



Community Action Plan for Biddeford, Maine

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

July 2018



For more information about Local Foods, Local Places visit:

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

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Cover photo credit: Holly Fowler, Northbound Ventures

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COMMUNITY STORY

Biddeford, Maine, is a post-industrial city stretching along the western side of the Saco River. The area offered fertile land and fishing for centuries to the Abenaki people and later to Europeans after settlement in 1616. From the mid-17th to 19th century, the town's growth ebbed and flowed with a series of conflicts and new commerce in timber and ice. With the construction of rail lines in the 1850s, trade in textiles expanded quickly, leading to an influx of immigrants from Europe and Canada and establishment of a classic New England mill town.¹

Biddeford was a hub of textile manufacturing for a century, exporting its signature plaid fabrics to China, India, and Ceylon (now known as Sri Lanka).² In the 1950s, production centers started to migrate to South Carolina. However, Biddeford was able to maintain production for a new material, fleece, until those operations also closed in 2009.

In 1987, the town constructed an energy-to-waste incinerator as part of an economic recovery plan. However, the venture proved to inhibit the area's economic competitiveness instead and was removed in 2012 under the leadership of several city council members despite a cost of \$6 million and loss of 80 jobs. The removal of the incinerator coupled with neighboring Portland's growth, has proved a net positive for the city's economy. Developers have a new interest in Biddeford's historic mill district. Once vacant mill space is now reactivated for commercial and residential use that in turn has attracted new businesses to the city. Among those are a growing cluster of food enterprises from bakeries to breweries, able to tap into the north-south I-95 distribution route. Today Biddeford is "Leading the Way" with a mission to build a strong, sustainable, local economy that supports the region with diverse businesses, quality jobs, and a skilled workforce. It's location in southern Maine, just 90 miles north of Boston, 40 miles north of Portsmouth,



Figure 1 – A natural 50-foot drop in the Saco River drew early industrialists to Biddeford for powering textile mills. Only recently has access to the river reopened for public use. Image credit: Northbound Ventures



Figure 2 – Tammy Ackerman, Executive Director of Engine, stands in front of the Marble Block building. Currently under renovation, it is an historic landmark on Main Street in Biddeford, Maine. Image credit: Northbound Ventures

¹ Biddeford History & Heritage Project. <http://biddeford.mainememory.net/page/1597/display.html>. Accessed July 1, 2018.

² Maine Historical Society. <https://www.mainememory.net/sitebuilder/site/760/page/1169/display>. Accessed July 1, 2018.

New Hampshire, and 20 miles south of Maine’s largest city, Portland, is proving advantageous to businesses and attractive for living, working, visiting, and raising a family. According to Scott Joslin, Chief Operating Officer of the Pepperell Mill Campus, remaining mill development, renewable energy solutions, space for 500 more jobs, and improved public parking and transportation are anticipated to contribute to the city’s long-term success.

In 2017, Tammy Ackerman, Executive Director of Engine, a community-based arts non-profit, requested assistance through the Local Foods, Local Places program. Engine's mission is to connect and inspire its community through art, design, and education. The organization’s interest in the role of art and local food in revitalizing communities fit with the goals of the Local Foods, Local Places program, which are to create:

- Economic opportunities for local farmers and businesses.
- Access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, Main Streets, and existing neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency, the U.S. Department of Agriculture, the Centers for Disease Control and Prevention, and the Delta Regional Authority. Biddeford, Maine, was one of 16 communities across the United States selected to participate in the program in 2018.

A Local Foods, Local Places steering committee was formed in Biddeford in preparation for this technical assistance award and is comprised of a variety of community partners (see Figure 3). They were supported by a technical assistance team comprised of consultants and multiple federal agency partners (Figure 4). The steering committee expressed a desire for planning support and technical assistance to engage its home community in the redevelopment process of the Marble Block building, an historic Main Street landmark. Of

Local Foods, Local Places Steering Committee

- **Tammy Ackerman**, Engine
- **Delilah Poupore**, Heart of Biddeford
- **Veronica Foster**, Biddeford High School
- **Emily and Michael Whitmore**, The Farm
- **Brad Favreau**, City of Biddeford Economic Development Office
- **Karen Chasse**, Biddeford Public Schools
- **Sarah Breul**, Coastal Healthy Communities Coalition
- **Devon Kelley-Yurdin**, Engine

Figure 3 - Steering Committee Members

Local Foods, Local Places Technical Assistance Team

- **Ron Batcher**, U.S. Department of Agriculture
- **Christine Beling**, U.S. Environmental Protection Agency
- **Darlene Byrd**, U.S. Environmental Protection Agency
- **Bill Burney**, U.S. Department of Housing and Urban Development
- **Brad Currie**, U.S. Small Business Administration
- **Karl Hacker**, U.S. Department of Agriculture
- **Melissa Kramer**, U.S. Environmental Protection Agency
- **Kara Norman**, U.S. Department of Housing and Urban Development
- **Jason Espie**, EPR (consultant)
- **Holly Fowler**, Northbound Ventures

Figure 4 - Technical Assistance Team

interest was the ability for this downtown asset to host food system related initiatives such as a pay-what-you-can restaurant, winters farmers market, local food retail outlet, and roof-top garden. The community wanted to tie the Marble Block building's restoration and reuse into other municipal revitalization projects, including a culinary program in development by the public technical school, improved access to healthy food for all, and interest by local farmers to increase production spaces in and near the city. Engine imagines artists as facilitators, embedded in community projects and municipal processes, that can support all of these areas.

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

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 5 below. The planning phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convening phase includes the effort's capstone event—a two-day workshop in the community. The action phase includes three follow-up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop. The community workshop was held over a two-day period from June 6-7, 2018 and the activities those days are described below. Workshop exercise results are summarized in **Appendix A**, workshop sign-in sheets are provided in **Appendix B**, a workshop photo album is provided in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

