



**DRAFT Jan. 17, 2024**



# **78TH STREET HERITAGE FARM Sustainability Plan**



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1948 Summer Field Day

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1950 Washington State University Regents farm tour

## EXECUTIVE SUMMARY



78th Street Heritage Farm Administration Building

The *78th Street Heritage Farm Sustainability Plan* is the culmination of many hours of work by the Clark County Parks and Lands Planning Team, the Heritage Farm Advisory Team, the Sustainability Plan Steering Committee, Clark County Financial Services, our consulting partners, Clark County Council and additional farm partners.

The primary purpose of this plan is to ensure the long-term use of the 78th Street Heritage Farm property consistent with the historic uses of agricultural production and research. This plan also seeks to outline future expansion of public use in keeping with the adopted Heritage Farm Master Plan in a financially sustainable manner. Thereby introducing more members of the community to the wonderful programs available at the farm.

### Public Process

To ensure an open and public process for the development of this plan, the Clark County Planning Team developed an approach for the sharing of information, feedback collection, alternatives exploration and plan review that sought to collect the most diverse and equitable opinions on the future of the farm. It is this plan's goal to seek input from more than the vested individuals that comprise the farm partners. Thus, the public at large was a focus of the public outreach effort. Components of the public involvement plan included:

- Regular communication with farm and community stakeholders, keeping them informed of the work being done and the next steps.
- A broad-based Steering Committee.
- An open-house style public outreach approach that included two public meetings.

- Broad dissemination of past plans, studies and historical information to better inform development of this plan.
- Develop a steering committee workshop that allowed for the selection of programmatic and cost recovery elements to be implemented in the future management of the farm.
- Publicly noticed comment period at initial project kick off.
- Individual stakeholder interviews.
- Draft Sustainability Plan public comment period.

The draft Sustainability Plan has been discussed, reviewed or commented on through more than a dozen public forums from public open houses, to steering committee meetings. The public input plan also included two separate web based public comments periods.



Sustainability Plan Open House #1

## Heritage Farm Context

The site has a rich history that predates European settlers. The land has served native and non-native people for thousands of years. Prior to European settlement, lands along the Columbia River were home to Chinookan villages. To the north, the Cowlitz inhabited the area near the Lewis River and north. Klickitat peoples and people from other indigenous groups would travel to the area seasonally to trade with the Chinook and Cowlitz and gather food. European settlers first arrived in the 1800s to trap, hunt, trade and began establishing permanent settlements in the area. Initially the farm property was acquired and cleared for agricultural purposes by William Reese

and Sarah Jane Anderson as part of their staked 640 acre claim in the Hazel Dell Area. The property was forfeited to the county to settle a bond dispute in 1871.

Upon acquisition, the county developed the property as the Clark County Poor Farm. The farm was primarily used for crop production and raising livestock. During operation of the Clark County Poor Farm, the Social Security Act of 1935 was established to support individuals needing assistance and largely contributed to the decline of poor farms across the nation.

The Clark County Poor Farm continued operation until 1943, when the site was transitioned to the Southwestern Washington Experiment Station. When the experimental station was fully established the property was deeded to Washington State College in 1949.

Washington State College operated the experimental station until 1966. At that time, the farm became the home of the Washington State University Cooperative Extension services. Through program and partnership development the farm has transformed into the community asset that it is today, focusing on community outreach, research and food production for the underserved residents of Clark County.

Over the years many types of crops have been grown and tested at the site including prunes, plums, raspberries, peaches, apples, blackberries, beets. In fact, over 150 types of strawberries have been grown at different times during the farm's history. Additionally, the experimental station researched disease resistant crops, fertilizers, and soil conditions.

Washington State University (WSU) (formerly Washington State College) transferred management and ownership of the site back to the county in 2008 after WSU ceased funding research at the farm.

The county has continued to dedicate land and building space at the farm to WSU as part of the ongoing Cooperative Extension Agreement.





Kids harvesting carrots

## Financial Analysis

This plan analyzed the operating expenses directly related to farm operations and does not address expenses associated with the county/WSU Cooperative Extension Agreement. The Cooperative Extension Agreement expenses are summarized in this plan but an approach to analyze and modify those expenses was not a part of the scope of this work.

***The Sustainability Plan does not analyze nor propose changes to the County's Cooperative Extension Agreement with Washington State University.***

A baseline financial picture of the current farm operations was completed as part of this planning effort to better understand the long-term cost of operating the farmland, infrastructure and labor.

### County expenditures

Clark County Public Works Business Services provided a report of expenses from 2016 to 2021 for expenses related to Cooperative Extensions services and farm operations. Total farm operating expenditures including capital improvements average just under \$170,000 annually with a total during the study period of just over \$1 million, which included \$290,000 in capital improvements.

### WSU Cooperative Extension finances and budget

WSU operates Cooperative Extension Services out of the farm administration building. WSU leverages the annual contribution from Clark County, through the Cooperative Extension Agreement, to provide a full extension services program from WSU grants, collected user fees, county contracts and WSU's contribution.

WSU staff estimates that every dollar provided by the County is successfully leveraged to generate \$3.77 in additional contributions through WSU contributions, grants, farm user fees, etc.

### **Volunteer contributions**

Another source of investment in the farm comes from thousands of hours of volunteer contributions. The Heritage Farm Advisory Team (HFAT) tracks volunteer hours annually. In 2022, HFAT reported a total of 17,832 total hours (1,339 volunteers), a value of \$533,636. In addition, a total of \$442,774 in donations was provided for farm projects from non-county sources.

The farm is utilized to produce food for the community annually. In 2022 almost 98,686 pounds of produce was grown at the farm with a market value of just over \$179,662. This food is primarily donated to the community through the Clark County Food Bank.

### **Site Analysis**

The 78.9 acre site is comprised of open and wooded flat to sloping ground. Some slopes at the site exceed 25%. Additionally, there are two delineated wetlands on the site and likely a third along with a historic cemetery on the western border of the property. Generally, the site can be divided into three distinct environment and use zones. These different zones create opportunities or challenges depending on the types of use being planned in the given area.

#### **Zone 1 – Agricultural operations and support**

Approximately 19 acres of the site are currently being utilized for food production, research and agriculture education along with supporting facilities such as shops, greenhouses, storage, the administration building and associated parking.

#### **Zone 2 – Fallow land slopes less than 15%**

Approximately 37 acres of the site are cleared areas on slopes less than 15%. Of these 37 acres approximately 6 of them will become a part of the Clean Water Division's Cougar Creek Wetland Project and its associated planted buffer. Additionally, five acres to the north of Cougar Creek along Northeast 78th Street have been identified in the adopted Master Plan for development of additional farm-focused public access facilities.

The remaining 26 acres provide an opportunity for additional tilled acreage or facility development for agriculture or public use.

#### **Zone 3 – Encumbered land**

The encumbered parts of the site are constrained by one or all of the following: forested land, wetland, cultural site and topography over 15%.

Approximately 23 acres of the site can be characterized by one or all of these development challenges. For the purposes of this plan any slope over 15% would need to be farmed with specific equipment and planted with specialized crops not currently a part of the operations at the farm.

While development of the encumbered acreage for agricultural purposes may be prohibitive, these acres at the farm provide opportunities for passive recreation development such as trails, picnicking, nature play or interpretation.

## Operational Alternatives

A total of three alternatives were developed through the steering committee and public meeting process. The alternatives were distilled down from a total of eight, two of which had been discussed throughout the steering committee meetings focusing on continued operation of the farm in largely the same manner and developing an operating relationship with an appropriate Non-Profit Organization (NGO). The final alternative is an amalgamation of six operations plans individually developed by steering committee members, in self-selected groups, at a planning workshop on March 13, 2023.

### Alternative 1

Continuing to operate the farm in the current manner continues to be held out as an option. The draft Sustainability Plan considers this alternative with modifications to some of the revenue generation options identified by the planning team and steering committee.

This alternative falls short of meeting both the financial and public access goals set forth for the development of this plan.

### Alternative 2

The plan would require Request For Proposal (RFP) selection of a third party to operate the farm. Much discussion and consideration was dedicated to this alternative approach to farm management. This plan considers this alternative despite a myriad of unknowns that would come along with identifying, negotiating and contracting with a Non-Governmental Organization (NGO). Primary among these challenges would be the identification of a partner with the financial capacity to operate the farm in a manner that meets the guiding principles of the adopted Master Plan, the draft Sustainability Plan and would not require continued county subsidy.

### Alternative 3 - PREFERRED

This alternative is an amalgamation of six steering committee alternatives that selected similar programmatic and cost recovery options developed by the steering committee and presented at the workshop on March 13, 2023.

Alternative 3 meets all the criteria and project goals. While this alternative may not entirely offset the draw on county financial resources it would decrease or potentially eliminate the need for General Fund support by creating a public asset that functions more like a community park.



Heritage Farm land uses

### Next Steps

Much has been accomplished during the development of the 78th Street Heritage Farm Draft Sustainability Plan, but much needs to be done to implement the preferred alternative. This plan outlines the next steps for continued operation of Heritage Farm, chief among them is building on the relationships, communication channels and trust developed during the development of this plan.

Near term efforts will include finalizing updating land leases and fee schedule for farm services and infrastructure usage that is consistent with the approved direction. In the near term the Parks Planning Team will work toward the development of a public access trail that will include educational stops focused on farm history, food production and the natural world with a plan opening in 2027. The first phase of trail development may access the site from the southwest or northeast depending on initial trail feasibility work already in process.

Heritage Farm is a special place for many people. It has a long significant history of meeting the needs of the people of the region at any given time in the past.

It is the primary objective of this plan and Clark County to continue that sense of service and expand the love for Heritage Farm to even more Clark County residents in the future.



Clark County Food Bank carrot harvest

# HERITAGE FARM SUSTAINABILITY PLAN

## ABOUT THE PLAN



Historic photo of Heritage Farm looking over the north fields from the south

The 78th Street Heritage Farm Draft Sustainability Plan is intended to be a transparent and community focused effort to develop a strategy to increase financial sustainability and public access at the farm. This plan was developed through a process of stakeholder engagement, public input and research along with site, data and market analysis.

This plan also outlines a clear path toward the implementation of the approved 2019 update to the 78<sup>th</sup> Street Heritage Farm Master Plan. Developing facilities identified in the adopted master plan will accomplish one of the primary goals outlined in this plan; increased public access.

Utilizing the final sustainability plan and the approved master plan, Clark County Parks and Lands division (PLD) will implement strategies and processes that will allow the site to be utilized in a manner that benefits the entire community and decreases, if not eliminates, the farm's reliance on General Fund tax dollars for site operations.

### Visions

The 78th Street Heritage Farm Sustainability Plan is intended to provide an operational and funding framework for the farm that will allow it to continue to be a long-term agricultural and educational resource for the community, while improving informal access via recreation improvements for all members of the community.

### Goals

The goals of this plan are to increase the financial sustainability of the farm by reducing its draw on the general fund and increasing public access while implementing the adopted 2019 78th Street Heritage Farm Master Plan.

## Equity

This plan was developed with a focus on equity. The planning team recognizes that in our community, past public planning practices have played a role in creating and perpetuating discrimination of communities of color, people with disabilities and has excluded portions of the community.

The planning team coordinated with Clark County Public Health staff and the Clark County Community Action Advisory Board to determine best practices for including advocates from historically underrepresented groups in the community.

Through this process the planning team invited the Cowlitz Tribe, NAACP Vancouver and the League of Latin American Citizens of Southwest Washington to nominate an individual to represent their organizations on the project steering committee.

## Project Parameters

Through engagement with the steering committee, stakeholders and public outreach the project parameters of this plan:

This Plan addresses:

- Financial sustainability at the farm.
- Increasing public access to the farm.
- Consistency with the adopted Master Plan.
- Retention of the agricultural heritage of the site.

This Plan **does not**:

- Recommend selling the property.
- Propose removal of agricultural practices at the site.
- Propose elimination of Washington State University Cooperative Extension Services at the site.



Composting Education area at Heritage Farm

## PUBLIC PROCESS

The 16-month planning process has included a range of opportunities for stakeholders and the community to discuss the farm's importance to the community and ideas to continue to provide the site as a resource for the community. Input has come from many forms including a survey, open house feedback, emails, a project website, the development of a steering committee, community leader interviews and one-on-one conversations with any interested individual.

### Steering committee

To ensure direct community involvement with plan development, the planning team convened a steering committee to make recommendations on the development, financial sustainability, and public access improvements. The steering committee was composed of:

- Parks and Lands Division
- Parks Advisory Board
- WSU Cooperative Extension
- Heritage Farm Advisory Team
- Vancouver School District Career & Technical Program
- NAACP Vancouver
- League of United Latin American Citizens of Southwest Washington
- Clark Conservation District
- Northeast Hazel Dell Neighborhood Association
- Hazel Dell/Salmon Creek Business Association
- Visit Vancouver WA

The Cowlitz Tribe was invited to participate in the development of this plan but did not provide a representative to serve on the steering committee. The planning team will provide a copy of the draft sustainability plan to the tribe for review.

Steering committee members began meeting in September 2022. A committee charter was signed by each member (see Appendix A). This document established the purpose, values, roles and responsibilities, ground rules, assumptions, and schedule that the group would adhere to.



Steering committee members engage with the public



Members were provided with historical documents, presentations, council meeting recordings and a farm tour to help ensure that all committee members had essential resources and information about the history and use of the site to aid them in their responsibilities. Committee meetings were open to the public. However, only steering committee members were permitted to participate.

*Steering committee meetings:*

- Oct. 24, 2022
- Nov. 7, 2022
- Jan. 30, 2023
- Feb. 13, 2023
- Mar. 13, 2023
- Apr. 28, 2023 (Latinos Unidos y Floreciendo only)
- Jan. 3, 2024

## Public engagement

Two open houses were held to present information about this plan to the public. The meetings were held in the Bud Cleve Room at Luke Jensen Sports Complex and at Minnehaha Elementary School.

*Open house # 1: Dec. 12, 2022*

The purpose of the initial open house was to provide information to the community on the planning efforts that have been undertaken at 78th Street Heritage Farm, progress on sustainability plan development, to encourage community survey participation, discuss the schedule for completion of this plan, and provide an opportunity for the public to share their opinions.

Current farm user groups were also in attendance to provide information on the important work they are doing at the farm. Attendees were able to have one-on-one conversations with farm partners at individual open house tables.

Members of the public were permitted to ask questions about the farm and sustainability plan development. A wide variety of topics were discussed from questions on environmental concerns to past discussions on disposition of the property. Several attendees shared their experiences at the farm and its positive influence in their lives and the community. The planning team discussed the county's continued investment in the property and the purpose of developing the sustainability plan. Notes from the open house are provided in Appendix F.

### *Open house # 2: Jan. 24, 2024 (UPCOMING)*

The purpose of the second open house was to present the draft sustainability plan to the public for comment. At this meeting the planning team presented feedback received from community leader interviews and the community survey, an overview of the sustainability plan, next steps for seeking plan adoption and executing this plan. A second question and answer session was held to allow residents to provide feedback regarding the draft Sustainability Plan. A 30-day comment period was opened after the meeting to allow sufficient time for residents to provide feedback. Notes from the open house are provided in Appendix F.

### **Community leader interviews**

To help guide development of the sustainability plan, project staff from Consor Engineers completed ten community leader interviews with a cross-section of site neighbors, farm users, community partners and county staff. Interview questions focused on opinions on important features of the site, an individuals' long-term vision, current and potential uses, current participation, priorities for potential future uses and resource needs in the community that could potentially be met at the farm site.

Several themes emerged from the community leader interviews:

- Is the property a farm or a park? Planned uses need to be compatible with preserving the site's agricultural identity.
- The farm is a unique resource in the community and there is some anxiety regarding the future of the property.
- Even frequent farm users are unaware of other activities at the farm and aren't acquainted with some areas of the site.
- The preferred future for the farm was largely to expand current uses.
- A majority of the community leaders interviewed agreed with the purpose and goals set forth for the development of the sustainability plan.
- The farm needs more programming serving children and youth.
- Farm and food-related uses are a natural fit for the site.
- To achieve financial sustainability, alternative funding sources are acceptable. The farm shouldn't be expected to become 100% self-supporting.

A more detailed summary of the interview questions and responses is provided in Appendix E.

## Community survey

In late October 2022, the planning team published a six-question survey circulated around the community until early January 2023. The survey requested feedback on a wide range of topics including frequency of visits, site activity involvement, Master Plan site improvements priorities, new recommendations, funding sources, etc.

The survey was distributed to the stakeholders list as well as current farm user groups, educational institutions, public health and healthcare groups, cultural groups, neighborhood associations, community action organizations, farmers market groups, farm and agricultural groups, county advisory boards, community foundations and environmental groups, to name just a few.

In all, 1,126 people responded to the survey. Recurring themes in survey results included:

- Heritage Farm must be preserved as a unique asset and celebrate the county's agricultural roots.
- Better publicity about farm activities could increase public use.
- New facilities and activities should be considered for the site, without displacing current uses.
- New funding sources can be considered, and this is a public space that will always require some public funds.

A summary of survey results is provided in Appendix C.



Conсор Engineering sharing community survey results

## Additional public meeting presentations

The Planning team provided various public presentations over the course of Sustainability Plan development to provide information, request feedback and guidance on development of this plan.

### Clark County Parks Advisory Board

- Apr. 12, 2022

### Heritage Farm Advisory Team

- Mar. 17, 2022
- May 19, 2022
- Nov. 17, 2022
- Jan. 19, 2023
- Mar. 16, 2023
- May 18, 2023
- Jul. 20, 2023

### Clark County Council

- May 11, 2022
- May 18, 2022

### Clark County Historic Preservation Commission

- Mar. 2, 2022
- May 3, 2023



1947 Summer Field Day

## HERITAGE FARM CONTEXT

### Cultural and historical resources

Prior to European settlement of the Pacific Northwest the area was inhabited by Chinook villages along the Columbia River for thousands of years. The river, its tributaries, wetlands, floodplain, and uplands provided food, clothing, tools and shelter for these people. To the north the area was inhabited by the Cowlitz people, as far south as the Lewis River. Klickitat peoples from the east, and people from other indigenous groups would travel to the area to trade with Chinook and Cowlitz and gather food.

Before non-native settlers arrived, this property was a dense forest of massive trees and thick undergrowth. Non-indigenous explorers began arriving as early as the 1700's and settlers began arriving via the Oregon Trail in the mid-1800's. In 1850 the United States Congress passed the Donation Land Claim Act which allowed a husband and wife to homestead 640 acres of free land in the western United States.

William Reese and Sarah Jane Anderson staked a 640 acre claim in the Hazel Dell area, including the Heritage Farm property, along a military road, previously used as a Native American trail. Today this route is known as Highway 99. The Andersons cleared the brush and trees around the Hazel Dell area to farm the land for wheat that was sold at a local grist mill. The site was forfeited to the county in 1871 for a bond dispute.

In 1854 the United States Congress passed "An Act Relating to the Support of the Poor" which made counties responsible for caring for all poor, sick, and houseless people whose relatives could not support them. Counties were authorized to build workhouses. The county began operation of the poor farm in at the site in 1873. Residents, referred to as prisoners, would grow crops and raise livestock on the property.

