Sustaining Hope

A ten-year plan for the Growing Hope Center

Sustaining Hope:

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Rachel Chadderdon
Laura Colangelo
Joel Heeres
Brian Lipinski
Rachel Steel

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Faculty Advisor:
Andrew J. Hoffman, Ph.D

ABSTRACT

The purpose of our project was to assess how Ypsilanti-based nonprofit Growing Hope can best use the Growing Hope Center, a tract of land recently purchased by the organization, to promote garden-related social enterprise activities. To carry out this assessment, we first carried out a literature review of relevant topics. We then surveyed numerous urban agriculture nonprofits and conducted site visits of those we deemed especially relevant to Growing Hope's circumstances. We also surveyed Ypsilanti residents to assess which services and programs they would like the Growing Hope Center to provide, and found there to be sufficient community demand for a market gardener training program. We additionally conducted a survey of food businesses within Washtenaw County, which revealed that many local businesses would be willing to purchase produce from Growing Hope. We finally examined the role a food policy council can play in a local food system, leading us to the recommendation that Growing Hope form an Ypsilanti Food Policy Council. Based on this research, we have formulated two potential models for Growing Hope to pursue at the Growing Hope Center, which we have named the Food Security Model and the High Production Model. The Food Security Model targets a large number of residents with a home gardener training program, focusing on self-reliance and healthy food access, while the High Production Model intensively trains a small number of participants in intensive small scale farming techniques, giving them job skills and the ability to earn income through gardening. We conclude our report by offering a general set of recommendations that can apply to a wide range of urban agriculture nonprofits.

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ACKNOWLEDGEMENTS

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Amanda Maria Edmonds, Executive Director, Growing Hope
Andrew Hoffman, Professor, SNRE
Sondra Auerbach, Director of Academic Services, SNRE
Bunyan Bryant, Professor, SNRE
Sarah Lashley, PhD Candidate, SNRE
Daniel Fernandes, P. Eng
Residents of Ypsilanti
Local Food Business Survey Respondents
EFA, School of Natural Resources, University of Michigan
Julien Goulet, Director of Youth Programs, The Food Project
Jonathon Wang, Title, The Food Project
Daniel Ross, Executive Director, Nuestras Raíces
Debbie Field, Executive Director, FoodShare
Rhonda Teitel-Payne Urban Agriculture Manager
Scott Weber, former Executive Director, Fair Food Matters
Donna McClurkan, Interim Executive Director, Fair Food Matters
Tim Wilson, Program Director, City Farm
Orrin Williams, Case Manager, Growing Home, Inc.
Ashley Atkinson, Director of Urban Agriculture, Greening of Detroit
Casey Burns, Director, UGROW
Ibtihaj Amatul-Wadud, Program Coordinator, Gardening the Community
Kristin Brennan, Program Director, Gardening the Community
Ruby Maddox, Founder, Gardening the Community
Adam Montri, Hoophouse Outreach Coordinator and Instructor, MSU Student Organic Farm
Jeremy Moghdater, Farm Manager and Instructor, MSU Student Organic Farm
Joe Kovach, Associate Professor of Entomology and IPM Coordinator, Ohio State University
Joel Mendez, Graduate Student, Ohio State University
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EXECUTIVE SUMMARY

Problem Statement

Growing Hope (GH) is a 501c3 nonprofit organization based in Ypsilanti, Michigan, and serving the Washtenaw County area. Founded in 2001, the organization helps people to improve their lives and communities through gardening and healthy food access. Its many programs include community gardens and gardening workshops, a youth entrepreneurship program, and a small farmers' market serving the low-income community in Ypsilanti.

In December of 2007, GH purchased a 1.4-acre tract of land just outside of downtown Ypsilanti where it plans to establish a permanent Growing Hope Center (GHC), including a demonstration urban farm where a market gardener training program will take place. GH hopes to structure this program as a social enterprise effort, generating income from the sale of produce to fund its social mission. In this report we present two different conceptual models for how the market gardener training programming could be implemented to strengthen the financial sustainability of GH over the next 10 years.

Project Approach

We began our exploration of the problem with a literature review that focused on the emerging concept of social enterprise. We then conducted a survey of nonprofit organizations across North America that use garden-based social enterprise in their programming to distill general trends in these programs. Next, we conducted in-depth case studies by visiting 12 food and agriculture organizations and interviewing staff, volunteers, and participants. We conducted a survey of Ypsilanti residents to determine their preferences for garden resources and training, and also surveyed local food businesses to ascertain their demand for locally-grown crops and their willingness to purchase them from Growing Hope. We also examined the policy context that surrounds urban agriculture and social enterprise to recommend opportunities for advocacy and change. This research led us to recommend two models for the structure of GH's social enterprise programming, which represent opposite ends of a spectrum of possible structures.

Social Enterprise Literature Review

Definitions of social enterprise vary throughout the literature. Informed by our review of this literature, we define social enterprise as:

> *Any activity undertaken by an organization that has both a financial and social component, designed to enhance a desirable social goal while making use of traditional economic mechanisms.*

Our literature review suggested a number of implications. First, organizations need to define social enterprise, and realistically consider staffing needs in planning. Much of the literature cautioned against mission drift when implementing social enterprise; organizations must ensure that social enterprise programs are accessible to target populations and compatible with the existing mission of the organization. Finally, when engaging in social enterprise, organizations are likely to meet with greater success when they engage with community stakeholders and form a local food policy council.

Survey of Urban Agriculture Nonprofit Organizations

We contacted 86 urban agriculture nonprofit organizations (UANs) with missions and programs similar to those of GH. Representatives from 20 of these completed our online survey. We found that UANs can succeed at many different scales and at many different budget sizes.

This survey elucidated a number of trends regarding social enterprise that GH may wish to follow. Organizations with mid-sized budgets earned the highest proportion of their income through social enterprise. Using farm income to fund a farm manager was essential. Most organizations had explored innovative partnerships to procure low cost or free land. Classes, workshops and special events earned revenue for many organizations, but no type of programming consistently earned revenue for all organizations. Finally, respondents indicated that a mission centered on community building, job training, and promotion of sustainable agriculture was most consistent with social enterprise, but that it is necessary to continue to explore traditional sources nonprofit funding to maintain programs.

Case Studies

We visited 10 urban agriculture nonprofit organizations in regions with similar climates to that of Washtenaw County. These case studies provided more detailed information about the organizations and yielded a series of general recommendations for successful social enterprise programming. Among these, the most important are to involve the community in planning programming, acquire specialized staff, pursue several avenues for earned income, and continue to pursue traditional nonprofit funding sources alongside social enterprise endeavors. We also visited two university research farms, Michigan State University and Ohio State University, as technical case studies. These organizations advised increasing crop and cultivar diversity, using high tunnels, cultivating perennial crops, and using season extension techniques.

Survey of Ypsilanti Residents

In order to identify the needs of the community, we surveyed residents of Ypsilanti who were members of GH's target audience: low-income residents and those who had demonstrated interest in gardening and local food by participating in a community garden or shopping at the Ypsilanti Farmers' Market.

Results indicated that GH could grow the number of residents it serves by increasing community outreach efforts, focusing on special events and communications via mail or email. Most importantly, results showed that 28.3% of the residents surveyed are interested in participating in a market gardener training program. Low-income residents were disproportionately interested in this training, although they face barriers such as space, time, tools, and necessary skills, and lack of childcare. Finally, residents were interested in learning about green renovation options but were not interested in the demonstration of GH's planned green building renovations.

Survey of Local Food Businesses

Successful garden-based social enterprise garden requires steady demand for produce, and this survey sought to determine existing demand among local food businesses for organic, locally grown produce. A mail survey of local food businesses, sent to approximately 200 Washtenaw County restaurants, grocery

stores, caterers, and wholesalers, yielded 21 responses. Of these, seven already purchase locally-grown produce, and one expressed disinterest.

Our Local Food Business survey yielded a number of recommendations. First, to address issues of seasonality, we recommend both implementing a season extension education program for growers and educating food businesses regarding the diversity and seasons of locally available fruits and vegetables. Second, to address the reticence of local businesses to pay more for local produce, we recommend first that GH Target high-end food businesses, where customers are willing to pay a premium for locally grown produce. Additionally, however, GH should obtain more land and develop an extensive network of associated growers to ensure it has the production volume to compensate for low prices. Finally, GH should leverage the community trust in GH by creating a GH brand and marketing produce and value added products under this brand.

POLICY

Policy plays an important role in determining the success of an urban agriculture nonprofit. To explore how GH can best influence local policy to support its mission, we examined several food policy councils, which are organizations comprised of all stakeholders within a food system. Although these councils have varied goals, they all aim to promote the security and sustainability of a food system.

Because of the positive policy outcomes we have observed in other areas with food policy councils, we recommend that GH take the lead in forming an Ypsilanti Food Policy Council. GH is uniquely positioned to initiate this council due to its many ties within the community. We believe that an Ypsilanti Food Policy Council would support the mission of GH by increasing collaboration between private businesses and growers, government agencies, and nonprofit organizations. A food policy council could also influence positive change in policy areas outside of GH's reach, such as zoning, and would create greater legitimacy and permanence for GH's mission.

MODELS

From all of these prior elements, we formulated two models for social enterprise at the GHC. Each of these models offers a different set of options for programming, crop selection, and marketing. Although we deliberately designed the models to be on opposing ends of a spectrum of social programming in contrast to profitability, a hybrid of the models is certainly possible and may be advisable depending on GH's goals for the GHC.

The first of the models is the Food Security Model. The goal of this model is to teach Ypsilanti residents to grow a diverse array of crops in small market gardens to encourage self-sufficiency and healthy food access. A large number of participants would attend one class every two weeks through most of the growing season, learning to grow a large variety of crops on the beds at the GHC. The crops from the beds could be sold at a farmers' market or through a community supported agriculture program, if sufficient demand exists.

The second of the two models is the High Production Model. The goal is to grow high-value crops in order to model a profitable, small-scale agricultural enterprise. Under this model, a small number of interns would receive intensive training, working at the GHC for 18 hours per week for the entire growing season,

including season extension. The beds at the GHC would be planted with high-revenue, high-yield crops, which would then be sold to local food businesses.

Each model requires GH to make tradeoffs. In the Food Security Model, GH has lower potential to earn revenue, but programming costs are cheaper and the program reaches more people. Conversely, in the High Production Model, the market gardener training program includes fewer participants and requires a greater time commitment, but it trains those participants to a greater extent than the program under the Food Security Model. GH must consider these tradeoffs before implementing either model.

General Recommendations

Although this project is tailored toward GH's unique situation and circumstances, we believe there are a number of lessons from our project that apply to any urban agriculture nonprofit organization. These recommendations are:

- Understand your community and tailor programming to best meet their needs. The most successful organizations are those that work closely with the community.
- Acquire staff with appropriate expertise. Skilled staff are more efficient and effective in meeting the needs of the organization.
- Balance earnings potential with your social mission. Although social enterprise allows for increased revenue, organizations must avoid "mission drift."
- Advocate for food policy that supports the goals of your organization. Successful policy interventions can codify and legitimize your organization's mission.
- Use traditional funding sources to supplement garden-based social enterprise. Although social enterprise can reduce reliance on grants and donations, these funding sources are still necessary for most urban agriculture nonprofits.

1. INTRODUCTION

INTRODUCTION TO GROWING HOPE

Growing Hope is a 501c3 nonprofit organization dedicated to community building, gardening education, and healthy food access in Washtenaw County, Michigan. Growing Hope works with families, community groups, schools, and city organizations to create gardens and foster garden education, healthy lifestyles, and healthy food access in the City of Ypsilanti and greater Washtenaw County. Grounded in the values of environmental justice, community diversity, and sustainable living, GH[1] works to build community capacity by creating partnerships with other organizations.

Founder Amanda Edmonds created GH after working with the University of Michigan student Environmental Justice Group to build a community garden at Perry Child Development Center in south Ypsilanti in 2000. Partnering with other nonprofits such as Creative Change Educational Solutions and the City of Ypsilanti, Edmonds, a volunteer at that time, assisted in the development of other gardens and an after-school youth program. GH incorporated in May of 2003, and has grown steadily ever since. In January of 2004, the organization received official 501c3 status, began fundraising, and launched its first major program, Roots and Shoots, promoting youth garden entrepreneurship. By 2006, GH had helped to create 30 gardens and build unheated greenhouses at 2 local schools to promote garden education, with cooperation from the University of Michigan College of Engineering and the Washtenaw Community College Residential Building program. In 2006, Growing Hope began participating in the AmeriCorps VISTA program, and was able to expand its staff. In the same year, GH and three partner organizations helped to bring a small grocery store to downtown Ypsilanti, and launched the Downtown Ypsilanti Farmers' Market.

As its growth accelerated, GH saw a need to acquire a permanent home. In December of 2007, GH purchased a 1.4-acre property on the edge of downtown Ypsilanti to create a site for community outreach, garden education, and a demonstration sustainable urban farm. The continuing success of this thriving organization requires a detailed plan that builds existing programs and organizational capacity as it expands into the new site.

CURRENT PROGRAMS

Growing Hope's mission is "helping people improve their lives and communities through gardening and healthy food access." GH runs several complementary programs to achieve this mission, reaching thousands of people in Washtenaw County every year.

Community Gardens and the Community and School Garden Development Institute

Through the Community and School Garden Development Institute (CSGDI), GH helps community groups set up gardens in public spaces by leading an annual series of weekly workshops. The workshops guide the groups, who come from area churches, neighborhood associations, and schools, through the process of

[1] Growing Hope will be referred to as GH throughout this document.

designing and building the garden space, and developing a system of garden rules, norms, and leadership. GH's goal for its community and school gardens is to build leadership and capacity of others to make positive change in their community, and to provide a reliable source of vegetables for participants' diets.

Growing Hope is affiliated with approximately 30 community and school gardens in Washtenaw County, and provides seeds, tools that gardeners can borrow, and advice in managing gardens. GH also helps connect interested individuals to gardens they can join. Many of GH's community gardens participate in the Plant a Row for the Hungry campaign, using common garden space to plant extra seeds specifically for donation to Washtenaw County's food bank, Food Gatherers.

Growing Hope is a leader of the Michigan Community and School Gardens Coalition, and assists in convening statewide conferences, meetings, and trainings.

Four Square Society

For several years, a summer intern from the University of Michigan has conducted an annual project to quantify the amount of produce grown in the community gardens, illustrating how the gardens can contribute to food security. In 2008, GH expanded this growth tracking program to include home gardeners, dubbing it the "Four Square Society." Gardeners from all over Washtenaw County joined the society by registering with GH and tracking their produce growth over the season.

GH recently received funding, in partnership with Food Gatherers, to expand the Four Square Society by building and supporting participants in monitoring 40 home gardens at low-income households. Another new program for summer 2009 will coordinate 6 different faith congregations to grow gardens for donation to food banks.

Homegrown Health

This program is run in cooperation with the Michigan State University Extension's (MSU-E) nutrition department, but was not offered in 2008. Homegrown Health is intended for families that qualify for food assistance. A MSU-E chef teaches participants how to cook healthful meals and GH staff members teach about growing the vegetables and herbs used in the recipes. This program intends to help families improve their food security by learning to grow and prepare healthy food for themselves.

Roots and Shoots

This youth program focuses on garden entrepreneurship. Middle- and high-school youth from area schools participate in after-school and summer activities two days each week. They plant a garden, tend it, and sell their produce at GH's farmers' market. They also learn to write a business plan as they launch their own venture. In 2008, in addition to growing fresh vegetables to sell at the market, the youth's venture was a line of all-natural hand balms, which they made from scratch and sold at the market. Roots and Shoots aims to give youth the confidence and experience they need to become successful entrepreneurs.

Growing Hope Farmers' Market

GH, in partnership with the Ypsilanti Health Coalition, MSU-E, Washtenaw County Department of Public Health, and the Ypsilanti Food Co-op, launched the Downtown Ypsilanti Farmers' Market in 2006 to provide a source of fresh produce in downtown Ypsilanti, and reach the low-income residents in the area. The market accepts food stamps and other food assistance, and partners with area health clinics to provide coupons to patients for use at the market. Growing Hope manages the market.

School Outreach

GH also conducts various school and community outreach events. In fact, GH's original learning garden at the Perry Child Development Center is still thriving, tended by Roots and Shoots youth each summer. GH also conducts two after-school and in-school gardening and nutrition programs at Ypsilanti's Middle School. GH staff and volunteers also occasionally offer workshops to the community.

Social Enterprise, Special Events, and Fundraisers

Growing Hope raises funds and awareness through special events. Every spring, GH sells seedlings and potted herbs through their pilot social enterprise, Hopeful Herbs. In 2008, GH added a line of garden supplies such as raised bed kits and rain barrels. Each autumn, GH leads a tour of its community gardens around Ypsilanti, called Tour de Fresh. Also in the fall, GH holds a fundraiser dinner, Hope's Harvest, catered by local chefs using seasonal produce.

Budget, Staffing, and Property

Growing Hope's budget depends on the traditional sources of nonprofit funding, grants and individual contributions, to cover the majority of its costs. These grants have come from the Michigan Department of Community Health, the University of Michigan Health System, Ann Arbor Community Foundation, and the Michigan Nutrition Network (SNAP-ED).

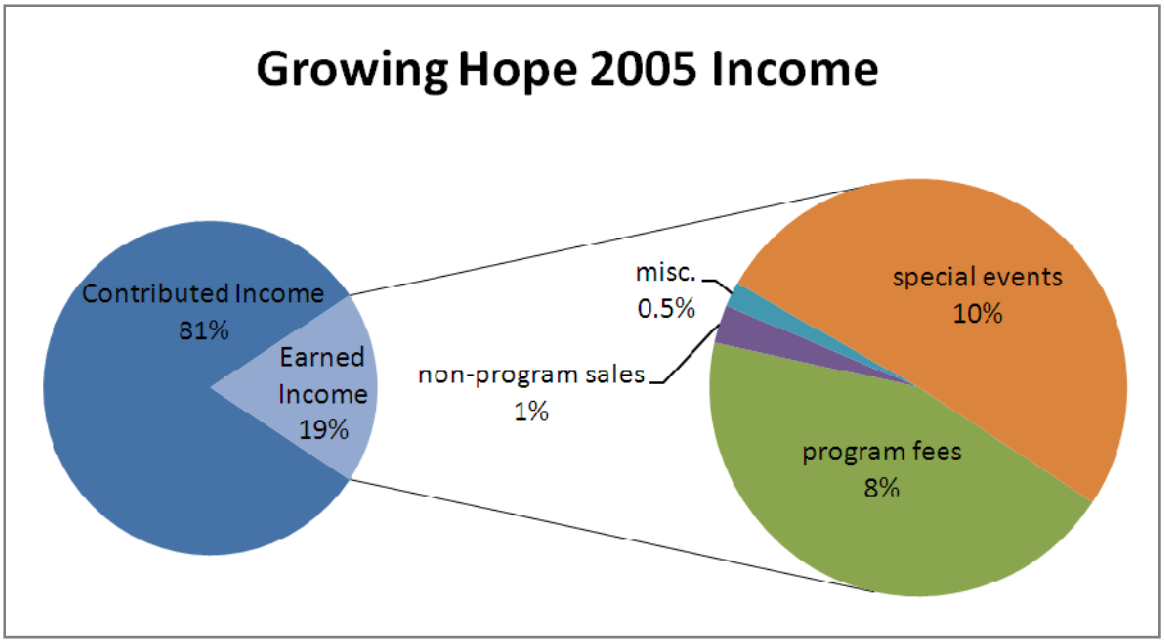

Figure 1-1: Growing Hope's 2005 Income Sources

Despite primarily tapping public and private grant sources, GH's funding streams have been shifting. In 2005, individual contributions made up less than 20% of contributed income; in 2007 the proportion was 30%. GH has recently expanded its earned income capability, increasing earned income from 19% in 2005 to 25% in 2007. GH earns income mostly through special events, but also through plot fees at its community gardens, vendor fees at its farmers' market, and plant and garden supply sales at its Spring TransPlant fundraiser.

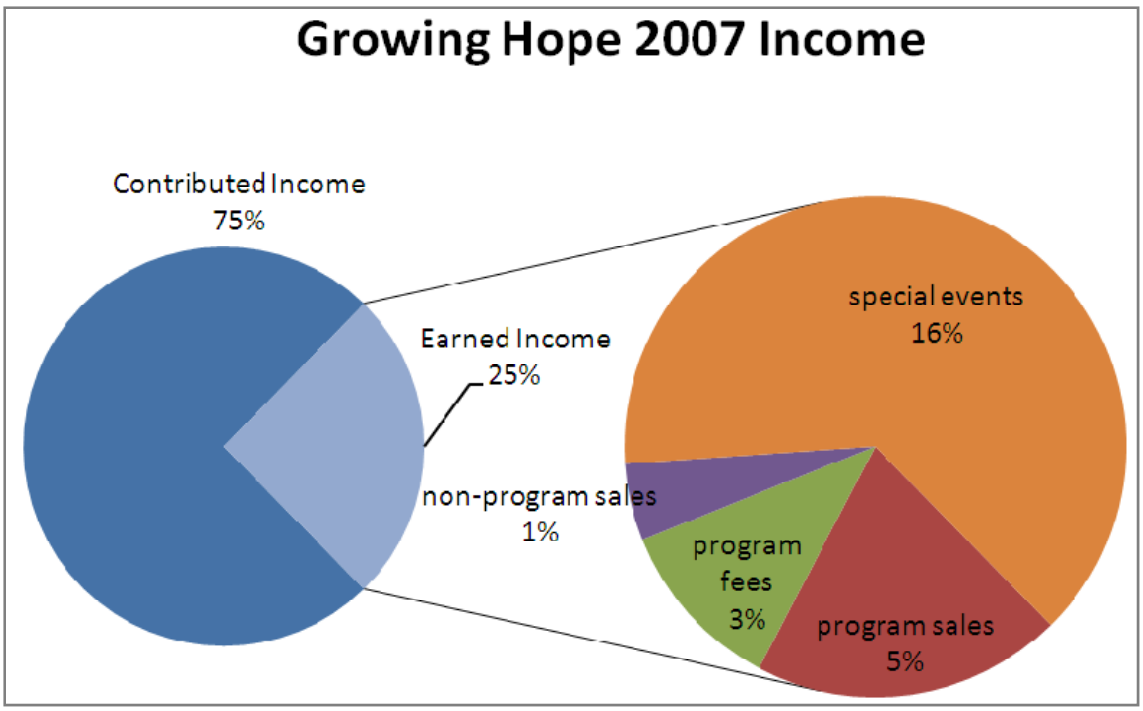

Figure 1-2: Growing Hope's 2007 Income Sources

GH relies on the AmeriCorps VISTA program for its staff. GH has had between two and six VISTA volunteers (six at the time of this writing), filling various positions, such as Volunteer Coordinator, Urban Farm Manager, Marketing and Outreach, Community Organizer, and Farmers' Market Manager. Executive Director Amanda Edmonds is the only full time paid staff member, and GH also currently employs one full-time Youth and School Coordinator, one youth intern, and three part time employees: Food and Faith Coordinator, Program Assistant, Administrative Assistant. These employees are funded through specific project grants and general operating funds.

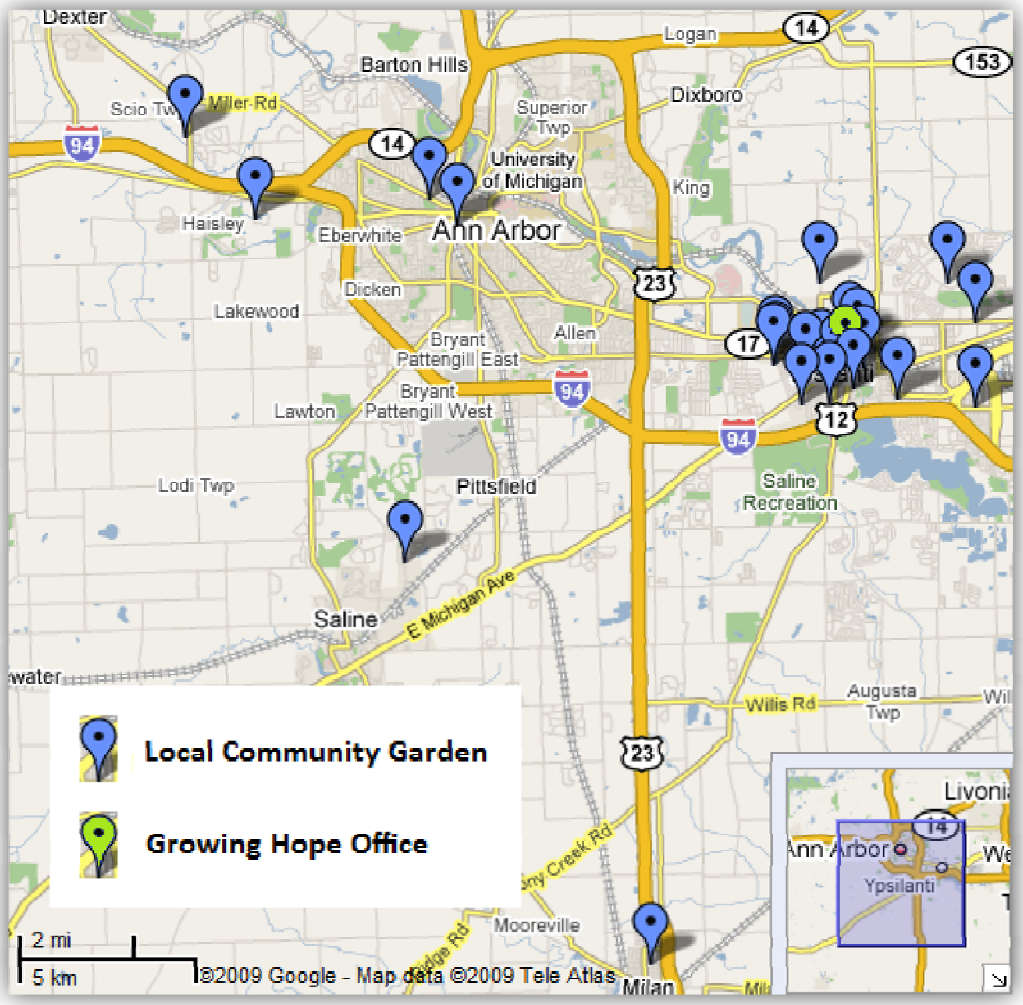

Figure 1-3: Locations of Local Community Gardens and Growing Hope Office

The Growing Hope offices are currently in a rented suite in downtown Ypsilanti, a location central to the various gardens and market sites. Community gardens are mostly located on public park or school land, but some have also been created on the grounds of churches and housing developments.

The New Growing Hope Center: Plans and Progress

The Growing Hope Center began as a 1930s faux Tudor house with a detached garage on 1.4 acres of overgrown lawn; when finished, the house will hold office, meeting, and teaching space and a small certified kitchen and the grounds will be a working demonstration farm. Plans for remodeling the site have been in progress since spring of 2008, as part of the work of dedicated staff and hundreds of volunteers. Renovations to the house are ongoing, and include replacing plumbing and electric wiring, as well as remodeling the ground floor to accommodate an ADA accessible restroom and certified kitchen. Geothermal or solar heating will be installed when funds become available.

Outdoors, a 30x96-foot passive-solar hoophouse, funded by the Ann Arbor branch of the Woman's National Farm and Garden Association, was constructed in August and September of 2008 and has been

successfully in use. A small shed next to the hoophouse was constructed by high school students in a summer camp carpentry program at Washtenaw Community College. A garden area measuring approximately 100x50 feet held herbs and some annual plants during summer of 2008. The site plan also includes a new driveway and parking lot; the construction will begin when funds are available.

Problem Statement

As Growing Hope moves forward with plans for the Center, expands its operations, and moves into its new home, it faces many financial challenges. These include paying for the property, renovating the building and site to make it environmentally and economically sustainable, and most importantly, ensuring the continuation of its programs by securing or creating reliable sources of funding. Competition for grants and private donations is high in the nonprofit arena, necessitating a new approach to funding that will reduce its reliance on these inconstant sources of funding. We will examine different possibilities for the use of social enterprise to fund the urban farm at the Growing Hope Center, using a job or skills training program to generate income by growing and distributing produce. By working with Growing Hope to diversify its funding sources and marry market-based entrepreneurship with socially constructive goals, we will help the organization continue to promote environmental health, food security, and economic wellbeing in Washtenaw County.

Project Approach

We sought to assess a number of factors that would influence our study of possible programming models for Growing Hope through several studies. First, our Survey of Urban Agriculture Nonprofit Organizations was a web based survey of relevant garden and food based organizations throughout the country, their programming, and finances that sought to understand the range of organizations in this field. Second, we visited 12 relevant Case Study organizations to develop a deeper understanding of how other organizations incorporate social enterprise. Third, our Resident Survey allowed us to gain a better understanding of the demand for future programs, resource needs, and assets and challenges of community members and GH program participants. Finally, the Food Business Survey examined the demands and barriers of local food based businesses who seek to procure local foods. Together, the case studies and three surveys paint a well rounded picture of the local food and gardening economy in which residents, customers, nonprofit organizations, and businesses interact.

2. LITERATURE REVIEW

To understand the factors that surround and affect the success of urban agriculture nonprofits that venture into social entrepreneurship, like Growing Hope, we conducted a literature review. We sought to identify the role that policy and public health can play, and then examined the organizational literature that defines the emerging field of social enterprise. We finally looked for published studies on the success of garden-specific social enterprise ventures, to glean lessons that we may apply to Growing Hope.

POLICY/PUBLIC HEALTH

According to the literature that we examined, local governments have an important role to play in making the food system more sustainable, healthy, and accessible. Our studies pointed to numerous actions local governments or nonprofits can undertake, including:

- Form food policy councils
- Facilitate networking opportunities between organizations working in the food system
- Enact zoning that enables and encourages urban agriculture
- Monitor and address the food needs of local community members and institutional stakeholders

In recent years, several states have issued food policy reports containing specific suggestions regarding urban agriculture. Recurring themes within these reports included the need to target resources at "food deserts" (areas where fresh food is unavailable), the importance of networks to link producers, restaurants and individuals, and the need to provide funding to agribusiness entrepreneurs in urban environments.[2]

In addition to these governmental recommendations, other scholars have offered insight into the role food policy can and should play in urban agriculture. Ellis and Sumberg find that the determining factor for those who take up urban gardening is land access, as opposed to prior experience. They, therefore, identify zoning as the most important area of policy for urban agriculture purposes; they suggest that city governments should use uncomplicated zoning schemes that clearly state where agriculture is allowed while identifying public land that can be leased out to gardeners.[3] Pothukuchi and Kaufman also cite the importance of zoning, while, at the same time, suggesting that local governments form food policy councils comprised of community stakeholders. These councils, while supported by government, exist outside government structures. They seek to address problems within a city's food system by providing research, recommendations, and opportunities for collaboration among stakeholders.[4]

[2] For excellent examples of such reports, see Community Food Security in Connecticut (2005) from the Connecticut Food Policy Council and Report of Recommendations (2006) from the Michigan Food Policy Council.

[3] Ellis, Frank and Sumberg, James. "Food Production, Urban Areas, and Policy Response." *World Development*: 6:2. 1998. 213-225.

[4] Pothukuchi, Kameshwari and Kaufman, Jerome L. "Placing the food system on the urban agenda: The role of municipal institutions in food systems planning." *Agriculture and Human Values*: 16. 1999. 213-224.

Brown and Jameton discuss the ways in which urban food policy can contribute to improved public health, recommending that cities provide favorable agricultural zoning, nutritional education for children, and entrepreneurship activities for gardeners to maximize the benefit to the community.[5] In addition to these public health benefits, Zeeuw et al. claim that zoning for urban agriculture can have social benefits; for example, a community garden can bring residents together and promote social cohesion.[6]

Other researchers discuss the need for groups to advocate for more favorable policy. Bellows and Hamm assert that nonprofit organizations interested in urban food security should begin by conducting research and educating community members regarding the issue before subsequently mobilizing the community to advocate for policies regarding local agriculture and community empowerment.[7] Pothukuchi states that, "maintaining sustainability of activities is difficult without broader structural supports from the community, market, and public policy." Because of this, it behooves nonprofits to engage in food-related advocacy at local levels.[8]

Social Enterprise

The literature on social enterprise can inform much of the work that numerous non-profit organizations undertake each day. Though defining social enterprise can be a difficult task, all definitions include a social (mission–driven) component and a financial component to promote greater financial sustainability. Further literature stresses the importance of carefully planning social enterprise activities to ensure they fit with the organization's mission. Additionally, organizations considering social enterprise should first assess organizational capacity and the program's probability for success.

Based on the numerous existing conceptions and definitions of the concept of social enterprise, we have formulated the following definition to guide our work:

> Social enterprise consists of activities undertaken by an organization that have both a financial and social component, designed to enhance a desirable social goal while making use of traditional market mechanisms.

We believe this definition, although not as complex as some others, captures the most relevant elements of the social enterprise literature for Growing Hope.

Our definition was guided by the work of many authors. Dees provides a useful framework for the conception of social enterprise:

"Social entrepreneurs play the role of change agents in the social sector, by:

- Adopting a mission to create and sustain social value (not just private value),

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[5] Brown, Kate H. and Jameton, Andrew L. "Public Health Implications of Urban Agriculture." *Journal of Public Health Policy*: 21:1. 2000. 20-39.

[6] Zeeuw, Henk de; Guendel, Sabine; and Hermann Weibel. "The Integration of Agriculture in Urban Policies." *Urban Agriculture* Magazine: 1:1. July 2000.

[7] Bellows, Anne C. and Hamm, Michael W. "U.S.-Based Community Food Security: Influences, Practice, Debate." *Journal for the Study of Food and Society*: 6:1. Winter 2002. 31-44.

[8] Pothukuchi, Kami. "Building Community Food Security: Lessons from Community Food Projects, 1999-2003." *The Community Food Security Coalition.* Oct 2007.

- Recognizing and relentlessly pursuing new opportunities to serve that mission,
- Engaging in a process of continuous innovation, adaptation, and learning,
- Acting boldly without being limited by resources currently in hand, and
- Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created."[9]

Peredo and McLean offer a similar definition, with the additional observation that social entrepreneurs are willing to accept high levels of risk when creating and distributing social value.[10] Defourny also emphasizes the community-focused nature of most social enterprise activities, saying that "representation and participation of customers, stakeholder orientation and a democratic management style are important characteristics of social enterprises."[11]

Scholars differ when enumerating the goals of social enterprise. Dart identifies social enterprise as a process in which nonprofits seek both moral and market legitimacy in an effort to gain more standing and authority within their communities.[12] He juxtaposes this with a more traditional definition of social enterprise, which sees the use of for-profit tactics as only a way to obtain funding. Chell identifies social enterprise as having a "double bottom line:" the financial sustainability of the organization undertaking the enterprise and the creation of social benefits and value for the community.[13] Mair and Marti apply Granovetter's notion of embeddedness to their perception of social enterprise, saying that although economic principles are important, the form and activity of social enterprise will vary based on the social structure and local environment in which it exists. Thus, it is difficult to ascribe any one definition or function to the concept.[14] Mort et al. acknowledge the difficulty of defining social enterprise but identify it as a multidimensional construct in which the goals are "the delivery of social value and sustained competitive advantage."[15]

Existing literature places great emphasis on the importance of working within a community and responding to its needs instead of imposing a value structure on that community. Mathie and Cunningham call this process "asset-based community development," or ABCD, and claim that collective action should be viewed as a goal in community development. Organizations act as facilitators instead of leaders by helping to develop networks and contributing resources to the process of community

[9] Dees, J. Gregory. "The Meaning of Social Entrepreneurship." Draft. Oct 1998.

[10] Peredo, Ana Maria and Murdith McLean. "Social entrepreneurship: A critical review of the concept." *Journal of World Business*: 41. 2006. 56-65.

[11] Defourny, Jacques. "Introduction: From third sector to social enterprise." The Emergence of Social Enterprise. Ed. Carlo Borzaga and Jacques Defourny. Routledge, 2001.

[12] Dart, Raymond. "The Legitimacy of Social Enterprise." *Nonprofit Management and Leadership*: 14:4. 2004. 411-424.

[13] Chell, Elizabeth. "Social Enterprise and Entrepreneurship: Towards a Convergent Theory of the Entrepreneurial Process." *International Small Business Journal.* 25: 1. 2007. 5-26.

[14] Mair, Johanna and Marti, Ignasi. "Social entrepreneurship research: A source of explanation, prediction and delight." *Journal of World Business*: 41. 2006. 36-44.

[15] Mort, Gillian Sullivan; Weerawardena, Jay; and Carnegie, Kashonia. "Social entrepreneurship: toward conceptualization." *International Journal of Nonprofit and Voluntary Sector Marketing*: 8:1. Feb, 2003. 76-88.

development.[16] Pothukuchi also discusses the challenges of working within a community, including problems related to cultural differences and the difficulty of engaging low-income residents.[17]

Since a commonly acknowledged goal of social enterprise is financial sustainability, other work has emphasized the value of utilizing solid business principles in nonprofit ventures. Villenueve-Smith offers several key principles in this vein, such as focusing on the needs of customers and maintaining a competitive advantage.[18] Hughes also emphasizes the importance of economic principles, particularly in targeting certain demographics within a community for donations.[19]

The existing literature suggests a number of ways for nonprofits to structure their social enterprise activities. Brinckerhoff suggests that nonprofits identify a target market and its core wants, and then write a business plan on how to approach this market.[20] Bryson et al. propose the use of an enterprise scheme, which is an integration of a business plan with the core principles of the organization.[21] Nutt advises nonprofits to create a strategic plan which will serve as a guide toward creating a social enterprise program. This occurs in two stages: formation, in which a prioritized set of goals is created, and conception, in which strategic options undergo detailed analysis, resulting in an assessment of which options are optimal.[22]

Nonprofits seeking to initiate social enterprise activities may face business and legal difficulties. When a nonprofit engages in business-like activities, the proceeds from these activities must be used toward the tax-exempt activities of the nonprofit; no individual may directly benefit from these ventures, or the organization risks losing its nonprofit status.[23] A nonprofit must also ensure that it is not straining its resources by engaging in social enterprise; organizations should assess their operating capabilities and determine if they can manage the operations they are considering.[24]

From a mission-focused standpoint, a nonprofit must consider the relevance of the social enterprise components to the goals of the organization as a whole. Dees et al. warn about the possibility of "mission drift," in which activities over time can become less related to the mission of the organization.[25] Like Nutt, they also highlight the importance of a strategic plan to prevent this from occurring.

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[16] Mathie, A. and Cunningham, G. "From Clients to Citizens: Asset-Based Community Development as a Strategy for Community Driven Development." *Development in Practice:* 13:5. Nov, 2003. 474-486.

[17] Pothukuchi, Kami. "Building Community Food Security: Lessons from Community Food Projects, 1999-2003." *The Community Food Security Coalition.* Oct 2007.

[18] Villenueve-Smith, Frank. "The Seven Pillars of Social-Enterprise Success." *Nonprofit World*: 22:1. Jan/Feb, 2004. 27-29.

[19] Hughes, Patricia. "The Economics of Nonprofit Organizations." *Non Profit Management and Leadership*: 16: 4. Summer 2006. 429-450.

[20] Brinckerhoff, Peter. "Why You Need to Be More Entrepreneurial- And How to Get Started." *Non Profit World*: 19:6. Nov/Dec , 2001. 12-15.

[21] Bryson, John M.; Gibbons, Michael J.; Shaye, Gary. "Enterprise Schemes for Nonprofit Survival, Growth, and Effectiveness."

[22] Nutt, Paul C. "A Strategic Planning Network for Non-profit Organizations." *Strategic Management Journal*: 5: 1. Jan-Mar, 1984. 57-75.

[23] Lasprogata, Gail A. and Marya N. Cotton. "Contemplating 'Enterprise;' The Business and Legal Challenges of Social Entrepreneurship." *American Business Law Journal:* 41:1. 2003. 67-114.

[24] Dees, J. Gregory; Economy, Peter; and Emerson, Jed. Enterprising nonprofits : a toolkit for social entrepreneurs. New York : Wiley, c2001

[25] Dees, J. Gregory; Economy, Peter; and Emerson, Jed. Enterprising nonprofits : a toolkit for social entrepreneurs. New York : Wiley, c2001

Garden-Specific Social Enterprise

A major goal of garden-specific social enterprise is the attainment of community food security, which Hamm and Bellows have defined as "a situation in which all community residents have access to a safe, culturally acceptable, and nutritionally adequate diet through a sustainable food system that maximizes self-reliance and social justice." [26] This definition again stresses the importance of community participation; an attempt at providing increased food security is worthless if the community is not receptive to the social value being produced. Also worthy of note is the central idea of *self-reliance*; food security is not merely providing healthy food to residents; it is teaching them to grow the food themselves.

Some research has dealt specifically with issues that arise from urban agriculture-related social enterprise. From a detailed examination of 27 entrepreneurial gardens around the United States, Feenstra et al. have identified a number of key lessons in this area. They found that staffing tends to be the largest expense for such programs, and staff tended to be overworked and underpaid. Additionally, most program managers felt that their programs would never be entirely self-sufficient.[27]

Despite these seemingly negative findings, a survey of gardeners, farmers, grocers and garden centers in southeast Michigan performed by Score and Young give reason to believe that garden-based social enterprise can still be successful in this area. The results of this survey indicate that some grocers are interested in buying produce from small, local gardeners. It also finds that a class gap exists in gardening skill; although training programs exist, they often cost too much for lower-income residents.[28] Another optimistic result comes from Hess, who examined the community garden network offered by the city of Portland, Oregon, as well as two nonprofit urban farming enterprises in the area. He found that the gardens provided by these entities were valued by the community and produced large quantities of food.[29] Hess's study provides encouragement that community gardening can effectively address problems of community food security.

COMMUNICATIONS/OUTREACH

A non-profit organization needs to communicate with three basic constituent groups: funders, the community, and clients or members.[30] The success of these communications depends upon several factors including how well the audience is understood, how well messages are tailored to their target audience, and the methods chosen for communicating messages. Throughout the development of an organization it is important to assess current methods of communicating with constituents as well as to consider new channels and approaches for communication. Surveys, interviews, and focus groups are good ways to gain an understanding of the target audience and evaluate various methods for

[26] Bellows, Anne C. and Hamm, Michael W. "U.S.-Based Community Food Security: Influences, Practice, Debate." *Journal for the Study of Food and Society*. 6:1. Winter 2002. 31-44.

[27] Feenstra, Gail; McGrew, Sharyl; and Campbell, David. Entrepreneurial Community Gardens: Growing food, skills, jobs and communities. University of California Agriculture and Natural Resources Publications. 1999.

[28] Score, Michael, and Young, Jennifer. "Preliminary Report: Marketplace Perception of Economic Potential Presented by Urban Gardening." April 2008.

[29] Hess, David. "Case Studies in Urban Agriculture: Portland, Oregon." 2005. http://www.davidjhess.org/PhilaCG.pdf

[30] Strand, Mike. "Is it Time to Consider New Ways to Communicate?" *Nonprofit World:* 25:4. July/Aug 2007. 24-26.

communicating with them. Once primary interests and needs are understood, relevant messaging can be crafted and long-term plans and goals set. To optimize the success of community outreach it is important to keep messages simple and to utilize all available resources, including volunteers, the media, and local business people.[31] It can also be useful to consider how communications may be improved by using new technologies such as text messaging, podcasts, or online forums.[32]

IMPLICATIONS

- **Engage with community stakeholders.** Whether you are growing food, teaching others how to grow food, or establishing a food based businesses, the most important first step is engaging with various stakeholders in the community: residents, businesses, and churches, nonprofit organizations, and relevant governmental officials.

- **Form a local food policy council.** A food policy council can advocate for "food system friendly" local regulations, such as agriculture-friendly zoning, and facilitate networking opportunities between organizations working in the food system.

- **Plan for social enterprise.** Through strategic planning for social enterprise, GH can assure that the goals, objectives, and probable outcomes of any social enterprise program fit with the mission of the organization.

- **Be realistic about the staffing needs of social enterprise.** It is likely that the staffing needs of any social enterprise program will be greater than any money that the program will bring in. For this reason, it is essential that the goals of the program advance the mission of GH so that outside funding can be secured. The social enterprise program should become a core part of the activities of GH, rather than a sidebar to the more established programs.

- **Ensure that programs are accessible to target populations.** Research has shown that many low-income community members desire to participate in gardening training programs but lack the means to pay for it. If GH seeks to engage this portion of the populace, GH must prorate, offer scholarships, or offer creative payment alternatives for low-income members of the community who wish to participate in these programs. Community members could "pay" for their classes through service or teaching others their skills.

- **Tailor communications to the target audience.** The success of non-profit communications depends upon understanding the target audience and tailoring messaging and means of communication to it. For GH this will mean continuing to evaluate community outreach efforts and adjusting methods of communication to best suit its target populations, especially as it attempts establish new programming and a greater presence in the community.

[31] "The top ten keys to effective communication." *Nonprofit World:* 15:4. Jul/Aug 1997. 42-45.

[32] Strand, Mike. "Is it Time to Consider New Ways to Communicate?" *Nonprofit World:* 25:4. July/Aug 2007. 24-26.

3. SURVEY OF URBAN AGRICULTURE NONPROFIT ORGANIZATIONS

PURPOSE AND MAIN FINDINGS

This survey intended to define the current state of funding, participation, and use of social enterprise among nonprofit organizations that focus their programming efforts on urban agriculture and food systems. It sought to identify any emerging trends that might inform Growing Hope's development of social enterprise.

We found that urban agriculture nonprofits (UANs) can exist at a great range of budget sizes, but that those UANs who earn the greatest percentage of their budget through social enterprise have small to medium-sized budgets (between $50,000 and $250,000). Overall, UANs earn 15.75% of their budgets through social enterprise, but no types of programs consistently earn profits for all UANs surveyed. The budget size of UANs tends to increase as they age, and the number of employees and participants reached increases with budget size. Also, the most common central mission elements of UANs are community building, promotion of sustainable agriculture, and job/skills training. From these findings, we conclude that given GH's current size and mission, it is ideally placed to succeed in social enterprise.

METHODS

We found potential survey respondents using an internet search, a list published in the book *Entrepreneurial Community Gardens*, and by sending out a request over the listserv of the Community Food Security Coalition (ComFood). After collecting names of potential organizations to survey, we located a phone number or email address of a staff member responsible for budget and funding. We contacted these staff members by phone to ask them to participate in the survey and to verify their email addresses. If we could not reach a staff member by phone after three calls, or if a phone number was not available, we sent an inquiry email, followed by an email with a link to the survey. In total, 86 organizations were identified. Of these, 70 had available contact information and were contacted. Organizations who did not respond received a reminder email within three weeks. Ultimately, 24 organizations began the survey; 20 completed the survey, including Growing Hope. We then added budget and mission data for our site visit organizations, increasing the sample to 30 organizations, except on some survey items. The organizations that we visited for our site visits did not complete the official survey, so we did not have their responses to certain questions. For a list of organizations contacted, see Appendix B – Urban Agriculture Organizations.

We created our survey using the online engine SurveyMonkey (www.surveymonkey.com). The survey had three sections: Organizational Structure, Programs, and Funding and Enterprise. Questions were multiple-choice with a comments field; most respondents commented on most questions. For the full text of the survey, see Appendix B – Urban Agriculture Organizations.

We examined our survey responses for patterns around budget, employees, funding sources, premises, and ability to earn income through social enterprise. We analyzed results using Microsoft Excel. When question responses asked for ranges of numbers, we treated variables either as categorical, or entered the value in the middle of the given range (eg., 38 for the range 26-50) Statistical tests, where relevant, were run with SPSS software, but the small sample size and large variability in answers resulted in no significant associations for any factors tested.

RESULTS

Demographics of UANs

Our sample included organizations with budgets that ranged from under $25,000 to over several million dollars, but all organizations had budgets over $10,000 (Figure 3-1). Only three organizations had larger budgets for 2008 than for 2007, and all three of these had existed in current form for 6 years or less. This indicates that budget size is relatively stable for each organization, and that urban agriculture nonprofits are able to operate well on many scales.

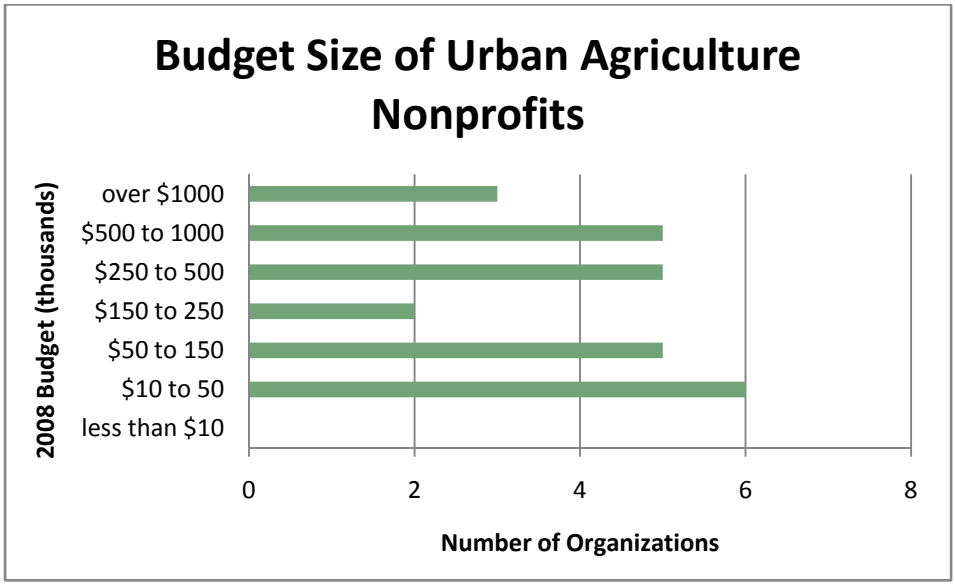

Figure 3-1: Surveyed Organizations by Budget Size

Most organizations fell in the $10-$150 and $150-$1000 thousand ranges. Some site visit organizations were excluded.

Most organizations reported the same budget range for 2007 as for 2008, indicating relatively stable operations, however, four organizations that are less than 10 years old reported budget increases from 2007 to 2008. In general, older organizations have larger budgets (Figure 3-2). An exception to this pattern is Market Umbrella in New Orleans, which has a budget between $500,000 and $1 million despite being only one year old.

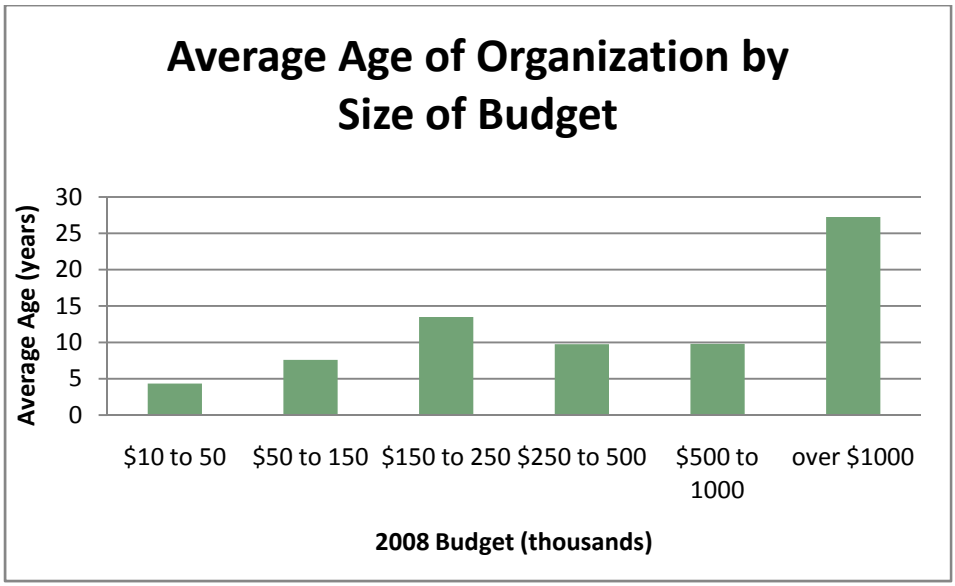

Figure 3-2: Budget Size of Urban Agriculture Nonprofits

Older organizations have larger budgets.

Budget, Employees, and Participants

Organizations with larger budgets have more employees, and reach more participants. A larger budget allows for more employees (Figure 3-3). More money can either allow the organization to offer a diversity of programs, or offer a few core programs to more participants. There is no direct relationship between budget and number of different programs offered (not shown); some organizations run several programs on small budgets, while others invest all their resources into one intensive program.

Organizations with larger budgets are able to reach more participants. The number of participants excludes customers at markets, but two low-budget respondents noted in their comments that they included children in school classrooms in their participant count. This is a way to maximize reach of programs per unit staff time, and accounts for the low-budget organizations with high numbers of participants seen in Figure 3-4.

