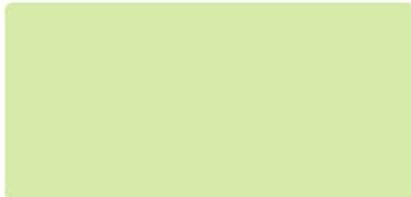


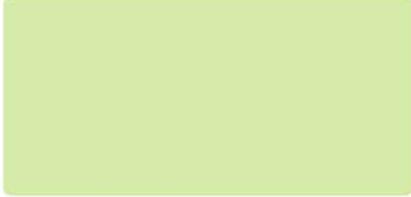
Sustainable Communities in Appalachia

Technical Assistance Program



Strengthening the Local
Foods System: Actions
and Strategies for the City
of Anniston, Alabama

July 7, 2014



1. Community Story

Anniston is a city of about 23,000 residents located in eastern Alabama just over 60 miles east of Birmingham and just north of Cheaha Mountain - the state's highest point at 2,413 feet. Set amidst some of Alabama's most spectacular natural scenery, Anniston has witnessed significant events in the nation's civil rights and military history including the Freedom Rides to desegregate interstate buses and the development of Fort McClellan, which played an important role training soldiers during World War II.

Anniston's story began when the Woodstock Iron Company opened in 1873 and promptly went about building what it considered a model city laid out in a grid pattern with housing for workers, a school, and a church. Today Anniston still carries the nickname "Model City" and several historic buildings from this era still stand in downtown. The military and government quickly replaced the iron industry as the city's economic foundation in the 20th century. Anniston became the Calhoun County seat in 1899 and the federal government established Camp McClellan (later became Fort McClellan) in 1917.¹

Anniston took a downturn in the late 20th century as the federal government closed Fort McClellan and began cleanup of environmental contamination at the base and the nearby Anniston Army Depot. Meanwhile, Monsanto also began a \$700 million cleanup effort of improperly disposed polychlorinated biphenyls (PCBs) that contaminated water and soil near its West Anniston plant and the U.S. Army designated the Anniston Army Depot as a chemical weapon burn center where weapons would be stored and destroyed. These events further contributed to the city's poor environmental reputation and nickname "Toxic Town." During this time the city's population declined steadily from a peak of more than 33,000 in 1960 to about 23,000 in 2010.

Recently the City has launched several initiatives to shed this reputation and improve quality of life for remaining residents. As a result, Anniston is emerging as an outdoor recreation hub while also working to diversify its economy and improve public health through local food production. The City has established a small farmers market at Zinn Park and a community garden at the former McClellan base. Anniston is also working to develop a destination mountain biking facility and to extend the Chief Ladiga Trail to downtown Anniston. Once completed, a pedestrian or bicyclist would be able to travel to Atlanta on the trail (called the Silver Comet in Georgia). These efforts are strengthening Anniston's historic downtown core.

The City of Anniston requested support in 2013 to build on these efforts from the Sustainable Communities in Appalachia program. Sponsored by the U.S. Environmental Protection Agency (EPA), Appalachian Regional Commission (ARC), and the U.S. Department of Agriculture - Rural Development (USDA-RD), the program supports the principles of livability and aims to help existing communities expand access to healthy local foods, improve walkability, strengthen Main Street business districts, and diversify their local economy. Anniston is planning to launch a new farmers' market in 2014 in a blossoming entertainment district near downtown. The entertainment district will connect the future Chief Ladiga Trail extension, open space that the City is planning to use for a community garden, downtown, City Hall, and a new

¹ Spirit of Anniston. History of Anniston. Accessed January 13, 2014. <http://www.spiritofanniston.com/pages/?pageID=26>

brewery. It is also centrally located and easily accessible from many city neighborhoods. The City and a technical assistance team from the Sustainable Communities in Appalachia program organized a two-day workshop aimed at identifying actions that will help bring about the City's vision.

2. Community Engagement

Anniston hosted a small team of federal agency staff and consultants for the workshop on May 6 and 7, 2014. The two-day event included a tour of Anniston and a series of visioning, brainstorming, and action planning discussions among a diverse group of citizens and local, state, and federal stakeholders. These discussions helped workshop participants identify community values that underlie their local food system initiatives. These sessions also clarified how local foods can help make Anniston a stronger, healthier, and more economically sound community. Participants identified obstacles to, and solutions for, expanding access to local foods and created an action plan that is described herein.

Among those in attendance were local elected officials, local business owners, farmers, and staff from the Alabama Cooperative Extension System, the East Alabama Regional Planning and Development Commission, and federal agencies including USDA-RD, U.S. Department of Housing and Urban Development (HUD), the Federal Highway Administration (FHWA), and EPA. While the two-day workshop is the key event that contributed to this action plan, it was preceded by conference calls, background research, mapping, and case study development. Figure 1 lays out all of the steps leading to this action plan.

Principles of Livability

- Provide more transportation choices
- Promote equitable, affordable housing
- Enhance economic competitiveness
- Support existing communities
- Coordinate and leverage federal policies & investment
- Value communities and neighborhoods



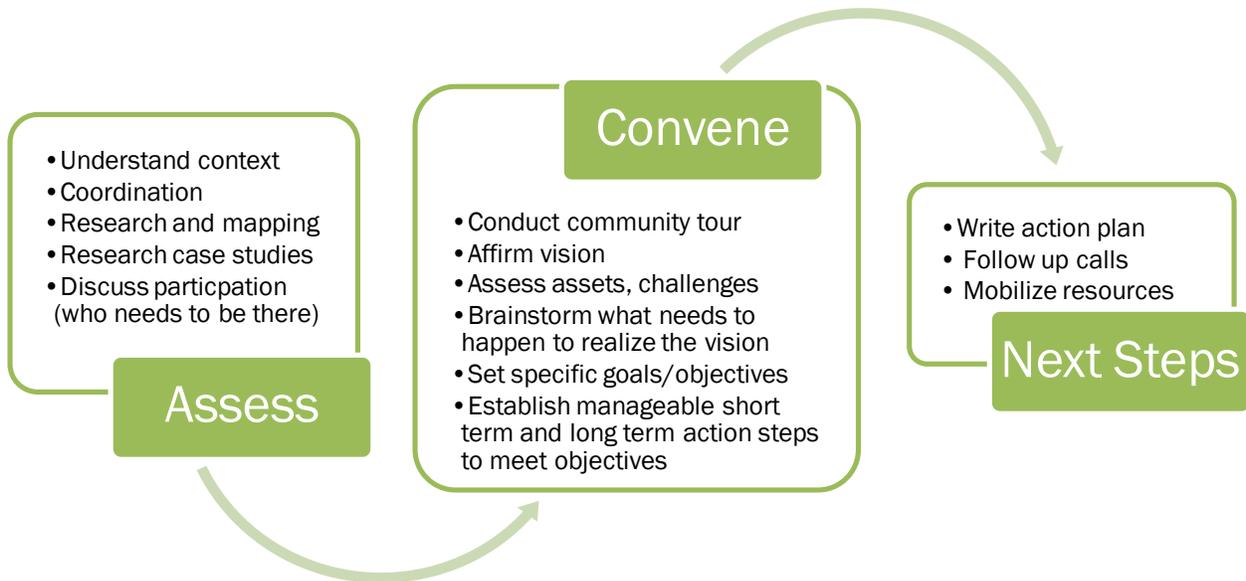


Figure 1 - Technical Assistance Process Diagram

3. The Local Food System

Anniston’s system of community gardens and expanded downtown farmers’ market will become key pillars of the city’s local food system. The term “local food system” describes everything involved in connecting local growers (supply) with local eaters (demand), including growing, processing, storing, distributing, and selling food. The local food system allows growers and eaters to interact face-to-face.² Table 1 shows some key facts and figures on farming and the local food system in Calhoun County. These figures show that while the number of farms decreased between 2007 and 2012, the acreage in farming increased and local sales direct to consumers, through outlets such as roadside stands and farmers’ markets, more than tripled during the same time period. This reflects national trends of greater awareness and consumption of locally-produced foods during the last decade.³

Calhoun County Figure ⁴	2007	2012
Total Farms	735	592
Total Farm Acres	76,200	81,265
Vegetable Farms	25	15

² Leopold Center for Sustainable Agriculture. Regional and Local Food Systems. Accessed March 3, 2014. http://www.leopold.iastate.edu/marketing/food_systems.

³ Tropp, Debra. “Why Local Food Matters: The rising importance of locally-grown food in the U.S. food system – A national perspective.” National Association of Counties Legislative Conference, Agriculture and Rural Affairs Steering Committee Subcommittee on Agriculture. March 2, 2014.

⁴ U.S. Department of Agriculture. 2012 Census of Agriculture. Accessed December 19, 2014. <http://www.agcensus.usda.gov/Publications/2012/>.

Calhoun County Figure ⁴	2007	2012
Fruit Orchards	20	21
Total Agricultural Sales	\$69 million	\$92 million
Poultry and Egg Sales	\$52 million	\$74 million
Agricultural Sales Direct to Consumers	\$80,000	\$285,000

Table 1 - Key Local Agriculture Statistics for the Anniston Region

A strong local food system can bring many economic and environmental benefits to Anniston. For example, local food systems keep more food dollars in the community and can increase farmers' incomes. The markets for selling local foods, if located in downtown areas, can also stimulate downtown revitalization by attracting new customers and foot traffic. Moreover, economic success of local foods also helps keep farms and working lands viable, preserving the economy, culture, and environment of small cities and rural areas.

Strong local food systems also support efforts to improve public health. The farmers' market envisioned for Anniston will improve residents' access to fresh local produce, especially for residents of West Anniston that live in a "food desert" due to the lack of a close by supermarket, the high poverty rate, and large number of residents that lack access to a vehicle. The new farmers' market and community gardens also promote health by creating more opportunities for exercise through walking and gardening. The public health benefits of local foods are especially important in the Appalachian Region, which has higher rates than the United States for several illnesses related to diet and exercise, such as diabetes, obesity, and high blood pressure. Recent data listed in Table 2 below indicate that Calhoun County lags the state for some key indicators of health and wellness.

Health Indicator ⁵	Calhoun County	Alabama
Adults with Diabetes	13.0%	11.2%
Adults with High Blood Pressure	37.4%	33.2%
Adults Eating Fewer than 5 Vegetable or Fruit Servings per Day	81.8%	79.7%

Table 2 - Diet-Related Health Indicators

Federal food assistance programs provide an opportunity to improve access to healthy local foods. Many families in the region rely on programs such as the National School Lunch Program and Supplemental Nutrition Assistance Program (SNAP). More than half of Calhoun County's public school students are eligible for a free school lunch. Additionally, nearly 19

⁵ Centers for Disease Control (CDC). Health Indicators Warehouse. <http://healthindicators.gov/Indicators/>. Accessed January 13, 2014.

percent of the county's population participated in the SNAP program in 2010.⁶ The high rates of participation in these programs may present opportunities for the school district and families to purchase more healthy local foods. Additionally, Congress made a commitment in its 2014 Farm Bill to expand access to local foods through a new program that will strengthen the purchasing power of SNAP beneficiaries that buy fresh fruits and vegetables.

4. Underlying the Action Plan – Values, Vision, Issues, & Opportunities

Strengthening Anniston's local food system also aligns with the broader community goal of expanding economic opportunity and a more specific goal of developing an entertainment district on the western edge of downtown that brings together people from throughout the city. The entertainment district is envisioned for the area directly south of Zinn Park and east of the Cheaha Brewery. Among the specific goals that Anniston identified in its letter of interest for the Sustainable Communities in Appalachia program are:

- Develop a system of community gardens in support of neighborhood and downtown revitalization.
- Expand the farmers' market in a downtown location.
- Promote restaurants that buy local foods.
- Create an education program on healthy eating and growing food.
- Leverage the Chief Ladiga Trail extension for economic development.

