

# Leveraging Urban Food Markets to Support Rural-Urban Linkages & Regional Economic Development

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Kansas Rural Center 2019 Farm and Food Conference

Wichita, Kansas

November 9, 2019





GARDEN

organic produce organic produce

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**DOUBLE YOUR FOOD DOLLARS**  
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**BUY \$1** FRESH FRUITS & VEGGIES  
**GET \$1** FRESH FRUITS & VEGGIES  
**USE DOUBLE UP HERE!**

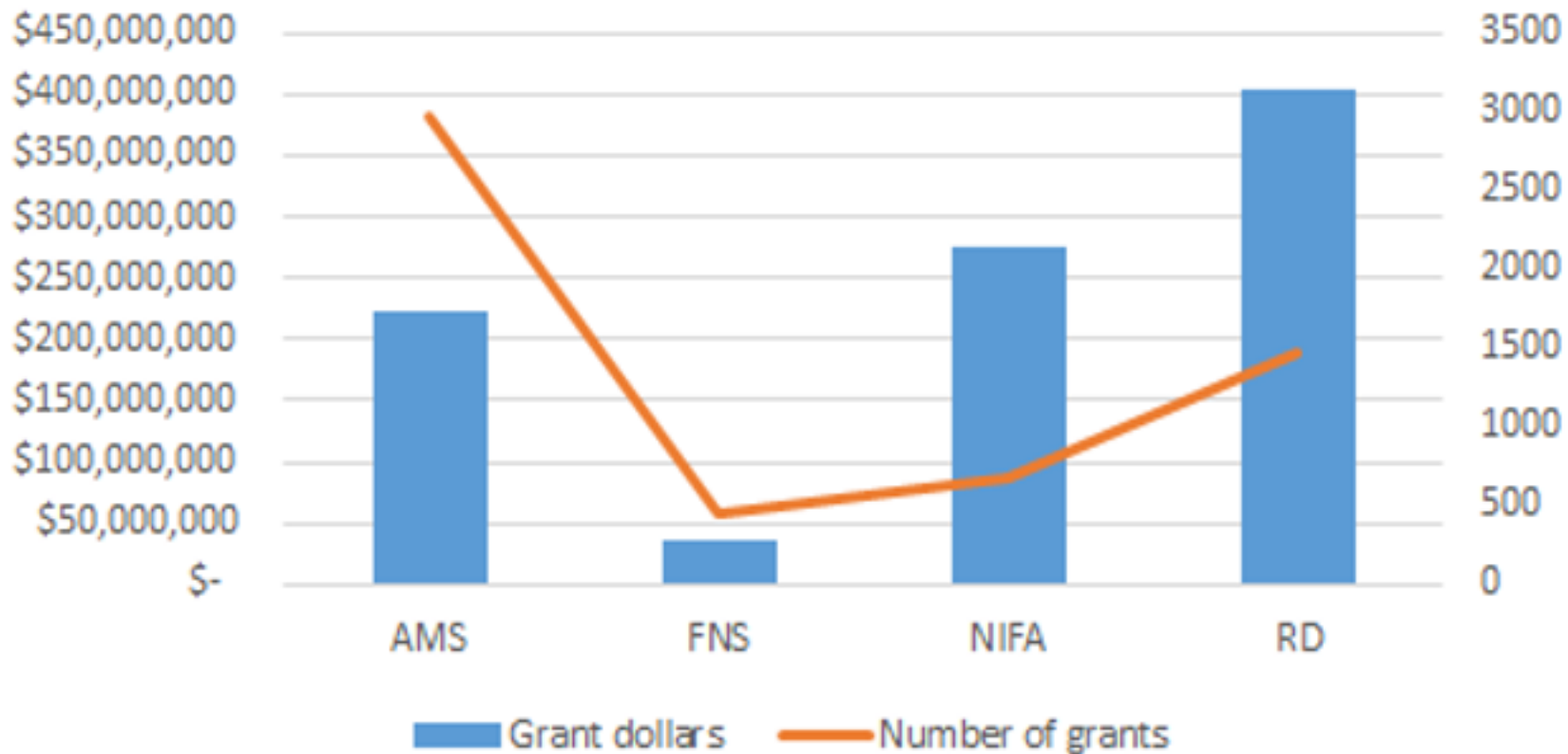
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# Opportunity: Selected USDA Investments in Local and Regional Food Systems since the 2008 Farm Bill by Agency



