

Sustainable Communities in Appalachia

Technical Assistance Program



Strengthening
Community Livability:
Actions and Strategies for
Huntington, WV

December 3, 2014



1. Community Story

How can the community of Huntington, West Virginia, grow its economy by growing – and eating – local foods? Local residents and officials gathered on August 18 and 19, 2014 to explore answers to this question and to work on a plan to revitalize the region by promoting local foods. Held at the Heritage Farm Museum and Village, the workshop was spearheaded by Unlimited Future, Inc, a local nonprofit business incubator and training center.

Ideas explored by more than 30 workshop participants included organizing a Local Foods Council to connect various efforts to strengthen local foods; increasing local agricultural production and growing the market for local foods; providing entrepreneurship support for value-added producers; increasing sustainable use of rural lands; and promoting related community vitality initiatives.



“We were excited to have so many local residents willing to volunteer their time and expertise toward creating a strong, workable plan to improve our region’s economy and livability by promoting local foods. This workshop was a first step toward crafting an action plan for helping to revitalize the Huntington region by supporting local food producers and increasing the availability of local foods throughout our community.” - Steering Committee leader Gail Patton, Executive Director of Unlimited Future, Inc.

Figure 1 – Parting group photo, day two of the workshop, August 19, 2014

The workshop, along with several pre-meeting and post-meeting conference calls among local organizers, was supported by a technical assistance award to Unlimited Future, Inc. under the Sustainable Communities in Appalachia program sponsored by the Appalachian Regional Commission (ARC), the U.S. Department of Agriculture (USDA), and the U.S. Environmental Protection Agency (EPA). Project consultants from Renaissance Planning Group and ICF International, based in Charlottesville, Virginia, facilitated the process.

Huntington was established in 1871 by C&O railroad magnate Collis P. Huntington. Its location along the Ohio River and the nation’s first transcontinental railroad – and later near the confluence of Interstates 64, 77, and 79 - supported a brisk industrial economy for the ensuing hundred years. The city’s population peaked at more than 86,000 in the 1950s, then dropped steadily until stabilizing in the early 2000’s at around the 50,000 mark, within a tri-state region of about 366,000 people. Today, the City’s economy is driven by the healthcare industry with two teaching hospitals (Cabell Huntington and Saint Mary’s) that employ over 5,000 people. Marshall University, home of The Joan C. Edwards Medical School, employs 2,000 people.

Prosperity and good physical health are not, however, ubiquitous through the Huntington region. Cabell County has a poverty rate of 23%, and the tri-state area has an unemployment rate of 30%. More than one third of Cabell County residents are obese, putting them at high risk for a wide array of debilitating illnesses such as diabetes and heart disease. By promoting

affordable access to nutritious foods, the stakeholders involved in the local foods initiative aim to reduce the region's obesity problem while stimulating the growth of local farms and food-related businesses.

Complementing the rapidly growing local foods movement, the City of Huntington has recently embarked on targeted community and economic development initiatives, endeavoring to make Huntington a more livable city with thriving local businesses, increased green spaces, arts and entertainment events, improved alternative transportation pathways, and a serious focus on promoting a more active, sustainable community. Huntington's "Plan 2025" is a city-wide vision for the future of Huntington. The food council will align its work with the Plan's goals and strategies to aid in shaping that future.

The possibility of forming a Tri-State Food Council was explored during this workshop. A food council was envisioned as an opportunity for local stakeholders to create a multidimensional food system focused on rural to urban wealth creation, education, increased access to nutrition, and long-term economic and environmental sustainability. The food council would be built of community stakeholders, including non-profits, private businesses, and governmental organizations. Its work would fulfill goals in Huntington's "Plan 2025" to build a local food system that is more accessible for local farmers and provides low-income individuals with more healthy food options. The goal is to include those who are left out of the conventional food system.

Some of the key issues considered by local community organizers as potential areas of focus for a food council include the following items listed in the initial letter of interest to project sponsors:

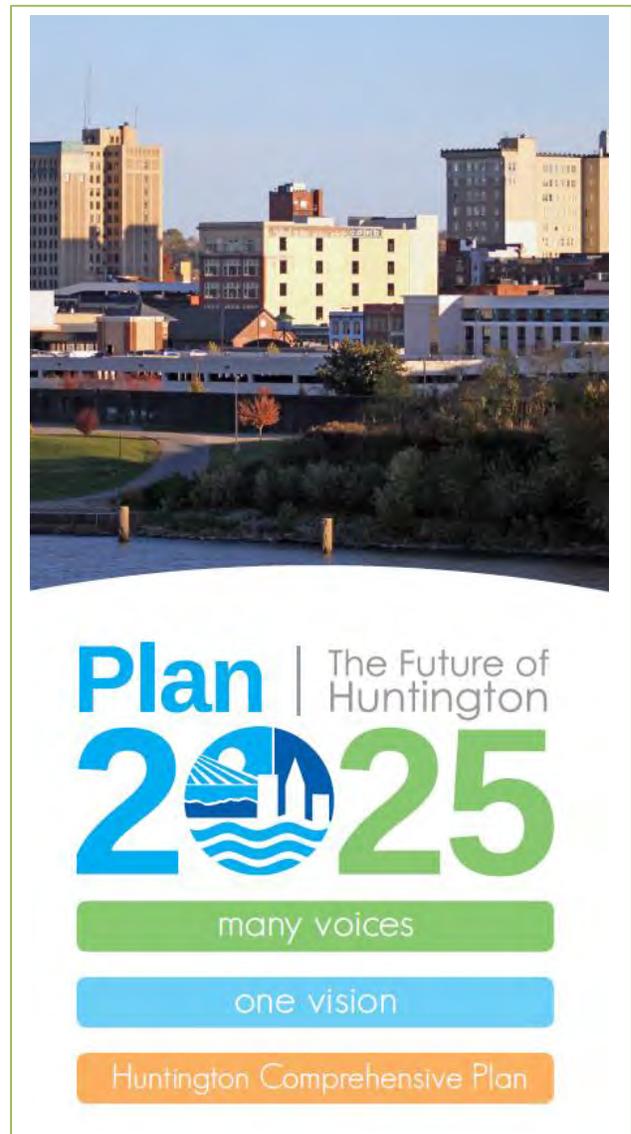


Figure 2 - Cover image of Huntington's Plan 2025
<http://issuu.com/cityofhuntington/docs/plan2025>

- **Linking Rural Communities to City Commerce Centers:** A challenge for all farm to table and like initiatives is moving products from the rural farm to consumer market. The food council would engage state and regional partners and private businesses to investigate the need and scale of a cold packing facility that would be a center for aggregating farm fresh produce. This would enable area farmers to participate in farm to school programs and increase sales to restaurants and institutions.
- **Micro-Farm Enterprise Education:** As part of the revitalization of the historic “West End” of Huntington, Unlimited Future, Inc. received a Central Appalachian Network grant to fund the development of a high tunnel training facility. The food council would support education for small scale farmers in year-round growing within a high tunnel, as a way to increase their volume of production per year and stabilize their revenue stream. As advocates for urban agriculture development, the food council would seek to address issues with urban agriculture policy, ordinances, and entrepreneurship.
- **Improved Access to Nutrition:** The food council would look to address the need in impoverished neighborhoods to improve access to nutritious fruits and vegetables rather than packaged convenience food. The food council would work with food stores in these neighborhoods to increase the fresh food options.
- **Sustainable and Natural Land Use:** Rural lands in West Virginia are often the focus of extractive industry. The food council would focus on food production. It would also encourage farmers to use natural and organic farming practices to maintain the long term vitality of rural lands. The food council would engage Energy Efficient West Virginia to act as a sponsor of rural renewable energy projects that could include biomass production on agricultural land. The council could also explore the implementation of solar or wind energy to make farm operations more efficient.



In 2012, Tri-State Local Foods, Inc, with entrepreneurial support from Unlimited Future, Inc., opened an innovative retail store under the direction of Unlimited Future Inc. called The Wild Ramp. A DBA of Tri-State Local Foods (which is a 501(c)3 under the IRS code), The Wild Ramp has 154 producers and continues to grow. During its first year of operation, The Wild Ramp returned more than a quarter of a million dollars to the local economy. By 2014, the market outgrew its initial location and moved to a newly renovated 2,500-square foot building in the city’s burgeoning West End. The Action Plan includes a strategy to complete a small commercial kitchen inside the market that will support cooking demonstrations and nutrition classes for customers and neighborhood residents.

Unlimited Future, Inc. is a micro-business incubator and resource center that is available to help food entrepreneurs and worker-owned co-ops get started. Unlimited Future is working with The Wild Ramp producers to help them develop their business and marketing strategies and expand into new markets.

The Sustainable Communities in Appalachia program, run through a partnership of USDA, EPA, and ARC, supports community planning in small towns and cities throughout the Appalachian region that want to improve community livability and strengthen their local food system. The agencies selected Huntington as one of nine communities to receive technical assistance in

2014, each of which placed a particular emphasis on linking local food systems with revitalization initiatives. Huntington's work to support and locate the Wild Ramp in the 14th street corridor is an example of how this effort is supporting downtown revitalization efforts while at the same time growing and empowering the local foods economy.

Livability is a fairly new term for describing several timeless concepts in community planning. Cities and towns that are focused on improving livability, including Huntington, are taking steps to increase transportation choices so that people can walk, bike, or drive to meet their daily needs; add affordable housing close to work, school, and shops; diversify their economies to increase resiliency; and encourage growth and development in existing neighborhoods that already have supporting infrastructure in place. Many cities and towns, including Huntington, have also found that supporting local foods is an effective way to attract investment and bring more people to traditional downtown areas.

Huntington's participation in the program included a two-day workshop that provided the information and ideas on which this action plan is based. The community is also eligible for an implementation award from ARC of up to \$20,000 to help advance one or more of the ideas identified in this plan. The following sections describe the workshop and process leading to the action plan, describe the community's vision and values that are guiding its investments, and lay out a series of initiatives and next steps the community can take to realize its vision of a more livable future.

2. Community Engagement

A centerpiece of Huntington's participation in the Program was a two-day workshop that brought together key stakeholders from the city and officials from regional, state, and federal agencies that are in a position to help Huntington achieve its vision. One of the greatest benefits of the workshop was the development of new relationships within the

- *Unlimited Future, Inc.*
- *ACENet*
- *West Virginia Food and Farm Coalition (WVFFC) Aggregation and Distribution Working Group*
- *City of Huntington, including the Office of Planning and Zoning; Land Bank, Huntington's Urban Renewal Authority; and the River to Rail Initiative.*
- *American Institute of Architects West Virginia Chapter*
- *Create Huntington*
- *JL Foods (distributor)*
- *Region 2 Planning & Development*
- *Center for Business and Economic Research at Marshall University*
- *Huntington Regional Chamber of Commerce*
- *Blatt's Bee Farm*
- *Cabell County Farm Bureau*
- *Cabell-Huntington Convention and Visitors Bureau*
- *The Wild Ramp*
- *30 Mile Meal*
- *Savannah's Restaurant*
- *Savor Huntington*
- *Marshall University Sustainability Department*
- *Ohio Valley Environmental Coalition*
- *West Virginia Brownfield Assistance Center*
- *West Virginia Conservation Agency*
- *Cabell County Commission*
- *Bridgemont Sustainability Institute*
- *Coalfield Development Corporation*
- *Heritage Farm and Museum*
- *SCRATCH Project*
- *West Virginia University Extension*
- *Perennial Favorites*
- *Huntington's Kitchen*
- *Facing Hunger Food Bank*
- *Edward Tucker Architects*
- *Cabell County Health Department*
- *Marshall University Dietetics Department*

Figure 4 - Invited Stakeholders

city and between city stakeholders and these regional, state, and federal agencies. “Participating organizations are listed in Figure 4, and contact information is in Appendix C.

Participants identified obstacles and solutions for expanding access to local foods and created an action plan. The workshop started with a tour of key sites in the city including the downtown, the river-to-rail project, the riverfront, Unlimited Future, the Land Bank, the Wild Ramp, and Marshall University’s new art school downtown. A two-day work session involving more than 30 participants followed the tour. This first day included presentations on livability and the importance of local food systems and a discussion about the attendees’ vision for the city’s future. The second day was spent discussing related local initiatives, articulating goals, and identifying potential actions. The steps in the process that resulted in this action plan are described in Figure 5 below.

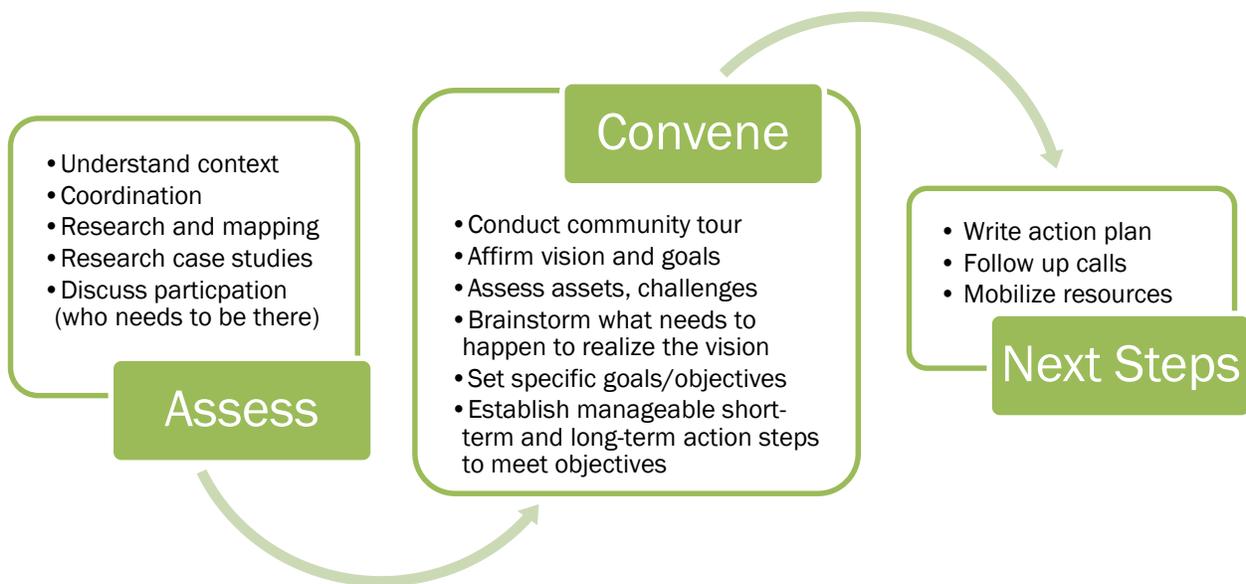


Figure 5 - Technical Assistance Process Diagram

3. Huntington’s Local Food System: Issues and Opportunities

Tri-State Local Foods, Inc. and its first project, The Wild Ramp market, are important pillars of the community’s local food system. USDA defines local food as “food produced, processed, and distributed within a particular geographic boundary that consumers associate with their own community.”¹ Essentially, the local food system connects local growers (supply) with local eaters (demand), allowing them to interact face to face.²

¹ USDA ERS. *Local Food Systems: Concepts, Impacts, and Issues*. May 2010.

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

National trends are indicating a growing awareness and consumption of locally produced foods over the past decade.³ As shown in Table 1, the early 21st century ushered in an apparent resurgence of agriculture for Cabell County. In 1997, the number of farms in Cabell County was 305, down 19% from a total of 375 in 1987. By 2007, the number of farms jumped by more than 50% to 462; nearly 100 more farmers than 20 years before. The number of farmers dropped to 383 over the ensuing five years, a figure comparable to the 1987 level. In 2012, about a third of Cabell County’s farmers (121 of 383) listed agriculture as their primary occupation, a ratio similar to that of the 1990s and 1980s. The average age of farmers, however, has increased since the 1980s from the mid-50s to more than 60.

Table 1 - Key Local Agriculture Statistics for Cabell County, West Virginia

Cabell County	2002	2007	2012
Total Farms	438	462	383
Total Farm Acres	42,301	47,625	42,450
Average Farm Size	97	103	111
Market Value of Sales (\$000)	\$2,970	\$1,543	\$1,911 **
Average Sales per Farm ***	\$6,782	\$3,340	\$5,198
Average Expenses per Farm	\$7,436	\$7,510	\$8,421
Average Age of Principal Operator	54.9	56.9	60.6

* 2012 Cabell County Ranking of Total Ag Sales: 40 of 55 WV Counties; 2,976 of 3,077 US Counties

** In each Census since the 1980s, the vast majority of Cabell County farms made less than \$5,000.

The City’s emphasis on local foods can bring several benefits to public health, the economy and the environment. West Virginia suffers from relatively high rates of obesity, diabetes, and high blood pressure, which are closely linked to diet.⁴ Better access to local fresh foods, combined with education on how to prepare them, can help people live healthier lives. Several food-related health statistics are presented in Table 2.

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.

⁴⁴ Center for Disease Control. Health Indicators Warehouse. Accessed July 25, 2014.

Table 2 – Diet-Related Health Indicators for Cabell County and West Virginia

Health Indicator ⁵	Cabell County	West Virginia
Diabetes, 2010	13%	13%
Adult Obesity, 2010	34%	33%
Food Insecurity, 2011 *	16%	15%

* Food insecurity means lack of access, at times, to enough food for an active, healthy life for all household members and limited or uncertain availability of nutritionally adequate foods. <http://feedingamerica.org/hunger-in-america/hunger-studies/map-the-meal-gap.aspx>

Federal food assistance programs provide an opportunity to improve access to healthy local foods. According to the National Center for Education Statistics (cited by the Robert Wood Johnson Foundation), 42% of the County’s school population was eligible in 2011 for the National School Lunch Program and Supplemental Nutrition Assistance Program (SNAP).⁶ Participation in such programs may present opportunities for the school district and families to access more healthy local foods. Farmers’ markets can accept the EBT cards on which SNAP benefits are exchanged, and through the 2014 Farm Bill, SNAP benefits are doubled for the purchase of foods at farmers’ markets, such as The Wild Ramp.

A strong local food system also brings several environmental and economic benefits. On the economic side, strong demand for local foods keeps more food dollars in the local economy. This brings more income to local farmers that sell their produce at the market. The Wild Ramp currently sells products from more than 150 local food producers and artisans, and the number is constantly growing along with the market’s success. In the two years since the Wild Ramp market opened in June 2012, more than \$460,000 has been paid to local producers.⁷ The economic benefits are related to the environmental benefits because a financially viable farm is more likely to stay in production rather than be developed for other uses. And farmers that sell local foods typically travel shorter distances to the market, which can reduce emissions related to transportation. All of the Wild Ramp’s producers are located within 250 miles of the market, and more than 75% are within 50 miles.⁸

Strengthening the local food system provides economic benefits for downtowns and the older neighborhoods that surround them. Farmers’ markets are popular attractions nationwide and often include more than just food. The most popular markets incorporate live music, cooking demonstrations, artisan vendors, and other features that attract more people and increase traffic for nearby stores. When the Wild Ramp outgrew the space at its first location, it moved into a new 2,500 square foot building along a historic commercial corridor in the part of town known as Old Central City. This move, subsidized by the city of Huntington, advanced the city’s

⁵ Centers for Disease Control (CDC). Health Indicators Warehouse. <http://healthindicators.gov/Indicators/>. Accessed September 29, 2014

⁶ Robert Wood Johnson Foundation County Health Rankings <http://www.countyhealthrankings.org/app/west-virginia/2014/overview> Accessed September 29, 2014

⁷ The Wild Ramp. “Who We Are.” <http://wildramp.org/about-us/who-we-are/>. Accessed October 2, 2014.

⁸ Ibid.

goals to reduce vacancies, prioritize development in existing commercial corridors, and promote commercial uses that serve residential needs. The presence of the indoor and outdoor market brings new foot traffic to the corridor and helps revitalize the neighborhood while providing much-needed access to fresh, local food for the neighborhood residents. The Wild Ramp, in return, benefits by a new location with additional space for possible cooking classes and other community events.

The Sustainable Communities in Appalachia Program recognizes the potential synergy between the local food system and a community's downtown economy. The remainder of this action plan describes Huntington's approach to enhancing this connection.

4. Action Plan – From Vision to Implementation

Strengthening the local food system is a key component of the City's vision of a vibrant and authentic downtown and unique surrounding neighborhoods, filled with local shops and products that represent Huntington. The workshop facilitators led exercises and discussions that helped participants articulate their underlying values towards community and local, healthy foods. When asked to imagine and share positive stories from 25 years in the future, the discussion produced some consistent value-based themes relating to health, wellness, local agriculture, prosperity, tourism, and going-green. Here are some of the headlines from the future:

- ***Local farmer turns 100, still selling tomatoes at the Wild Ramp market chain.***
- ***Huntington rises out of ashes again.*** The CDC rates Huntington as the healthiest city North America and Jamie Oliver has come back to celebrate.
- ***Huntington launches waste water recycling program and power house in renewable energies.*** The skate park users lead this program because they were tired of being flooded; 99 % of commercial properties have grey water systems; 90% of res have rain barrels or grey water systems.
- ***Huntington named top ten agri-tourism destination attracting visitors worldwide.*** It's where people come to learn about sustainability, and it's a vacation destination.
- ***Small town solves urban decay.*** Huntington solves urban decay with a more diverse economy, higher home values, improved education, lower unemployment, and increased population.

Discussions about the community's goals and vision for the future set an important framework for the action planning that followed. Figure 6 below shows the results of the visioning and values exercises wherein participants were asked to reflect on their beliefs about first community and then local and healthy food. During the second day of the workshop, participants turned their attention to identifying specific actions that will help Huntington achieve its goals. The goals and corresponding actions are outlined in Table 3 below, along with estimated dollar costs and existing resources associated with each strategy. The goals and action steps are presented in Appendix A in their complete form, which includes a time frame, lead role, supporting cast, costs, and potential resources.

This I believe about Our Community...

- *We want it to be healthier.*
- *We're just starting to realize its potential.*
- *We are a diverse group.*
- *We are hard working. We have and can meet challenges.*
- *Our culture is often celebrated from the outside. We can learn to celebrate it from within.*
- *We are positive people, with kind hearts, working to make us better.*
- *We are way better than any report, statistic, or survey says!*
- *We are the perfect size to make change happen.*
- *We're on the verge of a Renaissance like none have seen.*
- *We can achieve health and planned growth.*
- *We can reshape and redefine ourselves.*
- *We'll keep our young people home and attract back those who left.*

This I believe about Local and Healthy Food...

