

# **NEW BRUNSWICK FOOD HUB II**

## **FOOD SECURITY AND COMMUNITY ECONOMIC DEVELOPMENT**

**Fall 2012**

### **STUDIO PARTICIPANTS**

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### **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?





	New North Florida	The Stop	La Montanita	Appalachian	Oklahoma	Detroit	Farm Fresh	Greensgrow	Oneida	Tao Food
<b>Model</b>	Produce Driven	Community	Retail- Driven	Non-profit	Consumer	Community	non-profit	non-profit	non-	non-profit
<b>TRANSPORTATION</b>										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
<b>FARMERS</b>		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
<b>CONSUMERS</b>										
schools	(thirteen	IDK	no	no		no	yes	no	no	IDK
grocery stores	60 indepent	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	
<b>ADVANTAGES</b>										
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 entreprenurship	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	
<b>CHALLENGES</b>										
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			
<b>Overview of</b>							90% of food			

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



Source: <http://www.communityfoodenterprise.org/case-studies/u.s.-based/appalachian-harvest-network>, 2009 Photos displayed with permission from Appalachian Harvest

## 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”

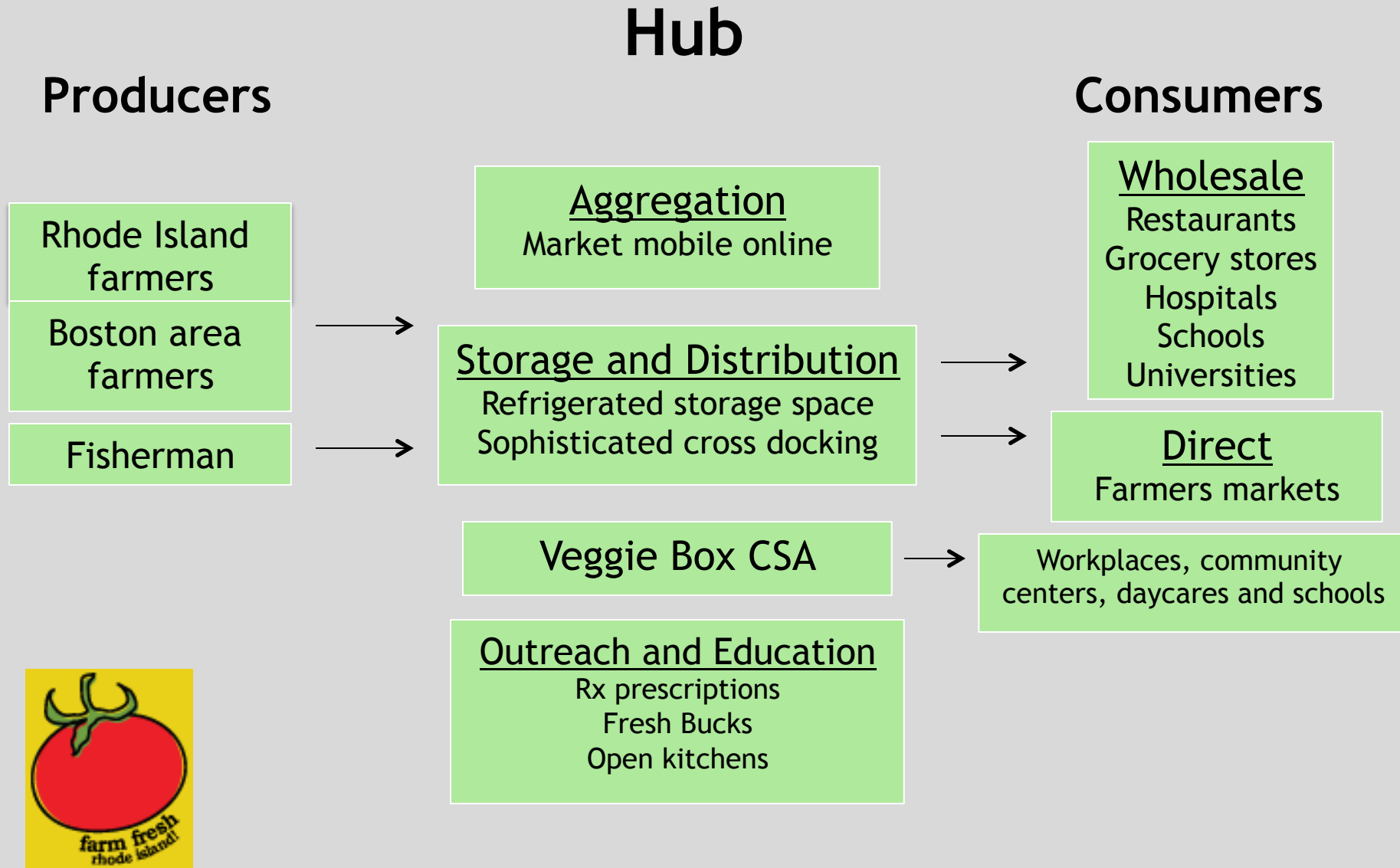
### Consumers

Wholesale  
Supermarket  
chains  
Natural food  
stores  
Universities

Direct  
Independent stores  
Farmers markets

Alternative  
Channels  
Food pantry









Photos displayed with permission of Farm Fresh Rhode Island,  
[www.farmfreshri.org/](http://www.farmfreshri.org/)

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



Plastic



**Fresh Bucks**  
farmers' market currency  
and gift coins



**Good food**  
from Rhode Island  
farms and producers

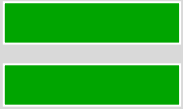




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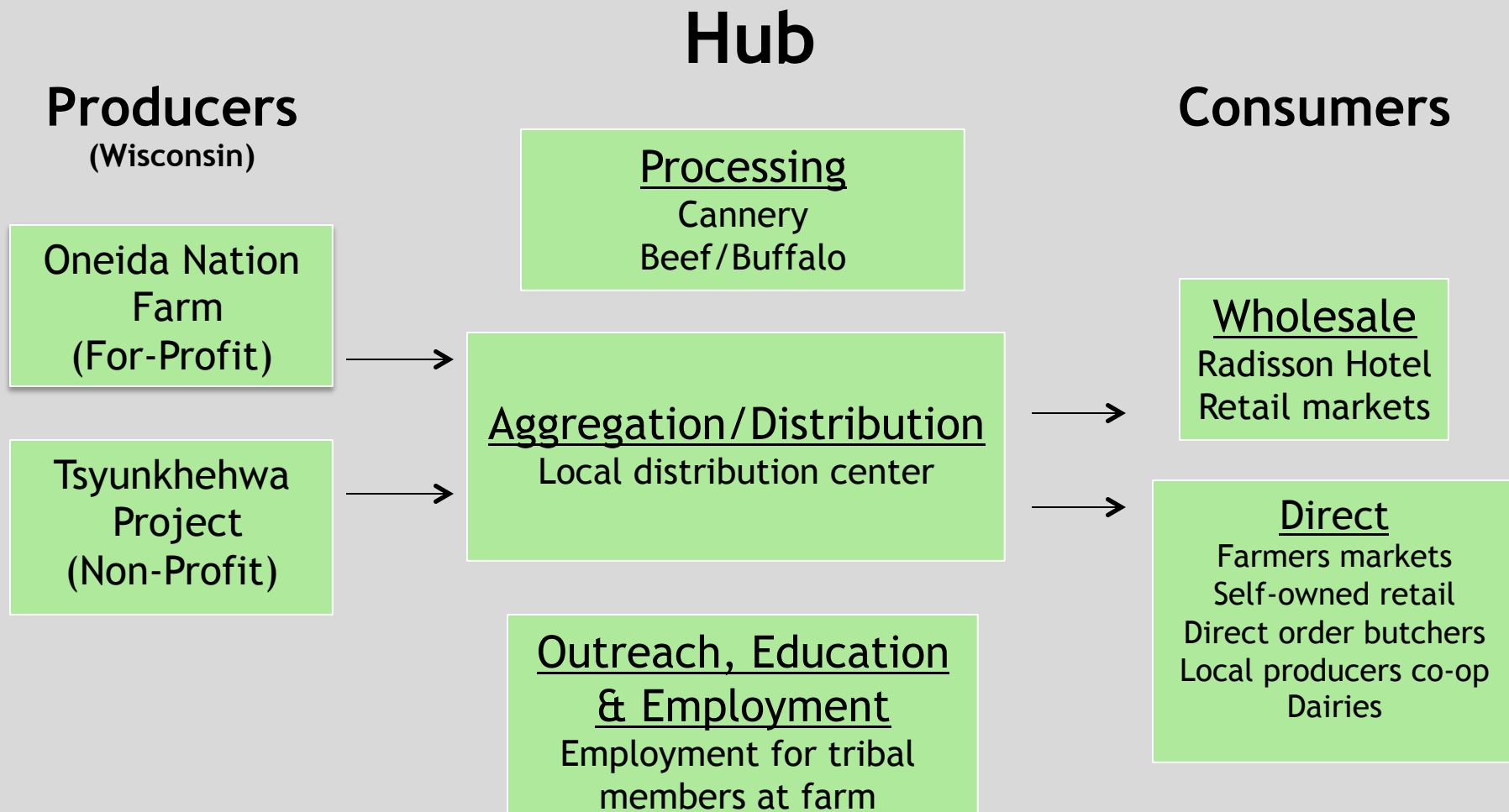






