CLEARING THE ROADBLOCKS
MARKET BASED STRATEGIES FOR GETTING GOOD FOOD TO ALL COMMUNITIES
Presentation Outline

• Technical Orientation
• NGFN Overview
• Framing this work – Models
  • Model 1: Mobile Markets
    • Peta Wakan Tipi / Dream of Wild Health
  • Model 2: Cold Chain / Processing
    • Center for Innovative Food Technology
  • Model 3: Food Hubs
    • Farm to Family Naturally
• Your Questions for the Panel
• Upcoming Opportunities, etc.
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• NGFN Overview
  Jeff Farbman

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NATIONAL GOOD FOOD NETWORK: VISION
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Increase small- and medium-sized grower viability

Add economic vitality to rural and urban areas

Reach children and families where they live
NATIONAL GOOD FOOD NETWORK: ACTIVITIES

ngfn.org/sysco2009
NATIONAL GOOD FOOD NETWORK: GOALS

Supply Meets Demand
• There is abundant good food (healthy, green, fair and affordable) to meet demands at the regional level.

Information Hub
• The National Good Food Network (NGFN) is the go to place for regional food systems stories, methods and outcomes.

Policy Change
• Policy makers are informed by the results and outcomes of the NGFN and have enacted laws or regulation which further the Network goals.
NATIONAL GOOD FOOD NETWORK: LOCATIONS
NATIONAL GOOD FOOD NETWORK: STRUCTURE

Advisory Council

- Institute for Agriculture and Trade Policy
- American Friends Service Committee
- Michael Fields Agricultural Institute
- Good Natured Family Farms
- Food Alliance
- Appalachian Sustainable Development
- Sustainable Food Lab
- SCALE, Inc.

- SYSCO-Grand Rapids
- Karp Resources
- WellSpring Management
- Agriculture and Land-Based Training Association
- Leopold Center for Sustainable Agriculture
- Farm to Table / Southwest Marketing Group
- NE Sustainable Agriculture Working Group
- Center for Food and Justice at Occidental College
NATIONAL GOOD FOOD NETWORK: STRUCTURE

Regional Teams

West
- Agriculture and Land-Based Training Association, Salinas, CA
- Center for Food and Justice at Occidental College, Los Angeles, CA

Southwest
- Farm to Table / Southwest Marketing Network, Santa Fe, NM
- American Friends Service Committee, Albuquerque, NM

Southeast
- Appalachian Sustainable Development, Abingdon, VA

Northeast
- Northeast Sustainable Agriculture Working Group, Belchertown, MA
- Sustainable Food Lab at The Sustainability Institute, Hartland, VT

Midwest
- Leopold Center for Sustainable Agriculture, Ames, IA
- Sysco and NGFN Partnership Regions: Grand Rapids, Kansas City area and Chicago
National Good Food Network: Core Team

John Fisk
Director, Wallace Center at Winrock International

Marty Gerencer
Manager, National Good Food Network

Jeff Farbman, Katie Stewart
Program Support, Wallace Center at Winrock International

Steve Warshawer
NGFN Food Safety Coordinator

www.ngfn.org
contact@ngfn.org
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Framing this work – Market Based Strategies
John Fisk, Director
Wallace Center at Winrock International

- Model 1: Mobile Markets
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Upcoming Opportunities, etc.
Market Based Strategies

Overview

- Directing the pull of the market for social, environmental and economic outcomes
- Intervention: Be a player in the market place or aid and abet others who are
- Proven for farmers: Organic Valley, Red Tomato, GNFF, Food Alliance
- Less developed for addressing food access: DC Central Kitchen, GNFF, Double Up Food Bucks
Market Based Strategies
Local and Regional Food

- **Direct Marketing**
  - Farmers markets, farm stands, urban gardens, many variations

- **Direct Market “+”**
  - Urban-Rural CSA
  - Buying Clubs
  - Food box delivery
  - Use FM as supply base for other DM mech.
  - Wholesale FM (e.g. to restaurants, other)
Market Based Strategies
Local and Regional Food

- Wholesale: Getting regional food to larger markets
  - Establish/enhance grocery stores/corner stores/coops
  - Launch mobile markets
  - Food hubs that aggregate from small farms (cold chain)
  - Facility for processing-chopping, bagging, freezing, canning, etc.
- Commercial kitchens for meal preparation, food carts
- Clustering agreements among the regional supply chain actors
- Software or web-tools that support logistics
- Farm to school/institution/hospital
Common Elements

