

# growing the greenway: finance sustainability

## Table of Contents

Introduction-----	Pg. 3
Spark Words-----	Pg. 4
Planning-----	Pgs. 4-5
Operating Strategy-----	Pgs. 5-6
Physical Maintenance-----	Pgs. 6-7
Budgets and Funding-----	Pgs. 7-10
Ongoing Costs-----	Pgs. 10-11
Funding-----	Pgs. 10-15
Keys to Financial Success-----	Pgs. 15-16
Partnering-----	Pgs. 16-18
Food for Thought: Farmers' Cooperatives & Food Hubs-----	Pgs. 18-23
Resources-----	Pgs. 24-26



## Mission

To advocate for and create community gardens along the Lafitte Greenway, which will improve health outcomes of local residents, strengthen neighborhood bonds, support environmental stewardship education, and foster economic growth in the Lafitte Corridor.

## Vision

To improve community health and vitality:

- **Physically:** by increasing access to fresh fruits and vegetables, providing educational classes for all ages on nutrition and sustainable growing practices, and increasing opportunities for physical activity.
- **Socially and Culturally:** by creating a space for families and neighbors to come together to exchange ideas and share traditions while acknowledging the history of gardening on the land, fostering multi-generational relationships, creating opportunities for local residents of all ages and ethnicities, displaying community assets, and reclaiming the native food culture.
- **Environmentally:** by planting native species, utilizing good storm water management practices, growing produce sustainably, recapturing food waste, creating a space for biodiversity to naturally flourish, and creating environmental stewards through education and practice.
- **Economically:** by creating new economic opportunities for Lafitte Corridor residents, supporting the development of a sustainable local food system, improving community resilience, and improving food security for Lafitte Corridor residents.

## Background

On May 27-28, Friends of Lafitte Greenway and partners hosted the Local Foods Local Places Workshop. Over 80 residents and stakeholders gave their ideas to develop a Strategic Action Plan to increase access to healthy local foods in the Lafitte Corridor. We are pleased to present Building Our Local Food Economy: A Strategic Action Plan for the Lafitte Corridor, a community-based plan to advocate for and create community gardens along the Lafitte Greenway, available for download below.

The following information came from the LFLP sustainability section of the Local Foods Local Places (LFLP) Report (Kelly Bond Local Food Intern, Pgs. 172-256).

### Spark Words

Make sure that each of these are included in your final product

Cost	Funding	Budget	Short-Term
Long-Term	Grants	Donations	Marketing
Asset Mapping	Outreach	Variable	Fixed

## Planning

### Funding

- At the beginning of the planning process, create a list of potential funders for both short and long-term funding.
  - Consider private and public funders.
  - Applicable grants should also be noted at local, state, and federal levels.
- These lists will come in handy as budgets are formed and funding is needed down the road.
- As these sources are being identified, it is important to draft a preliminary budget of start-up costs to get an idea of how much funding will be needed (Wujec & Rooney, 2012).
- A typical community garden can range in start-up price from a few thousand dollars to well over \$100,000 (Willson & Bantuelle, 2015)(Gorman, 2015).
- More information on budgets is included in the "Budgets and Funding" section, as well as a sample budget in the appendices of the LFLP Report.

### Asset mapping

This approach should be used to identify what the community already has, its strengths, and what community members think they need.

- The following should be identified:
  - Available resources
  - Services
  - Skills
  - Expertise of people and organizations in the area
  - Any available financial or technical support.
- A good way to begin this process is for the community to identify what the garden needs to be successful.
  - Do they have what they need to do these things?
  - Create a physical map of the community, highlighting the location of existing assets (Denver Urban Gardens, 2012).

### Marketing

Defining a strategy for marketing and sales is the most important part of your business plan.

- The development of your marketing strategy will require an understanding of:
  - The market
  - The demand for your product
  - The potential customers
  - The potential competitors.

## **Operating Strategy**

### Size and Capacity

- Discuss the estimate for the amount of crops that can be repeatedly produced (e.g., pounds of produce per month for each market segment and crop type) given the crop management approach, property size, and available resources.
- The output should be estimated for the first five years of operation.

