strategy. I will continue to seek funds to support the Good Food Council to expand and grow. Encourage people to serve on Auburn Council and committees. Support the creation of a robust agriculture committee in Auburn.
Scott Bensot	I will work with my municipal and regional colleges to develop and implement an economic growth strategy to support agricultural production, processing and distribution (Goal #2). I will engage the LA Metro Chamber board in supporting the Action Plan.
Brett Sawyer	I will lay the groundwork for developing an Economic Growth Strategy to support agricultural production, processing and distribution in Auburn (and Lewiston). I will work with Lewiston staff, LA Metro Chamber, and AVCOG to develop this plan.
Jesse Tanneubaum	I will continue to work on the passage of the Maine Food Sovereignty Act on a local level while also working with the GFCLA, David Heuiger, Misty Parker, and the Lewiston City Council to pass a citywide small scale agriculture zone in the City of Lewiston.
Catherine Proulx	I would like to be involved or work with Jesse Tanneubaum and his group of people to implement and support Goal 2 plan. I will help in any way needed to support these efforts. I want to make sure that food from local farms gets to people. I will help get a permanent home for the farmers market.
John Foster	Follow up on questions from several participants during workshop. Identify LFLP communities with branding campaigns.
Lauress Lawrence	Will continue partnering with Lewiston organizations and community to help them achieve goals of healthy sustainable food production, consumption, and business.
Molly Myers	I will work with Lewiston Middle School students to consider their role and contribution in various actions and to support their work.
Ben Daley	I will work with Lewiston Farmers Market steering committee to find a new good location for an indoor/outdoor permanent farmers market location with the new contacts/information we talked about in Group 1.

Name	I will...with....
Bridgette Bartlett	I will connect back in with Kristin Cloutier and Alissa Roman about what's holding back composting from happening in the schools.
Michelle DeBlois	I will work with Molly Myers and Alissa Roman to help create a kitchen at Lewiston Middle School. Students – supply workforce grant writing.
Josh Nagine	I will be part of a team that researches and creates a local food brand for LA and also a permanent home for Lewiston farmers market.
Gerald Walsh	I will be part of a team that researches and develops a commercial kitchen.

Appendix B:

Workshop Participants and Contact List

Workshop Participant List and Contact Information

Below is a table cataloging workshop participation on 10/22/2019 (Day 1) and 10/23/2019 (Day 2).

Day 1	Day 2	Full Name	Affiliation/Organization	Email
x		Jabril Abdi	New Roots Cooperative Farm	Newrootscooperativefarm@gmail.com
	x	Mohamed Abukar	New Roots Cooperative Farm	Newrootscooperativefarm@gmail.com
x		Ron Adams	Maine Farm & Sea Cooperative	chefracdams@gmail.com
	x	Seynab Ali	New Roots Cooperative Farm	Newrootscooperativefarm@gmail.com
x		Ashley Bahlkow	Somali Bantu Community Association	bahlkow.a@gmail.com
x	x	Bridgette Bartlett	St. Mary's Nutrition Center	bbartlett@stmarysmaine.com
x		Artur Bastos	Immigrant Resource Center	arturbastos@gmail.com
	x	Scott Benson	Lewiston-Auburn Metro Chamber of Commerce - LAEGC	scott@lametrochamber.com
	x	Ava Blachette	Lewiston Middle School	
x	x	Kyra Bleicher	St. Mary's Nutrition Center	kyraalyce@gmail.com
	x	Nahlia Bolduc	Lewiston Middle School	
x		Aicham Bontogo	St. Mary's Nutrition Center	
x	x	Katie Boss	Healthy Androscoggin	bosska@cmhc.org
	x	Sam Boss	Bates College	Aboss@bates.edu
x		Kelsey Brown	U.S. Housing and Urban Development	kelsey.d.brown@hud.gov
x		Onijah Burns	St. Mary's Nutrition Center	oniyahburns32@gmail.com
x	x	Matt Chotkowski	USDA Food Nutrition Service	matthew.chotkowski@usda.gov
x	x	Kristen Cloutier	City of Lewiston	kcloutier@lewistonmaine.gov
x		Jessica Cooper	Cultivating Community	jessica@cultivatingcommunity.org
	x	Jessica Woiderski	Cultivating Community	jessica@cultivatingcommunity.org
x		Sam Costa	Auburn Schools	samueldacosta9250@gmail.com
x	x	Shanna Cox	Lewiston-Auburn Metro Chamber of Commerce	shanna@lametrochamber.com
x		Margaret Craven	Maine House of Representatives	margaret.m.craven@gmail.com
x		Siiri Cressey	Lots To Gardens	wyld_womyn@yahoo.com

Local Foods, Local Places Technical Assistance Program
Lewiston-Auburn, Maine

Day 1	Day 2	Full Name	Affiliation/Organization	Email
	x	Phil Crowell	City of Auburn	pcrowell@auburnmaine.gov
x	x	Denis D'Auteuil	City of Lewiston	ddauteuil@lewistonmaine.gov
	x	Yusuf Dakane	Lewiston Middle School	
	x	Ben Daley	Chirp Creek Farm	chirpcreekfarm@gmail.com
x	x	Michelle DeBlois	Lewiston Middle School	mdeblois@lewistonpublicschools.org
	x	Audrey Donahue	Lewiston Middle School	
	x	Matt Duff	Androscoggin Valley Soil and Water Conservation District	
x		Rebecca Dugan	St. Mary's Nutrition Center	rdugan@stmarysmaine.com
x	x	Francis Eanes	Bates College	feanes@bates.edu
x		John Engler	High Sail Cannabis	jengler7@gmail.com
x	x	Nutrition Center Fall Gardeners	St. Mary's Nutrition Center	ehuberweiss@stmarysmaine.com
x		Ghali Farah	Isuken Coop	Isukencoop@gmail.com
x	x	Jonah Fertig-Burd	Cooperative Development Institute	jfertig-burd@cdi.coop
x	x	John Foster	U.S. Environmental Protection Agency	foster.john@epa.gov
	x	Marcel Gagne	Cooperative Development Institute	mgagne@cdi.org
x	x	Sophia Gamache	Lewiston Farmers Market and Master Gardener Volunteer	Gamache.sophia@gmail.com
	x	Skylar Gaudette	Lewiston Middle School	
x		Edmund Gay	Franco-center	gaypare@aol.com
	x	Elaina Gendron	Lewiston Middle School	
	x	Stephanie Gilbert	Maine Department of Agriculture, Conservation and Forestry	stephanie.gilbert@maine.gov
x	x	Erin Guay	Healthy Androscoggin	guayer@cmhc.org
	x	James Hanna	Cumberland County Food Security council	jhanna@ccfoodsecurity.org
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Day 1	Day 2	Full Name	Affiliation/Organization	Email
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Day 1	Day 2	Full Name	Affiliation/Organization	Email
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	x	Mumina Isse	St. Mary's Nutrition Center	
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	x	Issak		

Workshop Contact List

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Several community members joined the post-workshop calls to provide valuable insights on the action plan tables.		
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Appendix C:

Workshop Photo Album



Figure 1 – St. Mary's Nutrition Center is a hub for health and food services in the community.



Figure 2 – The community garden at St. Mary's Nutrition Center features raised beds, a reading spot, and a meditation path.



Figure 3 – Composting is practiced in the community garden at St. Mary's Nutrition Center.



Figure 4 – St. Mary's Nutrition Center promotes the Good Food Bus and discounts available for fresh food.



Figure 5 – St. Mary’s Nutrition Center hosted a pre-community tour group lunch for the steering committee, technical assistance team, and federal partners.



Figure 6 – Kirsten Walter, Executive Director of St. Mary’s Nutrition Center, explains the evolution of the community garden.



Figure 7 – The community tour visits the New Roots Cooperative Farm, an enterprise of four refugee families.



Figure 8 – Several new hoop houses on the farm were built with the assistance of USDA Natural Resources Conservation Service funds.



Figure 9 – A New Roots Cooperative Farm member stands amidst the dry corn stalks in fall.



Figure 10 – Colorful purple Brussels sprouts grow at New Roots Cooperative Farm.



Figure 11 – The 4 Season Farm Market is located in New Auburn and operated by a local farmer, Kathy Shaw.



Figure 12 – A selection of locally grown fresh vegetables is for sale inside the 4 Season Farm Market.



Figure 13 – In addition to SNAP and WIC, the market also accepts discount coupons for Maine's senior population.



Figure 14 – The market offers a wide selection of ingredients and value-added products from other local farms and producers.



Figure 15 – The community tour walks from Auburn to downtown Lewiston via a bridge spanning the Androscoggin River.



Figure 16 – One of the many former mills in Lewiston-Auburn slated for redevelopment.



Figure 17 – E. Claire & Pastries is one of several food businesses helping to revitalize the Bates Mill Complex.



Figure 18 – A mural in downtown Lewiston celebrates the diversity of the community.



Figure 19 – Storefronts along Lisbon Street, the main commercial corridor in downtown Lewiston.



Figure 20 – Kennedy Park is a large greenspace in the center of Lewiston.



Figure 13 – The tour visits and shops at the farmers market in Kennedy Park hosted by Cultivating Community.



Figure 14 – The Good Food Bus mobile market sells fresh produce and local products.



Figure 23 – A full house inside the Agora Grand for Day 1 of the Local Foods, Local Places workshop.



Figure 24 – On Day 2 of the workshop, participants identify key assets and opportunities on maps and food network diagrams.



Figure 25 – Workshop participants begin the action planning process with an individual brainstorm.



Figure 26 – Lunch on Day 2 featured fare produced by local farms and food businesses.



Figure 27 – Participants discuss with one another as they prioritize actions for each community goal.



Figure 158 – Participants capture details of each action to support a goal in a large grid at small group tables.



Figure 29 – Actions spur conversation among workshop participants.



Figure 30 – Day 2 concludes with a presentation of actions selected and highlights of conversations at each goal table.

