

NEW BRUNSWICK FOOD HUB II

FOOD SECURITY AND COMMUNITY ECONOMIC DEVELOPMENT

Fall 2012

STUDIO PARTICIPANTS

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STUDIO COORDINATOR

Professor Kathe Newman

PARTNERS

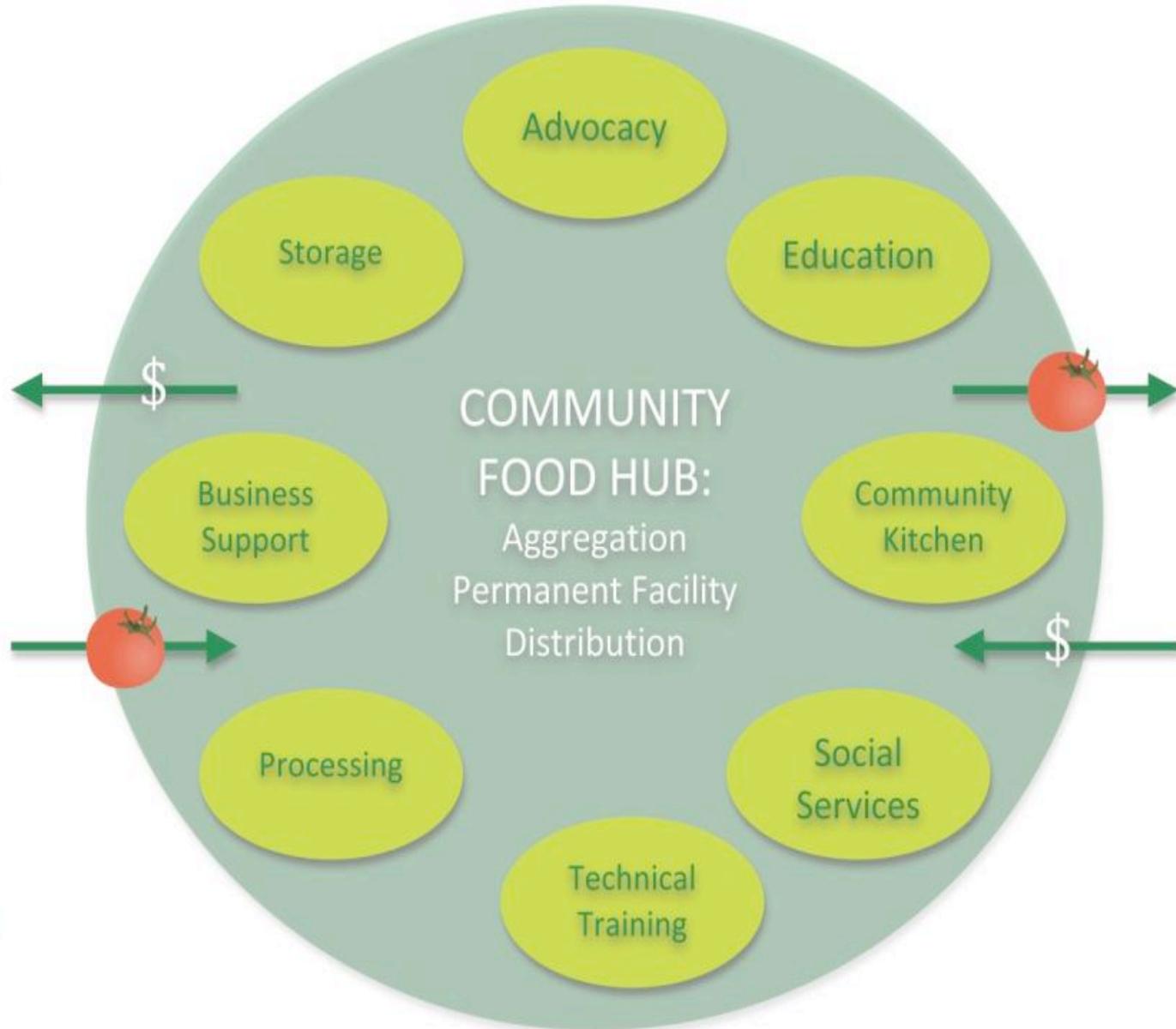
Elijah's Promise, New Brunswick Food Alliance, NJ Farm to School, NJ Agricultural Society/Farmers Against Hunger, NOFA-NJ, New Jersey Community Capital

“A centrally located facility with a business management structure facilitating the aggregation, storage, processing, distribution and/or marketing of locally or regionally produced food products.”

USDA working definition of A food hub

What is a Community Food Hub?

PRODUCERS



COMMUNITY

Methodology

	New North Florida	The Stop	La Montanita	Appalachian	Oklahoma	Detroit	Farm Fresh	Greensgrow	Oneida	Tao Food
Model	Produce Driven	Community	Retail- Driven	Non-profit	Consumer	Community	non-profit	non-profit	non-	non-profit
TRANSPORTATION										IDK
refridgerated?	all	IDK	all	all	all	all	IDK	yes	IDK	Yes
non-refridgerated	none	IDK		none		none	IDK	yes	IDK	
# of trucks	8	IDK	2, leased 36-	4			IDK	3	IDK	
driving	max of 60 min	IDK	300 mile	interstate	once a	IDK	IDK	mobile	IDK	
delivery service	2 x a month to	IDK	delivers to	4 weekly		IDK	yes	no	IDK	IDK
FARMERS		The New	Originally			IDK		50		yes
# of farmers	100 farmers	volunteers,	14 northern	70 in 2009		IDK	40 small to	80 farms	Farm	over 50
where?	FL, AL, GA, AK	Ontario	300 mile	SW Virginia		Michigan	Rhode Island	Pennsylvania	Wiscons	New
demographic	minority, low-income	all types	communities	former		Low income	low income	urban	Low-	New
products	just collard greens,	all types,	whatever the	over 30		All types	fruits and	20 types of	Beef,	produce
CONSUMERS										
schools	(thirteen	IDK	no	no		no	yes	no	no	IDK
grocery stores	60 inepedent	no	yes	yes		no	yes	no	yes	IDK
low-income	yes (through church	yes	IDK	no		yes	800 people	yes	yes	yes
independent health food		Their	yes	yes		yes	no	no	yes,	IDK
regional chains	no	no	yes- whole	yes		IDK	no	no	IDK	IDK
area universities	no	no	no	yes		IDK	yes	no	IDK	IDK
local churches	no	no	no	yes		yes	no	yes	IDK	
restaurants	no	yes	no			IDK	yes	yes	yes	
COOP/Hub	located in Marianna,						located in an	no	Tsyunkh	yes
collect	yes	no	yes	yes	yes	no	yes	yes	no	yes
process	yes	yes	yes	yes	yes	yes	no	yes	yes	yes
packages	yes	yes	yes	IDK	yes	yes	no	yes	IDK	yes
# of paid employees	4	IDK	more than 200	35	4	40	9	6 full time, 23	Tsyunkh	
volunteers	Executive Director is	IDK	i dk	IDK	IDK	IDK	IDK	IDK	IDK	yes
store space (sq ft)	packing/processing	yea	5 stores	yes	IDK	IDK	1,700 (rented	IDK	IDK	24000 sq
refridgerated? (sq ft)	try to package	no (want	1500 sq ft of	yes	yes	yes	330 55	IDK	IDK	yes
non-refridgerated? (sq ft)	IDK	yes	over 4,000 sq.	IDK		IDK	yes	IDK	IDK	
ADVANTAGES										
marketing help	yes	no	yes	yes	yes	yes	no	graphic	no	yes
training	yes	yes, food	no	yes	IDK	yes	yes nutrition	no	yes	yes
high-volume market	yes	no	yes	yes	yes	yes	no	no	yes	yes
crop planning	yes	no	IDK	yes	yes	yes	no	yes	IDK	IDK
post-harvest planning	yes	no	idk	yes	no	IDK	no	no	IDK	
youth entrepreneurship	yes	no	idk	no	no	IDK	yes	no	yes	
supplier network	yes	no	yes	yes	yes	yes	yes	yes	no	
year round growing	yes	yes	yes	IDK	yes	yes	yes	yes	IDK	
traceability	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
organic	no	yes	yes	yes	yes	yes	no	organically	yes	
sustainable?	IDK	yes, grow	yes	yes	IDK	yes	yes	yes	yes	
CHALLENGES										
distance	yes	no	no	no	no	no	no	no	no	
finding new clients	yes	maybe	no	no	no	no	no	no	no	
centralized kitchen	no (delivers to each	yes	no	no	IDK	IDK	no	yes	yes	
farmers not engaged	yes	no	no	no	No	no	IDK	no	no	
recruiting farmers	yes	IDK	no	yes		no	IDK	no	no	
financial viability	yes		no	yes		no	want to	yes	no,	
managing buyers	yes		no	yes		no		yes	no	
\$			no				processing			
Overview of							90% of food			

Food Hubs: A Closer Look

APPALACHIAN
sustainable
DEVELOPMENT



“We had the ‘wrong’ demographics for sustainable and organic, but there was also a real need to support farmers and improve health behaviors... In this region, we are used to being behind the curve. But we were ahead of the local food movement and growing national consciousness about local and fair and organic food.”