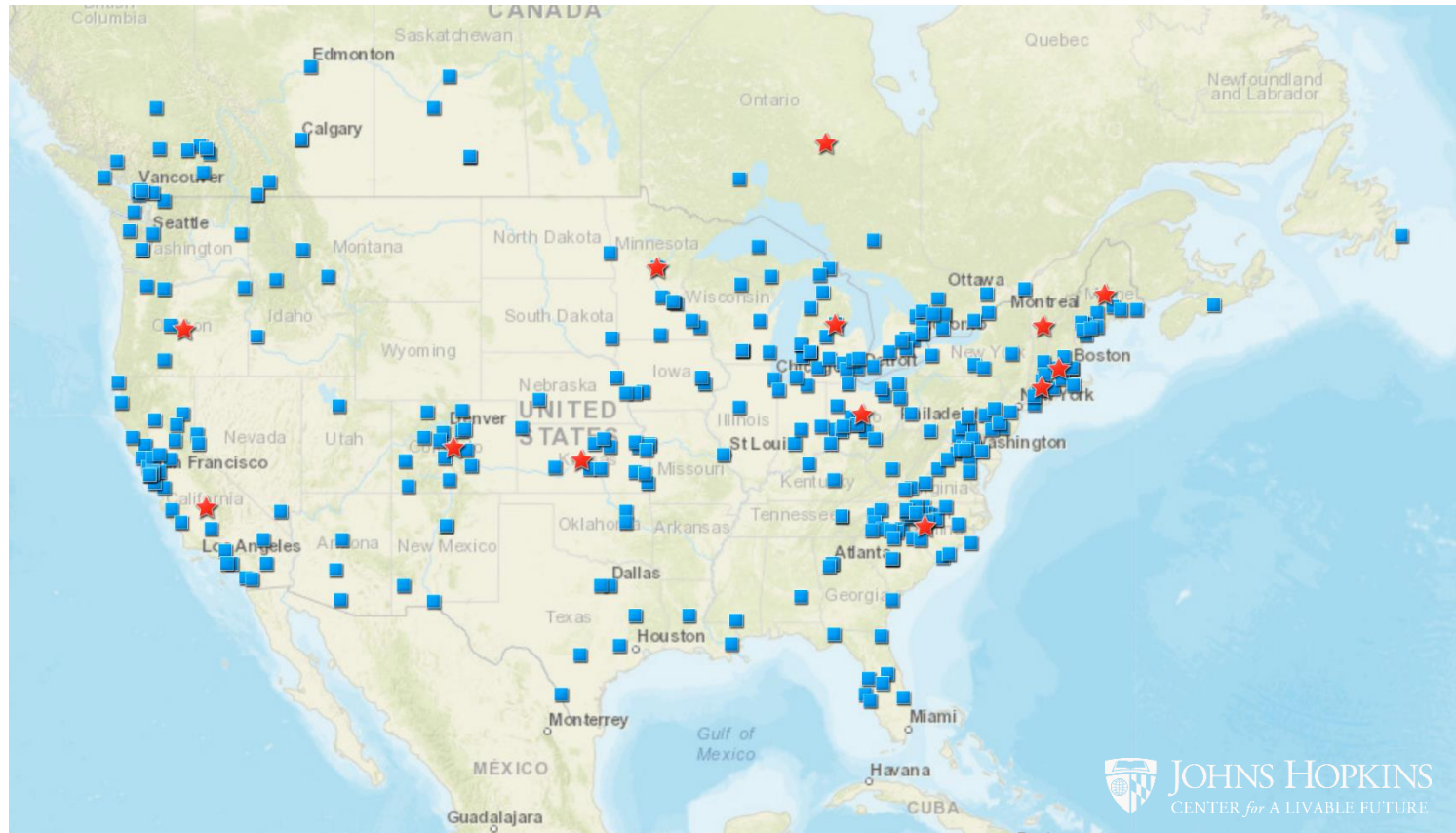
Clark, J.K. and B.B.R. Jablonski. 2018. "Federal Policy, Administration, and Local Food Coming of Age." Choices. Quarter 3. Available online: <http://www.choicesmagazine.org/choices-magazine/theme-articles/the-promise-expectations-and-remaining-questions-about-local-foods/federal-policy-administration-and-local-food-coming-of-age>