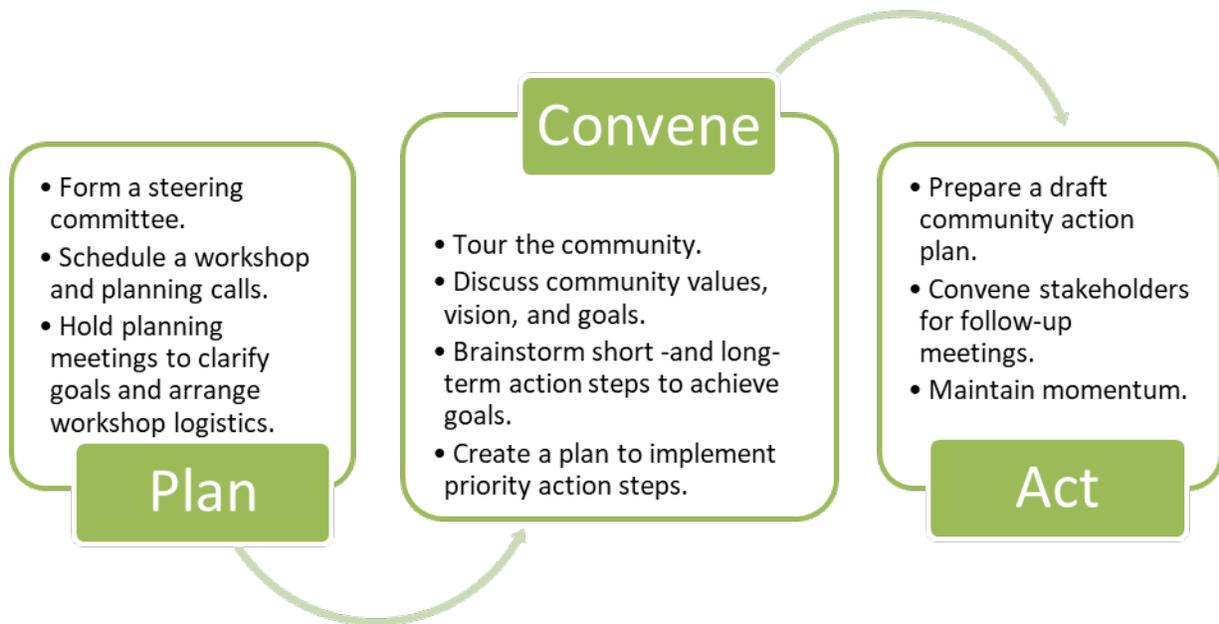


Figure 5 - Local Foods, Local Places Technical Assistance Process Diagram

COMMUNITY TOUR

In advance of the first community session on June 6, the local steering committee led a walking tour of downtown Biddeford for the technical assistance team. Early stops included Biscuits & Company, a 3-year-old business and winner of Biddeford's Main Street Challenge in 2014. Biscuits & Company features locally sourced products from vendors like Maine Grains and locally roasted coffee. Next door, a small grocer, Part & Parcel, had just opened its doors and was still in the process of stocking shelves with produce and local craft food products from around Maine and the rest of New England.

On Main Street, the group had the chance to enter and ascend through the three floors of the Marble Block building, still a shell and in need of extensive renovation. In the future, it will house a mix of public and private organizations. The first floor is intended for retail use as it is street-facing, and a movie theater is one option under consideration along with others more food focused. The second floor will house offices and a business incubator suite. The third floor will be built as an event space, and the rooftop could eventually host a garden or green space.

At the heart of Main Street is the Heart of Biddeford, a volunteer-run group assisting the city's downtown development initiatives. Down the street, the group passed by New Morning Natural Foods market and café, Elements coffee and book shop (another Main Street Challenge winner), the historic Palace Diner adjacent to Shevenell Park, and UU Market, a convenience store featuring prepared Arabic food. Just off Main Street is the popular Tran's Market, an affordable Asian and American grocery that like the New Morning Natural Foods, offers in-town access to fresh produce, whereas larger grocery retailers require a car.

The community tour then wound its way by the now vacant former waste incinerator site, the proposed future location of public parking, and a transit center. It is adjacent to the Pepperell Mill buildings that are in various stages of redevelopment. With limited sight lines to Main Street, the site can seem far from everything else, despite its relative proximity.



Figure 6 – Biddeford is home to a growing food and beverage cluster with many new businesses that feature products raised, grown, and made in Maine and New England. Image credit: Northbound Ventures



Figure 7 – The third floor of the Marble Block has been a theater and boxing ring. Engine plans to restore it to an active event space for the community. Image credit: Northbound Ventures

The mill district is home to Dirigo Brewing Company, Big Tree Hospitality (a central commissary for four restaurants), Little Spruce Baking Company (a wholesale baker), Banded Horn Brewing Company, Round Turn Distilling, and Sweet Cream ice cream shop. These businesses not only occupy space next to one another, but the owners and managers that spoke to the group gave examples of how they actively support one another and collaborate on product development. For example, Banded Brewing has a special tap made with Sweet Cream ice cream and Sweet Cream had a special flavor with Round Turn's gin. The Mill District falls within three zoning districts which allow for residential, office, commercial and industrial uses in different combinations.³ The mixed-use real estate has helped certain businesses develop here rather than elsewhere. For instance, Round Turn Distilling's gin is technically considered a level 2 hazardous waste requiring industrial-use space. Its owners found a fit for the business in Biddeford, where it is also close to Main Street.

Finally, the community tour made its way to a space with a view and seating by the falls of the Saco River that originally spurred Biddeford's industrial growth. For years, the river has been inaccessible to the public, and the Riverwalk is still not fully open to the public. The community hopes that it can continue to open the Riverwalk more as a feature of Biddeford's landscape.

DAY 1: VISION AND VALUES

Fifty-four residents and community stakeholders attended the first public session of the workshop on the evening of June 6. Tammy Ackerman, Executive Director of Engine, welcomed attendees to the event and spoke about the organization's mission to connect and inspire its community through art, design, and education. This includes developing a skilled workforce to serve current and prospective employers, improving the region's competitive edge, cultivating a community that serves the needs and wants of business stakeholders, promoting destination tourism, and creating a desirable place to live by delivering art and culture to the



Figure 8 – The community tour visits one of the numerous local breweries and distilleries. Image credit: EPR



Figure 9 – The community tour visited a recent business arrival to the Mill complex: The Big Tree Hospitality commissary. This facility serves as an off-site auxiliary kitchen to three Portland restaurants and one in Boston. The restaurants use the facility to produce bread, chowder, lobster rolls, and other prepared food. Biddeford's strategic location, ready-to-use space, industrial zoning, and current affordability were factors that attracted them to locate there. Image credit: EPR

³ Biddeford Mill District Master Plan. <http://www.biddefordmaine.org/vertical/sites/%7BFAD9934F-594E-4DFE-8950-698C92DACFDD%7D/uploads/MilldistrictMPFINALREPORTReduced.pdf>. Accessed July 6, 2018.

Biddeford community. Since its establishment eight years ago, Engine has activated its mission through the coordination and promotion of the Biddeford+Saco ArtWalk, PechaKucha Nights, and the 2017 inaugural Fringe Fest at the River Jam Festival, a celebration of arts, food, and music, in collaboration with the Heart of Biddeford Main Street organization.

Engine acquired the Marble Block building on Main Street in December 2011. The organization hopes to transform the vacant landmark into a new venue to house the organization's operations and expand its efforts. Given a desire to develop a vibrant, mixed-use space that will become a creative hub on Main Street, Engine hopes to feature a food-based concept in the highly visible Marble Block's storefront that would integrate the community's budding food scene and creative community, attracting a broad cross-section of both residents and visitors. This is especially important given the economic disparity present in the community. The current population of just over 21,000 is predominantly low- to middle-income, with the 2016 American Community Survey estimating 3,645 people are living in poverty. At all five of Biddeford's Schools, 50 percent or more of the student population is eligible for a free or reduced school lunch. The county food insecurity rate is 14 percent according to the Robert Wood Johnson Foundation County Health Rankings, and according to the 2015 Shared Community Health Needs Assessment, the rates of adult obesity and overweight are 28.4 percent and 35.7 percent, respectively. For these reasons, Engine sees the potential for the Marble Block building to offer a safe space for community-building and increased healthy food access for all, not just for those that can afford it.