- *There is potential to provide enough for our own community.*
- *Once you try it you'll never go back*
- *If you build it they will come.*
- *We have the opportunity now to bring back the good that was here.*
- *It empowers people to grow their own. It heals them and community.*
- *There is potential to retain lost knowledge of previous generations.*
- *We want it to spread, make it cool.*
- *Nothing tastes better than a home-grown tomato.*
- *It reconnects us with our heritage.*
- *It is essential to quality of life.*
- *We haven't yet lost the farming generation, and the generation coming up is willing to learn.*
- *It is important physically and spiritually.*
- *Treat bodies with respect.*
- *Food is a proxy for thinking about all we do.*
- *It can address our two of our biggest problems: poverty and health.*
- *Food creates community. Food brings people together.*

Figure 6 - Results of the values exercise where participants are asked to state "This I believe..." about a) community and b) local and healthy food.

Table 3 - Summary of Action Plan Goals, Actions, and Funding Estimates

Goals and Actions		Funds Needed	Funds Secured	Funding Sources
Goal #1	Organize Tri-State Local Foods Council			
Action 1.1	Define leadership, structure and mission	-	-	
Action 1.2	Develop strategic plan	\$ 25,000	-	
Goal #2	Provide Support for Food Entrepreneurs			
Action 2.1	Create and offer specialized business training	\$ 126,600	\$ 126,600	RBEG; LFPP; CAN; CDBG
Action 2.2	Present GHP/GAP Training	-	-	
Action 2.3	Develop worker-owned coops	\$ 50,000	\$ 50,000	WVFFC; OCDC
Action 2.4	Create a regional brand/tell our stories	\$ 63,000	\$63,000	LFPP; CAN
Goal #3	Promote Local Foods as Community Development			
Action 3.1	Advance land-use policies and ordinances	\$ 150,000	\$ 40,000	City Budget
Action 3.2	Feasibility Study of compost program for urban agriculture	\$ 20,000	-	
Action 3.3	Make local food available to all (Mobile Market Project)	\$ 140,000	\$ 22,340	WVFMA; State of WV
Action 3.4	Community events to revitalize neighborhoods	\$ 25,000	\$ 4,500	RCBI; RBEG
Goal #4	Identify strategies to increase production/meet demand			
Goal 4.1	Investigate opportunities to develop management systems	\$ 53,800	\$ 40,800	LFPP; UFI
Goal 4.2	Launch a Food Hub	\$250,000	-	
Goal 4.3	Implement Refresh Appalachia; an Ag job training program	\$327,625	\$ 65,000	CAN; NE SARE; Art Place
Total		\$ 1,231,025	\$ 412,240	
Total Funds Needed		\$ 818,785		

5. Next Steps

ARC is providing a grant of up to \$20,000 to support the implementation of projects or supporting programs identified during the workshop. In addition to the implementation support provided by the ARC, Appendix F lists several other federal and state funding sources. The ARC grant could potentially be bundled with other funds to pursue a project beyond the \$20,000 financial limits. The funding request to ARC is being targeted to respond to actions 2.3 (create a regional brand), 2.4 (develop worker owned coops), and 3.4 (community events) by a project to upgrade the Wild Ramp kitchen to meet restaurant grade standards. This will allow the market to support food entrepreneurs and better tell the stories of our farmers by offering sampling, tastings, cooking and preserving classes that will promote the use of local foods in the community. The Wild Ramp will be working with an intern from the Dietetics Department at Marshall University to offer classes on healthy eating and meal planning. Longer range plans include the development of a worker-owned coop that will use the kitchen to provide the community with prepared foods for take-out.

Progress since the workshop has already been good as evidenced by additional funding from USDA. Unlimited Future was recently awarded a USDA Rural Development Rural Business Enterprise Grant to support the startup of the 30 Mile Meal Huntington (see Figure 7 below). One of the first projects will be a workshop scheduled for November 1, 2014 in which a specialist from ACENET will provide specialized “market-ready” training to food entrepreneurs.



Figure 7 - USDA State Director Bobby Lewis, Mayor Steve Williams, Lauren Kemp and Gail Patton of Unlimited Future (both are also Wild Ramp board members), Market Manager Shelly Keeney, and West Virginia Commissioner of Agriculture Walt Helmick announcing a USDA Rural Business Enterprise Grant of \$50,000 awarded to Unlimited Future to promote the local food economy and support the 30 Mile Meal Huntington, a local food brand and network that connects farmers, restaurants, and high-volume food buyers such as schools and hospitals. (Source, WR Facebook post, August 26, 2014)

Unlimited Future & Wild Ramp Funding for Food Business Support

The City of Huntington

2500 square foot Building at \$1/year lease

Five Year Term – January 2014 Start Date

Rental Value: \$15,600 per year. Building and two lots behind. One is covered for use as a farmers' market shed and is sub-leased to the Central City Market Association June – October. The Wild Ramp market occupies the building and manages the property in an effort to promote Community Development. The Wild Ramp was chosen to manage the property as part of the city's River to Rail initiative.

West Virginia Department of Agriculture

Marketing and Promotion of WV Agriculture

Five Year Term

\$43,000 per year for the marketing and promotion of WV Agriculture using a year-round indoor farmers' market model. Funds support the general operating expenses of the market which showcases WV agricultural products.

USDA Rural Business Enterprise Grant

Title: Food Enterprise and Jobs Accelerator

One Year Term – August 2014 Start Date

\$50,000 for personnel, marketing for clients, business technical assistance with clients, local food networking events, technical assistance through Leslie Schaller of ACENet in Athens, Ohio including three site visits, three all day training visits, six webinars for staff and partners and curriculum design.

Local Food Promotion Program

Title: Building Capacity for Distributing Local Foods in the Ohio River Valley

Two Year Term – September 2014 Start Date

\$50,000 per year/ \$100,000 total

Hire a full time staff person to develop a distribution network from Athens, Ohio to Huntington, WV. Technical assistance and training from ACNet, The West Virginia Food and Farm Coalition and The Value Chain Cluster Initiative that will help to create physical connections to our partners around the state.

Central Appalachian Network

Title: Building and Marketing the Wild Ramp Value Chain

One Year Term – February 2014 Start Date

\$8,000 for 30 Mile Meal licensing and training, Wild Ramp store signage, IPAD & kiosk for videos and marketing, and producer development assistance.

Community Development Block Grant (CDBG)

Title: Start-Up Huntington

One Year Term – July 2014 Start Date

\$25,000 for business training and support to city residents who want to start food and other businesses.

Post Workshop Updates and Activities

UFI, the City, and other partners have been able to share these additional post-workshop updates:

- UFI is working with the WV Food and Farm Coalition, ACNEt and The Ohio Cooperative Development Center to conduct initial research and meetings with potential members of a worker-owned co-op which would generate prepared foods that people could pick up on their way home from work.
- Six of ten planned videos about Wild Ramp farmers have been produced to “tell the story” of local foods. <https://www.youtube.com/watch?v=O3bgXa9Lmfc>
- Michael Botticelli, Acting Director of National Drug Control Policy paid a visit to Huntington after hearing about their work to reduce drug use in Huntington. “He toured the Healing Place: a program to help recovering addicts get back to work, and several other places of interest including The Wild Ramp. He was very impressed with the work of the City and the Wild Ramp. http://thehealingplaceofhuntington.org/?page_id=544
- West VA AIA Livable Communities program representatives came to Huntington for a free one-day workshop on October 23, 2014. The group conducted a walking tour of 14th St. W and held a design charette at the West End Library. The committee will develop recommendations and a rendering of a design idea to improve livability in the Central City area. This report will be presented to the River to Rail Steering Committee and the City.
- The city had two food-oriented festivals in October, 2014: a Harvest Festival (partnership with Central City farmers market) and an Oktoberfest celebration (partnership with Historical Society).
- The Huntington Urban Renewal Authority’s Land Bank program organized the WV BAD Buildings Summit 2014 (blighted, abandoned and dilapidated properties) with the Center for Community Progress in Washington, DC, the Northern WV Brownfields Assistance Center, WV Community Development HUB and Coalfield Development Corporation. 11 community teams attended from all over the state, with a total of 82 attendees. The Summit explored creative reuse ideas for these properties to align with the needs of the local foods movement.
- 2014 Central Appalachian Network (CAN) was held October 20-21, 2014 and was an opportunity for many of the partnership listed here to discuss collaboration and next steps. One initiative in the works is a plan to develop a distribution network from Athens, Ohio to Abingdon, VA with multiple stops in WV on the way. This network will be developed by Appalachian Sustainable Development (ASD) in Abingdon, VA; ACNEt in Athens, OH; Rural Action in Athens County, OH; The WV Food and Farm Coalition & Members; RCBI and UFI.

- The James Beard Foundation (www.jamesbeard.org) and Food Tank (www.FoodTank.com), developed the first annual "Good Food Org Guide." Five organizations from West Virginia were chosen including: The Collaborative for the 21st Century Appalachia, Southern Exposure Seed Exchange, West Virginia Food and Farm Coalition, West Virginia University (WVU) Small Farm Center, and The Wild Ramp <http://www.herald-dispatch.com/news/briefs/x1653505242/Wild-Ramp-chosen-for-the-new-Good-Food-Org-Guide>

6. Appendices

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

December 3, 2014

Introduction

This appendix contains the full set of goals and action tables that comprise the community action plan created during the August 18-19, 2014 workshop. These tables were edited and further amended by stakeholders following the workshop. The summary table below lists the estimated funds needed and secured by Goal and Action. Some of the goals and actions are parts of processes that were already underway or initiated Huntington and the region, but they are consolidated here into an action plan for the community to use going forward. The purpose of this action plan is to provide a unified ‘playbook’ that ties together a number of food system and economic vitality efforts.

Goals and Actions		Funds Needed	Funds Secured	Funding Sources
Goal #1	Organize Tri-State Local Foods Council			
Action 1.1	Define leadership, structure and mission	-	-	
Action 1.2	Develop strategic plan	\$ 25,000	-	
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Action 2.2	Present GHP/GAP Training	-	-	
Action 2.3	Develop worker-owned coops	\$ 50,000	\$ 50,000	WVFFC; OCDC
Action 2.4	Create a regional brand/tell our stories	\$ 63,000	\$63,000	LFPP; CAN
Goal #3	Promote Local Foods as Community Development			
Action 3.1	Advance land-use policies and ordinances	\$ 150,000	\$ 40,000	City Budget
Action 3.2	Feasibility Study of compost program for urban agriculture	\$ 20,000	-	
Action 3.3	Make local food available to all (Mobile Market Project)	\$ 140,000	\$ 22,340	WVFMA; State of WV
Action 3.4	Community events to revitalize neighborhoods	\$ 25,000	\$ 4,500	RCBI; RBEG
Goal #4	Identify strategies to increase production/meet demand			
Goal 4.1	Investigate opportunities to develop management systems	\$ 53,800	\$ 40,800	LFPP; UFI
Goal 4.2	Launch a Food Hub	\$250,000	-	
Goal 4.3	Implement Refresh Appalachia; an Ag job training program	\$327,625	\$ 65,000	CAN; NE SARE; Art Place
Total		\$ 1,231,025	\$ 412,240	
Total Funds Needed		\$ 818,785		

Organizations referenced in tables:

- 30-mile Meal: <http://realfoodreallocalinstitute.org/huntington-wva>
- ACENet: Appalachian Center for Economic Networks (www.acenetworks.org)
- Americorps: WV Farm to School VISTA program
<https://my.americorps.gov/mp/listing/viewListing.do?fromSearch=true&id=41543>
- ARC: Appalachian Regional Commission (www.arc.gov)
- CBER: Center for Business & Economic Research at Marshall University (www.marshall.edu/cber)
- CCSWA: Cabell County Solid Waste Authority (on facebook)
- Change The Future WV: www.changethefuture.wv.gov
- Coalfield: WV Coalfield Community Action Program (www.coalfieldcap.org)
- CVB: Cabell-Huntington Convention & Visitor's Bureau (www.wvvisit.org)
- DHHR: West VA Department of Health & Human Services (www.dhhr.wv.gov)
- EPA: United States Environmental Protection Agency (www.epa2.gov)
- Extension: West VA University Extension Service (<http://ext.wvu.edu>); could also include Ohio State (www.extension.osu.edu) and University of Kentucky office (www.extension.cy.uk.edu)
- FFA: Huntington Future Farmers of America (huntingtonffanow.org)
- Food bank: Huntington Area Food Bank (<http://hafb.org>)
- Healing Place: The Healing Place of Huntington (<http://thehealingplaceofhuntington.org>)
- Heritage Farm: Heritage Farm Museum and Village (www.heritagefarmmuseum.com)
- Huntington's Kitchen: (www.huntingtons-kitchen.org)
- KISRA: Kanawha Institute for Social Research & Action (www.kisra.org)
- Marshall: Marshall University sustainability program (www.marshall.edu/sustainability/)
- MTCC: Mountwest Community & Technical College (www.mctc.edu)
- OVEC: Organized Voices Empowered Communities: (www.ohvec.org)
- Perennial Faves: Perennial Favorites Greenhouse (www.plantnerds.com)
- Rahall Transportation Institute: Rahall Appalachian Transportation Institute, Marshall University (www.njrati.org)
- RCBI: Robert C. Byrd Institute for Advanced Flexible Manufacturing (www.rcbi.org)
- Savor Huntington: (www.savorhuntington.com)
- SBA: US Small Business Administration (www.sba.gov)
- SBDC: West VA Small Business Development Center (www.wvcommerce.org/sbdc) (Huntington office – Amber Wilson)
- SCRATCH: WV State University Extension Services Ag and Natural Resources SCRATCH (educational local food) Program for youth and families. (www.fivepromises.wv.gov/amicorps-vista-project/Pages/WV-State-University-Extension-Services-Ag-and-Natural-Resources-SCRATCH-Program.aspx)
- TWR: The Wild Ramp market (www.wildramp.org)
- UFI: Unlimited Future Inc (facebook: unlimited-future-inc)
- USDA RBEG: Rural Business Enterprise Grants (www.rurdev.usda.gov/bcp_rbeg.html)
- USDA: United States Department of Agriculture (www.usda.gov);
- Workforce WV: (www.wvcommerce.org/business/workforcewv)
- WV Vet to Ag: Veterans and Warriors to Agriculture program of WV Dept of Ag (Facebook Veterans-and-Warriors-to-Agriculture)

- WVDAG: West VA Dept of Agriculture (www.wvagriculture.org)
- WVEC: West VA Environmental Council (www.wvecouncil.org)
- WVEDA: West VA Economic Development Authority: (www.wveda.org)
- WVFFC: West VA Food & Farm Coalition (www.wvhub.org/wvffc)
- WVLTA: West VA Federal Highway Administration Local Technical Assistance program: (wvlta.wvu.edu)

GOAL 1: Organize Tri-State Local Foods Council

Action 1.1: Define Council leadership, structure & mission		
Why is this important?	Important to have a central point to organize, research and plan food system development.	
Measures of Success	<ul style="list-style-type: none"> • List of representatives developed around key interests (distribution, processing, etc) • Representatives invited and assembled • Mission statement drafted • Legal structure tentatively identified (501c3? 501c4? Committee or subgroup of an umbrella organization?) – decision on this might be finalized through strategic plan 	
Timeframe for Completion	Short (2-3 months?); could convene initial group and draft a mission statement by October 2014	
Taking the Lead	WV Food and Farm Coalition is working on this initiative statewide.	
Supporting Cast	MU Sustainability Department; ACENet; City; WV Veterans to Agriculture; Extension; vendors; producers; businesses; restaurants; schools; hospitals; health dept/nutrition agencies; UFI; The Wild Ramp; KISRA	
Cost Estimate	Needed Funding	Secured Funding
	Very low	Initial leaders
Possible \$\$	Donated meeting space, printing, staff time, etc.	

Action 1.2: Develop Council strategic plan					
Why is this important?	To establish clear goals and direction.				
Measures of Success	<ul style="list-style-type: none"> • Mission statement, board membership, legal structure validated • Goals, objectives, action plan developed • Supporting information developed and/or targeted for follow-up studies such as: <ul style="list-style-type: none"> ○ inventories of existing distributors ○ appropriate crops for regional terrain & climate ○ marketing strategies ○ 100-day supply & demand profiles ○ requirements for selling local foods to large institutions ○ foodshed capacity ○ food movement (WVFFC/ ADWG data) ○ conservation opportunities ○ industry-wide strategies ○ collaborative projects 				
Timeframe for Completion	Short (6-12 months).				
Taking the Lead	Initial Council leaders write RFP, retain consultant				
Supporting Cast	Funders				
Cost Estimate	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;">Needed Funding</th> <th style="width: 50%; text-align: center;">Secured Funding</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">\$5,000 – 25,000 for consultant</td> <td style="text-align: center;">00.00</td> </tr> </tbody> </table>	Needed Funding	Secured Funding	\$5,000 – 25,000 for consultant	00.00
Needed Funding	Secured Funding				
\$5,000 – 25,000 for consultant	00.00				
Possible \$\$	Benedum Foundation, Central Appalachian Network, other private foundations				

GOAL 2: Provide entrepreneurial support for value-added producers

Action 2.1: Create and offer specialized business development training and support for aspiring growers & food producers		
Why is this important?	Farmers need specific training to create viable businesses.	
Measures of Success	<ul style="list-style-type: none"> • Number of farmers trained • Number of new or expanding food-related businesses • Variety of training programs and events (introductory “spark ideas” workshops; marketing; business planning; logistics; test/ demonstration kitchen at Wild Ramp; etc. 	
Timeframe for Completion	Immediate (can start in September); more over coming 1-2 years	
Taking the Lead	UFI and ACENet	
Supporting Cast	WVFFC; Extension; WVDAG, MCTC, SBDC	
Cost Estimate	Needed Funding	Secured Funding
	\$16,000 – ACENet Workshops and Program Development \$97,500 - UFI and ACENet \$8,000 - 30 Mile Meal \$5,100 – UFI for Training and TA \$126,600 Total No additional funding needed.	\$16,000 - LFPP to UFI Subcontracting ACENet \$97,500 - RBEG to UFI Subcontracting ACENet (including \$47,500 match) \$8,000 - CAN Grant to UFI Subcontracting 30 Mile Meal \$5,100 - CDBG from City of Huntington to UFI for Training and TA \$126,600 Total
Possible \$\$	USDA RBEG, WVEDA, LFPP, CAN, CDBG	

Action 2.2: Create USDA Good Agricultural Practices / Good Handling Practices (GAP/GHP) training & certification programs		
Why is this important?	To ensure food safety and quality, many institutional food buyers require contracted farmers to have GAP/GHP certification. ¹	
Measures of Success	<ul style="list-style-type: none"> Number of farmers / growers with GAP certification 	
Timeframe for Completion	Medium (2 years)	
Taking the Lead	WVDAG	
Supporting Cast	Change Future WV, WV Dept. of Ag., The Wild Ramp, UFI	
Cost Estimate	Needed Funding	Secured Funding
	Recruiting Producers - TWR Scholarships - Change The Future WV Meeting space - UFI Training – WVDAG No additional funding needed	Recruiting Producers - TWR Scholarships - Change The Future WV Meeting space - UFI Training – WVDAG No additional funding needed
Possible \$\$	Donated meeting space, scholarships for producers	

¹ Verbatim note from workshop was “need to ensure safety and quality assurance of local foods.” This variation more fully reflects the workshop discussion

Action 2.3: Explore development of worker-owned co-ops.	
Why is this important?	Co-ops can help distribute risks and maximize benefits of business investments.
Measures of Success	<ul style="list-style-type: none"> Number of business co-ops created
Timeframe for Completion	Medium to long term (3-5 years).
Taking the Lead	WVFFC, VC2, RCBI
Supporting Cast	ACENet, Ohio Cooperative Development Centers (OCDC), WVU Small Farm Center
Cost Estimate	Needed Funding
	<p>\$35,000 - WVFFC & VC2 \$15,000 - (Match) Ohio Cooperative Development Center and WVU Small Farm Center will provide TA and support</p> <p>\$50,000 Total</p>
	Secured Funding
	<p>\$35,000 - Local Food Promotion Program (LFPP) Grant to UFI for WVFFC & VC2 - (including \$19,500 in match). \$15,000 (Match) Ohio Cooperative Development Center and WVU Small Farm Center will provide TA and support</p> <p>\$50,000 Total No additional funding needed</p>
Possible \$\$	Match from OCDC and WVU Small Farm Center

Action 2.4: Create a brand/ define regional identity/ tell the story about our unique food culture, including individual farm businesses.		
Why is this important?	Telling our story sets local foods apart.	
Measures of Success	<ul style="list-style-type: none"> Local food sales (need mechanism to determine connection between storytelling/branding and sales) Engagement in social media (# FB likes, website hits, twitter followers, etc) Participation (by farmers in storytelling programs? by community members, visitors, and/or customers in viewing stories?) 	
Timeframe for Completion	Immediate (start in September, carry out over 2 years)	
Taking the Lead	UFI; 30-Mile Meal; TWR; ACENet	
Supporting Cast	UFI; TWR staff and volunteers; ACENet; RCBI	
Cost Estimate	Needed Funding	Secured Funding
	\$18,000 - Staff person Distribution Coordinator \$31,000 - 30 Mile Meal Promotion Project \$10,000 - Graphic Design and Website Enhancement \$4,000 - Printed Materials \$63,000 Total	\$18,000 - LFPP to UFI – Staff person to act as Distribution Coordinator \$31,000 – CAN to UFI – 30 Mile Meal Promotion Project – (\$23,000 Match) \$10,000 - LFPP to UFI – Service Requests – Graphic Design for videos, website, etc. \$4,000 - LFPP to UFI – Printed Materials \$63,000 Total No additional funding needed
Possible \$\$	LFPP, CAN, ACENet (match)	

GOAL 3: Promote local foods initiatives that advance broader community development goals

Action 3.1: Advance land use policies and ordinances that support urban agriculture strategies such as community gardens, private yard gardens, and land banking, ²		
Why is this important?	Policies, regulations, and development standards set the stage/ make it easy for [private property owners and developers] to do what the community wants.	
Measures of Success	<ul style="list-style-type: none"> • Number of new community gardens • Number of water & soil quality tests • Reductions in vacancy rates • Completion of property survey/ utilization analysis 	
Timeframe for Completion	Short to moderate (1-2 years in trial area; 3-5 years across city).	
Taking the Lead	City Planning Dept (possibly with consultant support); Food & Farm Coalition	
Supporting Cast	Marshall University; WVU Extension (for testing); SCRATCH greenhouses; OVEC; WVEC	
Cost Estimate	Needed Funding	Secured Funding
	\$150,000 for outside consultant to revamp City Code per recommendations	\$40,000 (City General Funds)
Possible \$\$	City; Interns (Americorps); OVEC members to spread the word; Service Learning Projects	

² Verbatim note was to “advocate” land use policies, etc. We suggest using “Advance” since the City is a partner in this effort.

