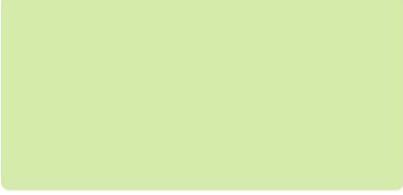
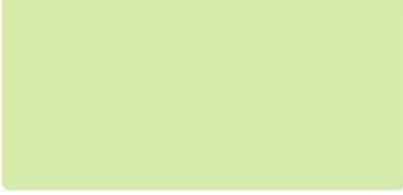
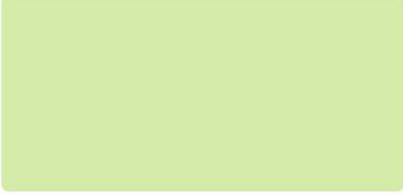




# Sustainable Communities in Appalachia Technical Assistance Program



Strengthening the Local Foods System: *Actions and Strategies for the Whitley County Farmers' Market*  
April 14, 2014



## 1. Community Story

Eastern Kentucky is transitioning from an era when mining was the bedrock of the economy to a more diverse future. The importance of shaping this change is widely recognized by the region's citizens and elected officials. Kentucky Governor Steve Beshear and U.S. Representative Hal Rogers organized the Shaping Our Appalachian Region (SOAR) Summit in December 2013 to listen to citizens' ideas. More than 1,700 people traveled through inclement weather to attend the event and share their hopes for the future. Not surprisingly, many of their ideas involved building on the Appalachian region's unique assets and agricultural traditions.<sup>1</sup>

The people of Corbin and Whitley County have witnessed these economic changes. Corbin is a city of about 7,300 people between Lexington, KY and Knoxville, TN. Coal in the surrounding hills attracted people, development, and industries such as the Louisville and Nashville (L&N) Railroad, which reached Corbin in 1883 and made the city an important rail hub. By 1906 there were 102 coal mines within 25 miles of Corbin employing more than 1,500 people. The railroad also quickly became a major employer and established a maintenance hub in Corbin that is still operated by L&N's successor, CSX Transportation.<sup>2</sup>

The coal industry and the railroad are still important employers in the region, but locally jobs in each industry have been on the decline. Today Corbin is also home to several manufacturing companies and the Baptist Regional Medical Center, which employs more than 1,000 people. Tourism is also a growing industry in the area. Corbin is famous as the birthplace of Kentucky Fried Chicken and is also situated just east of Cumberland Falls State Resort Park, Laurel River Lake, and the Daniel Boone National Forest.<sup>3</sup>

Agriculture is also an important contributor to the economy with room to grow. The region's farmers produce a wide variety of crops and livestock with beef cattle bringing in the most revenue. Since 2007 the Whitley County Farmers' Market has helped elevate agriculture by providing new opportunities for local farmers and consumers. Access to fresh and healthy produce is critical in a region with health indicators that lag behind national and state levels.

The Farmers' Market also supports downtown revitalization by attracting people to Corbin's business district. The downtown main street area struggled for many years as traditional retailers left, travelers no longer visited for dining and lodging, and urban renewal efforts and fires substantially reduced the building stock. Local leaders, business owners, and community members now recognize the importance of bringing back a thriving main street district. The community has have initiated several strategies to revitalize the downtown, including the Corbin Main Street Program and the downtown Farmers' Market.

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<sup>1</sup> Rural Policy Research Institute. *2013 SOAR Summit, Final Report to the Region*. January 13, 2014. Accessed March 3, 2014. <http://governor.ky.gov/SOAR/Pages/default.aspx>.

<sup>2</sup> City of Corbin. *History of Corbin, KY*. Accessed March 3, 2014. <http://www.corbin-ky.gov/index.php/about/history/>

<sup>3</sup> City of Corbin. *Comprehensive Plan, 2006*. August 2008. <http://www.corbin-ky.gov/index.php/business/comprehensive-plan>

Coinciding with Corbin’s and Whitley County’s efforts to promote local agriculture is a new marketing program from the Kentucky Department of Agriculture called “Appalachian Proud: Mountains of Potential.” In announcing the program, Kentucky Commissioner of Agriculture James Comer wrote that “Appalachia is a special place with untapped potential, particularly in the areas of agriculture, food production, and agritourism.”<sup>4</sup> The commissioner also told a local newspaper that “when you look at economic development and ways to diversify the economy here in Eastern Kentucky, agriculture should be front and center. We import just about all of our food in this part of the state and it doesn’t have to be that way.”<sup>5</sup>

Corbin and the Whitley County Farmers’ Market share the commissioner’s sentiments and applied for technical assistance to support their work through the Sustainable Communities in Appalachia technical assistance program. The Appalachian Regional Commission (ARC), U.S. Environmental Protection Agency (EPA), and U.S. Department of Agriculture selected the community through a competitive application process and organized a two-day workshop to help community members identify strategies for continuing to grow the local food system and improve the livability of the community. The strategies will help take the Market to the next level, which includes opening a year round farmers’ market in downtown Corbin in the short term; and creating a local food hub to connect growers with institutions and restaurants, and launching an online marketplace in the longer term. As the Market grows and expands into new ventures it can pay significant dividends for downtown Corbin and regional economic development, quality of life, and public health.

## 2. Community Engagement

Corbin and the Whitley County Farmers’ Market hosted a small team of federal agency staff and consultants for the workshop on February 25<sup>th</sup> and 26<sup>th</sup>. The two-day event included a tour of downtown Corbin and a public meeting with a pot luck dinner on the first day. The public meeting agenda and structure helped to reveal community members’ values and vision. Two work sessions on the second day involved a smaller group of stakeholders that focused on identifying obstacles to and solutions for expanding access to local foods. At the end of the workshop the group had created an action planning framework and generated several ideas that are described herein. Among those in attendance were the Whitley County Farmers’ Market board; multiple farmers and market vendors; staff from the Corbin Tourism and Convention Commission, Eastern Kentucky University, City of Corbin, Whitley County, Cumberland Falls State Resort Park, and the Cumberland Valley Area Development District.

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

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<sup>4</sup> Comer, James R. *Appalachian Proud: Mountains of Potential, an action plan for economic development through agriculture in Eastern Kentucky*. 2014. <http://www.kyproud.com/AppalachiaProud/index.html>.

<sup>5</sup> Estep, Bill. “Comer unveils Appalachia Proud brand to boost agriculture in Eastern Kentucky.” February 17, 2014. Accessed March 3, 2014. <http://www.kentucky.com/2014/02/17/3093829/comer-unveils-appalachia-proud.html>.

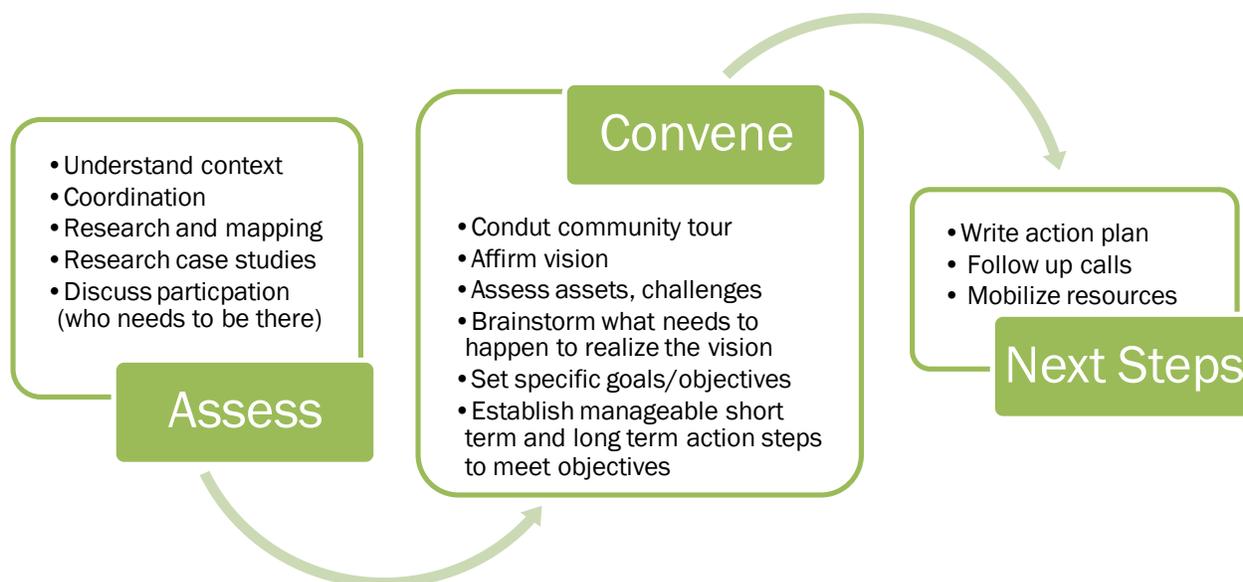


Figure 1 - Technical Assistance Process Diagram

### 3. The Local Food System

The Whitley County Farmers’ Market is a key component of the local food system. This term describes everything involved in connecting local suppliers with local consumers, including growing, processing, storing, distributing, and selling food. The local food system allows growers and consumers to interact face-to-face.<sup>6</sup>

Founded in 2007 with support from the University of Kentucky Cooperative Extension, the Whitley County Farmers’ Market’s three locations have strengthened connections between customers and the region’s growers, ranchers, and value-added producers. The Market has grown rapidly and now has about 30 vendors at three locations. The Market’s records show that receipts for 2013 climbed past \$55,000, up from about \$22,000 the previous year. Some key agricultural statistics for the region are presented in Table 1. These figures demonstrate that there is tremendous potential to further expand marketing of local products to local consumers. For example, only about one percent of agricultural sales in the region are through direct to consumer channels such as farmers’ markets, roadside stands, and community supported agriculture.

Figure (2007 U.S. Census of Agriculture)	Whitley County	3-County Total (Whitley, Knox, and Laurel)
<b>Total Farms</b>	565	1,953
<b>Total Farm Acres</b>	73,414	227,018

<sup>6</sup> Leopold Center for Sustainable Agriculture. Regional and Local Food Systems. Accessed March 3, 2014. [http://www.leopold.iastate.edu/marketing/food\\_systems](http://www.leopold.iastate.edu/marketing/food_systems).

Figure (2007 U.S. Census of Agriculture)	Whitley County	3-County Total (Whitley, Knox, and Laurel)
Cattle/Calves	9,900	32,300
Vegetable Farms	21	56
Fruit Orchards	7	19
Total Agricultural Sales	\$4.6 million	\$21.8 million
Agricultural Sales Direct to Consumers	\$65,000 (1.5% of total sales)	\$200,000 (1.0% of total sales)

Table 1 - Key Local Agriculture Statistics for the Corbin Region

The Farmers' Market is also playing an important role in eliminating food deserts. The eastern and southern parts of Corbin, where many residents do not have regular access to a car, are considered a food desert by the USDA because of the substantial distance to the nearest supermarket. These conditions make it difficult to access fresh and healthy fruits and vegetables, contributing to public health problems that are common in the Appalachian region such as diabetes and obesity. Recent data listed in Table 2 below indicate that Whitley County lags the state for several health indicators related to diet.

Health Indicator <sup>7</sup>	Whitley County	Kentucky
Adults with Diabetes	17.3%	10.1%
Adults Eating Fewer than 5 Servings of Fruit and Vegetables per Day (2009)	77.6%	80.2%
Adults with High Blood Pressure (2005-2011)	35.4%	31.2%
Adult Obesity Rate (2005-2011)	36.5%	30.5%

Table 2 - Diet-Related Health Indicators

Many people in the region rely on federal food aid programs, such as the National School Lunch Program and Supplemental Nutrition Assistance Program (SNAP). About 62 percent of Whitley County's public school students are eligible for a free school lunch. About 35 percent of the county's population participated in SNAP in 2010, which is well above the state average of 19 percent. The high participation rates in these programs indicate there may be opportunities to improve the region's health outcomes by expanding access to local foods. The Farmers' Market in 2014 will begin accepting SNAP benefits and recent changes to the federal farm bill will strengthen the purchasing power of SNAP beneficiaries.

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



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

- Whitley County leads the state in agricultural education.
- Whitley County Farmers' Market outsells supermarket produce sections.
- Whitley County bucks the national obesity trend.
- University of the Cumberlands launches a sustainable agriculture program.
- Fifty percent of food purchased in Whitley County is home grown.
- Whitley County Farm to School program is a national model.
- Whitley County is an economic development model for surrounding states.