Photo displayed with permission from Oneida Nation Farms, [www.oneidanation.org/farm/](http://www.oneidanation.org/farm/)

Shop! Onnyote's a-ka

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:** 1

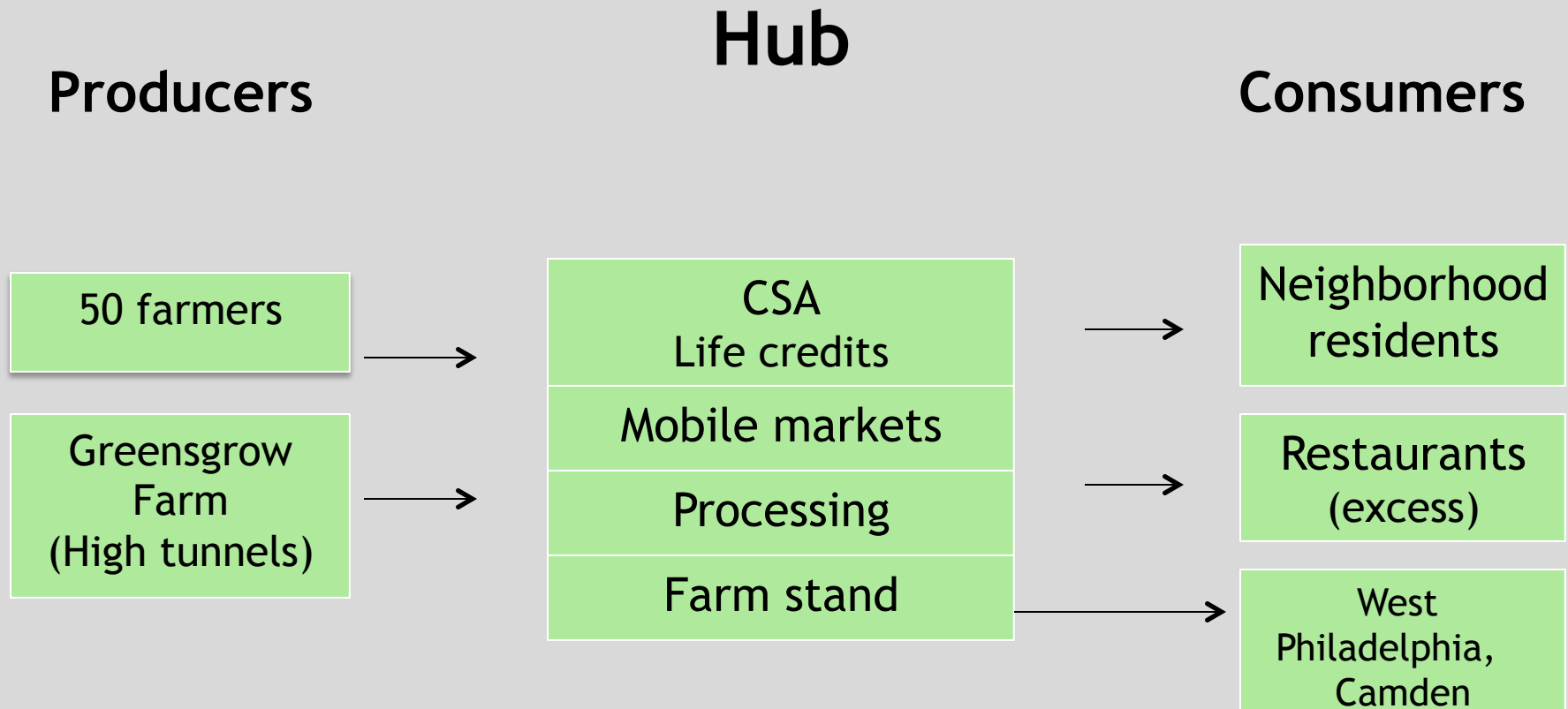
+ ADD to cart



+ ENLARGE IMAGE



Source: Shana Attas, December 2012, Greensgrow Farms





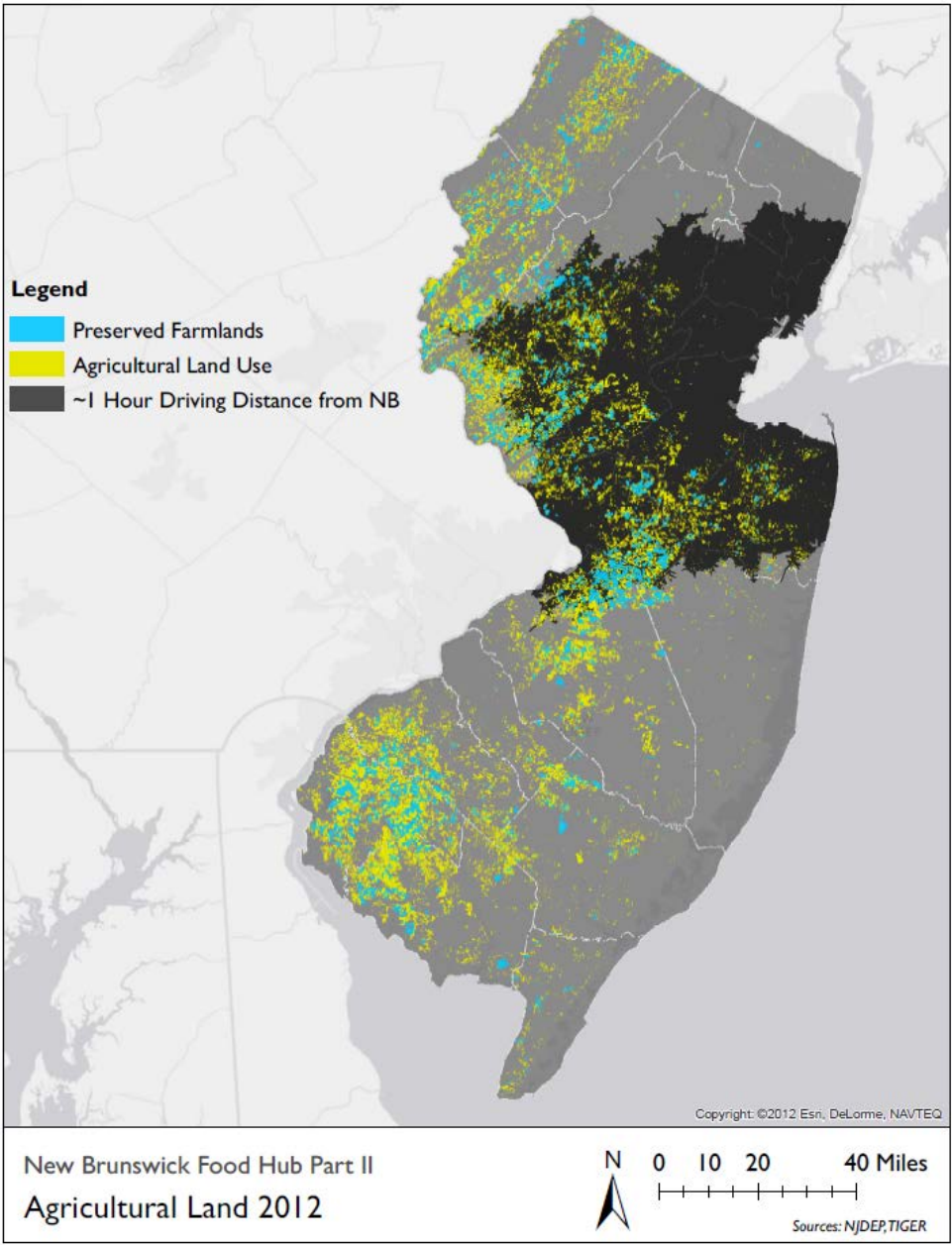