With passage of the Social Security Act in 1935, poor farms across the country were closed as new federal funding for social welfare programs became available. The Clark County Poor Farm continued operation until the site was transitioned to the Southwest Washington Experimental Station in 1943 and the property was deeded to Washington State College in 1949. This transition was proposed to provide resources to retrain shipyard workers in Vancouver after World War II. The goal of the experimental station was the development and perfection of crops and growing methods for this southwest part of the state.

The experimental station operated until 1966. Over the years many types of crops were tested at the site including prunes, plums, raspberries, peaches, apples, blackberries, beets and over 150 types of strawberries.

Experiments were conducted to determine if crops were suitable for production in southwest Washington. Additionally, the experimental station researched disease resistant crops, fertilizers, and soil conditions. Washington State College (now Washington State University) transferred management of the site back to the county in 2008 after WSU ceased agricultural research funding at the farm.



1953 Clark County Poor Farm

In 2010, the county adopted the first master plan for the site, which included several trail and public access improvements. The intent of this plan was to honor and interpret the area's agricultural history and provide a healthy and sustainable recreational environment for future generations.

In 2013, with the support of the Clark County Historic Preservation Commission, the site was listed on the National Register of Historic Places as a Historic District. The primary contributing elements to this designation are the administration buildings, shop, central outbuildings, cemetery, and Hazel Dell Park. The period of significance for the listing is for the Clark County Poor Farm (1913-1943) and Southwestern Washington Experiment Station (1943-1966).

In 2016 Clark County Parks & Lands (PLD) assumed management of the property and discussions on updating the Master Plan began. The updated Master Plan was adopted by Council in March of 2020 and retained the focus of the initial 2010 Master Plan. This revised Master Plan articulated changes to the property since 2010 and adjusted trail alignment concepts to minimize impacts to current farm operations.

### **Current use**

The north end of the site houses the historic poor farm building, or administration building. The building is currently utilized as office space primarily for WSU Cooperative Extension and their programs. PLD has a small office space in the building that is utilized part time.

PLD houses two staff in the administration building, focusing on farm operations, maintenance and administration along and the management of operations for the west parks district which includes the courthouse and Public Service Center campus.

WSU staff located in the administration building utilize office space and farmland for programming including:

- Extension programming administration.
- Agricultural research.
- 4-H youth development/restorative justice.
- Southwest Washington commercial agriculture programs.
- Master Gardener educational programs.
- Small farms and agricultural businesses programs.
- Local school agriculture-based field trips.
- Community gardens. A county program managed by WSU Cooperative Extension.

Additionally at Heritage Farm, WSU staff administer extension programs not specific to the farm;

- Diabetes prevention program.
- Expanded Food and Nutrition Education Program (EFNEP) nutrition program.
- Supplemental Nutrition Assistance Program Education (SNAP-Ed).
- Food safety and food preservation programming.

WSU Extension's spring 2023 quarterly report indicated that in the first quarter of 2023, it is estimated that Cooperative Extension programs reached approximately 44,393 community members.

Several community organizations partner with the county to utilize farmland for community food production or club activities through lease agreements:

- Master Gardener Foundation of Clark County – non-profit group of master gardener program graduates also host farm historic tours.
- PNW Queen Rearing Club – bee rearing club.
- Clark County Composter Recycler Program –backyard composting education.
- Clark County Food Bank – non-profit growing food for community members in need.
- Partners in Careers – non-profit creating self-sufficiency through job training and employment services.
- League of United Latin American Citizens – working to advance the economic condition and educational attainment of Latin American community members.
- Vancouver Chrysanthemum Society – nonprofit club.
- Weather stations – National Weather Service and WSU AgWeatherNet statewide system have weather stations at the farm.



## Past Planning and Studies

Several other studies and plans have been developed over the life of the farm that were reviewed and considered as a part of development of this plan.

### ***78th Street Heritage Farm Master Plan***

In 2010 Clark County developed the original Master Plan for Heritage Farm. The original Master Plan, developed with substantial community involvement, summarized the planning process, vision and goals for the property's long-term future and provided a set of design recommendations pending funding availability. The 2010 Master Plan also presented a phasing and site management plan.

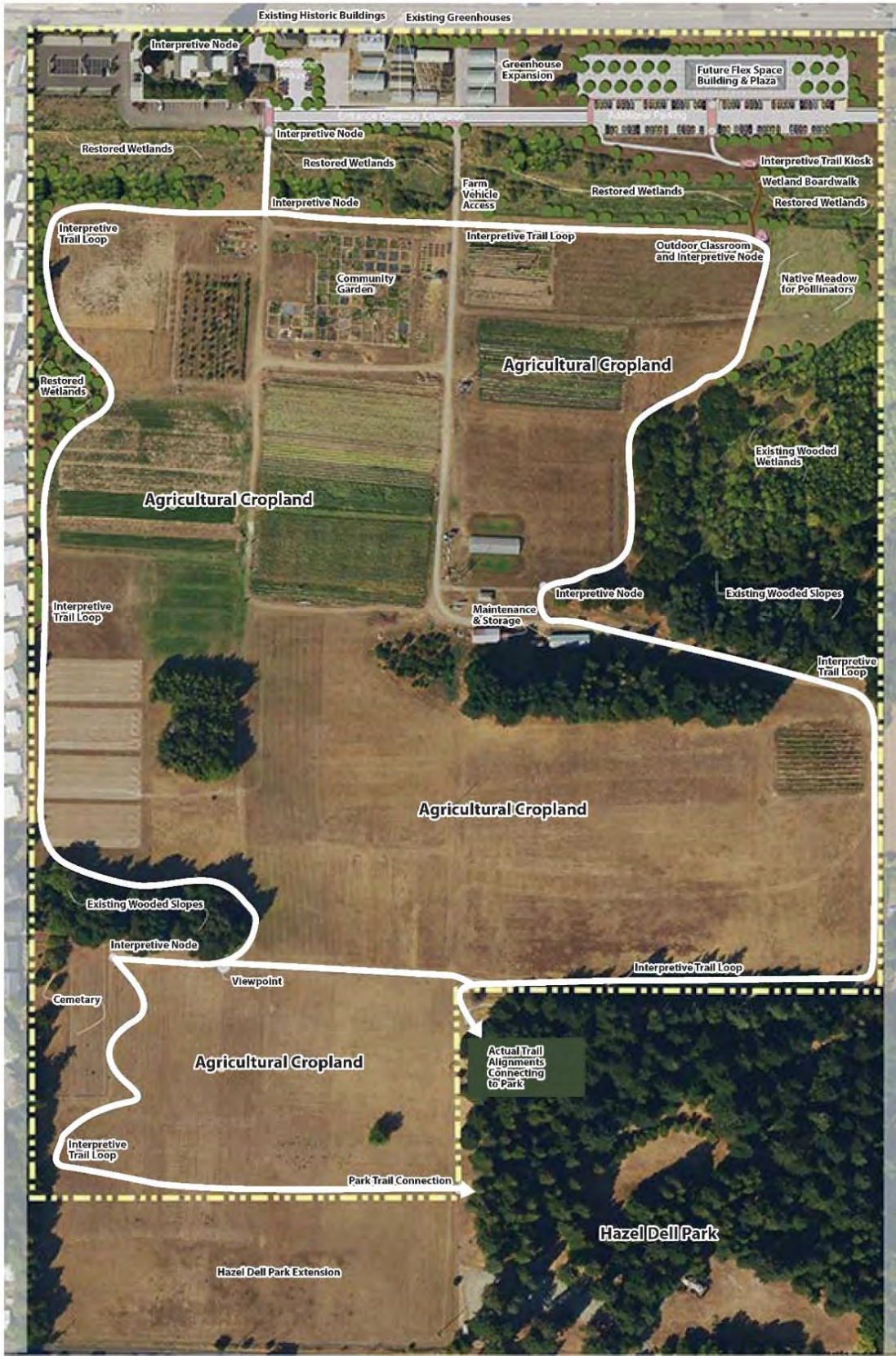
This 2010 Master Plan identifies the agricultural areas as the central element of the site and sought to provide spaces for community learning and gathering, administrative program functions, avid walkers, naturalists, gardeners, demonstrations, farmers and researchers. The original Master Plan also identified a set of guiding principles to focus future development of the farm in a manner envisioned by the public, Parks Advisory Board and farm partners.

In March 2020, Clark County Council approved an update to 2010 Master Plan which articulated the changes that occurred since the original Master Plan was issued and types of development that are relevant to a growing community. The revised Master Plan sought to modify proposed walking trails, and maximize agricultural space. While the trail corridors identified in the revised Master Plan largely skirt the perimeter of the site, trail development standards will dictate more specific future alignments that may require wider corridors for trail development. It reflects current priorities and maintains the commitments of the guiding principles established in 2010 Master Plan.

### ***Clark County Parks Recreation and Open Space (PROS) Plan***

The Parks, Recreation, and Open Space (PROS) Plan is a six-year plan that outlines the programming and capital projects necessary to meet the community's level of service (LOS) objectives for parks, recreation and open space as well as trails. The PROS plan is a part of Clark County's Comprehensive Plan and is required by Washington State's Growth Management Act.

This PROS Plan identifies goals and objectives for parks, open space and trails. The 2022 PROS plan adopted by Clark County Council identifies the primary goals as preserving local heritage to reflect county identity. An objective of this is supporting the sustainability of 78th Street Heritage Farm.



2020 Adopted Heritage Farm Master Plan

### ***WSU Metro Center Operational Recommendations***

In March 2022, at the request of Clark County Parks and Lands, WSU Metropolitan Center for Applied Research and Extension (Metro Center) completed *Moving Heritage Farm Forward: Strategy and Operational Recommendations*. This report supports the planning and development of an operations plan and made recommendations for next steps to address the operational and financial sustainability of the farm. The Metro Center planning team interviewed farm stakeholders and researched other farm models. The primary recommendations from the Metro Center plan are:

1. Finalize a farm operations plan.
2. Establish a cost recovery model.
3. Develop new revenue streams.
4. Explore delegating farm operations to a nonprofit.
5. Position Heritage Farm to fill an unmet need within the food and farm sector.

### ***Food Systems Report***

In 2008, Steps to a Healthier Clark County Food Policy Team developed food systems review that analyzed changes in the food system in Clark County and its impacts on public health outcomes. The plan reviewed the county's levels of food insecurity, rates of obesity/overweight, and contributions to poor health outcomes, and made recommendations to address these issues.

This report provided consideration of many factors impacting the Clark County food system and provided a foundation for further assessments by the Clark County Food System Council.

This report was reviewed by the planning team in consideration of development of the draft Sustainability Plan, however it was not provided to the steering committee during the development of this plan.

### ***National Register of Historic Places***

In 2012 and 2013, the farm property and Hazel Dell Community Park were listed on the Clark County Heritage Register, Washington State Historic Property Register and the National Register of Historic Places as the Clark County Poor Farm / Southwestern Washington Experiment Station. The historic district is comprised of 99 acres most of which is agricultural farmland. It has 18 resources including 13 buildings, three sites and two structures.

The agricultural landscape, associated buildings and sites convey the historic significance of the property's association with community support and agricultural development throughout its use as the Clark County Poor Farm (1913-1943) and the Southwest Washington Experiment Station (1943-1966).

These plans and studies helped inform the planning team and steering committee during development of this plan. In relevant instances the information in the available plans outlined above provide foundational information to support the goals of financial sustainability and public access.

## FINANCIAL ANALYSIS

A financial picture of the current farm operations was developed to better understand the long-term cost of operating the farmland, infrastructure and labor. Data was analyzed from 2016 to 2021 to develop a clear understanding the operational expenses along with the capital improvements made at the site during the analysis period.

Farm sustainability means something different for a myriad of farm partners, members of the public and elected officials. For the purposes of this plan, the planning team defined sustainability as follows;

*Sustainability at Heritage Farm is the ability for the farm to continue to provide the many public services the current programs provide while seeking strategies to reduce the General Fund obligations the county currently commits to farm operations through management of land, equipment and labor associated with farming activities.*

*The Sustainability Plan does not analyze nor propose changes to the County's cooperative extension agreement with Washington State University.*

### County expenditures

Clark County Public Works Business Services provided a report of expenses from 2016 to 2021 for Heritage Farm. This information was summarized and provided to the steering committee to provide an understanding of past expenses and funding required for operations. The report reflects both expenses that the county has incurred in support of an agreement with WSU to provide cooperative extension services in the county as well as basic farm operation expenses.

In total, the General Fund obligation for cooperative extension services and farm operations totaled \$4,299,039 over a six-year period ending in 2021. The majority of these funds, \$3,293,756, are associated with the cooperative extension agreement between the county and Washington State University. The annual General Fund obligation for cooperative extension services is \$548,959.

Counties throughout the state provide cooperative extensions services through agreements regulated by the Revised Code of Washington, specifically RCW 35.50.010. The RCW states that counties 'are authorized' to establish an extension relationship with WSU with a focus on agriculture and home economics.

Farm operating expenses, the focus of this plan, make up the balance of the General Fund obligation at \$1,005,283 over the same six-year period or \$167,547 annually. A more detailed breakdown of these expenses can be found in Figure 1.

Expense Type	Farm Operating Expenses
Telecommunications	\$0
Materials & supplies	\$33,732
Other	\$37,874
Services	\$26,294
Staffing	\$606,199
Utilities	\$11,184
WSU Cooperative Extension Services contract	\$0
Capital investments	\$290,000
<b>Total Expenses 2016-2021</b>	<b>\$1,005,283</b>
<b>Avg Expenses/yr 2016-2021</b>	<b>\$167,547</b>

Figure 1. Summary of PLD Expenses at Heritage Farm from 2016-2021

The county's primary expense outside of the WSU Cooperative Extension agreement is staffing of the farm specialist position and staffing charges incurred when additional PLD staff are needed to assist the farm specialist in maintenance and operation of the farm.

Capital investments reflected in the table are from parking lot and irrigation system improvements as well as minor capital projects during the reporting period. All expenses reflected above are paid for with county General Fund revenue from the collection of sales tax.

### WSU Cooperative Extension finances and budget

WSU Cooperative Extension operates extension services out of the Heritage Farm administration building. WSU leverages the annual contribution from Clark County, through the agreement, to provide a full extension services program through WSU grants, collected user fees, county contracts and WSU's contribution. According to the data provided by WSU Cooperative Extension staff, for every dollar the county contributed to WSU for Cooperative Extension services an addition \$3.77 is leveraged through other resources.

These expenses were shared with the steering committee at the request of WSU Cooperative Extension. Though they are not a part of the sustainability plan scope, the information provided was intended to provide context to the steering committee of the level of investment WSU and the community has in the farm.

Budget Sources	Funds Contributed
Clark County General Fund contribution	\$310,272
county contracts	\$88,000
WSU contribution	\$397,487
WSU grant contributions	\$698,855
Collected user fees (community gardens, etc.)	\$73,475
<b>Total budget amount FY20</b>	<b>\$1,568,089</b>

Figure 2. WSU Cooperative Extension Funding Sources FY20

### Volunteer contributions

Another source of investment in Heritage Farm comes from thousands of hours of volunteer contributions. The Heritage Farm Advisory Team (HFAT) tracks volunteer hours annually. In 2022, the HFAT reported a total of 17,832 total hours (1,339 volunteers), a value of \$533,636. In addition, a total of \$442,774 in donations was provided for farm projects from non-county sources.

Additionally, land at the farm is utilized to produce food for the community annually. In 2022 almost 98,686 pounds of produce was grown at the farm with a market value of just over \$179,662. This food is primarily donated to the community through the Clark County Food Bank. Reference Appendix H for the full impact summary developed by HFAT.





1971 raspberry harvest

# SITE ANALYSIS

The 78.9-acre site is currently divided into several distinct environment and use zones. These different zones create opportunities or challenges depending on the types of use being planned in the given area.

Currently the site is largely broken into the following categories.

Zone	Type	Acreage
<b>1</b>	<b>Agricultural Operations and Support</b>	<b>19.1</b>
	Ag. production/Ag. research	13.9
	Administration and service yard	4.1
	Corridors (Farm lanes and paths)	1.1
<b>2</b>	<b>Fallow Land slopes less than 15%</b>	<b>37.0</b>
	South of Cougar Creek	31.9
	North of Cougar Creek	5.1
<b>3</b>	<b>Encumbered Land</b>	<b>22.8</b>
	Forested slopes (15% or Steeper)	12.2
	Forested flats (Less than 15%)	0.8
	Wetland and wetland buffer	4.3
	Low lying flat land	1.8
	Challenging slopes 15% or steeper	3.7
	<b>Total Acreage</b>	<b>78.9</b>

Figure 3. Heritage Farm Acreage Summary

PLD employed the services of Globalwise, inc. and E.D. Hovee & Co., through an agreement with Consor Engineering to assess the local and regional real agriculture land lease market. A part of the analysis included the value of the farmland for agriculture production given topographic, irrigation, other site and adjacent use limitations.



### Topographic constraints

The biggest disadvantage at the farm are the steep slopes on the southern portion of the site. Current row crop farming practices at the site focused on vegetable production are not possible on a fair portion of the sloped parts of the site. Any hillside can be farmed but this requires capital investment to improve the site, expand irrigation system capabilities and acquire specialized equipment for this type of farming. Crop types would also need to be considered and overall scale of farming quickly becomes a challenge on an urban constrained property.

Given the characteristics of the site and the steep slopes, one of the primary crops noted in the assessment was wine grapes. These can be a profitable crop. There is growing interest in indigenous crops, like berries, and native plants, as part of the food system.

### Fallow land

Fallow land north and south of Cougar Creek has either not been in production for some time or has never been used for Ag. production or research. Inactivity on the fallow gently sloped parts of the farm create challenges for future use. The unused ground may be affected by pests and weeds that are difficult to eradicate. There are likely areas of clay soils that would require amendment to bring the fallow land into production. Both challenges would require additional investment of time and resources to bring the land into production.



2023 Heritage Farm looking northwest

### **Surrounding land use**

While opportunity for new farm activity at the site exists, the property is in an urban area surrounded by residential uses and commercial properties. Some types of farming do not blend well with urban residential areas (i.e., livestock) and would limit the crop options available for this site. There is also a lack of nearby agricultural properties that would provide an economy of scale for agricultural property management.

The public nature of the site can also be considered a drawback for agricultural leases. Farmers may be reluctant to lease space adjacent to public use over concerns about damage to their crops and concerns about safe use of heavy farm equipment and pesticides around the general public.

### **Agriculture production feasibility**

The property is a high value agricultural site because the soils are high quality and there is water available onsite at an operational well. The well provides adequate water to irrigate the site and most agriculture types require irrigation. Another advantage for this property is the existing agricultural infrastructure; farm roads, perimeter fencing; agricultural buildings and equipment. Most of the agricultural buildings here are flexible and could be adapted for various uses. Extensive research is occurring at the site for specialty crops and those could be considered. Crops that farms can generate income at and that have fairly small planting profiles can be used to generate revenue.

### **Agricultural challenges**

Given the site and location constraints, agricultural uses to avoid would include those requiring large scale production and livestock rearing. Crops like grains, soybeans, cotton, etc. are land intensive and are more feasible where land is plentiful and inexpensive. Livestock is not compatible with an urban area. Not only does livestock require a lot of land, impacts like odors can be unfavorable to neighbors.



1962 Winter raspberry pruning at Heritage Farm

## OPERATIONAL ALTERNATIVES

The planning team worked in collaboration with the steering committee to develop several operational alternatives by establishing guiding principles, programmatic elements and cost recovery strategies that could be developed over time. The selection of the programmatic elements and cost recovery strategies were guided by the guiding principles adopted by the steering committee.