The workshop facilitators led several exercises and discussions during the two days that helped workshop participants refine these goals and identify specific actions for achieving them. First, workshop attendees described their vision of the future by creating a hypothetical news headline from 2034 (20 years in the future). The headlines are listed in Figure 2 below.



Figure 2 - News Headlines from 2034

Workshop attendees also shared what they view as the community's best attributes that will help it achieve its goals and vision. These attributes are shown in the Word Cloud in Figure 3. They describe Anniston as a community where people are ready to come together and work on projects that will connect more people to their community while improving health and the economy.

⁶ USDA Economic Research Service. Food Environment Atlas. <http://www.ers.usda.gov/data-products/food-environment-atlas.aspx#.U4yP4PldX3Z>. Accessed June 2, 2014.



Figure 4: Summary of Goals for Advancing Local Foods and Supporting Community Livability

Workshop participants also identified several action steps for achieving each goal. The goals and corresponding actions are outlined in this section, along with steps that can be accomplished in the next 100 days. 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. The goals and actions steps are presented in Appendix A in their complete form, which includes a time frame, lead role, supporting cast, cost, funding sources, and near-term steps.

Goal 1: Expand and improve the farmers’ market downtown

Action 1.1 - Secure a permanent location and build a pavilion.

- **First 100 Days:** Develop a funding plan.

Action 1.2 - Increase the number of farmers and the diversity of products.

- **First 100 Days:** Open the 2014 season with several vendors.

Action 1.3 - Become an “Alabama Certified Farmers’ Market.”

- **First 100 Days** - Establish the Farmers’ Market Rules.

Action 1.4 - Conduct a profile of the supply and demand of local foods.

- **First 100 Days:** Develop a funding plan.

Action 1.5 - Create a farmers’ market logo.

- **First 100 Days:** Select a marketing firm.

Action 1.6 – Launch an advertising campaign.

- **First 100 Days:** Create a Facebook page and meet with the media.

Goal 2: Develop a system of community gardens in support of neighborhood and downtown revitalization.

Action 2.1 – Hire or assign a Garden Coordinator to provide support services to gardens and connect them to tools and supplies.

- **First 100 days:** Submit a proposal to the City.

Action 2.2 - Acquire and prepare a site downtown for a community garden.

- **First 100 Days:** Meet with community volunteers to discuss plan.

Action 2.3 – Enlist college or trade school students to incorporate community garden design into curriculum.

- **First 100 days:** Identify potential partners and reach out to them.

Action 2.4 - Create a group that coordinates among existing and future gardens, and shares best practices.

- **First 100 days:** Create a list of potential members and invite them to a kick off meeting to discuss the idea and organize.

Goal 3: Expand existing programs on nutrition, healthy eating, and growing food.

Action 3.1 - Establish a coordinator that will crossover and unite all local food efforts in Anniston

- **First 100 days:** Identify coordinator job responsibilities, identify coordinator.

Action 3.2 - Expand the existing agriculture/gardening education programs by enlisting volunteers, such as the Calhoun County Master Gardeners.

Action 3.3 - Add a page to the City's website that promotes all of the local food education programs, local foods assets, community gardens, and farmers' market.

- **First 100 days:** The page is up and running.

Action 3.4 – Launch a new education program focused on introducing gardening and farming in the local schools.

- **First 100 days:** Develop a funding plan.

Goal 4: Invest in transportation projects that improve basic access for all modes and create an environment that supports walking and biking.

Action 4.1 - Expand transit hours so that adults without vehicles can participate in evening education programs and other opportunities after 6:00 PM.

Action 4.2 - Install bike racks at community garden sites, farmers' market, and bus stops.

Action 4.3 - Recruit new members to the MPO's Citizen Advisory Committee to advocate for better walking and biking conditions and infrastructure.

Action 4.4 - Develop a way finding system that directs people to key sites in the City and communicates the City's brand.

6. Action Plan for Implementation

As a follow on to the technical assistance effort, the ARC is providing a cash-grant of up to \$20,000 to support the implementation of projects or supporting programs identified during the workshop that will help Anniston advance its local food system and support its broader livability goals. Based on the priority actions and goals identified at the workshop, the following represent some of the specific projects and corresponding livability principles for which these follow-on dollars could apply.

Key Actions for Potential ARC Grant Support

- Expenses related to construction of farmers' market pavilion.
- Conduct a profile of the supply and demand of local foods.
- Acquire and prepare a site downtown for a community garden.
- Launch a new education program focused on introducing gardening and farming in the local schools.
- Develop a way finding system that directs people to key sites in the City and communicates the City's brand.
- Install bike racks at community garden sites, farmers' market, and bus stops.

Anniston decided that expanding and improving the downtown farmers market, and developing a system of community gardens, were their top priorities. As such, they requested implementation assistance from ARC to implement the actions listed in the table below.

Table 3 - Anniston Implementation Support

Action	Dollar Amount
Purchase and install a storage building, portable water supply, and portable canopy shelter (Action 1.6)	\$10,000
Purchase and install new raised bed gardens (14 or 15) and plasticulture.	\$10,000

Livability Principles Advanced

- **Provide more transportation choices:** Several of the action steps relate to improving access to the new downtown market and evening educational programs by expanding the span of transit service, improving signage, and adding infrastructure that supports walking and biking.
- **Enhance economic competitiveness:** The entertainment district will attract people downtown, potentially attracting new customers to Main Street businesses. Additionally, the Chief Ladiga Trail extension would create a continuous trail from Atlanta to Anniston that could bring long-distance bicyclists and tourists into the community that would support shops, hotels, and restaurants.
- **Support existing communities:** The new farmers' market will be in the center of the city, helping connect different neighborhoods and inject more activity into the heart of the city. The new farmers' market and downtown community garden present an opportunity to renovate or adaptively reuse buildings and sites in the downtown area.
- **Coordinate and leverage federal policies and investment:** The workshop efforts identified several opportunities to leverage different local, state, and federal funding sources, as well as private funding sources, to support the farmers' market, community gardens, and multimodal transportation improvements.
- **Value communities and neighborhoods:** The actions identified in this action plan will help strengthen the vibrancy of the existing downtown area and increase the attractiveness and livability of the surrounding neighborhoods by providing access to healthy, local foods and expanding transportation choices.

In addition to the implementation support provided by ARC, appendix F lists several other federal and state funding sources. These programs can complement the ARC grant, or the ARC grant could potentially be bundled with other funds to pursue a project beyond the financial limits of the ARC grant.

7. Appendices

- Appendix A: Implementation Action Plan Tables
- Appendix B: Local Food System Diagram
- 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

GOAL 1: Expand and improve the farmers’ market downtown.

Action 1.1: Secure a permanent location and build a pavilion.		
Why is this important?	The City is opening a new farmers’ market downtown in 2014. The market will meet on Saturday mornings on a city-owned parking lot. Because this parking lot is needed for other purposes, it is not suitable for a pavilion. The farmers’ market would like to construct a permanent location nearby.	
Measures of Success	<ul style="list-style-type: none"> • City designates or purchases a site for the market. • City secures funding for a pavilion. • City constructs a pavilion. 	
Timeframe for Completion	Long term (more than 2 years).	
Taking the Lead	Mayor and City Council.	
Supporting Cast	Vendors, Farmers’ Market Manager.	
Cost Estimate	Dollars	Time
	High (\$100K +)	Staff and volunteers.
Possible Funding Sources	Government grants, private donation, vendor fees, crowd funding,	
First 100 Days	Develop a funding plan.	

Action 1.2: Increase the number of farmers and the diversity of products.		
Why is this important?	Customers are looking for a wide variety of products. Farmers’ market can meet customers’ demand by having several growers that bring different types of produce. Otherwise, customers will need to use other retail outlets to meet their needs.	
Measures of Success	<ul style="list-style-type: none"> • Number of different items for sale at the market. • Average number of vendors per week. 	
Timeframe for Completion	Short term (this season).	
Taking the Lead	Market Manager.	
Supporting Cast	Existing vendors (to recruit peers), Alabama Cooperative Extension System.	
Cos Estimate	Dollars	Time
	Low	Vendors and Market Manager
Possible Funding Sources	Little or no cost, rely on word of mouth.	
First 100 Days	Open the 2014 season with several vendors.	

Action 1.3: Become an “Alabama Certified Farmers’ Market.”	
Why is this important?	The state’s Farmers’ Market Authority runs a certification program. The purpose of the program is to give consumers confidence that

Action 1.3: Become an “Alabama Certified Farmers’ Market.”		
	they are buying fresh, locally-raised produce. Certified markets can have no more than 30 percent non-food vendors. The certification process also requires farmers’ market to establish an organization structure and management rules.	
Measures of Success	The Farmers’ Market Authority certifies the new farmers’ market.	
Timeframe for Completion	Short term (apply this season).	
Taking the Lead	Market Manager.	
Supporting Cast	None.	
Cost Estimate	Dollars	Time
	Low	Market Manager
Possible Funding Sources	State Farmers Market Authority.	
First 100 Days	Establish the Farmers’ Market Rules.	

Action 1.4: Conduct a profile of the supply and demand of local foods.		
Why is this important?	An evaluation of the supply and demand for local foods is a good early step for anyone looking to build the local food system. The profile can reveal who is growing what, where local suppliers are selling their produce, and the market demand for local foods.	
Measures of Success	Completed profile.	
Timeframe for Completion	Medium term (after the 2014 market season).	
Taking the Lead	Market Manager.	
Supporting Cast	Extension System, Jacksonville State University. (JSU students can assist here)	
Cost Estimate	Dollars	Time
	Medium	Market Manager
Possible Funding Sources	State Farmers Market Authority.	
First 100 Days	Develop a funding plan.	

Action 1.5: Create a farmers’ market logo.	
Why is this important?	The logo is something that customers will identify with the market. It can be used on advertising and signs.
Measures of Success	The market has a logo.
Timeframe for Completion	Short term.
Taking the Lead	Market Manager.
Supporting Cast	Professional marketing firm.

Action 1.5: Create a farmers' market logo.		
Cost Estimate	Dollars	Time
	Medium.	Market Manager
Possible Funding Sources	Barter for professional design services, grant funds.	
First 100 Days	Select a marketing firm.	

Action 1.5: Launch an advertising campaign.		
Why is this important?	The farmers' market is new and needs to generate awareness and excitement.	
Measures of Success	<ul style="list-style-type: none"> • Farmers' Market launches a Facebook page. • Number of ads on traditional local media (TV, radio, newspaper). 	
Timeframe for Completion	Short term (2014 season).	
Taking the Lead	Market Manager.	
Supporting Cast	Person with social media expertise (vendor, city staff, etc.).(JSU can assist with advertising on electronic campus signs)	
Cost Estimate	Dollars	Time
	Medium.	Market manager and volunteer.
Possible Funding Sources	City of Anniston.	
First 100 Days	<ul style="list-style-type: none"> • Create a Facebook page. • Meet with media. 	

GOAL 2: Develop a system of community gardens in support of neighborhood and downtown revitalization.

Action 2.1: Hire or assign a Garden Coordinator to provide support services to gardens and connect them to tools and supplies.		
Why is this important?	Anniston already has three community gardens and is looking to add more. A coordinator can help the existing gardens grow, and add new gardens, by sharing knowledge and materials.	
Measures of Success	City of Anniston hires a part-time person, or assigns the responsibility to an existing staff person.	
Timeframe for Completion	Short term.	
Taking the Lead	Mayor and City Council.	
Supporting Cast	Anniston Public Works Department, County Landfill for mulch and equipment.	
Cost Estimate	Dollars	Time

Action 2.1: Hire or assign a Garden Coordinator to provide support services to gardens and connect them to tools and supplies.		
	About \$20K.	City staff to hire and train.
Possible Funding Sources	City of Anniston budget, City of Anniston grant program for nonprofits (if person were staff of a nonprofit group), Community Foundation of Northeast Alabama.	
First 100 Days	Submit a proposal to the City.	