Notes: AMS = Agricultural Marketing Service; FNS = Food and Nutrition Service; NIFA = National Institute of Food and Agriculture; RD = Rural Development)



# Opportunity: Leveraging Municipal Procurement

## Food Policy Networks Map, North America



- In 2016, over 300 active Food Policy Councils (Sussman and Bassarab 2017)
- 52 Food Policy Councils published food plans between 2010 and 2017.

Source: Johns Hopkins Center for a Livable Future, 2019



# Opportunity: Leveraging Municipal Procurement



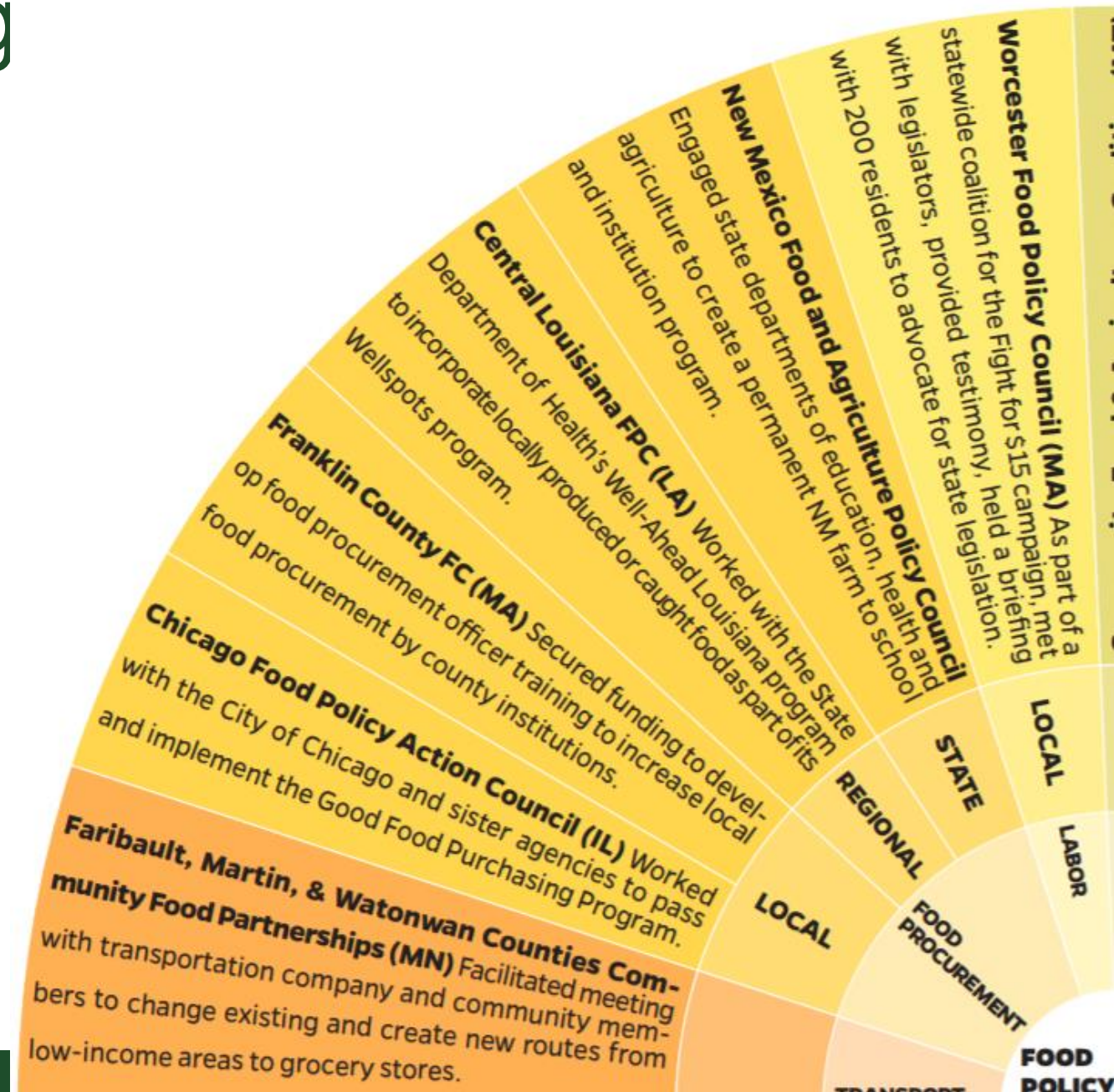
Source: Johns Hopkins Center for a Livable Future