- Anthony Flaccavento, AH Founder



Hub

Producers

(More than 70 farmers)

SW Virginia
farmers

NE Tennessee
farmers

Organic farm training

Brokers informal
agreements between
producers and consumers

Facilitates distribution

Outreach and education

Facilitates “seconds”

Consumers

Wholesale
Supermarket
chains
Natural food
stores
Universities

Direct
Independent stores
Farmers markets

Alternative
Channels
Food pantry

Hub

Producers

Rhode Island farmers

Boston area farmers

Fisherman



Aggregation
Market mobile online

Storage and Distribution
Refrigerated storage space
Sophisticated cross docking



Veggie Box CSA



Outreach and Education
Rx prescriptions
Fresh Bucks
Open kitchens

Consumers

Wholesale
Restaurants
Grocery stores
Hospitals
Schools
Universities

Direct
Farmers markets

Workplaces, community centers, daycares and schools



Farm Fresh Rhode Island



- Rhode Island School of Design (Providence)
- Blue Glass Café (Boston)
- Marriott Downtown (Providence)

Photos displayed with permission of Farm Fresh Rhode Island,
www.farmfreshri.org/



Plastic



Fresh Bucks
farmers' market currency
and gift coins



Good food
from Rhode Island
farms and producers

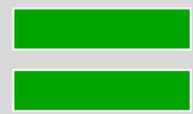




Photo displayed with permission from Oneida Nation Farms, www.oneidanation.org/farm/

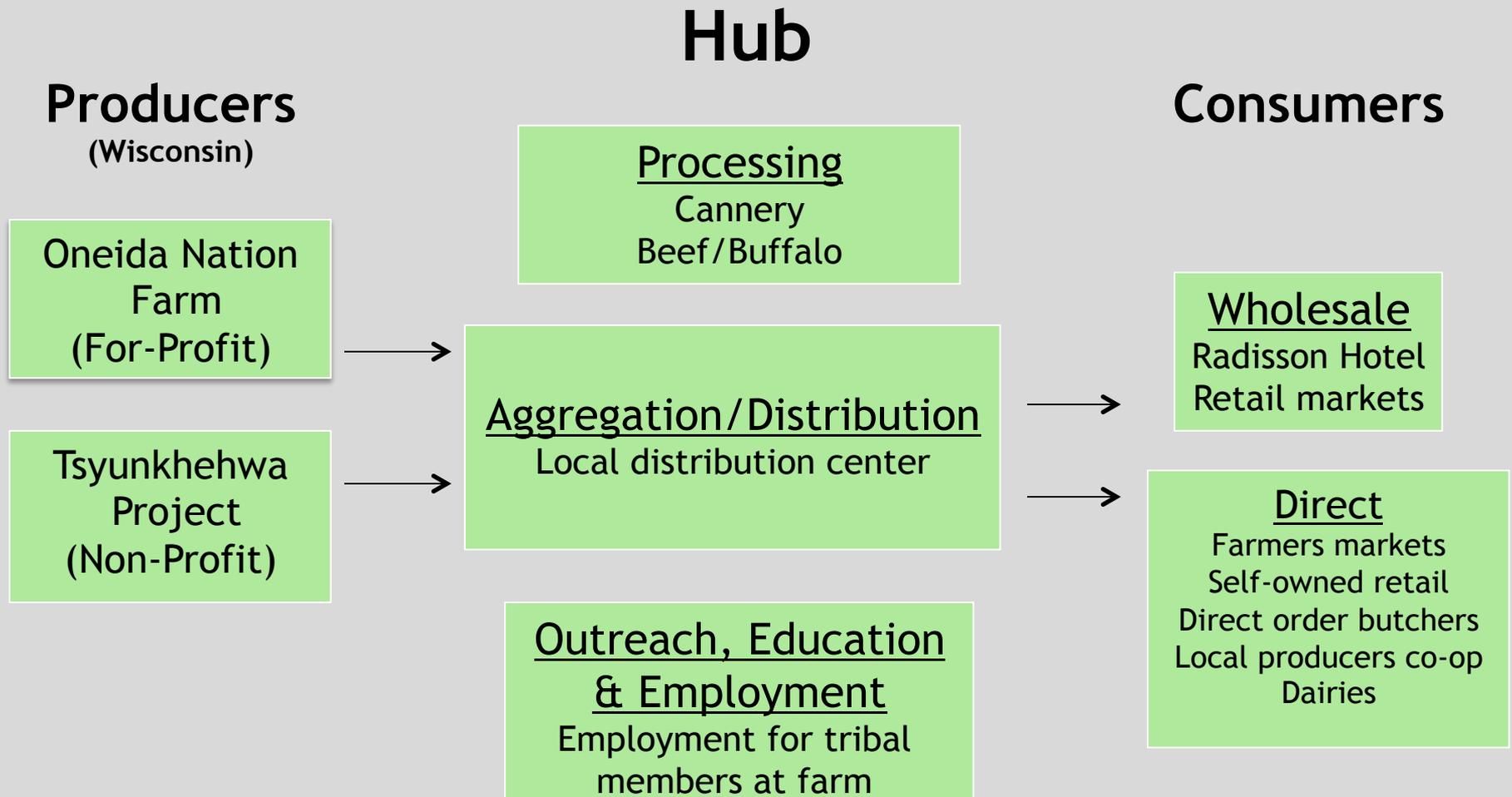




Photo displayed with permission from Oneida Nation Farms, www.oneidanation.org/farm/



All Products : Live Green : Mugs & Cups : Foods : Gift Ideas : Gift Cards

Traditional Corn Soup

This Great Oneida branded corn soup is made by the Oneida Cannery. It is available in a 29 oz. jar. Available in Corn only, Turkey or Pork.

Soup Flavor (req) :

Select Soup Flavor

Retail Price: \$5.00

Enter Quantity:

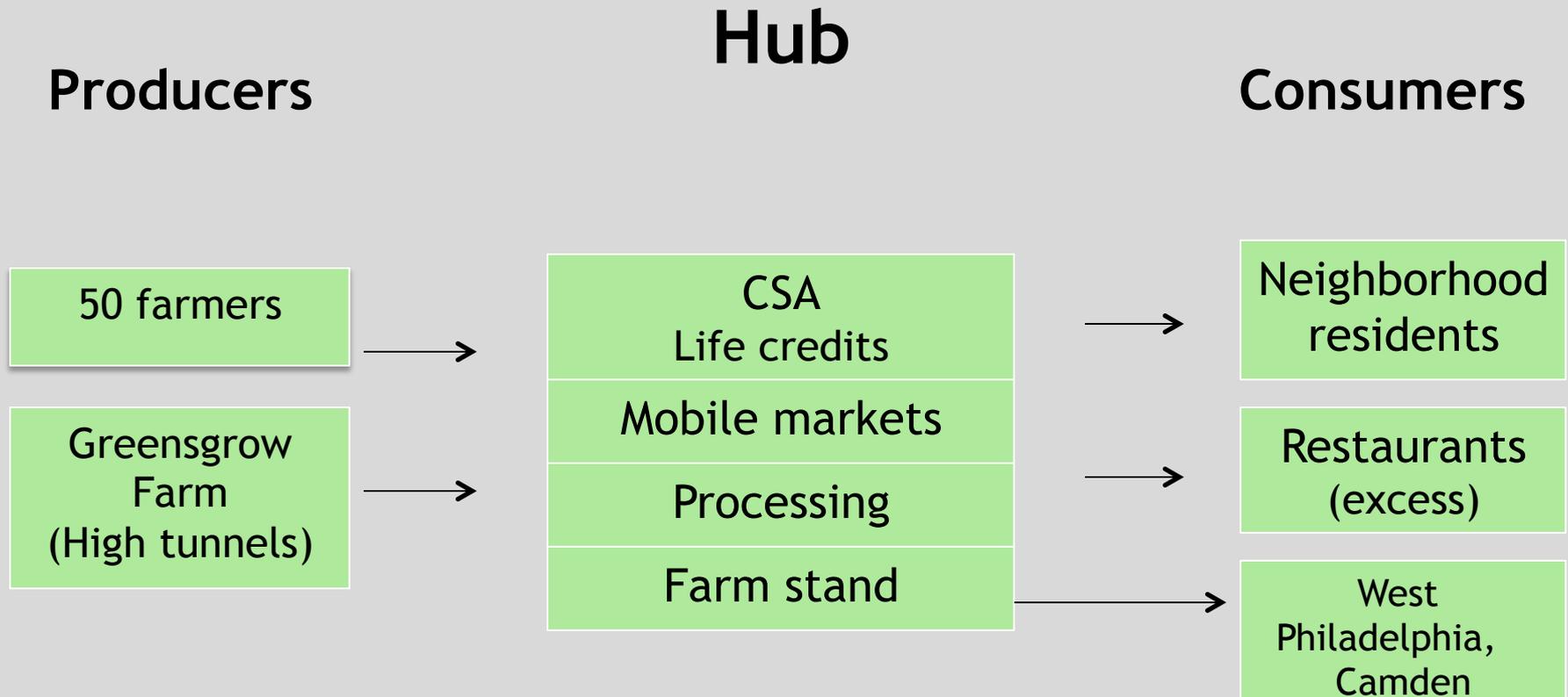
ADD to cart



ENLARGE IMAGE



Source: Shana Attas, December 2012, Greensgrow Farms

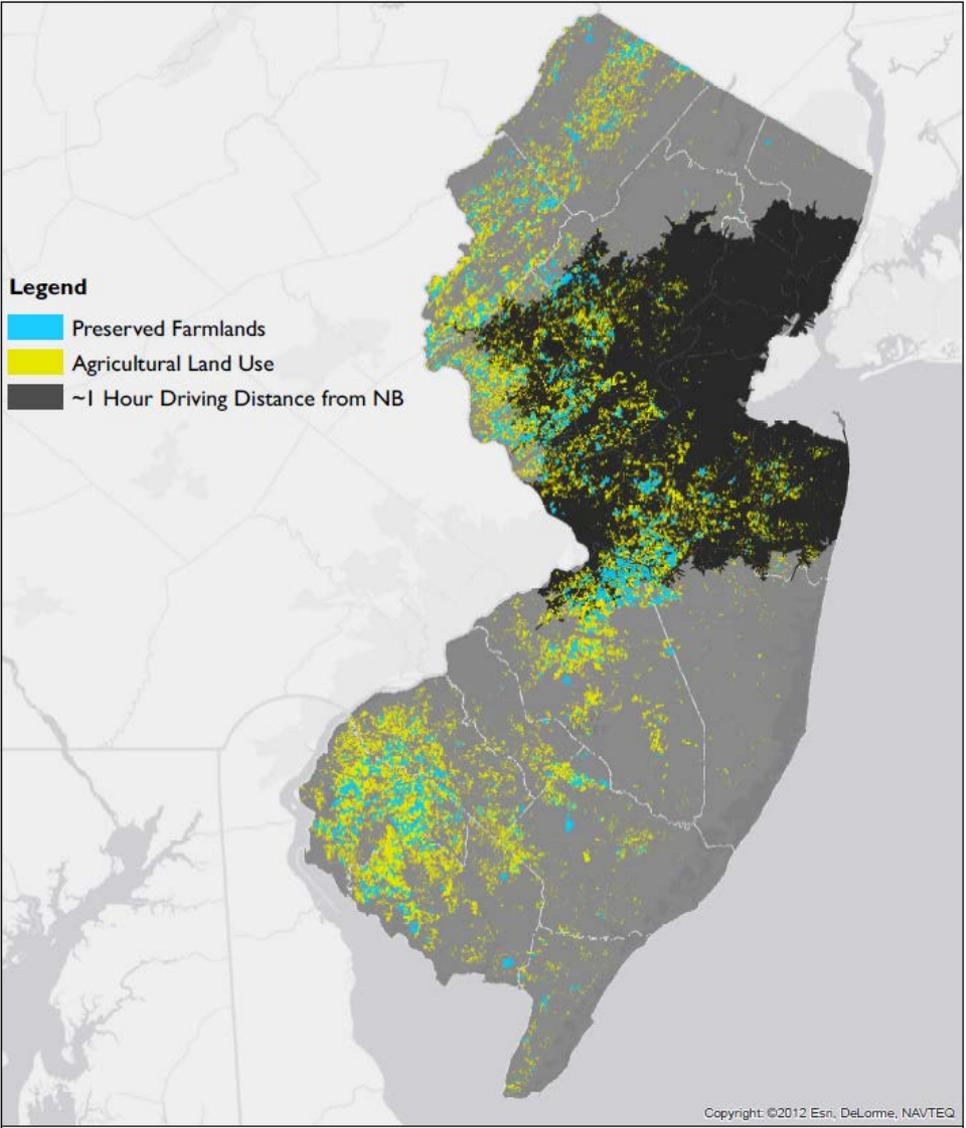




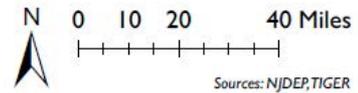


Source: Shana Attas, December 2012, Greensgrow Farms

- Separate responsibilities between farmers and management
- Create informal brokerage relationship
- Generate and maintain a dynamic website
- Be flexible and creative in transportation arrangements
- Construct and infiltrate market channels for extra produce
- Increase low-income community buying power



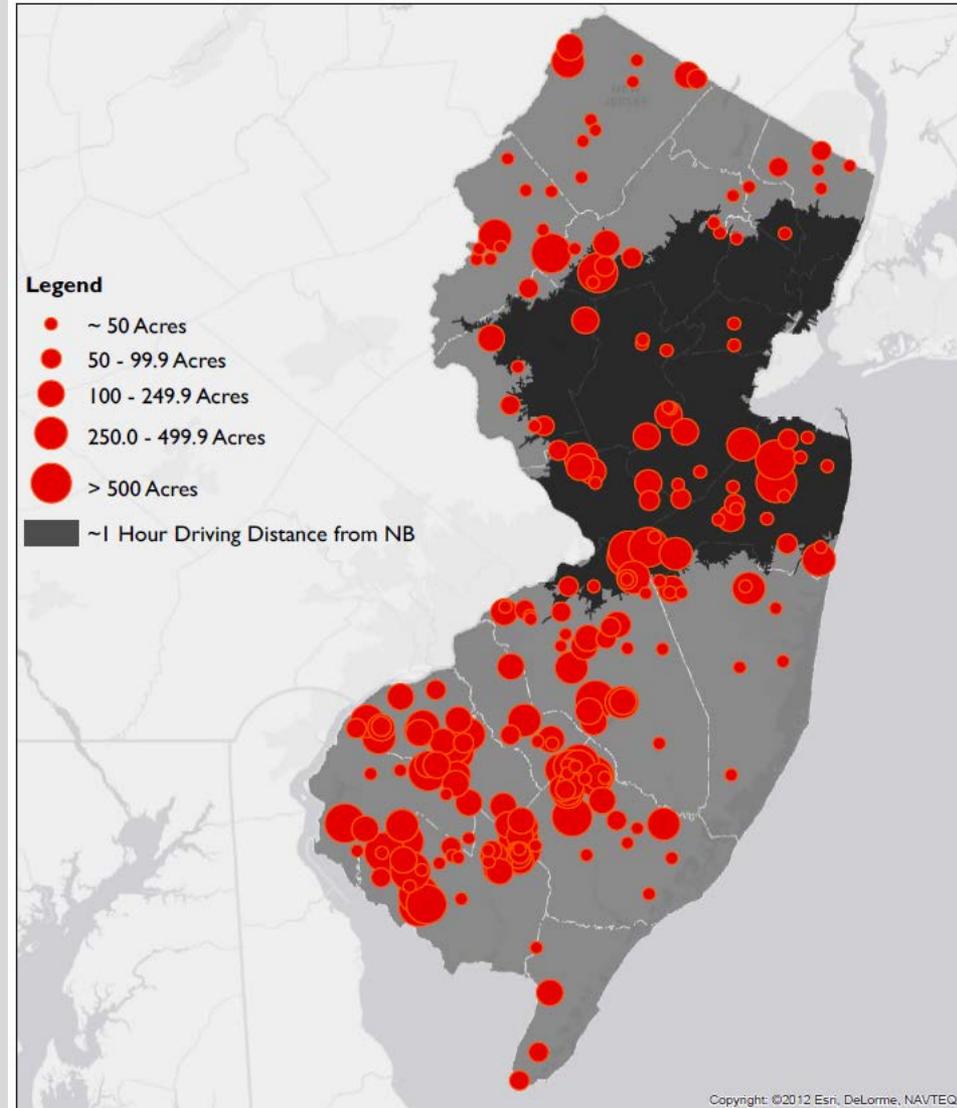
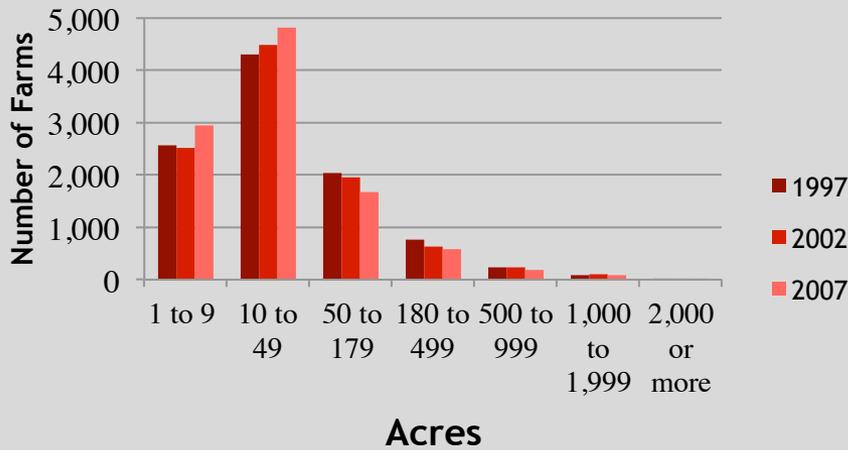
New Brunswick Food Hub Part II
Agricultural Land 2012



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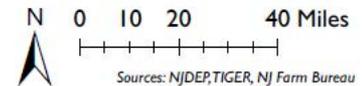
Farming Landscape in NJ : Farms by Size

New Jersey Farms by Size

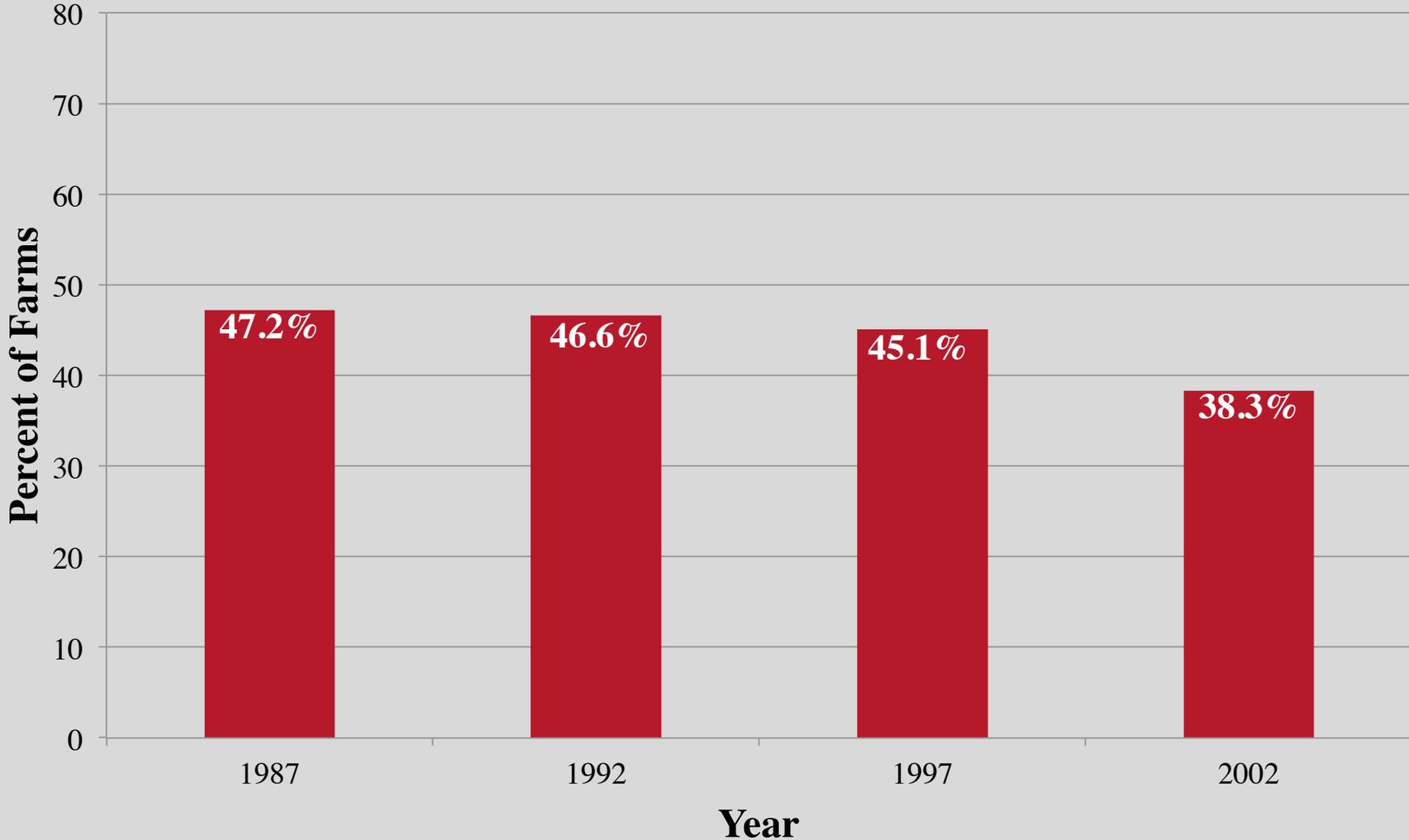


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New Brunswick Food Hub Part II
Relative Farm Sizes 2012