### Guiding principles

In preparation for the development of the operational alternatives, the planning team provided the steering committee with a list of guiding principles. The guiding principles employed to steer the alternatives development are largely based on the same principles outlined in the adopted 2019 78th Street Heritage Farm Master Plan with a couple of exceptions. Those exceptions are based on the guidance received from council by staff at the time of formal adoption of the master plan.

The guiding principles are as follows;

- 1. Celebrate Clark County's agricultural heritage.*
- 2. Maintain Washington State University's presence on the site through programs, research and office facilities.*
- 3. Showcase and promote sustainable agricultural and building practices.*
- 4. Support agricultural research that supports sustainable farming practices.*
- 5. Enhance community wellness and inspire life-long learning.*
- 6. Promote community volunteerism.*
- 7. Integrate a variety of activities and resources that provide community access.*
- 8. Reflect sound fiscal policy in decision-making matters.*

At the March 2022 council hearing for confirming the scope of the sustainability plan, park staff was given specific direction to focus initially on the fiscal and community access principles outlined above.

## Programmatic elements

The planning team in collaboration with the steering committee developed a list of potential programmatic improvements, additions or modifications that could be implemented at the farm. The programmatic elements represent potential operational changes that could be implemented to further accomplish the goals set for in the adopted master plan. The programmatic elements are as follows;

1. *WSU Cooperative Extension services*
2. *Incubator farming programs*
3. *Community gardens*
4. *Agricultural leased space*
5. *Agricultural research leased space*
6. *Community supported agriculture*
7. *Food production for underserved communities*
8. *Food is free garden*
9. *Farmers market*
10. *Farm stand*
11. *Food processing hub*
12. *Multiuse building for private and public use*
13. *Farm events programming*
14. *Vancouver & Clark County leaf litter composting*
15. *Community trails (open to the public)*
16. *Farm tour trails (controlled access)*
17. *Farm-park amenities*
18. *Homestead attraction and classes*
19. *Children's play area*
20. *Historic farm tours*
21. *Animal barn and youth animal programs*
22. *Composting education program*
23. *Early childhood education/preschool*
24. *Community outdoor classroom*
25. *School district programs*
26. *Continuing agricultural education for adults*
27. *Farm to table programming*
28. *Agriculture based job training programs*
29. *Equine programs*
30. *Horticulture education programs*
31. *Secure housing programming*
32. *Green energy demonstration*

Definitions for each of the potential programmatic elements can be found in Appendix J.

## Cost recovery strategies

Finally, the planning team worked with the steering committee, staff and the agriculture economist hired to provide guidance for the plan to develop a list of potential revenue generation and/or funding sources for continued operation of the farm. The cost recovery options include the following;

1. *General Fund*
2. *Metropolitan Park District Fund*
3. *Equitable lease adjustments*
4. *Fee for farm services*
5. *Friends of the Farm membership*
6. *Friends of the Farm fundraising*
7. *Educational institution partnership*
8. *Nongovernmental organization/ Nonprofit management*
9. *Farm entire property*
10. *Grants*
11. *Parking fees*
12. *Donation items*
13. *Revenue percentage from farm user sales*
14. *Corporate sponsorship*
15. *Wind or solar power generation*
16. *Vancouver/Clark County leaf litter composting and sales program*

Further explanation of each of the potential Cost Recovery Options can be found in Appendix J

## Sustainability plan option development

At the March 13, 2023 workshop the steering committee worked in self-selected small groups to identify alternative management and usage approaches for the farm. These alternatives included a selection of the programmatic elements and cost recovery options outlined above as the foundation of a new farm operation strategy. A second meeting was held on April 28, 2023 with representatives from Latinos Unidos y Floreciendo. Background documentation and an overview of the farm history and plan development information were provided to the representatives prior to completing the workshop activity.

In some cases, steering committee members added programmatic elements and cost recovery options if they felt an element of value was lacking in the provided lists.

Performance criteria was defined for the purposes of the exercise as “meeting the guiding principles of the 78th Street Heritage Farm master plan (listed above) and the project goals.”

A total of six alternatives were developed during the exercise. The “Build the Farm” alternatives were presented to the entire group by an individual representing the six small groups. The six alternatives are summarized in tables 4 and 5. The worksheets developed during the exercise are included in Appendix J.

The alternatives largely represent consistent steering committee interest in numerous programmatic elements and cost recovery options. Given the similarities in the various plans, the planning team through analysis of the six alternatives, developed a single plan option, Alternative 3 that blends the programmatic and cost recovery options selected in the six alternatives in the form of an Agri-Park similar to those studied during the development of the WSU Metro Center Report and the additional sites explored during the development of this plan.

## Operational alternatives

Throughout the sustainability plan development process two alternatives continued to be discussed, a minor modification to the current operations at the farm and a management partnership with a nongovernmental organization (NGO). These two options with the inclusion of the steering committee developed alternative form the three alternatives considered for farm operations in the future. The three options are outlined below as well as represented in Figures 4 and 5.

### Alternative 1

Many of the current farm partners expressed interest in continuing to operate the farm as it is currently being utilized with little or no change. This approach would result in minimal change in the way the site is accessed and funded by Clark County.

Further, this option does not fully meet the objectives outlined in the adopted master plan and it fails to address the direction PLD staff has received from the council. Yet an enhanced farm option continues to be held out by the steering committee as one that should be considered.

Equitable lease adjustments are currently being made through updates to policies and procedures to provide for modest equitable recovery of costs associated with staffing and other resources required to maintain the leased land.

Grant funding opportunities for this type of property and public use are limited. Staff reviewed opportunities for leveraging a potential conservation easement and granting opportunities from the Washington Recreation and Conservation Office. There are limited federal grant opportunities through the Department of Agriculture, however those opportunities would need to be further reviewed by Clark County Council.

### Alternative 2

The steering committee explored, primarily through informal research and discussion, and option that would engage a nongovernmental organization in a farm operations partnership. Despite the challenges associated with the NGO managed alternative it is an approach that offers some promise but identifying a partner with the capacity to operate the family without continued county support present a significant challenge. It's also unlikely that any partner could be identified through a Request for Proposal (RFP) process conditioned by the guiding principles outlined in this plan and the adopted master plan.

### **Alternative 3**

This alternative is an amalgamation of the six alternatives developed by steering committee members. A vast majority of the programming element selected by the steering committee groups were consistent across the self-selected groups in the “Build the Farm” exercise. Those elements selected by the groups have been considered by the planning team for inclusion in this alternative. In most cases a majority of the six groups had selected the programmatic and cost recovery elements ultimately included in Alternative 3 envisioning a sort of agriculture focused community park.

This alternative proposes that the county pursue inclusion of fully open public access facilities so Heritage Farm functions more like a metropolitan district community park. Recreation elements would be separated from active agricultural activities through purposeful design to ensure safe recreation opportunities and secure farming facilities. This approach would also facilitate the implementation of the adopted master plan. Concepts for community park and trail improvements would be developed by planning and development staff in coordination with operations personnel, WSU Cooperative Extension Services staff and other Heritage Farm partners.

DRAFT





Community Garden plot at the farm

DK

# Heritage Farm Sustainability Plan

## Programmatic Elements - Options Comparison

Figure 4











Programmatic Elements	Alternatives			Group Selections					
	1	2	3	1	2	3	4	5	6
WSU Extension Services				✓	✓	✓	✓	✓	✓
<b>Land Lease / Agriculture Based Elements</b>									
Incubator farming programs		?		✓	✓	✓	✓	✓	
Community gardens		?		✓	✓	✓	✓	✓	
Agricultural leased space		?		✓	✓	✓	✓	✓	✓
Agricultural research leased space		?		✓	✓		✓		
Community supported agriculture		?						✓	
Food production for underserved communities		?			✓	✓	✓	✓	
Food is Free garden		?							
<b>Leased Space (Greenhouses, Etc.) Elements</b>									
Farmers' market		?			✓	✓		✓	
Farm stand		?		✓	✓				✓
Food processing hub		?							
Multiuse building for private and public events		?		✓		✓	✓		✓
Farm events programming		?		✓	✓	✓		✓	✓
Vancouver & Clark leaf litter composting		?		✓	✓		✓		
<b>Park &amp; Public Access Elements</b>									
Community trails - open to the public		?		✓	✓	✓	✓	✓	✓
Farm tour trails - controlled access		?			✓	✓	✓	✓	
Farm-park amenities		?			✓			✓	
Homestead attraction and classes		?						✓	
Children's play area		?			✓		✓		
Farm historic tours		?		✓	✓	✓	✓	✓	✓
<b>Agriculture Educational Program Elements</b>									
Animal barn & youth animal programming		?							
Composting education		?		✓	✓	✓	✓		✓
Early childhood educational / preschool		?		✓	✓	✓			✓
Community outdoor classroom		?		✓	✓	✓		✓	✓
School district programs		?		✓	✓	✓	✓	✓	
Continuing agricultural education for adults		?		✓		✓		✓	✓
Farm to Table programming		?		✓		✓			✓
Agriculture based job training programs		?		✓	✓				
Equine programs		?							
Horticulture education programs		?			✓	✓	✓		
<b>Non-agriculture Based Programming</b>									
Secure housing programming		?							
Green energy demonstration		?			✓				✓
<b>Write In Elements</b>									
Children's garden		?				✓			
Cross country track meets		?					✓		






# Heritage Farm Sustainability Plan

## Cost Recovery - Options Comparison

Figure 5

Cost Recovery Options	Alternatives			Group Selections					
	1	2	3	1	2	3	4	5	6
General Fund				✓	✓	✓	✓	✓	
Metropolitan Park District Fund				✓	✓	✓		✓	
Equitable lease adjustments		?		✓	✓	✓	✓		
Fee for farm services		?		✓	✓	✓	✓	✓	
Friends of the Farm membership		?			✓				
Friends of the Farm fundraising		?		✓	✓	✓	✓	✓	
Educational institution partnership		?		✓	✓	✓	✓		
NGO/non-profit management						✓			
Farm entire property									
Grants				✓	✓	✓	✓	✓	
Parking fees		?		✓	✓		✓		
Donation items		?		✓	✓	✓	✓	✓	
Revenue percentage from sold items		?		✓	✓				
Corporate sponsorship		?			✓	✓			
Wind or solar farm power generation		?			✓				
Vancouver/Clark County leaf litter composting and sales program		?		✓	✓		✓		
<b>Write Ins</b>									
Cowlitz Tribe partnership		?					✓		
Biodigester		?							✓
Carbon sequestration		?							✓

### Legend

-  / Agricultural Element
-  / Educational Element
-  / Recreational Element
- ? / Element would be Selected by NGO Partner
- ✓ / Element Selected by Steering Committee Group in Workshop



## PREFERRED OPERATIONAL APPROACH

### Alternative 3

Alternative 3 meets all the criteria and goals. While it will not entirely offset the draw on county financial resources it would decrease or potentially eliminate the need for General Fund support through a shift to MPD funding for operations and maintenance.

Improvements to public access would be significant in this alternative and provide the most literal implementation of the adopted 2019 Master Plan. Through increased visits from farm programming to the potential of impromptu visits from the public to enjoy the recreation improvements at the site, the farm would truly become an asset for the entire community.

While this alternative does not guarantee that all the programmatic and cost recovery elements developed by the steering committee, any element could be explored further as the operational environment evolves at the farm. The elements outlined below would form the basis for implementation of an agri-park approach.

*The planning team recommends the advancement of the Agri-Park alternative as the preferred plan moving forward.*

Alternative 3 programmatic and cost recovery elements would include the following:

#### **Agricultural Programmatic Elements**

1. WSU Cooperative Extension Services - University run program, collaborating with Clark County to provide life-long learning for individuals, organizations, businesses, and communities to improve quality of life.
2. Incubator farm programming - Land based, multi-grower project that provides training and technical assistance to aspiring and beginning farmers. Requires contracted, non-county program operator.
3. Community gardens - Leased garden plots for food production for personal use. Garden plots may be relocated and/or managed differently to ensure equitable access to all members of the public.
4. Agricultural Leased Space - Leased land for private or non-profit farming.
5. Agricultural research leased space - Leased land for research of agricultural practices supporting food production systems.
6. Food production for underserved communities - Subsidized land lease for non-profit use to produce food for underserved populations in Clark County.
7. Farm stand- Leased or impromptu vendor space to sell locally produced produce, flowers, etc. May require a contracted, non-county program operator.
  8. Multiuse building for private and public event - Multi-use building as shown on master plan update, provides rental space for events.

9. Farm events programming - Hosted farm events based on ag or relevant historical events, (i.e., holiday and seasonal celebrations)
10. Farm-park amenities - Features small farm animals, barns, ag and educational demonstrations, etc. Would require contracted non-county program operator on leased land.
11. Farm historic tours - Interpretive trail around property with views of historic buildings, cemetery, wetlands and territorial views. Trail access would be controlled/supervised.
12. Composting education - county run project to educate the community on waste reduction and recycling through workshops, composting demonstration sites by provided by trained volunteers.
13. Continuing agricultural education for adults - educational programs in food production, bee keeping, canning, and other pursuits. Would require an educational or contracted non-county program operator in leased building space or land.
14. Farm to table programming - Programming for students (adult and children) showing how food brings people together. Engaging students in activities that helps them understand where their food comes from. Would require a non-county program operator in leased building space or land.
15. Horticulture education programming - Programming that supports home horticulture skills development.

#### **Educational Programmatic Elements**

1. Community outdoor classroom - Agriculture / outdoor based programming space for use by outdoor/farming educational groups in the county. Would require a contracted non-county program operator.
2. School district programming - Agriculture based educational programs to support children in primary education system in Clark County. May require significant programming support from county.

#### **Recreational Programmatic Elements**

1. Community trails – open to the public - Interpretive trail around the property with views of historic buildings, cemetery, wetlands and territorial views. Trails would be controlled through gate aligned with community park standards and physically separated from active farming areas.
2. Children’s play area - Farm and nature play based play area accessible during standard community park hours.

#### **Cost Recovery Elements**

1. General Fund – Reliance in whole or in part on the current county funding source.
2. Metropolitan Park District (MPD) Fund – Designation of the a portion or the entire property as a Community Park would facilitate a shift of all or a portion of the General Fund support to the MPD funding mechanism.

3. Equitable lease adjustments - Adjust leasing policies and procedures to provide for equitable recovery of costs associated with staffing and other resources required to maintain the leased land.
4. Fee for farm services - Establish rates for farming materials, equipment and labor to assist leases with agricultural production activities.
5. Friends of the Farm fundraising - Friends of the Farm Foundation ongoing memberships with regular support provided by members to support capital and programming investments in the farm.
6. Educational institution partnership - Partnership with a local university, school district or other educational partner to provide programming support for agricultural and historically relevant educational programs.
7. Grants - Apply for eligible grants to support recreation or agricultural farming practices.
8. Donations -Develop a donation or memorial program (i.e bricks, benches, trees, etc.)
9. Revenue percentage from sold items - Include revenue recovery food/plant products produced at the site. This would be an equitable lease adjustment tool.
10. Vancouver and Clark County leaf litter composting and sale program – Host the existing program at the site and develop a revenue sharing agreement.

#### **Alternative 1**

Alternative 1 is essentially an enhanced version of the current farm model. It continues to be held out by many as the preferred approach to farm operations. While this alternative meets many of the guiding principles, it would not meet the financial objective of reducing the General Fund obligation to a level of satisfaction for the planning team. Further, this alternative would result in minimal improvements to increased public access.

For these reasons the planning team recommends this alternative be set aside unless a change in the financial support and public access objectives for farm operations are modified.

#### **Alternative 2**

Should the county choose to explore this option, an RFP could be issued seeking a potential farm partner. The drawbacks to this approach are as follows;

1. The more conditions placed on the potential operating in the development of the RFP (public access, no county subsidy, etc.) will limit the potential interested partners.
2. The county would still be able to support an NGO partner should that partner fall short of the obligations sets forth in a management agreement.
3. The adopted master plan may need to be revised to reflect a new approach to farm operations and public access should the new management agreement.



contradict the current plan. It is quite possible that a new partner may wish to modify elements outlined in the adopted plan.

4. A management partner may fail in their efforts to operate the farm and choose to walk away putting farm operations back into the county's hands. Staff concern regarding a viable partner was shared by a majority of the members of the steering committee.

For the reasons outlined above staff recommends that this alternative be set aside until a potential partner step forward with a viable plan to operate the farm that meets all of the guiding principles and would not require continued county subsidy.



Master Gardener Sale at the farm

## NEXT STEPS

Much has been accomplished during the development of the 78th Street Heritage Farm Sustainability Plan, but much needs to be done to implement the preferred alternative outlined above. Primary among the tasks outlined below is to continue to strengthen the relationships and build trust with the existing farm partners. Hence, it's place at the top of the list.

1. Improve relationships and communication with existing farm partners.
2. Improve inclusion and equity in farm access through intentional engagement with advocates of historically underrepresented groups in the community.
3. Build on the trust developed during the development of this plan.
4. Explore additional farm partner relationships as they arise and evaluate those relationships as they relate to the guiding principles outline in the adopted 78th Street Heritage Farm Master Plan.
5. Finalize equitable land lease program and negotiate new leases with current farm partners.
6. Develop a cost for services and infrastructure for compensation for services rendered by the county to the farm partners.
7. Analyze current cost sharing and operations relationships between the county and farm partners. Adjust any existing relationships to ensure appropriate land use, access and community equity.
8. Develop a first phase of public access improvements to include interpretive and recreational trails, educational sites and general recreation amenities consistent with the adopted master plan.
9. Develop a safety and security plan associated with the public access improvements to be implemented.
10. Explore additional revenue generation options such as the Vancouver and Clark County leaf litter composting and sales program.

Near term efforts will include finalizing equitable land leases and a schedule for farm services and infrastructure usage. In the near term PLD will work toward the development of a public access trail with educational stops focused on farm history, food production and the natural world by 2027. The first phase of trail development may access the site from the southwest or northeast depending on initial trail feasibility work already in process.

Heritage Farm is a special place for many people. It has a long significant history of meeting the needs of the people of the region at any given time in the past.

It is the primary objective of this plan and Clark County to continue that sense of service and expand the love for Heritage Farm to even more Clark County residents.



## Appendix A – Steering Committee Charter

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### Heritage Farm Sustainability Plan Steering Committee Charter

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#### Purpose

The purpose of the committee is to make recommendations to Clark County Parks & Lands staff on the development, financial sustainability, and public access improvements for the Heritage Farm site.

#### Values

- Committee members will be invited to make recommendations on the development of the *Heritage Farm Sustainability Plan (Plan)*, meetings will be recorded and posted on the project website to ensure transparency of the process. Members of the public may attend meetings for observation but will not be permitted to participate.
- Recommendations made by committee members for the development of the *Plan* will focus on representation of the community organization or representative population and not focus on individual interests.
- County staff and its consultants will develop and support a culture that values high ethical awareness and standards.

#### Composition

The makeup of the committee has been reviewed by the Park Advisory Board and the Clark County Council. The committee will have representation from a diverse cross-section of the community, including County staff and community organizations including:

- Clark County Parks & Lands Division
- Clark County Parks Advisory Board
- Washington State University Extension Program
- Heritage Farm Advisory Team
- Vancouver School District
- Cowlitz Indian Tribe
- NAACP
- League of United Latin American Citizens of Southwest Washington
- Clark Conservation District
- Northeast Hazel Dell Neighborhood Association
- Hazel Dell/Salmon Creek Business Association
- Visit Vancouver WA

When appropriate the Committee may also invite additional stakeholders or non-stakeholders, such as subject matter experts, to participate. All members will have the responsibility of bringing conflict of interest issues to the Committee.