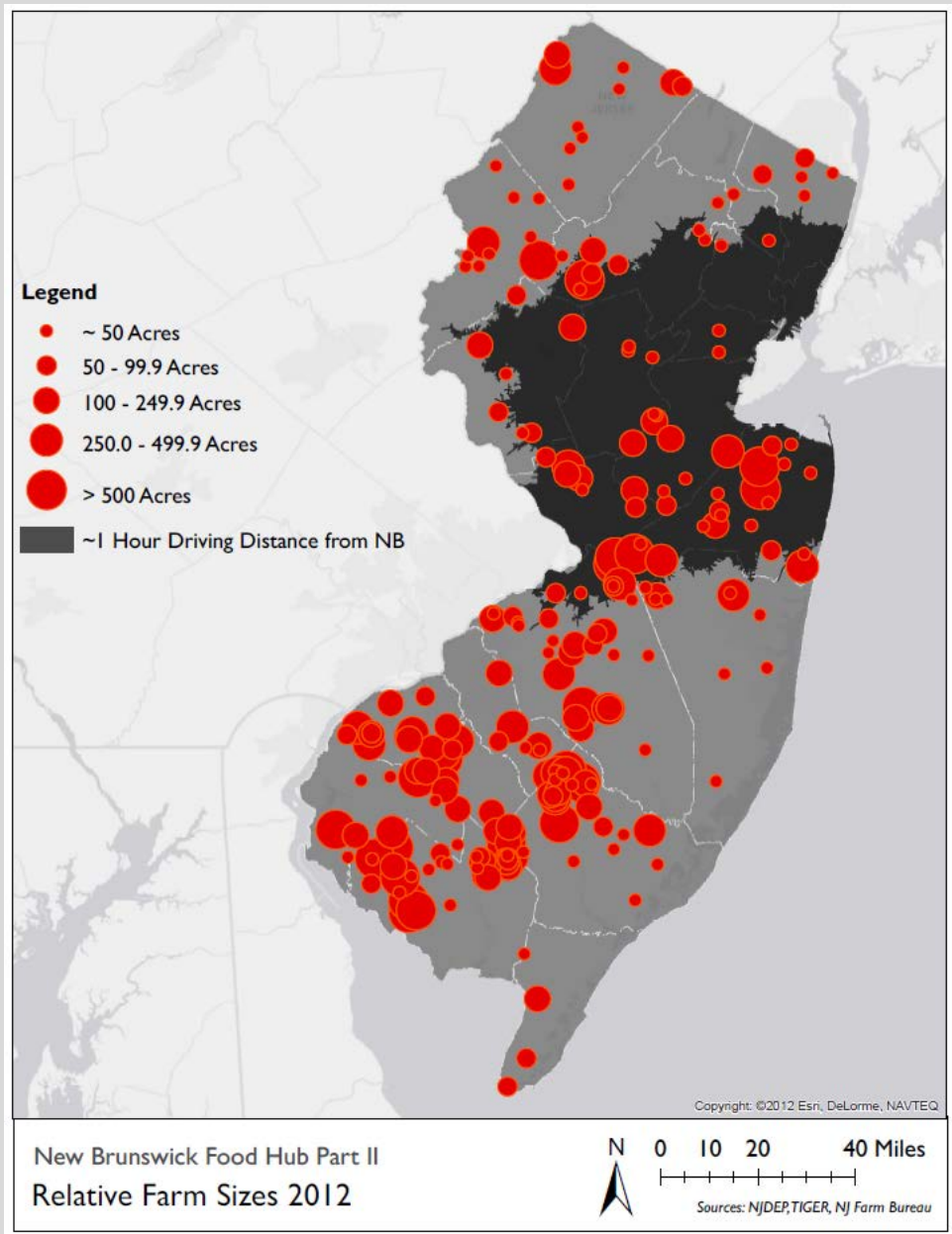
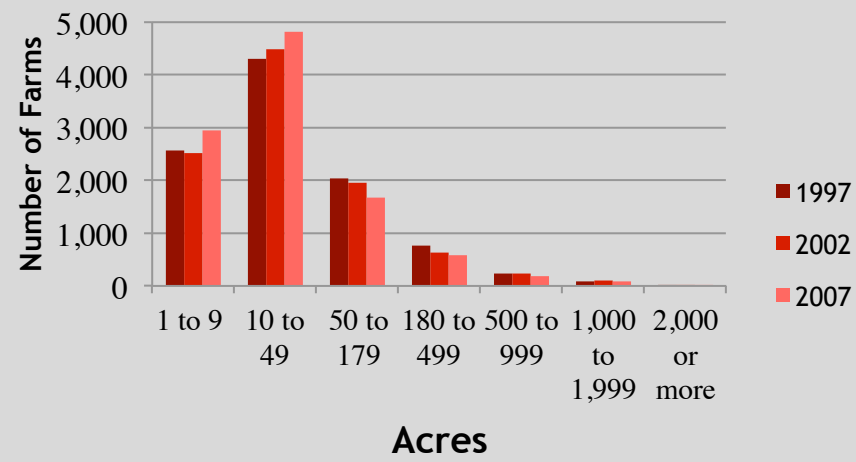
- Separate responsibilities between farmers and management
- Create informal brokerage relationship
- Generate and maintain a dynamic website
- Be flexible and creative in transportation arrangements
- Construct and infiltrate market channels for extra produce
- Increase low-income community buying power



