



Community Action Plan for Sacramento, California

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

February 2022

For more information about Local Foods, Local Places visit:

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

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COMMUNITY STORY

Located at the confluence of the Sacramento and American Rivers, the City of Sacramento, California is about 100 square miles and is home to more than 500,000 residents.¹ The history of the Sacramento area, and its inhabitants, is rich in heritage, culture, and tradition. This area was, and still is, the Tribal land of the Nisenan people. Sacramento was a gathering place for many local Tribes who have lived throughout the central valley and the foothills for generations and were the original stewards of this land. The City of Sacramento would like to acknowledge the Southern Maidu people to the North and the Valley and Plains Miwok/ Me-Wuk Peoples to the south of the American River. We would also like to honor the Patwin Wintun Peoples to the west of the Sacramento River.²

In 1839, John Sutter settled and developed a trading post called Sutter's Fort.³ Sutter intended to develop an agricultural community, but gold was found during construction on the site, and miners transformed Sutter's Fort into a mining epicenter during the 1849 Gold Rush.⁴ Sacramento was named the State Capital in 1879 and quickly flourished. The city became a major distribution point located at the western end of both the Pony Express and the First Transcontinental Railroad.⁵ Gold would eventually give way to other pursuits and today, Sacramento is central to the region's agricultural production, ranging from dairy products and meats to produce and grains.⁶ This does not mean, however, that everyone benefits from this abundance of food resources.

In 2022, the city faces several issues, most notably a lack of affordable housing, food insecurity among the one-fifth

Introducing Food-Anchored Resiliency Hubs

The driving concept for this Local Foods, Local Places Community Action Plan for the City of Sacramento are **Food-Anchored Resiliency Hubs**. What does that mean? The local committee and workshop participants spent some time thinking about this, and this plan will illuminate the concept further. For introduction to the concept, one participant had this to share:

*"The concept at its heart is about improving the **livability and resiliency of neighborhoods** and helping to serve **community needs**. This includes the **ability to access fresh food**, as well as the ability to have **places for communities to gather, and projects** that either mitigate climate change or operate in a way that has both **climate and resiliency** in mind. These catalyst projects could open more investment and generate opportunities for other parties to be involved and care about these projects. The three pilot projects are not islands, they are part of a connected local food system. There should be room to grow these and add more projects in other neighborhoods."*

Figure 1 – Introducing Food-Anchored Resiliency Hubs

¹ US Census population Quick Facts. <https://www.census.gov/quickfacts/sacramentocalifornia>. Accessed Nov. 22, 2021.

² City of Sacramento, Racial Equity Ad Hoc Committee Report. Land Acknowledgement Presentation and Recommendation. https://sacramento.granicus.com/MetaViewer.php?view_id=68&clip_id=5092&meta_id=649920 October 26, 2021.

³ Britannica. "Sacramento". <https://www.britannica.com/place/Sacramento-California>. Accessed Nov. 22, 2021.

⁴ City of Sacramento Fire Department. "History." <http://www.cityofsacramento.org/fire/about/history>. Accessed Nov. 22, 2021.

⁵ Ibid.

⁶ Britannica. "Sacramento". <https://www.britannica.com/place/Sacramento-California>. Accessed Nov. 22, 2021.

of the population living in poverty, and the uneven distribution of resources to disadvantaged communities.⁷ From a policy standpoint, Mayor Steinberg’s administration has prioritized housing production and investments in housing for the unsheltered and inclusive economic development as priorities for both downtown and neighborhood revitalization, as well as a commitment to building resiliency to climate change.

There are many local neighborhood-level activities, including groups and actors working on projects that address housing, poverty, and food insecurity, as well as civic engagement efforts. To support these local initiatives, the city is embracing the concept of supporting Food-Anchored Resiliency Hubs in underserved neighborhoods to grow, prepare, and/or sell local food; demonstrate sustainability practices in materials and operations; and provide training, employment, and entrepreneurship opportunities, particularly for the most disadvantaged residents in the city. The following three existing projects, which serve as the pilot Food-Anchored Resiliency Hubs, include the Alchemist Public Market, an incubator and training center for new food businesses; the International Garden of Many Colors, a subsistence farm in north Sacramento; and Planting Justice’s transformation of the abandoned City Tree Nursery.^{8 9} These three demonstrate that the concept of a Food-Anchored Resiliency Hub remains open to definition and form. While they may share similar values and goals of community, opportunity, and capacity building, they and future Food-Anchored Resiliency Hubs will vary in structure and strategy.

Sacramento has high cultural and racial diversity. The current racial composition of the city is 46.3 percent White, 18.9 percent Asian, 13.2 percent African American,



Figure 2 – The International Garden of Many Colors project is a 2.47 acre community garden space housing over 50 plots where low income families practice subsistence farming to address their own food insecurity. It has an MOU to be managed by the Sacramento Food Policy Council. Photo Credit: IGOMC



Figure 3 –Planting Justice will be working to reimagine the abandoned City Tree Nursery and transform the site into a teaching farm that will train and employ formerly incarcerated individuals. Planting Justice is a grassroots organization based in Oakland, CA, with a mission to empower people impacted by mass incarceration and other social inequities with the skills and resources to cultivate food sovereignty, economic justice, and community healing. Image Credit: Planting Justice

⁷ Burrows, Julia, Office of Mayor Darrell Steinberg, “Local Foods, Local Places 2020-2021 Application.” Nov. 13. 2020.

⁸ Mayor’s Office of Civic Engagement. “Biden Administration to help Sacramento create community ‘hubs’ with locally sourced food, job training.” <https://engagesac.org/blog-civic-engagement/2021/6/2/biden-administration-to-help-sacramento-stand-up-hubs-to-provide-locally-sourced-food-job-training>. June 2, 2021.

⁹ Mayor’s Office of Civic Engagement. “Food resiliency hubs get boost from grant, community through interactive workshops.” <https://engagesac.org/blog-civic-engagement/2021/10/26/pv8pl4w073k2me558rj13fgntkr8v>. Oct. 28, 2021.

1.7 percent Pacific Islander, 1.7 percent American Indian, and 7.4 percent Two or more races. 28.9 percent of the population are Hispanic or Latino. In Sacramento, the 2021 median household income is \$62,335, with nearly 20 percent of residents living in poverty.^{10 11} Poverty rates are particularly high in the neighborhoods of North Sacramento. The three pilot Food-Anchored Resiliency Hubs serve these neighborhoods.¹² These pilot hub projects will serve as urban agriculture accelerators, increasing affordable, reliable food access, and creating local jobs.

Though Sacramento has been dubbed the Farm-to-Fork Capital, expansion of the food economy is constrained due to lack of access to land for new farmers, the absence of shared infrastructure for those entering the market (eg. cold storage) and investment in community-driven skill building networks from production to consumption. Local food systems investment, community engagement and policy frameworks will be key to addressing food insecurity, supporting the local agricultural economy, and entrepreneurs in the culinary, food processing, and food marketing areas. The Food-Anchored Resiliency Hubs will each have unique features to support their neighborhood. The Alchemist Public Market will provide neighborhood-based farmers markets for local farm products, commercial kitchens for catering and food production entrepreneurs, and retail space for food product sales. The International Garden is a community gathering place for very low-income neighbors to grow their own food. With additional support and resources, the garden can be a site for food sales and agricultural apprenticeships for the immigrant population. The former five-acre site of the City Tree Nursery will be transformed for urban agriculture, food access, and workforce and educational training with a focus on equity and environmental justice. All projects will serve as urban agriculture accelerators, increasing affordable, reliable food access, and local jobs.¹³

Local Foods, Local Places Technical Assistance Team

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- **Scott Stollman**, EPA Region 9
- **Carolyn Mulvihill**, EPA Region 9
- **Brent Efron**, EPA
- **Morgan Capilla**, EPA Region 9
- **CJ Mishima**, EPA Region 9
- **Alan Bacock**, EPA Region 9
- **Cynthia Abbott**, HUD Region 9
- **Michael Huff**, HUD Region 9
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- **Frances Sakaguchi**, EDA
- **Karl Hacker**, USDA AMS
- **Sasha Pokrovskaya**, USDA AMS
- **Asia King**, EDA
- **Jason Espie**, EPR (consultant)
- **Holly Fowler**, Northbound Ventures (consultant)
- **Miles Gordon**, Kitchen Table Consulting (consultant)
- **Phil White**, EPR (consultant)

Figure 4 - Technical assistance team.

Local Foods, Local Places Planning Assistance

In 2020, the City of Sacramento requested assistance through the Local Foods, Local Places, a program

¹⁰ US Census population Quick Facts. <https://www.census.gov/quickfacts/sacramentocalifornia>. Accessed Nov. 22, 2021

¹¹ Burrows, Julia, Office of Mayor Darrell Steinberg, "Local Foods, Local Places 2020-2021 Application." Nov. 13. 2020.

¹² Ibid.

¹³ Ibid.

supported and facilitated by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture, and the Northern Border Regional Commission. Sacramento, California, was one of 13 communities across the United States selected to participate in the program in 2021.

The goal of bringing Local Foods, Local Places to Sacramento was to convene various partners with existing resiliency hubs underway, alongside community members considering the start-up of other hubs in their neighborhoods. Together, they would create an action plan focused both on next steps for each hub and how and where the city can support the replication and expansion of Food-Anchored Resiliency Hubs with other neighborhoods. The City's application was well-aligned to the goals of the Local Foods, Local Places program, which are to create:

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

A Local Foods, Local Places Steering Committee was formed in Sacramento in preparation for this technical assistance award and is comprised of a variety of community partners (see Figure 5). A technical assistance team comprised of consultants and multiple Federal Agency partners supported the Steering Committee (Figure 4). The Steering Committee convened various partners already working on resiliency hubs alongside those considering the start-up of hubs in their neighborhoods with the hope that the workshop would spur valuable connections between the hubs and within the community.

The central activity of the Local Foods, Local Places process is a convening that provides an opportunity to come together and have conversations about community values, goals, and pathways to achieving shared dreams. Together, participants brainstorm ideas, then discuss and detail priority actions. This includes identifying what resources (e.g., capacity, funding) are required to carry out the next steps. This typically requires the cooperation of everyone - city staff, residents, public organizations, private enterprises and others.

The action plan presented here reflects the views of a range of stakeholders assembled during and after the workshop. It represents the outcomes of a very specific technical assistance process and should be considered

Local Foods, Local Places Steering Committee

- **Julia Burrows**, City of Sacramento
- **Andrew Kehoe**, City of Sacramento
- **Jennifer Venema**, City of Sacramento
- **Sam Greenlee**, Alchemist Community Development Corporation
- **Gavin Raders**, Planting Justice
- **Brenda Ruiz**, Sacramento Food Policy Council
- **Raymond Constantino**, City of Sacramento
- **Mikel Davila**, City of Sacramento
- **Remi Mendoza**, City of Sacramento
- **Amy Yang**, City of Sacramento
- **Hector Barron**, City of Sacramento
- **Allison Joe**, City of Sacramento
- **Darrell Steinberg**, City of Sacramento
- **Victor Brazelton**, Planting Justice
- **Asia Lee**, City of Sacramento

Figure 5 - Steering committee members.

as one part of broader food systems planning. Implementation will involve an array of actors and funding sources, some of which are known, and captured in the action plan tables, and others to be discovered.

The remainder of this report and appendices document the engagement process, the workshop activities, and, most importantly, the outcomes. All of these centers around supporting and enabling the three existing Food-Anchored Resiliency Hubs so that their experience may in turn inform initiatives in other neighborhoods.

