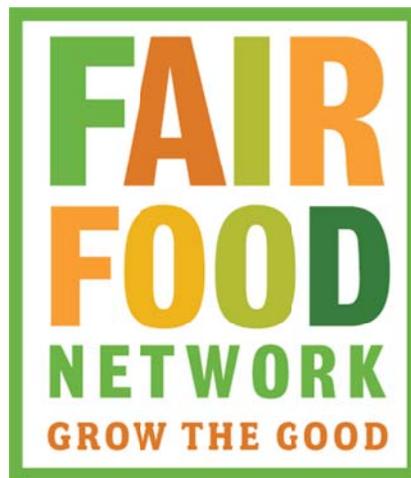


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Submitted By:



Expanding Local Market Opportunities in Southeast Michigan
Michigan Specialty Crop Producers

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Expanding Local Market Opportunities in Southeast Michigan

Michigan Specialty Crop Producers

Project Summary

Situation

Demand is on the rise for Michigan specialty crops from local consumers and newly emerging markets, such as schools, universities, farmers' markets, direct marketing outlets, specialty stores and restaurants. Although Michigan has the second widest variety of agricultural crops in the nation and ranks at or near the top in production of many crops, issues in the supply chain for these locally grown products are preventing demand from being met.

If streamlined, the economic opportunity is great for the entire supply chain - specialty crop growers will benefit from new niche/institutional buyers, new jobs will be created and retained with food processing opportunities, and consumers will have greater buying opportunity for Michigan grown fruits and vegetables.

Purpose

Fair Food Network's (FFN) goal for the Expanding Local Market Opportunities project is to help Michigan specialty crop producers, processors, and distributors build their capacity to better access emerging markets (buyers) for locally grown crops in Southeast Michigan. It is also our intention that this project will identify ways in which regional buyers, processors and distributors can transform their food procurement of and purchasing practices toward local and regional food products from Michigan specialty crop producers.

Our primary focus for this project is to:

- Identify local specialty crop growers interested in expanding their markets.
- Identify regional processors/distributors who have the desire to source locally.
- Assess the key issues and challenges of processors/distributors and buyers in transforming their local sourcing practices and strengthening their relationship with local producers.
- Communicate the existence of emerging local markets to specialty crop producers and processors/distributors in a way that is credible and believable to producers.
- Create a Food Processing Council to establish a producer/processor/distributor relationship that contributes to the creation of a sustainable supply chain that supports the regional food system in Southeast Michigan.

Project Approach

Over the past 15 months, FFN worked alongside Eastern Market Corporation (EMC) and Michigan State University Product Center (MSUPC) to accomplish the following:

- Compile a list of growers interested in expanding into new markets and identify their challenges.
- Through MSUPC, compile a list and survey local/niche buyers to determine their interest in sourcing more locally grown fruits and vegetables while identifying barriers to this practice.
- Through EMC, establish relationships between large institutional buyers to identify their food procurement practices to better understand their specialty crop requirements (demand).
 - o Create and implement an institutional buyer survey to better understand their demand and barriers.
- Through EMC, continue development of alternative delivery methods to improve access to Michigan grown crops in under-served neighborhoods.
- Through EMC, establish a food processors council to understand needs and expand food businesses.
 - o Implement a food processors survey to better understand local sourcing needs and barriers.
 - o Establish the role of ombudsman within the council to assess their needs while collaborating with state and local government and economic development organizations to expand food businesses.
- Develop a communications plan and materials that inform the supply chain of emerging market potential in a credible way.

Goals, Outcomes, and Learnings Achieved

Throughout this project, FFN became more fully immersed in the challenges and opportunities that growers, processors, and buyers face in the market for Michigan grown specialty crops. The diagrams on the following pages provide a synopsis of our findings. The subsequent pages provide more detail about our activities and key findings and outcomes.

Emerging Market Potential

Barrier Identification



Producers/Growers Barriers to Market

- Demand (quantity and variety) for specialty crops has not been captured and communicated in an on-going, reliable way.
 - Lack of evidence that volume is sufficient to justify financial investment.
 - Buyer commitment is suspect.
- Access to labor is insufficient.
- Minimal processing functions are needed before crops reach final market.
- More distribution options are needed to transport crops to processors and/or final market.
- Investment in infrastructure/knowledge of seasonal extension and storage capacity is needed.
- The willingness and expense required to be certified in food safety is a challenge.
- California crops offer stiff competition.
- Age/generation/operations gap exists:
 - Older farmers generally produce the volume to meet demand but lag in utilizing new technology to get crops to emerging markets.
 - Young farmers use new tools efficiently, but have small farms and cannot produce the volume needed.
- Growers in rural areas have less access to technology.
 - Internet access/broadband access is a challenge.
 - Some lack technical knowledge and expertise.



Processors/Distributors Barriers to Market/Growth

Processors

- Many growers are not GAP certified.
- GAP certification is cost prohibitive.
- Inconsistency of supply due to seasonality or specific crop production; processors need a steady stream to sustain a workforce and offer a consistent product.
- Not enough mid-scale processors are available.
- Inaccessibility to capital for new/expanding ventures.
- Insufficient logistical support/resources in transportation, distribution, operations, procurement.
- City/state regulations and licensing prohibit finding suitable locations for production and expansion.
- Inaccessibility to market channels beyond a certain distance.
- Lack of technical support for production, nutrition labeling, product labeling, IT, and packaging.

Distributors

- Traveling to individual farms across multiple regions to aggregate crops is prohibitive.
- Seasonality and crop availability has an impact on organization and segregation of Michigan products for Michigan buyers.



Buyers Barriers to Acquisition

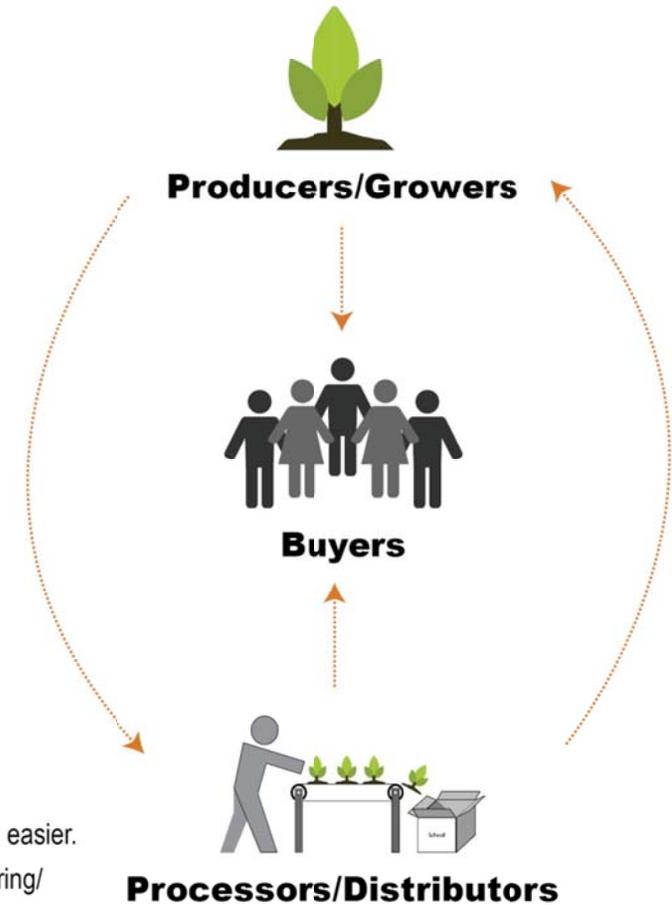
- Local business owners do not have the time to research, find products, or establish relationships with growers to get the food they desire.
- No centralized database exists: local/institutional buyers do not know what is available and how or where to get it.
- Food safety assurances by growers and processors are frequently lacking.
- Insufficient volume or variety of desired products.
- Seasonality prevents local products from being available throughout the year.
- Products are not packaged in a format desired by large institutions (i.e., blueberries frozen in 50lb bags).

Note: Barrier identification was gathered through the formal Local/Niche Buyer Survey as well as informal interviews and one-on-one assessments with growers, processors, and distributors.