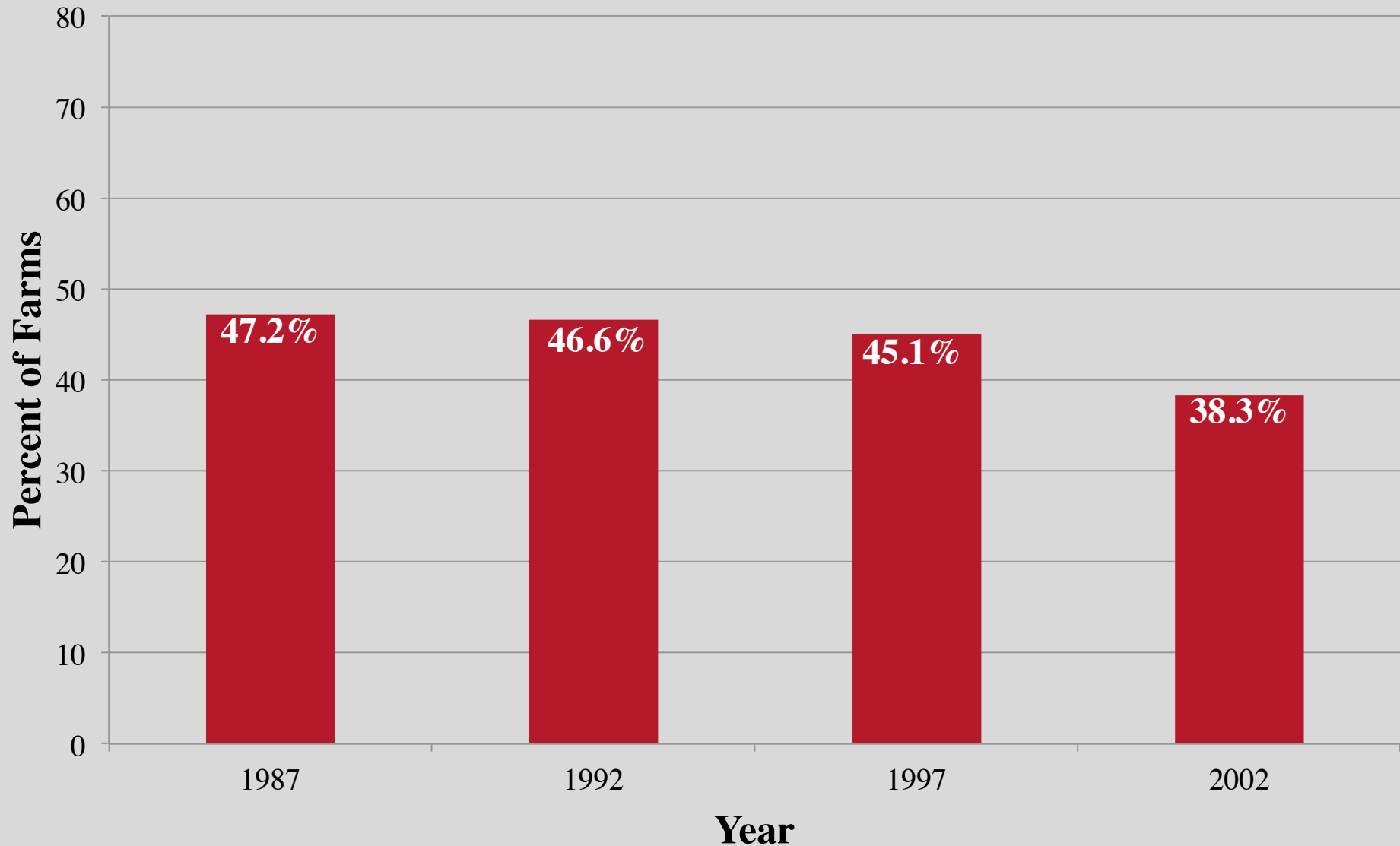




New Jersey Farms by Size



## Percent of New Jersey Farms Reporting Net Gains from Farming



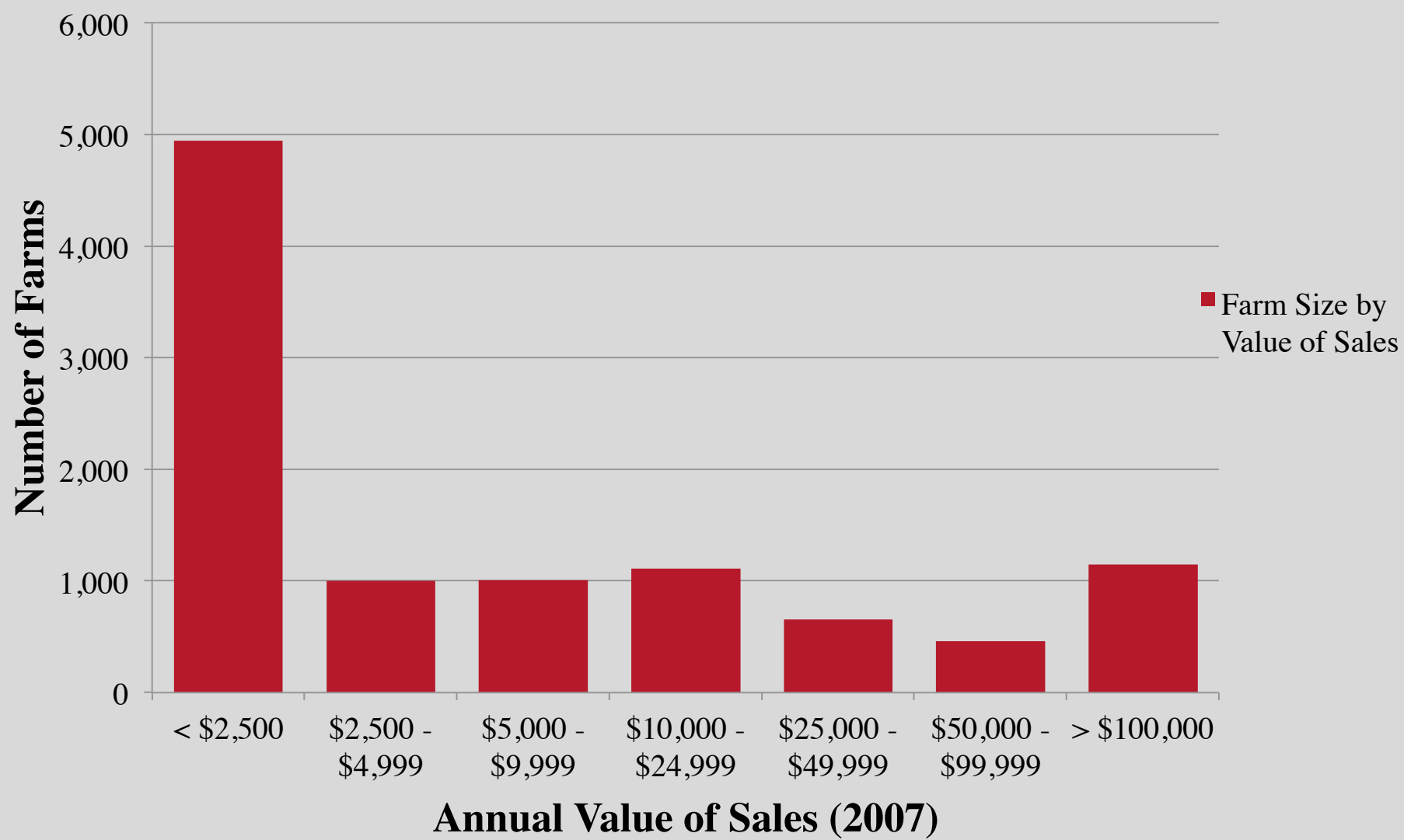
Ag in the middle is “a market-structure phenomenon. It is *not*, strictly speaking, a scale phenomenon. Yet, while it is not scale determined, it *is* scale related. That is, farms of any size may be part of the market that falls between the vertically integrated, commodity markets and the direct markets.”

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.

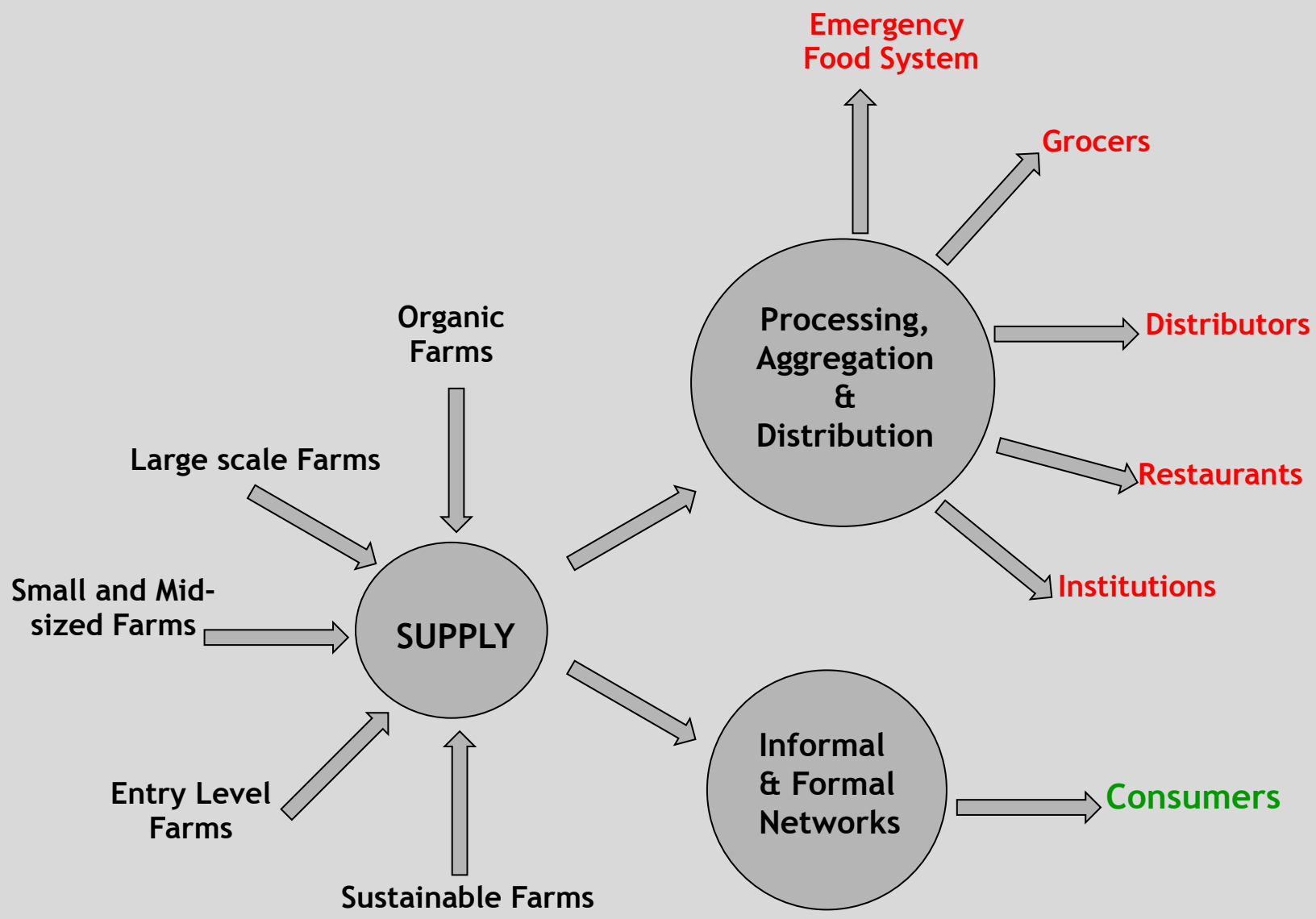




Farm Size by Value of Sales



United States Department of Agriculture. 2007 Census of Agriculture: New Jersey State and County Data. By Tom Vilsack and Cynthia Z.F. Clark. Vol. 1. Geographic Area Ser. USDA.gov. Feb. 2009. Web.