Action 3.2: Create a supply of compost for urban agriculture		
Why is this important?	Compost for urban farming makes agriculture “full circle,” helps us become a truly sustainable Huntington.	
Measures of Success	<ul style="list-style-type: none"> • # volume of waste diverted from landfill • \$\$ earned on compost sold • # of food prep and yard waste contributors 	
Timeframe for Completion	Moderate (1-2 years trial phase with restaurants, schools, etc). Long (3-5 years to launch home pickup, co-ops, etc)	
Taking the Lead	Private? Rumke (single stream recycling)? Co-op?	
Supporting Cast	Solid waste authority; restaurants, schools; Extension; UFI	
Cost Estimate	Needed Funding	Secured Funding
	\$20,000 Feasibility Study	00
Possible \$\$	USDA; DEP; CCSWA; SBA, SBDC; UFI; User fees; EPA ³ ;	

³ EPA may not have direct funding programs related to this action, but potential resources can be found on the following EPA site: www.epa.gov/epawaste/conserves/foodwaste

Action 3.3: Make fresh local food available to every community member, especially children, older adults, lower-income people, residents of “food desert” neighborhoods, prisoners in local jails, etc.		
Why is this important?	Need to reach everyone that needs good food.	
Measures of Success	<ul style="list-style-type: none"> • # of mobile food markets • # of customers • volume of local food sales • # of schools served & school gardens/ greenhouses • # of older adults served & senior community gardens • # of CSA’s for older adults, SNAP participants, etc. • # of partnerships with food bank & others 	
Timeframe for Completion	Short (1 year) – understand weaknesses in food access Moderate (2 years) – strategic placement of programs	
Taking the Lead	UFI; RCBI; TWR	
Supporting Cast	Producers; DHHR; Food Bank; Huntington Housing Authority; Change the Future WV	
Cost Estimate	Needed Funding	Secured Funding
	\$100,000 for equipment including increased cold storage for aggregation and mobile market vehicle build-out. \$18,000 Staffing per year. \$16,440 Volunteer time per year. \$3,000 for supplies; bags, paper, flyers, etc. \$140,000 Total	\$1,000 – WVFMA Mini Grant to TWR \$1,000 – RCBI support for community meetings and educational events \$3,900 – Change the Future, WV I-Phone EBT Machine & Data Plan \$16,440 – The Wild Ramp – Volunteer time (16 hrs per week) to support the MM \$22,340 Total
Possible \$\$	CSX Transportation Grant; DHHR; Private Foundations; Banks; Toyota; WVFMA; RCBI; HUD;	

Action 3.4: Use community events & educational programs to promote local food and help revitalize neighborhoods		
Why is this important?	Keeps \$\$ in local economy; engages and educates central city residents	
Measures of Success	<ul style="list-style-type: none"> Partnerships with local organizations (food bank, CVB, active living groups, etc) to sponsor festivals and events # of demonstrations & classes in cooking, canning, nutrition, etc. Expanded community kitchen at Wild Ramp Food hall/ food stalls for small producers, restaurants, retailers 	
Timeframe for Completion	Short (6-9 months to open Wild Ramp kitchen; first class by Valentine’s Day) Moderate/ long: local first standard	
Taking the Lead	Wild Ramp; Huntington’s Kitchen; MU Dietetics Department (intern)	
Supporting Cast	Savor Huntington; CVB; 30 Mile Meal; TWR Farmers	
Cost Estimate	Dollars	Time
	\$10k-\$20k for Wild Ramp kitchen \$5,000 for local events in partnership with sponsors \$25,000 Total	\$1,000 RCBI to UFI for community classes and events (CSX Grant – see Action 3.3) \$3,500 RBEG to UFI for events (see Action 2.1) \$4,500 Total
Possible \$\$	ARC implementation \$\$; MU Dietetics Dept. (intern); City/ County; Dept of Ag; USDA; Foundations; Local Banks; Private Donors	

GOAL 4: Identify strategies to Increase local food production & meet demand

Action 4.1: Investigate opportunities to develop inventory, distribution, and logistics management systems for entire food shed		
Why is this important?	To increase the scale of production and sales, we have to develop an effective way to collect and distribute local products.	
Measures of Success	<ul style="list-style-type: none"> • Ability to track production & distribution • Increased volume of sales 	
Timeframe for Completion	Short (1 year)	
Taking the Lead	CAN Members and Grantees; WVFC Aggregation & Distribution Working Group	
Supporting Cast	Rahall Transportation Institute; RCBI; CBER; Tri-state Local Foods Council; Jim Lafew?	
Cost Estimate	Needed Funds	Secured Funds
	\$36,000/2 years - Salary \$5,000 software \$4,800/year office space \$5,000 staff development and training \$3,000 Travel and Meetings \$53,800 Total	\$36,000 – LFPP to UFI for Distribution Coordinator (also cited in Action 2.4) \$4,800 – UFI office space (match) \$40,800 total
Possible \$\$	CAN; USDA; Toyota; Banks; Foundations	

Action 4.2: Launch a food hub (processing, storage & distribution facility)		
Why is this important?	Need a central location to receive, store, process & distribute local food products	
Measures of Success	<ul style="list-style-type: none"> Increased production 	
Timeframe for Completion	<p>Short - 6 months to establish governance structure and determine the volume needed to make an aggregation center worthwhile</p> <p>Short - 6 months to secure cold-storage and warehouse space rental (MCTC Kitchen?) to allow start-up of distribution from Nelsonville, Ohio to Huntington, WV to Abingdon, VA and other locations around WV.</p> <p>Moderate - 1-2 years to grow into full-fledged food hub</p>	
Taking the Lead	CAN Members and Grantees; WVFFC - ADWG; MCTC Culinary Institute;	
Supporting Cast	USDA, CBER, Coalfield, The Wild Ramp, Central City Market	
Cost Estimate	Dollars	Time
	\$200-\$300k for initial startup: Land, processing equipment, facilities, building, equipment, coolers, trucks	Staffing
Possible \$\$	USDA; ARC; EDA; City of Huntington; State of WV; WV Dept. of Ag;	
Current \$\$	None so far	

Action 4.3: Develop sustainable agricultural job training programs to revitalize local economy and support people in need of work		
Why is this important?	Not something people just know anymore; need to train people in new sustainable agriculture methods & techniques. Need to revitalize Appalachian economy.	
Measures of Success	<ul style="list-style-type: none"> • # workshops and programs in sustainable/ organic ag • Farm incubators that teach innovative growing techniques (hay mulch, etc) • # students and job-seekers from schools and job services enrolled in agri-job training based on high-tunnel production & good growing practices • Re-integration of former drug addicts into farming & local food work • Increased employment in ag sector 	
Timeframe for Completion	Moderate (3-5 years)	
Taking the Lead	Coalfield Development Corporation; UFI; Heritage Farm; Perennial Favorites	
Supporting Cast	WVU Extension; WVSU; FFAs; NE SARE; WV Vet to Ag; Workforce WV; Healing Place; KISRA	
Cost Estimate	Estimated Dollars	Current Dollars
	\$35,000 Design and Construction on Cobin Building Repurpose (10,000 SF) \$15,000 Research on High Tunnel Production in The Ohio Valley \$141,525/year Crew Salaries \$29,000/year Salary for Support Staff \$20,000 Payroll and ADP Services \$9,000 High Tunnel at Perennial Favorites \$6,000 rent for land for High Tunnel \$10,000 Start-up Specialty Crop Operations \$9,600 Rent at Corbin Building for micro greens and mushroom production \$10,000 Start-up Micro green and Mushroom Operations \$10,000 Lease at Heritage Farm Small Animal Operations \$15,000 Start up Small Animal Operations	\$35,000 to Art Place to Coalfield for Design and Construction at Corbin Building (10,000 SF) \$15,000 NE SARE to UFI for Research into High Tunnel Production \$9,000 CAN to UFI for High Tunnel Purchase and Construction \$6,000 CAN to UFI for Land Lease for High Tunnel \$65,000 Total

Action 4.3: Develop sustainable agricultural job training programs to revitalize local economy and support people in need of work	
	\$2,500 Travel between demo sites \$15,000 Life Skills and Business Training for Crew members \$327,625 Total
Possible \$\$	USDA; Art Place; Benedum; ARC; Mary Reynolds Babcock; Local Banks; City of Huntington; Cabell County Commission; Wayne County EDA; NE SARE; CAN

Appendix B:

Local Food System Diagrams

Local Food System Diagramming Exercise

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

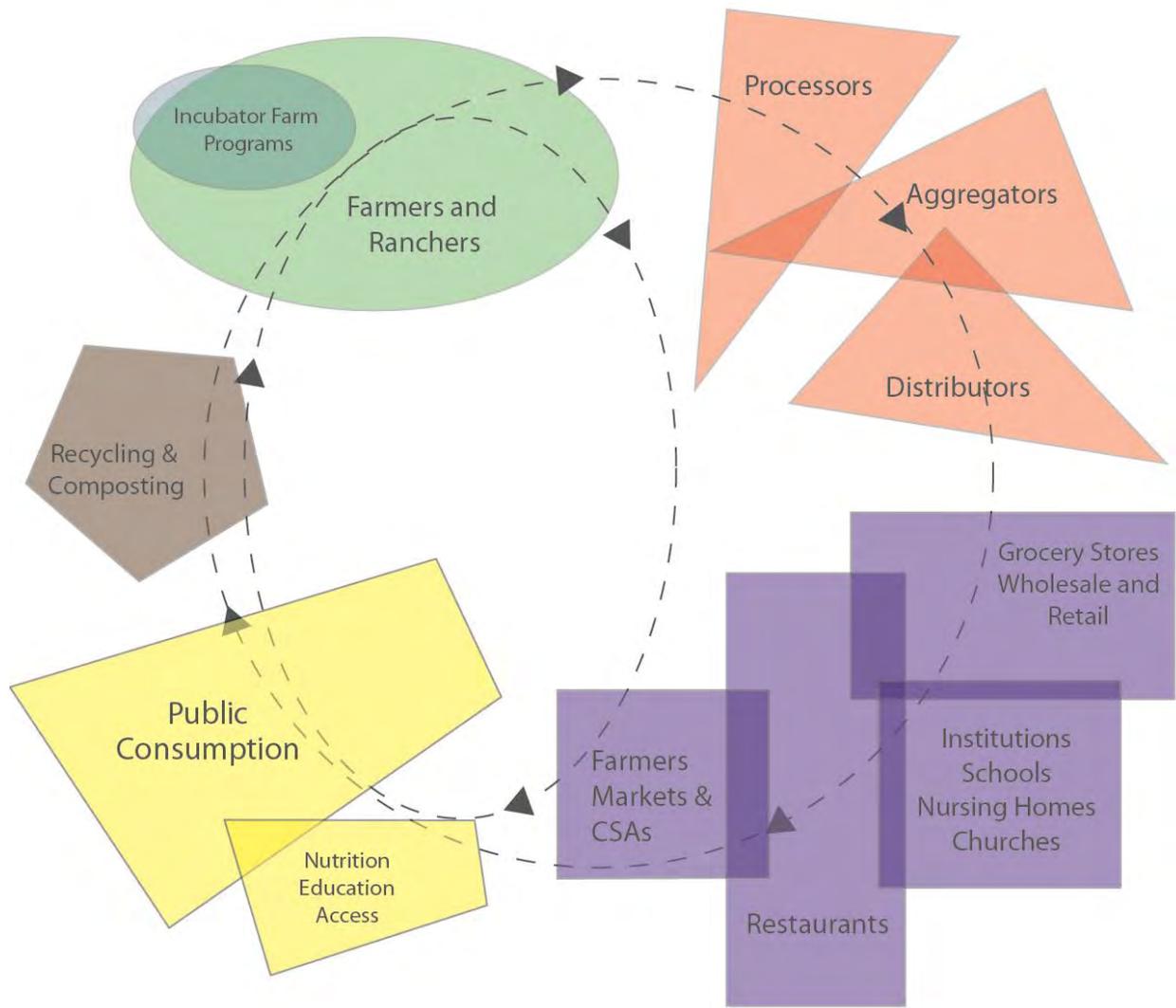


Figure 1 - Local Food System Diagram (Credit: Poesis Inc)

Workshop participants in Huntington were asked to diagram and detail components of their local food system. The components are outlined in the three figures below, along with lines indicating relationships that could be strengthened. In general, black color was used to identify existing assets, red was used to identify needs or gaps, and blue was used to indicate opportunities. Solid lines

drawn were used to highlight existing connections or relationships, dashed lines in general represented where relationships either don't exist or are weak and need strengthening. It should be noted that not every single relationship was diagrammed, as more probably exist between each of the components than would be feasible to represent in the diagram.

The primary purpose of this diagramming exercise was to document the major actors and connections in Huntington and the tri-state local and regional food system. It also served as an effective preamble to the action planning session allowing participants to better understand some elements, gaps and weaknesses before jumping into work on next steps and implementation. There were four working groups, each producing their own diagram. In documenting the results, there was considerable overlap between two of the groups so that they could be merged into one, resulting in three diagrams.

The information on all three are valid, as each, and any combination of one or more can and should be used by stakeholders going forward. All three put at their center some type of emergent food hub, delivery or distribution service as a future need or growth area.



Figure 2 - Images from the workshop exercise

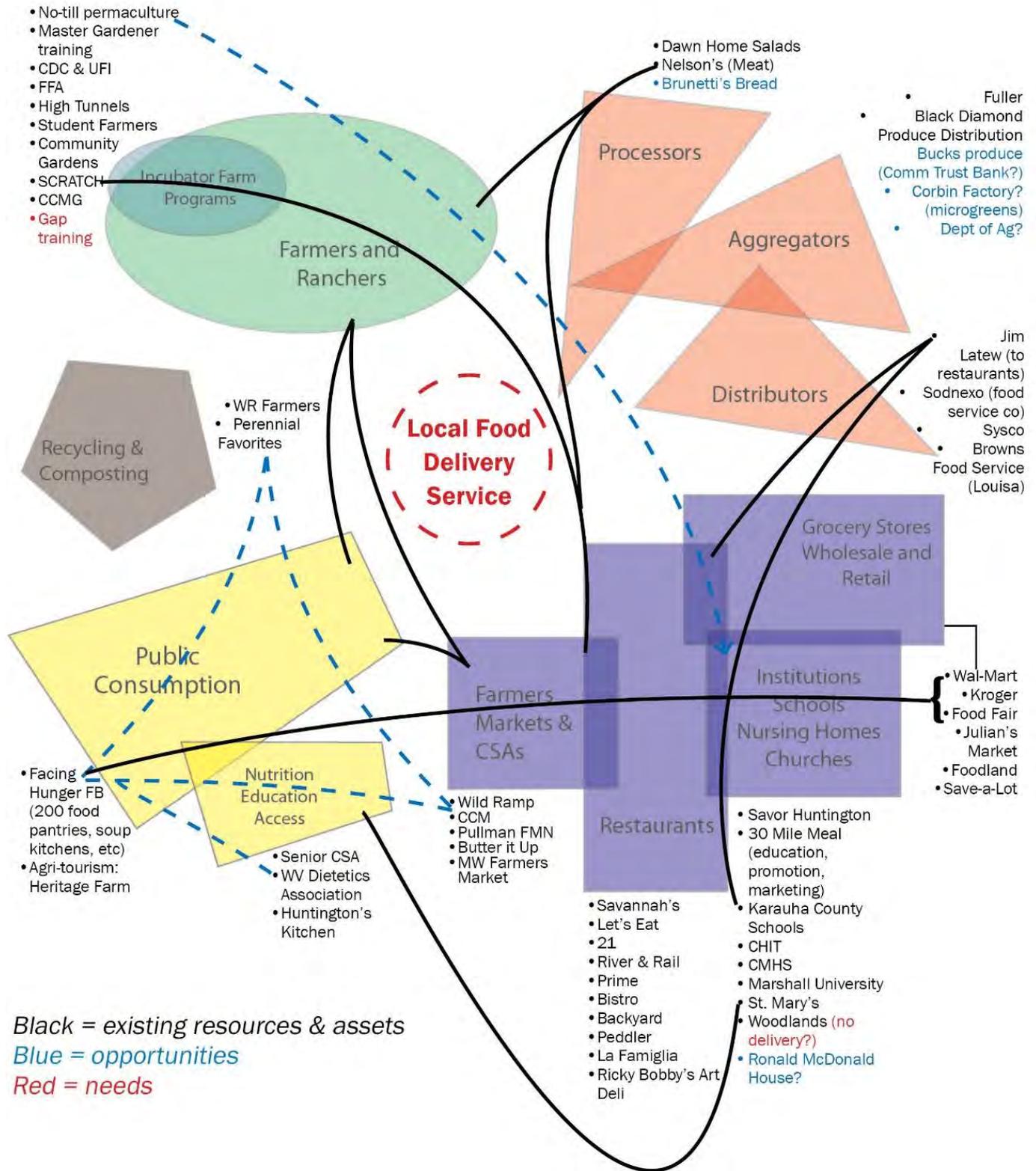


Figure 3 –Huntington's Local/Regional Food System Diagram 1

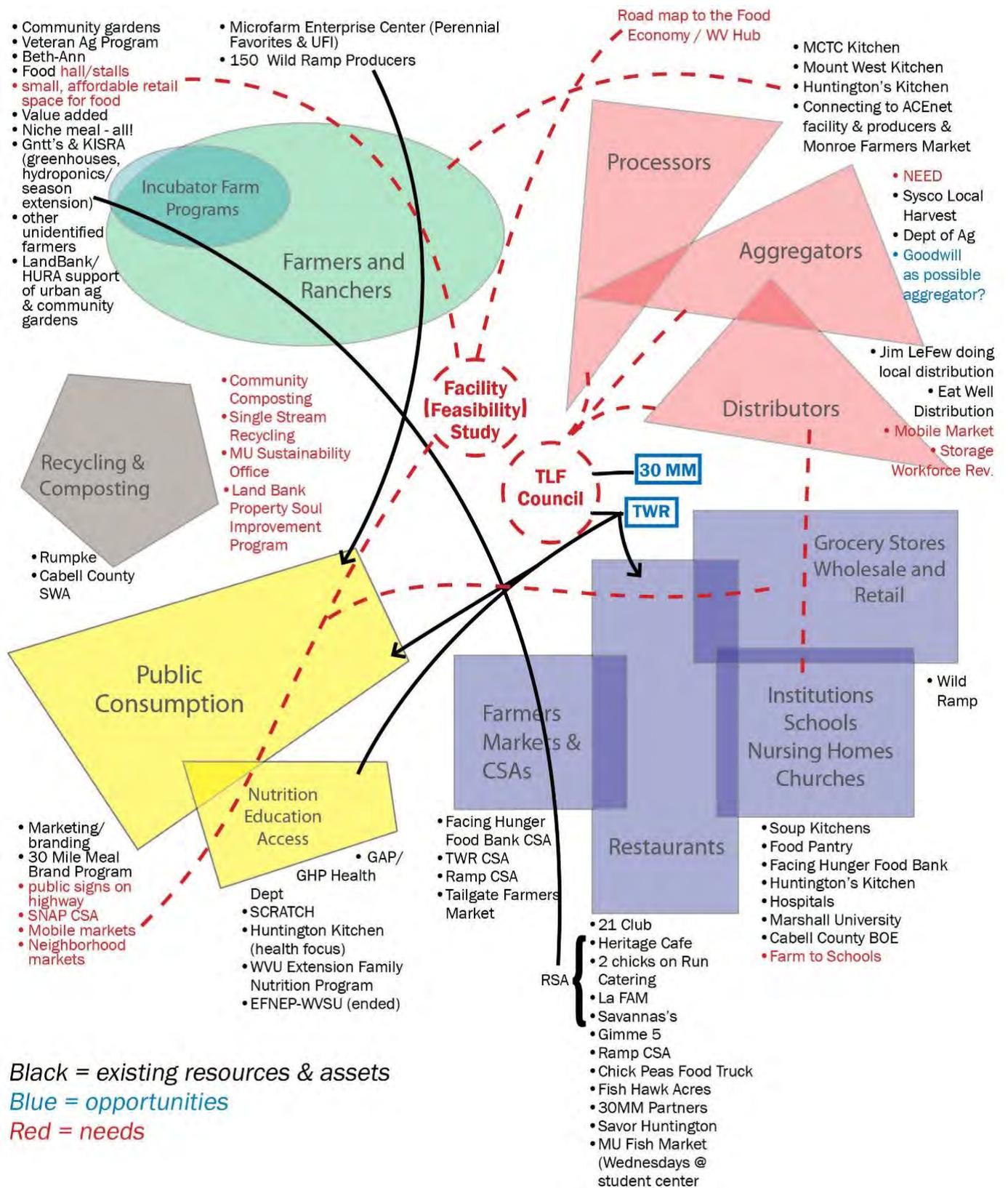


Figure 4 – Huntington's Local/Regional Food System Diagram 2

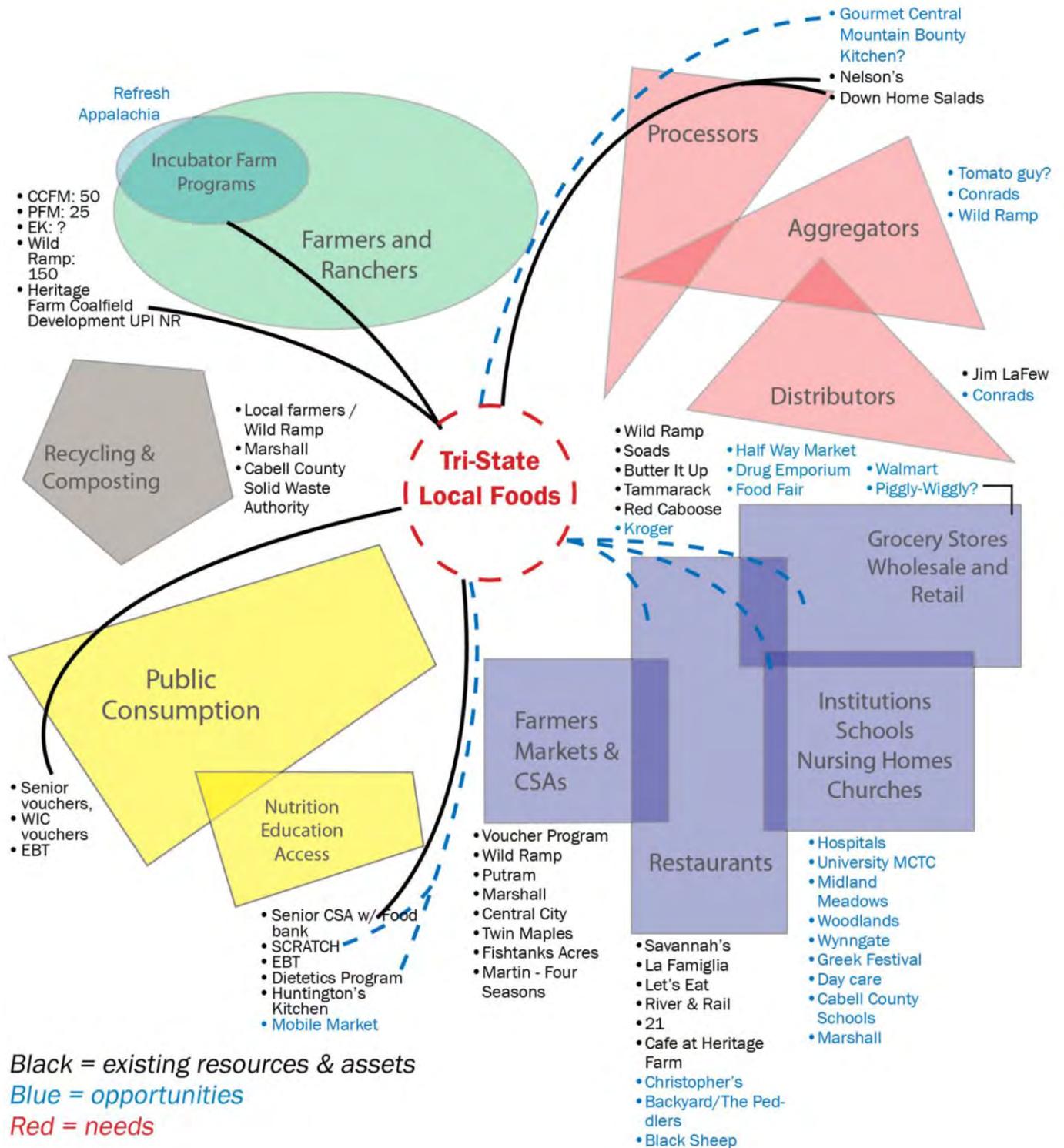


Figure 5- Huntington's Local/Regional Food System Diagram 3

Appendix C:

Invited Stakeholders

Unlimited Future/Huntington Livable Communities Workshops

19-Aug-14 (Note, does not reflect actual attendance but simply categories of people invited by area of interest or expertise.)

