

An aerial photograph of a rural landscape. In the upper left, there's a small pond surrounded by trees. A road runs diagonally from the top center towards the bottom left. The landscape is filled with green fields, some of which are planted in rows, suggesting agricultural use. There are several small buildings or barns scattered across the middle ground. The background is a dense forest of tall trees.

EXTENSION & LOCAL GOVERNMENT PARTNERSHIPS FOR ECONOMIC & COMMUNITY DEVELOPMENT

Building Resilient Local Food Economies in North Carolina

November 15, 2016 | NC Cooperative Extension Annual Conference

PRESENTERS

- Laura Lauffer Small Farms Project Coordinator, North Carolina Agricultural and Technical State University, Cooperative Extension & North Carolina Growing Together, CEFS
- Becky Bowen *Program Manager, CULTIVATE NC, North Carolina Cooperative Extension North Carolina State University*
- Susan Jakes, Ph.D., Associate State Program Leader, Community and Rural Development, Extension Assistant Professor, North Carolina Cooperative Extension, *North Carolina State University*
- Marcus Hill, Lead Coordinator, Forsyth Community Food Consortium

INTEGRATING GOVERNANCE WITH LOCAL FOOD SYSTEMS DEVELOPMENT



Local food systems are reliant on partnerships with local and regional governments, who can help with:

- Regional and local coordination of projects and goal-setting
- Assistance with spatial and data-based analysis
- A deep knowledge of the communities served
- Awareness of the connections between and across communities
- Partnerships at multiple decision-making levels
- Knowledge of community input & feasibility processes
- Access to technologies and innovations
- Interaction with state and federal agencies
- Access to funding
- Evaluation & impact analysis



Local food systems offer solutions to many significant social, cultural, and built environment issues – which is appealing to local governments.

Local food economies can also encourage place-based benefits that are specific to a community's natural, built, and human resources.

GROUP DISCUSSION

Do you have any experience working in policy discussions or planning meetings around ag as economic development? Examples

Can you speak to the difference between local or place based agricultural economic development vs big ag? (team we talked about this question it may need refining)

Have you worked with food policy councils?

Discuss in small groups of 3 to 4, for 10 minutes then report out

COMMON ECONOMIC DEVELOPMENT TERMS AND DEFINITIONS

*AS THEY RELATE TO
AGRICULTURE*

- Agricultural Economic Development
 - Encompasses financial and regulatory structures that encourage farm success
 - Includes policies that impact food processors and other supply chain businesses, including transportation
 - Can include local incentives
 - Relies on both state and local developers working together towards common recruitment, retention, and expansion goals
- Community Development
 - Projects which aim to improve the quality of life in communities, with or without economic impact (community gardens, access to food, incubator farms, and other projects are common food-related projects, along with housing, parks, and assistance)
- Planning & Development
 - Local & regional planning divisions perform a number of services that interact with agriculture
 - Zoning and regulations (bona fide farm exemptions, tax rates)
 - Long-range and strategic planning (farmland protection, economic development priorities)

AGRICULTURAL ECONOMIC DEVELOPMENT IN NORTH CAROLINA

What is agricultural economic development?

- Agricultural economic development (AED) addresses the **creation, retention, expansion, and recruitment of agricultural and food-related businesses in a town, county, or region. AED efforts work with farmland preservation planning; long-range or strategic planning; and traditional economic development.**

Who handles agricultural economic development?

- AED is typically managed either by hiring specific staff (an Agricultural Economic Developer or Agricultural Economic Development Director) or integrating duties in existing staff job descriptions (usually economic development or long-range planning staff). **Either way, responsibility for AED must be assigned through a policy establishing the goals and standards of an AED program.**

What are the policy changes that support agricultural economic development?

- A Farmland Protection Plan and its associated advisory board;
- An ag-specific goal in the Comprehensive or Strategic Plan;
- A specific policy statement through planning, such as inclusion of ag-specific regulations in the UDO (Unified Development Ordinance) or individual ordinances;
- The incorporation of ag ED into the economic development strategy or plan;

What's currently happening with AED in North Carolina ?