- You may also want to estimate a high and low case output for purposes of evaluating the range of potential output against the objectives of the business strategy.
- These output projections should be consistent with your plans for the growth of the business. Describe your growth plans.

### Physical Resource Needs

- Physical resources include:
  - Land
  - Buildings
  - Equipment necessary to produce and market your crops to meet the objectives of your business strategy.
- Discuss your physical resource needs and how they will be acquired.
- Describe the environmental factors related to the resources that will be needed to run the farm, such as water, electricity, and the impacts the farm may have on the environment (e.g., waste generation and disposal).

### Regulation and policy

- Operating a farm business will require a number of state or local zoning, permitting, licensing, and other regulatory issues be addressed.
- These regulatory requirements could have a significant impact on your production and operating plans, as well as on start-up costs.
- To minimize the impacts and properly plan production activities, identify the following required information to start up and conduct the business.
  - Permits
  - Licenses
  - Regulations
  - Associated fees
- Describe the political or legal factors that will influence or limit your activities.
- Your business must operate within governmental and regulatory requirements, such as zoning, planning and building requirements, waste management requirements, and sales and other tax requirements. (Partnership for Sustainable Communities, 2011)

## Physical Maintenance

### Cost

- Although start-up costs far exceed maintenance costs, a yearly budget must include annual expenses.
- The two largest of these costs are generally water and soil amendments, although depending on the amount of garden programming, personnel costs might exceed the former.
- Other yearly maintenance costs include:
  - Insurance
  - Potting soil
  - Mulch
  - Seeds and plants
  - Garden supplies
  - Printing of educational materials (Barone, 2015)(Willson & Bantuelle, 2015)(Mickley-Doyle, 2015)(Denver Urban Gardens, 2012).
- See appendices of the LFLP Report and the following "Budgets and Funding" section for more information.

## Budgets and Funding

As the Action Planning Committee moves forward with the garden, the tables provided in this section can be revised and filled in. The budget outline was created based on information gathered from the ReFresh Community Farm, Hopatcong Community Garden, Denver Urban Gardens, Southbound Gardens, Parkway Partners, and Grow Dat Youth Farm. See appendix section for sample budget.

### Start-Up Costs

- Starting a garden is not cheap, costing anywhere from \$2,500 to well above \$100,000 (University of California Cooperative Extension, 2015)(Mickley-Doyle, 2015)(Gorman, 2015).
- An average community garden costs about \$25,000 (Burley, 2015).
  - Before beginning the search for funding sources, develop a rough budget for the project.

- Create a list of items that will be needed, or the community wants to include, and ask around for price quotes.
- Determine the approximate amount of money needed to bring the garden to life (University of California Cooperative Extension, 2015).
- The most expensive items (in descending order):
  - Soil
  - Bed building materials
  - Mulch
  - Irrigation (might be much more depending on water source available and type of irrigation system chosen for the garden)
  - Trees (to fill out the space and possibly provide fruit)
- Local soil companies include Sugarland, Eco-urban, and Laughing Buddha.
  - Even though soil will be a big expense, it is key not to skip on quality.
  - Compensate for higher prices by buying in bulk (Willson & Bantuelle, 2015)(Gorman, 2015).

### Fixed

Every community garden is unique in size, culture, garden features, and more. Despite this, there are several fixed expenses for beginning a garden.

**The following are a list of items to consider for the Lafitte Greenway Gardens.**

The amount and type of construction tools/equipment purchased will depend on how much construction the gardeners decide to take on themselves.