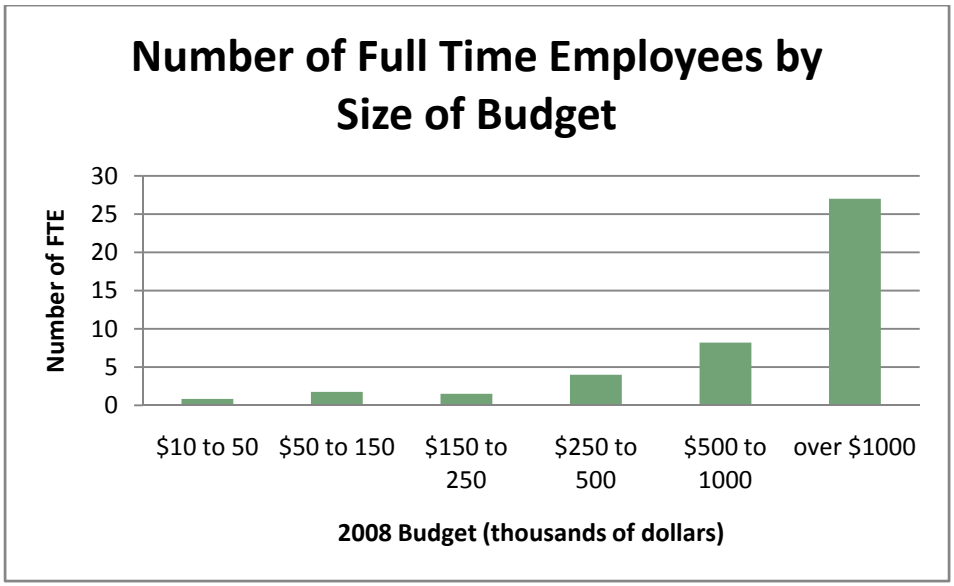

Figure 3-3: Employees and Budget Size

Organizations with larger budgets have more full time employees.

Some organizations commented that there was considerable overlap between the category options on the survey, so total numbers may be inflated. We removed one organization from the analysis because it had substantially more employees and a larger budget than all other organizations. Due to a lack of information regarding participant numbers, we excluded the site visit organizations from this finding.

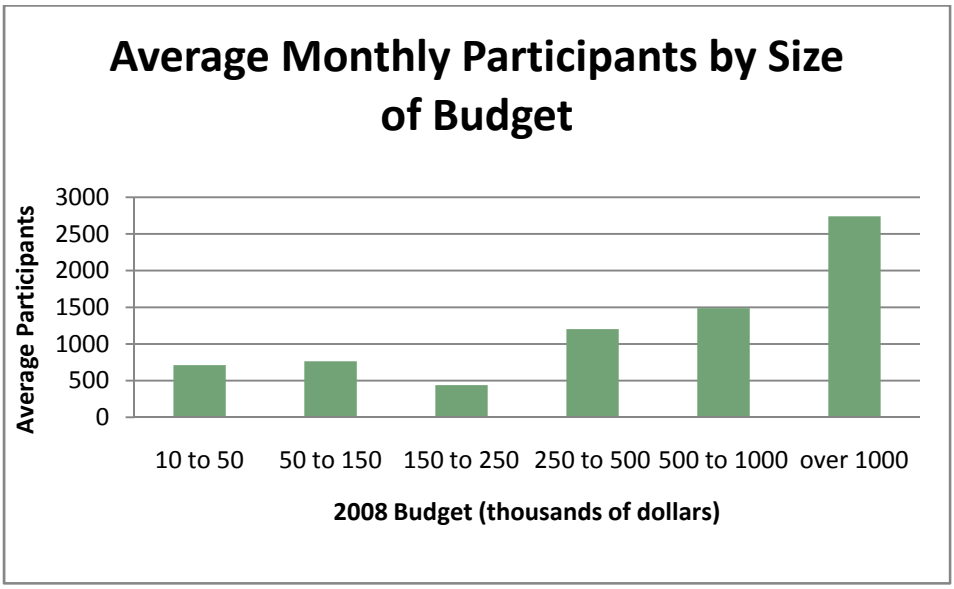

Figure 3-4: Participants and Budget Size

Organizations with larger budgets can reach more participants, but the organizations with the smallest budgets reach nearly the same number of participants as organizations with medium-sized budgets.

Most urban agriculture nonprofits focus their programs on low and middle-to-low income participants/communities (data not shown)**.** Three organizations reported that they target very low-income participants (those who earn less than $200 per month). Fourteen target low-income participants (below the local poverty line), and 10 target middle-to-low income participants (up to 2.5 times local poverty line.) There was no association between target audience and earned income, due to large variability in the amount of earned income. For example, of the three organizations targeted toward very low-income populations, two earned no income through social enterprise and the third earned 30% of its budget through the sale of vegetables grown in its job training program. When asked what income groups they reach but do not target, 18 out of 30 organizations reported reaching participants in the middle and middle-to-high income ranges as well.

Revenue Streams

On average, program-related fees and sales make up 15.75% of total revenue for UANs. Agriculture/food nonprofits continue to tap traditional revenue sources, especially foundations, state grant programs, and individual donations. Private and foundation grants are the largest source of income for these nonprofits (35.9%), followed closely by government program grants (34.5%). Individual and business contributions are the next source of revenue (21.4%), then program-related fees and sales (Figure 3-5). The "other" category accounts for 7.6% of income, but our respondents did not provide further detail on these additional funding sources.

For the remainder of this analysis, we have grouped "program-related sales", "program-related fees", and "non-program sales" into one category of funding, called "earned income".

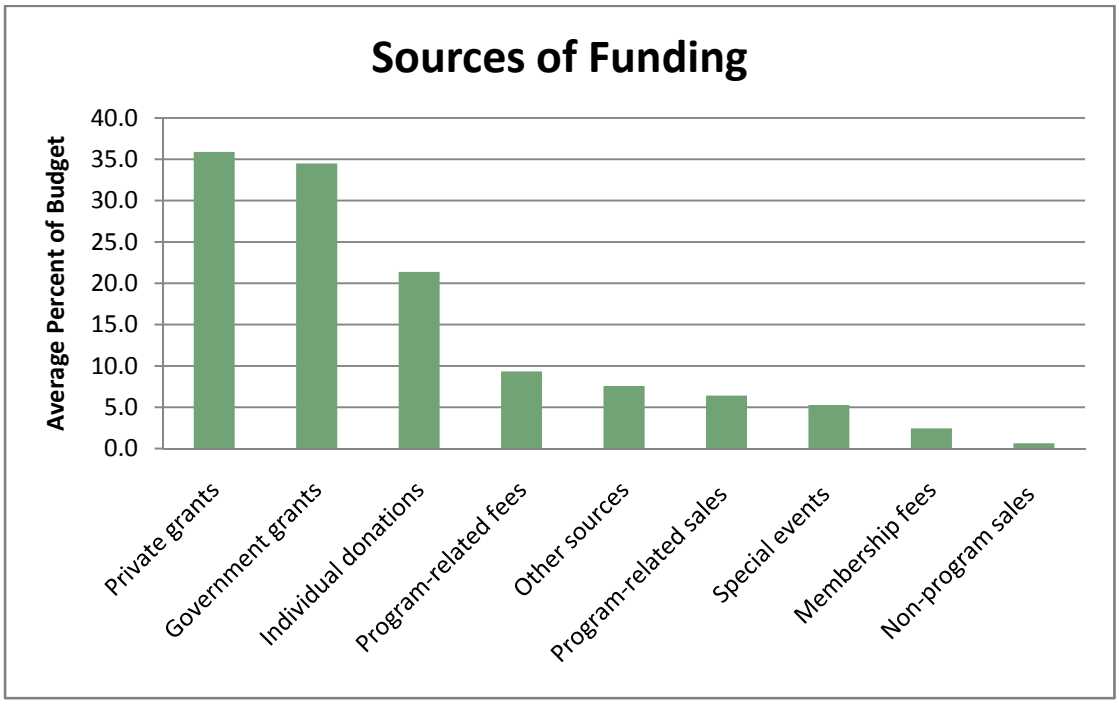

Figure 3-5: Sources of Funding

Private and government grants and individual donations remain major sources of support for urban agriculture nonprofits, even after they introduce social enterprise programming.

Very few programs offered by these nonprofits break even or earn a profit. The most commonly reported revenue earners were special workshops and classes, where participants pay tuition, and special events, where attendees are charged an admission fee. Typically, these educational programs maximize participation, and therefore income, for staff time. Social enterprise ventures that typically lose more money include youth programs, job training programs, and community gardens. The first two require large inputs of staff time per participant, while the third requires capital resources. Workshops and special events are the most common revenue earning programs. For each of these, 11 UANs offer the program, and 5 earn a profit with it. Consulting services earn a profit for 4 of the 8 UANs who offer them (Figure 3-6).

No type of program was a unanimous source of revenue gain or loss. This suggests that the ability exists to earn income through a number of means, depending on how the UAN structures its programs.

It became apparent in the comments for this item that some survey respondents did not understand the question, and may have listed programs in the wrong category. One respondent commented, "It's all a loss!" reflecting the fact that all revenue earned by nonprofits must be channeled back into programs.

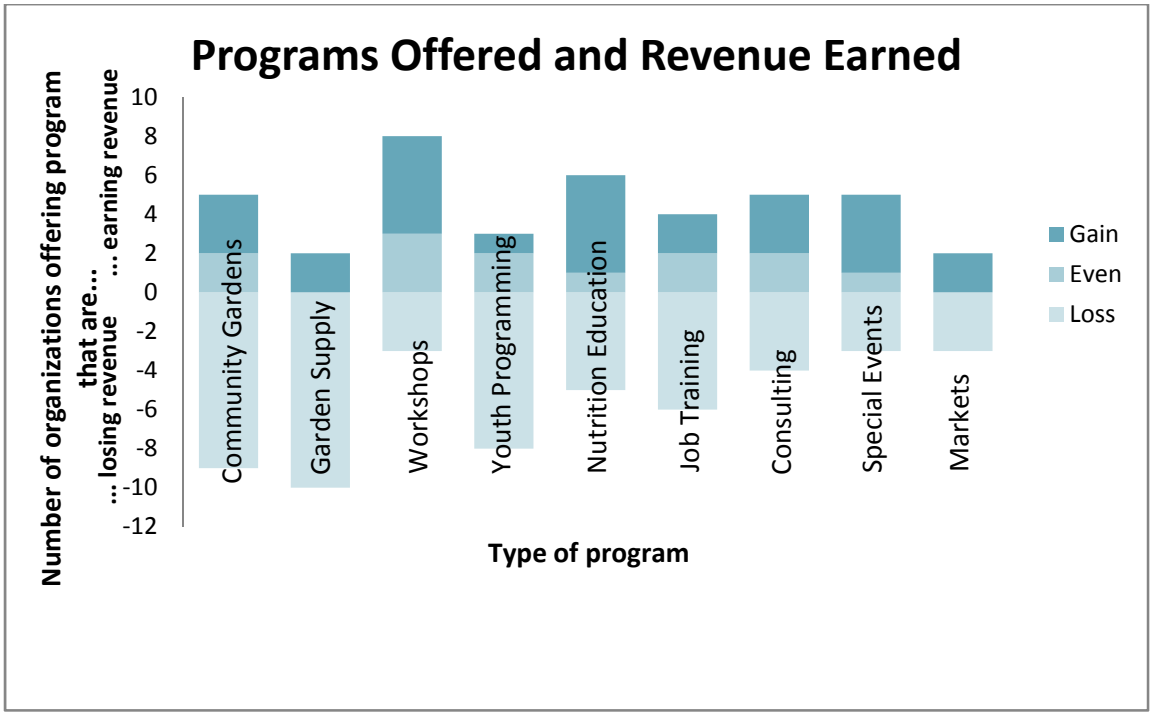

Figure 3-6: Program Types and Revenue Earned

More than half of the organizations who offer workshops, markets, and consulting gain revenue or break even from these programs. For all other programs, the majority of organizations report a revenue loss.

The stated mission of an organization is important in determining its success in social enterprise. Organizations that listed "community building", "nutrition/promoting healthy lifestyles", "poverty relief", "job/skills training", and "promotion of organic/sustainable agriculture" as "central" to their missions were more likely to introduce social enterprise programming, and were more successful in earning income through social enterprise (Table 3-1).

Mission Element	UANs Surveyed that… …responded that the element is "central to mission"	AND have tried social enterprise	Average proportion of budget as earned income for those who have tried social enterprise
Community building	14	10	12.40%
Promotion of organic/sustainable agriculture	14	9	10.90%
Job/skills training	11	10	9.90%
Nutrition/promoting healthy lifestyles	11	7	8.30%
Hunger relief	8	2	12%
Poverty relief	7	5	13%
Environmental justice	4	3	13%
Environmental improvement	3	3	21.70%
Environmental education	2	0	n/a

Table 3-1: Social Enterprise and Mission Elements among UANs

The mission of an organization may help determine its success with social enterprise.

The relationship between budget size and ability to earn income is not linear. Organizations with the smallest budgets are less able to earn a large portion of their budgets as earned income, perhaps due to lack of resources to devote to social enterprise programs. Organizations in the middle of the budget range are most able to earn a large quantity of their budgets through social enterprise because they have sufficient resources. Organizations with larger budgets may earn an equal, or larger, amount of funding through social enterprise but due to the larger overall budget, the percent of budget as earned income is lower. From this pattern, it seems that there may be a cap on the absolute amount that an organization of this kind can earn through social enterprise.

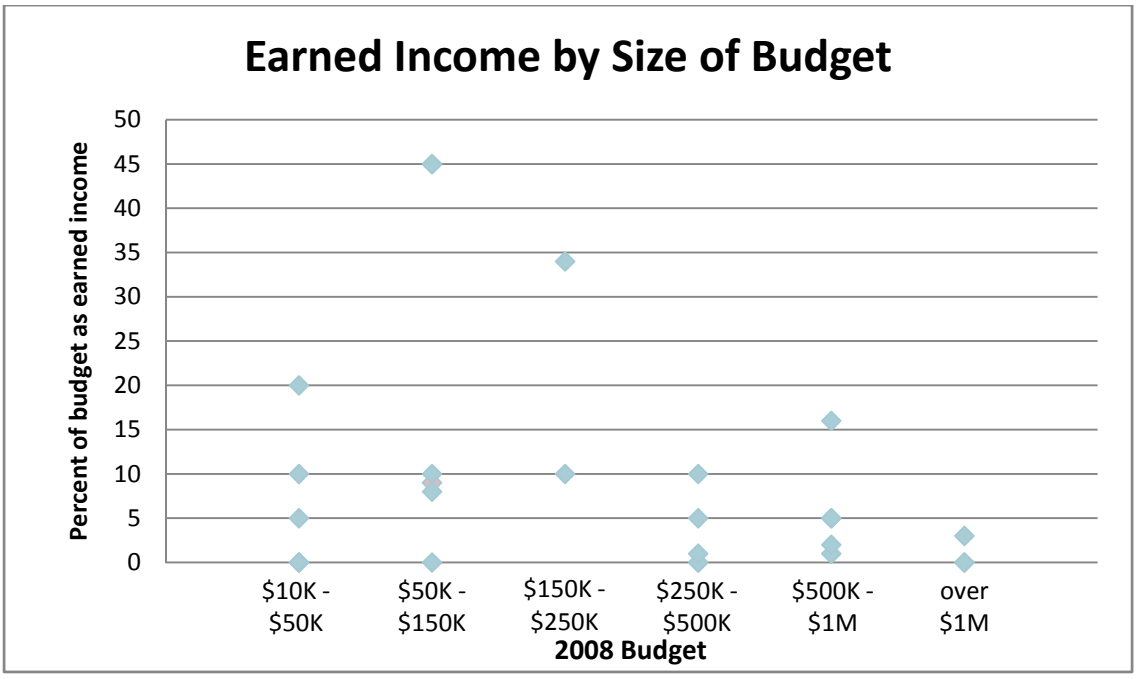

Figure 3-7: Earned Income and Budget Size

Organizations with medium-sized budgets earn the highest proportion of their budgets through social enterprise.

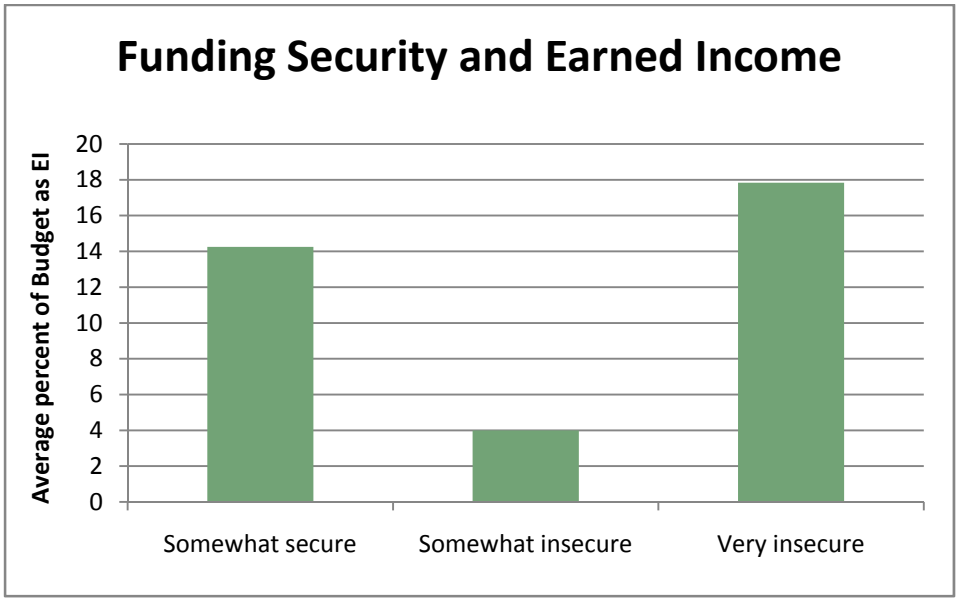

Figure 3-8: Funding Security and Earned Income

Organizations that are most and least secure in their funding sources earn the highest proportion of their budgets through social enterprise.

Furthermore, both organizations that are fairly secure and very insecure in their funding sources are equally likely to be successful at earning income through social enterprise. We interpret this to mean that fairly secure organizations are able to devote more resources to social enterprise programs, while very insecure organizations either turn to social enterprise out of necessity, or feel very insecure due to the

varying returns associated with social enterprise funding. Organizations that claim to be only "somewhat insecure" about their funding sources earn a lower percentage of their budget through social enterprise. No organizations reported being "very secure" in their funding sources.

Age of Organizations

Most of the UANs surveyed or visited have existed in their current form for between 6 and 20 years. Within each age category, income earned through social enterprise varied widely. The most successful organizations to use social enterprise fell in the middle range, having had several years to build up their operations without yet growing beyond the ideal budget size for social enterprise.

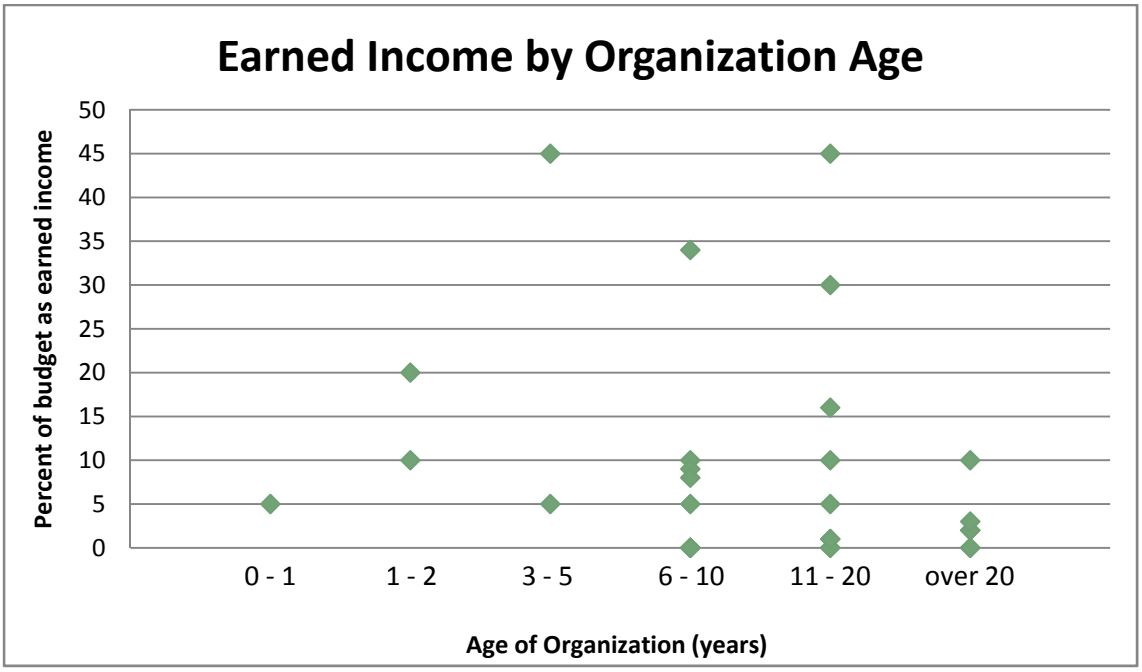

Figure 3-9: Earned Income and Age

Most urban agriculture nonprofits surveyed are between 6 and 20 years old.

Property Arrangements

Organizations that successfully use social enterprise to earn revenue do not differ from other organizations in terms of the ownership/use status of their premises. Most urban agriculture/food nonprofits rent office space, use urban growing land free of charge and largely without fear of losing the land, and have no kitchen space or suburban/rural land. These patterns are consistent in successful social enterprise organizations (those with more than 5% of budget as earned income and intent to use social enterprise) and all organizations surveyed.

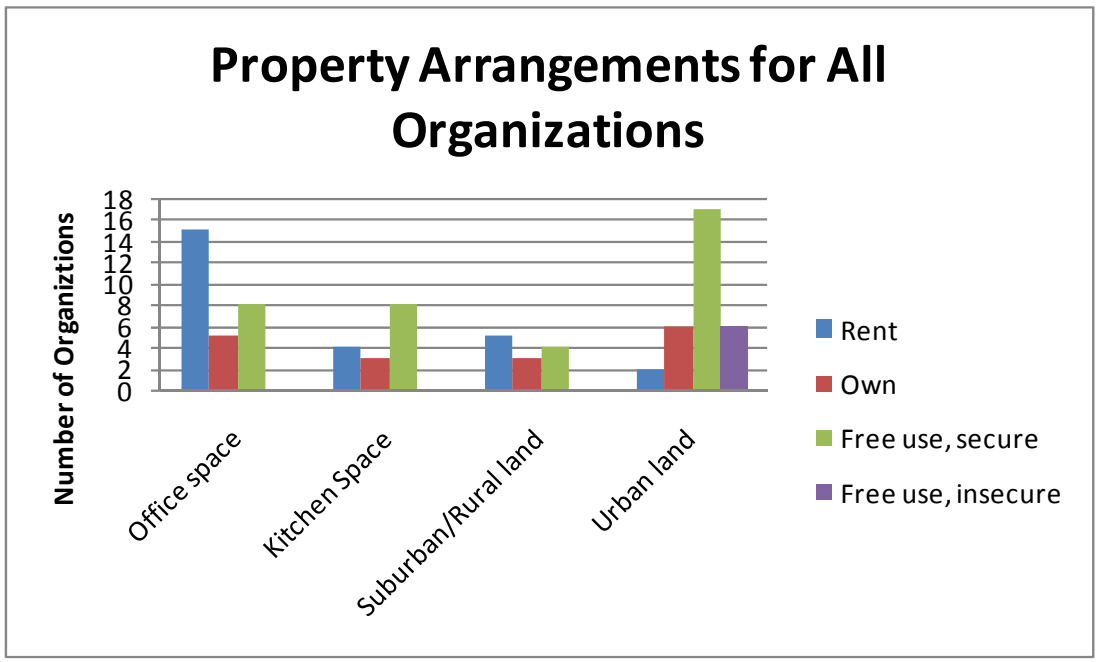

Figure 3-10: Property Arrangements

Most urban agriculture nonprofits rent office space and use land for no cost through arrangements with the owner.

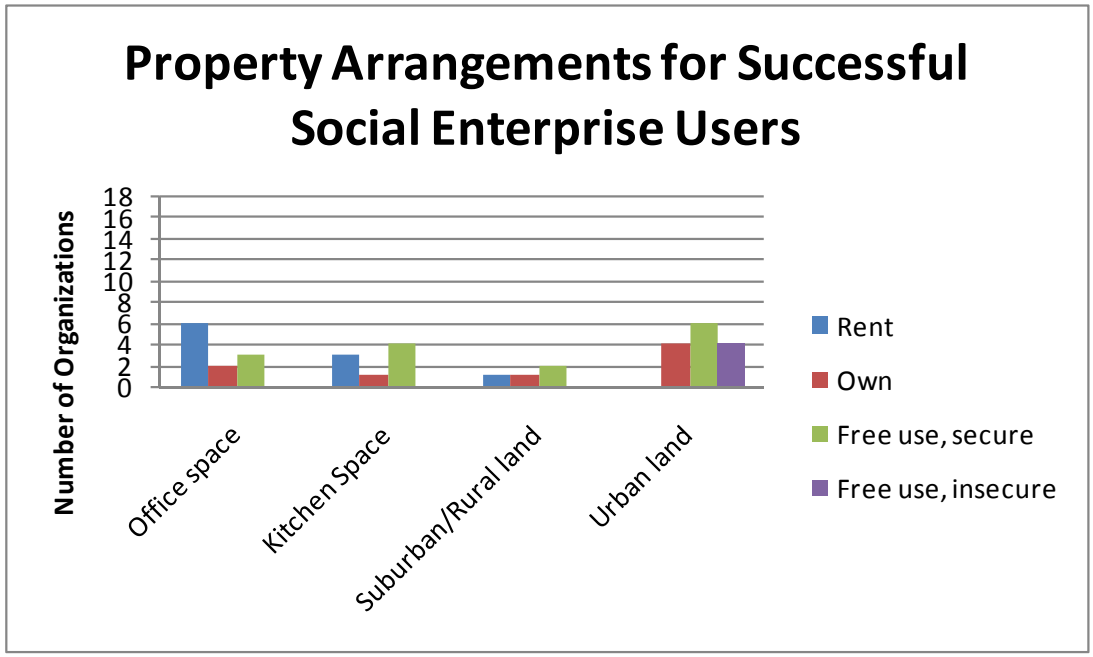

Figure 3-11: UAN Property Arrangements

Most urban agriculture nonprofits that are successful in using social enterprise rent office space and use land for no cost through arrangements with the owner, no different from the pattern above.

Implications and Recommendations

Though each UAN is unique, with a different set of programs based on the distinct needs of the community it serves, some general patterns emerge when UANs are viewed collectively.

Devote a large portion of resources toward social enterprise programs. Growing Hope has a budget in the middle of the range for urban agriculture nonprofits. As seen in the results of the survey, a budget this size, or slightly larger, appears optimal for social enterprise activity. Growing Hope should try to put as many resources toward social enterprise programs as possible, but try to keep its budget within the target range for social enterprise. This will allow GH to maintain its current activities while relying less on traditional funding streams.

Use farm income to fund a farm manager. GH cannot currently support many full time employees, but it will be able to add staff if the budget increases. One healthy goal is to use social enterprise programs to generate income to expand the budget enough to fund a farm manager. As we will illustrate in our Case Studies, this would provide GH with the necessary expertise to build its capacity.

Increase participation in classes, workshops and volunteer activities. If GH wants to extend its reach without growing its budget, it should explore ways to maximize impact per unit of staff time, by offering classes or workshops to large groups or developing larger networks of volunteers.

Continue to explore diverse sources of earned income revenue. Our results indicate that workshops, markets, and special events have the highest odds of generating revenue for UANs. GH already offers these programs, so should continue using special events and markets to earn revenue, and may want to expand its selection of workshops to generate revenue through class tuitions or fees.

Maintain current mission. Growing Hope's mission of "*empowering* people to improve their lives and *communities* through gardening and *healthy food access*" (emphasis added) centers around the three elements (job/skills training, community building, and promoting sustainable agriculture) that are shared by the organizations with the strong social enterprise components. This means Growing Hope is ideally positioned to balance a social enterprise business plan with its social mission.

Focus on adult programming for social enterprise. Growing Hope should not expect to earn much revenue through social enterprise if it targets youth with its programming. Most surveyed organizations noted that youth programming loses money; adult job/skills training offer more earning potential. Our survey did not provide an explanation for this pattern, but the issue will be addressed again in our Case Studies (page 36).

Look for low-cost or free land. If Growing Hope needs more land for growing, it would be wise to look for spaces it can use for free or purchase for a very low price. Most nonprofits surveyed used their land for no cost, or had purchased it for a very small amount. A mortgage like the one on the Growing Hope Center property is a burden not carried by any other organization surveyed.

Limitations

This survey was designed to give a general idea of the state of funding and social enterprise among nonprofit organizations whose work involves food security and agriculture. However, our online survey

did not allow us to capture the nuances of differences among organizations. Though we included a comments field on all questions, multiple-choice surveys are inherently limiting. Some respondents used the comments field to express confusion about the questions, so we must assume that all respondents did not interpret our questions in the same way, affecting the meaning of their answers. These nuances will be addressed in the next section, Case Studies.

Our numbers should be interpreted as estimates. Though we took care in our Literature Review to define "social enterprise," the term remains slightly nebulous to practitioners in the field. In our analysis, we included "program-related fees", "program-related sales", and "non-program sales" in one category as "earned income", as our measure of social enterprise. This could exclude some actual social enterprise income, such as income earned during a special event run by program participants, and include some non-social enterprise income, such as plot fees for community gardens.

Though the variation among these UANs limits the conclusions we can draw about the field in general, it does indicate an important lesson: successful food-based nonprofit organizations are as unique as the communities they serve.

4. CASE STUDIES

City Farm in Chicago

To develop a deeper understanding of how other successful urban gardening organizations incorporate social enterprise, we conducted 12 site visits. These in-depth interviews and tours provided insight into organizational structure, budgeting concerns, and social enterprise through gardening in under-resourced communities. The interviews, combined with our three surveys, helped shape the recommendations that we make for Growing Hope in our two models. In the "at a glance" boxes within the following Case Studies chapter, we indicate which of the two models each organization most helped inform.

The organizations visited varied greatly in their missions, size, and the scope of the social enterprise component of their programming. Some focused on job training, others on hunger relief, still others on youth programming. Some had budgets of millions of dollars per year, others operated on a small scale. Each one, however, had relevance for Growing Hope as it seeks to expand into its new home.

The most central question Growing Hope had for us was this: how much profit can an organization expect to make by running a social enterprise program? We found no organization that was entirely covering its costs through social enterprise. Of the organizations that have a significant social enterprise component, City Farm in Chicago had the highest percentage of its budget as earned income.

Percent of budget as earned income	
City Farm (Chicago, IL)	45%
FoodShare (Toronto, Ontario)	35%
Growing Home (Chicago, IL)	20%
The Food Project (Boston, MA)	10%
Gardening the Community (Springfield, MA)	8%
Garden Resource Program Collaborative (Detroit, MI)	5%
Nuestras Raìces (Holyoke, MA)	2.5%

Additionally, many organizations stressed the importance of being a full partner with the community served. They advised seeking community input on all projects, highlighting local culture in programming, and ensuring that the Board of Directors reflects the population served.

Finally, many organizations reported that were able to significantly expand programming only after having acquired specialized staff members such as a Development Director and a Farm Manager.

These and many more tips specific to programming, gardening, and crops profitability are explained at the conclusion of the following Case Studies section.

METHODS

We identified and visited 12 gardening organizations during 2008. Ten of these were urban gardening nonprofits whose missions and target audiences were similar to those of Growing Hope, and two were university-affiliated groups conducting technical studies on crop yields and profit margins. We chose organizations that operated in regions with climates similar to that of Ypsilanti, MI, and each organization was either running or looking into starting a social enterprise component to its programming. Our selection process was informed by GH's executive director Amanda Edmonds as well as by our research into existing gardening nonprofits.

During each visit, one to four members of our team met with and interviewed key organization staff from executive directors to activity coordinators, toured the organizations' facilities and gardens, and sometimes spent time volunteering at farm sites. At many sites we were able to speak with community members participating in various programs. We recorded interviews with a digital recorder, and later compiled reports based on notes, recordings, and documents provided by the organizations.

Curious goat at Nuestras Raíces

We next sent these reports to the organizations and asked that they review them to ensure accurate representation. We highlighted areas of uncertainty, asked questions, and requested organizational budgets when lacking. Despite repeated requests for feedback, several organizations did not reply, and thus some of the reports lack budgetary information or are less complete than we would have preferred. However, overall, the case studies provide a rich view into the range of ways that different organizations use social enterprise to address food security, community development, and job training.

	Growing Hope, 05 Ypsilanti, MI	Growing Hope, 06 Ypsilanti, MI	Growing Hope, 07 Ypsilanti, MI	Garden Resource Program Detroit, MI	Nuestras Raices Holyoke, MA	The Food Project Boston, MA	Gardening the Community Springfield, MA	UGROW Worcester, MA	MSU SOF Holt, MI	Fair Food Matters Kalamazoo, MI	OSU: Modular Ecological Design Wooster, OH	Growing Home Chicago, IL	City Farm Chicago, IL	The Stop Toronto, ON	Foodshare Toronto, ON
Earned Income (% of total)	**19%**	**21%**	**25%**	**5%**	**2.5%**	**10%**	**8%**	**0%**	**40%**	**-**	**0%**	**20%**	**45%**	**0%**	**35.0%**
Community Gardens	✓	✓	✓	✓	✓			✓		✓				✓	
Garden Resources															
Seeds/Starts				✓											
Workshops				✓					✓	✓				✓	
Youth Programming															
Nutrition/Food Education	✓	✓	✓	✓	✓	✓	✓	✓		✓			✓	✓	✓
Job Training/Internship		✓	✓		✓	✓	✓	✓		✓			✓		✓
Adult Programming															
Nutrition/Food Education				✓	✓			✓	✓	✓	✓		✓	✓	✓
Job Training/Internship					✓				✓			✓	✓		✓
Markets/Food Access		✓	✓		✓	✓	✓	✓	✓			✓	✓	✓	✓
Business Incubators					✓					✓		P		P	✓
Value Added Production		✓	✓	✓		✓				✓		✓			
CSA/Food Box						✓			✓			✓	✓		✓

Table 4-1: Case Study Organizations – Overview

Checkmarks indicate programs that exist. Planned programs are indicated by the character 'P', while a dash indicates unavailable data.

THE FOOD PROJECT

The Food Project
10 Lewis St
Lincoln, MA 01773
www.thefoodproject.org

Julien Goulet
Director of Youth Programs
(781) 259-8621 x29
jgoulet@thefoodproject.org

At a glance…

Year founded: 1991

Reach of programs: Neighborhood, City-wide, Regional, National

Garden information: Three urban farms in Boston area, One rooftop garden at Boston Medical Center, Rural farm in Lincoln, replication sites in Lynn (urban) and Beverly (rural)

Percent income from social enterprise: 10%

Number of paid staff: About 36 full time, hundreds of part time (seasonal)

Operating budget: $3.6 million

Program goals: Hunger relief; Job/Skills training; Community building; Promotion of organic or sustainable agriculture; Nutrition education/Promoting healthy lifestyles; Youth development; Sustainable agriculture and access to healthy affordable food

Relevant Model: High Production

Large and highly coordinated, The Food Project has created an impressive youth development program. Hundreds of youth participants develop professional and interpersonal skills working at sites throughout eastern Massachusetts. Every summer participants produce vegetables, fruits, and value added products. The Food Project sells these through a CSA, at farmers' markets, and at farm stands, and also donates a portion to community members in need. This visit provided valuable lessons on:

- *the necessity of specialized staff members as an organization scales up toward high production*
- *the importance of a healthy and strong organizational culture in which both staff and participants remain respected, empowered, and inspired*

Mission: The mission of The Food Project is "to create a thoughtful and productive community of youth and adults from diverse backgrounds who work together to build a sustainable food system. This community produces healthy food for residents of the city and suburbs, provides youth leadership opportunities, and inspires and supports others to create change in their own communities." The organization's major focus is youth development for the benefit of the community.

Community served: The Food Project has sites in Boston, MA and in the city's North Shore area.

Urban farms: The Food Project's urban farms are in the Dudley Street neighborhood of Boston. Dudley Street is one of the poorest neighborhoods in the area, and has a high percentage of vacant lots (21% according to The Food Project's website). Families in the neighborhood are African American, Latin American, Cape Verdean, and White. Despite the challenges that come with socioeconomic stressors, the Food Project website calls the area, "a remarkable reservoir of resident leadership, talent, spirit, and determination."

Rural farm & CSA: The site of The Food Project's Rural Farm, on the other hand, is located in the affluent Boston suburb of Lincoln, MA. Lincoln is known for its strong land preservation policies; over a third of the community's land is protected as open space. Convinced that both urban and suburban youth experienced a sense of isolation from nature, the organization's founder, Ward Cheney, sought to create opportunities for farming for youth of all backgrounds when he founded the organization in 1991.

Replication site: *The Food Project – North Shore* is the organization's first "replication site." The North Shore Project runs a farm in an urban area of Lynn, MA and a suburban farm in Beverly, MA.

Staff and responsibilities: There are 6 full time staff members at the North Shore site and about 30 between the rural Lincoln office and the urban office located in Roxbury. Staff members fall into categories referred to as "pods;" these include education and outreach, farming, youth programming, and development. In addition, the organization hires hundreds of youth each year, as well as adult Team Leaders, responsible for groups of 8-10 students for the duration of the summer.

The acquisition of specialized staff members proved to be crucial to the organization's growth; after struggling in its first few years, The Food Project was able to significantly expand its capacity and programming once it could pay a full time Garden Manager and Development Director. The Food Project seeks to instill in both staff and participants a strong sense of organizational culture. Staff and participants routinely receive (and give to others) feedback on strengths as well as on areas for improvement and growth. The Food Project successfully fosters high levels of enthusiasm and dedication.

At The Food Project

Agriculture site(s) and office space: The Food Project operates on land that it acquired in a variety of ways, from rental to ownership to borrowing.

The Rural Farm is on 31 acres of conservation land located 15 miles from the city of Boston in Lincoln, MA. Vegetables are grown on most of this land, with 4 acres reserved for composting, greenhouses, tractor storage, an irrigation pond, and the CSA distribution area where customers can pick up their weekly shares. This land is leased. The organization owns office space in Lincoln as well as a house in which it houses the farmers that work at the site there.

In the city of Boston, The Food Project grows produce on 3 different pieces of land within a few blocks of each other: 1.4 acres at West Cottage, 0.6 acres on Langdon Street and 3,000 square feet at Albion. The organization also manages a 6,000 square foot rooftop garden at the Boston Medical Center. The city sites are made possible through partnerships with the City of Boston, the Dudley Street Neighborhood Initiative, the Boston Area Health Education Center, and community residents. Since the neighborhood was designated a brownfields area and much of the land was contaminated, Food Project workers spread hundreds of cubic yards of compost above the contamination in order to be able to grow on the land. The Food Project rents office space in Roxbury, from which it manages the Boston sites.

The North Shore branch operates two sites. It leases one acre of farmland in Lynn from the Lynn School Department and the Lynn Community Development and Housing Corporation. The organization also farms on two acres of land in Beverly, provided through a partnership with the Trustees of Reservations. The Food Project runs these sites from office space rented in Lynn.

Programs:

- Summer Youth Program: The program employs teams of urban and suburban youth workers at all of the Food Project's farm sites. Over 60 youth aged 14-17 participate in the Summer Youth Program. They devote a portion of the day to youth programming, and the rest to tending to the farms. The youth programming workshops (4 per week) cover topics such as gender issues, homelessness, sustainable agriculture, and diversity awareness. For farm-related activities, the youth work in crews of eight to ten, tending to the crops. They also sell produce at farmers' markets, run a Community Supported Agriculture program, and distribute produce to people in need. The youth are paid for their work, and for many this is a first job. In striving to meet the high standards set by the staff, the young participants learn about teamwork, accountability, professionalism, and communication.

- Academic Year Program: Youth who have completed the summer youth program are eligible for the academic year program. Members of the D.I.R.T. Crew (Dynamic, Intelligent, Responsible Teenagers), work on Saturdays from 9am to 4 pm and during after school hours. The focus of this program is to develop leadership and public speaking skills, in addition to expanding participants' knowledge of agriculture. Youth lead volunteer groups on the farm sites, attend and speak at conferences, and work in shelters.

- Internships: The next step after the Academic Year Program is an internship, though interns are also sometimes selected after having completed only the Summer Youth Program. In this program, youth build upon the skills they have already acquired, focusing on job-specific skills in an area of their choosing. Treated as employees, the interns are directly supervised by a staff member as they work on specific projects. Interns choose projects ranging from CSA management to urban education & outreach to culinary arts & kitchen training.

- Volunteer Coordination: In addition to youth who work during the 7.5-week summer program, school groups and adult volunteers provide essential support in the months before and after the summer program. Adult volunteers often come from local companies or the community.

- Community Supported Agriculture and Farmers' Markets: The Summer Youth Program participants carry out these projects in various places. The CSA provides more income than the farmers' markets because those who purchase shares can afford the high, up-front costs of a CSA share at the beginning of the season. Farmers' Markets provide less income but are important to the Food Project's mission of giving poorer communities access to fresh, healthy, local food.

- Value-Added Products: The Food Project has a certified kitchen where the youth produce a few value-added products, such as pies and salsa. Youth learn about cooking from the Food Project Chef. (The Food Project used to operate a catering

service, but there was far too much demand for the amount of staffing they could provide, particularly since youth were often not available during the hours when catering was demanded.)

- Outreach: The Food Project also founded an organization called Building Local Agricultural Systems Today (BLAST), meant to build bridges between food organizations with similar missions by fostering the growth and development of leaders in the food system. BLAST is "a global network of youth and adults working together to build sustainable food systems." BLAST had 2 major national conferences, 8 eBLAST bulletins, a leadership training program that trained 10 leaders per year, 8 books and manuals, 2 Northeast regional meetings, 8 Leading in Food Security Training (LIFT) events, 2 Food Project Institute workshops, and 10 Teleconferences. In 2003 BLAST started working with the annual Food and Society Conference and the Community Food Security Conference to better recruit youth to become leaders in the field.

Selection / recruitment of participants:

Summer Youth Participants: The Food Project has a rigorous selection process for the hundreds of youth it employs on its farms. The youth must be 14 years old by January 1st before the summer in which they will begin working, and an extensive application must be received by the April before the summer begins. The youth may come from urban or suburban areas, but must demonstrate enthusiasm for the program and a commitment to work hard.

Summer Team Leaders: Team leaders go through an extensive application process that involves a written application, a phone interview, and eventually two separate in-person interviews: one with staff members, and one with past and current youth participants. These youth are involved in major hiring decisions in order to ensure that applicants not only look good "on paper," but also demonstrate a natural aptitude for working with youth. This also underscores the organization's commitment to involving youth in ways that are truly meaningful and that require professionalism and responsibility.

Other Staff Members: In general, the organization makes a concerted effort to hire past program participants when possible. The progression from the summer program to the internship and finally the fellowship programs encourage a deepening development of professional knowledge and leadership. However, applicants with other experience are also considered. In both the youth and the full time staff selection process, The Food Project seeks to create teams that are ethnically and racially diverse.

FINANCES

Figure 4-1 was made using The Food Project's 2009 organizational budget, July 1, 2008-June 30, 2009.

Though the CSAs and farmers' markets provide some funding, the programs are not, in general, self-sustaining. Grants from the Kellogg Foundation over the years have been tremendously helpful, along with other government grants. Much of the government funding comes not through the agricultural activities, but rather from the youth programming. Funding agencies are often well equipped to provide money to develop curricula on topics such as gender awareness, diversity, leadership, and marketing for youth. The Food Project also receives some funds targeted specifically for the promotion of similar organizations across the country. Any interested organizations can purchase written materials or arrange an on-site consultation conducted by a Food Project staff member. Fifty eight percent of the expenses of the Food Project go toward salaries, while 23% goes toward gardening expenses.

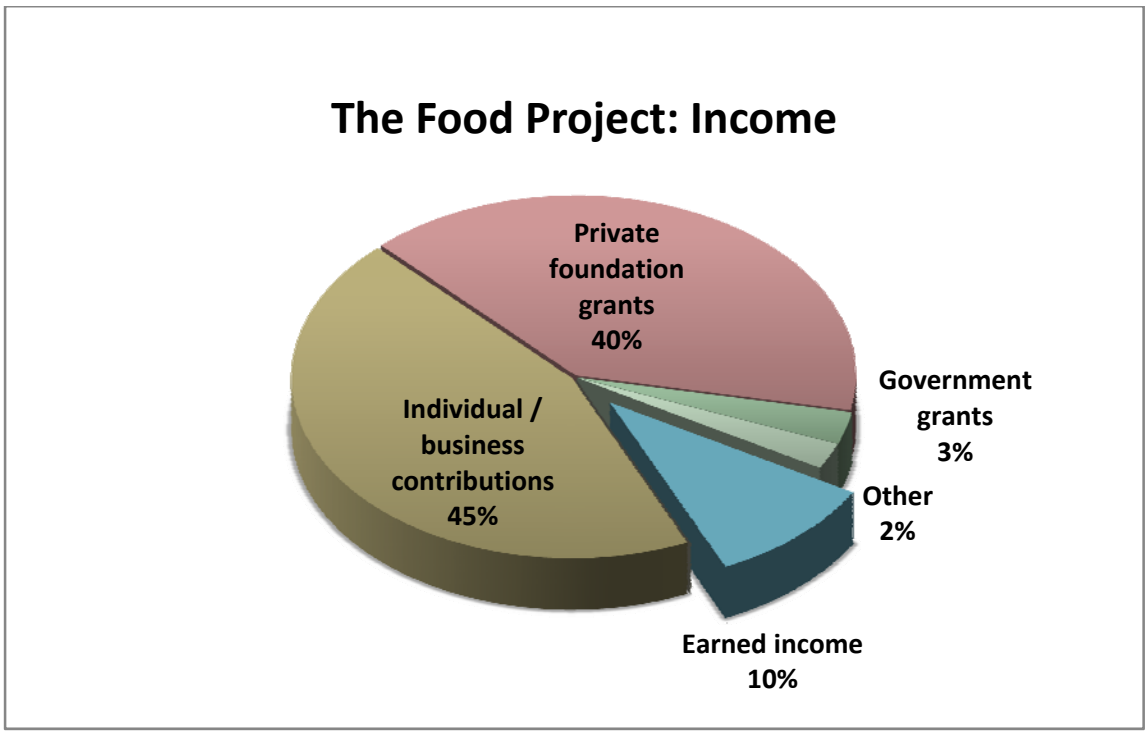

Figure 4-1: The Food Project – Percentage Income by Source

NUESTRAS RAÍCES

Nuestras Raíces
329 Main St
Holyoke, Ma 01040
www.nuestra-raices.org

Daniel Ross
Executive Director
(413) 535-1789
dross@nuestras-raices.org

At a glance…

Year founded: 1992

Reach of programs: Neighborhood, City-wide

Garden information: 8 community gardens, Rural farm called Tierra de Oportunidades

Percent income from social enterprise: 2.4%

Number of paid staff: 7 full time, 3 to 6 part time, 5 youth leaders

Operating budget: $847,000

Program goals: Job/Skills training; Advocacy/EJ; Community building; Environmental Education; Environmental Improvement/Urban Greening; Promotion of organic or sustainable agriculture

Relevant Model: Both

In Holyoke Massachusetts, home to a large Puerto Rican community, Nuestras Raíces is remarkable for the extent to which it lets the needs of the community dictate its every decision. Its main focus is providing the resources and business training that community members need in order to start their own businesses. In addition, Nuestras Raíces manages a network of community gardens, runs a large rural farm, provides youth leadership opportunities, and holds Puerto Rican festivals. This visit demonstrated:

- *the importance of involving the community in programming, in generating and implementing ideas, and in board membership*
- *the value of seeking creative partnerships to acquire land for farming*
- *the potential for highly successful business training and enterprise development programs*

Mission: Nuestras Raíces is a grassroots organization that promotes economic, human, and community development in Holyoke, MA through projects relating to food, agriculture, and environment.

Community served: Nuestras Raíces is located in the city of Holyoke Massachusetts, a low-income, post-industrial city of 40,000 people, about 3 hours away from Boston. The administrative offices and several community gardens are located within the city, but Nuestras Raíces also oversees a large rural farm nearby. The organization primarily serves the city's large Puerto Rican community, which makes up 40% of the city's population (the highest percentage of Puerto Ricans in any US city outside of Puerto Rico itself). Puerto Ricans began immigrating to Holyoke in the 1980's after the collapse of Holyoke's formerly robust paper industry. Many of these immigrants came with significant agricultural experience and a desire to grow traditional crops in their new environment.

Staff and responsibilities: Nuestras Raíces has seven full time staff members and approximately three to six part time staff members. In addition, there are five paid youth leaders that manage the market at the Tierra de Oportunidades Farm.

Agriculture site(s) and office space: Nuestras Raíces manages eight community gardens and two youth gardens in the city. Some of these gardens are on city property, while others belong to the school system or a private owner. The organization also runs the Tierra de Oportunidades Farm. This farm was originally located on 4 acres of brownfields along the Connecticut River that Nuestras Raíces bought in 2005. The farm's acreage expanded significantly when a Roman Catholic religious order that owns 29 acres of adjacent land began renting it to Nuestras Raíces at a nominal rate. The farm supports the farmer incubation program, the youth farming program, and small business enterprises such a petting farm and a flower garden. The site has a stage and large open area used for an annual community-wide festival celebrating Puerto Rican culture, and is also sometimes rented out for other events. A store is being developed on the site as well.

Part of the Tierra de Oportunidades Farm

Nuestras Raíces runs its operations from the Centro Agricola, a complex of buildings that the organization built and owns. The Centro Agricola houses the main office, a restaurant, a bakery, and a coral shop, along with a plaza that is kept open to the public as a gathering space. The bakery and the restaurant serve as food business incubator sites for graduates of its training programs. The coral shop was the brainchild of one young Puerto Rican immigrant whose passion for and knowledge of diving and his desire to conserve Caribbean coral reefs spurred his business idea. Today he is one of the only people in the country growing and harvesting coral for sale to owners of aquariums.

Painted outside wall at the Centro Agricola.

Programs:

- Business Training: Central to Nuestras Raíces' identity as an organization is its level of responsiveness to the needs of the community. Nuestras Raíces realized that within the community of Holyoke, there were many Puerto Rican immigrants (former farmers or business owners in Puerto Rico) who had the experience, skills, and motivation necessary to start their own businesses, but who lacked money and technical knowledge of business administration practices. Thus Nuestras Raíces set up a training program so that people with practical skills like growing, baking, or cooking could learn the business skills necessary to succeed in America.

- Enterprise Development: In addition to the intensive business training program, Nuestras Raíces also helps committed entrepreneurs by providing low-cost facilities in which they can start their businesses. Nuestras Raíces benefits from the rent that these entrepreneurs pay for the facilities and the entrepreneurs benefit from the training and the symbiotic relationships between the various businesses that Nuestras Raíces sponsors. The leases with these entrepreneurs are drawn up in a way that incentivizes sourcing from one another. Entrepreneurs from the community have started businesses that include market gardens, catering, bakeries, restaurants, and coral production. The organization also helps entrepreneurs succeed by providing micro-loans and increased access to market opportunities.

- Community gardens: Nuestras Raíces manages a network of community gardens throughout the city. Each one has a garden manager who oversees the garden and coordinates activities of the individual growers, who pay a small fee for the plot. Community gardeners keep their own produce or sell it to neighbors or at Nuestras Raíces' farmers' market stands. The organization pays a Market Coordinator during the summer to manage stands at the Holyoke farmers' market as well as at farmers' markets in the nearby towns of Chicopee and Springfield. In this arrangement, gardeners keep 70% of sales while Nuestras Raíces keeps 30% to cover costs. The organization manages only the Nuestras Raíces stands at these already-established farmers' markets; it does not run the markets themselves (though it does actively promote them, particularly the Holyoke market).

- Youth Gardening and Leadership: Groups of children plant and maintain plots in the community gardens as well as at the Tierra de Oportunidades Farm under the tutelage of older adults in the community. At the Tierra de Oportunidades Farm, Nuestras Raíces hires groups of teenagers to manage a market garden. The teenagers develop leadership skills and are exposed to educational and community building activities. An older adult (sometimes a former youth participant) manages this crew of teens. As an additional motivator, the leaders share the income from the Farm site sales (produce plus livestock).

- Tierra de Oportunidades Farm: At this large rural farm, Nuestras Raíces rents land at a low price to gardeners who can grow crops or livestock for sale at market. Other businesses have been created on the site, including a petting zoo, pig roasting business, and a small restaurant. Many of the farmers on this site have gone through the beginning farmer training. In addition, Nuestras Raíces hosts various cultural festivals on the land, such as the Pioneer Valley Latin Jazz Festival, the Festival de la Cosecha (harvest festival), and the Festival del Jibaro (country person's festival). Participants enjoy live music, paso fino horse demonstrations, arts & crafts vendors, food vendors, and traditional dishes such as spit-roasted pork. Activities for children include art projects and environmental education. The organization estimates 1,000-2,500 attendees at these festivals.