FOCUS GROUPS	
General/All-Round	
Unlimited Future	Gail Patton
ACENet	Leslie Schaller
WVFFC	Elizabeth Spellman
City of Huntington	Bryan Chambers/Breanna Shell
WV AIA / Create Huntington	Phoebe Randolph

Linking Rural Communities to City Commerce Centers	
<i>A challenge for all farm to table and like initiatives is moving products from the rural farm to consumer market. The food council would engage state and regional partners and private businesses to investigate the need and scale of a cold packing facility that would be a center for aggregating farm fresh produce. This would enable area farmers to participate in farm to school programs and increase sales to restaurants and institutions.</i>	
WVFFC Aggregation and Distribution Working Group	Elizabeth Spellman
JL Foods (Local Food Distributor in WV)	Jim LaFew
Region 2 Planning & Development	Michele Craig
Center for Business and Economic Research	Eric Pennington
Huntington Regional Chamber of Commerce	Cathy Burns
Blatt's Bee Farm	Gabe Blatt
Cabell County Farm Bureau	Thelma Stickler
Cabell - Huntington CVB	Tyson Compton
The Wild Ramp	Jennine Barilla
30 Mile Meal	Lauren Kemp
Savanna's Restaurant	Ava Bicknell
Savor Huntington	Thomsa McChesney

Sustainable and Natural Land Use	
<p><i>Rural lands in West Virginia are often the focus of extractive industry. The food council will focus on food production. It will also encourage farmers to use natural and organic farming practices to maintain the long term vitality of rural lands. The food council will engage Energy Efficient West Virginia to act as a sponsor of rural renewable energy projects that could include biomass production on agricultural land. The council may also explore the implementation of solar or wind energy to make farm operations more efficient.</i></p>	
MU Sustainability Department	Eve Marcum-Atkinson
City of Huntington	Breanna Shell
OVEC	Dan Taylor
WV Brownfield Assistance Center	Greg Carico
WV Conservation Agency	Mark Buchanon
Cabell County Commission	Tim Keaton
Bridgemont Sustainability Institute	Kelly Jo Drey

Micro-Farm Enterprise Education	
<p><i>As part of the revitalization of the historic “West End” of Huntington, Unlimited Future, Inc. received a Central Appalachian Network grant to fund the development of a high tunnel training facility. The food council would support education for small scale farmers in year-round growing within a high tunnel, as a way to increase their volume of production per year and stabilize their revenue stream. As advocates for urban agriculture development the food council will seek to address issues with urban agriculture policy, ordinances, and entrepreneurship.</i></p>	
Coalfield Development	Brandon Dennison
Heritage Farm and Museum	Audy Perry/ Josh Souder
City of Huntington - Land Bank	Christal Perry
SCRATCH Project	Jenny Totten/Stephanie Conley
WVU Extension	Rich Sherman
Unlimited Future	Lauren Kemp/Gail Patton
Perennial Favorites	Donna Rumbaugh

Improved Access to Nutrition	
<i>The food council looks to address the need in impoverished neighborhoods to improve access to nutritious fruits and vegetables rather than packaged convenience food. The food council will work with food stores in these neighborhoods to increase the fresh food options.</i>	
The Wild Ramp	Shelly Keeney
Cabell County Health Department	Elizabeth Ayers
Marshall Dietetics Department	Kelly Williams OR Jana Hovland
River to Rail Initiative - City of Huntington	Leslie Petteys

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
Hannah	Twaddell	Technical Director, Transportation & Integrated Planning	ICF International	hannah.twaddell@icfi.com
Mike	Callahan	Senior Planner	Renaissance Planning Group	mcallahan@ciesthatwork.com
Melissa	Kramer		U.S. Environmental Protection Agency, Office of Sustainable Communities	Kramer.Melissa@epa.gov

Appendix D:

Presentation Slides

This appendix contains four sets of presentation slides:

1. **Consultant Team Presentation day one**, August 18, 2014. Includes project background, overview, agenda, livability principles and examples from other communities served, food systems basics and definitions, linkages between livability and food systems. (Pages 2-94)
2. **Presentation by Gail Patton**, Background and Wild Ramp story. Local Foods and Livability Workshop, 8/19/14 (Pages 95-115)
3. **Presentation by Breanna Shell**, City planning context. Local Foods and Livability Workshop 8/19/14 (Pages 116-129)
4. **Consultant Team Presentation day two**, August 19, 2014. Includes agenda materials, what we heard, summary of previous night's value and vision exercises, (omitted repeat slides of livability principles), local foods, case study slides, local foods diagramming exercise, goal affirmation and action planning exercise. (Pages 130-195)



LIVABILITY & LOCAL FOODS in APPALACHIA



THIS PRESENTATION WILL COVER

INTRODUCTION

- ① **Introductions**
- ① **The Project**
- ① **Livability:** *A common sense way to plan for a better future*
- ① **Local Foods:** *A vital ingredient in livable communities*
- ① **It's About Your Town!**

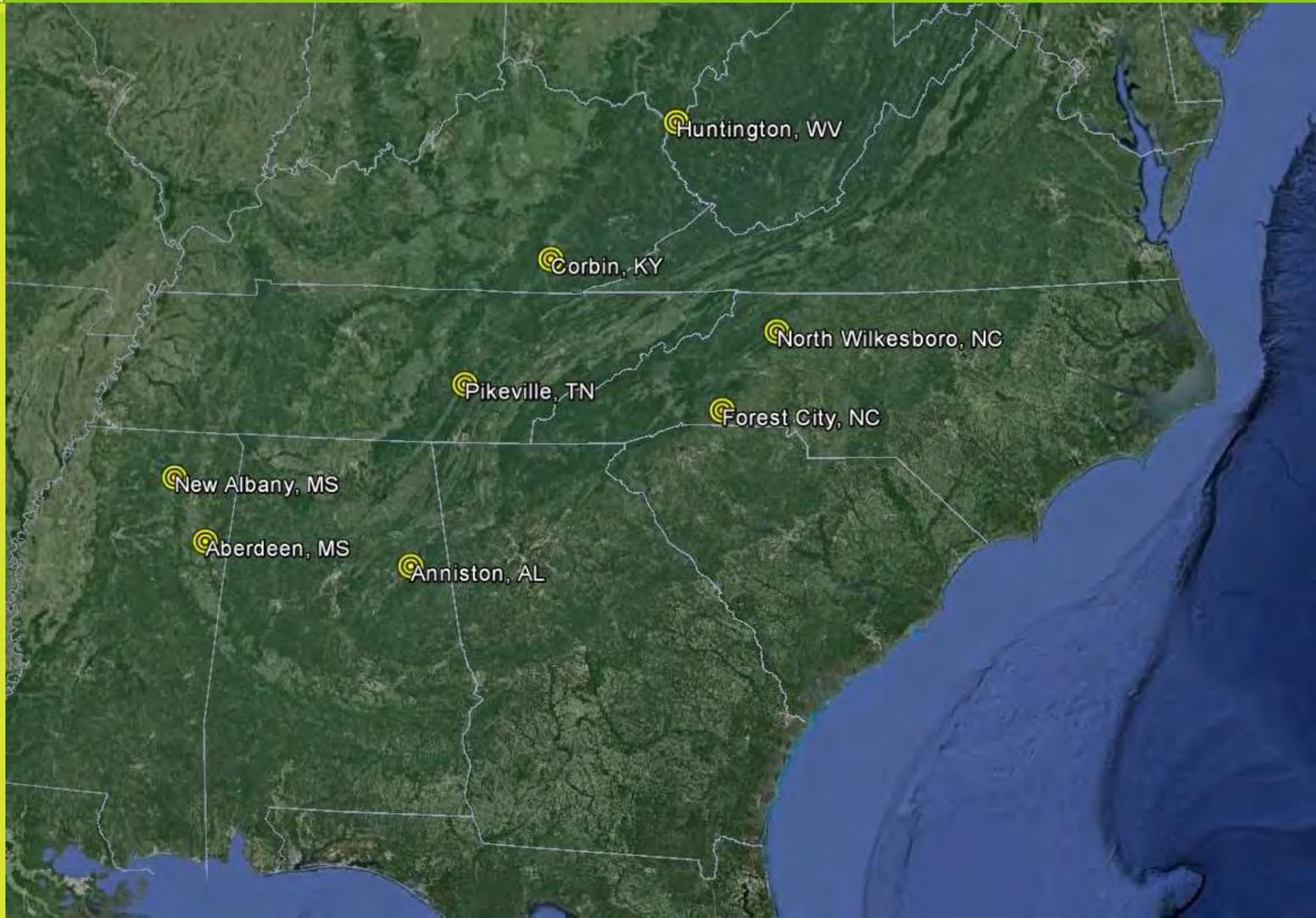
LIVABLE COMMUNITIES IN APPALACHIA

INTRODUCTION

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

2014 APPALACHIAN TOWNS

INTRODUCTION



WORKSHOP AGENDA

INTRODUCTION

☉ Day 1:

- ☉ Community Tour
- ☉ Work Session 1: Vision and Values
Where do we want to be?

☉ Day 2:

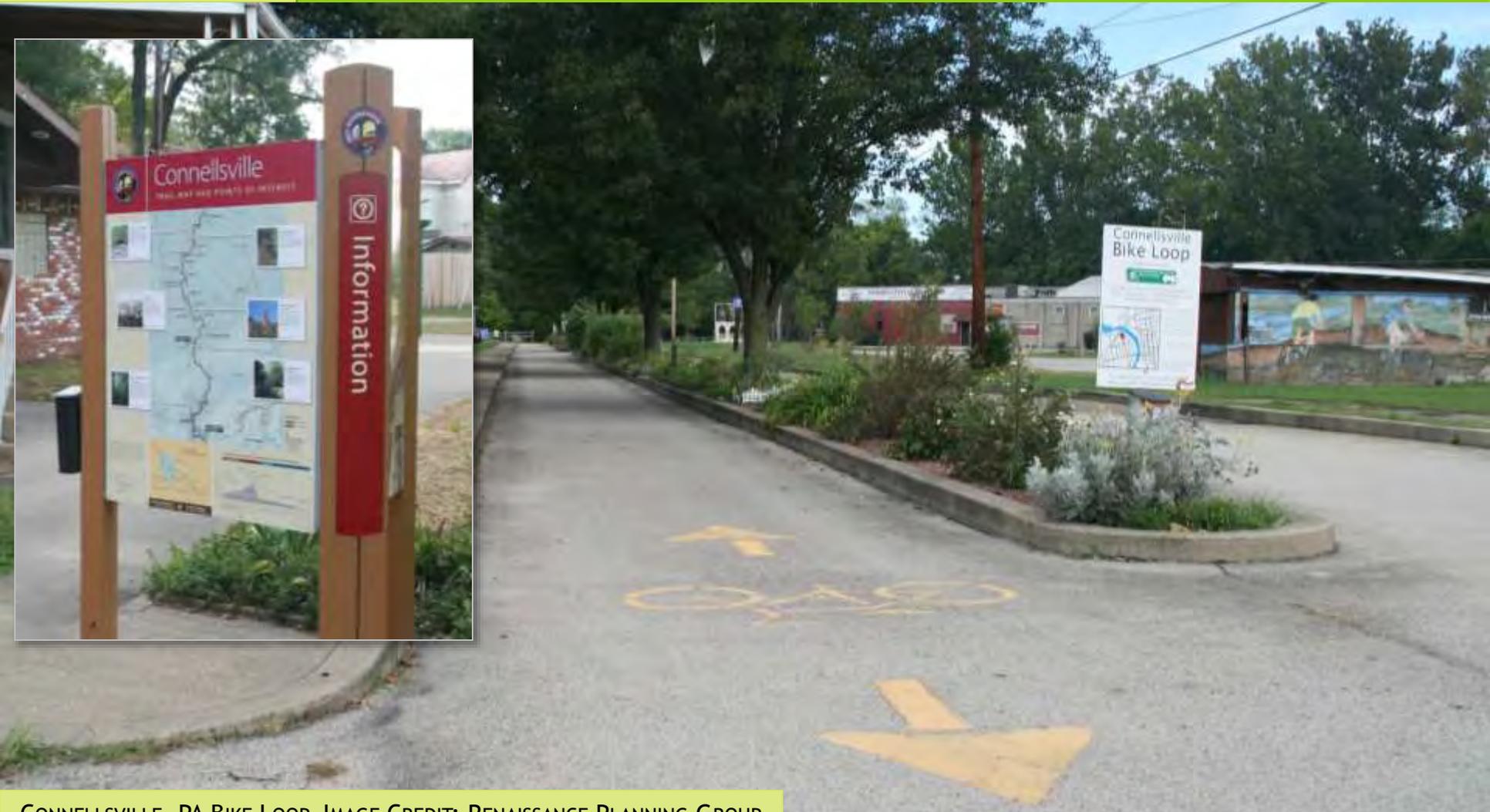
- ☉ Work Session 2: *What needs to happen?*
- ☉ Work Session 3: *How to make it happen.*

Partnership for Sustainable Communities

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

1) Provide More Transportation Choices

LIVABILITY



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

1) *Provide More Transportation Choices*

LIVABILITY



ANNISTON, AL TRANSIT SERVICE. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

2) Promote Equitable and Affordable Housing

LIVABILITY



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

3) *Enhance Economic Competitiveness*

LIVABILITY



NEW ALBANY, MS: NEW LOCAL RETAIL ON THE TANGLEFOOT RAIL TO TRAIL (44 MILES) IMAGE CREDIT: RENAISSANCE PLANNING GROUP

3) *Enhance Economic Competitiveness*

LIVABILITY



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

3) *Enhance Economic Competitiveness*

LIVABILITY



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

4) *Support Existing Communities*

LIVABILITY



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

4) *Support Existing Communities*

LIVABILITY



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

5) *Coordinate & Leverage Federal Policies and Investment*

LIVABILITY



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

5) Coordinate & Leverage Federal Policies and Investment

LIVABILITY



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

6) Value Communities and Neighborhoods

LIVABILITY



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

6) *Value Communities and Neighborhoods*

LIVABILITY



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

CHALLENGES IN APPALACHIA

LIVABILITY

- ⊙ **Economic transitions**
- ⊙ **High poverty rate & low median income**
- ⊙ **Out migration of young adults**
- ⊙ **Aging population**
- ⊙ **Public health**
 - ⊙ High rates of heart disease, cancer, diabetes, and premature death.



OPPORTUNITIES IN APPALACHIA

LIVABILITY

- 
- ◎ **Abundant natural resources**
 - ◎ Fresh water, forests, and energy resources.
 - ◎ **Substantial biodiversity**
 - ◎ 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.
 - ◎ **The People:** An eager and available workforce.

LOCAL FOOD SYSTEMS

FOOD SYSTEMS

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



LOCAL FOOD SYSTEMS

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

LOCAL FOOD SYSTEM

FOOD SYSTEMS

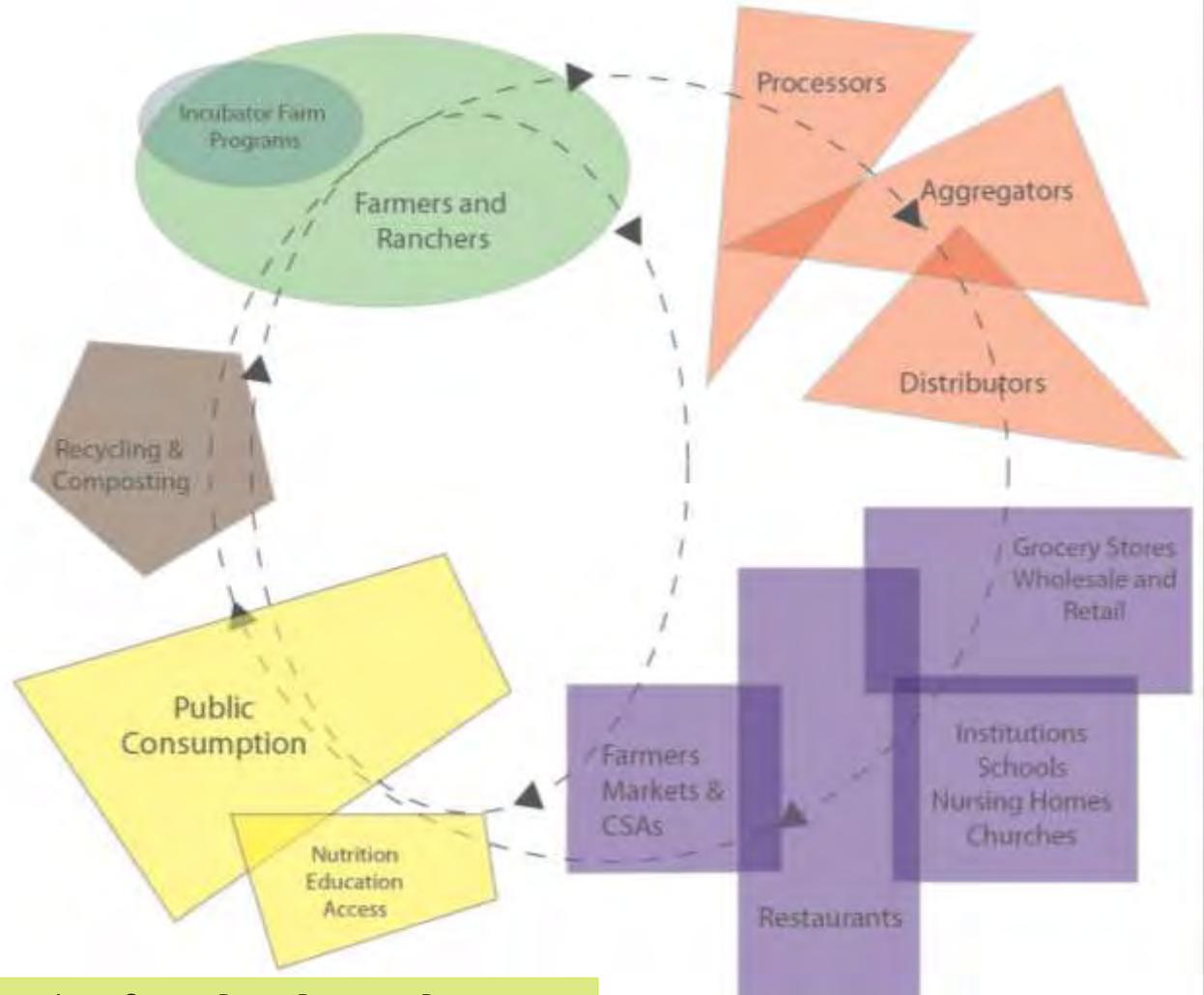
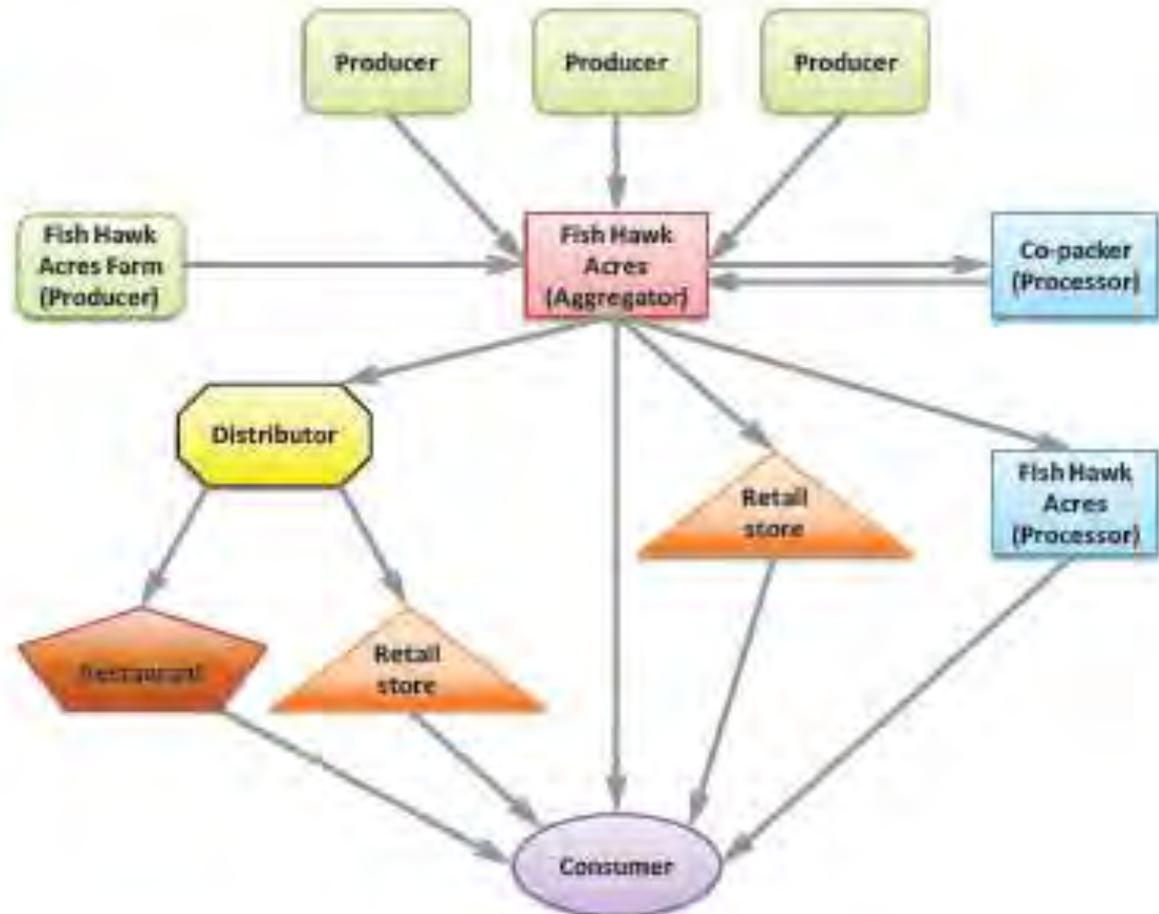


IMAGE CREDITS: POIESIS DESIGN AND PLANNING

LOCAL FOOD SYSTEM

FOOD SYSTEMS

Figure ES-7: Fish Hawk Acres' diverse supply chain



KEY DEFINITIONS

FOOD SYSTEMS

◎ **Local Food**

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

◎ **Community Supported Agriculture**

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

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

KEY DEFINITIONS

◎ **Farmers Market**

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

◎ **Farm to School Programs**

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

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.