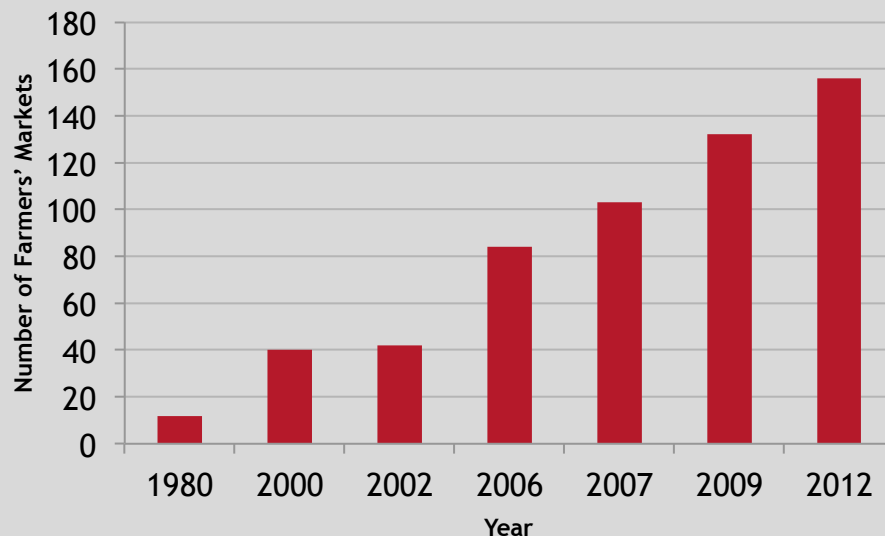




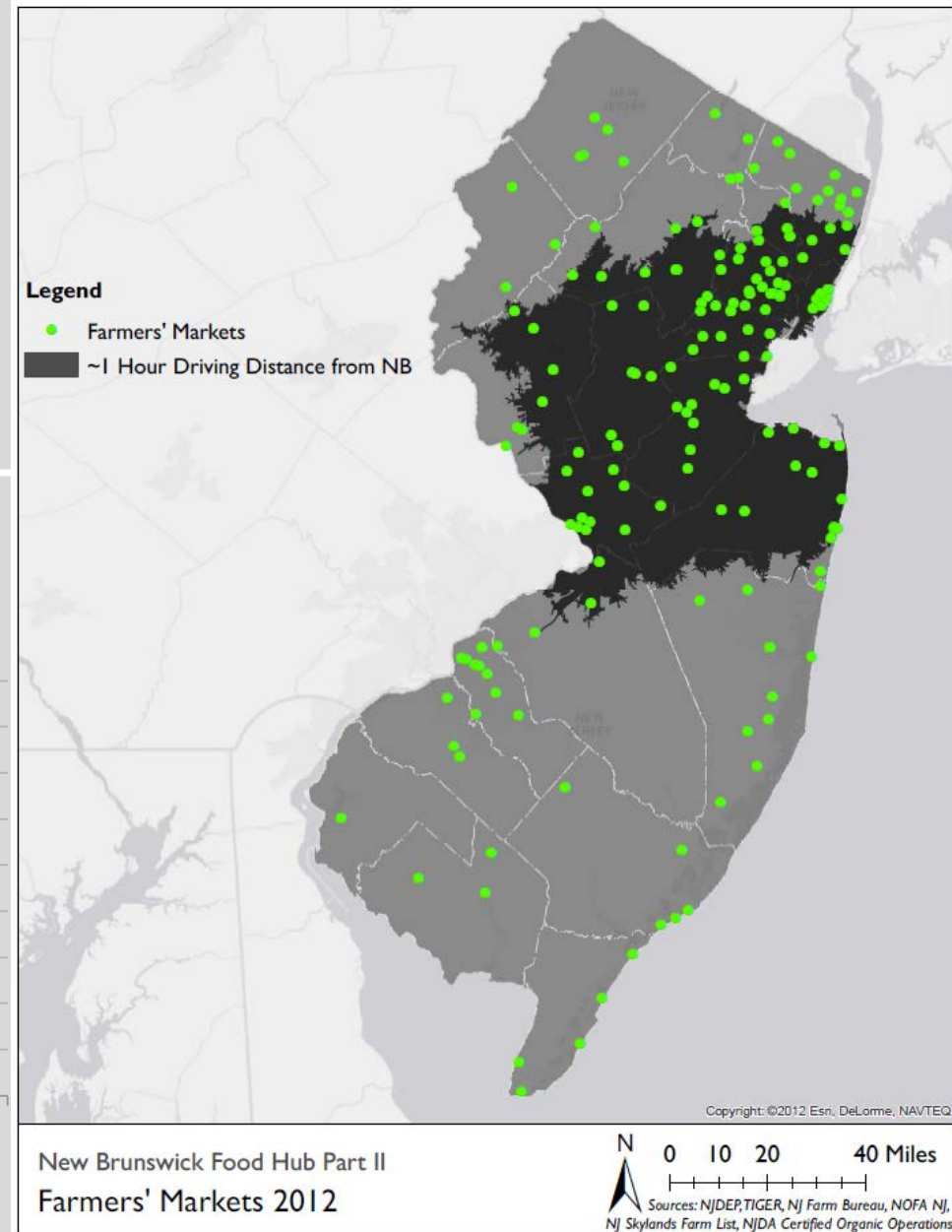
# Existing Networks - Farm to Direct Market: Farmers' Markets

- 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.



## 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



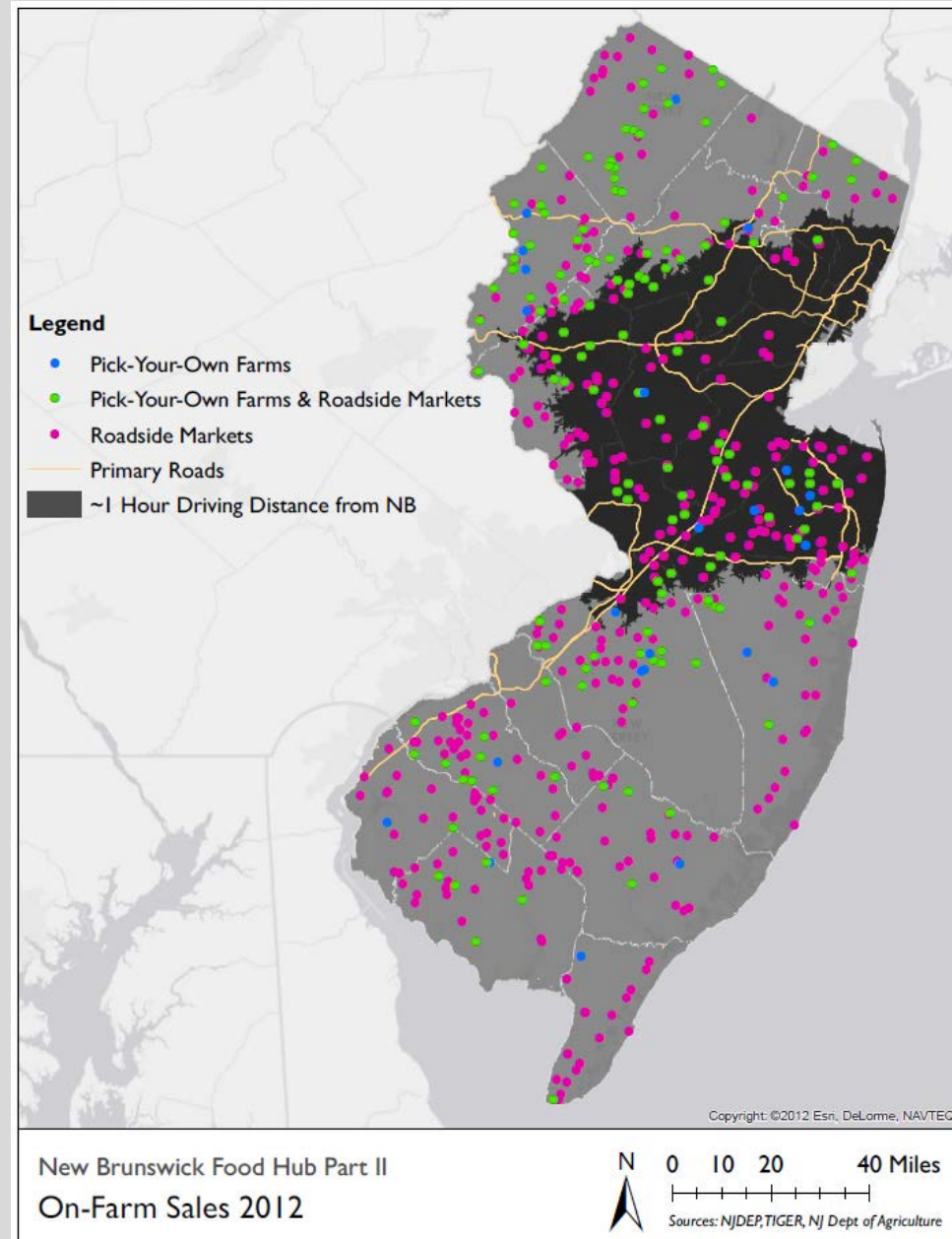
Source: Maggie Dobbs, Princeton Farmers' Market