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases – plan, convene, and act – illustrated in Figure 6. The *plan* phase consists of three pre-workshop planning calls with the Steering Committee and technical assistance team to draft workshop goals and address logistics. The *convene* phase includes the effort’s capstone event—a multi-day workshop open to all stakeholders. The *act* phase includes three post-workshop conference calls to finalize the community’s action plan and strategize how to maintain momentum generated by the technical assistance process. Sacramento’s workshop was held October 12-14, 2021, and the activities from each day are described in the next section. Workshop exercise results are summarized in **Appendix A**. Workshop participation lists are provided in **Appendix B**. Funding resources are found in **Appendix C**, and general references are provided in **Appendix D**.

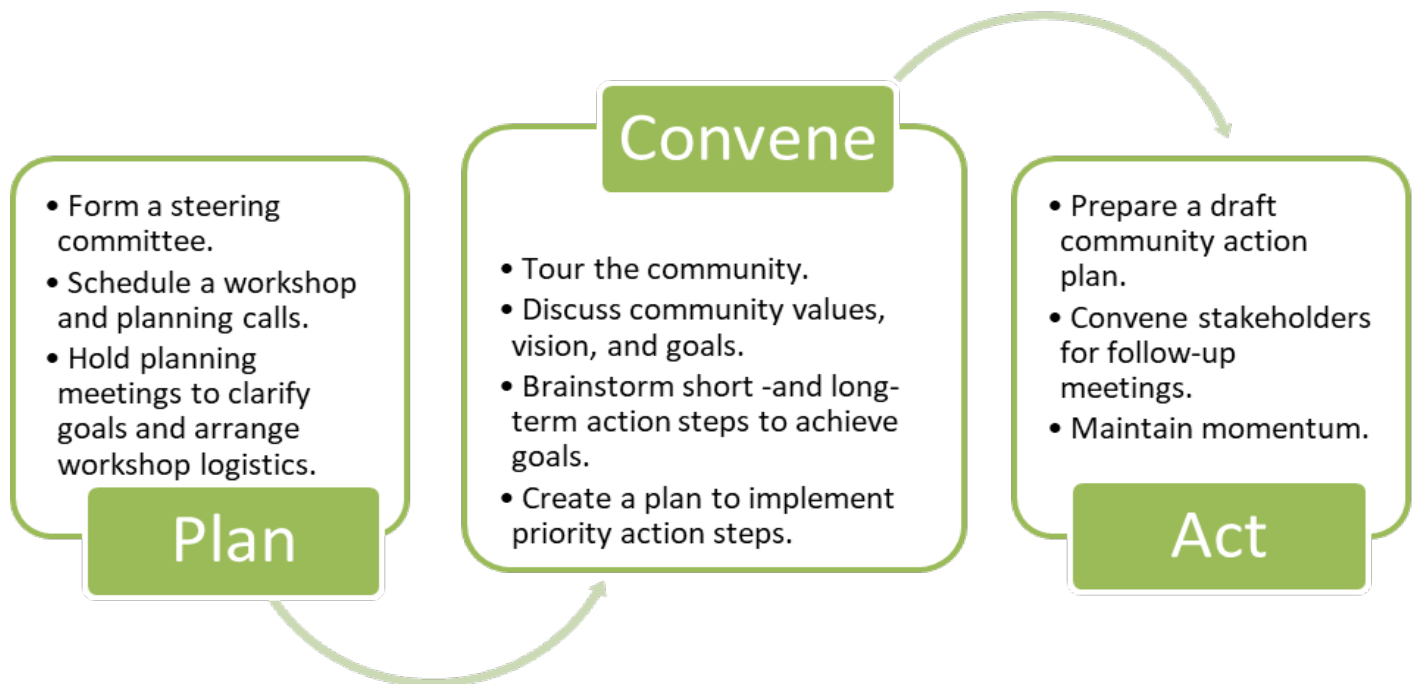


Figure 6 - Local Foods, Local Places technical assistance process diagram.

VIRTUAL WORKSHOP

The workshop consisted of seven virtual sessions, which were attended by 15 local Steering Committee members, 55 at-large registrants, 19 federal agency partners and facilitation consultants. Not everyone attended each session, but many attended most, and sessions were recorded.

The opening session began with welcoming and encouraging remarks from Mayor Darrell Steinberg and Vice Mayor Schenirer, both affirming their support for the work ahead.

Mayor Steinberg excerpts:

- *“We pride ourselves in the city of being the farm-to-fork capital, but it must not just be clever marketing material. We all know that food access, food justice, and a sustainable food system are essential to our health as a community and as a city;*
- *I know that this workshop is focused on three excellent projects, the International Garden of Many Colors, the Alchemist Public Market, and the revitalization of the Three Sisters [Garden] with Planting Justice and the Yisrael Family Farm. There's a lot of great work going on, and I hope that this workshop can serve as the catalyst so that we can expand what we know works, and do so quickly;*
- *The city has started to put real money behind through our CARES Act funding and enough of our American Rescue Plan funding, but we really are just getting started. We have a lot of growth to do in the area to partner with you to make sure that we are leading in a way that does everything possible to ensure that no one is hungry.”*

Virtual Workshop Agenda

Session 1 – Vision and Values – Tues., October 12, 5:00 PM – 6:30 PM PT

Session 2 – Case Story Sharing – Wed., October 13, 9:00 AM – 10:30 AM PT

Session 3 – Small Group Exercises – Wed., October 13, 11:00 AM – 12:30 AM PT

Session 4 – Action Brainstorming – Wed., October 13, 1:30 PM – 3:00 PM PT

Session 5 – Action Prioritization – Thurs., October 14, 9:00 AM – 10:00 AM PT

Session 6 – Action Detailing – Thurs., October 14, 10:30 AM – 12:30 PM PT & 2:00 PM – 3:30 PM PT

Session 7 – Report Out/Next Steps – Thurs., October 14, 5:00 PM – 6:30 PM PT

Figure 7 – Seven session virtual workshop format



Figure 8 - Mayor Darrell Steinberg and Vice Mayor Jay Schenirer offer welcome remarks at session one to kick off the workshop. Photo Credit: EPR PC – Screenshot during Zoom Meeting.

Vice Mayor Schenirer excerpts

- [illegible]



Figure 9 – A word cloud composed of the “three words that excite me about this process” participants shared in their introductions.

Next came introductions from each attendee, who expressed what most excited them about the process in one to three words. An overview of the Local Foods, Local Places program and process followed the introductions. After the program overview, the technical assistance team introduced the four workshop goals.

Goal 1. Develop Food-Anchored Resiliency Hubs as the “third place” of neighborhoods, inclusive of policy support and investments.

Goal 2. Equip residents to grow, prepare and/or sell locally produced food (e.g., infrastructure, including land and access to water).

Goal 3. Empower residents with the knowledge and skills to participate in their local food system (e.g., training, employment opportunities, entrepreneurial pathways).

Goal 4. Strengthen foundational networks to enable experience and knowledge exchange between established and emerging resident-driven Food-Anchored Resiliency Hubs.

Local organization leaders provided a virtual tour of the three pilot Food-Anchored Resiliency Hub projects already underway around Sacramento to be highlighted in the Local Foods, Local Places effort. The Alchemist Public Market brings together three programs to connect communities to land, food, and opportunity. The Alchemist Kitchen has a 12-week food business training course and an incubator program. Farmers markets provide access to food for food-insecure locals, and a Land-Based Work program transforms blighted lots into community gathering places.

The International Garden of Many Colors is located just north of downtown Sacramento on three acres of land. Food has been grown at the site by primarily refugee or immigrant families since 1995 and is managed by a committee of farmers. Recent improvements to the site have included water access on three sides of the property and new paths to allow for fire access and provide better accessibility. In 2021, 40 families were involved in gardening at the site.

The City of Sacramento is partnering with Planting Justice, based in Oakland, California, to help with the goal of creating full-time living wage jobs for people with high barriers to employment. Planting Justice has partnered with Three Sisters Gardens to reimagine the abandoned City Tree Nursery and transform the site into a teaching farm that will train and employ formerly incarcerated individuals. The City-owned property, leased to Planting Justice, is poised to become a nationally significant center for urban agriculture, social entrepreneurship, biodiversity, youth mentorship, and farmer training.^{14 15}

Workshop Language Interpretation

- **Hmong** - Cov Khoom Noj Khoom Haus Hauv Zej Zog, Cov Chaw Hauv Cheeb Tsam: Kev Sau Npe Rau Lub Rooj Sib Tham Nyob Sib Nrug Deb Hauv Sacramento
- **Mandarin Simplified** - 当地食物, 当地生产 : 萨克拉门托网络研讨会注册
- **Mandarin Traditional** - 在地糧食, 在地生產 : 報名沙加緬度虛擬研討會
- **Spanish** - Alimentos y lugares locales: Inscripción para el taller virtual de Sacramento
- **Tagalog** - Local Foods, Local Places Virtual Workshop para sa Sacramento, California
- **Vietnamese** - Thực Phẩm Địa Phương, Các Địa Điểm Địa Phương: Đăng Ký Hội Thảo Ảo Tại Sacramento

Figure 10 – US EPA provided support to enable interpretation for five languages at the workshop.

¹⁴ Sacramento City Express. "This Vacant City Property is One Step Closer to Becoming a Thriving Urban Agriculture Site" <https://sacramentocityexpress.com/2020/09/25/this-vacant-city-property-is-one-step-closer-to-becoming-thriving-urban-agriculture-site/> September 25, 2020.

¹⁵ Alfred, Melbourne Alfred. Three Sisters Garden. "Happenings." <https://3sistersgardens.com/happenings/> February 12, 2020.

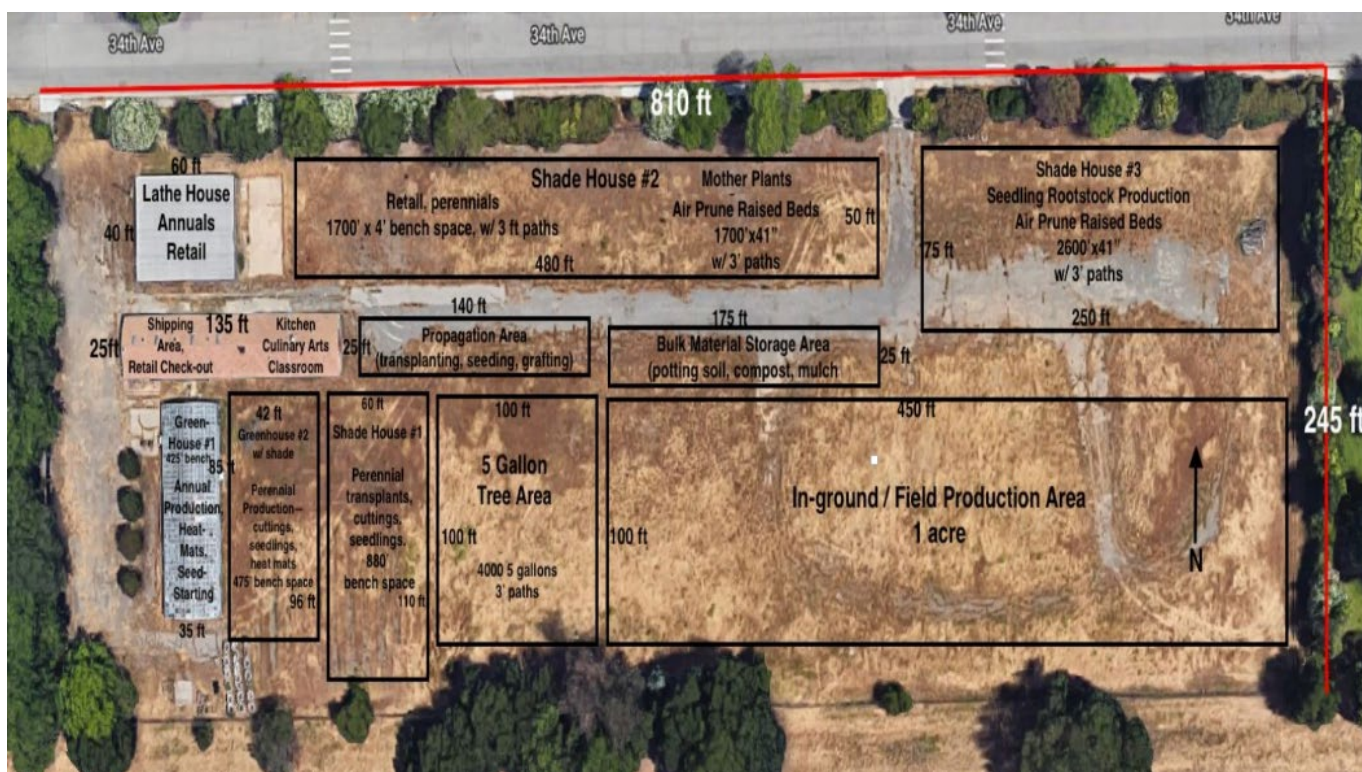


Figure 11 - Site Plan of City Tree Nursery. Source: <https://www.cityofsacramento.org/-/media/Corporate/Files/Public-Works/City-Tree-Nursery/PJ-Sacramento-Presentation.pdf?la=en>.