# Opportunity: Leveraging Municipal Procurement



Source: Johns Hopkins Center for a Livable Future

# Opportunity: Leveraging Municipal Procurement

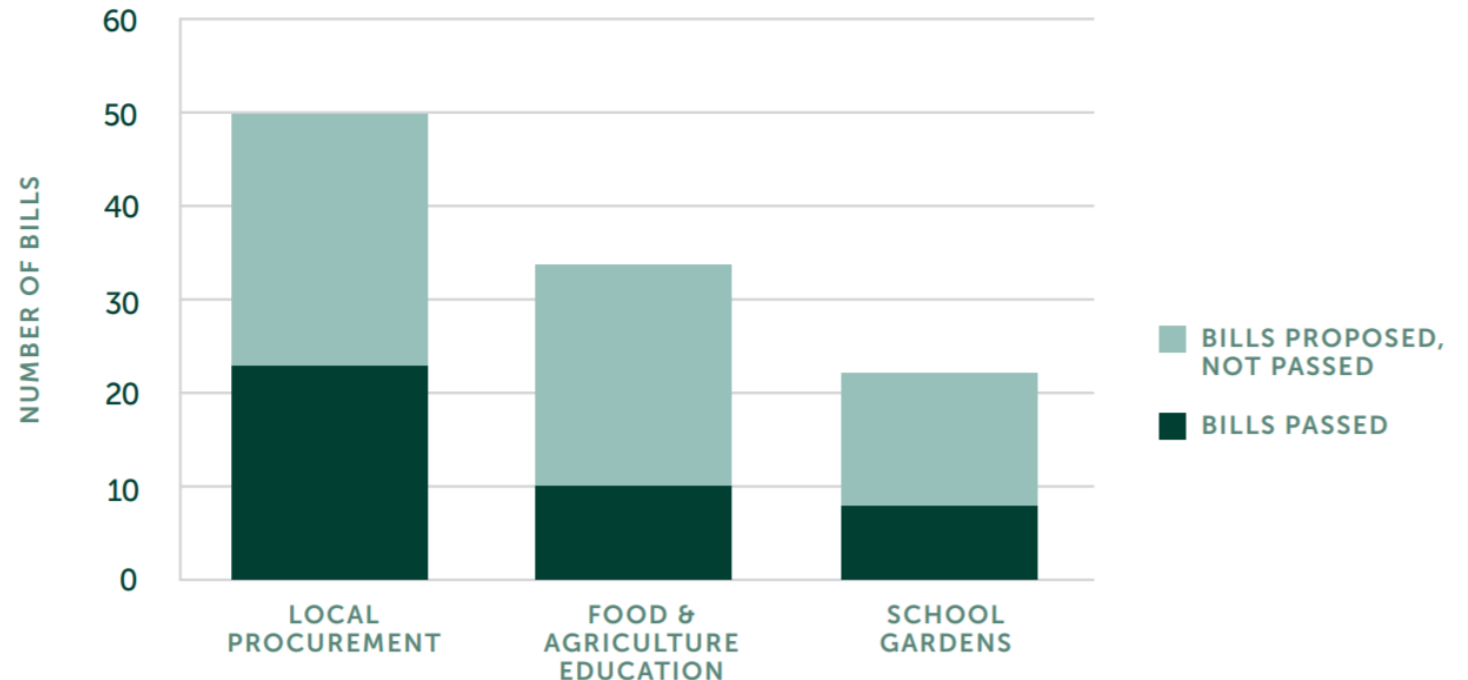


Source: Johns Hopkins Center for a Livable Future

# Opportunity: Leveraging National School Lunch Program to Create Value Added Markets