Action 2.2: Acquire and prepare a site downtown for a community garden.		
Why is this important?	The City has three community gardens, but none are in the downtown core. The City envisions an entertainment district where the future Chief Ladiga Trail will connect with the farmers’ market, a community garden, and local businesses.	
Measures of Success	<ul style="list-style-type: none"> • The City acquires a site or designates city-owned land for a downtown garden. • The City procures supplies for the garden. 	
Timeframe for Completion	Short term.	
Taking the Lead	Garden Coordinator.	
Supporting Cast	Community volunteers.	
Cost Estimate	Dollars	Time
	Medium (depends on cost of property)	Garden Coordinator
Possible Funding Sources	City Planning Commission, Realtors.	
First 100 Days	Meet with community volunteers to discuss plan.	

Action 2.3: Enlist college or trade school students to incorporate community garden design into curriculum.		
Why is this important?	Students can help design and build the garden while earning class credit. The existing gardens could use help designing solutions supplying water and irrigation, while the new gardens could use help designing boxes and other infrastructure.	
Measures of Success	Students from a nearby college are helping improve the community gardens.	
Timeframe for Completion	Medium to long term.	
Taking the Lead	Garden Coordinator.	
Supporting Cast	Auburn University, Alabama A&M, Extension System.	
Cost Estimate	Dollars	Time
	Low	Garden Coordinator

Action 2.3:	Enlist college or trade school students to incorporate community garden design into curriculum.
Possible Funding Sources	TBD.
First 100 Days	Identify potential partners and reach out to them.

Action 2.4:	Create a group that coordinates among existing and future gardens, and shares best practices.	
Why is this important?	It is difficult for one person alone to manager a system of community gardens or a farmers’ market. The individual needs support from the community of people that care about these assets. A group such as a “Friend of the Community Gardens” can provide much needed volunteer help and organization.	
Measures of Success	A group is up and running to support the City’s community gardens.	
Timeframe for Completion	Short term.	
Taking the Lead	Garden Coordinator.	
Supporting Cast	Extension System.	
Cost Estimate	Dollars	Time
	Low	Garden Coordinator, Extension System staff, and volunteers
Possible Funding Sources	TBD.	
First 100 Days	Create a list of potential members and invite them to a kick off meeting to discuss the idea and organize.	

GOAL 3: Expand existing programs on nutrition, healthy eating, and growing food.

Action 3.1:	Establish a coordinator that will crossover and unite all local food efforts in Anniston	
Why is this important?	Anniston and the Extension System have made local foods a priority. The City already has multiple community gardens and a couple of farmers’ markets. As the City continues to deepen its investment in growing the local food system, it will be important to assign someone the responsibility of coordinating all of the efforts.	
Measures of Success	A coordinator is hired or the responsibility is assigned to an existing staff person.	
Timeframe for Completion	Short term.	
Taking the Lead	Mayor and City Council.	
Supporting Cast	Community Foundation of Northeast Alabama.	
Cost Estimate	Dollars	Time
	Low.	Staff person

Action 3.1:	Establish a coordinator that will crossover and unite all local food efforts in Anniston
Possible Funding Sources	City budget (this position and the Garden Coordinator position could be the same).
First 100 Days	Identify coordinator job responsibilities, identify coordinator.

Action 3.2:	Expand the existing agriculture/gardening education programs by enlisting volunteers, such as the Calhoun County Master Gardeners.	
Why is this important?	Staff resources are stretched thin. Volunteers can supplement the existing programs, such as those offered by the Extension System, and reach more people.	
Measures of Success	Number of Master Gardeners that volunteer to lead, or help lead, new classes.	
Timeframe for Completion	Mid-term.	
Taking the Lead	Alabama Cooperative Extension System.	
Supporting Cast	City, Community Foundation of Northeast Alabama.	
Cost Estimate	Dollars	Time
	Medium.	Volunteers.
Possible Funding Sources	Community Foundation of Northeast Alabama.	
First 100 Days	Develop a funding plan.	

Action 3.3:	Add a page to the City’s website that promotes all of the local food education programs, local foods assets, community gardens, and farmers’ market.	
Why is this important?	The City’s website is a popular starting point for anyone that wants to learn about Anniston. The webpage can provide a useful starting point to explore all of the local foods resources in the community.	
Measures of Success	The City’s website has a page dedicated to local foods.	
Timeframe for Completion	Short term.	
Taking the Lead	City web administrator.	
Supporting Cast	Alabama Cooperative Extension System, Market Manager.	
Cost Estimate	Dollars	Time
	Low.	City staff.
Possible Funding Sources	City budget.	
First 100 Days	The page is up and running.	

Action 3.4:	Launch a new education program focused on introducing gardening and farming in the local schools.	
Why is this important?	Children can get their parents interested in eating healthy, local foods and attending the farmers’ market or using a community	

Action 3.4:	Launch a new education program focused on introducing gardening and farming in the local schools.	
	garden plot. The program can also provide skills that students can eventually apply in a job or career.	
Measures of Success	A new school-focused program is launched.	
Timeframe for Completion	Short term.	
Taking the Lead	Board of Education.	
Supporting Cast	Alabama Cooperative Extension System. (JSU students can assist with nutrition education in local schools)	
Cost Estimate	Dollars	Time
	Medium to High.	School System and Extension System staff.
Possible Funding Sources	Board of Education.	
First 100 Days	Develop a funding plan.	

GOAL 4: Invest in transportation projects that improve basic access for all modes and create an environment that supports walking and biking.

Action 4.1:	Expand transit hours so that adults without vehicles can participate in evening education programs and other opportunities after 6:00 PM.	
Why is this important?	The Areawide Community Transportation System operates until 6:00 PM on weeknights. Expanding the service hours later into the evening would help adults attend evening education and training programs, and access other social and recreational opportunities.	
Measures of Success	<ul style="list-style-type: none"> • Service is extended beyond 6:00 PM on weeknights. • The service is well used. 	
Timeframe for Completion	Mid-term (1 to 2 years)	
Taking the Lead	The Metropolitan Planning Organization (MPO) and transit system.	
Supporting Cast	Transit advocates.	
Cost Estimate	Dollars	Time
	High	City and MPO staff to study and develop proposal
Possible Funding Sources	Federal Transit Administration grants.	
First 100 Days	TBD.	

Action 4.2:	Install bike racks at community garden sites, farmers’ market, and bus stops.	
Why is this important?	Thousands of people live within biking distance of the community gardens, farmers’ markets, and bus routes, but are likely deterred	

Action 4.2:	Install bike racks at community garden sites, farmers’ market, and bus stops.	
	from riding their bikes to these destinations because they lack bike racks for storage.	
Measures of Success	<ul style="list-style-type: none"> • Number of bike racks installed. • Percent of bus stops with a bike rack. 	
Timeframe for Completion	Mid-term (1 to 2 years).	
Taking the Lead	City of Anniston.	
Supporting Cast	Transit system, MPO, City Planning Director.	
Cost Estimate	Dollars	Time
	Low	City and MPO staff
Possible Funding Sources	Alabama DOT. Require new developments to include bike racks.	
First 100 Days	TBD.	

Action 4.3:	Recruit new members to the MPO’s Citizen Advisory Committee to advocate for better walking and biking conditions and infrastructure.	
Why is this important?	The MPO is responsible for allocating federal transportation funds to projects in the Anniston-Oxford Urbanized Area. The Citizen Advisory Committee is a good way to get involved in their planning and decision-making.	
Measures of Success	<ul style="list-style-type: none"> • Number of new members on the Citizen Advisory Committee. 	
Timeframe for Completion	Short term.	
Taking the Lead	Citizen groups and clubs, MPO	
Supporting Cast	Mayor and City Council,	
Cost Estimate	Dollars	Time
	No cost	Citizen volunteers
Possible Funding Sources	Not applicable.	
First 100 Days	TBD	

Action 4.4:	Develop a way finding system that directs people to key sites in the City and communicates the City’s brand.	
Why is this important?	The City has several historic sites and other interesting places and districts. The way finding signs would help visitors find these places and market them to existing residents. The signs could also tell people how long it would take to walk or bike to the places.	
Measures of Success	<ul style="list-style-type: none"> • City has a plan for a way finding system that includes key sites to promote with the signs, and sign locations. • Signs are installed. 	
Timeframe for Completion	Mid-term (1 to 2 years).	

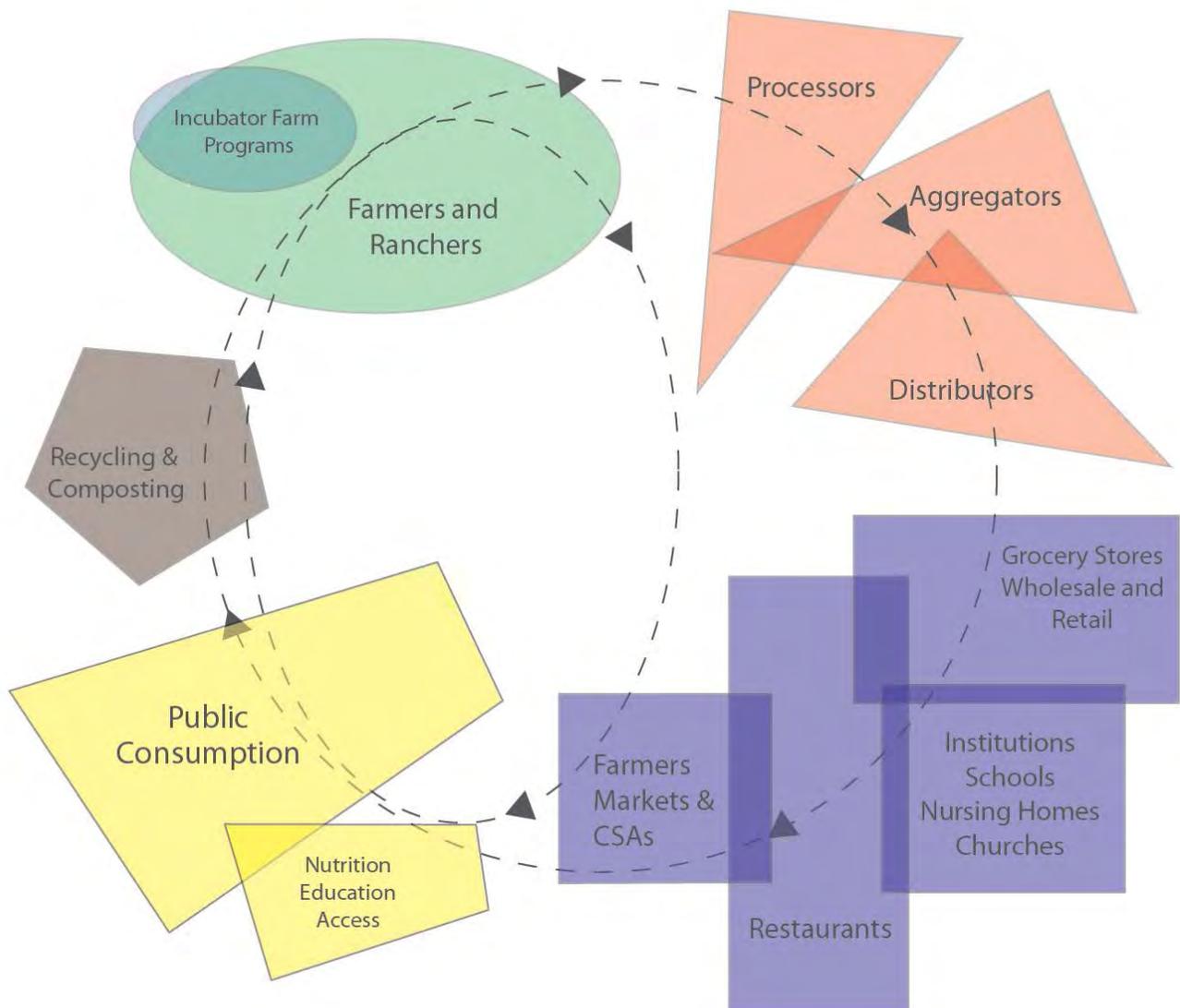
Action 4.4:	Develop a way finding system that directs people to key sites in the City and communicates the City’s brand.	
Taking the Lead	City	
Supporting Cast	MPO	
Cost Estimate	Dollars	Time
	Medium (>\$1,000 per sign)	City and MPO staff.
Possible Funding Sources	City budget with assistance from MPO.	
First 100 Days	TBD	

