Report on Community Visioning and Selected Research Issues

Prepared by: UW Students for
FSC Meeting V
May 15, 2024

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Public Visioning Meeting

5:30 - 7:30 pm, April 17, 2024 – WSU Extension in Hadlock

Meeting Purpose and Summary

The purpose of this meeting was to host a community visioning activity, where members of the Chimacum community engaged with UW Students to give their ideas for what they would like to see occur on the Short's Farm Property when the Port of Port Townsend takes over management responsibilities at the end of the summer. The UW Student team provided materials for recording community input, and helped distill some main ideas down into core themes.

During this meeting, the UW Students hosted four unique information 'stations' around the room: Agriculture, Community and Economic Development, Creek Management, and Wildlife, as well as a general information station. Attendees were encouraged to visit all of these stations. UW Students engaged directly with attendees to discuss future challenges and opportunities for each topic. The students used easel pads to write attendee's ideas in marker, visible for everyone to see.

About halfway through the meeting Justin (UW meeting facilitator/MC) called attention to the front of the room and gave a short presentation about the project and the event. He then asked attendees to write a postcard to their future selves about what they envision for the farm, and UW Students collected the reflection postcards when they were finished.

During this time, the other UW Students compiled all the ideas from the stations onto new easel pads, grouping topics where it made sense. Each of these pads were brought to the front of the room and community members were invited to voice any missing information or clarifications out loud. About a dozen attendees spoke on matters that they were concerned about. Once the attendees agreed that all main ideas were written on the easel pads, they were given four yellow stickers each to stick on their most important topics. Attendees approached the front of the room and placed their stickers. Station leads stayed in place to continue talking with attendees and gathering further thoughts and ideas until the meeting closed.

The ideas generated both at the stations and at the front of the room, as well as the results of the sticker and postcard exercise, will be evaluated and researched by the UW Students in the coming weeks. Some of the most popular themes and ideas for the farm generated by this meeting included:

- An onsite USDA meat processing facility
- A 'shared farm space/hub' which could include such operations as composting, cold storage, commercial kitchen, and/or farm stands
- Farmer community housing
- Removing reed canary grass from the creeks
- Finding long-term solutions for the longevity of the creeks' health
- Enhancing food resiliency
- Permaculture education and demonstration

- Waterfowl hunting (a controversial topic, receiving high volumes of responses both for and against)

Attendance:

FSC-
Keith Kisler, Rebecca Benjamin, Kellie Henwood, David Seabrook, Laura Lewellyn, Martin Mills, Martin Fredrickson, Janet Aubin, Al Latham

Port of PT and Others-
Heidi Eisenhower, Sarah Spaeth, Katie Cote, Erik Toews, Eron Berg, Joanna Sanders

UW Students-
Aziz Alazzaz, Tony Charvoz, Clelie Fielding, Ben Hagen, Abby Newbold, Will Palmer, Justin Patterson, Will McPherson, Greg Suskin, Malia Wing

Community Members-
40+ members of the public were also in attendance.

Overview of Community Ideas

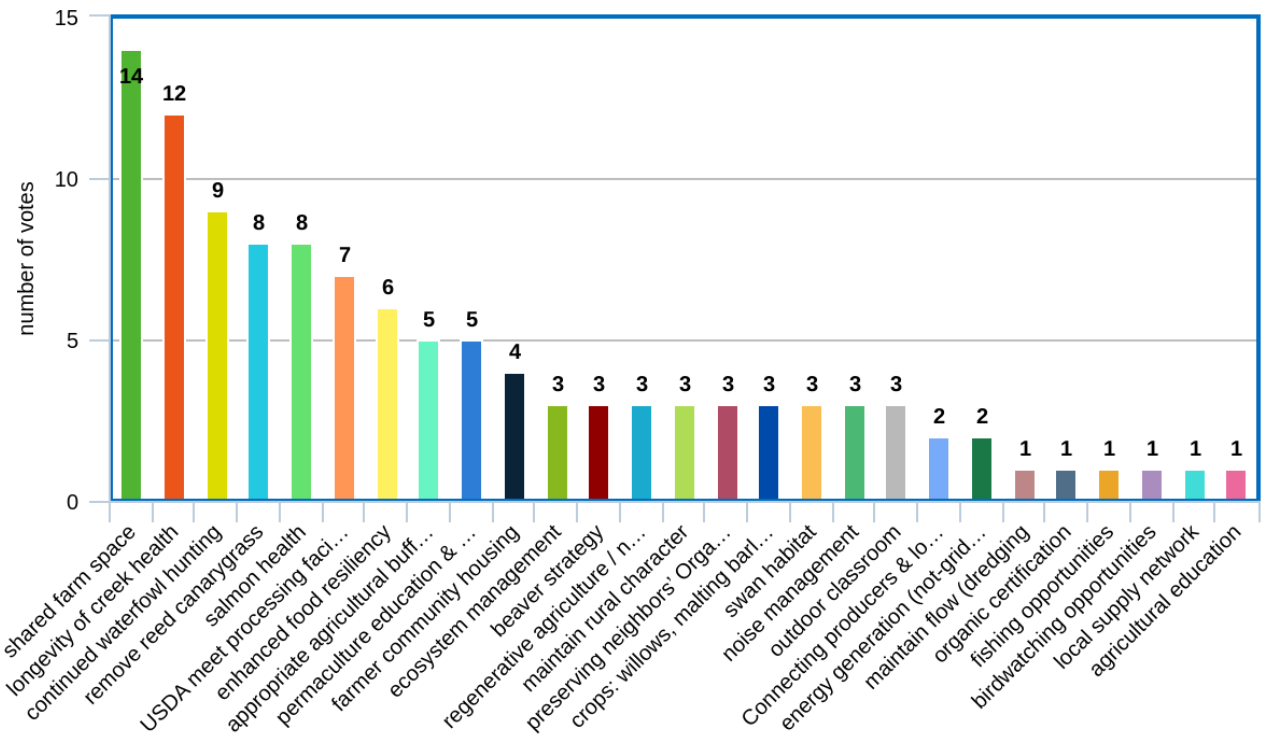
Food Systems
(Agriculture + Community and Economic Development)

- Farmer community housing
- Shared farm space (hub); compost, commercial kitchen, cold storage, farm stand
- Outdoor classroom
- Event space
- Energy generation (not-grid dependent)
- Connecting producers & local needs
- Local supply network
- Maintain rural character
- USDA meat processing facility
- Growing food to quality standards
- Agricultural education
- Crops: willows, malting barley, wild rice
- Preserving neighbors' Organic Certification
- Enhanced food resiliency
- Permaculture demonstration & education
- Regenerative agriculture (ie no-till)
- No net loss of agricultural land

Ecosystem Management
(Creek Management + Wildlife)

- Remove reed canarygrass
- Maintain flow (dredging)
- Longevity of creek health (long-term solutions)
- Restore meander
- Salmon health
- Appropriate agricultural buffer zone for salmon
- Beaver strategy
- Ecosystem management
- Continue waterfowl hunting
- Balance recreation & conservation
- Birdwatching opportunities
- Outdoor classroom
- Swan habitat
- Control floodplain for wildlife
- Fishing opportunities
- Noise management
- Reduce hunting

Overview of Community Feedback



*ideas that did not receive any votes were not included in the graph

Postcard word cloud

How do you see the Farm as an integral piece of the Chimacum community in the future?