#### Roles and Responsibilities

##### Facilitator

Organize, facilitate, and schedule meetings. Ensure that all members of the Committee have input and are equally valued.

##### Clark County Staff & Leadership

Act as a liaison for Clark County and provide an understanding of the County's vision and direction to the Committee. Develop the Plan considering recommendations made by the Committee. Present the plan to the Parks Advisory Board and Clark County Council.

##### Committee Members

Act as a liaison and representative of the organization or population they are a member of or were selected to represent. Committee members must put forward the interests of these groups over their own

# Appendix A – Steering Committee Charter

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personal interest. Attend and actively participate in meetings, review reference documents, *Plan* drafts and communicate information with the group they represent.

### Ground Rules

- Committee members will be respectful of each other and all participants.
- Committee members will review documents prior to attending meetings where the documents will be discussed.
- Committee members will allow other members to be heard during discussions, holding comments until identified by the facilitator.
- Respond to emails and meeting invites within 48 business hours of receipt when action is required.
- Select a substitute committee member to take their place for a missed meeting and share relevant information with that person prior to attending.

### Existing Assumptions

- Clark County staff will respect and give strong consideration to Committee recommendations. Recommendations will be used to develop alternative approaches for development of the farm. An economic analysis will be conducted of these approaches.
- Clark County Council is the approving authority for the Plan.

### Meeting Schedule

- There will be up to **four** additional Steering Committee meetings planned over the next 10 months to support Plan development.
- Meetings will continue to be hybrid, as appropriate. Members are encouraged to attend in person, when possible. In person meetings will be held at the Heritage Farm administration building or alternate location.
- Meetings should be scheduled at least two weeks in advance.

### Sponsor Approval:

*Rocky Houston*

Rocky Houston, Division Manager, Parks & Lands Division

### Committee Member Acknowledgement:

*Erik Harrison*

~~Erik Harrison, Clark County Parks & Lands~~

*Teresa Meyer*

Teresa Meyer, Clark County Park Advisory Board

*Kristine Perry*

Kristine Perry, WSU Extension

*Rob Freed*

Rob Freed, Heritage Farm Advisory Team

*Mark Wreath*

Mark Wreath, Vancouver School District

Cowlitz Indian Tribe

*Tanika Siscoe*

Tanika Siscoe, NAACP

*Marcella Munoz*

Marcella Munoz, LULAC

*Zorah Oppenheimer*

Zorah Oppenheimer, Clark Conservation District

*Bill Cline*

Bill Cline, NE Hazel Dell Neighborhood Assn.

*Ila Stanek*

Ila Stanek, Hazel Dell/Salmon Creek Business Assn

*Jazlyn Faulstick*

Jazlyn Faulstick, Visit Vancouver, WA

## Appendix B – Summary of Meetings

Initial steering committee meetings focused on:

**Meeting # 1 –** Introductions; County staff & consultants, committee members

Background Information: site history (by Kristine Perry, WSU Extension), review of current uses (Zane Karver, Clark County Farm Specialist), WSU research program (Justin O’Dea, WSU), project history and schedule (Lynde Wallick)

Homework and next steps; assign documents for review (see Appendix G), schedule of future meeting, discussion of committee charter.

Tour; Administration building (Erik Harrison, Clark County), farm site (Zane Karver, Clark County Farm Specialist)

**Meeting # 2 –** Heritage Farm current and proposed uses; current uses (Clark Worth, Consor), County (Rocky Houston, Clark County) & WSU farm expenses (Kristine Perry, WSU Extension), 2020 Master Plan proposals (David Stipe)

Community survey: Preliminary results (Katie Wilson, Consor)

Economic framework, visioning exercise (Clark Worth, Consor)

Open house planning (Lynde Wallick, Clark County)

**Meeting # 3 –** Review of open house and community survey results (Appendices C and D), community leader interviews (Appendix E) (Katie Wilson, Consor)

Financial sustainability (Clark Worth, Consor), shaping the sustainability plan (Lynde Wallick, Clark County), open committee discussion

**Meeting # 4 -  
Committee  
Discussion** Feasibility of a farmers market, individual ideas for programming and the larger financial picture, public access concerns, importance of demonstrating to the Clark County Council the value of the site, proposal of a conservation easement, availability of grant funds, interest in a grant manager specific to the farm, cost recovery options, interest in a historic farm tour provided by the Master Gardeners Foundation.

## Appendix B – Summary of Meetings

**Meeting # 5 -** Open committee discussion on survey results, community leader interviews and public  
**Workshop** comments.

Plan development (Lynde Wallick, Clark County)

Workshop instructions, small group breakout and group presentations (Lynde Wallick, Clark County)

**Meeting # 6 -** **Enter when complete**  
**Draft Plan**  
**Review**

DRAFT

# Heritage Farm Community Survey

Final Results 1/9/23

## Overview

1,126 responses:

- 65%—regular farm visitors
- 35%—seldom or never visit

## Highlights

Most frequent activities:

- WSU Extension (58% of respondents)
- Volunteer opportunities (43%)
- Farming/community garden (19%)
- Clubs (13%)
- Other: plant sales, events, employment, Composter/Recycler program

Top priorities for site improvements:

- 64%—outdoor classroom
- 61%—interpretive trails
- 57%—new greenhouses

Other priorities:

- 36%— multi-use building
- 33%—public access/parking
- 32%—trail connection to Hazel Dell Park

Suggestions for new activities/programs:

- 73%—farmers market
- 56%—public events
- 49%—education/job training
- 47%—farm-to-table business

## Recurring themes

1. Heritage Farm must be preserved as a unique asset to honor and celebrate Clark County's agricultural roots.

*It is important to preserve this valuable place to help community members learn how to grow food for themselves and commercially.*

*Please don't screw it up and develop it beyond anything related to agriculture. We are losing way to much farmland.*



## Appendix C – Community Survey Summary (by Consor Engineering)

*It needs to be preserved for the future. People need more connection with our food sources and how to feed themselves with the small amount of land that they might have.*

*Keep this land for Ag purposes only.*

*We have very few places in Clark County left that speak to our agrarian roots. It is imperative that Heritage Farm holds this place in the community!*

### 2. Better publicity about Farm activities could increase public use.

*This site is for farmers and gardeners. More communications and advertising for this site would be helpful to reach those in the greater community. I only knew about it because I live in Hazel Dell and drive by it.*

*Community advertising would be great. We live just down the road and had no idea this was even open to the public.*

*I don't think people are really aware of this site and what it offers. There needs to be more public outreach.*

*More outreach to local school kids about the history and heritage of farming in the county.*

*Online information for better outreach to utilize site.*

*I literally live across the street and have no idea what the farm offers, public or private. Why is it such a well-kept secret?*

### 3. New facilities and activities should be considered for the Heritage Farm site—without displacing the current uses.

*I would love to see a year-round farmers market there that supported incubator business on-site and partnered with other farms to preserve farmland in the county*

*Please make accessible trails*

*It is worth figuring out a good purpose(s) for the farmland to continue to exist. Don't be afraid to try many different things on a small scale—learn from the ones that fail and grow the ones that succeed.*

*Farm-to-table dinners, festivals, etc.*

*More community events please!*

*An indoor/outdoor classroom would be great for field trips, community events. A farmers market selling produce from the farm would be great.*

*I think a farm-to-table restaurant or cafe on site would be a boon to business and could provide more training and profit to the farm.*

## Appendix C – Community Survey Summary (by Consor Engineering)

4. New funding sources can be considered to support Heritage Farm—recognizing this is a public space that will always require some public funds.

*If it's mixed use, cost coverage should also be mixed—there are plenty of sources and might be nice to look at partners. Grants, there are a lot of grants for food-related topics. I also think a small portion could come from taxpayers, especially if it grows to support education programs. Also consider Clark College or WSU who could do community classes that again could be covered some by schools/funding also class fees, etc.*

*I think that if you charge farmers market vendors a small fee it would draw a lot of attention and be a centerpiece to the Hazel Dell area.*

*Do whatever it takes to stay there forever! Thank you for being there for our community. We need our farms.*

*The Master Gardener Foundation raises tens of thousands for grants to horticultural education through its plant sale.*

*Be aware of funds that come into specific projects and programs to support their work at the farm and that county is not the only funder of the farm activities. 100% self-supporting is not realistic.*

*If funding is an issue, the American Farmland Trust can help with finding.*

*Due to the educational and research type of activities that take place on the grounds, the farm most likely will not be supported dollar-for-dollar by user fees. The Clark County Council and government should operate the property through the general funding/bonding mechanism.*

*Heritage Farm is a community resource and should be supported by users and tax dollars as it seems to be. We don't ask farms to pay for themselves, what is the deal with thinking this gem should?*

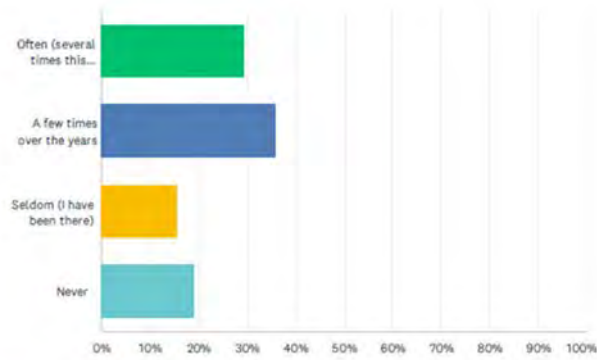


## Appendix D – Community Survey Questions & Answers

### Clark County Heritage Farm Community Survey

#### Q1 How often have you visited the Heritage Farm site?

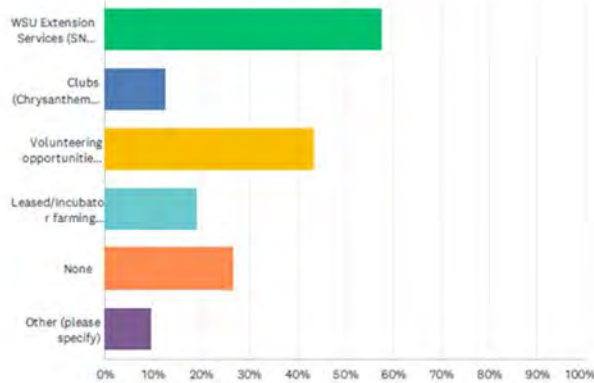
Answered: 1,126 Skipped: 3



ANSWER CHOICES	RESPONSES	
Often (several times this year)	29.48%	332
A few times over the years	35.97%	405
Seldom (I have been there)	15.63%	176
Never	18.92%	213
<b>TOTAL</b>		<b>1,126</b>

#### Q2 Are you aware/involved in any of these activities? (check all that apply)

Answered: 1,113 Skipped: 16

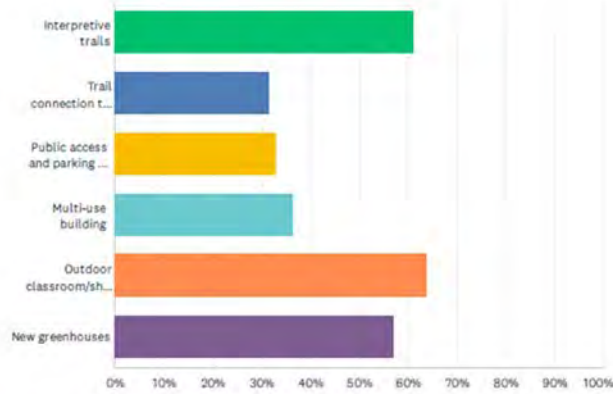


ANSWER CHOICES	RESPONSES	
WSU Extension Services (SNAP Ed, 4-H Youth Development, Master Gardener, etc.)	57.59%	641
Clubs (Chrysanthemum Society, Queen Bee, etc.)	12.58%	140
Volunteering opportunities (Clark County Food Bank, other)	43.49%	484
Leased/incubator farming opportunities (LULAC Grows, Community Gardens)	18.96%	211
None	26.59%	296
Other (please specify)	9.52%	106
<b>Total Respondents: 1,113</b>		

## Appendix D – Community Survey Questions & Answers

Q3 The 2020 Master Plan identified a number of site improvements at the Heritage Farm site. Please select your top 3 priorities:

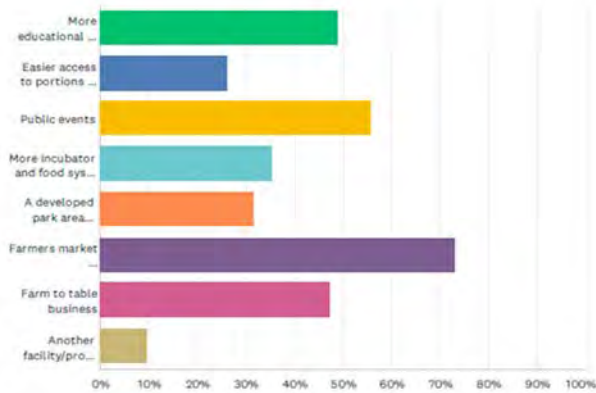
Answered: 1,100 Skipped: 29



ANSWER CHOICES	RESPONSES
Interpretive trails	61.00% 672
Trail connection to Hazel Dell Park	31.64% 348
Public access and parking at 25th Avenue/78th Street	33.00% 363
Multi-use building	36.45% 401
Outdoor classroom/shelter	63.73% 701
New greenhouses	57.09% 628
Total Respondents: 1,100	

Q4 What new facilities/programs would improve Heritage Farm as a community destination? (check any)

Answered: 1,113 Skipped: 16

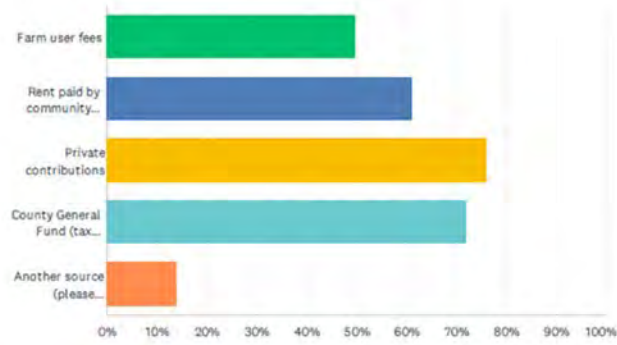


ANSWER CHOICES	RESPONSES
More educational or job training opportunities	48.88% 544
Easier access to portions of the farm and/or connections with Hazel Dell Park	26.33% 293
Public events	55.71% 620
More Incubator and food system programs	35.31% 393
A developed park area (playground, picnic tables, picnic shelter, restrooms)	31.54% 351
Farmers market	72.96% 812
Farm to table business	47.26% 526
Another facility/program (please describe)	9.61% 107
Total Respondents: 1,113	

## Appendix D – Community Survey Questions & Answers

Q5 What funding sources should be explored to help pay the bills for Heritage Farm? (check all that apply)

Answered: 1,093 Skipped: 36



ANSWER CHOICES	RESPONSES	
Farm user fees	49.68%	543
Rent paid by community organizations	61.12%	668
Private contributions	76.12%	832
County General Fund (tax dollars)	72.10%	788
Another source (please describe)	14.00%	153
Total Respondents: 1,093		

## Appendix E – Community Leader Interviews (Highlights)

### Heritage Farm Sustainability Plan

### Community Leader Interviews—Highlights (1/24/23)

#### Overview

Clark County Parks and Lands Division is developing a plan to improve financial sustainability of Heritage Farm operations and increase opportunities for public access.

In 2010, the Clark County Council approved a Master Plan for the Heritage Farm site in Hazel Dell. The plan identifies agricultural use as the primary focus of the site, with spaces for agricultural demonstrations and research, recreation, community events and administrative activities. In 2020, the Council approved an update to the Master Plan. This accounts for changes made since 2010 and includes some additional facilities and programmatic elements. With the update's adoption, the Council directed staff to develop a sustainability plan (or a business plan) to outline how the County will implement the Master Plan while improving financial sustainability and public access.

#### Community Interviews

To help guide the development and implementation of the sustainability plan, in December 2022-January 2023, a consultant, Consor Strategic Planning and Communications, completed ten community leader interviews with a cross-section of site neighbors, farm users, community partners, and County staff associated with Heritage Farm. The purpose of the interviews was to gather advice and learn community leaders' priorities for the future of Heritage Farm.

This summary represents the advice, feelings, and attitudes of individuals interviewed. It is not intended to provide a statistically valid profile of public opinion as a whole.

The next section provides highlights of the community leaders interviews. A list of participants is attached along with the discussion questions.

#### Highlights

1. The persons interviewed cherish Heritage Farm—but some worry about its future. The Farm is seen as a unique resource, closely linked to Clark County's agricultural roots and an important island of open space in an urban area. There's some anxiety that plans for the site's future remain unresolved. Community leaders are looking for some commitment from the County that would cement the site's agricultural identity in perpetuity.

*"Honor the history of the Poor Farm and the site's agricultural heritage."*

*"Place the farm in a trust so it can be managed as a farm with educational activities."*

*"This is an important piece of real estate. Proceed with care and caution to be sure the plan brings value to the community."*

2. Even those observers who frequent the site aren't familiar with all of the current activities and uses. Most participants report their focus is on specific programs and portions of the site, they admit they aren't well acquainted with other activities.

*"I work with the Snap Ed team and Food Bank but am not familiar with much else."*

## Appendix E – Community Leader Interviews (Highlights)

*"It is a large site with some educational and research opportunities."*

3. This group's preferred future for the Heritage Farm is to continue and expand on today's assorted activities. There's a shared sense that the site is underutilized and can accommodate more without impinging on today's uses.

*"I talk less about what it is now and more about what it could be. The farm is an underrealized opportunity."*

*"I want to use my voice and role to amplify everything LULAC is working on as it directly connects to supporting public health."*

*"Keep it a farm with opportunities for the community to participate and learn."*

4. Participants generally concur with the County Council's goals for the site (see box). However, some observers express caution about promoting greater public access if that endangers or displaces the current farm uses.

### Council Goals for Heritage Farm

- ✓ Implement the Master Plan
- ✓ Increase public access
- ✓ Improve financial sustainability

*"Trails are wonderful but also cause havoc for research areas."*

*"Public access in a way that people can be guided through the farm with demonstrations of farming concepts, crops, best practices, etc."*

*"Focus on accessibility- transportation, ADA, financial, language/cultural, etc."*

5. The overarching question raised for Heritage Farm's future—is it a farm or a park? Most interviewees favor preserving the site's agricultural identity. Any planned uses need to be compatible with farming.

*"The County is confused about Heritage Farm's role. Is it a farm or a park?"*

*"Keep it a farm! It is not a park!"*

*"Quit thinking of it as a park."*

6. What's missing from Heritage Farm today? Observers say there's a need—and room—for more programs and facilities that serve children and youth. Educational programs could involve outdoor school, or target school children countywide, or early learning, or at-risk youth.

