FOOD SYSTEMS NETWORKS THAT WORK
ACCELERATING LEARNING AND
INCREASING COMMERCE

September 20, 2012
Presentation Outline

- Technical Orientation
- **Welcome**
  
  Jeff Farbman  
  *Wallace Center at Winrock International*
  
- An Introduction to Networks
- Northeast Iowa Food and Fitness Initiative
- Iowa Regional Food Systems Working Group
- Great Lakes Food Hub Network
- Michigan Food Hub Learning & Innovations Network and National Good Food Network
- Questions and Answers
- Upcoming Opportunities, etc.
WALLACE CENTER at WINROCK INTERNATIONAL

- Market based solutions to a 21st Century food system
- Work with multiple sectors – business, philanthropy, government
- Healthy, Green, Affordable, Fair Food
- Scaling up Good Food
NATIONAL GOOD FOOD NETWORK: VISION
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.
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  **Rich Pirog**  
  *Center for Regional Food Systems*,  
  *Michigan State University*

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Value of networks

- Information and knowledge hubs
- Catalysts for cooperation – build trust and capacity across organizations
- Magnets – leverage funding to do the work
- Scouts – be at the cutting edge of new ideas and innovation
## Which best describes your network?

<table>
<thead>
<tr>
<th>Type of network</th>
<th>Level of Risk (to members)</th>
<th>Systemic Change Potential</th>
<th>How they operate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperating</td>
<td>Low</td>
<td>Low</td>
<td>Model best practices; test ideas and learn different approaches; convene problem-solving sessions</td>
</tr>
<tr>
<td></td>
<td>Little chance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinating</td>
<td>Low to Moderate</td>
<td>Good chance</td>
<td>Push established organizational boundaries; engage in activities requiring greater mutual reliance</td>
</tr>
<tr>
<td>Collaborating</td>
<td>Moderate to High</td>
<td>Best chance</td>
<td>Methods in place to resolve conflicts; pursuing long-term system creation; radical shifts from past operation; fundamental resource re-allocation</td>
</tr>
</tbody>
</table>

*From Vandeventer, P., and M Mandell, 2007. Networks that Work*
Food Systems Networks – on tap

Northeast Iowa - Corry
Iowa - Rich
Great Lakes - Karen
Michigan and National - Marty
Funders often provide resources to organizations to carry out projects, but they do not often support the learning network and the organization(s) that keep the collaboration going – **THIS IS CHANGING**

“the expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails” (Kania and Kramer, 2011:40)
Collective Impact – 5 Criteria

- Common agenda across organizations
- Shared measurement systems
- Mutually reinforcing activities that create synergy rather than redundancy
- Continuous communication within and across organizations
- Backbone organizations that can plan and manage and support the initiative so it runs smoothly

Kania and Kramer, 2011
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  - Corry Bregendahl
  - *Leopold Center for Sustainable Agriculture, Iowa State University*
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Northeast Iowa Food and Fitness Initiative: The Network and Outcomes, 2012

www.iowafoodandfitness.org
Background

• Northeast Iowa Food and Farm Coalition
  – 2006 pilot RFSWG funding from Leopold Center
  – Strategic planning

• $1.7 million W.K. Kellogg Foundation
  – Changing policies and systems to promote healthy kids
  – 1 of 9 national sites
The Region

NE IOWA FOOD & FITNESS INITIATIVE SCHOOL DISTRICTS

Legend
- Public Schools
- Private Schools
- City Limits
- Single K-12 Building, In-town
- Single K-12 Building, Isolated
- Multiple Buildings in Single Town
- Multiple Buildings in Multiple Towns
The Vision

Northeast Iowa is a unique place where all residents and guests experience, celebrate, and promote healthy, locally grown food and abundant opportunities for physical activity and play EVERY DAY.
Partnership Outcomes

• 557 active partners
• 10% are youth
• 90% of the region’s school districts have active school wellness teams
Financial Leverage Outcomes

- $4.066 million, 2008-2012
  - $1.7 from W.K. Kellogg Foundation
  - $1 million in direct leverage
  - $1.4 million in aligned leverage
Jobs Outcomes

• 47 new FTE jobs (2010-2012)
  – Institutional/retail food handling
  – Nutrition and school outreach
  – Dairy processing
  – On-farm labor
  – New producers
  – FFI positions (AmeriCorps, FoodCorps, etc.)