- There are at least ten counties or cities that are researching how to establish and fund agricultural economic developers at the local government level. In addition, the [Economic Development Partnership of NC](#) is pursuing statewide recruitment of food processors.

- **Mark Williams, Henderson County**
Focus: Apple Industry
www.agrihc.org

- **Dawn Jordan, Polk County**
Focus: Markets and Mill Spring Ag Center www.polkcountyfarms.org

- **Mike Ortosky, Orange County**
Focus: Regional Markets & Processing
www.growinorangenc.com

- PFAP: <http://pfapnc.org/>

Mike Dupree, Durham County
Focus: Agribusiness, Bull City Cool
<http://dconc.gov/government/departments-f-z/soil-water-conservation-district/ag-economic>

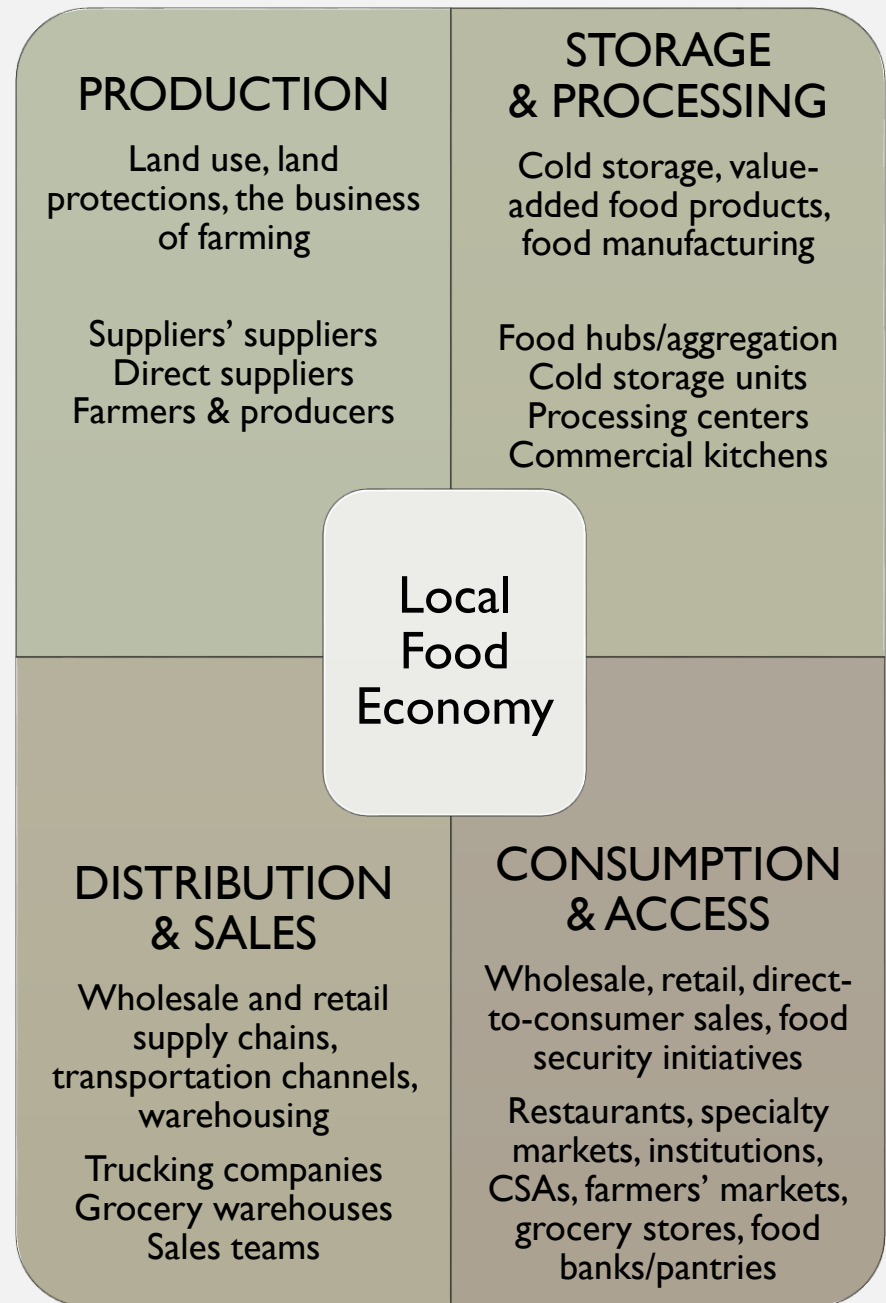
LOCAL FOOD ECONOMIES-

*WHERE AG AS
ECONOMIC
DEVELOPMENT CAN
HAVE AN IMPACT*

Local food economies encompass everything that is associated with a local food system.

This includes the entire food supply chain – from production to consumption – as well as affiliated businesses and structures.

When we look at
all of these pieces
we see the whole



COLLABORATIVE OPPORTUNITIES IN LOCAL FOOD ECONOMIES



Leveraging Collaboration for Successful Projects

The development of local food economies relies on nontraditional partners and a regional approach to infrastructure, transportation and land use.

PARTNERS

- Traditional partners (other local government staff, councils of government)
- Ag partners (Extension Service, NCDCA)
- Nontraditional partners (public health, transportation & infrastructure, small business centers & workforce development, SWCDs)
- Community partners (food councils, nonprofits, faith-based groups, land trusts)
- Higher education partners (universities and community colleges)
- Nonprofits & NGOs
- Social networks

NORTH CAROLINA SUCCESS STORIES

Comprehensive & Strategic Planning: Agricultural Economic Development Plans

- Examples: [Henderson County](#), [Durham County](#)

Community Food System Assessments

- Example: [Cape Fear COG](#)

Infrastructure/supply chain mapping analysis

- Examples: [LFI Map](#); [Piedmont Triad Regional Council](#)

Regional agricultural economic development directors

- Examples: [Durham](#), Henderson, Polk, [Orange](#)

Regional support & coordination for food policy councils and/or food collaboratives