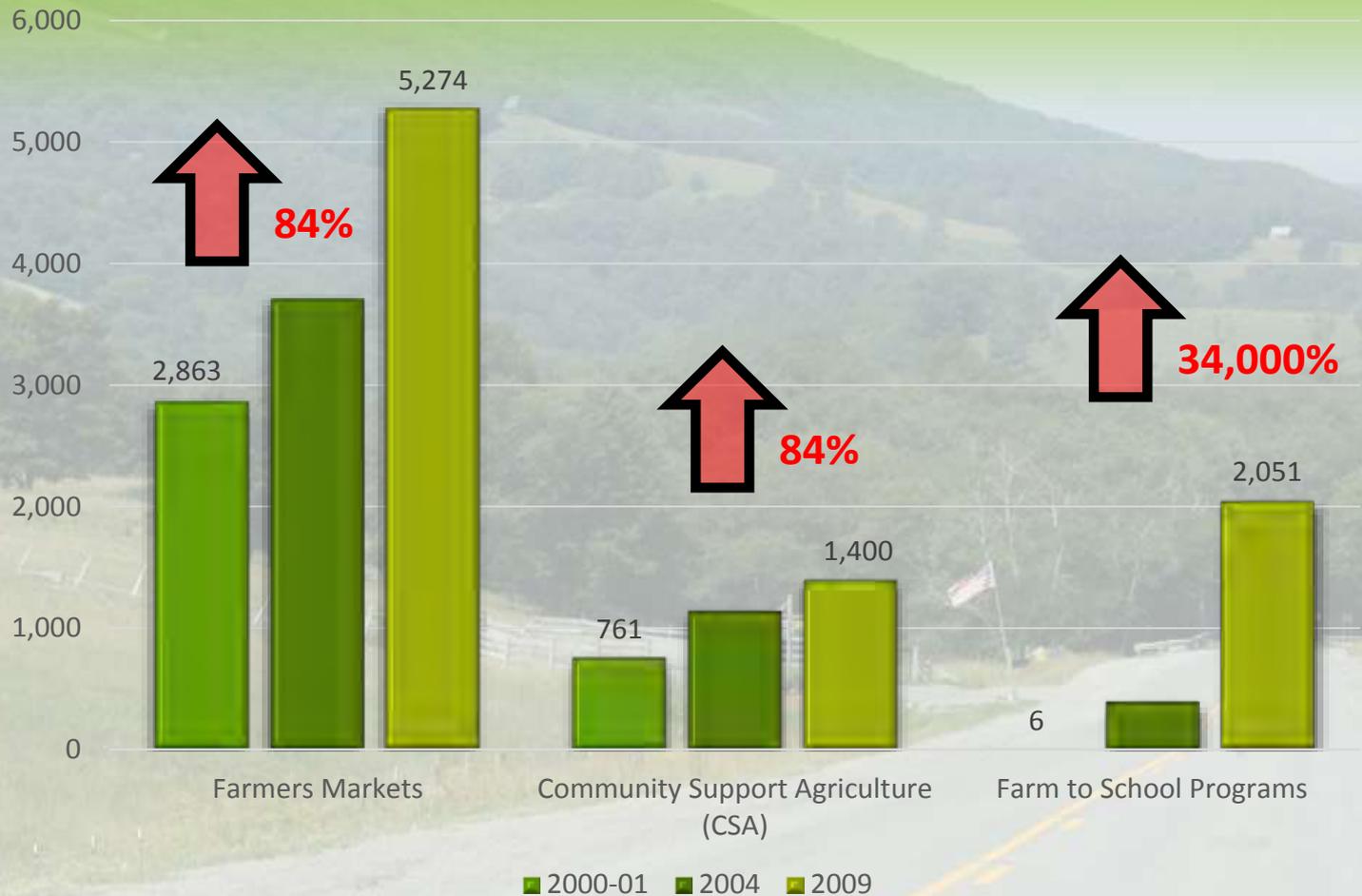
- ◎ Valued added processing
- ◎ Shared use kitchens
- ◎ Food business incubator



IMAGE CREDIT: CHARLOTTESVILLE, VA LOCAL FOOD HUB

LOCAL FOOD SYSTEMS GROWTH

FOOD SYSTEMS



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

LOCAL FOOD SYSTEMS GROWTH

FOOD SYSTEMS

Total U.S. Agricultural Sales (2007)



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

2014 FARM BILL SUMMARY

FOOD SYSTEMS

- ◎ 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 boosted. 

2014 FARM BILL LOCAL FOODS PROGRAMS

FOOD SYSTEMS

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

CONNECTING FOOD SYSTEMS WITH LIVABILITY

LOCAL FOODS



LOCAL FOODS AND LIVABILITY

LOCAL FOODS

- ① **Preserves Viable Working Lands that:**
 - ② Support local jobs.
 - ② Supply healthy and fresh food to local markets.
 - ② Contribute to region's identity.
 - ② Preserve natural and rural landscapes.

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.

Health Indicator	Rutherford County	State of North Carolina
Adults with Diabetes	12.1%	9.6%
Adults with High Blood Pressure	32.1%	30.9%
Adults Eating Fewer than 5 Veggie/Fruit Servings per Day	78.9%	79.4%

LOCAL FOODS AND LIVABILITY

LOCAL FOODS

⊙ Increases Economic Opportunity

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

LOCAL FOODS AND LIVABILITY

LOCAL FOODS

- ◎ **Supports Vibrant Town Centers**
 - ◎ **Feet on the Streets** - When located in town centers, local food hubs and farmers markets can attract people, which adds 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.

CONCLUSION

LOCAL FOODS



THIS I BELIEVE...

EXERCISE

- ◎ This I believe about:
 - ◎ My Community
 - ◎ Local and Healthy Food



OUR COMMUNITY, OUR FOOD, OUR FUTURE

EXERCISE

- ① Divide into groups (ideally with persons you don't know).
- ① As a group, create a news story about an event 20 years from now. Something good has just happened in Huntington. Describe:
 - ① What happened?
 - ① Why is it important?
- ① Develop a **headline** that captures its essence. Write the headlines on index cards.
- ① Report out: Summarize the story and aspirations for the future.

GOAL AFFIRMATION

EXERCISE

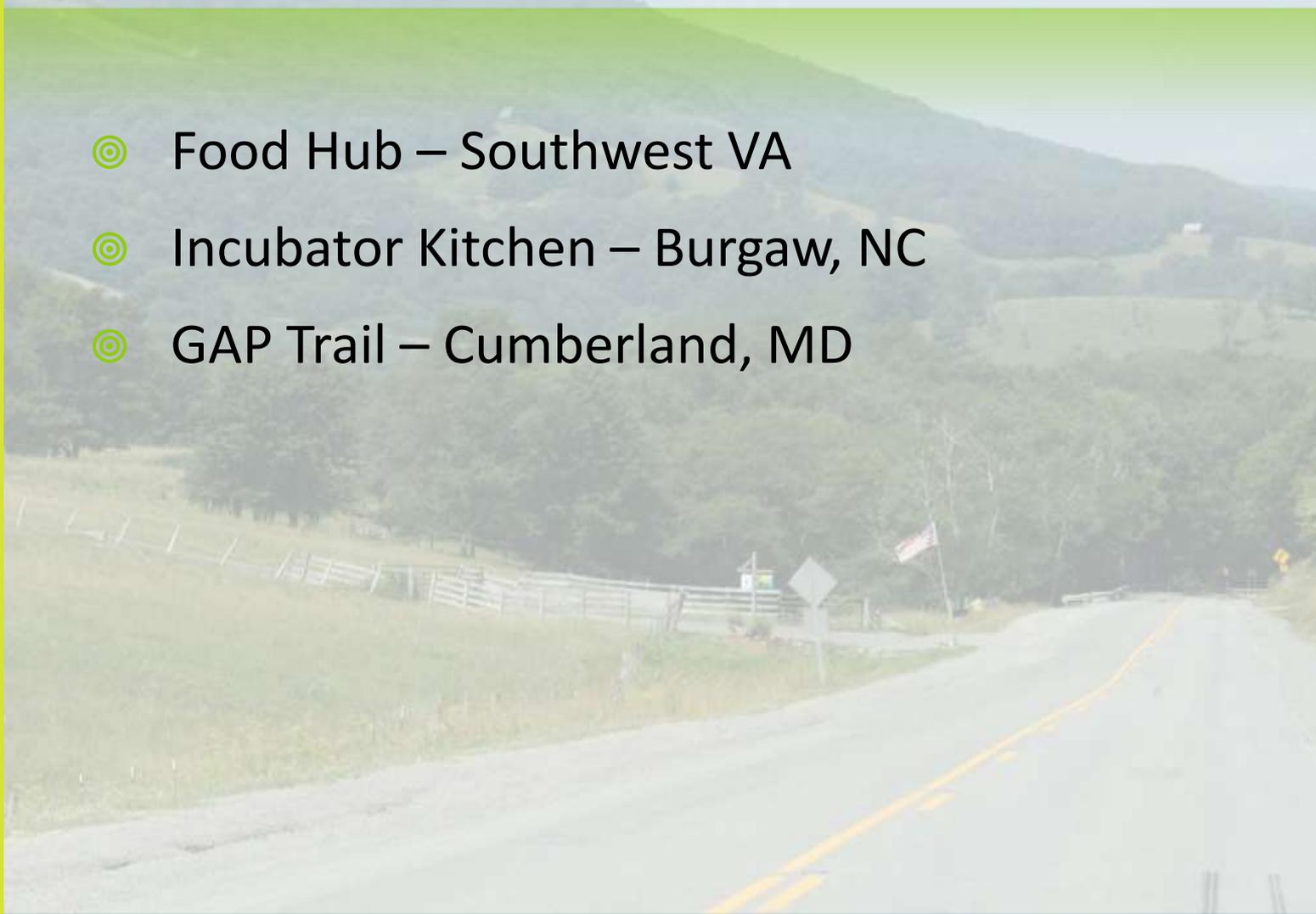
- ③ Organize a Local Foods Council Tri-State Local Foods, Inc., that will serve as a regional policy leader and a connector (*Regional food system*)
- ③ Identify strategies for increasing local foods production and filling gaps that are driven by market demands (*Wild Ramp focused?*)
- ③ Provide entrepreneurial support for valued-added producers that want to launch a food business. (*Unlimited Futures focused?*)
- ③ Position local food systems initiatives to help advance broader community development initiatives and ideas. (*Place making/City focused?*)



CASE STUDIES

CASE STUDIES

- ③ Food Hub – Southwest VA
- ③ Incubator Kitchen – Burgaw, NC
- ③ GAP Trail – Cumberland, MD



APPALACHIAN HARVEST: LOCAL FOODS HUB

CASE STUDIES



APPALACHIAN HARVEST BACKGROUND

CASE STUDIES

- ◎ Tobacco farming in decline in SW Virginia
- ◎ Appalachian Harvest formed in 2000
 - ◎ Local foods hub
 - ◎ Fills a gap between large national distribution models and local models such as farmers markets/roadside stands
 - ◎ Helps tobacco farmers transition to organic vegetables

APPALACHIAN HARVEST OPERATIONS

CASE STUDIES

- ③ 15,000 square foot facility houses local food hub in Duffield, VA (population 91)



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

APPALACHIAN HARVEST OPERATIONS

CASE STUDIES

- Services include aggregation, packaging, distributing, branding, and marketing.



APPALACHIAN HARVEST OPERATIONS

CASE STUDIES

- ◎ Also provide training, technical assistance, and mentoring to growers.



IMAGE CREDIT: BREAD FOR THE WORLD

APPALACHIAN HARVEST OPERATIONS

CASE STUDIES

- Support more than 175 farm jobs plus jobs in processing, distribution, and sales



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

APPALACHIAN HARVEST OUTCOMES

CASE STUDIES

- ③ Sell produce in supermarkets throughout the region under the Appalachian Harvest brand.
- ③ Sell to White's Fresh Food (local 18-store chain) and Food City (a regional 100-store chain in SW Virginia)
- ③ More than \$1 million sales in 2012.

Photo Credit: Bread for the World

APPALACHIAN HARVEST FUNDING

CASE STUDIES

- ⊙ Appalachian Regional Commission
- ⊙ Mary Reynolds Babcock Foundation (throughout the Southeast)
- ⊙ Wallace Genetic Foundation (national)
- ⊙ Farm Aid (national)
- ⊙ Blue Moon Fund (worldwide)
- ⊙ W.K. Kellogg Foundation (national)
- ⊙ Virginia Environmental Endowment (state)
- ⊙ Sustainable Agriculture Research and Education (national)
- ⊙ Virginia Tobacco Indemnification and Community Revitalization Commission
- ⊙ Virginia Department of Agriculture and Consumer Services

APPALACHIAN HARVEST FUNDING

CASE STUDIES

- ◎ **U.S. Department of Agriculture Funding**
 - ◎ Rural Business Enterprise Grants Program
 - Used this USDA-Rural Development program to purchase a delivery truck
 - ◎ Community Food Projects Competitive Grants Program
 - ◎ Farmers Market Promotion Program
 - Supported activities by Appalachian Harvest's larger parent program, Appalachian Sustainable Development

APPALACHIAN HARVEST LESSONS LEARNED

CASE STUDIES

- ① Study the market and have a solid business plan. Don't rely on "if you build it, they will come."
- ① Consistent supply is a bigger challenge than demand. Work closely with suppliers to ensure quality/quantity.
- ① Diversify into value added products that can be sold year round.
- ① Market the "social" aspect of the food. Customers like that it benefits the town and region.
- ① Identify strengths and weaknesses. Partner with organizations that can help overcome the weaknesses.

OTHER FOOD HUB EXAMPLES

CASE STUDIES

Pilot Mountain Pride

- ◎ **Location:** Aggregation Center in Pilot Mount, Market Store in Mount Airy, NC
- ◎ **Size:** 6,000 sq. ft.
- ◎ **Capabilities:** Cold Storage, Packing, Grading, and Aggregation. They also provide training and marketing assistance to farmers.

OTHER FOOD HUB EXAMPLES

CASE STUDIES

Pilot Mountain Pride

- ◎ **Markets:** Downtown (Mt. Airy) market store, online CSA, distribution to Lowes, Ingles, School Districts, and other institutions.
- ◎ **Structure:** Public/Private partnership. PMP is privately held, but was started with financial and technical assistance from foundations, universities, and governmental sources.

BURGAW INCUBATOR KITCHEN (BIK)

CASE STUDIES



IMAGE CREDIT: TOWN OF BURGAW, NC

BIK BACKGROUND

CASE STUDIES

- ③ Burgaw is a town of 4,000 in rural SE North Carolina.
- ③ Region looking to diversify economy, partially in response to concerns about the long-term viability of tobacco.
- ③ Strong and diverse agricultural region with potential for more value-added products.

BIK OPERATIONS

CASE STUDIES

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

BIK OPERATIONS

CASE STUDIES

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

BIK OPERATIONS

CASE STUDIES



IMAGE CREDIT: TOWN OF BURGAW, NC

DEPOT PHOTOS

CASE STUDIES



IMAGE CREDITS: JENNIFER WALKER



DEPOT PHOTOS

CASE STUDIES



IMAGE CREDITS: JENNIFER WALKER

BIK CHALLENGES

CASE STUDIES

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

BIK CHALLENGES

CASE STUDIES

- ③ Low interest by local farmers – They were a key initial target for the incubator kitchen.
- ③ Agriculture and food business are very different and both time intensive.
- ③ Farmers express more interest in co-packing facilities that can process and add value to their produce with less demand on their time and resources.

BIK LESSONS LEARNED

CASE STUDIES

- ① Management – Ideally the kitchen would be run by an on-site manager with knowledge of running a business and food regulations.
- ① Scheduling – Facilities will likely have high demand outside the 9 to 5 business hours.
- ① Layout - Separate and private storage areas are very important for security and safety.
- ① Regulations – Management should be up-to-date on food regulation and new rules.
- ① Realized they really needed a co-packing facility

SOUTH SIDE INNOVATION CENTER

CASE STUDIES



- ⦿ A program of the Whitman School of Management at Syracuse University.
- ⦿ Began in 2006. Includes 4 staff people and a team of advisors.
- ⦿ Center includes a *Test Kitchen*, but when entrepreneurs are ready to start businesses, they partner with Nelson Farms, a small scale food processing center run out of Morrisville State College.

SOUTH SIDE INNOVATION CENTER

CASE STUDIES



- ◎ Nelson Farms' activities include processing/co-packing, product development, distribution, marketing, and sales.
- ◎ They offer consulting to farmers and food businesses, as well as other food system innovators.
- ◎ Their operation is a mix between a co-packer and a shared-use processing facility.

CO-PACKERS



- ⊙ Allows farmers to work with a facility and food processing experts to produce a private label for their farm.
- ⊙ Can include contract packaging, wholesaling, private labels, and other value-added services.
- ⊙ North Carolina examples: D’Vine Foods in Elizabethtown and Quinn Specialty Foods in Dunn,

GAP TRAIL: TRAIL-ORIENTED TOURISM AND DEVELOPMENT

CASE STUDIES



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

GAP TRAIL BACKGROUND

CASE STUDIES

- ◎ 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.

GAP TRAIL BACKGROUND

CASE STUDIES

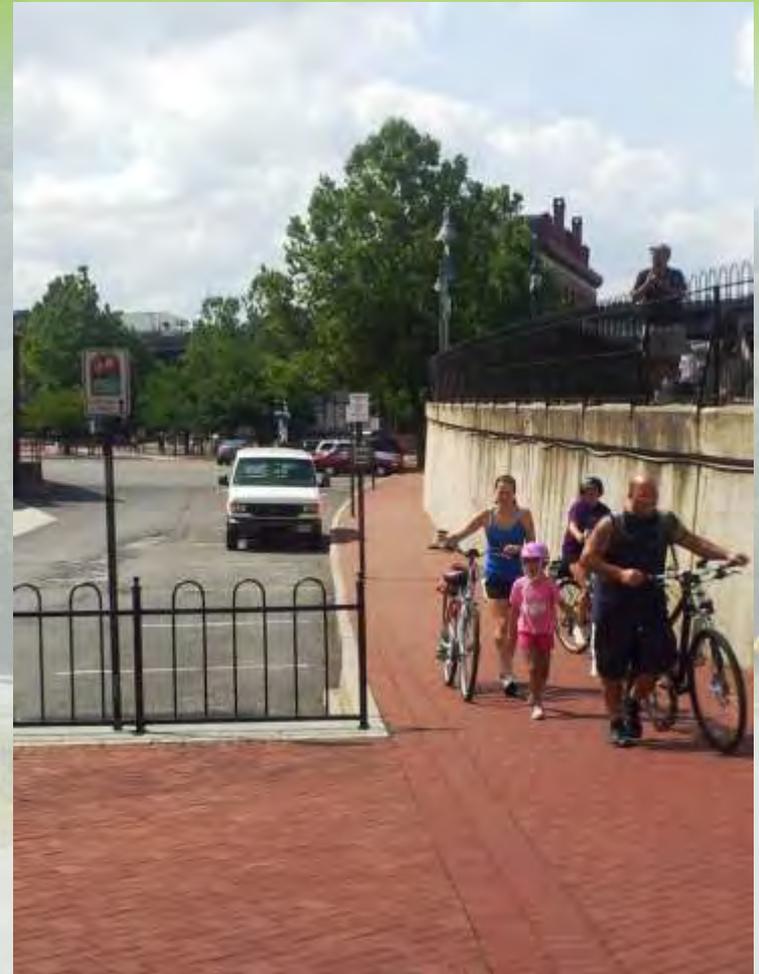


GAP TRAIL PHOTOS

CASE STUDIES



GAP TRAIL IN CONNELLSVILLE, PA; IMAGE CREDIT: RENAISSANCE PLANNING GROUP



COMING OFF THE GAP TRAIL IN CUMBERLAND, MD
IMAGE CREDIT: HANNAH TWADDELL

GAP TRAIL ECONOMIC DEVELOPMENT

CASE STUDIES

- ◎ 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.

GAP TRAIL ECONOMIC DEVELOPMENT

CASE STUDIES

- ◎ 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.

GAP TRAIL PLANNING AND FUNDING

CASE STUDIES

- ◎ 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.

GAP TRAIL PHOTOS

CASE STUDIES



GAP TRAIL IN CUMBERLAND, MD; IMAGE CREDITS: HANNAH TWADDELL

METHODS OF FARMERS MARKET DIVERSIFICATION

CASE STUDIES



- ◎ Partner with Downtown Businesses. (Coupons, vouchers, sales on non-market days, co-marketing events.)
- ◎ Pop-up shops and events.
- ◎ Mobile markets.
- ◎ Restaurant/wholesale sales days or times.

SOUTH SIDE INNOVATION CENTER

CASE STUDIES



- ⦿ A program of the Whitman School of Management at Syracuse University.
- ⦿ Began in 2006. Includes 4 staff people and a team of advisors.
- ⦿ Center includes a *Test Kitchen*, but when entrepreneurs are ready to start businesses, they partner with Nelson Farms, a small scale food processing center run out of Morrisville State College.