### Fixed Expenses

<i>Item</i>	<i>Amount needed</i>	<i>Approximate price</i>	<i>Potential resource in New Orleans</i>
Construction Tools & Equipment (hammers, saws, blades, extension cords, etc.)		\$1,000	Home Depot, Lowe's, local gardening centers, renting equipment
Garden Tools & Equipment (tiller, rakes, shovels, hoes,		\$1,000	Home Depot, Lowe's, local gardening centers, renting equipment

seeder, pitch forks, etc.)			
Signage (entrance sign, plant sign labels, instruction sign for public harvesting outside fence, etc.)		\$400	
Compost System (bins, worms, etc.)		\$600	NOLA Green Roots
Supplies (wheel barrow, garden cart, etc.)			Home Depot, Lowe's, local gardening centers
Community Features (wood shade arbor, benches, picnic tables, etc.)		\$2,150	
Tool Shed (Morgan Tool sheds or shipping container)		\$1,600	Home Depot, Lowe's, local gardening centers
Rain Catchment System		\$4,000	Home Depot, Lowe's, local gardening centers, gardeners build to save costs
Fencing and Gates		\$2,400-\$12,000	Home Depot, Lowe's, local gardening centers
Personnel (program director, garden coordinator, etc.)			
<b>Total fixed start-up expenses</b>			

Additional fixed start-up items to consider:

- Plant processing:
  - Scissors
  - Washing/prep station
  - Seeding tables
  - Produce crates
  - Produce scale

- Cold storage.
- Safety:
  - Eye washing station
- Other:
  - Drinking fountains
  - Restroom with plumbing
  - Trellis and other vertical growing materials
  - Ornamental trees

### Variable

Most of these costs will be determined by the size of the garden.

### Variable Expenses

<i>Item</i>	<i>Amount needed</i>	<i>Approximate price</i>	<i>Potential resource in New Orleans</i>
Soil		\$4,000	Sugarland and Eco-urban
Lumber Boards (for plot construction)		\$90,000	
Weed Barrier (wood chips, landscape fabric)		\$1,000	Wood chips from Arborist Companies, landscape fabric from BWI
Potting Soil		\$100	NOLA Green Roots, other local gardening centers
Pots and Potting Trays		\$550	NOLA Green Roots, other local gardening centers
Seeds and Plants		\$200	Parkway Partners
Irrigation System		\$1,500-\$3,650	
Pathway Materials (crushed gravel or limestone is cheap, crushed concrete is free)		\$2,040	
Educational Materials		\$500	
<b>Total variable start-up costs</b>			

## Ongoing Costs

Although the bulk of the expense is spend upfront building the garden, there are some yearly expenses.

### Fixed

#### Fixed Expenses

<i>Item</i>	<i>Amount needed</i>	<i>Approximate price</i>	<i>Potential resource in New Orleans</i>
Personnel (program director, garden coordinator, etc.)			
Insurance		\$800	
<b>Total fixed ongoing costs</b>			

### Variable

- The biggest yearly variable maintenance costs are water and soil amendments.
  - As with any budget, funding should be set aside for unexpected costs.
  - For instance there may be water issues (hose breaks, irrigation line breaks), beds that need repair (damaged materials), and periodic re-mulching (Barone, 2015)(Willson & Bantuelle, 2015).

#### Variable Expenses

<i>Item</i>	<i>Amount needed</i>	<i>Approximate price</i>	<i>Potential resource in New Orleans</i>
Water		\$480-\$1,150	
Soil Amendments (neem oil, bone meal, fertilizer, etc.)		\$220	NOLA Green Roots, other local gardening centers
Potting Soil		\$100	NOLA Green Roots, other local gardening centers
Mulch			Wood chips from Arborist companies
Pathway Material (crushed stones replaced every 2-3 years)			Pontchartrain Materials
Seeds and Plants		\$200	Parkway Partners

Garden Supplies (hoses, nozzles, etc.)		\$300	Home Depot, Lowe's, local gardening centers
Educational Materials		\$500	
Unexpected Costs			
<b>Total variable ongoing costs</b>			

## Funding

### Member dues

- If the garden charges a fee for having a plot, the dues should be kept low to allow all community members to participate.
  - Yearly dues typically cover water expenses and minor garden repairs.
  - To offset low dues, the garden could ask farmers using the small growers' garden to give 10% of sales to help cover ongoing expenses.
  - Before enacting such a policy, determine how large a plot of land must be for a farmer/small grower to make a profit.
  - Collecting a percentage of their sales would essentially be charging them for leasing the land (Kato, 2015).