Unabridged Postcard Comments:

Short's farm needs to have a USDA slaughter on the farm. The structure has all facilities for this to happen. It will be small, a couple days a month the cut and wrap will come, also freezer space.

The Short Farm is a regional destination for bird & wildlife viewing within a restored meandering creek/riparian buffer, publicly accessible. In addition it serves as an agriculturally productive farm within a farmer coop model that includes an "incubator" program to help develop new small farms & farmers.

Expand fishing/hunting access/birdwatching too

Food Hub & Distribution Center & USDA Meat Processing Facility (also land & facilities for rent to local farmers)

Keep the Short Farm a productive food growing farm in Chimacum, maintain & increase public access and opportunities including incubator farm & waterfowl hunting. Encourage viable farming by not splitting it up into too many leased parcels.

What I'd like is for the horribly written easement to be changed so that restoration of the riparian corridor could take place. The comment by NOSC that it needs to be a part of a larger plan for restoration of the entire reach. And that would largely negate ag. Use. Its a wetland not a farm

Meander the creek, plant trees, make a model environment for students to see. Create an intentional farming community that can share farmland, and live on site in a small community environment - use PRRD code. Have a common kitchen, a common room & a pavilion for classes/education. Include a couple of short-term rentals to allow agri-tourism (make $). NO SLAUGHTERHOUSE!! Do a butcher shop at the farmstand/could use a mobile. Clean up environmental contamination - do a study and monitor groundwater.

I hope that in the future, the creek will be healthy: a home to native plants & wildlife, including a robust salmon run, and plenty of water birds. (Also it would be great if farmworker housing could be part of this future!)

Right now, the property is just outside the infrastructure for commercial use such as grocery stores, county parks and bars, so as the community grows, the Shorts property will show what our values are… Hopefully development and ecological health will find balance that is sustainable.

Shared space & agricultural facilities where farmers can grow their farms in ways that they cannot afford to do alone. Ecologically, physically, educationally shared solutions with each other and the community (larger). The land improves and so does food production.

As a crucial & unmissable opportunity to support local community through resources (cold storage, commercial space, agricultural community space) and help preserve farmland & habitat through the ecological restoration of the farm. An important opportunity to address grass with thoughtful, long term solution.

Hardwood trees grown for the maritime industry, along roads. Best grain dispersed on many Port properties. In 3 years succession plantings for the next 100 years+. Local boat building (sustainable transportation)

Part wetland habitat, keeping and encouraging wildlife - especially swans. Accessible with bird blinds. Model farming techniques, perhaps history of farming in Chimacum. Farm part of the land in a way most appropriate and healthy for the land. Compost facility for PT area and perhaps sell for maintaining programs. Kid oriented programs. Outdoor camp for school kids.

Small scale farming = veg, fruit trees, grape vines
Quiet habitat for human neighbors + birds
Anything with strong odors or noisy equipment should be limited + far away from neighbor’s homes
If any extra housing very limited + away from home of immediate neighbors to respect their privacy + need for quiet. Prefer not added housing
Prefer no hunting, but if there is, duck blinds should be moved further from our neighboring home and hours + number of hunters reduced. So we don't feel we’re on a battlefield in our own kitchen

How can we meet multiple objectives at Short Farm to include:
-maintain and increase agriculture productivity, maintain stream flow
-incubate increased profitability for Jeff. Co farmers
-improve habitat conditions
-do something big for our ag producers - like develop a meat processing facility
We have the intention to do something innovative. Future generations will judge us by our actions + outcomes.

I imagine this farm being a community hub - a gift from the past and a place that is a strong-hold of resilience of the dedicated, organic farmers of the area. Its a place where folks meet, share, sell, buy. They gather to support one another and learn, and also to enjoy the fruits of their labors. It's a place where folks with no cell phones can reliably go see their community and receive the benefits of that. Processing kitchens, farmers market, housing, value-added facilities, homes. This place symbolizes vitality & community and have helped East Jefferson County stay ahead and alive and thriving.

We now have a wonderful multi-use environmentally sound conservation & farmland here in Chimacum. There is a cannery to can fish caught by our fishermen & the produce produced by our farmers. The land was developed not by controlling flooding buy by figuring out ways to use the flooding to the benefit of the development.

A corridor along the creek has been revegetated to provide habitat for salmon. The uplands provide processing and storage facilities to support local agriculture. The areas outside of the creek corridor continue to be farmed with value added crops.

Develop a local/regional farming collective to ensure food is available to the local community. In doing so, develop regulations to protect local farmers from being taken out of private ownership and converted into open space.

Thriving bird and wildlife habitat, a hub for wildlife observation in the area. A model for larger scale wetland restoration that holds surface water for slow percolation into aquifer contributing to a mitigation of water shortages for neighboring farms. Upland lands outside of flooded areas leased by a couple of farmers.

A collection of small farms with a healthy salmon stream. A small vineyard on the hill or an apple orchard. Less seasonal flooding due to creek maintenance and unstraightening. Some grain farming.

Slaughter facility and processing USDA and custom. Pasture and hay. Maintenance of creek.

Farming may be a necessary component. But the goals should include a long-term restoration of Chimacum Creek.

The farm will be multifunctional. 1) Providing land for viable agricultural enterprises such as willow cultivation (for basketry, living structures (fences, sculptures) and for tree hay for livestock feed), summer grazing for livestock, etc. 2) Providing critical infrastructure for farmers and ranchers such as USDA slaughter and processing, freezer storage, etc. and 3) serving the recreational needs of the community with hiking/biking trail, wildlife viewing, habitat

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Farm sets model for water-based ag products to be used in rest of valley
Plantaings of spruce, willows along edge of creek increased hydrological balance. Beaver dams provided ponds and trapped animals. A salmon hatchery along the stream provides fish that can be used to stock other creeks.

Open space - not paved over. Grown crops to expand ag species base. Meander of Chimacum creek. Farm worker housing

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Future users! What happened to short farm! If the creeks are similar I suggested small agricultural crops! There would have been low cost to plant yet have high income potential! I suggest malting barley developed for the needs of Port Townsend Brewery as well as others! No barley no beer so are you still drinking beer? I hope so. Maybe you add ginger is the crop being grown at shorts! I hope so. Go have a beer. Uncle Tony!

