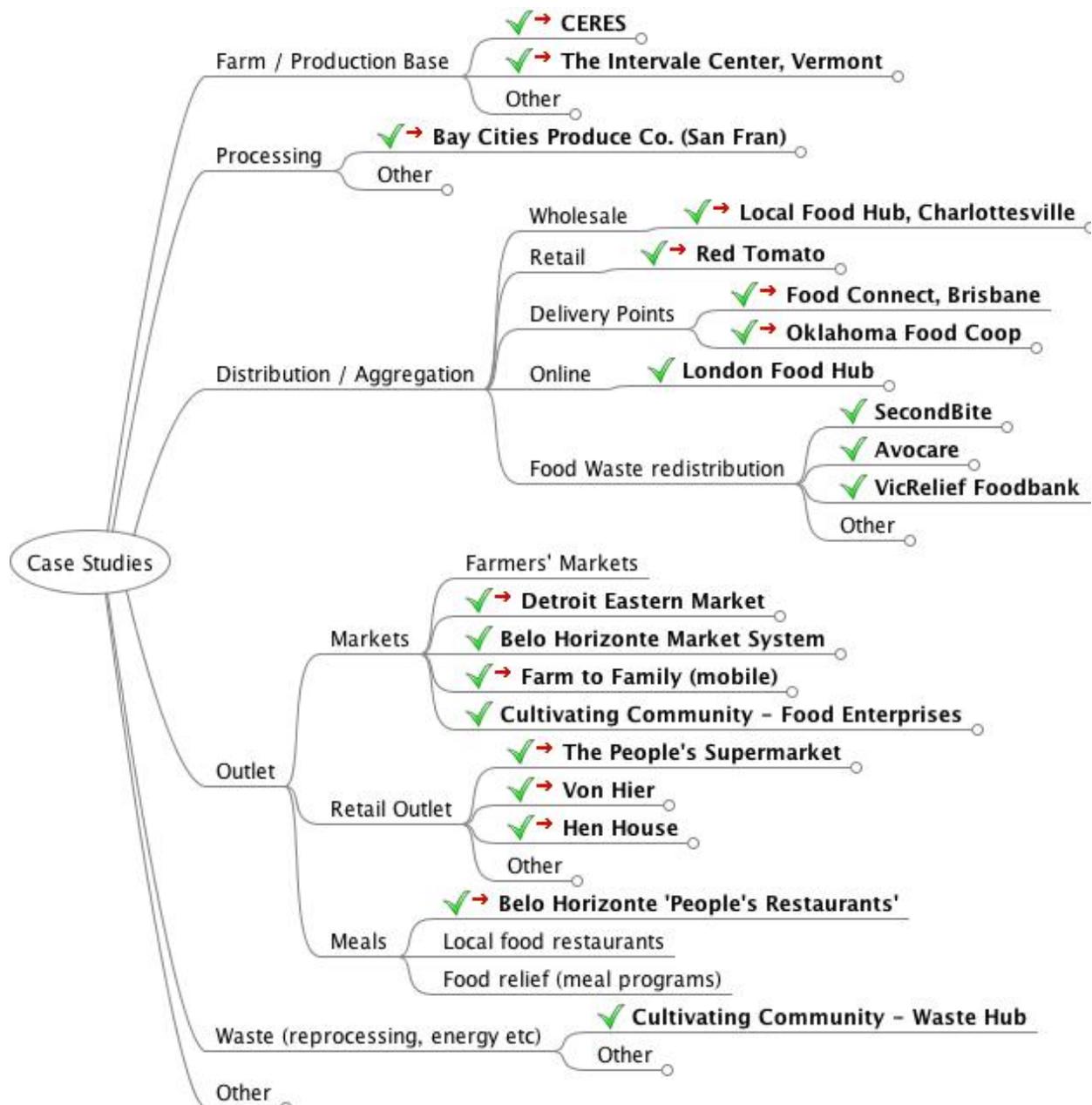


Case Studies: Food Hubs

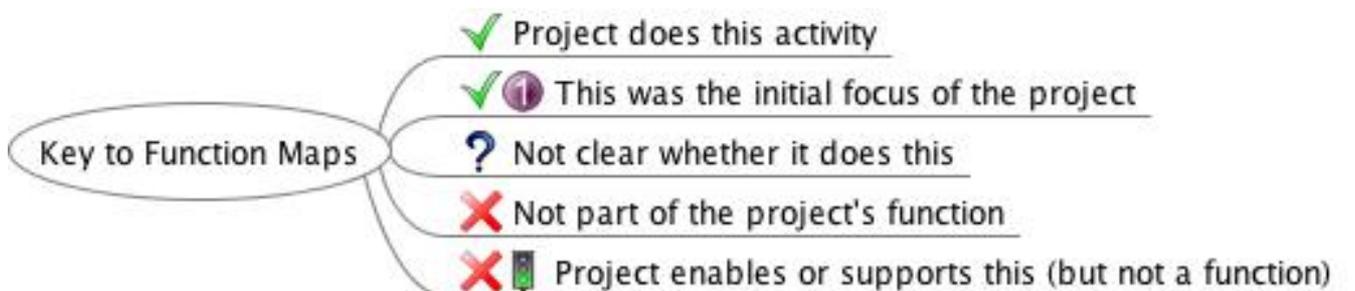


Resources developed by Eaterprises and the Australian Food Hubs Network are available for access and use by others, with attribution as described below, under a Creative Commons Attribution-ShareAlike 3.0 Unported License.



Eaterprises (2011), *Case Studies: Food Hubs*, Eaterprises Australia with the Australian Food Hubs Network, Melbourne

Key: Function maps



CERES Farm and Market

Sustainable, commercial food production restoring urban sites and providing education / training opportunities

Description

- » CERES is a 4.5 hectares (10 acres) site in East Brunswick, close to the centre of Melbourne.
- » It includes a working urban farm, which achieved organic certification despite being established on an old landfill site. It also manages an adjacent section of land for food production and runs a market and cafe drawing on its own (supplemented with additional external) produce. These employ 4 full-time and 22 part-time staff.
- » From its beginnings as community gardens, CERES has grown into a major innovation hub – particularly in its work on food systems and associated social enterprises.
- » Enterprises include mushroom farming; catering businesses; aquaponics; and the newly established CERES Fair Food to distribute organic produce direct from producers to households adapted from the Food Connect model).



Functions



Ownership / Governance

- » CERES is a non-profit organisation that receives significant grant funding and in-kind support from the local Council.
- » However, the CERES food programs are run as social enterprises and serve as an important income source for the broader CERES organisation. Seventy-five per cent of CERES' income is generated by these and other enterprises.

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Profitability of food based enterprises
- » Availability and use of wasted / under-utilised land

For more information

<http://www.ceres.org.au>