After a virtual tour of the three pilot Food-Anchored Resiliency Hubs projects, City staff also provided an overview of the City-sponsored community garden program, which will soon grow to 21 gardens. Community members pay a small fee to use a plot in their community garden but get their money back in free seeds. The City also outlined policy ideas surrounding attracting new healthy food grocers, incentivizing existing retailers to stock healthy foods, promoting rooftop and edible gardens, and participating in a regional effort to create food hubs. Lastly, the City provided an overview of the urban agriculture ordinance and other work being done in the city to partner with organizations to provide food to vulnerable populations.

Following these presentations, there was some discussion about what a Food-Anchored Resiliency Hub is and what it means to people. The inspiration for the resilience hub concept came from the Urban Sustainability Directors Network,¹⁶ and a link to a Guide to Developing Resilience Hubs¹⁷ was shared. Next, a session attendee asked about the concept of “third places.” Third places, an urban planning concept, are defined as places in our communities that are not where we live or work, but where we meet up, share activities, and build communities.¹⁸ These places can include libraries, parks, civic and community centers, restaurants,

¹⁶ Urban Sustainability Directors Network. “Resilience Hubs.” <http://resilience-hub.org/>

¹⁷ Urban Sustainability Directors Network. “Guide to Developing Resilience Hubs.” http://resilience-hub.org/wp-content/uploads/2019/10/USDN_ResilienceHubsGuidance-1.pdf Accessed November 23, 2021

¹⁸ Butler, Stuart M. Diaz, Carmen. “Third places” as community builders” Brookings Institution. <https://www.brookings.edu/blog/up-front/2016/09/14/third-places-as-community-builders/> September 14, 2016

taverns, bars, markets, and grocery stores.¹⁹ The session concluded with participants reflecting on what these concepts mean to them. They responded either verbally or via chat; their ideas listed Figures 12 and 13. The facilitation team also presented a schematic that outlined the various concepts and interests of the workshop and how they related to the goal/focus areas. This schematic is shown in Figure 14.

A 'third place' for me is

green spaces with gathering areas; parks; local coffee shop; local business such as coffee shop or restaurant; open spaces; festivals such as food festivals, music, art; outdoor eating venues; college; libraries, patios, cafes, community gardens, farmers markets; shady spaces with places to recreate, sit, reflect; farmers markets; communal spaces that gather people and respect the land; a space to vision, to design, and build; a place to have honest, critical, and meaningful conversations; gathering spaces; the edges of enclosed community, where we encounter lots of others; community gardens; spaces that promote interaction; places for fellowship; a resilience hub; grocery stores; community square; a place that reminds me that I am part of something bigger; community-driven, inviting, welcoming and filled with life and aliveness; food gardens and school campus; its food access for the community; community centers; community-operated grocery store; where communities can find relief and respite; places people can go for shade and water; places that can serve as hubs for immediate response (disasters); a third place cultivates community year-round, helping people to meet neighbors they might otherwise never meet. Those sorts of connections are essential to resilience as they provide job opportunities, check-ins when someone stops showing up, mutual assistance, etc.



Figure 12 - Self-defining "third place"

¹⁹ Oldenburg, Ray, PhD. Celebrating the Third Place: Inspiring Stories About the "Great Good Places" at the Heart of Our Communities. City: Publisher, 2000.

A neighborhood resiliency hub has...

goods and services; culture, music, people, marketplace; a lending library; a plan of how to use the space, funding and support; opportunity; people; the ability to make people from all walks of life feel welcome to access goods and services; food and beverages; a network of people who will rally together in times of need; opportunities to engage children and youth; resources; one stop shop; educational opportunities, cultural and seasonal celebrations, good food, diversity, music; offers educational "handouts" on how to use local goods and services, get recipes; concierge-like services for community and youth; resources to mitigate and respond to daily needs and disasters (shocks & stresses); ongoing and adaptable services for community needs and the environment; designed at a human scale; includes safe, welcoming spaces to gather and rest, affordable and accessible nourishment, art, necessary services, and adaptable design; food resources, information on how to get food benefits, adults, seniors, youth, children; food and safety resources; no expectation or need to spend money in order to attend; a place to find information, get referrals to services, connect with others in my neighborhood; Has information about social services, such as WIC, CalFresh, etc. and free products for living essentials, such as menstrual products, tooth brushes, hand sanitizer, etc; intentional about resource use, collaborative (public and private), and accessible; dignifies those who make use of it and does not leave them feeling marginalized or like a client.

Figure 13 - Self-defining neighborhood resiliency hub

Stories, Exercises, and Brainstorming

The second day's sessions included case story sharing, small group exercises, and action brainstorming. The technical assistance team selected examples of urban farming, food entrepreneurship training, workforce development programs, food districts, and brownfield redevelopment from across the United States and Canada. These slides were included in the workshop materials circulated to all participants.

After case story sharing, attendees broke into smaller groups for a combination of exercises. All groups participated in a brainstorming exercise to identify and discuss assets and challenges related to the four workshop goals. The assets included things working well in Sacramento which could be used to build on the food economy and revitalize the city. The challenges included existing barriers to achieving the goals and what would be needed to overcome those barriers. The small group exercise helped the attendees to think about

specific actions that could support the workshop goals within the next couple of years. The second day concluded with action brainstorming as attendees drafted ideas for how to advance the community's goals. The Google Slides for Action Brainstorming were open the evening of October 13th for further input from participants. Results of all the exercises are available in Appendix A.

Discussion, Detailing, and Next Steps

The third day's work centered on action discussion and prioritization, detailing, and reporting out as part of the closing session. Before the third day's sessions began, the consulting team reviewed the various actions, removed duplicates, and categorized them for ease of viewing. At the beginning of the action prioritization session, participants could vote on up to 12 actions they were most excited about or thought needed to happen first. They then spent time working on each prioritized action to identify its purpose, what it is and looks like, timeframe, responsible parties, resources needed, and measures of success. A final wrap-up session was held to conclude the workshop series.



Figure 9 Zoom Group Photo

ACTION PLAN

The following set of goals and action plan tables represent the cumulative feedback out of the workshop sessions, and are ideas generated from a range of stakeholders who were able to attend and participate. It is important to note that these goals and actions represent recommendations from community participants, partners, and the City to implement together. They are a starting point, not an end point, and additions and modifications can and will likely occur as this plan is worked on over the next 2-3 years. This action plan presents ideas or actions that the City might include in related plans and efforts, such as the General Plan, or consider in the workplan of the Food Justice Task Force. In some cases, specific recommendations or next steps would require the direction or approval of the City Council. Ultimately, it will take a collective effort of all participants and actors to make implementation of broad, and complex issues possible.



Figure 14 - Schematic of various partners, hubs, focus areas and community that came together for the workshop.

The action plan development asks workshop participants to self-select by goal and work in small teams to provide as much thought and detail to each action as is available from the group. For each action, participants discuss and document the following key details:

- **What is this action? Why is it important? Who benefits?** A narrative description of what is needed, why and who will benefit from it.
- **Initial steps and deadlines** (Present > 24 mos.) Sometimes several next steps are needed to implement elements of the strategy.
- **Lead or catalytic role.** This is the person, or persons, who will help drive this strategy forward. They may not be the permanent lead role, but the one here who gets things started and plays a catalytic role. In some cases, the true lead role for a given strategy may not be in the workshop, so an effort will need to be made by the catalytic person to reach out to the most appropriate person or organization.
- **Supporting cast.** These are persons or organizations who can assist with the strategy, or who bring knowledge, connections, or other resources to the effort. Workshop participants were asked to identify and brainstorm others in the community, who may not be present, but might be a potential partner in the process. In these instances, names were listed with the intent that they would be followed up with.
- **Potential needs and resources.** Participants listed here both what they have and what they need in terms of resources. Resources are more than just funds, they can be in-kind support, donations, materials, knowledge and skills.
- **Measures of success.** This section describes how completing, or some level of success will be determined. It can be an end state, a quantifiable metric, or some qualitative outcome.

Understandably, there are sometimes gaps, which is why there is time in the last session and post-workshop to seek out missing information.

The following set of goals and actions represent the cumulative feedback out of the workshop sessions and were generated by a range of stakeholders able to attend and participate. It is anticipated that in addition to actions being directly implemented, that the ideas generated by the workshop will inform or be combined with other plans and efforts.

ACTION PLAN

The goals and supporting actions are listed below. The tables that follow provide additional detail for each action.

- Goal 1 – Develop three Food-Anchored Resiliency Hubs as best practices for the creation of “third place” in Sacramento neighborhoods, inclusive of policy support and investments.
 - *Action 1.1* – Secure complete funding for the construction of Alchemist Public Market.
 - *Action 1.2* – In partnership with the community gardeners of the International Garden of Many Colors (IGOMC) and the City of Sacramento, secure \$500,000 by 2022 to design and complete 2023 capital improvement needs and to fund two years of IGOMC management, maintenance, and programming post-capital investment construction.
 - *Action 1.3* – In partnership with Planting Justice, Three Sisters Gardens, and the City of Sacramento, reactivate the City’s former Tree Nursery site by upgrading infrastructure systems, completing the permitting process and improvement necessary to operate the site, and securing additional funding for ongoing operations.
 - *Action 1.4* – Develop a city framework/“centralized information hub” for supporting and investing in food projects.

- Goal 2 – Equip residents to grow, prepare and/or sell locally produced food (e.g., infrastructure, including land and access to water).
 - *Action 2.1* – Develop a coordinated city-wide network of community-level composting network systems and encourage diversified community composting operations to cycle high quality organic matter into neighborhood soils and deprioritize feeding biodigesters.
 - *Action 2.2* – Inventory available land in each neighborhood suitable for transfer/maintenance of urban agriculture for ecological and community benefit and explore options to preserve green space/urban agriculture in perpetuity.
 - *Action 2.3* - Create a series of policy initiatives to promote stable production, processing, and distribution of fresh, local food choices.
- Goal 3 – Empower residents with the knowledge and skills to participate in their local food system (e.g., training, career pathways, employment opportunities, entrepreneurial pathways).
 - *Action 3.1* – Develop and expand existing paid youth programming and career technical education (CTE) to train and engage youth in urban agriculture, forestry, and landscape level management.
 - *Action 3.2* – Develop programs to educate and incubate community initiatives, including many of the three currently proposed food resilience projects.
 - *Action 3.3* – Create transition opportunities for trainees to move from incubator programs to their own operation, and provide transition funding opportunities (infrastructure and tools, etc.) and subsidies (land and water, etc.) for start-up costs.
- Goal 4 – Strengthen foundational networks to enable experience and knowledge exchange between established and emerging resident-driven Food-Anchored Resiliency Hubs.
 - *Action 4.1* – Continue to support coordination with LFLP partners, LFLP workshop attendees, and additional partners to synchronize LFLP actions, goals, and priorities with the City of Sacramento’s existing and future strategies/plans, and leveraging other efforts on the regional food system.
 - *Action 4.2* – Share learning lessons with the community using various forms of communication, educational, and informational mediums.

