

# Agricultural Urbanism Toolkit

**STRATEGY:** The Agricultural Urbanism Toolkit is a **PROCESS** that promotes public interest design through **ENGAGEMENT** with community leaders, leading to a holistic design incorporating community values around food. We use **AGRICULTURAL URBANISM TACTICS** to promote local food system revitalization in communities. The Toolkit has the potential to improve food security, create resilient communities, promote social equity, increase environmental diversity, and build financial sustainability for individuals and communities.



Seed Savers Exchange  
Photo taken by ISU Community Design Lab

LF 0007 July 2015

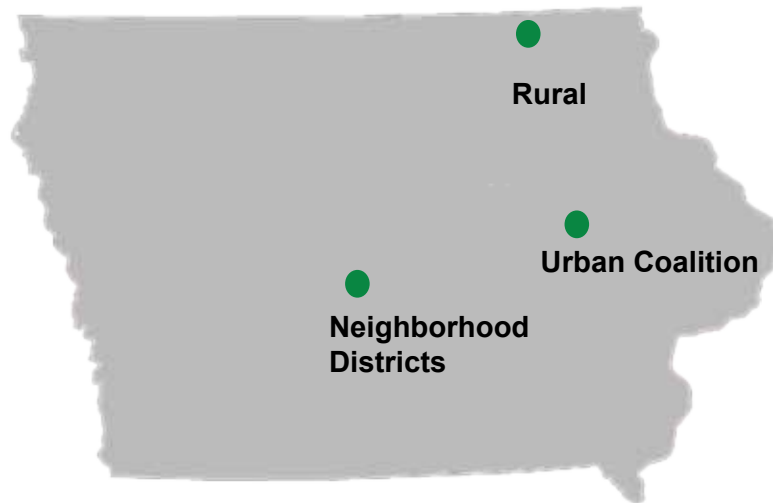
# Agricultural Urbanism Tactics

include various opportunities to improve local food system accessibility:

- Edible residential gardening
- Faith gardens
- School gardens
- Community gardens
- Public + edible landscaping
- Community supported agriculture
- Urban farming
- Farmers markets
- Local markets + public markets
- Food trucks
- Restaurants
- Rural + sustainable farming
- Processing facilities
- Food hubs
- Food box
- Shared use kitchens
- Food enterprise centers
- Agriculture education centers
- Marketing + awareness campaigns
- Food policy council



Carver School Christmas Event.  
Photo taken by Community Design Lab



The Agricultural Urbanism Toolkit works with communities of various sizes: neighborhoods, rural communities, urban cities and counties. Our first pilot project, supported by a grant from the Leopold Center for Sustainable Agriculture, was in three communities, **Cedar Rapids** (an urban coalition), **Cresco** (a rural community) and **Des Moines** (a neighborhood network). This pilot helped us to understand how differing communities use similar tactics to develop creative design solutions for local food systems. Our design process involves: community capacity building, research + analysis, public input, tactic prioritizations, and design documentation.

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# Agricultural Urbanism

**Agricultural Urbanism:** Connects natural and built environments through design and planning to create **HOLISTIC FOOD SYSTEMS** that assist in community redevelopment, revitalization and sustainability. This booklet contains best management practices and case studies of tactics of agricultural urbanism. The **INTEGRATION** of these tactics in community design and planning, leads to the creation of a **COLLABORATIVE NETWORK** of tactics ranging in scale and typology. These creative solutions generate business development opportunities, improve food security + health for residents, and enhance environmental sustainability, and access to additional resources for open space; leading to **OVERALL HEALTHY ENVIRONMENTS.**

## Benefits:

- Food System Revitalization
- Promotion of closed-loop production
- Sustainable practices
- Economic Development
- Safe, healthy food
- Improved exercise opportunities
- Beauty + improved environment
- Education on food system
- New Business Development
- Self-sufficiency
- Community engagement
- Creative programming
- Access to open space
- Partnership



It's Time for Real  
[http://infosthetics.com/archives/2009/07/eat\\_local\\_eat\\_real\\_video.html](http://infosthetics.com/archives/2009/07/eat_local_eat_real_video.html)

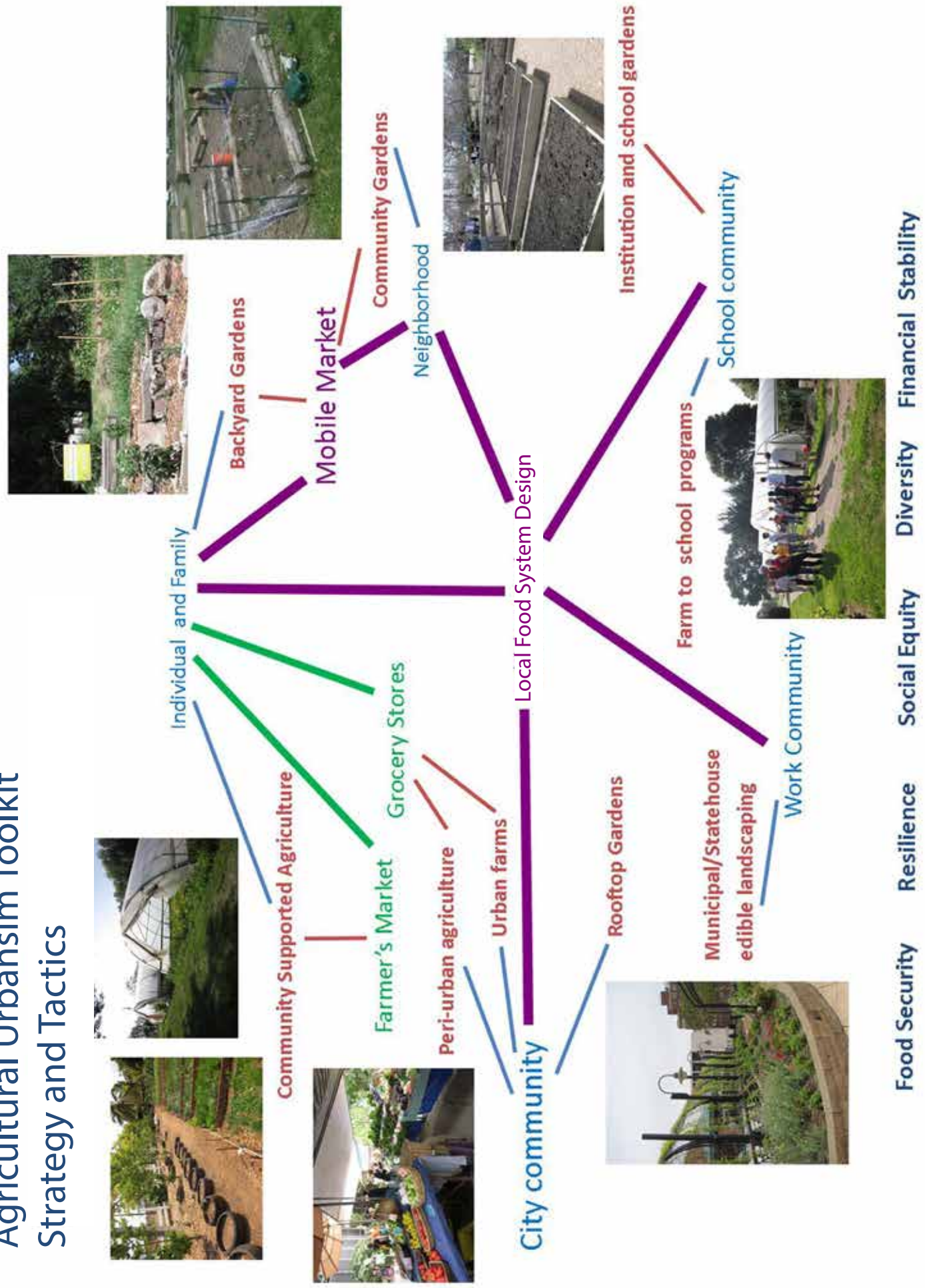


Local Food System: Funnel Inc.  
[http://funnelinc.com/green\\_infographics/img/funnelinc\\_green\\_infographic\\_local\\_food.jpg](http://funnelinc.com/green_infographics/img/funnelinc_green_infographic_local_food.jpg)

## Community Impact:

- 80 percent of the planet's usable farmland is cultivated: create new ways of promoting food production
- More than 10 percent of the world's population goes hungry: create improved food access methods
- Our population is expected to be at 10 billion in 2050: develop a food system that can feed this population healthy foods in close proximity

# Agricultural Urbansim Toolkit Strategy and Tactics



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# Edible Residential Gardening

**Goals:** To provide **INTEGRATION** of food plants with ornamental plants for an aesthetic setting in landscape areas around the home. By incorporating both types of plants, a garden becomes **PRODUCTIVE** as well as beautiful; leading to added health benefits, stress reduction, and personal financial stability. With the incorporation of fruits, vegetables, herbs and beautiful perennials and annuals, your space is sure to have practical and flavorful results. There are numerous types of gardening that can be used at any scale from the backyard to city streets. Gardening is a great way to introduce healthy, fresh plants into family **LIFESTYLE** at home as well as grow food for those in need.

## Benefits:

- Safe, healthy food
- Exercise
- Beauty + improved environment
- Education
- Master gardeners programs
- How-to seminars
- Vocational/technical programs
- Earning and saving money
- Increase in home value
- Meet new people
- Be creative
- Show off your skills
- Emotional and spiritual connection
- Lasting memories



Rosiland Creasy: Edible Garden How-To  
<http://www.rosalindcreasy.com/edible-garden-how-to/>



Edible Landscaping: How to Eat Your Yard: Carl Cowan  
<http://tnhomeandfarm.com/edible-landscaping-how-to-eat-your-yard>

## Community Impact:

- Stress Reduction:  
It is said that gardening can provide better stress relief than other relaxing leisure activities
- Consume more fruits + vegetables:  
Children who eat homegrown fruits and veggies eat twice the amount of these foods than kids who seldom get fresh fruits and vegetables
- Complete control on what you eat:  
You know exactly what is going into the food you are consuming

# Edible Residential Gardening

## Case Study + Literature Review

**EDIBLE GARDENING: Rosiland Creasy:** Having a gorgeous garden and eating it too; an easy, healthy, inexpensive way of incorporating healthy, fresh foods into family lifestyles.

**NATIONAL GARDEN BUREAU:** Starting from creating beauty and abundance in your garden, the Bureau promoted seeds and gardening on the home front. It is a non-profit based on postwar power of community beautification and education through gardening.

**CULTIVATE IOWA:** inspire lowans to grow their own produce and live healthier lifestyles

**SEED SAVERS EXCHANGE:** non-profit dedicated to save and share heirloom seeds; passing garden heritage by collecting and distributing thousands of rare garden seeds.



Serenity Garden: Jovial Organic Gardens  
<http://www.jovialconcepts.org/?page=Jovial-Gardens>

## Best Management Practices:

- Strong + firm structure
- Mixture of textures + colors
- Over emphasize line to landscape elements
- Seasonal nature
- Pathways
- Patios + structures
- Planters + containers
- Evergreens + perennials
- Start small + think about programming



Raised Bed and vertical gardening example  
Photo from The Food Project: Build a Garden

## Types of Gardens:

- Container gardening
- Raised bed
- Salad bar gardening
- Children's garden
- Patio gardening
- Healing gardens
- Butterfly gardens
- Rain gardens
- Herb gardening
- Vegetable gardening
- Square foot gardening
- Green house or hoop house gardening
- Orchards

# Edible Residential Gardening

## Pilot Case Study

### **BACKYARD ABUNDANCE:** **Cedar Rapids**

Works to improve the health of the environment and increase knowledge of being self-sufficient and growing food and native habitat in the city. Through educational programs and design, backyard abundance seeks to create resilient communities through yard and public area food access. Areas of interest include: economic stability, environmental health, human participation in ecological systems, reconnecting the environment, and healthy community.



Backyard Abundance: Do you grow food in town?  
<https://www.facebook.com/BackyardAbundance>

### **DECORAH URBAN GARDENS (DUG):** **Northeast Iowa**

DUG works with community residents and gardeners to advocate urban, organic gardens; non-toxic urban landscapes; education and assistance in gardening and increasing local food production. The organization is made of volunteer community gardeners that work together to increase gardening in the city.



Decorah Urban Gardens  
<https://www.facebook.com/pages/Decorah-Urban-Gardens/>

### **TOUR DE CLUCK: Des Moines**

Many residents in Des Moines have their own beautiful gardens featuring ornamental and edible plants, some even have chickens! The Tour Ce Cluck -a backyard chicken coop tour- was the first event of its kind in Des Moines. The bike tour visited several different unique chicken coops, and visited with their owners to learn about the best practices of raising chickens in the city.

There are fascinating ways to develop and plan productive gardens, even in small spaces; utilizing everything from window beds, pots, patios, and in-ground beds.



Backyard Chickens: Tour De Cluck: Brandy Lueders  
<https://www.facebook.com/events/489960257789000/>



# Edible Residential Gardening

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# School Gardens

**Goals:** To create unique **LEARNING OPPORTUNITIES** for both students and teachers. Gardening can connect multiple disciplines: Math, science, English, and nutrition. It can be used to teach children how to sustain themselves, care and respect the earth. School gardens **FOSTER GROWTH** and knowledge about where food comes from and nourishes healthy living habits. School gardens can be incorporated as Community Garden spaces and provide inter-generational and cross-cultural learning opportunities. These spaces create aesthetically pleasing ways to learn about the environment, how to grow food, and **CREATE SOCIAL CONNECTIONS** and common ground. School gardens show children that they are a part of something bigger in their community and school system. This pride has the chance to grow in all ages from toddlers to high school students.