- See [Community Food Strategies](#)' work with councils of government

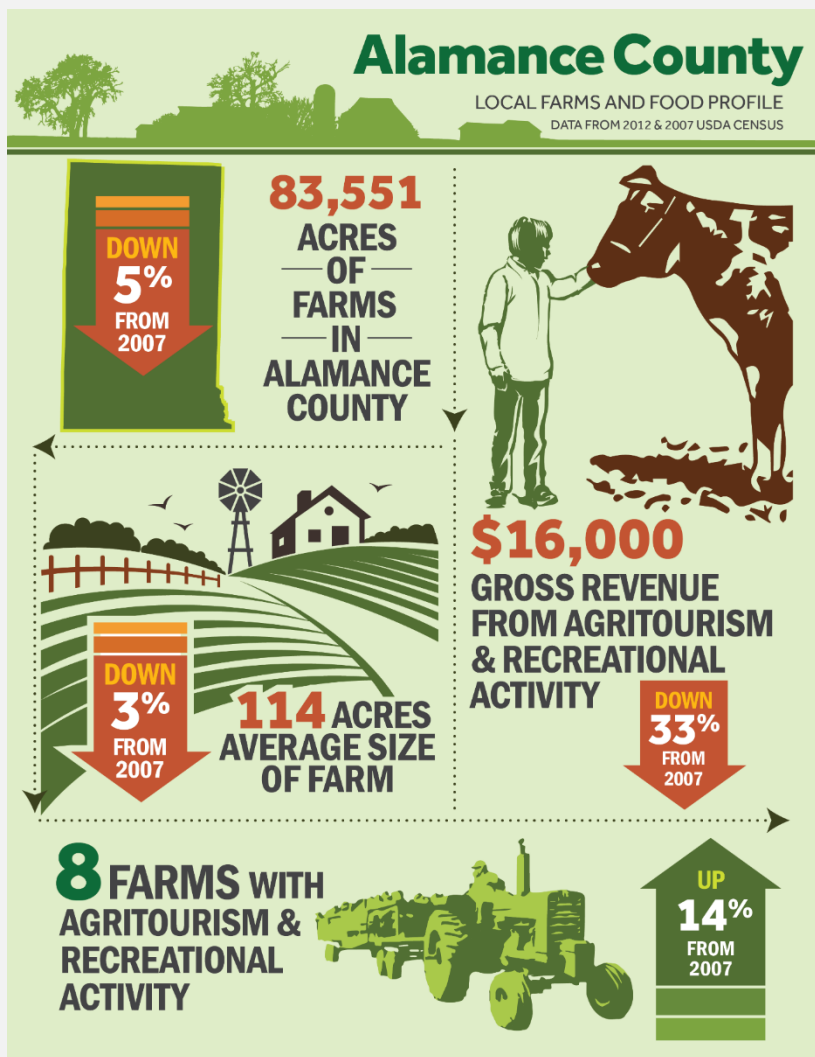
Business development & entrepreneurship

- Examples: [Appalachian Farm School](#), [Vance-Granville Ag Entrepreneurship Program](#), [Piedmont Food & Ag Processing Center](#)

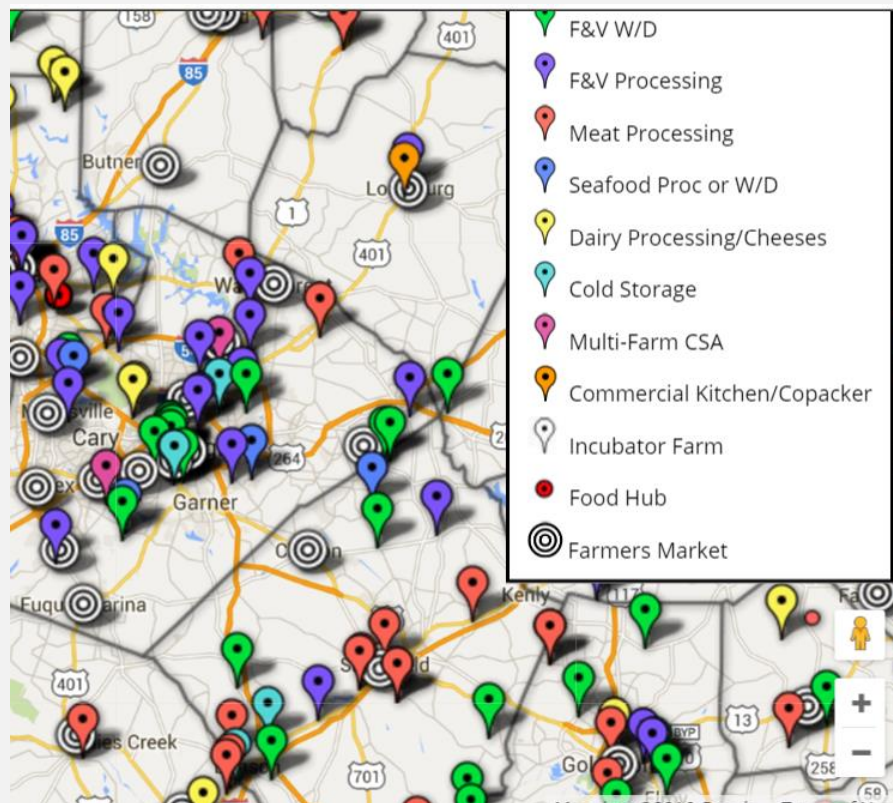
Zoning and land use strategies & policies

- Examples: [Town of Matthews](#), [City of Winston-Salem/Forsyth County](#)

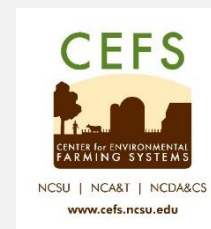
NCGT & CEFS: RESOURCES AND TOOLS



[CEDS Responses to survey](#)



[Infrastructure map](#)