Necessary Changes in the Supply Chain

Emerging Market Potential

- More reliable communication to growers about specialty crop demand and trends.
 - Commitment to gather this information annually and publicize and disseminate it to growers.
 - Local extension agents, such as MSU, serve as a resource for trend communication.
- More research in season extension and hoophouse technology.
- More investment in infrastructure/food storage capacity to accommodate season extension.
- Tax breaks, financial incentives, or other alternatives to offset the cost of GAP certification.
- Increased access to capital for new farmers, processors, and aggregation facilities.
- Review of city/state regulations and licensing to enable easier business expansion.
- Increased technical support for nutrition labeling, product labeling, and packaging.
- Increased support in the following services:
 - Human Resources / Technical
 - Loan/Investment
 - Marketing
 - Economic Development
 - Logistics
- Development of B2B networks to spur new business development, networking, and sharing.
- Development of food hubs:
 - Increased investment in new food hub ventures.
 - Increased aggregation of supply into food hubs, making processing, packing, and distribution easier.
 - Creation of new tools that connect growers to hubs to distributors that can aid buyers in ordering/acquiring Michigan grown produce.
 - Creation of a Food Hub Network to manage the overall process.



Activities

Following is a description of the key activities we focused on to guide our work and the results we found.

1.) Identify Local Specialty Crop Growers Interested in Expanding Their Markets

FFN identified growers interested in marketing locally-grown specialty crops in Southeast Michigan to connect them to new markets, processors and buyers.

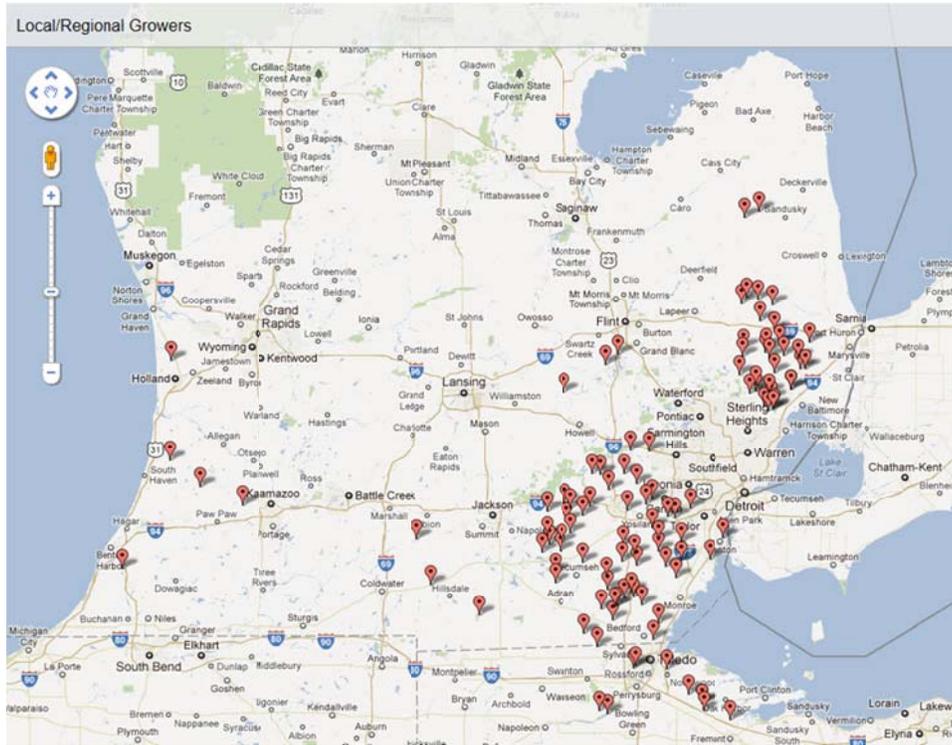
Key Activities

- Identified specialty crop producers interested in cooperatively aggregating, packing and distributing their sustainably-grown produce.
- Developed a roster of these local/regional specialty crop growers (See Appendix A)
- Mapped the emerging market opportunity between local/regional growers, processors and niche/local business buyers in the region.

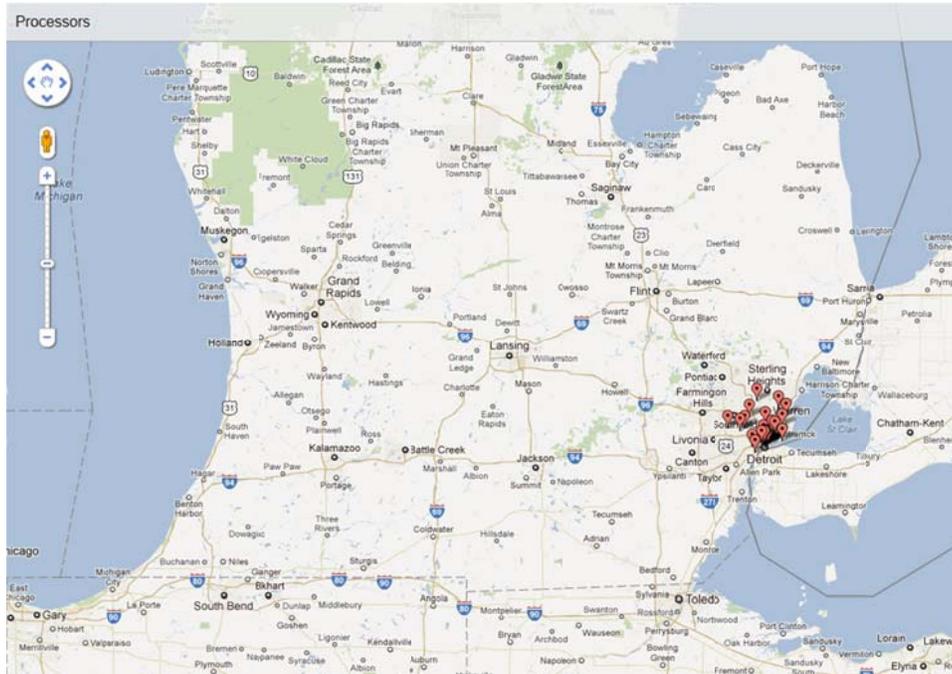
Key Learning/Outcomes

- The potential market for local and regional growers to distribute their crops to interested niche and institutional outlets is significant. (See maps below).
- If growers and buyers become more connected, the number of available processors may be too low to handle demand – presenting a credible opportunity for new business creation/expansion.
- Growers face the following barriers in getting crops to emerging markets:
 - o Demand (quantity and variety) for specialty crops has not been captured and communicated in an on-going, reliable way.
 - Lack of evidence that volume is sufficient to justify financial investment.
 - Buyer commitment is suspect.
 - o Access to labor is insufficient.
 - o Minimal processing functions are needed before crops reach final market.
 - o More distribution options are needed to transport crops to processors and/or final market.
 - o Investment in infrastructure/knowledge of seasonal extension and storage capacity is needed.
 - o The willingness and expense required to be certified in food safety is a challenge.
 - o California crops offer stiff competition.
 - o Age/generation/operations gap exists:
 - Older farmers generally produce the volume to meet demand but lag in utilizing new technology to get crops to emerging markets.
 - Young farmers use new tools efficiently, but have small farms and cannot produce the volume needed.
 - o Growers in rural areas have less access to technology.
 - Internet access/broadband access is a challenge.
 - Some lack technical knowledge and expertise.