Appendix D: Community Data Profile

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

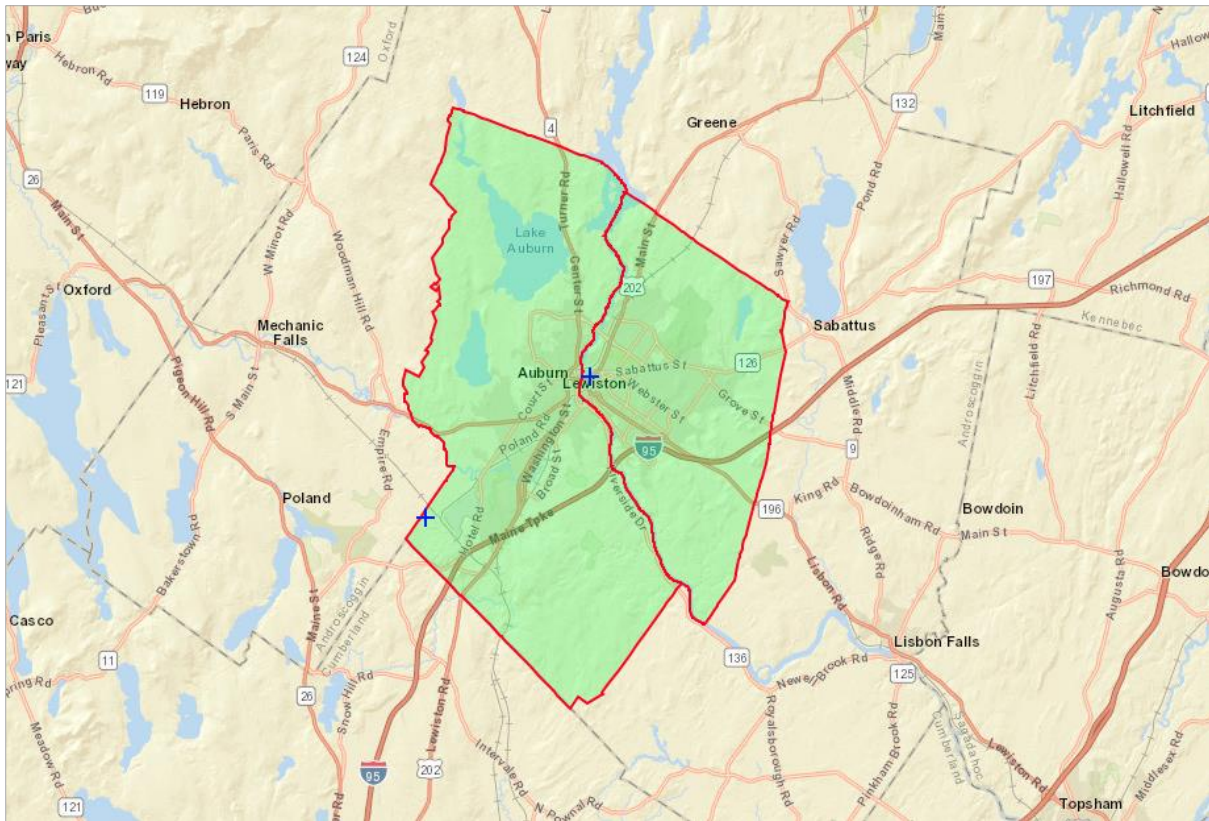


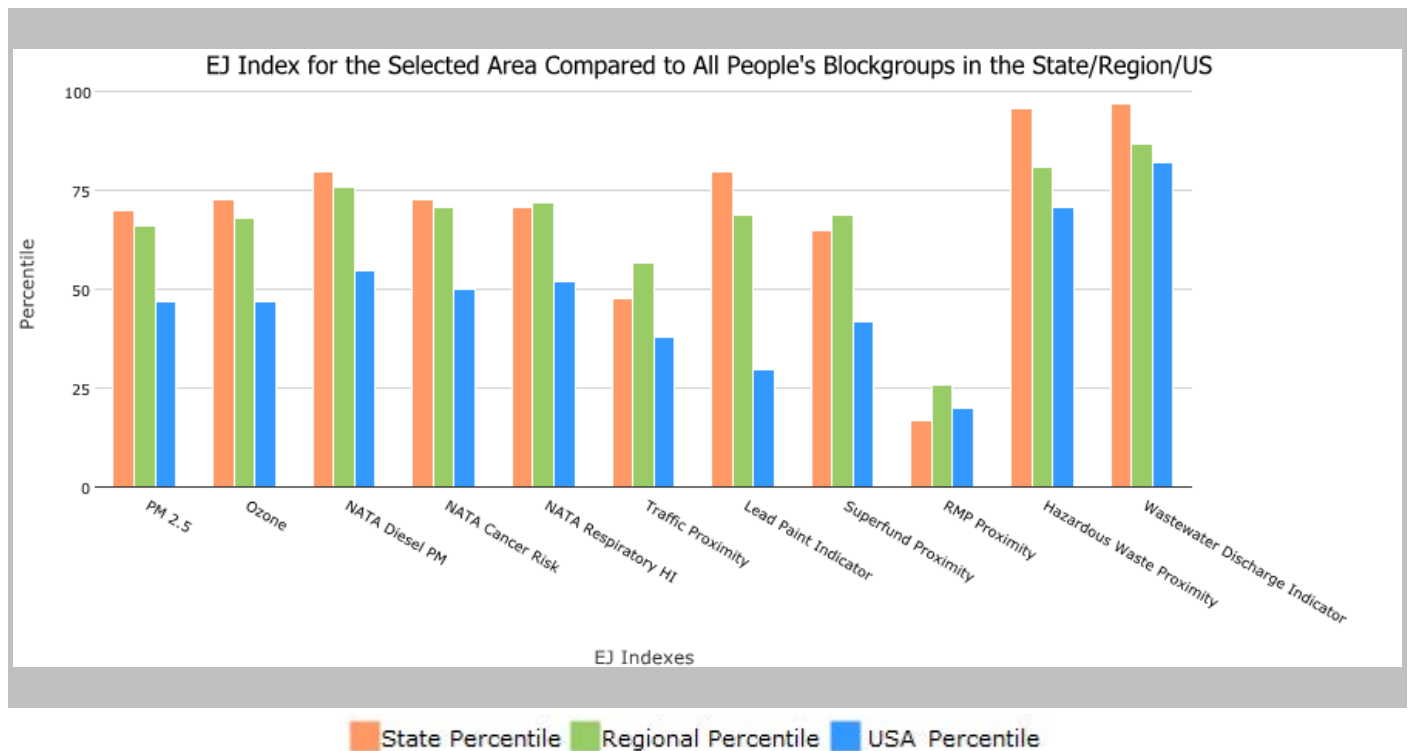
Figure 1 – Cities of Lewiston (right) and Auburn (left).
Source: EPA EJSCREEN mapping tool.

City: Lewiston, MAINE, EPA Region 1

Approximate Population: 36,277

Input Area (sq. miles): 35.53

Selected Variables	State Percentile	EPA Region Percentile	USA Percentile
EJ Indexes			
EJ Index for PM2.5	70	66	47
EJ Index for Ozone	73	68	47
EJ Index for NATA* Diesel PM	80	76	55
EJ Index for NATA* Air Toxics Cancer Risk	73	71	50
EJ Index for NATA* Respiratory Hazard Index	71	72	52
EJ Index for Traffic Proximity and Volume	48	57	38
EJ Index for Lead Paint Indicator	80	69	30
EJ Index for Superfund Proximity	65	69	42
EJ Index for RMP Proximity	17	26	20
EJ Index for Hazardous Waste Proximity	96	81	71
EJ Index for Wastewater Discharge Indicator	97	87	82

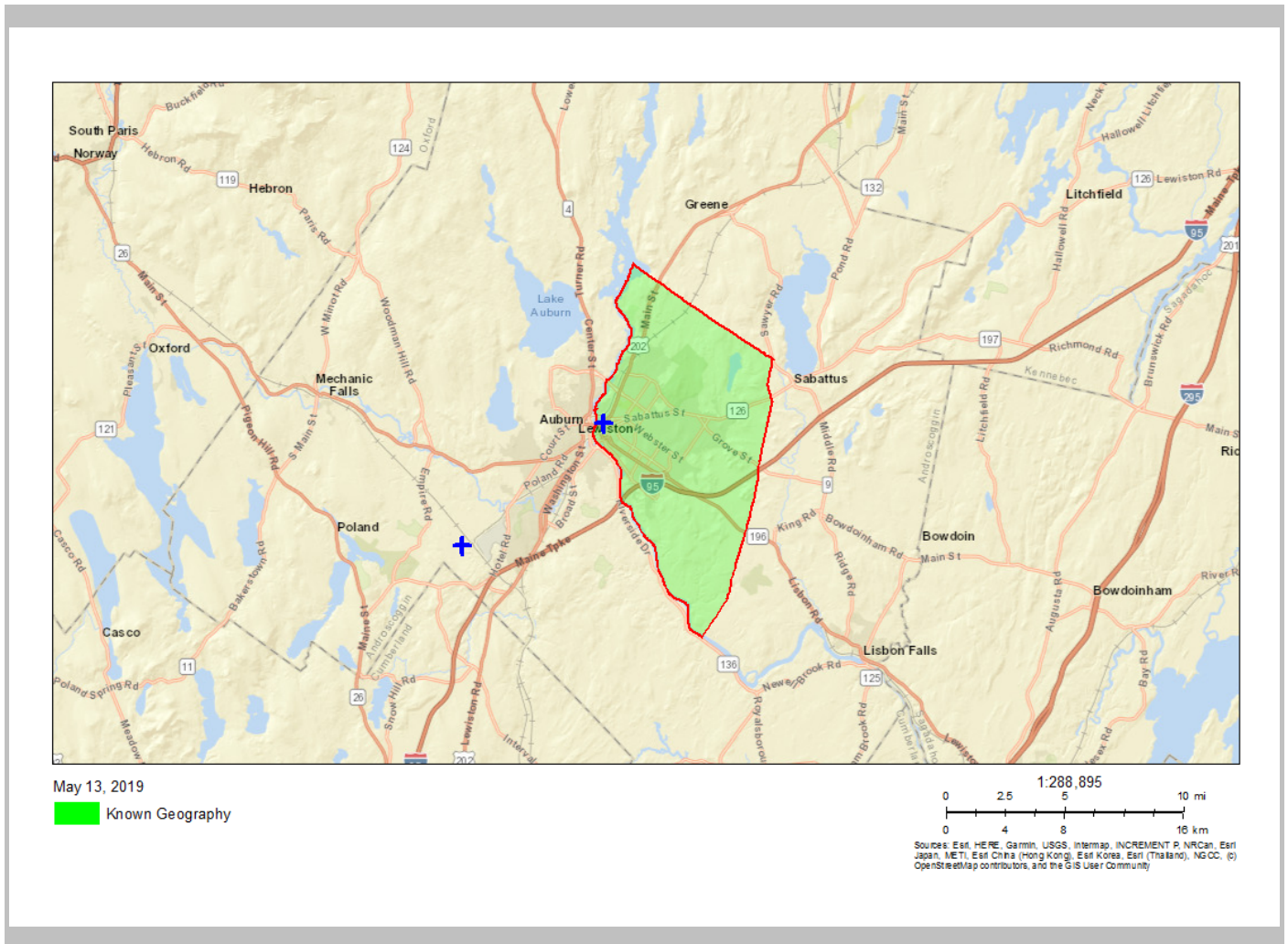


This report shows the values for environmental and demographic indicators and EJSCREEN indexes. It shows environmental and demographic raw data (e.g., the estimated concentration of ozone in the air), and also shows what percentile each raw data value represents. These percentiles provide perspective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