Mathew Eddy, Economic Development Director for the city of Biddeford, also spoke to the group assembled. He shared a snapshot of the city's economic history and how ongoing improvements seek to build Biddeford as a destination for families, businesses, and visitors. The city of Biddeford has been making significant investments in the overall attractiveness of downtown to create a pedestrian-friendly environment. People like to be where other people are, and more "feet on the street" will lift the community economically. Relevant infrastructure initiatives completed or underway by the Biddeford Economic Development Department include:



Figure 10 – Matthew Eddy, Economic Development Director for the City of Biddeford, spoke at the evening work session of day one with welcoming remarks and informational context about Biddeford. Image Credit: Northbound Ventures



Figure 11 – Day one was a full house for the opening session held at Engine's office and gallery space downtown. Image credit: Northbound Ventures

- 1) New sidewalks, lighting, and trees on Main Street (2017-2018).
- 2) Main Street resurfacing, including cobblestone and paver crosswalks (2017-2018).
- 3) A Facade Improvement Grant Program for select exterior improvements in the downtown (ongoing).
- 4) A RiverWalk along the Saco River (four phases completed and phase 5 planning underway).
- 5) A downtown parking garage for 400-500 cars (under development)
- 6) Downtown gateways for seven locations around the city (planning underway).

Improved and new infrastructure helps increase the value of Biddeford's downtown buildings, resulting in new investment, which in turn attracts new residents and visitors. The city believes it is important to ensure preservation, restoration, and reuse of the many architecturally significant buildings in the downtown such as the currently vacant Marble Block building, an important part of the downtown fabric.

After initial remarks, the technical assistance team introduced the Local Foods, Local Places program with a short presentation that included discussion of the city's demographics, highlighting the role of the food industry in the overall economy (10.8 percent) and which populations are most at risk for food and housing insecurity due to a high rate of poverty (18-24 year olds).⁴ More publicly available data about Biddeford can be found in **Appendix D**.

The primary purpose of the community meeting was to hear from residents and other stakeholders about their hopes for the future of Biddeford. The technical assistance team led attendees through an exercise designed to evoke statements that capture the vision and values of the community (see Figure 12). The group generated a lot of energy with this exercise, and overarching themes emerged that are important for the community to keep in mind as it moves forward with all its goals: the commitment to

This I believe...

...about my community:

- The community is resilient.
- The people are hard-working and bootstrapping.
- We are creative problem-solvers.
- We are committed to projects that benefit everyone.
- The community has high capacity with untapped potential.
- Differences make us stronger, and everyone has something to offer.
- Biddeford is growing with a lot of momentum for positive change.

...about food in Biddeford:

- Food can help us understand different cultures and bring us together.
- Food access is a right and should not be a social stressor.
- Food is art and should be part of the design.
- Good food requires good soil and water.
- More food could be grown in Biddeford by more people.

Figure 12 – Excerpted results from the group's vision and values exercise. Participants took turns finishing the sentences "This I believe about my community..." and "This I believe about food in Biddeford..." Refer to Appendix A for the group's full response.

⁴ U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates, City of Biddeford, Maine.
https://factfinder.census.gov/bkkmk/table/1.0/en/ACS/16_5YR/DP05/1600000US2304860

equitable development, an acknowledgement of Biddeford’s diversity, and recognition that the community’s efforts are about enhancing the city’s existing attributes, not replacing or erasing them.

The technical assistance team also asked workshop participants to write aspirational headlines for 5-10 years into the future. Their responses are in **Appendix A** along with the community’s other visioning and value statements.

The community meeting concluded with a discussion and refinement of the proposed workshop goals. The positive, forward-thinking discussion established solid, shared ground for the remainder of the workshop.

DAY 2: ACTION PLANNING

Case Studies

The second day of the workshop began with examples of strategies used by other communities to move forward food system and place-making initiatives. Among those highlighted were those used by urban agriculture ventures like Green City Growers in Boston. Because of the community’s focus on art as a tool for community development, the technical assistance team provided an in-depth profile of IX Art Park in Charlottesville, Virginia, and augmented this with examples from Somerville, Massachusetts (ArtFarm) and Providence, Rhode Island (Sowing Place), which a steering committee member presented. PieLab in Greensboro, Alabama, provided an example of using food to inspire community conversations, and One World Everybody Eats illustrated a pay-what-you-can café network. Finally, to showcase options for youth development models and equitable development, the technical assistance team shared the story of the non-profit United Teen Equality Center (UTEC) in Lowell, Massachusetts. Like Biddeford, Lowell is a classic New England mill town reinventing itself through urban agriculture and food with workforce training programs that include a shared commercial kitchen space for entrepreneurs, a nut butters production line for Whole Foods Market, and café.

Community Mapping Exercise

Workshop attendees then participated in an asset mapping exercise designed to generate ideas for the community in advance of action planning. They were asked to identify quick fixes (red), food system elements



Figure 13 – A group works on community asset mapping the on the morning of day two. An example of the results of this exercise is shown in Figure 15 below and in Appendix A. Image credit: EPR



Figure 14 – As part of the action planning process, the group first brainstormed next step actions and then voted on their highest priorities. Image credit: EPR

(yellow), favorite things (blue), and opportunities (green). Working in groups around maps, participants plotted and inventoried locations downtown, city-wide, and across the region. Each group shared its map and takeaways from the conversations inspired by the exercise. Each map is included in **Appendix A**, but an example of the downtown map is included below.



Figure 15 – Community mapping results for the downtown map. See Appendix A for the city and regional maps.

Action Planning

Workshop participants brainstormed ideas individually and then as a group to identify specific actions to support each of the community's goals. These were prioritized through a dot voting exercise. For the entirety of the afternoon, groups of workshop attendees self-selected into smaller groups to attend to the important task of filling in the details of actions prioritized for each goal. Each group presented its results to everyone to set the stage for the final exercise of the workshop, which begins the eventual transition from planning to doing. The goals and corresponding action plan of the community are in the following section.



Figure 16 – USDA AMS architect Ron Batchner (below) produced a diagram (left) of walkability opportunities downtown, illustrating scale and connections of key assets to nearby neighborhoods. Image credit: EPR

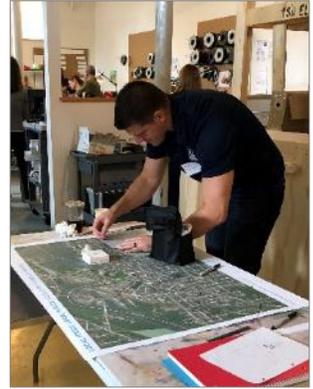


Figure 17 – After prioritizing actions, groups worked at individual tables to merge and consolidate the most urgent actions, then worked to detail such things as timeline, roles, and resources. Image credit: EPR

In a final exercise, participants stood up one by one and provided an “offer” and an “ask.” Offers capture the one or two things that each person is committed to doing to help move the Local Foods, Local Places process forward and help Biddeford achieve the goals outlined in the action plan. Community members offer whatever they have the time, capacity, and skills to provide. “Asks” capture what it is that participants need or want from the rest of the group to help move the process forward. This can include help on specific tasks, technical assistance, financial support, or simply continued communication and cooperation from others. The full list of offers and asks is available in **Appendix A**.

ACTION PLAN

The community's goals and selected actions are summarized below. The tables that follow provide additional detail for each supporting action.

- **Goal 1 – Transform Biddeford's underutilized spaces with urban agriculture to increase food production capacity in the city and provide unique learning environments.**
 - Action 1.1: Create an inventory that details the attributes of potential spaces for urban agriculture around the city, including location, ownership, size, potential contamination, status of structural engineering assessment, accessibility to students, and zoning.
 - Action 1.2: Create an organizational structure for the establishment and management of urban agriculture spaces. Membership should include neighborhood representatives and a city councilor from the relevant ward(s).
 - Action 1.3: Approach planning board, code enforcement, and city council about zoning and code restrictions, rules and regulations, possible incentives, and possible financial support for a pilot demonstration garden on the Marble Block rooftop.
 - Action 1.4: Design, build, and maintain urban agriculture spaces. Activities include planting and sowing, weeding and culling, watering, fertilizing, harvesting, and tilling (or no-till).
 - Action 1.5: Program educational outreach at the gardens, e.g., school programs and business and entrepreneurial training.