- Community Organizing/Environmental Justice: community members and residents meet regularly to organize and address issues of social and environmental injustice in the community.

- Nutrition and Fitness: Nuestras Raíces is a driving force behind the Holyoke Food & Fitness Policy Council, working on state and local policy to address obesity and improve food systems. The council works to improve food in local schools, implement infrastructure change for fitness in downtown Holyoke, and create state policies for better nutrition and agricultural development.

Selection / recruitment of participants:

Business development program: Participants in the business development program are highly motivated members of the low-income, Puerto Rican community. They must attend a series of information meetings to ensure that they understand

the magnitude of the undertaking and are willing to take on the challenges that lie ahead. Nuestras Raíces has designed a workshop specifically for those who would like to use market garden space or restaurant incubator space. In this workshop, the entrepreneurs write a mini business plan under the guidance of Nuestras Raíces staff. The finished plans are then submitted to a board of knowledgeable community members, who choose the winner based on the quality of the business plan.

Community and youth gardens: Any community member may participate in the community gardens and youth program. There are waiting lists for garden spaces and spots in the youth program. The organization actively recruits for new farmers and other businesses.

FINANCES

Figure 4-2 was made using the organization's operating budget, February 1, 2008-January 31, 2009.

The majority of this organization's funding comes from grants, including the Kellogg Foundation, Community Food Project Grants, and local foundations. However, for the land and facilities that it rents out, it tries to rent at a rate that recoups at least the cost of maintaining the building (not including staffing). As with many organizations, salaries and benefits are the biggest expenditure for Nuestras Raíces.

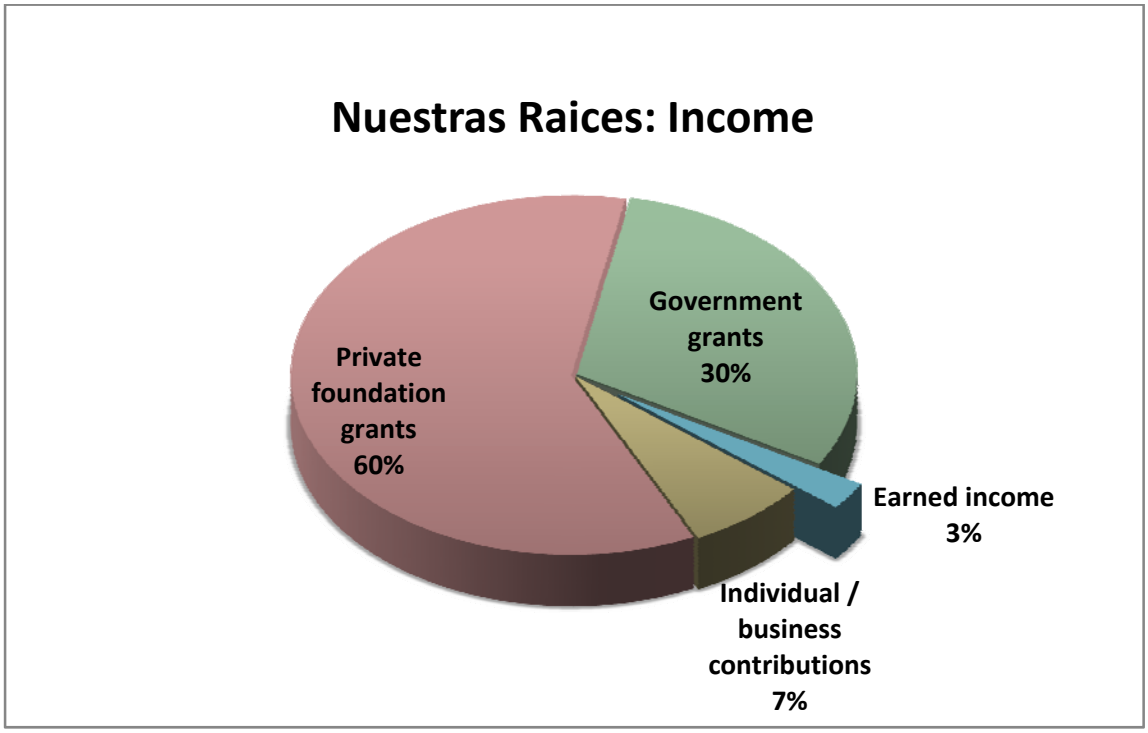

Figure 4-2: Nuestras Raíces – Percentage Income by Source

FOODSHARE

FoodShare
90 Croatia St
Toronto, ON,
Canada
www.foodshare.net

Debbie Field
Executive Director
(416) 363-3441
Debbie@foodshare.net

At a glance…

Year founded: 1985

Reach of programs: Metropolitan Area

Garden information: No on-site gardens. 13 school gardens

Percent income from social enterprise: 35%

Number of paid staff: 40 full time, 30 part time

Operating budget: $3,400,000 (Canadian)

Program goals: Job/Skills training; Advocacy/EJ; Community building; Environmental Education; Environmental Improvement/Urban Greening; Promotion of organic or sustainable agriculture; Nutrition education/Promoting healthy lifestyles

Relevant Model: Both

Toronto, Canada's premier food-related nonprofit, FoodShare has a stunning reach in its community. Its Field to Table program has expanded to over 80 Toronto area schools, while its Good Food Markets provide residents in poor areas access to affordable, fresh, healthy produce. One of FoodShare's most important programs, the Good Food Box, is similar to a CSA in that customers receive a box of fresh produce every week for a fee. Unlike a CSA, FoodShare has no on-site gardens; the food in the boxes comes from wholesale outlets and local growers. In addition to providing fresh food in communities, the Good Food Box program also incorporates job training for at risk youth. Of all of the organizations visited, FoodShare has the largest portion of its income from social enterprise. This visit demonstrated:

- *the potential for earning large amounts of money from social enterprise*
- *the power of food policy to enable organizations to meet the needs of local residents*
- *the benefits of allowing staff members a high level of independence in developing the programs for which they are responsible*

Mission: FoodShare's mission is to promote and raise awareness about the importance of fresh, healthy food and its positive effects on health and well-being. There are several sub-missions within the various programs, but this commitment to the importance of access to fresh food ties them all together. FoodShare was instrumental in facilitating the Toronto Food Policy Council, created in partnership with the Toronto Board of Health. This partnership has enabled several initiatives, including a commercial kitchen incubator and a public education campaign to educate consumers about healthy food choices.

Community served: FoodShare is located in Toronto, ON, Canada. The organization is located in a working class neighborhood known as "Little Portugal," but its work extends to a variety of communities across a range of income levels all around the city.

Staff and responsibilities: FoodShare employs approximately 40 full time and 30 part time staff members. Structurally, the executive director of FoodShare oversees all operations, but the leaders of each sub-program possess a great deal of individual freedom regarding the goals they wish to accomplish and how they wish to go about achieving them. In this ways, FoodShare succeeds in creating an atmosphere of excitement and empowerment among its staff.

Agriculture site(s) and office space: All of FoodShare's facilities are located inside of a building that used to be a school, though the school board still does use portions of it for offices and meeting spaces. The site includes a warehouse used for storage and packing, a large number of offices for the various programs offered by FoodShare, an outdoor composting zone, and a large kitchen used for FoodShare programs. FoodShare also has an incubator kitchen that can be rented out. FoodShare maintains a small garden outside of the school, but no major agricultural operation.

Programs:

- Good Food Box: The Good Food Box is FoodShare's primary act of social enterprise. It comes in multiple forms, but the Good Food Box is essentially a box containing a variety of fresh produce that residents can purchase and have delivered to their neighborhood. Boxes cost $12-32, depending on which box the customer selects. There must be a critical mass of 12 boxes in one neighborhood before delivery is possible. Generally, one resident in a neighborhood recruits neighbors and becomes a mini "distribution center," as FoodShare leaves all of the boxes for the whole neighborhood with the main organizer.

  Whenever possible, FoodShare buys the produce in the boxes from local farmers, but generally has to supplement by purchasing from the Ontario Food Terminal, where distributors sell both local and non-local foods. Additionally, FoodShare offers produce that cannot be grown locally, such as bananas. The program has to be subsidized by FoodShare, which keeps prices intentionally low enough to prevent the cost from being prohibitive for anyone who wishes to purchase it.

- Good Food Markets: Good Food Markets are small (generally just one stand) markets that FoodShare sets up in low-income sections of the city where access to fresh food is a challenge due to lack of stores (food deserts). The organization tries to partner with local community groups, but if no such group is available, Food Share takes responsibility for running the market. The goal of the Good Food Markets is to provide access to affordable, healthy, fresh foods to areas that might otherwise not have such access.

- Job training: FoodShare takes on up to twelve interns at a time who work in the warehouse or kitchen. They work at FoodShare for six months, and then move on. Participants in this program must be aged 30 or less and be deemed "at-risk" by the government. Working at FoodShare is intended to give them job skills and strengthen their resume to show future employers that they are reliable and capable. Most of the job training funding comes from the provincial government. FoodShare also offers job training to mentally ill patients through a collaborative effort with a local government agency; patients of the agency come to FoodShare and work in the kitchen, earning an hourly wage and learning useful culinary skills.

- Education: FoodShare has developed numerous ways to insert healthy food education into existing school curricula. FoodShare has "Field to Table" staff members, who visit local school to offer suggestions for food-related programming to teachers and administrators. The Field to Table program has reached hundreds of students in over 80 Toronto-area schools. Additionally, FoodShare has started gardens at 13 area schools. FoodShare also opens its door to teachers who want to bring students to FoodShare for field trips and special activities such as garden-planting and healthy pizza-making.

FoodShare has a strong presence in Toronto.
Schools that work with the organization are shown.

Selection / recruitment of participants: FoodShare works with the government to identify candidates for the job training internship program through the Good Food Box. Outreach coordinators seek partnerships with local schools for education-related activities. FoodShare also partners with local organizations and community members to spread awareness of the opportunity to purchase a Good Food Box.

FINANCES:

Graphs were made using the official 2005 Statement of Operations, the website's most recent report.

The Good Food Box program generates a large portion of FoodShare's income in comparison to the social enterprise components of similar organizations. However, support from private foundations, businesses, and government continues to provide the large part of the organization's income. One third of Food Share's expenses go toward salaries and benefits, while about one quarter goes directly toward produce, catering, and plants.

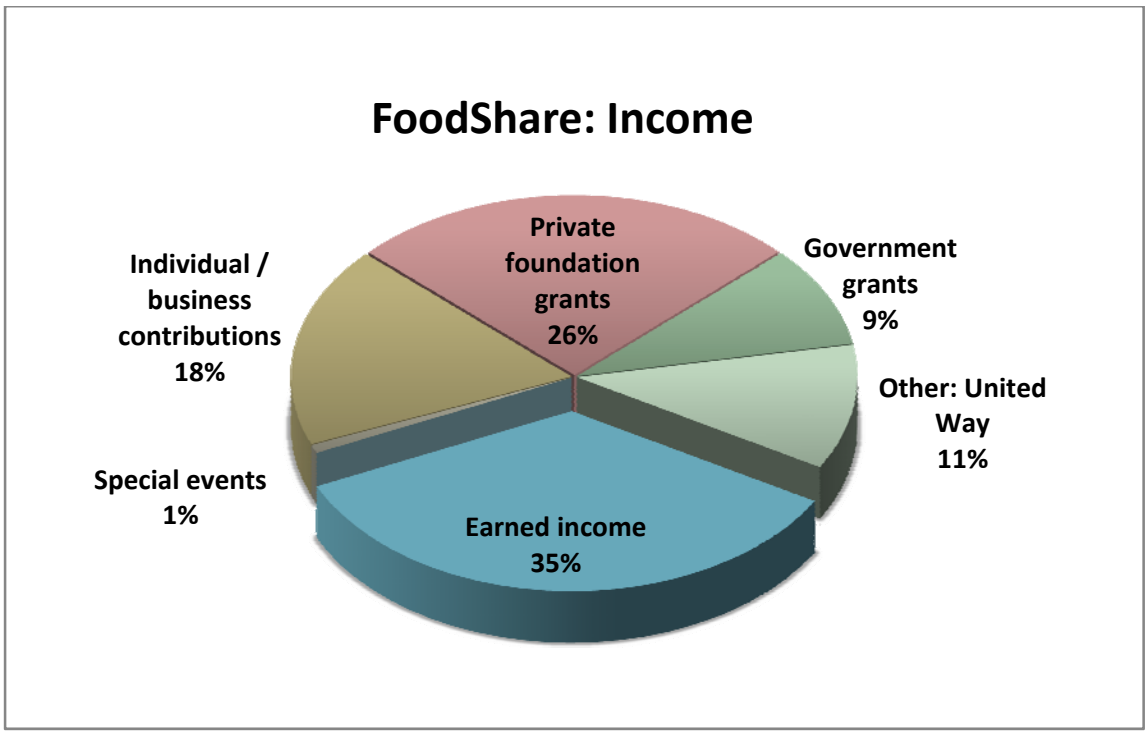

Figure 4-3: FoodShare – Percentage Income by Source

The revenue budget from the organization's 2005 audit is shown (Figure 4-3). Of the program-related sales category, 88% of the revenue was from the Good Food Box program, 11% was from catering, and 1% was from urban agriculture sales (Figure 4-4).

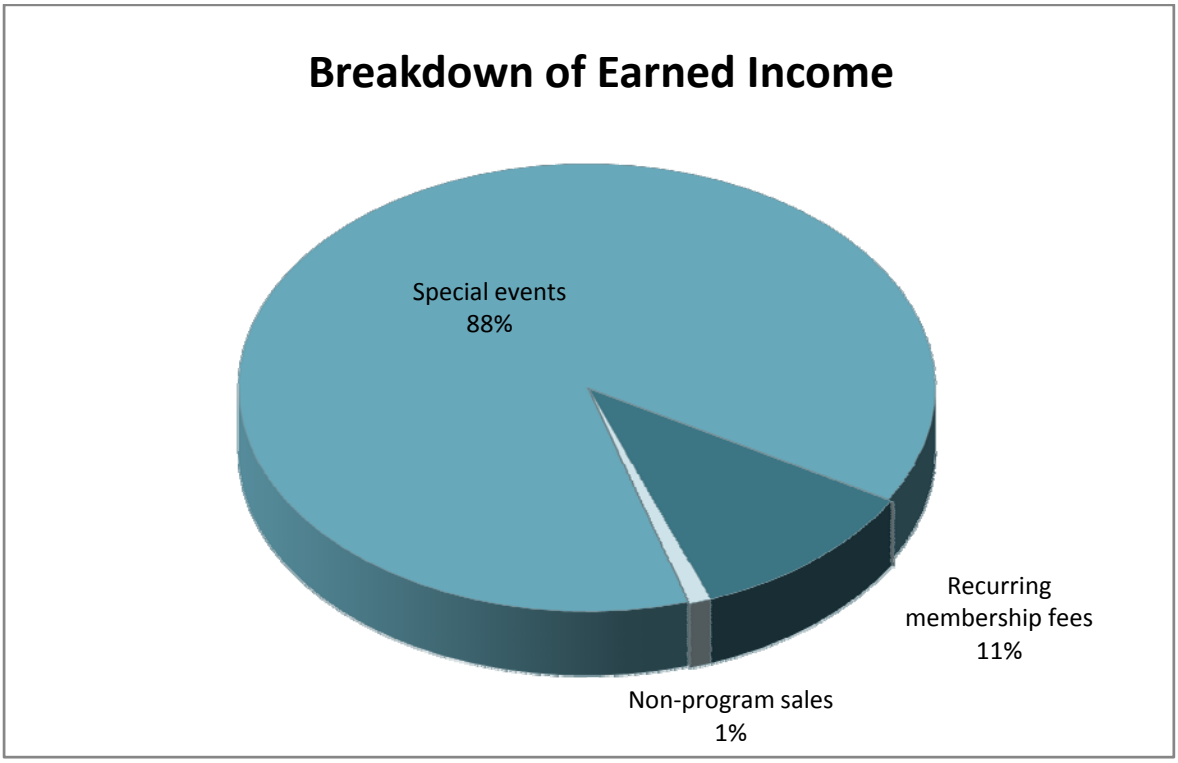

Figure 4-4: FoodShare – Percentage Source of Earned Income

THE STOP

The STOP*
1884 Davenport Rd.
Toronto, ON
Canada
www.thestop.org

Rhonda Teitel-Payne
Urban Agriculture Manager
(416) 652-7867
general@thestop.org

At a glance…

Year founded: 1982 (in its current form)

Reach of programs: Neighborhood

Garden information: One 8,000 sq ft garden and one greenhouse and sheltered garden at Green Barn site

Percent income from social enterprise: Currently, 0%

Number of paid staff: 17 Full time

Operating budget: $ 1.2 million (Canadian)

Program goals: Hunger relief; Poverty relief; Advocacy/EJ; Community building; Promotion of organic or sustainable agriculture; Nutrition education/Promoting healthy lifestyles

Relevant Model: Food Security

Unlike its fellow Toronto food nonprofit, FoodShare, The STOP has traditionally focused more on direct hunger relief rather than on enterprise. It is also more local in nature, serving the small community in which it is located. The STOP provides emergency food to those in need, runs community-building and education activities, offers social services, and helps residents advocate for improvements in public policy. In the midst of transitioning to a new and bigger location, the STOP is considering social entrepreneurship programs such as herb sales and a café. This visit provided lessons on:

- *how to build and strengthen relationships among residents in a neighborhood*
- *the importance of getting community members involved in advocacy work*
- *the value of being creative and collaborative when finding uses for newly acquired space*

*The organization did not respond to requests to review our final report. We made every attempt to be as accurate as possible in portraying the organization. Information in the report includes facts and figures from the website and from representatives we interviewed during our visit.

Mission: The STOP's mission is to increase people's access to healthy food in a manner that maintains dignity, builds community and challenges inequality.

Community served: The STOP is located in a low-income urban area of Toronto, Canada. Its new facilities (under construction at the time of the visit) will be located in a mixed-income neighborhood, within a mile of the only private community in Canada. The STOP identifies itself a neighborhood-based organization, focusing its efforts on just a small area of the city.

Staff and responsibilities: The STOP employs 17 staff members. The executive director oversees the organization's operations, while managers and coordinators run the various programs. The STOP also benefits from many volunteers offering their time.

Agriculture site(s) and office space: The organization is currently housed in a suite on the ground floor of a subsidized apartment building. A permanent outdoor pizza bake oven is located in a nearby public park. The nearest farmers' market is located in the front yard of a church, on lawn maintained by the Toronto Department of Parks and Recreation.

The new site, under renovation at the time of the visit, is a rented barn in a complex of four repair barns abandoned 30 years ago by the Toronto Transportation Authority. The Toronto Arts Commission owns the complex, and will occupy two of the barns. The third barn will be converted into an indoor farmers' market/festival site. The STOP will occupy Barn 4, which has glass walls and a glass ceiling, making it suitable for passive solar, four-season growing. The barn will also be equipped with a certified kitchen, and part of the building will also house offices and meeting/activity space. The grounds around the barn consist of a large patio area and a newly installed playground. A public skate park area and an ice skating rink are also under construction on the premises.

The STOP maintains several community garden sites located in public parks. The primary site is an 8000-square foot site in Earlscourt Park, with another site at the Davenport-Perth Neighbourhood Centre. The STOP also grows produce indoors during the winter in a greenhouse at Rosedale Heights School of the Arts, and will soon be adding a greenhouse and a sheltered garden with the opening of the Green Barn site. The goal of the gardens is empowerment and food security, not growing for sale.

Programs:

- Food Access: The STOP's Food Bank provides emergency food relief (2-3 days worth of food per household per month) for people who live in the STOP's 3-neighborhood catchment area. The STOP also runs a weekly market at its Green Barn site, focusing on local, sustainable, organic and artisanal products. The STOP also partners with FoodShare to run a Good Food Market. In this model, FoodShare purchases produce in large quantities from local farmers and the Ontario Food Terminal, and volunteers from the STOP sell it to local residents at a neighborhood farmers' market. The goal is to provide as much local and culturally appropriate produce as possible at an affordable price.

- Community building and social opportunities: The STOP seeks to create welcoming and relaxing outdoor spaces that encourage community members to socialize while learning about healthy food. To this end, the STOP has an outdoor wood-burning oven that it uses for weekly make your own pizza sessions, providing dough, toppings, and instructions to participants. The organization also has a community kitchen, in which it runs community cooking nights.

The STOP's community bake oven, decorated with beautiful mosaic artwork.

- Social Services: The STOP runs a Community Advocacy Office at the food bank, providing one-on-one support in accessing immigration, income security, housing, employment and other programs to anyone in need. Healthy Beginnings and Family Support is a pre-and post-natal nutrition and support program for pregnant women living on low-incomes. The program fosters discussion about pregnancy and parenting, and sponsors food demonstrations, information about healthy eating, free daycare, a food hamper, food vouchers, and a visit with a Public Health nurse. Finally, the STOP's Drop-in Center is a place where anyone (regardless of where they live) can access healthy food and community resources. The Drop-in center partners with other agencies to provide legal and housing services, dietetic counseling, and workshops and food demonstrations.

- Civic engagement: The STOP helps people directly address the causes of poverty in their communities by organizing two groups. The Income Secure Council is a group of citizens who plan events to address issues of poverty in Toronto and across Ontario. The Bread and Bricks Davenport Social Justice Group is a group of community members who seek to increase awareness of poverty and to advocate for improvements in public policy.

- Education: In providing local schools with opportunities for hands-on educational activities, the STOP seeks to education children about growing, nutrition, community health, and social change. Local schools can arrange for field trips to the Community Garden or to the Green Barn. On January 1, 2009, the STOP launched a new program for fifth grade students comprised of four learning units of 2.5 hours each. The program allows children to build on the concepts they learn throughout the year.

- Community Gardens: The *Community Gardens* include an 8,000 square foot garden at Earlscourt Park and a Greenhouse and Sheltered Garden at The Green Barn. These sites will yield over 4,000 lbs of fresh organic produce in 2009, and teach community members of all ages to use environment-friendly methods for growing fresh, local produce year-round.

- Social entrepreneurship programs: The STOP is considering social entrepreneurship programs including sales of herbs grown in the greenhouse to high end restaurants, a STOP-owned and operated restaurant or café, and vending carts selling healthy food.

Selection / recruitment of participants: Participants are from the neighborhood immediately around The STOP. This reflects The STOP's neighborhood focus; the organization prefers to act within its immediate vicinity rather than try to reach out to the whole city.

FINANCES

Figure 4-5 was made using information from the organization's 2007-2008 annual report, available on the website. http://www.thestop.org/sites/thestop.org/files/annual-reports/annual-report-2007-8.pdf

The STOP relies primarily on funding from private foundations, individuals, and corporations. Some additional funding comes from the provincial government, with a smaller amount coming from the federal and city governments. Special events and donated food supplement the organization's income. The majority of the organization's expenses are from program costs and staffing.

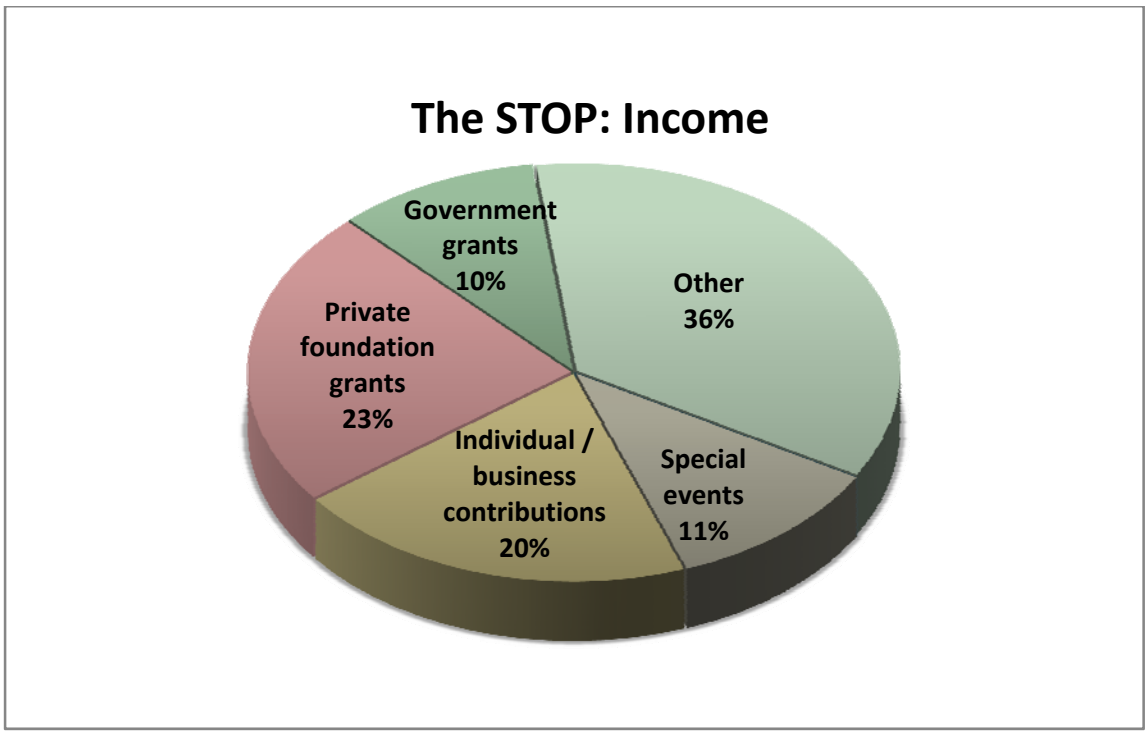

Figure 4-5: The STOP – Percentage Income by Source

FAIR FOOD MATTERS

Fair Food Matters *
323 N. Burdick St
Kalamazoo, MI 49007
Lincoln, Ma 01773
www.fairfoodmatters.org

Donna McClurkan
Interim Executive Director
(269) 492-1270
donna@fairfoodmetters.org

At a glance…

Year founded: 2001

Reach of programs: City-wide

Garden information: 1 school garden, 1 suburban farm

Percent income from social enterprise component: Unknown

Number of paid staff: 2 Full time

Operating budget: Unknown

Program goals: Job/Skills training; Community building; Environmental Education; Promotion of organic or sustainable agriculture; Nutrition education/Promoting healthy lifestyles.

Relevant Model: Food Security

Fair Food Matters shares many similarities with GH. It began as a community gardening organization with a primary focus on youth education programs. Like GH, it is now beginning to expand its programming to incorporate other aspects of the local food system and to embark on social enterprise. It offers GH an example of an organization dealing with many of the same challenges, such as acquiring sufficient funding and staffing, during a time of expansion. This visit provided lessons on:

- *Recruiting participants through collaboration with local social service organizations*
- *Providing food processing and preparation services to the community*

*The organization did not respond to requests to review our final report. We made every attempt to be as accurate as possible in portraying the organization. Information in the report includes facts and figures from the website and from representatives we interviewed during our visit.

Mission: The mission of Fair Food Matters is to build, educate, support, and empower its community around local food. Its focus is on the total food system. The concept for FFM was initiated by the Kalamazoo People's Food Co-op and the organization was founded in 2001.

Community served: Fair Food Matters operates in several locations within Kalamazoo, MI. The Roots of Knowledge Garden is located at Woodward Elementary School on the north side of Kalamazoo, close to downtown. It is a low-to-mid income residential area with some crime and drug problems. There is also limited access to fresh food in this area. The Growing Matters Garden is located off of North Westnedge Avenue in a more rural setting, further from the center of town.

Staff and responsibilities: The organization's director oversees nearly all aspects of the organization including (but not limited to) program direction, strategic and financial planning, fund raising, community relations, and volunteer recruitment. FFM also has a Garden Manager who maintains the gardens and runs the educational programs. College interns have occasionally worked for FFM in the past, however, there has been some trouble aligning the priorities of the students with the organization.

Agriculture site(s) and office space: The Roots of Knowledge Garden site is small and is owned by the school. The garden produces a variety of vegetables on several small plots and a few raised beds. There are plans for adding a hoophouse on the school property in the future. The Growing Matters Garden is 6,000 square feet in size and is located on the property of a local resident. The homeowner has granted Fair Food Matters permission to use the land. However, if the current landowner were to move, FFM could lose access to this land, depending on the wishes of the new owner. Vegetables are the primary focus at this site, but some flowers and herbs are also grown. FFM composts at this site using food scraps from the People's Food Co-op. All gardening is done using sustainable and organic practices. FFM hopes to acquire additional land within the city for future garden sites. The organization is looking specifically at partnering with churches in the area that own plots of land with enough space for a garden.

The Fair Food Matters (FFM) office is in downtown Kalamazoo. In 2008, the organization had the use of a portable Community Kitchen Trailer that was lent to FFM by the Michigan Organic Food and Farm Association. The facility is licensed by the Michigan Department of Agriculture and the Kalamazoo County Department of Environmental Health and includes a 6-burner stove, convection oven, hot running water, small freezer & fridge, electric mixer, honey extractor, egg washing equipment, stainless steel tables, 3-part sink, and hand sink. Community members or organizations can rent time in this facility for $10/hour. FFM plans to build a permanent Community Kitchen Incubator soon.

Programs:

- Growing Matters Garden Program: In this 10-week summer program, student groups from local youth development organizations visit the garden to learn how to grow produce, gain a better understanding of the food system, and spend time outdoors.

- Summer Garden Workshops: Geared for adults, these 1-2 hour programs focus on sustainable, organic gardening practices. They can be attended by anyone in the community for a small fee (not mandatory, but a donation of $5-10 per person is suggested). A portion of the produce from this garden is sold at a local Farmers' Market and the People's Food Co-op.

- Roots of Knowledge School Garden: FFM provides year round support to Woodward Elementary for garden planning, maintenance and student programs. It has worked with school staff to create garden-based lesson plans that can be incorporated into the curriculum. Students from K-5 work in the garden. Over the summer, FFM holds weekly garden club nights for students, staff, and other community members to help maintain the garden plots. The students sell a small portion of the food grown at a farmers' market held at the school. The rest of the food is given to the students' families and to neighborhood residents who volunteer their time in the garden. FFM plans to expand the production and programming

at the school through the construction of a hoophouse on the property. There are also plans to start school gardens at more locations.

- Community Kitchen Incubator: Residents, organizations, or farmers may rent this certified kitchen facility to process and create local food items. At the start of the incubator program, FFM provided a portable kitchen trailer, but it plans to eventually acquire a permanent facility. The permanent facility will aid community members in processing their garden harvests, preparing food for market, starting small scale food businesses, and other activities that will enhance the local food system.

- Future Chefs: In partnership with Kalamazoo Parks & Recreation, this program gives children aged 13-19 experience in the kitchen with food service professionals. FFM hopes to expand this program into a larger scale culinary skills certificate program, targeting teens and unemployed adults. The expanded program will work in conjunction with the community kitchen project and will teach participants to prepare food for a catering business or a restaurant that FFM would like to open in the future.

- Farms-to-Kalamazoo College: A group of Kalamazoo College students, faculty, staff, and dining services employees work with FFM to bring more local food into the college cafeteria.

- Southwest Michigan Community Harvest Fest: FFM partners with other community organizations to hold a harvest fest that celebrates local food and farming. In doing so, they raise awareness in the community of the local food system and generate support for FFM and local farmers.

- Kalamazoo Area Food Systems Inventory (KAFSI): Through a partnership between FFM and the Kalamazoo Community Gardens Initiative, this project intends to provide a baseline profile of the local food system and informs further development of the local food system.

- Senior Center Market Program: FFM brings garden harvests to local senior centers to sell to the residents. This program does not generate much revenue, but it gives students experience selling their produce and simultaneously provides low-cost produce to the seniors, empowering them to make better, healthier food choices.

Selection / recruitment of participants: FFM has 3 target populations: youth, homeless, and those with prior felonies. Current programming is focused mainly on youth, but FMM is actively working to develop new programming for the 2 additional groups. Local youth development organizations interested in having their students participate in the 10-week program are encouraged to contact FFM program through their website.

FFM surveyed residents to identify interest in the community kitchen facility and through this survey developed a contact list of interested parties for further communication about the project. It is using this list to identify anchor tenants for the future Community Kitchen. FFM also has a southwest Michigan local food yahoo group of around 200 members through which it communicates information about the organization and identifies interest in future projects.

FFM is developing a system for volunteer recruitment that mirrors an employment system. It has created several job descriptions that give a brief overview of the different kinds of work that FFM needs volunteers for and allows those interested to gain a better understanding of where their skills would be most helpful to the organization. These descriptions are aimed at targeting the newly retired baby boomer generation and are currently posted only on the web. The organization also recruits volunteers from Master Gardeners, in part through the summer workshops.

FINANCES:

Financial information is from our site visit interview. The organization did not provide further facts and figures.

The Growing Matters Garden and its programs are supported by grant funding from the Kalamazoo Community Foundation, John E. Fetzer Fund, the Harold and Grace Upjohn Foundation, the Michigan Land Trustees, and donations from members of the community. The Community Foundation grant (a 3-year grant) covers the salary of the Director. The Growing Matters Garden and the participants in its summer program also receive funding from donations through the 'sponsor a gardener' campaign.

The costs of materials for the Summer Garden Workshops and a portion of the garden manager's time are covered by fees (suggested donations of $5-10) paid on a per workshop basis. Once the permanent incubator kitchen facility has been established, FFM hopes to fund it through rental fees, including renting a portion of the space to the Food Co-op tenants. It is currently seeking additional grant funding to complete the KAFSI. The small amount of revenue earned from the sale of their garden harvests goes toward funding the programs. FFM also plans to develop an endowment campaign.

CITY FARM

City Farm*
1204 N. Clybourn
Chicago, IL 60610
www.resourcecenterchicago.org

Tim Wilson
Program Director
(312) 636-0771
cityfarm@resourcecenterchicago.org
cityfarmchicago@gmail.com

At a glance…

Year founded: 2002
Reach of programs: Neighborhood/City-wide
Garden information: 1 primary urban farm & 2 other garden lots
Percent income from social enterprise: 40%
Number of paid staff: 1 Full time, 3 Seasonal
Operating budget: $135,000
Program goals: Hunger relief; Job/Skills training; Community building; Promotion of organic or sustainable agriculture

Relevant Model: High Production

Of all the organizations we visited, City Farm is the best example of a high production model in practice. By selling the majority of what it grows to high-end restaurants it is able to be primarily self-sustaining. However, while generating substantial income it is also able to fulfill its social mission through programs that serve the local community. For example, although the demand exists for the organization to sell all of its produce to restaurants, it purposely sets aside a portion of its land to grow food for sale to local community members at discounted prices. City Farm provided lessons on:

- *The earning potential of focusing on sales to high-end buyers*
- *Balancing high-production gardening with serving the community*

*The organization did not respond to requests to review our final report. We made every attempt to be as accurate as possible in portraying the organization. Information in the report includes facts and figures from the website and from representatives we interviewed during our visit.

Mission: The primary objective of City Farm is to turn vacant land into an asset for the community. The organization hopes to provide education in organic farming, job creation for the community, and highly nutritious products to people in underserved neighborhoods. City Farm is a project of a larger Chicago-based nonprofit, the Resource Center, an environmental education organization that focuses on recycling and reusing materials with the goal of economic and educational revitalization of city neighborhoods.

Community served: City Farm is located in urban Chicago, IL, between the Cabrini Green and Gold Coast neighborhoods in the northern part of the city. The upscale Gold Coast/Old Town area (primarily white) is growing and expanding into the low-income former projects area of Cabrini Green, primarily composed of African-Americans. There is a high youth population in the Cabrini Green neighborhood.

Staff and responsibilities: There is one year-round full time farm manager/director of urban agriculture that maintains this farm site and is in charge of starting other sites and managing composting and recycling operations for the resource center. City Farm has one seasonal education and outreach coordinator who works with the youth, and two seasonal college-aged interns focused on garden production and sales. Volunteers also do occasional work to help maintain the garden plots.

Agriculture site(s) and office space: City Farm leases its 1.25-acre lot (free of cost) on a yearly basis from the city of Chicago. Recent changes in demographics are threatening the location, however. As upscale development has expanded and surrounded the farm lot, the value of its land has increased (it is currently worth about $15 million) and will likely be sold by the city to developers in the near future. If the city chooses to sell this lot, it has agreed to give City Farm 6 months notice and find another lot that the organization can use.

The garden is essentially one giant raised bed constructed out of recycled materials on top of the existing cement. To convert the lot to an urban farm, workers laid down a 4-inch thick layer of clay over the cement. On top of that, there are alternating rows of 2 feet of woodchips and 2 feet of compost (entirely composed of city waste: food scraps from local restaurants, coffee grounds from Starbucks, garden waste, etc.). City Farm plants perennials along the border for erosion control, and maintains a hoop house (66 ft. by 22 ft.) and beehives on the lot.

The farm can produce between 10,000 to 25,000 pounds of vegetables annually on this lot. The needs of the restaurants that buy produce from City Farm determine which crops the organization plants on much of the lot. The remaining land is devoted to culturally appropriate food for the local community. The organization also has two other lots (one used by a culinary school) and has helped to start a few school and community garden plots.

City Farm has a small utility shed and farm stand located at the farm site. This site uses city water from a nearby hydrant free of charge, but has no electricity. The parent organization, the Resource Center, has an office located in a different part of the city. The urban farm can use equipment that is owned by the Resource Center for other programs.

Programs:

- Urban Farmer Training Program: The program employs a team of youth to maintain the garden. The participants learn how to generate revenue and make a living off the produce they grow. City Farm has developed a curriculum for this program that involves daily hour-long lessons, field trips, and other projects in addition to maintaining the farm. The lessons cover a variety of topics including science, nutrition, and basic consumer education and marketing. This relates to the larger mission by creating jobs for the community, educating participants in organic farming, and showing participants how to turn vacant land into an asset for their community.

- Ex-Con Education: During the winter months, City Farm educates runs this program, which aims to teach groups of formerly incarcerated adults to start their own entrepreneurial urban farms. Goals include education, job creation, and the transformation of vacant land into a community asset.

- Community Events: Several events are held at the farm throughout the year to build community, raise awareness, and generate support for the farm.

- Volunteer Coordination: The organization has an email list for correspondence with volunteers and maintains communication with interested members of the community.

- Restaurant Sales: City Farm sells 60-80% of the produce grown to high-end downtown restaurants. These sales help sustain the organization financially and demonstrate the potential of growing on vacant city land.

City Farm sells produce in many venues.

- CSA, Farmers' Market, and Farm Stand Sales: The organization maintains a CSA, farmers' market, and on-site farm stand sales to neighborhood residents. These efforts allow City Farm to provide nutritious food to the local community and to educate residents about urban farming. There is a sliding scale for the neighborhood produce sales, with discounting determined by farm staff on a case-by-case basis. The sliding scales gives a larger portion of the community access to City Farm's garden products.

Selection / recruitment of participants: during the summer growing season, the farm hires a summer team composed of about 15 local youth of ages 14 and 15. The number of youth employed is restricted to 15 to ensure that there is enough work for each to do at the farm. A city-run nonprofit organization helps to select the youth for City Farm's program.

FINANCES:

Financial information is from our site visit interview. The organization did not provide further facts and figures.

City Farm is primarily self-sustaining. The garden sales, along with some microenterprises like firewood sales, can currently support 2 salaries with health benefits. Sixty to eighty percent of the organization's produce sales are to 6 high-end downtown restaurants. The demand for City Farm's produce from downtown restaurants far exceeds what the organization can supply, and City Farm could generate much more revenue if it had more land.

The rest of the garden sales are from a 20-person CSA, farmers' markets and an on-site farm stand. These ventures produce a lower return than the restaurant sales, but are still a source of revenue as well as an important part of City's Farm's mission to serve its community.

The organization receives city funding to pay for the summer youth program (both the participants' stipends and the cost of the instructors). City Farm also received a grant for the construction of its hoophouse. In-kind donations of time and resources are

valuable, as are the hours donated by volunteers who help maintain the garden plots. Local businesses and neighborhoods provide the materials for compost. City Farm does not receive any state or federal funding.

City Farm's budget of $135,000 covers only one of the farm sites. The budget is currently higher than it has been in the past because the organization is planning to expand many aspects of its farm, programs, and sales. Conversion of the city lot to a farm site took an investment of about $25,000, including a $10,000 fence. City Farm accrues approximately $50,000 to $60,000 a year in revenue.

GROWING HOME

City Farm*
2732 N. Clark St., ste. 310
Chicago, IL 60614
www.growinghomeinc.org

Orrin Williams
Case Manager
(773) 549-1336
owilliams@growinghomeinc.org

At a glance…

Year founded: 1992
Reach of programs: Neighborhood, City-wide
Garden information: 2 urban farms; 10-acre rural farm
Percent income from social enterprise: 20%
Number of paid staff: 12 full time
Operating budget: Unknown
Program goals: Poverty relief; Job/Skills training; Advocacy/EJ; Community building; Promotion of organic or sustainable agriculture; Nutrition education/Promoting healthy lifestyles

Relevant Model: High Production

Growing Home, Inc., uses a nonprofit agriculture business as the means to provide job training for former inmates, the homeless, and others who have a difficult time finding an entryway into employment. Growing Home interns rotate between a rural farm is about 60 miles from downtown Chicago, and an urban farm with three passive solar hoophouses. Growing Home sells its produce to several high-end restaurants in Chicago, as well as at farmers' markets and an on-site farm stand.

Growing Home receives much of its funding through job training grants, but also recognizes the power of social enterprise for earning revenue, and the need for coordinated, community-wide efforts to change the food system. Growing Home staff members are involved in planning a neighborhood-wide social enterprise initiative and Grown In Chicago brand. This case study provides examples of:

- *Seeking alternative sources of funding by focusing on job training as an end rather than food production.*
- *Collaboration with like-minded organizations to create opportunities for social enterprise and promoting healthy lifestyles.*
- *A well-coordinated system using a large rural site and small urban site to grow sufficient*

*The organization did not respond to requests to review our final report. We made every attempt to be as accurate as possible in portraying the organization. Information in the report includes facts and figures from the website and from representatives we interviewed during our visit.

quantities for wholesale distribution.

Mission: Growing Home's mission is to provide job training through a nonprofit organic agriculture business.

Community served: Growing Home has two locations in and near Chicago, IL: the Wood Street Garden and Su Casa Garden in the Englewood neighborhood and the Les Brown Memorial Farm in Ottawa, IL, 75 miles southwest of Chicago.

Wood Street Garden & Su Casa Garden: Englewood is a largely African American low-income community on the southwest side of Chicago. It is classified as a food desert, and has quite a few vacant lots. A collection of community organizations has formed a coalition called Teamwork Englewood to talk about redevelopment and revitalization of the neighborhood, focused mostly on food access. Growing Home is a key player on this team.

Les Brown Memorial Farm: The land in Ottawa was once a government weather station. Growing Home acquired it through the McKinney Act, which allows nonprofits that work with the homeless to use federal surplus land. It is 10-acre certified organic farm, and grows for the CSA program as well as for Growing Home's farm stand at Chicago's weekly Green City Market.

Staff and responsibilities: Growing Home has 3 administrative staff: a director, administrative director, and administrative assistant. There are three manager positions: farm manager, CSA manager, and urban farm manager. Three additional program staff are the Employment Training Coordinator, Training Crew Leader, and Marketing Coordinator. There are also two full time farm staff at the rural site and one at the urban site. Two of the current staff members were interns in the program.

Agriculture site(s) and office space: The Wood Street garden has 3 permanent hoophouses for season extension, purchased through a grant from the city of Chicago to support social enterprise. Part of the lot remains vacant, where there are plans to build a permanent structure with a heated greenhouse for seed starting, classroom/meeting area, storage, and processing facility. Growing Home has incorporated alternative building materials like straw bale into its plans and proposals, with the goal of writing new building code for these materials, which does not exist in Chicago. Growing Home, along with Teamwork Englewood, has plans for a "food ventures facility," where people can rent out space in a certified kitchen to produce canned, baked, or otherwise processed goods.

Growing Home acquired its growing land at almost no cost. The Les Brown Memorial Farm was acquired through the Federal Surplus Property Transfer Program, where federal land no longer needed for military purposes is made available to the public. Wood Street site was purchased from the City of Chicago for $1 in September 2007. Su Casa site was also given by the city.

Programs:

- Job training: Each year 20-25 interns, many previously incarcerate, enter the program. Interns work 4 days, 6 hours per day, for minimum wage. They rotate every 4 weeks from April through October between the one rural and two urban sites, learning basic agricultural skills. While agriculture is the job, GH considers itself a preparation for the next step in the interns' careers, such as school or another job. The program has never had an intern go on to independent commercial agriculture. Two former interns are full time staff members now. One current intern intends to be the first user of recently acquired incubator lots, where former interns will have the opportunity to try their hands at independent food production for sale.

- Sale of produce: Growing Home sells its produce at two farmers' markets, through a 100-member CSA, directly to restaurants, and to neighborhood residents at the Wood Street on-site farm stand. Growing Home is considering helping to develop a "Grown-in-Chicago" or "Grown-in-Detroit" label to help market its products and those of independent local producers.

Selection / recruitment of participants: Growing Home solicits applications from potential interns. The organization targets formerly incarcerated or homeless people, but will consider all applicants, for this "transitional employment" program.

FINANCES

Financial information is from our site visit interview. The organization did not provide further facts and figures.

Fifteen to 20 percent of funding comes from CSA, farmers' market, farm stand, and restaurant sales. The multiple market outlets allow Growing Home to have a presence in the community. Though the organization could easily subscribe more members to the CSA or focus exclusively on restaurant sales (and would likely make more money doing so), it chooses to serve the community directly to encourage community investment in Growing Home. When customers from the neighborhood come to the farm stand, staff harvests what they need at that moment.

The rest of the budget comes from traditional funding sources like city grants and special events. Growing Home earns $50,000 each year at an annual fundraiser at the Chicago Cultural Center, where the local sports teams donate silent auction prizes and local chefs donate time to create dishes from locally produced foods. Most of the grant money comes from sources that support the job training aspects of Growing Home's programming. Growing Home finds it easier to solicit grants and donations with media attention, so it frequently cooperates with reporters, filmmakers, and students asking for interviews.

DETROIT GARDEN RESOURCE PROGRAM COLLABORATIVE

Detroit Garden Resource Program Collaborative*
Detroit Agriculture Network
200 West Parkhurst
Detroit, MI 48203
(313) 869-7199, ext. 3
http://www.geocities.com/detroitag/

Greening of Detroit
1418 Michigan Ave
Detroit, MI 48216
Ashley Atkinson, Director of Urban Agriculture,
Greening of Detroit
(313) 237-8733
aatkinso@umich.edu

Detroit Garden Resource Program
Lindsay Turpin
Garden Resource Program and
Urban Roots Coordinator
(313) 961-3151
lindsay_detroitagriculture@yahoo.com
http://www.detroitagriculture.org/

A Partnership of:
The Greening of Detroit,
Detroit Agricultural Network,
Michigan State University, and
Capuchin Soup Kitchen/
EarthWorks Urban Farm)

At a glance…

Year founded: 2003

Reach of programs: Detroit, Hamtramck, and Highland Park

Garden information: 209 Community and School Gardens, 359 Family Gardens

Percent income from social enterprise component: 5%

Number of paid staff: 3.5 full time, 5 AmeriCorps Members (Greening)

Operating budget: $177,808 (Greening of Detroit)

Program goals: Providing resources, education, and support to urban gardeners, improving food access, and promoting health and nutrition.

Relevant Model: High Production

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The Garden Resource Program Collaborative (GRPC) is a partnership of four organizations: Greening of Detroit, Detroit Agricultural Network, Michigan State University and Capuchin Soup Kitchen/EarthWorks Urban Farm. The GRPC provides resources, education, and support to individual, community, and school gardens within the Detroit, Highland Park, and Hamtramck. The organization has grown from handful of gardens in 2003 to over 500 community, school, and individual gardens.

The GRPC has excelled at incorporating input from community members and program participants because of the models they have used to distribute resources to the community. Members have the incentive of further resources as a reason to stay involved in their "clusters," geographically defined regions that serve as the smallest unit of organization. This case study provides examples of:

- *Enlisting the help of competent partner organizations to accomplish tasks your organization is not specialized in.*
- *Continually engaging the community and participants to assess their needs and challenges.*
- *Empowering participants with the responsibility and resources to pursue relevant subgoals they are interested in.*
- *Providing education and training to increase the capacity of local residents to produce food for consumption or sale.*

Mission: The Garden Resource Program is a joint program of The Greening of Detroit, Detroit Agricultural Network, Michigan State University and Capuchin Soup Kitchen EarthWorks Urban Farm. Although each organization has its own separate mission, the GRP was created to "provide access to resources and educational opportunities for community, school and family gardeners."[33] The materials, services, and educational materials that are provided through the Garden Resource Program are provided by one of the partners.

In 2003, the City of Detroit's Farm a Lot program and the resources provided through this program were foundering. A number of gardeners organized to express the need for a gardening support organization in the city. These gardeners felt there was a need for an umbrella organization for the nascent group. Serendipitously, a Community Food Project grant helped fund the beginnings of the Garden Resource Program. Founders Ashley Atkinson and Brother Rick Samyn of the Capuchin Soup Kitchen Earthwork's Garden felt that a partnership with Greening of Detroit would be vital to bringing the capacity they needed to reach the goals outlined in the CFP grant. Since its beginning in 2003, the GRP has grown steadily from a handful of community, school, and home gardens to over 500 total gardens in 2008.

Community served: The Garden Resource Program Collaborative is located in Detroit, a large, postindustrial, Midwestern city with a population of approximately 900,000 people. The city is currently losing about 10,000 persons per year. This predominantly African American (82%) city has a poverty rate of 26%. There are between 30 and 40 thousand abandoned lots in the Cities of Detroit, Hamtramck, and Highland Park, approximately six square miles in area. There is a rich cultural tradition of agriculture among many of the ethnic and racial groups that have settled Detroit over the years. This historic agricultural knowledge combined with the ample vacant land in the city and resources provided through the GRP combine to make Detroit a growing national center for urban agriculture.

Staff and responsibilities: Because the GRP is a collaborative project, each partner organization contributes to the success of the program. The Detroit Agricultural Network's board and other volunteers contribute many volunteer hours towards the GRP. Approximately 3 full time Greening staff members do work for the Garden Resource Program Collaborative. In addition, there are 4.5 Americorps positions and another half time position. Earthworks Garden has 3.5 full time employees, each of whom dedicate a portion of their time towards the GRP by growing plants and teaching workshops. Finally, MSU extension has approximately 1 full time position dedicated to GRP, between Extension, the Student Organic Farm staff, and the Mott Group for Sustainable Food Systems. The program evaluator is also from MSU. The overall success of the program relies on each organization doing what it has expertise in.

Agriculture site(s) and office space: In 2008, there were 206 community and school gardens and 359 family gardens participating in the program. Some of the land is leased from the city on a year-to-year basis, while other land is privately owned or just used until the owner wants to develop. The Capuchin Soup Kitchen owns a 30 by 96 foot greenhouse, as well as approximately 12 empty lots of farmland in the city that make up the EarthWorks Urban Farm.

The different partners have different configurations of office space and farmland. Detroit Agricultural Network has no employees and no office space. The Greening rents an office in Detroit, where all the employees are housed, even those that work on things other than urban agriculture. MSU Extension has office space in the City of Detroit but no farmland.

[33] http://www.detroitagriculture.org/Default.htm

Programs:

Garden Resource Program: Gardeners can sign up with the GRP, pay a nominal fee, and receive seeds, starts, and planting information for their community, school, or home garden.

Detroit Urban Garden Education Series: offers classes and other educational events to gardeners and farmers.

Urban Roots: This 9-week community gardening training program is designed to foster community gardening leaders through horticulture and community organizing training.

Advanced Urban Agricultural Training: Experienced gardeners may take classes in bee keeping, season extension, and other advanced gardening techniques.

Workgroups: Passionate members of the Detroit Agricultural Network have formed two workgroups: the Farmers' Market Workgroup and the Compost Workgroup. The Farmers' Market Workgroup founded the "Grown in Detroit" label to connect urban farmers and gardeners to six different farmers' markets around the city. Forty seven gardens sold produce in the 2008 season, up from 30 gardens in 2007, selling a record $14,700 worth of produce at these markets. The Compost Workgroup was founded in 2006 to divert organic waste from the waste stream and turn it into compost. The group established a composting demonstration site at the Hope Takes Root garden in North Corktown. They have established relationships with local businesses and are receiving and using brewery waste, coffee grounds, and rabbit droppings in the formation of compost piles. They have diverted over 20 tons of waste from the landfill for use in composting and gardens.

Romanowski Park Garden: The Urban Agriculture Staff at Greening of Detroit grow produce for sale at the garden at Romanowski Park in Southwest Detroit. (Greening Only)

Future Programming: The Greening of Detroit has closed on a 2-acre site in the Eastern Market that will be a farm in the city. Planned components are 3 passive solar greenhouses, composting windrows, processing and packaging facilities, and 1 and ¾ acres of annual vegetable, fruit, and flower production. In addition, there will be an educational center as part of this facility. Partnerships with the Detroit Edison Public School Academy for nutrition education, the Eastern Market Corporation, and the local community will be a vital part of this operation (Greening ONLY)

Selection / recruitment of participants: There were an average of 24.8 participants at each of the 45 workshops conducted through the GRP last year. The numbers of gardens have exploded in the past 5 years. In 2003, there were 39 community and school gardens and 41 family gardens. In 2008, there are 206 community and school gardens and 359 family gardens participating in the program. The program has an over 80% return rate.

