

Sustainable Communities in Appalachia Technical Assistance Program

Strengthening Local Foods
Systems and Downtown
Vitality: An Action Plan for
Aberdeen, Mississippi
June 17, 2014



1. Community Story

Aberdeen is a city of about 5,600 people in northeastern Mississippi halfway between Tupelo and Columbus. The city and surrounding region have a manufacturing base, but many residents continue to struggle with long-term poverty and poor health. The city's population has declined consistent with regional trends that indicate many younger educated residents are leaving the area in search of employment in larger urban areas. A countervailing trend is the arrival of retirees that are moving to Aberdeen for its affordable cost of living and climate.¹ The city was one of the state's first certified retirement communities and it was during a retiree town hall meeting in February 2013 hosted by Mayor Cecil Belle that retirees pushed for a farmers' market. Reinvigorating the city's downtown through a renewed emphasis on the local food culture was an emphasis of the Sustainable Communities in Appalachia technical assistance workshop in Aberdeen.

The city's advantageous location on the Tombigbee River made it a bustling port in the 19th Century. Cotton was traded and shipped from the port fueling the city's growth. Many significant historic homes and structures remain from the antebellum period with dozens listed on the National Register of Historic Places. The region's economy has evolved from its early agricultural and transportation focus to an emphasis on manufacturing, health care, and government in the 20th century. Aberdeen is the seat of Monroe County and also home to the region's federal courts. Pioneer Community Hospital is one of the region's largest employers with about 250 staff and Holley Performance Parts (engine parts) and Georgia Gulf (chemicals) are among the largest manufacturers, each with more than 100 employees.

Recently the City's economic development focus has turned to downtown. Aberdeen is working to improve facades and the streetscape and applied for EPA/ARC technical assistance to explore how to take advantage of restoring a historic railroad depot downtown. A restored depot site could serve as a future community center with an emphasis on local foods, nutrition, demonstration, and education. The site could host a farmers' market and a community kitchen with canning capabilities, all of which would support a growing interest in locally grown foods and a more vibrant downtown.²

2. Community Engagement

Aberdeen Main Street, a downtown advocacy organization, hosted a small team of federal agency staff and consultants for the workshop on April 15 and 16, 2014. The two-day event included a tour of downtown as well as a number of other key community assets and features. The work session the first day was structured to help reveal community members' values and vision. The two work sessions on the second day focused on understanding the elements of a local food system, and linkages to community livability and vitality, especially downtown. The morning was spent identifying obstacles to, and solutions for, expanding access to local foods. By the end of the workshop the group had created an action planning framework and elaborated a number of ideas for moving forward. Among those in attendance were representatives of the Mississippi State University Extension Service, Farm

¹ Three Rivers Planning and Development District. *Comprehensive Economic Development Strategy 2012-2017*. <http://www.trpdd.com/ceds/ceds.pdf>

² Barnes, Joey. "Aberdeen Main Street Revitalization." WCBI. December 18, 2013. <http://www.wcbi.com/wordpress/61280>.

Bureau, Three Rivers Development District, Eastern Mississippi Community College, County and City elected officials, the Mississippi Main Street Association, Aberdeen garden club and historical society, along with a number of local farmers and business owners.

While the two-day workshop is the key event that contributed to this action plan, it was preceded by several conference calls, background research, mapping, and case study development. Figure 1 lays out all of the steps leading to this action plan.

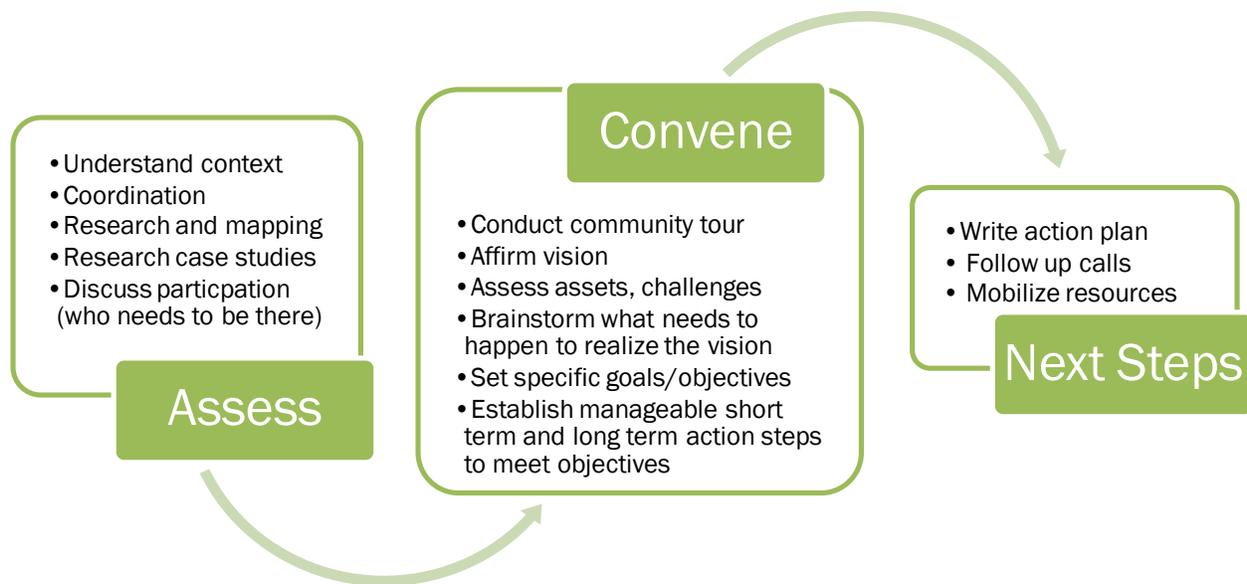


Figure 1 - Technical Assistance Process Diagram

3. The Local Food System

The farmers’ market, cannery, and nutritional education program that Aberdeen is working to launch in a refurbished railroad depot building will not only support the downtown revitalization efforts, but also improve the health of the city’s and region’s residents. Recent data listed in the table below indicate that Monroe County lags the state for several health indicators related to diet.

Health Indicator ³	Monroe County	Mississippi
Adults with Diabetes (2005-11)	12.2%	11.4%
Adults Eating Fewer than 5 Servings of Fruit and Vegetables per Day (2009)	83.0%	82.5%
Adults with High Blood Pressure (2005-11)	35.4%	35.1%
Adult Obesity Rate (2005-11)	35.3%	34.2%

³ Centers for Disease Control (CDC). Health Indicators Warehouse. <http://healthindicators.gov/Indicators/>. Accessed January 13, 2014.

Health Indicator ³	Monroe County	Mississippi
Low-Income Preschool (ages 2-4) Obesity Rate (2009-11) ⁴	15.3%	Not Available

Table 1 - Diet-Related Health Indicators

The City's plans for promoting local agriculture and local food traditions will help address these health issues by improving access to healthy food. The closest farmers' market is 25 miles from Aberdeen and parts of the city are a "food desert" because of the distance to the nearest supermarket and because many residents lack access to a car.⁵ Fortunately Aberdeen has several producers, partners, and tools available to connect residents with nutritious local foods. Monroe County was home to 17 farms that harvested vegetables on 341 acres as of 2007.⁶ Farming is clustered in the county's rich soils in two fairly narrow bands that run north and south. One is just west of Aberdeen and the other is a few miles east of the Tombigbee River.

However, USDA data indicate that the local market for the region's produce was fairly small in 2007. Direct farm sales to consumers averaged only \$1.46 per Monroe County resident. In addition, the county is home to several schools, hospitals, government facilities, and other institutions that purchase food and could boost the market for local produce. Yet the county currently lacks a local food hub that could connect producers with institutions. Monroe County also lacks a farm-to-school program that could provide education on local foods and introduce local produce in school cafeterias. This is significant because about 61 percent of the county's public school students were eligible for a free school lunch in 2011.⁷ Additionally, about 20 percent of the county's population participated in the federal Supplemental Nutrition Assistance Program (SNAP), which is slightly below the statewide average of 21 percent.⁴

Reestablishing the historic connections to local food producers and local food traditions will help the city improve public health while also diversifying and boosting the downtown area's economy.

4. Underlying the Action Plan - Values and Vision

Creating a stronger local food system is important in Aberdeen and Monroe County because it can help support better public health. A strong local food system also aligns with a broader set of community goals. Community members brought forth during the workshop the following themes that demonstrate this point:

- **People value their community** because it's beautiful, hardworking, full of people willing to volunteer, friendly, helpful, historic, community-minded, social, and has great potential.

⁴ Economic Research Service (ERS), U.S. Department of Agriculture (USDA). Food Environment Atlas. <http://www.ers.usda.gov/data-products/food-environment-atlas.aspx>

⁵ Economic Research Service (ERS), U.S. Department of Agriculture (USDA). Food Access Research Atlas. <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx#.UtVQQdJDvhc>

⁶ U.S. Department of Agriculture. Census of Agriculture, 2007 Census Volume 1, Chapter 2: County Level Data. http://www.agcensus.usda.gov/Publications/2007/Full_Report/Volume_1,_Chapter_2_County_Level/Mississippi/ Accessed January 13, 2014.

⁷ Centers for Disease Control (CDC). Health Indicators Warehouse. <http://healthindicators.gov/Indicators/>. Accessed January 13, 2014.

- ***People value local foods*** because they are the best for you, healthy, sustainable, available, abundant, and are easy to grow.
- ***People value health*** because it's about wellness, personal choice, a strong community, a healthy environment, and a strong small town.
- ***People value livability*** because it's about achieving a better quality of life, fun, relaxing, having more trees, about a hierarchy of needs, open spaces, health and wellness, strong community, and churches and faith.

The top concepts or themes representative of local values and community goals are:

- Strong community.
- Friendships and collaboration.
- Hard work.
- Historic traditions.
- Natural and civic beauty.
- Healthy people, fresh food.
- Future potential.

Community members see a direct connection between growing their local food system, improving quality of life, and growing their local economy. When asked to describe a headline from the future expressed as hypothetical news stories 20 years from now, community members identified the following headlines:

- Homegrown Food Fills Need for Culture: Tourism, Education, Farm-to-table and Regional Hub.
- Seventh Graders Teach Parents That Chicken Does not come From McDonalds: Seventh Graders Produce their Own Produce.
- Local Foods: Balance Industry with Agriculture (BIWA).
- Aberdeen is Recognized as one of the Top Ten Healthiest Places in the State, with a robust tourism economy and high levels of education, and where people are living longer and healthier.

These expressions of value and vision for the future indicated a strong desire to improve access, awareness, and education for local and healthy foods in Aberdeen and the region.

5. Action Plan for Implementation

The community's values and vision are the foundation for continuing to advance the local food system and improving livability of downtown. Making this vision a reality will require sustained effort, additional resources, and new partnerships. Based on the original letter of interest, the Aberdeen Main Street wanted to focus on:

- Establish a neighborhood food education center in the Depot.
- Establish a farmers' market in the Depot.
- Teach canning and provide a space for it.
- Teach new cooking skills to boost public health.
- Connect citizens to local food options.
- Boost local income.

- Improve community cohesiveness.

The workshop process helped to reveal that tackling all these major goals simultaneously would be difficult and that some of these are interrelated. Participants choose to focus on identifying a manageable set of goals and actions, all of which focused on improving access and education on local foods as well a strengthening community livability downtown. Figure 3 below illustrates the three goals the workshop participants identified around which to develop an action plan.

Figure 2: Goals for Advancing Local Food Systems and Supporting Community Livability in Aberdeen.



The workshop focused on three primary goal areas, and corresponding action steps can be seen in their complete form, including a time frame, lead role, supporting cast, cost, funding sources, and near-term steps, in Appendix A. A summary of the three goals and action steps are presented below. Steps that can be accomplished in the next 100 days are also listed below each action. The purpose of the “next 100 days” actions is to keep the workshop momentum going and to keep this plan at the forefront of stakeholders’ attention.

Goal 1: Plan, Renovate, and Build the Depot.

Action 1.1 - Deed/obtain ownership

- **First 100 Days:** To be determined.

Action 1.2 - Site design; master planning; cost estimate; design – interior of building – exterior of building.

- **First 100 Days:** Initial master plan done.

Action 1.3 - Space use and programming.

- **First 100 Days:** To be determined.

Action 1.4 - Securing funding for the depot.

- **First 100 Days:** To be determined.

Action 1.5 - Replace or repair plumbing, electricity, and roof.

- **First 100 Days:** Get site plan done.

Action 1.6 - Upgrade platform and brick; landscape design and improvements; document and preserve historical features.

- **First 100 Days:** Get site plan done.

Goal 2: Education and Outreach Program Development

Action 2.1 - Launch a culinary education program.

- **First 100 Days:** Curriculum.

Action 2.2 - Kids community garden.

- **First 100 Days:** Secure land; gather donated supplies from list; identify youth; curriculum; planting scheduled.

Action 2.3 - Teaching head start and pre-school classes.

- **First 100 Days:** None.

Action 2.4 - WIC/EBT education; marketing education programs; Salad Bowl (linking farm with rest? Directory?); farmers/wholesale; restaurants interested.

- **First 100 Days:** To be determined.

Goal 3: Establish a Farmers' Market

Action 3.1 – Create a business plan for a farmer's market.

- **First 100 Days:** Identify funding; regroup.

Action 3.2 - Identify farmers/vendors.

- **First 100 Days:** Future site sign (USDA Grants); clean the lot.

Action 3.3 - Create guidelines/bylaws for the farmers' market.

- **First 100 Days:** Search for grants for farmers' markets.

Action 3.4 - Set programs.

- **First 100 Days:** To be determined.

Action 3.5 - Consensus building; community process

- **First 100 Days:** To be determined.

6. Implementation and Resources

As a follow-on to the technical assistance effort, the ARC is providing a cash-grant of about \$20,000 to support the implementation of projects or supporting programs identified during the workshop that will help the community advance their local food system and support livability. Based on the priority actions and goals identified at the workshop, the following represent some of the specific projects and corresponding livability principles that this ARC implementation investment could support.

Aberdeen Main Street decided that rehabilitating the depot was their top priority. As such, they sought implementation assistance from ARC to implement Action 1.5 (replace or repair plumbing, electricity, and roof). The specific steps Aberdeen Main Street plans to take with the implementation assistance are listed in the table below.

Table 2 - Aberdeen Implementation Support

Action	Dollar Amount
Treat depot for termites	\$2,800
Replace or repair electrical components	\$5,428
Replace or repair plumbing	\$8,462
Replace or repair roof	\$6,475

In addition to the support provided by ARC, a number of other funding sources may be applicable in advancing the local food systems and livability. Additional resources for funding and implementation are highlighted in Appendix F.

Finally, Aberdeen Main Street made progress in the months following the workshop in advancing several actions associated with the goal areas. Those actions are listed below:

- Made plans to purchase a 30-gallon soup skillet for the depot.
- Secured a donation for a portion of the depot's needed electrical work.
- Conducted termite extermination at the depot.
- Began working with an expert in historical preservation to conduct a research on the depot.

7. Appendices

- Appendix A: Implementation Action Plan Tables
- Appendix B: Local Food System Diagrams
- Appendix C: Workshop Participants and Contact Information
- Appendix D: Presentation Slides
- Appendix E: Workshop Photo Album
- Appendix F: Funding Resources
- Appendix G: Additional References and Resources

Appendix A: Implementation Action Plan Tables

Overview

Participants at the April 14 and 15 workshop in Aberdeen chose to create an action plan around three specific goal topic areas. These three goals areas are:

- GOAL 1: The Depot: Plan, Renovate and Build it** - The opportunity to take ownership and renovate the Aberdeen Railroad Depot into a functional downtown community center, equipped as an educational and demonstration facility, and including a kitchen with capacity to do canning and cooking lessons took top priority for the technical assistance workshop. The actions identified in this goal primarily address the physical and legal aspects of developing the depot, such as fund raising, master planning design, preliminary engineering, and finally rehabilitation and restoration into a working functional downtown community center with a focus on local foods access, nutrition, awareness, and education.
- GOAL 2: Education and Outreach Program Development** - Workshop participants developed this goal area to capture the wealth of ideas that they had for what could be done at the depot in terms of social events, programming, lessons, classes, and demonstration activities.
- GOAL 3: Establish a Farmers’ Market** - Establishing a working farmers’ market downtown was also a popular goal that participants felt would increase access to fresh food, especially to the center of town, while at the same time creating more vitality and activities in proximity to downtown. Aberdeen does not currently have a working farmers’ market, but during the workshop participants learned that the City of Aberdeen has been working towards creating a farmer’s market, has researched and drafted some guidelines and by laws, and was considering a location outside of downtown. During the course of working on the actions for this goal the need for greater collaboration became apparent, and that the primary effort going forward would be for the City and the workshop participants to reconvene and pool resources to come up with a plan for a future’s farmers’ market together.

The complete action and goal tables are presented below. The community developed these goals and actions during the workshop and further refined them during post-workshop conference calls.