• Social Enterprise – Business acumen
• Engaged community: seat at the table, champion
• All situations are unique
  – Community
  – Geography
  – Urban / suburban / rural
  – ... and many more variables!
Presentation Outline

- Technical Orientation
  NGFN Overview
  Framing this work – Models

- Model 1: Mobile Markets
  John Fisk, Director
  Wallace Center at Winrock International

  Michelle Frain Muldoon, Manager
  Healthy Urban Food Enterprise Dev. Center
  Wallace Center at Winrock International

- Model 2: Cold Chain / Processing
- Model 3: Food Hubs
- Your Questions for the Panel
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Mobile Markets

- Customer access and convenience
- Mobility, versatility, diversification
- Meeting people where they are: it’s a win-win (neighborhood, church, health center, etc.)
- Opportunities
  - Assures food access
  - Low relative overhead and start up costs
  - New locations are always possible
- Challenges
  - Only available certain times for consumers (also opportunity)
  - Revenues & Profit Potential (what are you selling in what form, what are your costs? Raw product, processed, meals?)
  - Retailer perceived as outsider (do your research and have the right person, champions, and the right marketing mix!)
Some National Examples

- Johns Hopkins Center for American Indian Health—MoGro (Santo Domingo Pueblo, New Mexico)
- My Brother’s Keeper—Jump Start Jackson (Jackson, Mississippi)
- La Cocina—Born in La Cocina, Mobile Street Food (San Francisco, California)
- Chicago: Fresh Moves fruit and produce store (see photo copyright 2011, Seeding Chicago)
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- Peta Wakan Tipi / Dream of Wild Health
  Diane Wilson
  Director

Model 2: Cold Chain / Processing
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Your Questions for the Panel
Upcoming Opportunities, etc.
DREAM OF WILD HEALTH FARM

Promote health in the Native community by expanding knowledge of and access to healthy indigenous foods and medicines.
• 17% of American Indians in the U.S. have Type 2 diabetes – the highest rate of any group

• 68% increase in diabetes from 1994-2004 for Native youth ages 15-19

• 31% live at or below the poverty line in St. Paul
• SEED SAVING
• EDUCATION PROGRAMS
• ORGANIC FARM MARKET
Providing healthy, organic produce to the urban American Indian community in the Twin Cities
2010 St. Paul Market on East Side
Issue: Low community participation
SOLUTION:

MOBILE FARM MARKET

4 partners, EBT vouchers, education
BARRIERS TO HEALTHY FOOD ACCESS

- 77% shop at big chain supermarkets
- 7% don’t buy any vegetables
- 46% rarely or never go to farmers markets
- 40% need financial help to shop at farmers markets
- 20% need transportation
- 38% had diabetes or a family member with diabetes
AMERICAN INDIAN FAMILY CENTER

Vouchers, EBT, Cooking skills
INITIAL RESULTS

PROS:

• Participation at 3 markets exceeded 4 St. Paul markets (July 2010) by 34%
• Income increased by 16%
• Deeper understanding of community needs
• Advance planning for farm

CONS:

• Small market receipts v. farm investment
• Need for ongoing outside funding support
• Logistically complicated multiple markets
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  - **Model 2: Cold Chain / Processing**
    - John Fisk, Director
    - *Wallace Center at Winrock International*
  - Michelle Frain Muldoon
    - *HUFED Manager*
    - *Wallace Center at Winrock International*
- Model 3: Food Hubs
- Your Questions for the Panel
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Cold Chain / Processing

- Increases availability of regional food
- Convenience (for buyer, consumer, chef, etc.)
- Opens new markets and diversification (e.g. Farm to School)
- Opportunities
  - addresses “seasonality problem”
  - Opens new markets, enables business to diversify
  - Enables more regional products to be sold (different standards)
  - Higher margins?
- Challenges
  - Costly: infrastructure, equipment, maintenance, training
  - Processing can be labor-intensive
  - Food safety, personnel training, and permits
  - A new and different skill set required
  - Efficiencies and economies of scale
Some National Examples

- IATP/Institute for Agricultural Trade and Policy - Minnesota: flash frozen for schools (Minneapolis & St. Paul, Minnesota)
- Corbin Hill Road Farm, Farm Share model/adapted CSA – (Bronx, Harlem, NYC, Rural New York state)
- CIFT/Center for Innovative Food Technology—blanching/freezing to food banks etc. (Northern Ohio)
- Franklin County Community Development Corporation – Food processing Center for F2School (Greenfield, Massachusetts)
- Champlain Valley Specialty of New York, Inc. - fruit processing facility, F2School (Keeseville, NY)
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    - Rebecca Singer
    - VP and Director Agriculture Program
  - Model 3: Food Hubs
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CIFT is a developer and provider of technical innovations and solutions for the food processing, agribusiness and agricultural sectors of the economy in our region, our state and beyond.