Definitely stop by Short Farm before we meet at Finn River. Check out the Riparian Trail along the winding creek. Red-eyed Vireos, Bullock's Orioles + Red-shouldering Hawks have moved in since the restoration. You may also see mink if salmon are around. Stop by the blind at the pond to see the wood ducks. - See you at Finn R.

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1) Recognize federal, WA state + county jurisdictions - tiered - and understand land use constraints accordingly.
2) Most of the property is water/wetlands under fed., state + local jurisdiction - you need a water/wetlands
3) Manipulation of Chimacum Ck + its flow will be challenging - given past mining of peet and draining for hay production that led to significant oxidation of peat
4) You need a science advisory board

I would like to see the shorts property maintain a viable riparian + waterfowl habitat along with a sustainable agricultural benefits.

I see the farm as a home for thriving ag-related business that support the larger ag community: processing, storage, compost, aggregations and businesses I can't imagine. I see the farm as an example of how environmental quality and agricultural production are mutually supportive. I see the farm actively farmed by thriving businesses that provide meaningful work to the community.

The land could be restored, invasive grass removed, a habitat for migratory birds and fish. Conserved, preserved + protected. The building envelopes could be used by local produce farmers as a food hub or for value-added products. Mean contributes to climate change - not where we need to go.

I see Shorts farm as an incubator for food systems partners. A place where the community can process + distribute local food → particularly to underserved and geographically isolated community members across the county.

1) Upland areas to support collective agricultural priorities - processing, value added, cold storage, shared equipment
2) Small plot leases of land that doesn't need "drainage" to be used
3) Demolition of failed infrastructure - reclaim as possible. Restoration of needed and salvageable infrastructure
4) Birdwatching + hunting access maintained +/or expanded

Restoration of stream, wetland, riparian buffer in coordination w/ adjacent landowners

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Chimacum creek restored by healthy salmon runs. model/educational sustainable orchards, food and flower gardens with 0 herbicide, pesticide, environmentally harmful farming! Energy independent w/ solar, wind, microhydro power sources. Thriving small businesses providing local food, honey, value added natural products. Vibrant, inspirational, economically successful county endeavor involving Chimacum schools + including all who are interested

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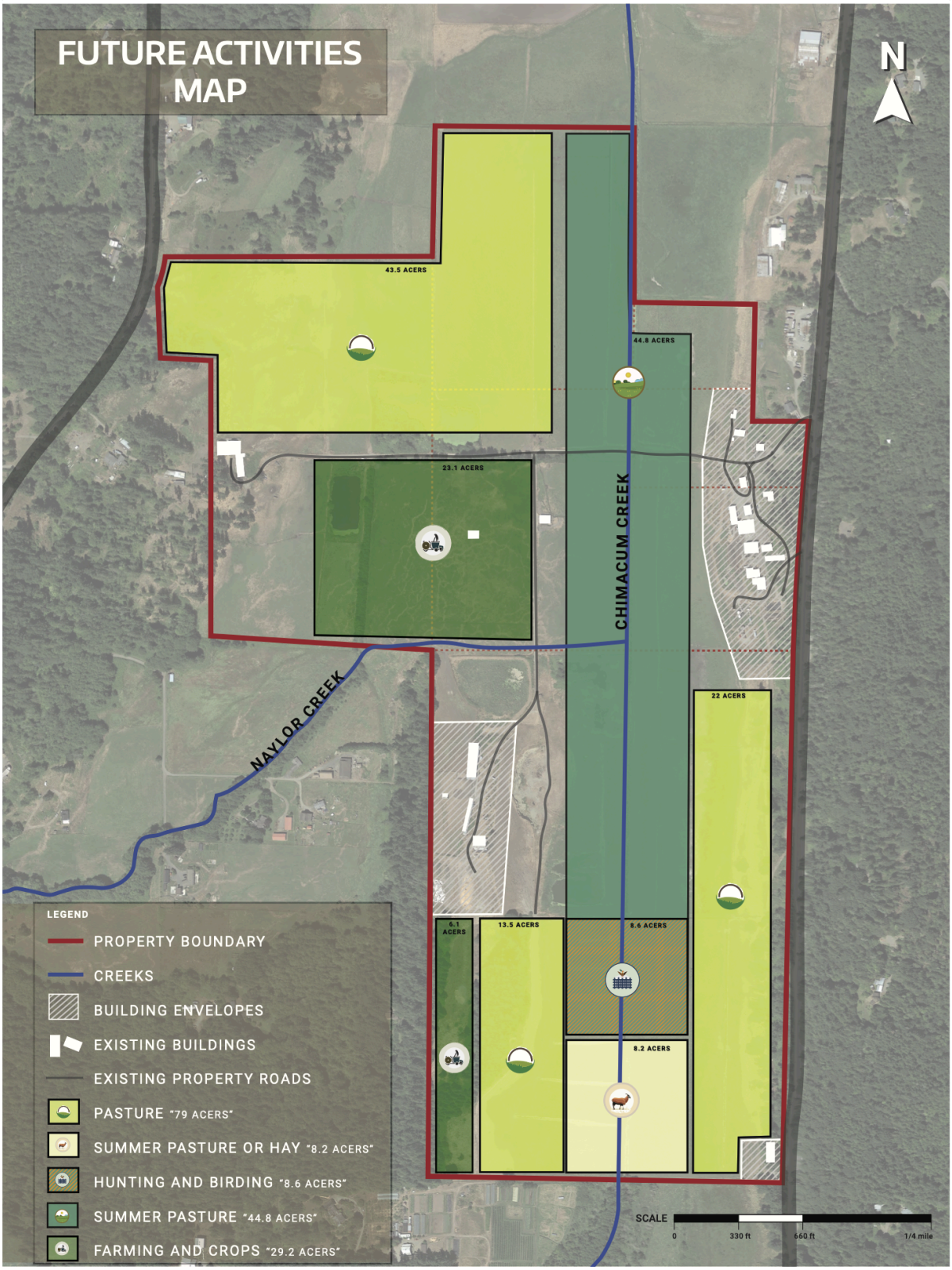
The farm serves the ag community by functioning as a multipurpose hub of agricultural food (or ag products) production, potential processing, housing for multiple farmworkers, etc. The economic and environmental impact of the farm is measurable. A diverse array of food is being produced: livestock, crops, grain, hay, berries. The farm provides tenure for many farmers over the years in an equitable manner, stimulating economic opportunities for small-midscale farmers. A robust farm management system plan is its guiding process.