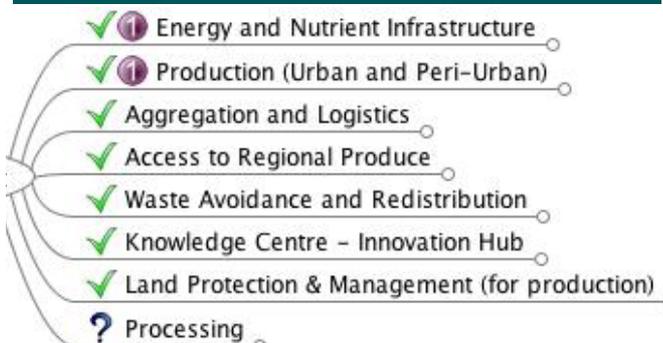
Intervale Centre, Burlington Vermont

A web of food enterprises and educational programs as the backbone of the northern Vermont's food system

Description

- » The Intervale Centre engages farmers and eaters at every step of the supply chain of local food, from pre-production planning to post-consumer waste disposal.
- » Mission: Develop farm and land-based enterprises that generate economic and social opportunity while protecting natural resources
- » Started with 350 acres of degraded land, a compost pile and a vision to produce 10% of local food needs. The composting operation and inspiring the development of small farms generated enough cash flow to set up the Intervale Centre.
- » Key programs:
 - ... Farms program (founded 1990) – removes start-up barriers and leases land, equipment, irrigation and storage facilities to small independent farms (on-site). The 12 (13?) farms produce 10% of Burlington's fresh produce on 120 acres of land. They employ 60 people (FT, PT and seasonal)
 - ... Intervale Food Hub (2007) followed by multi-farmer CSA in 2008, grew 85% in 2009. Partners with 24 farmers to reach 200 members and 16 local businesses.
 - ... Community connections: Healthy City Youth Farm (education and jobs); gleaning project delivering 30,000 pounds of food to FoodBank; school food project etc – working with at risk youth

Functions



Ownership / Governance

- » The Intervale Centre is a non-profit organisation.
- » Both the board and members are from the local community.
- » 50/50 revenue earned and donations
- » Leverages revenue from profitable programs to underwrite start-ups or initiatives with stronger social missions

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Diversification – don't become too reliant on one income stream
- » Focus expertise on self-financing food systems
- » Politics – relationship with the city critical but sometimes restrictive
- » Leadership – importance and challenges of strong individual leader