• 2 jobs expanded
Local Food Sales Outcomes

Source: Teresa Wiemerslage, NIFF Coalition Work Group and Education Coordinator
Local Food Sales Outcomes

- 2010: $1,733,000
- 2011: $3,257,000

Change in sales, same 10 producers 2010-2011
Institutional Purchasing Outcomes

Locally-Grown Food Purchases by Institutions in Northeast Iowa

Expenditures in thousands of dollars

Number of institutions reporting

Source: Teresa Wiemerslage, NIFF Coalition Work Group and Education Coordinator
Practice/Systems Change Outcomes

• Job descriptions
• Purchase agreements
• School policies
• County Extension Council MOA
• State ISU Extension and Outreach
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Value Chain Partnerships
An Iowa–Based Network of Food and Agriculture Working Groups

- Pork Niche Market
- Farm Energy
- Fruit and Vegetable
- Regional Food Systems
- Grass-Based Livestock
- Food Access and Health

• Funded in part by the Leopold Center and (previously) Wallace Center at Winrock International
Regional Food Systems Working Group

Where is our work?

- **Flavors of Northwest Iowa**: Working in Cherokee, Ida, Monona, Plymouth, Sioux and Woodbury counties
- **Iowa Great Lakes Local Foods Network**: Working in Clay, Dickinson, Emmet, O'Brien, Osceola and Palo Alto counties
- **Northeast Iowa Food & Farm Coalition**: Working in Allamakee, Chickasaw, Clayton, Fayette, Howard and Winneshiek counties
- **Northern Iowa Food & Farm Partnership**: Working in Benton, Black Hawk, Bremer, Buchanan, Butler, Grundy and Tama counties
- **Harvest from the Heart (COMIDA)**: Working in Marshall County
- **Southwest Iowa Food & Farm Initiative**: Working in Audubon, Cass, Fremont, Guthrie, Harrison, Mills, Montgomery, Page, Pottawattamie and Shelby counties
- **Southern Iowa Regional Food Systems**: Working in Adair, Adams, Clarke, Decatur, Ringgold, Taylor and Union counties
- **South-Central Iowa Area Partnership**: Working in Appanoose, Clarke, Decatur, Lucas, Madison, Monroe, Union Warren and Wayne counties
- **Hometown Harvest of Southeast Iowa**: Working in Davis, Jefferson, Keokuk, Mahaska, Van Buren and Wapello counties
- **Dubuque Eats Well**: Working in Delaware, Dubuque, Jackson and Jones counties
- **Iowa Corridor Food and Agriculture Coalition**: Working in Benton, Cedar, Iowa, Johnson, Jones, Linn, Poweshiek, Tama and Washington counties
- **North Central Iowa Local Food Partnership**: Working in Cerro Gordo, Floyd, Franklin, Hancock, Kossuth, Mitchell, Winnebago, Worth and Wright counties
- **Healthy Urban Food and Farming Group**: Working in Polk county
- **Great River Food Alliance of Southeast Iowa, Inc.**: Working in Des Moines, Henry, Lee and Louisa counties

Hatched counties indicate a county belonging to more than one local group.

- **Quad City Food Hub**: Working in Scott county
- **Green County Local Foods Working Group**: Working in Green and Guthrie counties
- **Mid Iowa Food and Farm Partnership**: Working in Calhoun, Kossuth, Pocahontas and Webster counties

Value Chain Partnerships
An Iowa-based Network for Food and Agriculture Working Groups
CREATING

Change

in the Food System:

The role of regional food networks in Iowa
Better outcomes achieved

- **State policy**….Iowa legislature - $75,000 in first year appropriations. $75,000 again in 2012
- Several Iowa counties have invested county funds in food systems as economic development
- More foundation(s) investing because of the network
- RFSWG groups have leveraged several million in grants and donations
- Reciprocity – paying it forward
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Karen Lehman
Fresh Taste

- Michigan Food Hub Learning & Innovations Network and National Good Food Network
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Steering Committee Members

The Chicago Community Trust
Gaylord and Dorothy Donnelley Foundation
The J.R. Albert Foundation
Liberty Prairie Foundation
The Lumpkin Family Foundation
Stuart Family Foundation
Walter S. Mander Foundation