FINANCES:

Financial information is from our site visit interview. The organization did not provide further facts and figures.

The majority of the funding (80%) comes from foundations, which the director considers very stable. About 10-15% consists of corporate, less than 5% individual, and about 5% earned income. At this point, the organization only pursues multi-year gifts, but in general feels very confident about its financial situation. Earned Income for the organization comes from GRP application fees, Educational Series Fees, Urban Roots Fees, and Farmers' Market Sales (from Romanowski Farm).

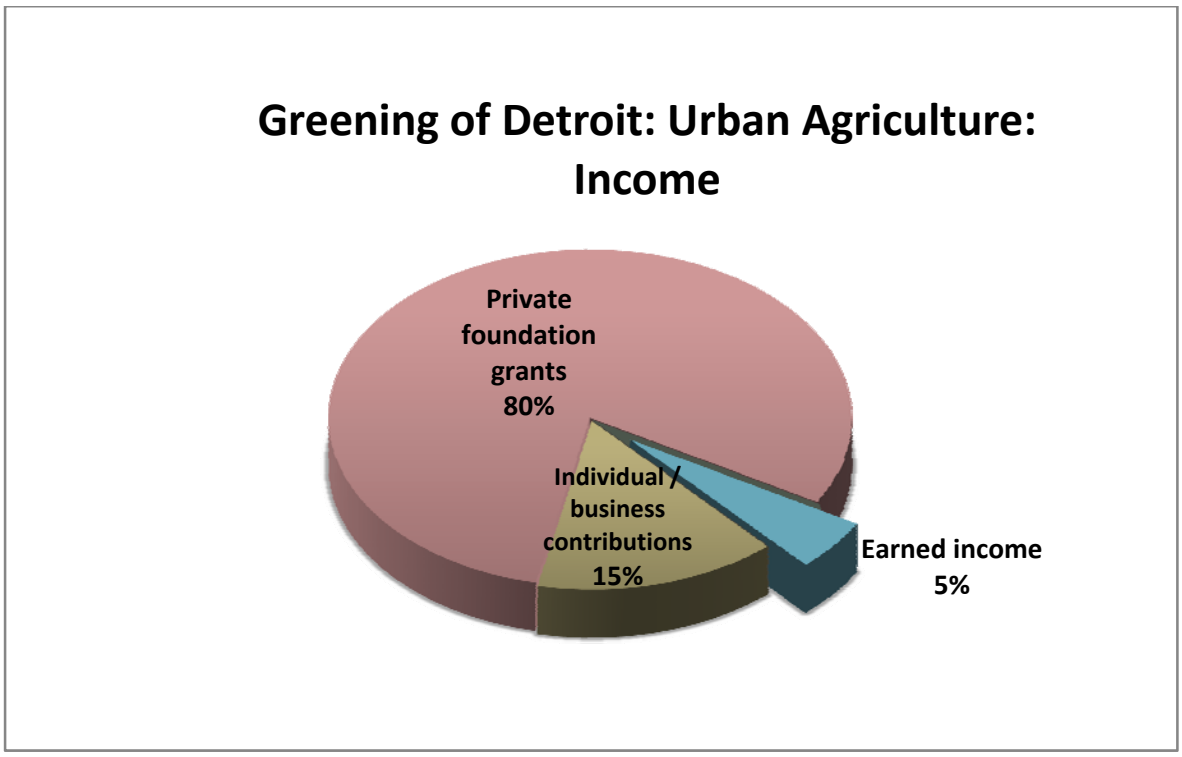

Figure 4-6: Greening of Detroit: Urban Agriculture – Percentage Income by Source

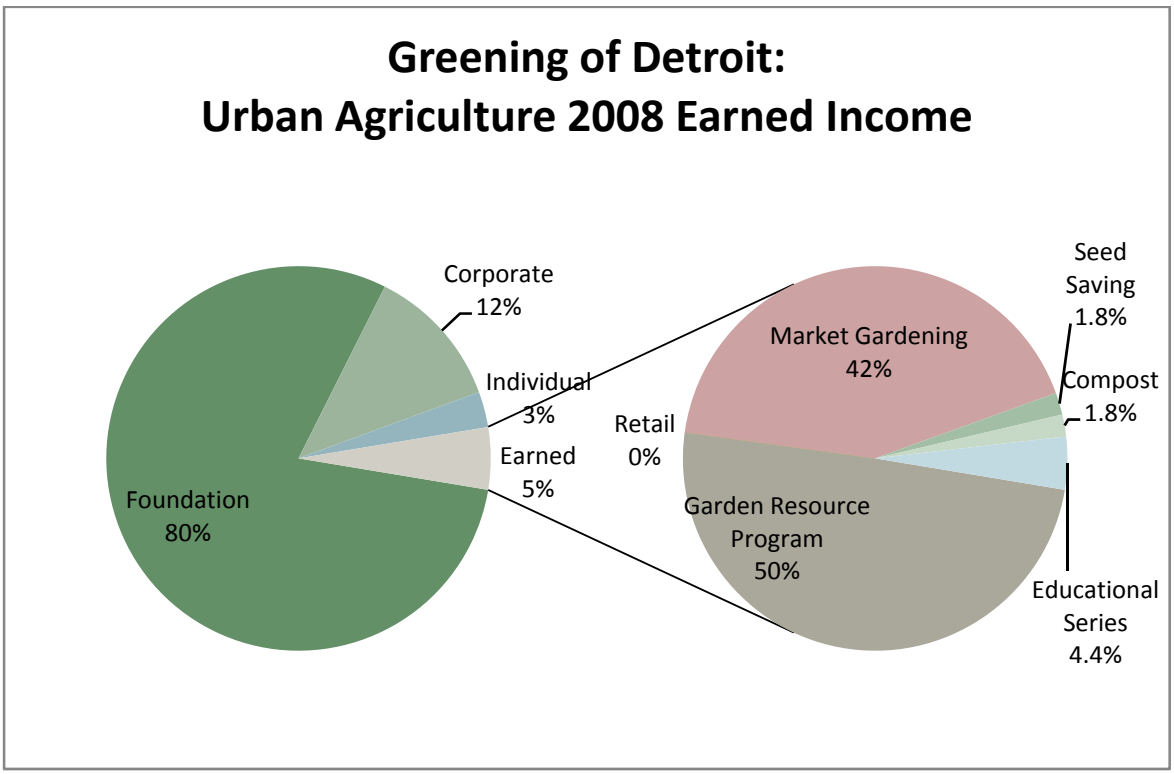

Figure 4-7: Greening of Detroit: Urban Agriculture – Earned Income

UGROW: Urban Gardens Resources of Worchester

UGROW:
Urban Gardens Resources of Worchester
9 Castle Street #1,
Worcester, MA 01610
http://www.recworcester.org/UGROW/
Run through the
Regional Environmental Council
of Central Massachusetts

Casey Burns
Director
(508) 799-9139
education@recworcester.org

At a glance…

Year founded: 1995
Reach of programs: City-wide
Garden information: 250+ gardeners, 25 community gardens
Percent income from social enterprise: 0%
Number of paid staff: 2 full time, 2 interns
Operating budget: 170,000
Program goals: Hunger relief; Poverty relief; Job/Skills training; Advocacy/EJ; Community building; Environmental Education; Environmental Improvement/Urban Greening; Promotion of organic or sustainable agriculture; Nutrition education/Promoting healthy lifestyles

Relevant Model: Food Security

UGROW, the Urban Garden Resources of Worcester, is a small organization under a larger environmental justice nonprofit. UGROW creates and supports urban gardens around the city of Worcester, MA, and runs a youth program and a farmers' market. UGROW works with Worcester's largely minority population to address issues of food security and inequitable distribution of resources.

UGROW operates on a smaller scale, and with a simpler programming model, than GH, but works so intimately with its community that it would benefit GH, and all UANs, to observe how this small organization runs. UGROW provides examples of:

- *Close collaboration with the community, taking diverse cultural perspectives into account.*
- *Taking advantage of the resources available as a project of a larger environmental nonprofit.*
- *Working within the constraints of a very small budget.*

Mission: UGROW is a grassroots, city-wide community gardens program. By growing food within the community, the program seeks to address issues of community food security and inequitable resource distribution. UGROW poses an alternative to fossil-fueled, corporate agriculture while connecting residents of all types, including neighborhood groups, schools, youth, senior citizens, and artists.

UGROW's parent organization, the Regional Environmental Council of Central Massachusetts (the REC), has been supporting gardens for 13 years, and currently supports over 250 gardeners working in 25 community gardens.

Community served: UGROW operates in the city of Worcester, MA. UGROW serves an urban low-income area in the process of trying to rebuild. The community includes immigrants from Puerto Rico, Vietnam, and Africa. In addition to several community gardens, there are also some co-ops specializing in ethnic foods.

Staff and responsibilities: UGROW has two full time employees: an Education Coordinator, and a Community Gardens Coordinator & Development Director. UGROW also has two interns, often graduates of the YouthGROW program.

Agriculture site(s) and office space: UGROW currently has two main sites; one was obtained through an urban development grant while the other is the property of a local industrial business that has agreed to allow UGROW to garden on the property. The UGROW program would like to purchase the latter property but is currently limited by its budget. Other community gardens are on vacant city lots that residents have simply "take over." UGROW's parent organization, the Regional Environmental Council of Central Massachusetts, rents its office space.

Programs:

- Community gardens: UGROW helps maintain community gardens by providing lots for gardens, basic tools, water, and assistance where possible.

- YouthGROW: YouthGROW is an 8-week employment program for youth aged 14-16. The program is often the first employment experience for participants, who are paid for their 20 hours of labor per week. UGROW is currently planning an urban farmers' market to be staffed by youth.

One of UGROW's community gardens.

Selection / recruitment of participants: UGROW makes contact with youth and community gardeners through community outreach, and through word of mouth about the community gardening program.

FINANCES

Basic financial information was provided by the organization in January, 2009.

The program has a budget of $17,000. Though there is currently no social enterprise component, UGROW is seeking to expand its efforts in the area of farmers' markets.

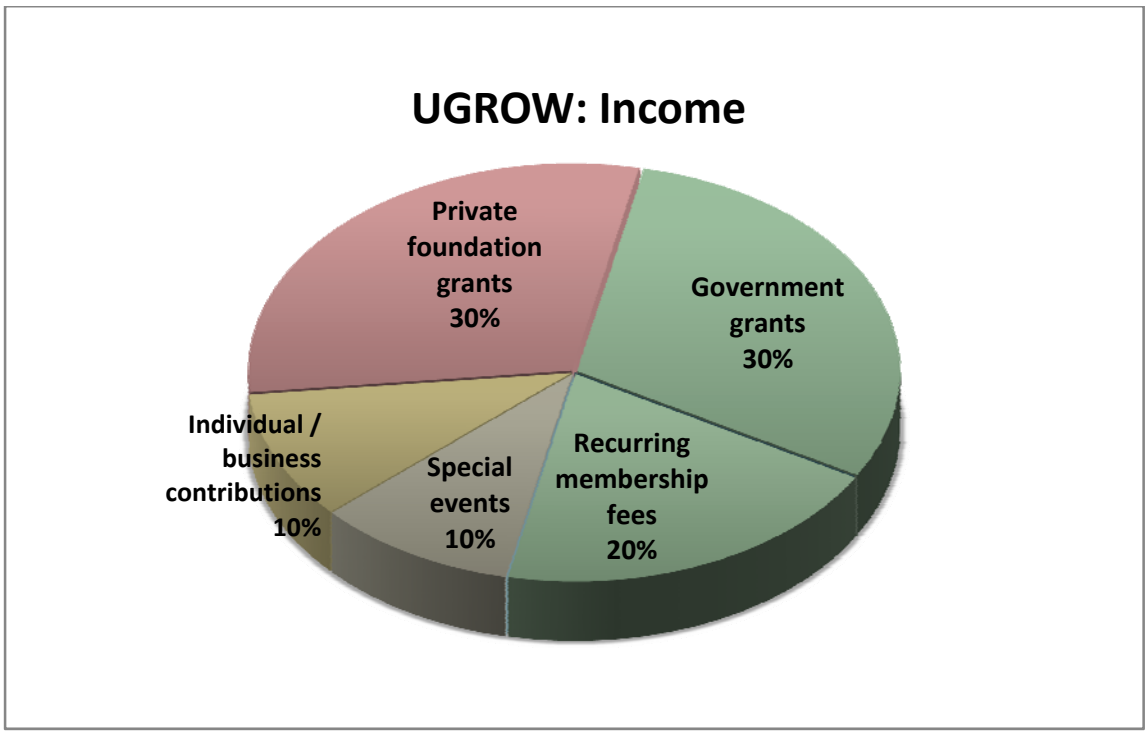

Figure 4-8: UGROW – Percentage Income by Source

GARDENING THE COMMUNITY

Gardening the Community
127 Marlborough Street
Springfield, Massachusetts 01109
http://www.nofamass.org/programs/gtc/

Ibtihaj Amatul-Wadud
Program Coordinator
Kristin Brennan, Program Director
(413) 538-5822
gtc@nofamass.org

At a glance…

Year founded: 2000

Reach of programs: Neighborhood

Garden information: 4 urban farm plots, 1 acre total

Percent income from social enterprise: 8%

Number of paid staff: 1 Full time, 2 part time (seasonal)

Operating budget: $45,610

Program goals: Advocacy/EJ; Community building; Environmental Improvement/Urban Greening; Promotion of organic or sustainable agriculture; Nutrition education/Promoting healthy lifestyles

Relevant Model: Food Security

Gardening the Community was the smallest-scale organization that we visited. Its founders are committed to keeping its ecological footprint small and distributing all the food it produces to families within the community that need it. The organization manages to provide a strong youth gardening education program on a small budget. This visit was valuable in demonstrating:

- *how to work with a small budget*
- *the utility of gardening programming as a way to teach sustainable living*
- *the importance of flexibility in dealing with lots on loan from a municipality*

Mission: "Through growing organic food and riding bicycles in the city, we introduce and foster the principles of sustainable living." The organization started as a way to promote food access in the city, but eventually grew to encompass empowerment for sustainable living. Gardening the Community (GtC) now seeks to promote sustainable living by working with a small budget and using conservation methods like seed saving, rainwater harvesting, and bicycle transportation. GtC works outside of the market economy, by relying on human, rather than financial, resources.

Community served: GtC is located in the small city of Springfield, MA. The neighborhoods around the gardens are economically depressed with common empty houses and lots. These are residential neighborhoods with mostly single-family dwellings.

Staff and responsibilities: GtC is a project of the Northeast Organic Farming Association (NOFA). NOFA has over 20 projects, but GtC is the only youth program and the only program set in an urban area; the other programs mainly support the region's rural organic farmers. The program director is employed by NOFA as a contract employee, and is responsible for grants and development as well as gardening activities in the spring and summer. GtC's founder works with the program on a part time basis, and a junior staff coordinator works part time during the 3 growing seasons. There are 10-15 Junior Staff, who are paid by stipend to work on the gardens and markets and supervise younger participants. There are also 2-3 interns from local colleges each summer, who assist the junior staff and work on projects such as parent outreach. The college interns have payment from their respective universities. All youth workers are paid through the program.

Agriculture site(s) and office space: GtC's farms are on fenced lots, which have either been appropriated from the city or given on loan from a local business. The organization has experienced problems with the city lots, because the city can reclaim them at any time. There is a large storage shed on site, and some portable tents for shade. The Program Director's office space is in her home.

Programs: GtC employs 12-15 youth interns each summer, who tend three urban "farms" and sell their produce at markets and wholesale to a restaurant and a health food store. The youth interns also lead younger children in tending their own garden plots.

GtC promotes green living by using bicycles to transport produce.

The youth are recruited from a local school and paid a stipend to participate. The goal of their work is to develop skills in self-sufficiency, to understand the potential of urban folk to grow their own food, to introduce them to improving their own community, and to instill a sense of basic job skills. It is an educational program, but also seeks to provide a real service to the community, fresh organic food served at local farmers' markets.

Selection / recruitment of participants: The program actively recruits youth interns from the high school closest to the garden sites. They accept a limited number of interns from outside of the neighborhood, preferring participants who feel socially invested in the community where they will work.

FINANCES

Financial information was taken from the organization's 2009 expense budget.

In 2007, an estimated $3500 came from produce sales, providing approximately 8% of the operating budget. Most of the program's funding comes from traditional grant, donation, and foundation sources. Haymarket Peoples' Fund gives a repeated donation of $5000 per year. The New England Grassroots Environmental Fund and Open Field, a foundation dedicated to the agricultural productivity of open land, also give support. The Massachusetts Environmental Trust has given larger grants of $10,000 - $15,000 for GtC's rainwater harvesting and water conservation efforts. A private foundation donor who is a board member of NOFA gives $15,000 per year. Smaller amounts of funding come from the rotary club and individual donors.

GtC also finds funding by collaborating with other organizations. The Food Bank of Western Mass and a nonprofit called Community Involved in Sustaining Agriculture (CISA) write GtC's programs into larger grants they solicit. This money tends to go toward the youth stipends. GtC also receives in-kind support from parent organization NOFA, who provide some administrative services as well as publicity, but as GtC's own fundraising capacity grows, NOFA intends to withdraw or charge for this support.

GtC's 2009 expenses totaled $45,600. The organization has no property costs, no vehicle costs, and few materials costs because it saves seeds, harvests rainwater, and produces its own compost.

MICHIGAN STATE UNIVERSITY STUDENT ORGANIC FARM

Michigan State University
Student Organic Farm
3291 College Road.
Holt, MI 48842
www.msuorganicfarm.org

Adam Montri / Jeremy Moghdater
(517) 230-7987
msufarm@msu.edu

At a glance…

Year founded: 1999

Reach of programs: State-wide

Garden information: 5 acres of 10 cultivated,
6 hoophouses (10,000 ft^2 total)

Percent income from social enterprise: 40%

Number of paid staff: 4 full time, 6-8 summer (undergraduate)

Operating budget: $300,000

Program goals: Job/Skills training; Community building; Environmental Education; Promotion of organic or sustainable agriculture; Year-round local food production; Outreach & education

Relevant Model: High Production

The Michigan State University Student Organic Farm was the first of our two "technical" site visits. It provided insight on structuring a market gardener training program and on crop profitability. The principal activity of the farm is to run an organic farming certificate program. This visit demonstrated:

- *the time commitment necessary from participants in order to ensure thorough training*
- *balancing the needs of paying participants and volunteers*
- *technical information on passive solar greenhouse production*

Mission: The MSU Student Organic Farm is a 4-season farm originally initiated by students. The mission of the program is to cultivate knowledge and human capacity in ecological and organic agriculture that sustains communities and the environment. The program uses an organic farming certificate program and community supported agriculture to achieve these goals.

Community served: The Michigan State University Student Organic Farm (MSU SOF) is located in a rural area of Holt, Michigan, outside of East Lansing. Two thirds of the farm's customers are MSU affiliated faculty, staff, and students while community members make up the last third.

Staff and responsibilities: There are 4 full time, non-student paid employees at the farm. These are: 1) Organic Farming Certificate Program Coordinator and Instructor, 2) Organic Farming Certificate Program Instructor and Student Organic Farm Director, 3) Outreach Program Coordinator, and 4) Farm Manager. The steering team for the organization includes other members not paid by SOF. In addition, there are 6-8 full time undergraduates hired during the summer to help manage the growing for the CSA.

Agriculture site(s) and office space: The farm is located approximately 4 miles from MSU's campus on 10 acres of land owned by university. The Student Organic Farm pays a fee of $5,000 per year, which covers use of the land, as well as facilities such as coolers and heated greenhouses. Of these 10 acres, approximately 5 are in outdoor production, and six hoophouses are located on the remaining 5 acres. Staff members found passive solar greenhouses particularly useful for growing high value crops of tomatoes and spinach. Michigan State University owns the buildings and land used by the Student Organic Farm. The farm shares office space with the viticulture department on site, while use of the office building is free.

Programs:

- Educational Programs: The MSU SOF runs an organic farming certificate program, which teaches students organic farming methods. As explained below, the selection process for this intense, year-long educational experience is rigorous. The SOF also offers undergraduate education, including classes, volunteer experiences, and employment opportunities on the farm.

- Year-round Teaching Farm: The teaching farm supports an on-campus farm stand, sales to MSU Dining Services, and a CSA. Through sales in these venues, the farm is able to give students management and business experience while earning $120,000 per year, most of which is from the CSA. To avoid out competing or undercutting local farmers, the SOF keeps the price of CSA shares at the high end of the price range for Michigan (about $30 per week). Revenue is invested back into the farm or used to pay salaries. The CSA also offers an opportunity for both students working on the farm and participants in the organic certification program to be involved in the growing of food for profit. This hands-on learning is essential to the success of the organic farming certificate program and the other education components of the farm. One challenge of having both paid student workers and paying Certificate Program participants is determining which tasks each group should perform. The organization is cognizant of the need to assign to paying participants tasks that are relevant to their learning process.

- Outreach Programs: The SOF operates outreach programs on the topic of year-round organic farming.

- Research and International: The organization is currently developing stronger research and international components to its array of programming.

Selection / recruitment of participants: Participants for the Organic Farming Certification program are selected through an extensive application process. They come from many different walks of life. Some are recent graduates from undergraduate programs, others are returning students. All applicants must submit a transcript and answer questions about their farming experience and motivation. They must be ready and willing to devote a year of their life to this intensive and often consuming

educational experience. They must have had enough prior experience with organic agriculture to be sure of their decision; the certification program is not exploratory but practical. Applicants must be academically strong and able to succeed in MSU courses. They must provide evidence of their ability to be a positive part of the SOF learning community.

FINANCES:

Basic financial information was provided by the organization in January, 2009.

The Kellogg foundation was integral in providing start-up funding for the SOF. In addition, Kellogg provided the funding in 2000 to build 2 greenhouses to expand production. Overall, about $400,000 in infrastructure has been spent on the site. Produce sales (CSA and farm stand) provide about $120,000 of annual income. In past years the university has provided about $30,000 for the certificate program, though this year they are providing $140,000. The US Department of Agriculture provides about $75,000 through the Risk Management Agency. About $25,000 comes from MIFFS workshops led by various members from the farm.

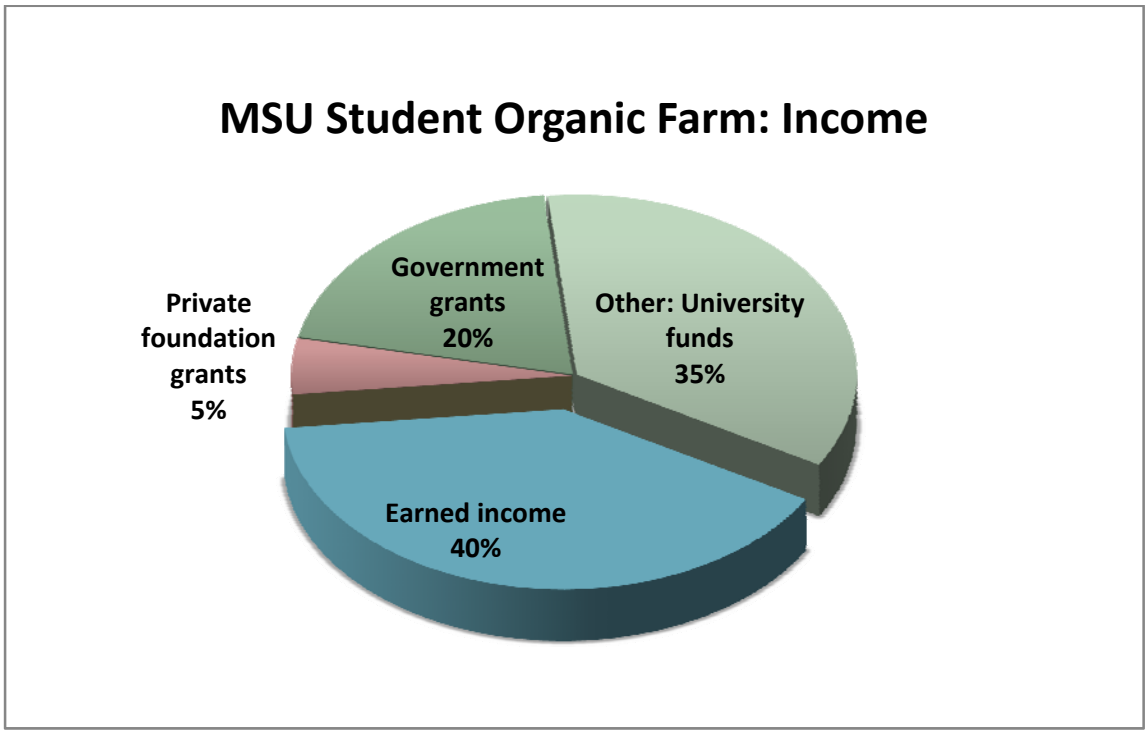

Figure 4-9: MSU Student Organic Farm – Percentage Income by Source

OHIO STATE UNIVERSITY: MODULAR ECOLOGICAL DESIGN

Ohio State University:
Modular Ecological Design
1680 Madison Ave, 138 Selby Hall
Wooster, OH 44691
http://ipm.osu.edu

Joe Kovach
Associate Professor of Entomology
and
IPM Coordinator
kovach.49@osu.edu

At a glance…

Year founded: 2005
Reach of programs: State-wide
Garden information: 1.4-acre experimental plot
Percent income from social enterprise component: 0%
Number of paid staff: 1 full time and 3 part time
Operating budget: $10,000
Program goals: Promotion of ecological principles for sustainable agriculture

Relevant Model: High Production

The Ohio State University Modular Ecological Design was the second of our two "technical" site visits. The organization runs experimental plots in the Ohio State University Agricultural Research and Development Center. This visit provided valuable lessons on:

- *labor costs associated with various crops and planting methods*
- *crop and cultivar combinations to reduce pest problems and enhance profitability*

Mission: This project seeks to determine the optimal layout (in terms of economics, pest density, efficiency) of an intensive fruit and vegetable polyculture system that can be used by the small urban or rural farmer. They seek to design a food production system that:

- Simulates natural systems using genetic, temporal and spatial diversity.
- Uses ecological principles (minimize disruptions, prevention, biocontrol, compost)
- Economically viable ($10/ft of row ≈ $90K/A)

Location: The OSU: Modular Ecological Design is located in an experimental plot about 2 miles away from the OSU Agricultural Research and Development Center on the outskirts of Wooster, Ohio. The 1.4-acre plot is in a rural setting, as part of a bigger experimental farm owned by the university. There are no buildings on the premises, but the experiment is based out of the Integrated Pest Management Program at OSU's Agricultural Research and Development Center, where their labs are located.

Staff and responsibilities: The labor needs of the project vary over time, depending on the activity being performed. Much of the labor for major capital projects like installing gardens and erecting high tunnels was done by IMP staff, while the harvesting of extra fruit and vegetables was done by volunteers. Currently there is only one full time employee.

All labor cost calculations use $8/hr as a wage rate. The cost of establishing the plot was $24,477, which amounted to $3.20/ft of row. In 2007, a deer/raccoon/and fox fence was erected as the cost of $730, or $0.75/ft. The high tunnels were erected for a cost of $18,306 for only 0.25/acre or $9.50/ft. Labor dedicated to harvesting and maintenance amounted to about $1/ft for $8/hr over 6 months. The cost of capital improvements (plants, fence, irrigation) paid for themselves after 2 years. Weeding before the landscape cloth was applied amounted to about $1.35/ft, whereas the labor to lay the cloth and weed amounted to $0.37/ft of bed.

Experiment Design: The main purpose of this experimental plot was to determine the optimal way to grow crops without the use of biocides while earning at least $90k/acre. The Integrated Pest Management Program of Ohio State University's Ohio Agricultural Research and Development Center, along with OSU Extension Program, established this experimental plot in 2005. The project experiments with genetic, spatial, and temporal diversity to achieve higher yields and explore cost efficiency. "Genetic diversity" refers to the use of different crops and cultivars within a relatively small area. "Spatial diversity" encompasses a number of other characteristics including using different heights of plants and different placement of various species of plants. "Temporal diversity" refers to the use of cultivars that fruit at different times.

Each crop was represented by 3 different cultivars: one early, middle, and late season varieties. There were 4 different "treatments" for the plots, each replicated four times. They were:

1. Solid Rows: each row was a solid crop, with each of the three cultivars in that row. Rows alternated between low and high crops.
2. Mixed Row: there were 4 different crops in each row, but rows still alternated between low and high crops.
3. Checkerboard: 4 different crops in each row, but within the row there were low and high plants.
4. Mixed Row on Raised Beds: 2 landscape timbers high.

In 2007, the four easternmost treatments were covered with high tunnels, which are like greenhouses. The luminescent plastic covering is removed each fall and reapplied in the spring.

The researchers kept track of the productivity of each of the different treatments, as well as labor costs, and insect damage according to where the plots were located. Each plot was 44' by 60' and included 4 tree/shrub fruit crops and 4 herbaceous crops:

- Tree/shrub Crops: apples, blueberries, peaches, raspberries
- Herbaceous: strawberries, edamame soybeans, tomatoes, snap peas (varies per year)

Productivity: The raised bed treatment in 2006 and 2007 had the highest productivity, measured in terms of yield, of any of the treatments, with a range of 14% to 81% increase in yield for most crops. In addition, the high tunnels increased productivity in virtually all crops, with soybeans yielding 16% more and summer raspberries yielding 96% more in the high tunnel. Also, the crops from the high tunnel sustained less pest damage, were larger, and generally cosmetically superior.

Economics: In terms monetary yield per foot of bed, the grape tomatoes had by far the greatest economic impact. Strawberries and raspberries were close behind. The lowest yielding in terms of revenue per foot were green beans, sweet corn, and edamame.

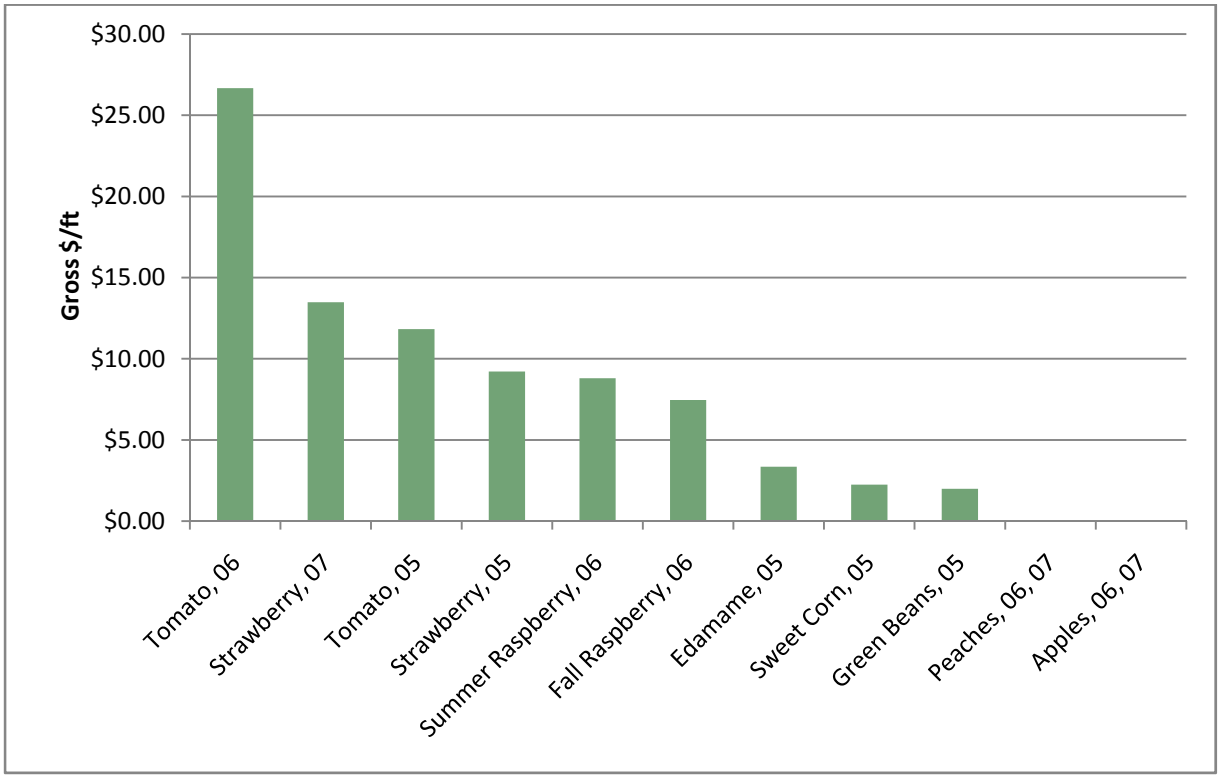

Figure 4-10: OSU: Modular Ecological Design – Crop Profitability

FINANCES

Basic financial information was provided by the organization in January, 2009.

Income: The program is entirely funded by grants.

General Conclusions, Implications, and Recommendations

As we spoke with employees of all types from executive directors, farm managers, other employees, and participants, we found many common themes about how to succeed as a nonprofit, and specifically about how to succeed in social enterprise. We have listed these themes, and incorporated many of them into the recommendations that we provide for Growing Hope in our two models. Following the lessons learned from the 10 urban gardening and food security organizations is a list of technical recommendations from the two university-affiliated agriculture research programs that we visited.

General lessons: There were three overarching messages that were common to most organizations that we visited.

- ***Know and involve your community.*** Almost every organization stressed the following piece of advice: be a full partner with the community. Our recommendations to Growing Hope are the following:
    - Before undertaking any project, seek community input; assess needs and wants.
    - Highlight local culture in programs. Ypsilanti has a large African American community; GH should seek to celebrate its heritage by seeking community input on the types of produce it grows and by considering special cultural events such as festivals or concerts.
    - Go beyond simply polling the community; involve community members in all decisions, and make sure the composition of GH's Board of Directors and staff reflects that of the target population.
    - Stay open to new ideas from community members, and retain some level of flexibility in planning for the future so as to be able to implement these new ideas as they come up.
- ***Acquire specialized staff members.*** Another common theme among organizations interviewed was that specialized staff allowed for more robust organizational growth. We recommend that Growing Hope prioritize the eventual hiring of the following full time positions:
    - Farm Manager, to oversee garden production
    - Development Director, to pursue grant and foundation funding
    - Volunteer Coordinator, to develop a network of volunteers and coordinate our suggested time banking system
    - Education and Outreach Director, to forge connections with area schools and run educational workshops
    - If Growing Hope pursues a high production model, we also recommend that the Market Garden Trainer be a full time position.
- ***Continue to seek traditional nonprofit funding sources.*** A universal caveat was this: do not expect high profits from social enterprise endeavors involving gardening. We recommend that

GH continue to seek creative ways to secure grant funding, in-kind donations, and land. In conceptualizing a social enterprise model, we urge GH to consider the balance between keeping the food available within the community at affordable prices vs. selling it to high-end restaurants or more wealthy customers to generate profit.

Practical matters: site and programming. In addition to these three general lessons, many organizations offered specific advice regarding caring for the site itself and running various programs.

- Make sure the garden site is visible to the community, but do fence it in to avoid theft and vandalism.
- Seek opportunities to acquire more growing area by partnering with organizations, businesses, and individuals. Research the Federal Land Reclamation Act for possible opportunities to acquire more land.
- Find creative ways to reduce costs, such as using city wastes for compost.
- Treat recruiting volunteers like recruiting staff; create a description of skills desired for specific tasks.
- For any programs run by volunteers, make sure there is ample oversight (particularly at the beginning) to ensure success.

Practical matters: social enterprise. The following are tips about generating profits.

- Labeling or branding can help independent producers sell and process more effectively, and can inspire a sense of trust in buyers. A Growing Hope brand would capitalize on GH's already established credibility in the community, helping independent producers succeed in the market.
- Target larger restaurants as partners, especially those with initiatives to buy local food. It takes less labor to grow for a restaurant than for a CSA (as you grow a large quantity of a few things rather than small quantities of many different things), so a few high end buyers can provide reliable revenue.
- Rent out facilities for meetings and special events to encourage economic development and help recoup some costs.
- Join social enterprise with job skills training. More grants are available for job skills training than for gardening; focusing on this element opens up more funding possibilities.
- Partner with other organizations to acquire resources, increase visibility, and expand customer base.

Technical case studies:

- Employ appropriate expertise; farming should be done, or supervised, by a gardening expert.

- People who pay for training will not want to do repetitive/tedious work. If you have a program that includes both paying trainees and unpaid participants, be cognizant of the tasks assigned to each group. There must be an explicit linkage between work and training.
- Two high value options for a passive solar greenhouse are spinach in the winter and tomatoes in the summer. Planted properly, both can be sold for high prices because little is available in the off-season.
- Having a cat on the premises can help with pest control.
- Employ crop and cultivar diversity to increase yields, increase quality, and reduce damage from pests and disease.
- Raised beds are the most productive way to plant.
- There is a trade-off between pest control and labor costs:
    - Growing the same plants in a row attract more pests, but are easier to harvest.
    - Mixing tree varieties within a row controls pests better, but are harder to harvest.
- High tunnels increase yield and reduce pests.
- Two high value options for a passive solar greenhouse are spinach in the winter (when local fresh spinach is scarce) and tomatoes in the early summer (before outdoor tomatoes are readily available). Planted properly, both can be sold for high prices.
- For plots that are infrequently tended or for perennial crops, mulch is a valuable labor saving device.
- Consider planting perennial crops, such as fruit trees, brambles, or asparagus. Although these are labor intensive at the outset, once established, they produce high value and relatively little labor and upkeep than many annual vegetables and fruits.

5. YPSILANTI RESIDENT SURVEY

The main purpose of the Ypsilanti Resident Survey was to better understand the needs and wishes of the community. Specifically, the survey sought to assess GH's interaction with the community, interest in future programs at GH, and community resource needs. Using the information from this survey, we have developed recommendations for future social enterprise programs, green building resources, and successful community outreach. Key findings include: an opportunity to grow the number of residents served by GH through increased community outreach efforts, the possibility to help more residents garden by providing them with gardening space, tools and supplies, and, most importantly, a sufficient level of interest among residents to warrant the development of a market gardener training program.

METHODS

This survey was conducted between September 2008 and January 2009. In order to obtain information most useful and relevant to Growing Hope, the survey targeted two populations within the Ypsilanti community: low-income residents and residents with a demonstrated interest in gardening or local food. These particular populations are also the target audience for GH as an organization.

Through collaboration with the client organization, we developed a list consisting of 14 locations within the community at which the target populations could best be reached (9 of which were community gardens). We successfully distributed the survey to five of the locations on this list. These locations were Ypsilanti Public Housing, the West Middle School Community Garden, the Recreation Park Community Garden, the Midtown Neighborhood Association, and the Ypsilanti Farmers' Market. From this point on, these five locations will be referred to as our sample groups.

The method of survey distribution varied for the different sample groups based upon what was determined to be most appropriate for the setting. For the Recreation Park Community Garden, the Midtown Neighborhood Association, and the Ypsilanti Farmers' Market sample groups, surveys were distributed to and collected from participants in person. For the West Middle School Community Garden sample group, the garden steward distributed the surveys to participants. Finally, Ypsilanti public housing participants either received their surveys in person at a community meeting or by mail along with their monthly rent invoice. The differences in distribution methods used did not appear to negatively affect the data collection process or responses received.

Each survey participant received a paper copy of the survey with identical questions and formatting. All participants read and responded to the survey questions on their own.

Survey questions were broken into four distinct sections: Demographics, Communication, Gardening, and Green Building. Each survey also included a statement describing its purpose and ensuring participants that their responses would remain private and anonymous. In addition, contact information for GH was provided on each survey so that participants could follow-up with any questions or concerns.

The survey's Demographics section asked the participants to provide demographic and other personal information, clearly stating that these questions could be left unanswered if the participants were not comfortable responding. Questions in the Communication section were designed to assess residents' familiarity with GH, and to discover the best methods for GH to communicate information about its

various programs and events to the Ypsilanti community. The Gardening section was designed to gauge the potential success of a social enterprise model by assessing community interest in market gardening. It also assessed residents' garden supply, training, and support resource needs. Questions in the Green Building section explored residents' interest in the on-site demonstration of the GH Center's green building renovations as well as other green building resources. A complete copy of the survey can be found in Appendix C – Survey as Distributed to Ypsilanti Residents.

When all survey responses were received, the data was entered and analyzed using Excel and SPSS software. The analysis of survey results consisted primarily of the calculation of descriptive statistics and evaluation of observed trends in the frequency and distribution of responses. Tests for statistical significance were determined to be inappropriate given the small size of the sample groups and the general purpose of this survey.

RESULTS

Demographics of Residents Surveyed

In total, 46 residents participated in the survey. The number of residents surveyed from each sample group was not evenly distributed (Figure 5-1). The annual household income reported by the residents surveyed is also not evenly distributed. Figure 5-2 shows that there is a bimodal distribution of income among the residents surveyed, with most residents falling in either the lowest or highest income level. In fact, over one third (37.0%) of the residents surveyed reported an annual household income in the lowest income level of under $20,000. In addition, 37.0% of residents surveyed participate in a food assistance program and 41.3% receive some other form of public assistance, such as Medicaid or disability (See Appendix D – Full Results of Ypsilanti Resident Survey). These residents represent the low-income population of the Ypsilanti community that participated in the survey. The second target population for the survey, those with a demonstrated interest in gardening or local food, is represented by the residents surveyed at the two community garden locations and at the Ypsilanti Farmers' Market. As can be seen below in Table 5-1, there was some overlap in the sampling of the two target populations in certain sample groups. In particular, there were many low-income residents surveyed in the Ypsilanti Farmers' Market sample group.

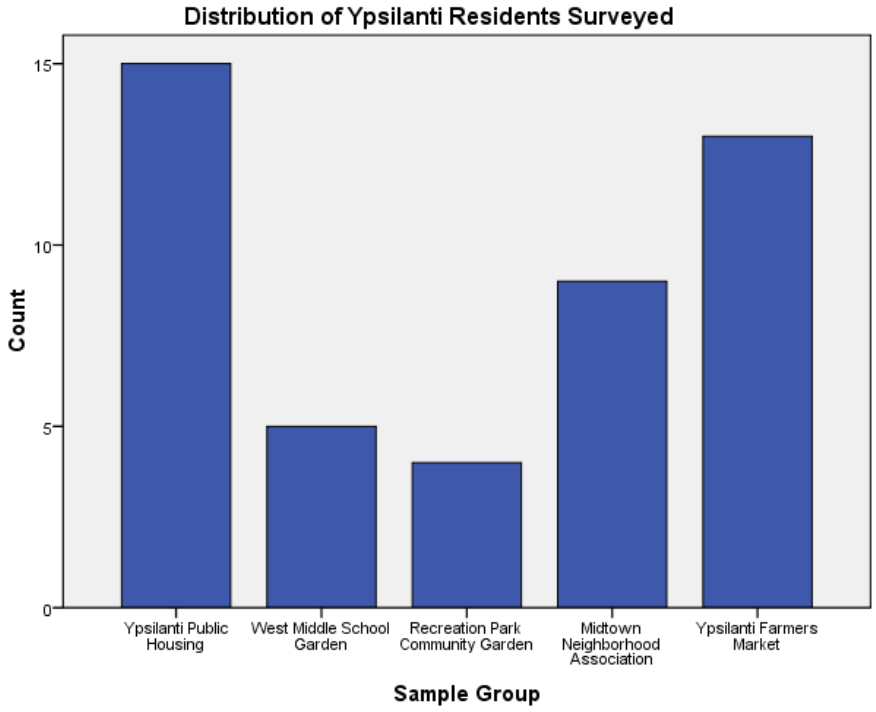

Figure 5-1: Sample Group Distribution of Surveyed Ypsilanti Residents

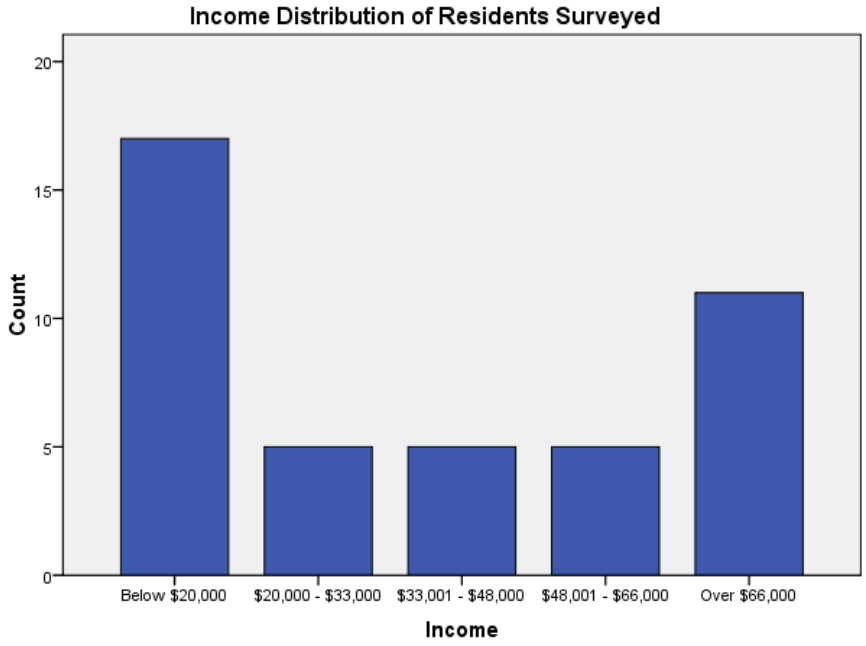

Figure 5-2: Income Distribution for Surveyed Ypsilanti Residents

Out of the 43 resudents that responded to this question, the majority were in the lowest income range, although a bimodal distribution is apparent with the next largest grouping in the highest income range.

Familiarity and involvement with Growing Hope

Regardless of the model GH chooses to follow for their future development, it will be important for them to have a plan for successful community outreach and participant recruitment to support programming. The results in this section provide information to guide GH's efforts in these areas.

Approximately two thirds (67.4%) of the residents surveyed were familiar with GH. This is an encouragingly high number of residents that are already familiar with the organization; however, it also suggests that one-third of Growing Hope's target audience still needs to be reached. Looking at residents' familiarity with the organization broken down by sample group (Figure 5-3) also shows that residents in public housing and at the Ypsilanti Farmers' Market may have been missed by previous efforts to advertise and, special attention should thus be placed on these locations in future outreach efforts.

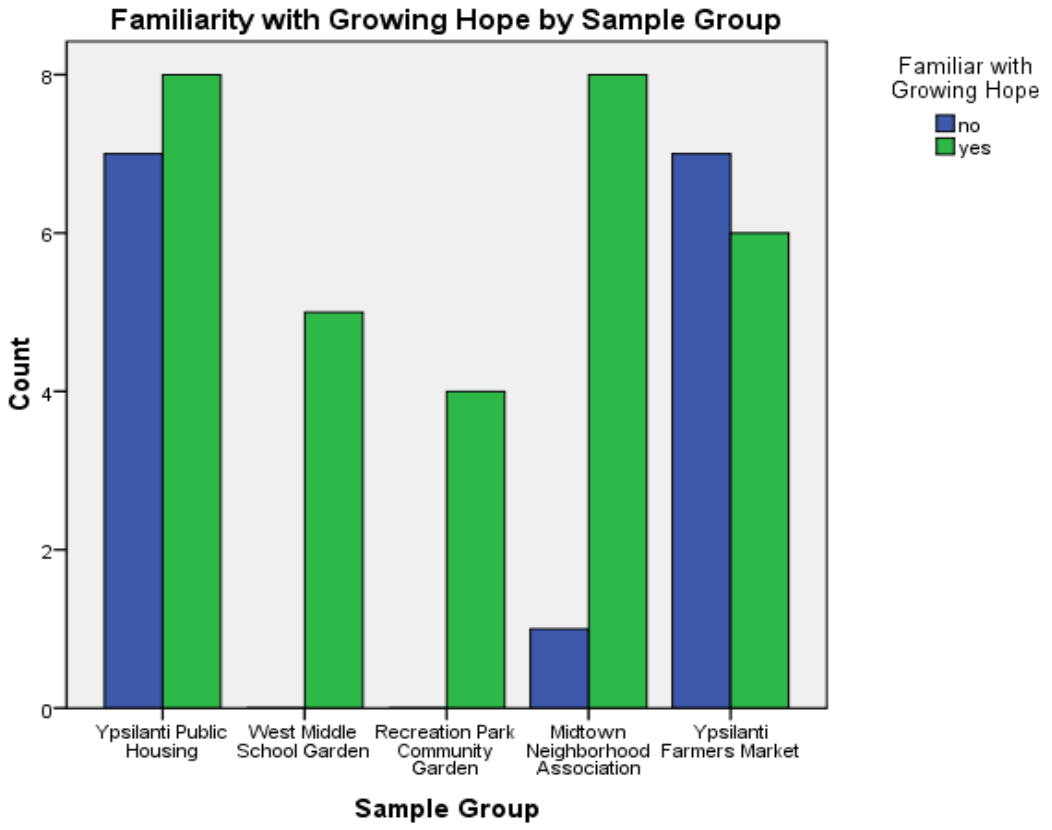

Figure 5-3: Familiarity with Growing Hope by Sample Group

This chart shows residents' reported familiarity with GH by sample group. Respondents associated with community garden sites were universally familiar with Growing Hope, whereas only about half of the respondents from Public Housing and the Farmers' Market were familiar with the organization.

Of the 31 residents that reported being familiar with Growing Hope, only 18 (39.1% of all residents surveyed) reported regularly receiving information from GH by mail or email. Of these same 31 residents, even fewer (15) reported having participated in a GH event, class or meeting in the past year. These results demonstrate an opportunity to increase the number of residents served by GH and they warrant

an increased effort in community outreach. We recommend that efforts be directed toward raising awareness in the community about the organization and its various programs and services as well as actively recruiting new participants.

As can be seen in Figure 5-4, residents already familiar with GH most frequently reported finding out about the organization through fliers and newsletter received by mail, the organization's presence at the farmers' market, friends and community members, and through "other" means (which were specified by each respondent).

As "other" was the most frequently chosen way in which residents found out about GH, the specified responses were given careful consideration. Many of the responses listed were special events such as a Housing and Urban Development (HUD) lecture, "Tour de Fresh" and the GH "prom" fundraiser. The apparent success of these special events at raising awareness about GH in the community leads us to suggest that GH continue to participate in as well as organize these types of events throughout the year with the goal of reaching new members of the community. Several other residents specified that they came to know about GH through their participation in a community garden, which is also worth noting for future recruitment efforts.

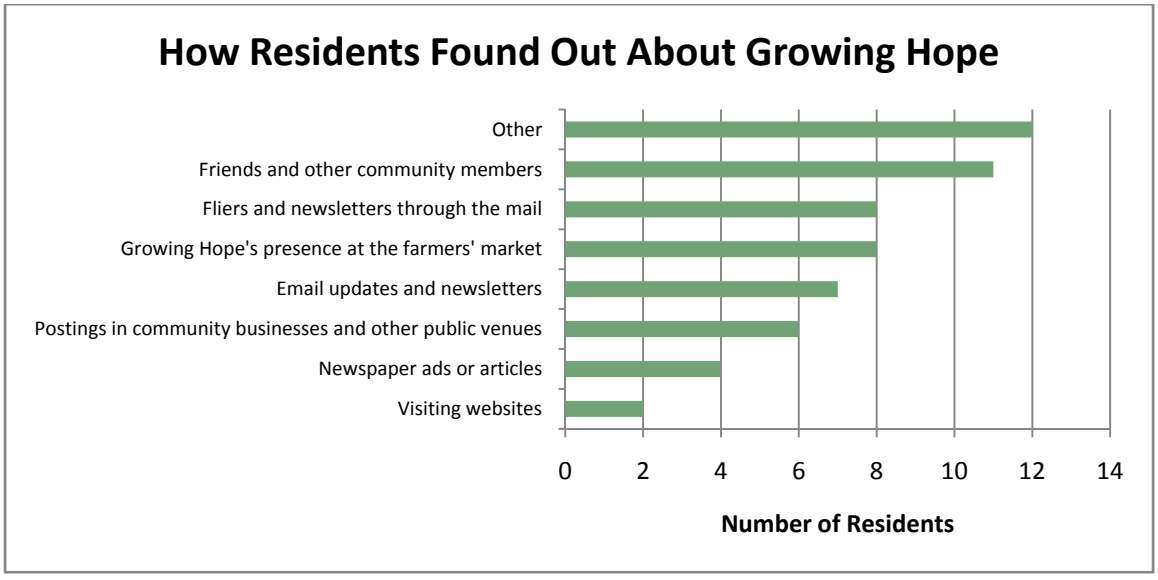

Figure 5-4: Growing Hope Discovery Methods for Residents

Residents frequently find out about GH through fellow community members as well as other means not specifically listed in the survey. According to respondent comments, "other" means include several special events or fundraisers. (Respondents could select multiple methods.)