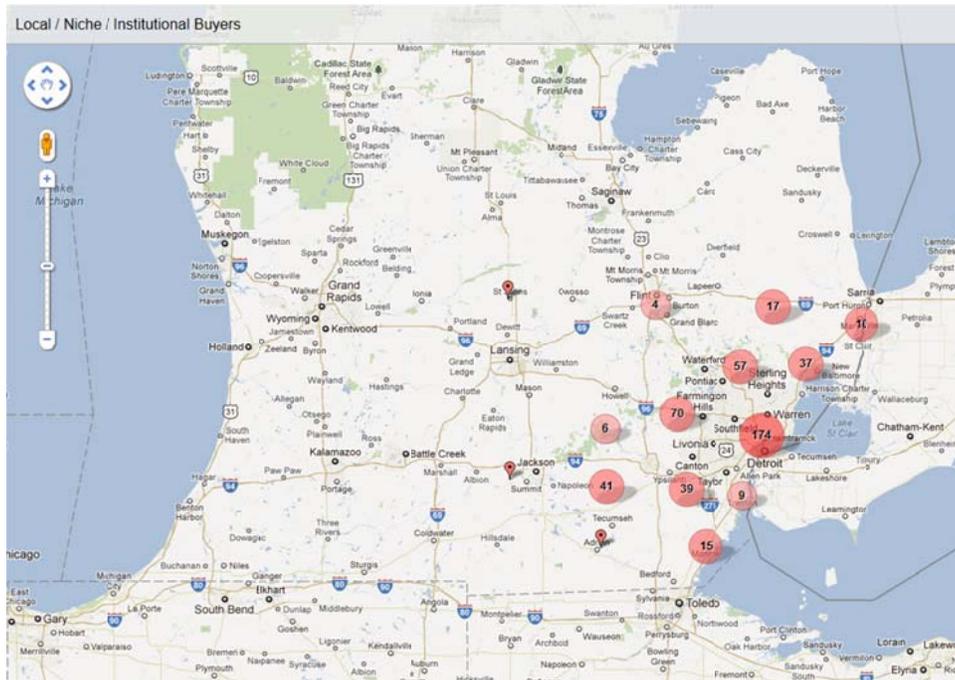
Map of Local / Regional Growers



Map of Local Processors



Map of Prospective Local / Niche / Institutional Buyers (New Market Opportunity)



2.) Identify Market Local/Niche/Institutional Buyers Interested in Sourcing Locally Grown Food

To understand how the sale of more locally produced specialty crop products in Southeast Michigan could broaden market opportunities for specialty crop growers and distributors, the identification of new market niches and local and institutional buyers was essential.

Key Activities

- Developed a representative list of local/niche buyers in Detroit interested in sourcing locally grown specialty crops, including food processors, food retailers, restaurants, wholesalers/distributors, institutions, etc.
- Conducted a survey utilizing Zoomerang, an online survey tool, with the identified local/niche buyers to collect data about their specific requirements, barriers, and opportunities for purchasing locally produced specialty crops. **(See Attachment: FFN_Baseline Survey_Local- Niche Buyers.pdf)**
 - o The survey was launched on April 20, 2011. There were 473 local people/businesses who received email invitations and reminder notices to take the survey. Of these, 88 businesses/people visited the survey website and 57 completed the survey, for a total response rate of 12%.
 - o See complete survey results see **Attachment: FFN_Local-Niche Buyer_SurveyResults.pdf**

Key Learnings/Outcomes (based on survey results and informal assessments)

- Most respondents feel that it is extremely important to promote locally grown produce.
- They tend to purchase directly from a farmer.
- Local produce makes up less than half of most their overall produce purchases, with most respondents purchasing less than 1,000 pounds annually.
- Identified barriers to buying local produce:
 - o Respondents felt that there are not enough locally produced products available.
 - o Respondents felt that local products are not supplied consistently.
- Additionally:
 - o Local business owners do not have the time to research, find products, or establish relationships with growers to get the food they desire.
 - o No centralized database exists: local/institutional buyers do not know what is available and how or where to get it.
 - o Food safety assurances by growers and processors are frequently lacking.
 - o There is insufficient volume or variety of desired products.
 - o Seasonality prevents local products from being available throughout the year.
 - o Products are not packaged in a format desired by large institutions (i.e., blueberries frozen in 50lb bags).

3.) Determine the Feasibility of Aggregation Hubs for the Distribution of Specialty Crop Foods to Local Markets in Detroit and Southeast Michigan

The opportunity is great for specialty crop growers to significantly benefit from the emerging markets and expanding number of niche/institutional buyers in Detroit who are demanding fresh, minimally processed fruits and vegetables. But, identifying interested growers and buyers is only one part of the supply chain equation. The economic and logistical challenges facing specialty crop growers getting their crops to the intended market include processing needs, transportation, and distribution.

Throughout the project, our partner, Eastern Market, has been working on a number of fronts to understand the needs of niche/institutional buyers and making connections to improve distribution from growers/processors to these markets in southeast Michigan.

Key Activities

- **Working with Large Institutional Buyers**
 - o Wayne State University, Henry Ford Health Systems, the Detroit Medical Center, and DTE Energy agreed to purchase more goods and services locally as a strategy to strengthen the local economy. EMC helped connect this group of institutional buyers to an Eastern Market District-based baker and has developed relationships to increase purchase of locally grown produce.
 - o In order to understand the specific needs of hospitals in southeast Michigan, EMC continues to work with the Ecology Center's Healthy Food in Healthcare Project Coordinator, as part of a broader, national campaign through [Health Care Without Harm](#), to expand the network of interested hospitals transitioning their current food procurement practices toward purchasing more sustainably-produced food for their patients and staff. With the Ecology Center's coordination and support, EMC will be able to aggregate the participating healthcare facilities' specialty crop requirements and coordinate future efforts to connect them with Michigan growers, producers and processors.

- **Working with Detroit Public Schools / Education Institutions**
 - o EMC worked with the Office of Food Services at Detroit Public Schools to convert 30% of the processed food in student meals into Michigan grown fruits and vegetables. With \$16 million in direct food purchases, this represents a \$4.8 million opportunity.
 - Early pilots revealed a gap in the minimal processing required to make fresh fruits and veggies ready for student consumption because of the lack of kitchen personnel in public schools. Also, the opportunity for Michigan grown crops to be frozen and served at a variety of times throughout the year have been identified as a way to strengthen markets for Michigan crops (i.e. blueberries, asparagus, and sweet corn).
 - To improve the flow of locally grown crops into school meal programs, DPS and EMC are partnering to have a dedicated staff person address supply chain issues and help DPS achieve its goal of replacing 30% of its processed foods with locally grown food. A grant from a major foundation was secured to cover ½ the costs of this position for a three-year period.
 - o EMC has been working with the Department of Nutrition and Food Science at Wayne State University to create a needs assessment for Detroit Public Schools (DPS). This information is slated to become available by the end of January 2012. DPS is the second largest food buyer in the state of Michigan, and understanding their needs specifically will enable EMC to start working with partners at Michigan Department of Agriculture and Rural Development (MDARD), as well as with EMC's current wholesale growers, to identify those growers that can best supply DPS's specific needs. Also, by understanding their product specifications, EMC can reach out to the newly founded Detroit Ag & Food Business (DAFBN) Network (described later) in order to fulfill any niche processing that may be required.
 - o In order to determine the capacity required by producers and processors, quantifying real demand for local produce on a broader scale is critical. As expressed in the Michigan Good Food Charter, there are overarching goals for state institutions to procure 20% of their food products from Michigan growers, producers or processors, however, other institutions such as Detroit Public Schools are reaching higher with goals to procure far more than 20%. Understanding what is needed to increase this type of procurement efforts requires institutions to examine what and where they currently buy.
 - EMC has been a catalyst in this process by collaborating with the C.S. Mott Group, in partnership with Michigan State Extension, to create an institutional buyers survey that will include many colleges and universities in southeast Michigan. (**See Attachment Metro_Detroit_Institutional_Food_Buyers_Survey.pdf**). The survey is planned to launch in January 2012.
 - With the results from the survey, not only will we be able to start quantifying local demand as an aggregate, but for the first time we will have an understanding of the individual specialty crops required today and what could be required in the future. This demand will need to be met by supply from Michigan growers, producers, or processors. In addition to understanding the quantities and varieties required, we will be able to identify these buyers and can begin to make better connections between supply and demand.