## 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.

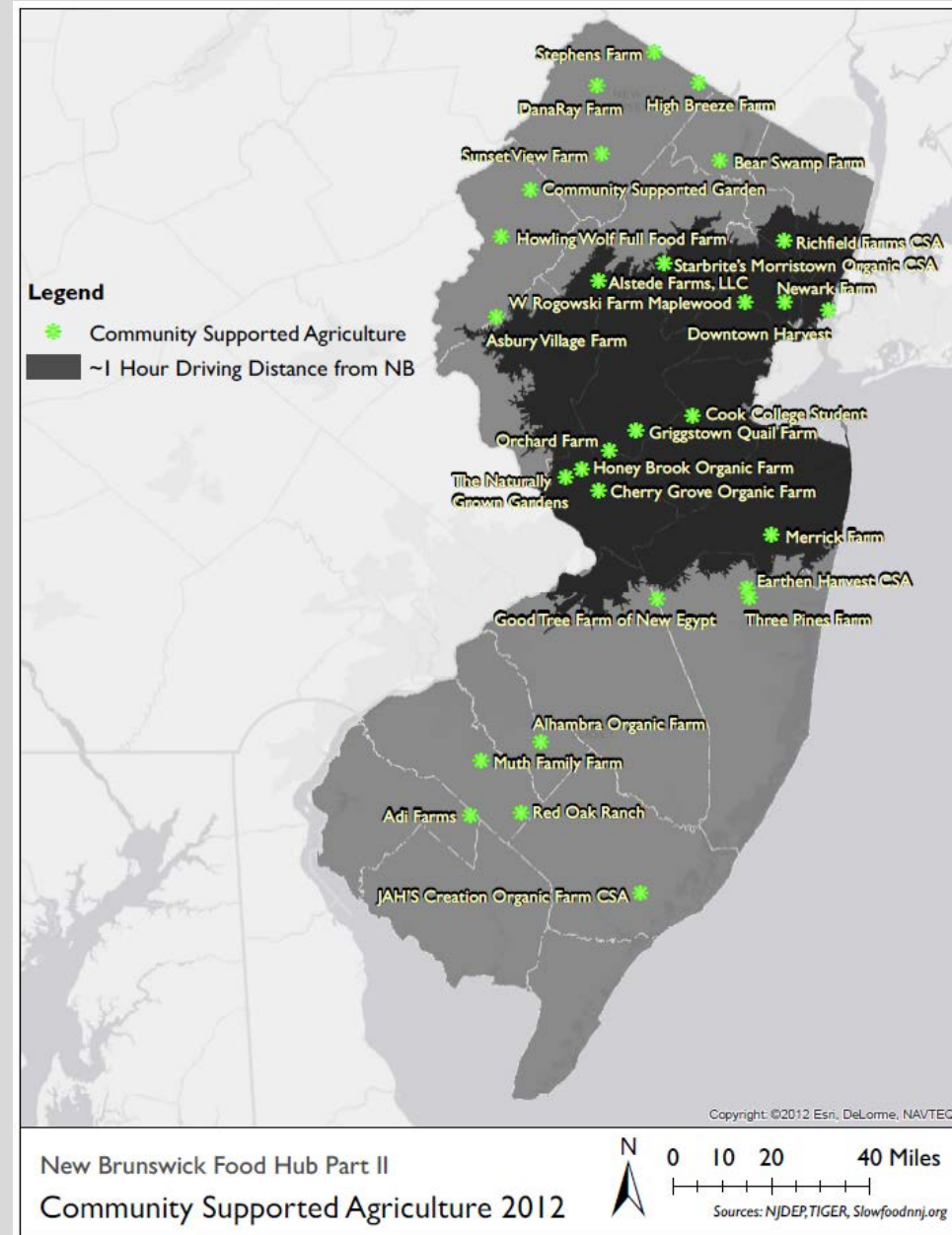




# Existing Networks - Farm to Direct Market: CSAs

## Community Supported Agriculture:

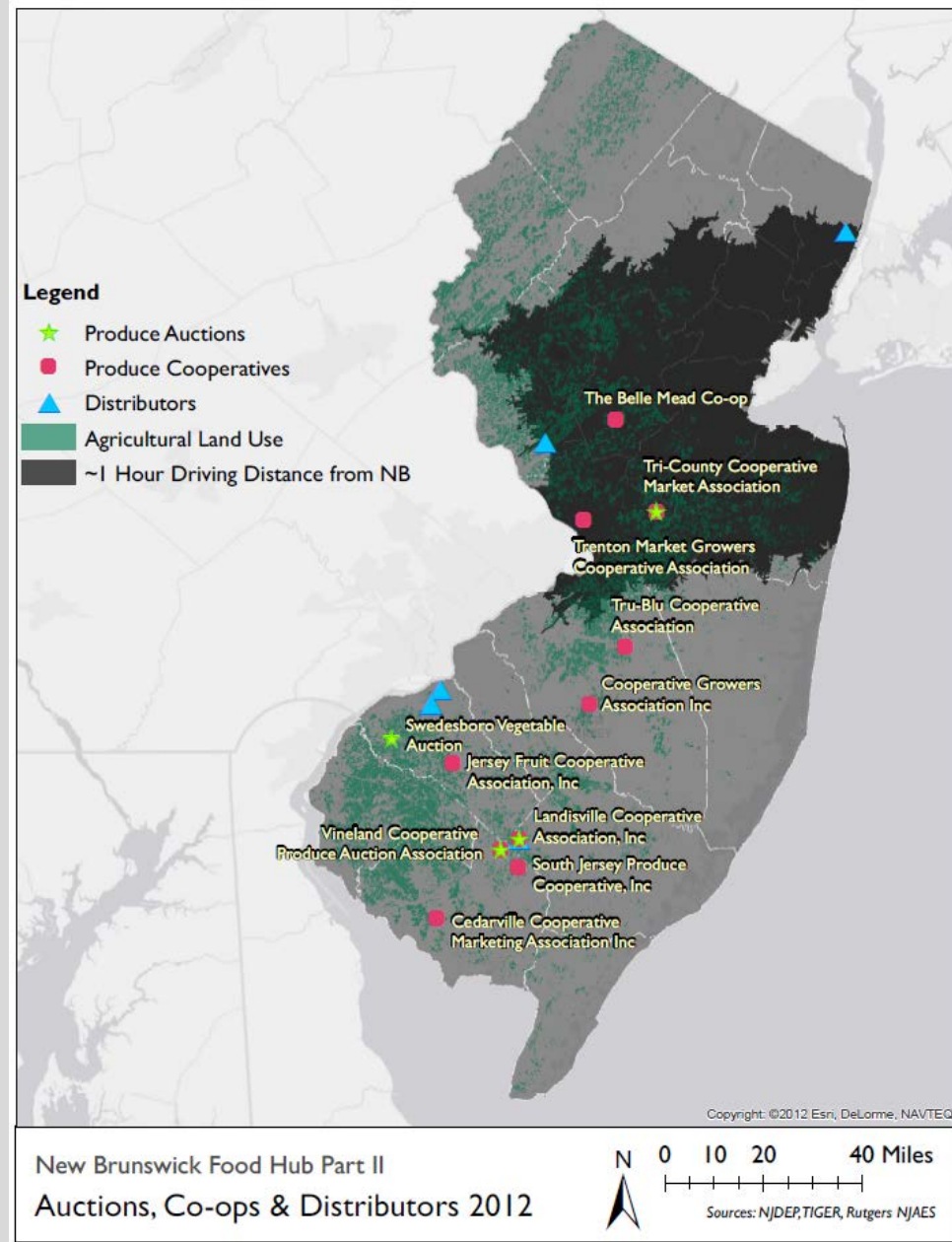
- Popularity of CSA's have been increasing as the consumers are becoming more aware of quality and locally grown fresh produce - About 46 CSA's have been listed online.