Residents' responses on how they *prefer* to find out about community events and organizations (Figure 5-5) were somewhat different from their responses on how they actually *had* found out about Growing Hope. The most frequently chosen method for how residents prefer to find out about community events and organizations was email updates and newsletters, followed by fliers and newsletters through the mail and friends and other community members. The difference in responses given for these two questions may be due in part to the difference in the wording of the questions themselves. The second question asks not only about finding out about organizations in the residents' community, but also finding out

about community events. This may help to explain why email updates and newsletters were the preferred method of communication for so many residents, but not the method by which most residents had found out about the organization. It is much easier to inform residents of events by email than it is to recruit new members or participants. Given this information and the fact that a large majority of residents surveyed reported having frequent access to the internet, we recommend that GH focus on email updates and newsletters as the main form of communication with residents for the purposes of advertising classes and events, but focus on other methods for the recruitment of new participants.

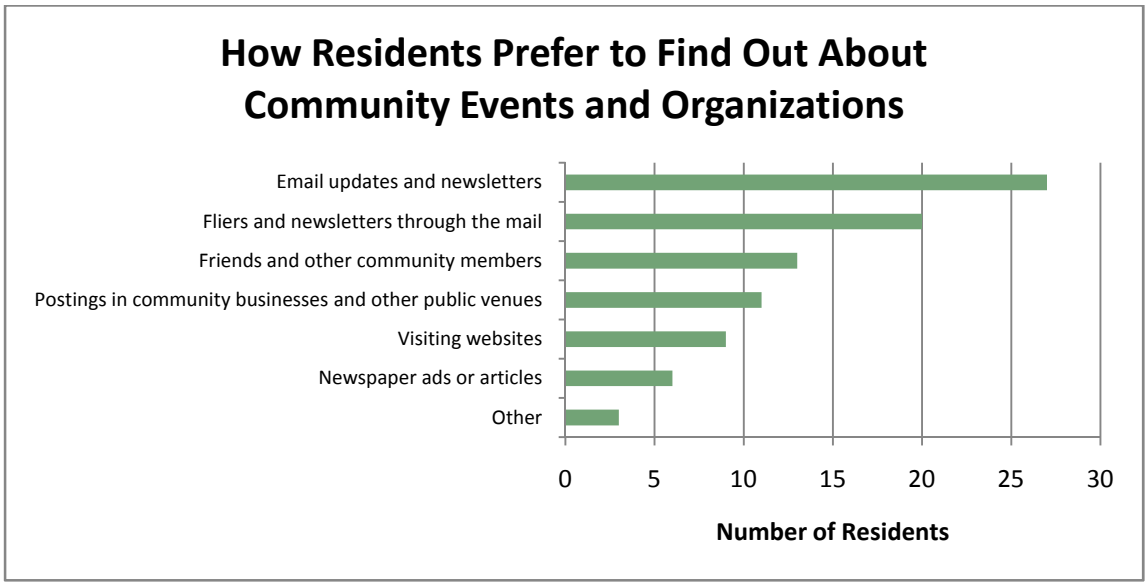

Figure 5-5: Preferred Communication Method for Residents

This chart shows that the majority of residents prefer to find out about community events and organizations through email updates and newsletters. Other popular means for receiving this information are mailed fliers and newsletters or through communication with fellow community members. (Respondents could select multiple methods.)

As participants frequently reported information in the form of fliers and newsletter received through the mail as both a way they became aware of GH and a way they prefer to find out about community events and organizations, we recommend that GH continue to make use of this method for dispersing information to the community. It should also be noted that many residents both find out and prefer to find out about community events through friends and other community members. This information may suggest that a small effort put toward improving community outreach may have a large effect as information spreads through the community by word of mouth.

In addition to being asked about their familiarity with GH, participants were also questioned about their knowledge of GH's newly purchased property. Over half (56.5%) of the residents surveyed were aware that Growing Hope recently purchased a new property, while 43.5% were unaware. As such, we recommend that GH continue to put efforts towards advertising the new location as well as the programs and services offered there through many channels.

Gardening

The second section of the survey asked questions related to gardening that help to assess specific community resource needs and programming interests. Encouragingly, over three quarters of the residents surveyed (76.1%) reported that they garden. The majority of residents also reported gardening at home and assessed their gardening skill level to be intermediate or higher. These results show that there is an existing background in gardening skills and knowledge in the community that could be expanded upon through GH's programs and services.

Despite the high percentage of residents that garden, several barriers to gardening were also reported. Interestingly, barriers to gardening were reported not only by the residents who responded that they do not garden, but also by those who responded that they do garden (Figure 5-6). We have taken this to mean that some residents who do garden experience barriers that prevent them from gardening to the full extent that they would like to.

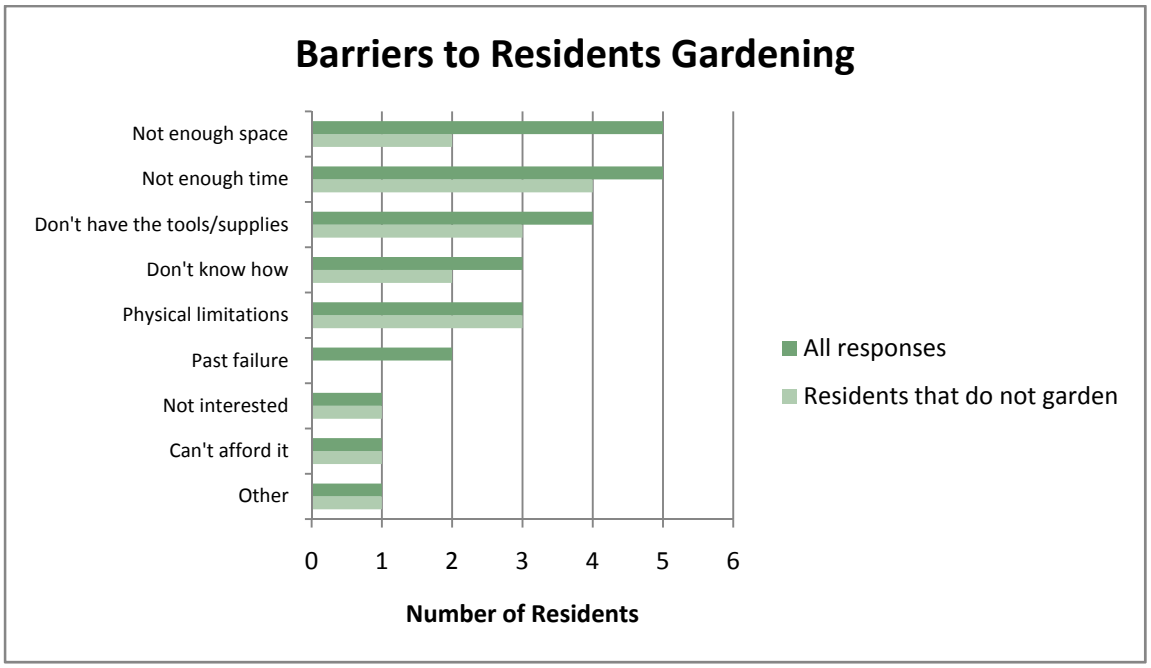

Figure 5-6: Barriers to Gardening for Residents

This graph shows the number of residents that reported experiencing each of the listed barriers. When including all responses given for this question, a lack of space, time, and tools and supplies were the most frequently reported barriers to gardening. (Respondents had the option of selecting more than one of the barriers listed.)

Knowledge of the barriers to gardening, as perceived by residents, can help GH tailor its programs and services to the needs and desires of the community. The most frequently reported barriers, when including all responses, were not having enough time and not having enough space. Of these, GH can most easily address the issue of lacking space for gardening by providing space for residents to garden at the GH Center as well as at community garden sites. The issue of lacking sufficient time for gardening will be more difficult for GH to address. However, instruction in efficient gardening techniques and small

plot/intensive gardening may be a way to help these residents by showing them how to grow more in less time and space.

Many residents also reported a lack of proper tools or supplies as a barrier to their gardening. This is another issue that GH can easily address by providing gardening tools and supplies to residents either at the GH Center or by renting or loaning them out to residents as needed. Providing this service also presents an opportunity for GH to generate revenue by charging for the rental of these materials. Since the organization seeks to serve the low-income community, payments can be flexible and creative. For example, a resident could pay a rental fee through the donation of time or labor. GH may also be able to find ways of addressing the other, less frequently reported barriers.

Further questions in the survey's Gardening section gauged community members' experience and interest in growing, processing, and selling garden products. Close to half (54.3%) of the surveyed residents reported having processed items from their garden, but very few had ever sold products from their garden. Of those that had sold garden products, most had sold them from their home. However, many more residents (28.3%) reported that they are interested in selling garden products in the future. It is our opinion that this interest level is high enough to warrant the creation of a market gardener training program at GH and is a level of interest that is appropriate given the small number of participants GH will be capable of including in this type of program. The survey results (Figure 5-7) also suggest that, if necessary, there may be an opportunity to recruit some of the residents that did not report having an interest in selling garden products to a market gardening program by providing additional growing space at the new GH property and by providing instruction on improving the quality of garden harvests.

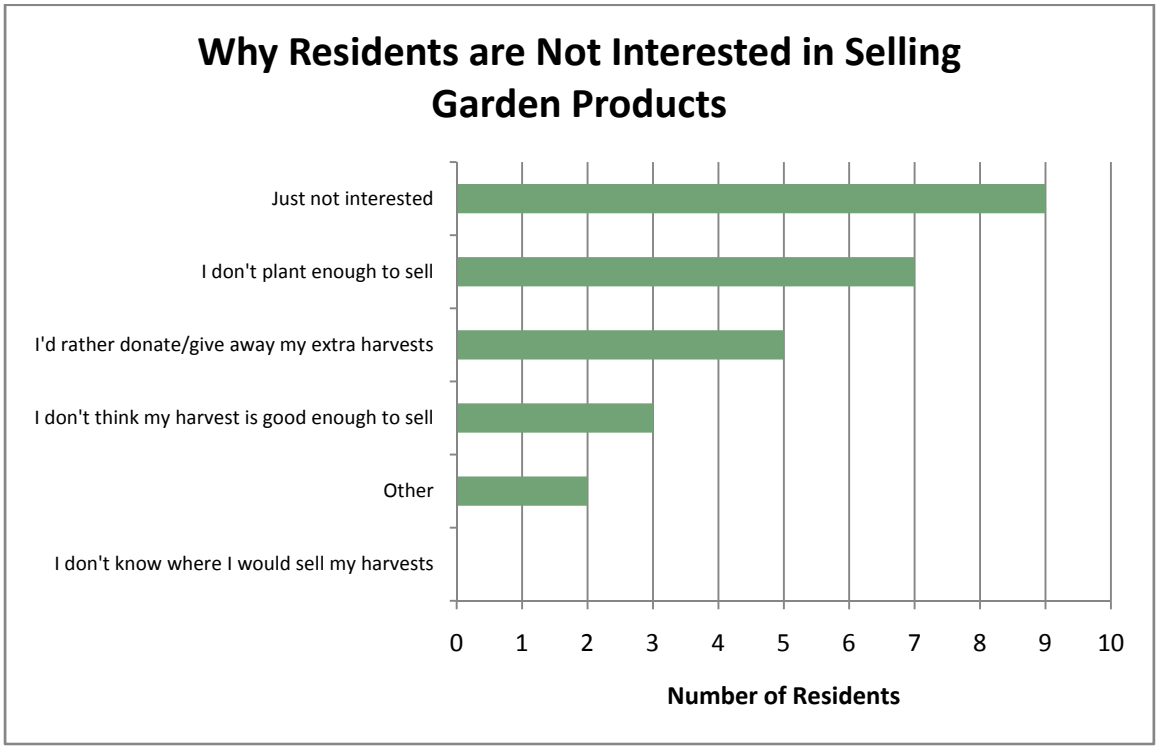

Figure 5-7: Reasons for Disinterest in Selling Garden Products

Many residents reported not having an interest in selling garden products for reasons such as growing insufficient quantity or quality. GH could easily help overcome this by providing gardening space and instruction. (Respondents could select multiple reasons.)

Perhaps the most useful information for structuring a future market gardener training program at GH that will best serve the community is in the responses to the survey question regarding which resources would be most helpful to those interested in selling garden products (Figure 5-8). The most frequently chosen resource was classes in intensive/small plot/square foot gardening followed by access to garden tools/equipment and classes in food processing and creating value added products. Next, chosen slightly less frequently, were classes in business planning, networking opportunities with other gardeners and a garden mentor. GH should focus on incorporating these resources into a future market gardener program.

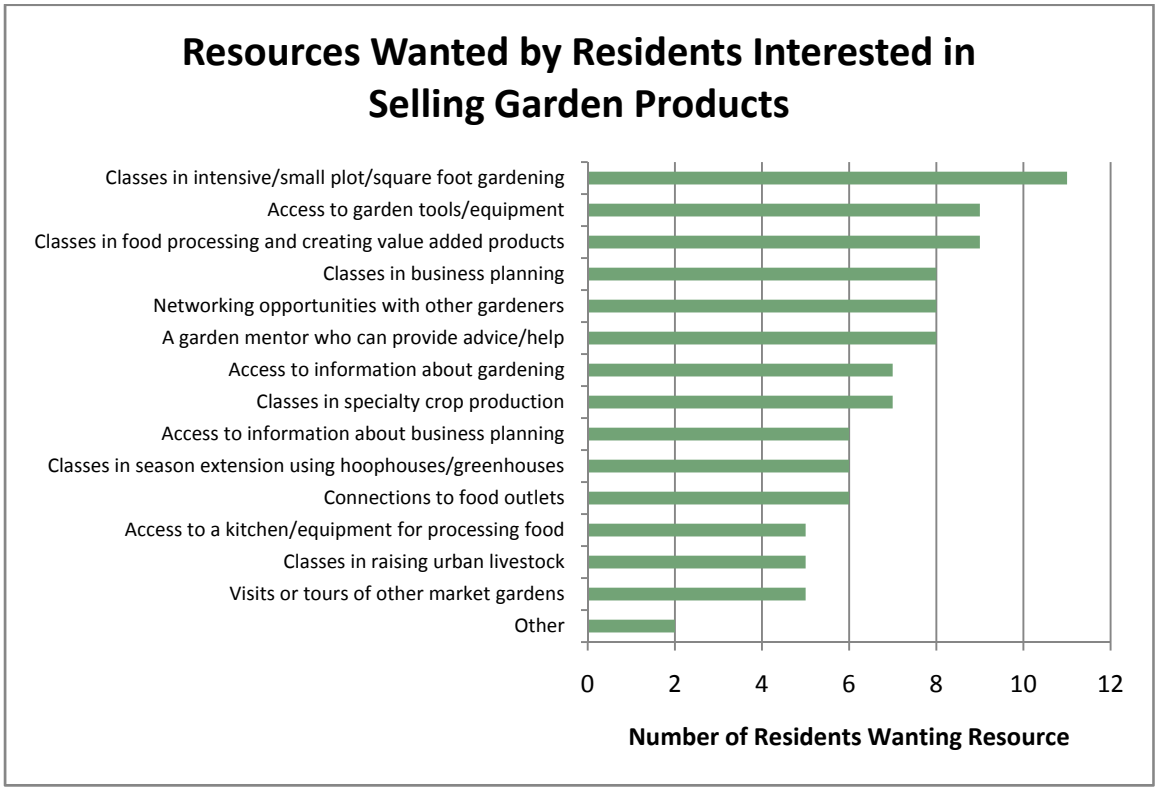

Figure 5-8: Desired Resources for Selling Garden Products

Residents with an interest in selling garden products most want instruction in intensive growing, processing, and marketing of garden products,as well as access to gardening tools and supplies and opportunities to interact with other gardeners. (Respondents had could select multiple resources.)

In addition, the majority of residents that expressed an interest in the future sale of garden products also reported having at least an intermediate gardening skill level (Figure 5-9). Therefore, it may be the case that a market gardener training program would not have to devote a great deal of time or resources to teaching basic gardening skills, and could focus instead on advanced techniques and business skills.

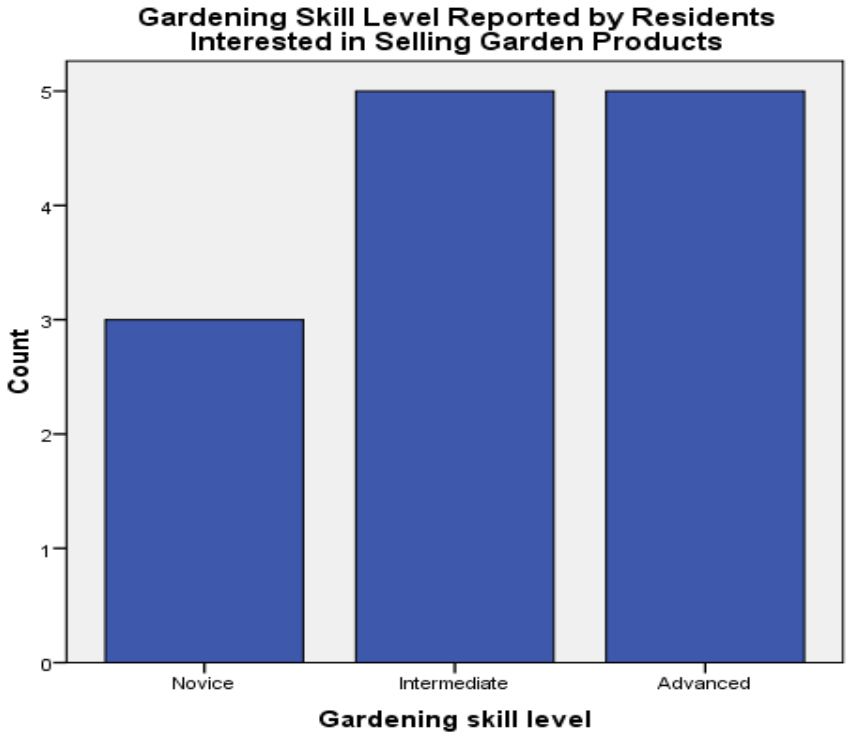

Figure 5-9: Gardening Skills of Residents Interested in Selling Garden Products

This graph shows that most residents interested in selling garden products assessed their gardening skill at either the intermediate or advanced level.

When developing the gardener training programs, it will also be important to consider which community members are most likely to be the participants and what their specific needs and interests are. Looking at the reported interest in selling garden products broken down by sample group (Figure 5-10), it becomes apparent that the greatest interest lies among the Ypsilanti public housing residents. This finding aligns with the trend seen when interest is broken down by income level (Figure 5-11). The majority of residents reporting an interest in selling garden products fall into the lowest income level. It is likely then that the interest in selling garden products among many residents stems from a desire for additional sources of income and to acquire new marketable skills. As such, it may be important to emphasize these aspects in a future market gardening program.

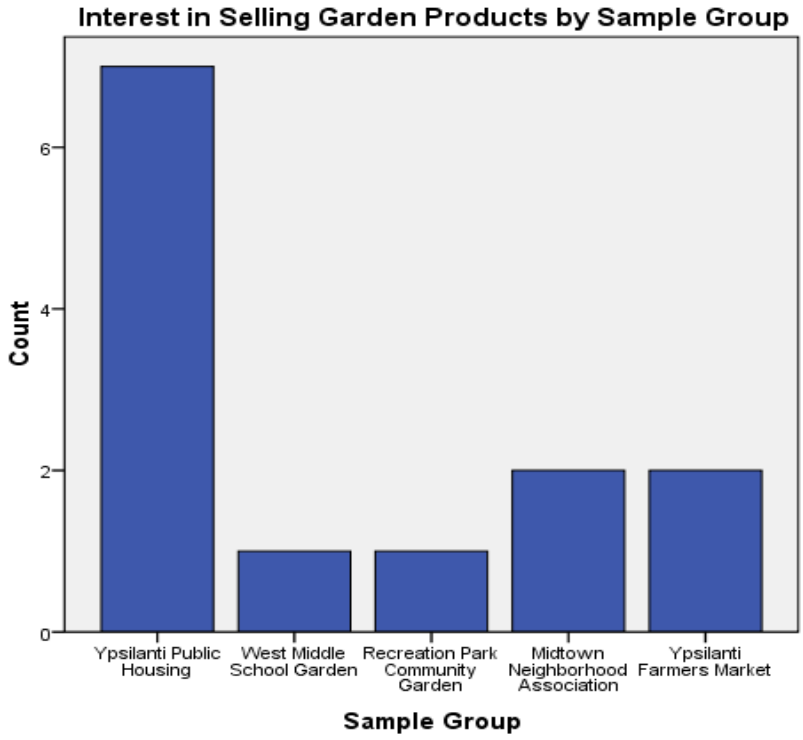

Figure 5-10: Interest in Selling Garden Products by Sample Group

This graph shows that the Ypsilanti Public Housing sample group had the greatest number of residents interested in selling garden products.

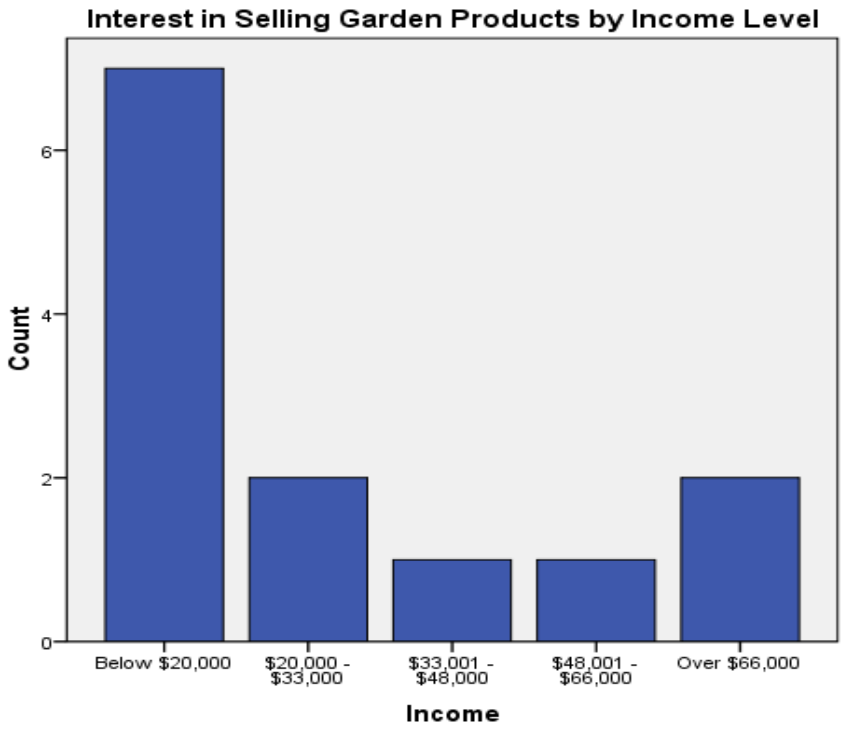

Figure 5-11: Interest in Selling Garden Products by Income Level

The majority of residents reporting an interest in selling garden products have an annual household income under $20,000.

Further examination of the results by sample group (Table 5-1) reveals that not only do the residents surveyed from Ypsilanti public housing have the lowest average income of all the sample groups; they also have the lowest average number of adults per household as well as the highest average number of children per household of all the sample groups. The combination of low-income, higher numbers of children, and fewer adults per household may mean that child care is an issue of particular difficulty for this group of residents. In fact, the availability of childcare could be a crucial factor in the participation of public housing residents in GH programs. As the public housing residents make up a large portion of the residents that expressed interest in selling garden products and are a target population for GH in general, providing some form of childcare on-site or assistance in obtaining childcare elsewhere will be important for GH to consider.

Sample Group	Measure	Number of Children in Household	Number of Adults in Household	Annual Household Income
Ypsilanti Public Housing	**Average**	**1.6**	**1.27**	**1.21**
	Lowest response	0	1	Below $20,000
	Highest response	4	2	$33,001-$48,000
	Number of responses	15	15	14
West Middle School Garden	**Average**	**0**	**1.6**	**4.40**
	Lowest response	0	1	$33,001-$48,000
	Highest response	0	2	Over $66,000
	Number of responses	5	5	5
Recreation Park Community Garden	**Average**	**0.25**	**1.5**	**4.00**
	Lowest response	0	1	$48,001-$66,000
	Highest response	1	2	$48,001-$66,000
	Number of responses	4	4	3
Midtown Neighborhood Association	**Average**	**0.44**	**1.89**	**4.44**
	Lowest response	0	1	$33,001-$48,000
	Highest response	4	2	Over $66,000
	Number of responses	9	9	9
Ypsilanti Farmers' Market	**Average**	**1**	**1.83**	**2.17**
	Lowest response	0	1	Below $20,000
	Highest response	3	4	Over $66,000
	Number of responses	12	12	12
Total	**Average**	**0.91**	**1.6**	**2.27**
	Lowest response	0	1	Below $20,000
	Highest response	4	4	Over $66,000
	Number of responses	45	45	43

Table 5-1: Average Household Income and Size by Sample Group

This table shows the average, as well as the minimum and maximum, income, number of children per household, and number of adults per household reported for each sample group. The average values listed in the income column are average rankings, with a ranking of '1' representing the lowest income level and a ranking of '5' representing the highest.

Another factor in residents' ability to participate in GH programs is transportation. GH has considered the purchase of a vehicle for the purpose of transporting program participants to and from the GH Center as well as to related off-site programs and activities. However, a large majority (87.0%) of the residents surveyed reported either having access to personal transportation or easy access to public transportation. Only five of the residents surveyed reported either not having access to personal transportation or public transportation and, of these, only two residents reported not having access to both personal transportation and public transportation. Given these results, as well as the new Growing Hope Center's close proximity to a city bus stop and on-site parking, transportation to the center should not be a barrier to participation for the vast majority of residents. Therefore, it does not seem prudent for GH to invest much, if any, resources into providing transportation for residents traveling to and from the Center. If residents do request assistance in transportation, the best use of resources for GH may be to simply facilitate the organization of a car pooling system among those participating in classes or events. Doing so will not only allow GH to avoid the costs of purchasing, insuring, and maintaining a vehicle for these purposes, but also help to build a network among the residents with an interest in gardening and local food. It should, however, be noted that these conclusions are based on a survey of adult residents and their needs. Transportation issues may be different for youth programming.

Green Building

GH has also considered devoting a portion of the GH Center to the demonstration of its green building renovations. We did find a high level of interest in green building renovations among the residents surveyed. Despite the high level of interest, we do not recommend the investment of resources into the

demonstration of the GH Center's green renovations at this time. Of all the resource options listed in the survey, residents were least interested in a tour of the GH Center's green renovations (Figure 5-12). What the residents expressed the most interest in were instructions for doing green renovations and information on tax breaks and other government-sponsored funding opportunities for green renovations. As such, we recommend that GH focus on providing informational pamphlets and factsheets on green building renovations and contact information for other green building resources in the community.

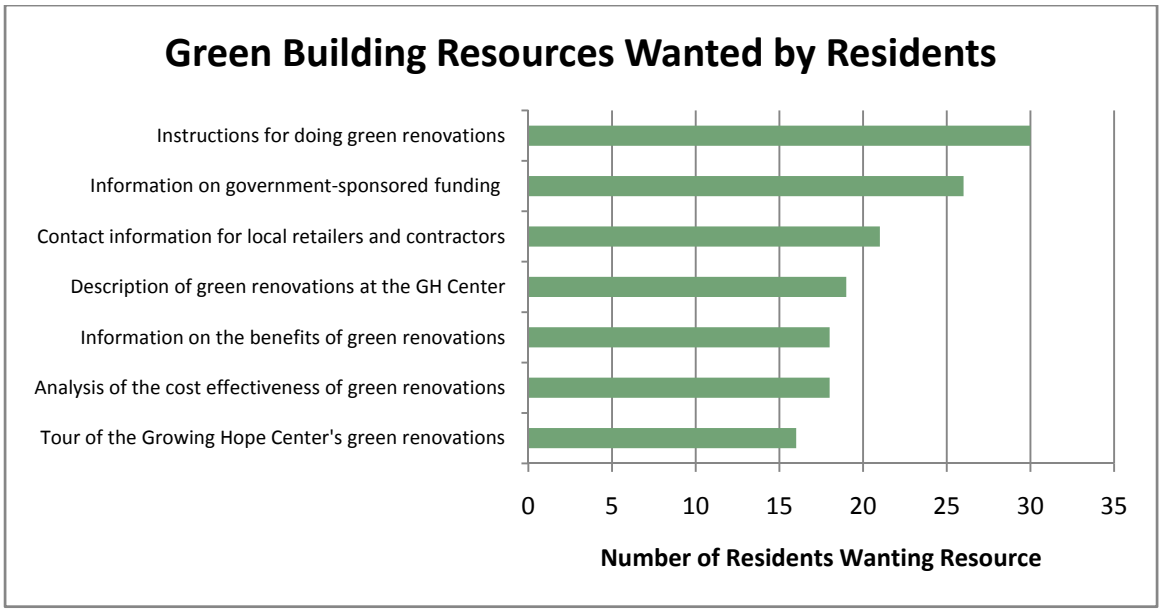

Figure 5-12: Desired Green Building Resources

Respondents most frequently reported wanting instructions for green building renovations and information on available funding for these renovations. Residents were least interested in a tour of the GH Center's green building renovations. (Respondents could select multiple resources.)

Implications and Recommendations

- **Increase community outreach efforts.** Survey results show the presence of an opportunity to grow the number of residents served by GH. We recommend that outreach efforts be directed toward raising awareness in the community about the existence of the organization and its various programs and services as well as actively recruiting new participants. Special attention should be placed on advertising the organization to Ypsilanti public housing residents as well as residents shopping at the Ypsilanti Farmers' Market.

- **Participate in and organize special events.** Survey results suggest that many of the past events in which GH has been involved have been particularly successful at raising awareness of the organization in the community. We therefore recommend that GH continue to participate in and organize special events throughout the year and to do so with the goal of reaching new members of the community.

- **Focus on mail and email updates and newsletters for communications with the community.** We recommend that GH focus on email updates and newsletters as the main form of communication with current and past participants for the purpose of advertising classes and events, but focus on other methods for the recruitment of new participants. As a secondary source of publicity, we recommend that GH continue the use of information in the form of fliers and newsletter received through the mail for dispersing all types of information to the community.

- **Advertise the new GH Center to the community.** We recommend that GH continue to make an effort to promote community awareness of the new location as well as the programs and services offered there through many channels.

- **Provide gardening space for residents.** Residents frequently reported a lack of sufficient space as a barrier to their gardening. GH can help residents overcome this barrier by providing space for residents to garden at its new property, as well as at community garden sites.

- **Rent or loan gardening tools and supplies to residents.** Many residents also reported a lack of proper tools or supplies as a barrier to their gardening. GH can address this issue by renting or loaning gardening tools and supplies to residents either for use at the GH Center or at home and community gardens. Providing this service also presents an opportunity for GH to generate revenue by charging for the rental of these materials.

- **Develop a market gardener training program.** The level of interest in selling garden products reported by the residents surveyed is high enough to support the creation of a market gardener training program at GH. This program should be developed to provide the resources most wanted by residents (Figure 5-8).

- **Provide childcare for program participants.** Due to the fact that the residents surveyed from Ypsilanti public housing have the lowest average income of all the sample groups, as well as the lowest average number of adults per household and highest average number of children per household, the availability of childcare could be a crucial factor in the participation of public housing residents in GH programs. As the public housing residents make up a large portion of the residents that expressed interest in selling garden products and are a target population for GH in general, providing some form of childcare on-site or assistance in obtaining childcare elsewhere will be important for GH to consider.

- **Do not purchase a vehicle for participant transportation.** Given that a large majority of the residents surveyed reported having access to personal or public transportation, and given the GH Center's close proximity to a city bus stop and on-site parking, it does not seem prudent for GH to provide transportation for residents traveling to and from the Center. If residents do request assistance in transportation, the best use of resources for GH may be to simply facilitate the organization of a car pooling system among those participating in classes or events.

- **Do not invest resources in the demonstration of GH Center's green renovations.** Of all the green building resources listed in the survey, residents were least interested in a tour of the GH Center's green renovations. Instead, the residents expressed the most interest in receiving instructions for doing green renovations and information of tax breaks and other government-

sponsored funding opportunities. As such, we recommend that GH provide informational pamphlets and factsheets on green building renovations and contact information for green building resources in the community, rather than invest in the demonstration of the GH Center's green renovations.

6. LOCAL FOOD BUSINESS SURVEY

The purpose of the Local Food Business Survey was to assess local restaurants' and businesses' interest in purchasing locally grown produce. Our survey included questions about pricing, crops, and potential suppliers. The major findings of the survey helped inform our recommendations for potential social enterprise models. For example, respondents were very willing to buy produce from GH, but much less so from local farmers. However, most buyers found both seasonality and price to be substantial barriers to buying locally grown produce. Finally, many food based businesses were unaware of the diversity of food products able to be grown in Michigan. These findings form the basis of our recommendations, located in the last section of this chapter.

METHODS

Participant Selection

Using MSU's Marketmaker website[34], we searched all restaurants, bars, and food retailers within Washtenaw County. We then manually edited this list, deleting numerous establishments based on our perception of their usage of fresh produce. First, we deleted any franchise restaurants, such as Domino's Pizza, that would likely have corporate policies preventing use of local produce. We also deleted large grocers, such as Kroger, because GH would not be able to supply adequate quantities to meet these stores' demand. Finally, we deleted bars with limited food menus.

We sent out surveys with stamped return envelopes by mail to 200 bars, restaurants, and food retailers in Washtenaw County. 18 surveys were returned by the US Postal Service due to an incorrect or nonexistent address. We received 21 responses from nine grocers, eight restaurants, and four caterers; of these, 20 surveys were fully completed. One of the grocers solely noted "not interested." For a full list of survey recipients, see.Appendix F – Local Food Businesses

Survey Construction

The survey consisted of three sections: respondent classification, current procurement practices, and demand and barriers to buying local produce. The first section sought to categorize the establishment in terms of size, type of business, and organizational structure. The next section assessed purchasing by asking about current produce source location, freshness, and quality, as well as whether it was organic. The final section evaluated the willingness and desires of local business establishments to buy organic and locally grown produce. We sought to understand the barriers and difficulties these establishments faced in procuring local produce. We also asked which fruits, vegetables, and herbs these businesses would prefer to buy from local sources. For full survey, see Appendix E – Survey as Distributed to Local Food Businesses.

[34] http://mi.marketmaker.uiuc.edu/

Limitations

Because returning our mailed survey was voluntary, responses came mainly from establishments with previous interest in local food, so findings about barriers and desires do not apply to all food establishments. The small sample size prevents us from constructing any indicators with adequate statistical significance. Despite these limitations, the survey is still valuable as a starting point for understanding the potential for creating a market for local, organic produce with small business owners.

RESULTS

Classification of Respondents

Thirty eight percent of the respondents were restaurants and 38% grocers. The remaining 19% of the respondents were caterers.

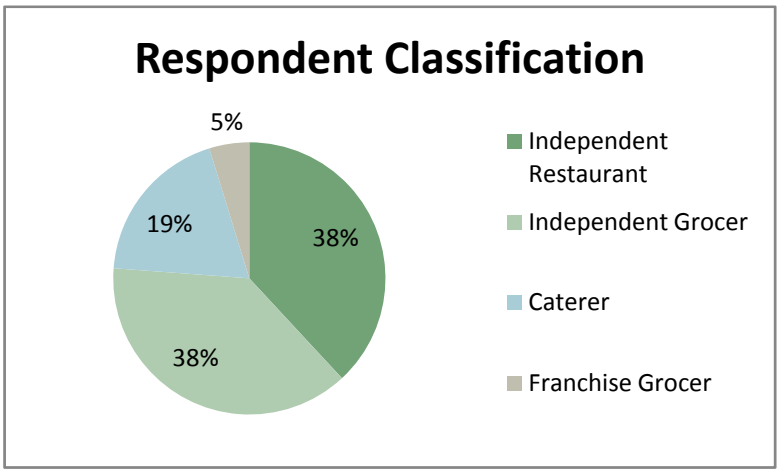

Figure 6-1: Respondent Classification

Most survey respondents were independent restaurants and grocers.

Current Procurement Practices

The majority (61%) of respondents cited wholesale as the primary origin of their produce, although this figure is likely understated because some respondents marked more than one source without indicating the *primary* source. Twenty-one percent (21%) of respondents bought directly from farmers, although this is likely overstated due to the same problem. 11% of respondents bought produce at the farmers' market, indicating efforts to buy local produce, at least among our respondents.

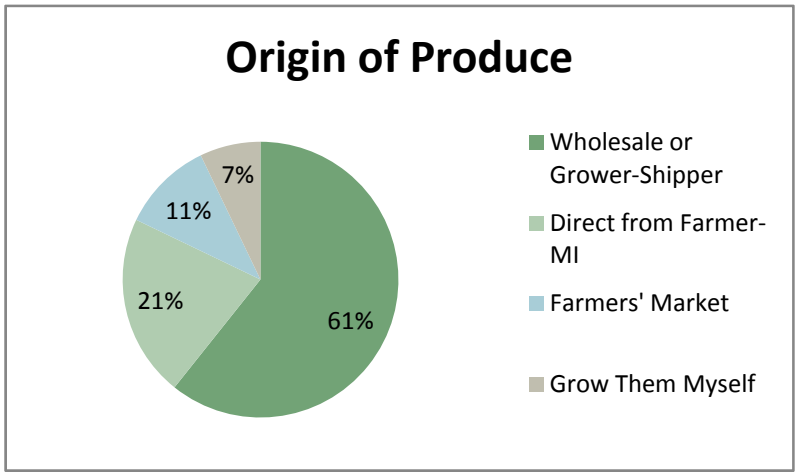

Figure 6-2: Origin of Produce

Most survey respondents buy produce from a wholesaler grower-shipper, though some report purchasing directly from Michigan farmers.

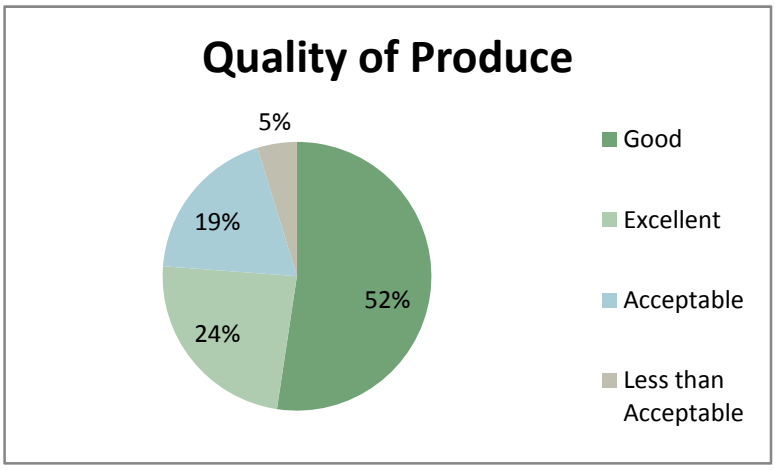

Figure 6-3: Quality of Produce

Most respondents were satisfied with the quality of produce they currently purchase.

Overall, respondents seemed moderately satisfied with the quality of their produce. Fifty-two percent of respondents classified their produce as good, 24% as excellent and 19% as acceptable. One possible extension of this question would be to investigate if respondents who bought local produce were more satisfied with the quality of their produce.

Barriers to Buying Local

Respondents cited a number of problems with buying local produce; foremost among them were seasonality, price, and the inability to locate local growers. Numerous respondents (15) cited seasonality as a main barrier to buying local produce. This is understandable, given that many food-based businesses need a consistent supply of the same ingredients throughout the year. The second most common barrier

was price (8), as local produce tends to be more expensive than produce shipped from afar by big agricultural businesses. The three final barriers were "difficulty in finding local growers" (6), "established relationships with wholesalers" (5), and "produce not available locally" (4).

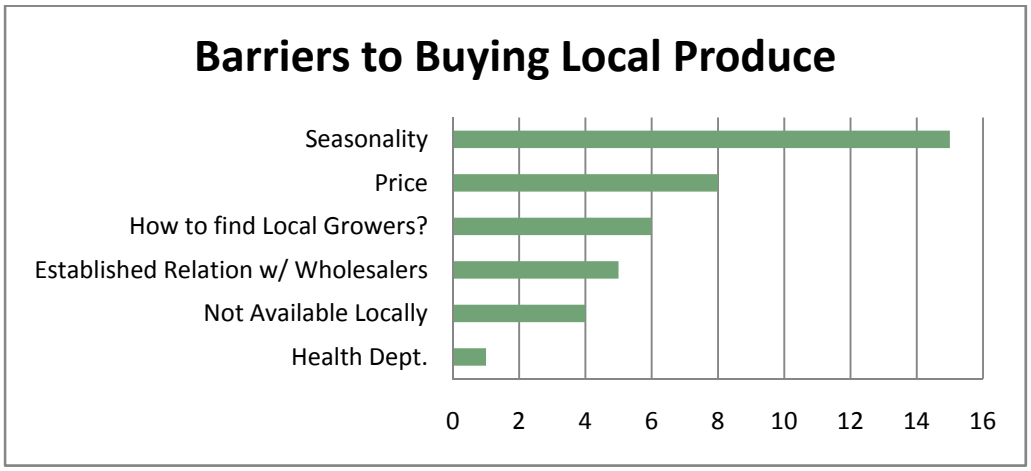

Figure 6-4: Barriers to Buying Local Produce

Seasonality and price were the most frequently cited concerns.

GH could address the issue of seasonality by teaching and implementing season extension practices. Also, increasing the number of growers that GH sources from would likely increase the diversity and length of the season. Finally, GH could educate local businesses about the types of local food available in Michigan and creative ways to use local food throughout the year.

GH could mitigate the second most common barrier, price, by increasing the number of growers. If rising transportation costs in the future make produce shipped from afar more expensive, GH will be in an even stronger position as a leader in the local food market in Ypsilanti.

GH could help mitigate the problem of lack of local growers by establishing a relationship as a wholesaler between local growers and local businesses. This solution could also potentially resolve greater issues of seasonality and availability.

Restaurants' and businesses' established relationships with wholesalers and use of produce that is simply not available locally are factors that are not within GH's power to address.

Demand Preferences

The respondents to the survey showed an overwhelming enthusiasm for buying locally grown produce. Although some of this enthusiasm can be attributed to response bias, it would seem that there is unmet demand for local produce.

Question	Yes (%)	No (%)
Would you buy directly from local growers?	47.4	52.6
Would you buy from GH as distributor?	77.8	22.2
Would you buy produce grown by GH?	89.5	10.5

Table 6-1: Willingness to buy Growing Hope-associated Produce

Respondents were much more willing to buy local produce associated with GH.

GH seemed to invoke the respondents' trust, with 89% of them claiming they would buy produce grown by GH and 78% of them would buy from GH as a distributor. Only 47% of respondents would buy produce directly from small-scale growers. Thus, it seems that if GH were to serve as a guarantor of sorts for these retail establishments, they would be more willing to buy local produce. This could be done by GH serving as a distributor for local gardeners, or establishing a "brand" for GH produce and value-added products. Further investigation into the reasons behind the widespread trust in GH could illustrate further marketing strategies.

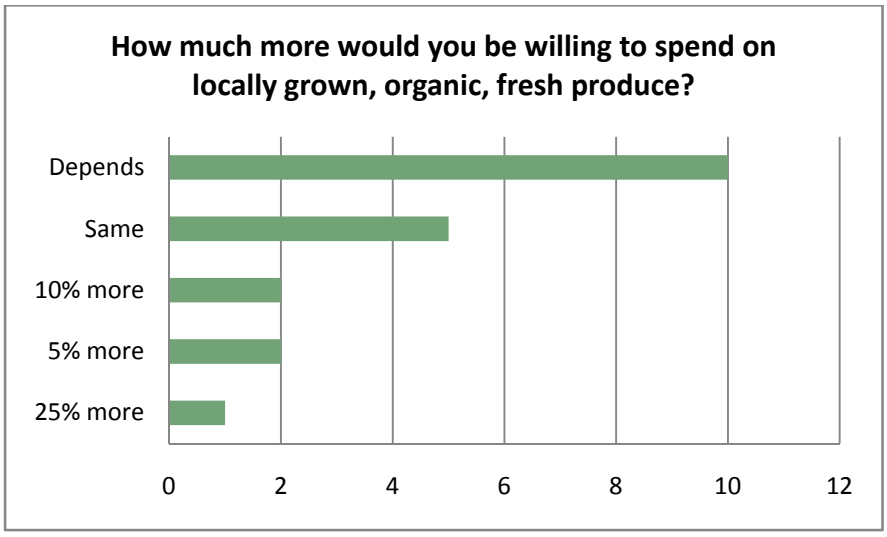

Figure 6-5: Local Produce Price Preferences

Respondents were wary of spending more on local produce.

Only five respondents said they would be willing to pay more for locally grown, organic, fresh produce. Half of the respondents said that it would "depend." We do not know what this would depend on, because no retailers provided comments on this item. However, the responses to this question reflect the extremely tight profit margins for food-based businesses. It seems that most businesses will be unable to pass along higher ingredient costs to customers, unless customers are willing to pay more for the knowledge that the food they are consuming is locally and/or sustainably grown.

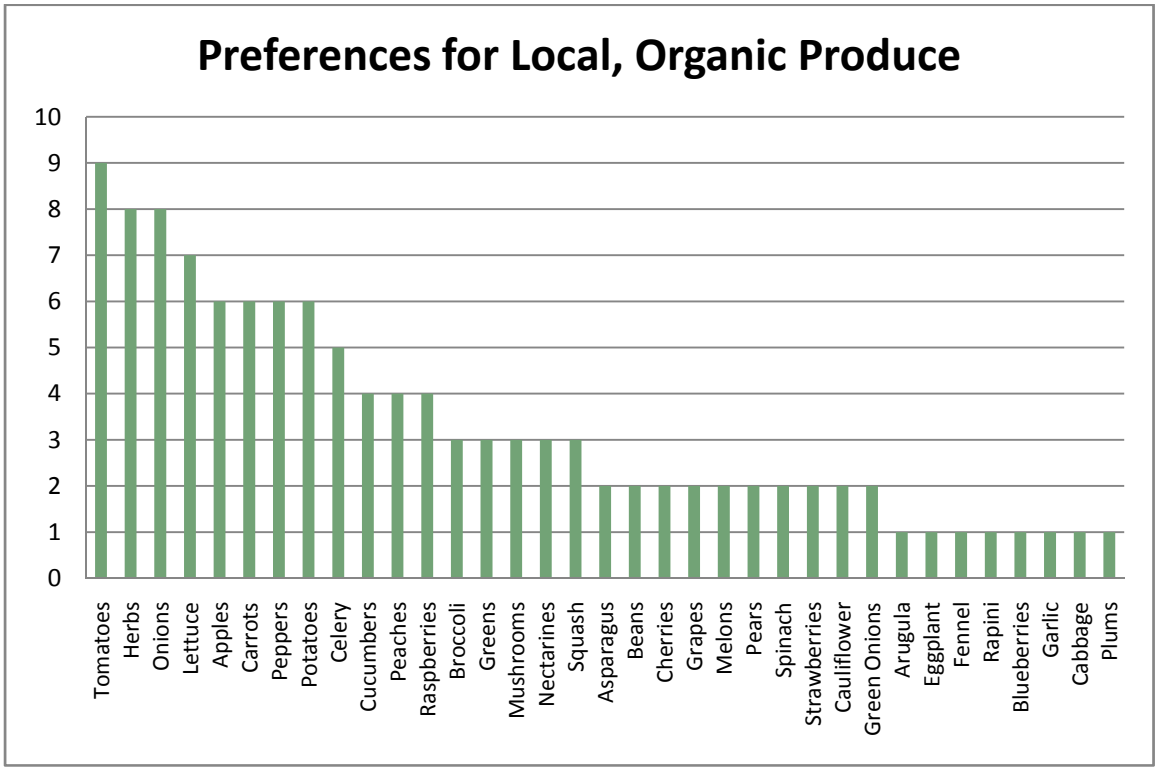

Figure 6-6: Preferred Local Organic Produce Type

"Classic" Michigan crops were the most requested by respondents.

Retailers were quite specific about the kinds of produce they would most like to buy fresh. Tomatoes were the most highly demanded crop, which correlates with findings from Michigan State University's Student Organic Farm regarding hoophouse growing for profitability.[35] Herbs and onions were the next most demanded crops, followed by lettuce, apples, carrots, peppers, and potatoes. Encouragingly, these are typical Michigan crops. However, one caveat regarding this finding is that the requests of growers may be more conditioned by what they consider to be classic Michigan grown crops than the crops they would most like to see fresh. For example, onions and potatoes are not typically crops that are demanded "fresh," as compared with crops like lettuce, mesclun, or other greens. Thus, it seems that the responses of the respondents could be conditioned more by their perception of the crops grown and available in Michigan than by what they would like to have fresh. If GH chooses to target restaurants as buyers of its produce, it may need to educate these establishments on the wide variety of crops that are, in fact, available in Michigan, particularly given GH's season-extending hoophouses.

Implications and Recommendations

- **Distribute local produce to local establishments.** GH could serve as a distributor to local establishments by pooling the productive resources of numerous growers, including itself, to

[35] Personal Interview, May 22, 2008, MSU Student Organic Farm

provide produce to these establishments in a consistent, dependable way. GH would need to contract with numerous, dependable local growers to ensure that potential demand could be met.

- **Implement a season extension education program.** GH could address seasonality concerns of buyers by training its growers in season extension techniques.
- **Ensure it has the production volume to compensate for low prices**. GH would receive lower prices from produce buyers than in a consumer marketplace. To adjust for this small profit margin, it would likely need significant volume to justify growing specifically for the wholesale market.
- **Target high-end food businesses.** GH would need to target high end food businesses to receive reasonable prices for produce. GH would need to assess whether this strategy accords with its mission.
- **Educate and inform food-based businesses.** Many local businesses are unaware of the diversity and availability of locally grown produce. GH should take steps to educate these businesses and assuage their concerns about local goods.
- **Leverage the GH brand.** Many establishments know and trust GH. GH should use this recognition to establish positive, ongoing relationships with food based businesses, growers, and other important actors in the food supply chain.

7. YPSILANTI FOOD POLICY COUNCIL

We recommend that Growing Hope take leadership in organizing an Ypsilanti Food Policy Council (FPC). Not only would this enable GH to forge strong partnerships for creative solutions to food security problems, but it would also – in the long run – lend weight to any suggestions that the community presents to the statewide FPC for lasting change in statewide food policy.

WHY YPSILANTI?

Ypsilanti's problems with nutrition are well-recognized. The Ypsilanti Health Coalition, motivated by concerns about trends in food security in this low-income community, conducted a formal assessment of the state of Ypsilanti's food system during the summer of 2005. The study employed the Michigan Department of Community Health's Nutrition Environment Assessment Tool (NEAT).[36] This extensive research tool involves in-person sampling of restaurants, convenience and grocery stores, worksites, and schools in order to gather information on the location, type, and quality of food sold across Ypsilanti. The NEAT focuses on food availability because recent research in the field of public health suggests that individuals' food choices are highly influenced by his or her "nutrition environment" – that is, the types of food establishments located nearby. With each additional supermarket in the census tract, fruit and vegetable intake increases significantly.[37] In lower-income communities such as Ypsilanti, however, access to fresh food is often limited or absent, and this generalization was confirmed by the Coalition's study results.

The nutrition environment assessment showed that healthy food is not widely available in Ypsilanti food stores. Of the six "grocery" stores, only one is a full-service supermarket, but it is located on the south side of I-94, away from the heart of the city. The NEAT was incorporated into a report by the Washtenaw County Public Health Department on the availability and accessibility of healthy food in Ypsilanti, which revealed that Ypsilanti residents are more obese, on the average, than other Washtenaw county residents. Around 88% of Ypsilanti residents eat less than 5 servings of fruits and vegetables per day, and 23% of residents reported eating more than 2 daily meals at fast food restaurants.

The Public Health Department's report concludes with recommendations for the Ypsilanti Healthy Food Access Initiative (YHFAI), a group that continues to conduct research on residents' food preferences and the financial viability of options to increase access to healthy options. The report also supported the 2006 launch of a farmers' market in Ypsilanti.

The YHFAI and the farmers' market are excellent first steps, but we believe that they are not enough. Ypsilanti is a prime candidate for a collaborative Food Policy Council that may be able to put all the pieces of the puzzle together to create new solutions for the city's problems with food security. In this section of the report, we explain what food policy councils are, how they operate, and why a council on the local level is ideal for Ypsilanti.

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[36] www.mihealthtools.org/neat

[37] Morland, K. Wing, S., Diez-Roux, A., and Poole, C. (2002). Neighborhood characteristics associated with the location of food stores and food service places. *American Journal of Preventive Medicine,* 92, 1761-1767.