GOAL 1: Develop Food-Anchored Resiliency Hubs as the “third place” of neighborhoods, inclusive of policy support and investments.

The City of Sacramento’s concept for Food Anchored Resiliency Hubs is inspired by a network of unique projects located in historically underserved neighborhoods throughout the city. While different in terms of origin, structure, and format, each selected hub project provides or envisions delivering key services and resources to their respective neighborhoods. Their features are meant to invite community member engagement so that those looking for connection might consider engaging with these hubs among their “third place” options (where to go that is not home or work/school). There are three projects underway that the City of Sacramento hopes will directly benefit the disadvantaged neighborhoods; selected projects serve the region and also act reference sites for other projects in Sacramento and beyond. Actions under Goal 1 focus on

three pilot initiatives - Alchemist Public Market, International Garden of Many Colors, and Planting Justice – and the strategy for sharing their experience with other emerging Food-Anchored Resiliency Hubs around the city.

Action 1.1: Secure complete funding for the construction of Alchemist Public Market.

What this is and why it is important	The Alchemist Public Market needs to be elevated to a broad range of local, regional, state, and national funders - public, private, and philanthropic. The project will cost a total of \$6.7 million. This project is an essential piece of the pipeline to enable marginalized, under-resourced communities to start small food businesses, and will provide paid workforce development training for residents with high barriers to employment. The project will also provide essential food access and a community gathering space for the thousands of new residents who will be coming to the River District, especially those at Mirasol Village.
Measures of success	<p>A brick-and-mortar location to:</p> <ul style="list-style-type: none"> • Enable marginalized and under-resourced entrepreneurs to produce and sell food • Train and employ those with high barriers to employment • Create a farmers' market to serve Mirasol Village residents • Create a co-working space • Create retail space to sell products made by small local businesses • Learning and lessons from this project are supportive of action 4.2 • 300+ jobs created via workforce development within 10 years of APM opening • 90+ new small food businesses created within 10 years of APM opening • \$300,000+ in CalFresh/SNAP + nutrition incentive dollars facilitated and spent at the APM farmers' market in the first 10 years
Timeframe / Initial Steps	<ul style="list-style-type: none"> • Submit U.S. Economic Development Administration by March 2022 • Secure the \$475,000 grant needed for the property acquisition by January 2022 (complete) • Secure EDA grant by Q4 2022 • Secure \$2.4 - 2.9 million in remaining funds. • Complete construction and open the Alchemist Public Market property by 2024
Lead / Catalytic Role	Sam Greenlee, Alchemist Community Development Corporation (CDC)
Supporting cast	<ul style="list-style-type: none"> • Mikel Davila, City of Sacramento Office of Innovation & Economic Development • Andrew Kehoe, Mayor's Office, City of Sacramento • Trish Kelly, Valley Vision • Malinda Matson, U.S. Economic Development Administration (EDA) • Kris Barkley, Dreyfuss + Blackford Architecture • Stoel Rives LLP • Jenna Abbott, The River District • Council District 4 office (Councilmember Katie Valenzuela) • Saul Ettlin, Community Vision
Needed resources and	<ul style="list-style-type: none"> • Resource: Financial Institution Partnership Opportunity (FIPO) Award for Sacramento Promise Zone, 2021

Action 1.1: Secure complete funding for the construction of Alchemist Public Market.

possible sources	<ul style="list-style-type: none"> ● Resource: Pro bono architecture and legal services ● Resource: Property in escrow with completed surveys ● Resource: Strong community support ● Need: EDA Grant ● Need: advocacy from highest levels in City of Sacramento with philanthropy, foundations, corporations, and state and federal partners to secure remaining fund need ● Need: City support waiving permit and planning fees for APM. These waivers would reduce the total budget
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Action 1.2: In partnership with the community gardeners of the International Garden of Many Colors (IGOMC) and the City of Sacramento, secure \$500,000 by 2022 to design and complete 2023 capital improvement needs and to fund two years of IGOMC management, maintenance, and programming post-capital investment construction.

What this is and why it is important	This project supports an ongoing and urgent need highlighted by resident initiative. To sustain itself, it requires additional support. The project addresses immediate food needs of families and will become a model for alternative urban agriculture with community/allotment gardens of varying needs.
Measures of success	<ul style="list-style-type: none"> ● Agreement with City of Sacramento to continue operations 2022 and beyond. ● Work with the city to continue to provide and fund weekly waste hauling and water. ● Metrics that show # of families served and pounds of food produced ● Measurable impact on youth served by garden programming ● Synergy with City urban ag and EJ policy efforts ● Learning and lessons from this project are supportive of action 4.2
Timeframe / Initial Steps	<ul style="list-style-type: none"> ● Mobilize existing resources and plan cleanup events and site evaluations by late Spring 2022 ● Convene funding work session ● Apply for additional funding (City, State, Federal, private)
Lead / Catalytic Role	<ul style="list-style-type: none"> ● International Garden of Many Colors (IGOMC) Garden Committee ● Brenda Ruiz, Sacramento Food Policy Council ● Raymond Costantino, City of Sacramento, Department of Youth, Parks, & Community Enrichment (YPCE) ● Shannon Brown, Deputy Director, City of Sacramento Department of Youth, Parks, & Community Enrichment (YPCE) ● Mario Lara, Director, City of Sacramento Department of Youth, Parks, & Community Enrichment (YPCE) ●
Supporting cast	<ul style="list-style-type: none"> ● David de la Peña, University of California-Davis ● Council District 3 Office (Councilmember Jeff Harris) ● Mutual Housing California ● The Green House, Rena Crocker

Action 1.2: In partnership with the community gardeners of the International Garden of Many Colors (IGOMC) and the City of Sacramento, secure \$500,000 by 2022 to design and complete 2023 capital improvement needs and to fund two years of IGOMC management, maintenance, and programming post-capital investment construction.

	<ul style="list-style-type: none"> David Guerrero, City Council District 3 Parks & Recreation Commissioner
Needed resources and possible sources	<ul style="list-style-type: none"> Resource: City of Sacramento - possible Measure U funding Grants, philanthropic, and external funding sources Resource: Coordinate regular maintenance / cleanups with community groups, AmeriCorps Need: Facilities: One time: \$400,000 Need: Equipment: One time: \$60,000 Need: Supplies: One time: \$40,000 Need: Maintenance: Annually: \$50,000 Need: Programming: Annually: .5 full-time equivalent (FTE) \$48,000

Action 1.3: In partnership with Planting Justice, Three Sisters Gardens and the City of Sacramento, reactivate the City's former Tree Nursery site by upgrading infrastructure systems, completing the permitting process and improvement necessary to operate the site, and securing additional funding for ongoing operations.

What this is and why it is important	The \$2 million state budget allocation is sufficient to build out the 5-acre nursery and farm, however, additional funding is needed for ongoing operations and development of future phases. Public involvement in programming will be needed in the future.
Measures of success	<ul style="list-style-type: none"> Planting Justice obtains Conditional Use Permit Planting Justice and Three Sisters Gardens complete irrigation and electrical upgrades City relocates and widens existing curb cut to bring driveway into compliance with current standards Planting Justice and Three Sisters Gardens break ground on site improvements and planting Planting Justice and Three Sisters Gardens secure funding for years two and three of operation Learning and lessons from this project are supportive of action 4.2
Timeframe / Initial Steps	<ul style="list-style-type: none"> Planting Justice applies for Conditional Use Permit by end of January 2022 and obtains permit by end of May 2022 Planting Justice and Three Sisters Gardens complete irrigation and electrical upgrades by March 2022 City relocates and widens curb cut by January 2023 Three Sisters Gardens break ground on site improvements and planting February 2022 Planting Justice breaks ground on site improvements and planting by June 2022 Planting Justice and Three Sisters Gardens secure funding for year two by September

	2022 and year three by September 2023
Lead / Catalytic Role	<ul style="list-style-type: none"> • City of Sacramento, Office of Innovation and Economic Development, Amanda Wallace • Council District 5 office (Councilmember Jay Schenirer), Allison Joe • Planting Justice, Gavin Raders • Three Sisters Gardens, Alfred Melbourne
Supporting cast	<ul style="list-style-type: none"> • Department of Public Works, City Manager's Office • City of Sacramento, Office of Innovation and Economic Development OIED, Workforce Development • California Natural Resources Agency, Bonds and Grants Unit • Northern California Construction Training
Needed resources and possible sources	<ul style="list-style-type: none"> • Resource: U.S. Department of Agriculture (USDA) Agricultural Marketing Service (AMS) architects

Action 1.4: Develop a city framework and “centralized information hub” for coordination and investing in food projects.

What this is and why it is important	Organizations and initiatives need a clear pathway to develop investment partnerships with, or facilitated by, the City of Sacramento. Currently, initiatives are reliant on known networks/existing relationships. This initiative will provide guidance to both the public and the City staff on how to support food system priorities and would identify integration points with budget processes. The current process is composed of fractured responsibility depending on the specific task and who handles it. Having a city staff person dedicated to funding and regulatory processes would help existing food initiatives to grow and expand, as well as emerging efforts needed to gain footing.
Measures of success	<ul style="list-style-type: none"> • Clear and equitable process for streamlined replication of process, with less frustration of those trying to support good things/ideas/people with needs • Clear, specific evaluation criteria for projects (e.g., plan, community support, permits, budget, phasing, identifying how the project advances justice and equity priorities) • Priority criteria that encourage and strengthen food-based production or other food focuses • Reflection of the justice framework established by the City of Sacramento Food Justice Task Force
Timeframe / Initial Steps	<ul style="list-style-type: none"> • Realistic assessment/identification of personnel, expertise, and department function • Identification of informational needs - funding notifications? coordination between departments/staff? • Development of public facing tool/communication pieces • Food Justice Task Force Convening on August 18, 2021 to announce the project co-

Action 1.4: Develop a city framework and “centralized information hub” for coordination and investing in food projects.

	<p>led by Mayor Darrell Steinberg and Councilmember Mai Vang, District 8</p> <ul style="list-style-type: none"> • The first Food Justice Task Force (FJTF) meeting was held on January 26, 2022 to establish the framework, purpose and timeline. • Second Food Justice Task Force meeting is going to be held on February 23, 2022, where American Rescue Plan Act funding priorities will be discussed.
Lead / Catalytic Role	<ul style="list-style-type: none"> • Asia Lee, City of Sacramento, Council District 8 Office - Food Justice Task Force co-lead • Andrew Kehoe, City of Sacramento, Office of the Mayor - Food Justice Task Force co-lead • Sacramento Food Policy Council, Brenda Ruiz (Provide technical assistance to City, any community engagement and policy development needs)
Supporting cast	<ul style="list-style-type: none"> • Sacramento Food Policy Council, Brenda Ruiz • Potential supporting cast to reach out to: Jason Prado, Miridae • City of Sacramento staff - Depts. of Youth, Parks, and Community Enrichment; Innovation and Economic Development, Community Development; Utilities; City Manager’s Office • Landowners • Public agencies • Community Based Organizations • Neighborhood Associations • Business Districts • Collaborative Office Spaces (eg. Urban Hive, the Trade, Capsity, Outlet Coworking, Hacker Lab, Lab 7, Startup Sac, etc...) • Sacto Mofo • Farmers Markets (Midtown, Oak Park, Wynn Park, ect...)
Needed resources and possible sources	<ul style="list-style-type: none"> • Resource: Leataata Floyd project as model for public-private partnerships - https://www.foodliteracycenter.org/post/urban-farm-garden-floyd-farms • Resource: International Garden of Many Colors (IGOMC) history and staff • Resource: Kaufman Lab - Farm to Facts (software planning data)

Broader Policy and Assessment

- The City of Sacramento needs to define and set a specific and unified food policy.
- Review food planning efforts in other cities and hold public meetings about which policies Sacramento residents would like to emulate and build on (review general plan policies here: <https://critical-data-analysis.org/general-plan-map/>).
- Revisit and renew City of Sac Urban Agriculture Incentive Zones (UAIZ) ordinance
- Identify neighborhoods for food-focused spaces (e.g. outdoor street food vendors and food trucks) that can act as hubs and economic generators (e.g. Portland, Oregon model).