CO-PACKERS



- ⊙ Allows farmers to work with a facility and food processing experts to produce a private label for their farm.
- ⊙ Can include contract packaging, wholesaling, private labels, and other value-added services.
- ⊙ North Carolina examples: D’Vine Foods in Elizabethtown and Quinn Specialty Foods in Dunn,

OTHER COMMUNITY OR SHARED KITCHENS

CASE STUDIES

- ③ **Montgomery Community Kitchen (Star, NC)** Opened in Mid-November 2012; Open to farmers who want to produce value-added products for sale
- ③ **Anson Community Kitchen (Wadesboro, NC)** “The kitchen was established by New Ventures Business Development, Inc., in collaboration with South Piedmont Community College. Anson Community Kitchen is approximately 900-square-foot kitchen adjacent to the Ingram Community Room in the Lockhart-Taylor Center. The kitchen equipment is professionally designed to accommodate the needs of caterers/chefs and food entrepreneurs.”

VALUE ADDED PRODUCT CENTERS

CASE STUDIES

- © **Blue Ridge Food Ventures (Asheville, NC)**
<https://www.advantagewest.com/food-and-natural-products>
- © **Piedmont Food and Processing Center (Hillsborough, NC)**
<http://pfap.virb.com/>
- © **The Cookery (Durham, NC)**
<http://www.durhamcookery.com/>

EXPLORING OUR FOOD SYSTEM EXERCISE

EXERCISE

“Food systems aren’t just about food; they are also about people and their relationships.”

🎯 Exercise 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



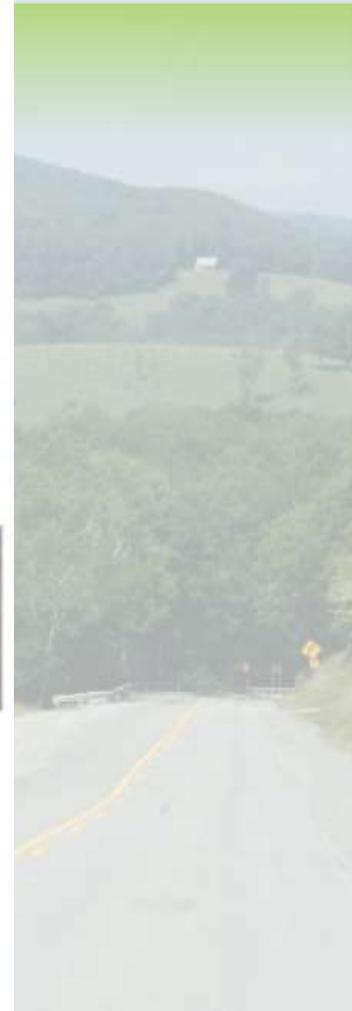
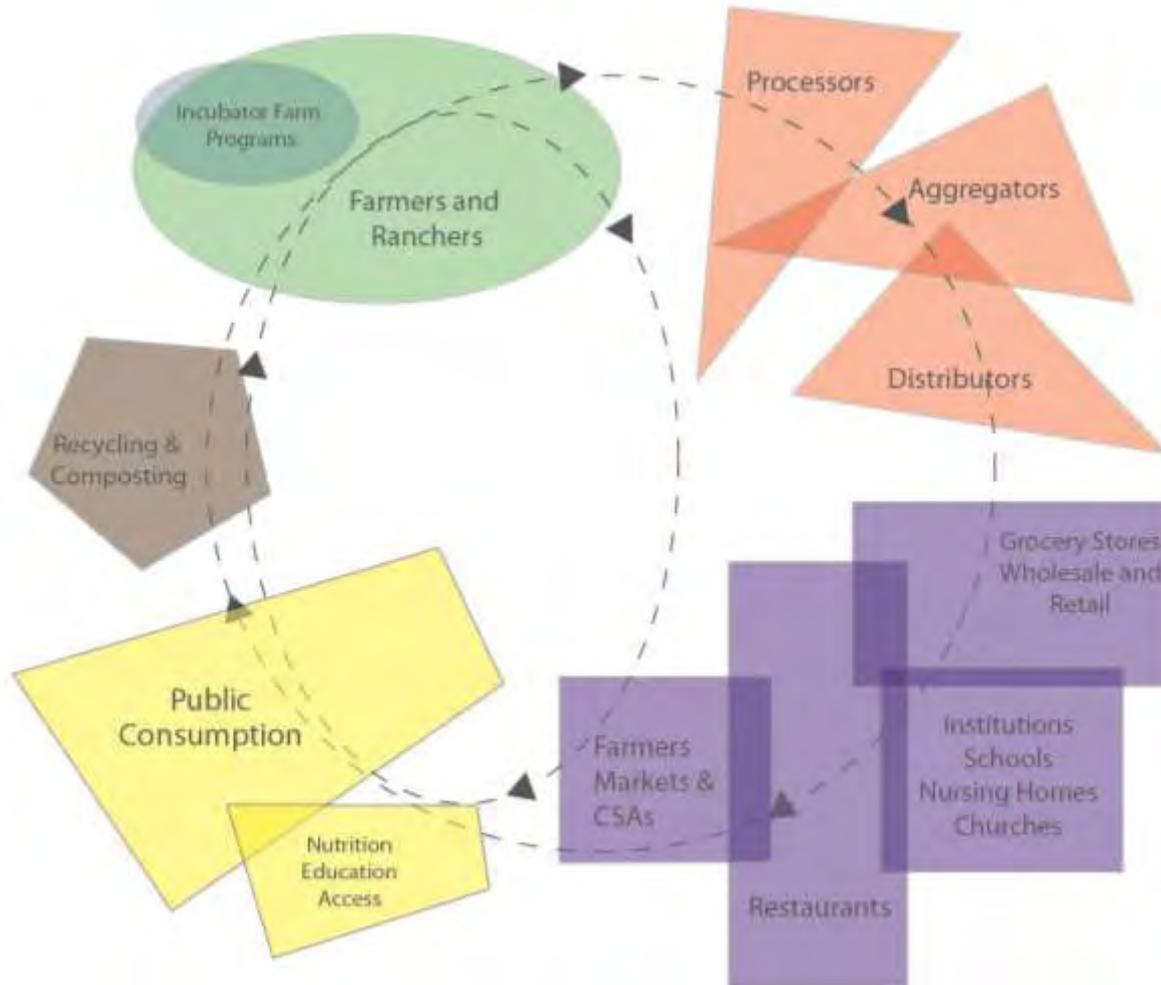
WHAT IS A LOCAL FOOD SYSTEM?

EXERCISE

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

LOCAL FOOD SYSTEM

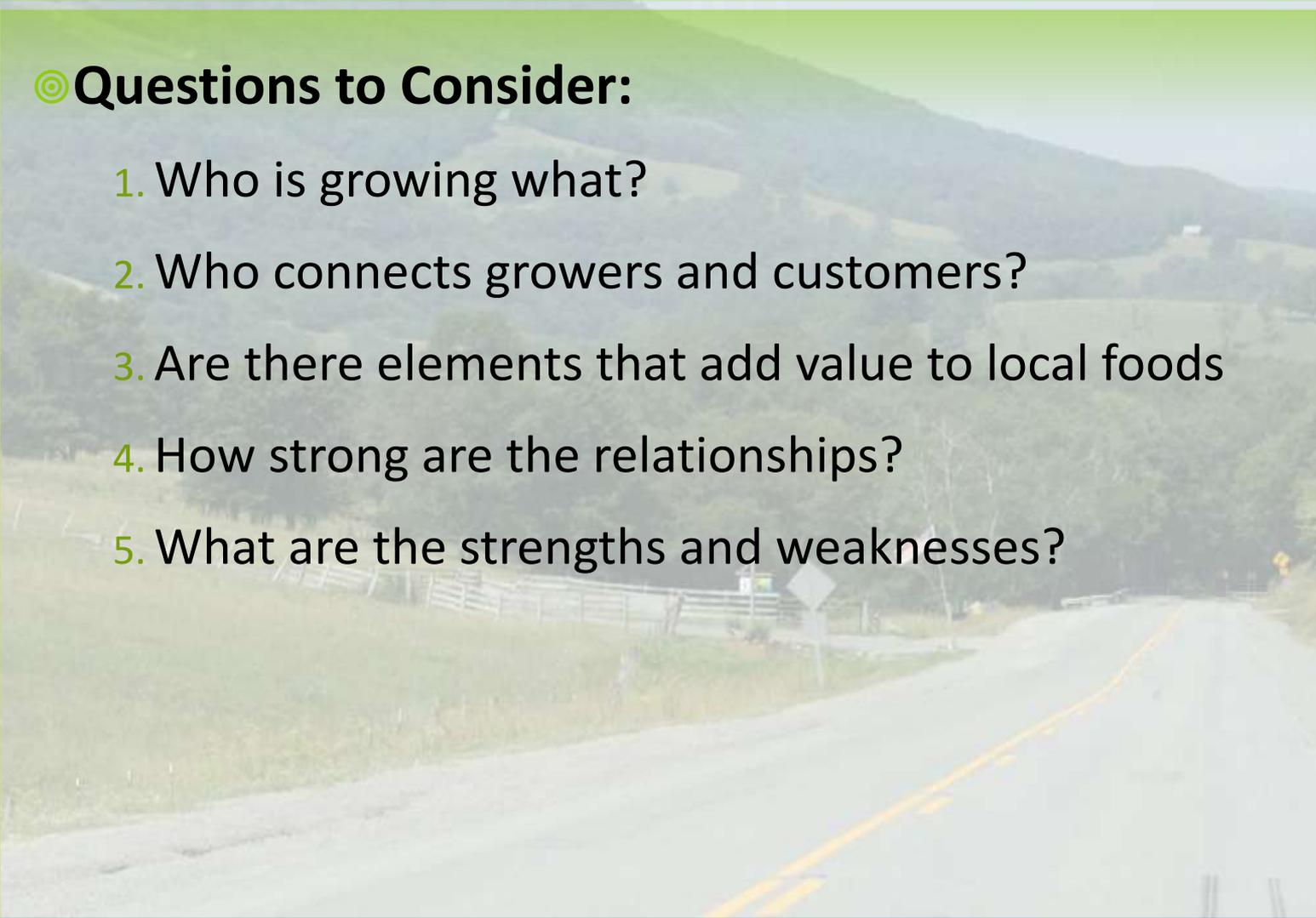
FOOD SYSTEMS



EXPLORING OUR FOOD SYSTEM

EXERCISE

© Questions to Consider:

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

EXPLORING OUR FOOD SYSTEM

EXERCISE

EXERCISE

◎ Steps

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

DIAGRAM EXAMPLE

EXERCISE



ACTION PLAN GOALS

EXERCISE

- ③ Organize a Local Foods Council Tri-State Local Foods, Inc., that will serve as a regional policy leader and a connector
- ③ Identify strategies for increasing local foods production and filling gaps that are driven by market demands.
- ③ Provide entrepreneurial support for valued-added producers that want to launch a food business.
- ③ Position local food systems initiatives to help advance broader community development initiatives and ideas.

BRAINSTORMING EXERCISE

EXERCISE

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

ACTION PLANNING EXERCISE

EXERCISE

- ① Assign each action to a goal area.
- ① Turn the idea into SMART action language.
- ① For each action, describe:
 - ① Time frame.
 - ① Lead role and supporting cast.
 - ① Cost and funding sources.

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



The mission of The Wild Ramp is to operate a year-round community-supported market that provides a viable economic outlet for local food producers while providing consumers access to locally grown agricultural products.

Unlimited Future worked with the community, local farmers and statewide and regional partners to establish the Wild Ramp, which is a year-round indoor farmers' market that is open six days per week. Farmers set their own prices and receive 90% of the sales price.

The market sells food and artisan products from within a 250-mile radius of Huntington. About 95% of what is sold at the market comes from within 50 miles, but some value-added products such as flour come from further away.

The Power of Community

The Wild Ramp began as an idea in January of 2012 and opened its doors on July 12, 2012.

It is truly a community supported market!



Create Huntington Chat 'n Chew

2008, Create Huntington, working with Dr. Vaughn Grisham of Tupelo, MS

Strategic plan

Improve the quality of life in the city

Lots of negative feedback from citizens

Strategic plan was as much about the process as the project

CH built a network that increased social capital.



Jamie Oliver 2009 – Came here to “save the fattest town in the world”

Had flash mob at the Marshall Fountain – The Fountain is a symbol of remembrance to the football team and citizens lost in the tragic 1970 plane crash.

But it is also a symbol of hope for our city as depicted in the documentary “Out of the Ashes” and the movie, “We are Marhsall”

Jamie established Jamie’s Kitchen as a TV studio while he was here. After he left the kitchen was given to EMO and became Huntington’s Kitchen.



EMO formed Huntington's Health Revolution with representation from individuals, community organizations, businesses, the health care industry, churches, media outlets, universities and more.

90 Day challenge

Healthy Day in Huntington – 2012

There is also a Healthy Huntington organization that was started by a local doctor that sponsors healthy events.



PATH to the Cure.

he Paul Ambrose Trail for Health (PATH)

Growing bicycle and pedestrian trail system providing free, healthy recreational opportunities for the City of Huntington and surrounding areas.

Through grants, fundraising, sponsorships and individual contributions, over \$2.5 million has been raised to support the construction and maintenance of the PATH.

Huntington has so many walks and runs now that it is nicknamed "Runntington".



Unlimited Future

Tri-State Farm and Food Conferences – Fall Fest

Apple Bake-Off

More and more working with food entrepreneurs

Incubated The Wild Ramp



Athens Farmers' Market in WINTER!

ACENet – Leader, Mentor, Innovator

Visit in 2008 – Regional Flavor

30 Mile Meal Partner



Road Map to he Food Economy

Conference Jan 2014

Many Statewide Partners divided into five working groups

WVFFC has been a valuable asset and resource for TWR



WV Small Farms Conference
Winter Blues Market



Anthony Flaccavento – March 2012
Capstone Project
Over 45 producers
Interest survey for year-round local foods market



Food Business Workshop

WVDA and Extension

All day workshop

Free of charge to farmers

Just the start of a great partnership!



Community Meeting June 12, 2012

Explaining the market concept

Answering questions

Signing up volunteers and Friends



4,305 people say this post.

Page hadn't been up for a month yet.



This is the first work day to help demo the market space. Dozens of people came over the next few weeks to help with renovations.

One Saturday there were 15 volunteers, two contractors and an architect working on the shop. They logged over 112 hours.

As of June 2012

Volunteers had logged over 1,000 hours of labor on this project

Over \$25,000 was invested in the project including cash, volunteer labor, professional services, materials and equipment.

Fifteen producers were signed up and eager to get their products on the shelf.



The market late summer 2012. Just getting our feet wet.

Over the next year and a half, we held cooking classes, contests, special events (we even brought a cow to Heritage Station) and producer education workshops.

We had several “help a farmer days”.

We had an in-market CSA that was made possible by five volunteers spending their summer Sundays filling bags.

I can't tell it all!

We outgrew our little space. We needed more space and better access for loading/unloading and handicap access.



The City of Huntington and WV Dept of Ag approached us about moving to the Central City Market building in the winter of 2014. We were not sure we were ready for such a huge undertaking.

The City began it's River to Rail Initiative in the spring of 2013. As part of that initiative, there was an RFP for an entity to take over the management of the CCM building. We were chosen.

As part of the contract, we have free rent on a 2500 SF building and \$43,000 per year for the next five years from the City and the Dept of Ag. It was a huge amount of work and a huge risk!

Even though we were in better financial shape and were able to pay for the renovations, much of the physical work had to be done by volunteers and staff. We were both running a market and preparing a new space.



West Virginia - 78 Farmers



Ohio - 32 Farmers



Kentucky - 24 Farmers





The Wild Ramp has contributed over \$600,000 to the local economy to date.

We opened a market in 2012 that was very successful.

We opened another market in May of 2014 that is showing promise of being even more successful!

(point out July sales)

Local Partners within a 50 mile radius

SCRATCH Program	Huntington	WV
City of Huntington	Huntington	WV
Facing Hunger Foodbank	Huntington	WV
30 Mile Meal Huntington	Huntington	WV
Huntington's Kitchen (an outreach of Cabell Huntington Hospital)	Huntington	WV
Marshall University Community Federal Work Study	Huntington	WV
Marshall University Sustainability Department	Huntington	WV
Region II Planning and Development	Huntington	WV
Central City Farmers' Market	Huntington	WV
Create Huntington	Huntington	WV
Entrepreneurs' Café	Huntington	WV
Unlimited Future, Inc.	Huntington	WV
River to Rail Steering Committee	Huntington	WV
Convention and Visitors Bureau	Huntington	WV
Heritage Farm and Museum	Huntington	WV
Cabell County Master Gardeners	Huntington	WV
Broken Coffee Mug	Huntington	WV
Mountwest Community and Technical College	Huntington	WV
Savor Huntington	Huntington	WV
Huntington Regional Chamber of Commerce	Huntington	WV
United Way of the River Cities	Huntington	WV
Huntington: Be Small. Live Large.	Huntington	WV
BBBT	Huntington	WV
Chase	Huntington	WV
First Sentry Bank	Huntington	WV
Creative Kitchen	Huntington	WV
Marshall University Dietetics Department	Huntington	WV
Putnam Farm Market	Ona	WV
Cabell County Farm Bureau	Ona	WV
Coalfield Development Corporation	Wayne	WV



Regional Partners beyond a 50 mile radius

Mountain Association for Community and Economic Development (MACED) Series	KY
Central Appalachian Network (Rural Support Partners)	Asheville NC
Appalachian Center for Economic Networks	Athens OH
Real Food, Real Local, Institute	Athens OH
Ohio University Cooperative Development Center	Paris OH
Local Roots	Wooster OH
Sequestering Carbon, Accelerating Local Economies (SCALE)	Arlington VA
NE Sustainable Agriculture Research and Education (SARE)	Burlington VT
WV Farmers Market Association	Charleston WV
WVU Extension	Charleston WV
WV Department of Agriculture	Charleston WV
Change the Future WV	Charleston WV
Bon Appetit Appalachia-ARC State Tourism	Charleston WV
Center for Economic Options	Charleston WV
Sustainable Agriculture Education (SAGE)	Charleston WV
KISRA	Charleston WV
West Virginia Development Office	Charleston WV
WV Community Development HUB	Clerksburg WV
Bridgmont Community and Technical College	Montgomery WV
WVU Small Farms Center	Morgantown WV
WVU Extension	Morgantown WV
USDA Rural Development	Morgantown WV
WV Food and Farm Coalition	Oak Hill WV
Aggregation and Distribution Working Group	Oak Hill WV
Heart and Hand Market	Phillipi WV



Opportunities to incorporate the local food economy



Goals



What's happening?
(Catalytic changes)

How does the local food
movement play in?

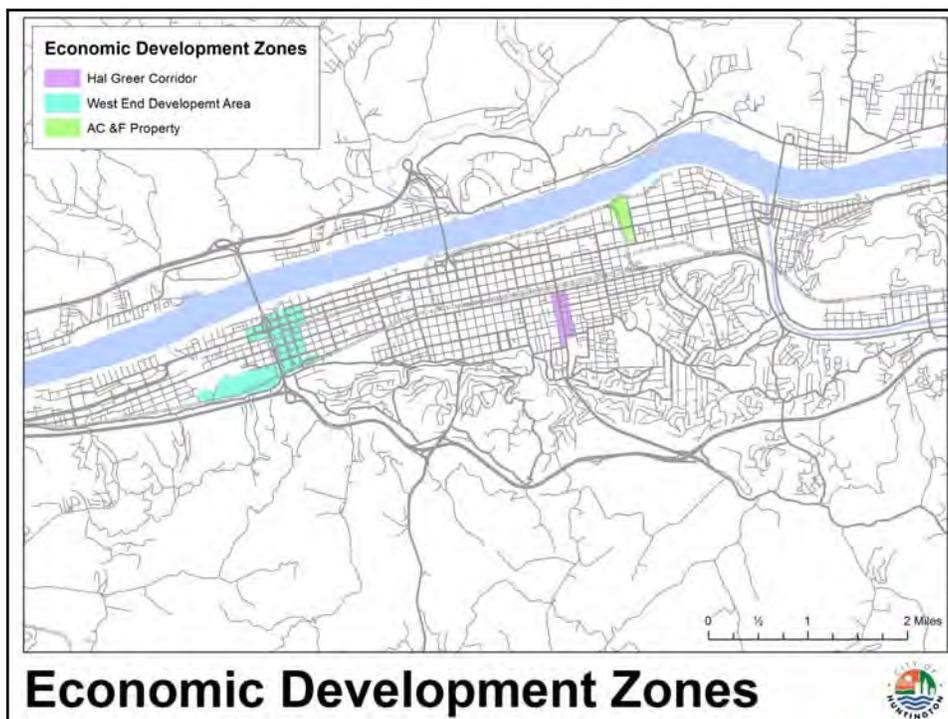
**Position local food
systems initiatives to help
advance broader
community development
initiatives**

Ongoing Plans & Efforts

- Plan2025: The Future of Huntington
Comprehensive Plan (City of Huntington)
- Fairfield Redevelopment Plan
(Huntington Urban Renewal Authority)
- Huntington Water Quality Board
(City of Huntington)
- River to Rail Initiative
- Smart Growth America Technical Assistance

Plan2025: the Future of Huntington





Downtown Huntington



Historic Downtown



Developing Downtown







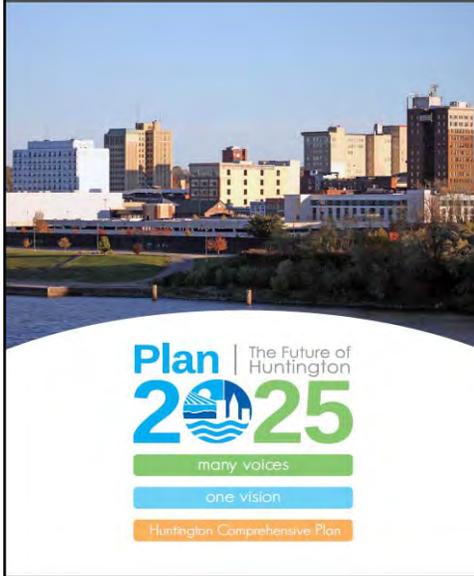
Reinvesting in our neighborhood centers



Opportunities for redevelopment of former industrial property



Themes



- Reduce vacancy
- Prioritize development in existing commercial centers
- Commercial to serve residential needs
- Hospital/Campus neighborhood relationships

Quality of Life



- Sustainability
Support the creation of a local and regional food economy plan
- Transportation
- Low Impact Development
- Quality Housing
- Arts

Fairfield Redevelopment Plan



- Active Neighborhood
- Major gateway with a lot of amenities
- Cabell Huntington Hospital, Byrd Clinical Center, AD Lewis Center, Unlimited Future
- Northcott Court
- Commercial property

Huntington Water Quality Board



U.S.E.O.-Hunt. W. Va.
Jan. 25, 1937
Huntington, W. Va.
12 Ave. & 11th St.
looking west

River to Rail Initiative



Assets:

- Renovation of the Central City Market, The Wild Ramp
- Antique (Art) District
- AIA Liveable Communities Initiative
- Local food council work (ARC/EPA/USDA-RD),
- Large underutilized industrial properties

Corbin Factory



Smart Growth America

- Old Main Corridor
- Hal Greer Boulevard
- 14th Street West



Conclusion

What's happened?