City: Lewiston, MAINE, EPA Region 1

Approximate Population: 36,277

Input Area (sq. miles): 35.53



Sites reporting to EPA	
Superfund NPL	0
Hazardous Waste Treatment, Storage, and Disposal Facilities (TSDF)	2

EJSCREEN Report (Version 2018)



City: Lewiston, MAINE, EPA Region 1

Approximate Population: 36,277

Input Area (sq. miles): 35.53

Selected Variables	Value	State Avg.	%ile in State	EPA Region Avg.	%ile in EPA Region	USA Avg.	%ile in USA
Environmental Indicators							
Particulate Matter (PM 2.5 in $\mu\text{g}/\text{m}^3$)	7.33	6.91	78	7.37	46	9.53	13
Ozone (ppb)	33.8	34	52	39.6	4	42.5	7
NATA* Diesel PM ($\mu\text{g}/\text{m}^3$)	0.531	0.379	83	0.713	<50th	0.938	<50th
NATA* Cancer Risk (lifetime risk per million)	32	23	88	33	<50th	40	<50th
NATA* Respiratory Hazard Index	1.5	0.88	88	1.5	50-60th	1.8	<50th
Traffic Proximity and Volume (daily traffic count/distance to road)	270	85	91	320	74	600	67
Lead Paint Indicator (% Pre-1960 Housing)	0.58	0.37	83	0.45	65	0.29	81
Superfund Proximity (site count/km distance)	0.036	0.062	56	0.14	24	0.12	40
RMP Proximity (facility count/km distance)	0.93	0.35	87	0.56	79	0.72	75
Hazardous Waste Proximity (facility count/km distance)	1.7	0.58	89	2.5	64	4.3	74
Wastewater Discharge Indicator (toxicity-weighted concentration/m distance)	0.0016	0.11	80	0.11	70	30	70
Demographic Indicators							
Demographic Index	29%	19%	87	24%	72	36%	48
Minority Population	13%	6%	90	23%	50	38%	28
Low Income Population	44%	33%	76	25%	82	34%	70
Linguistically Isolated Population	3%	1%	89	4%	63	4%	62
Population With Less Than High School Education	14%	8%	86	10%	76	13%	62
Population Under 5 years of age	6%	5%	71	5%	65	6%	53
Population over 64 years of age	17%	18%	50	16%	63	14%	69

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

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

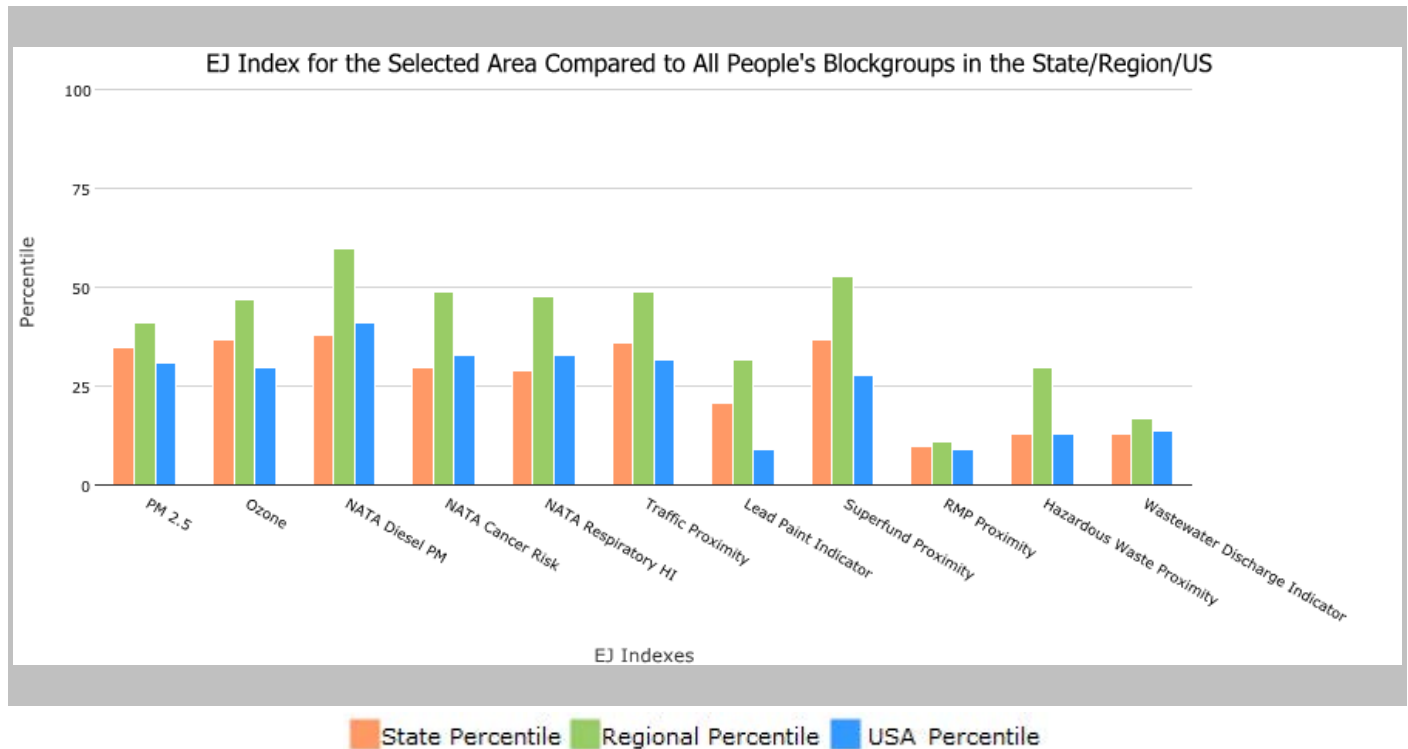
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City: Auburn, MAINE, EPA Region 1

Approximate Population: 22,943

Input Area (sq. miles): 65.74

Selected Variables	State Percentile	EPA Region Percentile	USA Percentile
EJ Indexes			
EJ Index for PM2.5	35	41	31
EJ Index for Ozone	37	47	30
EJ Index for NATA* Diesel PM	38	60	41
EJ Index for NATA* Air Toxics Cancer Risk	30	49	33
EJ Index for NATA* Respiratory Hazard Index	29	48	33
EJ Index for Traffic Proximity and Volume	36	49	32
EJ Index for Lead Paint Indicator	21	32	9
EJ Index for Superfund Proximity	37	53	28
EJ Index for RMP Proximity	10	11	9
EJ Index for Hazardous Waste Proximity	13	30	13
EJ Index for Wastewater Discharge Indicator	13	17	14



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

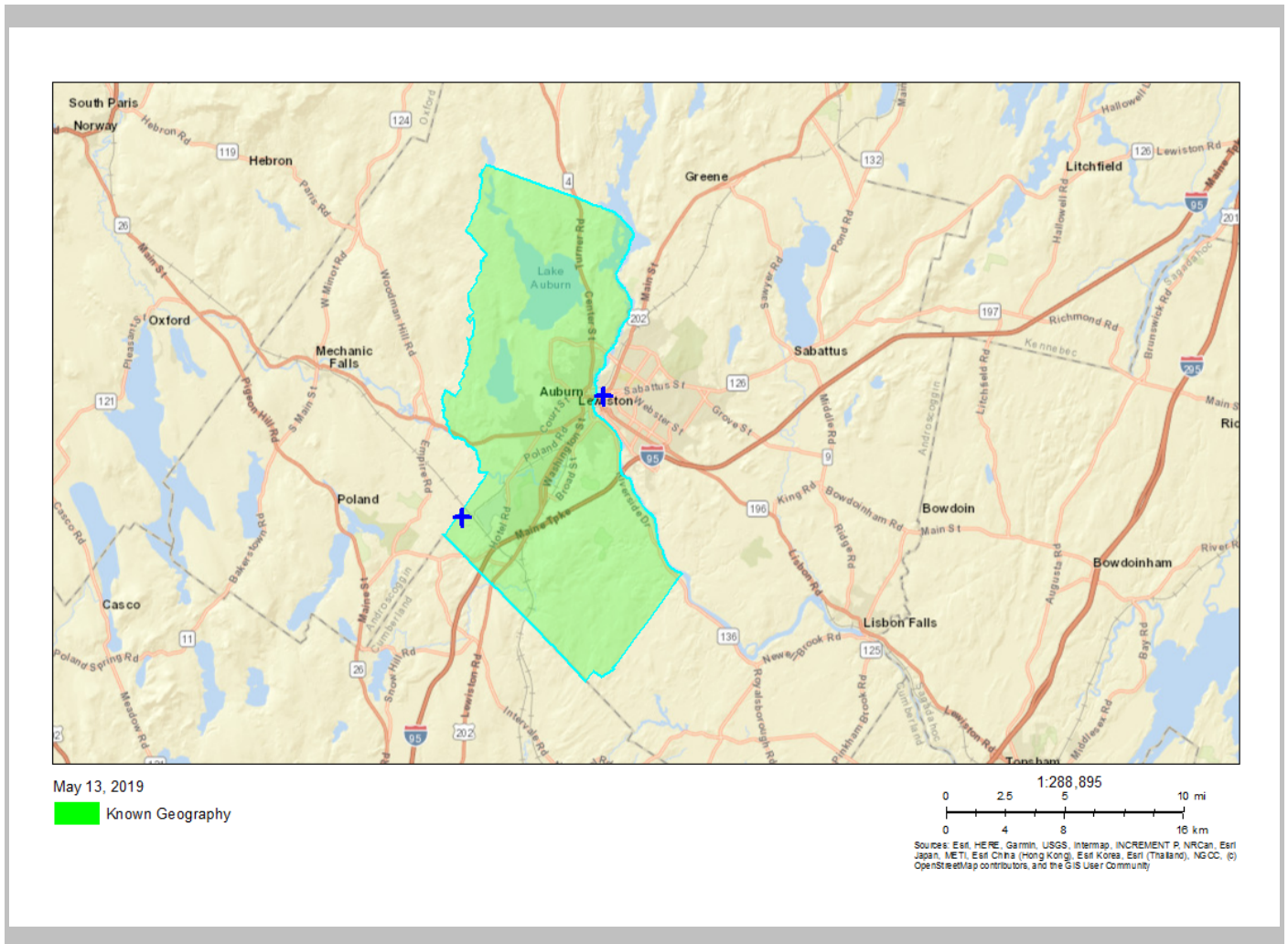
EJSCREEN Report (Version 2018)