- **Continued Development of Alternative Delivery Methods**
 - o EMC has been working to develop or help others develop alternative delivery models to improve access to Michigan grown crops in under-served neighborhoods, including:
 - Food boxes are delivered to neighborhood drop sites in conjunction with Gleaners Community Food Bank and the Greening of Detroit
 - EMC helps community groups establish and retain neighborhood farmers markets
 - EMC operates farm stand locations at places not able to support a farmers market
 - EMC provides logistics support to mobile food truck operators
 - EMC provides logistics support to SEED Wayne's corner store programs
 - Several of these programs have identified the need for pre-packaged fruit snacks. Feedback from customers indicates a market opportunity for another set of products requiring minimal processing.
 - o To assist with the development of these alternative distribution methods and to better connect Eastern Market growers with the larger institutional buyers identified above, EMC hired a Wholesale Market Coordinator to expedite the flow of Michigan grown crops to these two new markets. In developing these two markets, the Wholesale Market Coordinator will look beyond fresh food products and look for specialty and minimally processed products to create more food chain value.
 - o During the course of 2011 there has been a coalescing of nine alternative food programs in Detroit, established to provide alternate retail models, also known as the Detroit Fresh Food Network (DFFN). This network includes two program categories: Neighborhood Farmer's Markets and Mobile Markets. The Mobile Markets, which include the EMC Farm Stand, Peaches and Greens, Fresh Food Share, Up South Foods, and Fresh Corner Café, all purchase produce wholesale. EMC's Alternate Food Program Coordinator was able to quantify all wholesale purchases for the EMC Farm Stand Program, as well as Project Fresh, but the other three programs do not have purchase history at the ready. However, it is the aim of EMC and DFFN to aggregate the total produce demand and to use that information in order to secure more favorable pricing for the 2012 season.
 - o EMC was a community partner in the Detroit Economic Growth Corporation's (DEGC) Green Grocer Project, an initiative to improve access to fresh foods in existing markets within the city. The pilot grocer was Jim Hooks, from Metrofoodland, in Northwest Detroit. EMC collaborated with the DEGC to create a "Farm Stand" setting in a designated area just outside the store. EMC worked with Eastern Market Produce and Metrofoodland to create a supply agreement for Michigan Produce for the Farm Stand. As this project grows in the 2012 season, more work will be done to aggregate and track demand from new participants as well as data collection on sales, operational expenses, and revenue.
 - o In addition to identifying various buying groups and aggregating demand, EMC is working with Local Orbit (<http://localorb.it/lo2/>) to develop customizable online services to connect the various buying groups with Michigan growers, producers and processors. This online software provides a suite of management tools and customer support that will enable growers, producers and processors the ability to increase sales via a streamlined ordering mechanism that's connected to real time inventory, fulfillment procedures, and a payment system.
 - The Local Orbit suite of management tools will be instrumental in future data collection for quantities sold and distributed not only to external buying groups, but also for EMC's Farm Stand Alternate Food Program.

Key Learnings/Outcomes

- There is a processing opportunity to make fresh, locally grown fruits and vegetables ready for student consumption in school systems.
- There is a processing opportunity to have Michigan crops more accessible to school systems if the crops can be packaged differently (frozen, size/quantity) to be served at a variety of times throughout the year.
- Large institutions want to source Michigan grown products. Quantifying their specialty crop requirements (type and size) and communicating this demand to growers and processors 1.) Validates that demand is real, 2.) Informs crop growing decisions, and 3.) Provides new business/job opportunities for processing and distribution.
- Expanding alternative options for specialty crop delivery to consumers an effective way to improve access to healthy food to under-served communities and provides more sales outlets to specialty crop growers.
- Developing tools that connect growers to buyers in an easy, accessible way will help streamline food distribution channels.

4.) Establish a Food Processing Council

EMC took the lead in creating a Food Processing Council to establish a producer/processor/distributor relationship to help create a sustainable supply chain that supports the regional food system in southeast Michigan.

Key Activities

- EMC conducted extensive business interviews of the 80 food-related businesses in the Eastern Market District as well as with other food businesses that source food from the Wholesale Market at Eastern Market to identify specialty crop processors and opportunities for specialty crop processing.
 - o Through these interviews, EMC was able to seek out those interested in serving on a Food Processing Council.
- In September of 2011, EMC partnered with the DEGC, Michigan State University Product Center (MSUPC), Michigan Economic Development Corporation (MEDC), Michigan Small Business & Technology Center (MSBTC), Michigan Department of Human Services (DHS) and MDARD to create a food processing council called the **Detroit Ag and Food Business Network (DAFBN)**. The mission of the network is to connect food business managers and entrepreneurs to the people and the resources they need in order to develop and grow their businesses.
 - o The kick-off meeting took place on November 3, 2011 and featured a presentation from the Director of MDARD, Keith Creagh, that highlighted the initiatives underway to support the growth of Michigan agriculture and food business sectors. The collaborative partners introduced themselves to the network, explained their respective services, and highlighted success stories of ways their services aided in the creation or expansion of a food business.

- o The meeting was well attended with 45 attendees. Aside from the various government and economic growth organizations, the following food businesses were represented:

Detroit Ag and Food Business Network - Inaugural Meeting Attendees	
Atlas Wholesale Food Company	Loves Custard Pies
Aunt Mid's	McClure's Pickles
Avalon Bread	Michigan Box
Bettermade Snack Foods	Milano Bakery
Corridor Sausage	National Coney Island Chili Co.
Detroit Institute of Bagels	Pellerito Foods
Ellis Infinity Beverage Company	PIC Safety
Fresh Corner Café	Roscoe & Horkey Farms
Germack Pistachio Co.	Royal Town Farmer's Market
Good People Popcorn	Uncle Calvin's Sweet Potato Pie
Hacienda Foods	

- o These attendees, along with additional food processing organizations became the basis for our Local Food Processors Directory. (See Attachment: Local_Food_Processors_Directory.pdf)
- o The attendees ranged from CEOs of large food processing companies to specialty food entrepreneurs. Despite the size of business, concerns were largely the same.
- o An informal survey was conducted with attendees to help guide the collaborating DAFBN partners in the planning of future meetings in order to meet the needs of DAFBN members. A more comprehensive survey was prepared and will be given to DAFBN members at the next scheduled meeting. (See Attachment: Processor Survey.pdf).

Key Learnings/Outcomes

- o According to the informal survey the attendees took, the top five current barriers to growth are as follows:
 - Inaccessibility to capital.
 - Not enough logistical support/resources: transportation, distribution, operations, procurement.
 - Finding a suitable location for production or expansion: city/state regulations, licensing.
 - Inaccessibility to market channels beyond a certain distance.
 - Lack of technical support: production, nutrition labeling, product labeling, IT, packaging.
- o According to the survey, the top five needed services are as follows:
 - Human Resources/Technical Services
 - Loan/Investment Services
 - Marketing Services
 - Economic Development Services
 - Logistic Services
- o Additionally, informal interviews and assessments with processors and distributors throughout the project also revealed these barriers:
 - Many growers are not GAP certified.
 - GAP certification is cost prohibitive.
 - There is inconsistency in crop supply due to seasonality for specific crop production; processors need a steady stream of crops to sustain a workforce and offer a consistent product.
 - There are not enough mid-scale processors are available.
 - Distributors find it inefficient and cost prohibitive to travel to individual farms across multiple regions to aggregate crops.
 - Seasonality and crop availability has an impact on organization and segregation of Michigan products for Michigan buyers.

5.) Serve as Ombudsman to Obtain Regulatory Approvals and Financial Incentives

Understanding the various regulatory constraints and financial barriers associated with specialty crop processing and distribution is essential for strengthening the sustainability of the supply chain.

Key Activities

- EMC took the lead to:
 - o Develop stronger relationships with the Michigan Department of Agriculture, the Michigan Agriculture Commission, and the Michigan Economic Development Corporation and to more fully understand how the new administration intends to utilize agriculture as an essential piece of its state-wide economic development strategy.
 - o Develop regional support for specialty crop processing and local food system work and get such development at Eastern Market included in Southeast Michigan Council of Government's Regional Economic Development Strategy.
 - o Work at the local level to promote food systems work as an important keystone for the city's economic development. Meetings with the Mayor's executive team have been held and a sister-city visit to Torino, Italy with a Mayor-led delegation highlighted contributions from the auto sector, university-led tech incubators, and the regional food sectors to that city's growth and development. A follow-up food sector specific exchange between the two cities is in the planning stage.
 - o Position itself in the role of Ombudsman within the newly formed DAFBN. EMC, in its unique position as the Healthy Food Hub of southeast Michigan and center point of food system economic development, will be appropriately assessing the needs of the DAFBN members while continuing to work with collaborating state and local government and economic development organizations to identify barriers in order to create and/or expand food businesses within the state with a focus on the Detroit metro area.