for U.S. Producers

- Over 100,000 schools across the U.S.
- 30.5 million students
- \$12.99 billion in the National School Lunch Program

Bills Relating to the Core Elements of Farm to School



Source: National Farm to School Network 2019.





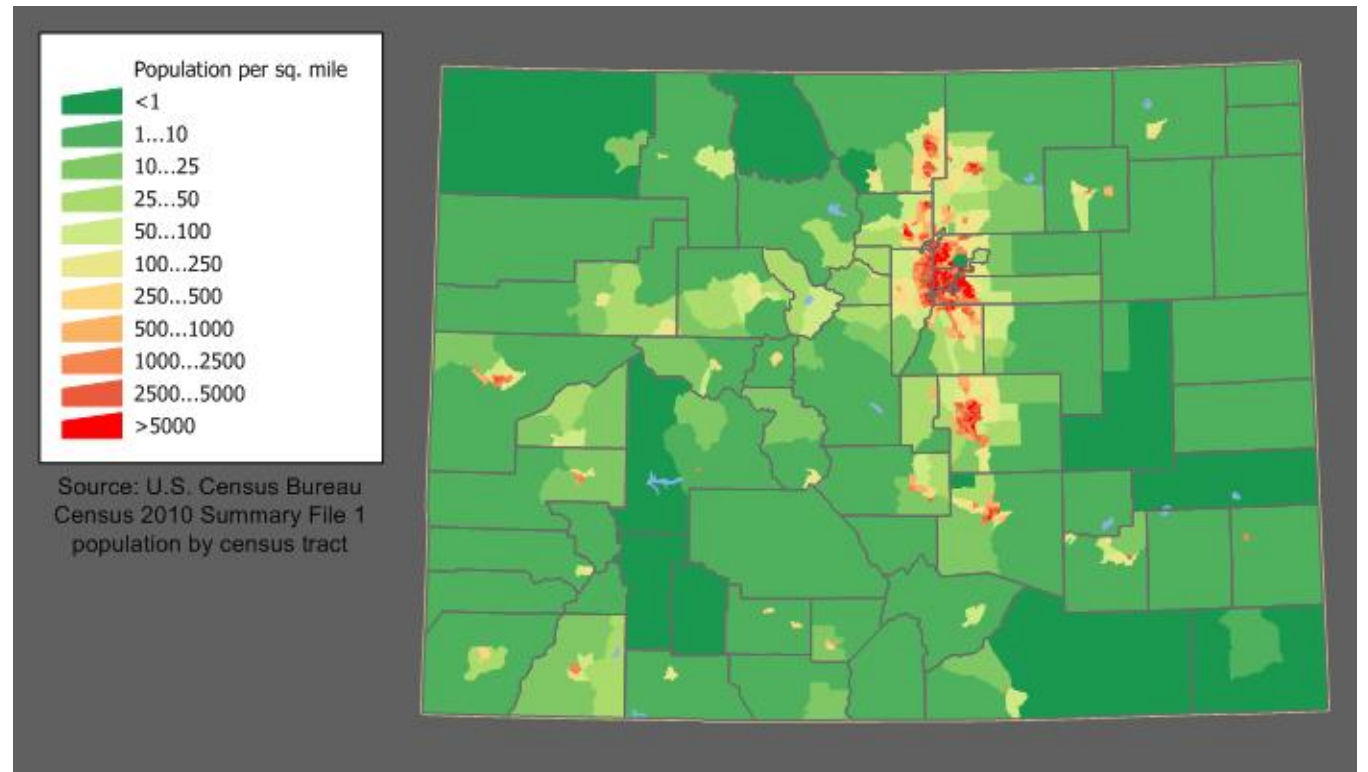
# Opportunity: Denver's Food Procurement