Percent of New Jersey Farms Reporting Net Gains from Farming



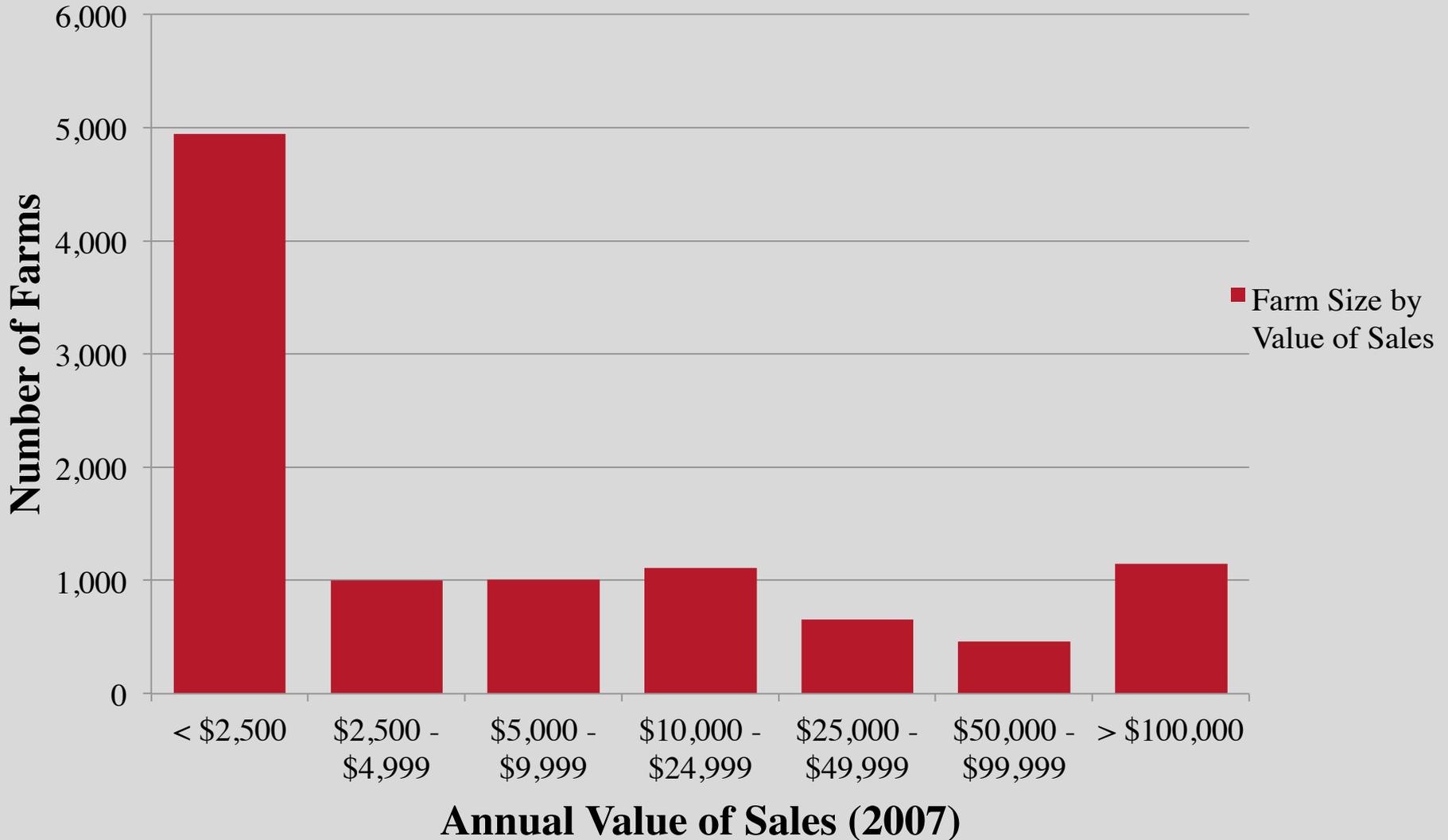
Ag in the middle is “a market-structure phenomenon. It is *not*, strictly speaking, a scale phenomenon. Yet, while it is not scale determined, it *is* scale related. That is, farms of any size may be part of the market that falls between the vertically integrated, commodity markets and the direct markets.”

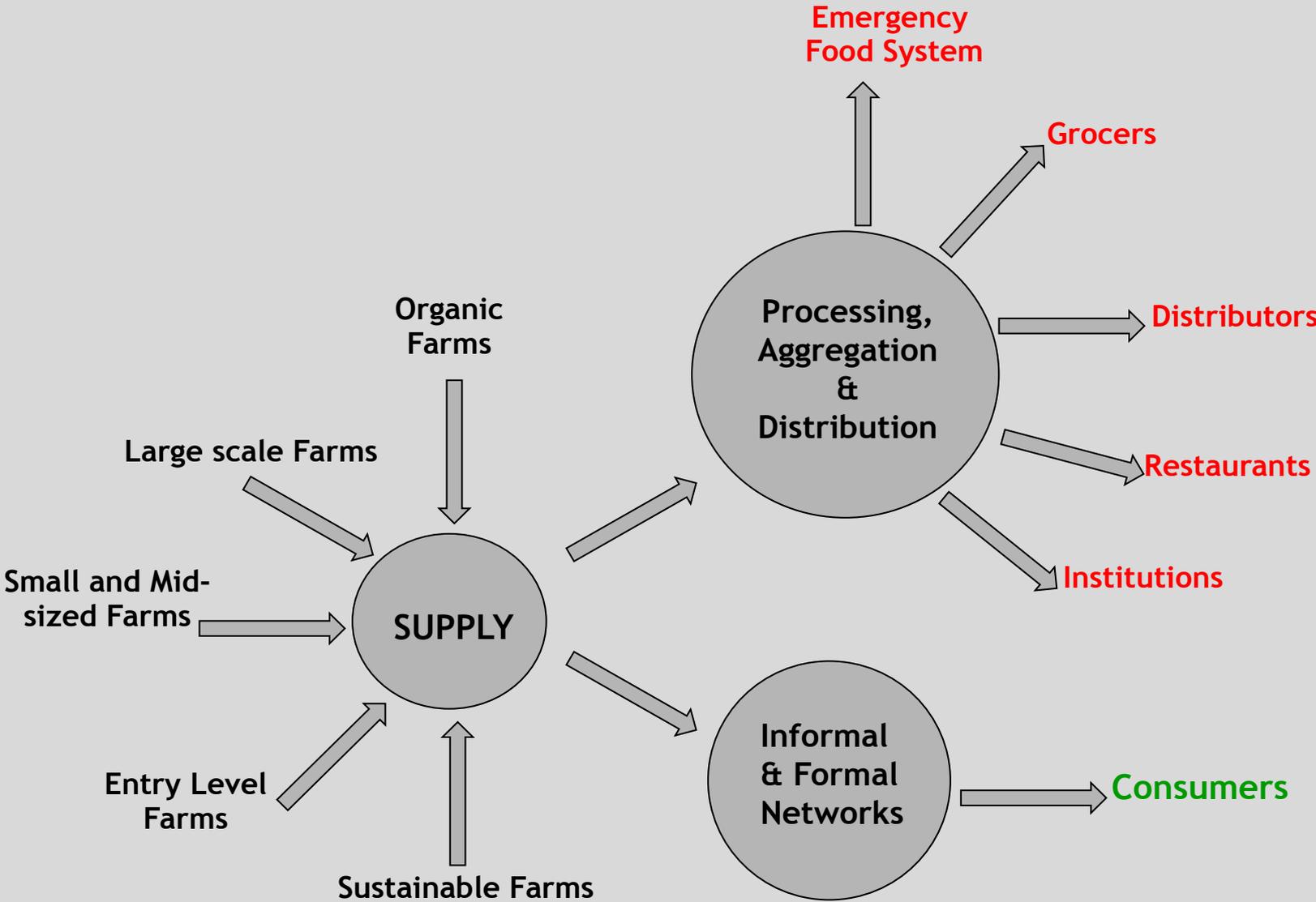
Source:

Kirschenmann, Fred, Steve Stevenson, Fred Buttel, Tom Lyson and Mike Duffy. 2008. " Why Worry About the Agriculture of the Middle?" published in *Food and the Mid-Level Farm: Renewing an Agriculture of the Middle*, edited by Thomas A. Lyson, G. W. Stevenson and Rick Welsh, Cambridge, MA:MIT Press.