These expressions of values and stories of the future revealed a vision for the Corbin region in 2035 where the majority of consumption of fruits, vegetables, meats and more comes from local sources; obesity rates are down and lower than the national average; the number of farms and farmers has grown rapidly driven by the Farmers' Market outreach and support from the local university, and the county's income is up while poverty is down thanks in large part to local agriculture and products that are associated with the region and are popular throughout the Southeast.

## 5. Action Plan for Implementation

The community's values and vision are the foundation for continuing to advance the local food system. Making this vision a reality will require sustained effort, additional resources, and new partnerships. Based on the original letter of interest, the community wanted to identify next steps in achieving their long-term goals for 1) opening a year round farmers' market in downtown Corbin, 2) creating a local food hub<sup>8</sup> to manage supply and strengthening the links between local providers and demand from institutions and local food businesses, and 3) launching an online marketplace.

The workshop process helped to reveal that tackling all three major goals simultaneously would be difficult given the existing capacity and supply of produce. Instead, the workshop participants decided to focus on identifying a manageable set of goals and action steps to create a year round farmer's market and expand its offerings. Doing so will help to set the foundation for addressing major goals over time. Figure 3 below illustrates the four goals workshop participants identified that in the near term will help expand the Whitley County Farmer's Market and make progress towards the vision described in the previous section.

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<sup>8</sup> USDA has defined a food hub as "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." *USDA Regional Food Hub Resource Guide*. April 2012.

Figure 3: Goals for Advancing the Farmers' Market and Supporting Community Livability.



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

**Goal 1: Plan and prepare for a year round farmers’ market in downtown Corbin.**

- Action 1.1 – Complete a business plan for a year round farmer’s market that includes a market analysis and demand profile.
  - First 100 Days – Contact the ECU Small Business Development Center to inquire about assistance and funding. Start working on the plan.
- Action 1.2 - Hire a market manager.
  - First 100 Days – Continue to advertise the position in March 2014. Hire the market manager in April 2014.
- Action 1.3 - Locate and acquire a site for the year round farmers’ market.
  - First 100 Days - Locate suitable property.
- Action 1.4 - Renovate the building and open to the public.
  - First 100 Days - Begin planning phase.

**Goal 2: Expand the customer base.**

- Action 2.1 - Provide transportation to the seasonal markets for people lacking transportation options.
  - First 100 Days - Call all senior housing centers and Rural Transit Enterprises Incorporated (RTEC).
- Action 2.2 - Purchase signs on Interstate 75 and provide promotional materials at the county's rest area to encourage tourists and residents to visit the Farmers' Market.
  - First 100 Days - Inquire about the cost of a billboard and the process for using space on the blue interstate highways signs located at each exit. Look into cost-share funds through the USDA Farmers Market Promotion Program.
- Action 2.3 - Organize a Friends of the Market group consisting of volunteers that can assist with the operation and promotion of the Market.
  - First 100 Days – Organize an informal gathering or potluck dinner with interested people to jumpstart organizing.
- Action 2.4 - Assist each vendor to create his or her own Facebook page.
  - First 100 Days - Reach out to each 2014 vendor.
- Action 2.5 - Purchase a Whitley County Farmers' Market trailer for hauling supplies and for use as an educational/demonstration space.
  - First 100 Days - Identify potential funding sources through federal agencies and others including the USDA Farmers Market Promotion Program.
- Action 2.6 - Arrange farmer visits to local schools to promote the Farmers' Market and to promote farming as a career option.
  - First 100 Days - Participate in the upcoming PLC Career Day.
- Action 2.7 - Use Electronic Benefit Transfer (EBT) device so that recipients of the Supplemental Nutrition Assistance Program can use their debit card to make purchases at the Whitley County Farmers' Market.
  - First 100 Days - Use EBT device and attract EBT customers. Work with the Whitley County Health Department to raise awareness of the ability to use SNAP benefits at the Farmers' Market.
- Action 2.8 - Publish a schedule postcard that can be distributed at the Market, at the county's rest area, at local restaurants and shops, and through Whitley County Tourism.
  - First 100 Days - Design, publish, and distribute the schedule postcard. Look into funding through the Farmers Market Promotion Program.

**Goal 3: Grow the number of Market vendors, vendor capacity, and the diversity of available products.**

- Action 3.1 – Meet with gardening clubs to recruit new vendors.
  - First 100 Days – Speak or present to three groups with an emphasis on potential cut flower, herb, and plant vendors.
- Action 3.2 – Increase media outreach to growers in surrounding counties.
  - First 100 Days - Prepare public service announcement.
- Action 3.3 - Scout for farmers that may be interested in selling at the Farmers' Market and increase in-person outreach to farmers throughout the region through a “visiting committee.”

- First 100 Days - Identify farmers to contact and identify with whom each committee member will meet. Each committee member meets with three farmers before May 2014.
- Action 3.4 - Conduct outreach to local Future Farmers of America program in the schools and recruit them to start growing produce they can sell at the Farmers’ Market.
  - First 100 Days - Present to a school board.
- Action 3.5 – Conduct Vendor training on variety of topics (marketing, outreach, etc)
- Action 3.6 – LocalHarvest.org update WCFM listing.

**Goal 4: Build relationships with new community partners including local government.**

- Action 4.1 - Create a “Farmers’ Market Supporter” program for local businesses and organizations to provide support to the Market, promote it to customers, and receive recognition.
  - First 100 Days - Request to meet with the Southern Kentucky Chamber of Commerce.
- Action 4.2 - Meet with local restaurants, food businesses, and local institutions to learn what kinds of produce they want and need.
  - First 100 Days - Identify businesses and institutions to meet with.
- Action 4.3 - Seek sponsorships to offset the Market’s costs and help the Market expand.
  - First 100 Days - Identify businesses and institutions to meet with.
- Action 4.4 - Work with Cumberland Falls State Resort Park to direct visitors to the Farmers’ Market locations and pick your own farms.
  - First 100 Days - Meet with Park Naturalist to discuss how the Park can promote the Market and the types of marketing materials that would be helpful.

**6. Implementation and Resources**

As a follow on to the technical assistance effort, the ARC offered a cash-grant of up to \$20,000 to support the implementation of projects or supporting programs identified during the workshop that will help the community advance their local food system and support broader livability goals. The Whitley County Farmers Market requested implementation assistance for the actions listed in the table below.

Action	Dollar Amount
Business Plan (Action 1.1)	\$3,500
500 brochures for Assisted Living (Action 2.1)	\$200
500 brochures for college campus (Action 2.1)	\$200
501(c)(3) CPA fees (Action 2.3)	\$750
Kentucky state fee (Action 2.3)	\$10
IRS fee (Action 2.3)	\$850
Facebook business fee (Action 2.4)	\$2,880

Action	Dollar Amount
Facebook vendor support fund (Action 2.4)	\$2,700
Vinyl wrap for farmers market trailer (Action 2.5)	\$3,500
500 postcard brochures (Action 2.8)	\$75
500 brochures for gardeners (Action 3.1)	\$200
Newspaper ads (Action 3.2)	\$1,000
Radio on-site broadcasts (Action 3.2)	\$3,035
Reimburse mileage for trips to scout potential farmers (Action 3.3)	\$500
Promotional print material (Action 4.1)	\$200
Sponsorship brochure (Action 4.3)	\$200
Brochures for Cumberland Falls State Park (Action 4.4)	\$200

### Livability Principles Advanced

- **Provide more transportation choices:** Several of the action steps related to improving the customer base for the Farmers' Market include strategies to promote walk and transit access to the market.
- **Promote equitable, affordable housing:** Workshop participants identified a preference for downtown locations for the Farmers' Market. In the case of downtown Corbin, the Farmers' Market location would be in close proximity to affordable housing.
- **Enhance economic competitiveness:** The Farmers' Market initiative helps support the diversification of the local economy and strengthens the economic viability of downtown Main Street.
- **Support existing communities:** Discussions concerning Farmers' Market locations centered on opportunities to renovate or adaptively reuse buildings and sites within the existing developed footprint of the community.
- **Coordinate and leverage federal policies and investment:** The workshop efforts identified several opportunities to bundle and leverage different local, state and federal funding sources to support the Farmers' Market and other local revitalization and livability efforts.
- **Value communities and neighborhoods:** The WCFM already serves as a community gathering center that celebrates the unique culture and music of the region. In addition, the proposed locations of the WCFM support the vibrancy of the existing downtown area, strengthening the attractiveness and livability of the surrounding neighborhood by providing access to healthy, local foods.

In addition to the support provided by ARC, a number of other funding sources may be applicable in advancing the local food systems and livability goals. Notably, USDA Rural Development provided a list of possible funding programs (loans and grants) as included in the appendix. The WCFM indicated an interest in submitting for a USDA Value Added Producer Grant in the future once they have advanced some of the preliminary planning and actions

related to helping producers and local farmers expand supply, production, and increase value. The WCFM is exploring additional local funding for site acquisition, including the potential donation of a building, or partnering with the City of Corbin to obtain space. WCFM advertised for a market manager position in April 2014. That position was supported by a patchwork of grant funding and City of Corbin, City of Williamsburg, and Whitley County budget line items. The WCFM also recently received a grant of \$3,900 to purchase a trailer to allow for greater mobility, outreach, and educational services. Additional resources for funding and implementation are highlighted in Appendix F.

## **7. Appendices**

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

# Appendix A: Implementation Action Plan Tables

**GOAL 1: Plan and prepare for a year round farmers’ market in downtown Corbin.**

<b>Action 1.1:</b>	<b>Complete a business plan for a year round farmers’ market that includes a market analysis and demand profile.</b>	
<b>Why is this important?</b>	The farmers’ market has grown steadily since it started in 2007 and its board views a year round market as the next step in its growth. The year round market will give people greater access to local foods while also supporting the City’s place making efforts. But the farmers’ market and City first must answers questions about the market demand and supply for local foods. Among the most important questions is whether the current suppliers can provide enough produce for a year round market.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Plan is complete.</li> <li>• Outside funding is secured for plan.</li> </ul>	
<b>Timeframe for Completion</b>	Short term (3 to 6 months)	
<b>Taking the Lead</b>	Farmers’ Market Board and Corbin Main Street Manager.	
<b>Supporting Cast</b>	Vendors, local business owners, ECU Small Business Development Center, Kentucky Highlands Investment Corporation, USDA, Kentucky Center for Agriculture and Rural Development (KCARD).	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low to Medium	City staff & volunteer labor
<b>Possible Funding Sources</b>	Support from ECU, internal funding (farmers’ market and city), USDA.	
<b>First 100 Days</b>	Contact the ECU Small Business Development Center and KCARD to inquire about assistance and funding. Start working on the plan.	

<b>Action 1.2:</b>	<b>Hire a market manager.</b>	
<b>Why is this important?</b>	The Whitley County Farmers’ Market board currently manages all of the markets’ operations and affairs. Many of the board members are farmers and have limited time to manage the market. It will be necessary to have a market manager in place before expanding to a fourth location (year round market).	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• The manager is hired.</li> <li>• Outside funding is secured to offset the salary cost.</li> </ul>	
<b>Timeframe for Completion</b>	Short term (3 months or less)	
<b>Taking the Lead</b>	Farmers’ Market Board and Corbin Main Street Manager.	
<b>Supporting Cast</b>	Market members (possibly), newspapers and radio (spread the word).	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	\$5K to \$8K for the position. Low cost for advertisements	Market board members to advertise, conduct interviews, and train.

<b>Possible Funding Sources</b>	Community Farm Alliance (CFA) grant, Corbin and Williamsburg Main Street Programs, Corbin Tourism Commission, Whitley County government.
<b>First 100 Days</b>	Continue to advertise the position in March. Hire the market manager in April.

**Action 1.3: Locate and acquire a site for the year round farmers’ market.**

<b>Why is this important?</b>	The year round market should be located in a permanent indoor structure. The structure must be visible to the public and have good access in order to attract customers and load/unload trucks. Locating in the downtown area will support the City’s revitalization and place making efforts, and give new downtown residents a place to purchase fresh foods.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• The farmers’ market agrees to a lease or purchases a building.</li> <li>• Outside funding is secured to purchase the building.</li> <li>• A suitable building is located downtown.</li> </ul>	
<b>Timeframe for Completion</b>	Identify a site in the short term (3 to 6 months), acquire the site in the mid term (1 to 1.5 years).	
<b>Taking the Lead</b>	Farmers’ Market Board	
<b>Supporting Cast</b>	Corbin Main Street Program, property owners, lawyers.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	\$250K to \$500K estimate.	Market board and city staff labor
<b>Possible Funding Sources</b>	Land donation, local government and public works department, HUD, grants.	
<b>First 100 Days</b>	Identify property and begin feasibility study.	