## Benefits:

- Respect for the earth
- Learning opportunities
- Nutrition and physical activity habits
- Catalyst for neighborhood
- Social interactions
- Responsibility
- Nurturing skills
- Pride in accomplishments
- Knowledge of where food comes from
- Recreation opportunity
- Healthy eating
- Green space improvements
- Provide healthy food in the cafeteria



Northwest Junior High School: Coralville, Iowa: September 2012  
<http://iowatransformed.com/wp/2012/10/09/school-gardens-score-in-iowa-city-district/>

## School + Student Impact:

- Willing to eat and grow produce: Gardening promotes increased fruit and vegetable intake and willingness to taste fruits and vegetables; 98 percent of children enjoy tasting new fruits and vegetables and 96 percent enjoy working in the garden
- Education: Evidence shows that students who participate in gardening score higher on standardized science tests



Iowa Food Corp: Cedar Falls  
[https://www.facebook.com/FoodCorpsIowa/photos\\_stream](https://www.facebook.com/FoodCorpsIowa/photos_stream)

# School Gardens

## Case Study + Literature Review

**MICROFARM MANUAL:** A manual for producing indoor gardens at schools; this manual offers dynamic settings for children to observe, study and taste what they are growing.

**CENTER FOR ECOLITERACY: Life Lab Science Program:** A step-by-step guide for the development of School Gardens as outdoor classrooms

**WISCONSIN SCHOOL GARDEN INITIATIVE:** Goal to increase gardens at schools and provide training assistance and technical support for garden educators

**FOOD CORPS: National Program:** A team of leaders connecting kids to food and educating on healthy eating habits. Each year, service members reach over 55,000 children and are currently working in over 15 states.



MicroFarm Example  
Photo from UW Extension-Got Dirt? Publication: Microfarm Manual

## Best Management Practices:

- Theme gardens
  - History, butterfly, ecosystems, heritage, nutrition
- Consider site location
  - Water, drainage, accessibility, security, visibility
- Meeting areas and outdoor classes
- Beds and planting areas
- Community growing spaces
- School project areas for experiments
- Tool shed for community storage
- Compost area
- Greenhouse or cold frame



Life Lab Garden Classroom  
<https://plus.google.com/photos/104203111694659354221/albums/5070840398142940641?banner=pwa>

## Step by Step:

- Determine garden purpose
- Choose administrator(s)
- Build a steering committee
  - Teachers, students, staff
- Design a garden plan, signs, etc.
- Connect the classroom
- Involve the community
- Site location: planning + design
- Plan the outdoor classroom: 3 year plans
- Prepare the garden site
- Grow, plant, harvest!

# School Gardens

## Pilot Case Study

### **VIOLA GIBSON ELEMENTARY: Cedar Rapids**

Offers two raised bed gardens in the back school yard for students to learn about raising vegetables.

Viola Gibson is also considered a Blue Zones School by implementing evidence-based approaches to improve students' health. In addition, Viola Gibson received a grant through the New Pioneer Food Co-op Soil Mates program.



Viola Gibson Elementary: Cedar Rapids, Iowa  
Photo taken by ISU Community Design Lab

### **4-H GARDEN CLUB: Postville**

The Postville school garden and 4-H garden club began working on the garden project in 2011. The garden has 14 raised beds and tomato cages, and now with partnership through Allamakee Master Gardeners, their club became active in 2013. The garden offers children the opportunity to learn about the logistics of gardening as well as business practices. In the fall of 2013, the students and their supervisors harvested over 2,000 pounds of food and sold 900 pounds into the Postville Community School District hot lunch program.



Postville Garden Club: Postville, Iowa  
<http://iowafoodandfitness.org/wegrow/category/school/postville-csd/>

### **CARVER SCHOOL GARDEN: Des Moines**

The garden was founded in 2012 and is run by school teachers, Boys & Girls Club, and volunteer members, including families in the school district. The garden has several raised beds with additional in-ground space for gardening. Partners to create the garden include: Ms. Hogan, 2nd Grade Teacher; Ray Meylor, Pheasant Forever + Izaac Walton League; Food Crops service members; and Boys & Girls Club. Garden produce is used in classes during the year as well as Boys & Girls Club programs during the summer.



Carver School Garden: Des Moines, Iowa  
Photo taken by ISU Community Design Lab

# School Gardens

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# Faith Gardens

**Goals:** include **FEEDING THE HUNGRY**, building community, and creating multi-generational and **CULTURAL CONNECTIONS**. Faith Based Gardens are similar to community gardens, with particular faith-based affiliations. Many gardens offer produce to their volunteers or congregation members in need, and several also **DONATE** produce to food pantries in the community.

These gardens typically are focused on creating **THERAPEUTIC SPACES** for individuals to relax and contemplate life, allowing for people to feel a part of something larger than themselves. Often, faith based affiliations will connect with businesses outside of the church for participation and or training opportunities: refugee farming, high school internships, master-gardeners volunteers, etc.

## Benefits:

- Create food security
- Educate and build awareness about hunger
- Opportunities for community involvement
- Provide food for the hungry
- Connection to those outside of the church
- Environmental diversity + awareness
- Multi-generational learning
- Therapeutic space
- Training opportunity
- Help create a robust local food system
- Teach people how to grow their own food



Common Good Gardens  
<http://graceoldsaybrook.org/Common-Good-Gardens/>



Goodness Grows  
<http://www.goodnessgrows4all.org/about.html>

## Community Impact:

- Feeding the Hungry: One acre faith garden donates to kitchens and pantries-helping feed over 2000 families a year. Last year 17,000 pounds of produce was donated from one garden
- Volunteer: Creating community capacity and ownership in the community; volunteering builds friendships and contacts, increases social and relational skills and is good for the mind and body

# Faith Gardens

## Case Study + Literature Review

**GOODNESS GROWS: North Lima, Ohio:** Provides agricultural training to organizations to promote social and economical change, leading to self sufficient families and entrepreneurs.

**ST. MARTIN'S EPISCOPAL CHURCH: Humble Harvest Food Bank Garden:** 70 percent of all vegetables are donated to the food bank and the rest is shared with volunteers.

**COMMON GOOD GARDENS: Grace Episcopal Church-Old Saybrook:** Grows produce for the Shoreline Soup Kitchen pantries and also offers produce to neighbors in need.

**INTERFAITH COUNCIL: Faith + Food Project:** Started in 2009, and in 2011 over 26 local congregations tended gardens and offered up to 10,000 pounds of donations to the hungry, and the amount keeps growing.



Plant a Garden for the Hungry: Faith and Food Gardens  
<http://www.foodgatherers.org/?module=Page&slID=plant-a-row-for-the-hungry>

## Best Management Practices:

- Develop a planning committee
- Consider site location: water, drainage, accessibility, security, and visibility
- Meeting areas and outdoor classes
- Beds and planting areas
- Tool shed for storage
- Compost area
- Designation of sacred + therapeutic space
- Children's garden
- Connect to local master gardeners
- Greenhouse or cold frame



Humble Harvest Food Bank Garden  
<http://mlfaith.blogspot.com/2013/07/st-martins-episcopal-church-gardening.html>

## Step by Step:

- Determine how gardening is a church activity
- Discuss the congregation benefits
- Create a vision statement of how it relates to the church's mission
- Determine garden purpose
- Choose administrator(s)
- Design a garden plan, signs, etc.
- Connect to community organizations
- Prepare the garden site
- Grow, plant, harvest!

# Faith Gardens

## Pilot Case Study

### FEED IOWA FIRST: Cedar Rapids

The first church that started partnering with Feed Iowa First was the Missionary Alliance in 2011, currently; over 25 acres and 12 sites are participating in the program. Churches have a great opportunity to partner with their congregation and offer land to grow and harvest food for donations.

The New Disciples Church is another great example of a congregation working to feed its congregation through an urban farm in Cedar Rapids.



Feed Iowa First Garden: Cedar Rapids, Iowa  
Photo taken by ISU Community Design Lab

### IMMANUEL LUTHERAN CHURCH:

#### Cresco

The Immanuel Lutheran Church, God's garden, offers a space that volunteers plant, care for and harvest to share with Immanuel congregation. In 2014, Immanuel offered two gardens at a partner property and expanded to a plot west of the church. June through October, God's garden provides produce to the Mission, Howard County Food Bank and the local senior meal site. Many members of the congregation participate including youth from confirmation class. High school students can also earn silver cord honors.



God's Garden  
Photo by Immanuel Lutheran Church

### FAITH + GRACE GARDEN:

#### Des Moines

The garden started 15 years ago in a 50 x 50 foot plot to help feed people in need in the parish. The garden is now one acre and has donated between 8,000-16,000 pounds of food over the last three years. Dozens of community members and hundreds of high school students volunteer each year. Faith and Grace works in partnership with a refugee program offering a place for refugees to learn gardening and train others. Faith and Grace continues to offer food donations to its congregation, and donates to 12 food banks.



Faith and Grace Garden  
Photo given by Tim Goldman



# Faith Gardens

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# Community Gardens

**Goals:** for community gardens include creating **COMMUNITY CAPITAL** and neighborhood capacity and trust among residents. A community garden is a public space that can be a **CROSS SECTION** between public and private entities open to all, or for identified users. These spaces offer opportunities for families to grow their own food leading to financial stability and **HEALTHY, FRESH FOOD** options. Gardening has been shown to reduce stress and promote additional exercise through leisure activity.

Community gardens can be created in a vast amount of spaces and environments: rural and urban settings, vacant lots, pocket parks, and local business plots.

## Benefits:

- Improves quality of life
- Catalyst for neighborhood development
- Social interactions with neighbors
- Self-reliance
- Beautification
- Nutritious food
- Reduces food budget costs
- Recreation opportunity
- Reduces crime
- Green space improvements
- Reduces heat island effect
- Inter-generational and cross-cultural learning opportunities



St. Paul Presbyterian Church: Johnston Partnership: Johnston, Iowa  
<http://www.stpaul-johnston.com/community-garden.html>



Denver Urban Garden Photo  
Photo From: DUG: Growing Community Gardens

## Community Impact:

- Create social capital and connections:  
Gardens are a place to connect across different backgrounds and build mutual trust and respect
- Abate criminal activity: Communities have found that gardening in vacant lots help to abate criminal activity in proximity to the garden
- Promote self-respect in residents:  
Community gardens are a source of pride that can show heritage

# Community Gardens

## Case Study + Literature Review

**COMMUNITY GARDEN TOOLKIT: Fresno County:** An emerging form of urban food production: bridging urban forestry, urban agriculture, edible landscaping and agroforestry

**COMMUNITY GARDEN START UP GUIDE: Eat Greater Des Moines (EGDM):** An adapted program from the City of Des Moines; intended to help neighborhood groups and organizations on a path to start and sustain a community garden

**GROWING COMMUNITY GARDENS: Denver Urban Gardens (DUG):** Focus on growing gardens one at a time; supporting over 120 community gardens in metro. Gardens bring communities together: provide food, neighborhood activities, and educational programs; promoting social equity and sustainability.



Portland Community Garden: Portland State University: Oregon Solutions  
<http://orsolutions.org/osproject/portland-community-gardens>

## Best Management Practices:

- Garden plots: 10-20 feet x 10-20 feet
- Raised beds: 8-12 feet x 4 feet
- Pathways between plots
- Fence: 8 feet tall
- Tool shed for community storage
- Seating areas
- Signage: Garden name, sponsors, contact, volunteer hours
- Landscaping elements: fruit trees, water feature, landscaping, play space, meeting area, community bulletin location
- Optional: shared composting site
- Optional: irrigation system



Summit Community Garden: Breckenridge, Colorado  
<http://summitlandscapingofbreck.com/summit-county-community-gardens/>

## Step by Step:

- Neighborhood involvement
- Organizing committee
- Land + land owner
- Water
- Soil testing
- Lease with planning department
- Liability insurance
- Planning + design
- Garden budget
- Garden infrastructure
- Plant, grow, harvest!
- Celebrate!

# Community Gardens

## Pilot Case Study

### **HORIZONS: Cedar Rapids**

A vacant lot across from Horizons Family Service Alliance is growing food for the Meals on Wheels program. The garden started in 2010 with help from Rinderknecht Associates, Inc. and AmeriCorps.

The Healthy Horizons Initiative offers education for nutrition and exercise. They also have eight raised beds that were created in partnership with Sonia Kendrick with Feed Iowa First.



Horizons: Cedar Rapids  
Photo taken by ISU Community Design Lab

### **LUTHER COMMUNITY GARDEN: Decorah**

The Luther community garden started in 2009 and has been growing ever since. The garden offers ways to learn, engage, and create bountiful space. The garden offers free gardening classes for all community gardeners. Plot sizes range from 20 feet x 20 feet or 20 feet x 10 feet; Luther students are encouraged to participate and are given a discounted rate. Additional resources include a community garden committee to coordinate programs as well as a mentor program for those that want to get partnered with experienced gardeners.



Luther College Community Garden  
<https://www.luther.edu/sustainability/campus/food/growing/community/>

### **FOREST AVENUE OUTREACH: Des Moines**

The garden began in 2013 through leased land from the King Irving Neighborhood Association with hopes to purchase the lots in the future. A cooperative garden space with volunteers, the garden offers volunteer positions that can work up to two hours a week and receive produce – similar to the framework of a community supported agriculture farm. The garden is formatted to produce, maintain and harvest as a community. Any produce not taken by volunteers is donated to local food pantries.