GOAL 1: The Depot: Plan, Renovate and Build it

Action 1.1: Deed/Obtain Ownership	
Why is this important?	The target property needs to be in possession of the Aberdeen Main Street in order for any physical rehabilitation efforts to be feasible. Obtaining ownership of the property is a critical first step.
Measures of Success	Deed signed
Achievable	Yes
Relevant	Yes
Timeframe	90 Days
Lead Role	Aberdeen Main Street
Supporting Cast	Lois White
Resource Costs	Low Fees (minor legal and processing fees?)
Resource Sources	Donation of property
First 100 Days	TBD

Action 1.2: Site Design; Master Planning; Cost Estimate; Design – Interior of Building – Exterior of Building	
Why is this important?	Before renovation of the property can take place, it will be necessary to do preliminary site design and engineering to create a master plan for the property. Such a master plan will need to take into account social, environmental, and built features of the site, future functions, site access and transportation, as well as the built environment, landscaping, aesthetics, and signage. The preliminary engineering stage will assess the physical condition of the existing depot structure and features, develop costs estimates for physical rehabilitation and reuse of existing structures. This master plan is preliminary in nature and does not need to detail out every renovation, but it will serve as a guiding document for the site’s physical redevelopment and can be used in fund raising and promotional efforts and as should be professionally illustrated.
Measures of Success	A Depot Master Plan
Achievable	Yes
Relevant	Yes
Timeframe	4-6 months
Lead Role	Main Street; MSU Ext; Small Town Center at Mississippi State; MSU Arch School; Local contractor/architect
Supporting Cast	Kitchen class design (Ken knows local folks who help with MUW kitchen class design)
Resource Costs	Medium to high
Resource Sources	ARC/Main Street; City of Aberdeen; Monroe County?; EPA/FHS/USDA
First 100 Days	Initial master plan done

Action 1.3: Space Use and Programming	
Why is this important?	The programming and use of the renovated depot site is necessary to realize the local foods education and nutrition awareness goals of Aberdeen. Many of these programming activities are detailed in Goal 2 of this action plan.
Measures of Success	A program of on-going activities at the Depot exists.
Achievable	Yes
Relevant	Yes
Timeframe	Medium to long
Lead Role	Main Street/SCORE/SBA; 3 rivers; Miss State Business Center, and possibly the City Inspector
Supporting Cast	Community volunteers, vendors, local businesses
Resource Costs	Low to Medium
Resource Sources	Low to Medium
First 100 Days	TBD

Action 1.4: Securing Funding for the Depot	
Why is this important?	The design, renovation, and creation of a new community center at the Depot will require a substantial amount of resources.
Measures of Success	When monies meet the requirements
Achievable	Yes
Relevant	Yes
Timeframe	120 Days
Lead Role	Main Street; 3 Rivers; Tiger DOT; Volunteers
Supporting Cast	Building tours as fundraisers
Resource Costs	High
Resource Sources	ARC, EPA, USDA
First 100 Days	TBD

Action 1.5: Replace or repair plumbing, electricity, and roof	
Why is this important?	The depot will require investments in plumbing, electrical, roof, and other improvements before it can become a viable, safe, and comfortable community center.
Measures of Success	When the Depot is usable for programming.
Achievable	Yes
Relevant	Yes
Timeframe	6 months after completion of the master plan
Lead Role	City inspector
Supporting Cast	Obtain professionals for construction roof
Resource Costs	Will know after estimates and planning, but assuming at least medium.
Resource Sources	Some in-kind services; City and county could do in-kind work
First 100 Days	Get site plan done!

Action 1.6: Upgrade Platform and Brick; Landscape design and improvements; Document and Preserve Historical Features	
Why is this important?	The area surrounding the building and the landscaping play an important role in how the site will be used and experienced by people. The platform, the brick walkway patterns, and other landscaping features need to be considered as part of the overall site design and master planning process, and after design the site will need to be developed. Historical features of the site should receive special attention for preservation and allow historic interpretation experiences for future visitors.
Measures of Success	When a landscaping and rehabilitation design is complete and the property renovated according to the master plan.

Achievable	Yes
Relevant	Yes
Timeframe	6 months after completion of the Master Plan
Lead Role	Aberdeen Main Street (future property owner) together with Jim Ballard? (Contractor); Need site design-site use/ingress and egress;
Supporting Cast	MSU – maybe can send students. Obtain professionals for construction roof
Resource Costs	Will know after estimates and planning (medium?)
Resource Sources	Some in-kind services; City and county could do in-kind work
First 100 Days	Get site plan done!

GOAL 2: Education and Outreach Program Development

Action 2.1: Launch a Culinary Education Program	
Why is this important?	The kitchen at the depot will create new opportunities for culinary education that will increase the education and awareness of local and healthy food choices and preparation, as well as strengthen local knowledge of traditional local and regional food preparation.
Measures of Success	4H; FFA; Extension; 6 classes (youth) given
Achievable	Yes
Relevant	Yes (Knowledge)
Timeframe	Med
Lead Role	Kitchen (city) of City; Parks and Rec is connected with USDA (Needs education program on foods/health); Extension services – Workshops (Canning, Nutrition, Kids in Kitchen, Consumer)
Supporting Cast	Judy Holland; Rotary Club; Farm Building Federation; Chief Bonny Eicher; Randall Nevins; Bradley Burroughs; Mary Ann Butler
Resource Costs	Low
Resource Sources	USDA; Herrin Foundation; Kellogg; Food Corp.
First 100 Days	Curriculum

Action 2.2: Kids Community Garden	
Why is this important?	This activity would both increase childhood awareness of fresh and healthy food as well as build future generation skills and capacities to produce local food.
Measures of Success	Yes (Garden – Kids Established, Working/Growing; Useable
Achievable	Yes
Relevant	Yes
Timeframe	Medium – Must establish where Garden(s) are to be located, preferably at the depot or nearby downtown.

Lead Role	City of Aberdeen; Community Garden Manager – ?; Bobby Watkins; City Parks and Rec Summer Program – has youth interested in gardening
Supporting Cast	County Master Gardeners
Resource Costs	Low (Equipment Wood Instructions Pots)
Resource Sources	Railroad; Axxiel; Rotary; Coop; Farm Bureau
First 100 Days	Secure Land; Gather donated supplies from list; identify youth; curriculum; planting scheduled

Action 2.3: Teaching Head start and Pre-School Classes	
Why is this important?	Childhood obesity is a growing national problem. Giving children as early on as possible in their education lessons on healthy foods and choices will help combat this dangerous trend.
Measures of Success	1x a year, and more when feasible.
Achievable	Yes
Relevant	Yes
Timeframe	Fall and Spring of the year
Lead Role	Volunteers with FCS Agent with Extension
Supporting Cast	Schools
Resource Costs	Low
Resource Sources	\$100 donations Farm Bureau
First 100 Days	No

Action 2.4: WIC/EBT Education; Marketing Ed. Programs; Salad Bowl (linking farm with restaurants? Directory?); Farmers/Wholesale; Restaurants Interested	
Measures of Success	1x a year
Achievable	Yes
Relevant	Monroe County; 7200 people rely on SNAP; \$10.5 million/year
Timeframe	TBD
Lead Role	TBD
Supporting Cast	Housing Authority; Health Department, recertification for WIC – parents must attend
Resource Costs	
Resource Sources	The USDA-Rural Development is coming to town board to talk about opening up more feeding programs; transportation to food pantry (wont be doing anything additional. Program through schools.)

GOAL 3: Establish a Farmers’ Market

Action 3.1: Create a Business Plan for a Farmer’s Market	
Why is this important?	A detailed business plan for a farmers’ market will take into account the demand and supply profile, and present the overall market feasibility, as well as operational aspects of a working business plan. Ideally this business plan will become a living document that serves as a work plan, or guiding document, for a future Farmers’ Market Manager and/or Board.
Measures of Success	Business Plan exists and guides the activities of a Market Manager.
Achievable	Yes
Relevant	Yes
Timeframe	Business – Plan; Medium
Lead Role	Future Manager (TBD) will eventually lead the market, but in the interim a Steering Committee – Volunteer or Paid – made up of community members could take the lead. Whoever is charged with producing the business plan for the market needs to take into account the various actions taken to-date to create a market and bring all stakeholders to the table in the process of creating the plan.
Supporting Cast	All concerned – City and County; Steering Committee (<u>Idea</u> : Expand FM manager to cover armory + Aberdeen + other places in County; especially to achieve economies of scale).
Resource Costs	Medium (Lead Role – Staff Person) (<u>Idea</u> : Expand FM manager to cover armory + Aberdeen + other places in County; economies of scale)
Resource Sources	USDA; In-Kind; City/County Funding Resource; McFarland Fund; SMCCF; BCBS-MS; ARC
First 100 Days	Identify funding; Regroup

Action 3.2: Identify Farmers/Vendors	
Why is this important?	Vendors make up the supply profile of a market and developing a core group of dedicated and diverse vendors is key to success.
Measures of Success	5 vendors/year; with diversity of crops (is it profitable?)
Achievable	Yes
Relevant	Yes
Timeframe	Short; Immediate (April-Oct roughly)
Lead Role	Extension; Monroe County Extension
Supporting Cast	Main Street; City; Citizens; Farmers; Vendors; Gardeners
Resource Costs	Yes – advertising – staff time – in-kind
Resource Sources	FMPP – USDA; Specialty crop grants; FSA – Nathan?; Advertising (newspaper, radio; FMPP USDA)
First 100 Days	Future Site Sign (USDA Grants); Clean the lot

Action 3.3: Create Guidelines/Bylaws for the Famers' Market	
Why is this important?	Clear guidelines and operating bylaws are necessary operating instruments of a successful market. They should clearly spell out the operating assumptions, roles, responsibilities, leadership and participation expectations, financial operations, membership and any standard operating procedures to be adopted by the market.
Measures of Success	Yes
Achievable	Yes
Relevant	Yes
Timeframe	Short to medium.
Lead Role	Cooperating/steering committee (City, county, farmers); Main Street; Partnership; Extension coop—to reconvene w/n).
Supporting Cast	Extension, Main Street Mississippi, and other interested workshop stakeholders.
Resource Costs	
Resource Sources	Certification of Farmers Market @ state level
First 100 Days	Search for grants for farmers' markets

Action 3.4: Set Programs	
Why is this important?	Successful farmers’ market don’t just sell produce and food products but also host a number of community activities and attractions that both draw in more visitor so the market and the downtown area. A number of these activities are outlined in Goal 2 above, but additional activities could be developed over time. Examples of some farmers’ market activities include hosting music and side events, demonstrations, community chef cooking competitions, raffles (vendor gift basket), contests, cooking and growing classes, animal petting events, etc.
Measures of Success	The number of programs or events per year/month hosted at, or in conjunction with, the Farmers’ Market.
Achievable	Yes
Relevant	e.g. community gardens, workshops, activities at market
Timeframe	Longer term, once the market is established.
Lead Role	Future Market Manager and Board
Supporting Cast	Interested community members, volunteers, vendors, schools, musicians, Chamber of Commerce, Aberdeen Main Street, local businesses.
Resource Costs	Low (volunteers)
Resource Sources	Local participants
First 100 Days	TBD

Action 3.5: Consensus Building; Community Process	
Why is this important?	The long term operational viability of a farmers market will be enhanced if all actors--local, state, civic, private, public--are involved in its creation and have a stake in realizing its success. Currently there are a number of independent initiatives in Aberdeen around the creation of a farmers’ market.
Measures of Success	When a working, lasting viable farmer’s market exists.
Achievable	Yes
Relevant	Yes
Timeframe	Long
Lead Role	Cooperating/steering committee (City, county, farmers); Main Street; Partnership; Extension coop—to reconvene within 60 days)
Supporting Cast	City of Aberdeen and interested workshop participants.
Resource Costs	Low to medium
Resource Sources	Local person hours
First 100 Days	TBD

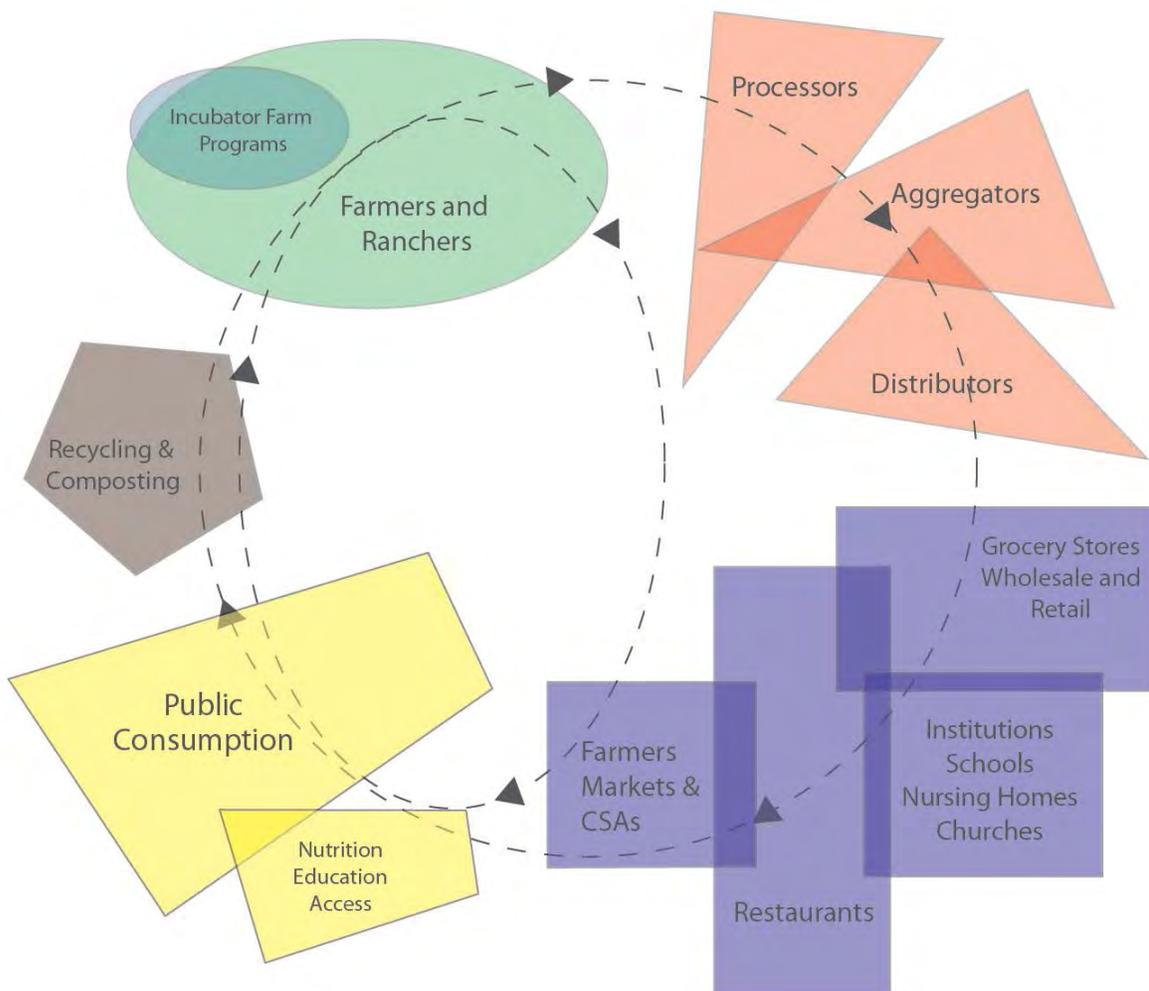
Appendix B:

Local Food System Diagrams

Local Food System Diagram

This diagram below shows several elements of a local food system. The smaller circle on the left shows a common local food system where a market, community supported agriculture program (CSA), and/or educational programs connect farmers with consumers. A weaknesses of this basic model is that it does not serve institutional buyers (such as hospitals and colleges) or restaurants well. The larger circle shows a more advanced local food system where an organization, such as a local food hub, is helping connect local farmers with institutional and restaurant buyers. The local food hub helps serve these buyers by aggregating produce, processing it (through freezing, chopping, packaging, etc.), and finally distributing it.

Figure 1 - Figure 1 - Local Food System Components



Workshop participants in Aberdeen identified several of the components of their local food system. The components are outlined in the three figures below, along with lines indicating relationships that could be strengthened.