- **Goal 2 – Explore food-related uses of the Marble block building that will draw people downtown, support entrepreneurs, and offer opportunities for nutrition education, e.g., how to shop, cook, and eat.**
 - Action 2.1: Form a steering committee to develop a business plan and conduct an economic feasibility study.
 - Action 2.2: Determine requirements of kitchen and incubator space (e.g. codes, building infrastructure, equipment placement, and layout).
 - Action 2.3: Create a marketing plan for the whole Marble Block, namely, relating to food.
 - Action 2.4: Research commercial kitchens with associated public cafes.

- **Goal 3 – Strengthen community engagement and social cohesion with events and initiatives that connect food and place in downtown Biddeford through facilitated art and youth activities.**
 - Action 3.1: Host community potlucks and dinners on Main Street, in Shevenell Park, or at another central location.
 - Action 3.2: Support the city's Communications & Community Engagement staff (current and future) with a communication and outreach plan for community potlucks, walking tours, and future food trail. Assist with messaging that highlights the integration of art, the importance of diverse participation, and the role of food.
 - Action 3.3: Coordinate and promote a series of themed walking tours around Biddeford.
 - Action 3.4: Develop a Biddeford Food Trail (marketing campaign).
 - Action 3.5: Reach out to event leaders and discuss ways to invite more diverse vendors to sell food at community events (e.g. winter farmers market, La Kermesse Franco-Americaine Festival, FringeFest).

- **Goal 4 – Improve access to healthy, fresh food options for all who live, work in, and visit Biddeford.**
 - Action 4.1: Research the need for and/or opportunities to add or promote healthy, local food in neighborhood markets.
 - Action 4.2: Develop a business plan for retail and wholesale food co-op.
 - Action 4.3: Pilot pay-as-you-can for the Community Soup-er and Biddeford + Saco Restaurant Week organized by Heart of Biddeford.
 - Action 4.4: Increase access to fresh produce for home-bound people.

GOAL 1: Transform Biddeford’s underutilized spaces with urban agriculture to increase food production capacity in the city and provide unique learning environments.

Biddeford has an estimated 14 acres of empty mill rooftops. Food business entrepreneurs, building managers, and residents want to explore opportunities to convert them to productive growing spaces. The community also recognizes that ground-level plots could offer higher visibility and accessibility to people. There are a variety of urban growing options, from small-scale gardens to commercial-scale agriculture, that could increase the city’s capacity to produce fresh, local food and support skills training and educational programming.

Action 1.1: Create an inventory that details the attributes of potential spaces for urban agriculture around the city, including location, ownership, size, potential contamination, status of structural engineering assessment, accessibility to students, and zoning.

What this is and why it is important	<ul style="list-style-type: none"> • An inventory will help define the scope of the overall project. • An inventory is a methodical way to exhaust all possible opportunities. • An inventory will make it easier to acquire funding, recruit volunteers, and “add roofs.”
Measures of success	<ul style="list-style-type: none"> • The creation of an inventory that is complete, accessible online, and in sharable formats will mark completion.
Timeframe	<ul style="list-style-type: none"> • Phase 1 (the initial inventory) should take one month, but ongoing updates should be conducted thereafter.
Lead	<ul style="list-style-type: none"> • Elliot Bradbury, Resident
Supporting cast	<ul style="list-style-type: none"> • Michael and Emily Whitmore, The Farm • Sarah Breul, Coastal Healthy Communities Coalition • Linda Waters, City of Biddeford • Holly Culloton, Mission Hill Community Garden • Tracy Chaplin, Mission Hill Community Garden
Costs and/or resources needed	<ul style="list-style-type: none"> • Volunteer time • City of Biddeford, Department of Assessing • City of Biddeford, Department of GIS Mapping • Map of Biddeford buildings (draft of priority opportunities created at workshop by Ron Batcher, USDA-AMS)

Action 1.1: Create an inventory that details the attributes of potential spaces for urban agriculture around the city, including location, ownership, size, potential contamination, status of structural engineering assessment, accessibility to students, and zoning.

Possible funding sources	N/A
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Action 1.2: Create an organizational structure for the establishment and management of urban agriculture spaces. Membership should include neighborhood representatives and a city councilor from the relevant ward(s).

What this is and why it is important	<ul style="list-style-type: none"> Defining the roles and responsibilities will facilitate the distribution of labor. An organizational structure will legitimize the overall effort.
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Measures of success	<ul style="list-style-type: none"> Endorsement of the Local Foods, Local Places steering committee. Regular meetings are taking place. Roles identified and filled. A schedule and detailed plan for action created. Clear goals established.
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Timeframe	<ul style="list-style-type: none"> 3-6 months
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Lead	<ul style="list-style-type: none"> Emily Whitmore, The Farm
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Supporting cast	<ul style="list-style-type: none"> Holly Culloton, Mission Hill Community Garden Tracy Chaplin, Mission Hill Community Garden Brad Favreau, City of Biddeford Economic Development Linda Waters, City of Biddeford Local Foods, Local Places steering committee Karen Chasse > School principals (e.g. field trip, curriculum integration) Neighborhood Networks (starting meetings)
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Costs and/or resources needed	<ul style="list-style-type: none"> Volunteer time
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Possible funding sources	<ul style="list-style-type: none"> Consider future structure for funding (e.g. farm-level potential)
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Action 1.3: Approach planning board, code enforcement and city council about zoning and code restrictions, rules and regulations, possible incentives, and possible financial support for a pilot demonstration garden on the Marble Block rooftop.

What this is and why it is important	<ul style="list-style-type: none"> Ensures that operations are legal. Builds rapport and relationships with city officials. Improves chances of securing funding.
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Action 1.3: Approach planning board, code enforcement and city council about zoning and code restrictions, rules and regulations, possible incentives, and possible financial support for a pilot demonstration garden on the Marble Block rooftop.

Measures of success	<ul style="list-style-type: none"> • Approval given by city to move forward. • The quantity and size of spaces approved by the city. • Water source identified for all sites.
Timeframe	<ul style="list-style-type: none"> • 9-12 months
Lead	<ul style="list-style-type: none"> • Michael Whitmore, The Farm
Supporting cast	<ul style="list-style-type: none"> • Roby Fecteau, Director of Code Enforcement, City of Biddeford • Carmen J. Morris, City Clerk • Alan Casavant, Mayor of Biddeford • Matt Boutet, Planning Board • Biddeford Area Landlords Association • Tammy Ackerman, Engine • Delilah Poupore, Heart of Biddeford
Costs and/or resources needed	<ul style="list-style-type: none"> • Volunteer time • Permit fees • Application fees
Possible funding sources	<ul style="list-style-type: none"> • Fundraising event • New England Grassroots Environment Fund

Action 1.4: Design, build, and maintain urban agriculture spaces. Activities include planting and sowing, weeding and culling, watering, fertilizing, harvesting, and tilling (or no-till).