*"A youth center and innovative urban farming learning opportunity."*

## Appendix E – Community Leader Interviews (Highlights)

*“We desperately need more preschool opportunities. A farm could be an excellent place for early learning.”*

*“More learning opportunities for students who otherwise wouldn’t have access to outdoor learning.”*

*“It would be incredible to partner with something like Head Start to create an early learning center at the farm.”*

*“There are schools lacking in greenhouse and garden space. A partnership with Heritage Farm could help with that.”*

7. **New farm and food-related uses also seem like a natural fit.** Ideas include a farming incubator, a commercial kitchen, cooking classes, farm dinners—all of which would require specialized facilities.

*“People want to farm but can’t afford to buy land in our community. Incubator farms are one way to help.”*

*“We need to expand small scale food production education.”*

*“LULAC could potentially operate most of the farm as an actual working farm so people could see how a real farm works.”*

*“Host events like outdoor movies or dinners.”*

*“Build a commercial kitchen like Zenger Farm.”*

8. **To achieve financial sustainability alternative funding sources are thought to be acceptable.** Leases, user fees, grants, partnerships and private contributions are all mentioned as potential funding sources. However, observers also say the farm operations shouldn’t be expected to become 100% self-supporting. There is speculation that many of the proposed uses would turn little or no profit (e.g., farmers market). A public investment will also be required.

*“Allow the farm to actually start farming and there will be lots of opportunity for cost recovery.”*

*“Find someone to take on a master lease to run the property with the vision developed through this process.”*

*“The Cowlitz Tribe’s Gardening Dept. is looking to expand and might be interested in farming portion of the Heritage Farm site.”*

*“The County needs to figure out how to place the farm in some sort of land preservation category so people will stop worrying about the longevity of the farm and be willing to donate or invest in the site.”*



## Appendix E – Community Leader Interviews (Highlights)

9. The Heritage Farm site is still identified primarily with WSU Extension. The agency’s 60-year, highly visible presence over the decades make it appear to some observers that WSU is still in charge—despite the County’s resuming control of the site since 2009.

*“Get more out of WSU farmland grant.”*

*“It is my understanding it was the Poor Farm and is now owned by the County. I know that the WSU Extension has operations there as well as the Master Gardeners and there is a community garden and greenhouses.”*

*“It’s a shared use of the site: WSU Extension and many groups.”*

10. Heritage Farm may be able to draw from lessons learned at peer facilities. Observers point to several peer parks in the Pacific Northwest and across the U.S. Examples given include Luscher Farm (Lake Oswego), Zenger Farm (Portland), Kelsey Creek Farm (Bellevue), and WSU Research Farm (Mt. Vernon). Beyond the Northwest, examples cited include Bernalillo County Incubator Farm (Albuquerque), and the Presidio (San Francisco).

### Community Leader Participants

Karen Bowerman, Clark County Council

Kimberly Berhow, Evergreen PS CCTE Sciences

Jordan Boldt and Stephanie Clark, Farmers Markets

Michael Gaffney, WSU Extension

Rocky Houston, Clark County Parks & Lands Division

Patty Kinwasa-Gaiser, Cowlitz Tribe

Andrea Pruet, Clark County Public Health

Ed Rosales, LULAC Grows

Blair Wolfley, Friends of Heritage Farm

Summer Steenbarger, Clark Cowlitz Farm Bureau

### Discussion Questions

#### Introductions

1. Are you familiar with the Heritage Farm site? (How have you been involved?)
2. How would you describe Heritage Farm to someone who is unfamiliar? Which features stand out?
3. What’s your long-term vision for the Heritage Farm site?

#### Current & Potential Uses

4. In considering potential new uses for the site, do any come to mind? (Do you have a favorite?) Any possibilities that should be ruled out?

## Appendix E – Community Leader Interviews (Highlights)

5. There are a variety of uses currently on the Heritage Farm site, including:

- WSU Extension research and offices
- Clark County Food Bank
- Master Gardeners and Master Composters
- Clark College classes
- Community garden
- Leasable farmland
- Other agriculture-related uses

A. Have you been involved with any of the current uses?

B. Looking at the potential for expanding current uses at Heritage Farm, do you have any priorities?

6. Are you aware of any resource needs in the community that could be met at the Heritage Farm site?

7. What are the leading benefits of expanding, or adding to the current uses or the Heritage Farm site? Any drawbacks?

8. The County Council's goals for the Sustainability Plan include increasing public access and improving financial sustainability. What suggestions do you have for achieving either goal?

9. Do you know of any other programs or sites that could serve as a model for the Heritage Farm's future?

### Community Engagement

10. What organizations or persons should be involved in the Heritage Farm Sustainability Plan? Are there any specific individuals we should ask for advice at this early stage?

### Final Advice

11. Do you have a single most important piece of advice to offer for the Heritage Farm Sustainability Plan?

12. Any further comments or suggestions?



## Appendix F- Public Open House # 1 Meeting Notes



# Heritage Farm Sustainability Plan Steering Committee Meeting Minutes

Wednesday, December 14 2022, 5:00 p.m. to 7:00 p.m.  
In-Person and Virtual Meeting Via Microsoft Teams

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**Committee Members:** Erik Harrison\*, Teresa Meyer\*, Kristine Perry, Rob Freed, Bill Cline, Zorah Oppenheimer, Ila Stanek, Mark Wreath\*, Marcela Venegas Munoz, Tanika Siscoe\*, Jazlyn Faulstick\*, Cowlitz Tribe member\*

**Clark County:** Rocky Houston, Lynde Wallick, Amy Arnold, David Stipe, Matthew Baum

**Guests and Other:** Clark Worth, Katie Wilson, Sandy Brown, Jim Kautz, Heather Tischbein, G Mc, Peggy, Jean Avery, Russ Wegner, Dr. Milada Allen, Jean Huettis, Jackie Lane, Jude Wait, Robin Summers, Pete DuBois, Emily Straw, Lynn & Larry Grell, Lea Bain, Candy, Jodee Nickel, Wynn Graich, Brian Nelson, Valerie Spring, Barbara Nordton, Deon Schroeder, Ben Fisher, Mona Fuerstenan, Lisa Bayautet, Glen Yung, Bill Drummond, Gordon Jackman, Lily Geunenbeck, Jack Bernhardsen, Alex Burdziki, Denny Kiggins, Kirk Gresham, Carol Wiseman, Shanon Pesut, Bill Zimmerman, Joe Zimmerman, Linda Nutter, Michael Jewell, Gary Bolth, Michele Huffman, Kristine Perry, Rick/Julie Mosley, Jordan Boldt, Stephanie Clark, Sandy Pruettt, Maggie Butler, Chester & Charlotte Hiun, Marjorie Ray, Diane Dempser, John Presson, Kristin Pratt, Keith Scott, Jason Keupper, Kimberlee Elbon, Richard & Pam Hogg, Meed West, Karen Palner, Carole Langsdorf, Laura Lacy, Lynn Gersich, Mark Boldt, Ed Rosales, 1-530-919-4060, 716-390-4182

\* Not Present

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### 5:30 PM Welcome

Katie Wilson of Consor introduced herself and reviewed the guidelines and agenda for the meeting, instructing the online participants how to join in on the comments or questions portion.

### 5:30 PM Introductions – Agenda

Rocky Houston introduced himself and stated why the meeting is taking place – to connect the community with the current farm users, to discuss any updates to improve the sustainability plan, and to discuss implementation of that plan.

### 5:32 PM Sustainability Plan Development

Rocky reviewed why Clark County is developing the sustainability plan indicating that we are trying to sustain this farm and its benefit to the community in the future. He listed the history in brief, noting that we went to Council regarding the farm, and they gave us two things to focus on:

- 1) How do we improve community access to the property? and;
- 2) How do we make the farm more self-sufficient to be able to continue to offer the same programs and opportunities for the community?

## Appendix F- Public Open House # 1 Meeting Notes

Question:	<p>1) Are they using sewage sludge from the wastewater treatment plant on this farm?</p> <p>2) Are they using fluoridated water on this farm?</p>
Answer:	<p>#1 – Rocky indicated that the County doesn’t have that answer tonight but will look into it. Rocky further explained that there are restrooms – porta potties with handwashing stations – on the property now, and that there are toilets in the administrative building currently.</p> <p>County Update – Staff followed up with a County records search, Clark Regional Wastewater District (CRWD) and WSU staff. CRWD and WSU are not aware of any disposal of wastewater sludge at the Heritage Farm site. Wastewater sludge is not typically disposed of on sites established for food production. It is unknown if this could have occurred when Clark County did not own the site.</p> <p>#2 – Rocky indicated that the farm has well water for irrigation.</p>

Question:	What is the sustainability plan? It looks like you already have a Master Plan. Can you explain the difference?
Answer:	David indicated that Council had asked the County to improve public access which is a component of the Master Plan. Council also wanted to find ways to make the farm more financially sustainable to reduce the general fund obligations associated with operating a farm.

Question:	<p>1) What changes might impact our ability to grow the plants and raise the funds we do at the farm?</p> <p>2) As you open portions of the farm for public access, what do you anticipate doing to secure facilities like ours so that the public doesn’t start helping themselves to some of those plants that we are growing?</p>
Answer:	<p>David indicated that a lot of what is being asked has yet to be determined by the sustainability plan development yet. He said the County does not know specifics and that it is a part of the Steering Committee’s responsibility when they are working to draft the sustainability plan.</p> <p>David said with regards to the security and safety at the farm, those elements would be addressed during the design development process regarding any public access improvements.</p>

Question:	What is the plan to permanently protect the farm as agricultural land so that it could not ever be developed for residential or commercial purposes to protect the entire property in perpetuity for food production?
Answer:	Rocky indicated that the County’s plan is to continue it as a farm.

## Appendix F- Public Open House # 1 Meeting Notes

Question:	<p>1) Are the plants grown here GMO plants (genetically modified organisms)?</p> <p>2) Does the food go to Food Banks, churches or food that's sold in the farmer's markets?</p> <p>3) What is the history of the farm? How did you gain the property here?</p>
Answer:	<p>#1 – Rocky indicated that the County does not have this answer and will investigate this further.</p> <p style="padding-left: 40px;">County Update – Staff followed up with WSU staff. WSU is not using GMO plants at Heritage Farm. It is unlikely that any other user groups are using GMO plants, as these options are not typically available in produce types of crops that are typically grown at the farm.</p> <p>#2 – Rocky indicated that it depends on who's growing the food. Heritage Farm has community gardens, and those people oversee where that food goes. The Food Bank is also a tenant on site and food is grown there for them. Rocky is not sure if the food grown here goes to the farmer's markets are not.</p> <p>#3 – Rocky, Lynde and David indicated that the property was forfeited to the County by the Anderson Family in lieu of back taxes. That it operated as a Poor Farm for folks who were unable to pay their taxes or take care of themselves; that these folks were able to come to the farm, live there and work there. The property has gone through organizational transitions with different agencies within the County since then.</p> <p>If you would like to know more about the farm's history, this information can be found on the website or on the Friends of the Farm's website. You may also email Lynde or the Public Works Parks email address for information.</p>

Question:	<p>A participant had a statement to share – They said there's a very important sentence in the Deed for Heritage Farm, that whatever happens in the planning shall be drawn with the WSU Extension.</p>
	<p>County Update – Staff followed up on this statement. The Deed does not have a restriction for continuing with WSU at the Heritage Farm site. There is an Interlocal Agency Agreement that continues today voluntarily allowing Clark County and WSU to continue the relationship at Heritage Farm.</p>

Question:	<p>Will there be ADA accessible raised beds at Heritage Farm?</p>
Answer:	<p>David indicated this is a big part of the County's public access improvements plan and depending on the wetland project, the County will focus in improving access to some of the parks of the property that are problematic.</p>

## Appendix F- Public Open House # 1 Meeting Notes

<b>Question:</b>	Regarding the recreational spaces, are they forgone and going to happen, or are they still in discussion?
<b>Answer:</b>	David indicated that the County's Master Plan is being developed and that the diagrams represent certain programmatic elements; that they might not be in the exact location they are currently in but represent a vision for what might occur in the future. He further explained that if additions or subtractions wanted to be made, the County would have to do a master plan revision process.

<b>Question:</b>	<ol style="list-style-type: none"> <li>1) Regarding the 2025-2028 Capital Improvement Plan and the work on the trails and picnic areas, are you actively putting budget proposals together for that?</li> <li>2) Or will it be a part of the discussion with the Sustainability group?</li> <li>3) How do they go together, or are they separate?</li> </ol>
<b>Answer:</b>	David indicated that once the County has a Sustainability plan, we will start working on this in more detail. He mentioned that he does have a layout for the Northeast corner of the property to make sure the wetland project doesn't impact any of the development opportunities for recreation or other amenities associated with the site.

<b>Question:</b>	Does the planning session for Heritage Farm consider that it is a farm and not a park?
<b>Answer:</b>	Rocky and David indicated that the County must follow the guidelines in the 2020 Master Plan; that the Plan was adopted by Council and includes some recreational and educational elements. They indicated that we will continue to work with the public regarding this though and that some of the guiding principles of that Plan are that the property continues to be used for agricultural purposes and to teach people about that.

<b>Question:</b>	How is and will the farm be paid for?
<b>Answer:</b>	Rocky indicated that currently the farm is a General Fund property and that's how it is funded. That could change over time though as the County looks at the Sustainability plan and other funding streams.

## Appendix F– Public Open House # 1 Meeting Notes

<b>Question:</b>	<p>1) Do other parks turn a profit?</p> <p>2) Why should Heritage Farm turn a profit?</p> <p>3) Do other parks have sustainability plans?</p>
<b>Answer:</b>	<p>Rocky indicated that in Clark County, it depends on where you are at. He said that the County’s parks systems are divided into two different funding streams, and it is supported either through a levy with the Metropolitan Park District (or the Greater Park District as it was formally called) or with General Fund parks. Outside of that, the County does charge some fees for parking rentals, field rentals and things like that.</p> <p>Rocky indicated that the Plan initiative is not to make a profit, but to look at how to improve our business practices on the property, to reduce the dependency on the General Funds and to make it more sustainable.</p>

<b>Question:</b>	A participant had a statement to share – They explained how they worked at the farm and how it was the best job they had; that Heritage Farm is a learning facility, and we need to keep it.
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<b>Question:</b>	A participant had a statement to share – The property is a very important historic resource as well as a place for educational opportunities for future farmers of America; it was saved to not be developed for a subdivision.
<b>Answer:</b>	David responded indicating that he sees Heritage Farm as an important site and as a place for everyone that has a focus on agriculture; that he sees it as a park that interprets the importance of food and food systems. Regarding the property’s historic preservation, David indicated that any planning done will encompass the contributing aspects of the site that make it historic.

<b>Question:</b>	A participant had a statement to share – The farm needs to double in size because we are going to have food shortages. We have fertilizer shortages, and we don’t need any more recreational items.
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6:29 PM Visit with User Groups

7:00 PM Adjourn

Submitted by Amy Arnold, Secretary

## Appendix G – Public Open House # 2 Meeting Notes

To be added after meeting.

DRAFT



## Appendix H – Steering Committee Background Documents Index

### Heritage Farm Steering Committee

#### Homework Links

Steering Committee members were provided links to or hard copies of the below documents and videos to use in preparing to participate in the committee.

#### Videos:

1. 2020 Master Plan Adoption & Business/Sustainability Plan Discussion – Clark County Council – Discussion starts at: 17:20

<https://www.cvtv.org/vid link/30731?start=0&stop=5614>

2. 2022 HF Sustainability. Plan Update – Clark County Council Discussion starts at: 43:57

<https://www.youtube.com/watch?v=bukRJg4QjKY>

#### Documents:

1. Documents for review:
  - a. 2010 Heritage Farm Master Plan
  - b. 2022 Spring Clark County Extension Quarterly Report
  - c. 2022 Summer Clark County Extension Quarterly Report
  - d. 2022 Winter Clark County Extension Report
  - e. 2018 Clark County Heritage Farm Preservation Plan
  - f. 2022 Moving Heritage Farm Forward; Strategy and Operational Recommendations – Washington State University Metro
  - g. National Register of Historic Places – Clark County Poor Farm Registry Application
  - h. WSU Metro – Heritage Farm Preliminary Findings

## Appendix I – Heritage Farm Advisory Team Impact Summary & Volunteer Hours

Handout from: Heritage Farm Advisory Team & Advisory Subcommittee 11/07/2022

### 2021 Heritage Farm Impact Summary

The Heritage Farm has seventeen projects to grow produce to feed Clark County Families, demonstrating various gardening and growing methods to assist local gardeners and farmers, provide ongoing research for local farmers on increasing production, and introducing new crops.

Below are specific impacts and outcomes that these projects have had on the Clark County Community.

#### Over the past 3 years

- \$5,257,988 of funding outside county funding helped operate projects at the Heritage Farm.
- The Value of produce grown at Heritage Farm over the past 3 years is \$511,149
- The Value of the volunteer labor to produce food for residents in Clark County is \$1,084,510.

#### In 2021:

- 962 volunteers worked 64,105 hours at a value of \$399,377.25
- Other funding that come to Heritage Farm Projects was \$292,900
- 69,781 pounds of produce was grown at Heritage Farm at a value of \$127,057 (\$1.82/lb)
- Total of \$2,009,392 of funding outside county funding to support the projects. These funds were donations via cash, equipment or seeds, grants, in-kind time, value of produce grown.
- Over 200,000 people in Clark County benefited from produce grown at Heritage Farm.
- 69,781+ pounds of food were produced that increased the access to locally grown fresh produce help families with healthy foods for their families
- Hunger was alleviated through produce grown at Heritage Farm distributed to limited resource families.
- Families were able to have healthy locally grown produce that helps increase people to be healthier through the local foods they receive.
- 3 native American Families learned about growing native produce for their families and other native Americans
- 84 families were able to grow their own food at Heritage farm that made it possible for them to eat healthier foods and provide excess to friends and the CCFB and FISH
- Youth interns from Vancouver and Evergreen School district learned about growing and harvesting produce for 12 families in the school district over the season as well as donate to FISH and CCFB
- Teens visited the farm to learn about where their food comes from and how it grows. Most of them had only consumed processed foods and were surprised how tasty fresh produce was.
- Opportunities for community members to volunteer to learn about local food access, how fresh produce grows and harvesting. Volunteers 4 Veggies brought 44 families to the farm to harvest produce and receive a 15-pound bag of produce for their family
- 84 community gardeners grew fresh produce for their own families and provided produce to 923 other families.
- 30 high school students participated in queen bee genetic and animal husbandry projects.
- Fruit growers in Clark County come to Heritage Farm to understand proper installation and maintenance techniques of growing fruit and minimize pests and disease which lead to financial costs related to loss of crops.
- Six high school interns from local schools earned high school credit growing and distributing 4000 pounds of fresh produce to 11 limited resource families in their schools and to local food distribution centers.
- The new weather station will provide more detailed weather data that will help agriculture, forecasters, researchers, aviation public utilities and water and conservations districts.
- Nine local berry growers save thousands of dollars and unnecessary management operations and/or crop lost from the research on rose stem girdler done at The Heritage Farm.
- Local farmers are adopting new crops that were trialed at Heritage farm including edamame beans, mild habanero peppers, shitake mushrooms, various cover crops and specialty grains.

Data was summarized by Heritage Farm Advisory Committee (sub-committee of the Heritage Farm Technical Advisory Committee) through annual reports provided by each project work at Heritage Farm.