Forest Avenue Outreach: Community Garden  
<http://forestaveoutreach.com/>

# Community Gardens

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# Public Edible Landscapes

**Goals:** To create public, edible landscapes that combine form and function to create practical and aesthetically pleasing environments in communities. The promotion of visible, edible spaces will build knowledge about where food comes from, how to grow it, and re-connect individuals with their food and nature. Edible landscapes build up the environment, increase diversity, and **IMPROVE FOOD SECURITY** and horticulture therapy through a **CONNECTION TO NATURE**. Edible landscapes are unique because they incorporate various forms of food such as: fruit trees, berries, herbs, and vegetables with ornamentals. This inter-mixing allows for reduced pests, creative textures, and fun environments. Edible landscapes allow for nature to connect with the **BUILT ENVIRONMENT** through architecture, structure, materiality, and productive function.

## Benefits:

- Community + business aesthetics
- Healthy food options
- Horticulture therapy
- Productive landscape
- Connection to nature
- Improved food security
- Decreased food miles
- Educational opportunities
- Improvements in environment
  - Cooling heat islands
  - Improving air quality
  - Reducing stormwater runoff
- Improved social connections
- Improved quality of life



Nautilus Business Park: Garden Envy  
<http://www.gardenenvy.net/2013/01/corporate-edible-garden-works-for.html>

## Community Impact:

- Increase fruit and vegetable consumption: Currently only 37 percent of households have gardens, by offering public access to foods, access increasing for healthy food choices
- Introduction of new foods: Research shows that 10-15 exposures to new food is needed for individuals to choose new fruit or vegetable options. Edible landscapes provide this opportunity for individuals to try new produce options



Public Farm One: Long Island, New York  
<http://www.mascontext.com/issues/5-energy-spring-10/case-study-2-public-farm-1/>

# Public Edible Landscapes

## Case Study + Literature Review

**NAUTILUS BUSINESS PARK: Garden Envy, Jolla, California:** A converted parking lot, now functioning as an edible sanctuary for the nearby business park

**DEL AIRE FRUIT PARK: FALLEN FRUIT, Los Angeles, California:** An adapted program from the City of Des Moines; intended to help neighborhood groups and organizations on a path to start and sustain a community garden

**PUBLIC FARM 1: Long Island, New York:** Installation farm through WORK Architecture as a Museum of Modern Art installation: bridging art, music, architecture and food. An organic and biodynamic farm integrated in an urban setting with self-sustaining, self-regulating, and productive components



Del Aire Public Fruit Park: Fallen Fruit: Los Angeles, California  
<http://eco-publicart.org/fruitpark/>

## Design Elements:

- Trees + perennials + annuals
- Ornamentals + edibles
- Arbors
- Trellises
- Connect to sustainable management systems:
  - Gray water systems for irrigation
  - Community system for harvesting edible public plants
  - Waste re-use
  - Recycled and up-use of materials
- Art installations + sculptures
- Raised beds



Edible Manhattan: Trattoria Casa Issaco, W 40th Street, New York, New York  
<http://www.ediblemanhattan.com/departments/aftertaste/sidewalk-vineyard-at-trattoria-casa-di-issaco/>

## Types of Edible Landscapes:

- Front yards
- Streetscapes
- Parks, open space, and vacant lots
- Rooftops
- Vertical farming
- Alleyways
- Art installation
- Gardening along the street
- Fruit trees and orchards
- Urban + community forestry
- Container gardening

# Public Edible Landscapes

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# Community Supported Agriculture

**Goals:** To promote the **PARTNERSHIP** between farmers and community members by working together to create a local food system. This differs from direct marketing because members share in the risk of production, allowing for producers to concentrate on growing food and caring for the land. Community Supported Agriculture sites are a popular way to buy **LOCAL, SEASONAL FOOD** directly from farmers. Consumers receive ultra-fresh, and often times, unique produce and recipes for cooking. It also allows for consumers to visit farms and learn about different growing styles. CSAs operate under a shared commitment to build a more local and **EQUITABLE FOOD SYSTEM**, where producers can focus on land stewardship and still maintain productive and profitable small farms; allowing for the highest Ecological potential possible.

## Benefits:

- Know where your food comes from
- Support local + regional production
- Opportunities for work share: hands on + educational experience
- Community involvement
- Eliminates middle man
- Direct-farm sales
- Creation of multi-scaled agriculture
- Farm diversification
- Typically sustainable practices
- New employment opportunities
- Conserve energy: low processing, packaging + travel
- Opportunity to learn about new produce and cooking techniques



Veggielution Community Farm: San Jose, California  
<http://veggielution.org/blog1/2014/6/19/new-greenhouse-irrigation-system>



The Homestead CSA: Innovative Solutions for Autism, Altoona, Iowa  
<http://www.thehomestead.org/shopping/naturally-grown-produce/>

## Community Impact:

- Eating healthy: (74 percent) Community members showed an increase in the variety of produce eaten, and (58 percent) had an increase in the quantity of vegetables eaten
- Direct economic benefit for consumer: consumers can save up to 39 percent by purchasing from CSAs vs. supermarkets
- Build economic potential: education, training and volunteering – 77 percent of CSAs provide education

# Community Supported Agriculture

## Case Study + Literature Review

**THE HOMESTEAD: Pleasant Hill, Iowa:** A unique certified, naturally grown CSA, that employs persons with autism. Individuals with autism live and work on the farm which then benefits the local community with chemical free produce and ornamental plants.

**EBERSOLE CATTLE CO.: Kellerton, Iowa:** A small family ranch in southern Iowa that raise Maine-Anjou Cattle and Quarter horses on an Animal Welfare Approved Ranch. All cattle are raised from birth on the farm and offered three ways: pastured, grass-fed, and corn-finished

**VEGGIELUTION: San Jose, California:** Founded in 2008 as a community project that brings neighbors people together. It focuses on vegetables and herbs; in 2013, they offered 80 shares to families each week, 30 of which are provided to low-income.



Ebersole Cattle Co.: Kellerton, Iowa  
<http://ebersolecattle.com/about/>

## Best Management Practices:

- Seasonal supply of fresh produce + unique products (dairy, meat, etc.)
- Direct relationship between farm + consumer
- Educational handouts and farm visits
- Community-building opportunities
- Distribution sites: on-farm pick up, drop off site, home delivery, farmer's market pick up
- Unique branding and advertising
- Varying rates for shares/quantity
- Option for work share



Photo from Modern Farmer: Courtesy of Good Eggs, Hudson, New York  
<http://modernfarmer.com/2013/06/state-of-the-csa/>

## How to Support Local CSA's

- Offer csa drop off points at businesses and public spaces
- Allow for additional farmland
- Become a member of a csa
- Volunteer for workdays
- Create a community csa tour
- Community or business pays upfront for membership and get reimbursed in installments/discount shares

# Community Supported Agriculture

## Pilot Case Study

### **BASS FAMILY FARMS: Mt. Vernon**

Offers fresh vegetables to Cedar Rapids and Iowa City communities and educates on the community benefits of eating fresh produce. The farm has been running for over 25 years without the use of chemicals.

Bass also offers a CSA, agricultural tours, and a market with sauce, jams and jellies and honey. Through the CSA program you can order a half share, a full share, or a corporate share.



Bass Farms: Mt. Vernon, Iowa  
<http://www.bassfarms.org/>

### **G IT'S FRESH: Ridgeway**

Offers certified organic produce to the northeast region of Iowa. The farm was started in 2008 and offers certified organic produce. The goal of G It's Fresh is to supply sustainably raised and healthy food to their customers. They offer diverse vegetables, fruits and herbs from basil to kale to watermelon that are supported both from growing outdoors and an indoor greenhouse system.



G It's Fresh: Calmar Courier, Calmar, Iowa  
<http://calmarcourier.com/content/g-it%E2%80%99s-fresh-keeping-it-local>

### **WABI SABI FARM: Granger**

Wabi Sabi grows tasty, nutritious, Certified Organic (Iowa Department of Agriculture and Land Stewardship) fruits, vegetables, herbs and garden transplants in an environmental, physical and economical sustainable way. Wabi Sabi Farm recognizes the beauty in the imperfect profundity of nature; and believes in the seasonality of eating within the natural cycles of growth/decay.

Wabi Sabi Farm's bounty is harvested mainly for a CSA, but can also be found occasionally at the Iowa Food Cooperative and as ingredients in dishes prepared at local restaurants.



Wabi Sabi Farm: Granger, Iowa  
<http://www.wabisabi-farm.com/gallery>

# Community Supported Agriculture

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# Urban Farms

**Goals:** To use urban land to maximize local food outputs and assists in meeting needs for local food production and **COMMUNITY FOOD SECURITY**. This contributes to the safety, health, and diversity of environments, and also promotes economic growth by keeping local dollars within the community. Urban farming enhances the community by providing a **SUSTAINABLE** food source within city limits develops community capacity; and improves health through access to **NUTRITIOUS FOOD AND EXERCISE** opportunities. Farming in the city enhances the built environment through the incorporation of soft and open spaces and also benefits the air quality, bio-diversity, soil quality and overall enhancement of city aesthetics.

## Benefits:

- Direct link to food production
- Creates jobs, income, and food
- Combats hunger
- Mitigates erosion and topsoil loss
- Increases food grown and eaten locally, decreasing carbon footprint
- Option for reuse of gray water
- Positive impact on urban ecology
- Creates jobs and income
- Improves local economy
- Enhances food quality
- Leads to economic growth
- Builds healthier communities



Grow Dat Youth Farm, New Orleans, Louisiana  
Photo Taken By ISU Community Design Lab



Brooklyn Grange Farm: Flagship Farm, New York City, New York  
<http://inhabitat.com/nyc/brooklyn-grange-worlds-largest-rooftop-farm-kicks-off-second-growing-season/>

## Community Impact:

- Economic Growth: With every \$1 invested in an urban farm or garden, \$6 are generated in worth of vegetables
- Enhances environmental health: Food related emissions account for 21 percent of total emissions: consumer activity (traveling to grocery store/dining out) accounts for 46 percent: connecting to urban food systems reduces this percentage
- Creation of safe spaces: Improve physical space and allow for community reuse of underutilized or vacant parcels

# Urban Farms

## Case Study + Literature Review

**BROOKLYN GRANGE FARM: FLAGSHIP, New York City, New York:** Rooftop farm and intensive green roofing business; grows over 50,000 pounds of organic produce per year

**GROWING POWER: Milwaukee, Wisconsin:** A growing food center to learn about sustainable practices and grow, process, market and distribute food; a historic, two-acre farm and greenhouse

**GROW DAT YOUTH FARM: New Orleans, Louisiana:** A youth farm with a mission to nurture young leaders through meaningful work of growing food

**HOLLYGROVE MARKET AND FARM: Carrollton, New Orleans, Louisiana:** A one acre farm, founded in 2008. Half the land is dedicated to master gardeners and community plots with a chicken coop and outdoor oven; additional space is used for preservation and water catchment.



Growing Power, Milwaukee, Wisconsin  
Photo taken by ISU Community Design Lab

## Best Management Practices:

- Use of underutilized spaces in cities for production of food: vacant spaces, rooftops,
- Corporate land, churches, parks
- Financing through combination of platforms: private equity, grassroots fundraising, and crowdfunding
- Unique branding
- Community engagement
- Select communities that have a market gap or need for niche market
- Farm incubators and training
- Recipes and cooking classes for local produce



Holygrove Market and Farm: Carrollton, New Orleans, Louisiana  
<http://www.theatlantic.com/health/archive/2010/11/5-urban-farms-reshaping-the-food-world-in-new-orleans/66473/>

## Types of Urban Farming:

- Vegetable and fruit production
- Small animal
- Aquaculture
- Vertical farming
- Rooftop farming
- Vacant lot farming
- Parking lot renovation
- Brownfield redevelopment
- Greenhouse and hoophouse
- Hydroponics
- Let your imagination decide!

# Urban Farms

## Pilot Case Study

### **MATTHEW 25: Cedar Rapids**

An urban farm with five different plots in Cedar Rapids on G Avenue. The plots are within a few blocks from each other, and a few are directly adjacent to the railroad and expand onto F Avenue. A unique aspect about Matthew 25's approach is their efforts to engage community and provide public play space through while also growing food.

Matthew 25 sells the produce at a market at their business location on 3rd Ave, and offers produce 50 percent of half off to families who are low-income.



Horizons: Cedar Rapids, Iowa  
Photo taken by ISU Community Design Lab

### **PLANT PEDDLER: STONE CREEK FARMS: Cresco**

Stone Creek Farms was created to add an additional revenue source to Plant Peddler and to offset the seasonal availability of ornamental varieties in Iowa. This new addition offers fresh local produce to residents in the northeast Iowa region.



Plant Peddler: Stone Creek Farms: Cresco, Iowa  
<http://www.plantpeddler.com/stone-creek-farms>

### **LUTHERAN SERVICES + GLOBAL GREEN: Des Moines**

An agricultural program that coordinates land access, production, education and business development raining for refugees. Lutheran Services also offers:

- 1) Community gardens – 10 ft. x15 ft. or 20 ft. x 20 ft. plots: 11 different sites
- 2) Beginning market farmers: 50 ft. x 50 ft. plots: 21 people using
- 3) Advanced market: One-quarter acre: eight people in program – also get training courses



Global Green Farms: Des Moines, Iowa  
<http://practicalfarmers.org/blog/2014/07/24/field-day-recap-global-greens-refugee-farmers-iowa/>



# Urban Farms

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# Farmers Markets

**Goals:** To build **FOOD AND FARM BUSINESSES** that expand retail opportunities through access to a market venue. The sales from farmers markets indirectly effects other industries such as manufacturing, transportation, agriculture, and professional services, leading to **JOB CREATION** in these sectors. Existing city space is re-used as a market for all individuals to socialize and purchase fresh and affordable products that reflect regional and community diversity. Farmers markets **BRIDGE SOCIAL GAPS** and create access to affordable, healthy food choices in urban and rural communities. Unique programs now exist that also incorporate food assistance programs like Women Infants and Children (WIC), Family Nutrition Education Programs (FNEP) and Supplemental Nutrition Assistance Programs (SNAP) to further create equitable access to all individuals.