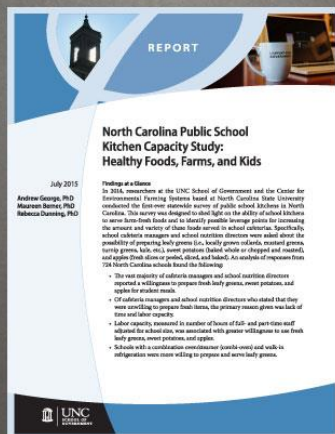


WWW.LOCALFOODECONOMIES.ORG

NCGT & CEFS: RESOURCES AND TOOLS



NCSU | NCA&T | NCDABCS
www.cefs.ncsu.edu



North Carolina Public School Kitchen Capacity Study: Healthy Foods, Farms, and Kids (2015)

NC PROCESSORS THAT SLAUGHTER, PROCESS, & VACUUM PACKAGE FOR FARMERS

This report identifies NC processors that slaughter, process, and vacuum package for farmers. This report lists 7 processors that provide whole animal services for farmers that sell slaughter, process, and vacuum package for farmers. This report lists 7 processors that provide whole animal services for farmers that sell slaughter, process, and vacuum package for farmers.

NO PROCESSORS THAT SLAUGHTER, PROCESS, & VACUUM PACKAGE FOR FARMERS	Slaughter	Process	Meat Products	Processing Methods	Location	Year	Processor Name	Processor Address	NC State Address
1. Blue Ridge Meat Processing 1000 NC Highway 22 Henderson, NC 27534 (704) 438-1000	Cattle, Hogs, Sheep, Goats	Ham, Bacon, Sausage, Brisket, Beef, Pork, Chicken, Turkey	Meat Products	Vacuum Bag, Brine, Pickle	Henderson, NC	2014	Blue Ridge Meat Processing	1000 NC Highway 22 Henderson, NC 27534	NC State Address
2. Mountain State Processing 1000 NC Highway 22 Henderson, NC 27534 (704) 438-1000	Cattle, Hogs, Sheep, Goats	Ham, Bacon, Sausage, Brisket, Beef, Pork, Chicken, Turkey	Meat Products	Vacuum Bag, Brine, Pickle	Henderson, NC	2014	Mountain State Processing	1000 NC Highway 22 Henderson, NC 27534	NC State Address
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NC Processors That Slaughter, Process, & Vacuum Package For Farmers



Grower-Buyer Connections Planning Guide

Produced by CEFS and NC Cooperative Extension, this document is a response to Extension Agents' requests for "hard facts and sound statistics" that could be paired with more general statements about the benefits of local food systems.

Research-Based Support and Extension Outreach for Local Food Systems (2013)

A GUIDE FOR LOCAL GOVERNMENTS ON BUILDING LOCAL FOOD ECONOMIES

Planning & Land Use for Local Food Economies: planning, land use, and zoning issues that directly impact farms, food businesses, and other contributors to the local food economy;

Economic & Community Development for Local Food Economies: strategies for the retention, creation, expansion, and recruitment of farm and food businesses; and

Collaborating for Growth: recommendations for non-traditional partnerships and inclusive planning that brings together disparate elements of local food economies.

[Local food economies as a business retention & expansion tool](#)

Wholesale Markets for Local Foods

Local Foods in Groceries, Convenience Stores, and Corner Markets

Local Foods in Institutions

Vacant Land for Food Systems

Agritourism

[Emerging Strategies](#)

Conservation Development & Agrihoods

Support for Food Trucks & Niche Food Businesses

Military Food Systems Planning Initiatives



NCGT & CEFS: RESOURCES AND TOOLS

FOOD SYSTEMS PLANNING PROCESS

COMMUNITY FOOD STRATEGIES



MAKE IT LAST

- Comprehensive plans are just the start
- Adopted policies and programs
- Committed funds & staff