Food Policy Council Definition

A food policy council (FPC) is an organization that aims to examine and improve a local, county-wide, or state-wide food system through public policy interventions. FPCs are generally made up of many stakeholders from within a community's food system, including farmers, consumers, government officials, businesses, and nonprofit organizations. Many FPCs are convened by local governments, such as the currently-forming Detroit Food Policy Council, which was created by the Detroit City Council in October 2008 after input from the Detroit Community Black Food Security Network, but others are formed through a grassroots process, such as the Chicago Food Policy Advisory Council, for which the Chicago-based nonprofit Growing Power was a driving force. [38, 39]

Activities

Typically, government interventions into the food system tend to use a top-down approach, such as food stamps, while nonprofit organizations work on the individual or community level with small, tailored programs. The benefit of an FPC is that is brings together actors in the food system who do not normally collaborate, leading to new partnerships. By combining the top-down and bottom-up approaches, the knowledge and resources of each group can be combined for greater effectiveness.

For example, the Toronto Food Policy Council (TFPC) was created by the Toronto Board of Health and local nonprofit FoodShare. Through the FPC, the two organizations have partnered on several initiatives, including the formation of a commercial kitchen incubator and the launch of a public education campaign to educate consumers about healthy food choices.[40]

In many FPCs, different working groups or committees each address specific aspects of the food system. One example is the Cleveland/Cuyahoga County Food Policy Coalition (CCCFPC), which has six separate working groups addressing issues such as nutrition, food waste, and land use.[41] To further foster interactions between food system actors, many FPCs, including the CCCFPC and the Springfield Food Policy Council, hold annual conferences, at which attendees learn about the efforts of organizations in other areas and share ideas on how to improve the local food system. In this way, FPCs can also serve as a resource for actors within a food system, providing expertise on issues that may be difficult to address otherwise.

In sum, an FPC can examine issues and undertake interventions that would not be possible solely through a government body. By bringing together actors from all levels of the food system, FPCs ensure that a proposed food policy addresses the concerns of all who will be affected. Policy recommendations that come from an FPC made up of many different groups will have more buy-in from the community, and should therefore have a greater chance of success.

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[38] Detroit Black Community Food Security Network. "About Us." http://www.detroitblackfoodsecurity.org/id3.html

[39] Chicago Food Policy Advisory Council. "About Us." http://www.chicagofoodpolicy.org/about_us.htm

[40] Toronto Food Policy Council. "City of Toronto, Public Health: Food Policy Council.", http://www.toronto.ca/health/tfpc_index.htm

[41] Cleveland-Cuyahoga County Food Policy Coalition. "CCC Food Policy Coalition – Who We Are.", http://www.cccfoodpolicy.org/who_we_are.html

Structure and Activities

Although there is no single ideal structure for an FPC, most have representatives from a wide variety of actors in the food system. In some cases these members are appointed by a government body, while in others, such as the Cleveland/Cuyahoga County FPC, the process is more informal, with volunteers taking on leadership roles. In either case, it is still important for the local government to play a role. Although an FPC can make recommendations and offer suggestions without the assistance of the government, if there is no receptive body or official to which the FPC reports, the effect on the food system will be minimal.

A Local FPC for Ypsilanti

FPCs exist at different scales from state to county to city/town levels. Larger-scale councils are useful for addressing larger-scale issues. For example, a state-level council could recommend legislation that would mandate nutritional information on restaurant menus, allowing customers to monitor their caloric intake. While such statewide policies are useful, and while Growing Hope can send its recommendations to the currently forming Michigan Food Policy Council as the council continues to expand, there are certain advantages to a council that operates on a more local level.

Currently, the availability and affordability of healthy food in Ypsilanti depends on the interaction between three different groups:

- **Private businesses** such as convenience stores, grocers, and restaurants establish themselves in locations they deem most conducive to business, and offer products that will be profitable.
- **Government agencies** on various levels provide a framework in which these businesses exist. For example, government choices regarding zoning and taxation of businesses influence where and how private businesses choose to operate. Governments also provide food assistance in the form of food stamps or meals (such as school breakfasts for children).
- **Nonprofit organizations** such as Growing Hope fill in the gaps in these systems by providing alternatives: community and school gardens, farmers' markets, and gardener education.

Though these three categories of organizations overlap in some ways, they do not specifically coordinate their activities. The major advantage of a town-wide Food Policy Council in Ypsilanti is the ability to create a bridge between the three groups. An Ypsilanti FPC, involving members from each group, could advise the City Council and the Mayor on issues such as those outlined in Table 7-1.

Zoning	Transportation	Economic development
Public education	Agricultural preservation	Health & obesity
Food systems monitoring	Emergency food supply	Research & advocacy

Table 7-1: Ypsilanti Food Policy Council: Potential Advisory Issues

For example, restaurants generate large amounts of food waste, and the city collects large amounts of yard waste. What if restaurants, the city, and GH's community garden managers came together to develop a distribution system for the organic waste for use as compost for the gardens? Could the city develop zoning policies that set aside areas of neighborhoods as agricultural preservation land, used by GH and community members to then provide food for restaurants? Could the city encourage the purchase of local food by taxing "food miles" or providing tax breaks for gardeners who donate a certain percentage of their annual yield to the poor?

Questions like these are best approached on the citywide level. The Michigan FPC does not have the time, resources, or authority to make local changes, and although a countywide council may be a useful alternative, there is currently no Washtenaw governing body to which it would report. Without an involved and interested governing body with the authority to make changes on the city level, a countywide council is less likely to bring about any meaningful change. Additionally, the economic disparities between cities within Washtenaw County would present a new set of concerns that, while important, might be too great to take on initially.[42]

Growing Hope could try and pursue citywide policy objectives on its own, but as explained above, the cooperation of diverse groups with unique strengths and resources makes success more likely. Policies and solutions developed in consultation with the major players in the food distribution system will be stronger, because the options will be weighed and considered from many angles. In participating in the council, GH will develop a deeper understanding of the challenges faced by other groups, and thus will be better able to approach these challenges. Furthermore, Growing Hope's recommendations to the MI FPC for lasting change in statewide policies would have far more weight if proposed by an integrated Ypsilanti Food Policy Council representing the interests of many parties.

Ultimately, the idea of food security involves somewhat of a return, in a sense, to urban planning models of the past, where farmland was never so far from the city center that fresh food was inaccessible to residents. This is a lofty goal, as it challenges the very structure of society as it has developed. Government will need to support this goal through zoning and tax policies that encourage the merging of agriculture and city life.

Ypsilanti Food Policy Council: We recommend that Growing Hope take the lead in organizing community stakeholders including residents, businesses, farmers, nonprofit organizations, and government officials in the formation of an Ypsilanti Food Policy Council. Growing Hope is in an excellent position to do this, as it has already developed a network of individuals and groups within the community who deal with these issues in a less structured way. The creation of a formal advisory body has the potential to expand this network, giving it increased legitimacy and power, while also opening the door to many new ideas and collaborations with city government. Involving the city government directly could ensure that changes to the food system are more far-reaching and long lasting.

[42] Interview with Sharon Sheldon, Program Director of Washtenaw County Department of Public Health. 6 Feb 2009.

YPSILANTI FOOD POLICY COUNCIL STRUCTURE

Role: Advisory body to the City Council and to the Mayor.

Members: City Council members, Growing Hope, local farmers (both urban and nearby rural farmers who sell at the farmers' market), local business owners, representatives from the school system, Parks and Recreation Department, and residents

Potential funding sources:

- Member organizations (contributions, membership dues, in-kind donations)
- City of Ypsilanti
- Residents of Ypsilanti

Activities:

- Meet on a semi-annual basis to brainstorm creative ways to improve Ypsilanti's food system, and assist in the coordination of efforts to implement these new ideas.
- Monitor several aspects of the food system in Ypsilanti, collecting data and compiling reports: food distribution systems, healthy food access & affordability, hunger and nutrition, education, emergency response capabilities, and urban agriculture.
- Provide recommendations to the City Council as well as to the Michigan FPC on the adoption of new programs or the elimination of existing ones.
- Organize an annual conference for community members, farmers, business owners, and government officials to share concerns and suggestions about Ypsilanti's food system.

8. MODELS

Based upon the information we have gathered through our surveys, site-visits and literature review, we have developed two models for the future development of Growing Hope: a Food Security Model and a High Production Model. Both models incorporate social enterprise components as a means of increasing earned income and working toward sustainability. The main differences between the models are in the scale of garden production, variety of programming and social enterprise endeavors, and the number of program participants. Either of these models could be implemented in addition to GH's existing programming.

Yield Estimates

Our calculations for profitability of different vegetables are based on a number of sources, primarily John Jeavons' book, *How to Grow More Vegetables*. [43] Jeavons recommends a method of growing called "Grow Intensive." The Grow Intensive method maximizes efficiency in small growing spaces by using a bed system and triangular spacing with very close planting. This system is similar to the one that Growing Hope currently uses, with a raised bed system. Jeavons estimates beginner, intermediate, and expert levels of yield and earnings possible on a 100 square foot bed (5 x 20) for many different fruits and vegetables. We used both "beginner" and "intermediate" yields to estimate a range of potential earnings for each model.

We also consulted USDA estimates for crop yields. The earnings from USDA estimates are typically, although not always, lower than beginner estimates using the Grow Intensive method. We estimated earnings rankings from these USDA figures, although we believe that the Grow Intensive Yield measurements are more reflective of the methods that Growing Hope currently uses. USDA estimates typically reflect large-scale agriculture that is both chemically and mechanically intensive. Planting is less dense in large-scale agriculture to allow the use of mechanical cultivation, chemical fertilizers, herbicides, and pesticides, so yields per area are generally lower, while yields per labor hour are greater than more space intensive agricultural systems.

Price Data

Jeavons estimated yields for hundreds of different fruits and vegetables. For simplicity, we first examined those requested by the businesses and restaurants that responded to the Food Business Survey. After considering these, we added a number of additional vegetables that would fit it well with the GH model. To estimate the potential earnings, we used Average Consumer Price data from 1999 derived by AC. Nielson Homescan, a private market survey group. These are average prices paid by consumers for various vegetables and fruits. We adjusted these prices for 2009 by applying the Consumer Price Index. For several vegetables, we used price data from wholesale Detroit Produce Terminal Records from October, 2007. Wholesale prices are typically much lower than retail and thus might give an underestimate relative

[43] Jeavons, John. How to Grow More Vegetables and Fruits (and Fruits, Nuts, Berries, Grains, and Other Crops) Than You Ever Thought Possible on Less Land Than You Can Imagine. Ten Speed Press; 7th edition. October 31, 2006.

to retail prices. Using these price estimates, we were able to estimate earnings per 100 ft bed for both Grow Intensive and USDA Average yields. We estimated approximate price premiums for organic produce using USDA data, adding either 35 cents or 20% to the price, whichever was greater.[44] See Appendix G – Yield Tables and Earnings Calculations for a more detailed table of earnings and yields for many different fruits and vegetables.

Demand Indices

One cannot grow an infinite quantity of any one vegetable or fruit and expect to sell it all. There is, in most markets, a diminishing return to increases in any one product. We therefore needed to incorporate demand into the decision of which crops (and how much of each) could be grown for the greatest profitability. Using the earnings estimates and rankings for the Grow Intensive method, we constructed two different composite rankings that incorporate both earnings and demand indicators. For the first composite ranking, we used Grow Intensive earnings ranks for vegetables and demand rank from our market survey to construct a composite rank that incorporates both. For the second composite ranking, we used the Grow Intensive yield and earnings estimates, but for the demand figures, we used data from the USDA Fresh Market Per Capita Consumption of Fresh Vegetables (2008). [45]

Demand/Grow Intensive Earnings Composite Ranking							
Food Business Survey	Earnings Rank	Demand Rank	Composite Rank	USDA FreshMarket	Earnings Rank	Demand Rank	Composite Rank
Tomatoes	6	1	6	Tomatoes	6	2	12
Collard Greens	1	14	14	Potatoes	18	1	18
Lettuce, Leaf	4	4	16	Lettuce, Leaf	4	5	20
Celery	3	9	27	Celery	3	11	33
Zucchini	2	17	34	Onions	14	3	42
Onions	14	3	42	Cucumbers	5	12	60
Peppers, Green	7	7	49	Peppers, Green	7	10	70
Cucumbers	5	10	50	Cabbage	12	8	96
Apples	17	5	85	Cantaloupe	20	6	120
Carrots	15	6	90	Carrots	15	9	135
Peaches	9	11	99	Spinach	8	19	152
Potatoes	18	8	144	Eggplant	11	23	253

Table 8-1: Composite Earnings/Demand Crop Ranking

Lower rankings indicate higher earnings and/or greater demand.

Interestingly, once we take demand information into consideration, the relative rankings of viable crops change considerably. Even more significant, however, is the fact that even though each composite ranking uses different methods of estimating consumption, there is significant agreement on the appropriate

[44] Stevens-Garmon, John; Huang, Chung; Lin, Biing-Hwan. "Organic Demand: A Profile of Consumers in the Fresh Produce Market." *Choices* : 2007: 22 (2)

[45] USDA Economic Research Service. Table 21--Vegetables, fresh market: U.S. per capita utilization, 1979-2008.

fruits and vegetables that should be grown to maximize profits. Tomatoes, Leaf Lettuce, Celery, Peppers, Cucumbers, and Carrots all share a place on both lists. Several vegetables on the Grow Intensive list did not appear on the limited Fresh Market list; however, we can still use these lists as potential indicators of what products could be grown to maximize yield and earnings, and hence profit, in different contexts.

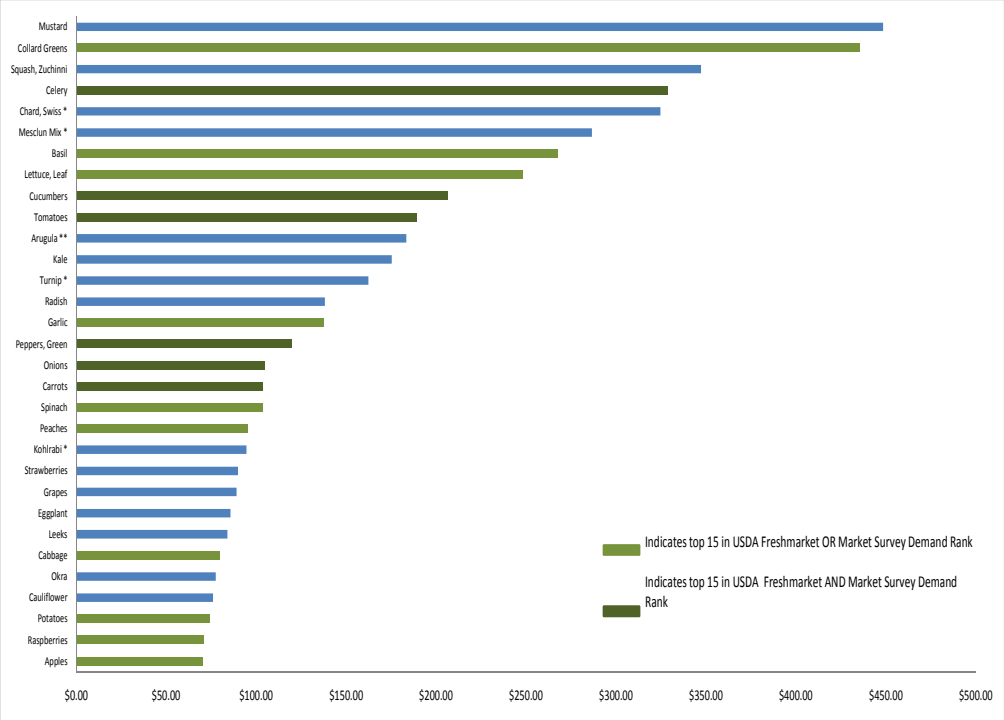
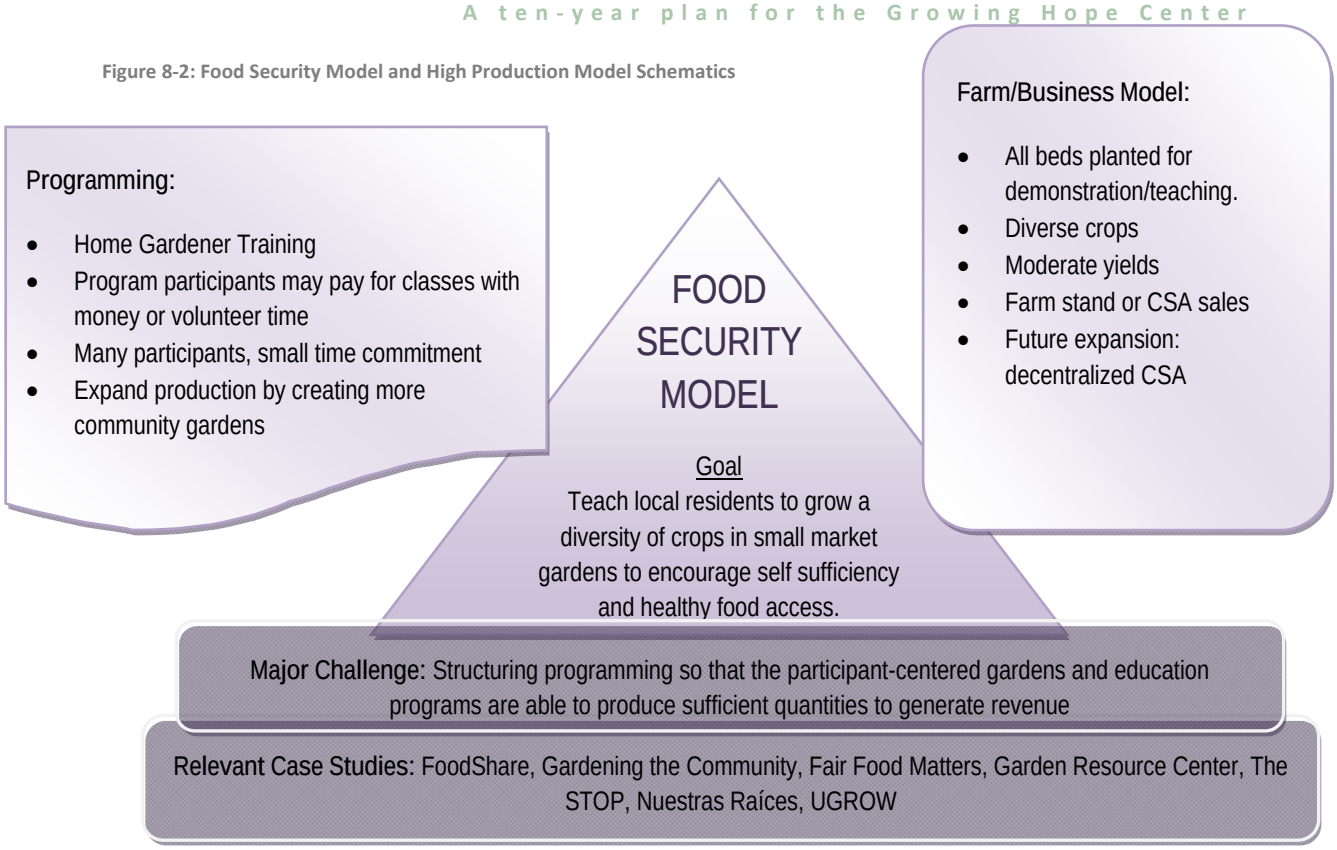


Figure 8-1: Earning and Demand by Crop

Figure 8-2: Food Security Model and High Production Model Schematics



FOOD SECURITY MODEL

Introduction / Rationale

The main goals of the Food Security Model are community building and food security. In this model, GH would teach local residents to grow a diversity of crops through a home gardener training program. In addition to encouraging healthy eating habits, home gardens can provide a regular source of fresh food for participants' families and can also enable modest earnings for those who desire to sell their produce at market.

Our research suggests that this model could be a successful one for Growing Hope, particularly considering the organization's mission. In our resident survey, respondents expressed an interest in greater skills, tools, and land to be able to do more gardening. Given this, we recommend that a home gardener training program be the central social enterprise component of this model. Many of the organizations that we visited had a similar emphasis, such as the Detroit Garden Resource Program, Gardening the Community, and UGROW. This model would also enable Growing Hope to cover some of the programming costs through the sale of vegetables from the training gardens, class fees, and other social enterprise endeavors.

Although social enterprise is a component of this model, its first priority is educational programming. In the home gardener training program, participants have greater flexibility in the classes they choose to attend based on their interests and the free time they have available. Whereas participants in the market gardener training program of the High Production Model cultivate only a few high-value crops for sale to restaurants and businesses, those who sign up for classes in the home gardener training program will be exposed to a wide variety of crops they may grow in their home or community gardens.

Description of Model

To implement this program, all on-site garden beds will be used for the demonstration and teaching of market gardening. Participants will plant and tend a large diversity of crops, and only moderate yields should be expected, as gardeners will be learning techniques for the first time. With this model, GH will not be able to provide the consistent quantity and quality of produce that restaurants require, but GH could sell produce from the training gardens at a special GH stand at the Ypsilanti Farmers' Market or at an on-site farm stand. In addition to produce sales, another way to recoup a portion of the training program's costs is to charge participants a small fee for classes, which they can elect to pay in cash or in hours of volunteer work at the GH Center.

For this training program, we propose a certification program in which 10 - 20 residents can attend a series of 14 short classes over the growing season. Two groups of participants (groups A and B) would attend one class every two weeks. This parallel structure is useful because it enables great flexibility. If a participant is unable to attend his or her group's class in a particular week, he or she can attend the corresponding class with the other group (Table 8-2). Classes would teach intensive/small plot gardening techniques, food processing skills, and the basics of marketing produce. Residents may elect to attend one class, a few classes, or all of the classes offered. At the end of the season, residents that have attended the full series of classes will receive certification.

Food Security Training Schedule					
Month	*Topic*	**Week 1**	**Week 2**	**Week 3**	**Week 4**
April	*Seed Starting*	Group A	Group B		
	Bed Building			Group A	Group B
May	*Soil Preparation*	Group A	Group B		
	Planting			Group A	Group B
June	*Composting*	Group A	Group B		
	Weeding			Group A	Group B
July	*Tomato Tying /Staking*	Group A	Group B		
	Pest Management			Group A	Group B
August	*Watering Systems*	Group A	Group B		
	Harvesting			Group A	Group B
September	*Marketing*	Group A	Group B		
	Food Preservation			Group A	Group B
Oct	*Perennials*	Group A	Group B		
	Put to Bed			Group A	Group B

Table 8-2: Food Security Training Schedule

Each two-hour class is given two weeks in a row, followed by volunteer time.

Certified growers would then be eligible to sell their produce under a corresponding label, Growing Hope Certified (GHC), which would serve as verification that the produce was grown by well-trained individuals and expected to be of a certain quality. By branding local garden products in this way, GH could leverage the trust that it has built in the community, (demonstrated by the responses given in the Food Business Survey) and could help local growers earn more reliable income by creating name recognition within the community.

GH could secure additional income within this model by renting out garden supplies and use of its facilities. By renting out garden supplies and materials to residents, GH could not only generate income, but also address a barrier to gardening reported by many of the residents surveyed. As with class fees, low-income residents could pay a rental fee through the donation of time or labor. Facilities' rental would work in the same way. For example, GH could rent rooms in the Center to community groups seeking meeting space, or set an hourly rate for kitchen space for local growers who want to process food.

As we heard many times in our site visits, specialized staff are essential to the success of an organization's programming and operation. For this reason, we recommend that GH hire a garden manager/trainer and a marketing and outreach manager, in addition to the existing staff. It may be difficult to fully implement the recommendations comprised in this model without staff members devoted specifically to these positions.

Model Projections

Garden Area	Approximately 1/10 acre, including one 30x96' hoophouse	Facilitate the opening of one or more community gardens so past participants have space to garden.	Continue to add and expand community gardens in Ypsilanti.	Increase number of participating home and community gardens.	Expand urban farm and/or acquire rural growing land.
Staff – duties and time inputs	**Farm Manager / Instructor (VISTA)** • 2 hr/week - Teaches home gardening training program • 6 hr/week - Plans lessons • 6 hr/week - Manages participants who elect to pay for courses through volunteer hours • 8 hr/week - Coordinates sale of produce from training gardens at farmers' market or farm stand • 4 hr/week - Works in garden	**Farm Manager / Instructor (VISTA)** • +1 hr/week - Facilitates gardener mentorship program, linking past to present participants for extra advice and help. • +2 hr/week - Coordinates sale of produce from training gardens at farmers' market or farm stand (incorporating produce from past participants who want to sell from their home gardens)	No changes	**Farm Manager (paid staff)** • 40 hr/week - Transition to full time from part time Farm Manager / Instructor (VISTA) **Distribution Manager (paid staff)** • 15 hr/week - Coordinates sale of produce grown on site.	
Participants – activities and time inputs	• 5-10 students per group (10-20 total) • 28 weeks, one 2-hr lesson twice per month • Learn intensive growing techniques, marketing, & processing. • Participants could elect to pay for lessons through volunteer hours (2 hours per lesson)	No changes	No changes	Add additional lessons if interest exists	
Income sources	• Farm stand or farmers' market sales: $8K-$14.5K • Class Fees: $350-$700 • Value added products may contribute additional revenue • External grant funding • Facilities rental: $30/first hr, $20/hr additional for conference rooms	• Farm stand or farmers' market sales: $16K-$29K • External grant funding • Facilities rental	• Farm stand or farmers' market sales: $24K-$43.5K • External grant funding • Facilities rental • Possible decentralized CSA	• Farm stand or farmers' market sales: $32K-$58K • External grant funding • Facilities rental • Possible decentralized CSA	

Table 8-3: Food Security Model – Yearly Projections for Program Implementation

The necessary garden space, staff and programming for the implementation of the Food Security model, and potential income sources are shown for the Food Security Model.

Revenue	
Class Fees	$350 - $700
Vegetable Production	$8,000 - $14,500
Facilities Rental	Additional
Value Added Products	Additional
Total Revenue:	**$8,350 - $15,200** + Additional revenue

Expenses				
Seeds, Equipment, Amendments				$1,000
Yearly labor total				$15,600
Labor breakdown	**Weekly hours**	**Hourly rate**	**Subtotal**	
Teaching	2	$20	$40	
Preparation	6	$20	$120	
Volunteer Management	6	$20	$120	
Market Sales	8	$20	$160	
Garden Management	4	$20	$80	
Weekly total labor	26	$20	$520	
30 weeks per year (Mar-Oct)	$780	$20	$15,600	
		Total Yearly Costs:		**$16,600**

Table 8-4: Food Security Model – Detailed Financial Projects

First year projection data are shown. In future years, additional revenue from consulting and from market distribution of past participants' home grown produce is possible.

Variables, Unknowns, and Future Adjustments

The major implication of this program is that it greatly increases the amount and quality of locally grown food available in the community to community members. The program focuses on growing a diverse number of nutritionally dense foods that hold the greatest potential to increase the consumption of fresh foods by local Ypsilanti residents. Local gardening residents would save money on food purchases while at the same time consuming fresh food of a higher quality than that of the food they could buy in the store.

Despite the lower potential for earning income through the sale of produce, because the training program involves fewer instructional hours there would be fewer costs to cover. Although the gardener training would be less intensive, following this model would allow GH to include more participants in this program. In addition, it is our hope that some of the program participants would continue market gardening at home or at a community garden after receiving their certification. However, considering that many residents surveyed reported a lack of sufficient space as a barrier to their gardening, GH would need to assist these residents in finding adequate space. This could be done by facilitating the creation of additional community gardens, as existing ones are already at, or near, capacity.

Once enough people become certified through this program, GH may also be able to initiate a decentralized Community Supported Agriculture (CSA) program. A CSA is a system in which people who want fresh, local food all season long purchase a “share” at the beginning of the season to fund the farmer’s work. The share entitles the customer to a weekly basketful of any vegetables, herbs, flowers, etc. that were ready to be harvested that week. A CSA is usually run by one farmer or organization that grows everything on a farm site. With a decentralized CSA is produce would originate from the home or community gardens of individual growers, and be certified through GH’s training program. These growers would collaborate with GH to feed their produce into a large CSA distribution system.

Once the program is well-established, GH staff may also be able to initiate a consulting service to help area residents or schools set up or improve garden spaces. Providing consulting services to members of the community is another way of earning income while also furthering GH’s social mission.

There will be trade-offs if GH chooses to pursue this model. Foremost, GH should be aware that this model does not maximize potential revenue, since all on-site gardening space will be devoted to the demonstration and teaching of market gardening instead of high-yield production. Participants attending the classes cannot be expected to grow produce of the same quality as that of an expert gardener. A key challenge will be structuring programming so that the participant-tended gardens produce a sufficient quality and quantity to generate some revenue.

High Production Model

Introduction / Rationale

The High Production Model uses the Growing Hope Center to teach community members to grow large quantities of select items on small, intensive plots and market them to restaurants and businesses. The goals of this model would be for GH to gain maximal profit from its gardens while training participants to be competent market gardeners themselves. Through the increased financial security that would come from the implementation of this model, GH would be able to spend less time and resources on funding concerns, allowing it to engage in other activities.

We have developed this model based on findings from our many different areas of research. Of the organizations we visited, The Food Project, City Farm, MSU/OSU, and Growing Home follow practices similar to those outlined in this model. These organizations are able to net relatively large profits by growing large quantities of crops for sale to restaurants, and do so through the work of full time farm interns, focusing efforts on intensive growing. In addition, our resident survey indicated that many community members have an interest in selling garden products, the majority of whom are low-income residents. As a result, a central component of this model is a market gardener training program which is incorporated into the intensive, high-yield gardening at the GH Center. This approach would also allow GH to help residents become more self-sufficient and financially independent while also meeting the needs of grocers and restaurants (see our Local Food Business Survey on page 172).

The High Production Model differs from the Food Security Model primarily in scale; the Food Security Model aims to reach many members of the community, but in less intensive ways, while the High Production Model targets a relatively small group of people in a very intensive way. Participants are fewer than in the Food Security Model, and must be willing to make a far greater time commitment to the program, but will ultimately develop the skills necessary to grow produce at a quantity and quality sufficient for restaurant and grocery sales. Also, because the High Production Model is designed to generate profit from the land at the Growing Hope Center, only a few varieties of crops would be chosen based on their yields and market value. Both models are still within the mission of GH, but approach the goal of community food security in different ways.

Description of Model

The central program offered by GH as a part of the High Production Model would be an intensive market gardener training course, led by a qualified instructor with extensive farming experience (the Farm Manager). This course would teach participants the skills and knowledge not only to successfully grow crops, but to also sell those crops to restaurants and retailers, as well as at venues such as farmers' markets. The course would cover the entire process of market gardening, starting with planning a garden and ending with the sale of the crops produced; as a result, the course would have to take place over the entire planting season to ensure that attendees will gain all of these skills. We suggest that class/work sessions last for several hours at a time at least three times a week to give ample time for both instruction and practice. Our community survey results indicate that lower-income community members would be more likely to enroll in such a training program, so we suggest that GH allow participants to pay by

working in the garden or volunteering with other GH programs, at the rate of one hour of service per hour of training. This would benefit GH through additional labor while reaching participants who may not otherwise be able to pay for such a course.

As an incentive for participants, we suggest that GH offer a certification for participants who complete the entire program. After certification, new growers would be eligible to sell produce from their home or community gardens to GH, which would serve as a distributor within the community, collecting produce from certified residents and selling it, along with GH's own crops, to high-end restaurants and grocers. GH would collect the payment from these retailers and then pay the individual growers for their produce. We recommend that Growing Hope create a "Growing Hope Certified" label to brand this produce, increasing awareness of the organization and making use of the trust the community holds in GH. This decentralized growing system would benefit all parties involved; GH would earn revenue as the distributor, restaurants and grocers would have access to a greater supply of local produce, and the residents would earn income from their gardens. Additionally, this program would only grow as more residents became certified through the training program, broadening the network of local growers and making more produce available to local businesses and consumers.

Note that the certification program in the High Production Model is more rigorous than that described in the Food Security Model. The former makes certified gardeners eligible to sell to restaurants and to serve as consultants as explained below, while the latter only enables them to sell produce from individual gardens at the GH stand at the farmers' market. In describing two similar certification systems, we are assuming that GH will pursue one model or the other, and thus there will be no confusion regarding certification. If, at some point in the future, GH chooses to pursue both training programs simultaneously, it will need to clearly differentiate any certification systems that accompany each program.

Another service GH could offer as part of this model would be to act as consultants for Ypsilanti residents in the setup of their own home gardens. For a small fee, a GH staffer would assist a resident in the creation and care of a garden; this would provide income for GH while furthering the goal of community food security. GH could contract certified graduates of the market gardener program as consultants. In this case, the resident receiving the assistance would pay GH, who would then pay the consultant a portion of the full fee. This program would also continue to expand as more residents complete the market gardener training. GH should also consider that some residents will not be able to pay for the consulting service; in such cases, it could again allow residents to pay through labor or with some of the produce grown in the new garden.

While offering these services, GH will be growing its own gardens as well. In the High Production Model, GH would focus on the intensive cultivation of a few crops with both high yields and high profit margins, such as tomatoes, greens, and herbs (Appendix G – Yield Tables and Earnings Calculations). GH would then sell these crops and value-added products created from them to high-end restaurants and grocers, who require large quantities of a given type of produce to make it worthwhile to purchase locally grown goods, and who are more likely to pay a premium for such goods. GH could also sell its produce at farmers' markets to provide fresh produce to other community members.

For this model, we recommend that GH hire a skilled farmer or gardener who would be able to tend the garden effectively to ensure maximal yields. This person would also have to be comfortable in teaching these techniques to the participants in the market gardener training program. A marketing and outreach

manager would be important in this model as well, both to make contact with community businesses and grocers and to teach the business sections of the training course. At first, one person could fill both of these roles, given that the limited garden space at the Growing Hope Center will not require the Farm Manager's full time to tend, especially with program participants also working. As the program grows, and if GH is able to cultivate more land, two staff members will be needed to fill these roles.

Model Projections

Category	Implementation	Changes/Additions			Suggestions
	in Year 1	in Year 2	in Year 3	by Year 5	for Year 10
Garden Area	Approximately 1/10 acre, including one 30x96' hoophouse	Add another 1/10 acre plot (city park land or private land used free of charge).	Add another 1/10 acre plot.	Have established an urban farm of at least 1/2 acre near the GHC.	Expand urban farm and/or acquire rural growing land. At this point, plots at the GHC could be removed from high intensity production so that the Home Gardener Program from the Food Security Model could be initiated.
Staff – duties and time inputs	**Farm Manager / Instructor (VISTA)** • 18 hr/week - Runs market gardener training program • 8 hr/week - Coordinates distribution of produce to markets and local businesses • 4 hr/week - Pursues external grant funding for job training	No changes	**Distribution Manager (paid staff)** • 20 hr/week - Manage distribution of produce from Certified Growers (program graduates) and from GHC site	**No changes**	
Participants – activities and time inputs	• 2 farm interns • 39 weeks, 3 days per week, 6 hours per day (2 hr lessons, 2 hr skills practice, 2 hr farm labor) • Learn intensive growing techniques, marketing, & processing.	• 2 farm interns • Program requirement same as Year 1 • Encourage at least 1 of 2 original participants to join Certified Growers Distribution Network, growing intensively at home or in community gardens that will be sold through GH.	• 4 farm interns • Program requirement same as Year 1 • 3-5 past participants in Certified Growers Distribution Network.	• 5 Farm Interns, OR 3-4 Farm Interns with longer hours. • 5 - 10 past participants in Certified Growers Distribution Network.	
Income sources	• Food business and restaurant sales: $10K-$18K • Value added products $0.5K-$1.5K • External grant funding • Facilities rental: $30/first hr, $20/hr additional for conference rooms	• Food business and restaurant sales: $20K-$36K • Value added products $1K-$3K • External grant funding • Facilities rental	• Food business and restaurant sales: $30K-$54K • Value added products $1.5K-$4.5K • External grant funding • Facilities rental • Possible decentralized CSA	• Food business and restaurant sales: $40K-$72K • Value added products $2K-$6K • External grant funding • Facilities rental • Possible decentralized CSA	

Table 8-5: High Production Model – Yearly Projections for Program Implementation

The necessary garden space, staff and programming for the implementation of the Food Security model, and potential income sources are shown for the High Production Model.

Revenue	
Value Added Sales	$500 - $1500
Vegetable Production	$10,000 - $18,000
Facilities Rental	Additional
Total Revenue:	**$10,500 - $19,500** + Additional revenue

Expenses				
Seeds, Equipment, Amendments				$1,000
Yearly labor total			$23,400	$23,400
Labor breakdown	**Weekly hours**	**Hourly rate**	**Subtotal**	
Teaching	18	$20	$360	
Preparation	4	$20	$80	
Distribution	8	$20	$160	
Weekly total labor	30	$20	$600	
39 weeks per year (Feb-Oct)	$1,170	$20	$23,400	
			Total Yearly Costs:	**$24,400**

Table 8-6: High Production Model – Detailed Financial Projects

First year projection data are shown. In future years, additional revenue is possible, from consulting, from market distribution of past participants' home grown produce and from a decentralize CSA.

Variables, Unknowns, and Future Adjustments

The main implication of this model is that it would provide an in depth agricultural production and business training program to a few select residents of the community, which they could use to start their own food based business. This program would empower the participants to see the potential that their own individual hard work and time can help them achieve. Future food based businesses could further meet the needs of the local community, depending on the sector that these businesses are focusing on. Furthermore, graduates could serve as consultants for community and home gardeners, given the skill sets that they will develop in the program.

The practical limitation on the High Production Model is growing space. Although the planting methods used in this model would generate higher yields, and thus more revenue, the current growing space available at the GH Center is too small to generate the level of income necessary to fully support the proposed program. GH will need to acquire additional gardening space to successfully expand this program. GH will also need to rely on external funding and Americorps VISTA volunteers to run the Market Gardener Training program until GH can acquire more land to put into production.

This model also relies on a fairly steady demand from local restaurants and grocers as an outlet for the produce grown. As shown by the survey of local food businesses, demand for local produce currently exists. However, the Farm Manager will need to pay careful attention to distribution, nurture relationships with retailers, and ensure that the individuals he/she certifies can consistently provide the necessary volume and quality of produce required by these business customers.

Additionally, by implementing the High Production Model, GH would directly reach fewer community members than it would under the Food Security Model. The training program in this model also requires a much greater commitment from its participants and GH will need to find individuals willing to make this commitment and finish the entire program. The program does, however, provide its participants with a more intensive and comprehensive training experience and the opportunity to generate income through participation in GH's distribution system, which we have reason to believe would be appealing to many residents. GH might consider offering a stipend to participants, as participation in the program takes away from time that may otherwise be spent working for pay. This would depend on the availability of outside grant funding, particularly job training funding.

GH also needs to consider if this model truly fits with its mission statement. While targeting high-end restaurants and grocers may provide additional income, which would allow GH to undertake additional programming, it may run counter to goals of empowering the community and creating food security for disadvantaged residents.

9. CONCLUSIONS

While we completed this project with the needs and community of Growing Hope in mind, several general conclusions have emerged from our research that can apply to all urban agriculture nonprofit organizations, especially those trying to implement social enterprise programming.

Use traditional funding sources to supplement garden-based social enterprise income. While we have seen that some organizations are able to earn substantial portions of their operating budget through social enterprise endeavors, all organizations involved in this report received more than half of their funding through traditional sources. As the social enterprise movement grows, we expect to see greater success in earning income, but organizations should not expect their profits to entirely fund social programs.

Understand your community and tailor your programming to best meet their needs. Every community is different; each city has unique needs and varied institutions already in place to address those needs. Organizations using social enterprise should involve community members in planning and implementation to ensure participation and buy-in.

Community members should be represented on the board of directors and in the staff of the organization. Special events, especially those featuring food and music, should revolve around the cultural heritage of the community. Finally, programs should address expressed needs identified by the community, and should provide the resources that participants request.

Acquire staff with appropriate expertise. Skilled staff members are more efficient and effective in meeting the needs of the organization. The most important positions for a viable social enterprise program are a farm/garden manager to oversee production, and a development director to ensure a steady stream of supplemental income through traditional nonprofit funding sources, like government grants.

Balance earnings potential with a social mission. Although social enterprise allows for increased revenue, organizations must be careful not to allow for-profit ventures to overshadow their social missions. When growing produce for wealthier customers (for example, to high-end restaurants or to high-paying CSA customers), organizations should reserve a portion of the produce to donate or sell at prices more accessible to the local community. Avoiding mission drift is essential to maintaining the community's trust and continued support.

Advocate for food policy that supports the goals of your organization. No organization operates in a vacuum, and getting involved in food policy at a higher level can expand an organization's capabilities in surprising and substantial ways. Local, countywide, or statewide food policy councils can be an excellent way to connect with governments, food businesses, and farmers to collaborate on larger issues that can affect the day-to-day operations of the organization. Urban agriculture organizations should make every effort to have their voice heard on decisions relating to zoning, food education, subsidies, taxes, and grants.

10. APPENDICES

APPENDIX A – ONLINE SURVEY OF URBAN AGRICULTURE ORGANIZATIONS

Financial Sustainability of Urban Agriculture Nonprofits

1. Organization Information

Thank you for agreeing to take our survey! We are a group of 6 masters students at the University of Michigan's School of Natural Resources and Environment. Our masters capstone project concerns the financial sustainability of nonprofit organizations that work on agriculture and food security. We are especially interested in how these organizations have incorporated social enterprise into their programming as a funding source. We define "social enterprise" as any program that earns revenue while providing a social service, such as job training.

We are surveying a number of organizations about their funding sources, programs, and budgets, to gain an understanding of the financial challenges these organizations face and the solutions that work. Eventually, we will incorporate this information into a set recommendations for our client, Michigan-based nonprofit Growing Hope (www.growinghope.net), to sustainably expand its programming to include social enterprise on a small urban farm.

We are happy to share the portion of our report that pertains to the whole nonprofit community. It will be a literature review and summary of the results of this survey, which will characterize the state of funding sources in this field. Please indicate on the last page of this survey if you would like to receive a pdf copy.

Thanks again, and please contact us if you have any questions:
growinghopeproject@umich.edu

Please provide some contact information in case we need to follow up on any questions. Your answers will be kept confidential; only aggregated data will appear in our report.

1. Organization Name

2. Organization mailing address

3. Representative completing survey

Name

Position/title

email

phone

Financial Sustainability of Urban Agriculture Nonprofits

2. Organizational Structure

1. What is your organization's mission statement?

2. What is your legal organizational structure?

- ◯ 501c3 Nonprofit
- ◯ Corporation
- ◯ Limited Liability Corporation
- ◯ Partnership
- ◯ Proprietorship
- ◯ Cooperative
- ◯ Employee-owned
- ◯ No legal organizational structure
- ◯ Other

3. How long has your organization existed in its current form?

- ◯ less than 1 year
- ◯ 1-2 years
- ◯ 2-3 years
- ◯ 3-4 years
- ◯ 4-5 years
- ◯ 6-10 years
- ◯ 11-20 years
- ◯ 21-40 years
- ◯ more than 40 years

4. How many employees do you have?

Full time	
Part time	
Seasonal Full Time (3-6 months)	
Seasonal Part Time (3-6 months)	
full time AmeriCorps volunteer	
Other	

Financial Sustainability of Urban Agriculture Nonprofits

5. Are the employees listed above paid by your organization or another entity?

	Paid from our organizational budget	Paid by another entity (State, another nonprofit, etc)	Not paid
Full time	☐	☐	☐
Part time	☐	☐	☐
Seasonal full time	☐	☐	☐
Seasonal part time	☐	☐	☐
full time Americorps volunteer	☐	☐	☐
other	☐	☐	☐

6. How many volunteer hours do you receive in a typical month?

Number of hours _____

From how many individual volunteers? _____

7. 9. What type of property/premises does your organization have (check all that apply)?

- ☐ Office space that we rent
- ☐ Office space that we own
- ☐ Office space that we use free of charge
- ☐ Urban growing land that we rent
- ☐ Urban growing land that we own
- ☐ Urban growing land that we use free of charge, relatively secure, on private land
- ☐ Urban growing land that we use free of charge, relatively secure, on public land
- ☐ Urban growing land that we use free of charge but could easily lose, on private land
- ☐ Urban growing land that we use free of charge but could easily lose, on public land
- ☐ Surburban/rural growing land that we own
- ☐ Surburban/rural growing land that we rent
- ☐ Surburban/rural growing land that we use free of charge
- ☐ Kitchen space that we rent
- ☐ Kitchen space that we own
- ☐ Kitchen space that we use free of charge

If you use premises free of charge or for very low rent, please explain the arrangement that allows you to do so.

Financial Sustainability of Urban Agriculture Nonprofits

8. What is your annual operating budget for this year (2008)?

- ◯ Less than $10,000
- ◯ $10,000 – 50, 000
- ◯ $50,001 - 100,000
- ◯ $100,001 – 150,000
- ◯ $150,001 – 250,000
- ◯ $250,001 - 500,000
- ◯ $500,001 - $1,000,000
- ◯ Over $1,000,000

9. What was your annual operating budget for last year (2007)?

- ◯ Less than $10,000
- ◯ $10,000 – 50, 000
- ◯ $50,001 - 100,000
- ◯ $100,001 – 150,000
- ◯ $150,001 – 250,000
- ◯ $250,001 - 500,000
- ◯ $500,001 - $1,000,000
- ◯ Over $1,000,000

Financial Sustainability of Urban Agriculture Nonprofits

3. Programs

1. How important are each of the following goals to your organization's mission?

	Not relevant to mission	Somewhat relevant to mission	Very relevant to mission	Central to mission
Hunger relief	○	○	○	○
Poverty relief	○	○	○	○
Job/skills training	○	○	○	○
Advocacy/Environmental Justice	○	○	○	○
Community building	○	○	○	○
Environmental improvement/urban greening	○	○	○	○
Environmental education	○	○	○	○
Promotion of organic/sustainable agriculture	○	○	○	○
Nutrition education/promoting healthy lifestyles	○	○	○	○

Other (please describe)

2. What is the scope of your efforts/programming?

- ☐ Neighborhood
- ☐ City
- ☐ County/Region
- ☐ State/Province
- ☐ National
- ☐ International

Comments?

APPENDIX B – URBAN AGRICULTURE ORGANIZATIONS

Organization contributing to Survey of Urban Agriculture Organizations	Location
Arkansas Local Foods Initiative	Little Rock, AK
Bay Area Community Services Farm to Table Program	Oakland, CA
Cornell Cooperative Extension	Milbrook, NY
Farm in the City	St Paul, MN
Fernie Community Eco-garden	Vancouver, BC
Gaining Ground	Concord, MA
Garden Raised Bounty (GRuB)	Olympia, WA
Growing Washington	Bellingham, Seattle, Olympia
Left Foot Organics	Seattle, WA
Los Angeles Conservation Corporation	Los Angeles, CA
Marketumbrella	New Orleans
New Orleans Food Co-op	New Orleans
People's Grocery	Oakland, CA
Seattle Youth Garden	Seattle, WA
South Plains Food Bank, Inc	Lubbock, TX
The Sustainable Food Center	Austin, TX
The Youth Horticulture Project (U Vermont Extension	Brattleboro, VT
Urban Tilth	Contra Costa County, CA
Youth Farm and market Project	St Paul, MN

Organization Contacted	Location
Added Value and Herban Solutions, Inc	Brooklyn, NY
Alameda Point Collaborative	Alameda, California
Arcata Educational Farm	Bayside, CA
Atlanta Community Food Bank	Atlanta
Berkeley Youth Alternatives (HEAT program)	Berkeley CA
Birmingham Urban Gardening Society Community and School Garden Program	Birmingham
Cedar Circle Farm	East Thetford, VT
Chicasaw Nation Community Garden	Ada, OK
Cincinnati Eco-Garden Project	Cincinnati OH
Community Design Center	St Paul, MN
Community Farms Outreach	Waltham, MA
Community Food Programs	Tillamook, OR
Community Involved in Sustaining Agriculture	South Deerfield, MA
CSA Learning Center at Angelic Organics	Caledonia IL
Cultiva! (Growing Gardens	Boulder Co
Cultivating Community	Portland ME
Damayan: The garden Project	Tallahassee, FL
Denver 4-H Young Entrepreneur Garden Program	Denver, CO
Dunbar Garden Project	Little Rock
EarthWorks Enterprises	LA, CA
East New York Farms!	Brooklyn, NY

Environmental Partnerships	Boston, MA
Farm Fresh Choice	Berkeley, CA
Flagstaff Youth Gardens	Flagstaff, AZ
FOOD for Lane County	Eugene, OR
Food from the Hood	LA, CA
FRESH New London	New London, CT
From Growers to Leaders	Caledonia IL
From the Ground Up	Chicago (Humboldt Park)
Gaining Ground	Concord, MA
Gardeners in Community Development	Dallas
Gateway Greening	St Louis MO
God's Gang Planting Dreams Fish and Worm Project	Chicago
Gods Gang Worm Group	Chicago
Grant's Environmental Organization	Sacramento, CA
Greater Rochester Urban Bounty (GRUB)	Rochester, NY
Green Guerrillas	NYC
Green Teen Gardening Program	Poughkeepsie, NY
Green Thumb, City of NY Parks and Recreation	New York City, New York
Green Youth Farm	Chicago
Greensgrown Farm	Philadelphia, PA
GROW Hartford	Hartford, CT
Growing Green/Massachusetts Ave Project	Buffalo NY
Guadalupe Gardens (Tahoma Food Systems)	Tacoma, WA
Homestead Organics' Youth Roots Project	Hamilton, MT
Isles, Inc	Trenton, NJ
Just Food	NY, NY
New Farmer Development Project	NY, NY
New Orleans Food and Farm Network	New Orleans
P-Patch Program	Seattle, WA
Proyecto Pescado	Chicago (Pilsen)
Revision House Urban Agriculture Program	Dorcester MA
Revolution Foods	Bay area
Rochester Roots	Rochester, NY
Roots and Wisdom	Schenectady, NY
SEEDS	Durham NC
Seeds of Solidarity	Orange, MA
Somali Bantu Refugee Food Security, Training, and Community Building Project	Portland OR
Spiral Gardens Community Food Security Project	Berkeley, CA
The Food Trust	Philadelphia, PA
The Front Porch	Detroit, MI
Veterans Garden	LA, CA
Wasatch Community Gardens	Salt Lake City, UT
Youth Corps	Milwaukee

APPENDIX C – SURVEY AS DISTRIBUTED TO YPSILANTI RESIDENTS

Growing Hope
PO Box 980129
Ypsilanti, MI 48198

Phone: 734-786-8401
Fax: 734-484-4630
Email: info@growinghope.net

Thank you for helping us by completing this short survey! We appreciate the opportunity to learn how we can serve you better!

This survey is being conducted by students at the University of Michigan as part of their Master's Project in conjunction with the community gardening organization Growing Hope. The aim of the survey is to gather information on how well the organization communicates with the community, community resource needs, and interest in future programs at Growing Hope. Survey responses will be used for research purposes and all answers will be kept private and anonymous.

Part 1: Communication (*circle your answers*)

1) Are you familiar with the organization Growing Hope?
   Yes No

a. If yes:

i. How did you find out about them? (*check all that apply*)
   ___ Fliers and newsletters through the mail
   ___ Email updates and newsletters
   ___ Visiting websites
   ___ Postings in community businesses and other public venues
   ___ Newspaper ads or articles
   ___ Growing Hope's presence at the farmer's market
   ___ Friends and other community members
   ___ Other (please specify) _____

ii. Do you regularly receive information from Growing Hope by mail or email?
   Yes No

iii. Have you participated in a Growing Hope event, class or meeting in the past year?
   Yes No

iv. Are you aware that Growing Hope recently purchased a new property*?
   Yes No

2) How do you prefer to find out about events and organizations in your community? (*check all that apply*)
   - ___ Fliers and newsletters through the mail
   - ___ Email updates and newsletters
   - ___ Visiting websites
   - ___ Postings in community businesses and other public venues
   - ___ Newspaper ads or articles
   - ___ Friends and other community members
   - ___ Other (please specify) _____

3) How frequently do you have access to a computer and internet connection? (*check one*)
   - ___ Daily (at my home, school, or place of work)
   - ___ Weekly (at libraries or other public computers)
   - ___ Monthly
   - ___ Never, I do not use the internet
   - ___ Other (please specify) _____

4) Do you have a personal or household phone line?
   Yes No

Growing Hope recently purchased a property that will become their new home! Located in Ypsilanti at 922 West Michigan Ave., this 1.4 acre lot has ample space for demonstration and training gardens and greenhouses. It also includes a 1931 faux-tudor house that will undergo a green renovation to become the new Growing Hope Center with space for offices, classes, and community gatherings.

Part 2: Gardening

1) Do you garden?
   Yes No

   a. If yes, where do you garden?
   At home In a community garden plot Elsewhere

   b. If no, what are the barriers keeping you from gardening? *(check all that apply)*
   - ___ Not interested
   - ___ Not enough space
   - ___ Not enough time
   - ___ Don't know how
   - ___ Physical limitations (can't bend, bad wrists, etc.)
   - ___ Don't have the tools/supplies
   - ___ Can't afford it
   - ___ Past failure
   - ___ Other (please explain) _____

2) If you have gardened in the past, what do you consider your gardening skill level to be?

Novice Intermediate Advanced

3) Have you ever processed items harvested from your garden (canning, drying, etc.)?

Yes No

4) Have you ever sold products from your garden?