## Benefits:

- Benefits farmers and consumers
- Fair prices
- High quality products
- Close proximity to many residents
- Social opportunities
- Equitable access to quality food
- Creates bonds between producers and consumers
- Minimal start-up costs
- Provides educational, nutritious, and fun atmosphere
- Job creation
- Increases market opportunities
- Family activity
- Minimize travel costs



Iowa City Farmers Market: Alan Light, Iowa City, Iowa  
<http://www.leopold.iastate.edu/>



City Seed: New Haven's Farmers Market, New Haven, Connecticut  
<http://admissions.yale.edu/farmers-market-city-seed?format=large>

## Community Impact:

- Aid to local economy: direct and secondary impacts on state economy are double the total gross farmers market sales; for example, market sales in 2001: \$3.3 million, with \$7.8 million in direct and secondary impact on state's economy
- Relationship with customers: 63 percent of producers stated that direct relationship with customers was most important motivation for involvement in farmers market

# Farmers Markets

## Case Study + Literature Review

**CITY SEED: New Haven, Connecticut:** A network of farmers markets operating under the mission of engaging and connecting communities through local food: with 5 summer markets, 1 winter, and a mobile market.

**MIDTOWN FARMERS MARKET: Minneapolis, Minnesota:** 80 vendors occupy Midtown with growers from Minnesota and Wisconsin, including artists and food vendors. Market days have events for the entire family

**DOWNTOWN FARMERS MARKET: Des Moines, Iowa:** A market that supports local agriculture through direct marketing in sponsorship with Unity Point Health. The market offers products from 51 Iowa counties and a variety of produce, meat, wine, and specialty products



Midtown Farmers Market: Feed the Carrot Box, Minneapolis, Minnesota  
<http://midtownfarmersmarket.org/news/>

## Best Management Practices:

- Strong information marketing and branding campaign
- Mission driven and producer driven: Operate with stall fees and sponsorships
- Clean, attractive location
- Helpful and professional manager
- Have options for all income levels
- Diversification in products
- Food samples
- Effective informational handouts
- Trash and recycling options
- Easy access to parking/location
- Good and easy customer traffic



Downtown Des Moines Farmers Market Des Moines, Iowa  
<http://www.desmoinesregister.com/topic/e654cdf1-987b-4806-a6f4-709132059792/downtown-farmers-market/>

## Step by Step:

- Location: where is the right place?
- Hours: what is the need?
- Liability: how to legally get access to land/physical space
- Community support: board
- Consumers: is there local interest?
- Farmers: who's interested in selling?
- Management: who will manage the structure and staff?
- Mission: what is the purpose?

# Farmers Markets

## Pilot Case Study

### **DOWNTOWN FARMERS MARKET: Cedar Rapids**

The market has been running for nine years within nine blocks in Cedar Rapids offered the first and third Saturday June through September from 7:30 a.m. to noon. Over 200 vendors participate, offering traditional market product: produce, baked goods, craft items and prepared foods. Non-profits can also host educational booths at the market. It is required to sell products sold in Iowa and made by the vendor. \$280/season for large; \$175/season for small.



Downtown Farmers Market: Cedar Rapids, Iowa  
<http://homegrowniowan.com/market-to-market-will-connect-newbo-and-downtown-farmers-market-in-cedar-rapids-via-trolley/>

### **CRESCO FARMERS MARKET: Cresco**

The Farmers Market is open Tuesday and Fridays from 2:00 p.m. – 5:30 p.m. It starts the first Tuesday of May each year and is offered in Grube's north lot: 2nd Street and 1st Avenue West. The Farmers Market takes Special Supplemental Nutrition Program for Women, Infants and Children (WIC), Senior Farmers' Market Nutrition Program (SFMNP), and Supplemental Nutrition Assistance Program (SNAP).



Cresco Farmers Market: Cresco, Iowa  
<https://www.facebook.com/photo.php?fbid=10150955789724075&set=a.10150596438604075.389451.548059074&type=1>

### **BEAVERDALE FARMERS MARKET: Des Moines**

Beaverdale's Farmers Market is open every Tuesday from 4:30 p.m.-7:30 p.m.; from June to September. The market began in 2012 and hosts 30-35 vendors each week. This event features local produce, prepared foods, crafts and music and fun. The Farmers Market is managed by a board of directors of community residents that help and work to create a vibrant neighborhood in Beaverdale. The Buy Fresh Buy Local Campaign is promoted at the event, and all vendors are from the Des Moines area.



Beaverdale Farmers Market: Hensley's Farms: Des Moines, Iowa  
<http://beaverdalefarmersmarket.org/hensleys-farms/>

# Farmers Markets

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# Retail + Public Markets

**Goals:** To build grocers and retailers that benefit the local economy, deliver seasonal and assorted products, improve their carbon footprint, and increase options for natural and organic production. The **DEMAND FOR LOCAL FOOD** is rising as grocery shoppers are embracing the need for increased local food options. Customers are demanding **LOCALLY SOURCED** protein and produce, environmentally sustainable options, and healthy meals. Offering retail products allows for an additional benefit of consumers being able to celebrate regional and cultural food from their home. The use of local foods is **MUTUALLY BENEFICIAL** among producers, consumers and business owners because it increases profits, provides customers with high quality products, and builds the infrastructure for effective local food shed.

## Benefits:

- Niche market
- Open to the public
- Food system education
- Promote healthy lifestyle
- Contribute to local community
- Increased accessibility of fresh products
- Locally, owned and operated
- Support local farmers + business owners
- Good public relations
- Great variety of food
- Creative menu options
- Know the source + location of food
- Broad public purpose
- Supports neighborhood revitalization



West Side Market: Cleveland, Ohio  
<http://westsidemarket.org/>



Fruitvale Public Market, Oakland, California  
<http://www.unitycouncil.org/public-market/>

## Community Impact:

- Broad public purpose: Celebrate regional culture through food and local business opportunities
- Business incubators: Many public markets support and offer space for business incubation; offering rental space for start-ups, potential shared-use kitchens, and business classes
- Supporting the local food system: Creating a space for both farmers, culinary providers and entrepreneurs to develop holistic partnerships to support local food

# Retail + Public Markets

## Case Study + Literature Review

**GRANVILLE ISLAND PUBLIC MARKET: Granville Island, Vancouver, Canada:**

Homemade products and the finest gastronomic delights, served fresh from the ocean, oven and field.

**7TH STREET PUBLIC MARKET: Charlotte, North Carolina:** Celebrates the culture of the Carolinas by promoting regional and local producers, food artisans, and entrepreneurs.

**WEST SIDE MARKET: Cleveland, Ohio:** Cleveland's oldest public market with over 100 vendors: meat, dairy, fruits + veggies, baked goods, flowers, ready-to-eat, and spices + nuts.

**FRUITVALE PUBLIC MARKET: San Antonio, Texas:** A small business incubator that assists with micro-enterprises. This system helps create access to business opportunities, and expand businesses in San Antonio with particular interest in Latin American culture.



Granville Public Market: Vancouver, Canada  
<http://foodietours.ca/tour/granville-island-market-tour/>

## Best Management Practices:

- Public mission: food security, revitalization, diversity, etc.
- Accessible and public
- Incubator business + micro-enterprise options
- Diverse local sales: locally grown product, art, food preparation
- Options for payment: ebt, credit + debit
- Creative and unique decor
- Innovate branding and partnerships
- Diverse vendors and choices for customers
- Authentic feel and local culture



7th Street Public Market, Charlotte, North Carolina  
[https://www.facebook.com/7thStreetPublicMarket/photos\\_stream](https://www.facebook.com/7thStreetPublicMarket/photos_stream)

## Business Considerations:

- Site
  - Visibility, accessibility, flexibility
- Business partnerships
  - Organizations, workforce
- Flexibility for vendors
  - Food entrepreneurs, small farmers, urban gardeners, etc.
- Flexibility for consumers
  - Work with food assistance programs
- Educational workshops
  - Cooking classes, health courses

# Retail + Public Markets

## Pilot Case Study

### NEWBO CITY MARKET:

#### Cedar Rapids

NewBo started in 2012 to offer prepared, whole, fresh foods. It operates as a food business incubator for start-ups that are interested in using “real food” from regional and local sourced areas. Space is rented to new business owners before they are ready to start their venture outside of the public market arena. NewBo offers a farmers market in the outdoor space as well as a culinary kitchen program in partnership with Kirkwood Community College.



NewBo City Market: Cedar Rapids, Iowa  
Photo taken by ISU Community Design Lab

### ONEOTA CO-OP: Decorah

A cooperatively-owned grocery store that has been in operation since 1974. Their emphasis is on local, organic and sustainably produced products. The co-op has become a regional destination for a creative and attractive environment that offers great food and community empowerment. Because of the cooperative nature of the grocery store, the coop margins are credited to each member's capital credit account. Additionally, the co-op offers education and training for members based on their interest.



Oneota Food Co-op, Decorah, Iowa  
<http://oneotacoop.com/about-us/cooperative-principles/>

### GATEWAY MARKET: Des Moines

The market began in 2007 offers and has grown to offer an abundant select of natural, whole, organic foods from around the world while also supporting local farmers. They also serve the Des Moines metro with locally sourced produce and hand-crafted products. The market focuses on both customer satisfaction as well as customer service development and employee well-being. In addition to grocery retail, breakfast, lunch and dinner is also served at the café.



The Gateway Market: Des Moines, Iowa  
<http://www.gatewaymarket.com/history.cfm>



# Retail + Public Markets

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# Food Trucks

**Goals:** To promote food access through creative ways-like restaurants on wheels; they also provide a **STRONG CULTURAL IDENTITY** for the community. Food trucks offer unique ways of incorporating economic development into the food system through incorporation of **MOBILE FOOD VENDING** for diverse backgrounds and cultural experiences. Food trucks offer a business model with relatively low start-up cost that assists persons with diverse backgrounds and socioeconomic status. They also offer opportunities to connect with local food production and community businesses as a means to offer exceptional food in **UNIQUE LOCATIONS** around the city. City infrastructure lends itself in a creative way to promote food access through public easements, mobile truck parks, and city blocks. These ventures allow under-utilized space to connect residents and business owners alike to support local business.

## Benefits:

- Social justice and access to food
- Creative cuisine
- Local reinvestment of profits
- Employment of local residents
- Local skill development
- Merge public and private space
- Low start-up cost
- Small business incubation
- Neighborhood vitality
- Street vibrancy and character
- Creation of unique policies for food vendors
- Positive use of public space



Crepes A La Cart: New Orleans Food Trucks, New Orleans, Louisiana  
<http://nolafoodtrucks.com/trucks/crepes-la-cart/>

## Community Impact:

- Encourage start-up businesses: create successful entrepreneurs in unique social settings
- The average food truck start-up requires between \$55,000-75,000: about \$200,000-400,000 less than bricks and mortar.
- Economic Development Generation: In 2012 \$650 million in revenue was generated from food trucks-approximately 1 percent of the total U.S. restaurant sales. It is expected that by 2017, food trucks will generate 3-4 percent of the revenue, or about \$2.7 billion



DMVTA Food Truck Event, Washington, DC  
<http://www.dmvfta.org/events>

# Food Trucks

## Case Study + Literature Review

**NEW ORLEANS FOOD TRUCKS (NOFTC): New Orleans, Louisiana:** A central resource for all mobile food in New Orleans: offering information for customers and businesses

**FOOD TRUCK ASSOCIATION (DMVFTA): DC, Maryland, Virginia:** Started in 2010 to advocate for fair laws for food truck entrepreneurs

**CARTLANDIA: Portland, Oregon:** A “bike-centric” food cart haven with over 28 international food carts and full service bar that is open every day of the week

**LOCAL BURRITO: Iowa City, Iowa:** Offers 100 percent natural, locally sourced and non-GMO products that support local farms and local communities



Cartlandia: Portland, Oregon  
<http://prp.fm/cartlandia-ready-close/>

## Best Management Practices:

- Centralized process for permitting
- Work with cities to offer a mobile food vendor permit process
- Offer food vending opportunities in public spaces and private property
- Be informed on food safety certification: example certified food safety manager or serv safe
- Use of commissaries as fixed kitchen location for food preparation



Local Burrito, Iowa City, Iowa  
<http://localburrito.com/burrito-food-truck/#menu>

## Step by Step:

- Hold town hall meetings + forums with stakeholders
- Build strong relationships and trust with competing stakeholders
- Research pilot programs and regulations
- Connect to underserved areas
- Identify partnerships with private and public lots

# Food Trucks

## Pilot Case Study

### SAUCY FOCACCIA: Cedar Rapids

A family obsessed with their hand-made focaccia bread creates awesome burgers, sandwiches and chicken salad at two locations: NewBo City Market and a new location at the Menards' parking lot. Menards offers high customer traffic and has between 150 and 200 employees.