City: Auburn, MAINE, EPA Region 1

Approximate Population: 22,943

Input Area (sq. miles): 65.74



Sites reporting to EPA	
Superfund NPL	0
Hazardous Waste Treatment, Storage, and Disposal Facilities (TSDF)	2

EJSCREEN Report (Version 2018)

City: Auburn, MAINE, EPA Region 1

Approximate Population: 22,943

Input Area (sq. miles): 65.74



Selected Variables	Value	State Avg.	%ile in State	EPA Region Avg.	%ile in EPA Region	USA Avg.	%ile in USA
Environmental Indicators							
Particulate Matter (PM 2.5 in $\mu\text{g}/\text{m}^3$)	7.26	6.91	71	7.37	41	9.53	12
Ozone (ppb)	33.7	34	50	39.6	4	42.5	7
NATA* Diesel PM ($\mu\text{g}/\text{m}^3$)	0.437	0.379	81	0.713	<50th	0.938	<50th
NATA* Cancer Risk (lifetime risk per million)	29	23	85	33	<50th	40	<50th
NATA* Respiratory Hazard Index	1.3	0.88	84	1.5	<50th	1.8	<50th
Traffic Proximity and Volume (daily traffic count/distance to road)	270	85	91	320	74	600	67
Lead Paint Indicator (% Pre-1960 Housing)	0.58	0.37	83	0.45	65	0.29	81
Superfund Proximity (site count/km distance)	0.035	0.062	54	0.14	23	0.12	38
RMP Proximity (facility count/km distance)	0.94	0.35	87	0.56	79	0.72	75
Hazardous Waste Proximity (facility count/km distance)	1.3	0.58	83	2.5	57	4.3	68
Wastewater Discharge Indicator (toxicity-weighted concentration/m distance)	0.0074	0.11	87	0.11	83	30	79
Demographic Indicators							
Demographic Index	22%	19%	65	24%	61	36%	35
Minority Population	9%	6%	80	23%	39	38%	21
Low Income Population	35%	33%	57	25%	73	34%	56
Linguistically Isolated Population	2%	1%	86	4%	58	4%	57
Population With Less Than High School Education	10%	8%	69	10%	65	13%	50
Population Under 5 years of age	6%	5%	69	5%	63	6%	51
Population over 64 years of age	16%	18%	42	16%	56	14%	63

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

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

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

Summary of ACS Estimates		2012 - 2016
Population		36,277
Population Density (per sq. mile)		1,062
Minority Population		4,790
% Minority		13%
Households		15,772
Housing Units		17,099
Housing Units Built Before 1950		7,793
Per Capita Income		22,111
Land Area (sq. miles) (Source: SF1)		34.15
% Land Area		96%
Water Area (sq. miles) (Source: SF1)		1.39
% Water Area		4%

	2012 - 2016 ACS Estimates	Percent	MOE (±)
Population by Race			
Total	36,277	100%	596
Population Reporting One Race	34,046	94%	1,012
White	32,030	88%	580
Black	1,542	4%	208
American Indian	65	0%	52
Asian	324	1%	128
Pacific Islander	0	0%	10
Some Other Race	85	0%	34
Population Reporting Two or More Races	2,231	6%	224
Total Hispanic Population	1,036	3%	185
Total Non-Hispanic Population	35,241		
White Alone	31,487	87%	592
Black Alone	1,370	4%	203
American Indian Alone	65	0%	52
Non-Hispanic Asian Alone	324	1%	128
Pacific Islander Alone	0	0%	10
Other Race Alone	22	0%	32
Two or More Races Alone	1,973	5%	224
Population by Sex			
Male	17,192	47%	350
Female	19,085	53%	400
Population by Age			
Age 0-4	2,209	6%	166
Age 0-17	7,179	20%	223
Age 18+	29,098	80%	399
Age 65+	6,245	17%	162

Data Note: Detail may not sum to totals due to rounding. Hispanic population can be of any race.
 N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS) 2012 - 2016.

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

	2012 - 2016 ACS Estimates	Percent	MOE (±)
Population 25+ by Educational Attainment			
Total	24,623	100%	347
Less than 9th Grade	1,530	6%	107
9th - 12th Grade, No Diploma	1,819	7%	99
High School Graduate	9,100	37%	183
Some College, No Degree	7,756	31%	231
Associate Degree	2,385	10%	158
Bachelor's Degree or more	4,418	18%	161
Population Age 5+ Years by Ability to Speak English			
Total	34,068	100%	573
Speak only English	27,673	81%	442
Non-English at Home ¹⁺²⁺³⁺⁴	6,395	19%	200
¹ Speak English "very well"	4,901	14%	186
² Speak English "well"	970	3%	93
³ Speak English "not well"	364	1%	63
⁴ Speak English "not at all"	160	0%	33
³⁺⁴ Speak English "less than well"	524	2%	67
²⁺³⁺⁴ Speak English "less than very well"	1,494	4%	104
Linguistically Isolated Households*			
Total	446	100%	69
Speak Spanish	22	5%	32
Speak Other Indo-European Languages	328	74%	48
Speak Asian-Pacific Island Languages	41	9%	52
Speak Other Languages	55	12%	21
Households by Household Income			
Household Income Base	15,772	100%	230
< \$15,000	3,111	20%	156
\$15,000 - \$25,000	2,250	14%	145
\$25,000 - \$50,000	4,327	27%	165
\$50,000 - \$75,000	2,813	18%	155
\$75,000 +	3,271	21%	133
Occupied Housing Units by Tenure			
Total	15,772	100%	230
Owner Occupied	7,764	49%	168
Renter Occupied	8,008	51%	218
Employed Population Age 16+ Years			
Total	29,549	100%	523
In Labor Force	18,518	63%	505
Civilian Unemployed in Labor Force	1,214	4%	90
Not In Labor Force	11,031	37%	276

Data Note: Detail may not sum to totals due to rounding. Hispanic population can be of any race.

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

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

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

	2012 - 2016 ACS Estimates	Percent	MOE (±)
Population by Language Spoken at Home*			
Total (persons age 5 and above)	34,068	100%	573
English	N/A	N/A	N/A
Spanish	N/A	N/A	N/A
French	N/A	N/A	N/A
French Creole	N/A	N/A	N/A
Italian	N/A	N/A	N/A
Portuguese	N/A	N/A	N/A
German	N/A	N/A	N/A
Yiddish	N/A	N/A	N/A
Other West Germanic	N/A	N/A	N/A
Scandinavian	N/A	N/A	N/A
Greek	N/A	N/A	N/A
Russian	N/A	N/A	N/A
Polish	N/A	N/A	N/A
Serbo-Croatian	N/A	N/A	N/A
Other Slavic	N/A	N/A	N/A
Armenian	N/A	N/A	N/A
Persian	N/A	N/A	N/A
Gujarathi	N/A	N/A	N/A
Hindi	N/A	N/A	N/A
Urdu	N/A	N/A	N/A
Other Indic	N/A	N/A	N/A
Other Indo-European	N/A	N/A	N/A
Chinese	N/A	N/A	N/A
Japanese	N/A	N/A	N/A
Korean	N/A	N/A	N/A
Mon-Khmer, Cambodian	N/A	N/A	N/A
Hmong	N/A	N/A	N/A
Thai	N/A	N/A	N/A
Laotian	N/A	N/A	N/A
Vietnamese	N/A	N/A	N/A
Other Asian	N/A	N/A	N/A
Tagalog	N/A	N/A	N/A
Other Pacific Island	N/A	N/A	N/A
Navajo	N/A	N/A	N/A
Other Native American	N/A	N/A	N/A
Hungarian	N/A	N/A	N/A
Arabic	N/A	N/A	N/A
Hebrew	N/A	N/A	N/A
African	N/A	N/A	N/A
Other and non-specified	N/A	N/A	N/A
Total Non-English	N/A	N/A	N/A

Data Note: Detail may not sum to totals due to rounding. Hispanic population can be of any race.
 N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS) 2012 - 2016.
 *Population by Language Spoken at Home is available at the census tract summary level and up.