What this is and why it is important	<ul style="list-style-type: none"> • Food production on rooftops would convert an otherwise unused space into a place for education and entrepreneurship while providing food for the community. • Converting roofs and impermeable surfaces into growing areas helps control stormwater runoff and reduce summer temperatures.
Measures of success	<ul style="list-style-type: none"> • A start-up space has been acquired and used. • The number of youth and adults engaged in the garden(s). • The crop yield of the garden(s). • A variety of programming is offered that is inclusive of different organizations or individuals.
Timeframe	<ul style="list-style-type: none"> • A demonstration garden should be ready by 2019. • Full build-out will occur over a 2-5 year phased plan.
Lead	<ul style="list-style-type: none"> • For the demonstration garden: Michael and Emily Whitmore, The Farm • For the full build-out it will vary based on the garden location and scale (TBD by organization structure set up in Action 1.2).

Action 1.4: Design, build, and maintain urban agriculture spaces. Activities include planting and sowing, weeding and culling, watering, fertilizing, harvesting, and tilling (or no-till).

Supporting cast	<ul style="list-style-type: none"> • Elliot Bradbury, Resident • Holly Culloton, Mission Hill Community Garden • Volunteers • Schools (e.g. Alternative Pathways Center, Biddeford Regional Center of Technology – Maine CTE, Biddeford High School) • Learning Works based in Portland (21st Century Grant holder)
Costs and/or resources needed	<p>Costs (rooftop option):</p> <ul style="list-style-type: none"> • Utilities (water) • Supplies (lumber, storage, compost) • Roof preparation (drainage, membrane) • Estimate \$200,000/3000ft²
Possible funding sources	<ul style="list-style-type: none"> • National Resources Conservation Service grants • EPA stormwater fee mitigation • Explore Environmental Protection Agency funding: https://www.epa.gov/green-infrastructure/green-infrastructure-funding-opportunities • Coastal Enterprises, Inc. • Maine Technology Institute (if there was a business type focus – agriculture) • Biddeford Regional Center of Technology – Maine CTE (tools) • Explore Farm Service Agency grants • Banks and other corporate sponsors

Action 1.5: Program educational outreach at the gardens, e.g., school programs and business and entrepreneurial training.

What this is and why it is important	<ul style="list-style-type: none"> • Provides help for younger people before they reach the age when poverty rates tend to spike. • Reduces food insecurity. • Educates children.
Measures of success	<ul style="list-style-type: none"> • The number of events. • The level of attendance by target demographic (student population). • Whether students are impacted or engaged in some aspect of the project.
Timeframe	<ul style="list-style-type: none"> • Should be completed by the time the demonstration garden has been built.
Lead	<ul style="list-style-type: none"> • A programming position created by Action 1.2. • Seek volunteers, then aim for a paid position. • Michael and Emily Whitmore for demonstration garden
Supporting cast	<ul style="list-style-type: none"> • Dr. Carrie Gordon, Maine Medical Center • Local businesses • Tracey Collins, Biddeford Regional Center of Technology • U.S. Small Business Administration

Action 1.5: Program educational outreach at the gardens, e.g., school programs and business and entrepreneurial training.

Costs and/or resources needed	<ul style="list-style-type: none"> • Volunteers (nutrition students and Master of Public Health students from the University of New England) • Dr. Thompson, University of New England and Culinary Doctors (student club organizing)
Possible funding sources	<ul style="list-style-type: none"> • U.S. Small Business Administration could offer and fund workshops on business startups and general education.

Additional Goal 1 actions included some of the following ideas:

- Develop indoor year-round growing/hydroponics for production and education.
- Create centralized resources to lower barriers to utilizing future productive spaces (e.g. seed swap, tool co-op, library of books on farming, including the business of farming).
- Create edible landscapes by adding veggies, herbs, edible flowers to downtown planters that could then be teaching stations.
- Place beehives at community gardens, the library, and elsewhere and offer beekeeping classes. (Offer a scholarship for someone to become a beekeeper?)
- Enlist Future Farmers of America Sanford Chapter youth (7th – 12th graders).
- Expand community gardens.
- Build school gardens and utilize produce in the food service program.
- Potential business opportunities: gleaned and gardening (e.g. Green City Growers).
- Rezone to increase areas where food can be grown (e.g. in buildings, vacant lots, river front, oceanside).
- Investigate “Fleet Farming” model for Biddeford’s seven neighborhoods.
- Create tax incentive for growing/processing food.

Goal 2: Explore food related uses of the Marble Block building that will draw people downtown, support entrepreneurs, and offer opportunities for nutrition education, e.g., how to shop, cook and eat.

The Marble Block is a rare Italianate-style building circa 1880s that occupies 18,000 square-feet in a prominent Main Street location. With three floors and rooftop space under renovation, the building can host a variety of enterprises, both for-profit and not-for-profit, and support diverse community-centric activities. Ideally, the first floor would house uses that enliven downtown Biddeford for residents and visitors alike, creating foot traffic that in turn benefits other downtown businesses. The community is specifically interested in ways the building could facilitate healthier lifestyles through classes focused on how to shop, cook, and eat. A small

commercial kitchen could support such classes as well as offer rental space to food entrepreneurs and facilities for food-focused community events (e.g. community potluck, fundraisers).

Action 2.1: Form a steering committee to develop a business plan and conduct an economic feasibility study.

What this is and why it is important	<ul style="list-style-type: none"> • Promotes collaboration and team building among key stakeholders. • Engine does not intend to operate a food-based program but does have ideas about what a partner tenant could and should offer in line with the vision and values of the organization and its role in the community. • Draft criteria could inform a future request for proposals (RFP) for partners interested in operating in the Marble Block space.
Measures of success	<ul style="list-style-type: none"> • A group is formed. • Criteria are drafted. • The list of potential partner uses of the space are better known.
Timeframe	<ul style="list-style-type: none"> • Immediately (form the group)
Lead	<ul style="list-style-type: none"> • Tammy Ackerman, Engine
Supporting cast	<ul style="list-style-type: none"> • Subject matter experts on space use and building/code requirements • Small Business Development Center • Brad Currie, U.S. Small Business Administration • Service Corps Retired Executives (SCORE Association) • Mathew Eddy and Brad Favreau, City of Biddeford - Economic Development • Biddeford Regional Center of Technology – Maine CTE • Potential tenants/users of any part of the space (1st floor of Marble Block)
Costs and/or resources needed	<ul style="list-style-type: none"> • Human capacity
Possible funding sources	N/A

Action 2.2: Determine requirements of kitchen and incubator space (e.g. codes, building infrastructure, equipment placement, and layout).

What this is and why it is important	<p>Having a visual design of the space will:</p> <ul style="list-style-type: none"> • Provide a plan from which to better consider options. • Provide material to share with funding partners. • Help estimate costs for design and construction. • Allow the city to vet the project. • Facilitate feedback gathering, social media campaigns, and marketing efforts.
Measures of success	<ul style="list-style-type: none"> • The existence of a realistic design that is portable and interpretable by any viewer.
Timeframe	<ul style="list-style-type: none"> • Immediate: relevant persons should be identified and contacted. • The overall timeframe is 3-9 months.

Action 2.2: Determine requirements of kitchen and incubator space (e.g. codes, building infrastructure, equipment placement, and layout).