Yes No

a. If yes, where did you sell them? (*check all that apply*)

___ Farmers' Market
___ Grocery
___ Food Co-op
___ Restaurant
___ From your home
___ Other (please specify) _____

b. If no, are you interested in selling products from your garden in the future?

Yes No

i. If not, why not? (*check all that apply)*

___ I don't plant enough to sell
___ I don't think my harvest is good enough to sell
___ I'd rather donate/give away my extra harvests
___ I don't know where I would sell my harvests
___ Just not interested
___ Other (please explain) _____

5) If you are interested in selling products from your garden, what resources would you find helpful? *(check all that apply)*

___ Access to garden tools/equipment
___ Access to a kitchen/equipment for processing food
___ Access to information about gardening
___ Access to information about business planning

___ Classes in intensive/small plot/square foot gardening
___ Classes in business planning
___ Classes in specialty crop production
___ Classes in season extension using hoophouses and greenhouses
___ Classes in raising urban livestock (chickens, bees, etc.)
___ Classes in food processing and creating value added products (teas, salsas, etc.)

(***question continues on next page***)

___ Networking opportunities with other gardeners
___ A garden mentor who can provide advice/help
___ Visits or tours of other market gardens
___ Connections to food outlets (farmers' markets, restaurants, grocers, buying clubs, etc.)
___ Other (please specify) _____

Part 3: Green Building

> ***Green building*** is the practice of increasing the efficiency with which buildings use resources (energy, water, and materials), while reducing the negative impact of buildings on the environment and building occupants.

1) Are you interested in learning more about green building renovations (energy efficient windows or appliances, etc.) that could be done in your own home or business?
   Yes No

2) If you are interested in green building, what information would you find helpful? (*check all that apply*)

   ___ Information on the environmental benefits of green renovations
   ___ An analysis of the cost effectiveness of various green renovation options
   ___ How-to instructions for doing green renovations
   ___ Information on tax breaks and other government-sponsored funding opportunities for green renovations
   ___ Contact information for local retailers and contractors that sell or install green building materials
   ___ A description of green renovations done at the Growing Hope Center
   ___ A tour of the Growing Hope Center's green renovations

Part 4: Demographics
(*You may skip these questions if you are not comfortable responding*)

1) Select your age category (*check one*)
   ___ Under 18
   ___ 18 – 30
   ___ 31 – 59
   ___ 60 and over

2) Select the range that best describes your yearly household income (*check one*)
   ___ Below $20,000
   ___ $20,000 - $33,000
   ___ $33,001 - $48,000
   ___ $48,001 - $66,000
   ___ Over $66,000

3) Select the race/ethnicity that you most identify with (*check one*)
   ___ White/Not of Hispanic decent
   ___ Hispanic or Latino
   ___ Black or African American
   ___ Asian
   ___ American Indian
   ___ Other (please specify) _____

4) How many adults are in your household? _____

5) How many children under 18 are in your household? _____

6) Does anyone in your household participate in Food Stamps, EBT, WIC, or other food assistance programs?
   Yes No

7) Does anyone in your household receive Medicaid, disability or other public assistance?
   Yes No

8) Do you have access to a car or other personal transportation?
   Yes No

9) Do you have easy access to public transportation?
   Yes No

Thank you for helping Growing Hope better serve your community!

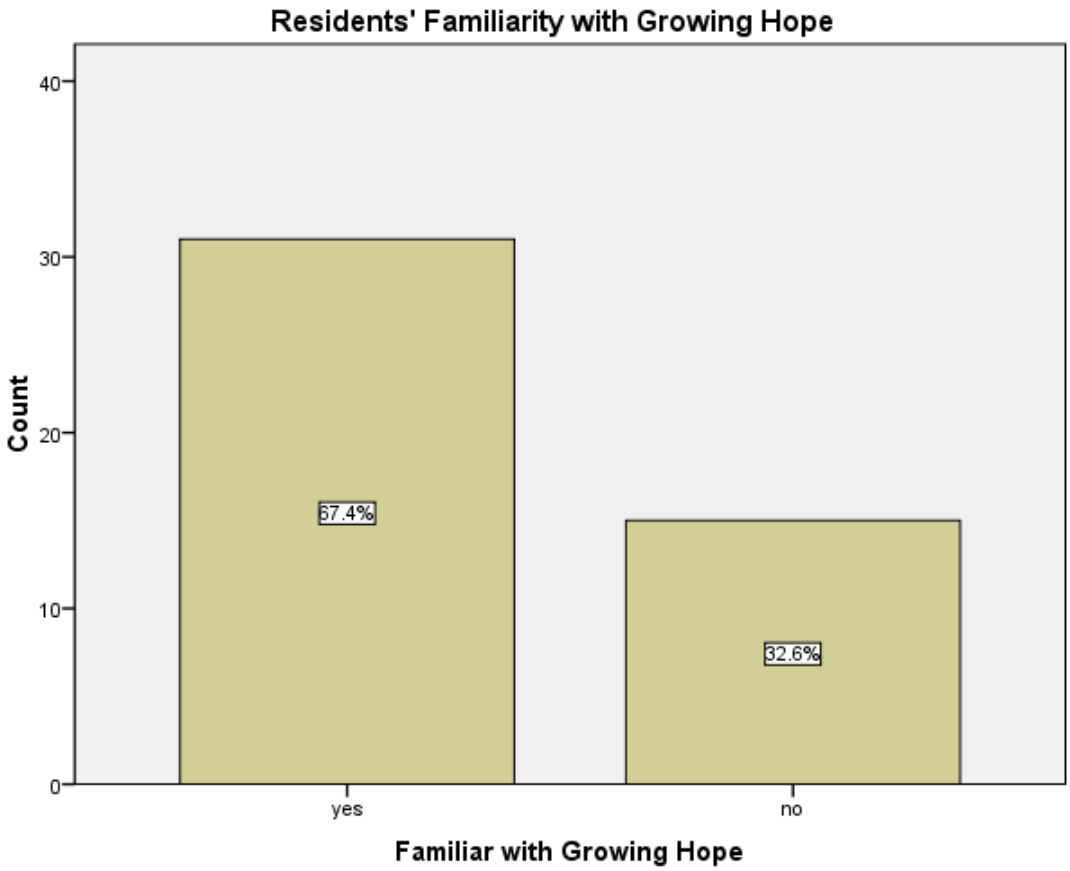
APPENDIX D – FULL RESULTS OF YPSILANTI RESIDENT SURVEY

Part 1: Communication

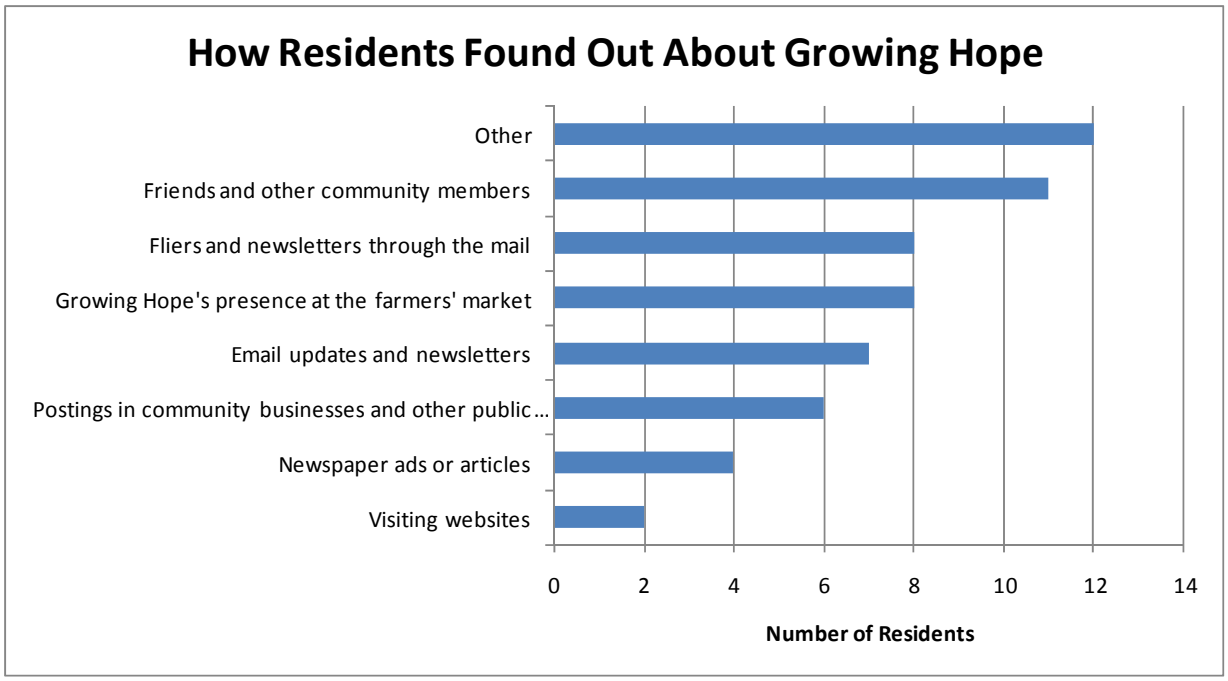
Question 1.

Familiar with Growing Hope

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	15	32.6	32.6	32.6
	yes	31	67.4	67.4	100.0
	Total	46	100.0	100.0	



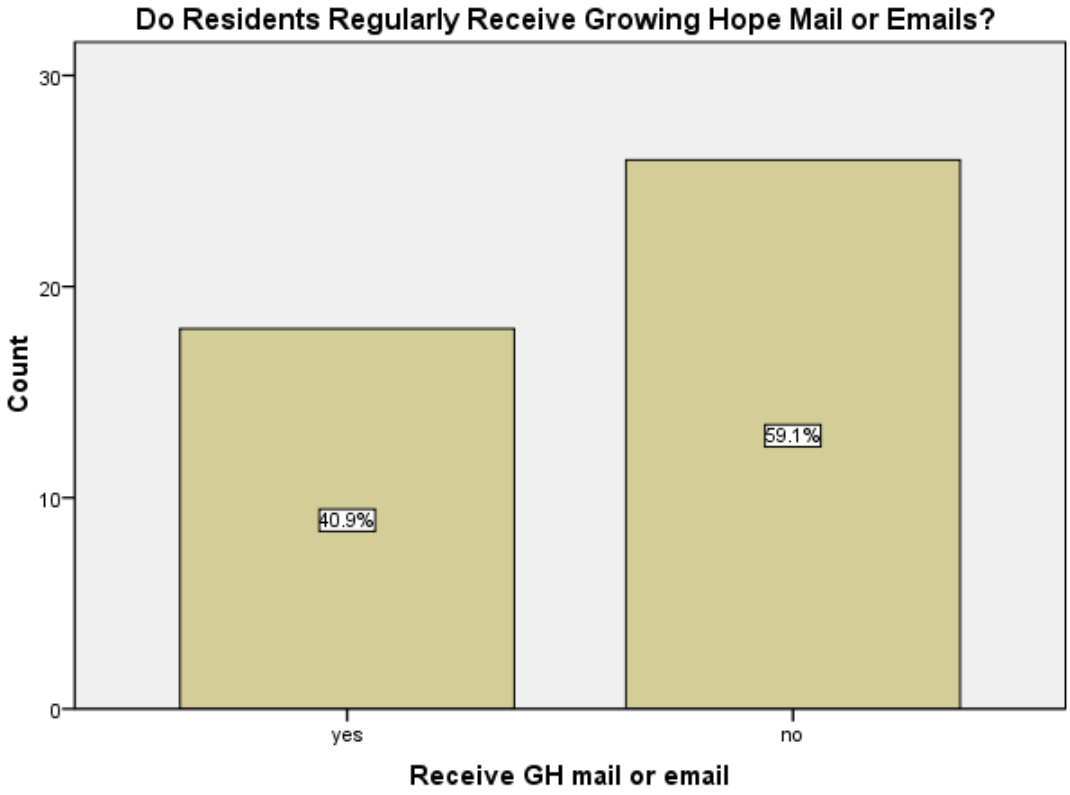
Question 1.a.i.



Question 1.a.ii.

Receive GH mail or email

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	26	56.5	59.1	59.1
	yes	18	39.1	40.9	100.0
	Total	44	95.7	100.0	
Missing	10	2	4.3		
Total		46	100.0		

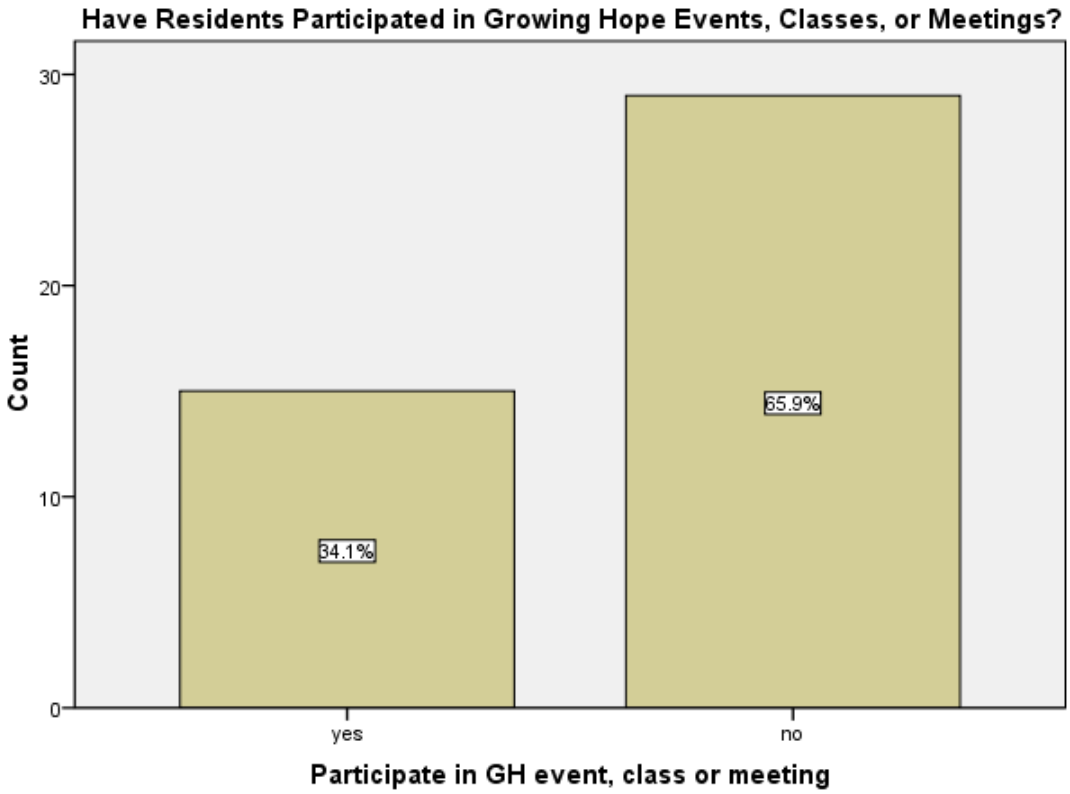


Percentages out of 44 total participants that responded to this question.

Question 1.a.iii.

Participate in GH event, class or meeting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	29	63.0	65.9	65.9
	yes	15	32.6	34.1	100.0
	Total	44	95.7	100.0	
Missing	10	2	4.3		
Total		46	100.0		

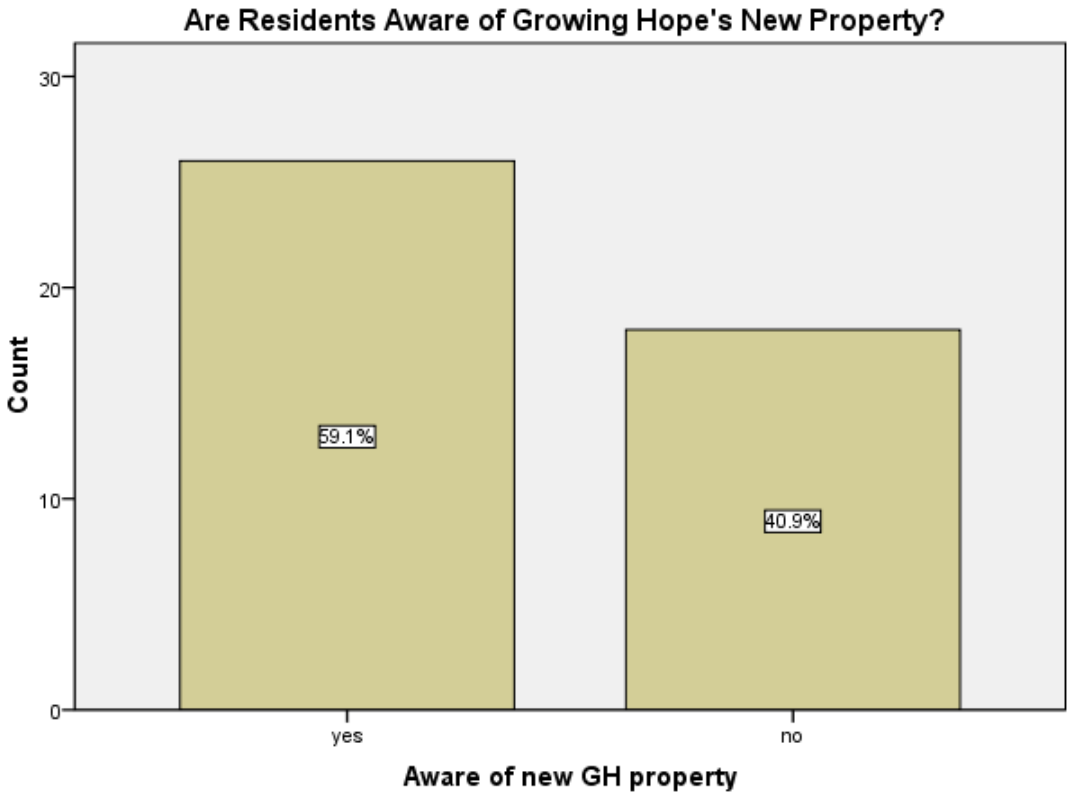


Percentages out of 44 total participants that responded to this question.

Question 1.a.iv.

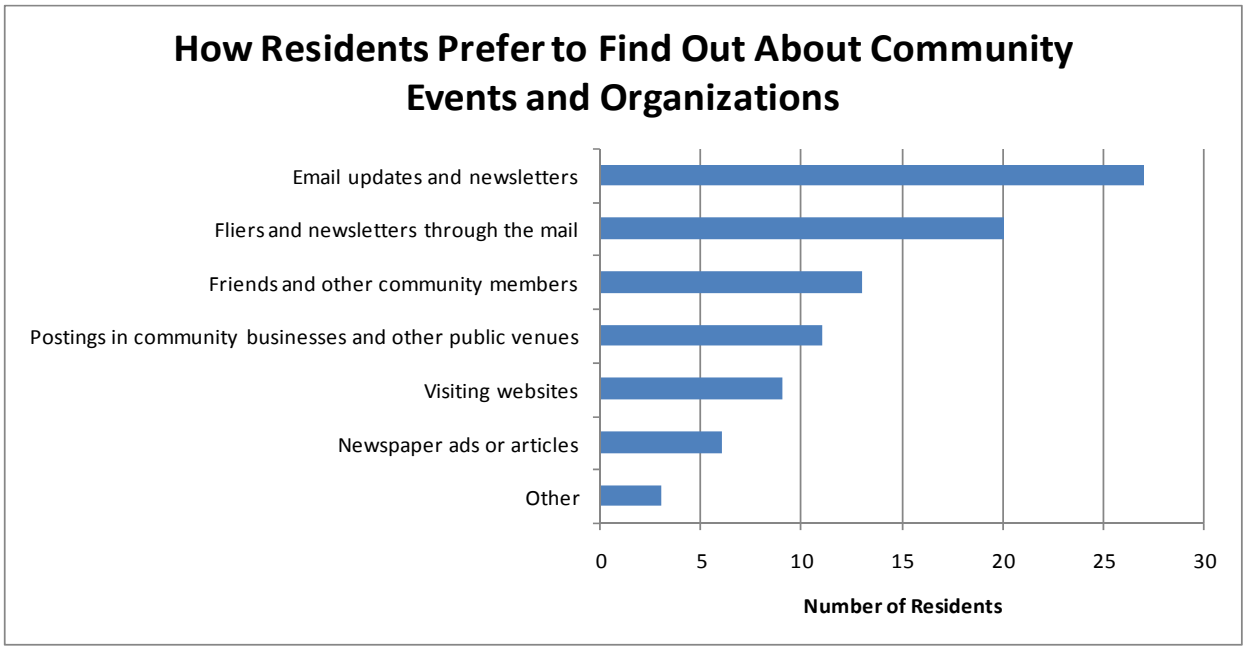
Aware of new GH property

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	18	39.1	40.9	40.9
	yes	26	56.5	59.1	100.0
	Total	44	95.7	100.0	
Missing	10	2	4.3		
Total		46	100.0		



Percentages out of 44 total participants that responded to this question.

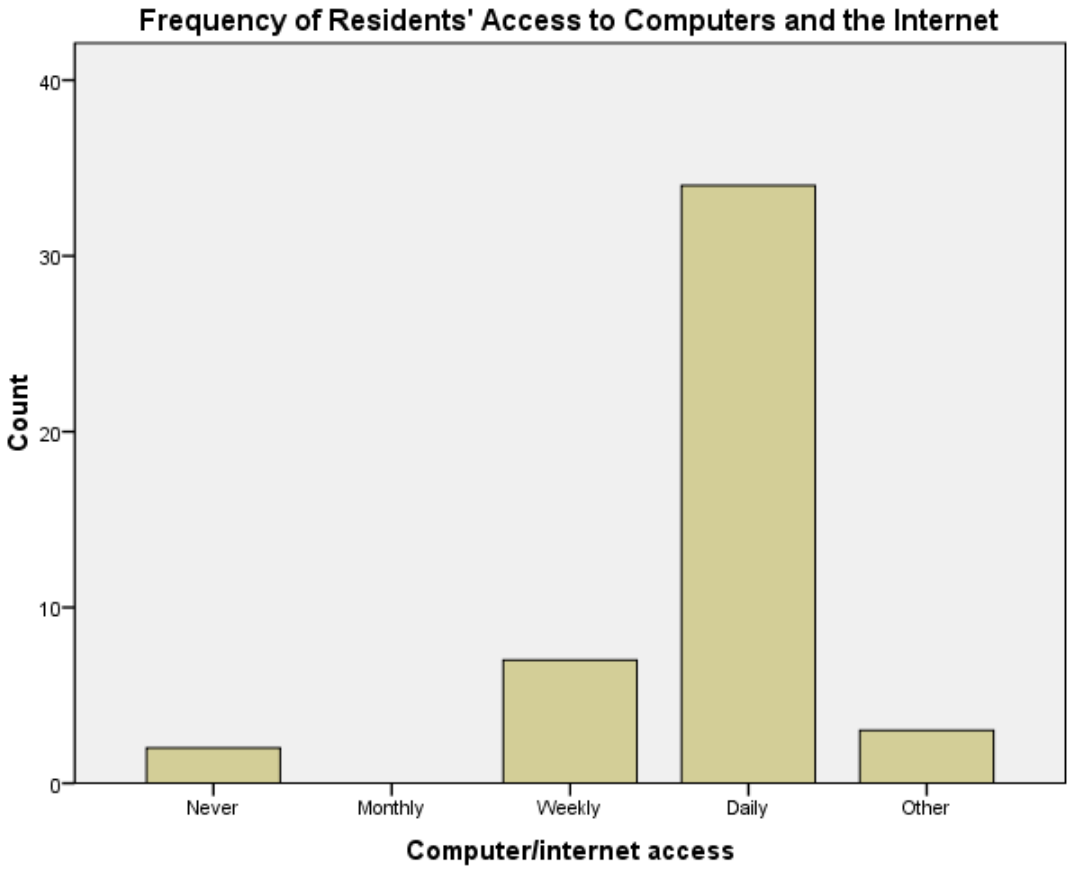
Question 2.


How Residents Prefer to Find Out About Community Events and Organizations
Email updates and newsletters
Fliers and newsletters through the mail
Friends and other community members
Postings in community businesses and other public venues
Visiting websites
Newspaper ads or articles
Other
0
5
10
15
20
25
30
Number of Residents

Question 3.

Computer/internet access

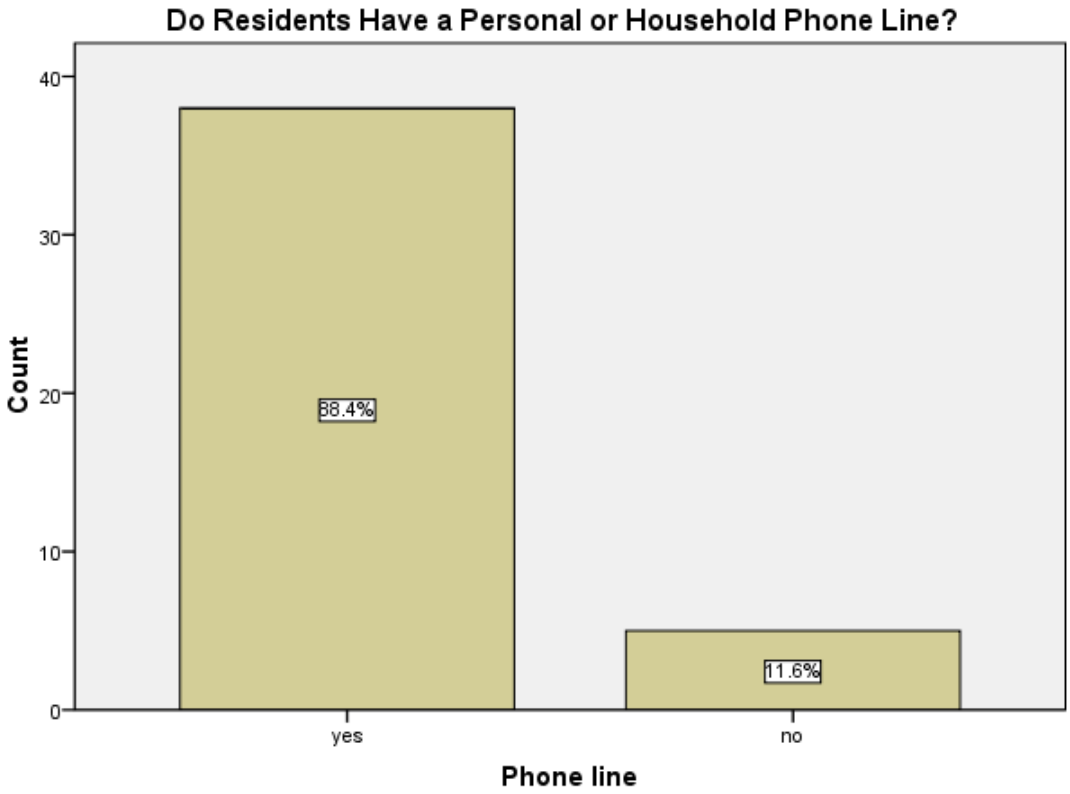
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	2	4.3	4.3	4.3
	Weekly	7	15.2	15.2	19.6
	Daily	34	73.9	73.9	93.5
	Other	3	6.5	6.5	100.0
	Total	46	100.0	100.0	



Question 4.

Phone line

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	5	10.9	11.6	11.6
	yes	38	82.6	88.4	100.0
	Total	43	93.5	100.0	
Missing	10	3	6.5		
Total		46	100.0		



Percentages out of 43 total participants that responded to this question.

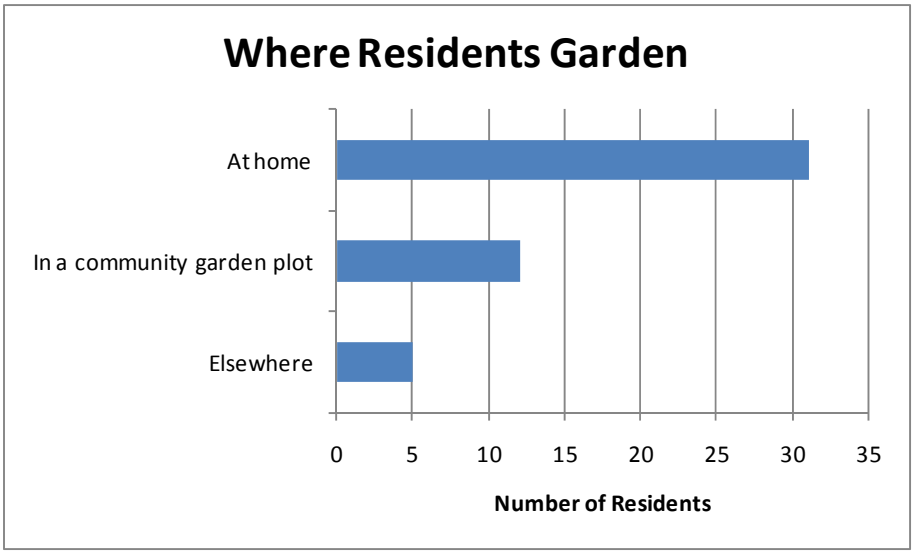
Part 2: Gardening

Question 1.

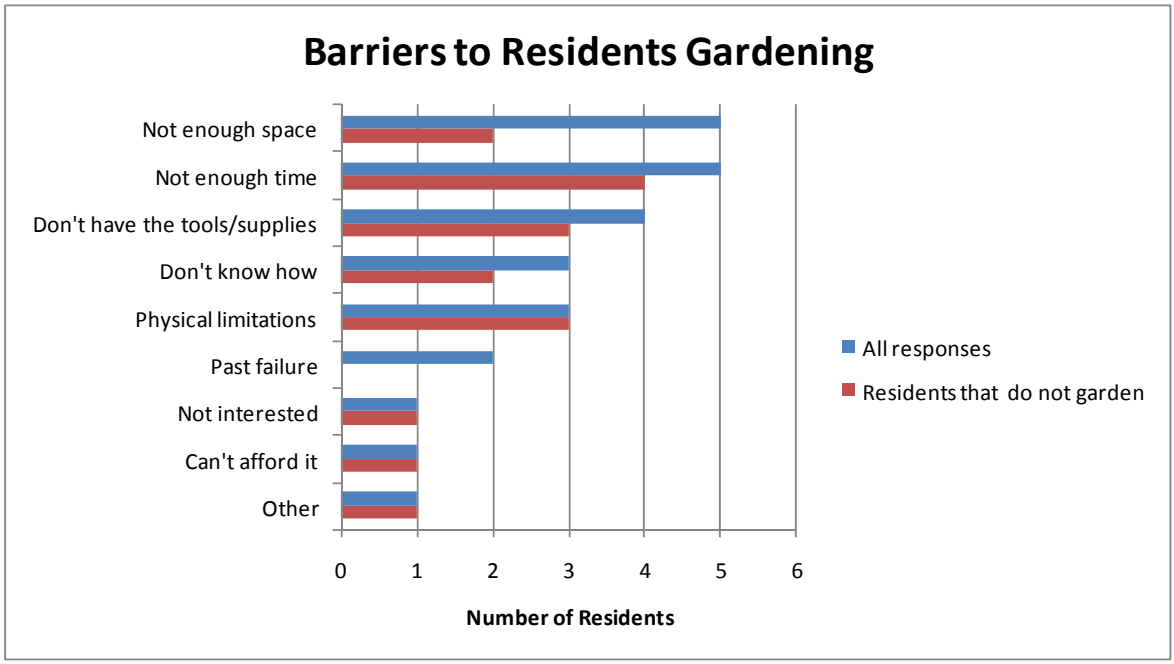
Garden

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	11	23.9	23.9	23.9
	yes	35	76.1	76.1	100.0
	Total	46	100.0	100.0	

Question 1.a.



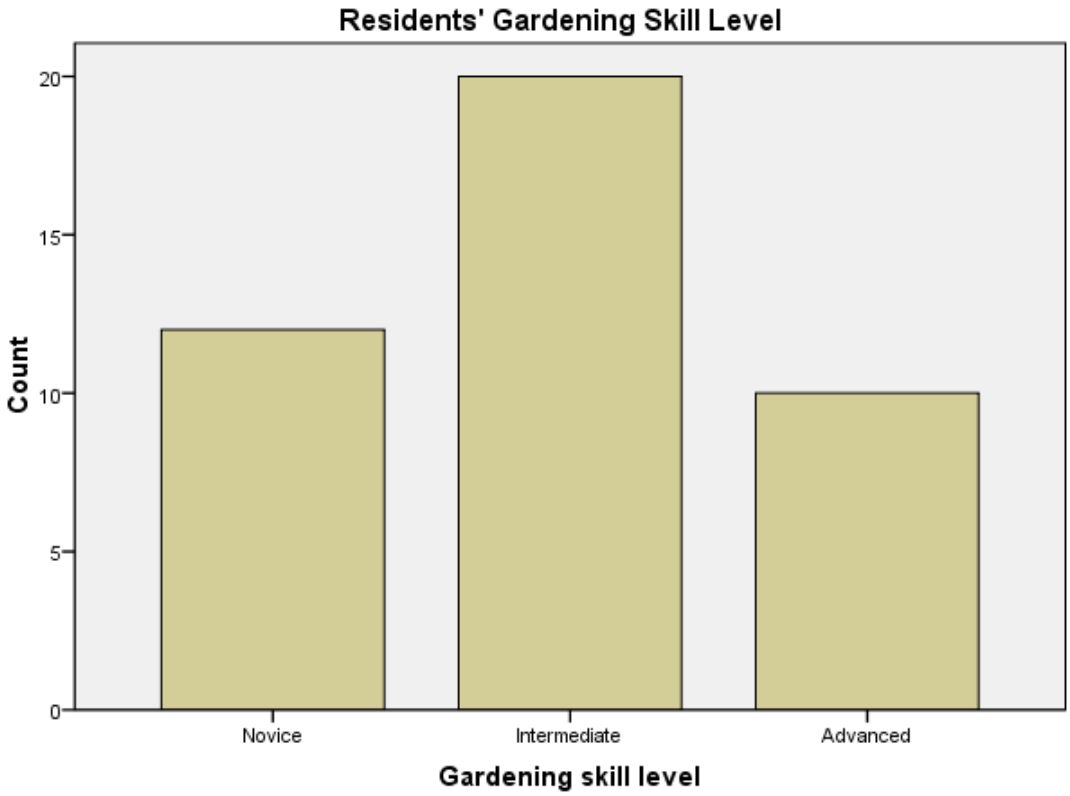
Question 1.b.



Question 2.

Gardening skill level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Novice	12	26.1	28.6	28.6
	Intermediate	20	43.5	47.6	76.2
	Advanced	10	21.7	23.8	100.0
	Total	42	91.3	100.0	
Missing	10	4	8.7		
Total		46	100.0		

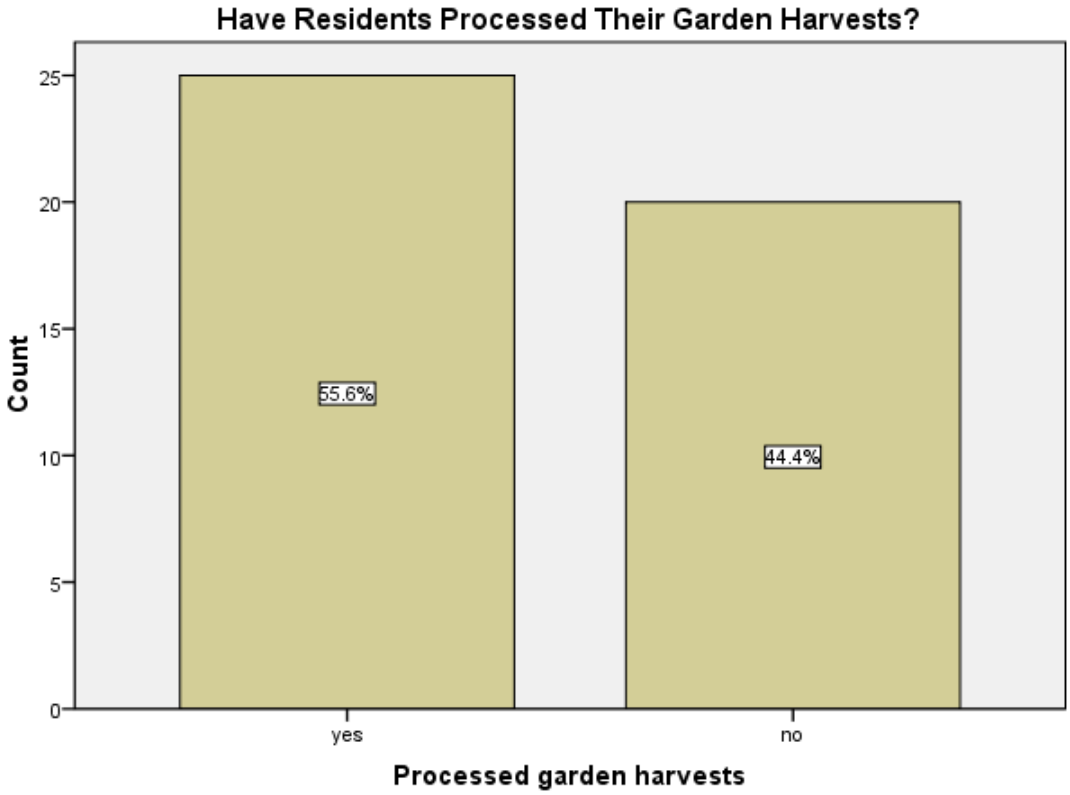


42 total participants responded to this question.

Question 3.

Processed garden harvests

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	20	43.5	44.4	44.4
	yes	25	54.3	55.6	100.0
	Total	45	97.8	100.0	
Missing	10	1	2.2		
Total		46	100.0		



Percentages out of 45 total participants that responded to this question.

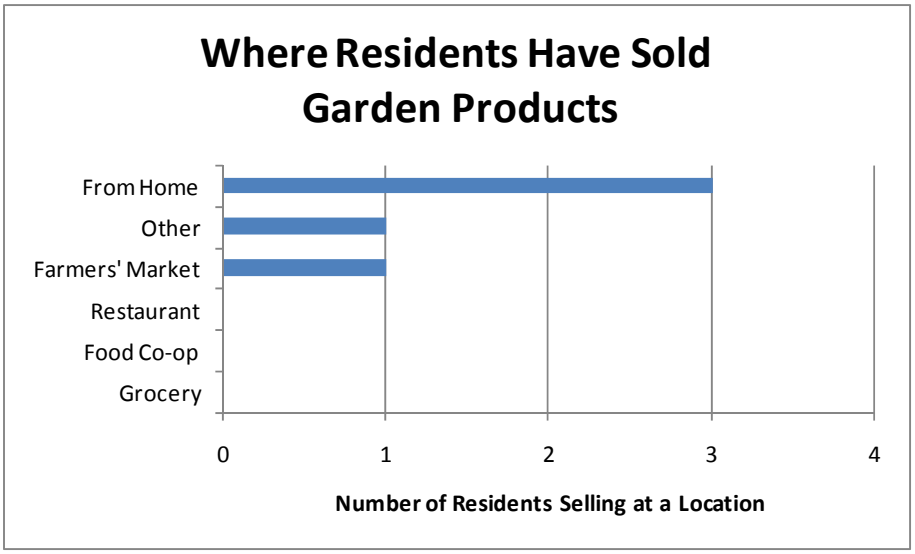
Question 4.

Sold products from garden

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	41	89.1	91.1	91.1
	yes	4	8.7	8.9	100.0
	Total	45	97.8	100.0	
Missing	10	1	2.2		
Total		46	100.0		

Percentages out of 45 total participants that responded to this question.

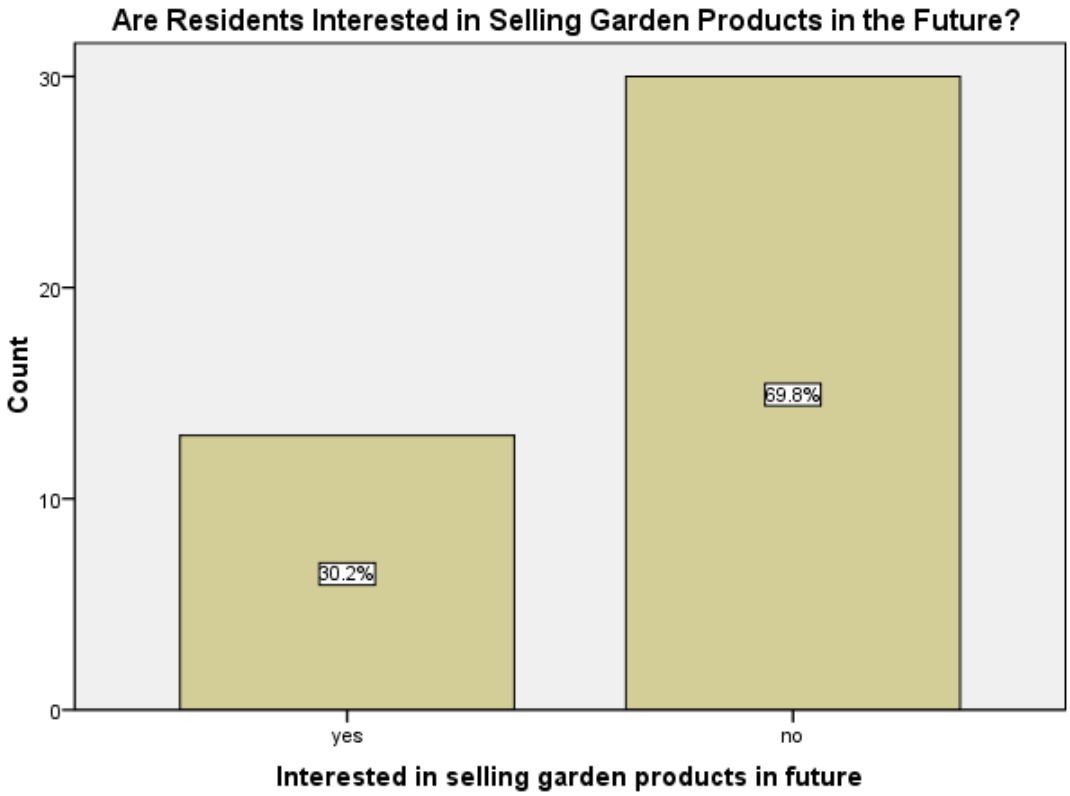
Question 4.a.


Where Residents Have Sold Garden Products
From Home
Other
Farmers' Market
Restaurant
Food Co-op
Grocery
0
1
2
3
4
Number of Residents Selling at a Location

Question 4.b.

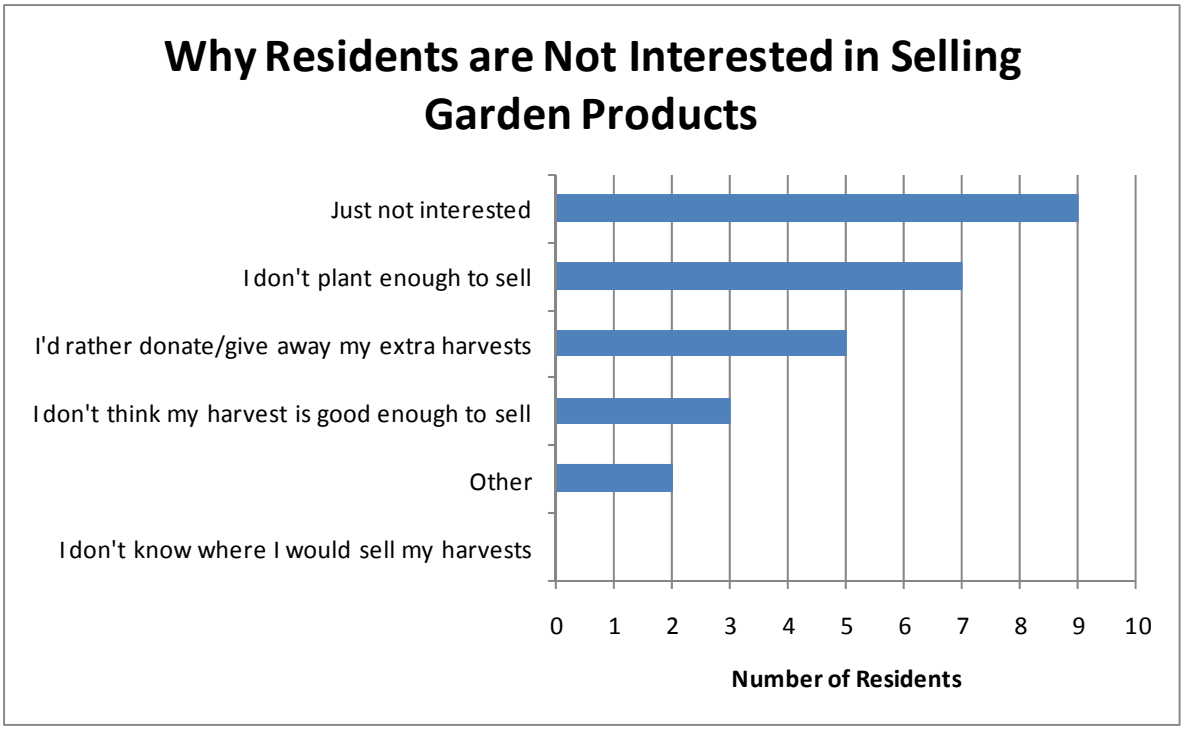
Interested in selling garden products in future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	30	65.2	69.8	69.8
	yes	13	28.3	30.2	100.0
	Total	43	93.5	100.0	
Missing	10	3	6.5		
Total		46	100.0		

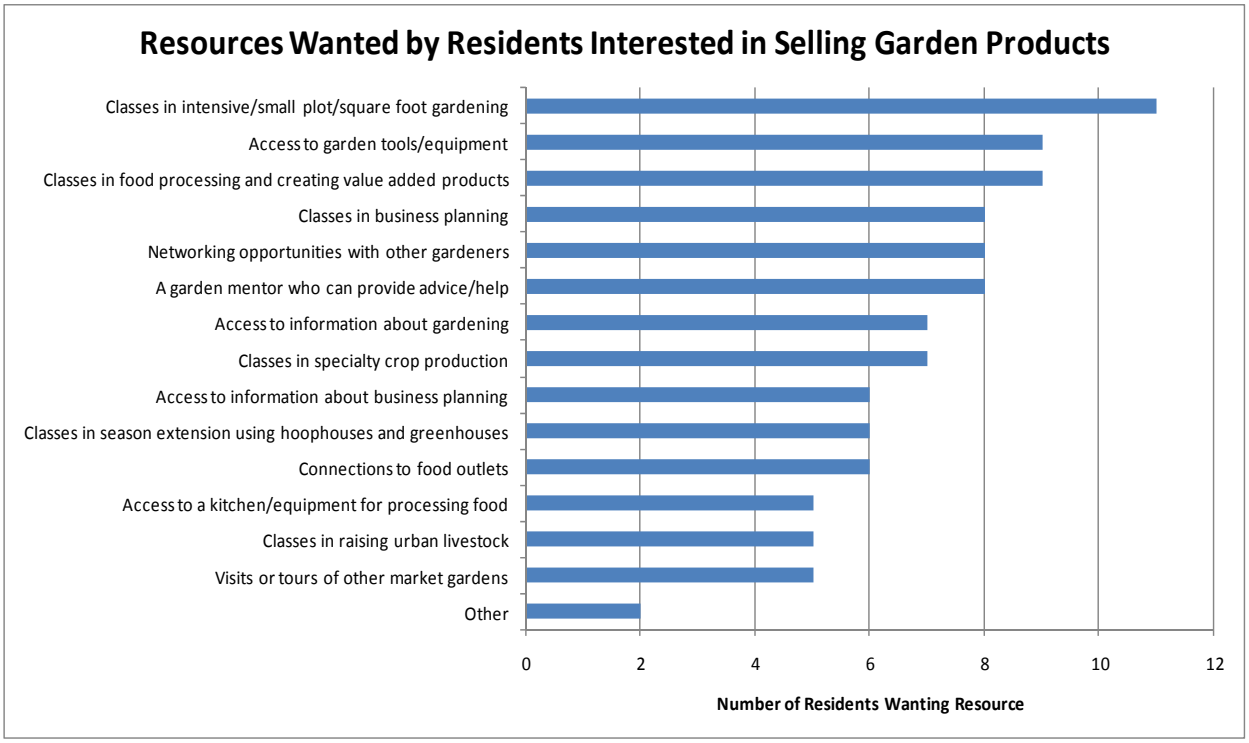


Percentages out of 43 total participants that responded to this question.

Question 4.b.i.



Question 5.

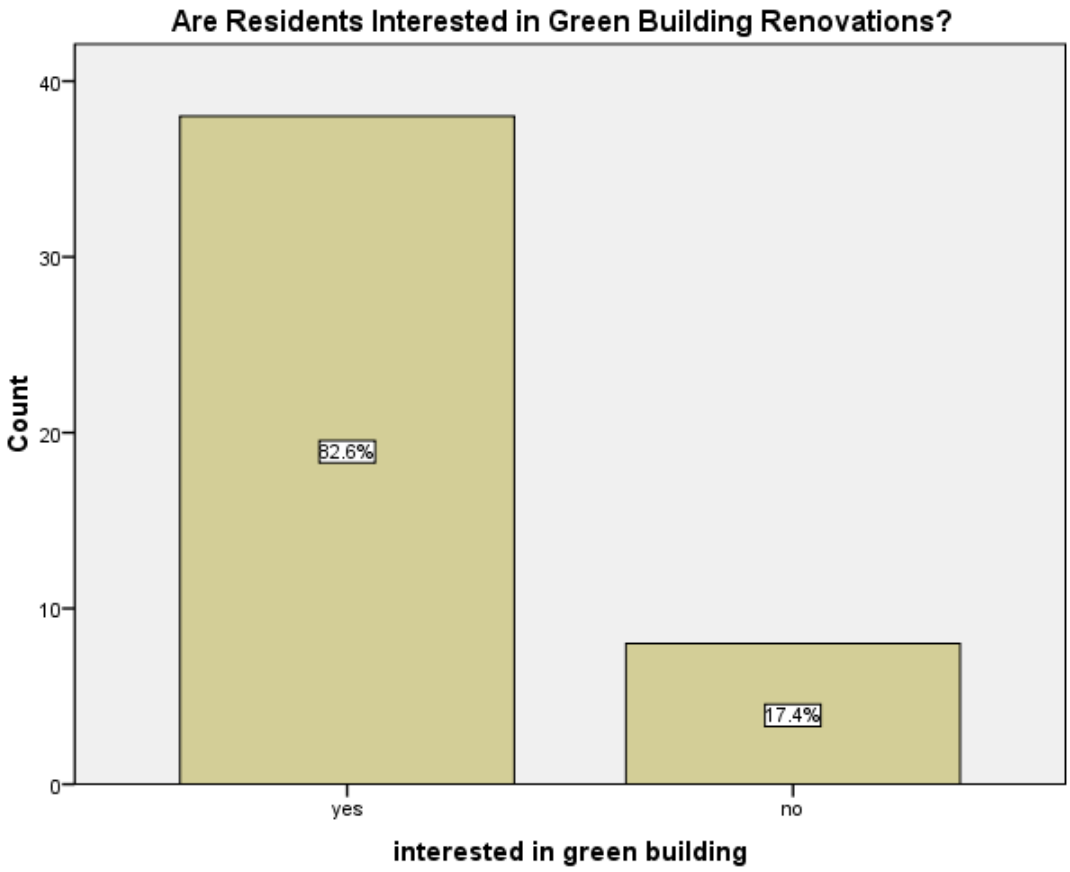

Resources Wanted by Residents Interested in Selling Garden Products
Classes in intensive/small plot/square foot gardening
Access to garden tools/equipment
Classes in food processing and creating value added products
Classes in business planning
Networking opportunities with other gardeners
A garden mentor who can provide advice/help
Access to information about gardening
Classes in specialty crop production
Access to information about business planning
Classes in season extension using hoophouses and greenhouses
Connections to food outlets
Access to a kitchen/equipment for processing food
Classes in raising urban livestock
Visits or tours of other market gardens
Other
0
2
4
6
8
10
12
Number of Residents Wanting Resource

Part 3: Green Building

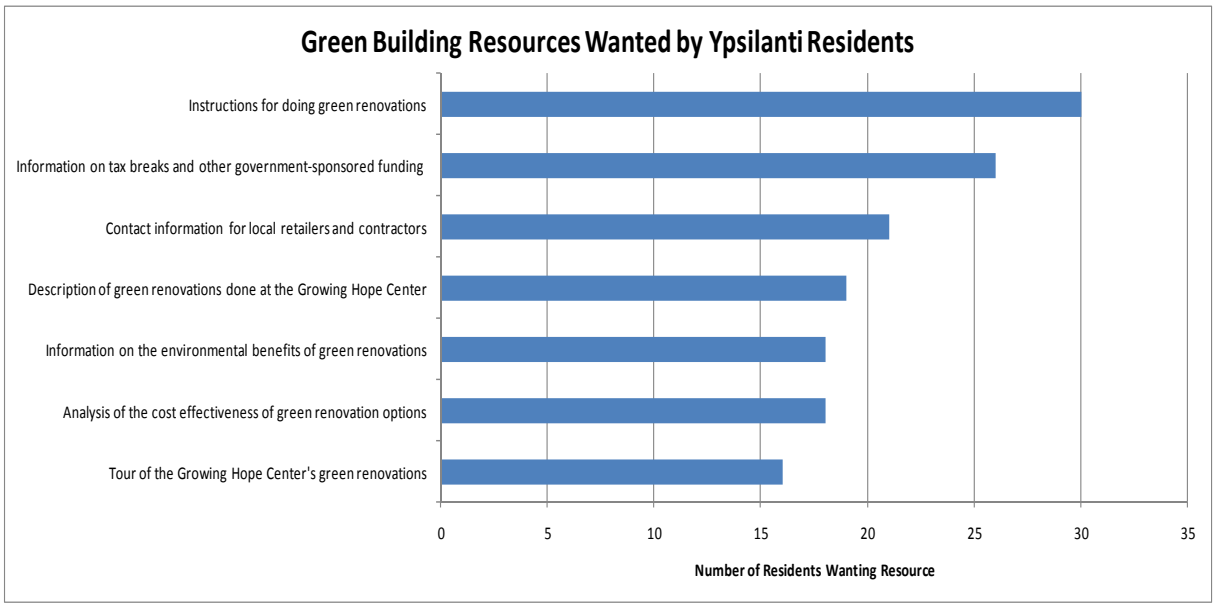
Question 1.

interested in green building

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	8	17.4	17.4	17.4
	yes	38	82.6	82.6	100.0
	Total	46	100.0	100.0	



Question 2.