Advisory Members

City of Chicago Department of Housing and Economic Development
Ada Mary Gugenheim, Volunteer
( formerly of the Chicago Community Trust)
Leo S. Guthman Family Fund
**Big Vision:** All metro Chicago residents eat mostly healthy locally produced fruits, vegetables, whole grains, meat, and dairy products.
Intermediate Goal

The Chicago regional foodshed is made up of self-identified mini-regions with sustainable, well-functioning production and distribution systems, which may include several food hubs.
The Great Lakes Food Hub Network
The Great Lakes Food Hub Network

Practitioners

Greg Boulos, *Blackberry Meadow Farm, Natrona Heights, PA*
Terra Brockman, *The Edible Economy Project, The Land Connection, IL*
Fred Carter and Dr. Jifunza Carter, *Black Oaks Center for Sustainable Renewable Living, Chicago, IL*
Irv Cernauskas, *Irv & Shelly’s Fresh Picks, Niles, IL*
Mary Donnell, *Donnell & Associates, Ltd., Green City Growers Cooperative, Evergreen Cooperative, Cleveland, OH*
K. John Egelhaaf, *Southwest Michigan Planning Commission, Benton Harbor, MI*
Brad Leibov, *Liberty Prairie Foundation, Grayslake, IL*
Susan Noble, *Vernon Economic Development Association, Westby, WI*
Mark Olson, *Renaissance Farm Inc., Spring Green, Wisconsin*
Olivia Parry, *Dane County Planning & Development, Madison, WI*
Marty Payne, *Edible Economy Project, Central Illinois*
Michael W Sands, *Farm Business Development Center, Liberty Prairie Foundation, Grayslake, IL*
Elaine Sebald, *Edible Economy Project, Central Illinois*
Jason Weedon and Danielle Hrzig, *Gourmet Gorilla Inc., Chicago, IL*
The Great Lakes Food Hub Network

Facilitator

Karen Lehman, *Fresh Taste, Chicago*

Advisors

Grant Abert, *Kailo Fund, Hillpoint, WI*
Joseph Bute, *HmCapital Partners, Pittsburgh, PA*
Kevin Garcia, *Northwest Indiana Regional Planning Commission, IN*
Walter J. Orzechowski, *Southwestern Wisconsin Community Action Program, Dodgeville, Wisconsin*
Samuel Rose, *HmCapital Partners, LLC, Holt, MI*
Joel Smith, *Slow Food USA Midwest Regional Governor, Slow Food International Counselor*
Rick Terrien, *Innovation Kitchens, Dodgeville, WI*
The Great Lakes Food Hub Network
The Great Lakes Food Hub Network
A Timeline

• **February 2011** — First meeting! – *Agreed to meet again to explore opportunities*

• **May 2011** — “Assume Good Will” – *The network adopted the GLFHN Principles and Practices*

• **July 2011** — Learning Journey to Wisconsin – *Tours of Renaissance Farm, Dane County Farmers Market, Wisconsin Innovation Kitchen*

• **October 2011** — Chicago and Pembroke. *Tours of Irv & Shelly’s Fresh Picks, Testa Produce, Goodness Greenness, Black Oaks’ Healthy Food Hub, the Plant, the former Nestle facility in Pembroke*

• **April 2012** — Met in conjunction with NGFN’s Food Hub Convening

• **Autumn 2012** — Next retreat – Chicago
Principles

The Great Lakes Food Hub Network is a group of food hub practitioners dedicated to collaboratively integrating the values and practices of reciprocity with those of the marketplace. In doing so, we are creating a commons of resources and experience focused on community wealth creation, to which all contribute and from which all may benefit. Community wealth creation requires the implementation of business models that build multiple forms of capital: intellectual, social, financial, individual, political, natural and built.

This implies:

• Basing our dealings with each other on an ethic of sharing as well as individual self-interest

• Conducting ourselves as a learning community, which implies sharing what we learn as we develop new business practices, and organizing ourselves as a group capable of consulting to one another.