**Action 1.4: Renovate the building and open to the public.**

<b>Why is this important?</b>	Most buildings in the downtown area will require extensive renovation work before they can be used as a retail store for the farmers’ market. The work may include roof repairs/replacement, new electrical systems, new plumbing, framing and dry wall.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• The building is acquired and rehabilitation funds are secured.</li> <li>• Outside funding is secured to rehabilitate the building.</li> <li>• The year round market store opens to the public.</li> </ul>	
<b>Timeframe for Completion</b>	Mid to long term (1 year after acquisition of the building, so about 2 to 2.5 years total).	
<b>Taking the Lead</b>	Farmers’ Market Board and Corbin Main Street manager, City government.	
<b>Supporting Cast</b>	Corbin Public Works Department, contractors, volunteers.	

<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	\$250K estimate.	Volunteer and public works labor.
<b>Possible Funding Sources</b>	City, state, and federal grants; donated time from volunteers and Corbin’s Public Works Department, USDA.	
<b>First 100 Days</b>	Begin planning phase.	

**GOAL 2: Expand the customer base.**

<b>Action 2.1:</b>	<b>Provide transportation to the seasonal markets for people lacking transportation options.</b>	
<b>Why is this important?</b>	It can be difficult or impossible for people that do not drive a car to reach the farmers’ market. The farmers’ market will be accepting SNAP (food stamp) benefits starting in 2014. Improving transportation access will be especially important for this population.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Shuttles serving the area’s senior living communities schedule weekly trips to the three farmers’ market locations.</li> <li>• Rural Transit Enterprises Incorporated (RTEC) makes more trips to the farmers’ markets.</li> </ul>	
<b>Timeframe for Completion</b>	Short term and ongoing.	
<b>Taking the Lead</b>	Farmers’ Market president to initiate contact	
<b>Supporting Cast</b>	RTEC, Christian Health Center, Baptist Housing.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low or none (to farmers’ market)	Board members’ labor to contact sites and arrange for transportation
<b>Possible Funding Sources</b>	In kind donations by RTEC and senior housing facilities.	
<b>First 100 Days</b>	Call all senior housing centers and RTEC.	

<b>Action 2.2:</b>	<b>Purchase signs on Interstate 75 and provide promotional materials at the county’s rest area to encourage tourists and residents to visit the farmers’ market.</b>	
<b>Why is this important?</b>	Interstate 75 is a major north-south artery in the United States. Signs on I-75 and materials at the rest area will raise awareness of the market among residents while also attracting people that are passing through.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Billboards with the dates, times, and locations of the farmers’ market are viewable from I-75.</li> <li>• Materials are available and visible at the county’s rest area.</li> </ul>	
<b>Timeframe for Completion</b>	Short term and ongoing.	

<b>Taking the Lead</b>	Farmers’ Market president.	
<b>Supporting Cast</b>	State tourism office, Corbin Tourism Commission, Williamsburg Tourism Commission.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	<\$1,000 (A recent billboard for a political campaign cost \$700 from January to May)	Farmers’ Market Board and volunteer labor to design the billboard or other advertising materials & schedule flyer.
<b>Possible Funding Sources</b>	Farmers’ Market Board, USDA Farmers Market Promotion Program.	
<b>First 100 Days</b>	Inquire about the cost of a billboard and the process for using space on the blue interstate highways signs located at each exit.	

<b>Action 2.3:</b>	<b>Organize a Friends of the Market group consisting of volunteers that can assist with the operation and promotion of the market.</b>	
<b>Why is this important?</b>	The Farmers’ Market Board consists of volunteers, many of whom work full time as farmers or in other professions. The demands on their time have grown along with the market. Like the market manager, the Friends of the Market group would help ease the burden on the Farmers’ Market Board and allow members to focus on new initiatives described in this action plan. The Friends of the Market group will also strengthen the markets’ relationships with the community and customers.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• The Friends of the Market group is organized.</li> <li>• A group leader/president is identified.</li> <li>• At least five “Friends” attend each market and help organize the market and support vendors.</li> </ul>	
<b>Timeframe for Completion</b>	Organize the group in the short term and maintain it indefinitely.	
<b>Taking the Lead</b>	Farmers’ Market Board	
<b>Supporting Cast</b>	Community Farm Alliance, Kentucky Center for Agriculture and Rural Development (KCARD), individuals (Greg Sims and Amber Owens).	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low	Volunteer labor from members.
<b>Possible Funding Sources</b>	Donors and sponsors.	
<b>First 100 Days</b>	Organize an informal gathering or potluck dinner with interested people to jumpstart organizing.	

<b>Action 2.4:</b>		<b>Assist each vendor to create his or her own Facebook page, and update WCFM listing on localharvest.org.</b>	
<b>Why is this important?</b>	An important benefit of a local food system is that growers and customers can interact face-to-face. While social media and the internet is not necessarily face-to-face interaction, it can help strengthen the connection that customers have with the farming community. Vendors can also use Facebook and other social media to promote their farms/business, explain growing techniques, and let customer know what produce will be available at the market.		
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• 75% of vendors have a Facebook page.</li> <li>• Information on localharvest.org is up to date.</li> </ul>		
<b>Timeframe for Completion</b>	Short term (2014 season).		
<b>Taking the Lead</b>	Farmers’ Market Board Treasurer Anne Bays.		
<b>Supporting Cast</b>	Kristin Smith, Faulkner Bent Farm		
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>	
	No cost	Board members’ labor to assist vendors.	
<b>Possible Funding Sources</b>	Not applicable.		
<b>First 100 Days</b>	Reach out to each 2014 vendor.		

<b>Action 2.5:</b>		<b>Purchase a Whitley County Farmers’ Market trailer for hauling supplies and for use as an educational/demonstration space.</b>	
<b>Why is this important?</b>	The workshop revealed an education gap in the region’s local food system. Food traditions have been lost across generations in many communities throughout the United States. The trailer would provide a demonstration space where volunteers could show different recipes or cooking techniques for using the produce. The trailer would also be used for hauling the market’s supplies, signs, etc.		
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• The trailer is used at least once per month at each of the three farmers’ market venues.</li> </ul>		
<b>Timeframe for Completion</b>	Short to mid term.		
<b>Taking the Lead</b>	Farmers’ Market President and Allie Lynch.		
<b>Supporting Cast</b>	Other board members, new Friends of the Market group.		
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>	
	Medium	Volunteer time to use the trailer, transport the trailer.	
<b>Possible Funding Sources</b>	USDA Farmers Market Promotion Program, Appalachian Regional Commission (ARC), Kentucky State University		

<b>First 100 Days</b>	Purchased. Add advertising to sides.
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<b>Action 2.6:</b>	Arrange farmer visits to local schools to promote the farmers’ market and to promote farming as a career option.	
<b>Why is this important?</b>	Local students that are introduced to the farmers’ market and fresh local produce may become customers and encourage their parents to visit the market. Farming is also a viable career choice, but many high school students lack awareness or interest in farming.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Farmers hold one event annually at each county school.</li> <li>• Local farmers are invited to career days.</li> </ul>	
<b>Timeframe for Completion</b>	Short term	
<b>Taking the Lead</b>	Melissa Bond of the Whitley County Cooperative Extension	
<b>Supporting Cast</b>	Kristin Smith, Carl Moses, Andrea Munoz	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low	Farmers volunteer labor
<b>Possible Funding Sources</b>	Whitley County Cooperative Extension	
<b>First 100 Days</b>	Participate in the upcoming PLC Career Day.	

<b>Action 2.7:</b>	Use Electronic Benefit Transfer (EBT) device so that recipients of the Supplemental Nutrition Assistance Program can use their debit card to make purchases at the Whitley County Farmers’ Market.	
<b>Why is this important?</b>	About 35 percent of the county’s population participated in the SNAP program in 2010, translating into about 12,000 potential customers. The EBT device will allow them to make purchases at the farmers’ market. Meanwhile, a new program authorized in the 2014 Farm Bill will eventually allow the beneficiaries to double their benefit for fresh fruits and vegetables up to a certain dollar amount.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• The device is received and operational by the first market of 2014.</li> <li>• SNAP benefits are matched up to a dollar amount that is TBD.</li> </ul>	
<b>Timeframe for Completion</b>	Short term.	
<b>Taking the Lead</b>	Farmers’ Market Treasurer Anne Bays.	
<b>Supporting Cast</b>	Community Farm Alliance, Kentucky Proud	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	None	Board and/or staff time to set up and learn to operate EBT device.
<b>Possible Funding Sources</b>	Not applicable.	

<b>First 100 Days</b>	Use EBT device and attract EBT customers. Work with the Whitley County Health Department to raise awareness of the ability to use SNAP benefits at the farmers’ market.
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<b>Action 2.8:</b>	Publish a schedule postcard that can be distributed at the market, at the county’s rest area, at local restaurants and shops, and through Whitley County Tourism.	
<b>Why is this important?</b>	The market has grown to three locations operating on different days of the week. The postcard would be a helpful reminder for customers of where and when the market is meeting.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>The postcard is published and distributed.</li> </ul>	
<b>Timeframe for Completion</b>	Short term (prior to the 2014 season).	
<b>Taking the Lead</b>	Andy Salmons, Farmers’ Market member/Corbin Main Street manager.	
<b>Supporting Cast</b>	Williamsburg, Corbin, and Whitley County Tourism.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	\$200 for schedule postcard, \$400 for space in Whitley County tourism brochure.	Andy Salmons’ labor for design of the postcard and advertisement for the tourism brochure.
<b>Possible Funding Sources</b>	Whitley County Farmers’ Market funds, USDA Farmers Market Promotion Program.	
<b>First 100 Days</b>	Design, publish, and distribute the schedule postcard.	

**GOAL 3: Grow the number of market vendors, vendor capacity, and the diversity of available products.**

<b>Action 3.1:</b>	Meet with gardening clubs to recruit new vendors.	
<b>Why is this important?</b>	Gardening clubs may include members that would like to join the farmers’ market as a vendor.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>Add at least five new vendors during the next two years that are current garden club members.</li> </ul>	
<b>Timeframe for Completion</b>	Mid term (2 years)	
<b>Taking the Lead</b>	Whitley County Farmers’ Market President Sandi Curd (who is also a master gardener)	
<b>Supporting Cast</b>	UK Cooperative Extension.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low	Market president’s labor.
<b>Possible Funding Sources</b>	Friends of the Market fundraising.	

<b>First 100 Days</b>	Speak or present to three groups with an emphasis on potential cut flower, herb, or plant vendors.
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<b>Action 3.2: Increase media outreach to growers in surrounding counties.</b>		
<b>Why is this important?</b>	The Whitley County Farmers Market is open to Whitley County growers and those in its bordering counties. The adjacent counties may include growers that are interested in selling at the Whitley County market, but are not aware that they are eligible.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Number of workshops held with farmers in adjacent counties.</li> <li>• Number of public service announcements on TV and radio.</li> <li>• Number of TV community calendars where information is provided.</li> </ul>	
<b>Timeframe for Completion</b>	Start in the short term, but full effects will be seen in the long term.	
<b>Taking the Lead</b>	Whitley County Extension Office, WCFM president	
<b>Supporting Cast</b>	Whitley County Fiscal Court, which can provide airtime for public service announcements.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low.	Time to produce the radio spot.
<b>Possible Funding Sources</b>	Friends of the Market fundraising.	
<b>First 100 Days</b>	Prepare public service announcement.	

<b>Action 3.3: Scout for farmers that may be interested in selling at the farmers’ market and increase in-person outreach to farmers throughout the region through a “visiting committee.”</b>		
<b>Why is this important?</b>	There are many farmers in the region that do not sell through the Whitley County Farmers’ Market. While some have little interest due to their business model, others may be interested and willing to sell some of their produce through the market. Among the items that market would like to add or increase are flowers, mushrooms, baked goods, prepared foods, strawberries, cornmeal, honey and sorghum, chicken, turkey, eggs, and artisan crafters.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Number of farmers that meet with the market’s visiting committee.</li> </ul>	
<b>Timeframe for Completion</b>	Start in the short term, but continue indefinitely.	
<b>Taking the Lead</b>	Andrea Munoz, Whitley County Farmers’ Market Board.	
<b>Supporting Cast</b>	Friends of the Market.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low.	Board members labor to visit farmers.