- Review street food policies that will decrease permit costs and allow mobile produce vending. Create reciprocal agreements with surrounding counties for public health and permit inspections to reduce costs.
- Incorporate resiliency hubs into zoning and land use definitions and descriptions in the Sacramento Planning and Development Code.
- Assess priority neighborhoods around hub sites for best opportunities to enhance the urban ecosystem and food production. Work with partners and community to create impact projects which enhance resilience and wellbeing of people and their shared landscape.
- Establish city policies that increase the number of and potentially expand the definition of community gardens. Establish programs to support garden design, public art, and social spaces. Look to other cities with successful programs like Seattle (1 per 8,000 residents), as well as how these programs are funded.
- Pass a soda tax to provide dedicated, ongoing funding for community garden projects, and to fund upfront garden/hub establishment costs (or some other source of revenue that is not regressive).

Funding + Food-Anchored Resiliency Hubs (FARH) Models

- The City of Sacramento should partner with local organizations in accessing state, federal and philanthropic funding for their projects.
- Position hub projects and confirm partnerships to prepare for future state and federal funding for resilience hubs and urban agriculture. Think big and prepare to be competitive.
- Facilitate development of City Tree Nursery as an urban agriculture hub, with planting beginning in 2022 by obtaining necessary permits, determining funding requirements, and completing capital improvements as necessary.
- Sustain ongoing funding actions.
- Secure permanent County or State funding for CalFresh to access infrastructure at every certified farmers' market.
- Find additional funding and expanded service capacity for the Sacramento Food Forestry Project to provide free fruit tree pruning, soil care, and skills mentoring to residents. Existing funds will run out in February 2022.

Food Access

Walkable/Bikeable Place-making

- Encourage more people to walk to food options/amenities. Ensure locations are accessible by walking, biking, and transit. Promote more bikes/walking, and less cars/parking infrastructure. Increase the safety of high traffic corridors by increasing art/mural/protective barriers to encourage foot traffic. Create food truck malls in neighborhood food deserts to improve the culture of walking to local businesses. Market garden grocery trucks for fresh produce. Establish having a consistent place/area.
- Bring food options/amenities to the Stockton Blvd. strip to encourage residents of Tahoe/Oak Park to frequent the corridor. Currently, residents are forced to drive out of the neighborhood for food/school/work.

Support Farmers' Markets and Sales of Local Food

- Enable farmers' markets located in low resource census tracts to accept food and nutrition benefits such as WIC, CalFresh, Market Match. Support Food Navigators at farmers' markets; they can share

information with shoppers and assist with explaining benefits, provide market tours etc.

- Help start a farmers' market/grocery store for Meadowview and Del Paso Heights in the next 2 years. This area has minimal access to food from traditional food resources within the City of Sacramento.
- Create and fund a farmers' market with an online ordering system within the City of Sacramento, with a delivery vehicle and personnel to manage operations, and a mobile payment system can be used for CalFresh EBT. Market personnel/managers should connect to the community to determine how to best meet their needs.
- Create avenues that increase local sales of local food in all public channels and increase marketing (e.g., jails, schools, city/county procurement, etc.).

Community Engagement

- Expand Civic Engagement: Start with robust community outreach to identify needs and wants specific to districts and areas inside of that district. Conclude from the input of each district as it relates to the county/city and propose responsive policies and procedures to implement using the collected input. Afterwards, present a living document of Policies and Procedures to the county/city residents for input, and after a set time, bring the community together to agree on Policies and Procedures.

Ecological Considerations

- Assess neighborhood context for each hub and identify opportunities to enhance ecological functionality to create greater climate resilience, food production, biodiversity. Mulch trees, add compost, plant natives, plant fruit and shade trees, steward landscapes together.
- Work with the Sacramento Tree Foundation to assess urban forest status around hub sites and work with community partners to develop a plan to care for existing trees and plant new ones.
- Develop more agroforestry systems that focus on acorns/hazelnuts to sustainability transition away from corn/soy imports.

Infrastructure

- Make use of existing infrastructure by occupying empty businesses. For example, there is a large amount of vacancy around the Colonial Theater on Stockton Boulevard, where car traffic is hostile. Instead of building a large market, make use of existing empty businesses that are already centrally located.
- Take advantage of the Wholesale Markets & Facility Design architectural design services offered by USDA MSD: <https://www.ams.usda.gov/services/local-regional/facility-design>.
- Consider infrastructure support that might include discounted water and/or electricity rates for urban agriculture/or restoration projects. It would help remove utility access costs as a barrier.
- Support grocery stores located in low-resource census tracts near school sites with infrastructure, such as refrigeration units, to store locally grown fresh fruits and vegetables.
- Support Policy Systems and Environment (PSE) change in retail settings, including healthy food procurement, incentivizing healthy food purchases, healthy checkout lanes, and healthy zones.
- Create a program that streamlines the process of transforming vacant lots into food production hubs. From personal experience on working on the Oki Park Project with NorCal Resist, there are a lot of unknowns and who to approach -- what documents, plans, costing exercises, permitting, etc. do we need to transform vacant lots to food hubs? Which policymakers, city agencies, and/or those that make budget decisions should we contact to begin the process? How can we secure the land, long-

term leases, and lease-to-owns?

- Expand the City's successful lawn conversion program to explicitly encourage installation of low-water use at-home edible landscapes that still achieve water conservation goals.

Partnerships/Collaborations

- Engage and support the development of the Sacramento County Food System Assessment and its Action Plan.
- Support the Sacramento Food Policy Council as an existing but under-resourced convening space for knowledge exchange and agenda setting.
- In partnership with community-based organizations, work with the City of Sacramento to enter into a long-term management agreement for the operations and programming with International Garden of Many Colors (IGOMC) by 2022. Work with the City to continue to provide and fund weekly waste hauling and water.
- Have Valley Vision work with nonprofits (Sacramento Food Policy Council, Three Sisters Gardens, Alchemist Community Development Corporation (CDC), etc.), local governments (city and county of Sacramento), and other agencies (air districts, regional planning organizations, etc.) across the county to provide technical assistance for federal Economic Development Administration (EDA) grants that align with the region's Comprehensive Economic Development Strategy (CEDS), known as the Prosperity Strategy. This technical assistance will bring additional funds and capacity to the region's food system. The core strategy of the Prosperity Strategy is "be the global leader for entrepreneurs, firms, and workforce in food, agriculture, and health innovation."
- The City of Sacramento should partner with the organizations (NorCal Resist, NextGeneration, Miridae, Insight Garden Program) working on the Oki Park Open Space Project to advocate for state funding to support its urban farm and habitat restoration efforts.
- Connect local elementary/middle/and high schools in the south Sacramento Area to plant gardens that children can assist with. Ensure there is family access to these gardens/produce on the weekends.
- Assist with capacity building for community-based organizations (CBOs) and partners to comply with public funding requirements by making connections to groups. Organizations can assist with reporting and compliance.

Goal 2: Equip residents to grow, prepare and/or sell locally produced food (e.g., infrastructure, including land and access to water).

The proposed hub concept is "food anchored". Part of building resiliency within a system is ensuring fundamental needs, like food, are met with the inputs required to sustain their availability. The actions of this goal aim to equip Sacramento residents with the resources needed to ensure food availability. From gaining access to land for food production, to the skills and knowledge of how to grow and sell food, to policy that moves food from where it is grown to consumers, to transforming organic outputs back into production inputs, the following actions outline steps to increasing sustainable urban agriculture across Sacramento. Anticipated results include, but are not limited to the creation of more green, productive spaces, improved utilization of natural assets, and increased resident participation in their local food system.

Action 2.1: Develop a coordinated city-wide network of community-level composting systems and encourage diversified community composting operations to cycle high quality organic matter into neighborhood soils and deprioritize feeding biodigesters.

<p>What this is and why it is important</p>	<p>Developing a coordinated city-wide network of community-level composting systems to connect and augment community-based initiatives such as Oak Park Eggery, Green Restaurant Alliance, Oak Park Soil, and ReSoil with farms for food waste and green waste capture. This involves working with the City of Sacramento Recycling & Solid Waste division to explore how to scale/amplify these efforts using a multi-layered approach and allowing for a neighborhood-based approach.</p> <p>This action will strengthen existing food-anchored resilience hubs, as well as future food anchored resiliency hubs. Nutrient cycling is essential for sustaining the long-term functionality of an ecological system, and for enhancing future climate resilience, food production, carrying capacity, rainfall/irrigation infiltration, and retention. This means reprioritizing high quality green waste (pre-consumer food waste, coffee grounds, brewery mash, arborist mulch, fall leaves, etc.) for community compost, vermicomposting, tree mulching, egg laying hens, and other activities that cycle nutrients into community soils.</p> <p>An existing equity challenge is that composting is more challenging for multi-family settings. Multi-family property owners will likely receive exemptions to composting requirements, leading to less access to composting for multi-family residents through city programming.</p>
<p>Measures of success</p>	<ul style="list-style-type: none"> • When the farm-to-fork capital has an abundance of nutrient rich soil • Measured tons of waste diverted from landfill into soil • Composting available in every neighborhood • High percent of households/businesses/institutions participating in composting activities • Coordination with existing city-wide programs that enables efforts
<p>Timeframe / Initial Steps</p>	<ul style="list-style-type: none"> • Adopt new City policy for the 2040 General Plan and action in the Climate Action and Adaptation Plan that supports neighborhood-level initiatives and incorporates state waste reduction and composting goals and mandates • Inventory existing community composting efforts and sites/additional spaces. • Identify various waste streams (residential and commercial), and assess what is done in each neighborhood • Convene compost champions and build the network • Work on an educational campaign to teach people how easy residential and to help residents connect and join existing composting operations • Identify potential lead for community-level composting effort • Identify funding sources to coordinate community-based efforts, transportation, and staffing, and all of the above initiatives
<p>Lead / Catalytic</p>	<ul style="list-style-type: none"> • Alexander Hoang, Oak Park Eggery

Action 2.1: Develop a coordinated city-wide network of community-level composting systems and encourage diversified community composting operations to cycle high quality organic matter into neighborhood soils and deprioritize feeding biodigesters.