Figure 2 - Aberdeen Local Food System Diagram, Group 1

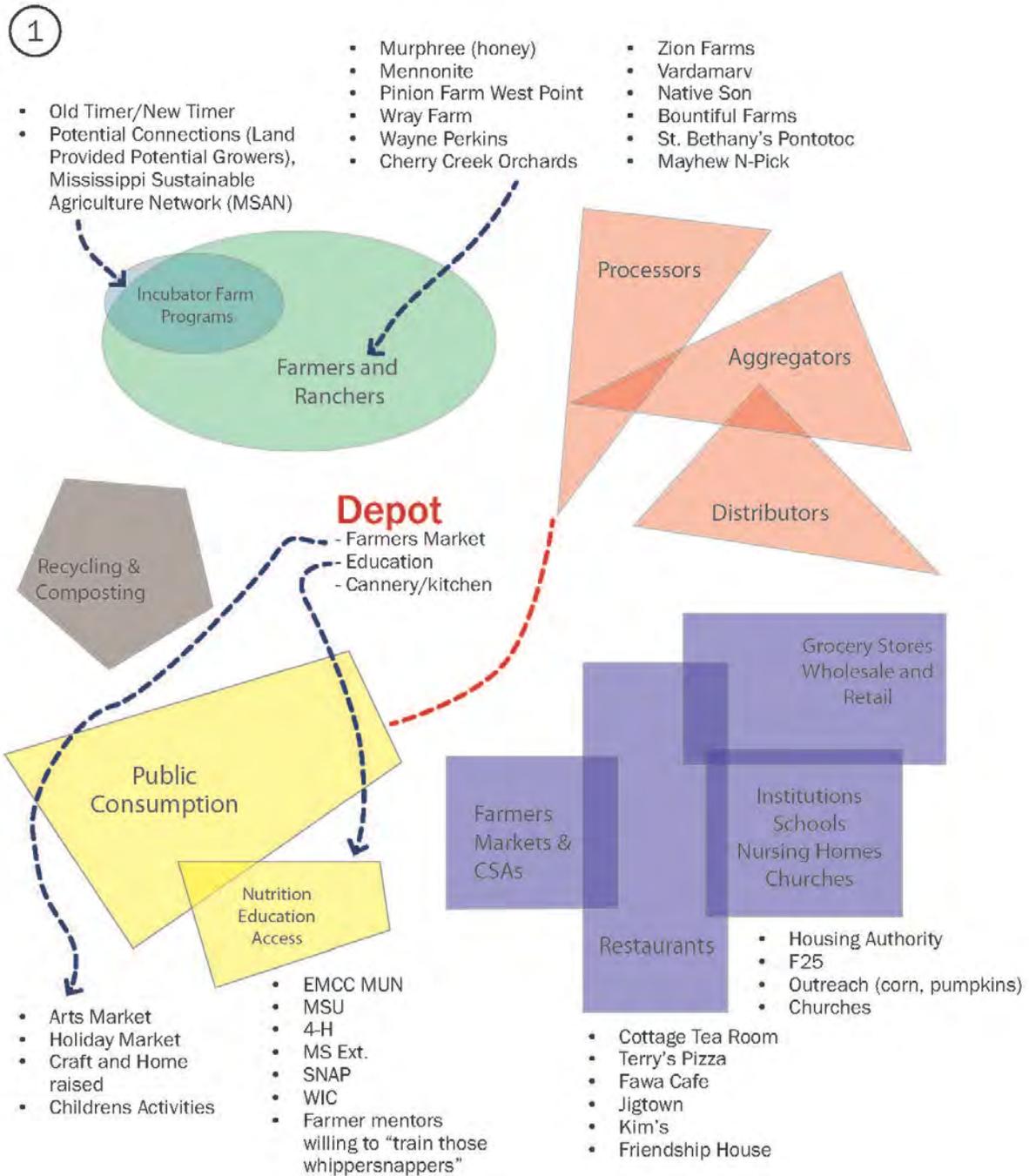


Figure 3 - Aberdeen Local Food System Diagram, Group 2

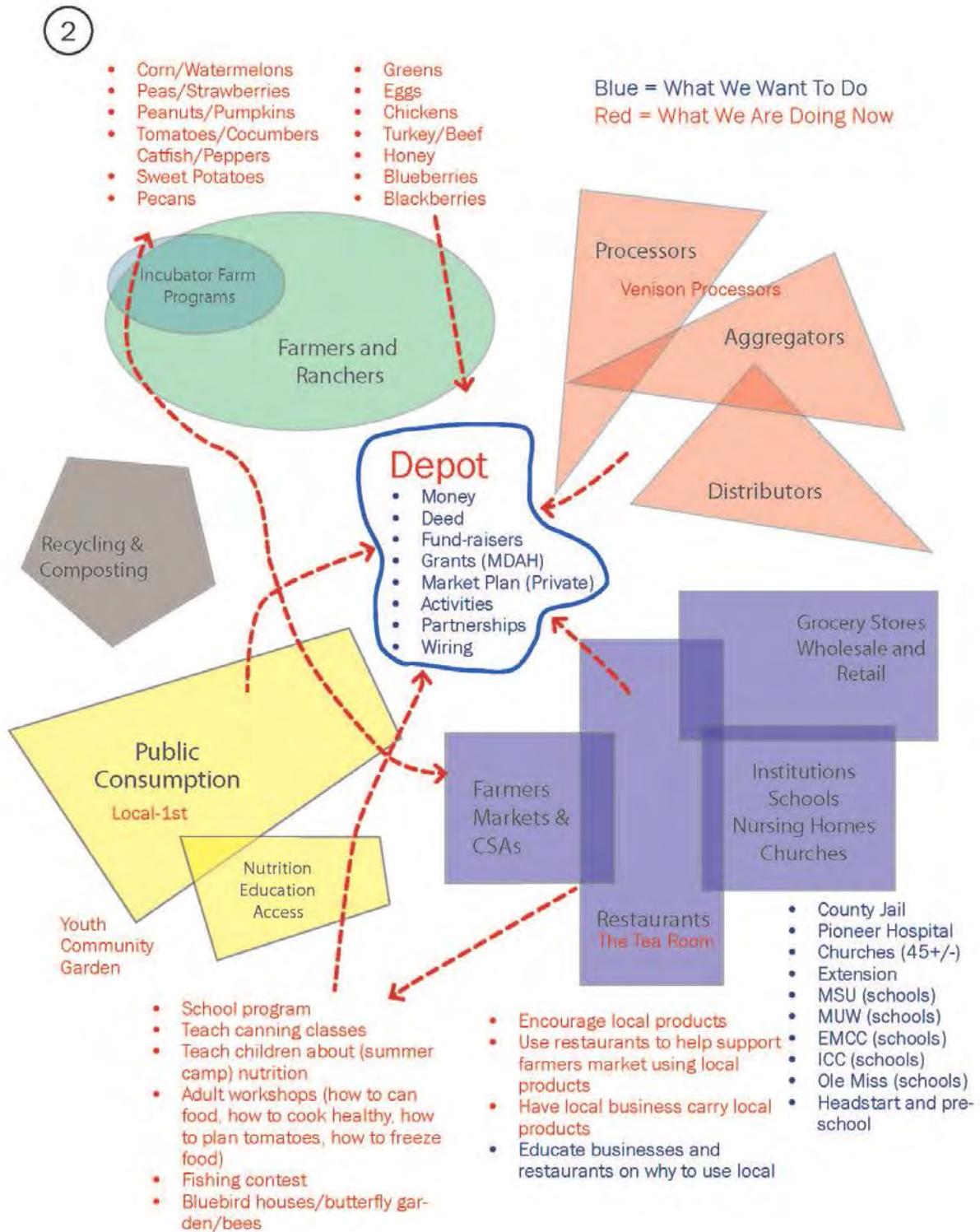
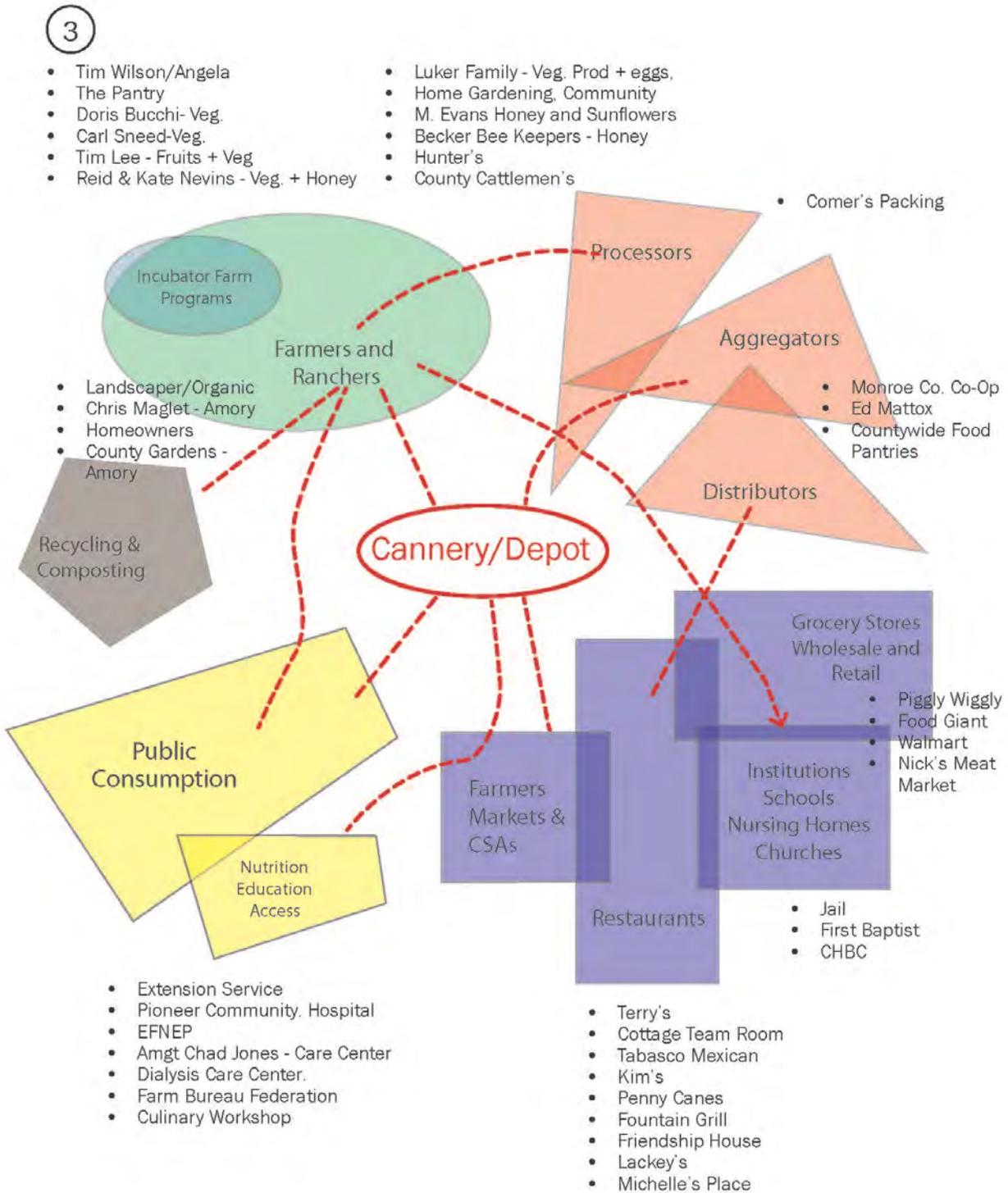


Figure 4 - Aberdeen Local Food System Diagram, Group 3



Appendix C:

Workshop Participants and Contact Information

Steering Committee (participated in pre-meeting conference calls, and the working sessions)				
First	Last	Title/Occupation	Affiliation	E-Mail
John	Byers	grant writer	Three Rivers Planning & Development District	john@trpdd.com
Karen	Heintze		Three Rivers Planning & Development District	kheintze@trpdd.com
Randall	Nevins	County Agendt	MSU State Extension	irnevins@ext.msstate.edu
Ann	Tackett	Main Street Manager	Aberdeen Main Street	aberdeenmsmainstreet@gmail.com

EPA/ARC/USDA and Consultants (technical assistance team)				
First	Last	Title/Occupation	Affiliation	E-Mail
Mike	Armour	State Manager	ARC	
Jason	Espie	Project Manager	Renaissance Planning Group	jespie@ciesthatwork.com
Sandra	Perkins		ARC Office Mississippi	sperkins@mississippi.org
Jen	Walker	Consultant	Poiesis Design and Planning	Jen.land.arc@gmail.com

Workshop Attendees				
First	Last	Title/Occupation	Affiliation	E-Mail
John	Allen	Alderman	City of Aberdeen	allenj1950@gmail.com
Brian	Atkins	Plant Manager	MS Peanut	brian@mspeanut.com
Cecil	Belle	Mayor	City of Aberdeen	cbelle@ci.aberdeen.ms.us
Jackie	Benson	Aberdeen City Clerk	City of Aberdeen	jbenson@ci.aberdeen.ms.us
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Bradley	Burroughs	agent	Farm Bureau-Monroe County	bradley.burroughs@sfbcc.com
Sam	Burroughs	Alderman	City of Aberdeen	
Wichie	Clay	Alderman	City of Aberdeen	wclay@ci.aberdeen.ms.us
Carol	Crawford			
Bonnie	Eicher	Culinary Arts professional	East MS Community College	bonny10058@gmail.com
Sara	Gardner	Board President /Owner	Aberdeen Main Street/Cottage Tea Room	gardners248@aol.com
Joseph "Jody"	Holland	Visiting Assistant Professor	Department of Public Policy Leadership, University of Mississippi	
Matthew	Herndon		Monroe County Co-op	mherndon87@hotmail.com
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Dean	Irvin	Alderman	City of Aberdeen	
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Kathy	Lusby	director of chamber affairs	Monroe County Chamber of Commerce	kathy@gomonroe.org

Workshop Attendees				
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Aubrey	Schrock	Engineer, surveyor	Schrock Engineering & Surveying, Inc.	anschrock@hotmail.com
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Kathy	Seymour		Garden Club/Visitors Bureau	kseymour@aol.com
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Lois	White	Owner	White Oil & depot	loiswhite26@aol.com
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Appendix D: Presentation Slides



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

LIVABILITY & LOCAL FOODS in APPALACHIA



RENAISSANCE PLANNING GROUP

THIS PRESENTATION WILL COVER

INTRODUCTION

- ◎ **Introductions**
- ◎ **The Project**
- ◎ **Livability**
 - ◎ *A common sense way to plan for a better future*
- ◎ **Local Foods**
 - ◎ *A vital ingredient in livable communities*
- ◎ **It's About Your Town!**

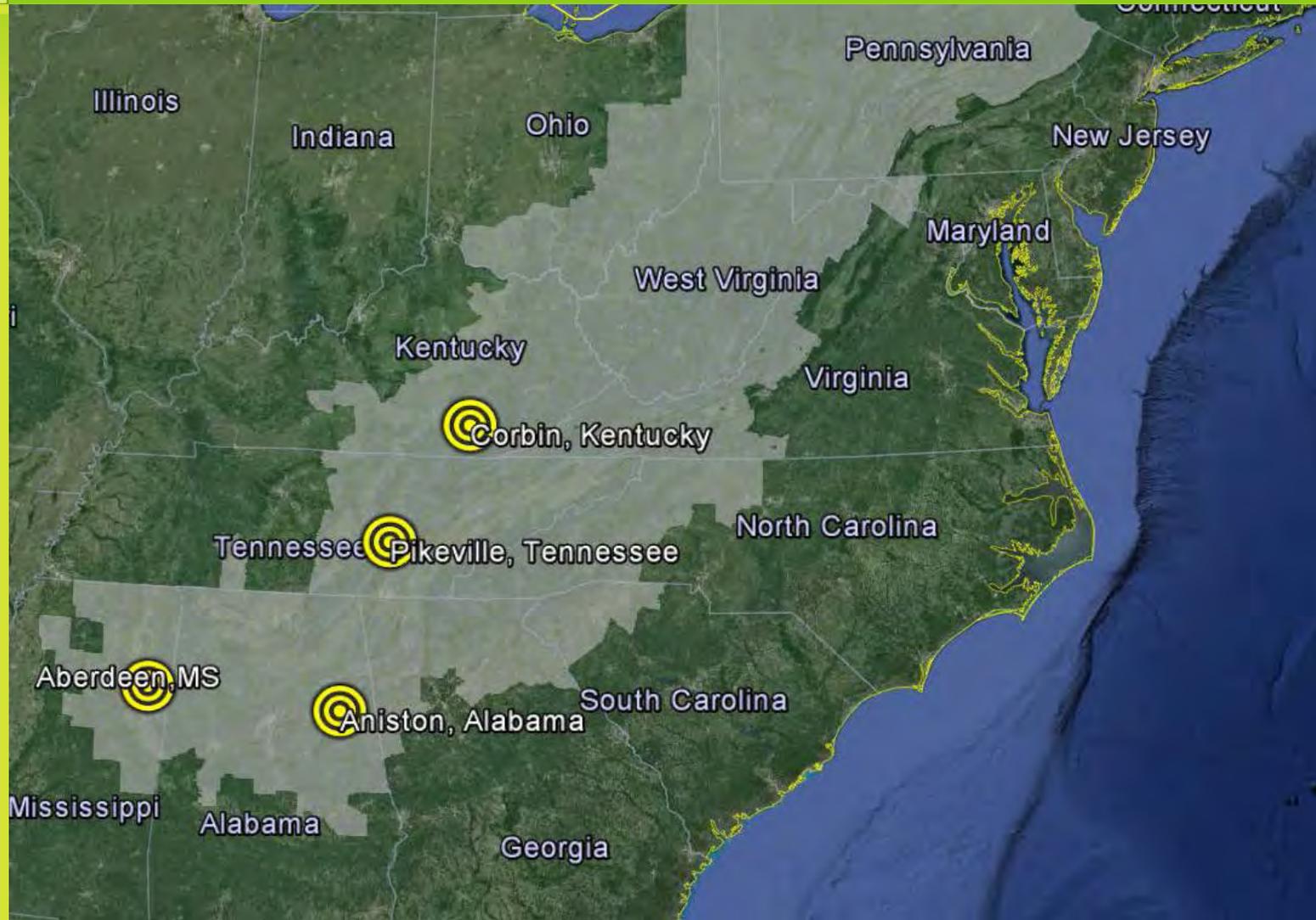
LIVABLE COMMUNITIES IN APPALACHIA

INTRODUCTION

- ◎ **Joint project:**
 - ◎ Appalachian Regional Commission (ARC)
 - ◎ US Department of Agriculture – RD (USDA)
 - ◎ US Environmental Protection Agency (EPA)
- ◎ **Purpose:**
 - ◎ Advance local efforts to create vibrant, sustainable communities and improve economic vitality by building consensus and capacity for action around local foods.
 - ◎ ***“Help you get from point A to point B.”***

2014 APPALACHIAN TOWNS

INTRODUCTION



WORKSHOP AGENDA

INTRODUCTION

☉ Day 1:

- ☉ Community Tour
- ☉ Dinner Work Session: *Where are we now & where do we want to be?*

☉ Day 2:

- ☉ Work Session 2: *What needs to happen?*
- ☉ Work Session 3: *How to make it happen.*



Partnership for Sustainable Communities

- ③ The focus on community livability is supported by the Partnership for Sustainable Communities.
- ③ Partnership of HUD, EPA, DOT.
- ③ Working together to support projects consistent with Livability Principles.