Farm Size by Value of Sales

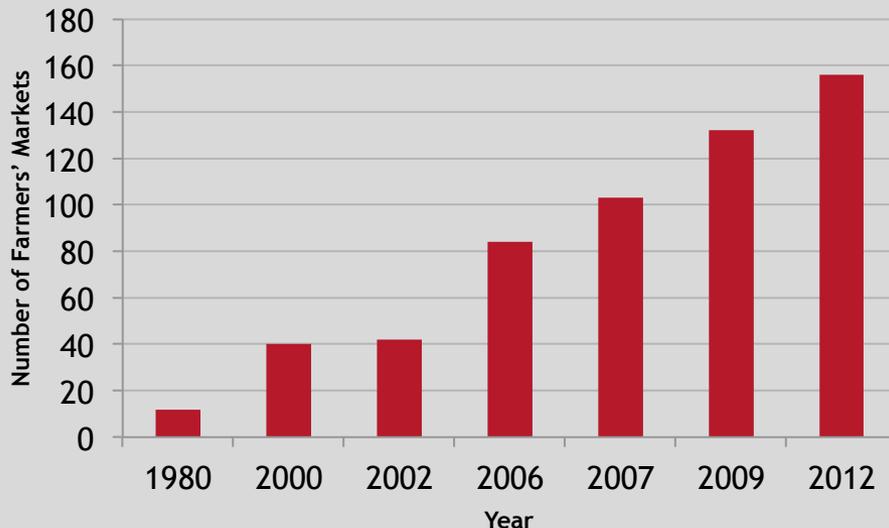




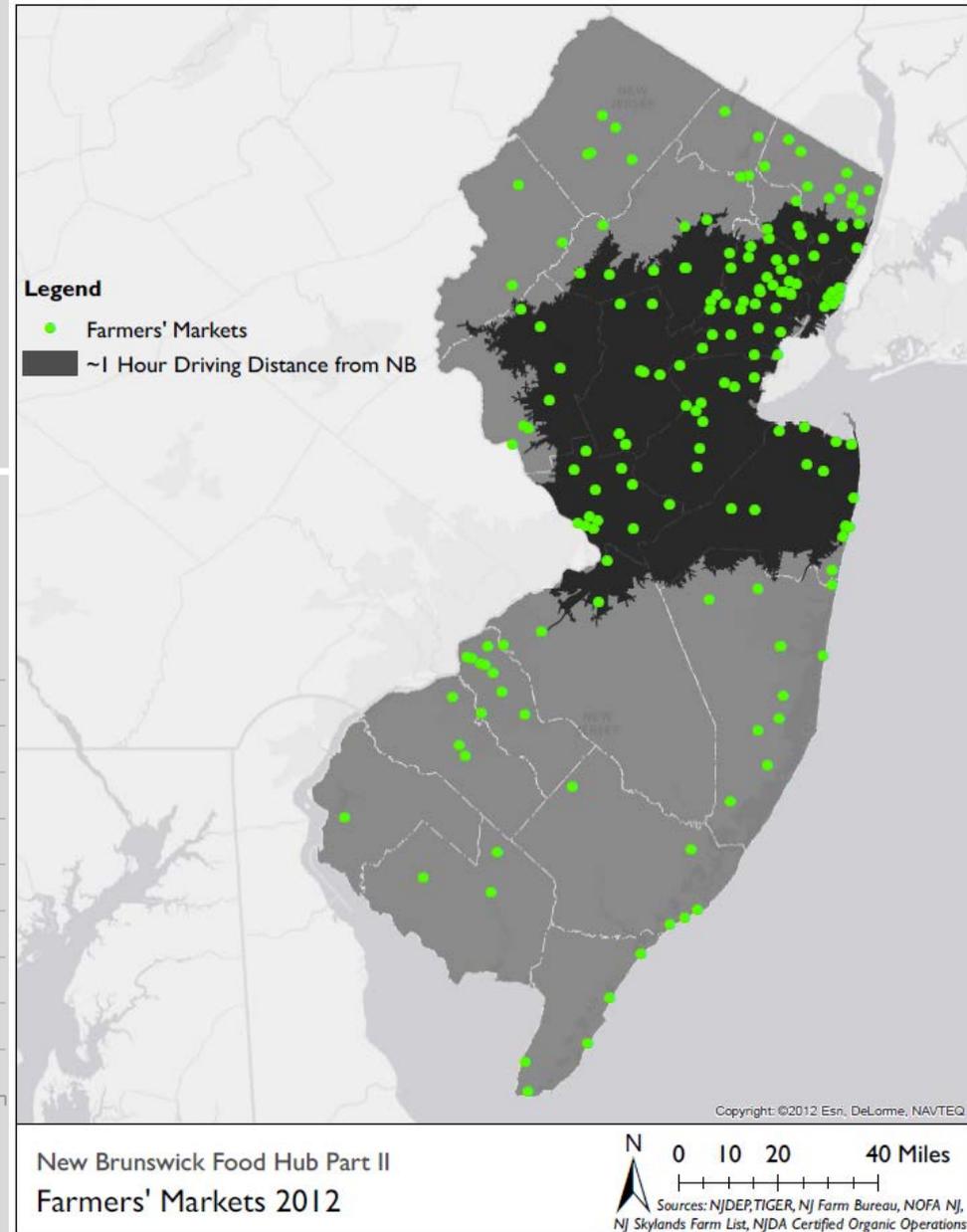
Existing Networks - Farm to Direct Market: Farmers' Markets

- Present number of Farmers' market in NJ is 156 which was less than 40 a decade ago.
- Farmer's markets are growing faster in NJ than any other state in the country.
- Small and medium sized producers benefit the most from Farmers' markets.

Growth in Number of NJ Farm Markets
12 in 1980 to 42 in 2006 to 156 in 2012



Source: Medha Dixit, Drawn from USDS and Jersey Fresh data.



Direct Markets

Farmers' Markets

- Held outdoors, seasonal
- No guarantee of sale
- Market management
- Community building
- Farmer responsible for packing and transporting all produce



Source: Maggie Dobbs, Princeton Farmers' Market

Agritourism

- Road-side markets
- Pick-Your-Own
- Hayrides, corn mazes



Source: Maggie Dobbs, Princeton Farmers' Market

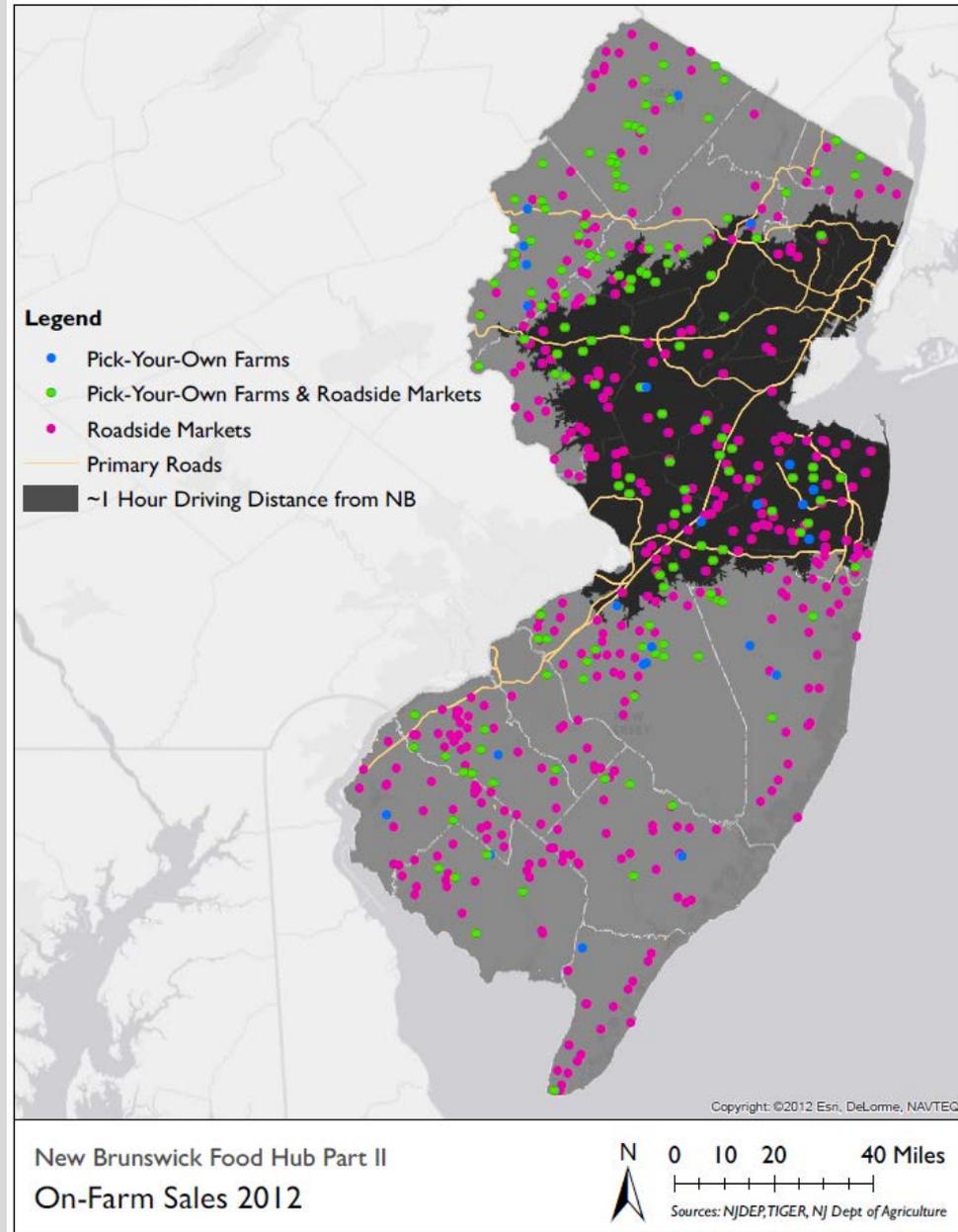
Existing Networks - Farm to Direct Market: Retail Distribution Models

ROADSIDE MARKETS AND FARM STANDS:

- Total number registered with USDS and Jersey Fresh is 526.