## Appendix I – Heritage Farm Advisory Team Impact Summary & Volunteer Hours

Handout from: Heritage Farm Advisory Team's Advisory Subcommittee 11/07/2022

### 2021 VOLUNTEER, PRODUCTION VALUE OUTSIDE FUNDING

Organization	2021 Value of Volunteer hours \$28.99	2021 Value of Produce @\$1.82/lb	2021 outside funding	NOTES
Master Composter				
Recyclers	\$ 10,146.50	\$ 455.00	\$ 2,500.00	receives county funding
Bee Club	\$ 6,377.80	\$ -	\$ 450.00	no report 2019
MG Small fruit demo sites (blueberries, grapes, kiwi, strawberry	\$ 28,990.00	\$ 54.60	\$ 1,130.00	no report 2019
MG Bluebird Nesting Boxes	\$ -	\$ -	\$ -	no report 2019
MG Sundial	\$ -	\$ -	\$ -	no report 2019
4-H Restorative Community Service Garden	\$ 7,247.50	\$ 364.00	\$ 9,000.00	no program 2020 due to COVID
Community Gardens	\$ 1,449.50	\$ 1,484.00	\$ 1,610.00	
PIC Roots to Road	\$ 11,596.00	\$ 7,280.00	\$ 17,800.00	
MG Foundation	\$ 144,950.00	\$ 14,014.00	\$ 44,000.00	
CC Food Bank	\$ 162,141.00	\$ 103,405.00	\$ 72,971.00	
WSU Farm to Fork	\$ -	\$ -	\$ 8,190.00	
WSU AG Research	\$ 5,508.10	\$ -	\$ 118,000.00	
WSU Extension			\$ 1,196,023.00	
WSU Weather Station	\$ 57.98		\$ 10,000.00	no reports 2019 or 2020
MUM club	\$ 17,394.00		\$ 1,324.00	no reports 2019 or 2020
Bee Hive project	\$ 3,478.80		\$ -	no reports 2019 or 2020
Value of funding outside County funding to operate project at Heritage Farm TOTALS	\$399,337	\$127,057	\$1,482,998	\$2,009,392

## Appendix J – Alternative Analysis Workshop Documents

### Small Group Workshop Exercise

Alternatives to be considered in the draft Sustainability Plan will be a combination of Programmatic Elements and Cost Recovery Options. Work individually, or as a small group to “fine tune” examples of Alternatives provided, or to create your own Alternatives.

#### Exercise Steps

1. **Identify Programmatic Elements**
  - a. Review the various options presented on the “Programmatic Elements Menu” and work as a team to identify elements to carry forward in your Alternative. Use the information provided by the County (Expenses, Revenue, Public Access, etc.) to consider the feasibility of each of these elements. Each symbol (\$, + and √) will be scored as 1 point (except for expenses).
  - b. Enter the Programmatic Elements for your Alternative onto the Small Group Exercise worksheet. If you are starting with a County provided example, strike out and add elements as needed to reflect your ideas. WSU Extension Services must be included in every Alternative.
  - c. You may adjust any information provided by the County you do not agree with. For example, if you do not believe the Public Benefit for Community Trails is the highest value of +++, you may change the score to what you believe is appropriate. Use the “Programmatic Element Scoring Definitions” sheet as a guide.
2. **Identify Cost Recovery Options**
  - a. Review the various options presented on the “Cost Recovery Options Menu”. Work as a team to identify what options to carry forward in your Alternative. Use the definitions provided to consider the feasibility. You may line these options up with the Programmatic Elements that you have added, or you may list them as general methods to use.
3. **Score the Alternatives**
  - a. For each Programmatic Element you have included in your Alternative, score 1 point for each information item (\$, +, √) not including expenses. For expenses, score \$\$\$ = 1 point, \$\$ = 2 points, \$ = 3 points.
  - b. Summarize the points scored at the bottom of the worksheet.

Example:

#	Site Element	Expenses Amt/Source	Revenue	Community Benefit	Public Access	Criteria Performance
15	Community Outdoor Classroom	\$\$\$	\$	+++	+++	√√
	Scoring	1	1	3	3	3

## Appendix J – Alternative Analysis Workshop Documents

### 4. Name Your Alternative

Provide a name for your Alternative that you think best summarizes the overall theme or vision for it.

### 5. Present your Alternative to the Committee

a. Identify a speaker who will present your Alternative to the Committee. Be prepared to discuss:

- Programmatic Elements included, and why.
- Changes you have made to the scoring (Expenses, Revenue, Financial Performance, Public Access, etc.)
- Cost recovery options you have included and why.

# Appendix J – Alternative Analysis Workshop Documents

## Alternative Development

### Build the Farm Exercise Worksheet

Group Members: \_\_\_\_\_ Alternative Name: \_\_\_\_\_

Programmatic Elements							Cost Recovery Options
#	Site Element	Update Definition?	Expenses Amt/Source	Revenue	Community Benefit	Public Access	
1	WSU Extension Services		\$\$\$	\$	+++	++	✓✓✓
<b>Land Lease / Ag Based Food Production Program Elements</b>							
2	Incubator farming programs		\$\$\$	\$\$	++	+	✓✓✓
3	Community gardens		\$\$\$	\$	++	++	✓✓✓
4	Agricultural leased space		\$\$\$	\$\$	++	++	✓✓✓
5	Agricultural research leased space		\$\$\$	\$\$	++	++	✓✓✓
6	Community Supported Agriculture		\$\$\$	\$\$	+	+	✓✓
7	Food production for underserved communities		\$\$\$	NA	+++	++	✓✓✓
8	Food is Free Garden		\$\$\$	NA	+++	+++	✓✓✓
<b>Leased Space (Greenhouses, etc.) Elements</b>							
9	Farmers market		\$\$\$	\$\$	++	++	✓✓
10	Farm stand		\$\$	\$\$	++	+++	✓✓
11	Food processing hub		\$\$\$	\$\$	+++	+	✓✓
12	Multisue building for private and public venues		\$\$\$	\$\$	++	++	✓✓✓
13	Farm events programming		\$\$	\$\$\$	++	+	✓✓✓
14	Vancouver & Clark County leaf litter composting		\$\$\$	\$\$\$	++	+++	✓✓
<b>Park &amp; Public Access Elements</b>							
15	Community trails - open to the public		\$\$\$	NA	+++	+++	✓✓✓
16	Farm tour trails - controlled access		\$\$\$	NA	++	++	✓✓✓
17	Farm-park amenities		\$\$\$	\$\$	++	+++	✓✓✓
18	Homestead attraction and classes		\$\$\$	\$\$	++	+++	✓✓✓
19	Children's play area		\$\$	NA	+++	+++	✓
20	Farm historic tours		\$	NA	+++	+++	✓✓✓
<b>Ag Educational Program Elements</b>							
21	Animal bar & youth animal programming		\$\$\$	\$	++	++	✓✓✓
22	Composting education programming		\$	\$	++	+	✓✓✓
23	Early childhood educational / preschool		\$\$	\$\$	+	++	✓✓✓
24	Community outdoor classroom		\$	\$	++	++	✓✓✓
25	School District program		\$\$\$	NA	+++	++	✓✓✓
26	Continuing agricultural education for adults		\$\$	\$	++	++	✓✓✓
27	Farm to Table programming		\$\$	\$\$	++	++	✓✓✓
28	Ag based job training programs		\$\$\$	\$\$	+++	+	✓✓✓
29	Equine programs		\$\$\$	\$	++	++	✓✓✓
30	Horticulture education programs		\$\$\$	\$	++	++	✓✓✓
<b>Non-Ag Based Programming</b>							
31	Secure housing programming		\$\$\$	NA	+++	+	✓
32	Green energy demonstration		\$\$\$	\$\$\$	+++	NA	NA

# Appendix J – Alternative Analysis Workshop Documents

## Heritage Farm Sustainability Plan Alternative Development

### Programmatic Elements Menu

No	Name	General Description	Expenses Amt/Source	Revenue	Community Benefit	Public Access	Criteria Performance
1	WSU Extension Services	University run program, collaborating with Clark County to provide life-long learning for individuals, organizations, businesses, and communities to improve quality of life.	\$\$\$	\$	+++	++	✓✓
<b>Land Lease / Ag Based Food Production Program Elements</b>							
1	Incubator farming programs	Land based, multi-grower project that provides training and technical assistance to aspiring and beginning farmers. Requires contracted, non-County program operator.	\$\$\$	\$\$	++	+	✓✓✓
2	Community gardens	Leased garden plots for food production for personal use.	\$\$\$	\$	++	++	✓✓✓
3	Agricultural leased space	Leased space for private or non-profit farming.	\$\$\$	\$\$	++	++	✓✓✓
4	Agricultural research leased space	Leased land for research of agricultural practices supporting food production systems.	\$\$\$	\$\$	++	++	✓✓✓
5	Community Supported Agriculture	Leased space for farmer that sells subscriptions to farm produced products. Requires contracted, non-County program operator.	\$\$\$	\$\$	+	+	✓✓
6	Food production for underserved communities	Subsidized land lease for non-profit use to produce food for underserved populations in Clark County.	\$\$\$	NA	+++	++	✓✓✓
7	Food is Free Garden	Subsidized garden plot leases for volunteer use to produce food for the community through publicly accessible outlets.	\$\$\$	NA	+++	+++	✓✓✓
<b>Leased Space (Greenhouses, etc.) Elements</b>							
8	Farmers market	Organized weekly/seasonal market organized by a vendor to support regional farming. Requires contracted, non-county program operator.	\$\$\$	\$\$	++	++	✓✓
9	Farm stand	Leased vendor space to sell locally produced produce, flowers, etc. Requires contracted, non-County program operator.	\$\$	\$\$	++	+++	✓✓
10	Food processing hub	Centrally located facility to aggregate, store, process, distribute locally/regionally produced food products.	\$\$\$	\$\$	+++	+	✓✓
11	Multi-use building for private and public venues	Multi-use building as shown on master plan update, provides rental space for events.	\$\$\$	\$\$	++	++	✓✓✓
12	Farm events programming	Hosted farm events based on ag or relevant historical events, (i.e. holiday and seasonal celebrations)	\$\$	\$\$\$	++	+	✓✓✓
13	Vancouver & Clark County local litter composting	County run program to collect and process yard waste from the City of Vancouver and Clark County residents. Processed waste/compost would be sold onsite.	\$\$\$	\$\$\$	++	+++	✓✓
<b>Park &amp; Public Access Elements</b>							
14	Community trails - open to the public	Interpretive trail around the property with views of historic buildings, cemetery, wetlands and territorial views. Trails would be controlled through gate aligned with community park standards and physically separated from active farming areas.	\$\$\$	NA	+++	+++	✓✓✓



## Appendix J – Alternative Analysis Workshop Documents

### Heritage Farm Sustainability Plan Alternative Development

15	Farm tour trails - controlled access	Interpretive trail around property with views of historic buildings, cemetery, wetlands and territorial views. Trail access would be controlled/supervised.	\$\$\$	NA	++	++	✓✓✓
16	Farm-park amenities	Features small farm animals, barns, ag and educational demonstrations, etc. Would require contracted non-County program operator.	\$\$\$	\$\$	++	+++	✓✓✓
17	Homestead attraction and classes	Living history exhibit, showing a typical homestead of those found in southwest Washington. Utilize historic buildings, or reconstruction exhibits. Provide interpretation. Would require a contracted non-County program operator.	\$\$\$	\$\$	++	+++	✓✓✓
18	Children's play area	Farm and nature play based play area accessible during standard community park hours.	\$\$	NA	+++	+++	✓
19	Farm historic tours	Volunteer docent lead tours providing education on site history, environmental assets and significance within the community.	\$	NA	+++	+++	✓✓✓
<b>Ag Educational Program Elements</b>							
20	Animal bar & youth animal programming	Construct or repurpose existing barns to house animals for use in youth educational programming. Would require a contracted non-County program operator.	\$\$\$	\$	++	++	✓✓✓
21	Composting education programming	County run project to educate the community on waste reduction and recycling through workshops, composting demonstration sites by provided by trained volunteers.	\$	\$	++	+	✓✓✓
22	Early childhood educational / preschool	Ag/outdoor based developmentally appropriate, early education program that provides exposure to farming and nature-based activities.	\$\$	\$\$	+	++	✓✓✓
23	Community outdoor classroom	Ag / outdoor based programming space for use by outdoor/farming educational groups in the County. Would require a contracted non-County program operator.	\$	\$	++	++	✓✓✓
24	School District program	Ag based educational programs to support children in primary education system in Clark County. May require significant programming support from County.	\$\$\$	NA	+++	++	✓✓✓
25	Continuing agricultural education for adults	Educational programs in bee keeping, canning, and other pursuits. Would require an educational or contracted non-County program operator.	\$\$	\$	++	++	✓✓✓
26	Farm to Table programming	Create activities for students (adult and children) that show how food brings people together. Engage students in activities that helps them understand where their food comes from. Would require a non-County program operator.	\$\$	\$\$	++	++	✓✓✓
27	Ag based job training programs	Ag education program to provide job training support for those entering or returning to the workforce. Similar to Partners in Careers. Would require a land lease with program operator. Food grown would support community members in need.	\$\$\$	\$\$	+++	+	✓✓✓
28	Equine programs	Educational equine programs supporting farriers, blacksmiths, animal husbandry. Would require an educational or contracted non-County program operator.	\$\$\$	\$	++	++	✓✓✓
29	Horticulture education programs	Programs that support home horticulture skills development.	\$\$\$	\$	++	++	✓✓✓
<b>Non-Ag Based Programming</b>							
30	Secure housing programming	Provide temporary homes for unhoused persons in the community	\$\$\$	NA	+++	+	✓
31	Green energy demonstration	Showcase green energy, solar panels and wind turbines.	\$\$\$	\$\$\$	+++	NA	NA



# Appendix J – Alternative Analysis Workshop Documents

## Heritage Farm Sustainability Plan Alternative Development

### Cost Recovery Options Menu

No.	Name	General Description	Revenue Potential (Offsetting current GF revenue)	Benefits	Limitations
1	General Fund	No change from current financial structure, continue paying expenses from the General Fund.	NA	• No benefits	• General Fund is forecast to operate at a deficit in 5+ years. • Does not meet the goal of plan development.
2	Metropolitan Park District Fund	Designate a portion of the 79-acre property as a community park, separating park from active ag areas.	\$\$	• Park designation makes the property eligible for Metropolitan Park District funds to support capital and maintenance costs, reducing draw on the General Fund. Meets project goals. • Park designation would open the property up to granting opportunities from recreation and other public granting agencies.	• Does not offset expenses from the County as a whole. • Requires approval from the Metropolitan Parks District.
3	Equitable Lease Adjustments	Adjust leasing policies and procedures to provide for equitable recovery of costs associated with staffing and other resources required to maintain the leased land.	\$\$	• Reduces expenses from General Fund and meets project goals.	• Increases costs for user groups and could limit future parties interested in leasing.
4	Fee for farm services	Establish rates for farming materials, equipment and labor to assist leases with agricultural production activities.	\$	• Reduces expenses from General Fund and meets project goals.	• Increases costs for user groups and could limit future parties interested in leasing.
4	Friends of Farm memberships	Friends of the Farm Foundation ongoing memberships with regular support provided by members to support capital and programming investments in the farm.	\$	• Reduces expenses from General Fund and meets project goals.	• Limited number of contributors. • Would require marketing acumen and investment to attract donations. • This is not a County operated program and would require an established agreement following all RCW and other regulations.
5	Friends of Farm fundraising	Friends of the Farm Foundation fundraising drives to support specific capital and programming investments in the farm.	\$\$	• Increases revenue available for new program and capital investments.	• Funds raised would be for specific investments in programming and may not reduce the overall draw on the General Fund. • This is not a County operated program and would require an established agreement following all RCW and other regulations.
6	Educational Institution Partnership	Partnership with a local university, school district or other educational partner to provide programming support for agricultural and historically relevant educational programs.	NA	• Create partnerships in the community, a goal of the master plan development.	• Educational institutions haven't yet shown interest. They may not have funding sources to support these types of programming and therefore may not reduce the draw on the General Fund.
7	NGO / Non-Profit Management	Issue a Request for Proposal process to contract with a non-profit or other non-governmental organization to manage all capital investment, operations, maintenance and programming of the farm.	\$\$\$	• The County would no longer contribute funds to support the farm, outside of the WSU Extension Services partnership, thereby reducing draw on the General Fund support.	• It is unlikely that a non-profit or NGO will take on responsibility of this measure without continued financial support from the County to support capital improvements and maintenance. • Non-profit or NGO would need to have considerable financial backing and operational experience in management of this type to prevent failure to properly maintain the site.
8	Farm Entire Property	Open up all available land for active, high production farming. This would not include delineated wetlands, steep and high slope section, the cemetery and WSU occupied space.	\$	• Increases the amount of revenue from farming operations.	• Market lease rate for high value sites is \$200/acre per year. The maximum amount of leasable farm space is 42 acres, for a total of \$8,400 in revenue. Therefore this option does little to reduce draw on General Fund.
9	Grants	Apply for eligible grants to support recreation or agricultural farming practices.	\$	• Grants will reduce the draw on the General Fund for capital investments including construction and design costs.	• Granting organizations may require full public access to the site, therefore requiring removal of fencing and barriers. • Grants do not support ongoing maintenance and operations costs.
10	Parking Fees	Charge a daily or annual parking pass fee similar to regional parks in Clark County. Based on estimated number of regular site users this option could add \$6,000-25,000 in revenue dependent upon future program development.	\$\$	• Revenue would offset costs on the General Fund.	• Requires added staffing to manage the parking pass program and capital investment for "Iron rangers".
11	Donation Items	Develop a donation or memorial program (i.e bricks, benches, trees, etc.)	\$	• Revenue would offset costs on the General Fund.	• Limited number of items to be sold. Long term maintenance or replacement is often not recoverable.
12	Revenue percentage from sold items	Include revenue recovery food/plant products produced at the site. This would be an equitable lease adjustment tool.	\$	• Revenue would offset costs on the General Fund.	• No issues.
13	Corporate sponsorship	Engage with a local corporation interested in local food systems (i.e. Burgerville). Corporation would sponsor/support specific capital investments or programming support.	\$\$	• Revenue would offset costs on the General Fund.	• This would be a new programming structure for the County requiring research and interest by the Council.
14	Wind or solar farm power generation	Lease space for wind or solar farm generation	\$\$	• Revenue would offset costs on the General Fund.	• This would be a new programming structure for the County requiring research and interest by the Council.
15	Vancouver / Clark County Leaf Utter Compositing & Sales Program	Review program on Programmatic Elements Menu.	\$\$\$	• Revenue could offset all costs on the General Fund.	• Would require significant administrative changes to contracting and capital investment to start up of the program. • Program would reduce land for other programming uses.