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

Summary of ACS Estimates		2012 - 2016
Population		22,943
Population Density (per sq. mile)		387
Minority Population		2,124
% Minority		9%
Households		9,774
Housing Units		10,707
Housing Units Built Before 1950		5,193
Per Capita Income		24,826
Land Area (sq. miles) (Source: SF1)		59.33
% Land Area		90%
Water Area (sq. miles) (Source: SF1)		6.41
% Water Area		10%

	2012 - 2016 ACS Estimates	Percent	MOE (±)
Population by Race			
Total	22,943	100%	467
Population Reporting One Race	21,653	94%	831
White	20,952	91%	464
Black	226	1%	122
American Indian	42	0%	26
Asian	353	2%	126
Pacific Islander	2	0%	10
Some Other Race	78	0%	83
Population Reporting Two or More Races	1,290	6%	113
Total Hispanic Population	332	1%	83
Total Non-Hispanic Population	22,611		
White Alone	20,819	91%	464
Black Alone	204	1%	122
American Indian Alone	42	0%	26
Non-Hispanic Asian Alone	347	2%	126
Pacific Islander Alone	2	0%	10
Other Race Alone	0	0%	10
Two or More Races Alone	1,197	5%	113
Population by Sex			
Male	11,089	48%	285
Female	11,854	52%	253
Population by Age			
Age 0-4	1,354	6%	131
Age 0-17	5,221	23%	228
Age 18+	17,722	77%	339
Age 65+	3,640	16%	143

Data Note: Detail may not sum to totals due to rounding. Hispanic population can be of any race.
 N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS) 2012 - 2016 .

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

	2012 - 2016 ACS Estimates	Percent	MOE (±)
Population 25+ by Educational Attainment			
Total	15,756	100%	292
Less than 9th Grade	557	4%	61
9th - 12th Grade, No Diploma	1,012	6%	66
High School Graduate	5,477	35%	179
Some College, No Degree	4,585	29%	202
Associate Degree	1,549	10%	131
Bachelor's Degree or more	4,125	26%	202
Population Age 5+ Years by Ability to Speak English			
Total	21,589	100%	422
Speak only English	19,353	90%	362
Non-English at Home ¹⁺²⁺³⁺⁴	2,236	10%	127
¹ Speak English "very well"	1,583	7%	110
² Speak English "well"	484	2%	78
³ Speak English "not well"	153	1%	75
⁴ Speak English "not at all"	16	0%	16
³⁺⁴ Speak English "less than well"	169	1%	75
²⁺³⁺⁴ Speak English "less than very well"	653	3%	81
Linguistically Isolated Households*			
Total	213	100%	54
Speak Spanish	27	13%	28
Speak Other Indo-European Languages	138	65%	53
Speak Asian-Pacific Island Languages	47	22%	34
Speak Other Languages	1	0%	10
Households by Household Income			
Household Income Base	9,774	100%	161
< \$15,000	1,263	13%	77
\$15,000 - \$25,000	1,361	14%	105
\$25,000 - \$50,000	2,478	25%	104
\$50,000 - \$75,000	1,661	17%	116
\$75,000 +	3,011	31%	170
Occupied Housing Units by Tenure			
Total	9,774	100%	161
Owner Occupied	5,402	55%	117
Renter Occupied	4,372	45%	129
Employed Population Age 16+ Years			
Total	18,425	100%	328
In Labor Force	12,129	66%	301
Civilian Unemployed in Labor Force	663	4%	79
Not In Labor Force	6,296	34%	174

Data Note: Detail may not sum to totals due to rounding. Hispanic population can be of any race.

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

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

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

	2012 - 2016 ACS Estimates	Percent	MOE (±)
Population by Language Spoken at Home*			
Total (persons age 5 and above)	21,589	100%	422
English	N/A	N/A	N/A
Spanish	N/A	N/A	N/A
French	N/A	N/A	N/A
French Creole	N/A	N/A	N/A
Italian	N/A	N/A	N/A
Portuguese	N/A	N/A	N/A
German	N/A	N/A	N/A
Yiddish	N/A	N/A	N/A
Other West Germanic	N/A	N/A	N/A
Scandinavian	N/A	N/A	N/A
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Serbo-Croatian	N/A	N/A	N/A
Other Slavic	N/A	N/A	N/A
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Gujarathi	N/A	N/A	N/A
Hindi	N/A	N/A	N/A
Urdu	N/A	N/A	N/A
Other Indic	N/A	N/A	N/A
Other Indo-European	N/A	N/A	N/A
Chinese	N/A	N/A	N/A
Japanese	N/A	N/A	N/A
Korean	N/A	N/A	N/A
Mon-Khmer, Cambodian	N/A	N/A	N/A
Hmong	N/A	N/A	N/A
Thai	N/A	N/A	N/A
Laotian	N/A	N/A	N/A
Vietnamese	N/A	N/A	N/A
Other Asian	N/A	N/A	N/A
Tagalog	N/A	N/A	N/A
Other Pacific Island	N/A	N/A	N/A
Navajo	N/A	N/A	N/A
Other Native American	N/A	N/A	N/A
Hungarian	N/A	N/A	N/A
Arabic	N/A	N/A	N/A
Hebrew	N/A	N/A	N/A
African	N/A	N/A	N/A
Other and non-specified	N/A	N/A	N/A
Total Non-English	N/A	N/A	N/A

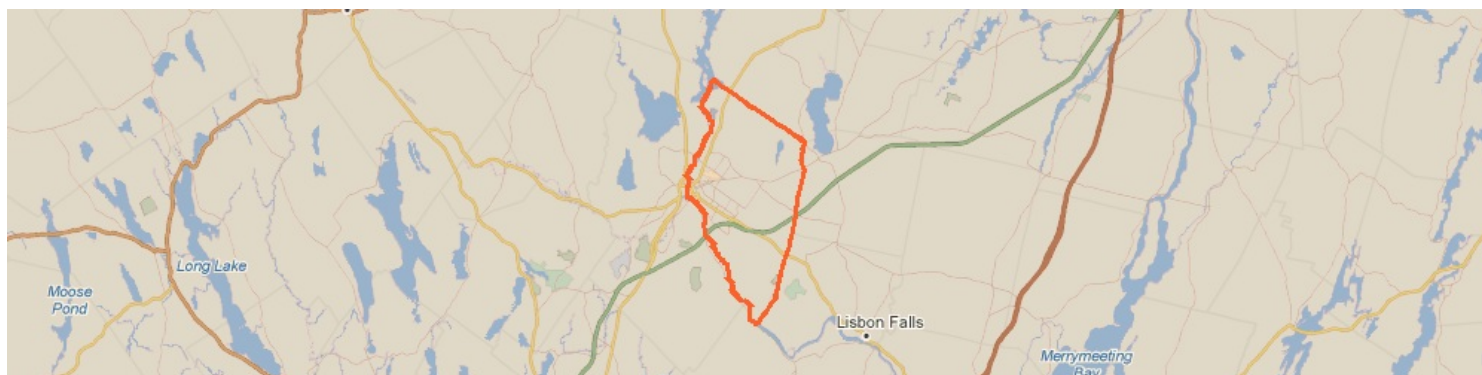
Data Note: Detail may not sum to totals due to rounding. Hispanic population can be of any race.
 N/A means not available. Source: U.S. Census Bureau, American Community Survey (ACS) 2012 - 2016.
 *Population by Language Spoken at Home is available at the census tract summary level and up.

Healthy Food Access Portal

Research Your Community

Report for Lewiston, ME

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



Demographics

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

Current estimates show that the area has steadily grown since 2000 and the total population is 36,211 people. According to 2013-2017 American Community Survey (ACS) data, the population of a minority race was 13.46% and 2.56% were of Hispanic ethnicity. In terms of age, 18.97% were children under age 18, while 17.44% were over age 65.

Demographics in Lewiston, ME

Lewiston	2000	2010	2013-2017
Total Population	35,690	36,592	36,211
Pct. Hispanic	1.0%	2.0%	2.6%
Pct. Minority	5.1%	14.5%	13.5%
Pct. < 18 Years	20.6%	22.1%	19.0%
Pct. 65 or Older	17.8%	15.5%	17.4%

Median Household Income

	Lewiston	Maine
Median Household Income (2013-2017)	\$39,890	\$53,024

Source: Census 2000, Census 2010, Census ACS 2013-2017

Workforce and Unemployment

Some communities look to improve access to food for existing residents by meeting both the demands from the daytime population (workforce) and the residential population. The table at right shows the number of people in the workforce that are employed within the

Local Employment in Lewiston

	Resident	Employed
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area and the number of people who reside in the area who are part of the workforce. This data tells us that 23,695 people work in Lewiston, while 14,320 workers reside in Lewiston according to the Local Employer-Household Dynamics data. Increasing the number of healthy food retailers can lead to jobs and may be a force of revitalizing economically distressed communities.

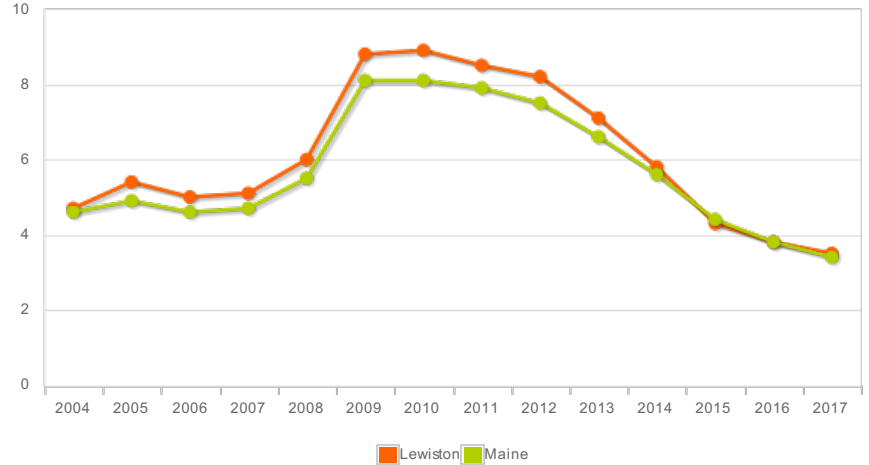
Total Workers (2015) 14,320 Resident 23,695 Employed

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

Lewiston's unemployment rate is 3.5%, compared to the statewide unemployment rate of 3.4%. The Supplemental Nutrition Assistance Program (SNAP) is the largest domestic hunger safety net program (according to the USDA). It serves many low-income people, including those who are currently unemployed.

Within Androscoggin County, 25.18% of people received SNAP benefits in 2011, amounting to \$42,087,000 in benefits to program participants.

Annual Unemployment



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

Food Environment

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

In 2016, there were 3 full service supermarkets located in Lewiston. There are 9 Limited Service stores located within the study area, and 3 farmers' markets. SNAP benefits are accepted at 62 participating stores, farmer's markets, social service agencies or other non retail providers in this community.