- Resources
- Plans
- Vision

What's happening?

- Current developments - lots!
- Implementation of Plans

What's going to happen?

How does the local food economy fit into these existing initiatives?



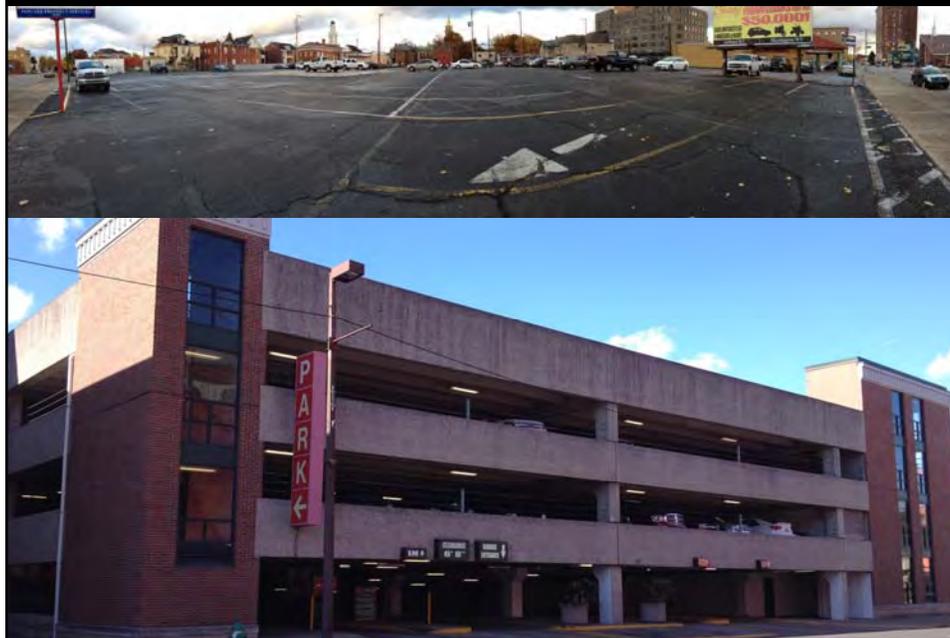
Future Huntington



Downtown Huntington



Parking Downtown







LIVABILITY & LOCAL FOODS in APPALACHIA



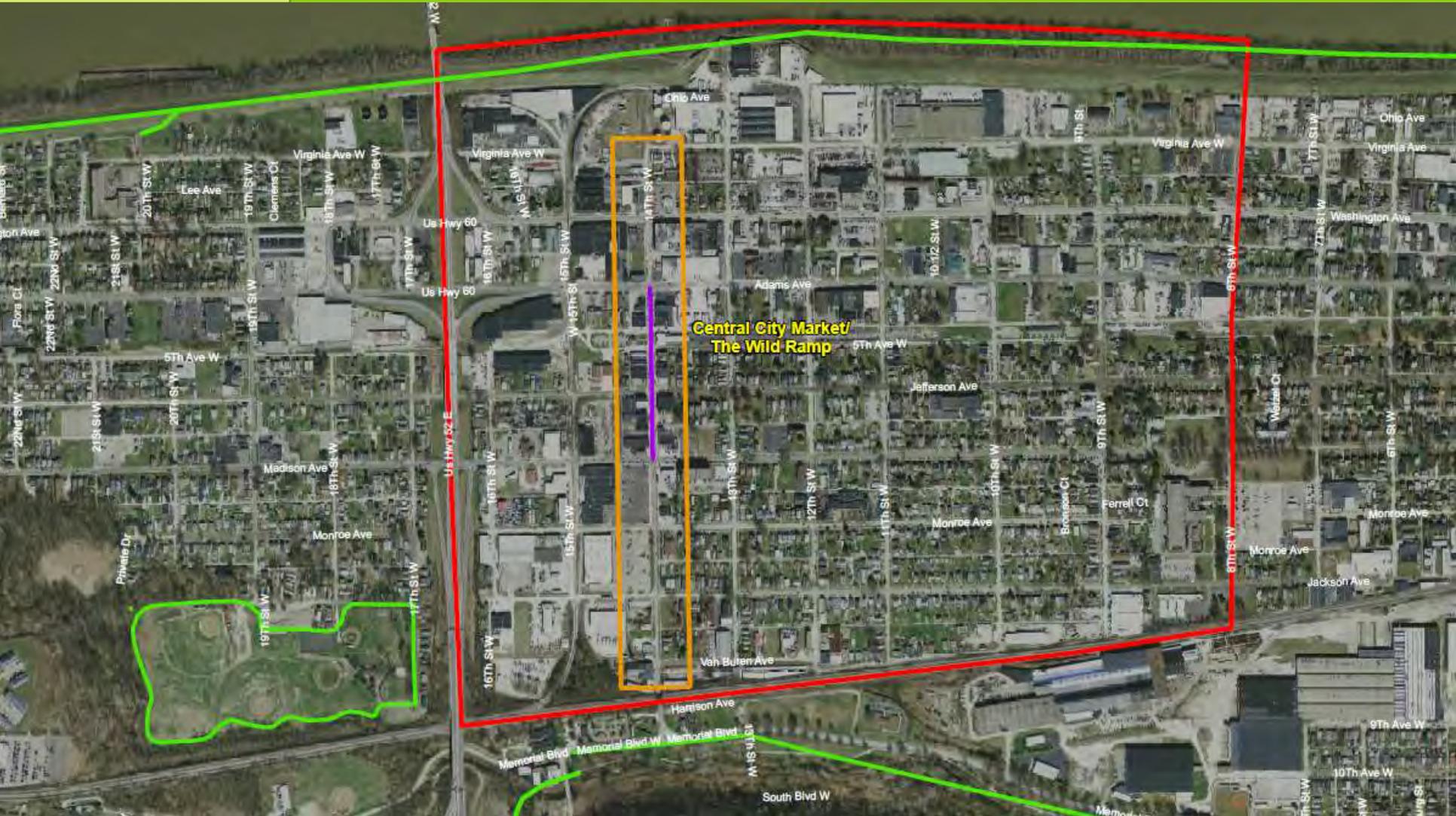
WORKSHOP AGENDA

INTRODUCTION

- ⦿ Work Session am: *What needs to happen?*
 - *Intros and presentations*
 - *Food System Diagram*
 - *Action Brainstorming*
- ⦿ Work Session pm: *How to make it happen.*
 - *Action Matrix completion*
 - *Commitments, next steps*

VALUES, VISION: WHAT WE HEARD

THEMES



LOCAL FOOD SYSTEMS

FOOD SYSTEMS

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

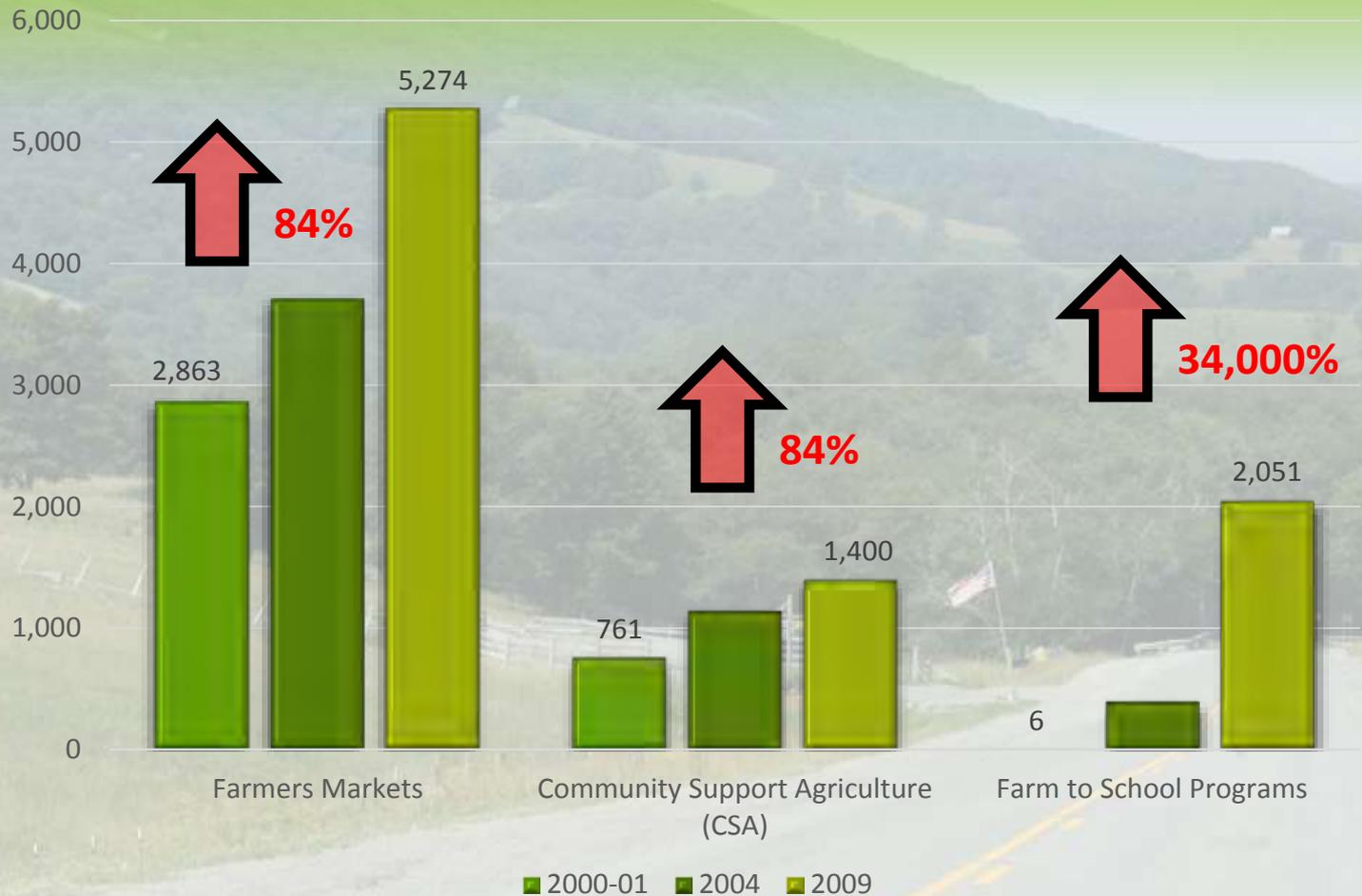


LOCAL FOOD SYSTEMS

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

LOCAL FOOD SYSTEMS GROWTH

FOOD SYSTEMS

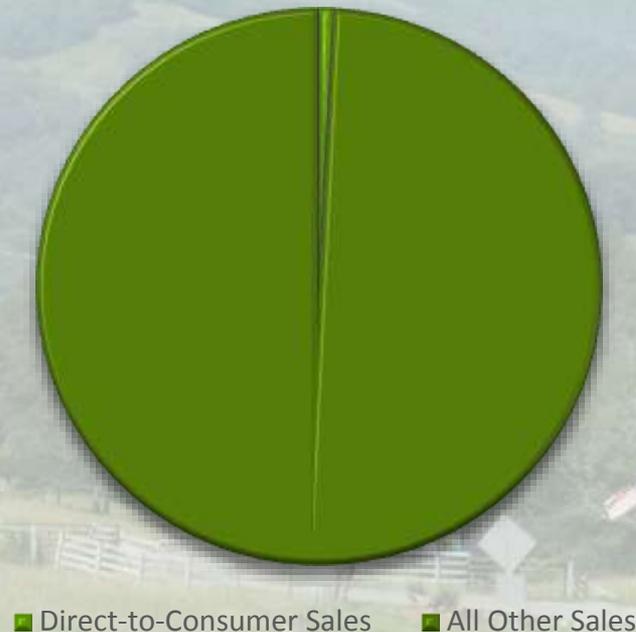


Source: USDA ERS. *Local Food Systems: Concepts, Impacts, and Issues*. May 2010.

LOCAL FOOD SYSTEMS GROWTH

FOOD SYSTEMS

Total U.S. Agricultural Sales (2007)



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

2014 FARM BILL SUMMARY

FOOD SYSTEMS

- ◎ 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 boosted. 

2014 FARM BILL LOCAL FOODS PROGRAMS

FOOD SYSTEMS

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

CONNECTING FOOD SYSTEMS WITH LIVABILITY

LOCAL FOODS



LOCAL FOODS AND LIVABILITY

LOCAL FOODS

- ◎ **Preserves Viable Working Lands that:**
 - ◎ Support local jobs and keeps dollars local (Wild Ramp, 500K in 2 years)
 - ◎ Supply healthy and fresh food to local markets.
 - ◎ Contribute to region's identity.
 - ◎ Preserve natural and rural landscapes.

Huntington Presentation

Bre Shell

LIVABILITY

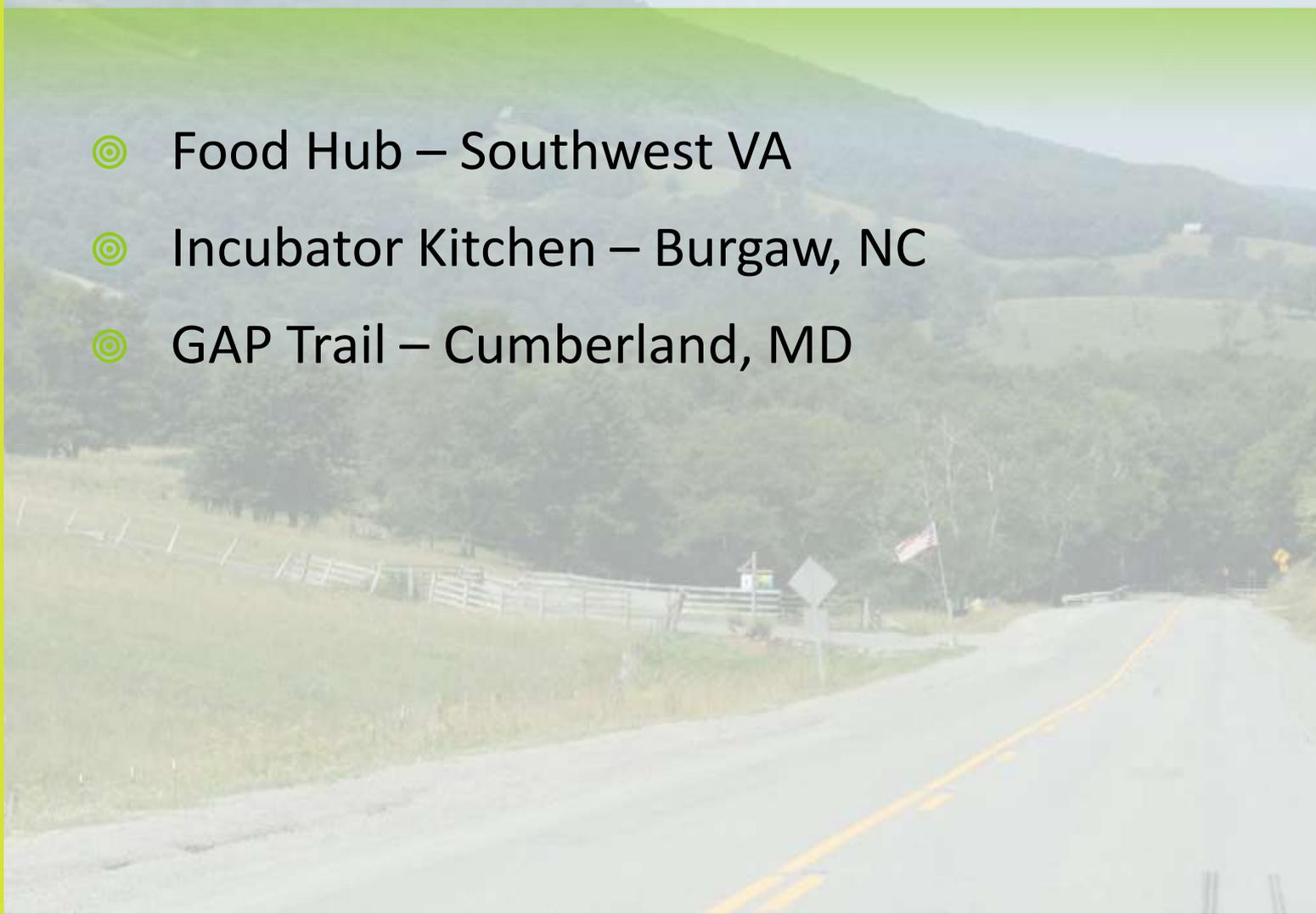


CORBIN, KY: RESTORED BRIDGE IS NOW A PEDESTRIAN CONNECTIONS FROM NEIGHBORHOOD TO DOWNTOWN. IMAGE CREDIT: RENAISSANCE PLANNING GROUP

CASE STUDIES

CASE STUDIES

- ③ Food Hub – Southwest VA
- ③ Incubator Kitchen – Burgaw, NC
- ③ GAP Trail – Cumberland, MD



APPALACHIAN HARVEST: LOCAL FOODS HUB

CASE STUDIES



APPALACHIAN HARVEST BACKGROUND

CASE STUDIES

- ◎ Tobacco farming in decline in SW Virginia
- ◎ Appalachian Harvest formed in 2000
 - ◎ Local foods hub
 - ◎ Fills a gap between large national distribution models and local models such as farmers markets/roadside stands
 - ◎ Helps tobacco farmers transition to organic vegetables

APPALACHIAN HARVEST OPERATIONS

CASE STUDIES

- ③ 15,000 square foot facility houses local food hub in Duffield, VA (population 91)



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

APPALACHIAN HARVEST OPERATIONS

CASE STUDIES

- Services include aggregation, packaging, distributing, branding, and marketing.



APPALACHIAN HARVEST OPERATIONS

CASE STUDIES

- ◎ Also provide training, technical assistance, and mentoring to growers.



IMAGE CREDIT: BREAD FOR THE WORLD

APPALACHIAN HARVEST OPERATIONS

CASE STUDIES

- Support more than 175 farm jobs plus jobs in processing, distribution, and sales



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

APPALACHIAN HARVEST OUTCOMES

CASE STUDIES

- ③ Sell produce in supermarkets throughout the region under the Appalachian Harvest brand.
- ③ Sell to White's Fresh Food (local 18-store chain) and Food City (a regional 100-store chain in SW Virginia)
- ③ More than \$1 million sales in 2012.

Photo Credit: Bread for the World

APPALACHIAN HARVEST FUNDING

CASE STUDIES

- ◎ Appalachian Regional Commission
- ◎ Mary Reynolds Babcock Foundation (throughout the Southeast)
- ◎ Wallace Genetic Foundation (national)
- ◎ Farm Aid (national)
- ◎ Blue Moon Fund (worldwide)
- ◎ W.K. Kellogg Foundation (national)
- ◎ Virginia Environmental Endowment (state)
- ◎ Sustainable Agriculture Research and Education (national)
- ◎ Virginia Tobacco Indemnification and Community Revitalization Commission
- ◎ Virginia Department of Agriculture and Consumer Services

APPALACHIAN HARVEST FUNDING

CASE STUDIES

- ◎ **U.S. Department of Agriculture Funding**
 - ◎ Rural Business Enterprise Grants Program
 - Used this USDA-Rural Development program to purchase a delivery truck
 - ◎ Community Food Projects Competitive Grants Program
 - ◎ Farmers Market Promotion Program
 - Supported activities by Appalachian Harvest's larger parent program, Appalachian Sustainable Development

APPALACHIAN HARVEST LESSONS LEARNED

CASE STUDIES

- ① Study the market and have a solid business plan. Don't rely on "if you build it, they will come."
- ① Consistent supply is a bigger challenge than demand. Work closely with suppliers to ensure quality/quantity.
- ① Diversify into value added products that can be sold year round.
- ① Market the "social" aspect of the food. Customers like that it benefits the town and region.
- ① Identify strengths and weaknesses. Partner with organizations that can help overcome the weaknesses.

OTHER FOOD HUB EXAMPLES

CASE STUDIES

Pilot Mountain Pride

- ◎ **Location:** Aggregation Center in Pilot Mount, Market Store in Mount Airy, NC
- ◎ **Size:** 6,000 sq. ft.
- ◎ **Capabilities:** Cold Storage, Packing, Grading, and Aggregation. They also provide training and marketing assistance to farmers.

OTHER FOOD HUB EXAMPLES

CASE STUDIES

Pilot Mountain Pride

- ◎ **Markets:** Downtown (Mt. Airy) market store, online CSA, distribution to Lowes, Ingles, School Districts, and other institutions.
- ◎ **Structure:** Public/Private partnership. PMP is privately held, but was started with financial and technical assistance from foundations, universities, and governmental sources.

BURGAW INCUBATOR KITCHEN (BIK)

CASE STUDIES



IMAGE CREDIT: TOWN OF BURGAW, NC

BIK BACKGROUND

CASE STUDIES

- ③ Burgaw is a town of 4,000 in rural SE North Carolina.
- ③ Region looking to diversify economy, partially in response to concerns about the long-term viability of tobacco.
- ③ Strong and diverse agricultural region with potential for more value-added products.

BIK OPERATIONS

CASE STUDIES

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

BIK OPERATIONS

CASE STUDIES

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

BIK OPERATIONS

CASE STUDIES



IMAGE CREDIT: TOWN OF BURGAW, NC

DEPOT PHOTOS

CASE STUDIES



IMAGE CREDITS: JENNIFER WALKER



DEPOT PHOTOS

CASE STUDIES



IMAGE CREDITS: JENNIFER WALKER

BIK CHALLENGES

CASE STUDIES

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

BIK CHALLENGES

CASE STUDIES

- ③ Low interest by local farmers – They were a key initial target for the incubator kitchen.
- ③ Agriculture and food business are very different and both time intensive.
- ③ Farmers express more interest in co-packing facilities that can process and add value to their produce with less demand on their time and resources.

BIK LESSONS LEARNED

CASE STUDIES

- ① Management – Ideally the kitchen would be run by an on-site manager with knowledge of running a business and food regulations.
- ① Scheduling – Facilities will likely have high demand outside the 9 to 5 business hours.
- ① Layout - Separate and private storage areas are very important for security and safety.
- ① Regulations – Management should be up-to-date on food regulation and new rules.
- ① Realized they really needed a co-packing facility

SOUTH SIDE INNOVATION CENTER

CASE STUDIES



- ⦿ A program of the Whitman School of Management at Syracuse University.
- ⦿ Began in 2006. Includes 4 staff people and a team of advisors.
- ⦿ Center includes a *Test Kitchen*, but when entrepreneurs are ready to start businesses, they partner with Nelson Farms, a small scale food processing center run out of Morrisville State College.