I hope that many decades from now there will be a substantial portion of shorts farm will remain as waterfowl/trumpeter swan habitat + bird/wildlife watching

Potential Uses Map



Introduction to Farm Case Studies

Our goal in investigating farm case studies was to identify examples of publicly owned agricultural land and how the land is utilized to benefit both the individual farmers and the broader community. The examples we researched range in geography, acreage, and organizational makeup. The case studies serve to improve our understanding of what models could potentially be applied to the Short's Farm property. Additionally, they provide insight into the variety of community-facing events and programs that might be possible in the future. The four case we investigated are:

1. Intervale Center
2. Viva Farms
3. Bainbridge Island Public Farmland
4. Cuyahoga Valley National Park Countryside Initiative

1. Intervale Center

Burlington, VT

Figure 1: Sandy Bottom Farm, by photographer Scott Cherhoniak

Fast Facts

- 360 acres owned by entity, with 7 farms renting land
- 501c3 nonprofit with Board of Directors
- Food Hub sells crops wholesale to University and sells CSA shares to community
- Business Planning, Land Access, Farm Incubation, and other community activities
- Year-round recreation and festivals

I. Summary of entity

Intervale Center has reclaimed over 360 acres of historic agricultural land for vegetable, flower, herb, and other food production. They lease land to seven small to medium-sized organic farms at the Intervale.

Intervale center began operations in 1988 as a Farm Incubator, on land reclaimed from the city dump. Today, the center operates as a food hub, distributing food from the farms on the property to the local university through wholesale operations, and formerly through small-scale retail until 2023.

There are 7 operating farms on the property, including the Intervale Community Farm which participates in a seasonal CSA farmshare program. All farms on the property grow crops and do not participate in animal production.

The area is prone to flooding due to its proximity to the Winooski river, and suffered major damage during hurricane Irene in 2011 and summer flooding in 2023. There is an ongoing flood recovery fund relying on donations to aid the seven farms on the property.

- **Business Planning and Land Access Programs**

One revenue generating service of the Intervale is farm business planning and coaching, with full time staff teaching bookkeeping, marketing, financial literacy and loans to farmers. Additionally, there is a land access support program working with Vermont Land Link and the Vermont Land Trust Farmland Access Program.

- **Vermont Farm & Forest Viability Program**

This program focuses on improving the vitality and economic viability of farming in Vermont. The program provides business advice for farmers, agriculturally related businesses, and forest landowners. The program also provides competitive grant opportunities when funding allows.

II. Organizational makeup

Intervale Center is a 501c3 non profit operating several mission-focused programs supporting farming and the stewardship of land. The organization has an all volunteer Board of Directors which works with the Executive Director on policy and governance issues related to Intervale Center. In 2022, there were 46 employees reported as being compensated by the organization, with likely half of them being full-time employees of Intervale Center.

III. Community Involvement

One of the seven farms operating on the intervale is New farms for New Americans, which connects refugees and immigrants in the community with land to grow food and continue agrarian traditions.

The property receives an average of 72 inches of annual snowfall, and participates in free cross country skiing weekends throughout the winter for city residents. During the summer, the weekly Summervale festival includes a concert series and food for sale.

IV. Financing

In 2022, Intervale Center's total reported revenue was reported at $2,647,378.

- $1,982,889 came from donations and grant funding, including $83,030 from fundraising events, $315,033 from government grants. The rest of this funding came from donations and non-government grants.
- The $137,640 in program service revenue came from a combination of Intervale's planting service (including delivery fees), consulting fees, and tour revenue.
- The $524,550 of "other revenue," includes $146,614 in rental income, funds from inventory sales, and other revenue related to the organization's operations.

		2021	2022
		Prior Year	Current Year
Revenue	8 Contributions and grants (Part VIII, line 1h)	2,220,261	1,982,889
	9 Program service revenue (Part VIII, line 2g)	89,259	137,640
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	6,515	2,299
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	531,767	524,550
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,847,802	2,647,378
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	89,000	554,350
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	1,673,748	1,820,596
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b Total fundraising expenses (Part IX, column (D), line 25) ▶370,676		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	596,965	853,186
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	2,359,713	3,228,132
	19 Revenue less expenses. Subtract line 18 from line 12	488,089	-580,754

Figure 2: Intervale Center – breakdown of revenue & expenses, 2022 form 990 filing

In 2022, Intervale Center's total reported expenses were reported at $3,228,132.

- $554,350 in grant funding was provided by the organization to two separate food hub collaboratives in Vermont.
- $1,820,596 included salaries, wages, and all payroll expenses, including $134,659 for the Executive Director.
- The $853,186 in other expenses included funding required for the operations and management of the organization broadly.

V. How does this structure apply to Short's Farm?

Intervale Center's 360 acres of land is part of the broader 900 acres of the Intervale, and is used for farming and land stewardship broadly. This work is facilitated by Intervale Center and its programs, and a similar approach to Short's Farm could provide a starting point for many farmers, and encourage further involvement in Jefferson County's farming community.

References

https://www.intervalecommunityfarm.com/
https://www.guidestar.org/profile/03-0329656

2. Viva Farms

Mount Vernon, WA

Fast Facts

- Farmed area is 119 acres, with 29 incubator farms
- Property owned by the Grow Food operating as Viva Farms; land leased to farmers
- Education opportunities including Practicum in Sustainable Agriculture in addition to various workshops, events, and volunteer programs

Figure 1: The range of plot sizes available for incubator farmers is evident at Viva Farms' Skagit Valley location.

I. Summary of entity/ activities

Viva Farms was established in 2009 as a 501-c-3 Farm Business Incubator and Training Program. The organization owns 119 acres of land in Western Washington State, two locations in Skagit County and one in King County. Grow Food is the legal name of the Non-profit organization. "We lower barriers for beginning farmers, and create the opportunity for success". The organization is currently incubating 29 farms, with the incubator farms producing berries, Eggs, Flowers, Herbs, Microgreens, Mixed Vegetables, Plant Starts, Seeds. Plots used by the incubator farms. Plots used by the incubator farmers range from 1/8th acre to 20 acres. Viva provides "Farming Essentials" in the form of Land, Capital, Training, Infrastructure & Equipment, Assistance w/ Grant Writing, Marketing, Community. Rent is paid to the nonprofit by the incubator farmers.

II. Organizational makeup

All incubating farms are operated as independent farm businesses responsible for all elements of their business. There were between 9 and 30 employees on the organization's payroll across the years 2011-2021. A Board is in place with four members listed, including an attorney, sales representative, farm owner, and consultant.

III. Community Involvement

Viva Farms supports many programs and initiatives that involve the greater community, especially related to farming education. The SAgE Collaborative was a legacy farming education initiative that has been reduced in scope since the COVID-19 pandemic to only the Practicum in Sustainable Agriculture. This signature educational workshop welcomed 40 students in 2021. Additionally, Viva Farms hosts workshops and events that feature community educational opportunities related to farm business operations, organic certification, and sustainability, some of which are provided in Spanish language. Viva's New Farmer Training Center recently opened in one of the Skagit Valley locations.

Community-supported agriculture (CSA) is a seasonal subscription service offered by the organization for the community to purchase weekly boxes of produce grown by the incubator farms. This program encourages the community to contribute to the success of beginning farmers building their businesses. The organization maintains partnerships with community organizations including public, private, financial, and nonprofit entities.