<b>Possible Funding Sources</b>	To be determined (if necessary).
<b>First 100 Days</b>	Identify farmers to contact and identify with whom each committee member will meet. Each committee member meets with three farmers before May 2014.

<b>Action 3.4:</b>	<b>Conduct outreach to local Future Farmers of America program in the schools and recruit them to start growing produce they can sell at the farmers’ market.</b>	
<b>Why is this important?</b>	Many students may be interested in a career in farming, but are not aware of how to get started and how to make money. This outreach effort can help students get started growing a crop or crops that they can sell through the market. This action can also help get their parents interested in the market.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Invited to present to the local school boards about the importance of the farmers’ market and Future Farmers of America programs.</li> <li>• At least three high school students in the region are selling their produce through the farmers’ market.</li> </ul>	
<b>Timeframe for Completion</b>	Mid term.	
<b>Taking the Lead</b>	Farmers’ Market Treasurer Anne Bays.	
<b>Supporting Cast</b>	Local High Schools.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low	Board member’s labor to present to administrators and work with students.
<b>Possible Funding Sources</b>	To be determined.	
<b>First 100 Days</b>	Present to a school board.	

<b>Action 3.5:</b>	<b>Conduct Vendor trainings on a variety of topics</b>	
<b>Why is this important?</b>	Supporting vendor’s ability to increase productivity, market effectively, manage outreach and promotion is needed. Stronger, more informed, more effective vendors means a stronger market, and production base that will be more prepared in the future to meet local demand on larger scales, including wholesale and institutions.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Training sessions held on a variety of topics.</li> <li>• Qualitative responses, surveys from vendors participating in the training on how well it helped them.</li> </ul>	
<b>Timeframe for Completion</b>	Short to mid term.	
<b>Taking the Lead</b>	Anne Bays, Treasurer and Farmers’ Market Manager,.	
<b>Supporting Cast</b>	Vendors.	

<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low to medium – fees, stipends or honoraria for visiting experts (if needed).	Managers/Board member’s labor to present to organize and bring in experts
<b>Possible Funding Sources</b>	To be determined.	
<b>First 100 Days</b>	GAP training, WIC and Senior Voucher training.	

**GOAL 4: Build relationships with new community partners including local government.**

<b>Action 4.1:</b>	Create a “Farmers’ Market Supporter” program for local businesses and organizations to provide support to the market, promote it to customers, and receive recognition.	
<b>Why is this important?</b>	The farmers’ market has many benefits for the community’s health and quality of life, and it depends on the community and customers for support as a non-profit organization. This program would recruit businesses to support the market through a variety of actions including donations or by simply sharing information with their customers. Businesses that become a “farmers’ market supporter” could receive recognition at the market and receive a market sign or schedule to display in their business. Through their participation they would also learn about the market so they can share information with customers and visitors. The program could be an extension of the Friends of the Market group.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>Number of businesses participating in the program.</li> </ul>	
<b>Timeframe for Completion</b>	Mid term (by 2015 season).	
<b>Taking the Lead</b>	Farmers’ Market Board president and treasurer.	
<b>Supporting Cast</b>	Southern Kentucky Chamber of Commerce.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Moderate (signs, stickers, and other promotional materials to provide members).	Farmers’ Market Board members’ labor to develop the program.
<b>Possible Funding Sources</b>	Sponsorships.	
<b>First 100 Days</b>	Request to meet with the Southern Kentucky Chamber of Commerce.	

<b>Action 4.2:</b>	Meet with local restaurants, food businesses, and local institutions to learn what kinds of produce they want and need.	
<b>Why is this important?</b>	The farmers’ market’s long-term goal is to develop into a local foods hub that can connect supply with the demand of institutions (schools, hospitals, prisons, etc), restaurants, and local stores. As a	

	first step, the farmers’ market should meet with these organizations to learn more about their needs. This information will be useful when it comes time to prepare a feasibility study for a local foods hub.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Number of restaurants, food businesses, and institutions that meet with representatives of the farmers’ market.</li> </ul>	
<b>Timeframe for Completion</b>	Mid term	
<b>Taking the Lead</b>	Farmers’ Market Board	
<b>Supporting Cast</b>	Interested vendors.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low	Board member’s and vendor’s labor.
<b>Possible Funding Sources</b>	Kentucky Proud Restaurant Program	
<b>First 100 Days</b>	Identify businesses and institutions to meet with.	

<b>Action 4.3:</b>	<b>Seek sponsorships to offset the market’s costs and help the market expand.</b>	
<b>Why is this important?</b>	The market’s financial needs will grow as it moves from a seasonal market at three temporary locations to a permanent year round market with an indoor space. Foundations and government grants can help cover these costs, but sponsorships can also help close the remaining gap.	
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• Number of businesses or institutions that agree to sponsor the farmers’ market.</li> <li>• Dollars pledged.</li> </ul>	
<b>Timeframe for Completion</b>	Mid term.	
<b>Taking the Lead</b>	Farmers’ Market Board.	
<b>Supporting Cast</b>	Southern Kentucky Chamber of Commerce.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low (refers to the cost of pursuing sponsorships)	Board members’ labor to make calls and meet with organizations/businesses.
<b>Possible Funding Sources</b>	To be determined.	
<b>First 100 Days</b>	Identify businesses and institutions to meet with.	

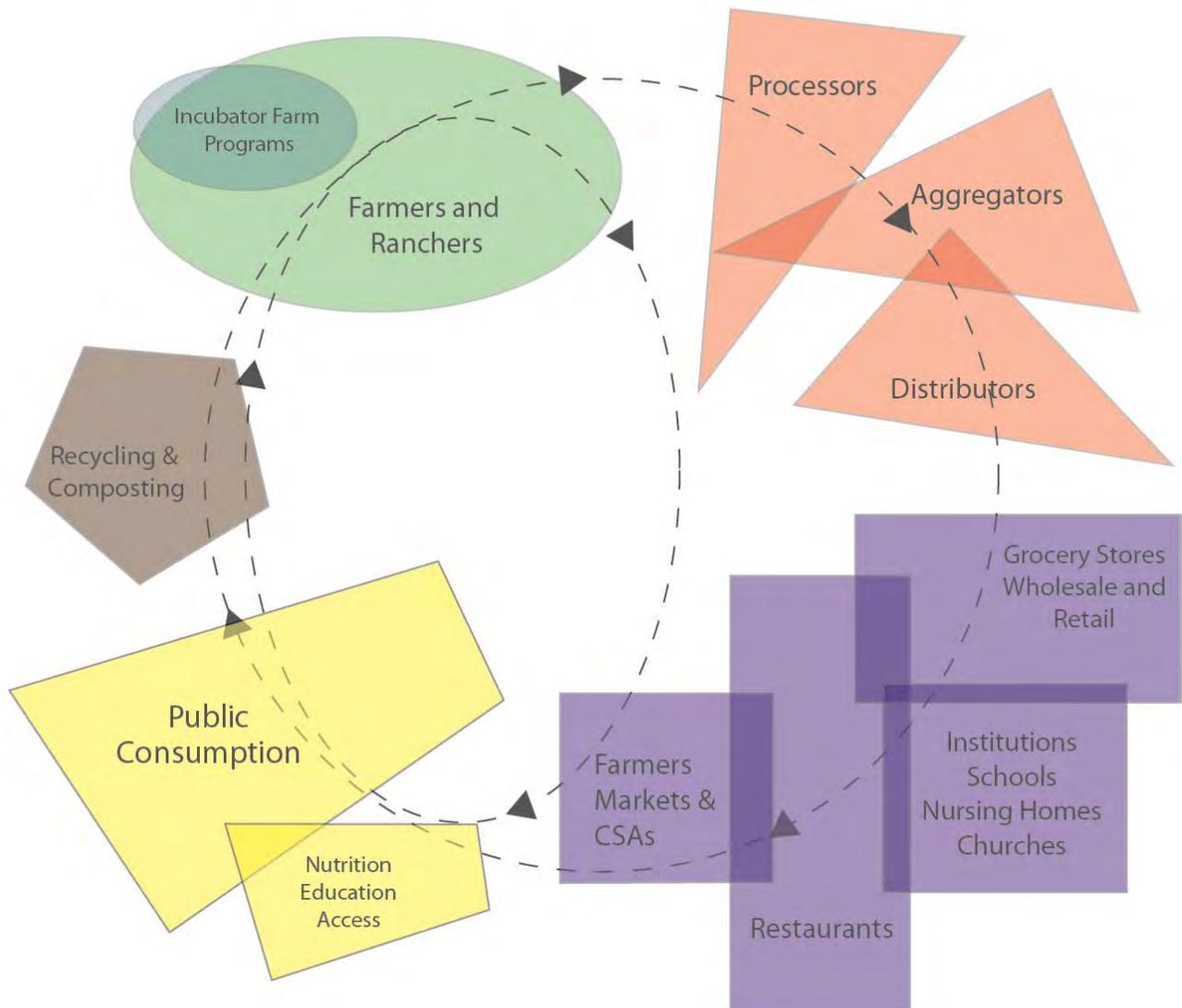
<b>Action 4.4:</b>	<b>Work with Cumberland Falls State Resort Park to direct visitors to the farmers’ market locations and ‘you pick it’ farms.</b>	
<b>Why is this important?</b>	Cumberland Falls State Resort Park attracts visitors from across the country that are looking to experience the nature and culture of the Appalachian region. Many visitors will have a natural interest in Appalachian agriculture and farms.	

<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>Number of market visitors in surveys that say they heard of the market through the State Park.</li> </ul>	
<b>Timeframe for Completion</b>	Short term (2014 season).	
<b>Taking the Lead</b>	Park Naturalist at Cumberland Falls and Farmers’ Market board.	
<b>Supporting Cast</b>	Corbin and Whitley County Tourism.	
<b>Cost Estimate</b>	<b>Dollars</b>	<b>Time</b>
	Low.	Labor to develop marketing materials to provide at the park.
<b>Possible Funding Sources</b>	Kentucky Proud	
<b>First 100 Days</b>	Meet with Park Naturalist to discuss how the Park can promote the market and the types of marketing materials that would be helpful.	

# Appendix B: Local Food System Diagram

## Local Food System Diagram

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



# Appendix C:

## Workshop Participants and Contact Information

Steering Committee (participated in pre-meeting conference calls, and the working sessions)				
First	Last	Title/Occupation	Affiliation	Contact Info
Anne	Bays	Treasurer	Whitley County Farmers' Market	anneevansbays@gmail.com
Sandi	Curd	President	Whitley County Farmers' Market	curd94@newwavecomm.net
Ally	Lynch	Board Member	Whitley County Farmers' Market	ally.lynych51@gmail.com
Carl	Moses	Board Member	Whitley County Farmers' Market	Carlmoses1101@yahoo.com
Andrea	Munoz	Board Member	Whitley County Farmers' Market	Amunoz.castillo@gmail.com
Andy	Salmons	Manager	Corbin Main Street	andy.salmons@corbin-ky.gov
Rachel	West	Board Member	Whitley County Farmers' Market	Rachel.hungerbuhler@gmail.com

EPA/ARC/USDA and Consultants (technical assistance team)				
First	Last	Title/Occupation	Affiliation	Contact Info
Mike	Callahan	Planner	Renaissance Planning Group	mcallahan@ciesthatwork.com; 434-296-2554 x 315
Jason	Espie	Project Manager	Renaissance Planning Group	jespie@ciesthatwork.com; 434-296-2554 x 303
Ed	Fendley	Project Manager	EPA Office of Sustainable Communities	Fendley.Ed@epa.gov; (202) 566-9555
Jen	Walker	Local Food Systems Consultant	Poiesis Design and Planning	Jen.land.arc@gmail.com