## Appendix J – Alternative Analysis Workshop Documents

### Heritage Farm Sustainability Plan Alternative Development

#### Programmatic Element Scoring Definitions

##### Expense

- NA** No Expense
- \$** Low Expense (Loss of other revenue opportunity, minimal County resources, requires < 5 hours staffing annually)
- \$\$** Moderate Expense (Requires part-time staffing, and/or regular County resource support)
- \$\$\$** High Expense (Requires full-time staff and/or high equipment and infrastructure support)
- Red** General Fund
- Orange** Other Parks related funding

##### Revenue

- NA** No income or income is less than element expense
- \$** Revenue offsets some element expense
- \$\$** Near or complete offset of element expense
- \$\$\$** Enough revenue to help offset expenses for other elements

##### Community Benefit

- NA** No community benefit
- +** Serves individuals/families
- ++** Serves Site Users/Increases Visitation at the Farm
- +++** Serves the community/people in need

##### Public Access

- NA** No public access improvements
- +** Access through Farm programs
- ++** Increased access results in more visits
- +++** Opportunities for unprogrammed/impromptu visits

##### Criteria Performance (Master Plan Guiding Principles)

- NA** Does not meet criteria
- ✓** Meets 1-3 of the Criteria
- ✓✓** Meets 4-6 of the Criteria
- ✓✓✓** Meets 7-9 of the Criteria

# Appendix J – Alternative Analysis Workshop Documents

## Heritage Farm Sustainability Plan Alternative Development

### Example 1

Name: Current Operations aka Same-Same

Programmatic Elements							Cost Recovery Options
#	Site Element	Expenses Amt/Source	Revenue	Community Benefit	Public Access	Criteria Performance	Adjustments noted below are a modified version of existing cost recovery, but meeting RCW requirements.
1	WSU Extension Services	\$\$\$	NA	+++	++	✓✓✓	General Fund Revenue Leased land with balanced cost recovery Leased agricultural research space for areas over WSU contract. Leased Greenhouse Space w/Event Income
2	Incubator farming programs	\$\$\$	\$	++	+	✓✓✓	
3	Community gardens – WSU operated	\$\$\$	NA	++	++	✓✓✓	
4	Agricultural research plots	\$\$\$	NA	++	++	✓✓	
5	Food production for underserved communities (i.e. COFBI)	\$\$\$	\$	+++	+	✓✓✓	
6	Agriculture leased space (i.e. LULAC)	\$\$\$	\$	+++	++	✓✓	
7	Composting education program	\$\$	NA	+++	+	✓✓	
8	Horticulture farming (i.e. MG Foods, Christchurch Society)	\$\$\$	\$	++	+	✓	
10	Farm historical tours	\$	NA	++	+	✓✓	
Scoring		9	5	22	13	21	
Total				70			

#### Scoring:

- Score the following for expenses: \$ = 3 Points, \$\$ = 2 points, \$\$\$ = 1 point
- Score the following for all other Columns: \$, + or V = 1 point
- Use the “Programmatic Element Scoring Definitions” Sheet to identify the ranking mechanisms for Programmatic Elements
- Do not include WSU Extension Services in scoring.

Page 1 of 1

## Heritage Farm Sustainability Plan Alternative Development

### Example 2

Name: Current Operations with adjusted leases and fees for services – aka Agri-Park

Programmatic Elements							Cost Recovery Options
#	Site Element	Expenses Amt/Source	Revenue	Community Benefit	Public Access	Criteria Performance	Adjustments noted below are a modified version of existing cost recovery, but meeting RCW requirements.
1	WSU Extension Services	\$\$\$	\$	+++	++	✓✓✓	General Fund Revenue Equitable Lease Adjustments Fees for farm services Metropolitan Park District Fund Revenue Leased Space (greenhouses) Grant funding for park development Parking fees for developed park Friends of Farm capital fundraising
2	Incubator farming programs – <b>Agricultural leased space model</b>	\$\$\$	\$	++	+	✓✓✓	
3	Community gardens – <b>County Operated</b>	\$\$\$	\$	++	++	✓✓✓	
4	Agricultural research leased space	\$\$\$	\$	++	++	✓✓✓	
5	Food production for underserved communities	\$\$\$	NA	+++	++	✓✓✓	
7	Composting education program – <b>Leased Land</b>	\$	\$	++	+	✓✓✓	
8	Horticulture leased space	\$\$\$	\$	++	++	✓✓✓	
9	School district program – <b>Support from WSU or other educational institution.</b>	\$\$\$	NA	+++	++	✓✓✓	
10	Farm historical tours	\$	NA	+++	+++	✓✓✓	
11	Community trails – open to the public	\$\$\$	NA	+++	+++	✓✓✓	
12	Farm tour trails – controlled access	\$\$\$	NA	++	++	✓✓✓	
13	Vancouver & Clark County leaf litter composting – <b>County managed program</b>	\$\$\$	\$\$\$	++	+++	✓✓	
14	Children's play area	\$\$	NA	+++	+++	✓✓	
15	Community outdoor classroom – <b>via program operator</b>	\$	\$	++	++	✓✓✓	
Scoring		18	12	31	28	37	
Total				126			

#### Scoring:

- Score the following for expenses: \$ = 3 Points, \$\$ = 2 points, \$\$\$ = 1 point
- Score the following for all other Columns: \$, + or V = 1 point
- Use the “Programmatic Element Scoring Definitions” Sheet to identify the ranking mechanisms for Programmatic Elements
- Do not include WSU Extension Services in scoring.

# Appendix K – Workshop Small Group Alternative Worksheets

## Alternative Development

*Kristine Robt freed*

## Build the Farm Exercise Worksheet

Group Members: *Zosha Oppenheimer*

Alternative Name: *Practical Ag*

#	Site Element	Update Definition?	Programmatic Elements				Criteria Performance	Cost Recovery Options
			Expenses Amt/Source	Revenue	Community Benefit	Public Access		
1	WSU Extension Services		\$\$\$	\$	+++	++	✓✓✓	
Land Lease / Ag Based Food Production Program Elements								
2	Incubator farming programs		\$\$\$	\$	++	+	✓✓✓	General Fund
3	Community gardens		\$\$\$	\$	++	++	✓✓✓	Metropolitan Park District Fund
4	Agricultural leased space		\$\$\$	\$	++	++	✓✓✓	Equitable lease adjustments
5	Agricultural research leased space	<i>would not back pay?</i>	\$\$\$	\$	++	++	✓✓✓	<i>If not used 2009</i>
6	Community Supported Agriculture		\$\$\$	\$	+	+	✓✓	Fee for farm services
7	Food production for underserved communities	<i>are you using county space?</i>	\$\$\$	NA	+++	++	✓✓✓	Friends of the Farm memberships
8	Food is Free Garden		\$\$\$	NA	+++	+++	✓✓✓	Friends of the Farm fundraising
Leased Space (Greenhouses, etc.) Elements								
9	Farmers market		\$\$\$	\$	++	++	✓✓	Friends of the Farm fundraising
10	Farm stand		\$\$	\$	++	+++	✓✓	Educational institution partnership
11	Food processing hub	<i>expensive space</i>	\$\$\$	\$	+++	+	✓✓	NGO/non-profit management
12	Multituse building for private and public venues		\$\$\$	\$	++	++	✓✓✓	Farm entire property
13	Farm events programming		\$\$	\$\$\$	++	+	✓✓✓	Grants
14	Vancouver & Clark County leaf litter composting		\$\$\$	\$\$\$	++	+++	✓✓	Parking fees
Park & Public Access Elements								
15	Community trails - open to the public		\$\$\$	NA	+++	+++	✓✓✓	Donation items
16	Farm tour trails - controlled access		\$\$\$	NA	++	++	✓✓✓	Revenue percentage from sold items
17	Farm-park amenities		\$\$\$	\$	++	+++	✓✓✓	Corporate sponsorship
18	Homestead attraction and classes		\$\$\$	\$	++	+++	✓✓✓	Wind or solar farm power generation
19	Children's play area	<i>children's play area</i>	\$\$	NA	+++	+++	✓	Vancouver/Clark County leaf litter composting & sales program
20	Farm historic tours	<i>target market</i>	\$	NA	+++	+++	✓✓✓	
Ag Educational Program Elements								
21	Animal bar & youth animal programming		\$\$\$	\$	++	++	✓✓✓	
22	Composting education programming		\$	\$	++	+	✓✓✓	
23	Early childhood educational/preschool	<i>no building</i>	\$\$	\$	+	++	✓✓✓	
24	Community outdoor classroom		\$	\$	++	++	✓✓✓	
25	School District program		\$\$\$	NA	+++	++	✓✓✓	
26	Continuing agricultural education for adults		\$\$	\$	++	++	✓✓✓	
27	Farm to Table programming		\$\$	\$	++	++	✓✓✓	
28	Ag based job training programs		\$\$\$	\$	+++	+	✓✓✓	
29	Equine programs		\$\$\$	\$	++	++	✓✓✓	
30	Horticulture education programs		\$\$\$	\$	++	++	✓✓✓	
Non-Ag Based Programming								
31	Secure housing programming		\$\$\$	NA	+++	+	✓	
32	Green energy demonstration		\$\$\$	\$\$\$	+++	NA	NA	
Scoring								
Total								

Comments: \_\_\_\_\_



# Appendix K – Workshop Small Group Alternative Worksheets

## Alternative Development

### Build the Farm Exercise Worksheet

Group Members: Teresa, Bill, Tanika

Alternative Name: TBT Unlimited

#	Site Element	Programmatic Elements					Criteria Performance	Cost Recovery Options
		Update Definition?	Expenses Amt/Source	Revenue	Community Benefit	Public Access		
1	WSU Extension Services		\$\$\$		+++	++	✓✓✓	
Land Lease / Ag Based Food Production Program Elements								
2	Incubator farming programs		\$\$\$	\$	++	+	✓✓✓	General Fund
3	Community gardens		\$\$\$	\$	++	++	✓✓✓	Metropolitan Park District Fund
4	Agricultural leased space		\$\$\$	\$	++	++	✓✓✓	Equitable lease adjustments
5	Agricultural research leased space		\$\$\$	\$	++	++	✓✓✓	Fee for farm services
6	Community Supported Agriculture		\$\$\$	\$	+	+	✓✓	Friends of the Farm
7	Food production for underserved communities		\$\$\$	NA	+++	++	✓✓✓	Friends of the Farm fundraising
8	Food is Free Garden		\$\$\$	NA	+++	+++	✓✓✓	Educational institution partnership
Leased Space (Greenhouses, etc.) Elements								
9	Farmers market		\$\$\$	\$	++	++	✓✓	NGO/Non-profit
10	Farm stand		\$	\$	++	+++	✓✓	Corporate sponsorship
11	Food processing hub		\$\$\$	\$	+++	+	✓✓	Wind or solar farm program
12	Multise building for private and public venues		\$\$\$	\$	++	++	✓✓✓	Vancouver/Clark County leaf litter composting & sales program
13	Farm events programming		\$	\$\$\$	++	+	✓✓✓	
14	Vancouver & Clark County leaf litter composting		\$\$\$	\$\$\$	++	+++	✓✓	
Park & Public Access Elements								
15	Community trails – open to the public		\$\$\$	NA	+++	+++	✓✓✓	Grants
16	Farm-park trails – open to the public		\$\$\$	NA	+++	+++	✓✓✓	Parking fees
17	Farm-park amenities		\$\$\$	\$	++	+++	✓✓✓	Donation items
18	Homestead attraction and classes		\$\$\$	\$	++	+++	✓✓✓	Revenue percentage from sold items
19	Community trails – open to the public		\$	NA	++	+++	✓✓✓	
20	Farm historic tours		\$	NA	+++	+++	✓✓✓	
Ag Educational Program Elements								
21	Animal bar & youth animal programming		\$\$\$	\$	++	++	✓✓✓	
22	Composting education programming		\$	\$	++	+	✓✓✓	
23	Early childhood educational / preschool		\$	\$	+	++	✓✓✓	
24	Community outdoor classroom		\$	\$	++	++	✓✓✓	
25	School District program		\$\$\$	NA	+++	++	✓✓✓	
26	Continuing agricultural education for adults		\$	\$	++	++	✓✓✓	
27	Farm to Table programming		\$	\$	++	++	✓✓✓	
28	Ag based job training programs		\$\$\$	\$	+++	+	✓✓✓	
29	Equine programs		\$\$\$	\$	++	++	✓✓✓	
30	Horticulture education programs		\$\$\$	\$	++	++	✓✓✓	
Non-Ag Based Programming								
31	Secure housing programming		\$\$\$	NA	+++	+	✓	
32	Green energy demonstration		\$\$\$	\$\$\$	+++	NA	NA	
Scoring								
Total								

Comments: \_\_\_\_\_

# Appendix K – Workshop Small Group Alternative Worksheets

## Alternative Development

### Build the Farm Exercise Worksheet

Group Members: Van Steenk HDS-BA Alternative Name: The Right Stuff

#	Site Element	Programmatic Elements					Criteria Performance	Cost Recovery Options
		Update Definition?	Expenses Amt/Source	Revenue	Community Benefit	Public Access		
1	WSU Extension Services		\$\$\$	\$	+++	++	✓✓✓	
Land Lease / Ag Based Food Production Program Element								
2	Incubator farming programs	—	\$\$\$	\$	++	++	✓✓✓	General Fund
3	Community gardens	—	\$\$\$	\$	+++	+++	✓✓✓	Metropolitan Park District Fund
4	Agricultural leased space	—	\$\$\$	\$	++	++	✓✓✓	Equitable lease adjustments
5	Agricultural research leased space	—	\$\$\$	\$	++	++	✓✓✓	Fee for farm services
6	Community Supported Agriculture	—	\$\$\$	\$	+	+	✓✓	Friends of the Farm memberships
7	Food production for underserved communities <i>already approved</i>	—	\$\$\$	NA	+++	++	✓✓✓	Friends of the Farm fundraising
8	Food is Free Garden	—	\$\$\$	NA	+++	+++	✓✓✓	Educational institution partnership
Leased Space (Greenhouses, etc.) Elements								
9	Farmers market	—	\$\$\$	\$	++	++	✓✓	NGO/non-profit management
10	Farm stand	—	\$\$\$	\$	++	++	✓✓	Farm entire property
11	Food processing hub	—	\$\$\$	\$	+++	+	✓✓	Grants
12	Multifuse building for private and public venues	—	\$\$\$	\$	++	++	✓✓✓	Parking fees
13	Farm events programming	—	\$\$\$	\$	+++	++	✓✓✓	Donation items
14	Vancouver & Clark County leaf litter composting	—	\$\$\$	\$	++	+++	✓✓	Revenue percentage from sold items
Park & Public Access Elements								
15	Community trails - open to the public	—	\$\$\$	+	+++	+++	✓✓✓	Corporate sponsorship
16	Farm tour trails - controlled access	—	\$\$\$	NA	++	+++	✓✓✓	Wind or solar farm power generation
17	Farm-park amenities	—	\$\$\$	\$	+++	+++	✓✓✓	Vancouver/Clark County leaf litter composting & sales program
18	Homestead attraction and classes	—	\$\$\$	\$	++	+++	✓✓✓	
19	Children's play area	—	\$\$\$	NA	+++	+++	✓✓✓	
20	Farm historic tours	—	\$	NA	+++	+++	✓✓✓	
Ag Educational Program Elements								
21	Animal based youth animal programming	—	\$\$\$	\$	++	++	✓✓✓	
22	Composting education programming	—	\$	\$	++	++	✓✓✓	
23	Early childhood educational / preschool	—	\$\$\$	\$	+	++	✓✓✓	
24	Community outdoor classroom	—	\$	\$	+++	++	✓✓✓	
25	School District program	—	\$\$\$	NA	+++	++	✓✓✓	
26	Continuing agricultural education for adults	—	\$\$\$	\$	++	++	✓✓✓	
27	Farm to Table programming	—	\$\$\$	\$	++	++	✓✓✓	
28	Ag based job training programs	—	\$\$\$	\$	+++	++	✓✓✓	
29	Equine programs	—	\$\$\$	\$	++	++	✓✓✓	
30	Horticulture education programs	—	\$\$\$	\$	++	++	✓✓✓	
Non-Ag Based Programming								
31	Secure housing programming	—	\$\$\$	NA	+++	+	✓	
32	Green energy demonstration	—	\$\$\$	\$\$\$	+++	NA	NA	
Scoring		29		27	18	51	57	
Total								

Comments: \_\_\_\_\_

# Appendix K – Workshop Small Group Alternative Worksheets

## Alternative Development

### Build the Farm Exercise Worksheet

Group Members: Matt & Ben

Alternative Name: 75 East Bow

#	Site Element	Programmatic Elements					Criteria Performance	Cost Recovery Options
		Update Definition?	Expenses Amt/Source	Revenue	Community Benefit	Public Access		
1	WSU Extension Services		\$\$\$	\$	+++	++	✓✓✓	
<b>Land Lease / Ag Based Food Production Program Elements</b>								
2	Incubator farming programs		\$\$\$	\$\$	++	+	✓✓✓	General Fund
3	Community gardens		\$\$\$	\$	++	++	✓✓✓	Metropolitan Park District Fund
4	Agricultural leased space		\$\$\$	\$\$	++	++	✓✓✓	Equitable lease adjustments
5	Agricultural research leased space		\$\$\$	\$\$	++	++	✓✓✓	Fee for farm services
6	Community Supported Agriculture	5	\$\$\$	\$\$	+	+	✓✓	Friends of the Farm memberships
7	Food production for underserved communities	5	\$\$\$	NA	+++	++	✓✓✓	Friends of the Farm fundraising
8	Food is Free Garden		\$\$\$	NA	+++	+++	✓✓✓	Educational institution partnership
<b>Leased Space (Greenhouses, etc.) Elements</b>								
9	Farmers market	4	\$\$\$	\$\$	++	++	✓✓	NGO/non-profit management
10	Farm stand		\$\$	\$\$	++	+++	✓✓	Farm entire property
11	Food processing hub		\$\$\$	\$\$	+++	+	✓✓	Grants
12	Multituse building for private and public venues		\$\$\$	\$\$	++	++	✓✓✓	Parking fees
13	Farm events programming	2	\$\$	\$\$\$	++	+	✓✓✓	Donation items
14	Vancouver & Clark County leaf litter composting	2 staff + 100 hrs	\$\$\$	\$\$\$	++	+++	✓✓	Revenue percentage from sold items
<b>Park &amp; Public Access Elements</b>								
15	Community trails – open to the public		\$\$\$	NA	+++	+++	✓✓✓	Corporate sponsorship
16	Farm tour trails – controlled access		\$\$\$	NA	++	++	✓✓✓	Wind or solar farm power generation
17	Farm-park amenities	5	\$\$\$	\$\$	++	+++	✓✓✓	Vancouver/Clark County leaf litter composting & sales program
18	Homestead attraction and classes	5	\$\$\$	\$\$	++	+++	✓✓✓	
19	Children's play area		\$\$	NA	+++	+++	✓	
20	Farm historic tours	4	\$	NA	+++	+++	✓✓✓	
<b>Ag Educational Program Elements</b>								
21	Animal bar & youth animal programming		\$\$\$	\$	++	++	✓✓✓	
22	Composting education programming		\$	\$	++	+	✓✓✓	
23	Early childhood educational / preschool		\$\$	\$\$	+	++	✓✓✓	
24	Community outdoor classroom	7	\$	\$	++	++	✓✓✓	
25	School District program	7	\$\$\$	NA	+++	++	✓✓✓	
26	Continuing agricultural education for adults	7	\$\$	\$	++	++	✓✓✓	
27	Farm to Table programming		\$\$	\$\$	++	++	✓✓✓	
28	Ag based job training programs		\$\$\$	\$\$	+++	+	✓✓✓	
29	Equine programs		\$\$\$	\$	++	++	✓✓✓	
30	Horticulture education programs		\$\$\$	\$	++	++	✓✓✓	
<b>Non-Ag Based Programming</b>								
31	Secure housing programming		\$\$\$	NA	+++	+	✓	
32	Green energy demonstration		\$\$\$	\$\$\$	+++	NA	NA	
<b>Scoring</b>								
<b>Total</b>								