According to the USDA, 5 of 9 census tracts in Lewiston are Low-Income, Low-Access tracts. ([Show/hide list of USDA Low-Income, Low-Access Tracts](#))

Based on Reinvestment Fund's 2018 analysis, there is 1 LSA area within Lewiston. 10,351 people live in this LSA area and are considered to have limited access to a supermarket. The estimated leakage for this area is \$14,082,000; this represents the amount that residents spend at stores located outside of the LSA. Please see the [PolicyMap Data Directory](#) for Reinvestment Fund's methodology.

Food Retailers in Lewiston	
Full Service Supermarkets	3
Limited Service Stores	9
SNAP Retailers	62
Farmers' Markets	3
Fast-food and Takeout Restaurants	N/A

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

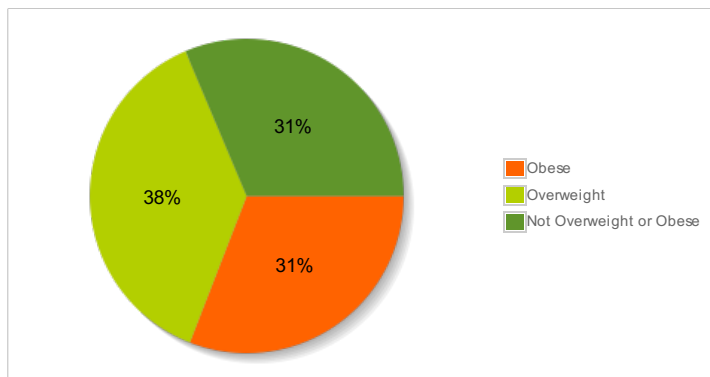
Limited Supermarket Access in Lewiston	
Population within LSA	10,351
Total Grocery Leakage	\$14,082,000

Source: Reinvestment Fund Study of Low Supermarket Access.

Health

The Centers for Disease Control (CDC) provides survey data about the health of the residents within an area. The chart at right displays the Body Mass Index (BMI) classification for adults in Lewiston. It reports that 37.73% of the population is considered overweight and 30.9% is considered obese.

BMI Classification in 2013, Lewiston

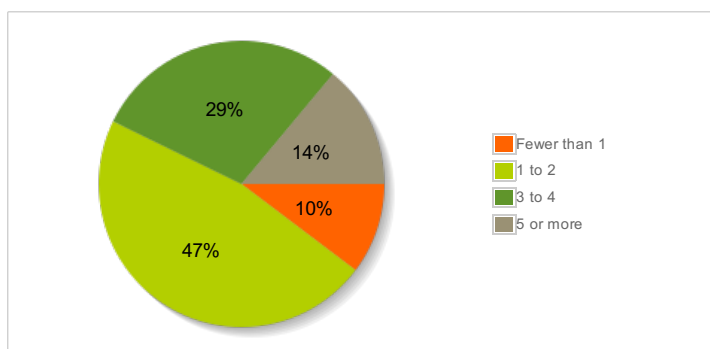


Source: CDC Behavioral Risk Factor Surveillance System 2013, ACS 2009-2013

Fruit and Vegetable Consumption

According to the CDC, fruits and vegetables are critical to promoting good health. Most adults need to increase the amount of fruits and vegetables they currently eat to get the amount that's recommended every day. The CDC reports that the recommended level of consumption depends upon an individual's age, weight and current level of physical activity. Visit ChooseMyPlate.gov for specifics on how many servings to eat. Of the adult residents in Lewiston, 86% reported eating fewer than 5 fruits and vegetables per day, and 14% report eating five or more per day.

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



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

Federal Programs & Investments

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

Community Development Block Grant (CDBG) eligible block groups are places that the Department of Housing and Urban Development (HUD) has designated for targeted resources. Within this target area, there are 12 CDBG eligible block groups and 6 NMTC eligible tracts. There are 8 CDFIs working to improve distressed areas of the state. [\(See list of certified CDFIs in Maine\)](#)

Federal Program and Investment Dollars in Lewiston, ME	
New Markets Tax Credit Investments (QLICI) 2012-2016	\$10,200,004
CDFI Loans/Investments 2007-2016	\$10,879,140

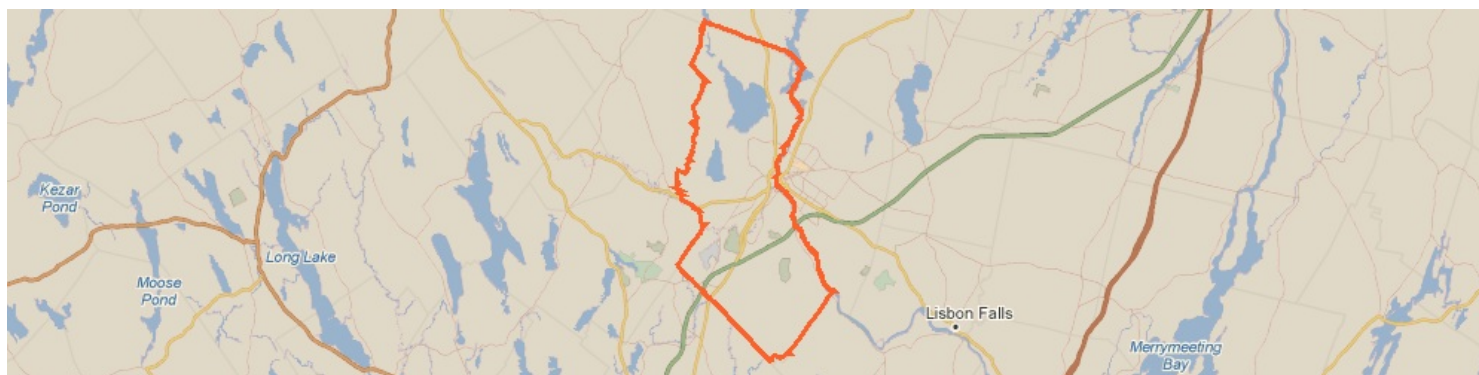
Source: CDFI Fund, HUD

Healthy Food Access Portal

Research Your Community

Report for Auburn, ME

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



Demographics

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

Current estimates show that the area has declined since 2000 and the total population is 22,941 people. According to 2013-2017 American Community Survey (ACS) data, the population of a minority race was 9.56% and 1.54% were of Hispanic ethnicity. In terms of age, 22.85% were children under age 18, while 16.71% were over age 65.

Demographics in Auburn, ME			
Auburn	2000	2010	2013-2017
Total Population	23,203	23,055	22,941
Pct. Hispanic	0.8%	1.5%	1.5%
Pct. Minority	3.6%	7.2%	9.6%
Pct. < 18 Years	23.0%	22.1%	22.9%
Pct. 65 or Older	17.1%	15.3%	16.7%

Median Household Income		
	Auburn	Maine
Median Household Income (2013-2017)	\$48,363	\$53,024

Source: Census 2000, Census 2010, Census ACS 2013-2017

Workforce and Unemployment

Some communities look to improve access to food for existing residents by meeting both the demands from the daytime population (workforce) and the residential population. The table at right shows the number of people in the workforce that are employed within the

Local Employment in Auburn		
	Resident	Employed

area and the number of people who reside in the area who are part of the workforce. This data tells us that 16,497 people work in Auburn, while 10,486 workers reside in Auburn according to the Local Employer-Household Dynamics data. Increasing the number of healthy food retailers can lead to jobs and may be a force of revitalizing economically distressed communities.

Total Workers (2015)

10,486
Resident

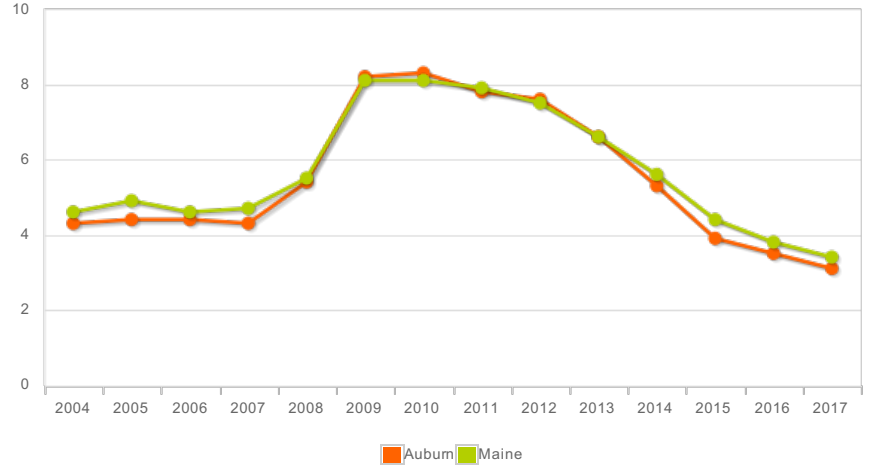
16,497
Employed

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

Auburn's unemployment rate is 3.1%, compared to the statewide unemployment rate of 3.4%. The Supplemental Nutrition Assistance Program (SNAP) is the largest domestic hunger safety net program (according to the USDA). It serves many low-income people, including those who are currently unemployed.

Within Androscoggin County, 25.18% of people received SNAP benefits in 2011, amounting to \$42,087,000 in benefits to program participants.

Annual Unemployment



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

Food Environment

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

In 2016, there were 3 full service supermarkets located in Auburn. There are 7 Limited Service stores located within the study area, and 1 farmers' markets. SNAP benefits are accepted at 32 participating stores, farmer's markets, social service agencies or other non retail providers in this community.

According to the USDA, 0 of 8 census tracts in Auburn are Low-Income, Low-Access.