Viva Participates in Farm to School (F2S) programming in Skagit County. This program increases fresh local produce in school food programs through partnerships between Viva and local schools. Viva also provides farm and food systems education via school garden education. Other community involvement programs include farm tours and opportunities for community members to volunteer on the farm.

IV. Financing

The organization files publicly available tax documents under Employer Identification Number (EIN) 20-4396437. The latest tax form 990 that is available is for 2021 and is shown in Figure 2, with a graphic showing the organization's growth in revenue over the last decade in Figure 3.

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	802,373	1,002,336
	9	Program service revenue (Part VIII, line 2g)	33,046	36,529
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	264	48
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	251,030	198,928
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,086,713	1,237,841
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	87,299	38,981
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	725,118	711,436
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	42,240
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶115,507		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	309,361	315,085
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	1,121,778	1,107,742
	19	Revenue less expenses. Subtract line 18 from line 12	-35,065	130,099

Figure 2: Viva Farms' breakdown of Revenue and Expenses as appears on the organization's Tax Form 990 filed for 2020

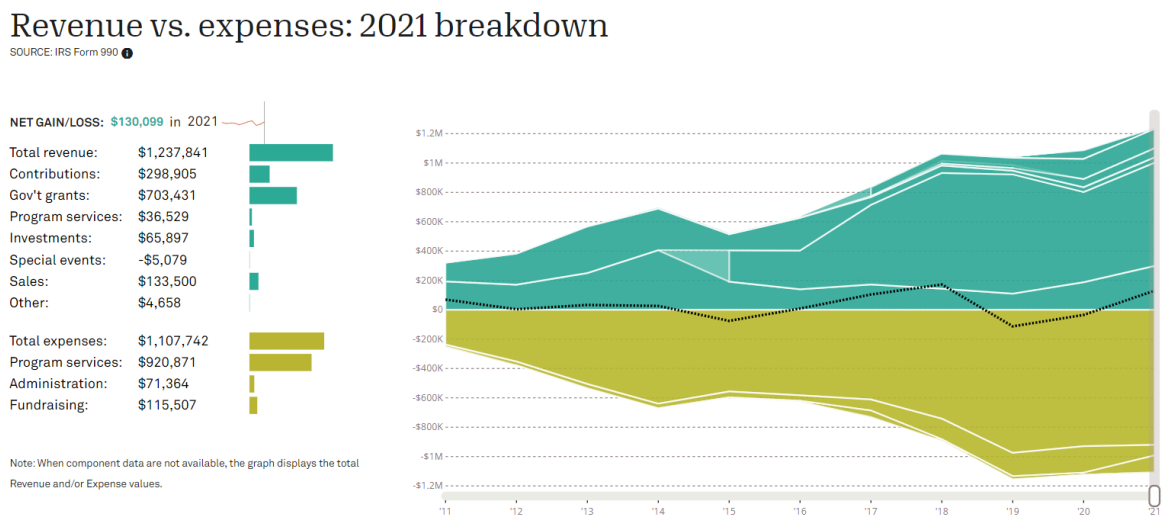


Figure 3: Viva Farms' Revenue vs. Expenses with growth over time

V. How does this structure apply to Short's Farm?

Viva Farms is an example of a collaborative farming business model that serves as a small business incubator for small farm businesses. Providing the resources and education for small farmers building their businesses could be an impactful way to expand agriculture in Chimacum, and the business model could be expanded into livestock farming on Short's Farm because of the availability of grazing land. Additionally, the various educational opportunities offered by Viva could serve as a model for engaging the greater Chimacum community through learning workshops.

References:

- https://vivafarms.org/
- https://www.guidestar.org/profile/20-4396437

3. Bainbridge Island Public Farmland

Bainbridge Island, WA

Fast Facts

- Farmland is about 60 acres with 5 farmers
- Property owned by the City of Bainbridge Island, leased to nonprofit Friends of the Farms
- Managed by Friends of the Farms, which leases out land to farmers
- Property used for crop production, school tours, farm stand for selling produce,
- Since 2019 the City of Bainbridge Island pays $65,000 annually for nonprofit operating costs

I. Summary

Bainbridge Public Farmland is made up of 60.68 acres of city-owned agricultural land, though the plots are not contiguous. The city purchased the farmland to ensure it remained farmland in accordance with their city goals. Further details of the purchases like time and cost are unknown.

The property is leased to 5 farmers by the City of Bainbridge Island. Potentially any excess lease income goes back to the city as per the terms of the lease, though it is unlikely that this occurs. The smallest plot is 2.3 acres. The largest is 14.76 acres.


Figure 1 & 2: Morales Farm, left, and historic Suyematsu Farm, right, current farm tenants.

II. Organizational Makeup

The plots are owned by the City of Bainbridge Island, and managed by nonprofit Friends of the Farms (FOTF). The City signed a 30 year lease and management agreement with Friends of the Farm in 2011. The lease is non monetary but legally binding. Daily management of the land is by Friends of the Farms, in partnership with the City of Bellevue.

Friends of the Farms have three staff. There is a Board of Directors with 7 members.

III. Community Strategy and Activities

A significant amount of work and effort on the farm comes from volunteer hours, and donations (cash, in-kind) to FoF for managing the land.
Properties are rented out by farmers who grow produce and contribute to local food systems.

On Morales farm (one of the tenants) there are three units of farm worker housing for interns as of 2022, provided via pro bono work from local construction companies and salvaged materials.

Figure 3: Constructed farm worker housing on Morales Farm, a tenant of FOTF.

In addition to the farmers utilizing the land for crop production, the general public also engages with the property through the following activities:

- FoF organized school group tours
- Farm stand on the property is a space for farmers to sell goods
- Farmers sell produce at farmer's market on Bainbridge (I think)
- City Parks department maintains a public access trail for people to come view activities on the farm

IV. Financing

The City of Bainbridge Island leases the land for free to FOTF. FOTF receives income for management from land rent to farmers and "other revenue sources" such as donations. Further funding for the nonprofit is provided via $65,000 of general funds financing from the City of Bainbridge Island General Fund, first provided to FOTF in 2019. The City has provided the same amount of funding annually since then. Below is a brief accounting of yearly expenses from FOTF provided to the City of Bellevue.