	Total Spend	Local Spend
Denver County Jail	\$ 2.9 M	\$ 348,000
Boulder Valley School District	\$ 8.0 M	\$ 200,000
Denver Public Schools	\$20.0 M	\$ 4.0 M
Greeley-Evans Weld 6	\$ 4.8 M	\$ 800,000
University of Denver	\$ 3.3 M	
Regis	\$ 1.7 M	\$ 200,000
Children's Hospital	\$ 5.0 M	\$ 250,000
Longmont United		
	<b>\$ 45.7 M/year</b>	<b>\$ 5.8 M/year</b>

<https://www.denvergov.org/foodplan>



# Food systems development strategies involve rural-urban linkages



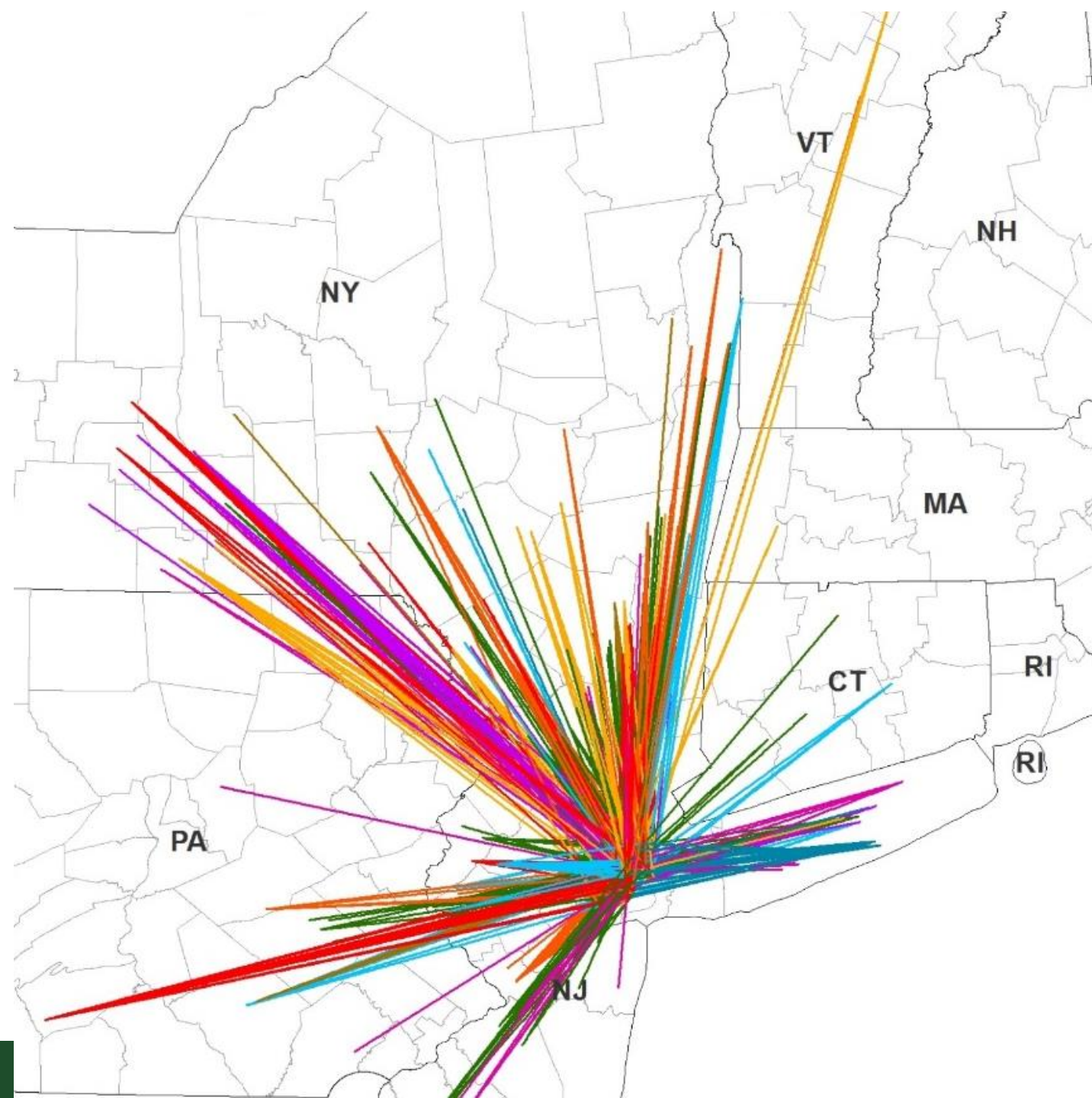
According to the 2017 Census of Agriculture, Denver County has 12 farms.