Workshop Attendees				
First	Last	Title/Occupation	Affiliation	Contact Info
Maggie	Bill	Reg Outreach Agent	Eastern Kentucky University	Maggie.bill@eku.edu
Sue	Dee		Whitley County Farmers' Market	2sue@wildblue.net
Julie	Deyrue		Whitley County Farmers' Market	
Leif	Deyrue		Whitley County Farmers' Market	
Portia	Flowers-Gosser	Tourism Director	City of Corbin	
Chris	Fugate	Chef	Cumberland Falls State Resort Park	
Steve	Gilbert	Park Naturalist	Cumberland Falls State Resort Park	
Kevin	Hendrix	Vendor		hendrixbees@gmail.com
Sarah	Hendrix	Vendor		sarahh7979@gmail.com
Ron	Herd			rwherd@yahoo.com
Valerie	Horn		Community Farm Alliance	
Janus	Jones	Vendor		JanusJones37@hotmail.com
Maggy	Krieber		Corbin Tourism	maggy@corbinkytourism.com
Billie	Lancaster			vintagecrazy@windstream.com
Cortney	Moses		UK Cooperative Extension	cortney.moses@uky.edu
Staci	Moses		Whitley County Farmers' Market	
Janice	Musick	Farmer	Musick Mountain Farm	janmusick@yahoo.com
Amber	Owens		Whitley County Fiscal Court	aowens@2geton.net
Mike	Patrick	Executive Director	Cumberland Valley Area Development District	mpatrick@cvadd.org
Mark	Reese	Educ Extension Agent	EKU Extension	
Karen	Salmons	Business owner		tksalmons@hotmail.com
Ted	Salmons	Business owner		tksalmons@hotmail.com
Marlon	Sams	City Manager	City of Corbin	marlon.sams@corbin-ky.gov
Cathy	Sims		Whitley County Farmers' Market	
Greg	Sims		Whitley County Farmers' Market	
Bobbi	Smith		Antiques & Accents	bobbie@antiques-accents.com
Kristin	Smith	Farmer	Faulkner Bent Farm	
Vicki	Smith	Farmer	Double Hart Farm	1076 Cumberland Falls Hwy
Brenda	Spanjer			
Barry	Turner	Area Director	USDA-Rural Development	
Brandon	West		Whitley County Farmers' Market	hardknoxcollective@gmail.com

# Appendix D: Presentation Slides



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

## LIVABILITY & LOCAL FOODS in APPALACHIAN

STAR – Small Town Appalachian Revitalization

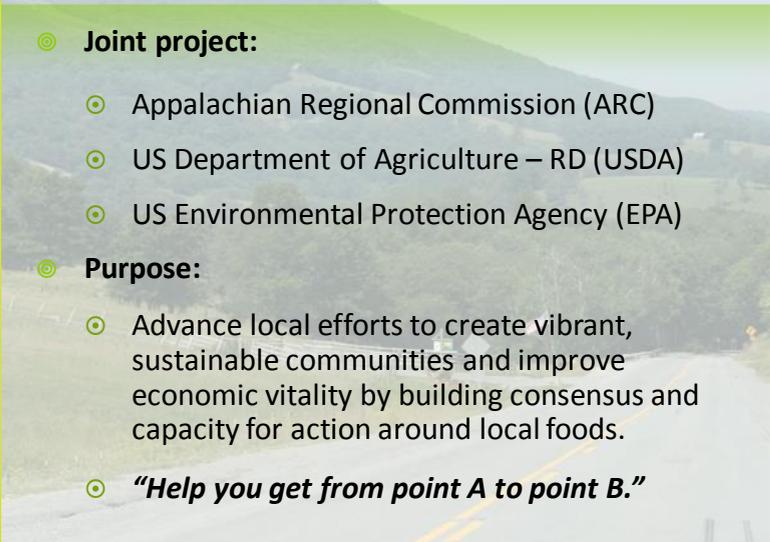


INTRODUCTION

## THIS PRESENTATION WILL COVER

- ⊙ **Introductions**
- ⊙ **The Project**
- ⊙ **Livability** – *A common sense way to plan for a better future*
- ⊙ **Local Foods** – *A vital ingredient in livable communities*

***It's About Your Town!***





INTRODUCTION

# LIVABLE COMMUNITIES IN APPALACHIA

- ⊙ **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.”*





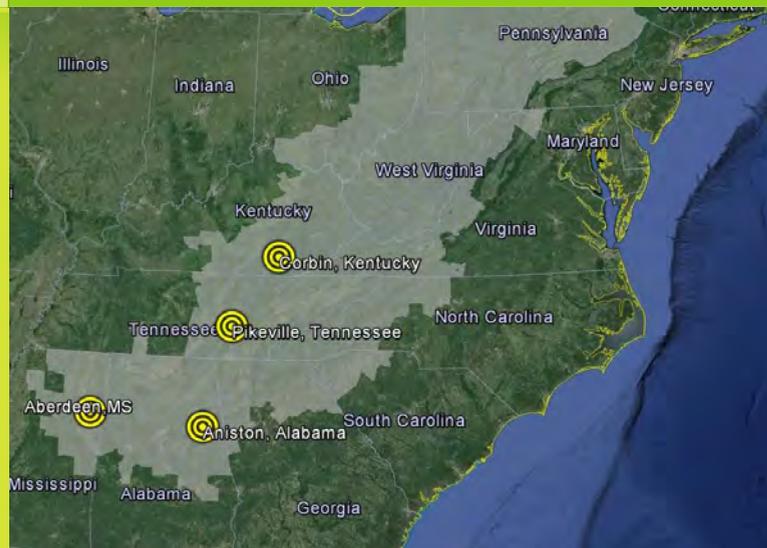
INTRODUCTION

# WORKSHOP AGENDA

- ⊙ **Day 1:**
  - ⊙ Community Tour
  - ⊙ Pot Luck Dinner
  - ⊙ Work Session 1: *Where are we now & where do we want to be?*
- ⊙ **Day 2:**
  - ⊙ Work Session 2: *What needs to happen?*
  - ⊙ Work Session 3: *How to make it happen.*

# 2014 APPALACHIAN TOWNS

## INTRODUCTION



## Partnership for Sustainable Communities

### LIVABILITY

The focus on community livability is also supported by the Partnership for Sustainable Communities (HUD, EPA, DOT)

### Goals for Livable Rural Communities

1. Promote rural prosperity
2. Support vibrant rural communities
3. Expand transportation choices
4. Expand housing choices





LIVABILITY

## PARTNERSHIP GOALS: RURAL PROSPERITY

1. Promote rural **prosperity** by creating an economic climate that enhances the viability of **working lands**, preserves natural resources, and increases **economic opportunities** for all residents.



LIVABILITY

## LIVABILITY ***VIABLE WORKING LANDS***



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

LIVABILITY

# NATURAL RESOURCES



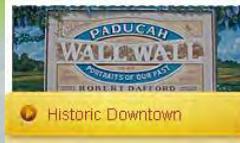
LIVABILITY

# NATURAL RESOURCES



LIVABILITY

## LIVABILITY *ECONOMIC OPPORTUNITIES*



Historic Downtown

LowerTown Arts District

Before



After



LIVABILITY

## PARTNERSHIP GOALS: VIBRANT COMMUNITIES

2. Support vibrant, thriving and distinctive rural communities by investing in rural **town centers, main streets, and existing infrastructure** to create places that are vibrant, healthy, safe, and walkable.

LIVABILITY

# LIVABILITY TOWN CENTERS



LIVABILITY

# LIVABILITY MAIN STREETS



LIVABILITY

# LIVABILITY INFRASTRUCTURE



Water

Telecom

Highways

Sewer

IMAGE CREDITS: APPALACHIAN REGIONAL COMMISSION

LIVABILITY

# LIVABILITY VIBRANT PLACES



IMAGE CREDIT: RENAISSANCE PLANNING GROUP



LIVABILITY

## PARTNERSHIP GOALS: TRANSPORTATION CHOICES



LIVABILITY

3. Expand **transportation choices** by creating communities where **everyone** - including elderly, disabled, and low-income residents - can **conveniently, affordably, and safely access** local and regional goods and services.





LIVABILITY

LIVABILITY

## *ACCESS TO GOODS AND SERVICES FOR EVERYONE*



LIVABILITY



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

LIVABILITY

# LIVABILITY *TRAVEL CHOICES*



IMAGE CREDIT: RENAISSANCE PLANNING GROUP

LIVABILITY

# LIVABILITY *ACCESS TO GOODS AND SERVICES FOR EVERYONE*



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

## PARTNERSHIP GOALS: AFFORDABLE HOUSING

LIVABILITY

4. Expand **affordable housing** by creating communities where **everyone** - including elderly, disabled, and low-income residents - can afford housing and transportation expenses.

## LIVABILITY *HOUSING CHOICES*

LIVABILITY



## LIVABILITY IN APPALACHIA: ADDRESSING HEALTH AND ECONOMIC TRANSITIONS

LIVABILITY

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

## LIVABILITY IN APPALACHIA: ADDRESSING HEALTH AND ECONOMIC TRANSITIONS

LIVABILITY

- ⊙ **Economic transition continued:**
  - ⊙ Traditionally strong job sectors including manufacturing, mining, and farming.
  - ⊙ Manufacturing jobs sharply declined since 2000.
- ⊙ **Public Health is another major concern:**
  - ⊙ Higher rates of death than non-Appalachian U.S. for heart disease, cancer, and diabetes.
  - ⊙ Rates of premature death in portions of Central and Southern Appalachia are among the highest in the nation.



LIVABILITY

## LIVABILITY IN APPALACHIA: ADDRESSING HEALTH AND ECONOMIC TRANSITIONS

### But Appalachia is blessed with natural resources

- ⦿ Fresh water, forests, and energy resources.
- ⦿ Substantial biodiversity that supports tourism, recreation, and agriculture.
- ⦿ Appalachia recognized as the most diverse food shed in the United States, making local foods an opportunity to improve economic development, livability, and public health.



FOOD SYSTEMS

## LOCAL FOOD SYSTEMS

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



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

# LOCAL FOOD SYSTEMS

FOOD SYSTEMS

- ⊙ **What is a local food system?**
  - ⊙ 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

# LOCAL FOOD SYSTEMS

FOOD SYSTEMS

```

graph TD
    Producers --> Processing
    Producers --> Aggregation
    Processing --> Distribution
    Aggregation --> Distribution
    Distribution --> Retail
    Distribution --> Restaurants
    Distribution --> Institutions
    Retail --> Consumers
    Restaurants --> Consumers
    Institutions --> Consumers
  
```

IMAGE CREDITS: APPALACHIAN SUSTAINABLE DEVELOPMENT



C

FOOD SYSTEMS

# LOCAL FOOD SYSTEMS: KEY DEFINITIONS

**Local Food**

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

**Community Supported Agriculture**

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

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



C

FOOD SYSTEMS

# LOCAL FOOD SYSTEMS: KEY DEFINITIONS

**Farmers Market**

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

**Farm to School Programs**

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

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



FOOD SYSTEMS

# LOCAL FOOD SYSTEMS: KEY DEFINITIONS

- ⦿ **Food Hub**
  - ⦿ A business or organization that actively manages the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand.
    - ⦿ Source: USDA *Regional Food Hub Resource Guide*. April, 2012.