# 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:
  - Wholesale sales provision.
  - Post-harvest treatments - including packaging and branding.
  - Value addition and promotions.
  - Cooperatives often have financing options for growers. Storage and warehouses.

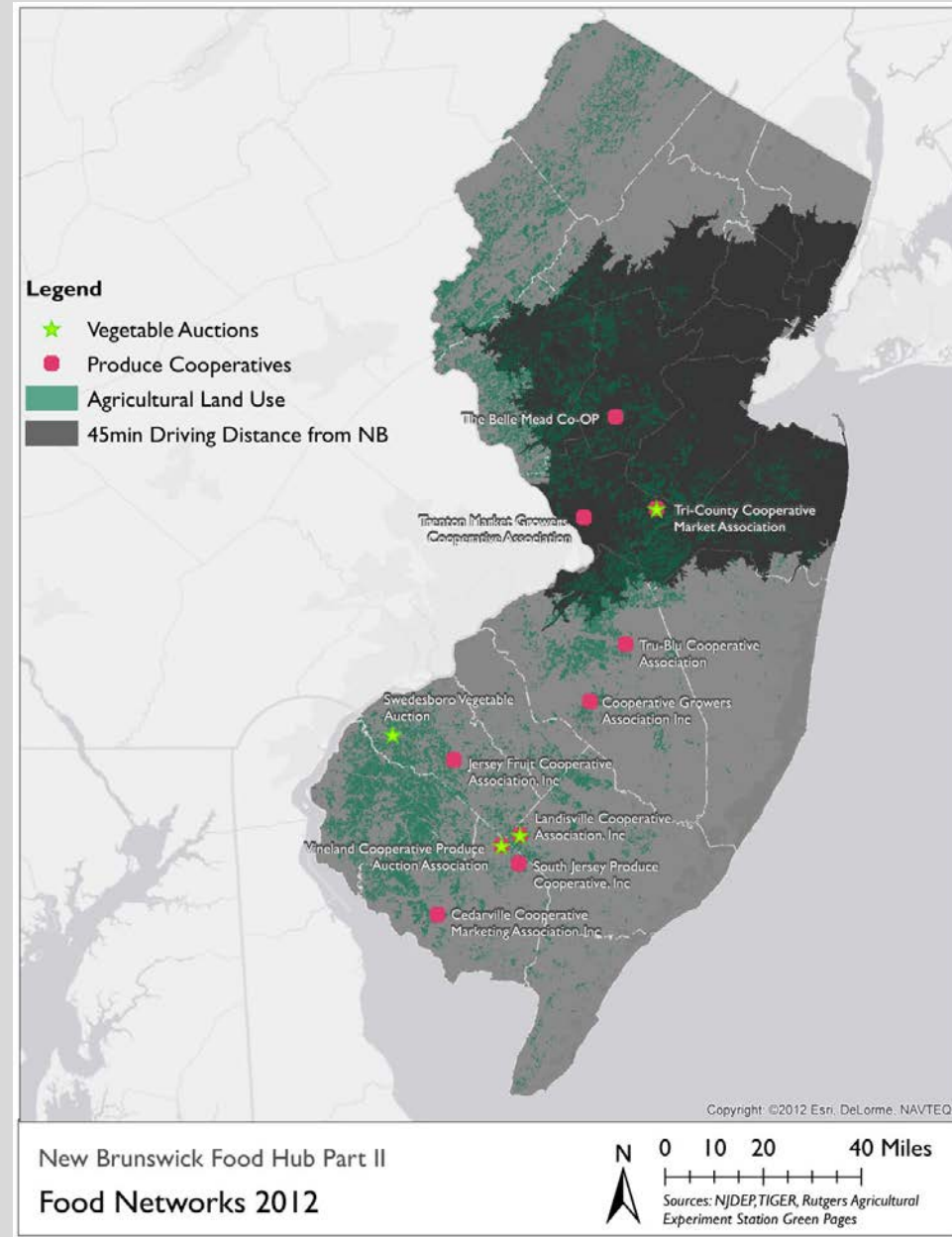
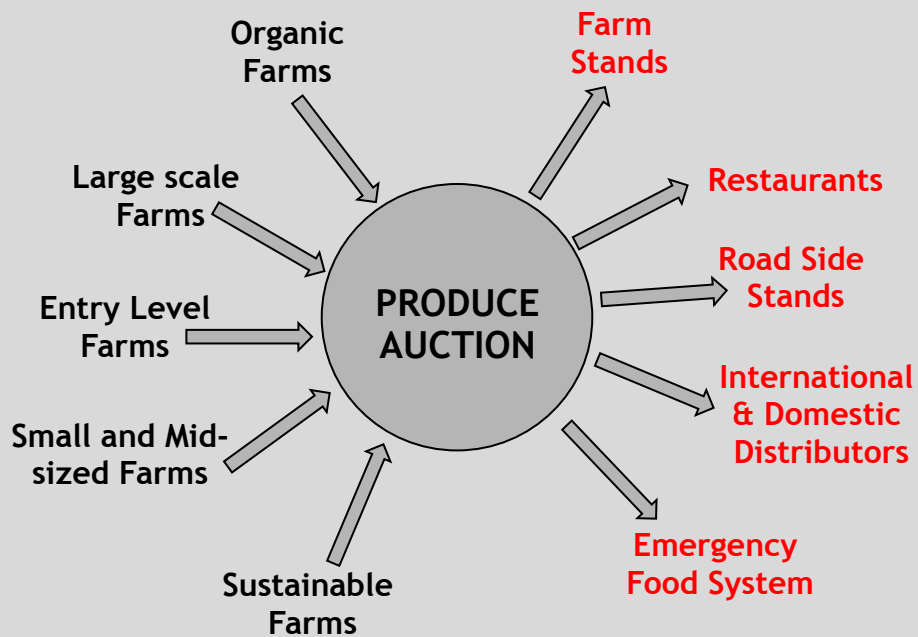


Source:

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

[www.state.nj.us/jerseyfresh/](http://www.state.nj.us/jerseyfresh/)