Expenses Related to City-owned Farmland

	2017	2018	2019	2020	2021	2022	2023 (estimate)	Grand Total
Studies	$ 49,640	$ -	$ -	$ -	$ -	$ -	$ -	$ 49,640
Suyematsu Fuel Tank	$ 117,658	$ 827	$ -	$ 16,630	$ 17,200	$ -	$ -	$ 152,315
Suyematsu Well	$ 16,101	$ 171	$ -	$ -	$ -	$ 13,233	$ -	$ 29,504
Suyematsu/ M&E Irrigation	$ 17,903	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,903
General Mntc./ Repair	$ 836	$ 7,129	$ 10,959	$ 11,982	$ 12,033	$ 22,895	$ 10,567	$ 76,401
O&M Staff time	$ 8,990	$ 5,425	$ 10,959	$ 9,864	$ 11,949	$ 18,802	$ 14,000	$ 79,989
Shade Covenant	$ -	$ 4,599	$ 10,141	$ -	$ -	$ 21,982	$ 288,000	$ 324,722
M&E Culvert	$ -	$ -	$ 15,372	$ 223	$ -	$ -	$ -	$ 15,595
Miscellaneous	$ -	$ -	$ 2,955	$ -	$ 1,098	$ 9,765	$ -	$ 13,818
Subtotal	**$ 211,128**	**$ 18,151**	**$ 50,386**	**$ 38,699**	**$ 42,280**	**$ 86,676**	**$ 312,567**	**$ 759,888**
Friends of the Farms	$ -	$ -	$ 65,000	$ 72,000	$ 65,000	$ 65,000	$ 65,000	$ 332,000
Grand Total	**$ 211,128**	**$ 18,151**	**$ 115,386**	**$ 110,699**	**$ 107,280**	**$ 151,676**	**$ 377,567**	**$ 1,091,888**

Figure 4: Friends of the Farms, tenant to Bainbridge Island Public Farmland, annual expenses.

V. Relevance to Short's Farm

The property is publicly owned land by the City, specifically maintained for agriculture, similar to the context on Short's Farm. In this same vein, lessons may be learned from how the land is leased to local farmers, who grow produce, sell in the community, and occupy relatively small plots of land.

Crucial to this farm example is the importance of management by the nonprofit organization, which manages the day to day running of the land.

Resources:
https://www.bainbridgewa.gov/1182/Public-Farmland
https://depts.washington.edu/mgis/capstone/files/2013_1_Stcherbinine_Palmer.pdf
https://apps.bainbridgewa.gov/WebLink/DocView.aspx?id=154497&dbid=0&repo=Bainbridge&cr=1
https://www.bainbridgereview.com/news/tiny-houses-have-enormous-impact/

4. Cuyahoga Valley National Park Countryside Initiative

Cuyahoga Valley National Park, Brecksville, Ohio

Fast Facts

- Nonprofit 'cooperating partner' with Cuyahoga Valley National Park
- Ten working farms leased on National Park Service property
- ~300 acres of farmed area
- Educational, apprenticeship, and internship programming
- Has founded and help operate a dozen farmers markets in Northeast Ohio

I. Summary of entity

The Cuyahoga Valley National Park (CVNP)'s Countryside Initiative leases restored farmsteads to working farms. As of 2020 there are 10 working farms on the property. The operation also includes the Countryside Farmers Market (credited as the first farmers market operating within a national park) and provides educational programming for new farmers.

Figure 1: Countryside Farmers Market at Howe Meadow.

CVNP is 33,000 acres in size, but farmed land is about 300 acres. The park was started as a National Recreation Area in 1974, and remains one of the only national parks in the National Park System to have begun in this manner. Within the geographical bounds of CVNP there are many smaller organizations and businesses such as the Cuyahoga Valley Scenic Railroad, Ohio Erie Canalway, and the Conservancy for Cuyahoga Valley National Park.

The Countryside Initiative was formed as a 'cooperating partner' of the National Park Service by late director Darwin Kelsey in 1999.

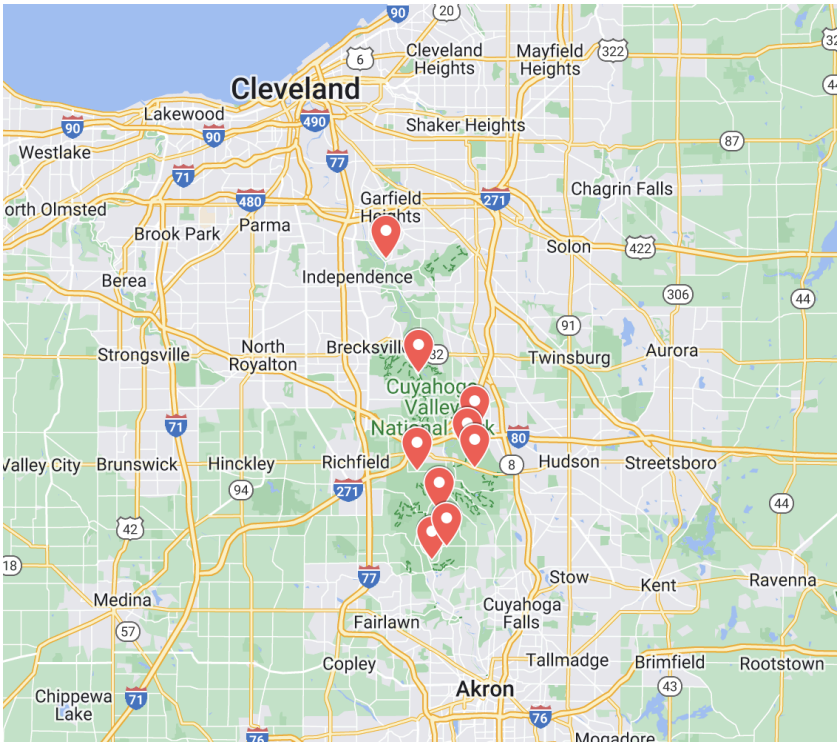


Figure 2: A map of all of the current Countryside farms. For reference, Cleveland and Akron are approximately 40 miles apart.

II. Organizational makeup

During its first four years, Countryside was focused primarily on restoring historic farmsteads on park property from the 1800s and 1900s. Much of the existing farm infrastructure was in poor condition when Countryside was established, and the organization's first tasks involved identifying salvageable equipment and infrastructure.

Figure 3: Conrad Botzum Farmstead, Cuyahoga Valley National Park.

Later, the organization began to lease land on the restored farmsteads. There are currently ten farms operating within the CVNP connected with the Countryside Initiative. Their products include:

- Poultry
- Beef
- Pork
- Lamb
- Sheep
- Bees
- Herbs
- Fruits and vegetables
- Grapes/wine
- Flowers
- Teas
- Jams
- Mushrooms

III. Community Impact

Starting in 2004, Countryside began its own series of Farmers Markets throughout Northeast Ohio. As of 2022 they serve 12 markets in 4 counties serving 35,000 visitors a year. They also administer food access programming facilitating SNAP and WIC for low-income families.

In 2018 Countryside started the New Farmer Academy, which provides training and internships for new farmers, and connects new farmers with mentors. This is a partnership with Old Trail School in Bath, Ohio, where much of the educational and training programming takes place. The school provides two greenhouses and a small series of plots for farming.

IV. Financing

Countryside operates as a nonprofit and is therefore supported by contributions and grants in addition to program service revenue. It's difficult to find information on operations, but farmers operate on 60-year leases, which is done in an effort to encourage lessees to make long-term capital investments.