For more information

www.intervale.org
www.intervalefoodhub.com/
<http://www.wallacecenter.org/our-work/current-initiatives/community-food-enterprise-local-success-in-a-global-marketplace/featured-enterprise-of-the-week/cfe-featured-enterprise-of-the-week-the-intervale-center/>
<http://www.slideshare.net/kjoconno/the-intervale-center-final-presentation>

Bay Cities Produce Company, San Leandro California

Family owned produce distributor and processor supporting local producers

Description

- » “If we don't work with the smaller farms to bring them up to speed on food safety and affordably we will lose them. We can't put too many restrictions on conventional farmers... we will starve” Steve Delmasso
- » Bay Cities exclusively services restaurants and institutions (clubs, hospitals, ships, etc.). Their processing facilities support a full line of fresh, frozen, and prepared fruits and vegetables, enabling them to take seasonal surplus (e.g. tomatoes) which they process into retail products (e.g. salsa blends).
- » Bay Cities is a 60 year old family business that is committed to supporting the continued (and increased) existence of diverse, local and family-owned farms and meeting customer demand for local produce. They do this by:
 - ... specialising in California grown produce (approx. 70-80%);
 - ... they have developed and established a simple designation standard for local produce grown in California (L1, L2 and L3) in addition to the standard ‘country of origin’. These appear on invoices and information on the amount of a customers produce that is provided locally can be provided (for marketing purposes).
- » With primarily institutional (including hospitals) and restaurant customers, food safety is paramount, however meeting standards can be unaffordable and too complex for many small producers. Bay Cities is working on a range of programs and supports to help small farmers meet food safety requirements so they can buy their produce.

Functions



Ownership / Governance

- » Family-owned business.

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Food safety: ranked in the top 1% of all produce processors in the world when it comes to cleanliness and food safety ('Superior' standard rating consistently achieved)
- » Customer service: someone to talk to 24/7, will always try to accommodate
- » Secure institutional clients – large and steady markets

For more information

<http://www.baycitiesproduce.com/about-us/local-food-purchasing>

http://www.youtube.com/watch?v=dOVOQ_ytxsI

Local Food Hub, Charlottesville

A non-profit working to connect families, farms and food grown close to home

Description

- » Goal: to increase the public's access to locally-grown food and so enhance the viability of local farmers and growers.
- » Exclusively wholesaler of local fruits, vegetables, and products, selling through institutions (schools, hospitals, universities, senior centers), grocers, caterers and restaurants.
- » They do not sell direct to consumer, basically because there are thriving direct sales (box schemes, coops etc) in the area and they didn't want to compete or undermine those schemes.
- » Started with the aggregation and distribution, but the farm (5 acres of fruit and vegetables) came soon after as it became evident that:
 - ... To meet community demand, they were going to need more farmers
 - ... Current farmers were in need of support services and educational resources to help them scale up production.
- » Produce from farm - 75% goes into our distribution cycle and 25% is donated to food banks.
- » Work with buyers and local farmers to produce a 'Demand Document' for each season, enabling coordination of production to avoid shortages and gluts.

Functions



Ownership / Governance

- » Community supported non-profit, currently relying on donations
- » Aiming for break-even / profit (revenue at \$1.2m) expected within 2-3 years: \$75K in 2009; \$375K in 2010; exp. \$600K in 2011

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » In-kind support at start-up (warehouse and farm both donated)
- » Sophisticated marketing materials to make buying local as easy as possible
- » NEED: more processors / processing capacity to help with off season

For more information

<http://localfoodhub.org/>

Red Tomato

Regional and producer branding of high quality regional produce

Description

- » Mission: *connecting farmers and consumers through marketing, trade and education, and through a passionate belief that a family-farm, locally based, ecological, fair-trade food system is the way to a better world and a better tomato*
- » Markets sustainably grown fruits and vegetables in the Northeast (and consults on regional food system development across the country).
- » The main focus is on creating and marketing significant volumes of differentiated (and higher value) food products. Not necessarily organic, biggest success is 'eco-apples'
- » Red Tomato focuses on retail outlets to make this food available to people where they shop and eat - supermarkets, natural grocery chains, coops, independent grocery stores, and institutional pioneers and restaurants with a commitment to local products
- » Has been through a number of stages of organisational development:
 - ... 1996 – 1999 collaborative work with other non-profit food groups. Decided to focus on marketing, trading and income generation, and develop its own distribution and logistical systems
 - ... 1999-2002 Tried to operate it's own full supply chain, with own trucks, drivers, docks and coolers. Found this too expensive to maintain and made wrong focus "concrete and rubber versus farmers and products"
 - ... 2003-2004: Choice was made to drop the infrastructure and 'coordinate not operate' the supply chain, focusing on competencies in marketing, branding and relationships with producers