PICK-YOUR-OWN FARMS:

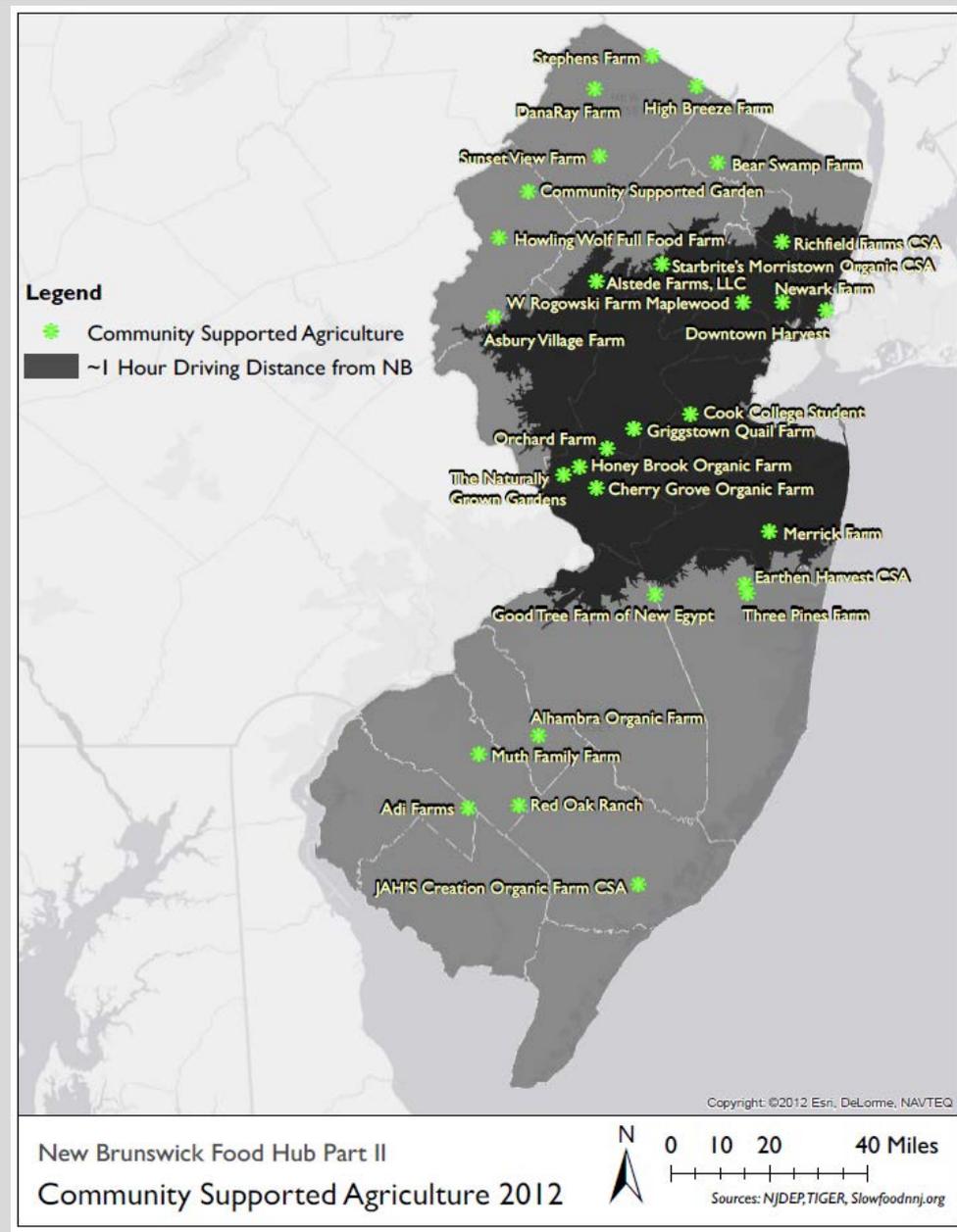
- NJ also has a substantial number of Pick-Your-Own Farms - total of 168.



Existing Networks - Farm to Direct Market: CSAs

Community Supported Agriculture:

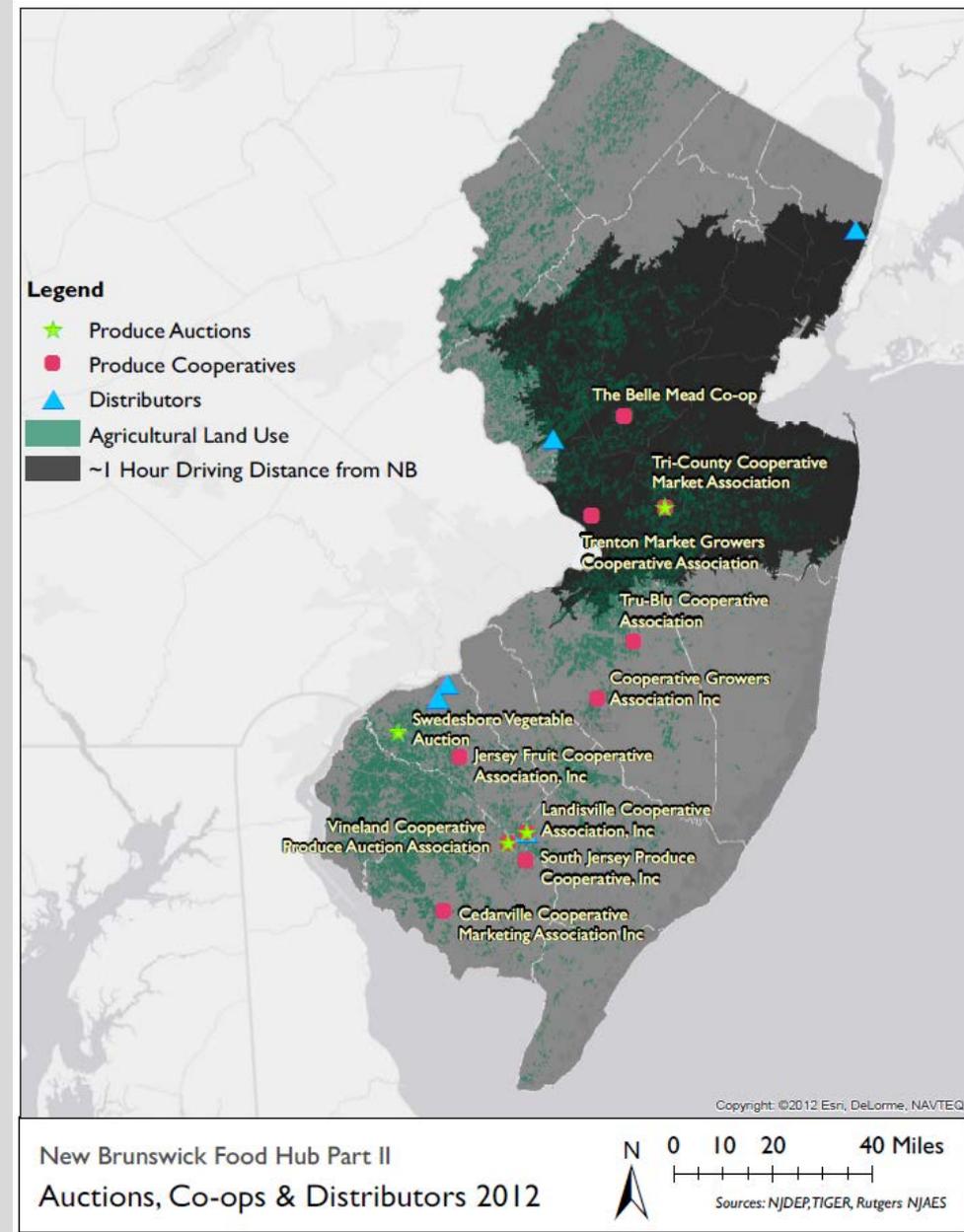
- Popularity of CSA's have been increasing as the consumers are becoming more aware of quality and locally grown fresh produce - About 46 CSA's have been listed online.



Existing Networks - Farm to Direct Market: Cooperatives

COOPERATIVES:

- Vineland produce auction makes more than \$80 million annually.
- A total of 10 cooperatives in NJ.
- Some of the services / features:
 - i. Wholesale sales provision.
 - ii. Post-harvest treatments - including packaging and branding.
 - iii. Value addition and promotions.
 - iv. Cooperatives often have financing options for growers. Storage and warehouses.