		Prior Year	Current Year
Revenue	8 Contributions and grants (Part VIII, line 1h)	533,572	542,266
	9 Program service revenue (Part VIII, line 2g)	107,070	90,996
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,831	0
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	16,649	27,128
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	659,122	660,390
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)		0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	514,626	456,190
	16a Professional fundraising fees (Part IX, column (A), line 11e)		0
	b Total fundraising expenses (Part IX, column (D), line 25) ▶22,121		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	274,944	147,169
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	789,570	603,359
	19 Revenue less expenses. Subtract line 18 from line 12	-130,448	57,031

Figure 4: Revenue and expenses, 2020 Form 990.

		Prior Year	Current Year
Revenue	8 Contributions and grants (Part VIII, line 1h)	468,588	313,588
	9 Program service revenue (Part VIII, line 2g)	98,496	216,290
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		0
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,150	51,622
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	568,234	581,500
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	625	0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	456,515	396,668
	16a Professional fundraising fees (Part IX, column (A), line 11e)		0
	b Total fundraising expenses (Part IX, column (D), line 25) ▶19,703		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	196,690	193,060
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	653,830	589,728
	19 Revenue less expenses. Subtract line 18 from line 12	-85,596	-8,228

Figure 5: Revenue and expenses, 2022 Form 990.

In 2022, Countryside's total revenue was approximately $581,000. They received approximately $130,000 in government grants and $180,000 in 'other contributions,' leaving approximately $255,000 in operational revenue.

They listed 24 employees and 44 volunteers on their Form 990, paying ~$396,000 in payroll-related expenses. They paid $15,000 in occupancy fees.

Total Revenue	$581,500
Government grants	$132,963
'Other contributions'	$180,625
Operational Revenue (Total revenue less grants and contributions)	**$267,912**

V. How does this structure apply to Short's Farm?

The CVNP is a publicly-owned entity which leases land to private farmers.

The structure is also useful to consider because in its early years, Countryside's primary focus was the rehabilitation of unused and/or decaying farm infrastructure. This could make for a useful case study with the varied physical status of much of the Short's Farm property.

It also makes direct connections with farmers markets, in particular having been closely tied with the formation of the Cuyahoga Valley Farmers Market. It seems that much of Countryside's success is due in part to its direct connections with local farmers markets, a structure which could also be beneficial in the future of the Short's Farm property.

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https://www.cooperativeconservation.org/viewproject.aspx?id=966
https://www.ideastream.org/news/environment-energy/2020-09-11/new-sustainable-farmers-join-countryside-initiative-program-in-cvnp
https://www.nps.gov/cuva/learn/historyculture/countryside.htm
https://www.nps.gov/cuva/learn/historyculture/botzum-farm.htm

Meat Processing Study

Executive Summary - High Level Takeaways

- A mobile slaughter unit (MSU) is feasible on Shorts Farm, but financial investment will be the largest barrier
- A managing entity would need to be created/identified for permitting, investments, grant applications, and day-to-day operations
- There are options for non-USDA facilities, such as Retail-Exempt or Custom-Exempt butcher operations. The feasibility for these options may be easier to obtain, but limit options for sale. An **Initial Target Operation** (ITO) should be determined before moving forward
- Once an ITO is determined, there are numerous steps to ensure permit approval
- Costs are prohibitive, but funding is available from numerous grants/other sources

Introduction

Throughout the public engagement process regarding Short's Farm, local livestock farmers have consistently expressed the desire for a mobile meat processing facility, commonly referred to as a Mobile Slaughter Unit, or **MSU**. The Port of Port Townsend and the Farm Steering Committee acknowledge that the lack of available slaughter and meat processing facilities in the area is an ongoing challenge, and would like to understand the opportunities and weaknesses of locating a MSU on Short's Farm. The research below is presented by the UW student team. Ultimately, we recommend that the Port partners with or supports the establishment of a non-profit or other type of managing entity that can obtain grant funding to finance the purchase of a MSU that can operate on Short's Farm. This is mainly due to financial targets required for Port investment and the desire of the Port to not be in charge of day-to-day operations. There are currently no available MSU's for rent in the region. Furthermore, it is difficult to profit off of a MSU due to overhead costs and capacity constraints. Promisingly, there are a number of available federal and state grants that support meat processing and have successfully been obtained by mobile meat processing operators in the past.

Short's Farm's agricultural zoning allows accessory uses related to agricultural production, and meat processing specifically be permit-exempt if at least 50% of the product was raised in Jefferson County. As such, a MSU has been deemed the most appropriate solution for meat processing on Short's Farm by the Farm Steering Committee, however, there is also potential to **start slow and use a Retail-Exempt butcher facility, until capacity is built for a MSU.** Short's Farm is not suited for a full scale slaughter and meat processing facility, as there is limited buildable space and lack of sewage capacity.

In order to obtain and operate a MSU, there are a number of prerequisites that must be met:

- There must be an ideal number of livestock to justify the cost of a MSU
    - May require coordination amongst local producers and outside funding.

- There must be appropriate facilities to operate the MSU including sewage, cold storage, and available labor to operate the unit.
- Jefferson County Public Health Department must approve the water source & waste disposal process.
- The USDA District Office must be notified and approve scheduled dates and times for slaughter & processing

Regional Capacity

One of the biggest challenges to local livestock farmers is simply the capacity to make USDA-inspected processing worthwhile. Often, farmers and ranchers are forced to make financial decisions on an individual basis. The usage of Short's Farm as a collaborative and shared space could help solve these challenges by leveraging regional capacity to lessen cost burdens. The feasibility of this solution would require enough capacity from within the region over a consistent timeline. Thus, it is important to look at the region as a whole. For the purposes of this report, the estimates below are pulled from only Jefferson County, however, this can also be enhanced by further estimates from the broader WA peninsula area. It is also important to note that **regional capacity is theorized to be limited by infrastructure and ability to process.** This suggests that increasing infrastructure, particularly meat processing, would **positively impact the overall regional capacity of livestock farming.** Therefore, current estimates could be viewed as baseline conditions.

Under current estimates as of Dec 31, 2022, there are **843 head of cattle and calves, 118 goats, 206 hogs and pigs, and 76 sheep and lambs**. (USDA, 2023) Again, these could be viewed as baseline numbers, as capacity would be expected to grow as more infrastructure is in place. It is difficult to assess how many farmers and ranchers are not processing livestock due to high transportation costs and difficulty due to lack of local infrastructure. However, as many farmers and ranchers are transporting livestock to non-local processing facilities and back to their own farms, it is expected that individual farmers and ranchers have capacity for storage. While this is an assumption, it also raises a critical point. To be viable long term, the region will be expected to increase livestock capacity. Therefore, individual farms will likely need to expand cold storage capacity, as well. In the included **MSU- Financial Breakeven Scenario Example**, the expected capacity for processing is an average of 10 cattle per day. This could likely be reduced with other livestock, such as sheep and pigs. More sheep and pigs can be processed per hour than cattle, however, the price per pound is higher and financial return is lower for the operating entity. To summarize, feasibility and long term viability will require a subsequent increase in total livestock capacity in the region, but this capacity should also increase with a local processing unit as the lack of processing infrastructure is noted to be a barrier to capacity.