Lead	<ul style="list-style-type: none"> Steering committee
Supporting cast	<ul style="list-style-type: none"> Ron Batcher, USDA Agricultural Marketing Service University of Maine - Augusta Architecture program’s design charrette Biddeford Regional Center of Technology – Maine CTE, Engineering and Design class Stacey Cooper, Biscuits & Company Rob Tillotson, Oak Point Associates and Engine Board Member City of Biddeford Code Enforcement Officer & Planning Department
Costs and/or resources needed	<ul style="list-style-type: none"> Kitchen design services (ideally pro-bono) Quote from commercial kitchen equipment provider (e.g. Trimark) Other regional kitchens of similar design (The Food Corridor)
Possible funding sources	<ul style="list-style-type: none"> USDA Agricultural Marketing Service grants National Endowment for the Arts grants Maine Community Foundation Alfonds Fund Farm Storage facility Loan Program through USDA (https://www.fsa.usda.gov/programs-and-services/price-support/facility-loans/farm-storage/index)

Action 2.3: Create a marketing plan for the whole Marble Block, namely, relating to food.

What this is and why it is important	<ul style="list-style-type: none"> A marketing plan would provide consistent, clear messaging to the community. The plan would help the team meet interim goals. A plan for the Marble Block could enhance Engine’s integrated marketing communication plan.
Measures of success	<ul style="list-style-type: none"> A plan exists and is actionable. The number of followers on social media pages. The number of feet in the door. The number of click throughs. The number of people attending events in the Marble Block area. The amount of funds raised.
Timeframe	<ul style="list-style-type: none"> This should begin in 9 months and should be complete 12-15 months from now.
Lead	<ul style="list-style-type: none"> Tammy Ackerman, Engine Briana Campbell, Time and Tide Coffee & Award-winning Marketer
Supporting cast	<ul style="list-style-type: none"> Ronnie Weston, Capital campaign consultant Mathew Eddy and Brad Favreau, City of Biddeford - Economic Development Local Foods, Local Places steering committee University of Maine (marketing students) Heart of Biddeford

Action 2.3: Create a marketing plan for the whole Marble Block, namely, relating to food.

Costs and/or resources needed	Resources: <ul style="list-style-type: none"> • Creative strategy (ideally pro-bono) • Marketing interns, possibly from the University of Southern Maine • Recruitment tools (e.g. Comfoodjobs, Good Food Jobs)
Possible funding sources	<ul style="list-style-type: none"> • Pre-development loan • Cohen Foundation • Federal grants

Action 2.4: Research commercial kitchens with associated public cafes.

What this is and why it is important	<ul style="list-style-type: none"> • The café model would offer multiple uses, e.g., a shared kitchen, a location for classes. • A café would draw foot traffic. • A café provides the project with a distinct sense of place. • Depending on the model, this could increase access to fresh, local food (e.g. indoor farmers market) or pay-what-you can café. • A café space could be used to augment other program events. • A café would offer the Marble Block project another programmable space.
Measures of success	<ul style="list-style-type: none"> • A compilation of commercial kitchen/café model case studies in a PowerPoint to circulate for community feedback.
Timeframe	<ul style="list-style-type: none"> • This should begin now and be completed in 9 months.
Lead	<ul style="list-style-type: none"> • Michael & Emily Whitmore, The Farm
Supporting cast	<ul style="list-style-type: none"> • Engine staff • Ron Batcher, USDA Agricultural Marketing Service (e.g., Appleton, Missouri, space plan and 3D renderings) • Michael Nickels, manager of potential movie theater business • Interns • Briana Campbell, Time and Tide Coffee
Costs and/or resources needed	<ul style="list-style-type: none"> • Time (paid and/or volunteer) • Connections/introductions to existing models (e.g., Walterboro, South Carolina; United Teen Equality Center in Lowell, Massachusetts)
Possible funding sources	<ul style="list-style-type: none"> • The Food Corridor • Volunteers

Additional Goal 2 actions included some of the following ideas:

- Install a food resource stall in the Marble Block where people can find all resources related to food in Biddeford (e.g. restaurants).
- Offer SNAP-Ed nutrition/cooking classes (related to Goal 4).
- Create a living wall and art installation to serve as a learning opportunity (related to Goal 3).
- Create an art/culture space to highlight the diversity of Biddeford (related to Goal 3).

- Develop an organic food production incubator to teach, train job skills, encourage entrepreneurship, and create living wage jobs (related to Goal 1).
- Create a market where food vendors can sell product and work in conjunction with existing commercial incubator kitchens.
- Host farming classes (related to Goal 1).

Additional funding identified for actions under Goal 2 included:

- STEM educational funding sources
- Saco & Biddeford Savings Institute
- Coastal Enterprises, Inc. (Brett Richardson)
- Maine Institute – Quick Start Accelerated Growth
- Maine Community Foundation (Martha Bentley)
- The Cohen Foundation
- The Quimby Family Foundation
- Community Development Block Grant

Goal 3: Strengthen community engagement and social cohesion with events and initiatives that connect food and place in downtown Biddeford through facilitated art and youth activities.

Founded on the belief that artistic expression and creative vibrancy are the gateway to cultural, social, and economic revitalization, Engine is committed to designing, launching, and promoting community-based arts programming. Engine aspires to be a driver of artistic expression, creative industry, cultural vitality, community connections, and socially responsible practices. Biddeford is in some cases following in the footsteps of other Maine communities (e.g. Rockland, Providence) pioneering ways to use art to engage community around many different topics, including food. The diversity of the art format lends itself to adapting to different audiences and styles of engagement. Artists can serve as effective facilitators for community activities that help interpret food and place creatively in Biddeford.

Action 3.1: Host community potlucks and dinners on Main Street, in Shevenell Park, or at another central location.

What this is and why it is important

- Potlucks and dinners are high-visibility events that cost very little to organize.
- These events promote social cohesion and connectivity.
- These events are designed to be open and inclusive.
- These events could act as a “kick-off” for broader efforts to promote food systems and downtown development in the public imagination.
- These events could act as a platform for discussion and information sharing.
- Artists are unique translators.

Action 3.1: Host community potlucks and dinners on Main Street, in Shevenell Park, or at another central location.

Measures of success	<ul style="list-style-type: none"> • Artists help facilitate conversations. • Youth are included in invitation and outreach for participation. • If people are well fed and happy. • If the people who already use Shevenell Park attend. • The level of attendance. • The number of newer residents and the general diversity of attendees. • If the event is repeated. • Future themed events. • People can join in spontaneously. • Potluck focused around new families helped by youth organizers
Timeframe	<ul style="list-style-type: none"> • This should be done by the end of July/early August (traditional kick-off)
Lead	<ul style="list-style-type: none"> • Leah Schaffer, Caleb Johnson Studio / Heart of Biddeford • Delilah Poupore, Heart of Biddeford
Supporting cast	<ul style="list-style-type: none"> • Devon Kelley-Yurdin, Engine (can provide introduction to Providence contact for best practice sharing) • Roby Fecteau, Director of Code Enforcement & Emergency Management, City of Biddeford • Veronica Foster, Civil Rights Team at Biddeford High School • Patsy Gendron, English Language Learner Teacher, Middle School
Costs and/or resources needed	<p>Costs:</p> <ul style="list-style-type: none"> • Marketing coordinator (e.g. designing and printing posters, social media campaign) • Rental equipment • Food safety coordinator (e.g. hot food hot, cold food cold) • Logistics coordinator (e.g. tables, chairs, permits) • Food donations to supplement what community members cannot provide
Possible funding sources	<ul style="list-style-type: none"> • Grocers for food donations: Hannafords, Market Basket • Big Tree • Restaurants (to make or bring a dish)

Action 3.2: Support the city’s Communications & Community Engagement staff (current and future) with a communication and outreach plan for community potlucks, walking tours, and future food trail. Assist with messaging that highlights the integration of art, the importance of diverse participation, and the role of food.