Role	<ul style="list-style-type: none"> • Jennifer Venema, City of Sacramento, Office of Climate Action & Sustainability • Raymond Constantino, City of Sacramento, City of Sacramento, Park Planning & Development, Department of Youth, Parks, & Community Enrichment • City of Sacramento Recycling & Solid Waste Division • County of Sacramento charged with SB 1383 implementation (Tim Israel)
Supporting cast	<ul style="list-style-type: none"> • Oak Park Egger • Oak Park Art Garden • David Baker, Green Restaurants Alliance/ReSoil Sacramento • Scott Thompson, Oak Park Soil • Dominic Allamano, Sacramento Food Forestry • Sacramento Food Policy Council • Planting Justice • Alchemist Community Development Corporation (CDC) • Simeon Gant, Green Tech Education (youth training) • Randy Stannard and Sarah McCamman, Root 64 Sacramento • Fatima Malik, Del Paso Heights Growers' Alliance • Matthew "Herbie" Ampersand, Find Out Farms, Oak Park • Farmers markets' as a collection point for household waste
Needed resources and possible sources	<ul style="list-style-type: none"> • Resource: U.S. Environmental Protection Agency (EPA) online resources to navigate discussion/grants: https://www.epa.gov/sustainable-management-food/funding-opportunities-and-epa-programs-related-food-system#pcandwm • Resource: EPA's Food Too Good to Waste program toolkit for families looking to reduce wasteful household food management practice: https://www.epa.gov/sustainable-management-food/food-too-good-waste-implementation-guide-and-toolkit

Action 2.2: Inventory available land in each neighborhood suitable for transfer/maintenance of urban agriculture for ecological and community benefit and explore options to preserve green space/urban agriculture in perpetuity.

What this is and why it is important	<p>In order to ensure long-term access to fresh produce, a collective ownership model and inventory of available lands should be explored. This action will secure land in perpetuity for urban agriculture and non-commercial community gardens. It may involve working with existing land trusts to include urban agricultural space. The current challenge is the private equity being used to buy up land. There is a tension between finding land for affordable housing as well as use of land for urban ag and community gardens. If there can be conversations about how to have land access for both housing <u>and</u> food production/forestry.</p>
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Action 2.2: Inventory available land in each neighborhood suitable for transfer/maintenance of urban agriculture for ecological and community benefit and explore options to preserve green space/urban agriculture in perpetuity.

Measures of success	<ul style="list-style-type: none"> • Acres of land in city limits protected for long-term green space/urban agriculture
Timeframe / Initial Steps	<ul style="list-style-type: none"> • Have policy discussions between the Mayor's office / Council Member Vang to have conversations with the land trust and county about including agricultural / growing land to the land trust mission. • Look at successful examples of public-private partnership for aggregating and providing access to vacant public and private land • Create an inventory of available land by neighborhood and poll the many plans and data that exist and assess gaps. • Define the inventory attributes of what makes a good property. Prior uses, proximity to users, soil quality, access to water. • City: Provide clear policy direction in the 2040 City General Plan and Environmental Justice Element. • Develop 'crowd sourced' inventory process with community members inputting • Leverage City Code Enforcement Vacant Lot Registration Program to identify potential pilot sites for partnerships with community for urban ag uses.
Lead / Catalytic Role	<ul style="list-style-type: none"> • Councilmember (Vang) to have discussions about land trust, working with the Mayor's office. • Sacramento Community Land Trust (for assisting with inventory, if capacity) • Food systems partner • City of Sacramento Community Development Department
Supporting cast	<ul style="list-style-type: none"> • Sacramento Food Policy Council, Brenda Ruiz • University of California-Davis graduate students • David de la Peña, University of California-Davis • Alex Gulachenski, NorCal Resist, University of California-Davis graduate student • Fatima Malik, Del Paso Heights Growers Alliance • Chanowk Yisrael, Berkeley Food Institute, Slow Food Sacramento, Yisrael Family Urban Farms • Healthy Sacramento Coalition • City of Sacramento Inclusive Economic Development Collaborative (Sac IEDC) • Jennifer Venema, City of Sacramento Office of Climate Action & Sustainability
Needed resources and possible sources	<ul style="list-style-type: none"> • Resource: Ubuntu Green report (possible a little dated, inventory of space/lots) • Resource: New Roots (has good relationships for community garden spots) • Resource: City audit of vacant, city-owned land: https://www.cityofsacramento.org/-/media/Corporate/Files/Auditor/Audit-Reports/Audit-of-City-Owned-and-Leased-Real-Property.pdf?la=en • Resource: City supplemental letter on Sacramento Housing and Redevelopment Agency (SHRA) properties: https://www.cityofsacramento.org/-/media/Corporate/Files/Auditor/Audit-Reports/Supplemental-Letter-to-City-Council--

Action 2.2: Inventory available land in each neighborhood suitable for transfer/maintenance of urban agriculture for ecological and community benefit and explore options to preserve green space/urban agriculture in perpetuity.

- [-Audit-of-City-Owned-and-Leased-Real-Property.pdf?la=en](#)
Resource: Stockton Blvd. Plan: <http://www.cityofsacramento.org/Stockton-Blvd-Plan>

Action 2.3: Create a series of policy initiatives to promote stable production, processing, and distribution of fresh, local food choices.

What this is and why it is important

This action emphasizes policy initiatives that aim to increase and stabilize food access through a focus on production, processing, and distribution processes. This action also lines up with on-going City efforts to improve equity and access to fresh, healthy, and affordable food access through the 2040 General Plan Update. Policies under consideration include initiatives to:

- attract new **healthy food grocers and co-ops** and help them establish and/or make necessary improvements;
- develop and implement a program to incentivize and assist business owners to **stock fresh and healthy food** at affordable prices in underserved areas;
- collaborate with CBOs to **establish “community markets”** on publicly-owned sites;
- explore cost-effective options for expanding the reach of **City-sponsored food distribution programs**;
- increase community awareness of and participation in existing **federal food assistance programs**;
- **reduce organic waste** in the community and **divert consumable food**;
- partner with **regional Community Supported Agriculture (CSA)** as an alternative source of fresh and healthy fruits and vegetables;
- provide financial incentives such as **land transfers or discounted water rates and technical assistance** in the form of online and library resources and workshops on gardening basics and cooking easy, healthy meals with fresh produce;
- promote **rooftop gardens, edible gardens, and other sustainable agricultural landscaping alternatives** within multi-family, commercial, and industrial developments;
- promote the availability of **Microenterprise Home Kitchen Operation (MEHKO) permits**;
- participate in regional efforts to **establish a food hub**;

	<ul style="list-style-type: none"> ● promote Sacramento as America's Farm-to-Fork capital; and ● identify personnel and resources responsible for implementing City healthy food initiatives, which could include collaborative and financing opportunities.
Measures of success	<ul style="list-style-type: none"> ● Incorporate policies and actions into the 2040 General Plan
Timeframe / Initial Steps	<ul style="list-style-type: none"> ● Timeframe: Summer 2022 (GP adoption) ● Initial Steps: <ul style="list-style-type: none"> ○ Research examples and best practices in other cities ○ Internal City conversations to assess feasibility of these ideas ○ Sharing out draft policies with the release of the Draft GP
Lead / Catalytic Role	Amy Yang, City of Sacramento Planning Department City Office of Innovation and Econ Devt, Climate Food Justice Task Force
Supporting cast (to weigh in on policies during Draft GP public review period)	<ul style="list-style-type: none"> ● Sacramento Food Policy Council
Needed resources and possible sources	<ul style="list-style-type: none"> ● Resource: Examples from ChangeLab Solutions ● Resource: City of Minneapolis: access city land and properties

Composting

- Create a logistical system that collects food waste from businesses' residents and brings them to composting sites. Support people who collect compost and develop animal composting systems, making use of the waste.
- Identify sites where we can store wood chips/compost/resources for residents to establish their own food systems.
- Develop bike delivery neighborhood compost operations as green jobs for neighborhood youth and young adults - modeled on BK Rot and similar operations.
- By 2024, establish a IGOMC comprehensive composting program with community partners.
- Partner with California Mobility Center to develop a fleet of electric vehicles that can conduct grocery deliveries (particularly from farmers markets) and can pick up food waste and deliver it to community compost sites.

Land and Market Development Incentives

- Identify funding sources to support water access (connections to water main) on land to be farmed or gardened.
- Incentivize landowners to lease their land for food production and community space (e.g. tax breaks,

community recognition).

- Encourage a broader focus on access to utilities or incentivize resilient infrastructure.

Land Trusts and Acquisition

- Focus on increasing land tenure (10+ year leases) on vacant lots.
- Create and bolster incentive programs (tax incentives - see Vancouver, occupancy taxes, etc.) for absentee landowners to purchase or put their properties into longer-term lease agreements.
- Develop funding mechanisms to support land acquisition for community based organizations for the purposes of a land trust.
- Create partnerships between City of Sacramento, non-profits, and community/neighborhood-based organizations.
- Develop a plan to identify surplus properties, remediate polluted sites, and prepare shovel-ready sites for planting and growing. Apply for EPA Brownfields Technical Assistance to Brownfields (TAB) and Targeted Brownfield Assessment (TBA) for free Phase I/Phase II on eligible property and planning.

Develop a Food Hub

- Develop a Sacramento Food Hub for produce aggregation and wholesale distribution, supporting small- and mid-scale farms to meet local demand. Develop a fleet of electric vehicles (e.g., box trucks, vans, and e-trikes) for delivery throughout the region. Possibly investigate existing regional food hubs.

Information/ Systems Infrastructure

- Create a city website that can act as a one-stop bulletin board/calendar of culturally relevant training and educational opportunities (e.g., nutrition, education, cooking classes utilizing local produce) happening at various organizations/projects in the area that are open to the public.
- Use a Neighborhood Development Action Team consultant to develop educational training materials to share knowledge and skill-building opportunities.
- Provide residents with resources to local agencies that can assist with accessing local food. Send flyers to houses for family events, such as food festivals all over Sacramento County.
- Have Valley Vision work within our workforce team and network to inform workforce partners and employment boards of the available opportunities within food-anchored resiliency hubs.
- Connect District 8 residents to employment opportunities, volunteering in community gardens, or local food banks in the next year.
- Provide technical assistance and upstart financing to new initiatives such as infrastructure planning, site design, water meter and irrigation installation, and soil testing.

Goal 3: Empower residents with the knowledge and skills to participate in their local food system (e.g., training, employment opportunities, entrepreneurial pathways).

Goal 3 actions promote clear, development-based approaches to empowering residents to participate in food systems activity. The strategies highlighted meet individuals at different points in their learning, careers and civil engagement. Targeted programming includes paid youth development opportunities and career training in urban agriculture, forestry, and landscape level management. There is also thought given to how to help trainees move from transition from incubator programs into their own operation, by lowering barriers to entry like access to capital for start-up costs and operating funds. Finally, in addition to preparing people for a variety of professional pursuits, there is the desire to cultivate creative problem solving as a community. There are issues facing society (e.g., climate change, soil depletion, environmental injustices) that will only be solved by many minds working together. The Food-Anchored Resiliency Hubs will have a role in helping individuals to navigate in their community as well as providing space for groups to collaborate around common causes.

Action 3.1: Develop and expand existing paid youth programming and career technical education (CTE) to train and engage youth in urban agriculture, forestry, and landscape level management.

What this is and why it is important	Involving youth employment in existing urban agriculture, forestry, and landscape level management programs presents a huge opportunity to connect practical training to classroom learning. The City of Sacramento has some career technical education (CTE) opportunities, but more is needed. Similar to matching dollars at farmers' markets, the youth could work on community projects and either receive benefits via a CSA share or be given food dollars, providing opportunities for them to exchange their labor to buy food at local food hubs.
Measures of success	<ul style="list-style-type: none"> When school programs institutionalize curriculum and programs that support urban agriculture (e.g., Career Technical Education (CTE) programs at Burbank and Grant High Schools)
Timeframe / Initial Steps	<ul style="list-style-type: none"> Connect with in-school programming Identify funding/stipends/etc. for participating youth Meet with facilities manager Nathaniel Browning of Sacramento City Unified School District (SCUSD) when appropriate proposal for expanding is ready City of Sacramento staff (Office of Climate Action & Sustainability, & Economic Development & Mayor's Office) will coordinate and meet with educational partners to explore a potential youth planting program (potential Request for Proposal (RFP)/ partnership with non-profits to implement) Engage Green Technical Education and Employment (Green Tech) to leverage their experience (Tyrone Netters, Executive Director)
Lead / Catalytic Role	<ul style="list-style-type: none"> Nicole Cuellar, Mayor Darrell Steinberg's Office/Thousand Strong City of Sacramento, Office of Innovation & Economic Development (workforce related) City Youth Parks & Community Enrichment Department - Youth Division (manage Landscape & Learning and WIOA programs, also City Community Center programs) Center for Land-based Learning, Mary Kimball, Sara Bernal (need to reach out to

Action 3.1: Develop and expand existing paid youth programming and career technical education (CTE) to train and engage youth in urban agriculture, forestry, and landscape level management.