# Existing Networks - Farm to Direct Market: Produce Auctions





# 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

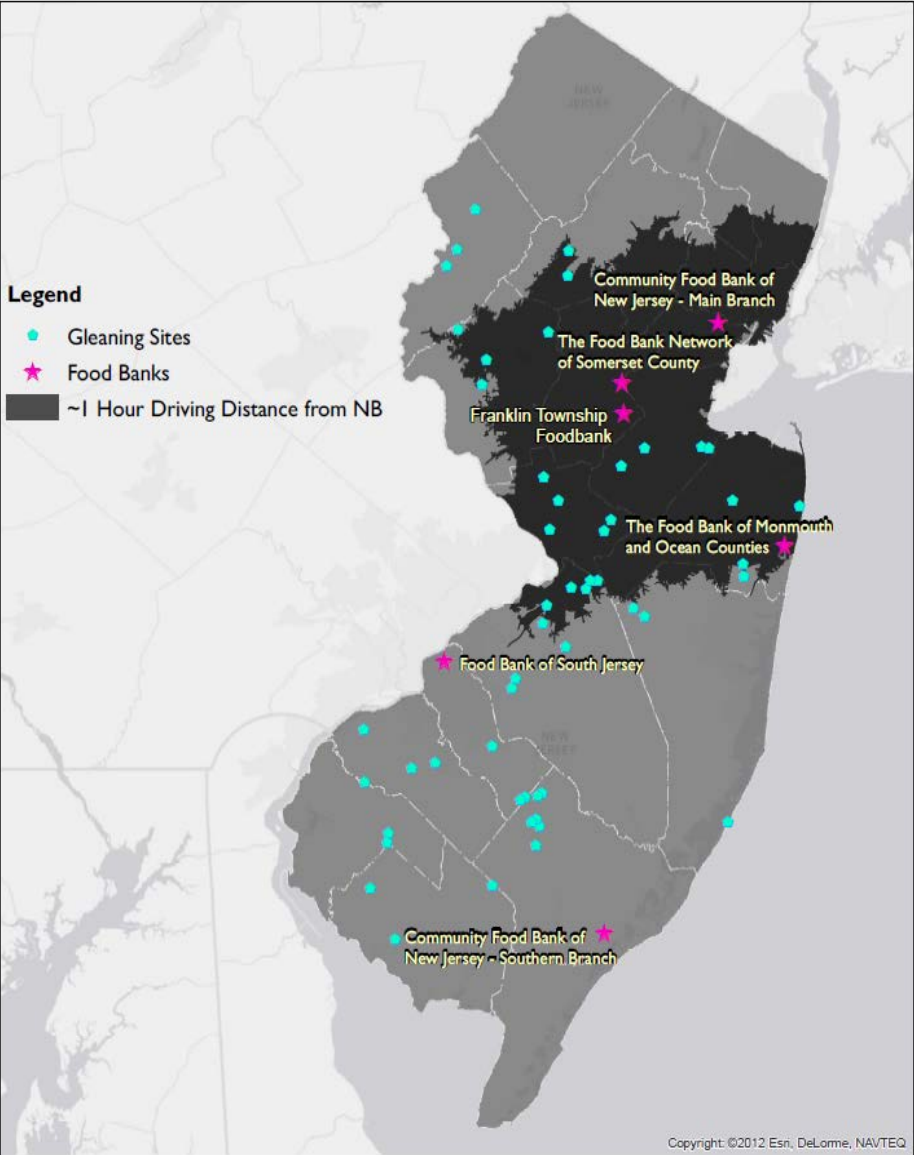


Backyard Harvest



Grow A Row

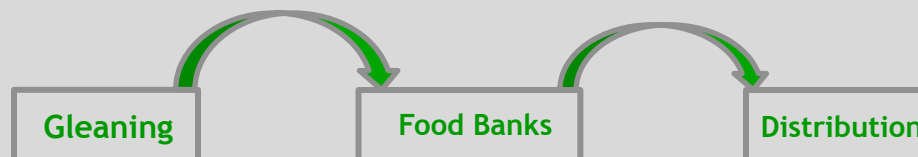
Permission From: Jessica Bearman  
<http://www.backyardharvest.org/>



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

Copyright: ©2012 Esri, DeLorme, NAVTEQ  
Sources: NJDEP, TIGER, Farmers Against Hunger





- 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](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](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



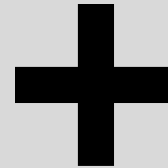
## Post Harvest Handling and Procession

- 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

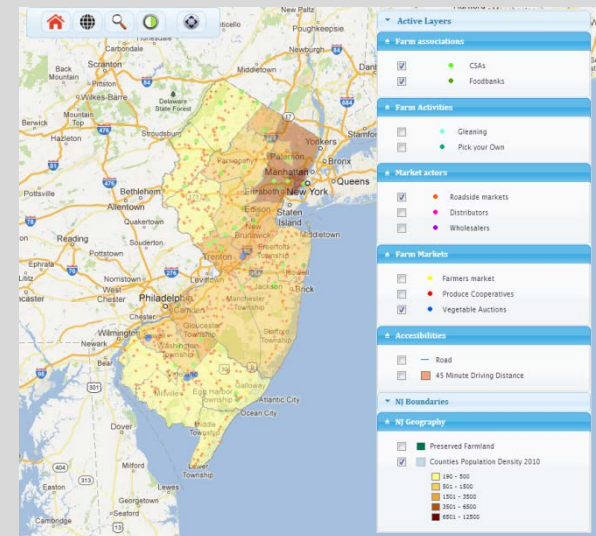
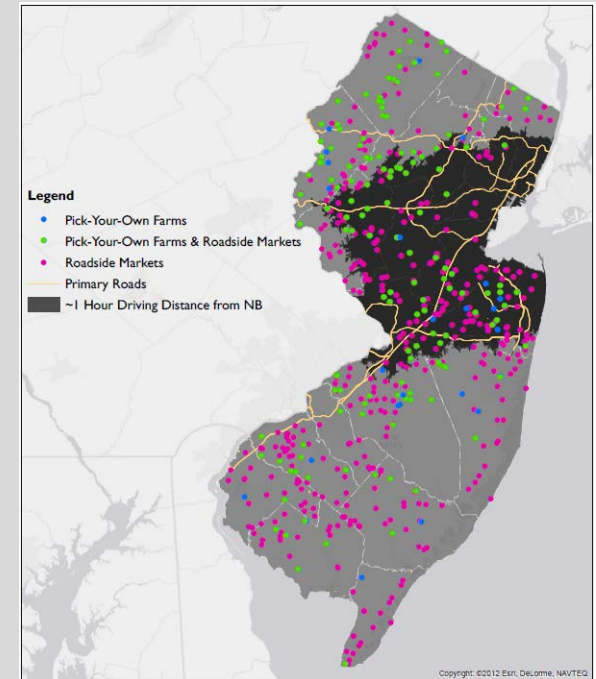
- The Intersect Fund
- Jersey Community Capital

# Uses of Mapping Software

**I - Mapping the farming landscape and distribution points**

**II - Interactive mapping and social media**

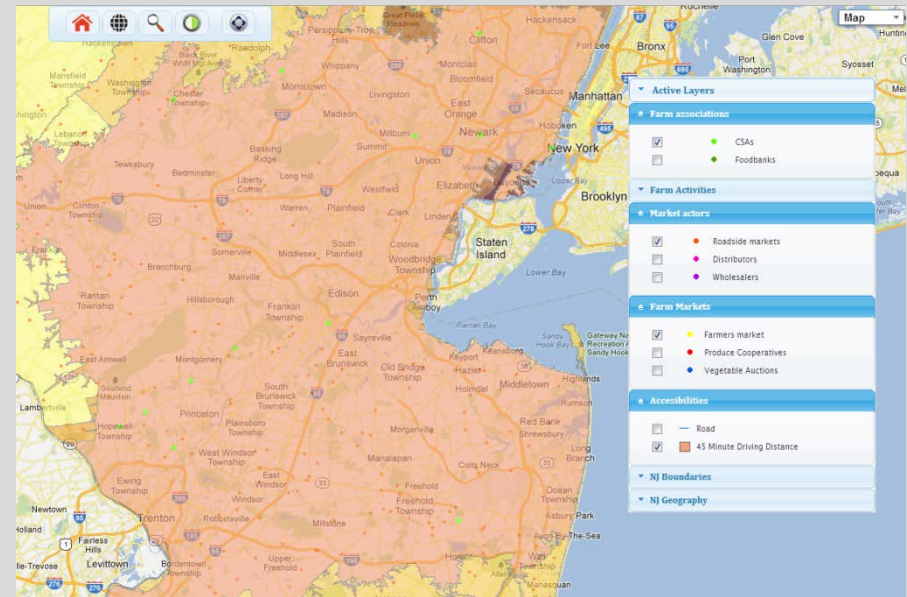
**III - Software challenges**



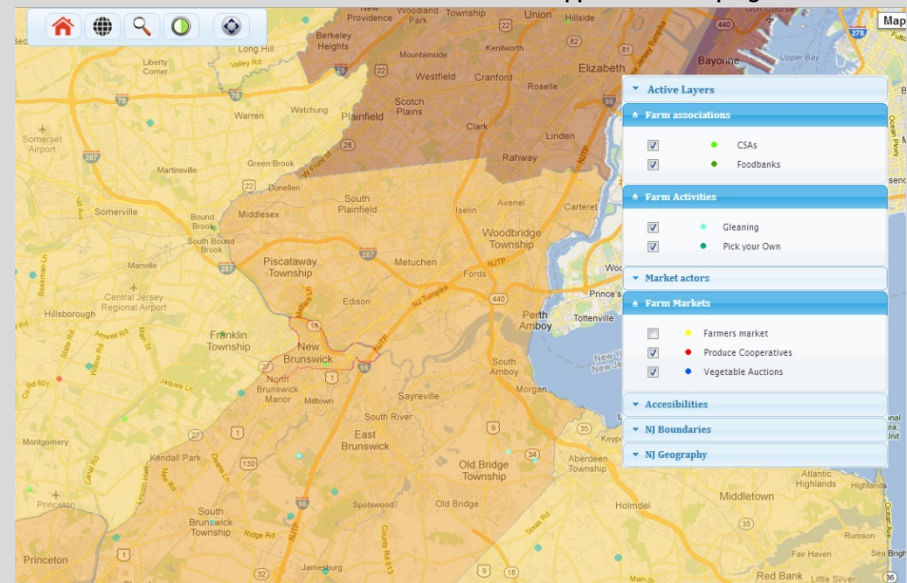
Source: [www.mapplerx.com/map/agriculture](http://www.mapplerx.com/map/agriculture)

# 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](http://www.mapplerx.com/map/agriculture)



Source: [www.mapplerx.com/map/agriculture](http://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