Functions



Ownership / Governance

- » 3 income streams: trading income, consulting fees and philanthropic / govt donations
- » In 2007, trading income was 40% of total – aiming for 50%
- » Sales increased from \$0.5 million to \$2.475 million between 2003 and 2007

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Differentiated (higher value) food products
- » Convenience of access
- » Effective internal organisation and competent leadership and management
- » Values-based business relationships
- » Developing effective supply chain logistics
- » Commitment made to economic viability of all strategic partners

For more information

<http://redtomato.org/index.php>

<http://redtomato.org/resources.php>

Food Connect Pty Ltd, Brisbane & Sydney

Community-shared agriculture enterprise, connecting farmers with city folk

Description

- » *Mission: To supply local, sustainably produced food to the communities in South East Queensland and the Sydney metropolitan area.*
- » Food Connect operates a hybrid version of farm-based community-supported agriculture as it has developed in recent decades in the US, bringing together a larger number of farmers and growers (70 in Brisbane, 12 in Sydney) and a larger number of weekly subscribers (1000 in Brisbane, 300 in Sydney); Brisbane started in 2005, Sydney in 2010
- » Unlike other veggie box schemes, Food Connect delivers not to individual households, but through a network of 'city cousins'
- » The educational element of the business is achieved through weekly 'farm letters' and regular 'farm tours'
- » Food Connect farmers receive an average 40-50 cents from the retail sale of their produce, compared to around 10-15 cents in the central market / supermarket system
- » Food Connect has received some philanthropic support (Social Ventures Australia) but is basically a financially self-sustaining operation
- » Food Connect Brisbane has received Sustainability Awards from the Queensland Government in recognition of its environmental achievements
- » Food Connect Brisbane has recently added a commercial kitchen to its operations, allowing it to expand into catering and value-adding activities

Functions



Ownership / Governance

- » For profit social enterprise company
- » Not-for-profit Food Connect Foundation established in 2009 to provide strategic direction & implement new projects

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Wide base of farmers and growers to ensure reliable & good quality supply
- » Effective marketing and sales team to maintain strong subscriber relations
- » Multiple opportunities for subscribers to engage with the enterprise, relationship is more than just 'buyer-seller'

For more information

www.foodconnect.com.au

Oklahoma Food Coop, Oklahoma City

'From our family farms to your family table'

Description

- » "We've finally found one thing fundamentalist Baptists can come together with Pagans to agree about, and that's local food. This coming together was a miracle." Bob Waldrop
- » The Oklahoma Food Coop coordinates the sale of locally produced food (160 miles of Oklahoma City) to residents of Oklahoma City. Founded by Bob Waldrop in 2003, it now has over 4,000 members, with customers choosing from over 2,600 distinct items and in any month around 1,200 consumer members place an order.
- » The Coop runs a monthly order cycle. Producers put their products online, customers have two weeks to place orders and the order closes. On one day a month, the Coop aggregates and distributes produce to over 40 drop-off points.
- » 50-100 volunteers participate in delivery day, but their contribution is rewarded through food credits. The volunteers reflect the diversity of the community, the coop is considered a rare opportunity for urban 'greenies' and conservative farmers to recognise and strengthen their interdependence.
- » There is a one-off joining fee (≈ \$50). Producers are charged a 10% on sales and consumers are charged a 10% commission on orders.
- » The Coop developed software to enable producers to manage their own inventory, prices etc and for all customers to order online. They have made this software available for other coops to use (www.localfoodcoop.org).

Functions



Ownership / Governance

- » Cooperative – owned by both producers and consumers.
- » Total 20% 'mark-up' funds the operation of the coop (almost). In 2010, \$780,000 turnover.
- » Prides itself on financial independence, has only ever received 2 small grants.
- » Gross revenues in 2008 up 52% on 2007.

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Enormous consumer interest in local food – still unable to meet demand
- » Quality assurance process, mostly relies on honesty but processes in place when problems arise (has worked so far)
- » Challenges: over-reliance on volunteers (need some staff); not quite making ends meet some years.