Key Learnings/Outcomes

- EMC has begun identifying **regulatory barriers** to food business expansion in Detroit:
 - o **Zoning:** Currently the city is not zoned for agriculture in any land use category. While this is an issue facing Detroit city growers, these are "food businesses", and are cause for concern for both economic development and food policy reasons. The City Planning Commission created an Urban Agriculture Work Group to re-write the policy in order to support land acquisition, soil testing, sustainability, and small animal livestock while simultaneously addressing taxation issues, and local ordinances. This work was stalled when the group was confronted with the Michigan Right to Farm Act (RTFA). The RTFA was originally created to protect rural agriculture from nuisance complaints by neighbors moving into farm country, however it includes language that prevents any jurisdiction lower than the state from enacting regulations or ordinances that conflict with the provisions of the Act. The spirit of the RTFA was created to protect current agricultural land uses in rural areas that are experiencing development however it's being applied to an existing urban environment wishing create policies that support growth and expansion of agricultural development.
 - o **Land-Banking:** The Wayne County Land Bank (WCLB), which should be the organization responsible for developing distressed properties in Wayne County, seems to be the juggernaut that has prevented several Detroit based food processors and urban growers from successfully completing land acquisition deals. Unclear and conflicting property titles, legacy tax bills, and water liens take months and months to resolve creating an incentive for food businesses to look outside city limits to suburban environments where these issues are nonexistent.

- In addition to issues with WCLB, unregulated property speculators have been able to acquire key parcels of land near major manufacturing sites that they are unwilling to release unless compensated in amounts significantly above appraised value of the property.
- o **City of Detroit Property:** Even when the land is not owned by the WCLB and there is a clear Detroit City title of the property, it still takes the city months and months to process a sale.
- o **City Ordinances:**
 - **Diesel Particulate – Anti-Idling Ordinance.** The City of Detroit passed an anti-idling ordinance in late 2010. This ordinance states that engine idling is limited to 5 consecutive minutes during any 60-minute period for commercial vehicles over 8,500 gross lbs. (class 2b and above), but there are some exceptions. Violating the ordinance can result in fines of \$150 to the vehicle operator and/or \$500 to the vehicle owner. Up to 3 civil infractions may be issued in the first hour, up to 4 in the next hour, and up to 9 total can be issued for subsequent 60-minute periods. The Detroit Police Department (Traffic Enforcement) is responsible for enforcing this ordinance. The problem with this ordinance is the inconsistent enforcement by the Detroit Police and their inability to work with businesses who are working towards compliance.
 - **Parking Ordinances.** In addition to being inconsistently enforced, oftentimes particular ordinances do not support logistical efforts of food businesses in the city.
- o **Utilities:** Last year, when Bettermade Snack Foods went to Michigan Consolidated Gas Company (MichCon) in order to obtain a higher pressured gas line (5 psi) to support their expanded manufacturing plans, MichCon informed them that it would cost a minimum of \$100,000. MichCon not only wanted Bettermade to pay for tapping into the pipeline located under Gratiot Avenue, they also wanted Bettermade to pay for tearing up and repaving roads, an expense Bettermade was unwilling to pay due to the fact that they could acquire added pressure in other cities without these additional costs. While MichCon offered Bettermade less costly alternatives, none of them guaranteed the 5 psi required to support their \$6 million dollar expansion.

6.) Develop a Communications and Social Marketing Plan to Connect Producers to Buyers/Processors/Distributors

Our primary focus in this area was to communicate the existence of emerging local markets to specialty crop producers and processors/distributors in a way that is credible and believable to them. Our key objectives were to place messages in trusted media and further build awareness through stakeholders and opinion leaders.

Key Activities

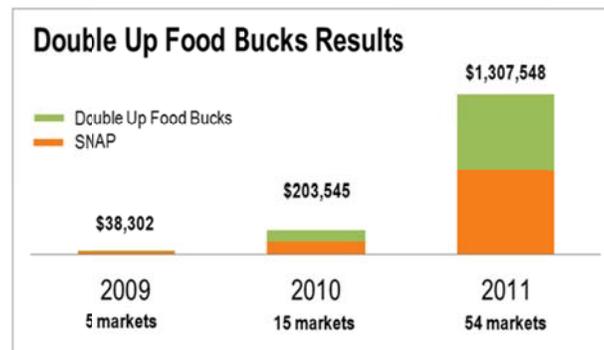
- Communications plan - (See Attachment: [FFN_SpecialtyCrop_CommPlan.pdf](#))
- Branded messaging campaign
- Core series of articles and related content
- Targeted placement of the series in specialty crop publications
- Cultivation of media contacts and opinion leaders
- Public speaking/presentation and other outreach
- Printed promotional piece and mailing to specialty crop producers
- Narrated slideshow video to post online and for use in presentations.

What follows are details about our key activities, accomplishments and learnings in this area.

A Brief Update on Double Up Food Bucks

FFN's Double Up Food Bucks program has played a critical role in generating demand for local specialty crop products, connecting producers to consumers on a larger scale. In the 2011 market season, it proved again to be huge incentive to low-income consumers to purchase locally grown fruits and vegetables.

Double Up Food Bucks began at five markets in Detroit in September 2009. Since then it has expanded throughout Michigan to 54 markets this year, reaching thousands of Michigan residents and benefitting hundreds of local farmers with *over \$1 million in sales from SNAP benefits and Double Up Food Bucks*.



In this market season, FFN generated consumer awareness and promoted locally grown fruits and vegetables through a comprehensive communications program in Detroit, Lansing, Grand Rapids and Flint:

- **Seventy-five billboards** were placed in high-traffic locations in zip codes with high rates of SNAP eligibility.
- **Radio advertisements** aired on selected FM stations, and in Flint a limited run of television commercials aired on Flint One (a Comcast cable station with high local viewership).
- A **mailing** coordinated by the Michigan Department of Human Services targeted 210,000 SNAP households in Michigan, with three rounds of mailings going to different subsets of households (female SNAP recipients with dependents; seniors; disabled recipients).
- We also developed a **DUFB “microsite”** (www.doubleupfoodbucks.org) with program information and locations, and created a DUFB “hotline” to receive potential customer questions.
- Coupled with this wide-reaching formal effort, we utilized **outreach specialists** in Detroit, Grand Rapids, and Lansing to coordinate more informal communications with community groups, faith communities, and local agencies to distribute posters and flyers. They also spent time at markets assisting market staff with explaining the program to new customers (especially at Eastern Market in Detroit and the Fulton Street Farmers Market in Grand Rapids, where increases in traffic have been significant).

Summary of social media reach:

- Billboards: 23.9MM impressions to 1.6MM people (424,748 SNAP-eligible)
- Website: 20.8K people visited the site during the market season
- Radio: 4,474,000 impressions to 2,599,000 people (837,440 SNAP-eligible)
- Direct mail: 210,000 postcards delivered directly to SNAP recipient households

Specialty Crop Communications

To accomplish our communications plan objectives, our work included:

- Research into the state of local foods for larger-scale wholesale markets in Michigan and regional markets, such as Ohio and Illinois. The research involved a scan of industry news and other information and phone interviews with specialty crop producers and others in the industry, such as distributors and buyers.
- Development of stories for publication/materials through in-person visits and interviews with Michigan specialty crop producers, processors, and distributors.
- Identification of the best outlets and messengers for communicating with Michigan specialty crop producers, including cultivation of editors and other contacts.
- Development of a framing message and associated logo and visuals for articles, presentation, printed material, and slideshow video.
- Development of a photo library from the in-person, on-site interviews for art included in logo development, article publication, public presentations, and a project brochure and slideshow video.
- Pursuit of opportunities to publish and present materials and messaging.

Research and Development

The project's research and development phase covered a number of questions relevant to developing credible communications for Michigan specialty crop producers about local food market opportunities. Articles were developed with appropriate framing and messages based on answers to these questions and examples found in the process.

Our communications team endeavored to learn:

- What kind of local food production and marketing are Michigan specialty crop producers already doing?
- What opinions do growers and others have about local food demand and related opportunities?
- Are supply chains changing to accommodate more local product differentiation in Michigan's already strong specialty crop marketing?
- Which producers, processors, distributors and buyers are involved and which are getting involved?
- What do those in the specialty crop industry know, or need to know about developments in local food markets?
- What are the best examples and who are the best messengers for communicating local food opportunities to specialty crop growers?