Appendix B:

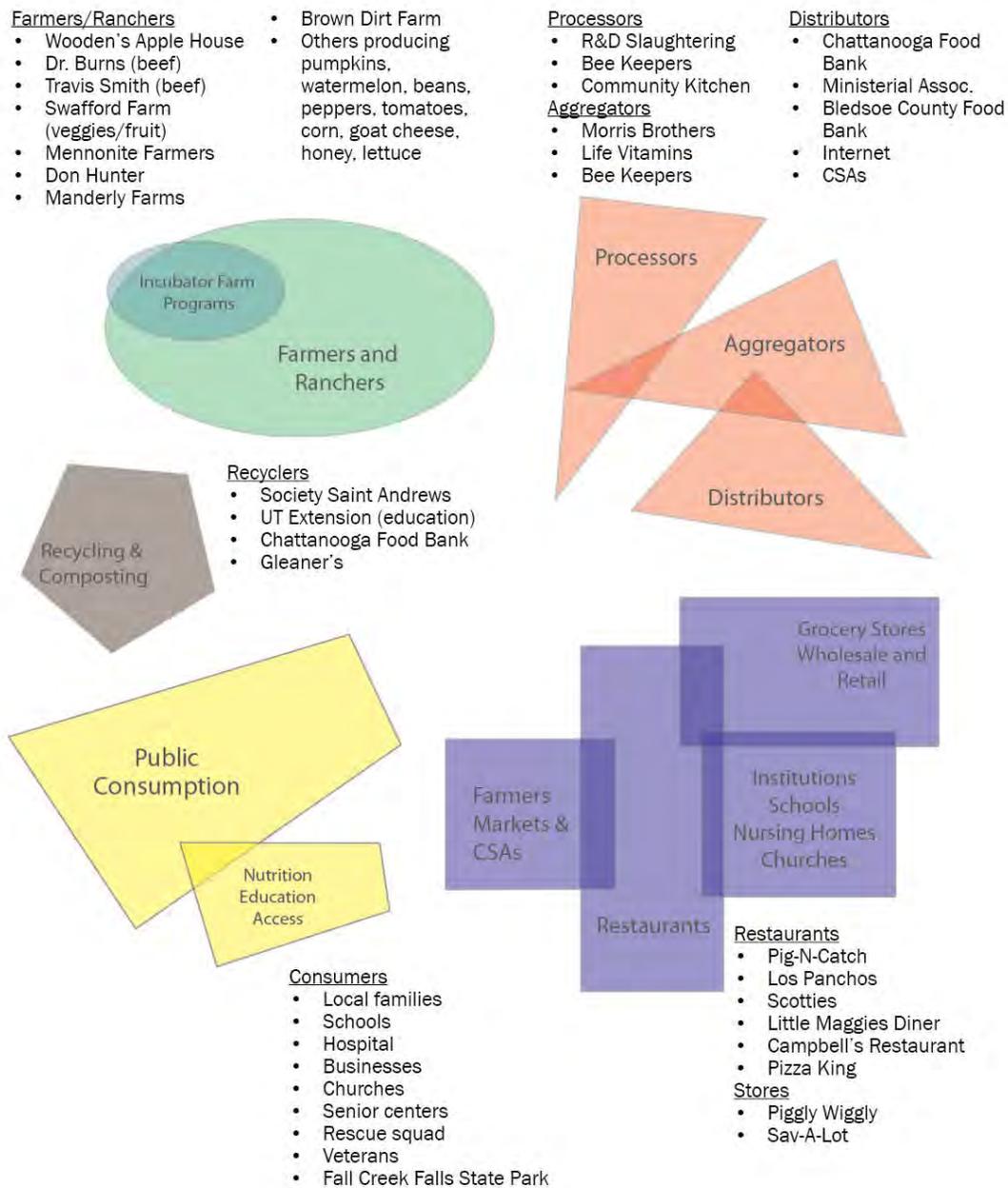
Local Food System Diagram

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.



Workshop participants in Pikeville identified several of the components of their local food system. They are listed in the diagram below.



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
Toby	Bennington	Planner	City of Anniston	tbennington@anniston.al.gov
Joseph	Jankoski	Chapter Executive	American Red Cross	Msulaxer27@gmail.com
Vaughn	Stewart	Mayor	City of Anniston	vstewart@anniston.al.gov
David	West	County Coordinator	ACES	dwest@aces.edu

EPA/ARC/USDA and Consultants (technical assistance team)

First	Last	Title/Occupation	Affiliation	E-Mail
Jason	Espie	Project Manager	Renaissance Planning Group	jespie@ciesthatwork.com
Mike	Callahan	Planner	Renaissance Planning Group	mcallahan@ciesthatwork.com
Anne	Keller	Senior Advisor	US EPA Region 4- Atlanta	Keller.anne@epa.gov

Workshop Attendees

First	Last	Title/Occupation	Affiliation	E-Mail
Clint	Andrews	Planning Manager	FHWA	Clint.andrews@dot.gov
Renee	Baker	CDBG Coordinator	City of Anniston	rbaker@anniston.al.gov
Tim	Brunsun			tim@wdng.net
Dani	Carroll		ACES	carroll@auburn.edu
Jim	Carson			
Steve	Chapman		Local grower	sechapman@earthlink.net
Ken	Coleman		DHR	Kenneth.coleman@dhr.alabama.gov
Sharon	Compton		Cane Creek	Sharoncompton39@gmail.com
Bill	Curtis	Executive Director	East Alabama Regional Planning and Development	Bill.curtis@earpdc.org
Howard	Rainer			
Charity	Duncan	Office Manager	Spirit of Anniston	officemanager@spiritofanniston.org
Sharon	Dunson		Anniston Housing	sdunson@annistonhousing.org
Chip	East		ACES	eastwil@aces.edu
Janet	Evans	Master Gardener		bioevans@yahoo.com
Mari	Floyd	Citizen	City of Anniston	marilucill@aol.com
Debra	Foster		Quality of Life	Debra.foster@qolhs.com
Charles	Franklin		US HUD	
Dave	Garfrerick	Owner/Chef	Garfrerick's Cafe	superdave@netzero.net
Joan	Garza			joangarza@cableone.net
Michael	German	Alabama Director	US HUD	
Alaina	Gilmore		ACES	Akroo16@auburn.edu

Workshop Attendees				
Rhonda	Griffith	Board Member	PARD	jandrgriffith@bellsouth.net
Shirley	Heifner		Master Gardener, Calhoun County Beautification Board	
Jeanne	Hollingworth	Nurse	Health Services Center	Bholly134@aol.com
Anne	King		One City	gerryage@msn.com
Tiwicai	Kufarimai	Pastor	Glen Addie Community Church	tkufarimai@yahoo.com
Jennifer	Maddox	President & CEO	Community Foundation of NE Alabama	jmaddox@yourcommunityfirst.org
Larry	May		Citizen	Cdcellav04@avc.com
Rose	Munford		Cheaha Creative Arts	
Audrey	Noel		Community Enabler	commenab@bellsouth.net
JeanAnn	Oglesby		City of Anniston	jeananniston@bellsouth.net
Jennifer	Parnell		One City	jcp@cableone.net
Joanne	Pope		Interfaith Ministries	jopoking@bellsouth.net
Marlan	Preuninger	Market Manager	Jacksonville Farmers Market	farmersmarketofjacksonville@gmail.com
Sheree	Russell		ACES	Snroo10@auburn.edu
Kris	Schmit		ACES, Master Gardener	alcschmit@cableone.net
Marsha	Swann		Interfaith Ministries	Marsha_swann2000@yahoo.com
Martha	Vandervoort	Executive Director	Interfaith Ministries	msvandervoort@interfaithcalhoun.org
Andrew	Wackerle	Area Director	USDA-Rural Development	Andrew.wackerle@alusda.gov
Sheila Anne	Webb	President	Calhoun County Master Gardeners, JSU	sawebb@jse.edu
Ann	Welch	Board of Directors	Spirit of Anniston	nunnallysframing@cableone.net
Sharon	Wilkins	Citizen	City of Anniston	Sdwilkins3@gmail.com
Dawn	Wilczek		Anniston Eye Clinic	dawnwilczek@yahoo.com

Appendix D: Presentation Slides



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

LIVABILITY & LOCAL FOODS in APPALACHIA



INTRODUCTION

THIS PRESENTATION WILL COVER

- ◎ **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!**

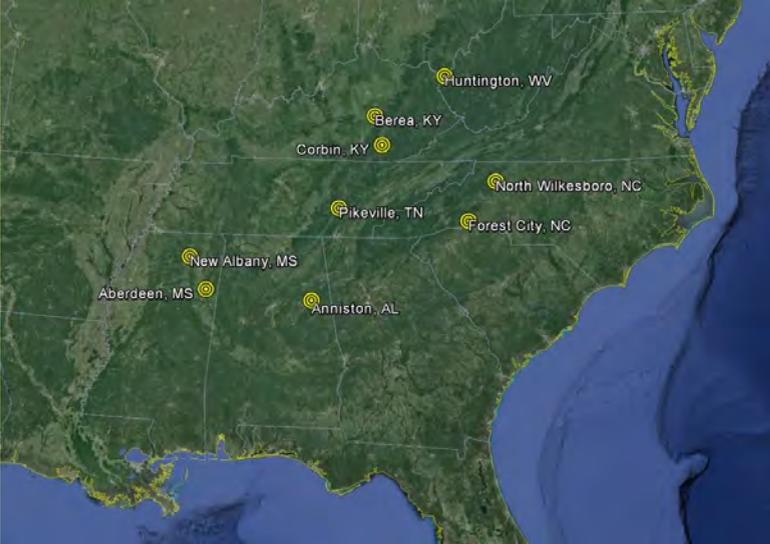
LIVABLE COMMUNITIES IN APPALACHIA

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



The map displays the Appalachian region across several states, with ten specific towns marked by yellow circles and labeled. The towns are: Huntington, WV; Berea, KY; Corbin, KY; North Wilkesboro, NC; Pikeville, TN; Forest City, NC; New Albany, MS; Aberdeen, MS; and Anniston, AL. The map shows the geographical context of these towns within the broader Appalachian region, including major roads and state boundaries.

Shared Themes Small Appalachian Towns

THEMES



WORKSHOP AGENDA

INTRODUCTION

- ⊙ **Day 1:**
 - ⊙ Community Tour
 - ⊙ Work Session 1: Vision and Values
Where do we want to be?
- ⊙ **Day 2:**
 - ⊙ Work Session 2: *What needs to happen?*
 - ⊙ Work Session 3: *How to make it happen.*



LIVABILITY

Partnership for Sustainable Communities

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



LIVABILITY

1) Provide More Transportation Choices



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

LIVABILITY

1) Provide More Transportation Choices



LIVABILITY

2) Promote Equitable and Affordable Housing



LIVABILITY

3) Enhance Economic Competitiveness



LIVABILITY

3) Enhance Economic Competitiveness



3) Enhance Economic Competitiveness

LIVABILITY



DUFFIELD, VA: APPALACHIAN HARVEST FOOD HUB. IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

4) Support Existing Communities

LIVABILITY



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

LIVABILITY

4) Support Existing Communities



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

LIVABILITY

5) Coordinate & Leverage Federal Policies and Investment



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

A collage of images related to infrastructure. It includes a person working at a water treatment facility, a telecom tower, a highway with cars, and large sewer pipes. The background is a light green gradient with a faint map of the region.