	<p>them)</p> <ul style="list-style-type: none"> Local School Districts - facilities, CTE, and adult education staff. <ul style="list-style-type: none"> Sacramento City Unified School District Twin Rivers Unified School District Robla SD Natomas Unified School District Elk Grove USD Sac County Office of Education Los Rios Community College District
Supporting cast	<ul style="list-style-type: none"> Sacramento City Unified School District (SCUSD)'s American Legion Culinary Arts Program (<i>depending, facility management is difficult</i>) Sacramento Promise Zone, Sacramento Housing & Redevelopment Agency Three Sisters Gardens (youth internships and paid positions) Dominic Allamano, Sacramento Food Forestry Project Del Paso Growers Alliance Healthy Food for All Collaborative Green Tech Education Jobs Corp Landscape Program Sacramento Tree Foundation (<i>CalFire Urban Forestry grant, past effort to put fruit orchard on a high school campus - grant was intended to also support monitoring with Sacramento Regional Conservation Corps</i>) Sac Regional Conservation Corps Gabe Youtsey, University of California, Division of Agriculture and Natural Resources (UC ANR) – Cooperative Extension Keith Taylor, i University of California Coop Extension (UCCE) & UC ANR Mollie Moisan, Food and Agriculture Cooperative Development Program Director, California Center for Cooperative Development (CCCD) California State University (CSU) - Chico Center for Regenerative Agriculture and Resilient Systems (regenerative learning to give students pathways) Grant High High School – GEO Environmental Science and Design Academy Luther Burbank High School – Burbank Urban Garden (BUG) Leo Hickman, Classie Hippie Tea, Broadway Coffee Company & Edible Sac High Center for Land-Based Learning (mentioned above) California Department of Forestry and Fire Protection (CAL FIRE) for urban greening grants and support Alfred Melbourne, Three Sisters Gardens Sacramento Food Policy Council, Brenda Ruiz
Needed	<ul style="list-style-type: none"> Resource: Two Center for Land Based Learning programs offering paid youth

Action 3.1: Develop and expand existing paid youth programming and career technical education (CTE) to train and engage youth in urban agriculture, forestry, and landscape level management.

resources and possible sources	<p>partnerships: Luther Burbank Urban Garden Program and GEO Academy at Grant High School</p> <ul style="list-style-type: none"> ● Resource: Ongoing planting and maintenance by Commonvision.org, already participating in some schools ● Need: Funding for maintenance ● Need: Funding for paid youth programming
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Action 3.2: Develop programs to educate and incubate community initiatives, including many of the three currently proposed food resilience projects.

What this is and why it is important	<p>Additional skills in creative problem solving are needed to address the big issues of our time: climate responses, soil depletion, and social inequity responses, etc. We need to empower our youth to face and address challenges while also creating pathways to livelihood for themselves.</p> <p><i>The following is one specific example of this type of program that the Community Initiatives Program Alchemist CDC is launching. While this is one example of this action being realized, there are many other possible actions like this that other organizations and replicate and customize.</i></p> <p>A formalized academy is to be launched that teaches the fundamentals of developing a community project, initiative, program, or nonprofit. The academy will have ongoing tasks of ensuring project efforts are not being duplicated and assessing each project's potential capacity. Graduates of the Academy will be eligible to apply to the second phase, an incubator that provides technical assistance, mentorship, and temporary fiscal sponsorship with a graduation goal of the project: 1) Becoming a permanent fiscally sponsored project of a local non-profit, or 2) Form own 501(c)(3) non-profit, or 3) Become a program housed within an existing non-profit where Alchemist Community Development Corporation (CDC) plays matchmaker. Existing efforts are in the early stages, but Alchemist CDC needs to build partnerships and to seek funding. It will focus on supporting existing projects, especially on funding, staffing, and capacity. Additionally, there can be transition opportunities for trainees to move from incubator programs to their own operation. Funding can support a pathway to graduation from established training programs, if necessary.</p>
Measures of success	<ul style="list-style-type: none"> ● TBD
Timeframe / Initial Steps	<ul style="list-style-type: none"> ● Needs assessment of community-based groups <p>The following is specific to Alchemist Community Initiatives:</p>

Action 3.2: Develop programs to educate and incubate community initiatives, including many of the three currently proposed food resilience projects.

	<ul style="list-style-type: none"> • Timeframe: Launching Summer or Winter 2022, depending on funding • Develop curriculum and guest presenters (underway) • Form advisory committee (nearly complete) • Identify funding for Alchemist Community Initiatives program • Develop partnerships with existing community-based organizations (CBOs) for post-graduate matchmaking and fiscal sponsorship • Develop partnership with the City of Sacramento for project referrals and possibly "pre-planning" meetings for graduates • Develop relationship with Sacramento Region Community Foundation for potential referrals and funding • Work with SMUD regarding Shine program and possible changes to allow multiple fiscal sponsored projects under one organization to apply for grants in the same year
Lead / Catalytic Role	<ul style="list-style-type: none"> • Alchemist Community Development Program (CDC), Neighborhood Empowerment Programs • Other future incubator programs and initiatives, tbd.
Supporting cast	<ul style="list-style-type: none"> • City of Sacramento, Economic Development • Nicole Cuellar, City of Sacramento • Sacramento Metropolitan Chamber of Commerce • Sacramento Region Community Foundation • Sacramento Food Policy Council, Brenda Ruiz • Sacramento Youth Commission • Youth, Parks, and Community Enrichment Department
Needed resources and possible sources	<ul style="list-style-type: none"> • Resource: City of Indianapolis model for supporting non-profit development • Resource: Small Business Administration (SBA) contact https://www.sba.gov/offices/district/ca/citrus-heights • Resource: Carlsen Center at California State University, Sacramento (CSUS) effort focused on agricultural entrepreneurship (have been working on layered networks across the City of Sacramento by connecting with entrepreneurial networks)

Action 3.3: Create transition opportunities for trainees to move from incubator programs to their own operation, and provide transition funding opportunities (infrastructure and tools, etc.) and subsidies (land and water, etc.) for start-up costs.

What this is and why it is important	<p>There is a lot of support for incubator programs, but not enough for graduates to access land and utilize new skills in a viable way. This process could look like: 1. Providing technical assistance through incubator and training programs; 2. Identifying available real estate properties by creating a portfolio of properties, storefronts, vacant land that can be used for small businesses; 3) Bringing in capital through a crowdfunding platform that allows actual small dollar investment with paid interest or dividends via Crowdfund</p>
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Action 3.3: Create transition opportunities for trainees to move from incubator programs to their own operation, and provide transition funding opportunities (infrastructure and tools, etc.) and subsidies (land and water, etc.) for start-up costs.

	Mainstreet. The City of Sacramento would benefit immensely from the organic generation of local businesses and their adjacent technologies and products.
Measures of success	<ul style="list-style-type: none"> • The number of trainees starting operations on their own land or leased/rented/shared land within X timeframe of completing the program
Timeframe / Initial Steps	<ul style="list-style-type: none"> • Develop a game plan, establish partnerships and cooperate towards creating these programs. • Develop partnerships with existing community-based organizations (CBOs) for post-graduate matchmaking and fiscal sponsorship • Develop partnership with the City of Sacramento for project referrals and possibly "pre-planning" meetings for graduates • Create training programs for different types of businesses including: <ul style="list-style-type: none"> ○ Hacker Lab Startup Coworking & Makerspace ○ Center for Land-Based Learning ○ Alchemist Kitchen • Connect with LFLP Goal 2.2 effort to access land and resources
Lead / Catalytic Role	<ul style="list-style-type: none"> • Kelsey Brewer, NorCal Resist • Keith Taylor, University of California-Davis, California Center for Cooperative Development (CCCD) • Mary Kimball, Center for Land-Based Learning
Supporting cast	<ul style="list-style-type: none"> • City of Sacramento Office of Innovation & Economic Development • Carlsen Center at California State University, Sacramento (CSUS) effort focused on agricultural entrepreneurship • (have been working on layered networks across the City of Sacramento by connecting with entrepreneurial networks) • Major economic drivers in the City like: • Aggie Square, University of California-Davis • California Mobility Center (CMC) • University of California, Division of Agriculture and Natural Resources (UC ANR), UCCE (UC Cooperative Extension) Capitol Corridor Offices, California Agricultural Innovation Hub. • Sacramento Metropolitan Chamber of Commerce • Greater Sacramento Economic Council • High school and community college training programs • Gayle Pitman, Sacramento City College Dean • Sacramento Community Alliance with Family Farmers (CAFF) • Western Grower Association • David de la Peña, University of California-Davis • NorCal Resist • Sacramento Community Land Trust

Action 3.3: Create transition opportunities for trainees to move from incubator programs to their own operation, and provide transition funding opportunities (infrastructure and tools, etc.) and subsidies (land and water, etc.) for start-up costs.

	<ul style="list-style-type: none"> ● Sacramento Food Policy Council, Brenda Ruiz ● Sacramento Angels ● Sirolli Associates: Trinity Model of Management (Sacramento)
Needed resources and possible sources	<ul style="list-style-type: none"> ● Resource: California FarmLink ● Resource: Marin Agricultural Land Trust ● Agriculture and Land-Based Training Association (ALBA) ● Need: Portfolio of land held for this purpose

Develop / Implement Trainings various topics

- Increase number of people participating in paid internships, fellowships, and on-the-farm education programs and workforce development opportunities.
- Using the results from Valley Vision’s public opinion poll on Food System Resilience. Valley Vision can work with organizations that provide in-person and virtual urban agricultural education, food and nutrition literacy, and cooking education to pursue additional funding or opportunities to help residents participate in their local food system.
- Expand and fund youth/young adult training and employment programs to provide urban ecosystem restoration support to enhance climate resilience, food production, regenerative community landscape steward.
- By 2023, develop a training program for gardeners of International Garden of Many Colors (IGOMC). Examples of possible trainings include wise water use, composting, planting medicinal herbs, canning, preserving; and host up to 3 annual community gardeners’ trainings for non-IGOMC gardener groups by 2023 at IGOMC.
- Provide gardening/farming classes through the parks and recreation programs.
- Take advantage of the USDA Farmers Market’s VegU online courses: <https://www.usda.gov/our-agency/initiatives/usda-farmers-market/usda-farmers-markets-vegu-program>.
- Develop systems to take excess produce that would go to waste and preserve/create value-added products. Advance Countywide Request for Proposal (RFP) process for food recovery and outreach and connect it to local food opportunities (SB1383 implementation).
- Create a phasing system for food entrepreneurs that offers higher-level learning classes within the City of Sacramento (e.g., skills on scaling up, procurement sales, exports and such).
- Develop a climate resilience program for urban landscapes, improving water, carbon and nutrient cycles functionality; and train and employ urban young and young adults to do this work.
- Provide complimentary seeds and instructions to assist families in starting their own gardens to grow fruit or vegetables in the Sacramento County.
- Establish ongoing training programs/collaborate with the University of California, Division of Agriculture and Natural Resources (UC ANR) – Cooperative Extension, well as local organizations like Alchemist Community Development Corporation (CDC), Food Literacy Center, Green Tech Education.