We analyzed resources and interviewed contacts in the research phase, including:

Specialty crop growers and related businesses (buyers, distributors etc.)

- Meijer corporate news ("Meijer Increases Purchases from Midwest Farms by 5%," Aug. 16, 2011)
- Jean Saunders, Director of Marketing, Chartwells Thompson Hospitality for Chicago Public Schools
- Harvest Food Group, Chicago
- Cesar A. Davolina Jr., President, Cristina Foods Inc.
- Kevin J Piscatello, SYSCO Vice President of Regional Procurement
- Denis Jennisch, Produce Category Manager, SYSCO Grand Rapids
- Nancy Geik, Gordons Food Service (MI)
- Wendy Achatz, Achatz Pies (MI)
- Michael Rowe, Food Service Director, Bronson Methodist Hospital, Kalamazoo

- Evan Smith, Cherry Capital Foods, Traverse City MI
- Crysta Byrd, Food Service, Sparrow Hospital, Lansing
- Mark DeNato Director of Food Service, Allegiance Health, Jackson
- Dave Highland, Freshway Foods, Sidney OH
- Detroit Wholesale, distributors
- Jim Sattelberg, Thistledown Farms
- Brad Witek, Bayside Best Bean
- Lyle Ackerman, Ackerman Marketing, Frankenmuth
- Adnan Abro, Mike's Fresh (Detroit grocer)
- Sam Shina, Apollo Market (Detroit grocer)
- Erika Block, Local Orbit
- John Hooper, Four Seasons Produce Cooperative
- Fresh Solutions Farms, White Pigeon, MI
- Paul Baumgartner, food service director, Grand Rapids Public Schools
- JEWEL-OSCO (SuperValu) corporate communications
- Beverlee DeJonge, President, Michigan United Blueberry Producers
- Jim Bardenhagen, Michigan specialty crop grower (apples, potatoes)
- Marta Mittemeier, MSU Food Service Director
- Mike Pirrone Produce Co.
- Above All Produce
- Todd Greiner Farms
- Jerry Malburg, Hart MI (carrots)
- Pedro Bautistia, Bangor MI (blueberries and Farmers on the Move Cooperative)

Organizations and agencies

- Mike Hamelin, Vice President Michigan Grocers Association
- National Restaurant Association (Chef Survey: What's Hot in 2011)
- Produce Marketing Association
- Auday P. Arabo, President & CEO, Associated Food & Petroleum Dealers
- Perishables Group *Fresh Facts* (regional market data)
- Detroit Eastern Market Corporation
- Benton Harbor Fruit Market
- National Sustainable Agriculture Coalition
- Michigan Farm Bureau
- Great Lakes Fruit, Vegetable, and Farm Market Show (GLEXP0)
- Colleen Matts, Farm to Cafeteria Outreach Specialist, Mott Group for Sustainable Food Systems at MSU
- Michigan Department of Agriculture and Rural Development administration and business development staff (Mike Dibernardo, Linda Jones, Jeanne Hausler, Director Keith Creagh)
- MSU Product Center staff (Matt Birbeck, Tom Kalchick, Filiberto Villa)
- Dave Armstrong, CEO, Greenstone Farm Credit Services
- Denise Donahue, Executive Director, Michigan Apple Commission
- Rachel Chadderon, Fair Food Network, Double Up Food Bucks
- Detroit Eastern Market Corp. (Dan Carmody, Christine Quane)
- Elizabeth Parkinson, Sr. Vice President for Marketing, Michigan Economic Development Corporation
- Elise Cortine, American Frozen Food Institute
- Patrick Delaney, United Fresh Produce
- Heather Garlich, Food Marketing Institute

- Hillary M. Bisnett, Healthy Food in Health Care Program Director, Ecology Center
- Joseph Lackey; president IN Grocery and Convenience Store Association
- Jane Bush, Business Development Specialist, Food System Economic Partnership
- Ken Meter, Crossroads Resource Center
- Tyler Smith, account executive, Newall-Klein (Kalamazoo, MI)
- Agriculture of the Middle (agofthemiddle.org)
- Joe Colyn, Originz LLC, supply chain specialist, Michigan
- John Bakker, Executive Director, Michigan Asparagus Advisory Board
- Mark Thomas, MSU Extension, Kalamazoo County

Articles, publications, and periodicals

- *Wall Street Journal* ("Local Grows on Wal-Mart," August 1, 2011; "How a Grocer Bagged Profits," Aug. 29, 2011)
- USDA Economic Research Service, "Direct and Intermediated Marketing of Local Foods in the United States," November, 2011.
- Regional Food Hub research (USDA, Agricultural Marketing Service, and Wallace Center National Good Food Network.
- "Acreage and Funding Goals for Farmland Preservation in Michigan: Targeting Resiliency, Diversity and Flexibility," (March 2006) by Soji Adelaja, Mary Beth Lake, Manuel Colunga-Garcia, Michael Hamm, James Bingen, Stuart Gage, and Martin Heller (Available at the MSU Land Policy Institute, landpolicy.msu.edu)
- Building Regional Supply Chains, FarmsReach
- *Fruit Growers News*
- *Vegetable Growers News*
- *Michigan Farm News*
- *The Packer*
- *Fresh Cut* magazine
- *The Produce News*

In-person interviews with specialty crop producers and related contacts included visits to the following for up-close information and photography:

- Southeast Michigan's Muck Valley (Imlay City area) and Macomb County. MSU Extension Educator Hannah Stevens organized a daylong tour in August to:
 - o Meet specialty crop producers in the Imlay City area, including an introduction to the area's Muck Valley and its regional food history. Contacts included staff at Helena Chemical in Imlay City and Rob Rider at Timmer Farms.
 - o Tour the Mike Pirrone Produce Company operations and nearby farm with owner Joe Pirrone
 - o Interview with George DeBruyn, farm market owner and specialty crop producer in Macomb County. The interview took place during an MSU "Twilight" field event there, which afforded the opportunity to talk with a number of additional local producers, such as nearby farm market operator George VanHoutte.
- Detroit Eastern Market for an early morning (1 a.m.) look at wholesale produce market operations. In addition to interview with manager Christine Quane, the visit included on-site interviews with producers and buyers, such as Rob Ruhlrig of Ruhlrig Farms and buyers for Papa Joe's Gourmet.
- Benton Harbor Fruit Market for an early morning (4 a.m.) look at wholesale produce market operations. Interviews with market manager Lee Lavanway; growers Fred Koenigshof, Owen Daly and others; buyers Matt Selmi, Bill Scheeringa, Barry Patejdl and others; and packer/shipper Above All Produce.

- Farm visits and interviews in West Michigan with Hart-area growers Todd Greiner Farms and Jerry Malburg and son, carrot growers.
- Pedro Bautista of Bangor, MI, to learn about the new Farmers on the Move cooperative that he and neighboring farmers have put together and their local/regional food marketing plans.

Key Learnings/Outcomes

- The trend toward more local options in food markets is here to stay, particularly the trend's emphasis on certifiable sustainable production and genuinely positive community food security and local economy outcomes.
- Supply chain innovations and investments are growing along with this consumer/buyer interest, such as smaller scale regional distributors developing new networks of local farm suppliers.
- Specialty crop growers are not well informed about some of these developments, such as significant university and hospital commitments to sourcing local foods. They are also doubtful that local food will amount to much for their operations given hurdles, such as new requirements for third-part food safety certification and an aging farm population more interested in winding down than gearing up their businesses.
- Those in the best position to seize new local and regional food opportunities are smaller scale farmers interested in growing up to wholesale volumes and mid-scale producers interested in new marketing directions. They have the volume, flexibility, and genuine farm stories and local community connections that the market wants.