1) *Provide More Transportation Choices*

LIVABILITY



CONNELLSVILLE, PA BIKE LOOP. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

1) Provide More Transportation Choices

LIVABILITY



SALAMANCA, NY TRANSIT SERVICE. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

2) Promote Equitable and Affordable Housing

LIVABILITY



CORBIN, KY: 20+ APARTMENTS IN REPURPOSED DOWNTOWN BUILDING DOWNTOWN NEAR FARMERS' MARKET. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

3) Enhance Economic Competitiveness

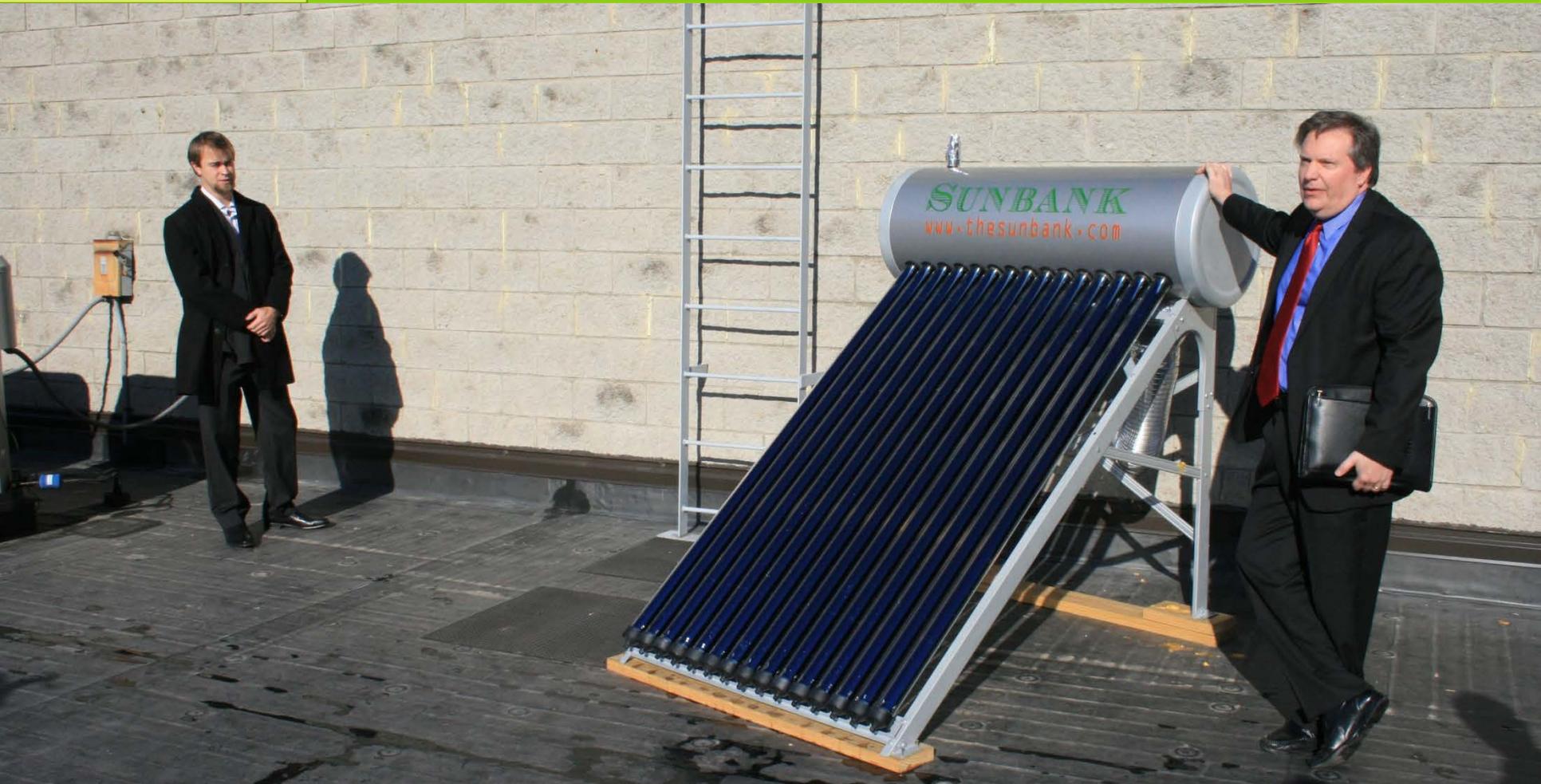
LIVABILITY



CONNELLSVILLE, PA: GAP TRAIL TO PITTSBURGH & D.C. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

3) Enhance Economic Competitiveness

LIVABILITY



WILLIAMSON, WV: BUILDING ON TRADITION AS AN ENERGY COMMUNITY BY NURTURING RENEWABLE TECHNOLOGIES, INCLUDING SOLAR HOT WATER AND SOLAR PANELS ON MUNICIPAL BUILDINGS. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

3) Enhance Economic Competitiveness

LIVABILITY



4) *Support Existing Communities*

LIVABILITY



UHRICHSVILLE, OH: ADAPTIVE REUSE OF HISTORIC DOWNTOWN BUILDING. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

4) *Support Existing Communities*

LIVABILITY



SALAMANCA, NY: POCKET PARK FILLS VACANT LOT BETWEEN DOWNTOWN BUILDINGS. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

5) Coordinate & Leverage Federal Policies and Investment

LIVABILITY



CONNELLSVILLE, PA: NEW TRAIN STATION SUPPORTS DOWNTOWN ECONOMIC DEVELOPMENT AND TOURISM. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

5) *Coordinate & Leverage Federal Policies and Investment*

LIVABILITY



PIKEVILLE, TN: DOWNTOWN STREETScape IMPROVEMENTS FUNDED BY ARC, USDA, TDOT. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

5) Coordinate & Leverage Federal Policies and Investment

LIVABILITY



Highways



Water

Telecom



Sewer

6) Value Communities and Neighborhoods

LIVABILITY



WILLIAMSON, WV: COMMUNITY GARDENS. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

6) Value Communities and Neighborhoods

LIVABILITY



PIKEVILLE, TN: DOWNTOWN STAGE. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

6) Value Communities and Neighborhoods

LIVABILITY



CORBIN, KY: RESTORED BRIDGE IS NOW A PEDESTRIAN CONNECTIONS FROM NEIGHBORHOOD TO DOWNTOWN. IMAGE CREDIT: RENAISSANCE PLANNING GROUP



LIVABILITY IN APPALACHIA: ADDRESSING HEALTH AND ECONOMIC TRANSITIONS

- ◎ **Appalachian towns are in transition**
 - ◎ 36% of Appalachia lives in non-metro areas compared to 15% nationally.
 - ◎ Region's income lags national average by about 20% and the poverty rate is about 13% higher.
 - ◎ High rates of out migration for young adults. In non-metro counties between 2000 and 2008:
 - Population under 25 **down 5%**
 - Population 65 and older **up 12%**.



LIVABILITY IN APPALACHIA: ADDRESSING HEALTH AND ECONOMIC TRANSITIONS

Economic transition continued:

- ⊙ Traditionally strong job sectors including manufacturing, mining, and farming.
- ⊙ Manufacturing jobs sharply declined since 2000.

Public Health is another major concern:

- ⊙ Higher rates of death for heart disease, cancer, and diabetes.
- ⊙ Rates of premature death in portions of Appalachia are among the highest in the nation.



LIVABILITY IN APPALACHIA:

ADDRESSING HEALTH AND ECONOMIC TRANSITIONS

But Appalachia is blessed with natural resources

- ① Fresh water, forests, and energy resources.
- ① Substantial biodiversity that supports tourism, recreation, and agriculture.
- ① Most diverse food shed in the United States.
 - ① Local foods an opportunity to improve economic development, livability, and public health.

LOCAL FOOD SYSTEMS

FOOD SYSTEMS

Local Food Systems - A Key Tool Supporting Livability and Small Town Revitalization

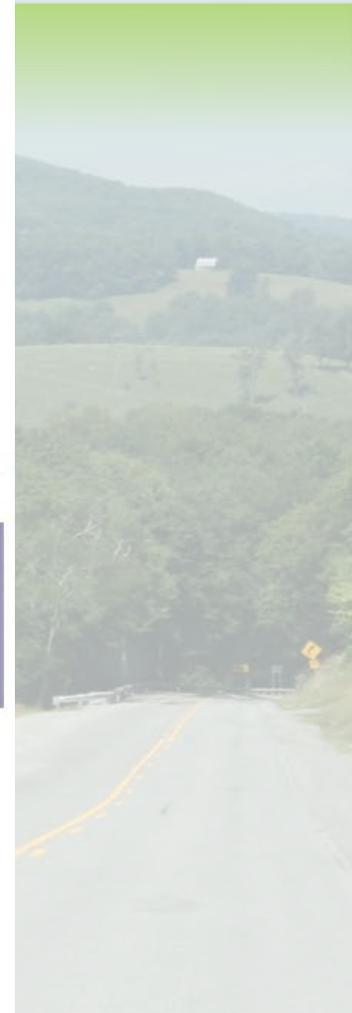
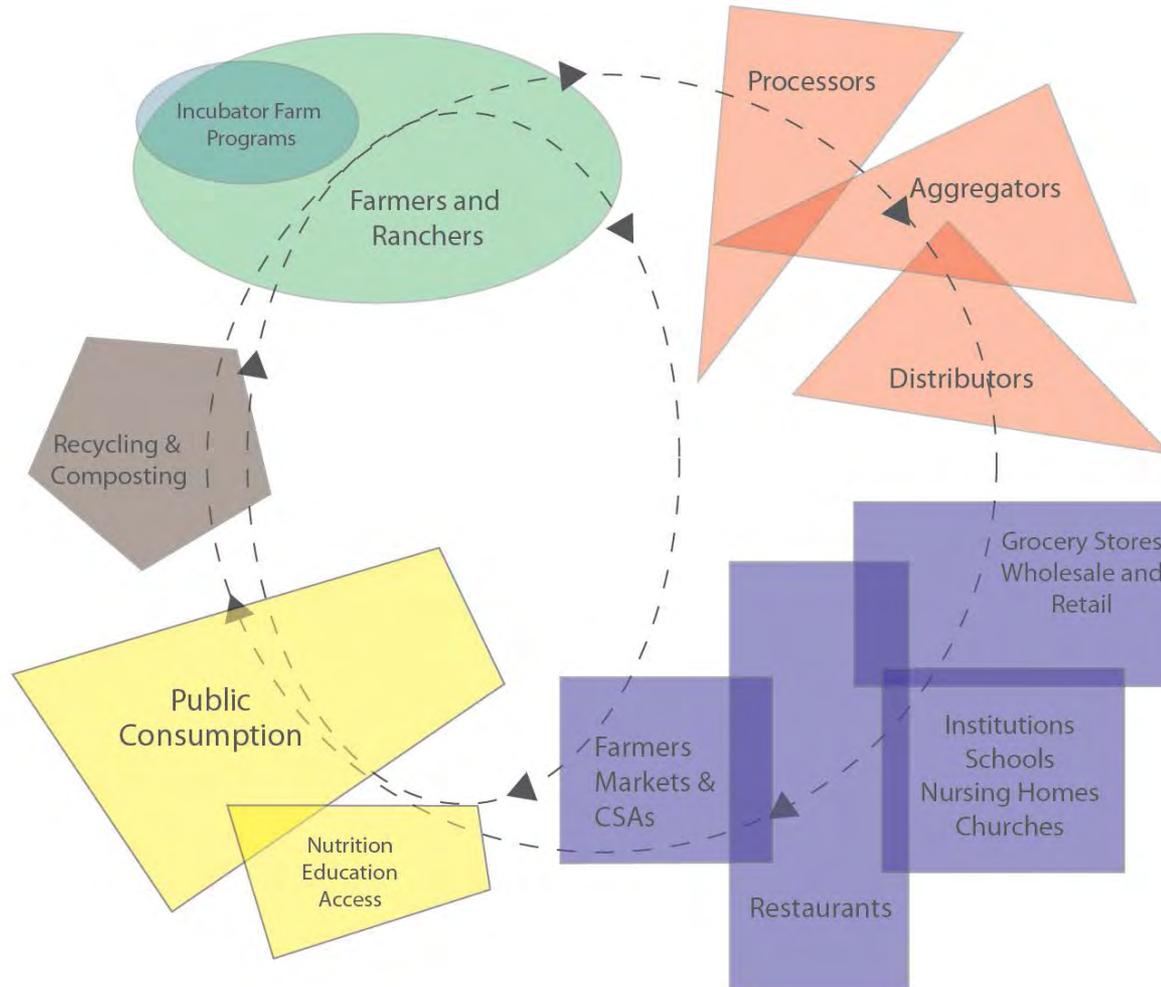


LOCAL FOOD SYSTEMS

- ◎ **What is a local food system?**
 - ◎ Everything involved in taking food from the grower to the consumer.
 - ◎ Local food systems allow for local growers and consumers to interact.
 - ◎ Matches local supply and demand.

LOCAL FOOD SYSTEM

FOOD SYSTEMS



LOCAL FOOD SYSTEMS: KEY DEFINITIONS

◎ **Local Food**

- ◎ Food produced, processed, and distributed within a particular geographic boundary that consumers associate with their own community.

◎ **Community Supported Agriculture**

- ◎ Marketing arrangement in which members purchase shares of a farmer's expected yield before planting. Each week during the growing season the farmer delivers each member's weekly share of food to predetermined locations or packs the share for members to pick up.

◎ Source: USDA ERS. *Local Food Systems: Concepts, Impacts, and Issues*. May 2010.

LOCAL FOOD SYSTEMS: KEY DEFINITIONS

◎ **Farmers Market**

- ◎ Marketing outlet at which farmers sell agricultural products to individual customers at a temporary or permanent location on a periodic and recurring basis during the local growing season or during the time when they have products available, which might be all year.

◎ **Farm to School Programs**

- ◎ Collaborative projects that connect schools and local farms to serve locally grown, healthy foods in K-12 school settings, improve student nutrition, educate students about food and health, and support local and regional farmers.

LOCAL FOOD SYSTEMS: KEY DEFINITIONS

FOOD SYSTEMS

◎ Food Hub

- ◎ A business or organization that actively manages the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand.

◎ Source: *USDA Regional Food Hub Resource Guide*. April, 2012.