- 3 were <\$1,000 in sales
- 5 were between \$1,000-\$2,499
- 1 was between \$10,000-\$19,999
- 2 were between \$50,000-\$99,999



# Food systems development strategies involve rural-urban linkages

Source: Schmit, T.M., B.B.R. Jablonski, J. Minner, D. Kay, and L. Christensen. 2017. Rural wealth creation of intellectual capital from urban local food system initiatives: developing indicators to assess change. *Journal of Community Development*. 48(5): 639-656.



## British Food Journal

Urban agriculture: connecting producers with consumers  
Carolyn Dimitri, Lydia Oberholtzer, Andy Pressman,

### Article information:

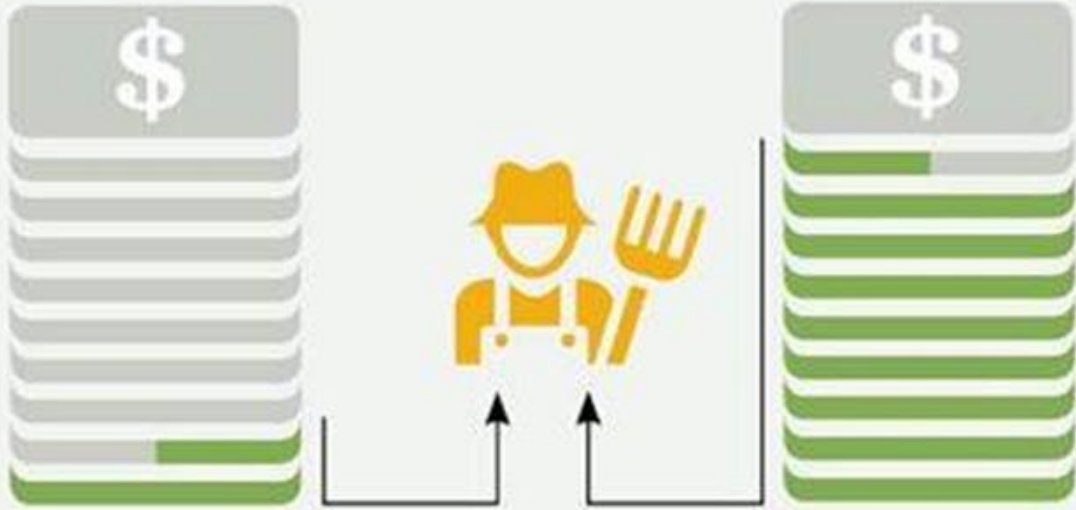
To cite this document:  
Carolyn Dimitri, Lydia Oberholtzer, Andy Pressman, (2016) "Urban agriculture: connecting producers with consumers", British Food Journal, Vol. 118 Issue: 3, pp.603-617, <https://doi.org/10.1108/BFJ-06-2015-0200>

# Urban agriculture

- 2012 national survey of urban farmers (n=315)
  - 26% had mission statements focused on markets (others focused on community, education, and food security goals)
    - Social mission primary driver of most operations
  - 28% had a primary farmer earning a living from the farm.
  - “Urban farms face real problems...related to farm survivability and farmer livelihood”



# 1 Farmers win.



In general, farmers and ranchers only receive **\$1.55** of **\$10** spent on food. The rest goes to marketers, processors, wholesalers, distributors and retailers.