• Envisioning our work from the outset as a set of linked initiatives, both formal and informal, not solely as individual enterprises
Successes/Outcomes

• Businesses working together to build new business networks across state lines
• At least one multi-state LLC in formation
• Businesses exploring co-location to maximize opportunities for collaboration
• Collaborative approaches to fundraising, resulting in two successful USDA grants (RBEG and BFRDG)
• Social agreements governing the informal relationships in GLFHN to build the commons and maintain trust
• Development of shared IT platform
• Improved business outcomes resulting from trust-based technical assistance among members
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**Marty Gerencer**
*Morse Marketing Connections*

- Questions and Answers
- Upcoming Opportunities, etc.
Food Systems Networks That Work

Marty Gerencer
Principal,
Morse Marketing Connections, LLC
COMMON GOAL – Food hubs growth to increase the amount of locally and regionally produced food into regional markets and communities in Michigan
Michigan Food Hubs
Learning & Innovations Network

RESULTS – Private Public Partnerships
MI Dept of AG & Rural Development - New Funding:
  • A grant program ($1.95 million in FY2013) and
  • Technical assistance (two dedicated MDARD FTEs)
Center for Regional Food Systems – New Funding:
  • State-wide Network ($500,000 +)
  • Hire 5 to 7 local/regional consultants
  • Access technical assistance, educational & financial resources across U.S. with National Food Hub Collaboration
National Good Food Network

COMMON GOAL – Farmer capacity building and regional supply chains growth to accelerate regional food systems and economies around the nation
National Good Food Network

RESULTS – Multi-Sector Partnerships
NGFN Food Hubs Collaboration & Community of Practice
   • ($1 million+ through 2014)
   • Food Hubs Technical Assistance, Outreach, Research
   • Partners: USDA, Wallace, MMC, CRFS, YW & CoP Participants
Evaluating BFR Training Programs & Community of Practice
Field Guide – New business tools and training for BFRs
   • ($1 million+ through 2014)
   • New BFR Training & Tools, Evaluation & Solutions
   • Partners: USDA, Farm Credit, Wallace, MMC, Originz, 4 Hired Local Consultants, CoP Partipants & Local Farm Credit Institutions
   • More Collaborative Programs coming soon!
Nested Networks and Relationships

National Food Hub Collaboration

Individual Food Hubs outside MI and other Food System Networks

MI Food Hub Network
CRFS, MMC, other partners
MDARD—RFP and technical assistance
So, what’s the Pay-Off of Participating in a Network?

**BENEFITS & RESULTS**

**COMMERCE** – increased sales, funding new projects

**LEARNING** – about new resources and models leads to new innovations and organizational growth

**ACCELERATION** – thriving communities & regional food economies
Successful Ingredients for Thriving Networks

T – trust & transparency
  • shared common goals, servant leadership

E – enjoy the network
  • participate & collaborate, get and give

A – achieve your goals
  • early & consistent wins in meeting goals, measurements and indicators of success

M – master the content
  • continuous learning and infusion of new knowledge & resources

S – structure your network
  • agreements on ways to work together, clear indication of value to participants, consistent communication
Questions and Answers

Rich Pirog  
*Michigan and Iowa Networks*  
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Corry Bregendahl  
*Northeast Iowa Food & Fitness*  
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Karen Lehman  
*Great Lakes Food Hub Network*  
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*Michigan and National Good Food Network*  
Morse Marketing Connections  
marty.gerencer@gmail.com
Webinars are Archived

TOPICS!

http://ngfn.org/webinars
NGFN Webinars

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

  http://ngfn.org/webinars

- October 18 – Marketing Healthy Food to Underserved Consumers: Increasing Food Access

- November 29 – Market-Based Models for Increasing Access to Healthy Food: Defining What Works
Three Notable 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

- **www.FoodshedGuide.org**
  - Case study-based business and financial training
  - Includes a “One Page Business Plan” and a “One Page Financial Plan”
Get Connected, Stay Connected

http://ngfn.org/database

National Good Food Network Database
Click to learn more

Search for: Wallace Center

YouTube

contact@ngfn.org

Wallace Center at Winrock International

twitter:@ngfn
http://ngfn.org

contact@ngfn.org
What to Look for in a Collaborating Partner

- Trust to act in the interest of the collective
- Mutual respect
- Appreciation of diversity/alternative views
- Commitment to process vs. outcomes
- Understanding of roles/responsibilities
- Observing norms of reciprocity
- Mission alignment
- Complementarity vs. duplicative/competitive roles
What to Look for in a Collaborating Partner

- Deep understanding of work
- Commitment to constant communication
- Facilitation of feedback loops
- Equitable commitment to collective outcomes
- Commitment to imbedding work for
  - Sustainability
  - Reducing transaction costs
  - Increasing chances for success
- Public recognition of partnership, partner contributions