What this is and why it is important	<ul style="list-style-type: none"> • Common talking points and consistent language helps the effectiveness of planned messaging and outreach. • Input on the talking points and language to use will start to bring in a core group of residents with greater diversity than traditionally might participate in community events. • A plan can help to bridge the old and new aspects of Biddeford and thereby cultivate overall inclusion. • A plan will help identify how to promote Biddeford as a place to live (and to stay). • A plan will help identify opportunities for connections and dialogue.
Measures of success	<ul style="list-style-type: none"> • A plan created with individuals of varied backgrounds and expertise that reflects their input. • Whether or not everyone feels like they belong, which could be measured by their level of enjoyment and interest to participate in future events. • The extent to which event planning committees reflect the diversity of the communities they serve.
Timeframe	<ul style="list-style-type: none"> • 6-12 months
Lead	<ul style="list-style-type: none"> • Brad Favreau, City of Biddeford - Economic Development • Bchacha
Supporting cast	<ul style="list-style-type: none"> • Artists (e.g. AUTUS Collective) • Youth (e.g. Civil Rights Team) • Linda Waters, CDBG Coordinator, City of Biddeford
Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Promotion and community feedback via Neighborhood Network meetings
Possible funding sources	N/A

Action 3.3: Coordinate and promote a series of themed walking tours around Biddeford.

What this is and why it is important	<ul style="list-style-type: none"> • A walking tour is a simple way to highlight the community’s assets and get people outdoors and interacting. • Tours could be another interactive component of the community potlucks and be led by local artists or youth. • Tours in the series could be themed to appeal to different audiences and encourage participation in more than one. Possible themes include: botanical with plant identification, gardens, river walk, historical sites, neighborhoods, art, and business (different from, but perhaps with some overlap of destinations featured on the food trail).
Measures of success	<ul style="list-style-type: none"> • A variety of tours are developed/mapped out • Artists and youth are trained and engaged as local guides • Tours are led
Timeframe	<ul style="list-style-type: none"> • Now-6 months
Lead	<ul style="list-style-type: none"> • Heart of Biddeford (Thrive Committee) • Dr. Aline Potvin
Supporting cast	<ul style="list-style-type: none"> • Local businesses (e.g. Thrive group members)
Costs and/or resources needed	<ul style="list-style-type: none"> • Time (to coordinate and promote through existing channels)
Possible funding sources	<ul style="list-style-type: none"> • Maine Health Access Foundation grant (\$1,000-1,500 typically)

Action 3.4: Develop a Biddeford Food Trail (marketing campaign).

What this is and why it is important	<ul style="list-style-type: none"> • A food trail will increase community recognition of and support for Biddeford’s food-related assets. • A food trail will attract new visitors to downtown, where they will see more than just food businesses. • A food trail will get people outside, walking, and talking to one another.
Measures of success	<ul style="list-style-type: none"> • A “Biddeford Food Trail” is mapped out in a shareable format. • The “trail” represents and educates about community food system assets in a comprehensive way (e.g. growers, producers, processors, distributors, retail, supplemental food sources, etc.) • Food assets also help to highlight other cultural and historical attributes of Biddeford
Timeframe	<ul style="list-style-type: none"> • By the kickoff for Restaurant Week (March 2019)
Lead	<ul style="list-style-type: none"> • Nathan Gregory, Freelancer

Action 3.4: Develop a Biddeford Food Trail (marketing campaign).

Supporting cast	<ul style="list-style-type: none"> • Brad Favreau, City of Biddeford - Economic Development • Delilah Poupore, Heart of Biddeford • Briana Campbell, Time and Tide Coffee & Award-winning Marketer • Local food and beverage retailers • Portland Food Tours
Costs and/or resources needed	<ul style="list-style-type: none"> • Estimated \$500 • Traipse or other scavenger hunt app subscription (if applicable) • Signage • AirBnb experiences account and listing
Possible funding sources	<ul style="list-style-type: none"> • Advertising

Action 3.5: Reach out to event leaders and discuss ways to invite more diverse vendors to sell food at community events (e.g. winter farmers market, La Kermesse Franco-Americaine Festival, FringeFest)

What this is and why it is important	<ul style="list-style-type: none"> • To date, there has been little to no representation of immigrant farmers or food producers at the local winter farmers market. • Participation in festivals and other community events are good opportunities for food and farm businesses to generate awareness of their products and gain customer insights. • Increasing diversity and inclusion is a fundamental value of ensuring Biddeford grows in a way that involves and celebrates all members of the community. • Can help to promote healthier food options and give up-and-coming food businesses an opportunity to sell their wares.
Measures of success	<ul style="list-style-type: none"> • Identification of potential vendors for inclusion in events • Invitations made, with incentives as required • Participation of one or more immigrant farmer or prepared food vendor
Timeframe	<ul style="list-style-type: none"> • 6-12 months
Lead	<ul style="list-style-type: none"> • Bchacha Group (Biddeford Culture, Heritage, and Arts group)
Supporting cast	<ul style="list-style-type: none"> • Michael & Emily Whitmore, The Farm (winter market contacts) • Jessica Quattrone (La Kermesse contact) • Engine staff and Heart of Biddeford volunteers (FringeFest contacts) • Biddeford Adult Education group • Food vendors/entrepreneurs
Costs and/or resources needed	<ul style="list-style-type: none"> • Volunteer time • Vendor fee discounts or incentives
Possible funding sources	N/A

Additional Goal 3 actions included some of the following ideas:

- Develop an International Food Festival (e.g. The Welcome Project’s [Yum! A Taste of Immigrant City](#)).
- Hold a harvest festival and dinner in the fall.
- Create interpretive signs in greenfield spaces for education about “what” things are and “why” they matter.
- Plan a community open house where businesses could promote their goods/services to one another and the community.
- Improve municipal communication so that the City’s voice is on par with Heart of Biddeford.

Goal 4: Improve access to healthy, fresh food options for all who live, work in, and visit Biddeford.

As the city of Biddeford welcomes new food businesses, becomes home to more diverse populations, and draws in more tourists, it is important to ensure access to healthy, local food options for all. Access includes physical access—there are stores that sell fresh produce, and residents can get there easily; economic access—food is affordable to people with income or available for free to those without income; culturally appropriate access—residents can buy food that resonates culturally, that people grew up eating, or that their culture or religion encourages or permits eating; and finally, accessible in the sense that residents have the knowledge, skills, and resources (such as kitchens and equipment), to cook and eat the food that is sold in the community.

Action 4.1: Research the need for and/or opportunities to add or promote healthy, local food in neighborhood markets.	
What this is and why it is important	<ul style="list-style-type: none"> ● This will allow more people to have access to fresh produce near their home that they can reach by walking, biking, or other human-powered means.
Measures of success	<ul style="list-style-type: none"> ● Pilot program established. ● Sales of new food options and overall store sales. ● Continued feasibility of the pilot program.
Timeframe	<ul style="list-style-type: none"> ● Now: Establish a steering committee ● Fall: Approach corner stores ● Spring 2019: Start pilot location
Lead	<ul style="list-style-type: none"> ● Sara Breul, Coastal Healthy Communities Coalition
Supporting cast	<ul style="list-style-type: none"> ● Linda Waters, Community Development Block Grant Coordinator, City of Biddeford ● Aaron Gonzalez and Emily Sharood, Mousam Valley Mushrooms Organic ● Maine Farmland Trust ● Store owners (e.g. Tran’s Market) ● Saco-Biddeford Chamber of Commerce

Action 4.1: Research the need for and/or opportunities to add or promote healthy, local food in neighborhood markets.