Highways



Water



Sewer

IMAGE CREDITS: APPALACHIAN REGIONAL COMMISSION

LIVABILITY

6) Value Communities and Neighborhoods



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

LIVABILITY

6) Value Communities and Neighborhoods



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



LIVABILITY

6) Value Communities and Neighborhoods



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



LIVABILITY

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

LIVABILITY

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

LIVABILITY

But Appalachia is blessed with natural resources

- Fresh water, forests, and energy resources.
- Substantial biodiversity that supports tourism, recreation, and agriculture.
- Most diverse food shed in the United States.
- 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

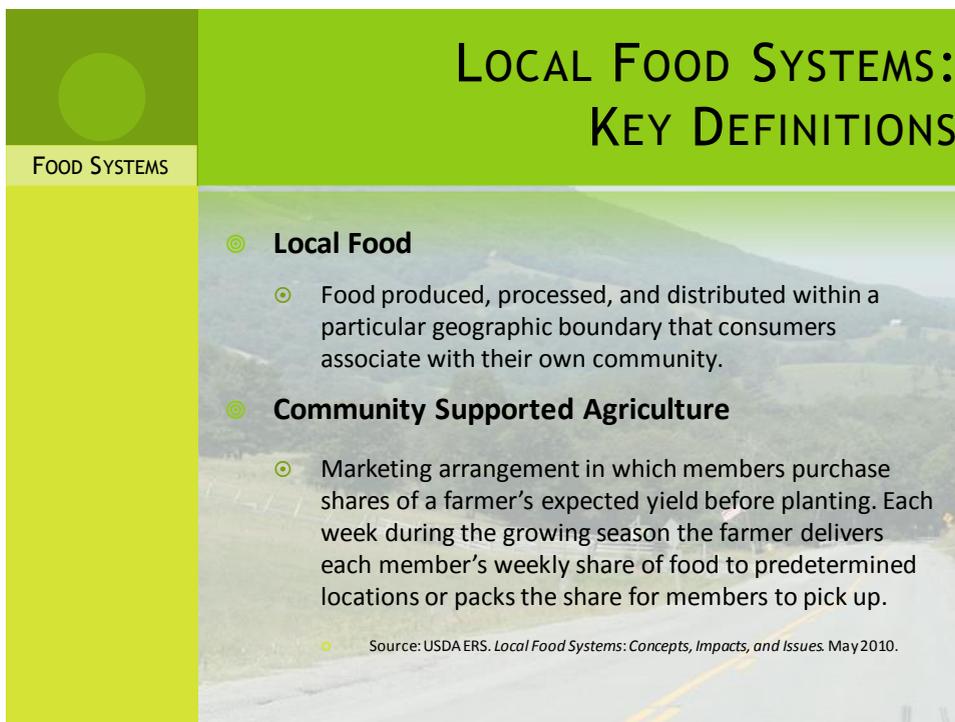
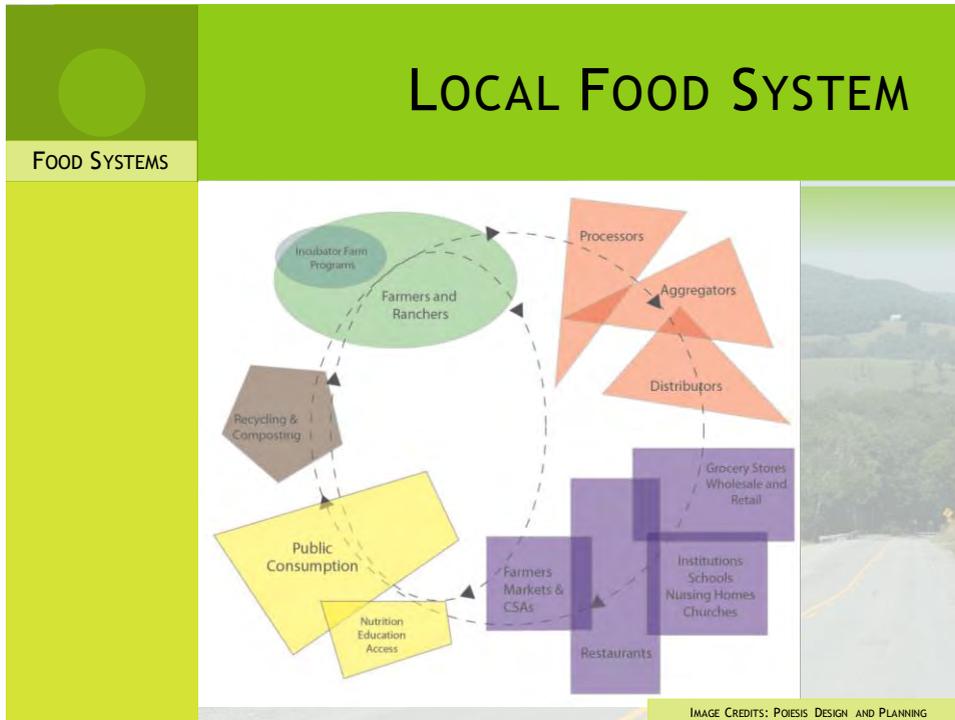


IMAGE CREDITS: APPALACHIAN SUSTAINABLE DEVELOPMENT (BOTTOM LEFT), WHITLEY CO. FARMERS MARKET (TOP LEFT, BOTTOM RIGHT), HOT SPRINGS FARMERS MARKET (TOP RIGHT)

LOCAL FOOD SYSTEMS

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 SYSTEMS: KEY DEFINITIONS

FOOD SYSTEMS

- ⦿ **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.

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

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.

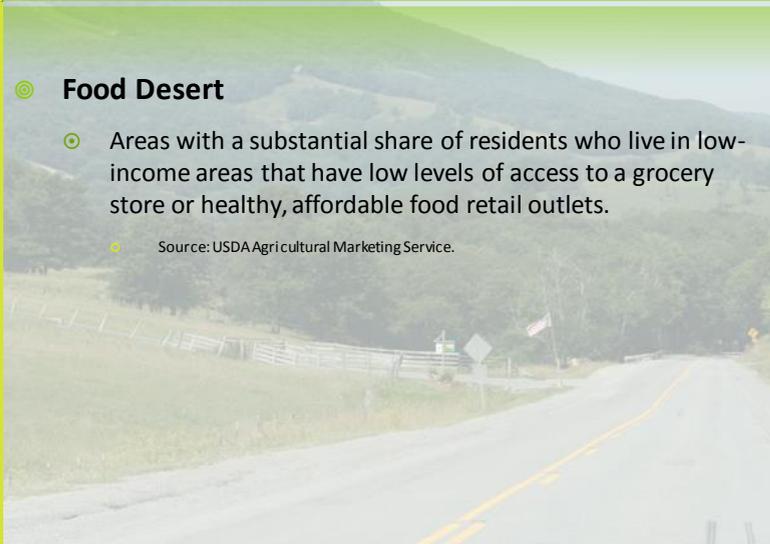
⦿ Source: USDA *Regional Food Hub Resource Guide*. April, 2012.

From Farm to Plate

IMAGE CREDIT: CHARLOTTESVILLE, VA LOCAL FOOD HUB

LOCAL FOOD SYSTEMS: KEY DEFINITIONS

FOOD SYSTEMS



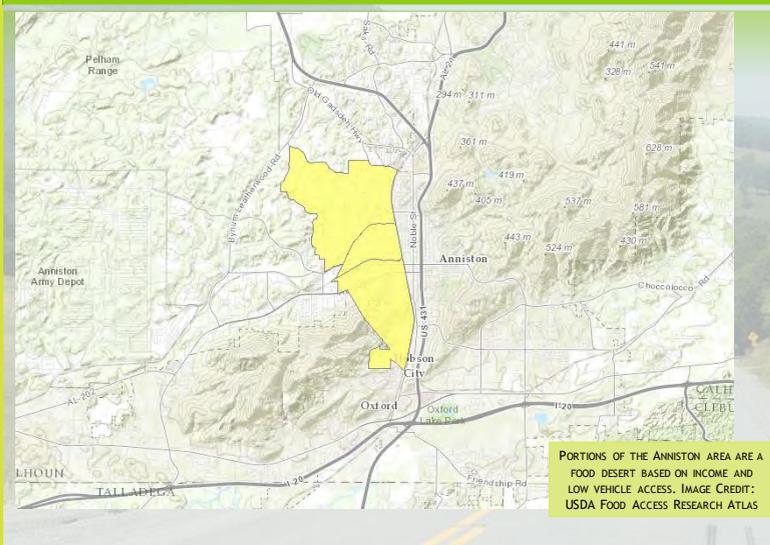
◎ **Food Desert**

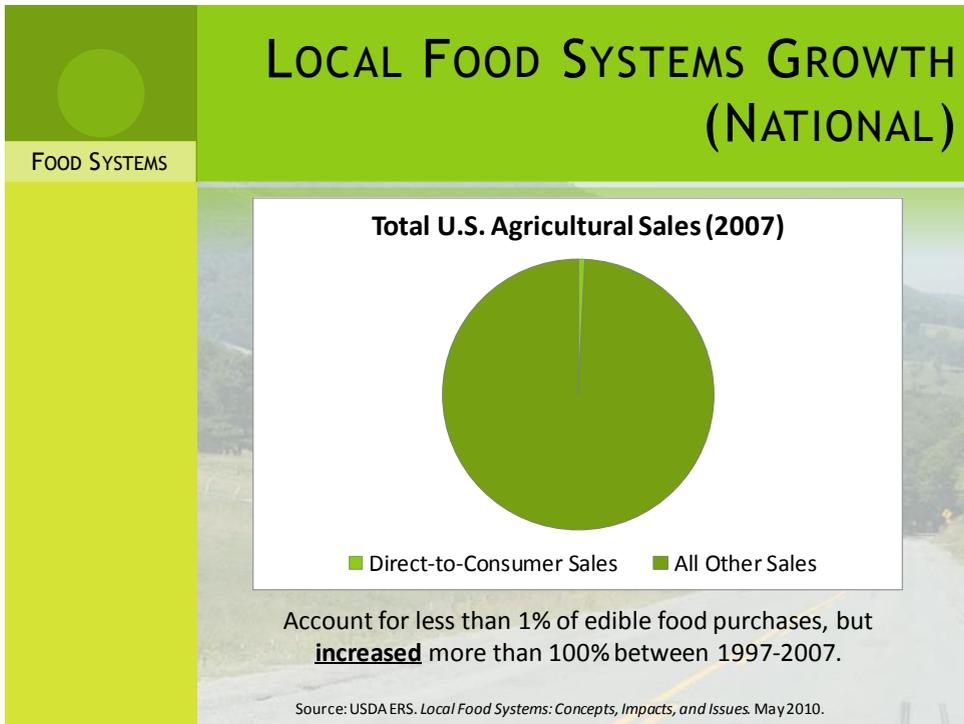
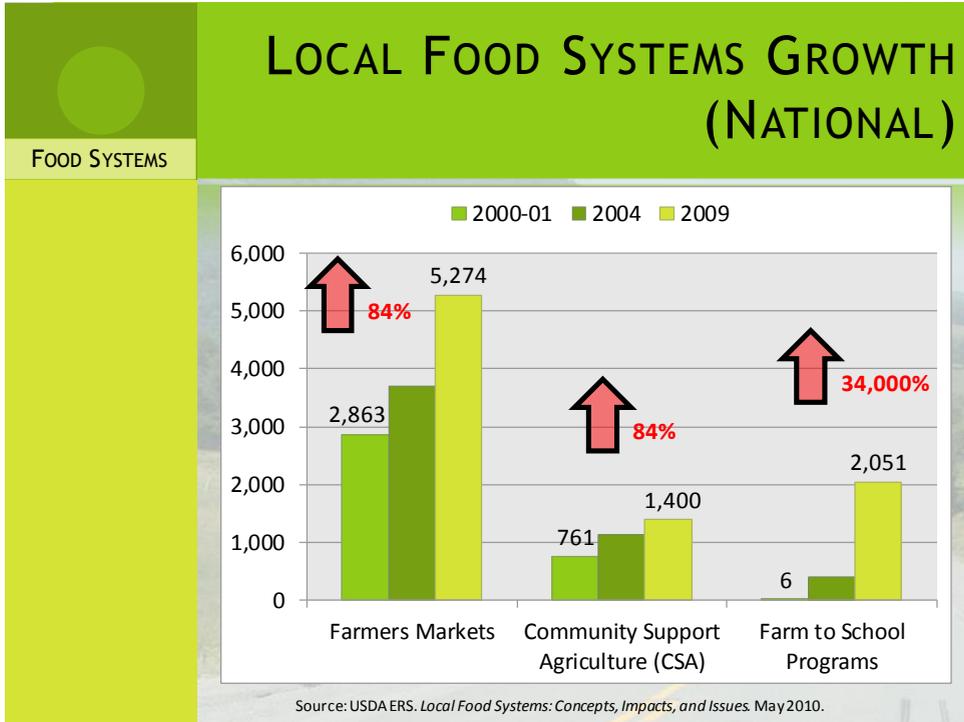
- ◎ Areas with a substantial share of residents who live in low-income areas that have low levels of access to a grocery store or healthy, affordable food retail outlets.