For more information

<http://www.oklahomafood.coop/index.php>
<http://www.communityfoodenterprise.org/case-studies/u.s.-based/oklahoma-food-cooperative>

London Food Hub

Improve supply chains into London for local and regional food

Description

- » *Mission: open up new markets for food producers and strengthen the link between London and its surrounding regions.*
- » The potential for a food hub to improve local food access in London has been under investigation for a number of years.
- » The original feasibility study was undertaken in 2009, followed by a business case which proposed the development of the currently proposed commercial pilot, in the form of an **E-Marketplace Food Hub**.
- » This pilot will be in the form of a business that matches suppliers and buyers of local and regional foods, aimed primarily at food service buyers. The platform will incorporate:
 - ... a sales platform for wholesalers and individual producers
 - ... optimised logistics by developing IT systems that search for best performing distribution solutions
- » When a buyer places an order, a sale is generated for both the supplier and the distributor. The hub retains a margin from both the provision of sales and services.
- » Through the business planning and research, market demand has been firmly established. A private sector investor is part-funding the commercial pilot and funding has been sought for the rest.
- » Suppliers and producers who wish to take part in software trials at end-2011 are currently sought, with full roll-out anticipated for early 2012.

Functions



Ownership / Governance

- » Business – Ltd
- » Forecasts: new loss for years 1 & 2, but as loans are repaid it should move into significant profitability
- » Private investors and funding sought.
- » Supported by: the South East Food Group Partnership; the SE England Development Agency and the Greater London Authority

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » TBD

For more information

www.londonfoodhub.co.uk

SecondBite

Non Profit - Fresh Food Rescue and Redistribution

Description

- » Mission- SecondBite is committed to making a positive difference to people by identifying sources of nutritious surplus fresh food and produce that might otherwise go to waste and facilitating its safe and timely distribution to agencies and people in need.
- » In 2010 SecondBite collected 880 tonnes of fresh food - an increase of 25% from 2009. With the generous support of 448 volunteers, enough food to provide 1.7 million hearty meals was provided to 212 community food programs across Victoria and Tasmania, up from 160 in 2009.
- » 74% of all food redistributed is fresh fruit and vegetables.
- » Food redistribution hubs in Melbourne and Hobart collecting surplus food from growers/wholesalers/markets/caterers and retailers
- » Fleet of refrigerated vehicles providing regular deliveries to charities who provide various forms of food relief
- » SecondBite Community Connect™ continues to roll out across the nation. Award winning program that enables local food donors to connect directly with community food programs in any location, supported by SecondBite
- » Research and Development department looking into underlying issues of household food insecurity

Functions



Ownership / Governance

- » Registered non profit organisation
- » Deductible Gift Recipient status
- » Governed by 9 member board
- » State based advisory committees

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Successful fundraising initiatives
- » Great volunteering program
- » Focus on engagement with community food programs
- » Strong culture

For more information

www.secondbite.org

AvoCare Community Distribution Centre, Dandenong

Community enterprise training people and redistributing wasted food

Description

- » *Mission: Our training ethos is to offer programs that reflect diverse learner needs and to provide expert training and learning experiences that assist our learners to achieve their full potential.*
- » The Avocare community distribution centre is a warehouse that stores fresh fruit and vegetables, pre-packaged meals, staples and pre-packaged processed foods, aggregates as required and distributes this food (provided by agencies such as Second Bite and VicRelief Foodbank) to 45 different local agencies offering food relief programs.
- » In 2008, the project made an extra 13,000 meals and 15 tonnes of additional food product available to local agencies to use.
- » The project is funded and operated through employment and training scheme participants, with a small number of staff. Participants gain skills and certifications in warehousing and distribution, as well as a range of administrative skills.
- » It has an extremely high success rate – of 60 participants in last round program, 68% went onto employment and 25% onto further training.
- » There is also a kitchen and café on site, where participants assist in the preparation, cooking and packaging of meals for distribution through other community organisations.

Functions



Ownership / Governance

- » Non profit registered training organisation and social enterprise
- » Structured primarily to deliver 'innovative personal development, education and employment programs'
- » Originally established in partnership with Avocare, the Greater Dandenong Council, VicRelief Foodbank, SecondBite and Fareshare.

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Successful securing of eligibility / funds from employment and training programs

For more information

<http://www.avocare.org.au/afd.html>
http://www.avocare.org.au/images/train/heart_foundation_award.pdf

Foodbank Victoria – Community FoodShare

Expanding and simplifying food relief across Victoria

Description

- » *Mission: To deliver food, material aid and educational programs, in partnership with community organisations, that help to fundamentally improve the lives of Victorians experiencing hardship*
- » Foodbank Victoria (FBV) is Victoria's largest food relief agency, distributing across the whole of State, 3.8 million kgs of food in 2010-11 with more than 1 million kgs in fruit, vegetables and dairy.
- » FBV has over 2,500 volunteers assisting us annually in collection & distribution.
- » Based on the Avocare model, FBV has facilitated a network of Community FoodShares (FoodShare) across Victoria as a key strategy for expansion of food distribution, food donations and community engagement. Existing FoodShares include Wodonga, Warrnambool, Bendigo.
- » A FoodShare in a community simplifies distribution by FBV; provides a ready point of access for ER agencies and a venue for the collection of locally rescued food; creates volunteer opportunities outside of direct client contact; provides opportunities for training and employment; creates a unified voice to engage community in Emergency Relief.