Costs and/or resources needed	<ul style="list-style-type: none"> • Time (volunteer and/or paid) • Case studies (e.g. Local Foods, Local Places in Passaic, New Jersey; USDA Food and Nutrition Service Healthy Corner Stores Guide)
Possible funding sources	<ul style="list-style-type: none"> • Maine Farmland Trust: has a Food Insecurity Nutrition Initiative (FINI) grant for corner store owners who provide fresh produce

Action 4.2: Develop a business plan for retail and wholesale food co-op.

What this is and why it is important	<ul style="list-style-type: none"> • For farmers and craft food businesses, a food co-op could offer a new market for small, local growers and producers, who may have difficulty or not wish to sell to large grocery chains. • For the city, a co-op could create jobs and a downtown destination. • For consumers, this model would offer shared, community ownership and accountability for its ongoing success.
Measures of success	<ul style="list-style-type: none"> • A completed business plan.
Timeframe	<ul style="list-style-type: none"> • Currently underway – 18 months
Lead	<ul style="list-style-type: none"> • Mathew Eddy and Brad Favreau, City of Biddeford - Economic Development
Supporting cast	<ul style="list-style-type: none"> • Brian Eng, Entrepreneur/Investor • Community Members: Katie Tomai, Nathan Gregory, and Chrystina Gastelum, Michael & Emily Whitmore, Stacey Cooper, and John Philips • Cooperative Development Institute • Producers
Costs and/or resources needed	<ul style="list-style-type: none"> • Case studies and models (e.g. Local Foods, Local Places in Huntington, West Virginia)
Possible funding sources	<ul style="list-style-type: none"> • Cooperative Development Institute • U.S. Small Business Administration • Biddeford Economic Development Corporation • Service Corps Retired Executives (SCORE Association)

Action 4.3: Pilot pay-as-you-can for the Community Soup-er and Biddeford + Saco Restaurant Week organized by Heart of Biddeford.

What this is and why it is important	<ul style="list-style-type: none"> • A one-time event would introduce the idea to the community and provide information about the long-term feasibility of pay-as-you-go food-based models. • The event will increase social cohesion.
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Action 4.3: Pilot pay-as-you-can for the Community Soup-er and Biddeford + Saco Restaurant Week organized by Heart of Biddeford.

Measures of success	<ul style="list-style-type: none"> • The number of restaurants and people participating in the event. • A completed analysis of the feasibility of expanding the model.
Timeframe	<ul style="list-style-type: none"> • Pilot program should be completed by Spring 2019.
Lead	<ul style="list-style-type: none"> • Delilah Poupore, Heart of Biddeford
Supporting cast	<ul style="list-style-type: none"> • Local restaurants
Costs and/or resources needed	<ul style="list-style-type: none"> • Time to recruit restaurants and complete post-event analysis of costs. • Should not require cash outlay or additional manpower from participating restaurants, but it may reduce their revenue.
Possible funding sources	<ul style="list-style-type: none"> • Donations

Action 4.4: Increase access to fresh produce for home-bound people.

What this is and why it is important	<ul style="list-style-type: none"> • Home-bound people have difficulty buying and preparing fresh produce. • Many home-bound people are seniors, and the number of seniors in Maine that experience food insecurity has doubled in less than 5 years according to the Good Shepard Food Bank. • Almost 1 in 3 Maine seniors face hunger or the threat of hunger. • Meals on Wheels has an existing distribution structure that can facilitate getting more fresh produce to people who need it.
Measures of success	<ul style="list-style-type: none"> • The number of home-bound people receiving fresh produce or meals with fresh produce components. • The amount of fresh produce distributed. • The number of local farms/farmers engaged.
Timeframe	<ul style="list-style-type: none"> • Immediately
Lead	<ul style="list-style-type: none"> • Ashley Perrone, Meals on Wheels
Supporting cast	<ul style="list-style-type: none"> • Southern Maine Agency on Aging • Simply Delivered for ME • Maine Department of Agriculture, Conservation and Forestry • Farmers, including those participating in the Maine Senior FarmShare Program
Costs and/or resources needed	<ul style="list-style-type: none"> • Awareness-building of availability of programs and services • Volunteers (delivery drivers)
Possible funding sources	<ul style="list-style-type: none"> • Maine Senior FarmShare Program (enables low-income seniors to purchase a local farm share)

Additional Goal 4 actions included some of the following ideas:

- Map existing connections and evaluate opportunities to include local products in a mutually beneficial way with programs designed to increase access (i.e., Supplemental Nutrition Assistance Program recipients, food pantries, Maine Food Corps, Maine Federation of Farmers Markets, Seeds of Hope, Southern Maine Agency on Aging, Mainers Feeding Mainers, WIC, food insecure college students, etc.).
- Create a mobile food lab (bus) that brings the kitchen to more outlying neighborhoods.
- Intentionally increase SNAP access at the farmers market through outreach and partner with Maine Federation of Farmers Markets to offer incentives.
- Improve walking and biking connections downtown and to the Riverwalk, e.g., connecting Riverwalk to Lincoln Street, and connect and eastern trail through Biddeford.
- Encourage healthy eating habits through creating a downtown cookbook.
- Install food themed bike-racks downtown.
- Create an “adopt-a-family” campaign in spring wherein community members can underwrite/support/donate supplies or land for a community garden for those willing to grow but who don’t have resources (people helping people).
- Develop a visitor center for residents and visitors and offer programs like foraging tours of Clifford Park.
- Expand the vendors at the farmers market and offer food preservation and preparation classes at the market.
- Pilot The Food Project’s model of engaging youth in food access in Biddeford (related to Goals 1 and 3).
- Host pop-up fresh produce markets in neighborhoods underserved by traditional retail.

IMPLEMENTATION AND NEXT STEPS

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

- Engine is gathering proposals for the renovation of the Marble Block roof due to asbestos contamination. It has received approval to use a portion of its existing U.S. Environmental Protection Agency brownfields grant for this purpose.
- The Northeast Funders Network held part of its annual meeting in Biddeford on June 18th. The agenda included Mayor Cassavant, several of the Local Foods, Local Places steering committee members, and a walking tour of downtown Biddeford. This was a good chance to highlight community initiatives to an important network of funders.
- Brad Currie, Senior Area Manager, U.S. Small Business Association Maine District Office, will present on the agency’s services at Think Tank (Biddeford’s co-working space) on Aug. 16th.
- Plans for an upcoming community potluck are moving forward, and Dr. Aline Potvin has organized a walking tour of edible plants.
- A group of motivated advocates convened around the food co-op idea and a cooperative development institute came and did a presentation for city staff, Engine, and the Heart of Biddeford. The project is based out of City Hall and managed by Brian Eng.

- The City of Biddeford has initiated a series of Neighborhood Network meetings to engage and connect community members.
- In August, the inaugural “Nor’Easter Days” will take place bringing 600 University of New England students to downtown Biddeford. The activity will be part of new student orientation week and will take place on a Sunday evening. Students will be able to sample fare from local establishments.
- Engine intends to use the Local Foods, Local Places framework to apply for a National Endowment for the Arts grant that helps introduce artists as facilitators in municipal processes.

APPENDICES

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