COMMUNITY

- Food policy councils
- Community partners
- Bridging social capital



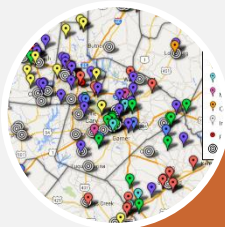
REGULATIONS

- Zoning updates
- Farmland preservation plan
- Bona fide farms



ECONOMICS

- Local government purchasing
- Market analysis & support
- Agricultural economic development
- Business & entrepreneurship development



ASSESSMENT

- Data, GIS
- Food System Assessments
- Farmland inventory
- EQUITY

WHERE YOU CAN GO FROM HERE

Key Actions

- ☐ If you don't already meet regularly with your county or town government staff...fix that!
- ☐ Meet with your local SBC and SBTDC directors to discuss business support for farm and food clients.
- ☐ Join your local food council, or help start one.
- ☐ Utilize existing resources (don't reinvent the wheel) to train other agents and staff on how to interact with governments.

- **Maximize supply chain development by gathering accurate information. See supply chain map [here](#)**
- **Promote the NC 10% Local Food Marketing Campaign** and support governments in reviewing procurement policies.
- **Convene meetings of extension agents and agriculture advisory boards with city/county managers, planners, tourism managers, and economic developers** to discuss issues and explore initial topics for prioritization.
- **Support governments starting or joining a food policy council.** Regional COGs can provide structural support for councils that work directly with local groups in each county or metro area.
- **Help governments learn from other successful projects to add Agricultural Economic Development Plans to their comprehensive economic development strategies.** Examine ways that existing staff or proposed new hires could serve as agribusiness managers or agricultural economic developers in future years.

NATIONAL & STATE RESOURCES AND TOOLS

USDA's [Economic Impact of Local Foods Toolkit](#)

USDA's [Farm to Fork](#) Resources

[American Planning Association](#)

[Southern SAWG](#)

[National Institutes of Health](#)

Food Environment Database (resources by county): <http://www.ers.usda.gov/data-products/food-environment-atlas.aspx>

USDA Economic Impact of Local Foods Toolkit:
www.localfoodeconomics.com

NC Department of Agriculture
www.ncagr.gov

NC Cooperative Extension
<https://www.ces.ncsu.edu/local-county-center/>

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Development & entrepreneurship

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Entrepreneurship Program](#), [Piedmont Food & Ag
Processing Center](#)

Zoning and land use strategies & policies

Examples: [Town of Matthews](#), [City of Winston-
Salem/Forsyth County](#)

**Food system placemaking is on the leading edge of
innovative, multi-disciplinary governance strategies.**

**The next decade will see national leaders emerge,
addressing agricultural & food-based economic
development through regional planning and
coordinated statewide efforts.**

**Agriculture not only gives riches to a nation –
but the only ones she can call her own.**

Samuel Johnson

LOCAL AGRICULTURE AS AN ECONOMIC DRIVER WARREN COUNTY FOOD WORKS VIDEO



Data sources used in this presentation include:

- NC Agriculture & Agribusiness Statistics, NCSU, 2016: https://www.cals.ncsu.edu/agcomm/news-center/wp-content/uploads/2016/05/2015_083-WaldenAgBusinessReport-051116.pdf
- USDA ERS & AMS, 2011-2016, citations from Community & Local Government Guide to Developing Local Food Systems, CEFS, NCSU: <https://cefs.ncsu.edu/resources/a-community-and-local-government-guide-to-developing-local-food-systems-in-north-carolina-2013/>
- Growing Food Connections Policy Database, SUNY-Buffalo, 2016: <http://growingfoodconnections.org/tools-resources/policy-database/general-search-policy-database/>
- UNC School of Government Local Food Resources: <https://www.sog.unc.edu/search/#!/search/local%20food>
- Farmland Information Center, 2016: <http://www.farmlandinfo.org/statistics>
- APA Food Systems Planning Working Group: <https://www.linkedin.com/groups/3930672/profile>
- National Farmland Trust, 2016: <https://www.farmland.org/our-work/areas-of-focus/farmland>

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- www.localfoodeconomies.org
- www.ncgrowingtogether.org