IMAGE CREDIT: CHARLOTTESVILLE, VA LOCAL FOOD HUB

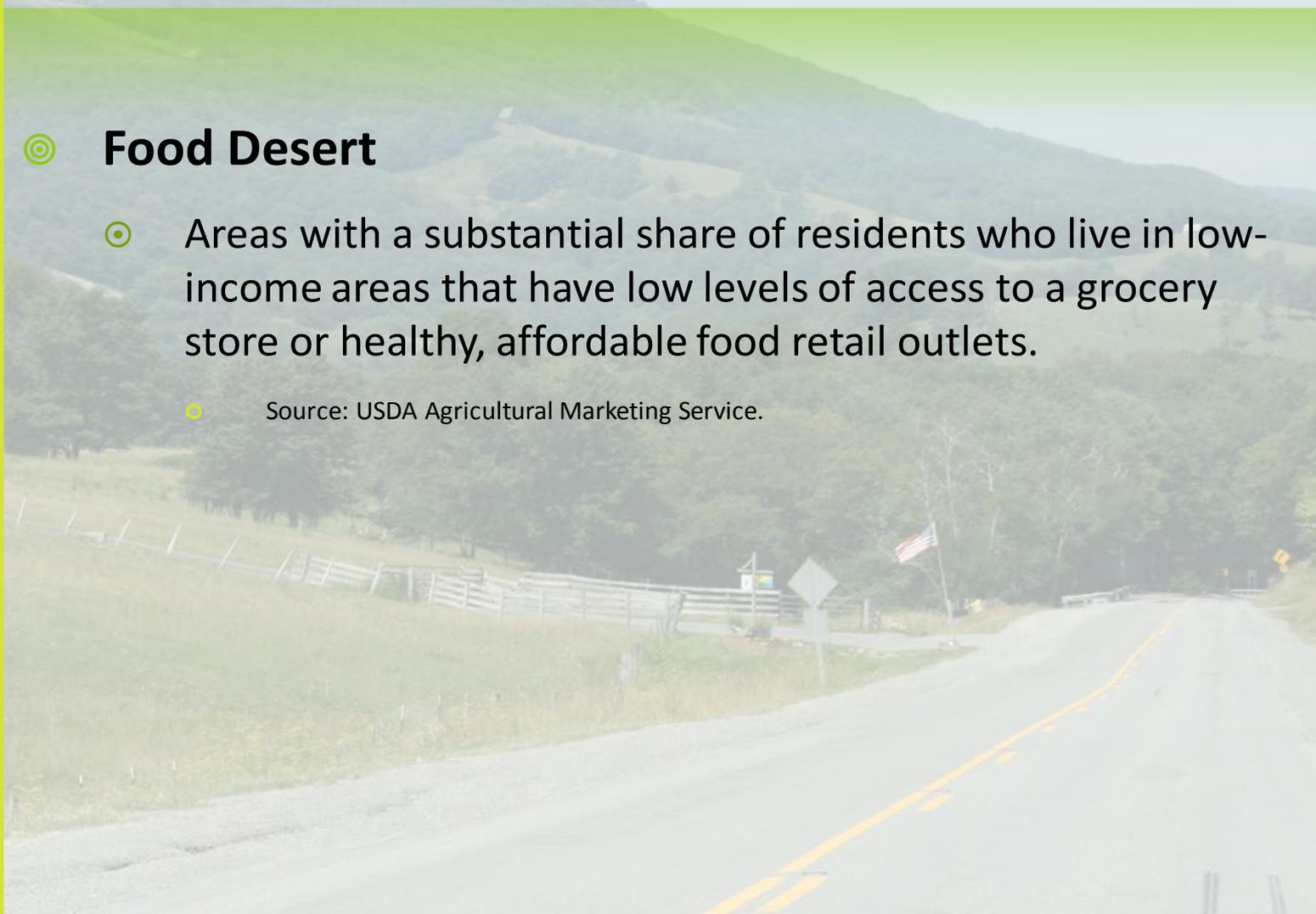
LOCAL FOOD SYSTEMS: KEY DEFINITIONS

FOOD SYSTEMS

🎯 **Food Desert**

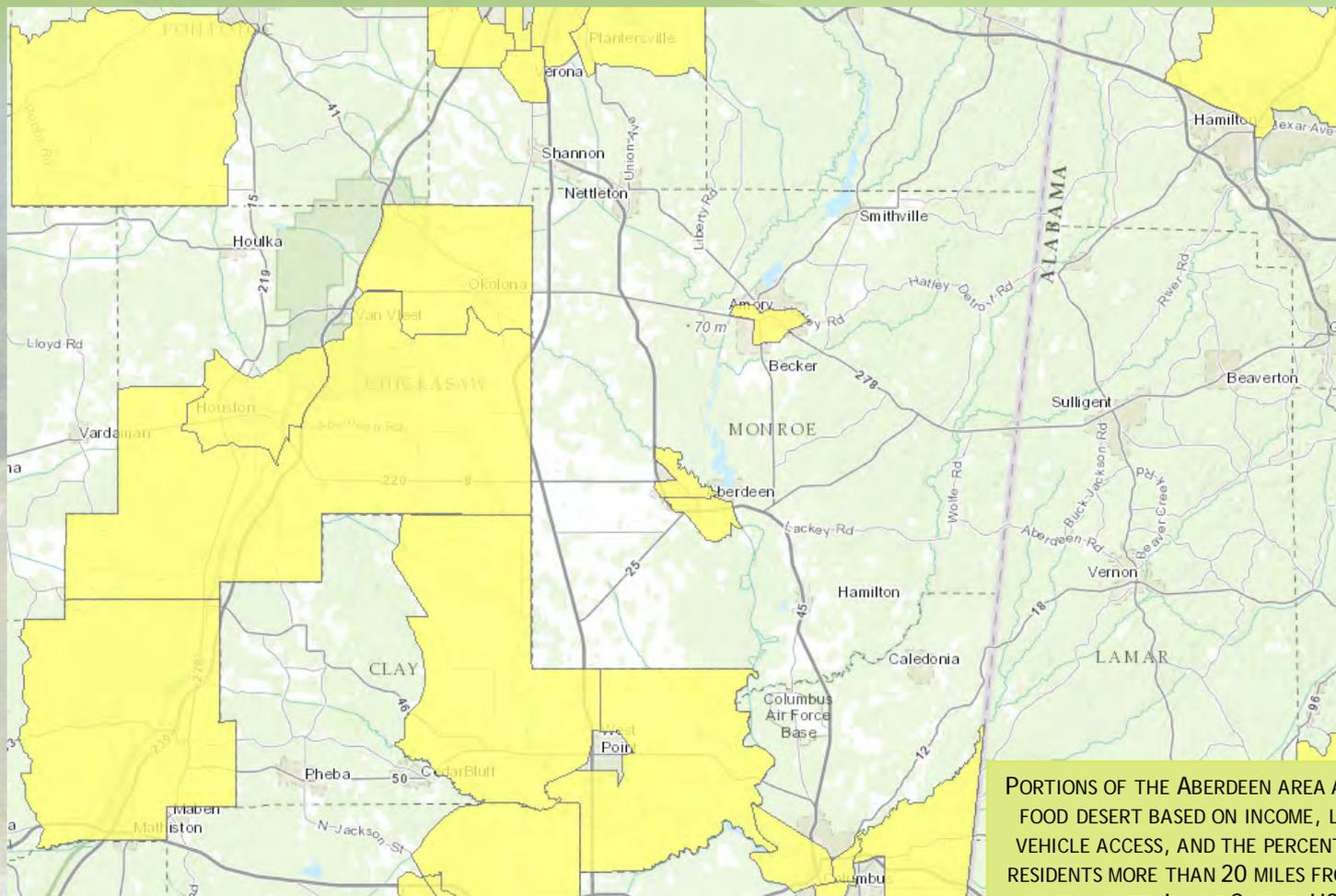
- 🎯 Areas with a substantial share of residents who live in low-income areas that have low levels of access to a grocery store or healthy, affordable food retail outlets.

🎯 Source: USDA Agricultural Marketing Service.



FOOD DESERTS

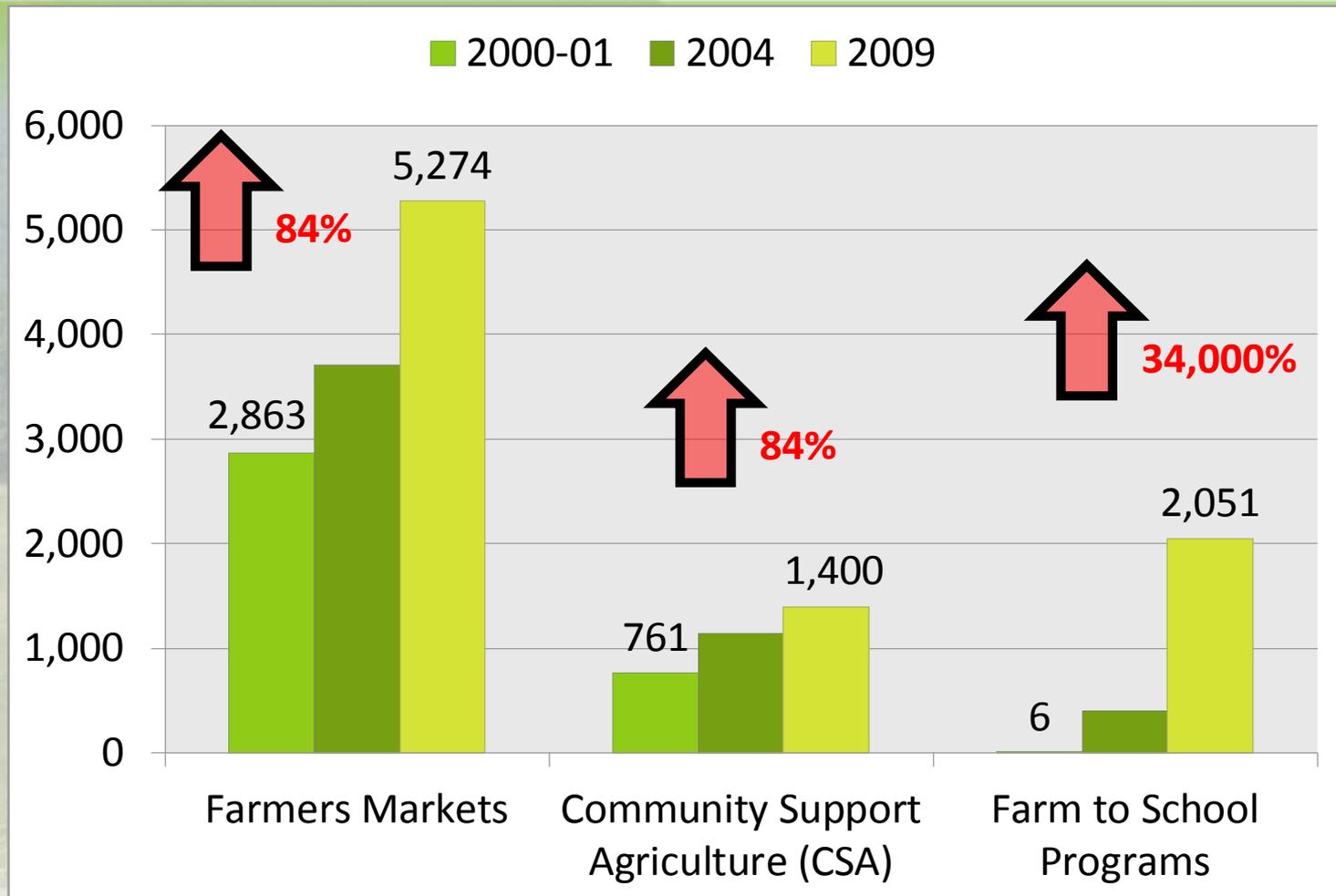
FOOD SYSTEMS



PORTIONS OF THE ABERDEEN AREA ARE A FOOD DESERT BASED ON INCOME, LOW VEHICLE ACCESS, AND THE PERCENT OF RESIDENTS MORE THAN 20 MILES FROM A SUPERMARKET. IMAGE CREDIT: USDA FOOD ACCESS RESEARCH ATLAS

LOCAL FOOD SYSTEMS GROWTH (NATIONAL)

FOOD SYSTEMS

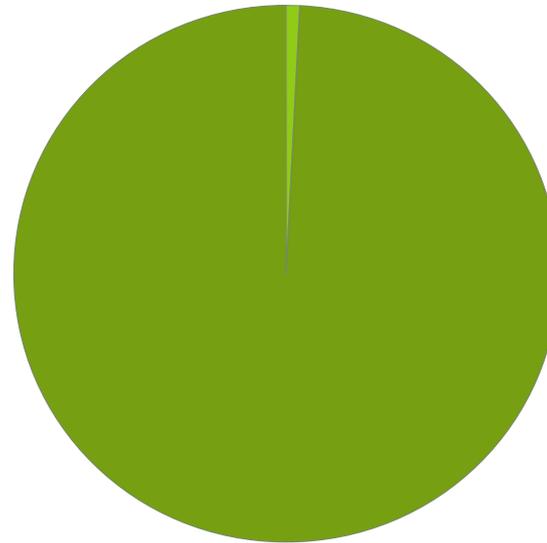


Source: USDA ERS. *Local Food Systems: Concepts, Impacts, and Issues*. May 2010.

LOCAL FOOD SYSTEMS GROWTH (NATIONAL)

FOOD SYSTEMS

Total U.S. Agricultural Sales (2007)



■ Direct-to-Consumer Sales ■ All Other Sales

Account for less than 1% of edible food purchases, but **increased** more than 100% between 1997-2007.

2014 FARM BILL

FOOD SYSTEMS

◎ Summary Points

- ◎ 5-year bill, funds USDA programs.
- ◎ Most spending falls under 3 categories:
 - Nutrition (such as SNAP)
 - Conservation (such as conservation easements)
 - Commodities (such as crop insurance subsidies)
- ◎ Overall funding is down 
- ◎ But funding for local foods programs got a boost. 

2014 FARM BILL

FOOD SYSTEMS

◎ **Local Food Programs in the Farm Bill**

- **Farmers Market and Local Food Promotion** Program. Funding tripled, project eligibility expanded to allow for more local food hub activities.
- **Community Food Projects Grant Program**: Funding doubled, supports projects that improve food security.
- **Food Insecurity Nutrition Incentive Program**: New program that markets can use to double SNAP benefits up to a certain dollar amount for veggie/fruit purchases.
- **Beginning Farmers and Rancher Development Program** funding increased.
- **Organic Certification Cost Share Program** funding doubled.

CONNECTING FOOD SYSTEMS WITH LIVABILITY

LOCAL FOODS



LOCAL FOODS AND LIVABILITY

LOCAL FOODS

◎ Improves Public Health

- ◎ Poor access to healthy food contributes to diet-related health problems such as diabetes, obesity, and heart disease.
- ◎ Can help alleviate rural food deserts

Health Indicator	Monroe County	State of Mississippi
Adults with Diabetes	12.2%	11.4%
Adults with High Blood Pressure	35.4%	35.1%
Adults Eating Fewer than 5 Veggie/Fruit Servings per Day	83.0%	82.5%

LOCAL FOODS AND LIVABILITY

LOCAL FOODS

- ◎ **Preserves Viable Working Lands that:**
 - ◎ Support local jobs
 - ◎ Supply healthy and fresh food to local markets
 - ◎ Contribute to region's identity
 - ◎ Preserve natural and rural landscapes

LOCAL FOODS AND LIVABILITY

LOCAL FOODS

⊙ **Increases Economic Opportunity**

- ⊙ Keeps money in the region with local producers
- ⊙ Better public health supports a strong work force and lower health care costs
- ⊙ Jobs in growing, processing, distribution, etc.
Appalachian Harvest supports 175 farm jobs & brings in > \$1 million annually.
- ⊙ Higher income potential with veggies and fruits:
Net incomes per acre is often less than **\$300** for corn compared to more than **\$2,000** for apples.

LOCAL FOODS AND LIVABILITY

LOCAL FOODS

◎ **Supports Vibrant Town Centers**

- ◎ When located in town centers, local food hubs and farmers markets can attract people that add vibrancy
- ◎ Economic benefits spillover to other businesses
- ◎ Markets can become community gathering places that showcase the town's and region's unique local culture and products

LOCAL FOODS AND LIVABILITY

LOCAL FOODS



THIS I BELIEVE...

EXERCISE

- ◎ This I believe about:
 - ◎ My community
 - ◎ Local food
 - ◎ Health and wellness
 - ◎ Livability

OUR COMMUNITY, OUR FOOD, OUR FUTURE

EXERCISE

- ③ Split into pairs (ideally with someone you don't know).
- ③ Each person take 5 minutes to tell a news story about an event 20 years from now.
 - ③ What happened?
 - ③ Why is it important?
- ③ Develop a title that captures its essence. Write the headlines on index cards.
- ③ Report out: Summarize the story and aspirations for the future.

CASE STUDY

WHITLEY CO. FARMERS' MARKET

CASE STUDIES

- ① Whitley County Farmers' Market
- ① Corbin and Williamsburg, KY



MARKET TIMELINE

CASE STUDIES

2007

- UK Agricultural Extension helps launch market
- 1 location with 4 vendors.
- Runs for 2 months (June/July)

2008

- Vendors increase to 7.
- Extension receives a \$3,500 grant for Old Time Music events.
- Expand to a 3-month season (August).

2009

- Vendors increase to 15.
- Begin education workshops with vendors.
- Extension approves \$110K for permanent market structure.

MARKET TIMELINE

CASE STUDIES

2010

- Open under new pavilion with restrooms and ADA access.
- Season expands again (June – September).
- 18 vendors, including value-added producers and artisans for 1st time.

2011

- Season expands again (May – October).
- 28 vendors.
- Add a senior voucher program, sales reach \$15,000
- Expand vendor education with marketing and booth design workshops.

2012

- Add a mid-week market in downtown Williamsburg (July/August only).
- Sales reach \$23,000.
- Start charging \$2 per day vendor fee.

MARKET TIMELINE

CASE STUDIES

2013

- Become a non-profit Whitley County Farmers' Market Inc.
- Add third venue in downtown Corbin.
- 33 vendors. Average 12 per market.
- \$35/season vendor fee.



ORGANIZATION

CASE STUDIES



- ◎ Initially housed under the UK Cooperative Extension.
- ◎ After 5 years, Extension encourages Market to become independent.
- ◎ Kentucky Center for Agriculture & Rural Development (KCARD) helps board create Articles of Incorporation, Bylaws, & Regulations.

ORGANIZATION

CASE STUDIES



- ③ Filed Articles of Incorporation with Kentucky Secretary of State in March 2013.
- ③ Organized as a Not for Profit Cooperative.
- ③ Opened back account at local community bank with \$312 from gate fees.

BASIC RULES/REGULATIONS

CASE STUDIES



- ① Market is open to all farmers in Whitley County and any bordering county.
- ① 7 counties total.
- ① Open to value-added producers and artisans.
- ① Allow sale of prepared foods.

FUNDING

CASE STUDIES

- ① UK Cooperative Extension.
- ① City of Corbin.
- ① Corbin Tourism.
- ① Williamsburg Tourism.
- ① Community Farm Alliance.
- ① Governor's Office of Agricultural Policy.
- ① State of Kentucky.

ACCOMPLISHMENTS

CASE STUDIES

- Selected as one of five Kentucky markets to participate in Community Farm Alliance Farmers' Market Training Program.
- Selected as the State Farmers' Market of the Year – Small Market Category.



NEXT STEPS

CASE STUDIES



- ◎ Hire a part-time paid market manager in 2014.
- ◎ Use an EBT machine for food stamps in 2014.
- ◎ \$100,000 in sales in 2014.
- ◎ Launch a year-round indoor market in 2 years.
- ◎ Launch an online shopping option and a local foods hub in the long term.