### Grants

- City Funding
  - Some community gardens can be incorporated into the city which they reside.
  - When this is the case, they should apply for local grants over federal ones.
  - The city may even allot a portion of its yearly budget to sustaining these gardens.
  - The funding will come from a specific city department, such as the Parks and Recreation Department (or Parks and Parkways Department in the case of New Orleans) (Niemi, 2015).
    - The network of community gardens in Portland Oregon is run through the City with around 70% of garden costs subsidized by the city, and the remaining 30% coming from gardener fees.

- In the case of Portland, when the Parks Department would like to start a new garden, they make a request to the city for funding. Because attaining outside funding for ongoing maintenance is harder than finding start-up funding, when a new garden budget request is submitted to the city it always includes a portion for maintenance.
  - Being housed within a city department is beneficial because the city understands the need to maintain the appearance and structure of buildings, gardens, projects, etc.
  - The City of Portland also has a policy that charges developers a fee for new construction.
  - Money collected from this fee goes to develop new parks.
  - The rationale here is that when more homes are built, more people move into an area, and increased pressure is placed on existing parks. (Niemi, 2015)
- Incorporation into a city department might not be an option for the Lafitte Greenway Gardens at the moment, however is something to consider for the future.
- Regardless, there are several local non-government funding opportunities within New Orleans for which the gardens might be applicable.
- While searching for local funding keep in mind that there currently may be less private funding available.
- This is a result of both the economic downturn and the significant time that has elapsed since Katrina (Kato, 2015).
- Federal Grants
  - There are federal funding sources available for community gardening.
  - While this funding can be competitive due to the prevalence of urban gardens, the Lafitte Greenway is strongly positioned to be awarded due to the Local Foods Local Places program (Mickley-Doyle, 2015).
  - Because community gardens affect a wide variety of issues (food security, nutrition, physical activity, storm water management, habitat restoration, etc.), organizations can apply for a wide variety of grants.
  - The key is framing the work in a way to fit the funding available (Niemi, 2015).

- For a list and more information on federal funding options see the Resource section and LFLP Appendix E in the Appendix section of this report.
- Cash donations
  - These can be from individuals, businesses, foundations, or other organizations.
  - Donations will typically be given for initial construction of gardens, and will be harder to attain for ongoing garden expenses (Redwood City, 2012).
  - It might be difficult to get enough donations to fund a significant portion of the gardens, because donations are generally made in smaller amounts of money (Mickley-Doyle, 2015).
  - Local suggestions include: Lowes, Home Depot, Seeds for Change, NeighborWorks, the Green Project, Habitat for Humanity, and City resources.
- In-kind donations
  - Look for in-kind donation of services, materials, and equipment.
  - Speak with local businesses, foundations, and philanthropists (Denver Urban Gardens, 2012).
  - In-kind donations to consider: coffee grounds and food scraps for compost, lumber, fencing material, plot material, wood chips (from Arborist companies), plants, seeds (Willson & Bantuelle, 2015).
  - Parkway Partners has a yearly seed give-away, with which the garden could get involved.
  - The garden could also host a seed swap for members to exchange seeds.
- Requesting a portion of the city's budget
  - Some community gardens have had success with this, especially those that are run by the city or are on city land.
  - When the city funds part of a garden, they become more invested in the project and want to see it be successful (Niemi, 2015).
- People-power
  - This means community volunteering their time, services, special skills, and more to save on costs.
  - As mentioned throughout previous sections, it is recommended to require that garden members complete a number of volunteer hours in a season.
  - This will cut down on maintenance costs as well.

- Hosting "Volunteer Days", where groups of gardeners come out, will increase attendance and make the work more fun.
- Consider partnering with businesses and organizations that have employee days of service.
- For example Tulane could place the Lafitte Greenway Gardens on their list of volunteer locations for their biannual "Day of Service" event.
- Volunteers could assist in initial construction by pouring soil or creating beds (Kato, 2015).
- Fundraisers
  - Ideas include:
    - hosting a Zumba-thon
    - Walks, runs, bike races
    - Garden or harvest festivals (gardeners sell seeds, produce, crafts that they make/grow or are donated)
    - Plant sales
    - Partnering with local businesses or restaurants where a percentage of sales for a day go to the garden
    - Yard sales
    - Car washes
    - Bake sales
    - Hosting a local musician
    - Art exhibits
    - Creating and selling a garden cookbook (members contribute healthy recipes)
    - Selling bricks
    - Hosting workshops for a fee
    - Mardi Gras bead collection for recycling
    - Clothing drive
    - A gumbo cook-off (with an emphasis on healthy recipes) (University of California Cooperative Extension, 2015)(Bond, 2015)(Denver Urban Gardens, 2012)(Kato, 2015)(Barone, 2015).