Functions



Ownership / Governance

- » Established in 1930, community-based non-profit
- » Company Ltd by Guarantee
- » \$2-3 million budget, govt support across several programs

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Supporting agencies beyond food in metro and regional Victoria
- » Maximising whole of supply chain opportunities for food donations
- » Key agency used by State govt in crisis response (flood, bushfire etc)
- » Collaboration within the sector

For more information

www.foodbankvictoria.org.au

Detroit Eastern Market

Rebuilding public market as core local food infrastructure.

Description

- » *Aim: To create and support a 'more robust local food system.'* Focuses on processing, wholesale, and retail while working with partners on the other components (production; waste to fertiliser etc)
- » Public market core surrounded by a cluster of 80 food businesses - revival of the "last of the old school local food districts in US" (120 year history).
- » Several different markets: year round Saturday retail farmers market (30,000-40,000 people); seasonal night-time wholesale market; plants & flowers; use of facilities for events.
- » Markets as outlet for very small-scale farmers to large 1,600 acre operations; only 3 from urban Detroit but target for more. The market helps farmers identify potential growth opportunities.
- » Small-scale experiments with niche processors and community kitchen planned – creating opportunity to take the 'highs and lows' out of the market e.g. glut of blueberries can be flash-frozen and used in school program.
- » Buyers include: 20 locally-owned groceries; colleges, medical campuses and community groups. Working with the State to get healthier food into convenience stores. Partnering with the Detroit Public Schools to convert 30% of their \$16 million annual food purchases to Michigan grown/ minimally processed.
- » Accept food vouchers to create incentive to eat fresh fruit and veggies while supporting local farmers. With '[Double Up Food Bucks](#)' each dollar spent at the market is worth \$2.
- » Developing five pilots to get food into underserved areas e.g. neighborhood markets, farm stands, food boxes, mobile food operators and street food vendors.

Functions



Ownership / Governance

- » Revenue of \$1.87 mil in 2010, 60% from market operations (mainly rents), 40% from grants, they want to reduce that 40% to 10% over the next few years, and recognise the need to operate more 'entrepreneurially'
- » Has been significant grant / foundation funding
- » Earn \$1M pa in rent – enabled by existing infrastructure

Objectives / Outcomes



Critical Success Factors

- » Compelling civic space and history, existing infrastructure and
- » Relationships – establish multiple connections; understanding 'where the gaps and opportunities are, the lay of the land'
- » Partnerships – understanding what their 'core business' is and how they can support others, including brokering / connecting them to others

For more information

www.detroiteasternmarket.com/

Belo Horizonte, Brazil – Food Security Program

Designing and implementing a new food system to increase access to healthy food

Description

- » City led coalition to design and implement a new food system – to guarantee citizens' right to food.
- » Developed a wide range of innovations to assure everyone the right to food, especially by weaving together the interests of farmers and consumers. Two relevant examples below.

Prime Markets and Hard-to-Reach Places

- » Choice public space locations available to local family farmers for direct sale to urban consumers
- » Entrepreneurs can bid on the right to use well-trafficked plots of city land for “ABC” markets (Portuguese acronym for “food at low prices”). The city determines a set price for about 20 healthy items, typically about two thirds of the market price. Everything else they can sell at the market price.
- » In return for these prime spots, they also have to deliver produce to poor neighbourhoods on the weekends so that everyone has access.

Good Food Cooked for You

- » Three large ‘people’s restaurants’, and some smaller ones, serve more than 12,000 people a day, using mostly locally grown food, for the equivalent of less than 50 cents a meal.
- » Attended by all range of people – businessmen, housewives, students etc
- » Become the centre of social activities and connections, soccer teams and clubs.
- » Extensive school and community nutrition programs. Food sold at school also fresh local produce.

Functions



Ownership / Governance

- » Driven by the City through political acknowledgment of the citizens' right to food and the duty of the government to guarantee this right.
- » In 1993 Mayor Patrus Ananias created a Secretariat for Food Policy and Supply that included a 20 member council of citizens, workers and business leaders and church representatives.