BURGAW, NC

COMMUNITY KITCHEN

CASE STUDIES

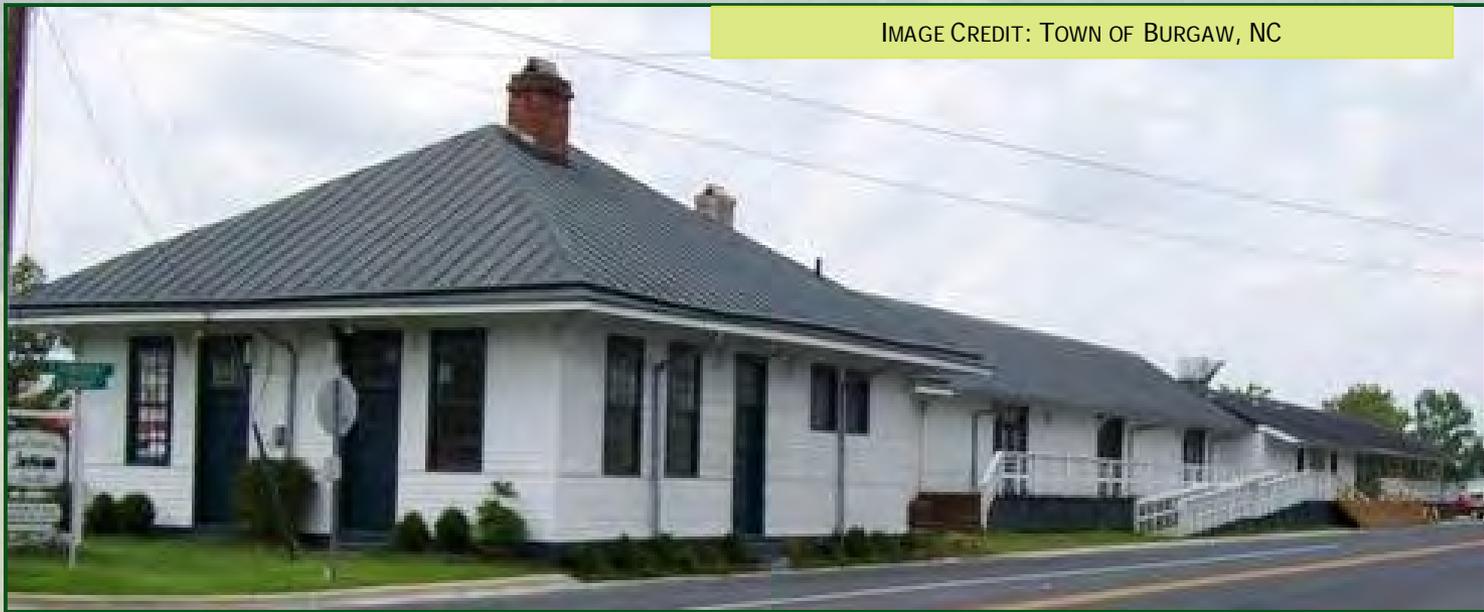


IMAGE CREDIT: TOWN OF BURGAW, NC

BURGAW, NC

COMMUNITY KITCHEN

CASE STUDIES

◎ **Background**

- ◎ Burgaw is a town of 4,000 in rural SE North Carolina.
- ◎ Region looking to diversify economy, partially in response to concerns about the long-term viability of tobacco.
- ◎ Strong and diverse agricultural region with potential for more value-added products.

CASE STUDY

COMMUNITY KITCHEN

CASE STUDIES



IMAGE CREDIT: TOWN OF BURGAW, NC

BURGAW, NC

COMMUNITY KITCHEN

CASE STUDIES

◎ **Operations**

- ◎ Permitted by Pender County and NC Department of Agriculture.
- ◎ Managed by Town's Planning Department.
- ◎ Use a renovated rail depot downtown.
- ◎ Charge users between \$10 and \$20/hour.
- ◎ Equipment includes gas range with 10 burners, 2 ovens, 3 grills, 2 fridges, 2 freezers, food processor, mixer, ice maker.

BURGAW, NC *COMMUNITY KITCHEN*

CASE STUDIES



IMAGE CREDIT: TOWN OF BURGAW, NC

BURGAW, NC

COMMUNITY KITCHEN

CASE STUDIES

⊙ **Operations**

- ⊙ First success story is Custom Fit Meals.
 - Provide healthy meals to members at CrossFit gyms in the region (compared to Jenny Craig for CrossFit).
 - Expanded to other East Coast regions.
 - Moved into larger facilities after 2 years in the Burgaw Incubator Kitchen.
- ⊙ Also serves bakers and caterers.

CASE STUDY

COMMUNITY KITCHEN

CASE STUDIES



IMAGE CREDITS: JENNIFER WALKER

CASE STUDY

COMMUNITY KITCHEN

CASE STUDIES



IMAGE CREDITS: JENNIFER WALKER

BURGAW, NC

COMMUNITY KITCHEN

CASE STUDIES

⊙ Challenges

⊙ Management:

- ⊙ Original plan was Community College.
 - ⊙ Then a contractor was hired by town.
 - ⊙ Then a local foods hub (Feast Down East).
 - ⊙ Finally the town's planning department.
- ##### ⊙ Management needs knowledge in food business and food regulation, these are areas in which most tenants struggle.

BURGAW, NC

COMMUNITY KITCHEN

CASE STUDIES

🎯 **Challenges**

- 🎯 Low interest by local farmers – They were a key initial target for the incubator kitchen.
 - 🟡 Agriculture and food business are very different and both time intensive.
 - 🟡 Farmers express more interest in co-packing facilities that can process and add value to their produce with less demand on their time and resources.

BURGAW, NC

COMMUNITY KITCHEN

CASE STUDIES

🎯 **Lessons Learned**

- 🎯 Management – Ideally the kitchen would be run by an on-site manager with knowledge of running a business and food regulations.
- 🎯 Scheduling – Facilities will likely have high demand outside the 9 to 5 business hours.
- 🎯 Layout - Separate and private storage areas are very important for security and safety.
- 🎯 Regulations – Management should be up-to-date on food regulation and new rules.
- 🎯 Realized they really needed a co-packing facility

EXPLORING OUR FOOD SYSTEM EXERCISE

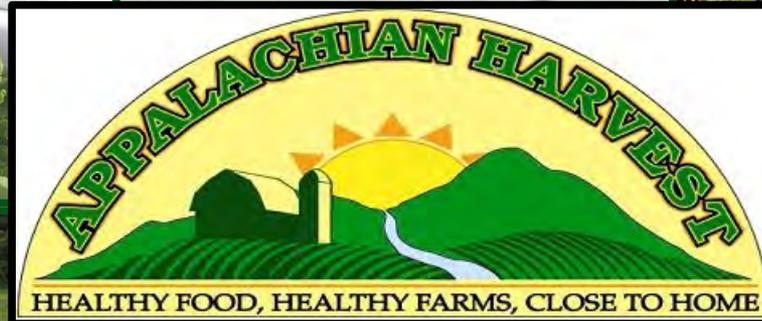
EXERCISE

- ③ “Food systems aren’t just about food; they are also about people and their relationships.”
- ③ **Purpose**
 - ③ Identify the people and organization, places, things, and relationships that make up our local food system.
 - ③ Draft map or diagram...not striving for perfection or identifying every fine detail.
 - ③ Identify elements, relationships, and external factors (outside our control)

LOCAL FOOD SYSTEMS

EXERCISE

Local Food Systems - A Key Tool Supporting Livability and Small Town Revitalization



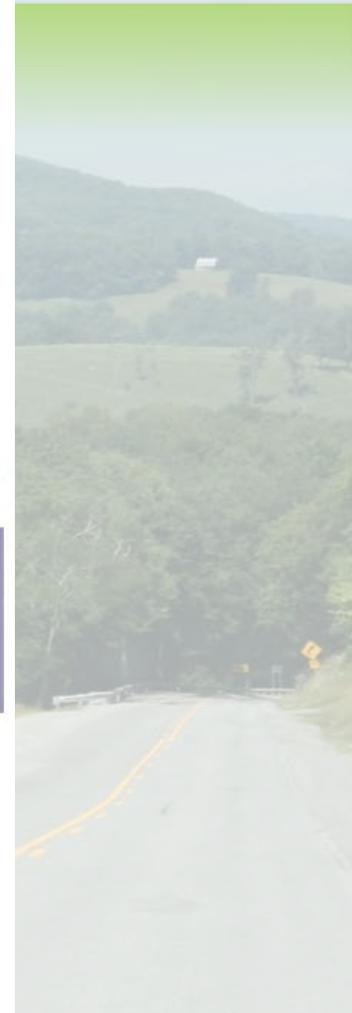
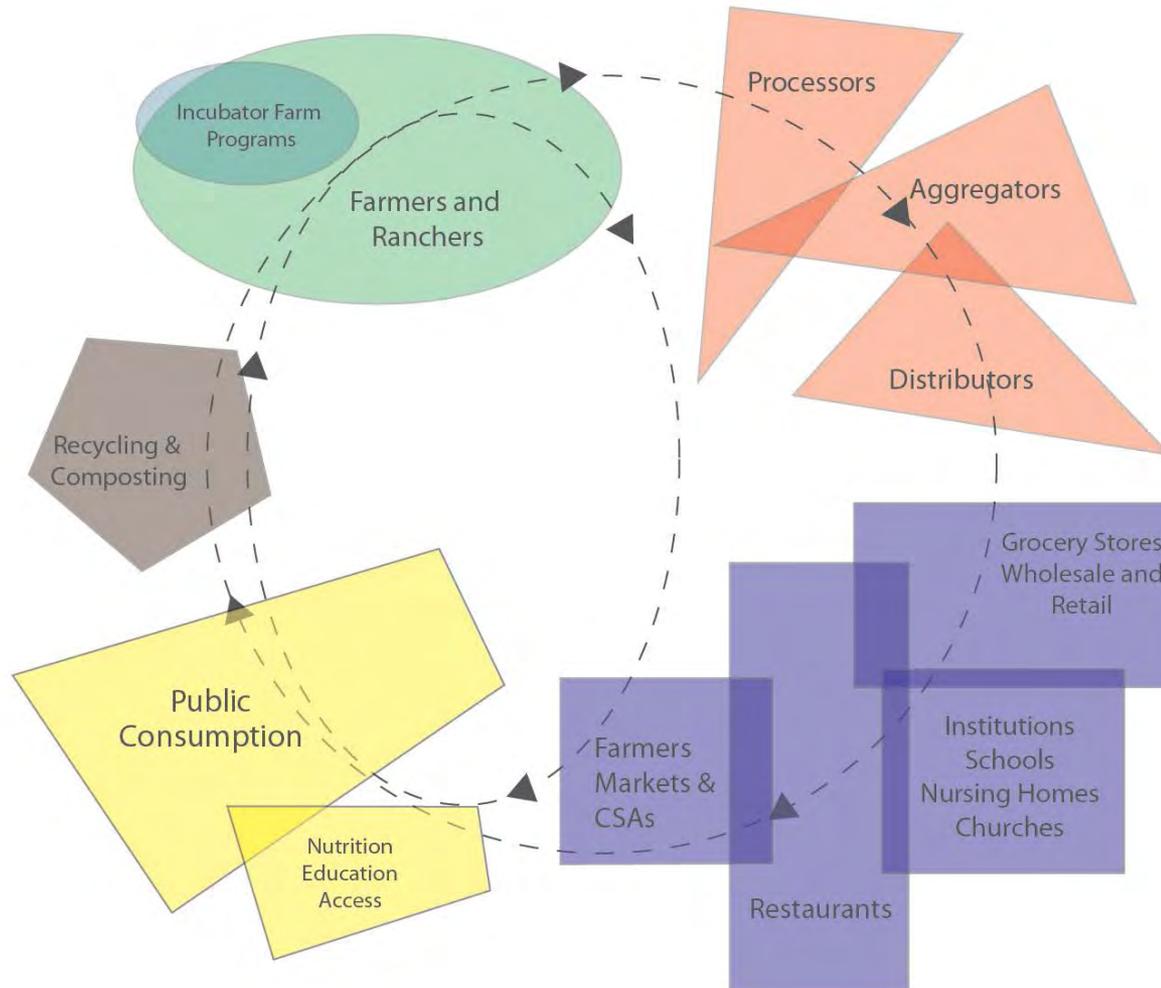
WHAT IS A LOCAL FOOD SYSTEM?

EXERCISE

- ⦿ A food system is everything involved in taking food from the grower to the consumer.
- ⦿ Local food systems allow for local growers and consumers to interact
- ⦿ Matching demand with supply
- ⦿ Within a particular geographic boundary that consumers associate with their own community.

LOCAL FOOD SYSTEM

FOOD SYSTEMS



EXPLORING OUR FOOD SYSTEM

EXERCISE

© Questions to Consider:

1. Who is growing what?
2. Who connects growers and customers?
3. Are there elements that add value to local foods
4. How strong are the relationships?
5. What are the strengths and weaknesses?

EXPLORING OUR FOOD SYSTEM

EXERCISE

EXERCISE

◎ **Steps**

- ◎ Identify a “map drafter” and a “presenter.”
- ◎ Brainstorm the key assets and elements.
- ◎ Write down the elements, grouping like ones.
- ◎ Connect elements with lines:
 - ◎ **Solid line** indicates a strong relationship
 - ◎ **Dashed line** indicates a relationship that needs to be strengthened or is lacking.
- ◎ Use question marks (?) to indicate areas of confusion or potential controversy