## **Keys to Financial Success**

A successful community garden has support from not only the community and those directly involved, but also from local organizations and the city government. Support can come in the form of volunteer time, money, or advocacy.

### Stable foundation

- Leslie Pohl-Kosbau, of "Friends of Portland Community Gardens", suggests the following for creating a stable foundation from the beginning:
  - I would suggest an on-going sponsorship by an organization or business, if the municipality doesn't want to do it.
  - Some Food Co-ops have started and maintained community gardens. Neighborhood organizations may do it, but the beauty of having a city manage the garden, is that the operations should be transparent and the plots should be fairly open to everyone who abides by the guidelines. (Pohl-Kosbau, 2015)

### Avoiding "path dependency"

- Glasgow's Community Gardens explain path dependency as the following:
  - Another funding related challenge stems from what is termed 'path dependency', whereby past events and developments both shape and constrain current activities. In this case, path dependency refers to a situation whereby community groups become structured by a landscape of funding geared towards addressing a particular problem – for example, reducing carbon emissions – and "only exists towards impacting it" (Aiken 2014).
  - This can and does remove agency from community garden organizations as they become constrained by the conditions of a particular funding agreement rather than setting their own agendas and strategies. (Crossman, Shaw, Cumbers, & McMaster)
- To avoid this:
  - Continue to apply for multiple paths of funding for different garden components.
  - Revisit the mission and vision periodically to ensure funds applied for align with the organization's existing purpose.

## Partnering

### What is Partnering?

- Partnering is working with and engaging organizations in communities surrounding and including the one in which you work.
  - Offer partners opportunities to participate in educational classes and programs, and share human services.
  - Once a partnership has been established, recruit volunteers from their organization for construction and maintenance of the gardens.
  - Understand what resources they have that might benefit you, and vice versa (Redwood City, 2012).
- It's a good idea to host a yearly meeting or gathering for all partners to come together at the gardens.
  - This will also give attendees a chance to network with each other.
  - Decide what the city's role will be in the process.
  - How involved will they be as a partner?
  - Will they be providing anything (resources, skills, services, etc.)?
  - For all partnerships, lay out exactly what is expected from them, what the partnership means, and why it benefits them.
  - It's also important to have good communication processes in place (Goodall, 2010).

### Types of Partners:

- Service-based
  - Housing Authority
- Faith-based
  - Ministries, churches, missions
- Health-based
  - Local public health universities
  - Local Health Department
  - Food access organizations (food banks)
  - Food policy councils (FPAC)
  - Regional nutritionists

- Other health authorities
- Youth and Education-based
  - Libraries
  - Schools
  - Boys and Girls Clubs
  - NOLA Youth Corps
  - Louisiana Green Corps
  - AmeriCorps
  - Teach for America
  - Local schools
- Environmental & Agriculture-based
  - Horticultural organizations
  - Local farms
  - Other community gardens
  - Farmers markets
  - Grocery stores
  - Ag Center
  - NOLA Composting Network
  - Other environmental organizations (Sierra Club)
- Economy-based
  - Local businesses (hardware stores, gardening centers, nurseries),
  - Development and job training programs (Goodwill Industries)
- Government-based
  - NOLA city government
  - LFLP federal partners
  - Local Health Department
  - Parks and Parkways Department
- Other
  - Senior centers
  - Neighborhood revitalization programs
  - Crime prevention (NOPD)
  - Hospitals
  - Rotary clubs (Redwood City, 2012)

## Food for Thought: Farmers' Cooperatives & Food Hubs

Once the community gardens are up and running, the small urban farm might want to start expanding to increase their profits. Forming a farmers' cooperative is an option. The Greenway might even partner with or become a food hub of some kind. This section includes information on both farmers' cooperative and food hubs.