- Source: USDA Agricultural Marketing Service.

FOOD DESERTS

FOOD SYSTEMS





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.



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

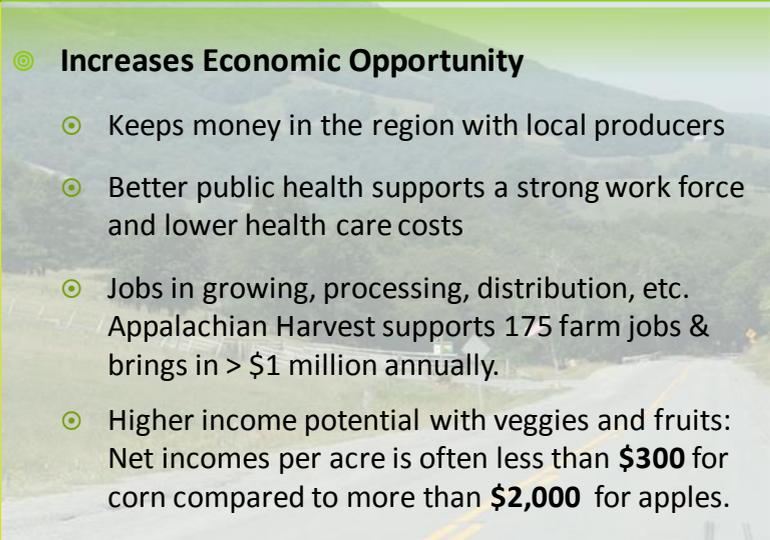
Health Indicator	Calhoun County	State of Alabama
Adults with Diabetes	13.0%	11.2%
Adults with High Blood Pressure	37.4%	33.2%
Adults Eating Fewer than 5 Veggie/Fruit Servings per Day	81.8%	79.7%



LOCAL FOODS

LOCAL FOODS AND LIVABILITY

- ⊙ **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

LOCAL FOODS AND LIVABILITY

- ⊙ **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



IMAGE CREDITS: HOT SPRINGS FARMERS MARKET (BOTTOM LEFT AND RIGHT), WHITLEY COUNTY FARMERS MARKET (TOP LEFT), APPALACHIA SUSTAINABLE DEVELOPMENT (TOP RIGHT)

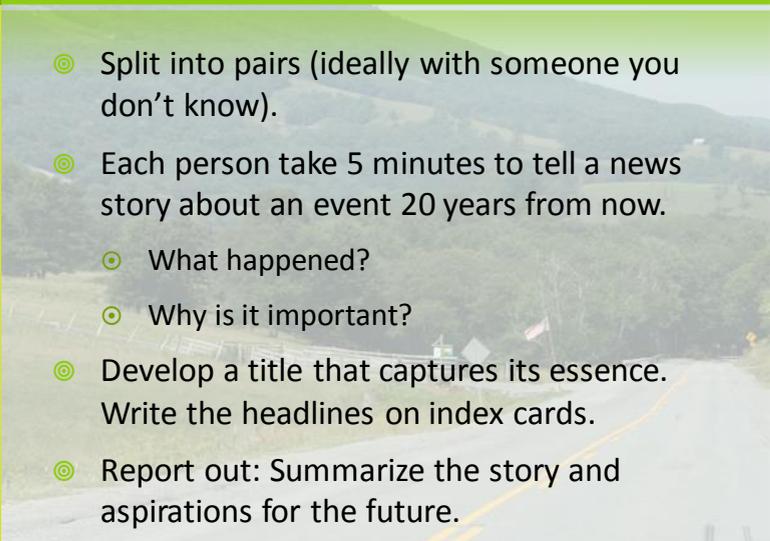




EXERCISE

THIS I BELIEVE...

- ⦿ This I believe about:
 - ⦿ My Community
 - ⦿ Local Food
 - ⦿ Health and Wellness
 - ⦿ Livability





EXERCISE

OUR COMMUNITY, OUR FOOD, OUR FUTURE

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



EXERCISE

GOAL AFFIRMATION

- ⊙ **Affirm, modify, or add to goals expressed in community's letter of interest:**
 - ⊙ Develop a system of community gardens in support of neighborhood and downtown revitalization.
 - ⊙ Expand the farmers' market in a downtown location (brainstorm improvements).
 - ⊙ Promote restaurants that buy local foods.
 - ⊙ Create an education program on healthy eating and growing food.
 - ⊙ Leveraging Chief Ladiga Trail into downtown.

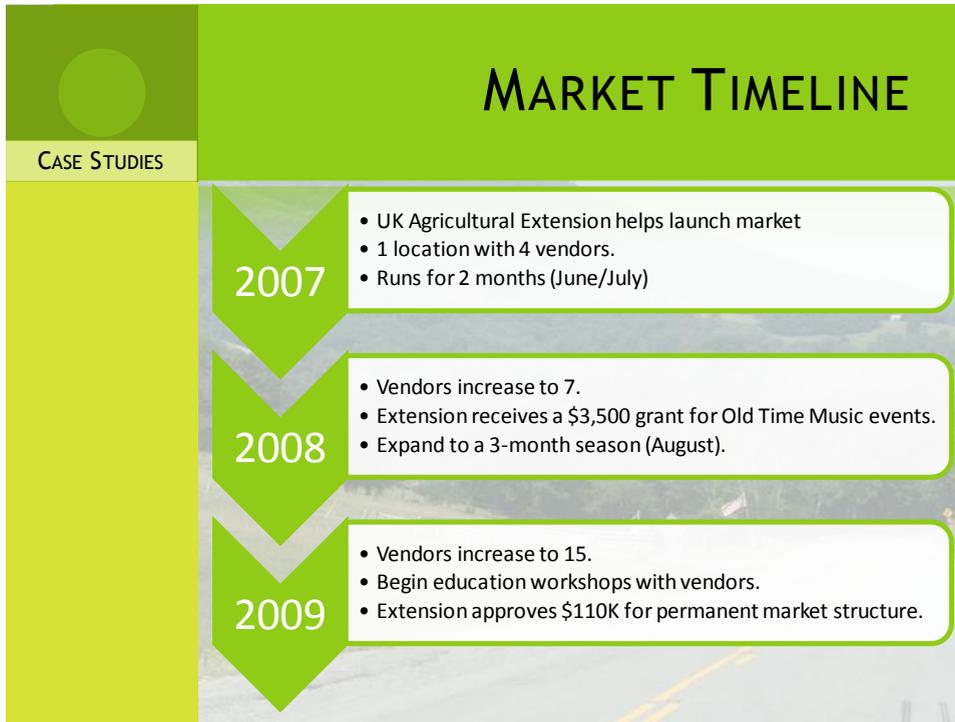


CASE STUDIES

CASE STUDY WHITLEY CO. FARMERS' MARKET

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





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.

CASE STUDIES

ORGANIZATION



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

CASE STUDIES

BASIC RULES / REGULATIONS

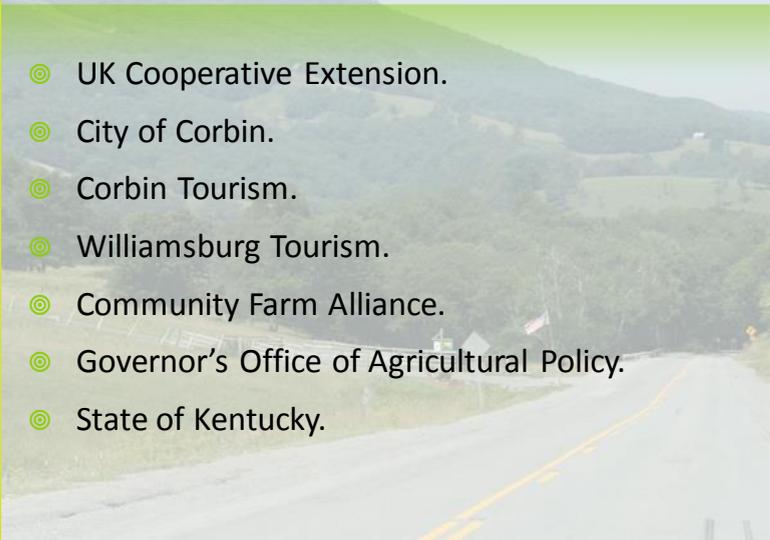


- ⦿ Market is open to all farmers in Whitley County and any bordering county.
- ⦿ 7 counties total.
- ⦿ Open to value-added producers and artisans.
- ⦿ Allow sale of prepared foods.

FUNDING

CASE STUDIES

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



ACCOMPLISHMENTS

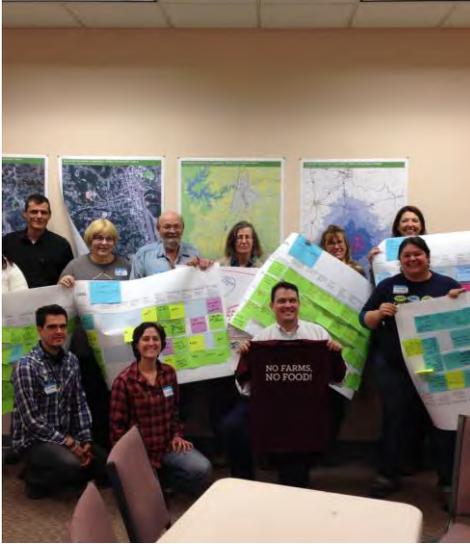
CASE STUDIES

- ⊙ 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.