- Enhance the economic performance of the food processing and agricultural sectors.
Immediate region

- Toledo, Ohio is the 8\textsuperscript{th} poorest metropolitan area in the nation.
- 24\% of residents live below the poverty line.
- 70\% of residents are either overweight (37\%) or obese (33\%).
- Densely populated portion of the city has highest level of food availability issues.
• Processing opens new market opportunities for rural and urban growers.
• Institutions and restaurants desire local produce.
• Revenue generation by SNAP program.
• Expanding connections between buyers and growers.
Established an IQF operation to accept, sort, prep, wash, blanch, freeze, and store.

Processed 36,000 lbs. of produce in year one.

Strawberries, blackberries, green beans, brussel sprouts, and others.

Direct purchase by Bon Appétit Management Company.
Lessons Learned

- Each crop has different processing guidelines, i.e., blanching.
- Appropriate storage capacity is required.
- Climate controlled transportation limited.
- Labor on front end is high with prep work.
- Monitoring quality of product received and handling of waste.
Needed Improvements

- Purchase a truck to transport product timely.
- Expand trained workforce to process.
- Identify additional crops for inclusion.
- Engaged additional partners and resources.
• Increase involvement similar to foodservice provider.
• Incorporate 15-20% of product gleaned from fields to frozen (340,000 lbs. in 2010).
• Foodbank stores product and redeems for SNAP.
• Collect produce from farmers at end of farmers market.
• Farmers expand contracts with clients.
• Frozen product is incorporated into a value-added product.
Goals

• Expand availability of produce beyond the season
• Increase amount of produce frozen
• Identify additional partners
• Improve food access
• Share results
Contact Us

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Toledo, OH 43615-7320
ciftnnovation.org

419-535-6000 (phone)
877-668-3472 (toll free)
info@ciftnnovation.org (email)
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  - HUFED Manager
  - Wallace Center at Winrock International

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Food Hub

- Aggregation, distribution, VC relationships
- Opportunities
  - Can serve buyers of all sizes
  - A “natural” facilitator of value chains (fills gap)
  - Services to producers, buyers, community
  - Markets for producers, jobs for community
- Challenges
  - Start up costs
  - Business acumen
  - Reliable volume needed for profitability
  - Market complexity
Some National Examples

- Black Oaks Center for Sustainable Renewable Living (IL)
- Centro del Obrero Fronterizo, Inc. dba La Mujer Obrera (TX)
- Veritable Vegetable (CA)
- Grass Lake Sanctuary (MI)
- Local Food Hub (VA)
- Good Natured Family Farm (MO)

www.Foodhub.info
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    - Farm to Family Naturally, LLC
    - Jeff Randol
      - Consultant

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The St. Louis Food Hub
At Lafayette Square

A Presentation by Jeffrey D. Randol

July 21, 2011
Farm to Family LLC

- Farmer owned, Missouri “for profit” social enterprise formed in 2007
- Operates self supporting businesses focused on local farm foods
  - 23,000 sf Supermarket bought in 2008
  - CSA offers consumers discount prices for weekly local food assortments
  - Local, fresh food distribution to schools, daycare centers, restaurants, institutions
  - Mobile Merchandising service being launched to bring healthy foods to St. Louis area food deserts
- Planned St. Louis Food Hub to open as an Urban Agriculture Center in 2012
Business Model

• Provide reliable and efficient distribution channels for local farmers
• Provide consumers and institutional purchasers with affordable locally grown and locally produced foods and grocery items
St. Louis Food Hub

- **35,000 sf Food Market** featuring locally grown and produced products.

- **29,000 sf Food Aggregation, Processing and Distribution Facility** that sources, prepares and packages regionally produced food for distribution.