### What is a farmer co-op?

- The National Council of Farmer Cooperatives offers detailed information on what makes a farmer co-op:
  - Cooperatives are businesses owned and controlled by the people who use them.
  - Cooperatives differ from other businesses because they are member owned and operate for the mutual benefit of members.
  - Like other businesses, most cooperatives are incorporated under State law.
- Farmer cooperatives exist for the mutual benefit of their farmer members with earnings returned on a patronage basis.
  - For example, a farmer member who accounts for 10 percent of the volume of corn delivered to the cooperative would receive 10 percent of the net earnings derived from the handling, processing, marketing and sale of that corn or related products.
  - Such patronage dividends help boost the income of farmers directly or by reducing the effective cost of the goods and services provided.
- Farmer cooperatives also help contribute in another way to the economic well-being of local communities.
  - Particularly in rural areas where they are an important source of jobs and payrolls
  - Accounting for as many as 300,000 jobs and a total payroll of over \$8 billion.
- Being farmer-owned and controlled, farmer cooperatives are governed by a board of directors elected by their farmer members.
  - Generally based on one member one vote rather than on the basis of shares or percent ownership as in other types of businesses.
  - This provides for a unique accountability. (National Council of Farmer Cooperatives, 2010)

- The University of California Cooperative Extension explains that farmer cooperatives exist to some extent in all areas of the food industry and have been for over a hundred years.
  - Today, there are more than 3,000 agricultural cooperatives in the U.S., with 2.8 million memberships.
  - A total net income of nearly \$1.2 billion and net business volume of more than \$96 billion (University of California Cooperative Extension, 2015).

#### Cooperative principles:

- The US Department of Agriculture includes three distinct principles for a cooperative, which are listed below:
  - The User-Owned Principle: "The people who own and finance the cooperative are those who use the cooperative" (University of California Cooperative Extension, 2015).
  - The User-Control Principle: "The people who control the cooperative are those who use the cooperative. They democratically elect a board of directors. The board sets the overall operating policies, approves the annual budget, oversees its operation, and distributes the benefits derived from use of the cooperative to members" (University of California Cooperative Extension, 2015).
  - The User-Benefit Principle: "The cooperative's sole purpose is to provide and distribute benefits to its users on the basis of their use. While the goal of agricultural cooperatives is not to generate a return on investment, they, like all businesses, must cover costs and generate capital to cover expansion and unforeseen emergencies" (University of California Cooperative Extension, 2015).

#### What are the benefits?

- Forming a cooperative gives farmers:
  - Increased bargaining power
  - Access to new markets
  - Reduced costs
  - More chances for income
  - The ability to purchase products and service when needed

- Improved risk management (National Council of Farmer Cooperatives, 2010).

### How to start a co-op:

The following guidelines for starting a co-op are quoted from the University of California Cooperative Extension:

- Core group meets to clarify need and the potential use of a cooperative as a solution.
- Hold meeting of potential members to discuss forming a cooperative.
- Select steering committee
  - Conduct economic feasibility analysis
  - Survey potential feasibility analysis
  - Conduct market research and analysis
  - Prepare financial projections
  - Hold meeting of potential members to report findings
  - Prepare business plan.
  - Share results with potential members
  - Draft legal papers.
  - File upon approval of potential members
  - Hold the cooperative's first annual meeting
  - Adopt by-laws
  - Elect board members
  - Implement the business plan
  - Complete membership signups
  - Secure capital and finalize other agreements
  - Hire manager
  - Acquire facilities
  - Start operations (University of California Cooperative Extension, 2015)
- As with traditional community gardens, farmers participating in the co-op need to have the same vision. Consider the following while planning:
  - How much and how frequently farmers plan on selling their product?
  - What level of production farmers are working forward (remaining part-time or increasing to full-time)?
  - Type of market farmers want to reach (restaurants, stores, local residents)?