SOUTH SIDE INNOVATION CENTER

CASE STUDIES



- ◎ Nelson Farms' activities include processing/co-packing, product development, distribution, marketing, and sales.
- ◎ They offer consulting to farmers and food businesses, as well as other food system innovators.
- ◎ Their operation is a mix between a co-packer and a shared-use processing facility.

CO-PACKERS



- ⦿ Allows farmers to work with a facility and food processing experts to produce a private label for their farm.
- ⦿ Can include contract packaging, wholesaling, private labels, and other value-added services.
- ⦿ North Carolina examples: D’Vine Foods in Elizabethtown and Quinn Specialty Foods in Dunn,

GAP TRAIL: TRAIL-ORIENTED TOURISM AND DEVELOPMENT

CASE STUDIES



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

GAP TRAIL BACKGROUND

CASE STUDIES

- ◎ 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.

GAP TRAIL BACKGROUND

CASE STUDIES

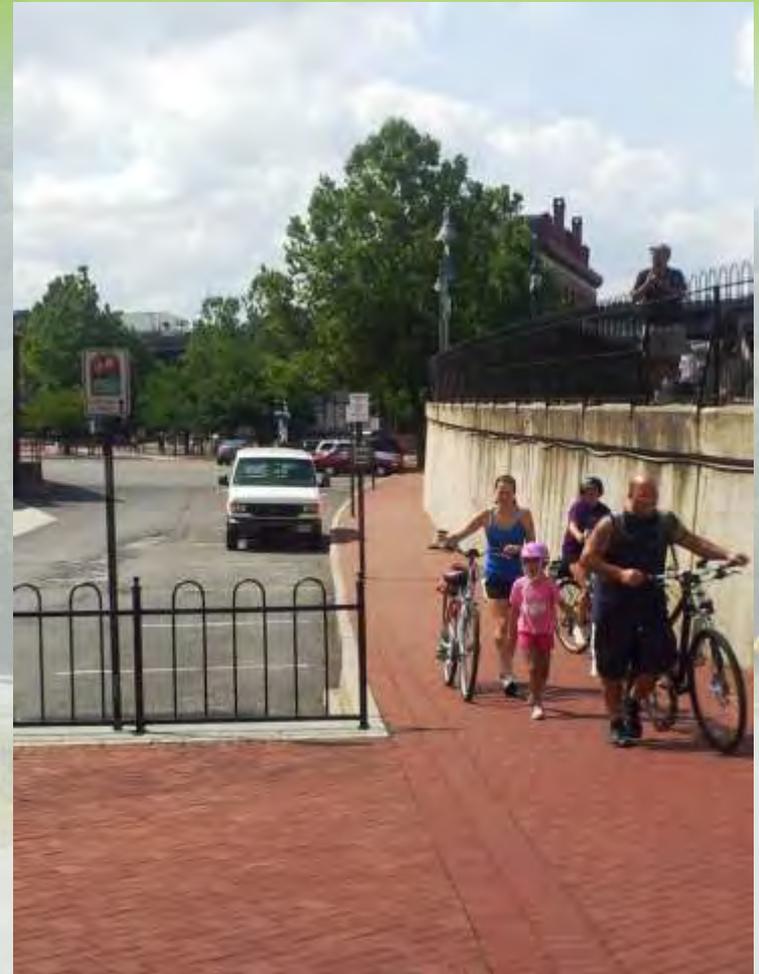


GAP TRAIL PHOTOS

CASE STUDIES



GAP TRAIL IN CONNELLSVILLE, PA; IMAGE CREDIT: RENAISSANCE PLANNING GROUP



COMING OFF THE GAP TRAIL IN CUMBERLAND, MD
IMAGE CREDIT: HANNAH TWADDELL

GAP TRAIL ECONOMIC DEVELOPMENT

CASE STUDIES

- ◎ 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.

GAP TRAIL ECONOMIC DEVELOPMENT

CASE STUDIES

- ◎ 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.

GAP TRAIL PLANNING AND FUNDING

CASE STUDIES

- ◎ 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.

GAP TRAIL PHOTOS

CASE STUDIES



GAP TRAIL IN CUMBERLAND, MD; IMAGE CREDITS: HANNAH TWADDELL

METHODS OF FARMERS MARKET DIVERSIFICATION

CASE STUDIES



- ◎ Partner with Downtown Businesses. (Coupons, vouchers, sales on non-market days, co-marketing events.)
- ◎ Pop-up shops and events.
- ◎ Mobile markets.
- ◎ Restaurant/wholesale sales days or times.

CO-PACKERS



- ⊙ Allows farmers to work with a facility and food processing experts to produce a private label for their farm.
- ⊙ Can include contract packaging, wholesaling, private labels, and other value-added services.
- ⊙ North Carolina examples: D’Vine Foods in Elizabethtown and Quinn Specialty Foods in Dunn,

OTHER COMMUNITY OR SHARED KITCHENS

CASE STUDIES

- ③ **Montgomery Community Kitchen (Star, NC)** Opened in Mid-November 2012; Open to farmers who want to produce value-added products for sale
- ③ **Anson Community Kitchen (Wadesboro, NC)** “The kitchen was established by New Ventures Business Development, Inc., in collaboration with South Piedmont Community College. Anson Community Kitchen is approximately 900-square-foot kitchen adjacent to the Ingram Community Room in the Lockhart-Taylor Center. The kitchen equipment is professionally designed to accommodate the needs of caterers/chefs and food entrepreneurs.”

VALUE ADDED PRODUCT CENTERS

CASE STUDIES

- ◎ **Blue Ridge Food Ventures (Asheville, NC)**
<https://www.advantagewest.com/food-and-natural-products>
- ◎ **Piedmont Food and Processing Center (Hillsborough, NC)**
<http://pfap.virb.com/>
- ◎ **The Cookery (Durham, NC)**
<http://www.durhamcookery.com/>

FOOD POLICY COUNCILS

CASE STUDIES

- ◎ **Purpose:** Reflecting, acknowledging, and including everyone's investment in improving the food system.
- ◎ Stakeholders should have a sense of investment in both the process and the outcome.
- ◎ Not just about policy—raising awareness, connecting resources and creating collaborations, and reaching broader constituencies are also goals.

FOOD POLICY COUNCILS ADVICE FROM ATHENS OH

CASE STUDIES

- ③ Advice to other potential food policy councils, program manager Michelle Ajamian (Athens, OH) **stresses the importance of having a coordinator to lead, organize, and communicate.**
- ③ Must be willing to identify the interest, and leverage the support of a coalition of interested parties
- ③ Work to garner the community-based buy-in that is essential to the operation of a food policy council.
- ③ Must work with non-profit community, economic development and business community, and universities if they exist in the area.
- ③ ***“Figure out who the people are in your area who have an interest in good health, good farming, and the local food economy, and move forward with their interests.”***

FOOD POLICY COUNCILS

CASE STUDIES



IMAGE CREDIT: AMERICAN PLANNING ASSOCIATION WWW.PLANNING.ORG

A broad variety of stakeholders is necessary for a sustained and productive food policy council.

EXPLORING OUR FOOD SYSTEM EXERCISE

EXERCISE

“Food systems aren’t just about food; they are also about people and their relationships.”

🎯 Exercise 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 fine detail – but where you know detail please provide it.
- 🎯 Identify elements, relationships, and external factors (outside our control)

LOCAL FOOD SYSTEMS

EXERCISE

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



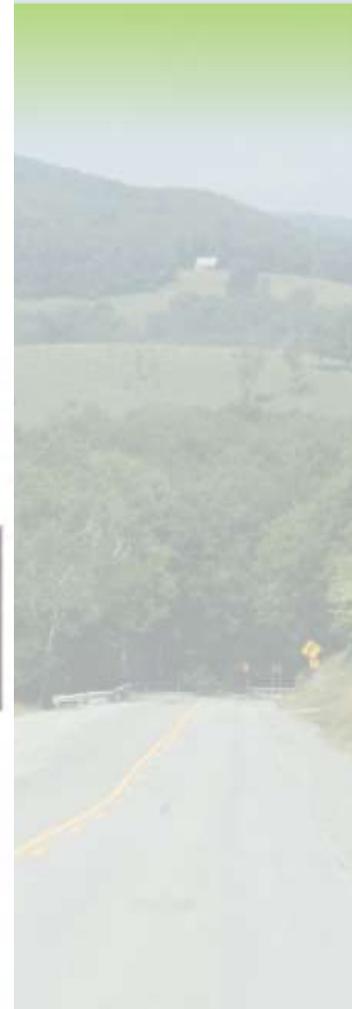
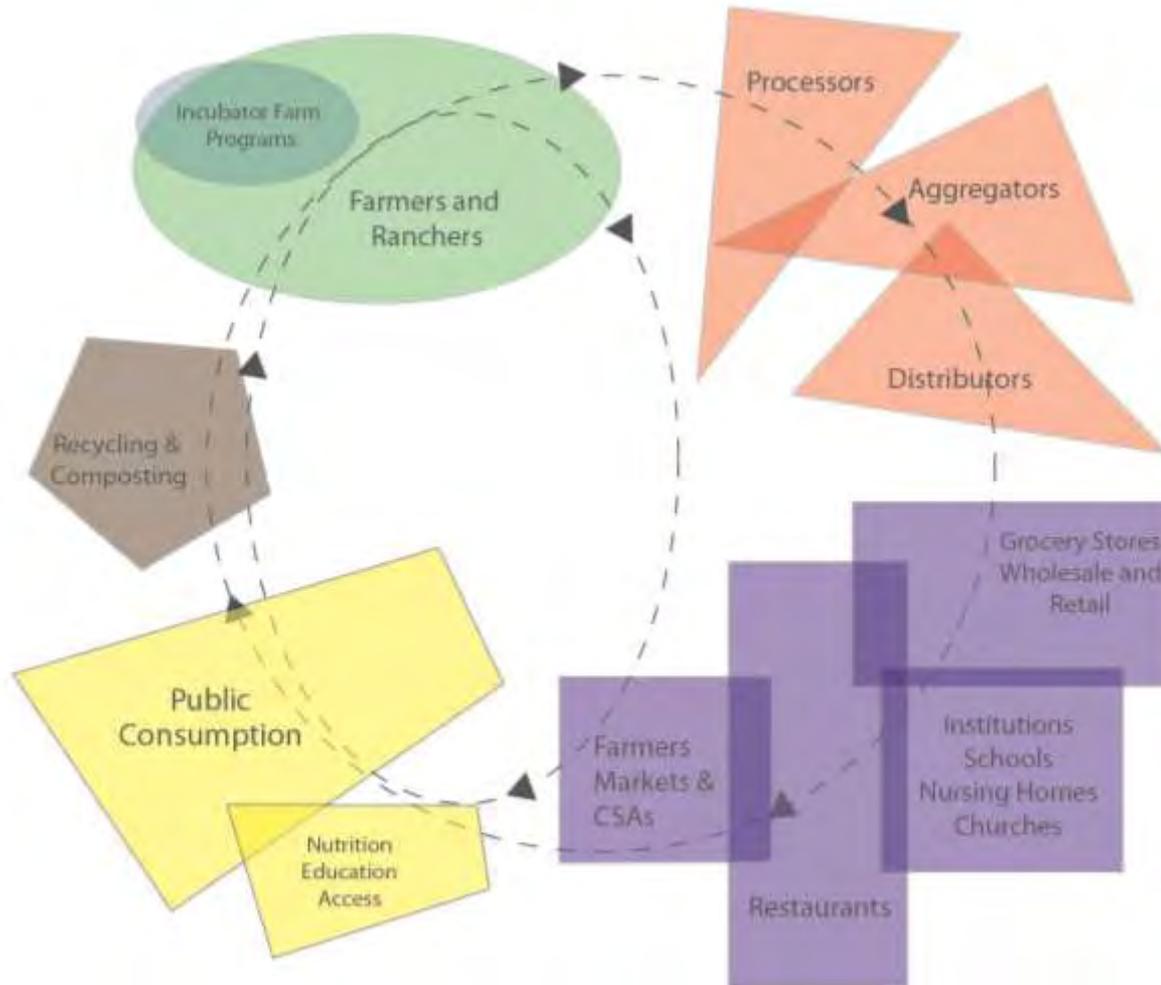
WHAT IS A LOCAL FOOD SYSTEM?

EXERCISE

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

LOCAL FOOD SYSTEM

FOOD SYSTEMS



EXPLORING OUR FOOD SYSTEM

EXERCISE

© Questions to Consider:

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

EXPLORING OUR FOOD SYSTEM

EXERCISE

EXERCISE

◎ Steps

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

DIAGRAM EXAMPLE

EXERCISE



DIAGRAM EXAMPLE

EXERCISE

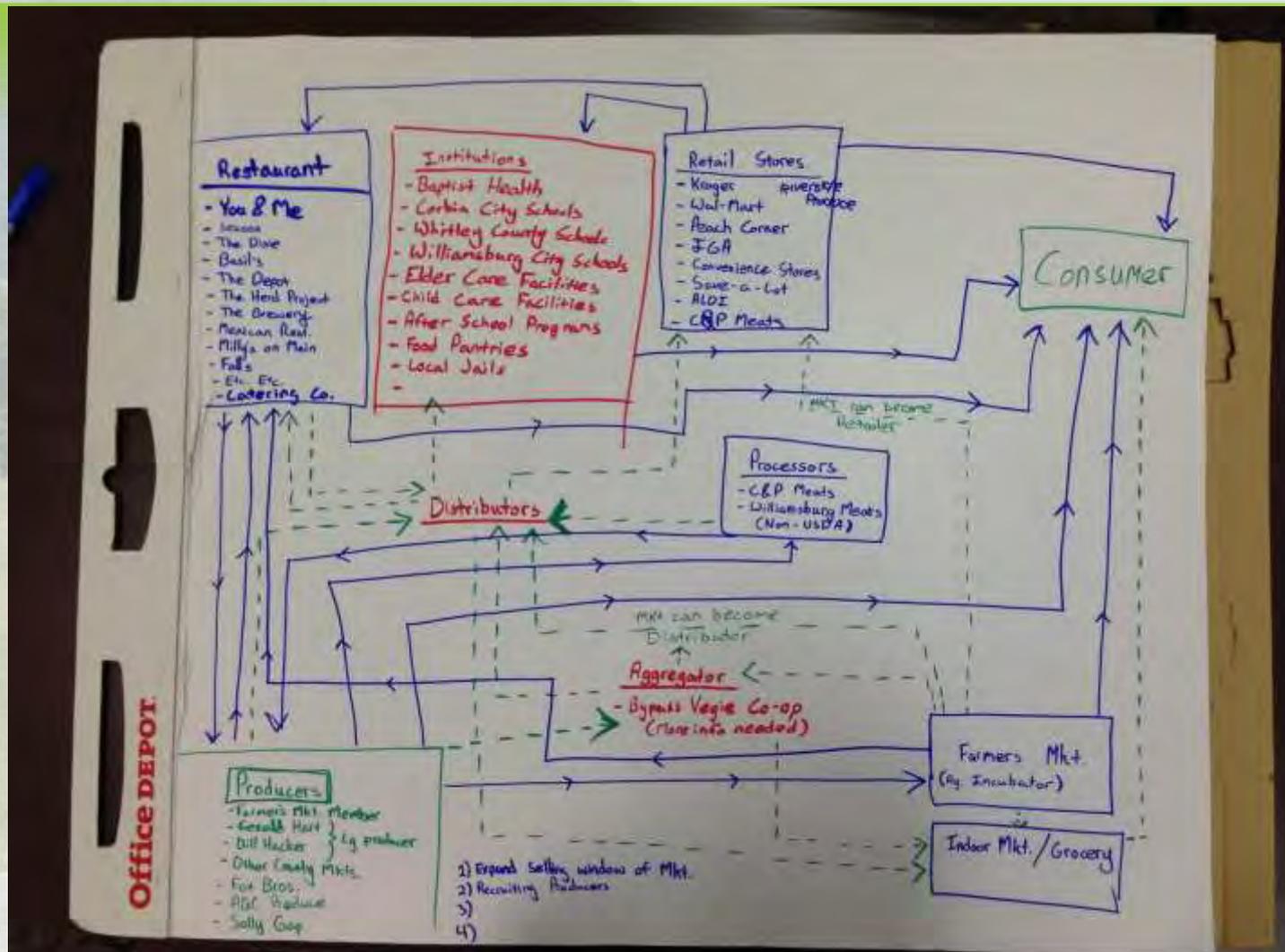


DIAGRAM EXAMPLE

EXERCISE



BRAINSTORMING EXERCISE

EXERCISE

- ◎ In small groups of 4 or 5, brainstorm answers to the question:
 - ◎ ***What needs to happen to achieve a goal?***
 - ◎ 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.

GOAL AFFIRMATION

EXERCISE

- ③ Organize a Local Foods Council Tri-State Local Foods, Inc., that will serve as a regional policy leader and a connector (*Regional food system*)
- ③ Identify strategies for increasing local foods production and filling gaps that are driven by market demands (*Wild Ramp focused?*)
- ③ Provide entrepreneurial support for valued-added producers that want to launch a food business. (*Unlimited Futures focused?*)
- ③ Position local food systems initiatives to help advance broader community development initiatives and ideas. (*Place making/City focused?*)

ACTION PLANNING EXERCISE

EXERCISE

- ① Assign each action to a goal area.
- ① Turn the idea into SMART action language.
- ① For each action, describe:
 - ① Describe why its important
 - ① How to measure success
 - ① Time frame (3 months, 6 months, 1 year...
 - ① Lead role and supporting cast.
 - ① Cost and funding sources.

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

Appendix E:

Workshop Photo Album



Figure 1 – Downtown Huntington



Figure 2 – Pullman Plaza, Huntington



Figure 3 – View from new Marshall University Art school window



Figure 4 – Trail Depot



Figure 5 – Melissa Kramer, EPA, Interviewed by TV



Figure 6 – Sign outside of Unlimited Future, Inc



Figure 7 – Farmers Market pavilion behind the Wild Ramp



Figure 8 – Produce at the Wild Ramp

Sign up to Volunteer at The Wild Ramp August 2014

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00-11:00 1-11 4-7 4-7						
8:00-11:00 1-11 4-7 4-7						
8:00-11:00 1-11 4-7 4-7						
8:00-11:00 1-11 4-7 4-7						
8:00-11:00 1-11 4-7 4-7						
8:00-11:00 1-11 4-7 4-7						
8:00-11:00 1-11 4-7 4-7						
8:00-11:00 1-11 4-7 4-7						
8:00-11:00 1-11 4-7 4-7						

Figure 9 – Volunteer Sign up board at the Wild Ramp



Figure 10 – Frozen poultry, Wild Ramp



Figure 11 – Coffee, locally roasted, Wild Ramp



Figure 12 – Wild Ramp storefront



Figure 13 – Flowers at Central City Park, a park and pavilion opposite the Wild Ramp.



Figure 14 – Street front, Wild Ramp



Figure 15 - High tunnel, part of the Refresh Appalachia initiative



Figure 16 - Map of producers at the Wild Ramp



Figure 17 - On the tour, Lauren Kemp explains about the Refresh Appalachia program.



Figure 18 - The former Corbin Factory, a redevelopment project of the Coalfield Development Corporation



Figure 19 - The Heritage House, host venue for the workshop sessions.



Figure 20 - Gail Patton delivers and introductory presentation about the local food efforts and the Wild Ramp



Figure 21 - Food system diagramming at the workshop



Figure 22 - More working group sessions.

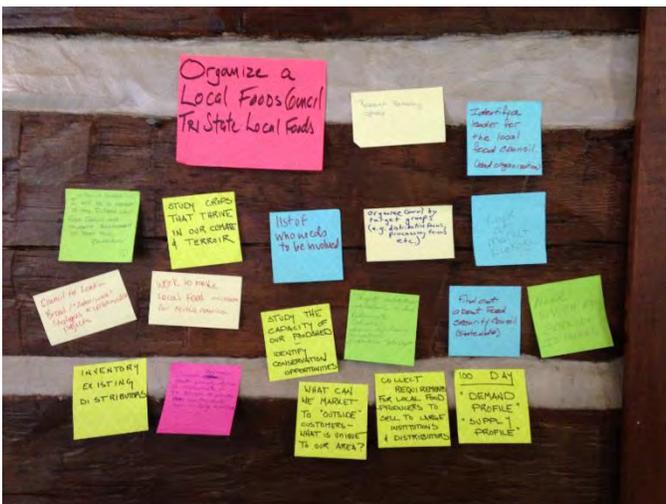


Figure 23 - Brainstorming actions and groups by goal area.

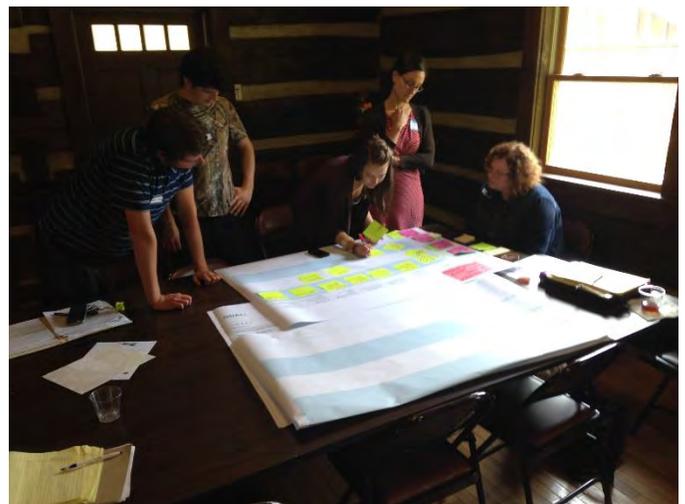


Figure 24 - Completing the action tables.



Figure 25 – Panorama – Inside a studio space at the newly opened Marshall University art school downtown.



Figure 26 - Panorama, Breanna Shell delivers a presentation.



Figure 27- Panorama from inside the Wild Ramp store



Figure 28- Panorama – Central City Park and Wild Ramp street front.



Figure 29 - Workshop group photo at the conclusion of the sessions (many people had left by this point).

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=TemplateQ&leftNav=Na>

[tionalOrganicProgram&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/rlflst.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>

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/farmtoschool/implementing-farm-school-activities>
- <http://www.fns.usda.gov/farmtoschool/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=facdsgn>

Organic Agriculture

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

- www.usda.gov/organic

Fruit and Vegetable Audits

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

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

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

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

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

Local and Regional Market News

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

- Link coming soon