**From Farm to Plate**

  
 vegetables  
fruit  
pastured meats

  
**Local Supply**

  
 fresh eggs  
value-added & specialty items

  
**Local Food Hub**

  
**Local Demand**

retailers  
hospitals  
restaurants

schools  
food banks  
nursing homes



IMAGE CREDIT: CHARLOTTESVILLE, VA LOCAL FOOD HUB



FOOD SYSTEMS

# LOCAL FOOD SYSTEMS: KEY DEFINITIONS

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

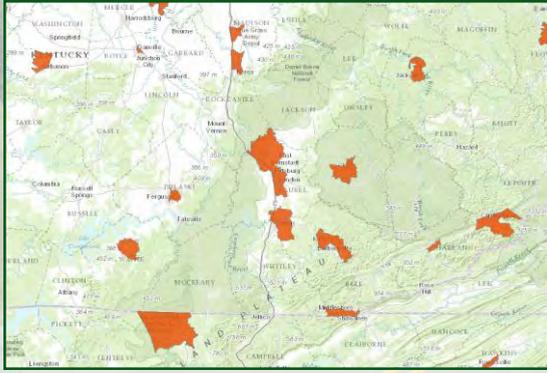
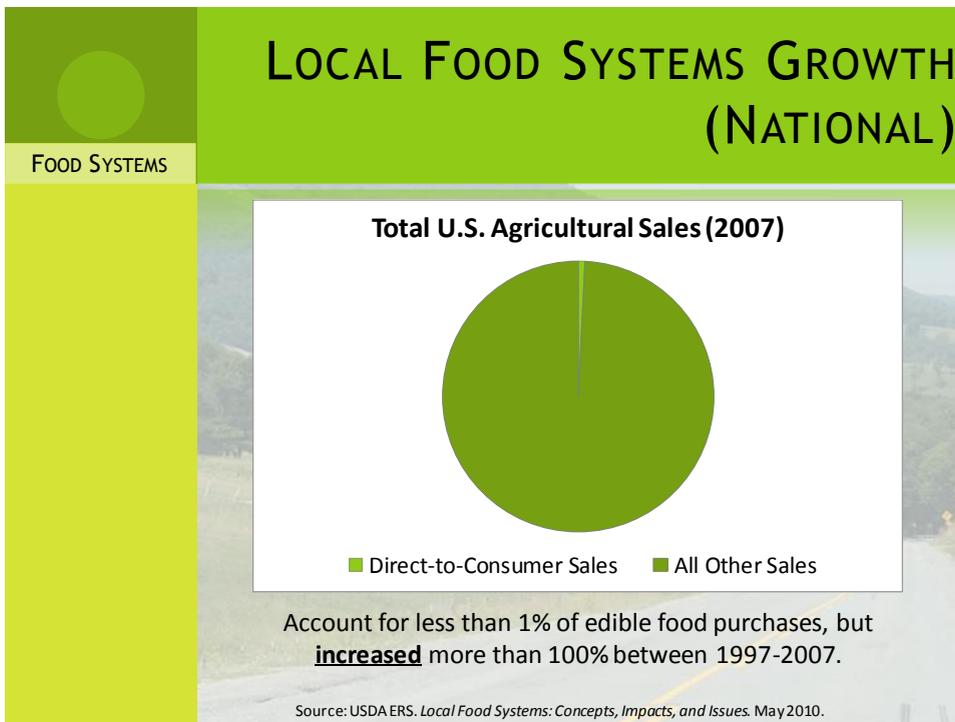
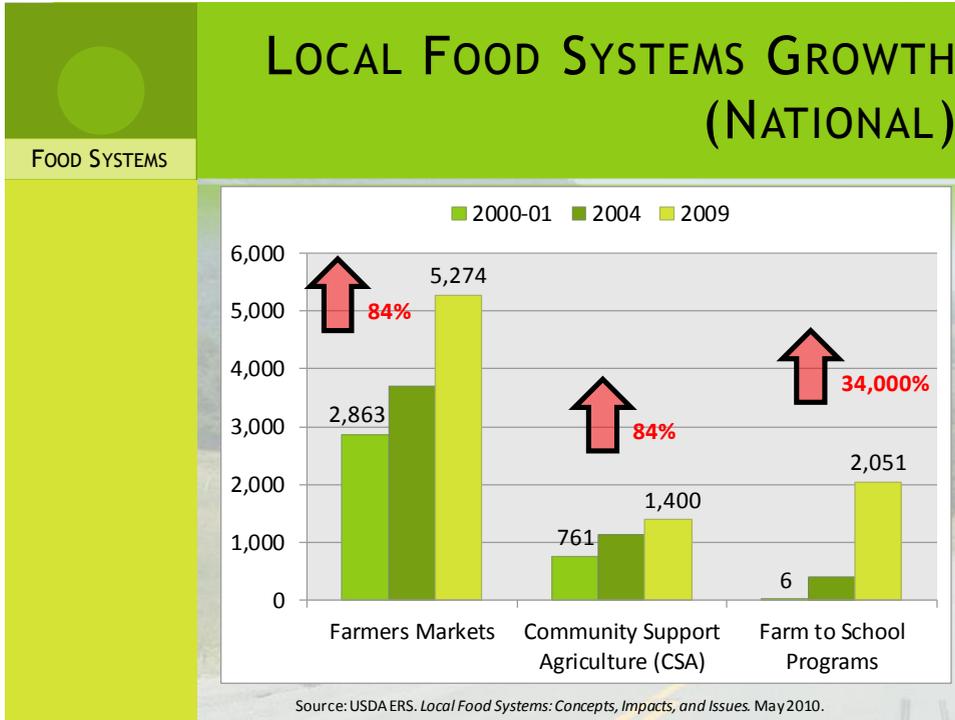


IMAGE CREDIT: USDA FOOD ACCESS RESEARCH ATLAS



# 2014 FARM BILL

FOOD SYSTEMS

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

# 2014 FARM BILL

FOOD SYSTEMS

- ⊙ **Local Food Programs in the Farm Bill**
  - ⊙ Triples funding for the **Farmers Market and Local Food Promotion Program**.
    - ⊙ Expands project eligibility, opening the way to fund more local food hub activities.
  - ⊙ Doubles funding for **Community Food Projects** grant program, which funds projects that improve food security
  - ⊙ Creates a **Food Insecurity Nutrition Incentive** program.
    - ⊙ Will double SNAP benefits up to a certain dollar amount for veggie/fruit purchases at farmers markets/grocery stores. Can also use SNAP for Community Supported Agriculture shares.
  - ⊙ Will extend revenue insurance to more farms, including organic farms and farms serving local markets.

# 2014 FARM BILL

FOOD SYSTEMS

- ⊙ **Funding for Programs that Support Local Foods:**
  - ⊙ **Farmers Market & Local Food Promotion Program**
    - ⊙ \$30 million per year (up 200% from 2008 Bill)
  - ⊙ **Beginning Farmer & Rancher Development Program**
    - ⊙ \$20 million per year (up 33% from 2008 Bill)
  - ⊙ **Organic Certification Cost Share Program**
    - ⊙ \$11.5 million per year (up more than 100% from 2008 Bill)
  - ⊙ **Outreach and Assistance to Socially-Disadvantaged Farmers**
    - ⊙ \$10 million per year
  - ⊙ **Value-Added Producer Grants**
    - ⊙ \$12.6 million per year

Source: *National Sustainable Agriculture Coalition*

# BENEFITS OF LOCAL FOOD SYSTEMS

FOOD SYSTEMS

**Economic Growth**

- Cultivating and retaining community capital.
- Creating new, local industries.

**Job Creation**

- Training and retaining new farmers and ranchers.
- Facilitating new entrepreneurial opportunities.

**Social Benefits**

- Bringing low-cost food to populations in need.
- Revitalizing distressed neighborhoods and communities.

**Food System**



## LOCAL FOODS AND LIVABILITY

**LOCAL FOODS**

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

Health Indicator	Whitley County	State of Kentucky
Adults with Diabetes	17.3%	10.1%
Adults with High Blood Pressure	35.4%	31.2%
Adult Obesity Rate	36.5%	30.5%



## LOCAL FOODS AND LIVABILITY

LOCAL FOODS

- ⊙ **Preserves Viable Working Lands that:**
  - ⊙ Support local jobs
    - ⊙ 175 farm jobs from Appalachian Harvest in Duffield, VA. Plus jobs in administration, distribution, marketing.
  - ⊙ Supply health and fresh food to local markets
  - ⊙ Contribute to region's identity
  - ⊙ Preserve natural and rural landscapes



## LOCAL FOODS AND LIVABILITY

LOCAL FOODS

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

# LOCAL FOODS AND LIVABILITY

## LOCAL FOODS

### Supports Vibrant Town Centers

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

# LOCAL FOODS AND LIVABILITY

## LOCAL FOODS



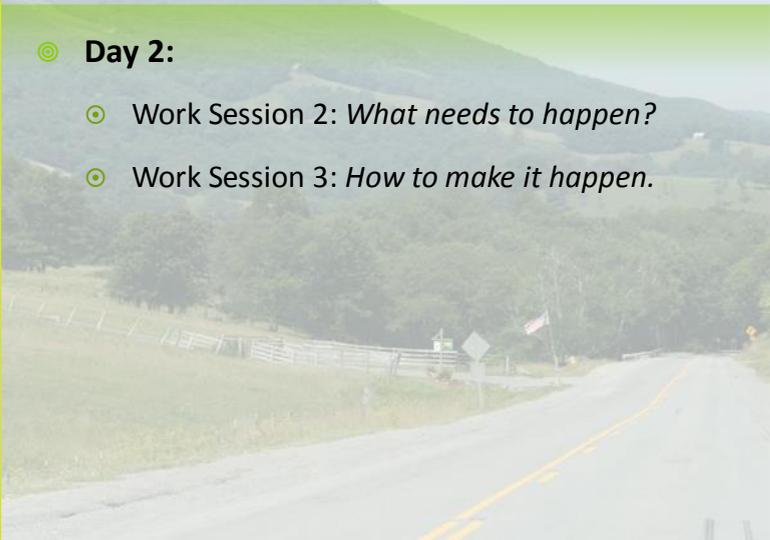
IMAGE CREDITS: HOT SPRINGS FARMERS MARKET (BOTTOM LEFT AND RIGHT), WHITLEY COUNTY FARMERS MARKET (TOP LEFT), APPALACHIA SUSTAINABLE DEVELOPMENT (TOP RIGHT)



# WORKSHOP AGENDA

INTRODUCTION

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



# “THIS I BELIEVE...”

EXERCISE



## “OUR COMMUNITY OUR FOOD OUR FUTURE”

### EXERCISE

- ⦿ Split into pairs - Preferable with someone you don't know.
- ⦿ *What should be:* Each person then take 5-10 minutes to pretend to report back about an event 20 years from now. What happened, what makes it special.

## “OUR COMMUNITY OUR FOOD” EXERCISE - 2

### EXERCISE

- ⦿ For each story, develop a title or a couple words that capture its essence. Write these on index cards.
- ⦿ Report out – groups summarize the story and key values and aspirations for the future.



EXERCISE

# GOAL AFFIRMATION

- ⦿ **Discuss – Affirm - Modify - Add**
- ⦿ **General Goals Expressed in Letter of Interest**
  - ⦿ Establish Year Round market for local foods
  - ⦿ Market local foods to institutions.
  - ⦿ Expand customer base.
  - ⦿ Increase supply to meet demand.
  - ⦿ Bring in new partners to support local foods.
  - ⦿ What else?

CASE STUDIES

## CASE STUDY *LOCAL FOODS HUB*



The logo for Appalachian Harvest is a semi-circular emblem. At the top, the words "APPALACHIAN HARVEST" are written in a green, stylized font within a yellow arch. Below the arch, a yellow sun with rays is positioned above a green mountain range. A white river flows from the mountains down to a green field. In the background, a white barn and a silo are visible. At the bottom of the emblem, the tagline "HEALTHY FOOD, HEALTHY FARMS, CLOSE TO HOME" is written in a black, sans-serif font. The entire logo is set against a background of a road winding through a hazy, mountainous landscape.

CASE STUDIES

## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

- ◎ **Background**
  - ◎ 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

## CASE STUDIES

## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

### Operations

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



## CASE STUDIES

## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

### Operations

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



## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

CASE STUDIES

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



IMAGE CREDIT: BREAD FOR THE WORLD

## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

CASE STUDIES

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

Photo Credit: Bread for the World

⦿
CASE STUDIES

## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

### ⦿ Operations

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



IMAGE CREDIT: APPALACHIAN SUSTAINABLE DEVELOPMENT

⦿
CASE STUDIES

## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

### ⦿ Funding Sources

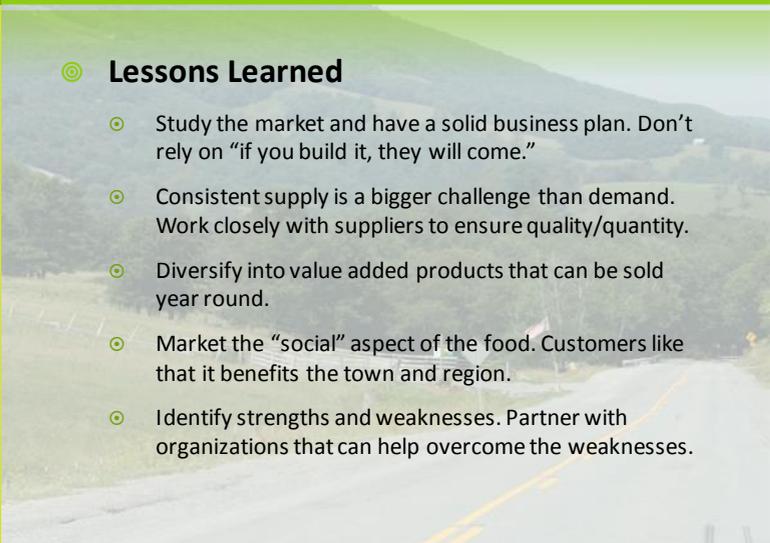
- ⦿ Appalachian Regional Commission
- ⦿ Mary Reynolds Babcock Foundation (throughout the Southeast)
- ⦿ Wallace Genetic Foundation (national)
- ⦿ Farm Aid (national)
- ⦿ Blue Moon Fund (worldwide)
- ⦿ W.K. Kellogg Foundation (national)
- ⦿ Virginia Environmental Endowment (state)
- ⦿ Sustainable Agriculture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