CASE STUDIES

NEXT STEPS

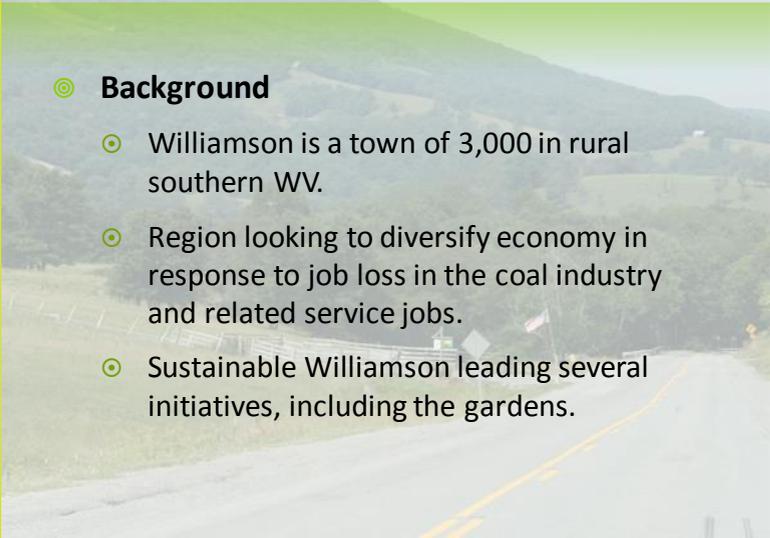


- ⊙ Hire a part-time paid market manager in 2014.
- ⊙ Use an EBT machine for food stamps in 2014.
- ⊙ \$100,000 in sales in 2014.
- ⊙ Launch a year-round indoor market in 2 years.
- ⊙ Launch an online shopping option and a local foods hub in the long term.

CASE STUDIES

WILLIAMSON, WV
COMMUNITY GARDENS

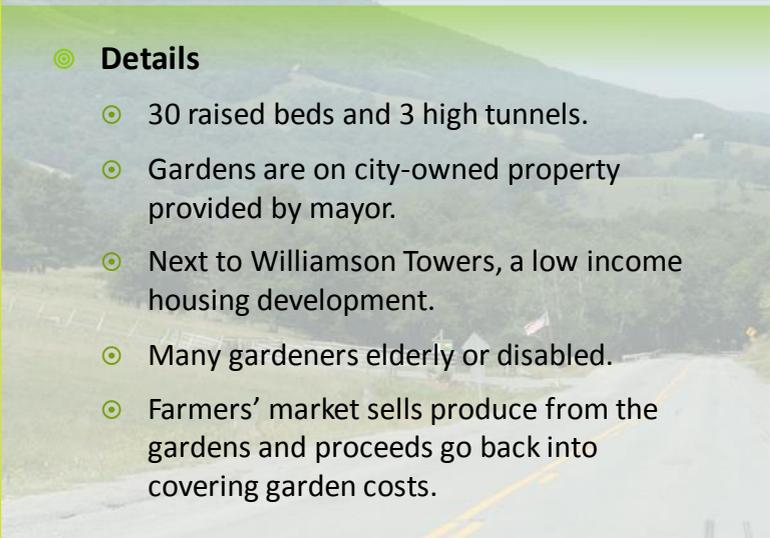
IMAGE CREDIT: RENAISSANCE PLANNING GROUP



WILLIAMSON, WV
COMMUNITY GARDEN

CASE STUDIES

- ⊙ **Background**
 - ⊙ Williamson is a town of 3,000 in rural southern WV.
 - ⊙ Region looking to diversify economy in response to job loss in the coal industry and related service jobs.
 - ⊙ Sustainable Williamson leading several initiatives, including the gardens.



WILLIAMSON, WV
COMMUNITY GARDEN

CASE STUDIES

- ⊙ **Details**
 - ⊙ 30 raised beds and 3 high tunnels.
 - ⊙ Gardens are on city-owned property provided by mayor.
 - ⊙ Next to Williamson Towers, a low income housing development.
 - ⊙ Many gardeners elderly or disabled.
 - ⊙ Farmers' market sells produce from the gardens and proceeds go back into covering garden costs.

CASE STUDIES

WILLIAMSON, WV *COMMUNITY GARDEN*



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

CASE STUDIES

WILLIAMSON, WV *COMMUNITY GARDEN*

- ⦿ **Management**
 - ⦿ Collaboration of the City, Williamson Redevelopment Authority, Central Appalachian Sustainable Economies, West Virginia University Extension, and the Wildwood Garden Club.
 - ⦿ Took 3 to 5 years from idea to implementation.
 - ⦿ Beds rent for \$5, \$10, or \$20 per year based on size.

**WILLIAMSON, WV
COMMUNITY GARDEN**

CASE STUDIES



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

**WILLIAMSON, WV
COMMUNITY GARDEN**

CASE STUDIES

- 2011**
 - **Community Garden Plan**
- 2012**
 - **Site Design**
 - \$2,850 from WV Community Development Hub (non profit)
 - **Construct High Tunnels and Beds**
 - \$1,000 from USDA Special Crop Block Grant program & donations
- 2013**
 - **Agricultural Workshop Series**
 - **Construct Additional Beds**

CASE STUDIES

WILLIAMSON, WV *COMMUNITY GARDEN*



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

CASE STUDIES

CUMBERLAND, MD *GAP TRAIL*



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

CUMBERLAND, MD GAP TRAIL

CASE STUDIES

Background

- Great Allegheny Passage (GAP) Trail is a 150-mile long rail trail.
- Connects Pittsburgh to Cumberland, MD (and on to DC via a linked trail).
- Cumberland is a city of 20,500.
- About 130 miles NW of Washington.
- Served by Amtrak from Pittsburgh & DC.
 - Roll on, roll off bike service available.

CUMBERLAND, MD GAP TRAIL

CASE STUDIES



IMAGE CREDIT: ALLEGHENY TRAIL ALLIANCE

CUMBERLAND, MD GAP TRAIL

CASE STUDIES



GAP TRAIL IN CONNELLSVILLE, PA; IMAGE CREDIT: ALLEGHENY TRAIL ALLIANCE

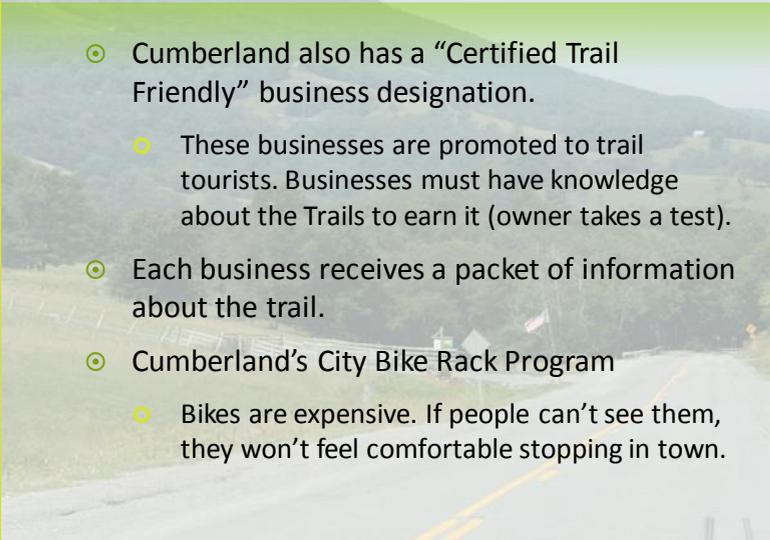


COMING OFF THE GAP TRAIL IN CUMBERLAND, MD
IMAGE CREDIT: RENAISSANCE PLANNING GROUP

CUMBERLAND, MD GAP TRAIL

CASE STUDIES

- ⊙ **Cumberland Economic Development**
 - ⊙ Cumberland placed signs along the trail informing riders of the best way to get downtown, and what's there.
 - ⊙ "You Shop, We Ship" signs on trail.
 - ⊙ "If they can't find the town, and don't know what's in the town, they won't go there." – Bill Atkinson, MD Department of Planning.

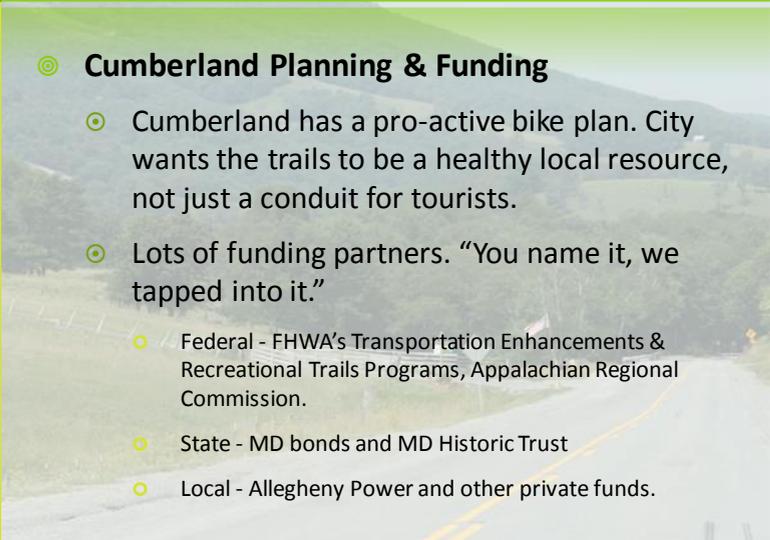




CASE STUDIES

CUMBERLAND, MD *GAP TRAIL*

- ⊙ Cumberland also has a “Certified Trail Friendly” business designation.
 - These businesses are promoted to trail tourists. Businesses must have knowledge about the Trails to earn it (owner takes a test).
- ⊙ Each business receives a packet of information about the trail.
- ⊙ Cumberland’s City Bike Rack Program
 - Bikes are expensive. If people can’t see them, they won’t feel comfortable stopping in town.

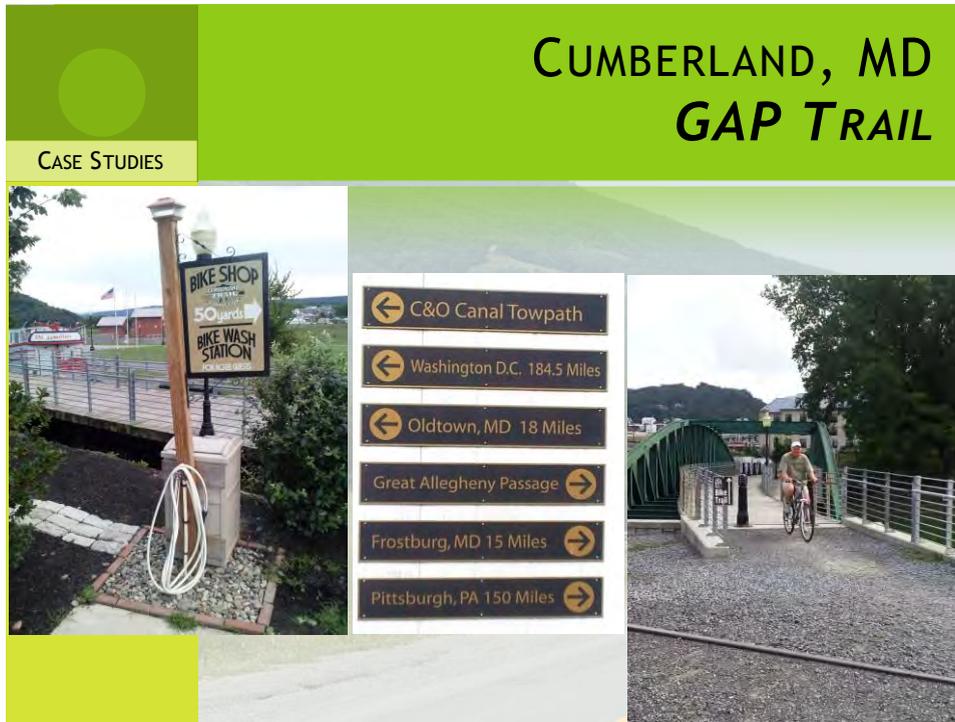




CASE STUDIES

CUMBERLAND, MD *GAP TRAIL*

- ⊙ **Cumberland Planning & Funding**
 - ⊙ Cumberland has a pro-active bike plan. City wants the trails to be a healthy local resource, not just a conduit for tourists.
 - ⊙ Lots of funding partners. “You name it, we tapped into it.”
 - Federal - FHWA’s Transportation Enhancements & Recreational Trails Programs, Appalachian Regional Commission.
 - State - MD bonds and MD Historic Trust
 - Local - Allegheny Power and other private funds.