- Whether or not the co-op will have a board of directors, and if so who the officers will be?
- Will all farmers have one vote in the decision making process or will some have more than one if they produce more food?(Hennerman, 2007)

### Food Co-Op Keys to Success

- Lay out the process for making co-op decisions early on and hold regularly scheduled meetings.
- Decide on a co-op label, slogan or other branding to make the operation recognizable to the community.
- Determine standards for goods sold through the co-op.
- Farmers should agree to maintain these.
- Farmers should individually set a minimum amount of produce they will regularly sell, along with when the produce will be available each week for consumers.
- This commitment can be made in a vendor/sales agreement (Hennerman, 2007).

### How could the Lafitte Greenway help small growers working on the land scale up?

- Farmers could start growing on a small plot of land, and over time a program could be created to collectively move those growers to larger land.
- Bringing small growers together increases their buying power, allowing them to purchase land off the Greenway to share.
- Other successful New Orleans farmers could be brought in to assist with this process, providing advice and best practices.
- There are several farmer development programs occurring throughout the country, which could be used as a model.

### Farmer co-op example from Little City Growers of Rhode Island:

- Little City Growers is a group of urban farmers in Providence, RI that includes farms from  $\frac{1}{4}$  acre urban lots to two-acre farms on the edge of the city. On their own, the small farms have difficulty having consistent offerings that would allow them to keep customers. Together, they share a farmers market stand and restaurant accounts. They compile their offerings weekly in a Google doc that's sent to the chefs, who then receive their deliveries by bicycle and pickup truck. At the market,

they track their separate produce with different colored rubber bands. They run entirely on volunteer work from their members to do the administrative work and deliveries. (Gilbert, Ruhf, & Brushett)

### Food Hubs

The USDA defines a food hub as a “business or organization that actively manages the aggregation, distribution, and marketing of course-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand” (USDA Regional Food Hub Resource Guide).

- Creating a food hub might be beyond the limits of the Greenway, but it would still be good to understand and possibly partner with people in New Orleans involved in food hubs.
- Small growers on the space could get involved in one, possibly selling their product through the hub.
- Benefits of a hub are similar to those of a farmer cooperative including: improved market opportunities for growers, potential job creation, and improved fresh food access for local residents living in food deserts or other areas with low food availability. (Know Your Farmer, Know Your Food)

## Resources

### Budgets

- Laughing Buddha
  - <http://www.laughingbuddhanursery.com/>
- Eco Urban
  - <http://ecourbanllc.com/>
- NOLA Green Roots
  - <http://nolagreenroots.com/>
- The Composting Network
  - <http://compostingnetwork.com/site/>
- Parkway Partners
  - <http://parkwaypartnersnola.org/>
- Urban Roots Garden Center
  - <http://www.urbanrootsnola.com/>

### Funding

- American Community Gardening Associations
  - Garden insurance - <https://communitygarden.org/programs/gardeninsurance/>
  - Current national funding opportunities - <https://communitygarden.org/grants-fundraising/>
  - Additional funding opportunities (can also submit to their email list to receive new funding notifications) - <https://communitygarden.org/resources/funding-opportunities>
- Kids Gardening
  - Funding for teaching gardens - [www.kidsgardening.org](http://www.kidsgardening.org)
- USDA Local Food Systems Funding
  - Know Your Food, Know Your Farmer - [www.usda.gov/knowyourfarmer](http://www.usda.gov/knowyourfarmer)
- USDA Agricultural Marketing Service
  - Farmers Market Promotion Program - <http://www.ams.usda.gov/AMSV1.0/FMPP>
  - Local Food Promotion Program - <http://www.ams.usda.gov/AMSV1.0/LFPP>