Core Series and Outreach

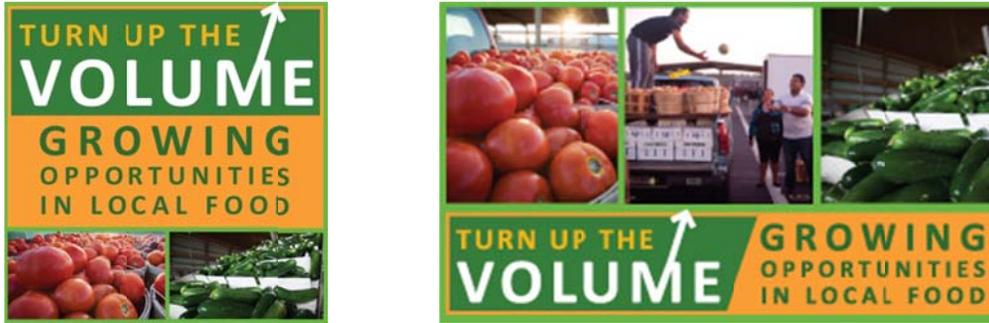
Based on research, our team pursued a communications strategy of introducing local and regional food markets as opportunities for a specialty crop farm's future; something to learn about and build into the future. One tactic was to introduce specialty crop audiences to growers and others investing in this new local food direction and provide evidence of supply chain innovations and related support, such as policy developments. Information and contacts collected during the research phase provided the basis for articles and other outreach that featured credible messengers and news for building interest in local market developments among Michigan specialty crop producers.

In the process, we developed a logo and tagline to capture this messaging. The core series and related content were branded under the *Turn Up the Volume* logo and tagline: *Growing Opportunities in Local Food*.

- **Positioning:**
Turn up the Volume (TUV) is a project to investigate local and regional food market potential for Michigan's specialty crop producers and then communicate the findings to the industry via a series of articles and other communications about innovations and investments that are making way for local food in wholesale supply chains.

The project aims to build bridges between the demand and supply sides of local food by highlighting the increasing number of entrepreneurs and opportunities in the middle. The objective is to provide information and connections that can help more entrepreneurs build these opportunities into their business futures.

- Logos:

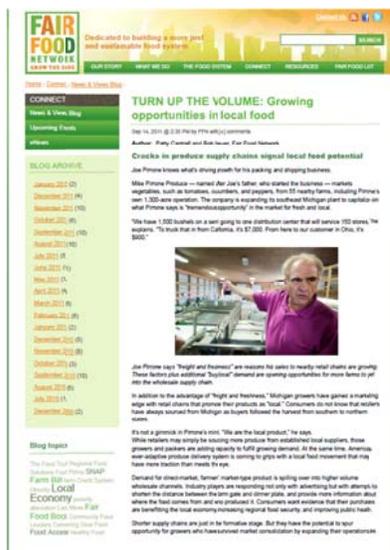


We identified that *Fruit Growers News*, *Vegetable Growers News*, and *Michigan Farm News* were top outlets for reaching Michigan specialty crop growers. We contacted editors about the project and a core, branded series of articles in development. The editors were amenable to printing and offered times in their editorial calendars for publication.

Our team produced a core series of articles that 1) introduced the emergence of local and regional markets as a growing opportunity for mid-scale specialty crop growers 2) covered supply chain innovations and examples and 3) reviewed local, state, and federal policy developments to support local and regional market development and benefits to farms.

The Core Series articles included:

- Financing Measure Could Boost Farm Production in Food Deserts**
(See Attachment: "Financing measure could boost farm production in food deserts_Fair Food Network.pdf")
- Cracks in produce supply chain signal local food potential**
(See Attachment: "Cracks in produce supply chains signal local food potential_Fair Food Network.pdf")
- Local demand re-shaping market links from farmer to consumer**
(See Attachment: "Local demand re-shaping market links from farmer to consumer _ Fair Food Network.pdf")
- Public health concerns spur produce market growth**
(See Attachment: "Public health concerns spur produce-market growth _ Fair Food Network.pdf")

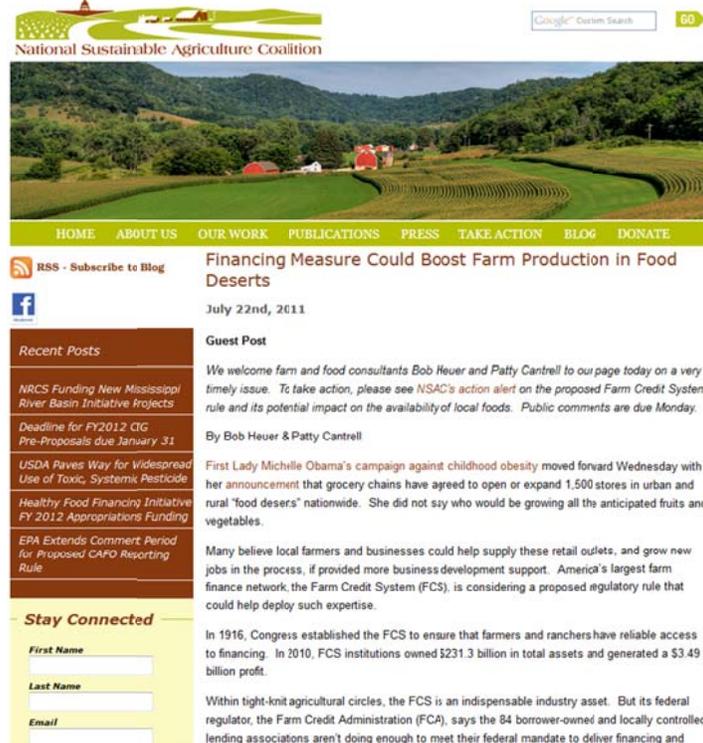




The biweekly tabloid, *Michigan Farm News*, published the core series in September and October, 2011, issues (Sept. 30, Oct. 15, Oct. 30). The monthly, sister magazines *Fruit Growers News* and *Vegetable Growers News* began publishing the core series in December and will continue publishing monthly in 2012.



In addition, these branded articles appeared on the National Sustainable Agriculture Coalition website.



The screenshot shows the homepage of the National Sustainable Agriculture Coalition. At the top, there is a navigation menu with links for HOME, ABOUT US, OUR WORK, PUBLICATIONS, PRESS, TAKE ACTION, BLOG, and DONATE. Below the navigation is a large landscape photograph of a farm. The main article is titled "Financing Measure Could Boost Farm Production in Food Deserts" and is dated July 22nd, 2011. The article is a guest post by Bob Heuer & Patty Cantrell. The article text discusses the Farm Credit System (FCS) and its role in providing financing to farmers and ranchers. A sidebar on the left contains a "Recent Posts" section with links to various news items, an "RSS - Subscribe to Blog" button, and a "Stay Connected" section with input fields for First Name, Last Name, and Email.

The series was promoted as a Turn Up the Volume collection on the Fair Food Network website and through Facebook/Twitter, along with a narrated video using photographs from the project's in-person interviews and tours.



We also developed a photo library from the in-person interviews for art included in logo development, article publication, public presentations, and a project brochure and video.



In addition to this content and dissemination, the Turn Up the Volume message and examples was brought to specialty crop audiences through the following:

- Presentation for Michigan Commodity Association executives at Greenstone Farm Credit Services in Lansing, October 18, 2011
- Presentation for the Michigan Agriculture Commission in Lansing, November 9, 2011
- Presentation of materials and interaction with specialty crop growers through a booth at the December 6-8 Great Lakes Fruit, Vegetable, and Farm Market Expo (GLEXPO).
- See Attachment: "FFN_Presentation_MICommodExec.pdf"



Print Piece and Feedback

Prior to Great Lakes Fruit, Vegetable, and Farm Market Expo (GLEXP0), our team produced a print piece for general outreach use and mailing to specialty crop growers across Michigan. Through GLEXP0 sponsors - the Michigan State Horticultural Society and the Michigan Vegetable Council - the project was able to utilize a mailing list of 1,603 Michigan fruit and vegetable growers (previous GLEXP0 attendees).

In addition to the Turn Up the Volume message and examples, the mailer included contact information and actionable steps producers could use. The "go-to" list in the mailer included contacts for farm-to-school and farm-to-hospital marketing, as well as contacts for a number of regional food hubs in existence or development in Michigan.

TURN UP THE VOLUME GROWING OPPORTUNITIES IN LOCAL FOOD

THE FOOD SUPPLY CHAIN IS LOCALIZING. COULD YOUR FARM BENEFIT?