Comments: \_\_\_\_\_



# Appendix K – Workshop Small Group Alternative Worksheets

Alternative Development

## Build the Farm Exercise Worksheet

Group Members: Mark Wreath

Alternative Name: Agri-Park Z.O

#	Site Element	Programmatic Elements					Criteria Performance	Cost Recovery Options
		Update Definition?	Expenses Amt/Source	Revenue	Community Benefit	Public Access		
1	WSU Extension Services		\$\$\$		+++	++		
Land Lease / Ag Based Food Production Program Elements								
2	Incubator farming programs		\$\$\$	\$S	++	+	✓✓✓	General Fund
3	Community gardens		\$\$\$	\$	++	++	✓✓✓	Metropolitan Park District Fund
4	Agricultural leased space		\$\$\$	\$S	++	++	✓✓✓	Equitable lease adjustments
5	Agricultural research leased space		\$\$\$	\$S	++	++	✓✓✓	Fee for farm services
6	Community Supported Agriculture		\$\$\$	\$S	+	+	✓✓	Friends of the Farm memberships
7	Food production for underserved communities		\$\$\$	NA	+++	++	✓✓✓	Friends of the Farm fundraising
8	Food is Free Garden		\$\$\$	NA	+++	+++	✓✓✓	Educational institution partnership
Leased Space (Greenhouses, etc.) Elements								
9	Farmers market		\$\$\$	\$S	++	++	✓✓	NGO/non-profit management
10	Farm stand		\$S	\$S	++	+++	✓✓	Farm entire property
11	Food processing hub		\$\$\$	\$S	+++	+	✓✓	* Grants <sup>lowitz</sup> <sub>TRUGG</sub>
12	Multise building for private and public venues		\$\$\$	\$S	++	++	✓✓✓	✓ Parking fees Accessible
13	Farm events programming		\$S	\$S\$	++	+	✓✓✓	Donation items
14	Vancouver & Clark County leaf litter composting		\$\$\$	\$S\$	++	+++	✓✓	Revenue percentage from sold items
Park & Public Access Elements								
15	Community trails - open to the public		\$\$\$	NA	+++	+++	✓✓✓	Corporate sponsorship
16	Farm tour trails - controlled access		\$\$\$	NA	++	++	✓✓✓	Wind or solar farm power generation
17	Farm-park amenities		\$\$\$	\$S	++	+++	✓✓✓	Vancouver/Clark County leaf litter composting & sales program
18	Homestead attraction and classes		\$\$\$	\$S	++	+++	✓✓✓	
19	Children's play area		\$S	NA	+++	+++	✓	
20	Farm historic tours		\$	NA	+++	+++	✓✓✓	
Ag Educational Program Elements								
21	Animal bar & youth animal programming		\$\$\$	\$	++	++	✓✓✓	
22	Composting education programming		\$	\$	++	+	✓✓✓	
23	Early childhood educational / preschool		\$S	\$S	+	++	✓✓✓	
24	Community outdoor classroom		\$	\$	++	++	✓✓✓	
25	School District program		\$\$\$	NA	+++	++	✓✓✓	
26	Continuing agricultural education for adults		\$S	\$	++	++	✓✓✓	
27	Farm to Table programming		\$S	\$S	++	++	✓✓✓	
28	Ag based job training programs		\$\$\$	\$S	+++	+	✓✓✓	
29	Equine programs		\$\$\$	\$	++	++	✓✓✓	
30	Horticulture education programs		\$\$\$	\$	++	++	✓✓✓	
Non-Ag Based Programming								
31	Secure housing programming		\$\$\$	NA	+++	+	✓	
32	Green energy demonstration		\$\$\$	\$S\$	+++	NA	NA	
Scoring								
Total								

100% LEADERS

→

Comments: School District Programs: ELEMENTARY EDUCATION (FIELD TRIPS) HS Partnership w/ Hort & NR Programs

## Heritage Farm Sustainability Plan

### Public Comments Received as of 1/27/2023

1. Thank you for all of the work you "all" do, have done and will do. I appreciate it.
2. Why did no one reach out to the commercial farmers and farm bureau? A number of years ago a plan was proposed to build a true commercial style farmers style market at the heritage farm. Has that idea gone away? Bill Zimmerman
3. We have lived in SW Hazel Dell for more than 50 years. Open land in the area is quickly being filled with "ticky-tacky" houses. We would like to see the Heritage Farm property kept as open land for the use of the community. One part could be a community garden but please keep the rest of the area open as a park for everyone. Thanks, Dan and Kay McMurry
4. It's difficult for people with disabilities to maneuver the farm including and especially for the community gardens. Dana Etengoff
5. The 78th Street Heritage Farm is an important resource for our community. A broad range of our community members are involved and benefiting from Heritage Farm. Currently, the area houses WSU Extension offices and the programs they support on the Farm including Master Gardener educational programs, SNAP Ed Farm to Fork providing youth hands-on education in understanding how our food is grown, and the 4-H Restorative Food Bank Garden which gives at-risk youth meaningful experiences to grow and provide produce to a local food bank. WSU Extension also conducts research that supports local and regional farmers to develop strategies that help farm businesses successfully evolve and adapt.

The Master Gardener program includes the answer clinic that provides gardening assistance, educational programs, and the annual plant sale which funds many community projects such as school and community gardens, the Fort Vancouver Historic Garden, and the Naturescaping wildlife botanic garden.

The Clark County Food Bank harvests thousands of pounds of food for our community's food insecure and 88 families have an opportunity to grow their own food in the community garden plots. There are also many opportunities for the community to volunteer at the Heritage Farm.

Research now shows the positive effects of outdoor nature time. In addition, there is an increased interest in growing one's own produce. Heritage Farm's open space, access to nature, and gardening is a valuable resource that we need to keep. The continuation of these programs gives our community opportunities to learn and work outside; fresh-air, hands-on learning. Heritage Farm provides equitable access to an open-green space, educational opportunities, enrichment plus the

## Appendix L – Public Comments

health benefits of access to nature. This is even more important now as our community becomes more populated with people, houses, and cars. Heritage Farm is exceptional use of public space, a unique asset for our citizens; it has been and is a vital part of our community. Please consider, rather than dollars, what these programs bring to and how they enhance our community. Keep this important resource!

I have been a Master Gardener since 2005 and have seen the benefits of this program in our community. I help coordinate the Hazel Dell School and Community Garden and I lead the Master Gardener Garden Discovery Team. We have made presentations at many elementary schools on garden topics including seed growth and development, soil, and pollination. Each summer, WSU Extension Master Gardeners have led a summer garden program for the Boys & Girls Club. We are currently presenting lessons on spiders and seed saving for elementary students. It is wonderful to see children understand that spiders are not to be feared but should be left along so the spiders can do their job of ridding the garden of pests such as aphids and flies. In addition, for the children to realize that the seeds they see in the foods they eat can be viable seeds to grow new plants next season.

It is very rewarding and important to see the children understand that food does just not come from the grocery store but that there is a farmer or grower taking a seed and helping that become the food we eat.

The Master Gardener Foundation provides grant funding for many organizations including school and community gardens and funds the Master Gardener Garden Discovery team's educational programs for school children with proceeds from the annual plant sale. Plants are propagated in the Heritage Farm greenhouses and property, grown and sold at the annual Mother's Day weekend sale. This funding makes possible many necessary gardening supplies to make community gardens successful and allow for the food donations and educational programs including field trips for school children to Heritage Farm. In addition, the Master Gardener Foundation provides start plants and seeds for many community gardens. At Hazel Dell Elementary, the Grow Team, raises food for Share and the food insecure in our community thanks to the seeds and starts plus funding from the Master Gardener Foundation.

We need the many programs that Heritage Farm supports. Providing a public meeting area and walking paths in addition to other improvements that maintain the agricultural nature and open outdoor space, will be a benefit to our community.

Heritage Farm is a community resource that benefits our community in many ways, which is and should continue to be an important resource.

Sincerely,  
Barbara Nordstrom

## Appendix L – Public Comments

6.

Thank you for the opportunity to provide input as an independent member of the Heritage Farm “stakeholder” community. We reviewed the public record, listed below.<sup>1</sup> Collaboration at the Heritage Farm started in 2012 with a meeting of agroecologists from WSUV and Clark College. These comments rely on the finding of extensive research and participation in urban region food systems (Wait, J. 2022, 2021, 2018, 2017, 2016, 2015, 2014, 2013, 2010). Our action-research centers farmers’ perspectives, a sector of “stakeholders” who are under-represented in the official conversations, governance, and committees about the Heritage Farm. Farmers deserve more opportunity to help guide the future of the farm. Unfortunately, agriculture is notoriously under-supported in Clark County and the rate of farm loss and farmland conversion is among the highest in the West and the US (see references in Wait, 2021 and/or request more information).

The Heritage Farm is still an important centerpiece of the food system, and is more than just a place to learn about history. The Farm offers solutions for the future. With all due respect to the Council and the Park Planners, we believe that Heritage Farm could be a much better model if the County improved the farming functions as a priority over parklike functions.<sup>2</sup> What park amenities support agriculture and sustainability (as inclusively defined)?

**Sustainability**, by definition, includes economic, environmental, and social equity goals. The future plans need to focus more equitably and additionally on social justice and environmental resilience. Depending on how defined, it could be possible to meet goals of “improved financial sustainability and public access,” follow core principles identified in multiple documents, and promote solutions that prioritize the fact that this is a farm on public land, albeit “stolen land” previously stewarded. However, it appears that the definition of sustainability being used by the County is narrowly considering “financial” which is only part of economics. Even “financial sustainability” and “public access” deserve definition, as well as broadening.

Heritage, indeed history, requires looking further back into the past and sustainability means looking into the future to address inequities with solutions. Please also consider power and economic dynamics and social-environmental justice as integral to sustainability.

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<sup>1</sup> Review of the public record ([clark.wa.gov/public-works/heritage-farm-sustainability-plan](http://clark.wa.gov/public-works/heritage-farm-sustainability-plan)).

- 78th Street Heritage Farm Master Plan, March 2020, Clark County Public Works Parks & Lands Division
- 78th Street Heritage Farm Preservation and Maintenance Plan, 2018, for Clark County Community Planning by AECO
- WSU Extension Metro, 2022. Moving Heritage Farm Forward: Strategy and operational recommendations
- WSU Metro, 2021. Heritage Farm Preliminary Findings
- Open House (12/14/2022)
- Heritage Farm Overview, Jan 8, 2020 Work Session slide deck presentation to Clark County Council
- Public testimony on the 2020 Master Plan (J. Wait, 2/11/2020)

<sup>2</sup> There are many models of agriculture programs on public park land across the US, which are particularly important in metropolitan regions (see also NW Oregon and King Counties).

## Appendix L – Public Comments

**Colonial Settler History matters.** WSU Vancouver acknowledges that the campus is in the homelands of Chinookan and Taidnapam peoples and the Cowlitz Indian Tribe. Yet in the Sustainability and other Planning documents, there no history of the land prior to White settlement presented in the Farm Preservation Plan (2018). What is the evidence that there was any Consultation with Indigenous Peoples cited? Perhaps consult also with the Vancouver Fort and the Ridgefield Wildlife Refuge, as these public lands honor the Indigenous heritage. Please additionally invite the Oregon Native American Chamber (ONAC) and the Native American Youth and Family Center (NAYA) to consider representing economic and health equity issues, for examples. The Columbia River Inter-Tribal Fish Commission (CRITFC) is engaged in food access work across the region. There is a NW Tribal Food Sovereignty Coalition.

**Legacy matters.** The Heritage Farm represents a unique legacy—a remnant of a rapidly diminishing farmland resource, and a long-time hub for the agricultural community that offers food access, education, applied research, and training opportunities.

**“Poor Farm”** aspects of the Heritage Farm persist, including growing crops to feed people, and the use of volunteer and correctional system inmate labor.

**WSU experiment station** activities continue, but certainly not up to its potential since the divestment by WSU when Extension transferred key agronomy expertise and capacity to other research farms (Mt. Vernon, for example).

**Public access** is actually quite significant already. “Public” are included in festivals, farm tours, demonstration garden and field plots, food system forums, research fields, field days, workshops, plant sales, volunteer work parties, community gardens, and annual courses for entrepreneurs and landowners. On working farms, these types of activities can be considered forms of “agritourism.” Has anyone asked farmers or participants about enhancing these fora?

**The equitability and reliability** of information generated—from “stakeholder” and public engagement, advisory, and planning processes—depend on how the questions are framed and presented. We perceive that the questions themselves have elicited assumptions not necessarily shared. What are the impacts of bias? Unfortunately, it appears that the questioning (the Steering Committee’s visioning form, the Survey, the Metro report, and the Public meeting(s)) have been driven by narrow questions and assumptions, which likely limits creativity and real public discourse.

**In the Survey**, for example, the choice options only list some of the possibilities for the farm, and few have anything to do with farming, except “new greenhouses.” What are the greenhouses for? Are there other park properties that could house greenhouses, such as paved land? Former nurseries? In the survey, there is no option for farming or agricultural research, nor an option for more community gardens. What was the result of the Steering Committee visioning session on 11/7/2022?

**Centering “cost recovery” modeling** is a potentially more problematic assumption presented by the Metro Center is the analysis. One overall vision that emerged fortuitously includes “...supporting food and farm businesses...” Obviously, from the recommendations and strategies, there is a LOT of work yet to be done. “Cost recovery” is the least of the problems, but seems to have been equated with “financial sustainability.” Any cost-benefit analysis needs to consider all the pillars of sustainability. Think about health equity outcomes, overcoming social injustice, fostering pathways for youth to engage in agriculture, enhancing water and soil resources, and promoting agroecosystem biodiversity.

## Appendix L – Public Comments

**Clark County needs a community food system assessment.** Clark County also needs an area-wide agricultural plan to meet GMA regulations. Clark County also needs an agricultural advisory council that functions more than just a sign-off for land valuation Auditor schemes.

**Beyond sustainability, consider resilience.** Given climate chaos, we hope that Clark County officially realizes that agricultural land and infrastructure is getting more and more valuable compared to other land uses, before more conversion further limits our future possibilities. The pandemic has exposed us all to systemic problems with the current food system. Growing food access is paramount. At a minimum, please develop a more inclusive and comprehensive definition of sustainability as having (at least) 3 pillars. Please explain sustainable agriculture and resilient food systems.<sup>3</sup> My research and knowledge could help.

### EQUITABLE ECONOMIC SUSTAINABILITY

As the primary agencies engaged in supporting the food system here are “under-resourced” (Wait 2021), WSU Extension, and Clark County, should re-invest in numerous programs that support farmers and natural resources—through all-age education, applied research, hands-on training, and watershed stewardship. Clark County could take this opportunity to remedy problems by investing adequately in the agricultural infrastructure in disrepair and under-resourced.

Consider the multi-faceted benefits of farming in an urban setting. Note examples of the Urban Agriculture grants recently awarded by USDA NRCS for Washington State projects.<sup>4</sup>

### EQUITABLE SOCIAL SUSTAINABILITY AND JUSTICE:

The future plans, governance, and processes need to encompass Justice, Equity, Diversity, and Inclusion (JEDI) principles and approaches.<sup>5</sup> This goes beyond the inclusion of LULAC and NAACP “representatives from underserved populations of Clark County” and the Cowlitz Tribe as an “adjacent neighbor” (HF Sustainability Plan FAT Update 09202022). This inclusion is a good start. Even the WSU Metro report (2022), while failing to actually engage additional diverse organizations during their multiple year project, at least lists several.

In line with equity of participation or access for programs, please consider that volunteerism is a privilege. People who do not have the available wealth should be compensated and/or supported for their participation (cover farmers’ “opportunity costs”).

Consider more distributive democracy and participatory budgeting. With all due respect to the existing entities outlined in the Master Plan, some of the same people represent multiple entities or agencies, in various roles, for an apparent concentration of power among privileged. Please ensure that nonprofit partner(s) demonstrate public entity-level JEDI, open transparency, and openly demonstrate commitment to the idea that the Farm is a “common” property.

<sup>3</sup> For example: [Definitions: Sustainability and Food Systems | USDA](#)

<sup>4</sup> [Urban Agriculture and Innovative Production Grants | USDA](#)

- **TILTH ALLIANCE:** “Rainier Beach Urban Farm and Community Food Resources. Provide free and discounted food to the local community and promote gardening and urban agriculture throughout the community”
- **SOUTHWEST WASHINGTON LULAC FOUNDATION:** LULAC Grows Urban Farm and Family Garden Incubator Groundwork and Food Sovereignty for Communities of Color” Provide new and aspiring farmers access to farmland, infrastructure, cultivating tools, and growing supplies. We will cultivate a greater abundance of crops desired by our communities, and innovate with a diverse array of culturally specific crops aligning with indigenous cultural heritage.

<sup>5</sup> See for example—there are too many to list here! Available on request.

## Appendix L – Public Comments

Which organizational diagram is most appropriate for Farm governance? Perhaps this is open for discussion given the need for JEDI and multi-faceted sustainability. There are existing diagrams: one is in the Master Plan, and one is in the Metro Report farm operations plan section. In both, the Technical Advisory Team appears to have a great deal of power. In the Master Plan, the “Non-Profit Partner Foundation” does not appear directly linked to the Technical Advisory Team. Do they answer to the County Public Works? Are you referring to Friends of the Heritage Farm? There are other nonprofits, “foundations” and “friends” organizations, some of whom have financial and/or conservation interests. Some of the entities are in the public record, and some fall below the threshold for disclosure. What have been their various financial contributions and what are the public benefits accrued or envisioned?

Consider a coalition of nonprofits collaborating at some level, rather than allocating “support” for any one in particular. Nonprofit organizations variously raise funding to support their programs. What about organizations not previously engaged? Do they already have Farm-related programming or do they need “support” to develop? Please use Equity and JEDI filters.

How would the role of Advisory and public engagement dovetail? What is the long-term role of the Steering Committee, which is much more inclusive and diverse than the Advisory Team? What is the power distribution among and between Farm occupants and programs and stakeholders? How can the various roles of Extension (nutrition, education, agricultural and natural resources practices, crops, workshops, youth programs, ETC) be equitably integrated into the Heritage Farm governance? Is “Advisory” (the County’s term) the same as “governance” (I seem to be introducing)?

### ENVIRONMENTAL SUSTAINABILITY

The Sustainability Framework in the Master Plan is a great start! Add food growing, agriculture, gardening, and farming! Please also add elements of agro-forestry for the woodlands on the Farm. What would restorative forest thinning look like?

Consider that Heritage Farm is a unique island of working land and biodiversity. It is now almost completely surrounded by development. It’s a flyway, landing zone, and bird sanctuary of sorts. Pollinator habitat is getting rarer and rarer, and dispersal is challenged. The biodiversity enhances beneficial insect populations to help keep the “pests” in check. Farmers, environmental scientists, and conservationists have lots of research questions and could pose applied research to address challenges facing agricultural resilience. Consider involving community gardeners in “citizen science.”

Consider the Farm as a whole as an agroecosystem. The smallest scale within is the crop field or garden plot or community garden. The broader scale considers the agroecology of the food system level of the city-region. At the farm and field level, agroecosystem resilience depends on numerous practices that foster ecological diversity, including cover crops and Organic methods, etc. (references available on request).

We welcome questions for clarification and further dialogue. We appreciate the extensive contributions to the future of the Heritage Farm by all the involved entities!

Thank you for considering these comments.

Respectfully submitted,

Jude Wait, Ph.D.