**CASE STUDIES**

## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

- ⊙ **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



**CASE STUDIES**

## SW VIRGINIA / NE TENNESSEE *LOCAL FOODS HUB*

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

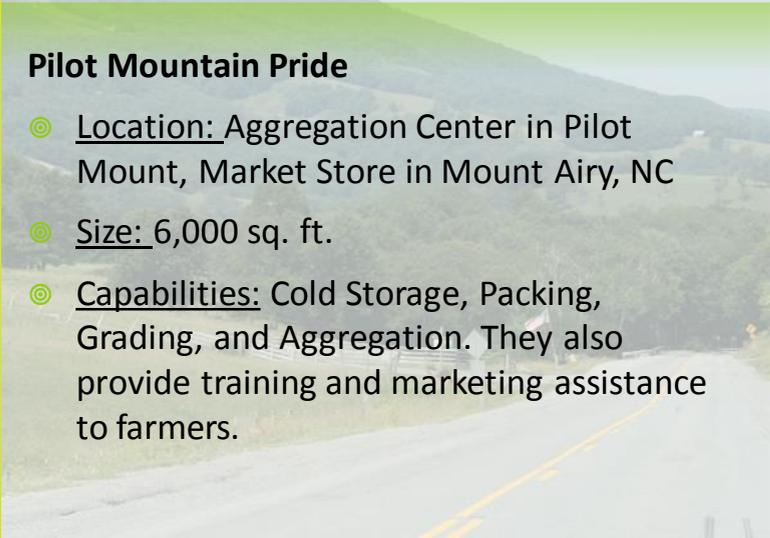


## OTHER FOOD HUB EXAMPLES

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.

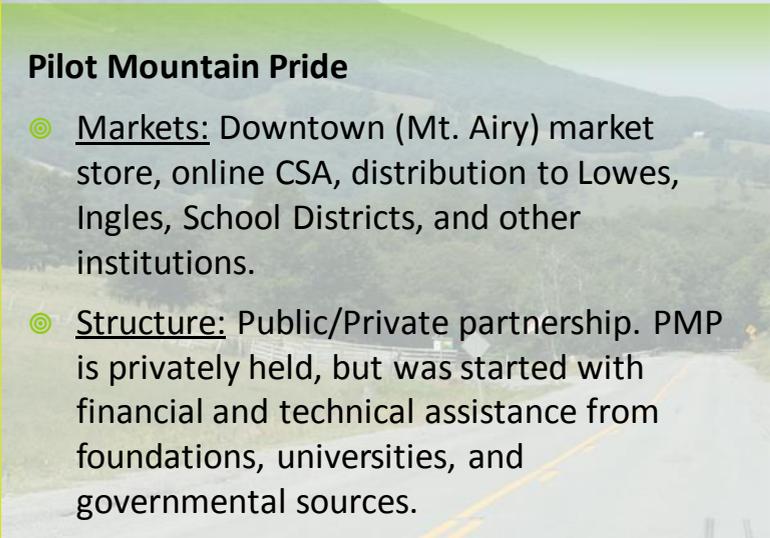



## OTHER FOOD HUB EXAMPLES

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.



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## CASE STUDY

# *EDUCATION & OUTREACH*

CASE STUDIES



IMAGE CREDIT: JEN WALKER

C

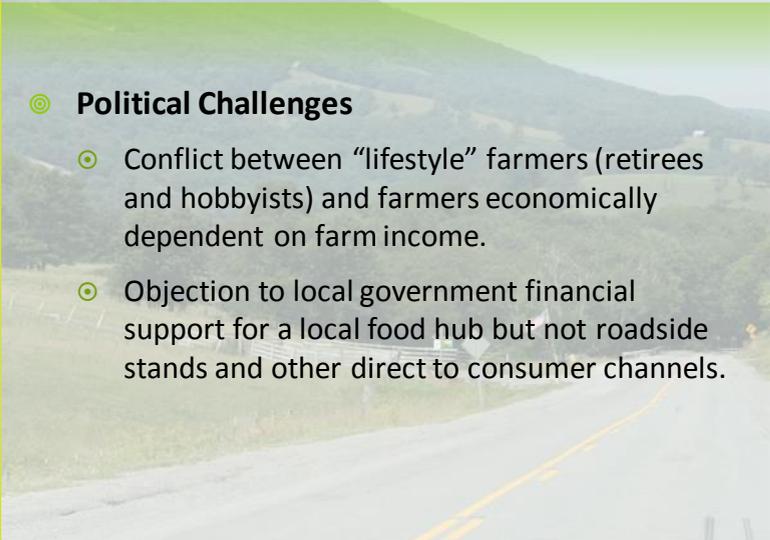
## BOONE, NC

# *EDUCATION & OUTREACH*

CASE STUDIES



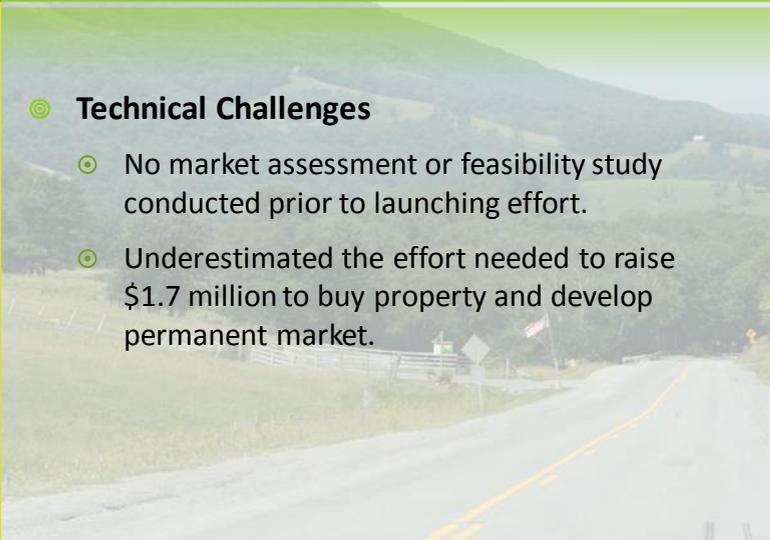
- ◎ **Background**
  - ◎ Watauga County Farmers Market started in 1970s. Operates 2-days per week, seasonal.
  - ◎ Farmers and market stakeholders wanted to expand the farmers market into a year-round local food hub and educational facility.
  - ◎ Identified a land parcel near downtown Boone.
  - ◎ Formed a committee to plan and raise funds.



**BOONE, NC**  
***EDUCATION & OUTREACH***

CASE STUDIES

- ⊙ **Political Challenges**
  - ⊙ Conflict between “lifestyle” farmers (retirees and hobbyists) and farmers economically dependent on farm income.
  - ⊙ Objection to local government financial support for a local food hub but not roadside stands and other direct to consumer channels.



**BOONE, NC**  
***EDUCATION & OUTREACH***

CASE STUDIES

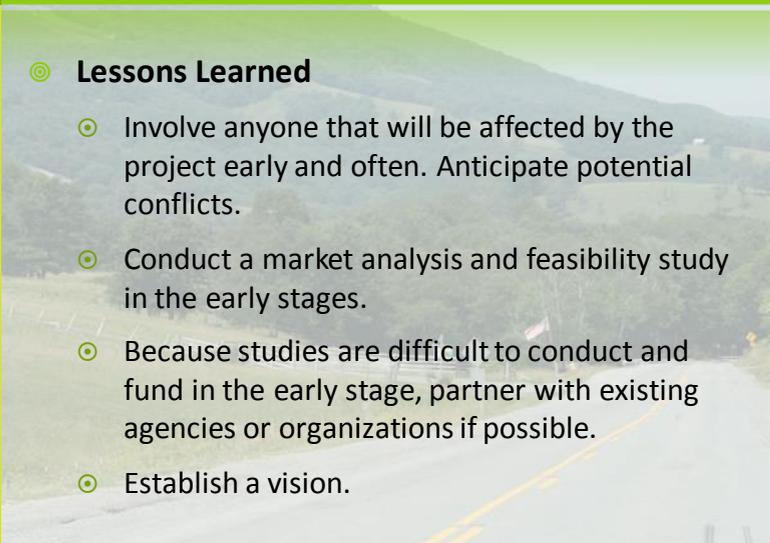
- ⊙ **Technical Challenges**
  - ⊙ No market assessment or feasibility study conducted prior to launching effort.
  - ⊙ Underestimated the effort needed to raise \$1.7 million to buy property and develop permanent market.



**BOONE, NC**  
***EDUCATION & OUTREACH***

CASE STUDIES

- ⊙ **Outcome**
  - ⊙ Formed an advocacy and educational non-profit named Preserving Heritage Agriculture and Regional Markets Now (PHARMN).
  - ⊙ Step back has gained the trust and partnership of a more diverse set of stakeholders.



**BOONE, NC**  
***EDUCATION & OUTREACH***

CASE STUDIES

- ⊙ **Lessons Learned**
  - ⊙ Involve anyone that will be affected by the project early and often. Anticipate potential conflicts.
  - ⊙ Conduct a market analysis and feasibility study in the early stages.
  - ⊙ Because studies are difficult to conduct and fund in the early stage, partner with existing agencies or organizations if possible.
  - ⊙ Establish a vision.