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

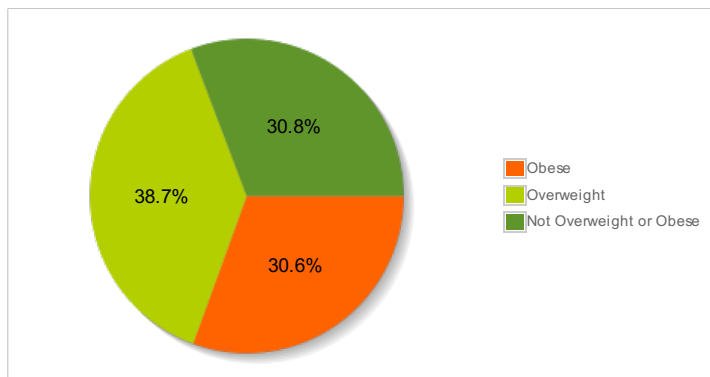
Food Retailers in Auburn	
Full Service Supermarkets	3
Limited Service Stores	7
SNAP Retailers	32
Farmers' Markets	1
Fast-food and Takeout Restaurants	N/A

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

Health

The Centers for Disease Control (CDC) provides survey data about the health of the residents within an area. The chart at right displays the Body Mass Index (BMI) classification for adults in Auburn. It reports that 38.68% of the population is considered overweight and 30.55% is considered obese.

BMI Classification in 2013, Auburn

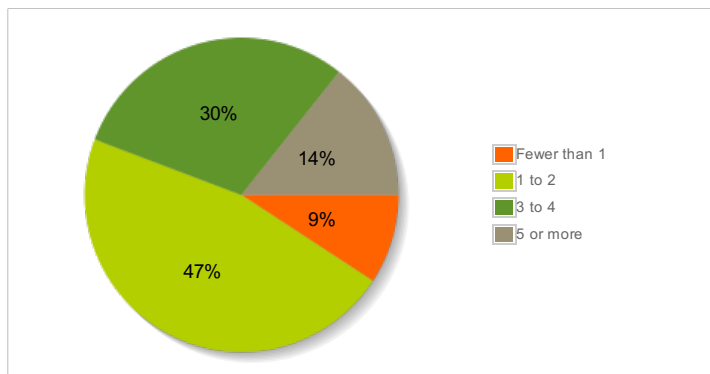


Source: CDC Behavioral Risk Factor Surveillance System 2013, ACS 2009-2013

Fruit and Vegetable Consumption

According to the CDC, fruits and vegetables are critical to promoting good health. Most adults need to increase the amount of fruits and vegetables they currently eat to get the amount that's recommended every day. The CDC reports that the recommended level of consumption depends upon an individual's age, weight and current level of physical activity. Visit ChooseMyPlate.gov for specifics on how many servings to eat. Of the adult residents in Auburn, 86% reported eating fewer than 5 fruits and vegetables per day, and 14% report eating five or more per day.

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



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

Federal Programs & Investments

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

Community Development Block Grant (CDBG) eligible block groups are places that the Department of Housing and Urban Development (HUD) has designated for targeted resources. Within this target area, there are 6 CDBG eligible block groups and 3 NMTC eligible tracts. There are 8 CDFIs working to improve distressed areas of the state. [\(See list of certified CDFIs in Maine\)](#)

Federal Program and Investment Dollars in Auburn, ME	
New Markets Tax Credit Investments (QLICI) 2012-2016	\$0
CDFI Loans/Investments 2007-2016	\$1,886,144

Source: CDFI Fund, HUD

Appendix E: Funding

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

USDA Agricultural Marketing Service

Farmers Market Promotion Program

The program aims to increase domestic consumption of and access to locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. This program can support the development, improvement, and expansion of farmers markets, agritourism activities, and other direct producer-to-consumer market opportunities. Grant awards range from \$50,000 to \$250,000 for capacity-building projects and \$250,000 to \$500,000 for community development, training, and technical assistance projects. The program requires cost sharing or matching 25 percent of the grant.

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

Local Food Promotion Program

The program offers grant funds with a 25 percent match to support the development and expansion of local and regional food business enterprises to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets. Planning grants fund the planning stages of establishing or expanding a local and regional food business enterprise. Activities can include but are not limited to market research, feasibility studies, and business planning. Implementation grants help establish, improve, or expand local and regional food business enterprises. Activities can include but are not limited to training and technical assistance for the business enterprise and/or for producers working with the business enterprise; outreach and marketing to buyers and consumers; and non-construction infrastructure improvements to business enterprise facilities or information technology systems.

- <https://www.ams.usda.gov/services/grants/lfpp>

Organic Certification Cost Share Programs

Two Organic Certification Cost Share Programs help certified organic operations defray the costs associated with organic certification. Organic operations can be reimbursed for 75 percent of their certification costs up to \$750.

- <https://www.ams.usda.gov/services/grants/occsp>

USDA Programs in the Local Food Supply Chain

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

- <https://www.ams.usda.gov/sites/default/files/media/FoodSupplyChainFactSheet.pdf>

USDA Rural Development

Community Facilities Direct Loan and Grant Program

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

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

Economic Impact Initiative Grant Program

Funding for essential community facilities is also available through this program for communities with extreme unemployment and severe economic depression.

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

Rural Business Development Grants

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

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

Rural Microentrepreneur Assistance Program

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

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

Value-Added Producer Grants

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

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

USDA National Institute of Food and Agriculture

Beginning Farmer and Rancher Development Program

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

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

Community Food Projects Competitive Grant Program

This program helps private nonprofit entities fight food insecurity by funding community food projects that help promote the self-sufficiency of low-income communities. Community food projects are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs. Preferred projects develop linkages between two or more sectors of the food system, support the development of entrepreneurial projects, develop innovative linkages between the for-profit and nonprofit food sectors, encourage long-term planning activities, and build long-term capacity of communities to address the food and agricultural problems of communities. Grants range from \$10,000 to \$400,000 and require a dollar-for-dollar match in resources.

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

Food Insecurity Nutrition Incentive Grant Program

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

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

USDA Natural Resources Conservation Service

Environmental Quality Incentives Program

The program provides financial and technical assistance to agricultural producers to plan and implement conservation practices that improve soil, water, plant, animal, air, and related natural resources on agricultural land. Producers are eligible for payments totaling up to \$450,000 for completed high tunnel systems that can extend the growing season for high-value crops in an environmentally safe manner. The program can also provide up to \$20,000 per year for organic producers and those transitioning to organic to address natural resource concerns and meet requirements for the National Organic Program.

- <http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/eqip/>

USDA Farm Service Agency

Farm Storage Facility Loan Program

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

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

Microloan Program

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

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

USDA Food and Nutrition Service

Farm to School Grant Program

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

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

- <http://www.fns.usda.gov/farmentoschool/farm-school-grant-program>

Senior Farmers' Market Nutrition Program

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

- <http://www.fns.usda.gov/sfmnp/sfmnp-contacts>

Supplemental Nutrition Assistance Program (SNAP)

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

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

USDA Grants and Loans that Support Farm to School Activities

The Office of Community Food Systems created a 2018 fact sheet listing USDA funding available to assist farms, schools, and every link in between in feeding kids healthy local meals; teaching them about food, farming and nutrition; and supporting local agricultural economies.

- <https://www.fns.usda.gov/farmentoschool/grantsandloans>

WIC Farmers' Market Nutrition Program

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

- <http://www.fns.usda.gov/fmnp/fmnp-contacts>

U.S. Environmental Protection Agency

Brownfields Area-Wide Planning Program

This program provides grants to develop an area-wide plan for assessing, cleaning up, and reusing brownfield sites. Plans focus on a specific project area, such as a neighborhood, downtown district, commercial corridor, old industrial corridor, waterfront, or city block affected by a single large or multiple brownfield sites.

- <https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-5>

Brownfields Assessment Grants

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

- <https://www.epa.gov/brownfields/types-brownfields-grant-funding>

Brownfields Cleanup Grants

Cleanup grants provide funding to carry out cleanup activities at sites contaminated by hazardous substances, pollutants, contaminants, or petroleum. The maximum grant amount is \$200,000 per site.

Awardees must contribute 20 percent of the amount of funding provided by EPA, although waivers of this requirement are available. An applicant must own the site for which it is requesting funding at time of application.

- <https://www.epa.gov/brownfields/types-brownfields-grant-funding>

Environmental Justice Collaborative Problem-Solving Cooperative Agreement Program

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

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

Environmental Justice Small Grants

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

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

Targeted Brownfields Assessments

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

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

Technical Assistance to Brownfields Communities Program

This program funds three organizations who—with their extensive team of subgrantees, contractors, partners, and other network contacts—provide technical assistance to communities and other stakeholders. The program helps communities tackle the challenge of assessing, cleaning up, and preparing brownfield sites for redevelopment, especially underserved, rural, small and otherwise distressed communities.

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

Urban Waters Small Grants

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

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

U.S. Department of Housing and Urban Development

Community Development Block Grants (CDBG) Entitlement

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

- <https://www.hudexchange.info/programs/cdbg-entitlement/>

CDBG Non-Entitlement Communities Program for States and Small Cities

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

- <https://www.hudexchange.info/programs/cdbg-state/>

CDBG §108 Loan Guarantee Program

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

- <https://www.hudexchange.info/programs/section-108/>

Programs of HUD

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

- <https://www.hud.gov/hudprograms>

U.S. Small Business Administration

Guaranteed Loans

Loans guaranteed by the Small Business Administration range from \$500 to \$5.5 million and can be used for most business purposes, including long-term fixed assets and operating capital. Businesses must be for-profit, do business in the United States, have invested equity, and have exhausted financing options. Even those with bad credit may qualify for startup funding.

- <https://www.sba.gov/funding-programs/loans>

Microloan Program

The Microloan program provides loans up to \$50,000 to help small businesses start up and expand. The average microloan is about \$13,000. The Small Business Administration provides funds to specially designated intermediary lenders, which are nonprofit community-based organizations with experience in lending as well as management and technical assistance. These intermediaries administer the Microloan program for eligible borrowers.

- <https://www.sba.gov/partners/lenders/microloan-program/list-lenders>

Local Assistance

District Offices offer counseling, training, and business development to help you start and grow your business. Regional Offices support local district offices and promote economic development growth and competitiveness within their geographic area. The Small Business Administration also works with a number of local partners to counsel, mentor, and train small businesses. SCORE volunteer business counselors, advisors, and mentors offer individual free to low-cost counseling. Small Business Development Centers provide counseling and training to help small businesses start, grow, and expand small businesses, while Women's Business Centers focus specifically on women.

- <https://www.sba.gov/local-assistance>

Others

National Endowment for the Arts Our Town Grant Program

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

theater, artist housing, and an open interior courtyard for performances, visual arts displays, and the local farmers market.