DIAGRAM EXAMPLE

EXERCISE

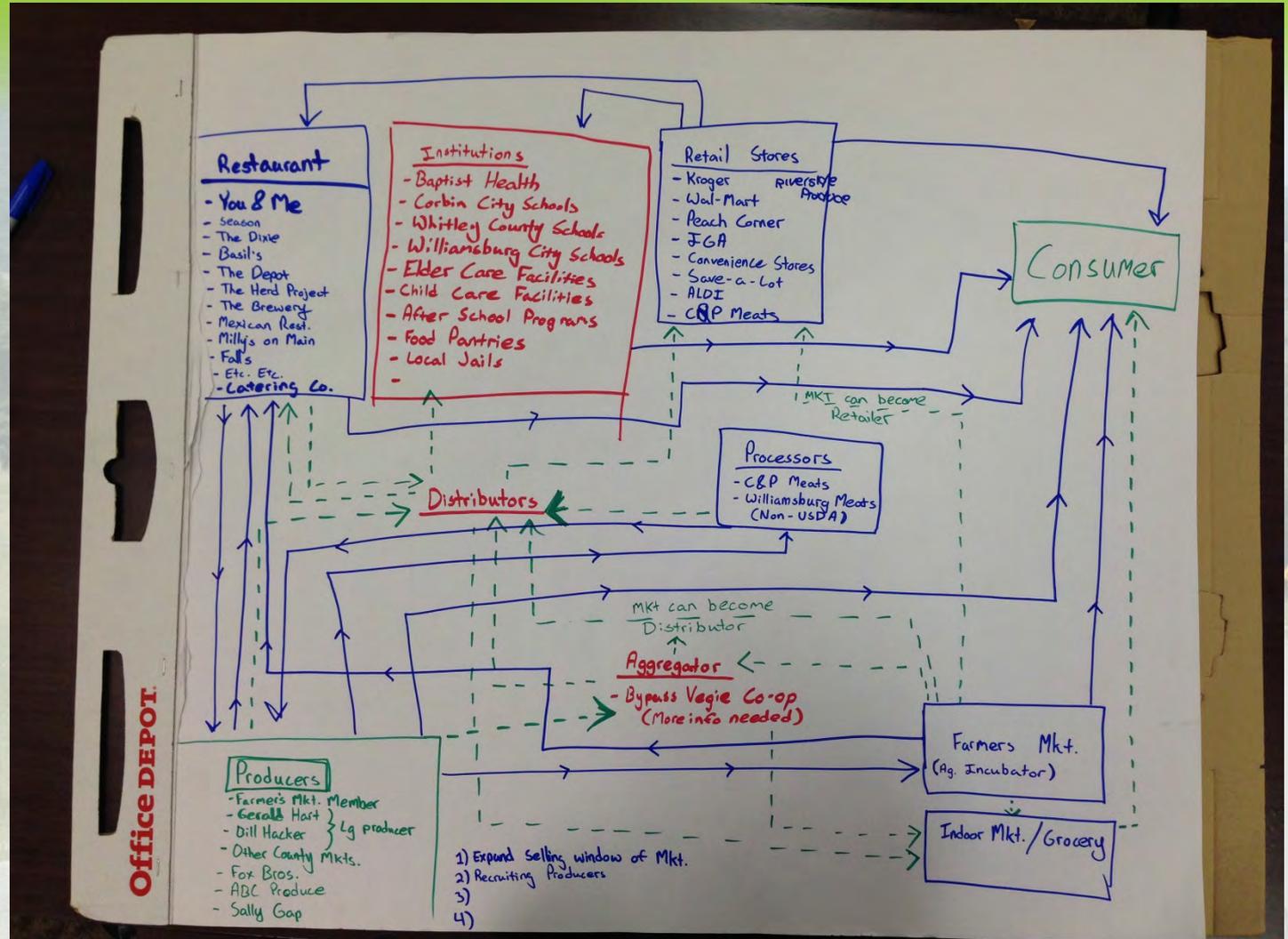


DIAGRAM EXAMPLE

EXERCISE

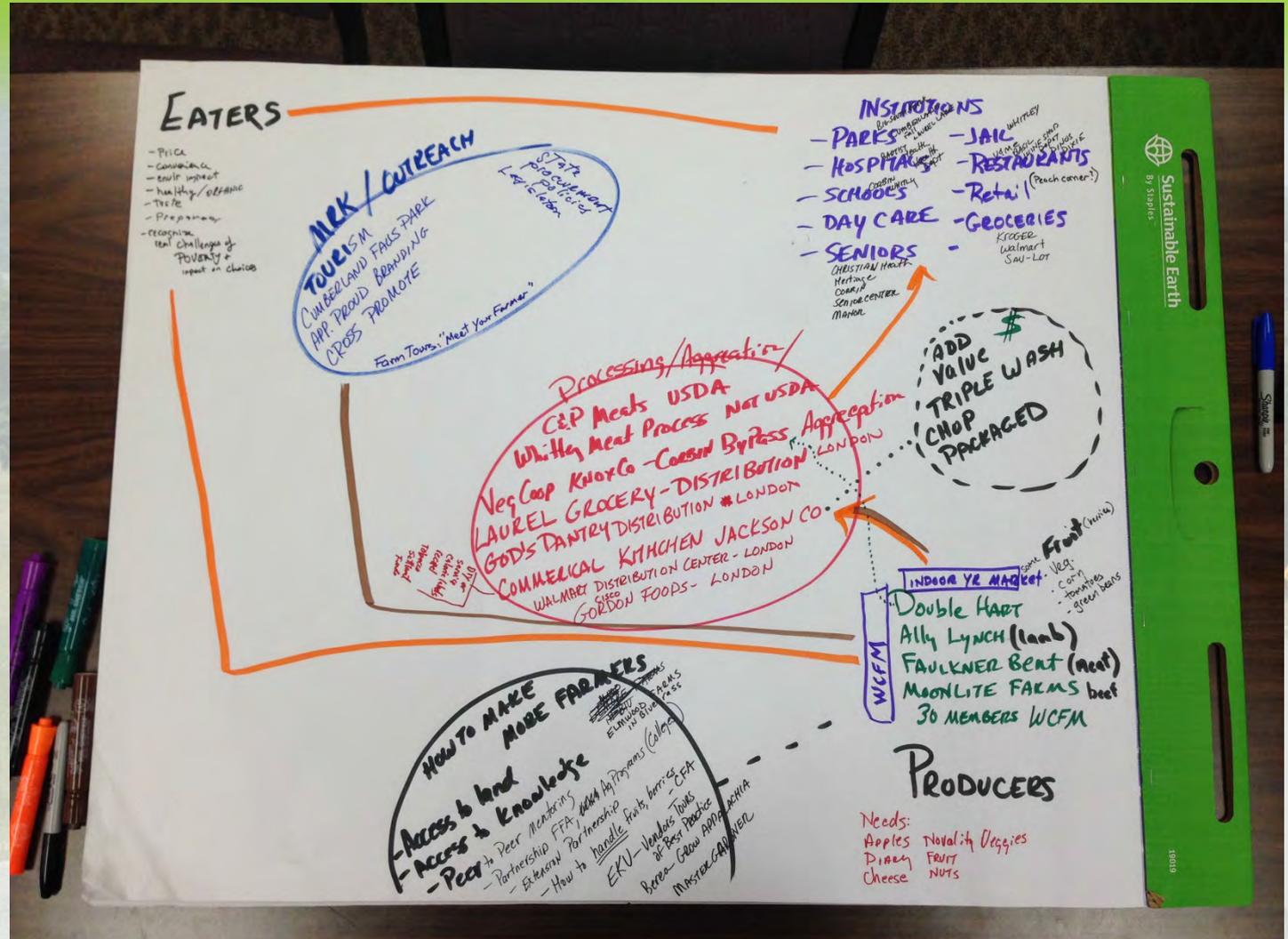
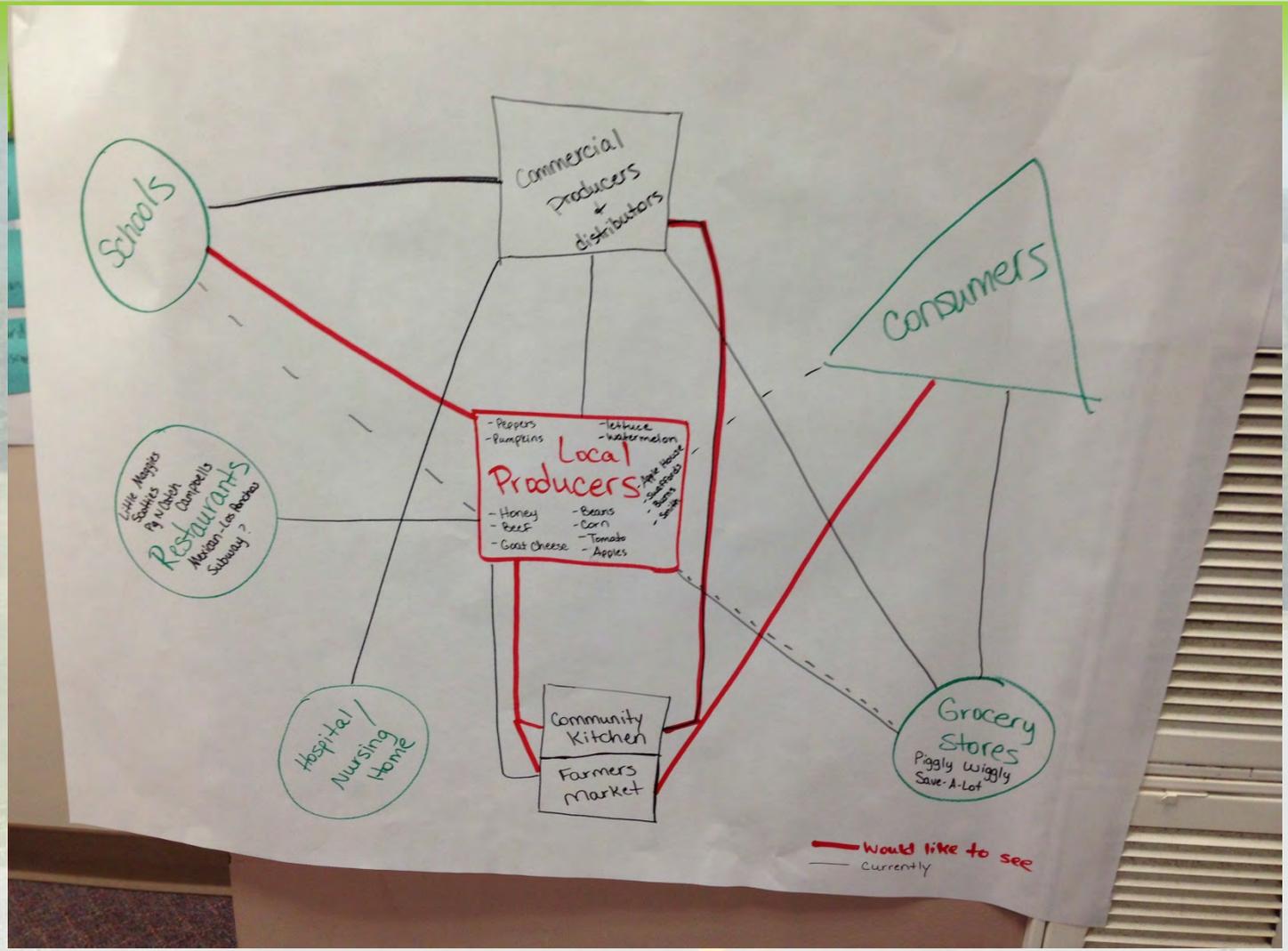


DIAGRAM EXAMPLE

EXERCISE





EXERCISE

BRAINSTORMING EXERCISE

- ⦿ In small groups of 4 or 5, brainstorm answers to the question:
 - ⦿ ***What needs to happen to achieve our local food system goals?***
 - ⦿ Scribe summarizes answers on a flip chart.
 - ⦿ After 30 minutes, choose the top 5 to 8 ideas and write them down in 6 words or less on a large sticky note.
 - ⦿ These are actions that will be fleshed out in the next session.

ACTION PLANNING EXERCISE

EXERCISE

- ① Assign each action to a goal area.
- ① Turn the idea into SMART action language.
- ① For each action, describe:
 - ① Time frame.
 - ① Lead role and supporting cast.
 - ① Cost.
 - ① Funding sources.
- ① **100-Day Challenge:** What can be done by June to keep the momentum going?

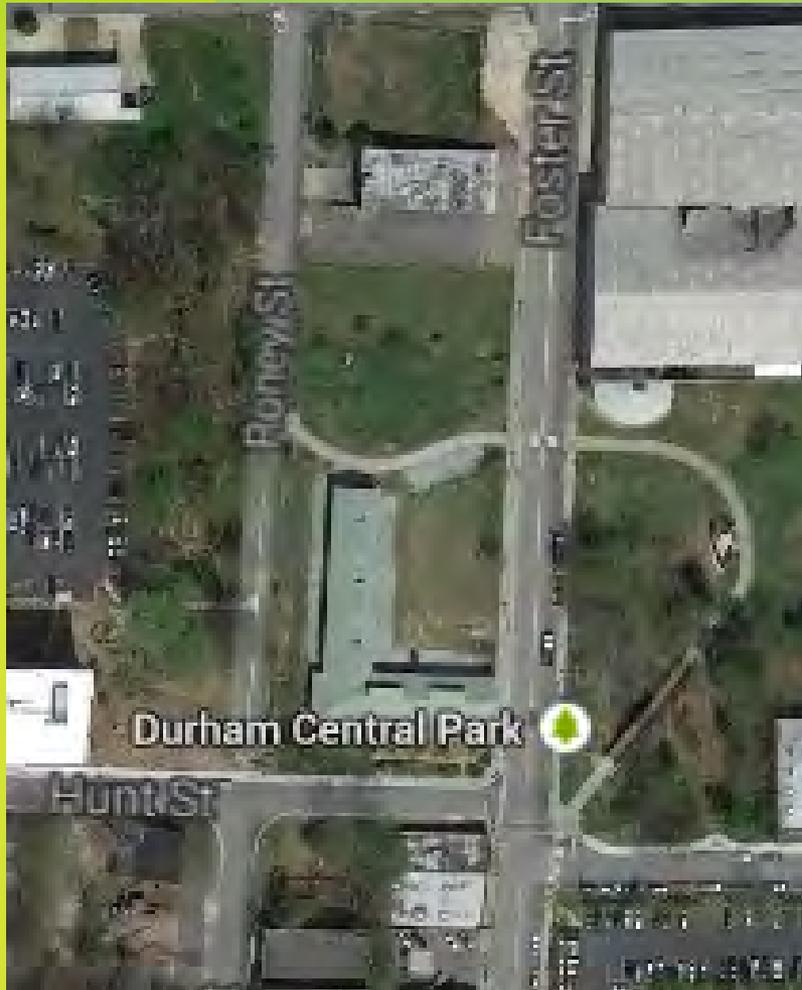
SMART GOAL MATRIX

GOAL:

S.M.A.R.T Actions <small>Actions should contribute to success of a goal and be SMART: Specific, Measureable, Achievable, Relevant, and have a Time-frame</small>	Measureable <small>How we measure progress or success. How will we know we have achieved success?</small>	Achievable <small>Is this something we can control?</small>	Relevant <small>How does this support livability and revitalization</small>	Time-frame <small>Short, medium, long</small>	Lead Role <small>Who is the primary responsible party or person</small>	Supporting Cast <small>Who else can help</small>	Resources Costs <small>Resources or Funding needed (\$ estimates, or low, med, high cost)</small>	Resource Sources <small>Funding sources</small>	First 100 Days <small>What can we do before Christmas? What can we commit to doing in the next 100 days?</small>
Specific Action:									
Specific Action:									
Specific Action:									
Specific Action:									

DURHAM FARMERS MARKET

CASE STUDY



DURHAM FARMERS MARKET

CASE STUDY



Host Your Own Event

Durham Central Park has all of the amenities that make it the perfect spot for parties, weddings and corporate events.

[More Details](#)

[Book Your Event Now](#)

ASHE COUNTY MARKET

CASE STUDY



ASHE COUNTY MARKET

CASE STUDY



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Appendix E:

Workshop Photo Album



Figure 1 – Downtown Aberdeen



Figure 2 – Downtown Sidewalk



Figure 3 – Aberdeen Depot



Figure 4 – Aberdeen Lake



Figure 5 – Downtown Gazebo



Figure 6 – Workshop Dinner



Figure 7 – Workshop Presentation



Figure 8 – Mapping Our Food System Exercise



Figure 9 – Local Media Covers Workshop



Figure 10 – Mapping Our Food System Exercise

Appendix F:

Funding Resources

Local Food Systems Funding Programs – Federal/State

Cities and towns can strengthen their local food systems through a variety of federal projects and programs. The USDA and other federal agencies are committed to supporting local food systems – whether it's by working with producers, engaging with communities, financing local processing and distribution, or helping retailers develop local food connections. Below is a list of just some of the resources available. This information and more can be found on the **USDA's Know Your Farmer, Know Your Food** initiative website at www.usda.gov/knowyourfarmer.

USDA Agricultural Marketing Service

Farmers' Market and Local Food Promotion Program

This new program makes \$30 million available annually to farmers markets, other direct producer-to-consumer venues, and other businesses in the local food supply chain. Funding is evenly split between two components: Farmers Market Promotion Program (FMPP) for direct consumer-to-producer marketing opportunities, and Local Food Promotion Program (LFPP) for local and regional food business enterprises. Both FMPP and LFPP have a maximum grant of \$100,000, and the LFPP applicants must have 25% matching funds or in-kind donations. By supporting development and marketing activities for farmers markets, food hubs, roadside stands, agri-tourism activities and other producer to consumer markets, the program can help small and mid-sized farmers access markets. For more information, visit <http://www.ams.usda.gov/AMSV1.0/FMPP> (FMPP) or <http://www.ams.usda.gov/AMSV1.0/LFPP> (LFPP).

Specialty Crop Block Grant Program

The purpose of USDA's Specialty Crop Block Grant Program (SCBGP) is to enhance the competitiveness of specialty crops, including locally grown crops. These investments strengthen rural American communities by supporting local and regional markets and improving access to fresh, high quality fruits and vegetables for millions of Americans. These grants also help growers make food safety enhancements, solve research needs, and make better informed decisions to increase profitability and sustainability. Organizations or individuals interested in the SCBGP should contact their state departments of agriculture – which administer the grant program – for more information. The 2014 Farm Bill significantly increased funding for the program. More information is available here: <http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateN&rightNav1=SpecialtyCropBlockGrantOProgram&topNav=&leftNav=CommodityAreas&page=SCBGP&resultType>.

Organic Cost Share Programs

The 2014 Farm Bill also gave USDA new tools and resources to support the growing \$35 billion organic industry by more than doubling previous support through the organic cost-share programs, making certification more accessible than ever for even the smallest certified producers and handlers. Organic producers and handlers can now apply directly through their State contacts to get reimbursed for up to 75 percent of the costs of organic certification, up to an annual maximum of \$750 per certificate. More information is available at <http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateO&leftNav=>

[NationalOrganicProgram&page=NOPCostSharing&description=Organic%20Cost%20Share%20Program&acct=nopgeninfo](http://www.nopgeninfo.com/NationalOrganicProgram&page=NOPCostSharing&description=Organic%20Cost%20Share%20Program&acct=nopgeninfo).

Federal State Marketing Improvement Program (FSMIP)

This grant program provides matching funds to state departments of agriculture, state agricultural experiment stations, and other appropriate state agencies to assist in exploring new market opportunities for U.S. food and agricultural products, and to encourage research and innovation aimed at improving the efficiency and performance of the marketing system. FSMIP is designed to support research projects that improve the marketing, transportation, and distribution of U.S. agricultural products. FSMIP is a collaborative effort between Federal and State governments – matching funds go toward projects that bring new opportunities to farmers and ranchers. More information is available at www.ams.usda.gov/fsmip.

USDA Rural Development

Business and Industry Guarantee Loan Program

The purpose of USDA's Business and Industry (B&I) Guaranteed Loan Program is to improve, develop, or finance business, industry, and employment and improve the economic and environmental climate in rural communities. Through this program, USDA provides guarantees on loans made by private lenders to help new and existing businesses gain access to affordable capital by lowering the lender's risk and allowing for more favorable interest rates and terms. A recent change to the program allows projects that are physically located in urban areas if the project benefits underserved communities. The Business and Industry Loan Guarantee program is available on a rolling basis throughout the year. More information is available here: (http://www.rurdev.usda.gov/rbs/busp/b&i_gar.htm).

Value-Added Producer Grants (VAPG)

The primary objective of USDA's Value-Added Producer Grant Program (VAPG) is to help agricultural producers enter into value-added activities related to the processing and/or marketing of bio-based value-added products. VAPG grants are available to producers or producer groups in urban and rural areas. Eligible projects include business plans to market value-added products, evaluating the feasibility of new marketing opportunities, expanding capacity for locally and regionally-grown products, or expanding processing capacity. More information is available here: http://www.rurdev.usda.gov/BCP_VAPG.html.

Community Facility Grants

USDA's Community Facility grant program provides infrastructure support in rural communities under 20,000 people. Grants and loans have been used for commercial kitchens, farmers markets, food banks, cold storage facilities, food hubs and other local food infrastructure. Grants are available to public entities such as municipalities, counties, and special-purpose districts, as well as non-profits and tribal governments. Grant funds can be used to construct, enlarge, or improve community facilities and can include the purchase of equipment required for a facility's operation. More information is available here: http://www.rurdev.usda.gov/HCF_CF.html

Rural Business Enterprise Grant Program (RBEG)

The USDA's Rural Business Enterprise Grant Program (RBEG) funds projects that facilitate the development of small and emerging rural businesses, including acquisition or development of land, building construction, equipment, training and technical assistance, and project planning. Funding is available for local and state governments, tribes, and nonprofits in rural communities where the population does not exceed 50,000, or is next to a city or town with more than 50,000 people.

http://www.rurdev.usda.gov/BCP_rbeg.html .