- Specialty Crop Block Grant Program -  
<http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateN&rightNav1=SpecialtyCropBlockGrant0Program&topNav=&leftNav=CommodityAreas&page=SCBGP&resultType>
- Organic Cost Share Program -  
<http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateQ&leftNav=NationalOrganicProgram&page=NOPCostSharing&description=Organic%20Cost%20Share%20Program&acct=nopgeninfo>
- Federal State Marketing Improvement Program - [www.ams.usda.gov/fsmip](http://www.ams.usda.gov/fsmip)
- USDA Rural Development
  - Business and Industry Guarantee Loan Program -  
<http://www.rd.usda.gov/programs-services/business-industry-loanguarantees/>
  - Value-added Producer Grants -  
<http://www.rd.usda.gov/programsservices/value-added-producer-grants>
  - Community Facilities Direct Loan and Grant Program -  
<http://www.rd.usda.gov/programs-services/community-facilities-directloan-grant-program>
  - Rural Business Development Grants -  
<http://www.rd.usda.gov/programsservices/rural-business-development-grants>
- USDA Natural Resource Conservation Service
  - Environmental Quality Incentives Program -  
<http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/eqip/>
- USDA National Institute of Food and Agriculture
  - Community Food Projects -  
[http://www.nifa.usda.gov/funding/cfp/cfp\\_synopsis.html](http://www.nifa.usda.gov/funding/cfp/cfp_synopsis.html)
  - Food Insecurity Nutrition Incentive Grant Program -  
<http://nifa.usda.gov/program/food-insecurity-nutrition-incentive-finigrant-program>
  - Beginning Farmers and Ranchers Development Program -  
<http://www.nifa.usda.gov/fo/beginningfarmersandranchers.cfm>

- Small Business Innovation Research Program -  
<http://nifa.usda.gov/program/small-business-innovation-research-program>
- Agriculture and Food Research Initiative -  
<http://www.nifa.usda.gov/funding/afri/afri.html>
- USDA Farm Service Agency
  - Microloan Program - <http://www.fsa.usda.gov/programs-and-services/farm-loan-programs/microloans/index>
  - Farm Storage Facility Loans -  
[http://www.fsa.usda.gov/FSA/newsReleases?area=newsroom&subject=land ing&topic=pfs&newstype=prfactsheet&type=detail&item=pf\\_20140310\\_frnl\\_n\\_en\\_prg.html](http://www.fsa.usda.gov/FSA/newsReleases?area=newsroom&subject=land+ing&topic=pfs&newstype=prfactsheet&type=detail&item=pf_20140310_frnl_n_en_prg.html)
- USDA Food and Nutrition Service
  - Farm to School Grants - [www.fns.usda.gov/farmentoschool/farm-school](http://www.fns.usda.gov/farmentoschool/farm-school)
  - Supplemental Nutrition Assistance Program -  
<http://www.fns.usda.gov/ebt/learn-about-snap-benefits-farmers-markets>
  - WIC Farmers' Market Nutrition Program -  
<http://www.fns.usda.gov/fmnp/overview>
  - Senior Farmers' Market Nutrition Program -  
<http://www.fns.usda.gov/sfmnp/overview>
- Livable Community Projects
  - Federal Resources for Sustainable Rural Communities" -  
<http://www.sustainablecommunities.gov/partnershipresources/federal-resources-sustainable-rural-communities-guide>
  - National Endowment for the Arts Our Town Grants -  
<http://arts.gov/grants/apply-grant/grants-organizations>
- EPA Brownfields Programs
  - Area-wide Planning Pilot Program -  
[http://www.epa.gov/brownfields/areawide\\_grants.htm](http://www.epa.gov/brownfields/areawide_grants.htm)
  - Assessment Grants -  
[http://www.epa.gov/brownfields/assessment\\_grants.htm](http://www.epa.gov/brownfields/assessment_grants.htm)
  - Revolving Loan Fund Grants - <http://www.epa.gov/brownfields/rlflst.htm>
  - Cleanup Grants - [http://www.epa.gov/brownfields/cleanup\\_grants.htm](http://www.epa.gov/brownfields/cleanup_grants.htm)

- Transportation Alternatives Programs (TAP)
  - <http://www.fhwa.dot.gov/map21/guidance/guidetap.cfm>
  - School projects and programs -  
[http://www.fhwa.dot.gov/environment/safe\\_routes\\_to\\_school/](http://www.fhwa.dot.gov/environment/safe_routes_to_school/)