Saucy Focaccia: Cedar Rapids, Iowa  
<https://www.facebook.com/media/set/?set=a.288891001238699.67424.259632547497878&type=3>

### THE SPOT: Des Moines

Provides high quality, locally sourced food and served in a way to promote access to food in a convenient location. They offer specialty sandwiches and side options with weekly specials. The Spot is also featured in three different locations at four times throughout the week. Tuesday 5-9 p.m. and Saturday 5-10 p.m. at Confluence Brewing Company; Wednesday 11 a.m.-2 p.m. at Regency West Office Park; and Friday 11 a.m.-2 p.m. 212 12th Street Downtown Des Moines



The Spot: Des Moines, Iowa  
[https://www.facebook.com/TheSpotFoodTruck/photos\\_stream](https://www.facebook.com/TheSpotFoodTruck/photos_stream)

# Food Trucks

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# Restaurants

**Goals:** To increase the availability of local food benefits to producers, consumers and business owners. By connecting local foods to restaurants, it increases profits, provides customers with high quality products, and builds the infrastructure for effective local food shed. The **DEMAND FOR LOCAL FOOD** is rising as customers are embracing the need for increased local food options. The National Restaurants Association is noticing more interest in what people are eating and where it comes from, thus leading to increased purchases from local and regional producers. Customers are demanding: **LOCALLY SOURCED** protein and produce, environmentally sustainable options, healthy meals, restaurants that have **PERSONALIZED GARDENS.**

## Benefits:

- Niche market
- Large retail/wholesale
- Food system education: farm to fork
- Promote healthy lifestyle
- Contribute to local community
- Increased accessibility of fresh products
- Food travels shorter distance
- Support local farmers
- Good public relations
- Great variety of food
- Creative menu options
- Know the source + location of food
- Understand growing practices



Arrows Restaurant: Ogunquit, Maine  
<http://www.gardendesign.com/entertaining/farm-to-table-restaurants-with-gardens?pnid=125100#gallery-content>

## Community Impact:

- Superior taste and freshness: buying local gives exceptional flavor and nutritional content because products do not travel as far
- Know where your food comes from: provides education on where + how food is grown and prepared; also incorporate opportunities to meet the farmer or chef
- Supporting the local community: the dollar spent in the community stays in the community and grows



Bell Book and Candle, New York City, New York  
<http://www.gardendesign.com/entertaining/farm-to-table-restaurants-with-gardens?pnid=125102#gallery-content>

# Restaurants

## Case Study + Literature Review

**UNCOMMON GROUND: Chicago, Illinois:** A restaurant with the nation's first certified organic rooftop farm. They feature fresh vegetables and herbs; and everything grown on the roof ends up on the menu.

**ARROWS: Ogunquit, Maine:** A restaurant with a two-acre garden and greenhouse for special occasions. More than 80 percent of what is used in the restaurant grows on the adjacent land.

**BELL BOOK AND CANDLE: New York City, New York:** A restaurant that grows nearly 60 percent of its produce on a rooftop terrace with aeroponic towers.

**SALT & TIME: Austin, Texas:** A butcher shop and salumeria. They buy direct from local Texas ranches and use as much of the animal as possible.



Uncommon Ground: Chicago, Illinois  
[http://www.uncommonground.com/pages/organic\\_roof\\_top\\_farm\\_home/200.php](http://www.uncommonground.com/pages/organic_roof_top_farm_home/200.php)



Salt and Time: Austin, Texas  
<http://www.saltandtime.com/>

## Best Management Practices:

- Hyper-local gardens for seasonal produce
- Farm to table practices
- Branding and marketing with farmer and garden locations
- Educational days with producer or farm manager displaying and taste-testing products
- Staff field visits
- Add variety to menu
- Creative and unique decor
- Include additional sustainable practices: compost + waste management, re-use of materials, energy reduction

## Step by Step:

- Locally sourced meats + seafood
- Locally grown produce
- Environmentally sustainable
- Healthful kids' menu
- Gluten-free options
- Hyper-local sources (restaurant garden)
- Children's nutrition
- Non-wheat noodles/pasta
- Sustainable seafood
- Farm/estate branded items

# Restaurants

## Pilot Case Study

### THE CLASS ACT RESTAURANT: Cedar Rapids

Located at the Hotel at Kirkwood Center offers gourmet foods through seasonal menus. The Class Act offers farm-fresh flavors at breakfast, lunch, brunch, and dinner-as well as an award-winning dessert menu.

The Class Act also offers a teaching environment to Kirkwood's Culinary Arts program.



The Class Act: Cedar Rapids, Iowa  
<http://www.classactdining.com/home>

### PEPPERFIELD PROJECT: Decorah

Offers local produce from their farm and gardens as well as additional organic growers in the immediate neighborhood. Pepperfield offers four educational dinners in collaboration with Seed Savers Exchange to celebrate heirloom food varieties. In addition, on Sunday evenings, seasonal dinners are available at the farm, featuring produce from the garden.



Pepperfield Farm: Decorah, Iowa  
<http://www.pepperfieldproject.org/about.html>

### HOQ RESTAURANT: Des Moines

A restaurant whose menu evolves to display Iowa's local farmer's ingredients. Approximately 90 percent of the menu is featured from local farms, and is also humanely raised without hormones, antibiotics, steroids or cages. In addition, they feature gluten free options and vegetarians items.

HOQ follows additional sustainable practices by composting waste, recycling, and purchasing whole animals rather than parts.



HOQ Restaurant: Des Moines, Iowa  
[https://www.facebook.com/HoqRestaurant/photos\\_stream](https://www.facebook.com/HoqRestaurant/photos_stream)



# Restaurants

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# Rural + Sustainable Farming

**Goals:** To farm food for human consumption, in a sustainable, economical and environmental way. Farming is an integral part to the existing food system and directly impacts the affordability of our food. Rural farms typically operate at a larger scale than urban farms and can thus provide larger quantities of food. Programs exist to assist and support **SMALL AND MEDIUM SIZE FARMS** to diversify and scale up in order to improve access to food for consumers. The Farm Bill directly affects the opportunity to develop farming business and **RURAL DEVELOPMENT**, as well as the availability and resources to source local and organic products. Sustainable agriculture contributes vast amount of products into the local and regional food system with practices that are typically **ENVIRONMENTALLY CONSCIOUS** practices, socially equitable, and humane to animals.

## Benefits:

- Economic development
- Preservation of natural heritage
- Local and regional harvest
- A large percentage of farms are family owned
- Improve land value
- Rural community revitalization
- Sustainable practices reduce carbon footprint
- Closed loop food system
- Wholesale marketing
- Opportunity for on-farm visits and educational workshops
- Keeps the land productive for generations



Nichols Farm: Marengo, Illinois  
<https://www.facebook.com/Nicholsfarmer>



Prairie Cattle Company: Nevada, Iowa  
<http://practicalfarmers.org/news-events/newsroom/news-release-archive/13744/>

## Community Impact:

- Support local economy: provide jobs for community members; have a multiplier effect-for every dollar the farm spends
- Healthy environment: Farmers are dedicating more land to organic and sustainable practices due to consumer demand: 15 percent increase in organic acreage annually
- Humane treatment of animals: live out their natural behaviors and lifestyles (i.e. grazing or pecking) and are allowed to grow in a natural way

# Rural + Sustainable Farming

## Case Study + Literature Review

**NICHOLS FARM & ORCHARD: Marengo, Illinois:** A 300 acre, certified sustainable farm; raising 1,000 different varieties of fruit and vegetables

**PRAIRIE CATTLE COMPANY: Nevada, Iowa:** Rotational socked cattle, native prairie, bees and trees. Much of the land has been returned to the Conservation Reserve Program (CRP)

**GIFFIEON FAMILY FARM: Ankeny, Iowa:** A century farm since 2002; diversified with beef, chickens, turkeys, pigs, sheep and horses

**GREEN IRON FARMS: Keota, Iowa:** Three-year crop rotation: corn-soybeans-rye; participates in on-farm research comparing nitrogen rates of red-clover



Griffieon Family Farm: Ankeny, Iowa  
Photo Taken by ISU Community Design Lab

## Best Management Practices:

- Sustainable practices vary with type of farming, examples may include:
  - crop rotations
  - human management of livestock
  - renting land vs. buying
  - diversity: livestock, grain, produce
  - converting land to CRP
- Farm visits and educational training
- Variable marketing sources
  - direct/wholesale/retail
- Inter-cropping for pollinators + predators
- Cover crops
- Seasonal extension: greenhouse + high tunnel



Green Iron Farms: Keota, Iowa  
<http://practicalfarmers.org/blog/2014/06/12/green-iron-farms-field-day-winter-cereal-rye-cover-cash-grain/>

## Sustainable Agriculture Facts:

- Organic foods have increased by 4.2 percent of U.S. retail foods in 2010
- Between 2002-2008, acres of organic production grew by 16.5 percent
- Vegetables, melons, fruit + nuts generated 22 percent of all farm crop cash
- Creation of the National Travel and Tourism Strategy for agritourism and outdoor recreation
  - In 2007, generated \$567 million in gross cash farm income

# Rural + Sustainable Farming

## Pilot Case Study

### **GRIMM FAMILY FARM: North English**

Three-generation farm with grains, poultry and produce; selling products both direct and through cooperatives. They offer chickens, produce and black beans. Chickens are sold direct sale from the farm. Grimm's have 3/4 acre in potatoes and another acre in a variety of produce that are sold to Hy-Vee or the Iowa Valley Food Coop. The black beans are grown on 5 acres of land and sold to New Pioneer, Local Burrito, HOK and Atlas Restaurants.



Grimm Family Farm: North English, Iowa  
<http://practicalfarmers.org/blog/2014/06/16/field-day-recap-farm-poultry-processing-grimm-family-farm/>

### **CANOE CREEK PRODUCE: Decorah**

Began as egg production and has grown to include vegetables, fruits and meat. Barbar Kraus and family manage and operate the various pieces of the farm, including: 300 chickens, Katahdin sheep herd, and several acres of gardens and orchards. The farm sells produce at Winneshiek Farmers Market and the Oneota Food Co-op in Decorah, Iowa, as well as restaurants in the northeast region.



Canoe Creek Produce: Decorah, Iowa  
[https://www.luther.edu/sustainability/campus/food/education/csa/meet-the-farms/canocreek/?image\\_id=562671](https://www.luther.edu/sustainability/campus/food/education/csa/meet-the-farms/canocreek/?image_id=562671)

### **COYOTE RUN FARM: Lacona**

The farm began in January 2005 in SW Marion County, with 110 acres of land. Coyote Run Farm has livestock, fruit and vegetables and also supports sustainable ecosystem management; creating strong diversity and native habitat. Now, the farm includes a high tunnel and two flocks of laying hens totaling around 300 birds. Up to 10 cows can be on the farm at a time. They provide delivery in Des Moines of pre-ordered foods to Plymouth United Church of Christ every Wednesday, and can also be found at the Des Moines Downtown Farmers Market.



Coyote Run Farm: Lacona, Iowa  
<http://coyote-run-farm.com/poultry-eggs/>

# Rural + Sustainable Farming

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# Processing Facilities

**Goals:** To allow for raw food products to be physically or chemically altered into **VALUE-ADDED** forms. Processing creates a way for farmers to add-value to their product, but can be a large investment to process individually and typically involves several forms of certifications or licenses. Over the past several decades, the US has had a rapid consolidation of its meat industry. Businesses are required to obtain a **RETAIL FOOD LICENSE** or **FOOD PROCESSING** plant license to make or sell food to the public. Independent processing centers and slaughterhouses can help establish **ECONOMIC GROWTH** and opportunities for individual producers and farmers to access a means to process smaller quantities of product at a reasonable cost.

## Benefits:

- Food preservation
- Foods are less susceptible to early spoilage
- Rentable space for processing
- Greater variety of food supply
- Increase product value
- Increase number of local food businesses
- Multiple-scale business incubator opportunities
- Mobile slaughter units (MSUs) go directly to farms
- Creative niche markets built local animal and produce markets
- Locally processed, locally raised
- Offer space to test recipes and new products



Callicrate Ranch: St. Francis Kansas  
<http://www.mobilemeatprocessing.com/>



Island Grown Farmers Coop: Lopez Island, Washington  
<http://www.igfcmembers.com/4.html>

## Community Impact:

- Limited slaughter and processing capacity is often cited (by producers) as a key barrier to marketing meat and poultry locally
- Number of slaughter plants has decreased from 910 in 2001 to 841 in 2010
  - 14 plants account for majority (55 percent) of cattle slaughter
  - 12 account for majority of hog slaughter
  - 4 plants account for majority of sheep slaughter

# Processing Facilities

## Case Study + Literature Review

**CALLICRATE RANCH: St. Francis, Kansas:** Mobile Meat Processing Unit (MMPU): All processed animals can be immediately stored in the refrigerated section of the trailer.

**ISLAND GROWN FARMERS COOP: Lopez Island, Washington:** Mobile Slaughterhouse (MSU): Created the first mobile slaughterhouse sanctioned by USDA-8 feet x12 feet

**FOOD PROCESSING CENTER: Greenfield, Maryland:** Offer support and training to make value-added products + connect producers to co-packing opportunities

**HUMMINGBIRD WHOLESALE: Eugene, Oregon:** Wholesale market focused on organic, regional food items that assist farms of multiple scales



Food Processing Center: Greenfield, Maryland  
<http://www.fccdc.org/about-the-center>

## Best Management Practices:

- Ensure location is acceptable to zoning board
- Obtain a seller's permit from county clerk
- Operate a commercial-grade kitchen
- Conduct annual testing of water supply
- Hand-washing facilities
- Easy-to-clean equipment
- Sufficient lighting
- Sanitary restrooms
- Food storage with refrigeration below 41°F degrees
- Consider start-up costs
- Offer processing for a variety of products



Hummingbird Wholesale: Eugene, Oregon  
[http://www.hummingbirdwholesale.com/content/about\\_us](http://www.hummingbirdwholesale.com/content/about_us)

## Types of Processing Facilities

- Slaughterhouses
- Butcher shops
- Mixed-use butcher shop
- Commercial butcher shop
- Supermarket
- Restaurants that purchase whole animal/ primal animals
- Commercial kitchens and food hubs
- Trade associations
- Multi-producer marketing and branding

# Processing Facilities

## Pilot Case Study

### **SUTLIFF CIDER: Cedar Rapids**

Located in East-central Iowa near Sutliff. In 2008, the tasting room of the century barn was open to visitors. The cider processing facility uses two farm building to press apples, ferment and bottle the products. The cider is available year-round and can be found in grocery stores, restaurants and bars throughout Iowa.