EXPLORING OUR FOOD SYSTEM EXERCISE

EXERCISE

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

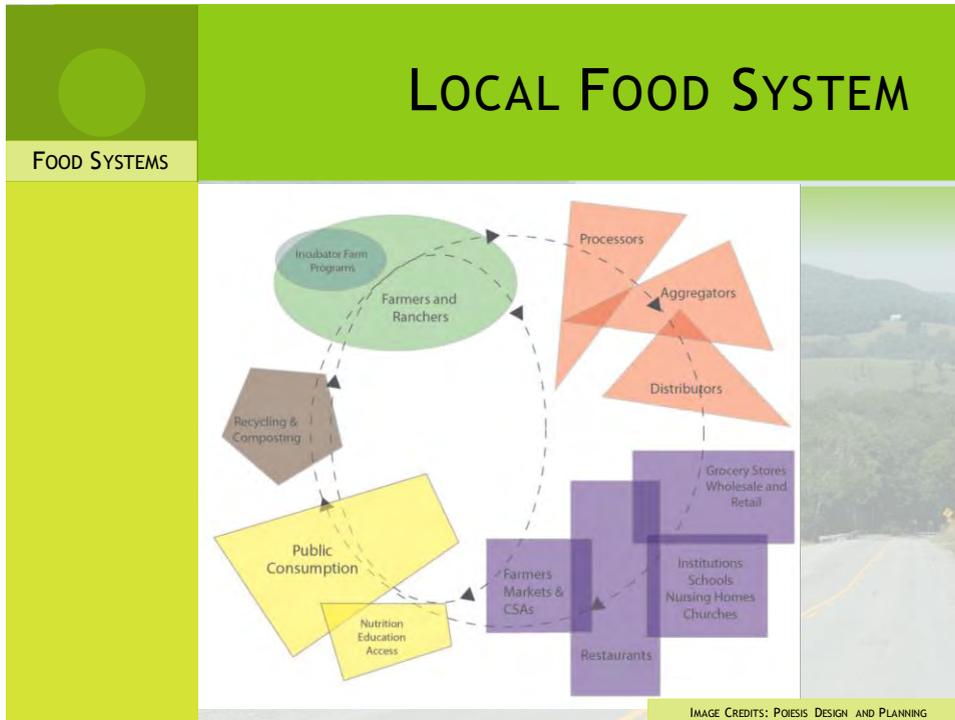


IMAGE CREDITS: APPALACHIAN SUSTAINABLE DEVELOPMENT (BOTTOM LEFT), WHITLEY CO. FARMERS MARKET (TOP LEFT, BOTTOM RIGHT), HOT SPRINGS FARMERS MARKET (TOP RIGHT)

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.



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

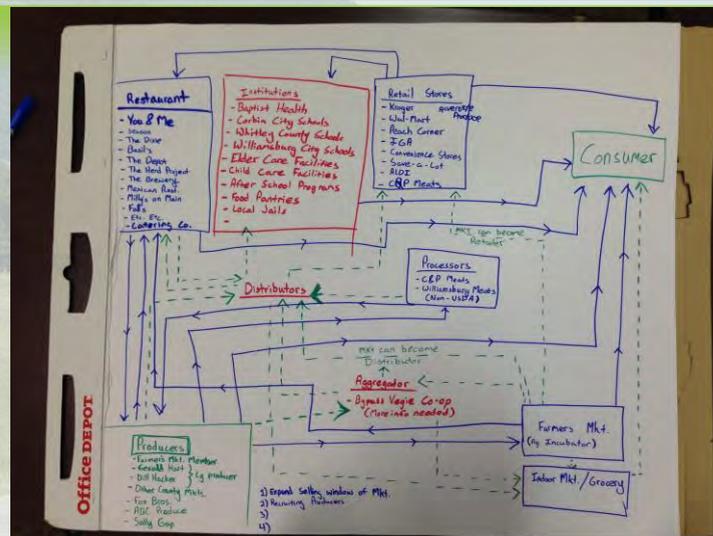


DIAGRAM EXAMPLE

EXERCISE

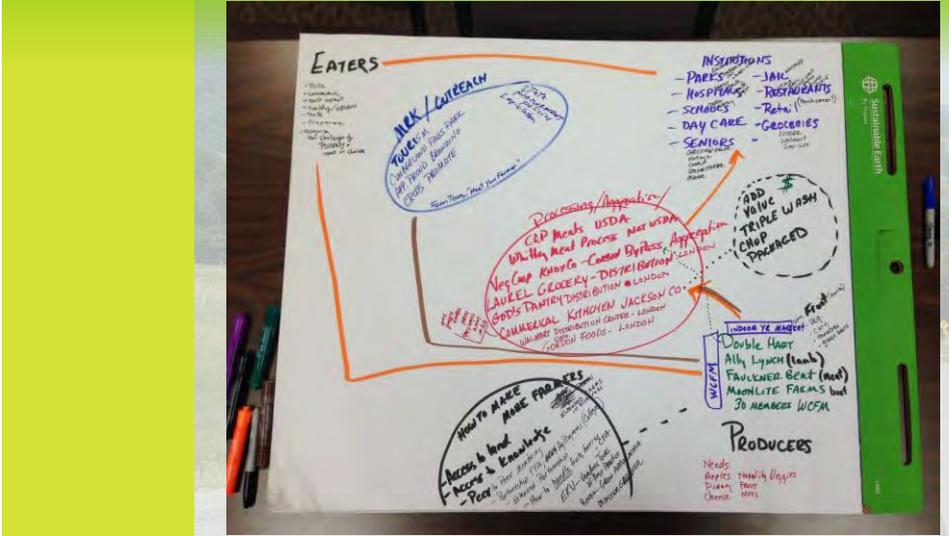
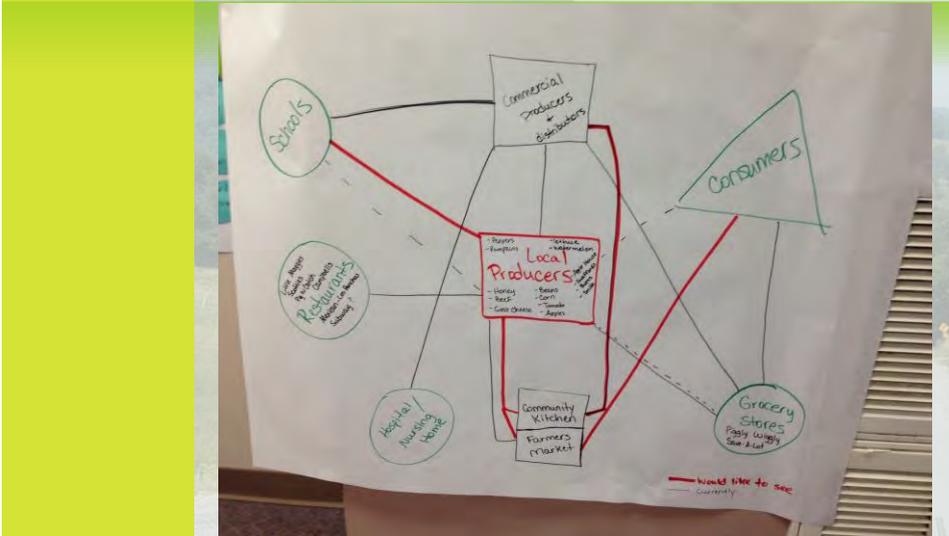


DIAGRAM EXAMPLE

EXERCISE

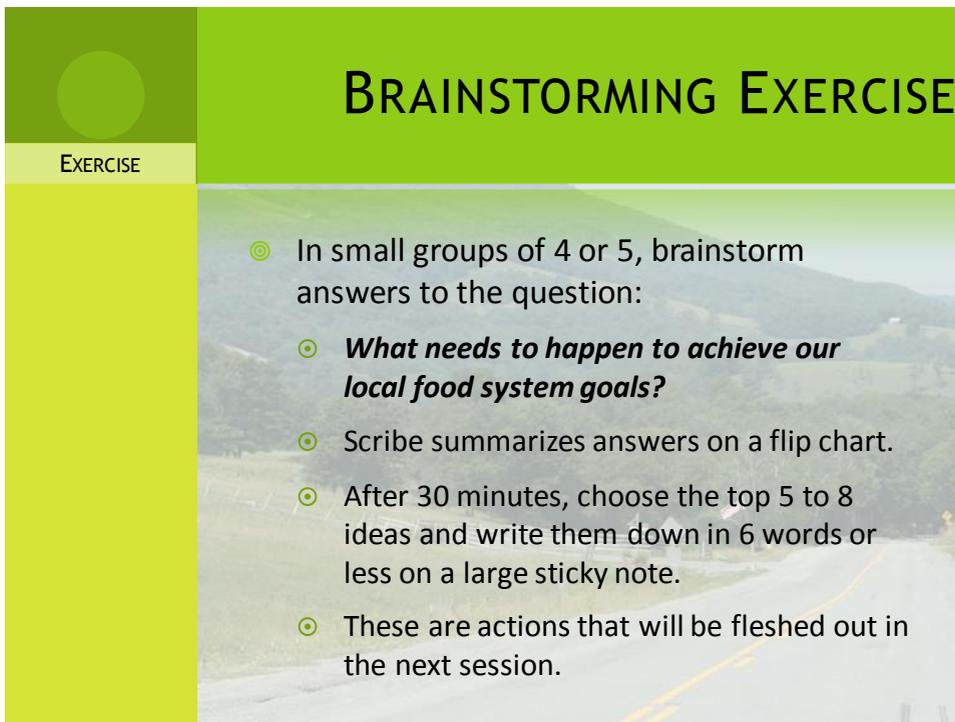




ACTION PLAN GOALS

EXERCISE

- ⦿ Develop a system of **community gardens** in support of neighborhood and downtown revitalization.
- ⦿ Expand and improve the **farmers' market** downtown
- ⦿ Create an **education program** on nutrition, healthy eating and growing food.
- ⦿ **Transportation** for Place Making: Trails (Ladiga) Biking connectivity, walkability downtown, etc.



BRAINSTORMING EXERCISE

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

- ⦿ Assign each action to a goal area.
- ⦿ Turn the idea into SMART action language.
- ⦿ For each action, describe:
 - ⦿ Time frame.
 - ⦿ Lead role and supporting cast.
 - ⦿ Cost.
 - ⦿ Funding sources.
- ⦿ **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, Measurable, Achievable, Relevant, and Time-bound.</small>	Measurable <small>How can 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 reality and realization?</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 <small>Costs: Resources or Funding sources (if resources are time-based, list them)</small>	Resource Sources <small>Funding sources</small>	First 100 Days <small>What can we do during the next 100 days to get started? What can we commit to doing in the next 100 days?</small>
Specific Action:									
Specific Action:									
Specific Action:									
Specific Action:									

Appendix E:

Workshop Photo Album



Figure 1 - Downtown Anniston Intersection



Figure 2 - Downtown Storefront Selling Plants



Figure 3 - Future Downtown Farmers' Market Site



Figure 4 - Reuse of Former Car Wash as Community Garden



Figure 5 - Cane Creek Community Garden at Former Base



Figure 6 - Early Season Raised Beds at Cane Creek



Figure 7 – Mayor Stewart at Freedom Riders Memorial



Figure 8 – Local Transit Service in Downtown Anniston



Figure 9 - "This I Believe" Exercise at Workshop



Figure 10 – Local Food System Presentation



Figure 11 – Workshop Participants Discussion Transportation Needs and Actions



Figure 12 – Workshop Participants Discuss Community Gardens Needs and Actions

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=SpecialtyCropBlockGrantProgram&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/rflfst.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>