Engage Youth

- Engage the youth in learning how to grow using community gardens, and to prepare and sell food at

the farmers' market within the next 2 years.

- Build on Leattata Floyd partnership, and establish an ongoing partnership to connect school districts to local food production (i.e. connect customers to produce, pipeways for youth training, etc.).
- Utilize free USDA: Nutrition and Food Safety - Preschool to Elementary school education materials to engage young children: <https://www.nal.usda.gov/fnic/preschool-elementary-school-education>.

Goal 4: Strengthen foundational networks to enable experience and knowledge exchange between established and emerging resident-driven Food-Anchored Resiliency Hubs.

At its core, the Local Foods, Local Places technical assistance program is a catalyst to start or advance a conversation within a community around two very broad topics – food and place. The undeniable interest in what we eat and where we live often brings new voices and thus more data into the discussion. Common and desired outcomes are the documentation of existing resources, the identification of missing information, the discovery of new partners, and a desire to maintain the momentum created by the workshop and action planning process. Sacramento's Goal 4 actions set the stage for continued coordination among those involved in LFLP (e.g., City of Sacramento, Food-Anchored Resiliency Hubs) and with external entities (e.g., federal agencies, funders) to move forward with initiatives in ways that are efficient, transparent, and inclusive. These actions highlight the importance of keeping each other and the community informed and engaged.

Action 4.1: Continue to support coordination with LFLP partners, LFLP workshop attendees, and additional partners to synchronize LFLP actions, goals, and priorities with the City of Sacramento's existing and future strategies/plans, and leveraging other efforts on the regional food system.

What this is and why it is important	<p>Many other efforts exist which gather the food access/policy community - regionally and locally. Post LFLP workshop, it is important to continue to interact with one another to maintain synergy within the City of Sacramento and with stakeholders. There are many existing and emerging initiatives and not everyone knows one another or these initiatives. There are existing large food networks, but there currently is not a forum for consistent conversation/collaboration.</p> <p>The newest of these collaboratives, the Food Justice Task Force has started the process, and has been convened to advise for near-term City investment opportunities in food-related activities through the American Rescue Plan Act, but this is not set up, nor meant to be a longstanding entity (although maintaining the task force on an ongoing or more formalized basis is an opportunity many would like to explore). Food Access weekly/bi-weekly meetings would involve a different group of stakeholders than those assembled for LFLP, but the model has proven valuable.</p>
Measures of success	<ul style="list-style-type: none"> ● Identification of central convener, primary participants/collaborators for food policy discussions. ● Meetings are scheduled/held ● Assembled list of contacts and initiatives ● Shared funding resource opportunities leveraging existing municipal and community

Action 4.1: Continue to support coordination with LFLP partners, LFLP workshop attendees, and additional partners to synchronize LFLP actions, goals, and priorities with the City of Sacramento's existing and future strategies/plans, and leveraging other efforts on the regional food system.

	developed and action plans.
Timeframe / Initial Steps	<p>Immediately after the LFLP workshop, and then routinely from there forward, (monthly or bi-weekly), build to:</p> <ul style="list-style-type: none"> ● Establish a foundation/backbone prototype process that coordinates food system initiatives and community-based organizations, operating in a way that directly involves diverse influencers and skill sets with the local/city food system. ● Establish an Office that promotes and supports Food Access/Resiliency, at the City of Sacramento, and engage City staff and funding resources in developing a funding and implementation strategy (short term & long term).
Lead / Catalytic Role	<p>Andrew Kehoe, City of Sacramento Nicole Cuellar, City of Sacramento</p>
Supporting cast	<p>Anyone from the LFLP process that wants to continue to cooperate and coordinate on implementation, including but not limited to:</p> <ul style="list-style-type: none"> ● Sacramento Food Policy Council ● Planting Justice (Oakland) ● Alchemist Community Development Corporation (CDC) ● Valley Vision (Sacramento/Yolo County) ● Miridae / Insight / Oki Park + 80 eventually ● NorCal Black Farmers Association ● Sacramento Food Bank & Family Services ● UCCE / UC ANR Urban Ag & Food Systems Program (Bay Area) ● UCCE Alameda County Office, Melanie Weir (Admin. Asst.) ● CJ Mishima, U.S. EPA Region 9 (to maintain connection to federal partners as well and opportunities for connections/introductions/funding opportunities) ● Sacramento Municipal Utility District (SMUD)
Needed resources and possible sources	<ul style="list-style-type: none"> ● Need: Capacity (someone to coordinate convene, take notes)

Action 4.2: Share learning lessons with the community using various communication, educational, and informational mediums.

What this is and why it is important	The lessons learned from the Food-Anchored Resiliency Hub Projects (existing and future) are shared more widely with others in the city that might want to replicate similar projects. This can take the form of trainings, webinars, panel talks, annual community gardens meetups, and a mini conference. The food access community needs to be engaged for their role in establishing food-anchored resiliency hubs.
Measures of success	<ul style="list-style-type: none"> • Community Engagement • Number of Trainings, Webinar, Panel Talks • Number of Meetings and Mini Conferences • YouTube channel series with info sharing from various projects • AccessSacramento.org Radio station feature stories
Timeframe / Initial Steps	<p>Spring / Summer - Dissemination Plan/ Prototype</p> <p>Summer / Fall - Invite Participation of materials to share</p> <p>Spring/ Summer 2023 - access an</p> <p>Fall / Winter - Invite Participation to engage in shared materials</p> <p>Spring / Summer - Evaluate participation, attendance and potential iterations</p>
Lead / Catalytic Role	<ul style="list-style-type: none"> • Food Justice Task force
Supporting cast	<ul style="list-style-type: none"> • Sacramento Food Policy Council • City of Sacramento • Sacramento Community Skilled Trades • Sacramento City Colleges • Sac State/ Carlsen Center • UC Davis
Needed resources and possible sources	<p>Resource: Common platforms to share and exchange information (for example, International Garden of Many Colors (IGOMC) needs a website)</p> <p>UC Davis Design & Democracy focus (see books and writings)</p> <p>Restaurants / Food Businesses / Small Businesses</p> <p>Possible media kit to help share knowledge about the existing projects.</p>

City Support and Partnerships

- Create a coordinated collaborative related to Food Policy and Action, tying in regional, local, community-based efforts, and leveraging work already being done.
- Organize and facilitate a meeting/workshop (maybe to develop into a coalition?) between various grassroots organizations to collaborate on shared goals (e.g., groups working on poverty and

sustainability).

- The City of Sacramento should ask the Sacramento Area Council of Governments (SACOG) to fund an urban and suburban farming regulatory comparison study for the six-county region.
- Establish a consistent definition around “food resilience.” Equal focus should be placed on improving retention of programs to retain initiatives (farms, gardens, companies) once established, and developing new programs.
- Prioritize funding and opportunity to Sacramento groups over recruiting from outside the city.

Collaborations

- Host community-based events at local community centers or nonprofit organizations that gear towards Food-Anchored Resiliency Hubs. Network agencies to assist with this goal to support each other.
- Work with partners to develop a climate resilience plant list for home and community gardens, community orchards, meadowscapes, food forests etc., that are better adapted to the hotter, drier future.
- Partner with University of California-Davis Health and College of Agriculture and Environmental Sciences for demonstration projects (e.g., Agriculture Sustainability Institute) and for community engagement (e.g., Center for Regional Change).
- Participate in regional efforts/collaborations to leverage City Tree Nursery to benefit/grow community resources and partners such as food banks, schools, other food justice and workforce training programs and community-based organizations (CBOs).
- Valley Vision could host webinars/learning opportunities to our extensive network to help elevate the needs and opportunities within the region. We are considering a similar series to elevate the research and findings from the Sacramento Region Food System Action Plan and to showcase the breadth of work and collaboration taking place across the food system.
- Work with University of California Agriculture and Natural Resources department, local Resource Conservation Districts, and the Sacramento library system to develop tools and small equipment lending libraries to support urban gardeners and small farmers.

Research

- Partner with University of California-Davis Health and College of Agriculture and Environmental Sciences for demonstration projects (e.g., Agriculture Sustainability Institute) and for community engagement (e.g., Center for Regional Change).
- Conduct a literature review on current urban food systems research and reach out to experts where necessary to complete this work. Begin organizing with local Sacramento groups around developing programs related to identified gaps. Allocate generous funding for this.
- Review existing regional community food networks (<https://brinkley.faculty.ucdavis.edu/home/research/california-county-community-food-guides/sacramento/>) and convene partners at key hubs to discuss how to grow the network strategically in regards race and income equity.

Advocacy & Education

- Elevate concerns of small farmers (water access, land access, etc.) at the federal Capital to increase production and access to the local food system.
- Increase the number of farmers engaged in long-term relationships with land (trust, individual or

cooperative), and particularly for Black, Indigenous, and People of Color (BIPOC) producers.

- Review city codes and ordinances and flag any that include barriers or unfairly impact marginalized communities to reach these food resiliency goals.

IMPLEMENTATION AND NEXT STEPS

Following the workshop, three post-workshop Zoom calls were held. These calls included the original Steering Committee, Federal Agency partners, as well as any workshop attendees who wanted to continue to be involved in refining and drafting the action plan and discussing implementation. The first post-workshop call was held November 5, 2021, the second post workshop call was held January 5, 2022, a third post-workshop call was held January 26, 2022, and a final report review call held on February 10, 2022.

There are many actors throughout the city that have roles in implementing these recommendations, and there remains room for new actors and organizations to add to or create. This action plan represents a starting point, with ideas and recommendations as the City and partners try to advance food justice, and secure more resources for implementation. The list below outlines the progress that has been made post-workshop.

- The city has secured \$2 million in state funding for the City Tree Nursery transformation being carried out by a partnership of Planting Justice (PJ), Three Sisters Gardens, and the City of Sacramento to create what will become a nationally significant center for urban agriculture, social entrepreneurship, multi-faceted biodiversity, youth mentorship, and farmer training. Site preparation is underway for development. Working with Three Sisters Gardens, Planting Justice is preparing to submit land use entitlements for the property as of early 2022, with a plan for site activation by spring 2022.
- The Food Justice Task Force is co-led by Mayor Darrell Steinberg and Councilmember Mai Vang of District 8, where they held a convening on August 18, 2021, had the first meeting on January 26, 2022 and will be holding the second meeting on February 23, 2022. All the meetings took place via Zoom. The task force consists of local Sacramento advocates, organizations, and stakeholders who have served Sacramentans in varying food-related capacities and are invested in ensuring there is food access and equity in Sacramento.
 - At the convening in August, Mayor Darrell Steinberg and Councilmember Mai Vang announced their collaboration on the creation of the Food Justice Task Force. Folks were able to sign on to become a Food Justice Task Force member and to attend the first meeting.
 - At the first Food Justice Task Force meeting, the framework, purpose and timeline of the task force was presented by Councilmember Vang and Andrew Kehoe. Andrew presented what Local Foods, Local Places (LFLP) is and the community action plan. This assisted in providing context on how the function of the Food Justice Task Force may fulfil the following action items:
 - Action Item 1.4
 - Action Item 4.2

There were small breakout room discussions where task force members can provide their feedback regarding the drafted Local Foods, Local Places' Community Action Plan, where

they envisioned their roles within the task force, what success would look like and who else needs a space at the table.

- The second Food Justice Task Force meeting will be geared towards the American Rescue Plan Act (ARPA) funding priorities.

APPENDICES

- Appendix A – Workshop Exercise Results
- Appendix B – Workshop Participants
- Appendix C – Funding Resources
- Appendix D – References