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Strong government leadership and integrated approach
- » Equal access – no stigma

For more information

http://www.worldfuturecouncil.org/fileadmin/user_upload/PDF/Future_Policy_Award_brochure.pdf

http://www.worldfuturecouncil.org/future_policy_award_film_en.html

<http://www.yesmagazine.org/issues/food-for-everyone/the-city-that-ended-hunger>

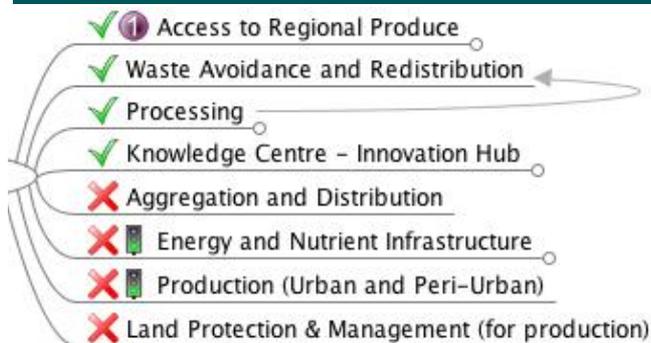
The People's Supermarket, London

A sustainable food cooperative providing healthy, local food at reasonable prices

Description

- » *The People's Supermarket is designed to offer an alternative use for the thousands of empty retail units on our high streets and counter the belief that you can only have either cheap or good food - and never both.*
- » TPS has been established in direct competition to the major supermarkets – it aims to offer good value ethical, locally sourced produce and healthy food products; including refrigerated and frozen goods.
 - ... To buy British produce where possible, and produce local to London
 - ... To buy from trusted suppliers with whom we develop mutually sustaining relationships
 - ... Minimise wastage, by creating prepared dishes from food coming up to its sell-by date, and by composting all other waste material
 - ... Provide inspirational training and life skill opportunities to the local community
- » While based on a traditional cooperative model, this differs in that it has a retail store that anyone can shop in (similar to Park Slope in Brooklyn and Rainbow Cooperative in San Francisco). Members get a discount and do shifts of a 4 hours a month.
- » The enterprise is working with local governmental and council agencies to provide vocational training (future jobs scheme), food education and promote healthy eating.
- » They have a range of innovative programs e.g. 'The People's Kitchen' which processes prepared foods, using 50% of food waste (produce close to use-by date).

Functions



Ownership / Governance

- » Social enterprise cooperative, owned and run by its members.
- » Launched in 2009, had 960 members by June 2010, aiming for 3,600.
- » 100 members attended 2010 AGM.
- » The project has been conducted with a view to providing a model that is easily replicable by other groups.

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Getting the People's Supermarket started was the subject of a Channel 4 TV show in 2009, undoubtedly helping with exposure.
- » Raising money – needed around £1M, raised in 18 months mostly from donations. They have received some support from Campden Council.

For more information

<http://www.thepeoplesupermarket.org/>
<http://www.youtube.com/watch?v=XHZ7-6Z-dPY&NR=1>
http://www.youtube.com/watch?v=WiGsuPOW_3Y&NR=1
<http://www.youtube.com/watch?v=JD9b2MWdg4c>
<http://www.flickr.com/photos/mermaid99/5655450966/in/pool-1457147@N23/>

Von Hier (From Here) Label, Germany

Regional branding for retail sales

Description

- » *Von Hier* is a regional label for products that are produced and sold within the Brandenburg and Berlin areas. It aims to promote environmentally friendly local food and support job creation and regional development.
- » The project was launched in 2007 with around 50 products from 10 companies becoming available from over 150 supermarket outlets. There are now around 25 companies supplying around 70 products, available from all Kaiser supermarkets in the area, as well as some Holiday Inn Hotels and consumer retail markets.
- » The project is a joint initiative of producers, food retailers, consumer groups, and farmers. It received strong Government support at the outset, with a Berlin Government decision in 2006 that a third of all food consumed in Berlin should come from the region (by 2020).
- » There are strict quality control criteria for produce to be included in the program. The primary one is that 100% of unprocessed product must originate in the region (and 70% of any processed product). There are also criteria around sustainable production, with both conventional and organic products included in the label but strict standards for pesticide use, GMOs etc.
- » There were significant conflicts and problems in the establishment of the regional brand, in part because of the wide diversity of interests and very strong partners from the outset. In retrospect, starting with a small group of aligned partners may have been better.
- » A similar regional food network in Bavaria was found to reduce environmental impact (including greenhouse emissions) by almost two thirds.