Food Hub Benefits

- 200 new skilled and unskilled jobs
- Increased tax base for city
- Reduction in carbon footprint for food transportation
- Provides consumers in city’s largest food desert with access to affordable, healthy foods
- Provides schools and businesses with consistent and easier access to healthy, local food options
- Education: St. Louis University involvement in Food Processing/Nutrition Support Programs/Business Incubation
St. Louis Food Hub Services: 
*Farm to School*

**2010 Survey of Missouri School Food Directors**
by state university shows unmet market demand

- 88.3% (317) indicated a desire to purchase local.
- Only 4.5% (16) currently purchase local foods.
- **Obstacles**
  - Inadequate or unreliable supply
  - Cost
  - Purchasing protocols, requirements
- **Recommendations**
  - Single, central purchasing source
  - Identification of Farm (traceability)
- **Primary reasons for wanting to use locally grown food**
  - Supporting their local community, economy, and farmers
  - Helping students and adults have healthier diets through increased consumption of fresh fruits and vegetables.
St. Louis Food Hub Services: Food Aggregation/Distribution

- Farm to Family Naturally Picks Up or Receives Supplies of Farm Foods
- Packages according to buyer requirements
- Distributes as both wholesaler and retailer
  - Store sales
  - Restaurant, School, Institutions and corner stores
  - Mobile Market
- Current demand has outstripped supermarket storage space available for Food Hub aggregation, packaging and distribution
Food Hub Services: Processing

• Fresh products will be made into salads, ready to eat products, and packaged items for sale at Farm to Family supermarkets and the Mobile Market
  • Farm to Family brand signifies local food products
• Seconds and Surplus Foods can be processed into products for year round uses by institutional customers
• Modified Atmosphere Packaging (MAP) and Instant Quick Freeze practices will extend life of locally grown items purchased for Farm to Family Sales
• Contract processing for local businesses
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<tr>
<td><strong>PROJECT COST</strong></td>
<td><strong>$15,000,000</strong></td>
</tr>
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</table>
Food Hub and the St. Louis Region Food System

- St. Louis Food Hub combined with existing Farm to Family operations, becomes a significant purchaser and distributor of local foods in St. Louis Food Shed.

- St. Louis Food Hub supports the development of Rural Aggregation Centers that are strategically located in communities that contribute to the food supply chain.

- St. Louis Food Hub has positive impact on local and regional economy
8400 Watson Road
St. Louis, MO MO 63119
(314) 843-7848
www.sappingtonfarmersmkt.com
jdrandol@mac.com

www.cornerstone-ventures.com
Lessons Learned

From two perspectives:

1. As a player in the market place: in the supply chain.
2. As an organization that aids and abets those in the supply chain.
Market Based Strategies
Player in the Market Place

- Make the products resonate with and recognizable by consumers: Branding, Certification - consumer reassurance
- Find existing supply from regional farms/hub
- Use existing infrastructure as much as possible
- Confirm your assumptions about the market
- Feasibility studies and business plans
- Always need an entrepreneur to step up
- Target community must have a seat at the table
- Nutrition Education/Community Outreach usually a key component of many efforts
Market Based Strategies
Aid and Abet

- Target community must have a seat at the table
- Seek to understand the needs of those you are asking to behave differently
  - Distributors, Farmers, Retailers, Food Service Directors, etc.
- Identify motivated players in the food systems
  - Those who see value in it for them
  - Focus of pilot efforts
- Bridge relationship gaps in the food supply chain
  - Meet the buyer events
- Bridge infrastructure gaps in the food supply chain
  - Food Hubs
- Nutrition Education/Community Outreach usually a key component of many efforts
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Please Enter Your Questions For Our Panelists

**HUFED Center**
John Fisk  Michelle Frain Muldoon

**Mobile Market**
Dream of Wild Health  Diane Wilson

**Cold Chain / Processing**
Rebecca Singer  CIFT

**Food Hub**
Farm to Family Naturally  Jeff Randol
Webinars are Archived

TOPICS!

http://ngfn.org/webinars
A Few Related NGFN Webinars

- **Jan 2010**
  Community Food Enterprise

- **May 20, 2010**
  Linking Diverse Communities Through Healthy Food: Examples from Metropolitan Areas

- **Nov 2010**
  Leveraging Existing Infrastructure for Significant Food System Change: Food Hubs, Regional Distribution, Farm to School, and more

- **May 19, 2011**
  Food Hubs: Viable Regional Distribution Solutions

- ... and many, many more
NGFN Webinars

- 3rd Thursday of each month
  3:30p EST (12:30p PST)

- Get on our mailing list for topics and registration links!
- Just let us know on the post-webinar survey!

http://ngfn.org/webinars
Two New Websites

- **www.FoodHub.info**
  - Food Hub “hub”
  - Research, case studies, list and map of hubs across the country, much more.

- **www.HUFED.org**
  - About the initiative
  - Grantee profiles
  - Library of many of the best food access resources
Get Connected, Stay Connected

http://ngfn.org/database

National Good Food Network Database
Click to learn more

Search for: Wallace Center

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