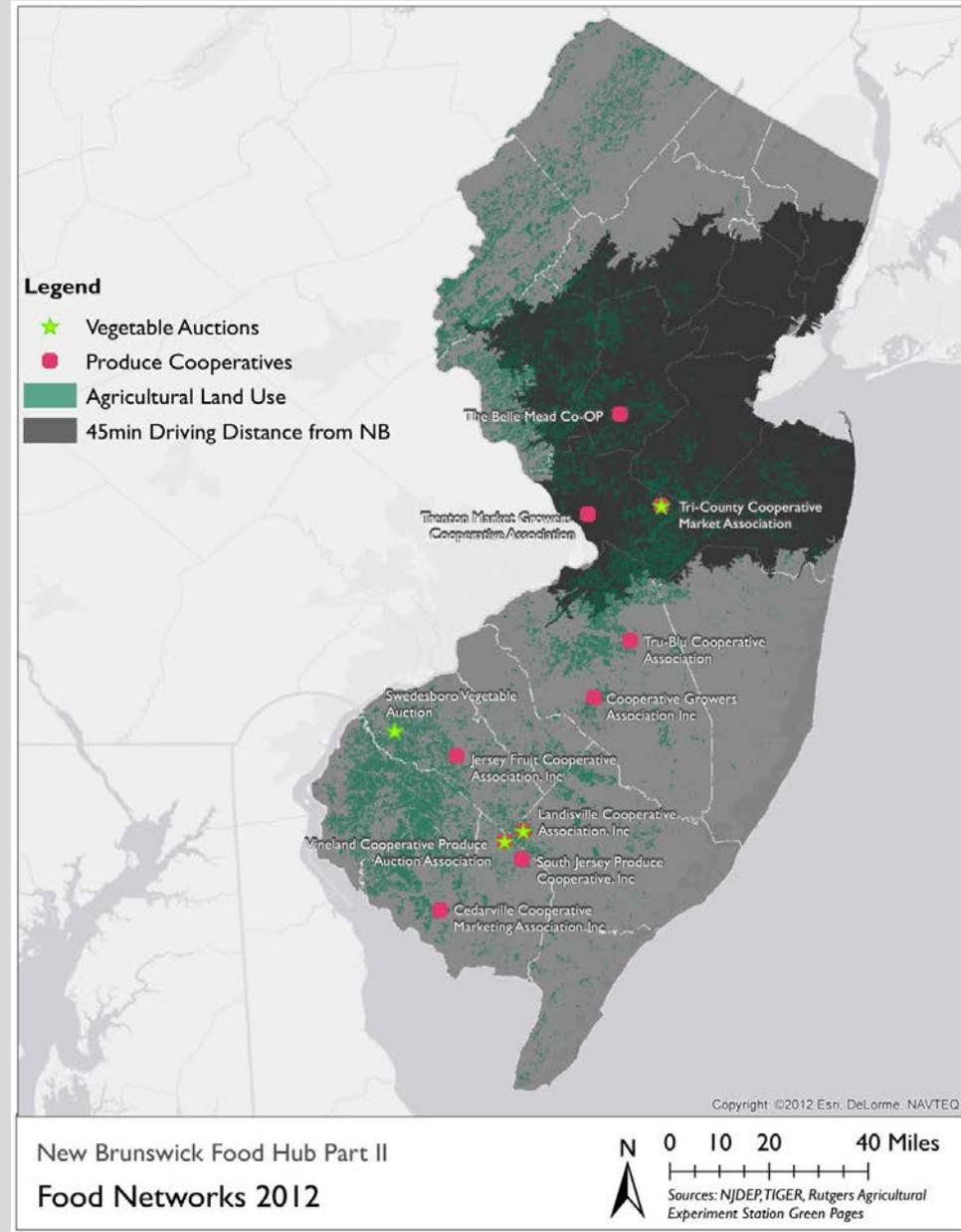
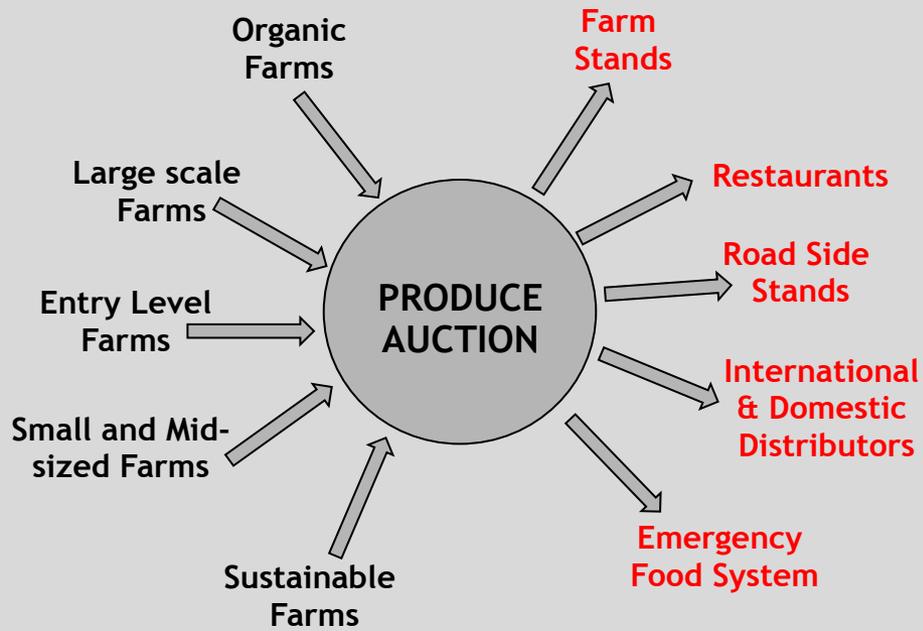


Source:

Rick Van Vranken, Marketing your produce? Producing for your market.

www.state.nj.us/jerseyfresh/

Existing Networks - Farm to Direct Market: Produce Auctions



Source: Medha Dixit, concept drawn from study reports and Tri-County Coop feedback.

Direct Markets

Tri-County Cooperative and Produce Auction

- Offers a direct market and produce auction
- Cold storage units
- Produce box and pallet sales
- Friendly and supportive atmosphere
- Farmers Against Hunger



Source: Maggie Dobbs, Tri-County Produce Auction



Source: Maggie Dobbs, Tri-County Produce Auction

Farm to School programs connect schools with local agriculture.

- **National Farm to School Network**
- **NJ Farm to School Network**

Farm to Hospitals recognize the health benefits of eating good food.

- **Valley Hospital & Catalpa Ridge Farm**
- **Newark Beth Israel Medical Center & Community Garden**

Farm to Prisons programs offer market opportunities for farmers.

- **Bayside State Prison Farm**
- **Jones State Prison Farm**

Understanding Aggregation & Distribution: Informal Networks

Farmers Against Hunger

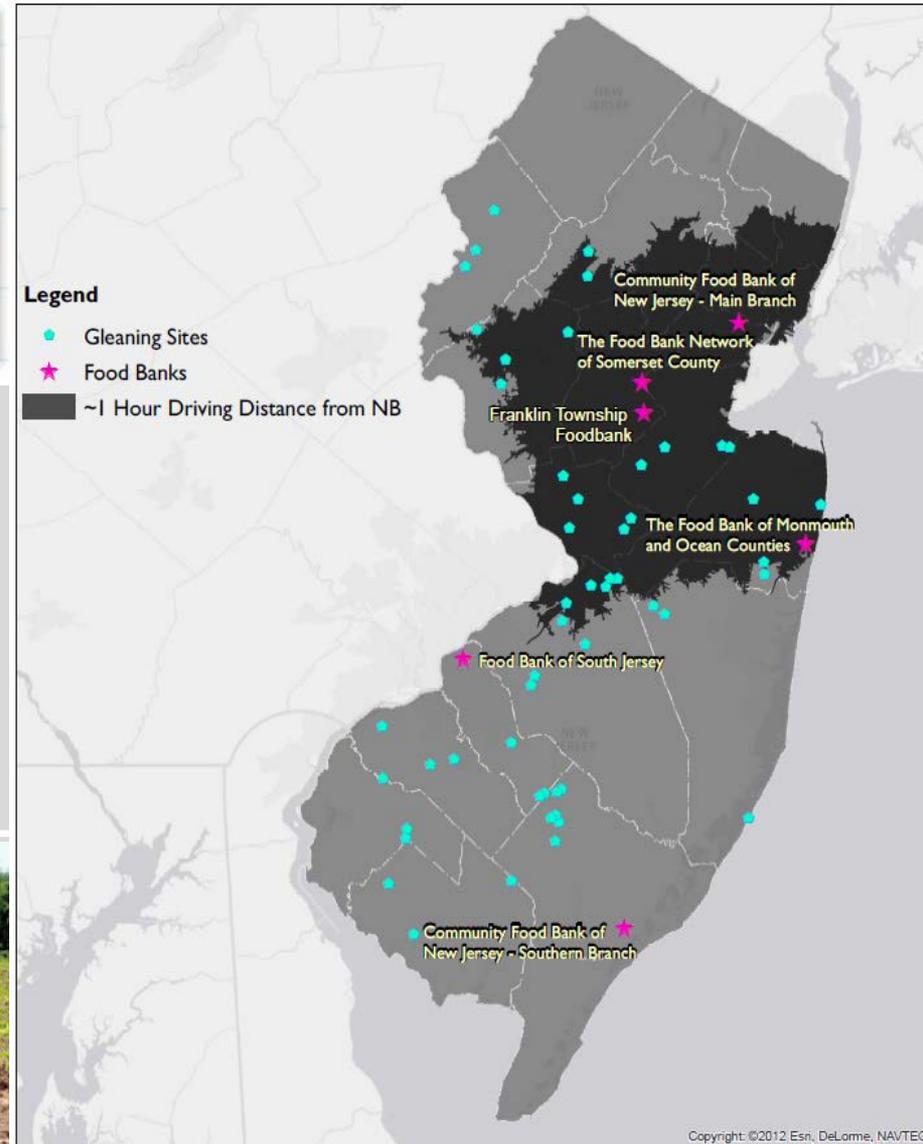


Backyard Harvest



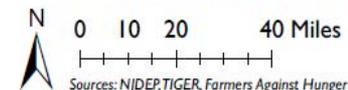
Grow A Row

Permission From: Jessica Bearman
<http://www.backyardharvest.org/>



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New Brunswick Food Hub Part II
Food Banks and Gleaning Sites 2012





- Feeding America
 - Community Food Drives
 - Coop Purchase Food Program
 - State Food Program(SFPP
USDA TEFAP)
 - Emergency Food Pantries
 - Soup Kitchen
 - Shelters and On-Site Programs
 - Senior Feeding Program
 - Child Care Centers
-
- **Amount of food allocated**
Dependent upon number of persons LDA serves
 - **Over 700 LDAs receive commodities**
Food pantry, soup kitchen, homeless shelter
 - **Augment meal preparation**
Soup kitchens and shelters

What do farmers want?

- **Participation**
 - A year-round market?
 - Flexibility
 - What can they sell?

- **Cold Storage**
 - Many want to keep the cold chain unbroken
 - Is this redundant?

- **Distribution**
 - Key element for success
 - Perceived problems

Source: *A study on the development of a New York City wholesale farmers' market.* Market ventures Inc.



Source: Kate McKelvey, Tri-County Produce Auction, 2012



Source: Maggie Dobbs, Tri-County Produce Auction, 2012

- Stakeholder analysis found a need for more agricultural support businesses
 - Point of sale
 - Equipment rental
 - Access to labor markets
 - Education and training programs
 - Financing
- Technology
 - Inventory and shipping
- Regional processing and value added activities



Source: <http://www.dvrpc.org/>

Ways to Add Value

Add value without processing produce

- Identity preservation
- Traceability
- Provenance
- Product attributes
- Production practices
- Group branding



Source: Kate McKelvey, Highland Park Farmers Market, 2012

Post-harvest Processing

- Washing and cooling
- Grading
- Packing
- Storing

In established food hubs, this will often occur in a packing house.