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

Racial and Ethnic Approaches to Community Health (REACH)

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

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

Surface Transportation Block Grant Program Transportation Alternative Set Aside

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

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

Private Grant Funding

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

AARP Community Challenge Program

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

- <https://www.aarp.org/livable-communities/about/info-2017/aarp-community-challenge-submission-instructions.html>

Aetna Foundation

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

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

American Community Gardening Association

The American Community Gardening Association offers a list of grant opportunities for community gardens and other related projects.

- <https://communitygarden.org/resources/funding-opportunities/>

America Walks Community Challenge Program

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

- <https://americawalks.org/community-change-grants/>

Farmers Market Coalition

The Farmers Market Coalition website includes funding resources for farmers markets and other community food projects.

- <https://farmersmarketcoalition.org/education/funding-opportunities/>

Healthy Food Access Portal

The Healthy Food Access portal was created by PolicyLink, The Food Trust, and Reinvestment Fund to better support communities seeking to launch healthy food retail projects. The portal has a funding section including grants, loans, and incentives suited for healthy food projects.

- <http://www.healthyfoodaccess.org/funding>

Kids Gardening

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

- <https://kidsgardening.org/grant-opportunities/>

Kresge Foundation

Kresge Foundation's Developing Healthy Places focus area offers programs and grants to promote health equity among people in low-income neighborhoods and foster improved health for entire communities. In 2015, Kresge offered planning grants under the initiative "Fresh, Local & Equitable: Food as a Creative Platform for Neighborhood Revitalization," which "seeks to help create a sense of

place in communities where culinary ventures are integrated into community life, creating synergies that exceed the sum of their parts.”

- <https://kresge.org/grant/build-healthy-places-network>

Robert Wood Johnson Foundation

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

- <http://www.rwjf.org/en/our-focus-areas/topics/built-environment-and-health.html>

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

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

Walmart Community Grant Program

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

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

W.K Kellogg Foundation

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

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

Appendix F: References

Additional resources available are grouped into the following categories:

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I. Bicycle and Pedestrian Connectivity

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

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

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

Design Guidance

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

- <http://www.bikewalk.org/thepractice.php>

Guidebook for Developing Pedestrian and Bicycle Performance Measures

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

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

Resources for Implementing Built Environment Recommendations to Increase Physical Activity

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

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

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

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

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

Small Town and Rural Multimodal Networks

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

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

II. Community Gardens

Cultivating Community Gardens

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

- <https://www.lgc.org/community-gardens/>

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

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

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

Garden Organizer Toolkit

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

- <http://vcgn.org/garden-organizer-toolkit/>

III. Community Kitchens

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

The Food Corridor, Fruition Planning and Management, and Purdue Extension Services co-created this 2018 toolkit that delivers guidance on feasibility and planning for new kitchen projects, as well as management practices for the day-to-day operations of shared-use kitchens. It also provides an overview of emerging kitchen models and highlights opportunities for kitchens to expand their community impact and enhance financial sustainability.

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

Commercial Kitchen Guide

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

- <http://www.misa.umn.edu/publications/commercialkitchenguide>

Culinary Incubator Map

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

- <http://www.culinaryincubator.com/maps.php>

IV. Farm to School

Farm to School Resources

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

- <http://www.farmtoschool.org/resources>

The USDA Farm to School Planning Toolkit

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

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

Farm to Child Nutrition Programs Planning Guide

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

- <https://www.fns.usda.gov/farmentoschool/farm-school-resources>

V. Farmers Markets

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

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

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

Local and Regional Market News

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

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

Market Makeover: 25 Best Practices for Farmers' Markets

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

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

National Farmers Market Directory

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

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

National Farmers Market Managers Survey

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

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

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

This 2010 report from the USDA Agricultural Marketing Service, USDA Food and Nutrition Service, and Project for Public Spaces, Inc. describes how to accept SNAP benefits at farmers markets, including

what equipment is required, how to install electronic benefit transfer (EBT) systems, and how to make SNAP EBT succeed at farmers markets.

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

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

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

- <http://asapconnections.org/downloads/asap-farmers-market-access-guide.pdf>

Understanding the Link Between Farmers' Market Size and Management Organization

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

- <https://catalog.extension.oregonstate.edu/sr1082>

VI. Food Co-ops

Capital Campaign Workbook

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

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

The FCI Guide to Starting a Food Co-op

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

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

How to Start a Food Co-op Manual

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

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

Publications for Cooperatives

USDA Rural Development provides publications, reports, and educational materials for cooperatives, including Cooperative Information Reports that provide descriptive information about the cooperative

form of business and various cooperative topics, Research Reports, and Service Reports that include USDA's annual compilation of farm cooperative statistics.

- <https://www.rd.usda.gov/publications/publications-cooperatives>

VII. Food Hubs

Findings of the 2017 National Food Hub Survey

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

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

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

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

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

Regional Food Hub Resource Guide

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

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

Running a Food Hub series

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

- Vol 1 – Lessons Learned from the Field (2015)
https://www.rd.usda.gov/files/SR_77_Running_A_Food_Hub_Vol_1.pdf
- Vol 2 – A Business Operations Guide (2015)
https://www.rd.usda.gov/files/SR_77_Running_A_Food_Hub_Vol_2.pdf
- Vol 3 – Assessing Financial Viability (2016)
<https://www.rd.usda.gov/files/publications/SR%2077%20FoodHubs%20Vol3.pdf>
- Vol 4 – Learning from Food Hub Closures (2017)
https://www.rd.usda.gov/files/publications/SR77_FoodHubs_Vol4_0.pdf

VIII. Food Waste

Excess Food Opportunities Map

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

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

Food Recovery Challenge

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

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

Tools for Preventing and Diverting Wasted Food

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

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

A Guide to Conducting and Analyzing a Food Waste Assessment

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

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

Toolkit for Reducing Wasted Food and Packaging

This 2014 toolkit is designed to help food service establishments and commercial kitchens save money by reducing wasted food and packaging with suggested strategies, templates, and case studies. It includes a tool to track the daily amount, type of, and reason for wasted food and packaging. Users enter information into a spreadsheet, which automatically creates graphs and data summaries to help

identify patterns of waste generation. Based on these patterns, a business can make strategic changes to its operation to maximize waste reductions and cost savings.

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

IX. Healthy Living

Community Health Online Resource Center

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

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

Making the Business Case for Prevention Video Series

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

- <https://www.cdc.gov/nccdphp/dnpao/multimedia/videos.html>

SNAP-Ed Evaluation Framework and Interpretative Guide

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

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

X. Smart Growth and Placemaking

The Built Environment: An Assessment Tool and Manual

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

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

Creative Placemaking on Vacant Properties: Lessons Learned from Four Cities

This Center for Community Progress 2018 report offers practical guidance for communities curious about how to leverage the power of creative placemaking to transform vacant properties. It includes a creative placemaking primer and key takeaways based on work conducted over the course of two

years. It also explores emerging practices in four communities: Kalamazoo, Michigan; Wilkinsburg, Pennsylvania; Newburgh, New York; and Macon, Georgia.

- http://action.communityprogress.net/p/salsa/web/common/public/signup?signup_page_KEY=11388&fbclid=IwAR3Xx0Md0abEeLOVnfiHJbSdgCKliwV9h0C5qelc7ydsxiPRne1bQp4GsJO

Growing Food Connections

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

- <https://www.planning.org/research/foodconnections/>

Smart Growth

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

- <https://www.epa.gov/smartgrowth>

XI. Urban Agriculture

Aquaponics Business Plan User Guide

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

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

Brownfields and Community Supported Agriculture

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

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

Brownfields and Urban Agriculture: Interim Guidelines for Safe Gardening Practices

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

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

How Does Your Garden Grow? Brownfields Redevelopment and Local Agriculture

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

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

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

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

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

Steps to Create a Community Garden or Expand Urban Agriculture

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

- <https://www.epa.gov/brownfields/steps-create-community-garden-or-expand-urban-agriculture>

Urban Agriculture Toolkit

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

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

Urban Farm Business Plan Handbook

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

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

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

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

XII. General

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

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

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

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

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

- <https://www.rd.usda.gov/files/ILAMSToolkit.pdf>

The Economics of Local Food: An Emerging Community of Practice

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

- <https://localfoodeconomics.com/>

Farmland Access Legal Toolkit

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

- https://farmlandaccess.org/?fbclid=IwAR12aAoLz84nRya9R-vdPBjFg9pjSHKQzyMsZuk0BICcmR_ab5K6eFPrk8A

Food Value Chains: Creating Shared Value to Enhance Marketing Success

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

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

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

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

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

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

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

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

Local Food Compass Map

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

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

Local Food Directories

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

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

Local Food Research & Development

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

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

Measuring Rural Wealth Creation: A Guide for Regional Development Organizations

This 2016 document by the National Association of Development Organizations introduces concepts of measuring progress in rural wealth creation for regional development organizations that are involved in a range of community and economic development within their regions. The guide includes

information on developing a measurement plan, measuring multiple forms of community capital beyond jobs, measuring inclusiveness and local ownership of assets, and more strategies and tips for measuring and communicating progress.

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

National Good Food Network - Webinar Archive

The Wallace Center Winrock International supports the National Good Food Network, which offers monthly interactive webinars to learn and connect with on-the-ground practitioners and experts. Topic areas include: aggregation/distribution; business/finance; certification; farm to school; farming; food hubs; food safety; funding; infrastructure; metrics/evaluation; policy; processing/value add; retail/foodservice; social justice/food access; training/education; value chains; food hubs; food safety; research.

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

Pesticide Environmental Stewardship Program

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

- <https://www.epa.gov/pesp>

Wholesale Markets and Facility Design

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

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

Green Infrastructure

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

- <https://www.epa.gov/green-infrastructure/what-green-infrastructure>
- [Downspout Disconnection](#)
- [Rainwater Harvesting](#)
- [Rain Gardens](#)
- [Planter Boxes](#)
- [Bioswales](#)
- [Permeable Pavements](#)
- [Green Streets and Alleys](#)
- [Green Parking](#)
- [Green Roofs](#)
- [Urban Tree Canopy](#)
- [Land Conservation](#)