Sutliff Cider: Cedar Rapids, Iowa  
<http://www.sutliffcider.com/pages/photos.htm>

### **ORALE! SALSA: Des Moines**

La Familia Sanchez produces authentic Mexican salsa canned and made with 100 percent fresh produce. Their product is also unique because it is made with no artificial preservatives, vinegar or sugar. ORALE! Salsa can be found at the Downtown Des Moines Farmers Market.



ORALE! Salsa: Des Moines, Iowa  
<https://www.facebook.com/orale.salsa>



# Processing Facilities

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# Food Hub

**Goals:** To build a **BRIDGE** between consumers, buyers, producers and food businesses; by providing a middle ground for the food system. This business or organization manages aggregation, distribution and marketing of products that are primarily from local or regional producers. This fills a gap from the current distribution industry that distributes 80 percent of wholesale products from typically large scale producers. In turn, food hubs provide an efficient service for **LOCAL AND REGIONAL FOOD SYSTEMS** and enhance the ability to serve the wholesale, regional and institutional demand. Food Hubs + Boxes create an opportunity to build economic sustainability for multiple agricultural programs in the food system, leading to a **HOLISTIC AND DIVERSE DISTRIBUTION NETWORK.**

## Benefits:

- Stimulate local economy
- Locally-grown food creates a multiplier effect
- Create jobs
- Increased farmer income
- Decreased transportation costs:
  - Improved environment + carbon footprint
- Increase volumes of local products sold to local and regional community
- Expand market opportunities
- Potential to serve underserved areas and food deserts
- Fresh local product that is delivered directly to community site



Walsma & Lyons: Distributor of Mother Natures Finest, Grand Rapids, Michigan  
<https://www.facebook.com/WalsmaAndLyons/photos/>



Common Market Warehouse: Philadelphia, Pennsylvania  
<https://www.facebook.com/pages/Common-Market-Philadelphia/>

## Community Impact:

- Innovative business models that are financially viable: Annual revenue increases between 50-80 percent; and substantial increase number of producers supplying product.
- Provide support for various existing food production amenities: investment in local food economies creating numerous jobs.
- Build capacity to grow additional products: hubs provide a consistent market base allowing producers to plan production

# Food Hub

## Case Study + Literature Review

**RED TOMATO: Plainville, Maryland:** Established in 1998 as a non-profit; offers fresh, local produce grown through sustainable, ecological practices by producers around the region.

**COMMON MARKET: Philadelphia, Pennsylvania:** provides nutritious, affordable, locally grown food to all, including vulnerable communities

**WALSMA + LYONS: Grand Rapids, Michigan:** Distribution company with 15 small and mid-size producers; provides premium product with regional identity at the heart of the operation

**QUAD CITIES FOOD HUB: Quad Cities, Iowa + Illinois:** Supports local food production through the connection of producers and consumers; fosters education and training



Red Tomato: Plainville, Maryland  
[https://www.facebook.com/RedTomatoProduce/photos\\_stream](https://www.facebook.com/RedTomatoProduce/photos_stream)

## Best Management Practices:

- Distribution to food deserts + low-resource communities
- Food bank or other donation service
- SNAP (supplemental nutrition assistance program) redemption
- Online food ordering system
- Partnership with community programs
  - Community gardens
  - Food banks
  - Farmers markets
  - Csa shares
- Recycling and composting
- Training and cooking classes
- Incorporate farm safety and food safety programs

## Services Offered:

- Distribution + aggregation
- Brokering
- Branding + market promotion
- Packaging
- Potential processing + storage
- Network + connection
- Transportation
- Value-added product
- Food safety practices
- Increase awareness of local food
- Potential food donations
- Employment opportunities



Quad Cities Food Hub: Veggie Mobile, Quad Cities, Iowa and Illinois  
<http://www.qcfoodhub.com/page/2/>

# Food Hub

## Pilot Case Study

### IOWA VALLEY FOOD CO-OP: Cedar Rapids

The Food Co-op is a 501(a) Co-op that started at the First Presbyterian Church in August 2011, in 2012 it moved to Matthew 25, where it is currently located. The food co-op sells direct online and offers product from 75-80 producers. The orders are picked up at Matthew 25 every two weeks in the summer and every three weeks in the winter starting in November. The coop also sells to eight Hy-Vee stores and delivers inventory twice/week.



Iowa Valley Food Coop Cedar Rapids, Iowa  
[www.iowavalleyfood.com](http://www.iowavalleyfood.com)

### IOWA FOOD HUB: West Union

A educational and research-driven food hub; with an online food box program, delivery, market development, farm to school, and local procurement and sales.

The Food Hub is a non-profit connecting producers and consumers to locally grown food through aggregation and distribution from farms. This program helps to serve busy families, and businesses and non-profits that believe in eating locally sourced foods.



Iowa Food Hub: West Union, Iowa  
[https://www.facebook.com/IowaFoodHub/photos\\_stream](https://www.facebook.com/IowaFoodHub/photos_stream)

### IOWA FOOD COOP: Des Moines

The Food Coop offers year-round access to hundreds of varieties of food and non-food products from Iowa producers and artisans to consumers. It is run like an on-line farmers market, offering several selections a purchase as you go directly from producers and artisans. This also connects producers to a new market and new sources of revenue for business through a direct-sale market. By offering produce through the food coop, there is reduced cost for marketing and distribution of products. In addition, 85 percent of the sale goes back to the farmers and artisans.



Iowa Food Coop: Des Moines, Iowa  
<http://archive.desmoinesregister.com/article/20130320/LIFE/303200020/Website-offers-food-direct-from-Iowa-farms>

# Food Hub

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# Food Box

**Goals:** to **AGGREGATE** products from producers or farmers (meat, vegetables, fruit, etc.) into a box that allows customers to have easy access to local and regional food. Boxes are typically offered on a **WEEKLY** basis for customer. This type of program allows for community members of in all income levels to enjoy fresh, healthy, regionally-sourced products at a retail rate. Food Boxes generally are delivered and packaged for work-site pickups or drop-off sites within major cities. Many programs are set-up for **ONLINE ORDERING** with the choice of various boxes; newsletters or recipes are then received via email or with the box each week. Many programs also offer an opportunity to customize the box each week for an upcharge which allows for customers to try new and unique options produced locally.

## Benefits:

- Customers benefit from bulk buying
- Week-to-week purchases
- Regional and locally sourced food choices
- Numerous products to sample each week
- Multiple farms involved in program
- Assists families to access fresh, healthy food
- Creates access to top-quality food in an economically and time-efficient manner
- Creative business model
- Opportunity to train new local food leaders



Grow NYC Fresh Food Box: New York City, New York  
<http://www.greenmarketco.org/>



Fresh Food Share: Detroit, Michigan  
[http://www.gcfb.org/site/PageServer?pagename=pg\\_freshfoodshare](http://www.gcfb.org/site/PageServer?pagename=pg_freshfoodshare)

## Community Impact:

- In 2007, nearly 3,000 farmers sold \$16.5 million of local products direct to consumer; compared to 2,455 farmers who sold \$11.6 million in products in 2002
- Additional markets allow for job growth: A Leopold Center at Iowa State University evaluation found that 74 bulk food buyers that purchased \$8,934,126 of local food in 2012 also reported 36 new jobs related to food systems work
- Improve hunger: Detroit programs have started offering food boxes by gleaning under-used products: growing from offering 1 or 2 million pounds of food to over 28 million pounds, or 404,000 meals per month

# Food Box

## Case Study + Literature Review

**GROWNYC FRESH FOOD BOX: New York City, New York:** Started in 2011 to offer underserved community members an opportunity to purchase a variety of locally-sourced products with a flexible week-to-week schedule.

**FRESH FOOD SHARE: Detroit, Michigan:** A community-based food distribution system that offers fresh food at wholesale prices in individually packed boxes that are pre-ordered and delivered to a drop-site.

**THE PRODUCE BOX: Raleigh, North Carolina:** Food box program offered weekly with an assortment of products; money received from every box ordered goes into a grant program for North Carolina farmers, school programs and low-income produce boxes.

**THE GOOD FOOD BOX: Toronto, Ontario, Canada:** A non-profit that works to improve access to healthy, affordable food-offering a field-table experience through weekly box programs of multiple sizes and varieties.



The Produce Box: Raleigh, North Carolina  
<http://www.theproducebox.com/how-it-works>

## Best Management Practices:

- High-quality product
- Unique brand and aesthetic appeal
- Box choices for all income levels
- Purchasing policy for farming practices
- Flexible and responsive customer service
- Online pre-order system
- Customized boxes
- Give back to the community
- Nutritional and recipe guidance
- Establish work-site drop offs and coordinators



The Good Food Box: Toronto, Ontario  
<http://www.foodshare.net/good-food-box/>

## Things to Consider:

- What's the business plan?
- What type of products should be offered?
- Connect to the producers and farmers
  - How many products should be offered
  - What types of products
  - Fruits/vegetables/meat/packaged
- Build your box
- Where should the aggregation site be located?
- What work-sites would be interested?
- How many drop-sites are needed?
- What is the scaled-up model?

# Food Box

## Pilot Case Study

### IOWA FOOD HUB FOOD BOX: Northeast Iowa

Offers food boxes that are packed with local and regional products and delivered to locations in the northeast area of Iowa. Seven different food boxes exist to order: Food Box with meat, veggies food box, meatless food box, veggie with bread box, weekly staples box, eggs only box, and university box. This type of ordering allows for customers to have variety and choose weekly boxes as they need.



Iowa Food Hub: Food Box Program, Decorah and West Union, Iowa  
[https://www.facebook.com/iowaFoodHub/photos\\_stream](https://www.facebook.com/iowaFoodHub/photos_stream)

### LOCAL FOOD BOX PROGRAM: Des Moines

The Food Box program is a year-round, weekly box of locally grown food products. The box contains products purchased and aggregated from growers around the Des Moines area. For the pilot, there is one box option with a variety of products as well as newsletters and recipes with featured products. Boxes are delivered to worksites for pick up from employees. Local growers benefit from set prices, consistent orders, and exposure to new markets.



Eat Greater Des Moines: Des Moines Social Club aggregation site,  
Des Moines, Iowa  
Photo taken by ISU Community Design Lab



# Food Box

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# Shared-Use Kitchens

**Goals:** To enhance local and regional food businesses by offering commercial kitchens for public use. Shared-use kitchens have the opportunity to bridge a full range of issues in the local food system, including access to healthy foods. Shared-use kitchens, provide **COMPREHENSIVE AND DIVERSE** approaches to offering opportunities to produce value-added product, and cook from a shared-location to create a self-financed, **SUSTAINABLE BUSINESS MODEL**. Many of these programs work hard to include shareholder loyalty by including options to purchase memberships or rent out space. This strategy builds a market base and assists in community capacity and financial sustainability. In addition, many shared-use kitchens also offer **COMMUNITY SUPPORT** through processing food donations.

## Benefits:

- Increased civic engagement
- Open to the public
- Food system education
- Promote healthy lifestyle
- Contribute to local community
- Increased accessibility of fresh products
- Improved access to local food for all income levels
- Positive social change
- Training opportunities for residents
- Partnership and community opportunities for infrastructure space: growing, cooking, entrepreneurial activity



Hana Kitchens: Brooklyn, New York  
<http://www.hanakitchens.com/kitchens-services/>



Organic Food Incubator: New York City, New York  
<http://organicfoodincubator.com/kitchen-space/kitchen-space-2/>

## Community Impact:

- Broad public purpose: Celebrate regional culture through food and local business opportunities
- Business incubators: Operating under community health and safety standards for value-added products + reduced risk
- Supporting the local food system: Creating a space for both farmers, culinary providers, and entrepreneurs to develop holistic partnerships that support the local food system from start to finish

# Shared-Use Kitchens

## Case Study + Literature Review

**LA COCINA: San Francisco, California:** Cultivate low income food entrepreneurs by providing commercial kitchen space and industry specific assistance

**ORGANIC FOOD INCUBATOR: New York City, New York:** Helps companies move from concept to growth through rental space in a 20,000 sq. ft. kitchen, contract creation, education, and coaching

**NORTHEAST CENTER FOR FOOD ENTREPRENEURSHIP: Cornell University, New York:** 800 sq. ft. commercial kitchen: help small scale + start-up food producers

**HANA KITCHENS: Brooklyn, New York:** 12,000 sq. ft. of commercial kitchen space for rent to start-up businesses



La Cocina: San Francisco, California  
<http://www.lacocinasf.org/kitchenrentalinfo/>

## Best Management Practices:

- Feasibility study + market study
  - Who do you want to involve?
  - Who is using the space?
- Find partners in the community
  - Business partners, food entrepreneurs, retail sales, etc.
- Keep it local and accessible
- Work with local health specialists
- Have proper food license
  - Retail, food processing, good management practices, allergen control
- Flexible time scheduling for use
- Value added processing
- Food labels



A Taste of Long Island, Long Island, New York  
[https://www.facebook.com/ATasteofLongIsland/photos\\_stream](https://www.facebook.com/ATasteofLongIsland/photos_stream)

## Models of Shared Kitchens:

- Shared-use kitchen
  - Removes restrictive barriers + allows space to be leased
- Kitchen incubator
  - Offers options for distribution, business development + insurance
- Community kitchen
  - Minimal infrastructure + equipment, but has community support
- Co-packer
  - Manufacture of processed or packaged goods

# Shared-Use Kitchens

## Pilot Case Study

### **NEWBO CITY MARKET + KIRKWOOD: Cedar Rapids**

Located at the NewBo City Market, Kirkwood Community College has a culinary kitchen that offers over 160 classes per year for adults and children. The goal for the space is to also offer use of the commercial kitchen to business incubators operating in NewBo as well as other residents in Cedar Rapids needing a space for cooking and processing foods.