Rural Business Opportunity Grant (RBOG)

USDA's Rural Business Opportunity Grant Program (RBOG) promotes economic growth in rural communities by supporting training and technical assistance for business development and to assist with regional economic development planning. A specific emphasis within RBOG is support for collaborative economic planning and development through regional food systems. RBOG grants can support regional economic planning, market development studies, business training and technical assistance, and establishing business incubators. Local governments, economic development organizations, non-profit organizations, Indian tribes, and cooperatives are eligible to apply. Funding available to rural communities where the population does not exceed 50,000, or is next to a city or town with more than 50,000 people. More information is available here: http://www.rurdev.usda.gov/bcp_rbog.html.

USDA Natural Resource Conservation Service

Environmental Quality Incentives Program (EQIP)

EQIP provides cost-share and technical assistance to farmers and ranchers in planning and implementing conservation practices that improve the natural resources (e.g. soil, water, wildlife) on their agricultural land and forestland. A practice supported through EQIP is the installation of seasonal high tunnels (also known as hoop houses), which are unheated greenhouses that can extend a producer's growing season while conserving resources. In addition, EQIP can help producers transition to organic production or help those growers already certified maintain their certification. More information is available

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

USDA National Institute of Food and Agriculture

Community Food Projects

Community Food Projects are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs. Grants are intended to help eligible private nonprofit entities in need of a one-time infusion of federal assistance to establish and carryout multipurpose community food projects. More information is available

here: http://www.nifa.usda.gov/funding/cfp/cfp_synopsis.html.

Food Insecurity Nutrition Incentive (FINI) Grant Program

The 2014 Farm Bill created this program, which supports projects to increase the purchase of fruits and vegetables among people participating in the Supplemental Nutrition Assistance Program.

Applicants may propose small pilot projects (up to \$100,000 for 1 year), multi-year community-based projects (up to \$500,000 for up to 4 years), or larger-scale multi-year projects (more than \$500,000 for up to 4 years). USDA is looking to fund innovative projects that will test community based strategies for how to increase the purchase of fruits and vegetables by SNAP participants through incentives at the point of purchase. USDA will give priority to projects underserved communities and to projects that provide locally- or regionally-produced fruits and vegetables. Applications are due December 15, 2014. More information is available here: http://www.nifa.usda.gov/newsroom/news/2014news/09291_FINI.html.

Beginning Farmers and Ranchers Development Program

This program provides grants to organizations that train, educate, and provide outreach and technical assistance to new and beginning farmers on production, marketing, business management, legal strategies and other topics critical to running a successful operation. The Agriculture Act of 2014 provided an additional \$20 million per year for 2014 through 2018. The reasons for the renewed interest in beginning farmer and rancher programs are: the rising average age of U.S. farmers, the 8% projected decrease in the number of farmers and ranchers between 2008 and 2018, and the growing recognition that new programs are needed to address the needs of the next generation of beginning farmers and ranchers. More information is available here: <http://www.nifa.usda.gov/fo/beginningfarmersandranchers.cfm>.

Small Business Innovation Research (SBIR) program

SBIR grants help small businesses conduct high quality research related to important scientific problems and opportunities in agriculture. Research is intended to increase the commercialization of innovations and foster participation by women-owned and socially and economically disadvantaged small businesses in technological innovation. Grants can be applied towards many areas or research, including projects that manage the movement of products throughout a supply chain, develop processes that save energy, and capture and relay real-time market data. More information is available here: <http://www.nifa.usda.gov/fo/sbir.cfm>.

Sustainable Agriculture Research and Education (SARE)

The mission of the SARE program is to advance sustainable innovations in American agriculture. SARE is uniquely grassroots, administered by four regional offices guided by administrative councils of local experts. Non-profit organizations, researchers, and individuals producers are eligible to apply. More information is available here: <http://www.sare.org/>.

Agriculture and Food Research Initiative (AFRI)

AFRI is charged with funding research, education, and extension grants and integrated research, extension, and education grants that address key problems of National, regional, and multi-state importance in sustaining all components of agriculture, including farm efficiency and profitability, ranching, renewable energy, forestry (both urban and agroforestry), aquaculture, rural communities and entrepreneurship, human nutrition, food safety, biotechnology, and conventional breeding. Providing this support requires that AFRI advances fundamental sciences in support of agriculture and coordinates opportunities to build on these discoveries. This will necessitate efforts in education and extension that deliver science-based knowledge to people, allowing them to make informed practical decisions. More information is available here: <http://www.nifa.usda.gov/funding/afri/afri.html>.

USDA Farm Service Agency

Microloan Program

The Farm Service Agency's (FSA) microloan program is available to agricultural producers in rural and urban areas and provides loans of up to \$35,000 on a rolling basis. Streamlined paperwork and flexible eligibility requirements accommodate new farmers and small farm operations. Larger loans are also available through FSA. Contact your local FSA office at www.fsa.usda.gov for more information.

Farm Storage Facility Loans

These loans finance new construction or refurbishment of farm storage facilities. This includes cold storage and cooling, circulating, and monitoring equipment, which can be particularly important to those growing for local fresh markets. Interested producers should contact their local FSA office at www.fsa.usda.gov.

USDA Food and Nutrition Service

Farm to School Grants

Farm to School Grants are available to help schools source more food locally, and to provide complementary educational activities to students that emphasize food, farming, and nutrition. Schools, state and local agencies, tribal organizations, producers and producer groups, and non-profits are eligible to apply. Planning, implementation, and support service grants are available from \$20,000 to \$100,000. More information and resources are available at www.fns.usda.gov/farmtoschool/farm-school.

Supplemental Nutrition Assistance Program (SNAP)

As of 2014, more than 2,500 farmers' markets nationwide are set up to accept SNAP's electronic benefit transfer (EBT) cards. Benefits can be used to purchase many of the foods sold at farmers' markets, including fruits and vegetables, dairy products, breads and cereals, and meat and poultry. They can also purchase seeds and plants which produce food for the household to eat. More information about SNAP benefits at farmers' markets is available from USDA here: <http://www.fns.usda.gov/ebt/learn-about-snap-benefits-farmers-markets>.

WIC Farmers' Market Nutrition Program (FMNP)

This program provides coupons for local food purchases to women, infants, and children that are eligible for WIC benefits. The coupons can be used to purchase eligible foods from farmers, farmers' markets, and roadside stands. Only farmers, farmers' markets, and roadside stands authorized by the State agency may accept and redeem FMNP coupons. Individuals who exclusively sell produce grown by someone else such as wholesale distributors, cannot be authorized to participate in the FMNP. For more information, visit: <http://www.fns.usda.gov/fmnp/overview>.

Senior Farmers' Market Nutrition Program

This program, similar to FMNP, awards grants to States, United States Territories, and federally-recognized Indian tribal governments to provide low-income seniors with coupons that can be exchanged for eligible foods (fruits, vegetables, honey, and fresh-cut herbs) at farmers' markets,

roadside stands, and community supported agriculture programs. For more information, visit: <http://www.fns.usda.gov/sfmnp/overview>.

Funding Programs in Support of Other Livable Community Projects

The programs listed below are popular resources that support a variety of livability projects. The publication “Federal Resources for Sustainable Rural Communities” is a useful guide from the HUD-DOT-EPA Partnerships for Sustainable Communities that describes several additional resources: http://www.rurdev.usda.gov/SupportDocuments/RD_FedResourcesSustainableCommunities.pdf

National Endowment for the Arts Our Town Grants

The National Endowment for the Arts’ Our Town grant program is the agency's primary creative placemaking grants program. Projects may include arts engagement, cultural planning, and design activities. The grants range from \$25,000 to \$200,000. Our Town invests in creative and innovative projects in which communities, together with their arts and design organizations and artists, seek to:

- Improve their quality of life;
- Encourage greater creative activity;
- Foster stronger community identity and a sense of place; and
- Revitalize economic development.

More information: <http://arts.gov/grants-organizations/our-town/grant-program-description>.

EPA Brownfields Programs

- **Area-wide Planning Pilot Program:** Brownfields Area-Wide Planning is an EPA grant program which provides funding to recipients to conduct research, technical assistance and training that will result in an area-wide plan and implementation strategy for key brownfield sites, which will help inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization. Funding is directed to specific areas, such as a neighborhood, downtown district, local commercial corridor, or city block, affected by a single large or multiple brownfield sites. More information: http://www.epa.gov/brownfields/areawide_grants.htm.
- **Assessment Grants:** Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. Eligible entities may apply for \$200,000 and up to \$350,000 with a waiver. More information: http://www.epa.gov/brownfields/assessment_grants.htm.
- **Revolving Loan Fund Grants:** Revolving Loan Fund (RLF) grants provide funding for a grant recipient to capitalize a revolving loan fund and to provide subgrants to carry out cleanup activities at brownfield sites. More information is available here: <http://www.epa.gov/brownfields/rflst.htm>.
- **Cleanup Grants:** Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. More information is available here: http://www.epa.gov/brownfields/cleanup_grants.htm.

Transportation Alternatives Program (TAP)

The Federal Highway Administration’s TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for planning, designing, or constructing boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways. In rural areas, these funds are typically allocated by state departments of transportation. For more information,

visit: <http://www.fhwa.dot.gov/map21/guidance/guidetap.cfm>. For more information on Safe Routes to School projects and programs (which are eligible for funding under TAP),

visit: http://www.fhwa.dot.gov/environment/safe_routes_to_school/.

Appendix G:

Additional References and Resources

Local Food Systems Resources – National

USDA Know Your Farmer Know Your Food

The **Know Your Farmer, Know Your Food** initiative is a USDA-wide effort to carry out the Department's commitment to strengthening local and regional food systems. The Know Your Farmer Know Your Food website provides a "one stop shop" for resources, from grants and loans to toolkits and guidebooks, from agencies and offices across the Department. The website also contains the Know Your Farmer Know Your Food Compass Map, which shows efforts supported by USDA and other federal partners as well as related information on local and regional food systems.

- <http://www.usda.gov/wps/portal/usda/knowyourfarmer?navid=KNOWYOURFARMER>

Farmers' Markets General

USDA National Farmers Market Directory

Provides members of the public with convenient access to information about U.S. farmers' market locations, directions, operating times, product offerings, and accepted forms of payment.

- <http://search.ams.usda.gov/farmersmarkets/>

USDA's "National Farmers Market Manager Survey"

Nearly 1,300 farmers' market managers responded to this national survey conducted in 2006.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELPRDC5077203&acct=wdmgeninfo>

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

This 2010 report from USDA describes how farmers' markets can accept SNAP benefits. SNAP is the federal government's nutritional assistance program. It was formerly known as food stamps.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELPRDC5085298&acct=wdmgeninfo>

Appalachian Sustainable Agriculture Project's "Sharing the Harvest: A Guide to Bridging the Divide between Farmers Markets and Low-Income Shoppers."

This 2012 report from ASAP describes strategies for bridging the divide between farmers' markets and low income shoppers.

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

Connecting Local Farmers with USDA Farmers Market Nutrition Program Participants

This 2010 report from USDA describes how providing transportation can help low-income individuals overcome barriers to accessing farmers markets.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELPRDC5083319&acct=wdmgeninfo>

Farmers' Markets Management

Oregon State University's "Understanding the Link Between Farmers' Market Size and Management Organization."

This report, supported by the USDA, explored internal management issues of farmers' markets and describes tools that can help make farmers' markets sustainable.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELPRDC5071342>

Appalachian Sustainable Agriculture Project's "25 Best Practices for Farmers' Markets."

This report describes 25 best practices in the areas of management, regulations, risk management, food safety, improving vendor sales, and marketing/outreach/promotion/social media.

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

Food Hubs

USDA's "Moving Food Along the Value Chain: Innovations in Regional Food Distribution"

This 2012 report from USDA examined eight case studies of food value chains and provides some practical lessons about the challenges they face and lessons learned.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=stelprdc5097504&acct=wdmgeninfo>

USDA's "Regional Food Hub Resource Guide"

USDA released this primer on food hubs and the resources available to support them in 2012.

- <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELPRDC5097957>

Michigan State University's and Wallace Center's "State of the Food Hub – 2013 National Survey Results"

This survey of more than 100 food hubs across the United States quantifies the scope, scale, and impacts of local food hubs.

- <http://www.wallacecenter.org/resourcelibrary/state-of-the-food-hub-2013-national-survey-results>

Wholesome Wave's "Food Hub Business Assessment Toolkit"

The toolkit provides tools to assess a food hub businesses' readiness for investment.

- <http://www.wholesomewave.org/our-initiatives/healthy-food-commerce-investments/foodhubbusinessassessmenttoolkit/>

Community Kitchens

Culinary Incubator's Community Kitchen Database

This site provides a description and interactive map of community kitchens across the United States.

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

Community Gardens

Centers for Disease Control and Prevention’s Community Gardens Website

- <http://www.cdc.gov/healthyplaces/healthtopics/healthyfood/community.htm>

Vermont Community Garden Network’s Garden Organizer Toolkit

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

Farm to School

USDA’s Farm to School Website

USDA provides information on its website about Farm to School programs and how to get one started in your community.

- <http://www.fns.usda.gov/farmentoschool/implementing-farm-school-activities>
- <http://www.fns.usda.gov/farmentoschool/farm-school>

Land Use

American Planning Association’s (APA’s) “Zoning for Urban Agriculture”

The APA in 2010 prepared an article on urban agriculture zoning in its March 2010 *Zoning Practice*.

- <https://www.planning.org/zoningpractice/2010/pdf/mar.pdf>

American Planning Association’s (APA’s) “Zoning for Public Markets and Street Vendors”

The APA also prepared an article on zoning for public markets in its February 2009 *Zoning Practice*.

- <https://www.planning.org/zoningpractice/2009/pdf/feb.pdf>

Other

Food Value Chains: Creating Shared Value to Enhance Marketing Success

The report provides an overview of how food value chains are initiated, structured, how they function and the business advantages and challenges of this approach.

- <http://www.ams.usda.gov/AMSv1.0/getfile?dDocName=STELPRDC5107776>

Wholesale Markets and Facility Design

Provides technical assistance and support to customers regarding the construction of new structures or the remodeling of existing ones. These facilities include wholesale market, farmers markets, public markets, and food hubs.

- <http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateN&navID=WholesaleandFarmersMarkets&leftNav=WholesaleandFarmersMarkets&page=WFMWholesaleMarketsandFacilityDesign&description=Wholesale%20Markets%20and%20Facility%20Design&acct=facdsn>

Organic Agriculture

USDA is committed to helping organic agriculture grow and thrive. This is a one-stop shop with information about organic certification and USDA-wide support for organic agriculture.

- www.usda.gov/organic

Fruit and Vegetable Audits

Audits for Good Agricultural Practices and Good Handling Practices can help producers access commercial markets by verifying that fruits and vegetables are produced, packed, handled, and stored in the safest manner possible to minimize risks of microbial food safety hazards.

- <http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateN&page=GAPGHPAuditVerificationProgram>

USDA Certification for Small and Very Small Producers of Grass-fed Beef and Lamb

Allows small and very small-scale producers to certify that their animals meet the requirements of the grass-fed marketing claim standard, helping them differentiate themselves and communicate value to their customers.

- <http://www.ams.usda.gov/AMSV1.0/GrassFedSVS>

Local and Regional Market News

Provides reports on local and regional food outlets, providing producers and consumers with instant access to prices from farmers markets, farmers' auctions, food hubs, and direct-to-consumer sales, providing support to even the smallest farmers and producers.

- Link coming soon

Local Food Systems Resources – State of Mississippi

Farmers' Markets

MSU Extension's "Farmers' Markets: Great Sources for Local Produce."

This report includes a list of all active farmers' markets in Mississippi as of 2014.

- <http://msucares.com/pubs/publications/p2821.pdf>.

MSU Extension's "Organizing a Farmers' Market."

This report outlines important considerations for anyone interested in starting a farmers' market.

- <http://msucares.com/pubs/misc/m1434.pdf>.

MSU Extension’s “Economic Impact of Farmers’ Markets in Mississippi.”

This report describes the economic impact of farmers’ markets in the state, providing summaries of sales, employment, wages, and state and local revenue.

- <http://msucares.com/pubs/publications/p2582.pdf>.

MSU Extension’s “How to ‘Net’ Your Customers.”

This report describes tips for using the internet and social media to market local foods.

- <http://msucares.com/pubs/infosheets/is1893.pdf>.

Mississippi Department of Agriculture and Commerce’s “Mississippi Certified Farmers’ Markets Program.”

This page provides information on the requirements for becoming a Mississippi Certified Farmers Market.

- http://www.mdac.state.ms.us/departments/ms_farmers_market/certified-markets-criteria.htm.

Wallace Center’s “Increasing Farmer Success in Local Food Markets in the Deep South: Mississippi and Alabama.”

This report describes challenges and opportunities for the local food systems of Alabama and Mississippi. The appendices include resources on topics such as farm operations, food hub operations, markets, and supporting organizations.

- <http://www.wallacecenter.org/increasingfarmersuccess/>.