Source

Building successful food hubs: a business planning guide for aggregating and processing local food in Illinois. 2012. <http://www.familyfarmed.org/wp-content/uploads/2012/01/IllinoisFoodHubGuide-final.pdf>.

Barham, James. 2012. Clarifying the regional food hub concept. Rural Connections. http://wrdc.usu.edu/files/publications/publication/pub__4203234.pdf

Value Added Production: Seconds

Light Processing: trimming, cutting, and freezing

Labor intensive processing and products: canning, cider, pickled fruits and vegetables, salsa and jam

Farmers can do this, but there is a high start up cost, as well as maintenance costs



Source: Kate McKelvey, Highland Park Farmers Market, 2012

Source:

Barham, James. 2012. Clarifying the regional food hub concept. *Rural Connections*. http://wrdc.usu.edu/files/publications/publication/pub__4203234.pdf.

Building successful food hubs: a business planning guide for aggregating and processing local food in Illinois. 2012. <http://www.familyfarmed.org/wp-content/uploads/2012/01/IllinoisFoodHubGuide-final.pdf>.

Value Added Production: Seconds

Contract Processor

- Growers hire a contractor to process the produce
- Kitchen either uses farmers recipes or whatever is demanded
- Drawback
 - Cost to hire and train a staff
 - Cost of a fully equipped kitchen

Shared-use Kitchen

- Rent-by-the-hour or membership-based operation
- Drawbacks
 - Time intensive for farmers

Food Business Incubator

- Combines the first two methods
- Provides certified kitchen space
- Technical support



Source: Maggie Dobbs, Princeton Farmers Market, 2012

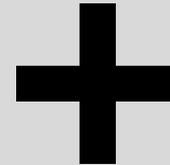
Post Harvest Handling and Proccession

- Elijah's Promise
- The Rutgers University
- New Brunswick High School



Aggregation & Distribution

- Tri-County Cooperative



Education

- Elijah's Promise
- The Intersect Fund
- Food Innovation Center
- NOFA-NJ



Kitchen and Catering

- Elijah's Promise
- New Brunswick High School

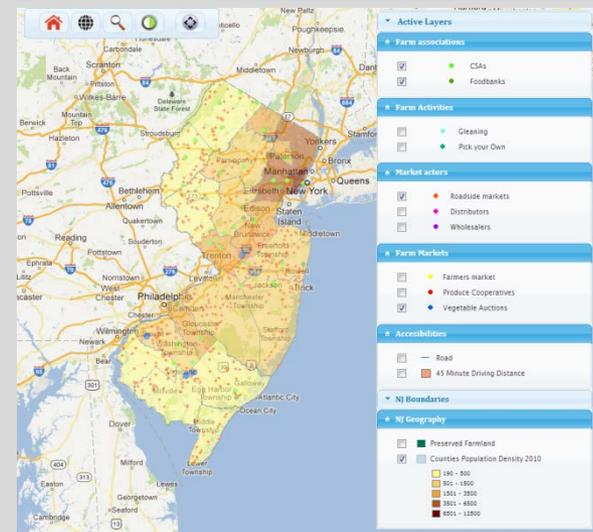
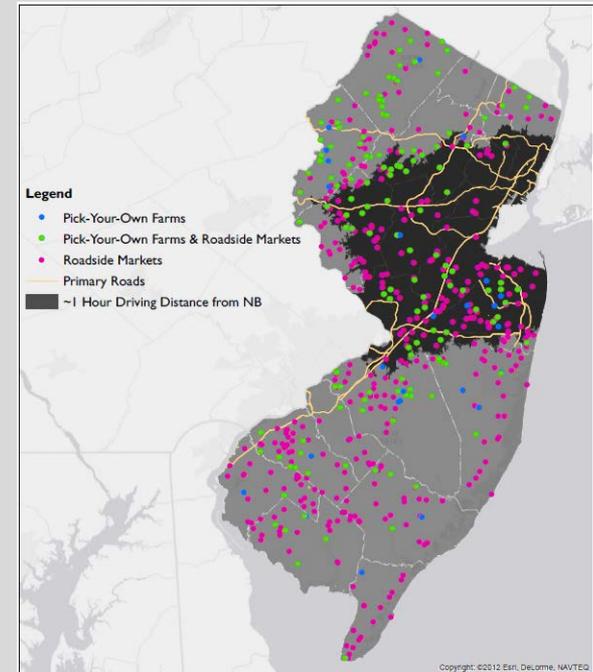
Financial Supports

- The Intersect Fund
- Jersey Community Capital

I - Mapping the farming landscape and distribution points

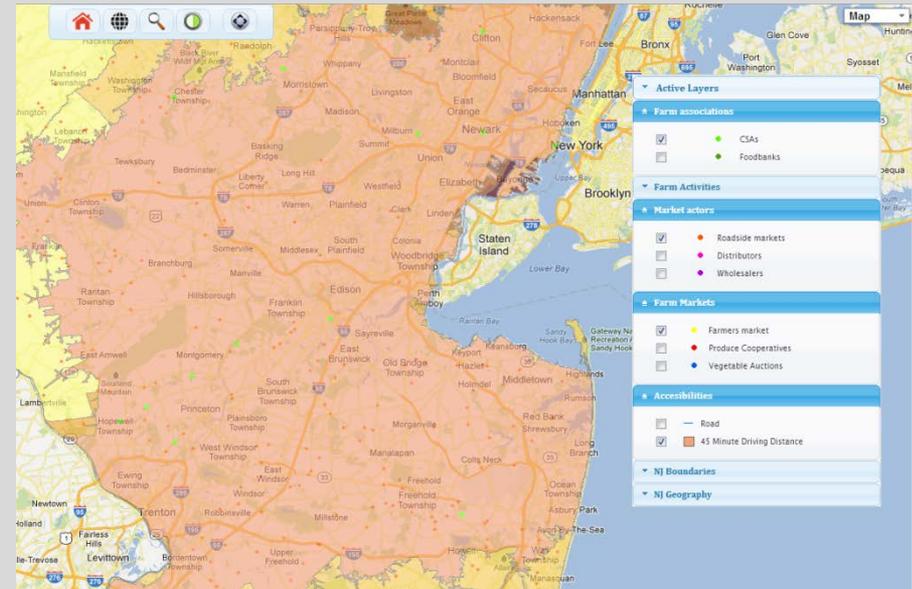
II - Interactive mapping and social media

III - Software challenges

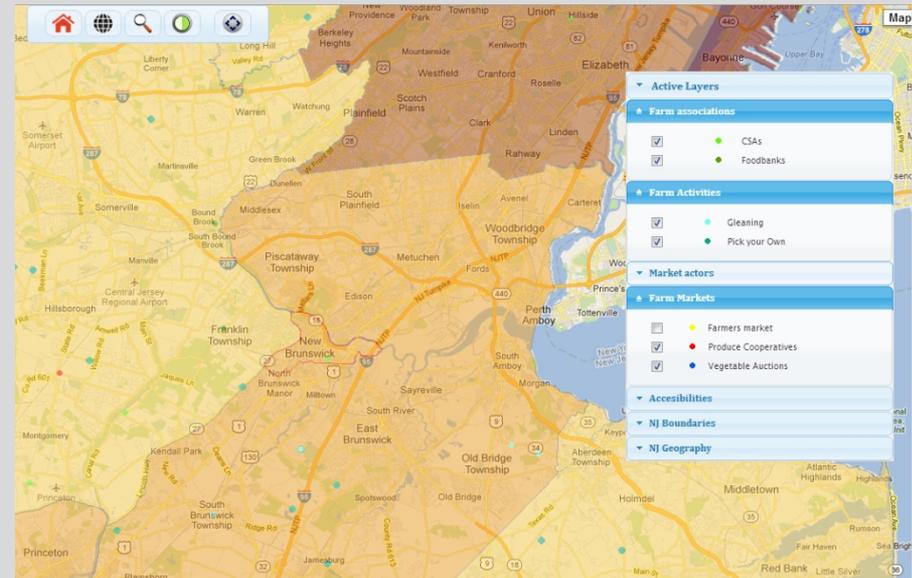


Interactive Mapping and Social Media

- Open source interactive mapping software is widely available online
- Various users can upload locational information from both computers and mobile devices
- Social media websites can be useful in aggregating firsthand data



Source: www.mapplerx.com/map/agriculture



Source: www.mapplerx.com/map/agriculture

What Can a Food Hub Look Like in NJ?

Moving Forward

- NB Food Alliance
- How to bring everything together

Gleaning

- Farm to hub to customers

Value-Added

- Post-harvest processing

Virtual Food Hub

- Farmers needs and wants
- Connecting to institutions
- Link bodegas and small stores to fresh produce
- Culturally appropriate crops



Source: Maggie Dobbs, Tri-County Produce Auction

Small Business

- Intersect Fund
- Commercial kitchens
- Local group label

Margaret Brennan, NJAES
Chickadee Creek Farm
Davidson Exotic Mushrooms
E&R & Son Farm
Beth Feehan, Farm to School
Fruitwood Farm
Fruitwood Orchards Honey Farm
Kristina Guttadora, Farmers Against Hunger
Alison Hastings, Delaware Valley Regional Planning
Commission
Hoboken Farms
Debbie Kaufman, Tri-County Cooperative and Produce
Auction
Wansoo Im, Vertices LLC / Rutgers University
Lima Family Farms
Rebecca Frimmer, Greensgrow
Helene Meissner, North West New Jersey Community Action
Partnership

Melick's Town Farm
Hannah Mellion, Farm Fresh Rhode Island
Walter Mulyk, St Vincent De Paul
Martin Murphy, Rutgers Business School
Nathan, Greensgrow Farmer
NOFA-NJ
Randy Peck, "the sampler" Farmer, Member of Tri-County
Cooperative
R&K Farms
Jack Rabin, NJAES
Judith Robinson
Alison Romano, NOFA NJ
Brian Schilling, Rutgers Department of Agricultural Food and
Resource Economics
Phyllis Stoolmacher, Mercer Street Friends
Tassot Apiaries
Tindall's Greenhouses
Rick Van Vranken, Cooperative Extension Atlantic County