NewBo City Market + Kirwood Culinary Kitchen: Cedar Rapids, Iowa  
Photo taken by ISU Community Design Lab

### **PEPPERFIELD PROJECT: Decorah**

The Pepperfield Farm offers an education and retreat center with meeting space, dining areas and a new certified kitchen. A newly renovated certified kitchen can be rented out for community needs. This a unique partnership with the meals that are already offered at Pepperfield to continue to sponsor local foods and community benefit.



Pepperfield Project, Decorah, Iowa  
<http://www.pepperfieldproject.org/about.html#facilities>

### **CENTRAL IOWA SHELTER SERVICES (CISS): Des Moines**

This shared-use kitchen is within the existing kitchen at CISS. It is available for lease to caterers and food entrepreneurs. The kitchen is fully equipped has multiple cleaning and preparation stations. Daily, CISS offers three meals to persons in need. The kitchen space is shared during those times and has been used by people in the community as well as vendors during the World Food Day event. The shared use kitchen offers a great place for local start-up businesses to prepare foods, extra income for CISS, and community connections.



Central Iowa Shelter Services: Des Moines, Iowa  
Photo taken by ISU Community Design Lab

# Shared-Use Kitchens

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# Food Enterprise Center

**Goals:** to build businesses through **ENTREPRENEURIAL INVESTMENTS** in local food, approaching scaling up the food system through a self-financed, sustainably profitable model. Food enterprise centers are focused on positive cash flow, food, local ownership and local control. Many of these programs work hard to include **SHAREHOLDER LOYALTY** by including options to buy into the company or provide memberships. This strategy builds a market base and assists in community capacity and financial sustainability. In addition to community support, typical businesses also devote time to **GIVE BACK TO THE COMMUNITY** through good stewardship of the land, sustainable waste management, and affordable food programs.

## Benefits:

- Distribution efficiency
- Improved access to local food for all income levels
- Revitalize local economies through
- Partnership with local businesses
- Positive social change
- Training opportunities for workforce in food system
- Support regional food branding
- Partnership and community opportunities for infrastructure space
- Increased civic engagement



DC Central Kitchen: Washington, DC  
<http://www.dccentralkitchen.org/volunteer-profile-suga-chef-brings-style-sweets-to-dcck/>



Mission Mountain Food Enterprise Center: Ronan, Montana  
[http://www.lakecountycdc.org/Production\\_and\\_Processing\\_Assistance](http://www.lakecountycdc.org/Production_and_Processing_Assistance)

## Community Impact:

- Local, small business expanding: Between 1998-2002, food businesses focused on a small scale and increased in number of outlets
- Effective distribution and farmer income: In 1990, farmers typically got 40 percent, with the other 60 percent going to distribution + inputs.
- NOW - 7 percent goes to the farmer and 73 percent goes to distribution

# Food Enterprise Center

## Case Study + Literature Review

**MISSION MOUNTAIN FOOD ENTERPRISE CENTER: Ronan, Montana:** Food processing facilities serve local, regional and statewide food system .

**MAVROVIC COMPANIES: Slobostina, Croatia:** Four business models: organic farms, research and education center, bakery, and marketing + distribution company.

**DC CENTRAL KITCHEN: Washington, DC:** Using food as a tool to strengthen bodies and build communities.

**THE INTERVALE CENTER: Burlington, Vermont:** A blend of a for-profit and non-profit engaging in all steps of the supply chain from pre-production to post-consumer waste.



Intervale Center: Burlington, Vermont  
<https://www.facebook.com/IntervaleCenterVT/timeline>

## Best Management Practices:

- Create a unique story:
  - Understanding of a real food system
- Be innovative with a social mission
- Provide local delivery + aggregation
- Think big + network
- Have shareholder loyalty
- Offer affordable programs for low-income customers
- Be environmentally friendly through best management practices
- Build a niche market
- Appreciation of all parts of the food system
- Partnership



Mavrovic Companies: Slobostina, Croatia  
Image from: Wallace Center: Community Food Enterprise: p.154

## Models of Local Ownership

- Proprietorships
  - Governed by the people who run the business
- Limited liability companies
  - Corporations, shielded from liability - (LLCs + LLPs)
- Nonprofits
  - Social enterprises: consistent with social mission
- Public-private enterprises
  - Partnership with local government
- Cooperatives
  - Voluntary associations with business

# Food Enterprise Center

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# Agriculture Education Centers

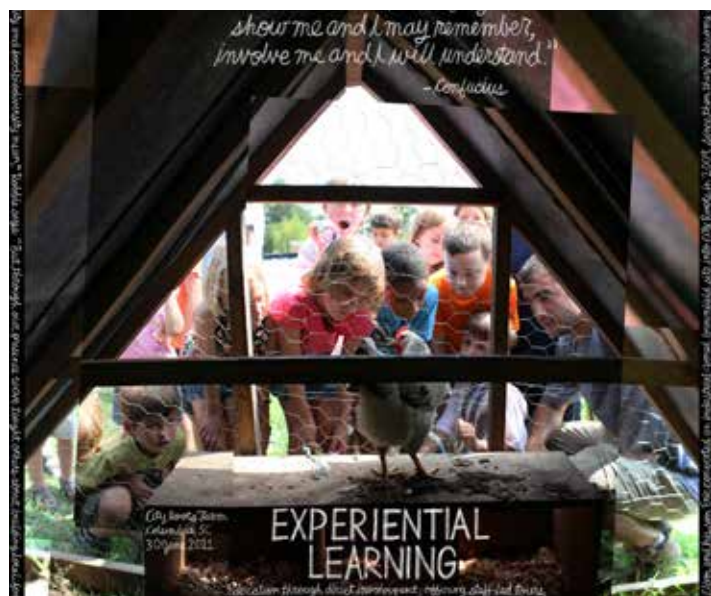
**Goals:** To teach young and old alike about **AGRICULTURAL SYSTEMS** through hands-on experience. Agriculture education centers can take on many perspectives from sustainable agriculture production, the history of agriculture, or philosophies and theories behind **BEST MANAGEMENT PRACTICES** of production. Many centers offer **LEARNING LABS**, workshops, and many different types of opportunities to learn about types of food production and ways to integrate food production into life at home. Centers can also be housed via the web, and offer web-based tutorials, webinars, and literature for personal education. These centers serve as a warehouse of information on numerous types of food system, agriculture production, or general health and wellness research.

## Benefits:

- Education on food systems and agriculture practices
- Demonstration of farming practices and new educational strategies for integration
- Curriculum for various learning levels and opportunities for implementation
- Integration of agriculture practices with daily life experience
- Connection to the outdoor environment
- Authentic learning environments
- Opportunities for collaboration through experiential learning



Edible Schoolyard Project: Berkeley, California  
<http://edibleschoolyard.org/Berkeley#gardenkitchen>



City Roots: Columbia, South Carolina  
<http://lexiconofsustainability.com/edible-education/>

## Community Impact:

- When agriculture is integrated into education or curriculum it can provide connections to the environment, and an authentic, or real, learning situation.
- Agricultural education centers allow for immersion into the landscape that is being portrayed and developed; creating a lasting impact on the user
- Providing access to agricultural systems and community-based curriculum or educational opportunities, allows for students (young and old) to be better connected and aware of their environment

# Agriculture Education Centers

## Case Study + Literature Review

**EDIBLE SCHOOL YARD: Berkeley, California:** teaching children the food cycle from planting to harvesting, to cooking and nutrition: the garden is critical as a teaching tool

**CITY ROOTS FARM: Columbia, South Carolina:** An urban farm providing food education: teaching sustainable agriculture, seasonality, biodiversity and personal impact on food systems

**CENTER FOR INTEGRATED AGRICULTURAL SYSTEMS: University of Wisconsin:** research center created in 1989 for sustainable agriculture research and education/training projects: focus is on integrated farming systems contributing to all aspects of sustainability

**LEOPOLD CENTER FOR SUSTAINABLE AGRICULTURE: Iowa State University:** research and education center working on environmental, social, and economic farm practices



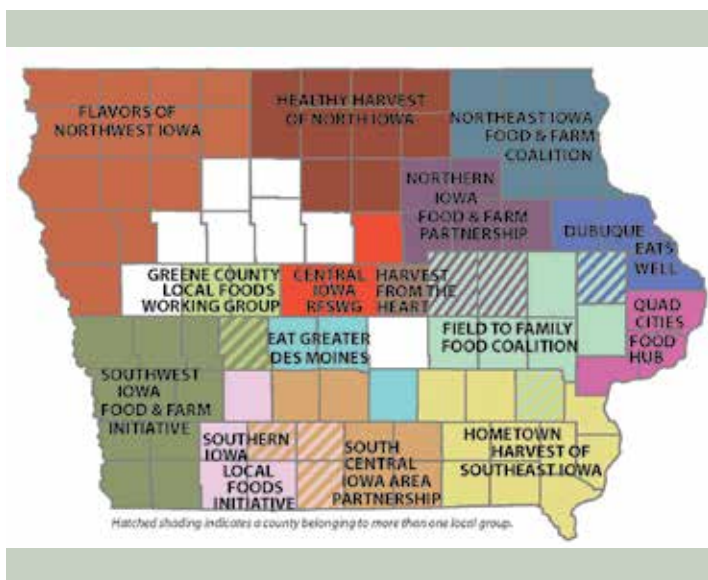
Center for Integrated Agricultural Systems: University of Wisconsin  
<http://www.cias.wisc.edu/about/>

## Best Management Practices:

- Provide classes and workshops for various skill levels
- Develop opportunities for apprenticeship programs and mentor models
- Specialize in areas of interests: history/ agriculture development/specialized food production/new innovative strategies
- Use creative platforms for education
- Offer on-site technical support and training
- Create curriculum for all levels of learning
- Integrate agriculture into daily experiences
- Provide an authentic learning context
- Collaborate through experiential learning

## Models of Agricultural Centers:

- Historical education: agricultural systems, history of place, agriculture innovation, agricultural leaders
- Systems education: food system development, personal health and well-being
- Food production: specific focus on various agriculture production practices
- Integrated programming: multi-faceted pieces of multiple areas effecting the food system and future development
- Web-based education portal: showcase of information: webinars, toolkits, reports, etc.



Leopold Center for Sustainable Agriculture: Iowa State University  
Regional Food Systems Working Group: Iowa State University  
<http://www.leopold.iastate.edu/regional-food-systems-working-group>

# Agriculture Education Centers

## Pilot Case Study

### SCATTERGOOD FRIENDS SCHOOL & FARM: Iowa City

A college-prep school offering farm-experience, collaborative learning and community living environments. The school features opportunities to grow as a leader and person with Quaker values: simplicity, integrity, equality, and non-violence. While at the farm, students are inter-twined with the landscape and have space for self-reflection, personal growth and participatory learning.



Scattergood Friends School & Farm, Iowa City, Iowa  
<http://www.scattergood.org/academics/sustainable-agriculture-honors-program>

### SEED SAVERS EXCHANGE: Decorah

Assists in offering an alternative method to large-scale agriculture by promoting preservation of heirloom varieties of plants. The organization is members-based and community driven to support education through participatory preservation. Members have assisted in preserving heirloom seeds since 1975, of which 20,000 varieties are within the Seed Savers Exchange collection. Seed Savers also offers educational classes, events and conferences at their farm on numerous sustainable topics.



Seed Savers Exchange, Decorah, Iowa  
<https://www.facebook.com/seedsaversexchange/>

### LIVING HISTORY FARMS: Des Moines

An outdoor learning museum offering educational programs and entertainment for all ages that are interested in the rural lifestyles in the Midwest. A day at the farm involves touring representative eras of the midwestern rural life. Living History Farm focuses on the past as a way to engage with the public to showcase the significance of how the past affects the current and future agriculture systems and rural area.



Living History Farms, Des Moines, Iowa  
<https://www.facebook.com/LivingHistoryFarms/>

# Agriculture Education Centers

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# Marketing + Awareness Campaign

**Goals:** To gain **PUBLIC SUPPORT** for a particular issue an organization seeks to resolve or get behind. Typically, the campaign is a **COMPREHENSIVE EFFORT** between multiple partners and includes many different forms of outreach through organizations, public and social media, branding, and overall mission of a particular group or organization. A campaign should speak to a targeted audience and seek out a particular action. Awareness campaigns have the opportunity to support community and **ORGANIZATION IDENTITY** and assist in bringing visibility, and attention to a specific cause; if used as a call to action, it can assist in behavior change and make significant strides for social behavior improvements.

## Benefits:

- Influence policy-makers
- Increase support and knowledge for community
- Word-of-mouth marketing and discussion about the issue
- Wide reach to community
- Create partnerships and support
- Brand representation known regionally
- Establish personal/organization value
- Generate a measurable difference in the community



Buy Fresh Buy Local Iowa: Nationwide  
<https://sites.google.com/site/bfbliowa/>



NC 10 % Campaign, North Carolina  
<http://www.cefs.ncsu.edu/whatwedo/foodsystems/10percent.html>

## Community Impact:

- Community impact is determined by the type of campaign run, and the community it is implemented in. It is critical to go through analysis, planning, and action stages first before a campaign is able to have a lasting impact in a community. The ultimate goal of the campaign is to effect behaviors of individuals, or build relationships that change lives. This is something that cannot be done quickly. Through strategic development of campaigns, the result can have lasting positive impacts on building awareness for a particular organization, initiative, or topic.