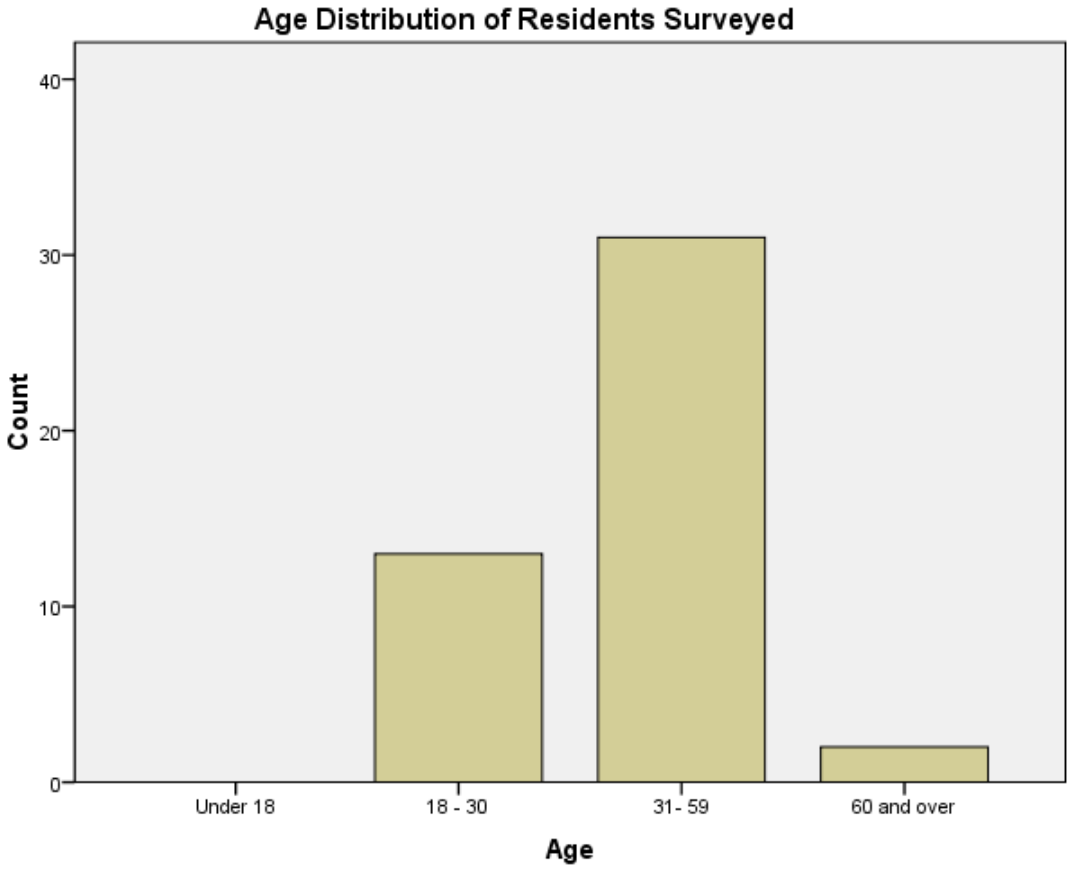

Green Building Resources Wanted by Ypsilanti Residents
Instructions for doing green renovations
Information on tax breaks and other government-sponsored funding
Contact information for local retailers and contractors
Description of green renovations done at the Growing Hope Center
Information on the environmental benefits of green renovations
Analysis of the cost effectiveness of green renovation options
Tour of the Growing Hope Center's green renovations
0
5
10
15
20
25
30
35
Number of Residents Wanting Resource

Part 4: Demographics

Question 1.

Age

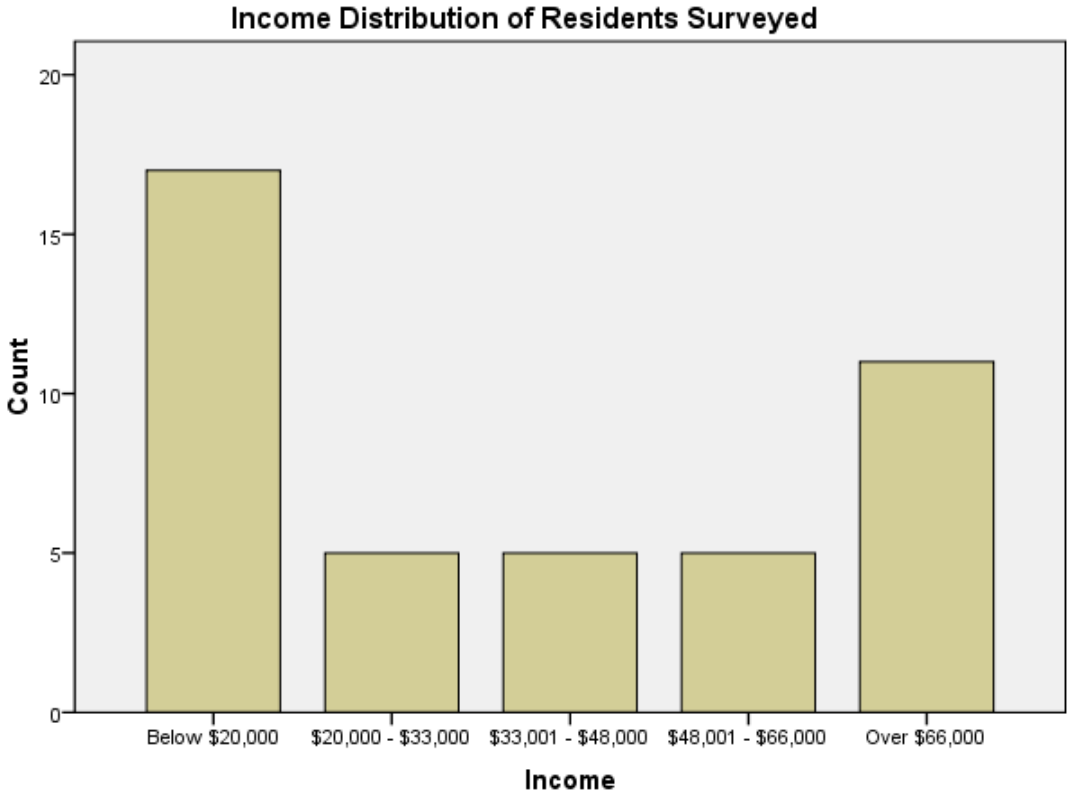
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 30	13	28.3	28.3	28.3
	31- 59	31	67.4	67.4	95.7
	60 and over	2	4.3	4.3	100.0
	Total	46	100.0	100.0	



Question 2.

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below $20,000	17	37.0	39.5	39.5
	$20,000 - $33,000	5	10.9	11.6	51.2
	$33,001 - $48,000	5	10.9	11.6	62.8
	$48,001 - $66,000	5	10.9	11.6	74.4
	Over $66,000	11	23.9	25.6	100.0
	Total	43	93.5	100.0	
Missing	10	3	6.5		
Total		46	100.0		

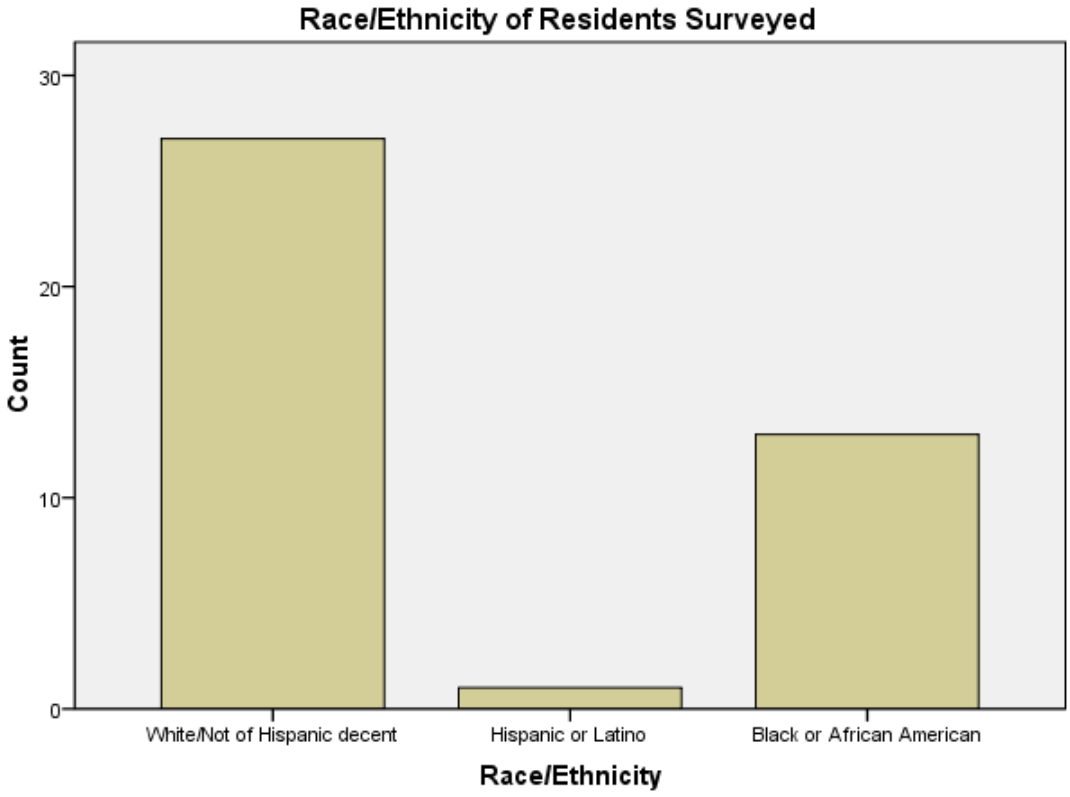


43 total participants responded to this question.

Question 3.

Race/Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White/Not of Hispanic decent	27	58.7	64.3	64.3
	Hispanic or Latino	1	2.2	2.4	66.7
	Black or African American	13	28.3	31.0	97.6
	Other	1	2.2	2.4	100.0
	Total	42	91.3	100.0	
Missing	10	4	8.7		
Total		46	100.0		

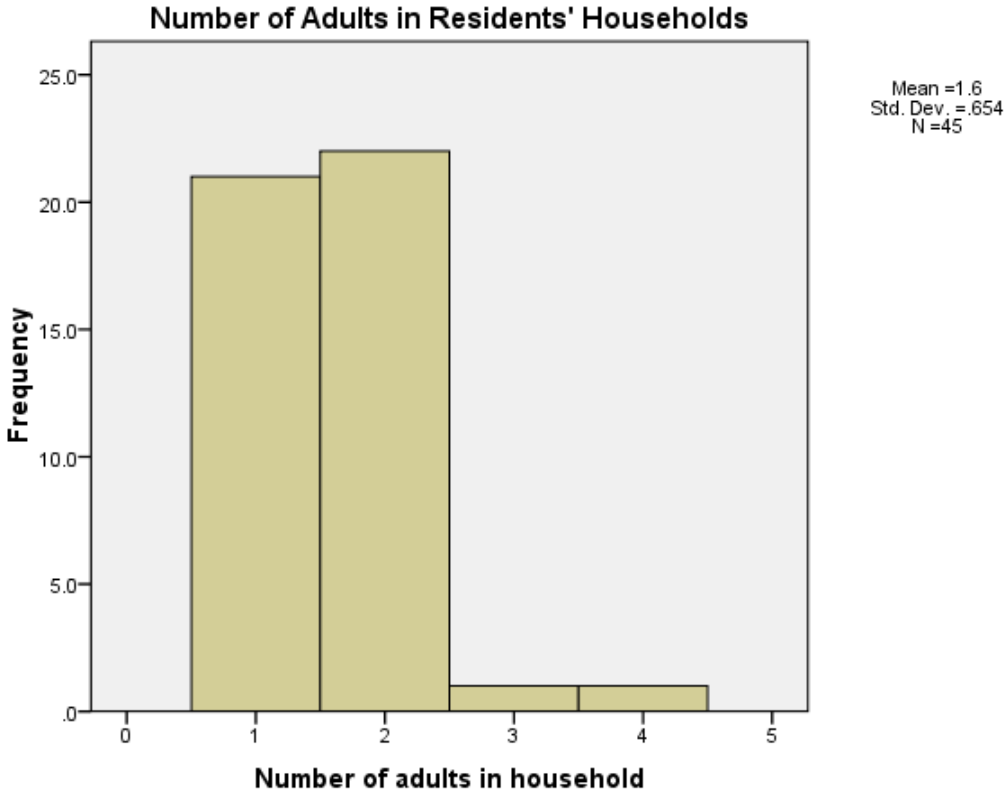


41 total participants responded to this question.

Question 4.

Number of adults in household

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	21	45.7	46.7	46.7
	2	22	47.8	48.9	95.6
	3	1	2.2	2.2	97.8
	4	1	2.2	2.2	100.0
	Total	45	97.8	100.0	
Missing	10	1	2.2		
Total		46	100.0		

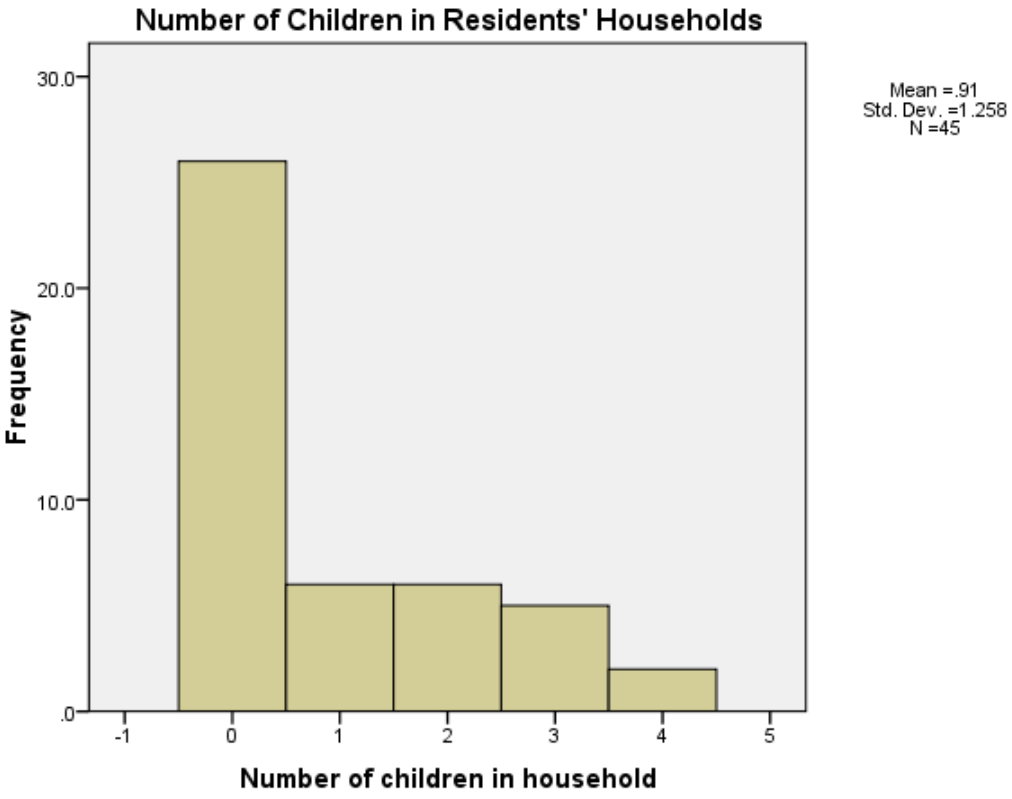


45 total participants responded to this question.

Question 5.

Number of children in household

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	26	56.5	57.8	57.8
	1	6	13.0	13.3	71.1
	2	6	13.0	13.3	84.4
	3	5	10.9	11.1	95.6
	4	2	4.3	4.4	100.0
	Total	45	97.8	100.0	
Missing	10	1	2.2		
Total		46	100.0		

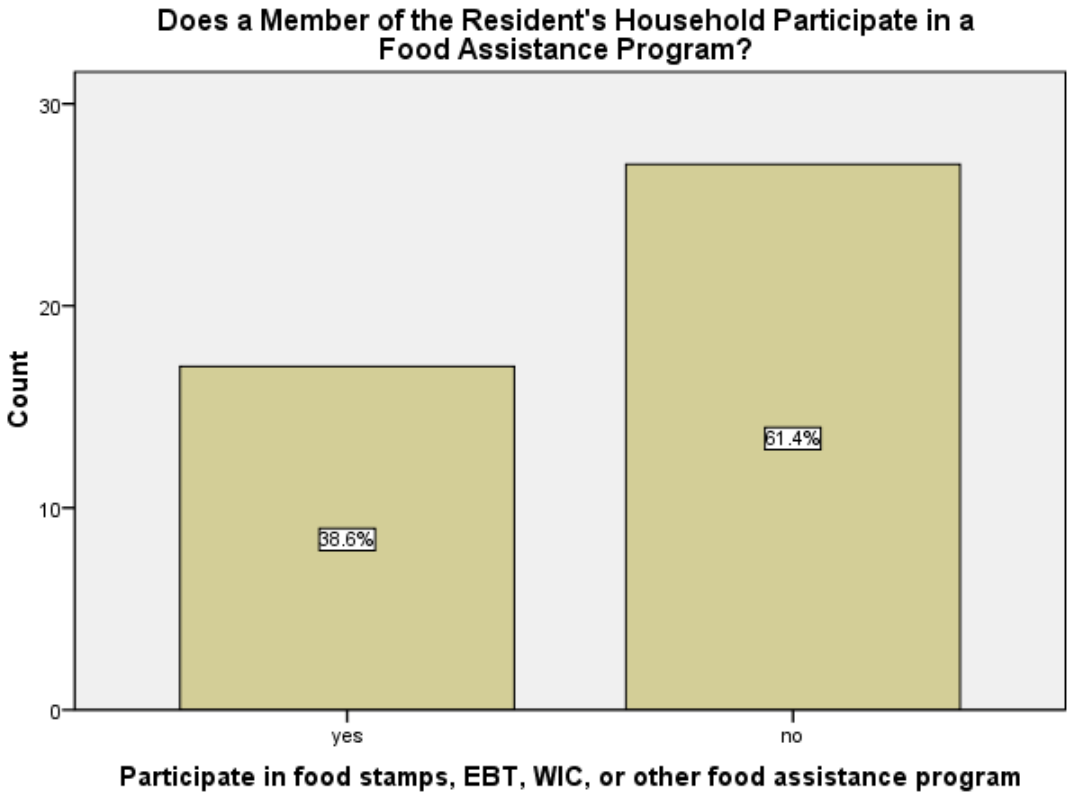


45 total participants responded to this question.

Question 6.

Participate in food stamps, EBT, WIC, or other food assistance program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	27	58.7	61.4	61.4
	yes	17	37.0	38.6	100.0
	Total	44	95.7	100.0	
Missing	10	2	4.3		
Total		46	100.0		

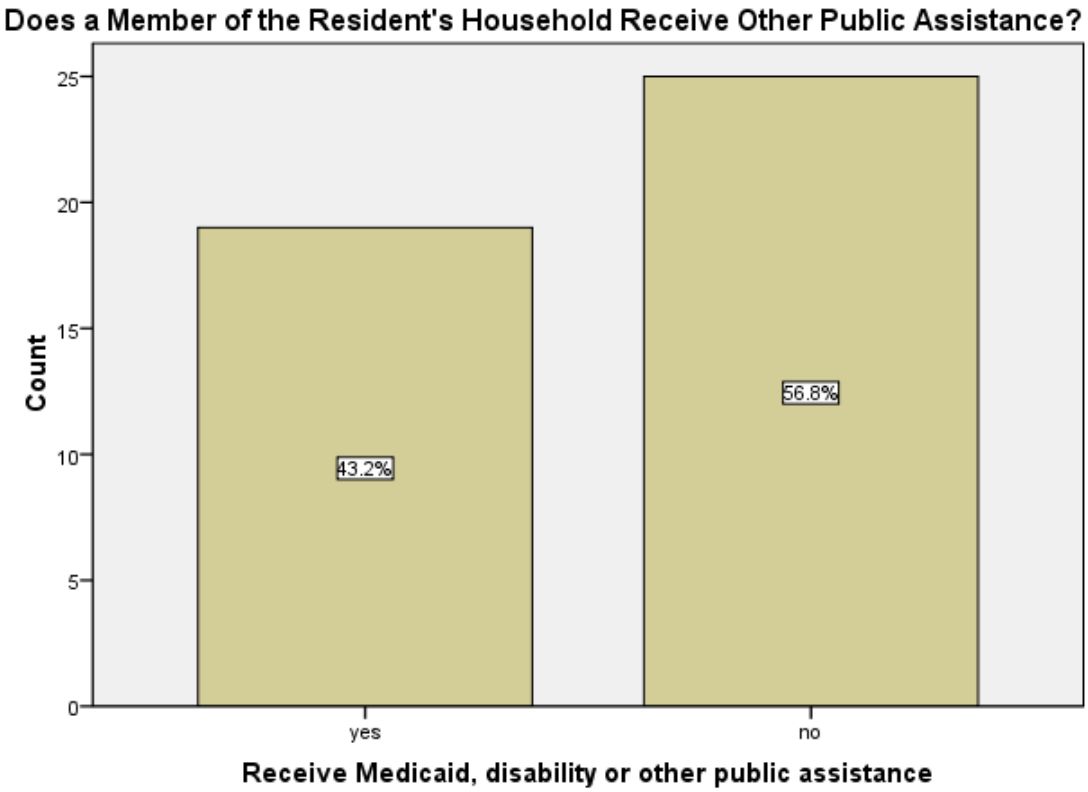


Percentages out of 44 total participants that responded to this question.

Question 7.

Receive Medicaid, disability or other public assistance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	25	54.3	56.8	56.8
	yes	19	41.3	43.2	100.0
	Total	44	95.7	100.0	
Missing	10	2	4.3		
Total		46	100.0		

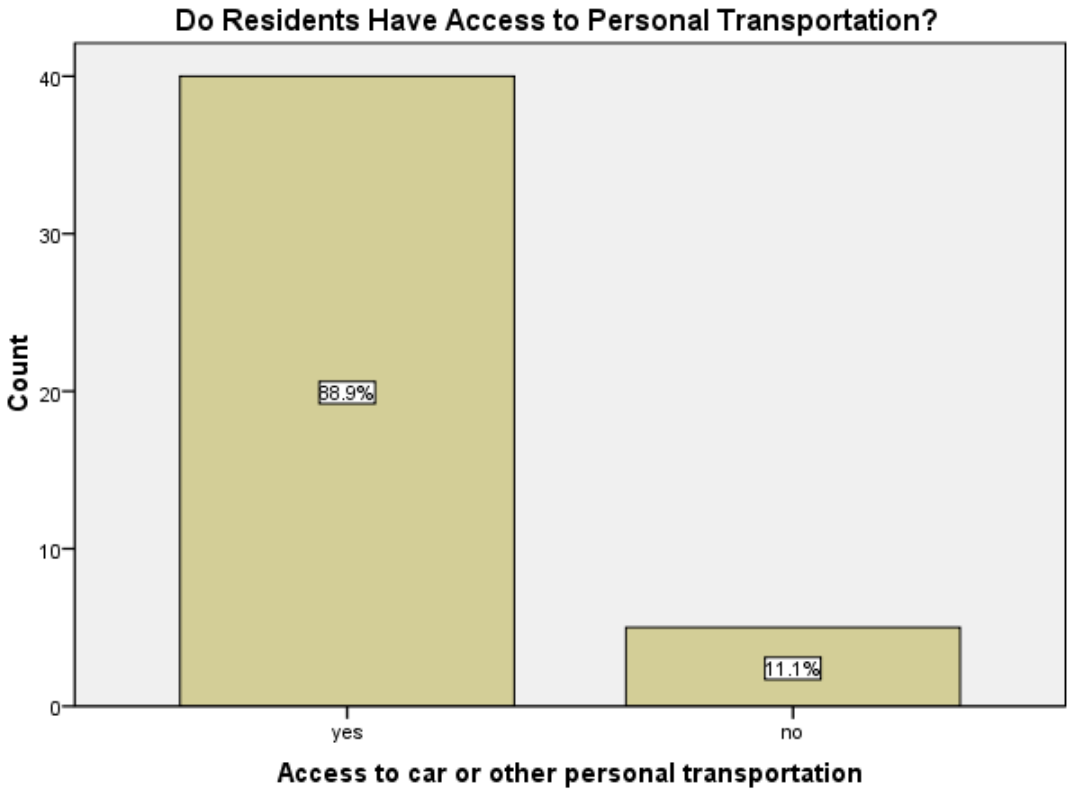


Percentages out of 44 total participants that responded to this question.

Question 8.

Access to car or other personal transportation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	5	10.9	11.1	11.1
	yes	40	87.0	88.9	100.0
	Total	45	97.8	100.0	
Missing	10	1	2.2		
Total		46	100.0		

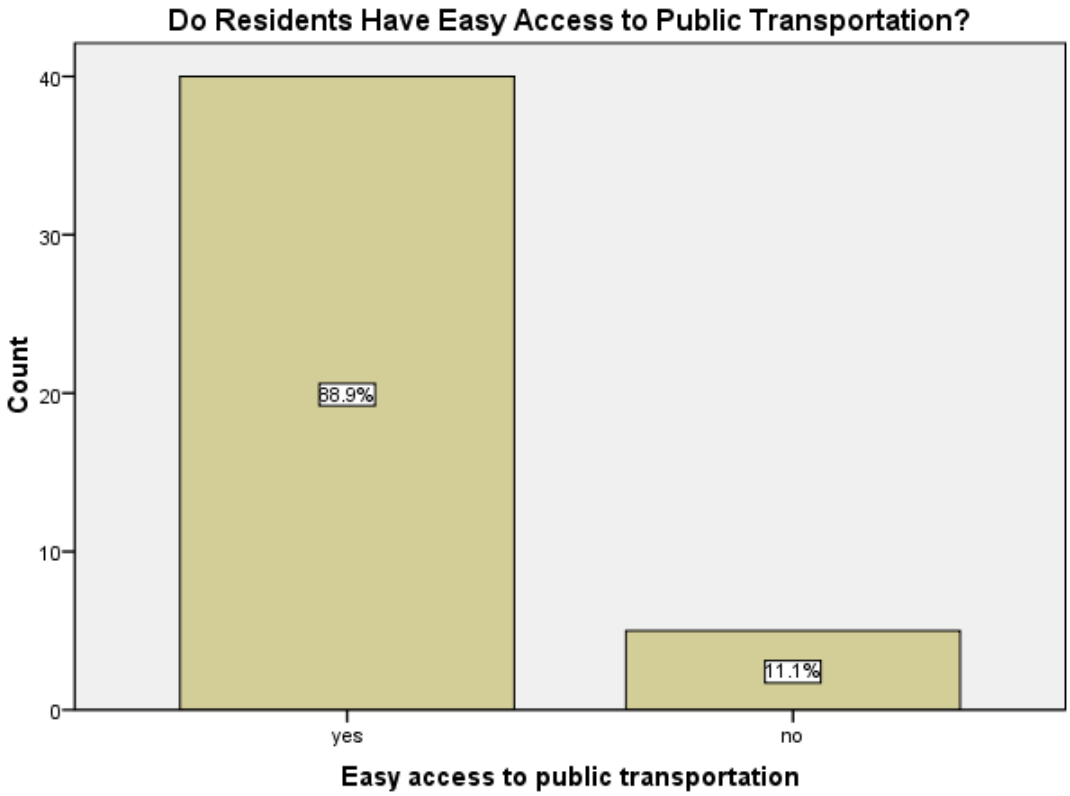


Percentages out of 45 total participants that responded to this question.

Question 9.

Easy access to public transportation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	5	10.9	11.1	11.1
	yes	40	87.0	88.9	100.0
	Total	45	97.8	100.0	
Missing	10	1	2.2		
Total		46	100.0		



Percentages out of 45 total participants that resonded to this question.

APPENDIX E – SURVEY AS DISTRIBUTED TO LOCAL FOOD BUSINESSES

NATURAL RESOURCES AND ENVIRONMENT
UNIVERSITY OF MICHIGAN

August 13, 2008

Produce Buyer:

Greetings. We are part of a group of Master's students at the University of Michigan School of Natural Resources and Environment. We are working on a project to help a local nonprofit organization, Growing Hope, become more financially sustainable. Growing Hope is an Ypsilanti-based organization that provides support, education, and resources to help people, especially low-income Ypsilanti residents, grow food in urban spaces.

Growing Hope recently purchased a piece of land outside of downtown Ypsilanti. They plan to begin growing fresh herbs, fruits, and vegetables on this land as part of a market gardener training program, and will sell the produce to earn money to support the training program and other educational endeavors.

We are conducting a market assessment so Growing Hope can plan to grow those produce items that are most in demand. As a potential buyer, we would like you to answer a few questions about your vegetable, fruit, and herb buying for your business. Our short survey should take approximately 10 minutes. Please return it in the enclosed stamped envelope by September 30. Your responses will remain confidential. Results of the survey will be presented as part of our Masters' Project and provided to Growing Hope for planning purposes.

We are just as interested in negative responses as positive. If you are not interested in purchasing local, organic food from small producers and don't wish to complete the entire survey or give additional comments, please simply write your business name and "not interested" on the survey and send it back in the stamped envelope provided.

Thank you for your time and contribution to our project.

Joel R. Heeres
Rachel Chadderdon
Growing Hope Project Team
School of Natural Resources and Environment
University of Michigan

University of Michigan School of Natural Resources and Environment
Dana Building, 440 Church Street, Ann Arbor, MI 48109-1041

www.snre.umich.edu

NATURAL RESOURCES AND ENVIRONMENT
UNIVERSITY OF MICHIGAN

Thank you for taking the time to complete our market survey. Please place a check or X by your answer, or write your answer in the space provided. We welcome any comments you may have.

Business Name:

How would you characterize your business? Please check all that apply.

- __ Independent restaurant
- __ Franchise restaurant
- __ Independent grocer
- __ Franchise grocer
- __ Wholesaler
- __ Grower-shipper
- __ Food bank
- __ Other retailer (describe)

Where do you get the majority of your fruits, vegetables, and herbs? If more than one source, please rank by quantity of produce from each source.

- __ Direct from farmer – Michigan
- __ Direct from farmer – out of state
- __ Farmers' market
- __ Wholesaler or Grower-Shipper
- __ Grow them myself

How would you rate the quality of the fruits, vegetables, and herbs you currently buy?

__ Excellent __ Good __ Acceptable __ Less than Acceptable __ Poor

Approximately what percent of your produce items are locally grown? (We define "local" as grown in Lower Michigan or northern Ohio/Indiana)

What are your biggest barriers to buying local produce?

- __ Seasonality
- __ Price
- __ Don't know where to find local growers
- __ Established relationship with wholesaler or supplier
- __ What I need isn't available locally (list items)

Approximately what percent of your produce items are organically grown?

What are your biggest barriers to buying organic produce?

- __ Price
- __ Don't know where to find organic growers
- __ Established relationship with wholesaler or supplier
- __ What I need isn't available organically (list items)
- __ Other (specify)

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Which fruits, vegetables, and herbs would you most like to buy locally and organically? (please list)

How much more would you be willing to spend on locally-grown, organic, fresh produce than you currently spend?
__ no more __5% __10% __ 25% or more __It would depend on the product and source

Would you be interested in buying locally grown, organic produce from Growing Hope, grown on their property outside of downtown Ypsilanti?
__ yes __ no

How much more would you be willing to spend on Growing Hope's produce than you pay right now?
__ no more __5% __10% __ 25% or more __It would depend on the product

Would you be interested in buying locally grown, organic produce from a number of small market gardeners* in Ypsilanti, if Growing Hope were to serve as a distributor? (*a market gardener is a grower with an acre or less of land in cultivation, in an urban or suburban area)
__ yes __ no

Would you be interested in buying locally grown, organic produce from a number of small market gardeners in Ypsilanti, directly from the growers themselves?
__ yes __ no

How much more would you be willing to spend on local, independent market gardeners' produce than you pay right now?
__ no more __5% __10% __ 25% or more __It would depend on the product and source

Thank you for your answers!

Would you be willing to participate in a follow-up phone interview? Please provide a number and a convenient time to call, and we would love to speak with you about your business's need for fresh, local, organic produce.

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APPENDIX F – LOCAL FOOD BUSINESSES

Business Name	Address	City	Zip Code
800 North Bar	312 S Main St	Ann Arbor	48104
A-1 Premier Catering	2259 W Liberty St	Ann Arbor	48103
Ahmo's Catering & Deli	4001 Stone School Rd	Ann Arbor	48108
Alley Bar	112 W Liberty St	Ann Arbor	48104
Anthony's Gourmet Pizza	1508 N Maple Rd	Ann Arbor	48103
Anthony's Gourmet Pizza	2520 Packard St	Ann Arbor	48104
Ashley's	338 S State St	Ann Arbor	48104
Aubree's Pizza	4671 Washtenaw Ave	Ann Arbor	48108
Aut Bar	315 Braun Ct	Ann Arbor	48104
Back Alley Gourmet	611 S Main St	Ann Arbor	48104
Bella Italia	895 W Eisenhower Pkwy	Ann Arbor	48103
Bello Vino Marketplace	2789 Plymouth Rd	Ann Arbor	48105
Bell's Pizza	700 Packard St	Ann Arbor	48104
Big City Small World Cafe	500 Miller Ave	Ann Arbor	48103
Bistro Bar & Grill	4735 Washtenaw Ave	Ann Arbor	48108
Brown Jug Restaurant	1204 S University Ave	Ann Arbor	48104
Caribbean Cuisine	2786 Torrey Ave	Ann Arbor	48108
Casey's Tavern	304 Depot St	Ann Arbor	48104
Conor O'Neill Pub	318 S Main St	Ann Arbor	48104
Cottage Inn Pizza	512 E William St	Ann Arbor	48104
Creekside Grill & Bar	5827 Jackson Rd	Ann Arbor	48103
D J's Pizza & Subs	3148 Packard St	Ann Arbor	48108
Diag Deli & Pizza	340 S State St	Ann Arbor	48104
Dream Dinners	2847 Boardwalk St	Ann Arbor	48104
Earle Downtown	121 W Washington St	Ann Arbor	48104
Eightball Saloon	208 S 1st St	Ann Arbor	48104
Fabulous Food	1000 Oakbrook Dr	Ann Arbor	48104
Fabulous Food	625 Avis Dr	Ann Arbor	48108
Firefly Club	207 S Ashley St	Ann Arbor	48104
Food For All Seasons	124 W Summit St # Bc	Ann Arbor	48103
Frank's Catering	2749 Adrienne Dr	Ann Arbor	48103
Goodnite Gracie Jazz & Martini	301 W Huron St	Ann Arbor	48104
Hello Faz Pizza	2259 W Liberty St	Ann Arbor	48103
In & Out Pizza	615 E University Ave	Ann Arbor	48104
Jimmy John's Enterprises	342 S State St	Ann Arbor	48104
Katherine's Catering & Special	359 Metty Dr # 4	Ann Arbor	48103
Leonardo's Pizza	1031 E Ann St	Ann Arbor	48104
Live At Pj's & Goodnite Gracie	102 S 1st St	Ann Arbor	48104
Lucky Kitchen Chinese Carry	1753 Plymouth Rd	Ann Arbor	48105
Mancino's Pizza & Grinders	5060 Jackson Rd	Ann Arbor	48103
Metzger's German Restaurant	305 N Zeeb Rd	Ann Arbor	48103
New York Pizza	1235 S University Ave	Ann Arbor	48104
New York Pizza Depot	605 E William St	Ann Arbor	48104
Oliver's Pizza	3893 Platt Rd	Ann Arbor	48108

Paesano's Restaurant	3411 Washtenaw Ave	Ann Arbor	48104
Pilar's Catering	1510 N Maple Rd	Ann Arbor	48104
Pilar's Catering LLC	2285 S State St	Ann Arbor	48104
Pizza House Inc	618 Church St	Ann Arbor	48104
Produce Station	1629 S State St	Ann Arbor	48104
Quarter Bistro & Tavern	300 S Maple Rd	Ann Arbor	
Red Hawk Bar & Grill	316 S State St	Ann Arbor	48104
Silvio's Organic Pizza	715 N University Ave	Ann Arbor	48104
Smoke House Blues	4855 Washtenaw Ave	Ann Arbor	48108
Villa Pizza	530 S State St	Ann Arbor	48104
Weber's Restaurant & Hotel	3050 Jackson Ave	Ann Arbor	48104
Zingerman's Catering	422 Detroit St	Ann Arbor	48104
Cleary's Pub	113 S Main St	Chelsea	48118
Collins Pizza Inc	20311 Island Lake Rd	Chelsea	48118
Creative Catering	108 Spring Lake Dr	Chelsea	48118
Laura's Catering	4176 Cedar Lake Rd	Chelsea	48118
Ollie's Main Street Pizza	1250 S Main St	Chelsea	48118
Seitz's Tavern	110 W Middle St	Chelsea	48118
Thompson's Pizzeria	20700 W Old US Highway 12	Chelsea	48118
Argiero's Italian Restaurant	7049 Dexter Ann Arbor Rd	Dexter	48130
Dexter's Pub	8114 Main St	Dexter	48130
Katie's	2830 Baker Rd	Dexter	48130
Simply Scrumptious Catering	4765 Joy Rd	Dexter	48130
Classic Catering By Tina	104 E Main St	Manchester	48158
Classic Pizza	327 W Main St	Manchester	48158
Food Art	9825 Bethel Church Rd	Manchester	48158
Moveable Feast	223 E Main St	Manchester	48158
Ollie's Main Street Pizza	138 E Main St	Manchester	48158
Pleasant Lake Inn	11273 E Pleasant Lake Rd	Manchester	48158
Christian's Catering	45 Tolan St	Milan	48160
Cone Deli & Catering	20130 Cone Rd	Milan	48160
Benito's Pizza	439 E Michigan Ave	Saline	48176
Bridgewater Bank Tavern	8452 Boettner Rd	Saline	48176
Chef Michael Cooper Quality	11920 Macon Rd	Saline	48176
Dan's Downtown Tavern	103 E Michigan Ave	Saline	48176
Mancinos Pizza & Grinders	1323 E Michigan Ave	Saline	48176
Mark's Midtown Coney Island	529 E Michigan Ave	Saline	48176
Pat's Two Dragon Pub	104 E Michigan Ave	Saline	48176
Signature Catering LLC	733 W Michigan Ave # B	Saline	48176
Thompson Bar & Grill	10655 W Michigan Ave	Saline	48176
Aleko's Restaurant	7476 E MI State Road 36	Whitmore Lake	48189
Barnstormer	9411 E MI State Road 36	Whitmore Lake	48189
Cortis Catering & Sounds	9411 E MI State Road 36	Whitmore Lake	48189
Enzo's Catering	4485 Strawberry Lake Rd	Whitmore Lake	48189
Little Porky's	52 Barker Rd	Whitmore Lake	48189

Mickey's Pizza	9230 Main St	Whitmore Lake	48189
Outriggers Bar & Grill	9901 Main St	Whitmore Lake	48189
Whitmore Lake Tavern	9839 Main St	Whitmore Lake	48189
Angel Food Catering	6 W Michigan Ave	Ypsilanti	48197
Aubree's Pizza	39 E Cross St	Ypsilanti	48198
Aubree's Saloon	39 E Cross St	Ypsilanti	48198
Benito's Pizza	1088 N Huron River Dr	Ypsilanti	48197
Catering Kitchen Garden	1275 E Cross St	Ypsilanti	48198
Cici's Pizza	2593 Ellsworth Rd	Ypsilanti	48197
Elbow Room	6 S Washington St	Ypsilanti	48198
Idle Hour Tavern	92 Ecorse Rd	Ypsilanti	48198
LA Fiesta Mexicana	529 W Cross St	Ypsilanti	48197
Lucky Garden Chinese	1072 N Huron River Dr	Ypsilanti	48197
Maria's Italian Bakery & Pizza	3344 S Grove St	Ypsilanti	48198
Pittsfield Pizza & Bbq	5561 Carpenter Rd	Ypsilanti	48197
Pizza Perfect	332 S Ford Blvd	Ypsilanti	48198
Powell's Pub	625 N Huron St	Ypsilanti	48197
Pub 13	13 N Washington St	Ypsilanti	48197
R J's Catering	8563 Glendale Dr	Ypsilanti	48198
Saloon Aubree's	39 E Cross St	Ypsilanti	48198
Sidetrack	56 E Cross St	Ypsilanti	48198
Sticks	39 E Cross St	Ypsilanti	48198
T C's Speakeasy Bar & Grill	207 W Michigan Ave	Ypsilanti	48197
Tap ROOM	201 W Michigan Ave	Ypsilanti	48197
Thai Thai By SNK Kitchen	2612 Washtenaw Rd	Ypsilanti	48197
Tower Inn Cafe	701 W Cross St	Ypsilanti	48197
What's For Dinner	5732 Princeton Pl	Ypsilanti	48197
Wise Guyz Pizza	701 W Cross St	Ypsilanti	48197

APPENDIX G – YIELD TABLES AND EARNINGS CALCULATIONS

Part 1: Vegetable Yields and Earnings by Model

Food Security Model			Earnings per bed		Total Earnings	
	Crop	Number of beds (100 sq.ft. each)	Beginner	Intermediate	Beginner	Intermediate
Greenhouse Summer	Squash, Zucchini	2	$347	$692	$695	$1,385
	Cucumbers	2	$206	$412	$412	$825
	Tomatoes	2	$189	$367	$378	$734
	Peppers, Green	1	$120	$240	$120	$240
	Peaches	1	$95	$143	$95	$143
	Eggplant	1	$86	$171	$86	$171
	Okra	1	$77	$155	$77	$155
	Melons	1	$56	$81	$56	$81
	Subtotal	**11**	**$1,176**	**$2,261**	**$1,919**	**$3,734**
Greenhouse Winter	Collard Greens	2	$436	$867	$872	$1,734
	Spinach	2	$103	$207	$207	$414
	Lettuce, Leaf	1	$248	$372	$248	$372
	Arugula	1	$183	$275	$183	$275
	Kale	2	$175	$263	$351	$526
	Cabbage	2	$80	$159	$160	$319
	Mustard	1	$448	$561	$448	$561
	Subtotal	**11**	**$1,673**	**$2,704**	**$2,469**	**$4,201**
Outdoor Beds	Collard Greens	1	$436	$867	$436	$867
	Squash, Zucchini	1	$347	$692	$347	$692
	Potatoes	2	$74	$149	$149	$298
	Lettuce, Leaf	1	$248	$372	$248	$372
	Cucumbers	1	$206	$412	$206	$412
	Tomatoes	2	$189	$367	$378	$734
	Arugula	1	$183	$275	$183	$275
	Kale	1	$175	$263	$175	$263
	Garlic	1	$138	$275	$138	$275
	Peppers, Green	1	$120	$240	$120	$240
	Carrots	1	$104	$156	$104	$156
	Spinach	1	$103	$207	$103	$207
	Peaches	1	$95	$143	$95	$143
	Peas, Bush	1	$70	$148	$70	$148
	Eggplant	1	$86	$171	$86	$171
	Cabbage	1	$80	$159	$80	$159
	Strawberries	1	$90	$180	$90	$180
	Beans	1	$51	$123	$51	$123
	Mustard	1	$448	$561	$448	$561
	Okra	1	$77	$155	$77	$155
	Onions	2	$105	$210	$210	$420
	Subtotal	**24**	**$3,425**	**$6,125**	**$3,794**	**$6,851**
Totals		**46**	**$6,274**	**$11,090**	**$8,182**	**$14,786**
				TOTAL EARNINGS:	**$8,182**	**$14,786**

High Production Model			Earnings per bed		Total Earnings	
	Crop	Number of beds (100 sq.ft. each)	Beginner	Intermediate	Beginner	Intermediate
Greenhouse Summer	Tomatoes	2	$189	$367	$378	$734
	Eggplant	2	$86	$171	$171	$342
	Zucchini	2	$347	$692	$695	$1,385
	Peppers, Green	2	$120	$240	$240	$480
	Cucumbers	2	$206	$412	$412	$825
	Peaches	1	$95	$143	$95	$143
	Subtotal	**11**	**$1,043**	**$2,025**	**$1,991**	**$3,909**
Greenhouse Winter	Collard Greens	1	$436	$867	$436	$867
	Spinach	2	$103	$207	$207	$414
	Lettuce, Leaf	1	$248	$372	$248	$372
	Arugula	1	$183	$275	$183	$275
	Kale	1	$175	$263	$175	$263
	Cabbage	2	$80	$159	$160	$319
	Mustard	1	$448	$561	$448	$561
	Mesclun	2	$287	$573	$573	$1,146
	Subtotal	**11**	**$1,960**	**$3,277**	**$2,430**	**$4,217**
Outdoor Beds	Mustard	2	$448	$561	$897	$1,121
	Collard Greens	2	$436	$867	$872	$1,734
	Squash, Zucchini	2	$347	$692	$695	$1,385
	Peaches	2	$95	$143	$190	$285
	Lettuce, Leaf	2	$248	$372	$497	$743
	Cucumbers	2	$206	$412	$412	$825
	Tomatoes	3	$189	$367	$567	$1,101
	Arugula	3	$183	$275	$550	$825
	Kale	2	$175	$263	$351	$526
	Mesclun	2	$287	$573	$573	$1,146
	Garlic	2	$138	$275	$275	$550
	Subtotal	**24**	**$2,752**	**$4,800**	**$5,879**	**$10,241**
Totals		**46**	**$5,755**	**$10,102**	**$10,300**	**$18,367**
				TOTAL EARNINGS:	**$10,300**	**$18,367**

Part 2: Vegetable and Fruit Yield and Price Information

	GROW INTENSIVE yield (lbs/100 sq. ft. bed)		Average U.S. Yield (lbs/100 sq.ft.)	Average Price (1999) (ACNielson Homescan, 1999)	Average Adjusted Price for 2009	Organic Price (with premium added in)
	Beginner	Intermediate				
Mustard	180	225		$1.63	$2.08	$2.49
Collard Greens	96	191		$2.97	$3.78	$4.54
Squash, Zuchinni	160	319		$1.42	$1.81	$2.17
Celery	240	480	160.7	$0.80	$1.02	$1.37
Lettuce, Leaf	135	202	56.1	$1.17	$1.49	$1.84
Chard, Swiss *	200	405		$1.00	$1.27	$1.62
Mesclun Mix *	75	150		$2.50	$3.18	$3.82
Basil	35	75		$5.00	$6.37	$7.64
Cucumbers	158	316	39.3	$0.75	$0.96	$1.31
Tomatoes	100	194	67	$1.21	$1.54	$1.89
Arugula **	4	6		$30.00	$38.21	$45.85
Kale	76	114		$1.51	$1.92	$2.31
Turnip *	100	200		$1.00	$1.27	$1.62
Garlic	60	120	40.9	$1.50	$1.91	$2.29
Peppers, Green	68	136	68.7	$1.11	$1.41	$1.76
Radish	100	200		$0.81	$1.03	$1.38
Spinach	50	100	35	$1.35	$1.72	$2.07
Peaches	60	90	60.3	$0.97	$1.24	$1.59
Grapes	45	67	31.2	$1.28	$1.63	$1.98
Eggplant	54	108	55.1	$0.97	$1.24	$1.59
Cabbage	96	191	69.4	$0.38	$0.48	$0.83
Strawberries	40	80	102.4	$1.47	$1.87	$2.25
Onions	100	200	101.4	$0.55	$0.70	$1.05
Kohlrabi *	67	135		$0.83	$1.06	$1.41
Carrots	100	150	84.85	$0.54	$0.69	$1.04
Cauliflower	44	100	38.5	$1.08	$1.38	$1.73
Okra	30	60		$1.69	$2.15	$2.58
Apples	50	75	51.4	$0.83	$1.06	$1.41
Potatoes	100	200	84.2	$0.31	$0.39	$0.74
Peas, Bush	25	53		$1.83	$2.33	$2.80
Raspberries	12	18	12.3	$3.87	$4.93	$5.92
Melons	50	72	51.9	$0.61	$0.78	$1.13
Pears	36	72	66.6	$0.88	$1.12	$1.47
Beans	30	72	17.6	$1.07	$1.36	$1.71
Blueberries	19	37		$1.52	$1.94	$2.32
Green Onions	100	200	D		$0.00	$0.35
Cherries, sweet, dwarf	17	34	15	$1.70	$2.17	$2.60
Broccoli	26	39	33.9	$0.88	$1.12	$1.47
Plums	19	38	26.7	$1.16	$1.48	$1.83
Asparagus	9.5	19	7.3	$1.67	$2.13	$2.55

**Price data from Detroit Produce Terminal, 10/07*

***Yield data from interview with Richard Andres, Farmer, Tantre Farm*

Part 3: Vegetable and Fruit Earnings Information: Conventional and Organic

	GROW INTENSIVE Earnings per 100 sq.ft.					
	Non-Organic			Organic		
	Beginner	Intermediate	Average US Total Earnings	Beginner	Intermediate	Average US Total Earnings
Mustard	373.7	467.13		448.44	560.56	
Collard Greens	363.16	722.53		435.79	867.04	
Squash, Zuchinni	289.38	576.96		347.26	692.35	
Celery	244.55	489.1	163.75	328.55	657.1	219.99
Lettuce, Leaf	201.18	301.03	83.6	248.43	371.73	103.24
Chard, Swiss *	254.74	515.85		324.74	657.6	1.62
Mesclun Mix *	238.82	477.64		286.58	573.17	9.55
Basil	222.9	477.64		267.48	573.17	
Cucumbers	150.93	301.87	37.54	206.23	412.47	51.3
Tomatoes	154.12	298.99	103.26	189.12	366.89	126.71
Arugula **	152.84	229.27		183.41	275.12	
Kale	146.17	219.25		175.4	263.11	
Turnip *	127.37	254.74		162.37	324.74	1.62
Garlic	114.63	229.27	78.14	137.56	275.12	93.77
Peppers, Green	96.14	192.28	97.13	119.94	239.88	121.17
Radish	103.17	206.34		138.17	276.34	
Spinach	85.97	171.95	60.18	103.47	206.95	72.43
Peaches	74.13	111.19	74.5	95.13	142.69	95.6
Grapes	73.37	109.23	50.87	89.12	132.68	61.79
Eggplant	66.72	133.43	68.08	85.62	171.23	87.36
Cabbage	46.46	92.45	33.59	80.06	159.3	57.88
Strawberries	74.89	149.79	191.73	89.87	179.74	230.07
Onions	70.05	140.11	71.03	105.05	210.11	106.52
Kohlrabi *	71.11	143.29		94.56	190.54	1.18
Carrots	68.78	103.17	58.36	103.78	155.67	88.06
Cauliflower	60.53	137.56	52.96	75.93	172.56	66.44
Okra	64.58	129.15		77.49	154.98	
Apples	52.86	79.29	54.34	70.36	105.54	72.33
Potatoes	39.48	78.97	33.25	74.48	148.97	62.72
Peas, Bush	58.27	123.54		69.93	148.24	
Raspberries	59.15	88.73	60.63	70.98	106.47	72.76
Melons	38.85	55.94	40.32	56.35	81.14	58.49
Pears	40.35	80.7	74.65	52.95	105.9	97.96
Beans	40.89	98.13	23.99	51.39	123.33	30.15
Blueberries	36.78	71.63		44.14	85.96	
Green Onions				35	70	
Cherries, sweet, dwarft	36.81	73.62	32.48	44.17	88.34	38.98
Broccoli	29.14	43.71	38	38.24	57.36	49.86
Plums	28.07	56.14	39.45	34.72	69.44	48.79
Asparagus	20.21	40.41	15.53	24.25	48.5	18.63

A blank entry indicates that no data was available

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