CASE STUDIES

## CASE STUDY

### *COMMUNITY KITCHEN*



IMAGE CREDIT: TOWN OF BURGAW, NC

CASE STUDIES

## BURGAW, NC

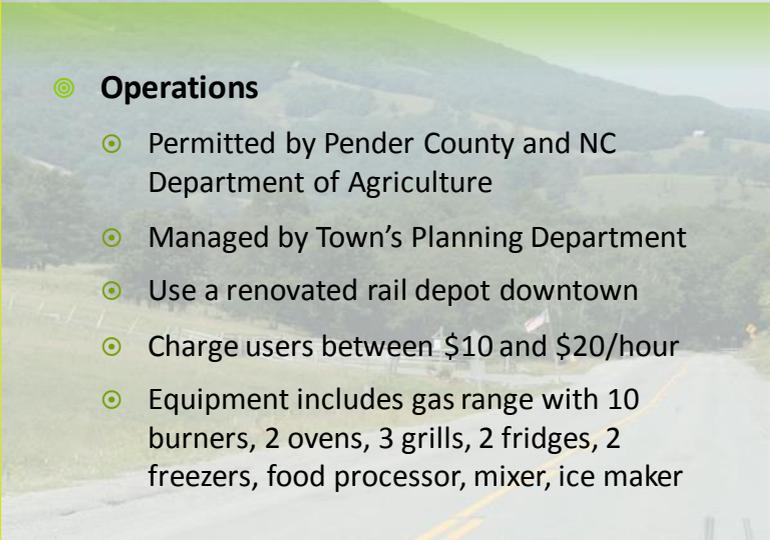
### *COMMUNITY KITCHEN*

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

CASE STUDIES

## BURGAW, NC *COMMUNITY KITCHEN*

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



CASE STUDIES

## BURGAW, NC *COMMUNITY KITCHEN*



IMAGE CREDIT: TOWN OF BURGAW, NC



CASE STUDIES

## BURGAW, NC *COMMUNITY KITCHEN*

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

CASE STUDIES

## BURGAW, NC *COMMUNITY KITCHEN*



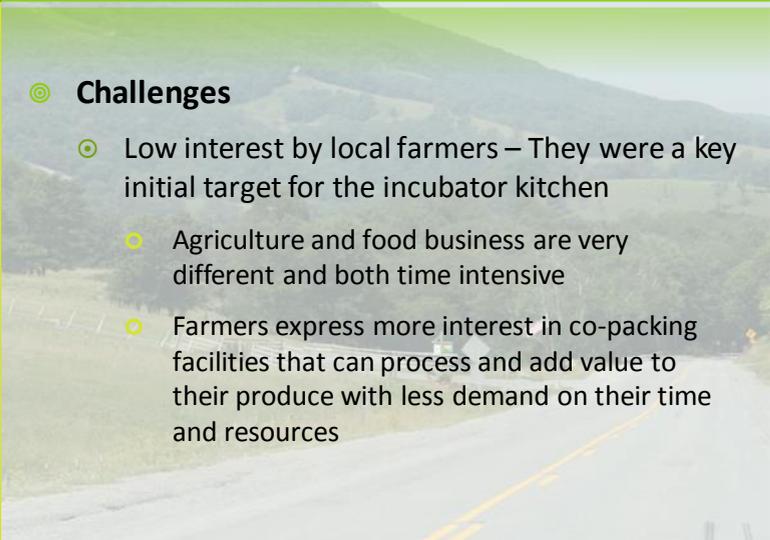
IMAGE CREDIT: TOWN OF BURGAW, NC



**CASE STUDIES**

## BURGAU, NC *COMMUNITY KITCHEN*

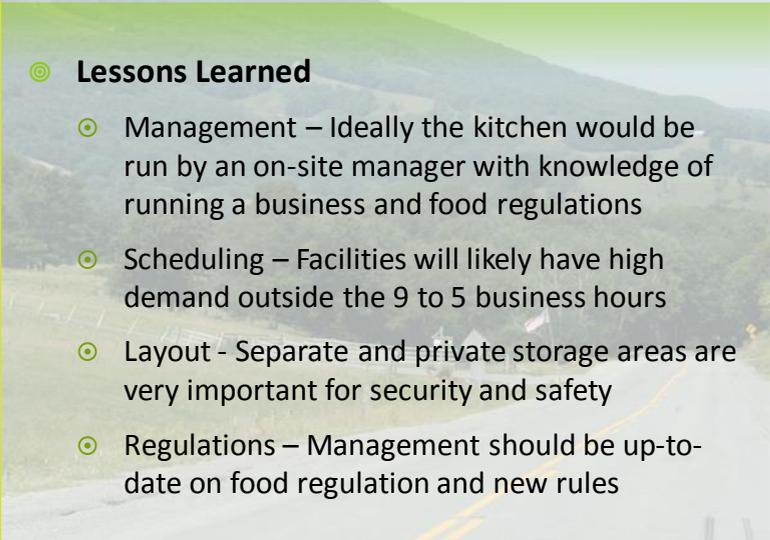
- ⊙ **Challenges**
  - ⊙ Management
    - Original plan was Community College
    - Then a contractor was hired by town
    - Then a local foods hub (Feast Down East)
    - Finally the town's planning department
  - ⊙ Management needs knowledge in food business and food regulation, these are areas in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



**CASE STUDIES**

## BURGAU, NC *COMMUNITY KITCHEN*

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



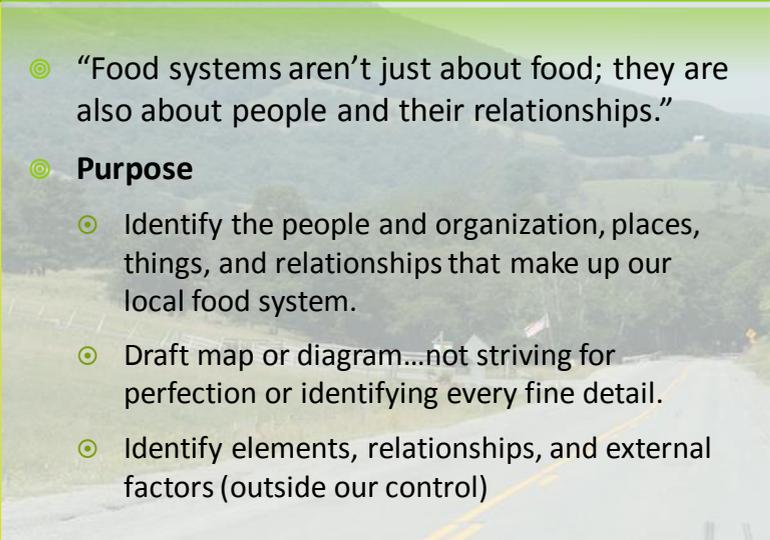


CASE STUDIES

## BURGAU, NC *COMMUNITY KITCHEN*

- ⊙ **Lessons Learned**

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





EXERCISE

## EXPLORING OUR FOOD SYSTEM EXERCISE

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

- ⊙ **Purpose**

- ⊙ Identify the people and organization, places, things, and relationships that make up our local food system.
- ⊙ Draft map or diagram...not striving for perfection or identifying every fine detail.
- ⊙ Identify elements, relationships, and external factors (outside our control)

# LOCAL FOOD SYSTEMS

## EXERCISE

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



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

## WHAT IS A LOCAL FOOD SYSTEM?

### EXERCISE

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

# LOCAL FOOD SYSTEMS

EXERCISE

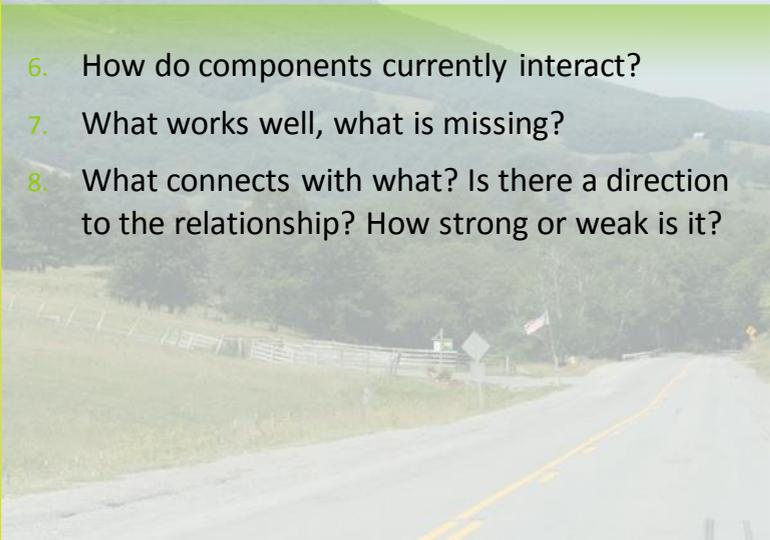


IMAGE CREDITS: APPALACHIAN SUSTAINABLE DEVELOPMENT

# EXPLORING OUR FOOD SYSTEM KEY QUESTIONS

EXERCISE

1. What are the central elements of your food system?
2. Whose producing what? What are you current growing?
3. Who are your current customers, who are potential customers?
4. What are their needs, what are they demanding? Are those needs being met?

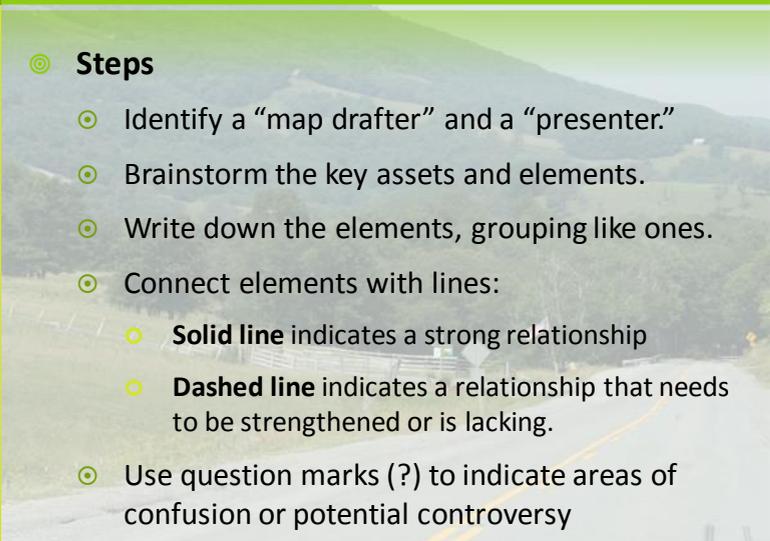




EXERCISE

## EXPLORING OUR FOOD SYSTEM KEY QUESTIONS

6. How do components currently interact?
7. What works well, what is missing?
8. What connects with what? Is there a direction to the relationship? How strong or weak is it?





EXERCISE

## EXPLORING OUR FOOD SYSTEM 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



## ACTION PLANNING EXERCISE

### EXERCISE

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

# SMART GOAL MATRIX

**GOAL:**

S.M.A.R.T. Action <small>Action should contribute to success of program or task. Specific, Measurable, Achievable, Relevant, and have a Time frame</small>	Measureable <small>How we measure progress or success. What will we know we have achieved success?</small>	Achievable <small>Is this something we can control?</small>	Relevant <small>How does this support existing work/initiatives?</small>	Time-frame <small>Start, end date, 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 (if estimate, or how much budget used)</small>	Resource Sources <small>Funding sources</small>	First 100 Days <small>What can we do in the first 100 days? What can we control in the first 100 days?</small>
Specific Action:									
Specific Action:									
Specific Action:									
Specific Action:									

# DRAFT ACTION PLAN GOALS

- ⊙ Expand customer base (\$100k)
- ⊙ Build relationships with new community partners including local government
- ⊙ Grow vendors, vendor capacity and diversity of products
- ⊙ Plan for a year-round market



## KEY CONSIDERATIONS

### BEST PRACTICES

- ⦿ Role of the Farmers Market
  - ⦿ Institutions or direct to consumers?
  - ⦿ What kind of institutions?
    - ⦿ Schools, hospitals, prisons (GAP certified).
    - ⦿ Restaurants.
    - ⦿ Distributors, grocery stores.
  - ⦿ What are you doing with produce?
    - ⦿ Fresh, flash frozen, dehydrated, cut/chopped, washing, packing.
    - ⦿ Help determine facility type, which influences location.



## KEY CONSIDERATIONS

BEST PRACTICES

- ⦿ Match making role:
  - ⦿ Meet with consumers early on to assess demand, preferences, quantity, quality, regularity, price, etc.
  - ⦿ Meet with suppliers to see if they are able to meet the demand.
- ⦿ For institutions, start with a targeted set of products (one, two, or just a few).
  - ⦿ Example: Warren County, NC – shredded cabbage



## KEY CONSIDERATIONS

BEST PRACTICES

- ⦿ Site selection considerations:
  - ⦿ Community Food Assessment (DIY)
  - ⦿ Feasibility study (between \$15 - \$75K. Often funded through foundations or agencies).
  - ⦿ Look at a wide variety of issues:
    - ⦿ Ease of access for farmers and consumers. (For example, room for box trucks and pallets for institutional buyers).
    - ⦿ Types of equipment, space, storage needed.
    - ⦿ Processing and aggregation needs.
- ⦿ One size does not fit all.

# Appendix E:

## Workshop Photo Album



Figure 1 - Walking Tour of Downtown



Figure 2 - Downtown Apartments Near Market



Figure 3 - Downtown Gazebo



Figure 4 - Pedestrian Bridge from Downtown to Neighborhood



Figure 5 - Downtown Park Under Construction



Figure 6 - One of Several Potential Market Locations



# 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](http://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=SpecialtyCropBlockGrant0Program&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](http://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](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](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](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](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](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](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](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](http://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](http://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](http://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](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](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](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](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/](http://www.fhwa.dot.gov/environment/safe_routes_to_school/).

# Appendix G:

## Additional References and Resources

## Local Food Systems Resources – National

### *USDA Know Your Farmer Know Your Food*

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

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

### *Farmers’ Markets General*

#### USDA National Farmers Market Directory

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

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

#### USDA’s “National Farmers Market Manager Survey”

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

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

#### USDA’s “Supplemental Nutrition Assistance Program (SNAP) at Farmers Markets: A How-To Handbook”

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

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

#### Appalachian Sustainable Agriculture Project’s “Sharing the Harvest: A Guide to Bridging the Divide between Farmers Markets and Low-Income Shoppers.”

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

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

#### Connecting Local Farmers with USDA Farmers Market Nutrition Program Participants

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

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

### *Farmers' Markets Management*

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

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

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

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

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

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

### *Food Hubs*

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

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

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

#### **USDA's "Regional Food Hub Resource Guide"**

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

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

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

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

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

#### **Wholesome Wave's "Food Hub Business Assessment Toolkit"**

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

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

### *Community Kitchens*

#### **Culinary Incubator's Community Kitchen Database**

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

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

### *Community Gardens*

#### **Centers for Disease Control and Prevention’s Community Gardens Website**

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

#### **Vermont Community Garden Network’s Garden Organizer Toolkit**

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

### *Farm to School*

#### **USDA’s Farm to School Website**

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

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

### *Land Use*

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

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

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

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

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

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

### *Other*

#### **Food Value Chains: Creating Shared Value to Enhance Marketing Success**

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

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

#### **Wholesale Markets and Facility Design**

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

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

### **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](http://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>