# Marketing + Awareness Campaign

## Case Study + Literature Review

**BUY FRESH BUY LOCAL: Nationwide:** A nationwide network promoting local foods and food systems from seed to table; with local chapters in each state to connect consumers to local products

**THE NC 10% CAMPAIGN: North Carolina:** Administered by the Center for Environmental Farming System asking for commitment to purchase 10% from local producers

**THE 10 PERCENT LOCAL FOOD PLEDGE: Missoula, Montana:** A pledge offered through the Sustainable Business Council to commit 10 percent of a family's food budget to local purchases

**SLOW MONEY NYC: New York City, New York:** Using crowdfunding as an opportunity to promote local; partnering with local farms and businesses to support growing, and purchasing local; example: Cayuga Pure Organics, raising over \$87,000 through Indiegogo to rebuild a barn and beanery



10% Local Food Pledge: Missoula, Montana  
<http://www.sustainablebusinesscouncil.org/programs/buy-local-campaigns?id=188>



Slow Money + CP Organics: New York City, New York  
<http://slowmoneynyc.org/crowdfunding-campaigns-for-local-food-system/>  
<https://www.facebook.com/cporganics>

## Best Management Practices:

- Plan grassroots events and partner with like-minded individuals: parents, friends, organizations
- Garner support from grass-tops: community leaders: superintendents, business leaders, funders, policymakers
- Engage and develop champions for the cause
- Build relationships with the government: local, state and federal
- Create a media strategy: social media, publications and articles, interviews
- Develop a powerful message
- Be straight forward and frame the message
- Design a brand/logo/tagline

## Step by Step:

- Determine audience to influence
- Define the issue and the goal for the campaign
- Discuss what is in the way of achieving the goal
- Address who the partners are and who are actively objecting the goal
- State why this issue is important
- Understand your target audience

# Marketing + Awareness Campaign

## Pilot Case Study

### HY-VEE: HOME GROWN: Cedar Rapid:

Stores are actively pursuing offering fresh, local produce, and showcasing in unique ways throughout the store. Homegrown signs detail the farm and farmer that produced the local product. Hy-Vee's efforts support the local economy and promotes their sustainability mission for a more earth-friendly environment.



Hy-Vee Homegrown  
<http://www.hy-vee.com/resources/homegrown.aspx>

### NORTHEAST IOWA FARM TO SCHOOL CAMPAIGN: Northeast Iowa

Farm to school is a national movement that is supported through the Northeast Iowa Food and Fitness Initiative. The program supports educational opportunities for children to learn where their food comes from, how it was grown, and how it effects their body. Northeast Iowa Food and Fitness Initiative supports farm to school for all 20 school districts in the region.



Northeast Iowa Farm to School; Decorah, Iowa  
<http://www.iowafoodandfitness.org/site/f2s.html>

### MOVE THE FOOD: DES MOINES AREA RELIGIOUS COUNCIL: Des Moines

An initiative to address food access throughout the entire food system. Eat Greater Des Moines is a dedicated partner to assist in connecting to resources within the larger Des Moines community. The campaign details the need for food donations and also pulls in an element of local support through donations of fresh fruit, vegetables, and grain breads.



DMARC Move the Food: Rhinehart's Farm donation, Des Moines, Iowa  
[https://www.facebook.com/MoveTheFood/photos\\_stream](https://www.facebook.com/MoveTheFood/photos_stream)



# Marketing + Awareness Campaign

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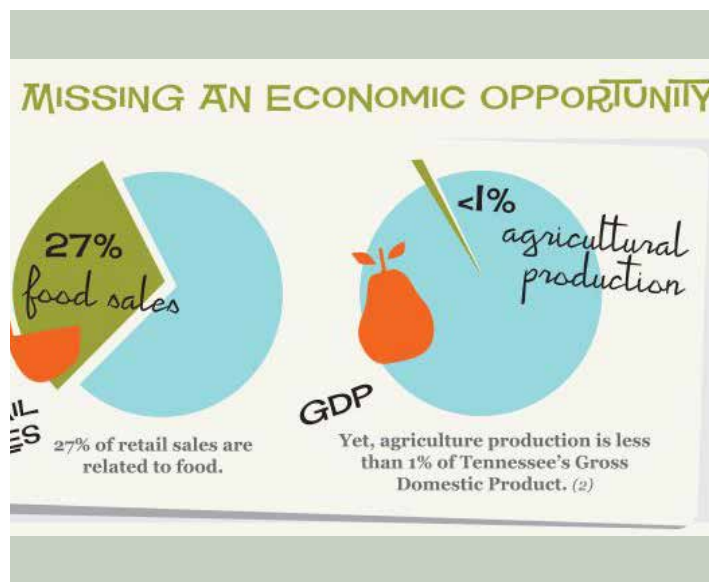
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# Food Policy Council

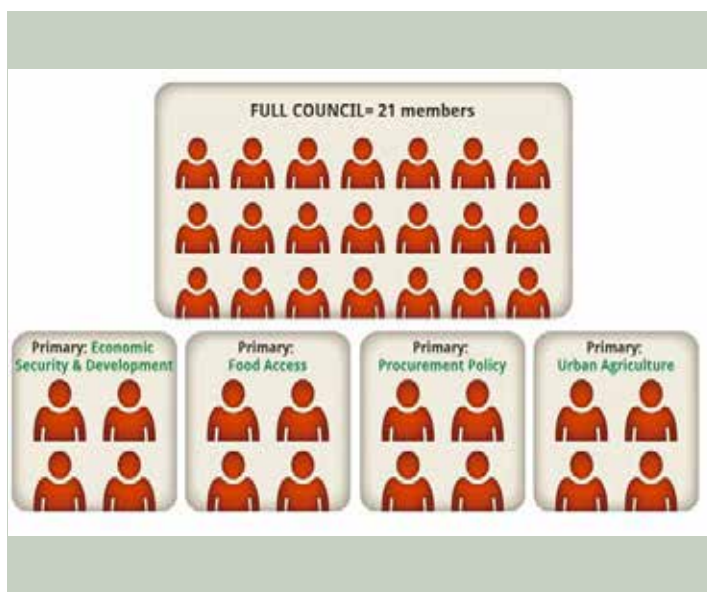
**Goals:** to bring **FOOD ACTIVISTS**, community members, urban and rural planners, and local, municipal and state governments together as partners in creating local food initiatives. Food policy councils **SUPPORT** communities in their efforts to rebuild, with existing community assets, local and regional food systems. This collaboration assists partners within various scales of communities to move forward in food system change through **COORDINATED EFFORTS** for policy change. These coalitions of leaders give a voice to numerous, compassionate individuals and organizations within the community. Food policy councils defend and articulate priorities of the community that inform local and regional policies to continue to enhance the opportunity for implementation of local food system implementation.

## Benefits:

- Provide policy frameworks for all scales
- Facilitate forums for diverse stakeholders in the food system
- Evaluate and influence policies effecting food systems: food safety, land use and zoning, food procurement, food labeling, food assistance benefits
- Interact with the food supply chain: production, processing, aggregation + distribution, retail, consumption,
- Food waste
- Support programs and services relating to food system viability



Knoxville-Knox County Food Policy Council: Knoxville, Tennessee  
Food Matters Publication: pg. 2



Oakland Food Policy Council; oakland, California  
<http://oaklandfood.org/>

## Community Impact:

- Number of food policy councils nearly doubled from 111 councils in 2010 to 193 councils in 2012: representing and advocating for health, environmental sustainability, economic viability and socially just food systems.
- Assist in state and local food system assessments (fsa) : analysis of food supply chain data collected identifies gaps and assets within the food system to inform decision making on programs and policies
- Potential to address public health through improvements to food access, food insecurity, and quality of available food

# Food Policy Council

## Case Study + Literature Review

### **KNOXVILLE-KNOX COUNTY FOOD POLICY COUNCIL: Knoxville, Tennessee:**

Formed in 1982; The council is noted for advocacy in school nutrition, food monitoring system, improving access to full-service grocery through public transit

**OAKLAND FOOD POLICY COUNCIL: Oakland, California:** Began in 2006 after a Food Systems Assessment. OFPC strives to make healthy food available to every Oakland resident.

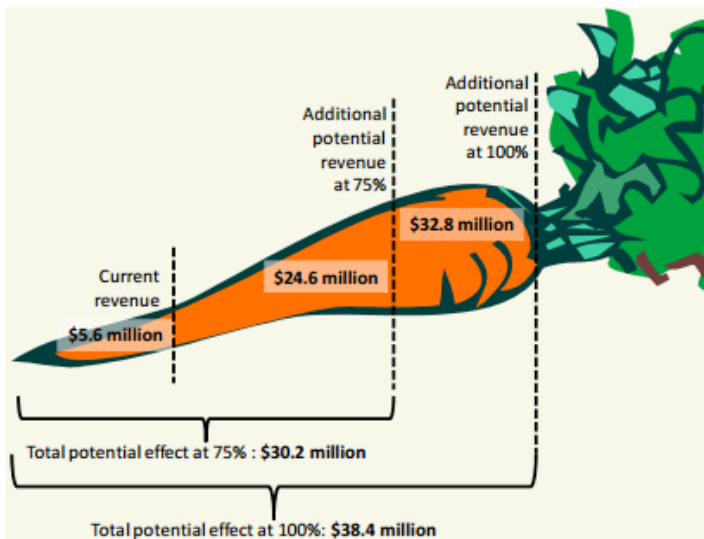
**DENVER SUSTAINABLE FOOD POLICY COUNCIL: Denver, Colorado:** Formed in 2010. The SFPC is an advisory entity to the city on food policy and programs

**WEST VIRGINIA FOOD & FARM COALITION: West Virginia:** Supports and strengthens opportunities for local food stakeholders through food access and viable business opportunities



**HEALTHY FOOD FOR ALL:**  
Encouraging Grocery Investment in Colorado  
A Report by the Denver Food Access Task Force

Denver Sustainable Food Policy Council: Denver, Colorado  
Healthy Food For All: Encouraging Grocery Investment in Colorado



West Virginia Food & Farm Coalition: West Virginia  
West Virginia Food System: Seasonal Production Expansion and Its Impact. p.22

## Best Management Practices:

- Staff members or lead volunteer to assist in facilitation
- Partner with government official
- Diverse representation of food system sectors
- Funding partners or sponsorships for programs
- Conduct/review a food systems assessment for the local region
- Establish priorities and strategic plan for policy council
- Offer educational programs for staff/ leadership/and public
- Evaluate success and monitor changes in policy

## Step by Step:

- Determine set-up for team: volunteer vs. Paid staff; appointed, self-select, or elected members
- Determine leadership set-up: steering committee, leadership team, chairs, executive committee
- Present proposal to city council for resolution and support
- Investigate and understand the local/ regional/state food system
- Conduct/review food systems assessment for the local region
- Pursue quick wins to build credibility

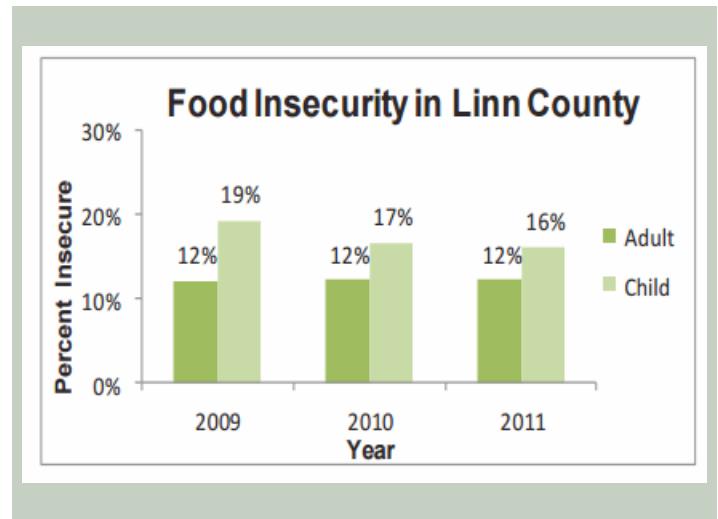
# Food Policy Council

## Pilot Case Study

### LINN COUNTY FOOD SYSTEM

#### COUNCIL (LCFSC): Linn County, Iowa

Created in March 2012. The council works to reach five goals for local food systems: sufficient and balanced food production, food security and access to healthy foods, food education and literacy, safety and security of food, and environmental and personal health. The council hosts two public forums per year to engage with interested community members.



Food Insecurity in Linn County, Iowa  
Linn County Food System Assessment Snapshot

# Food Policy Council

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Cedar Rapids Lead Contact: Blue Zones Project®

Partners: City of Cedar Rapids Planning Department, Coe College, Feed Iowa First, Horizons, Iowa Big, Iowa Valley Food Coop, Iowa State University Extension and Outreach, Linn County Planning Department, Linn County Public Health, Matthew 25, and NewBo City Market

Cresco Lead Contact: Howard County Economic Development

Partners: City of Cresco Parks Department, Iowa Food Hub, Iowa State University Extension and Outreach, Kessel Kids, Norman Borlaug Farm Foundation, Pepperfield Project, and Seed Savers

Des Moines Lead Contact: Eat Greater Des Moines

Partners: Central Iowa Shelter Services, City of Des Moines Community Development Department, City of Des Moines Parks Department, Community Housing Initiative, Des Moines Botanical Gardens, Des Moines Partnership, Des Moines Public Schools, Des Moines Social Club, Easter Seals of Iowa, Food Corps, Forest Avenue Outreach, Iowa Department of Public Health, Iowa Food Coop, Iowa State University Extension and Outreach, Lutheran Services of Iowa, and Viva East Bank