Infrastructure

Short's Farm may be an ideal location to host a MSU, but it must meet the facility and infrastructure regulations to support its unique operational needs.

There are three levels of inspection that a meat processor can operate under in Washington:

1. USDA Inspection
2. Retail-Exempt
3. Custom-Exempt

The USDA inspection is the most difficult to obtain, but once approved it allows meat processed in the facility to be sold at almost any retail location. Washington does not have an approved state inspection process, limiting inspection options. Without a USDA inspection processing facilities will be limited to selling retail-exempt and custom-exempt meats, which can only be sold in limited quantities at approved locations.

To receive approval from the USDA, a MSU operator must apply for a grant of inspection. Once obtained, the USDA will send inspectors to the facility during operations to ensure practices meet required standards.

The following steps outline the process for obtaining a grant of inspection from the USDA:

1. Obtain approved water source letter from local health department
2. Obtain approved septic disposal letter from local health department
3. Ensure facilities meet regulatory performance standards
4. File application for grant of inspection to USDA
5. Obtain approved labels or brands
6. Provide written standard operating procedures for sanitation
7. Provide written hazard analysis and HACCP plan

Overall, we find that Short's Farm should meet the infrastructure requirements for operating a MSU, however, the septic tank capacity will need to be confirmed. There is ample water supply, multiple septic tanks that can be used for waste disposal, large areas of gravel that drain well for the unit to operate on, and available space for the USDA inspector's office. Beyond the regulatory environment, the MSU and site always needs to have adequate processing capacity to make operations on a single site financially viable. Holding pens for livestock, cold storage space, and available trained labor are all limiting factors on how much a unit can process. More critically, the proximity of the MSU to a packing & storage facility is a primary limitation on productivity. Without a nearby location to bring carcasses, farmers will not be able to take advantage of the MSU without appropriate cold storage of their own. The lack of trained labor is also especially concerning and factors into scheduling challenges. There may be a need to provide greater education and avenues to employment in the industry to increase productivity. These concerns are discussed in greater detail in the regional capacity section.

Process

Below is a more detailed review of the USDA requirements for setup and operation of an MSU, including grant of inspection application, scheduling, sanitation requirements, and HACCP systems.

MSU USDA Grant of Inspection Application Process:

- File Application for Inspection
- Facilities must meet regulatory performance standards
    - If documentation and facility comply, conditional grant of inspection issued to allow 90 for operator to validate HACCP program
- Obtain Approved Labels or Brands
- Obtain Approved Water Source Letter
- Obtain Approved Sewage System Letter
- Provide a Written Standard Operation Procedure for for Sanitation
- Provide a Written Hazard Analysis and HACCP Plan
- If MSU Operator is in more than one district:
    - First application district listed will be "primary" location
    - Send separate application for each additional district operations will be conducted

Scheduling:

- Everytime MSU moves (and before starting any new operations), District Office with oversight of location must be notified by operator
    - Operator provides a schedule of days and hours of operation
    - Must provide schedule 2-4 weeks in advance
    - Any changes to schedule must be approved by District Office

Sanitation Requirements:

- Sanitation Performance Requirements
    - Water
        - Water supply must comply with National Primary Drinking water regulations
        - MSU can operate at location where it can utilize either municipal water supply or private well
            - Permissible to transport a water tank to slaughter location as long as it has water report on potability
    - Waste Disposal
        - Local Health authority must provide letter of approval regarding waste water handling process
        - MSU usually will not have traditional sewage, *unless there is access to a private septic system*

    - Grounds and Facilities
        - Water, floors, and ceilings of MSU must be built of durable materials and impervious to moisture
        - MSU operator must have a program to prevent harborage or entry of pests
        - Grounds immediately surrounding MSU are to be maintained to prevent creation of insanitary conditions that could lead to adulteration of product
            - Recommended to be positioned on a *well-draining concrete or gravel pad*
    - Sanitary Facilities and Offices for Inspection Personnel
        - Hand washing and toilet facilities are required for inspection and operation employees (in "reasonable" distance)
- Sanitation Standard Operating Procedures (SOPs)
    - MSU operators must develop, implement, and maintain written SOPs for sanitation

Hazard Analysis and Critical Control Point (HACCP) Systems:

- Written hazard analysis and slaughter HACCP plan tailored to MSU will need to be developed by HACCP expert
- Hazard analysis determines food safety hazards reasonably likely to occur and identify measures to control hazards

Grants and Funding

HIGH LEVEL OVERVIEW

Assumptions below based on average costs of new MSU and supplies. Assumed processing capacity of ~84 head of cattle per month (1000/yr), averaging 650 lbs, with a fee (all inclusive) of $240 per head.

- Initial investment : **$500-600K**
    - Includes MSU, infrastructure improvements, initial supplies
- Testing equipment, supplies and, utilities : **$36K**
- Labor : Between **$75-150K**
- Overhead : **~$17K**
- **Total Estimated Upfront Expenses : $628-803K**

- **Revenue Target : $240K in year 3**

According to the Niche Meat Processor Assistance Network, financial feasibility is significantly difficult to achieve, but is possible. Unfortunately, there are minimal options for renting a processing unit in the area, so the solution seems to be purchasing a unit. This will

require a managing entity to complete the purchase of all equipment and any necessary infrastructure improvements on Shorts Farm. The financial feasibility hinges on the financing of equipment purchases.

Fortunately, there are grants and funding sources that appear available. Particularly, WSDA has offered grants as recent as 2022 for meat processing infrastructure purchases. A quick search shows numerous grant opportunities for agricultural development projects at county, state, and national levels. It is the opinion of this report that the Port of Pt Townsends financial targets for this project would need to be adjusted in order to accept a deficit in the mid-term, 3-5 years, if the Port financed the processing unit without external resources. However, if grants and other funding sources are secured, this may prove to be much more achievable. There are more resources available, including financial breakevens and business plans, which were researched by the UW Student team.

Recommendations

- Determine accurate regional capacity for slaughter and processing
- Determine infrastructure capacity (mainly septic capacity) and identify any infrastructure investments required for either “Retail-Exempt” or full MSU
- Determine if “Retail-Exempt” Butcher or Full USDA MSU is the initial target operation (ITO)
- Review and apply for grants and funding
- Obtain/develop infra and building structures required, depending on ITO
- Obtain proper permits for ITO
- Survey regional farmers/ranchers to determine best day(s) to operate
- Create operational and implementation plans

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