Functions



Ownership / Governance

- » The project is marketed and coordinated through a company specially created for this role (BBM Brandenburg and Berlin GmbH).
- » There are three different groups of project partners, with different responsibilities:
 - ... Social: selection criteria and informal public involvement
 - ... Leader: encourage and support regional producers to participation
 - ... Marketing: the main business entity.

Objectives / Outcomes



Critical Success Factors

- » A society that cares about marketing and purchasing regional products.
- » Logistics partner to handle distribution

For more information

[Website Translation](#)

Farm to Family, Virginia

Feeding the community one stop at a time

Description

- » *People of all social economic backgrounds should have access to local healthy food choices. Let's set the standard in these times of economic hardships and map our own future. Help your family, neighbor and friends support local farmers.* Mark Lilly.
- » Farm to Family started in 2009 with The Farm Bus – a mobile farmers market that picked up food direct from farmers and took it in to underserved 'food deserts' in urban areas. They accept EBT (electronic benefits cards) so that produce is accessible.
- » The bus (a converted school bus) is also used as an educational outlet – teaching people what the food is and how to cook it, as well as providing the food. They hand out free seeds to children and sometimes have small animals for children to handle.
- » Since starting out in 2009, the Farm to Family business has expanded to provide distribution for Community Supported Agriculture (CSA) schemes and developed a model of Urban Supported Agriculture (USA) i.e. consolidated food orders across multiple farmers.
- » In addition to the farm bus distribution, F2F continues its focus on improving food access to the underprivileged by donating a USA membership to a family that needs it for every 20 paid memberships they have.
- » NB. A similar 'Farm on Wheels' concept won the LA Farmers' Market design competition in 2009, integrating the idea of mobile market with a distribution hub and mapping out routes to provide access into food deserts across LA.

Functions



Ownership / Governance

- » Social enterprise – privately owned small business

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » Personality and persistence
- » Location – ready access to farms and urban areas

For more information

- <http://www.farmtofamilyonline.com/default.html>
- <http://www.cityfarmer.info/2010/08/18/farm-on-wheels-heads-to-city-food-deserts/>
- <http://www.youtube.com/user/farmtofamily>

LA Farm on Wheels idea: <http://www.fastcompany.com/blog/ariel-schwartz/sustainability/farmers-market-reimagined-neighborhood-food-truck>

Cultivating Community, Melbourne

From community gardens to community food systems

Description

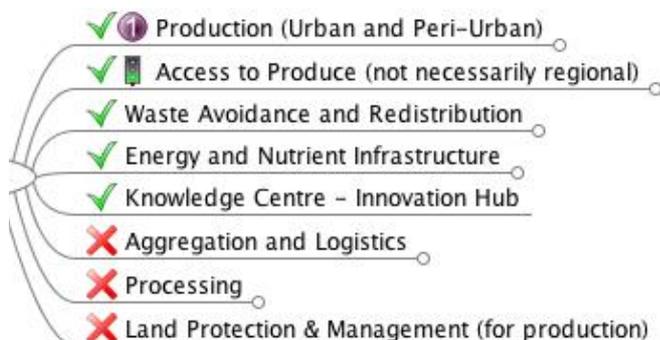
- » Cultivating Community promotes and supports the development of community food systems in Melbourne (mostly), Australia.
- » The organisation began as a volunteer-based group (Collink) established to work with and advocate for community gardens in public housing. Working as Cultivating Community since the late 1990s, it now manages 20 community gardens (837 plots) in public housing estates across Melbourne.
- » It has now extended its reach, applying sustainable horticulture and community development expertise into programs such as Edible Classrooms and Community Food Systems. Recent work in community food systems includes:

Food Access: feasibility studies and trials of a range of models for improving food access for underserved communities (e.g. community markets; box schemes; mobile vans etc) – culminating in 'A Guide to Community Food Enterprises in the West'

Food Waste: From Compost Mates to current development of a major organic waste hub as a social enterprise at the Collingwood Childrens' Farm.



Functions



Ownership / Governance

- » Cultivating Community is a not-for-profit organisation that has grown out of supporting the Community Garden Program on inner-city public housing estates for the DHS Office of Housing
- » The organisation consists of a Board of management, staff and volunteers

Objectives / Outcomes



Health & Fairness



Sustainability & Resilience



Livelihoods & Opportunity



Community & Amenity

Critical Success Factors

- » High quality delivery of core business as manager of community gardens, building skill base and reputation to take on food system projects
- » Combination of horticultural and community development skills – able to work with challenging contexts and groups.

For more information

<http://cultivatingcommunity.org.au/>