America's even-adapted produce delivery system is coming to grips with a local food movement that has more traction than meets the eye. A new USDA study shows nearly \$5 billion in local food sales nationally. That's four times previous estimates, with three times as much moving through intermediated channels as through direct-marketing channels.

In Michigan, food service companies are offering more varieties of fruits and vegetables from more farms. Distributors are seeking growers who can brand their story. "Food hubs" are emerging to aggregate products for regional sale.

Mid-scale farms in particular and smaller farms expanding to wholesale can offer the reliable supply and local stories these markets want. Success for farms in this sector spells economic development, farmland preservation, and quality of life for rural and urban Michigan.

Schools, hospitals, and universities are leading large-volume buyers, with food manufacturers and retailers seeking Michigan products as well. State agencies are stepping up to help Michigan farms seize such opportunities, including the public health need to get more fruits and vegetables to more people.

FROM MICHIGAN. FOR MICHIGAN.

TURN UP THE VOLUME provides an overview of Michigan's changing food supply chain and a "go to" list of people and organizations that can help you connect to emerging local food markets.

FAIR FOOD NETWORK

IT'S TIME!

TURN UP THE VOLUME GROWING OPPORTUNITIES IN LOCAL FOOD

THE FOOD SUPPLY CHAIN IS LOCALIZING. COULD YOUR FARM BENEFIT?

FROM GROWER TO BUYER, NEW BUSINESS RELATIONSHIPS ARE FORMING

PRODUCERS
For example, George Godwin of Macomb County is trying farm-to-school sales in 2011 as another outlet for his third-generation, urban-edge operation.
FACT: Since 2004 Michigan has gone from zero to 60 farm-to-school procurement programs, nationally, nearly 25,000 schools are hooked.

BUYERS
In addition to schools and hospitals, food manufacturers and retailers increasingly want local supply.
FACT: "We cannot battle enough local demand today," says Mike DiBernardo of the Michigan Department of Agriculture & Rural Development.

DISTRIBUTORS
Christina Foods of Chicago and Seco Grand Rapids are among many distribution ramping up a broader supply network to meet new demand for Michigan foods.
FACT: More than half of the hospitals in Michigan have pledged since early 2011 to obtain 20 percent of their food locally by 2020.

Regional Food Hubs **A STARTUP LIST**

- Detroit Eastern Market
Christine Quinn, 313.833.9300, cquinn@detroiteasternmarket.com
- Grand Traverse Regional Market
Rob Senne, 231.256.8888, rsenne@trmsu.edu
- Upper Peninsula Food Hub Cooperative
Matt Gougeon, 906.225.6571, mg@upperpenfoodcoop.com
- Washtenaw County Food Hub
Kim Bayer, 314.277.1017, kbayer@gmail.com
- Four Seasons Produce Cooperative
Jane Bush, 517.333.2240, bushj@fourseasons.org

Go-To List **LOCAL MARKETING PART OF YOUR FARM'S FUTURE?**
Here are some contacts for connecting to new local and regional opportunities.

- Michigan Farm to School — mfarmtooschool@msu.edu
Colleen Matts, 517.437.0330, matts@msu.edu
- Healthy Food Hospitals — healthyfoodhospitals.org
Hillary Bonnett, 734.369.9212, hbonnett@hccocenter.org
- Michigan Food Policy Council — michigan.gov/foodpolicy
Jane Whitacre, 517.243.3967, whitacroj@michigan.gov
- Marketing Guide — michigan.gov/foodmarketingsguide
A comprehensive resource from the Michigan Department of Agriculture & Rural Development.
Jeanne Hausler, 517.379.9790, hauslerj@michigan.gov

TURN UP THE VOLUME is a project of the nonprofit Fair Food Network, with Specialty Crop Block Grant support from the Michigan Department of Agriculture & Rural Development. More at fairfoodnetwork.org/whatsnew/project/tuv

(See Attachment: FFN_TUV_Brochure-Mailer.pdf)

Growers received the mailing just prior to attending GLEXP0. A number of them stopped by the project's GLEXP0 booth who reported that the news of growth in local and regional markets was encouraging to them and that specific examples in the articles were helpful.

7.) Identify Changes Needed in the Supply Chain

Our work throughout the project enabled us to garner insight into the barriers and opportunities facing the specialty crop supply chain. We were able identify actionable recommendations for developing a sustainable local food supply chain through a continuous working relationship between growers, processors, distributors and buyers. Our ideas and recommendations include the following:

- More reliable communication to growers about specialty crop demand and trends.
 - o Commitment to gather this information annually and publicize and disseminate it to growers.
 - o Local extension agents, such as MSU, serve as a resource for trend communication.
- More research in season extension and hoop house technology.
- More investment in infrastructure/food storage capacity to accommodate season extension.
- Tax breaks, financial incentives, or other alternatives to offset the cost of GAP certification.
- Increased access to capital for new farmers, processors, and aggregation facilities.
- Review of city/state regulations and licensing to enable easier business expansion.
- Increased technical support for nutrition labeling, product labeling, and packaging.
- Increased support in the following services:
 - o Human Resources / Technical
 - o Loan/Investment
 - o Marketing
 - o Economic Development
 - o Logistics
- Development of B2B networks to spur new business development, networking, and sharing.
- Development of food hubs:
 - o Increased investment in new food hub ventures.
 - o Increased aggregation of supply into food hubs, making processing, packing, and distribution easier.
 - o Creation of new tools that connect growers to hubs to distributors that can aid buyers in ordering/acquiring Michigan grown produce.
 - o Creation of a Food Hub Network to manage the overall process.

Beneficiaries

The immediate beneficiaries of this project include:

- New and existing growers eager to seize emerging market opportunities for their specialty crops.
- Businesses in southeast Michigan who are interested in marketing locally-grown specialty crops.
 - o According to the Eastern Market Corporation, there is the potential to add 250 jobs to the local economy and help retain 500 jobs through expansion of existing processor operations and the creation of new ventures for specialty crop production. With the expansion of one existing processor/distributor or the creation of one new venture, there could be new investment of up to \$5.5 million into the local economy. The industry impact would be experienced through retention of more existing growers, recruitment of new growers eager to take advantage of emerging opportunities, expansion of value added outlets for Michigan grown crops, and the reinforcement of Eastern Market as a local food system hub. Currently, there are approximately 50 larger growers with multi-level sales outlets that would benefit immediately from developing new sales channels.
 - o A more effective distribution system will also enhance the ability of the supply chain to deliver wholesome food products to areas of the Detroit market that currently have limited access to such products. Each year, the SNAP food assistance program distributes nearly \$450 million in food assistance benefits to Detroit residents. Our Double Value Coupon pilot project conducted by FFN in 2009 showed a 30% increase in sales of Michigan-grown fruits and vegetables at participating farmers' markets in 5 urban markets in Detroit, spotlighting the pent-up demand for fresh, healthy food. Clearly, the potential for cultivating a locally grown specialty crop food economy in Detroit and SEMI is enormous.

The long-term beneficiaries would include:

- Specialty crop growers who would benefit from the local foods momentum,
- Current and new employees of projected processing facilities
- Children of DPS
- Thousands of Bridge Card holders
- Citizens of Michigan who would be consuming local produce at the schools, institutions, stores, restaurants, and homes. We anticipate the following numbers of people have been or will be affected:
 - o More than 50 growers
 - o 1,000 employees of new and existing ventures
 - o 75,000 DPS students
 - o 485,021 people in Wayne County alone who are on food assistance
 - o A wide variety of consumers at Michigan stores and restaurants

Contact Person

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ohesterman@fairfoodnetwork.org.

Additional Information

The following is a list of separate attachments related to this report that presents results of some of our work and materials that were created during the process.

- FFN_Roster of Local-Regional Growers.pdf
- FFN_Baseline Survey_Local-Niche Buyers.pdf
- FFN_Local-Niche Buyer_SurveyResults.pdf
- Metro_Detroit_Institutional_Food_Buyers_Survey.pdf
- FFN_Local_Food_Processors_Directory.pdf
- Processor Survey.pdf
- FFN_SpecialCrop_CommPlan.pdf
- FFN_Presentation_MICommodExec.pdf
- FFN_TUV_Brochure-Mailer.pdf

Additional Supplements

- FFN_Roster of Local-Niche-Institutional Buyers.pdf