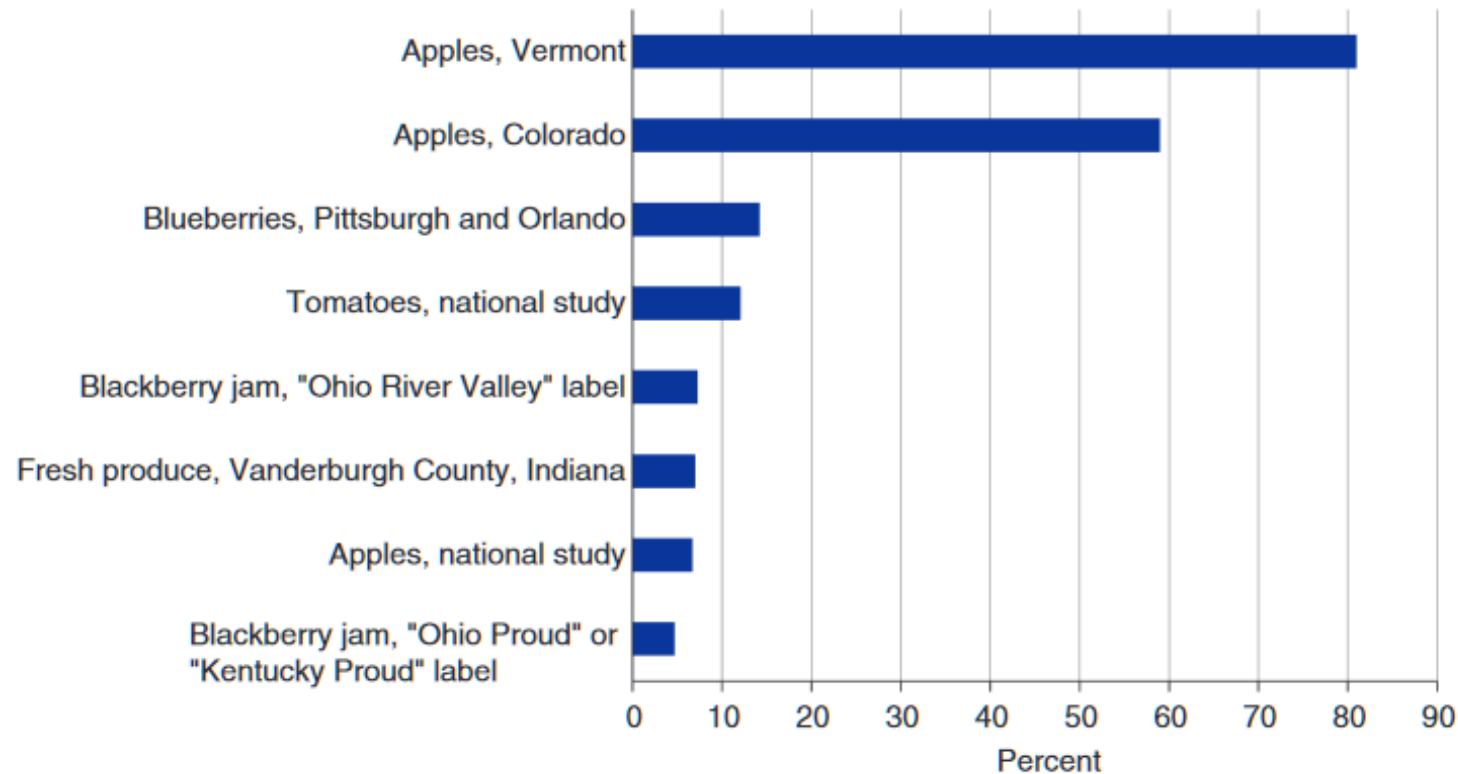
For every \$10 spent on local food, **farmers get closer to \$8-9.**

Is there evidence that farmers and ranchers 'win' from these local food procurement strategies?



# Documented consumer willingness to pay a premium for local food

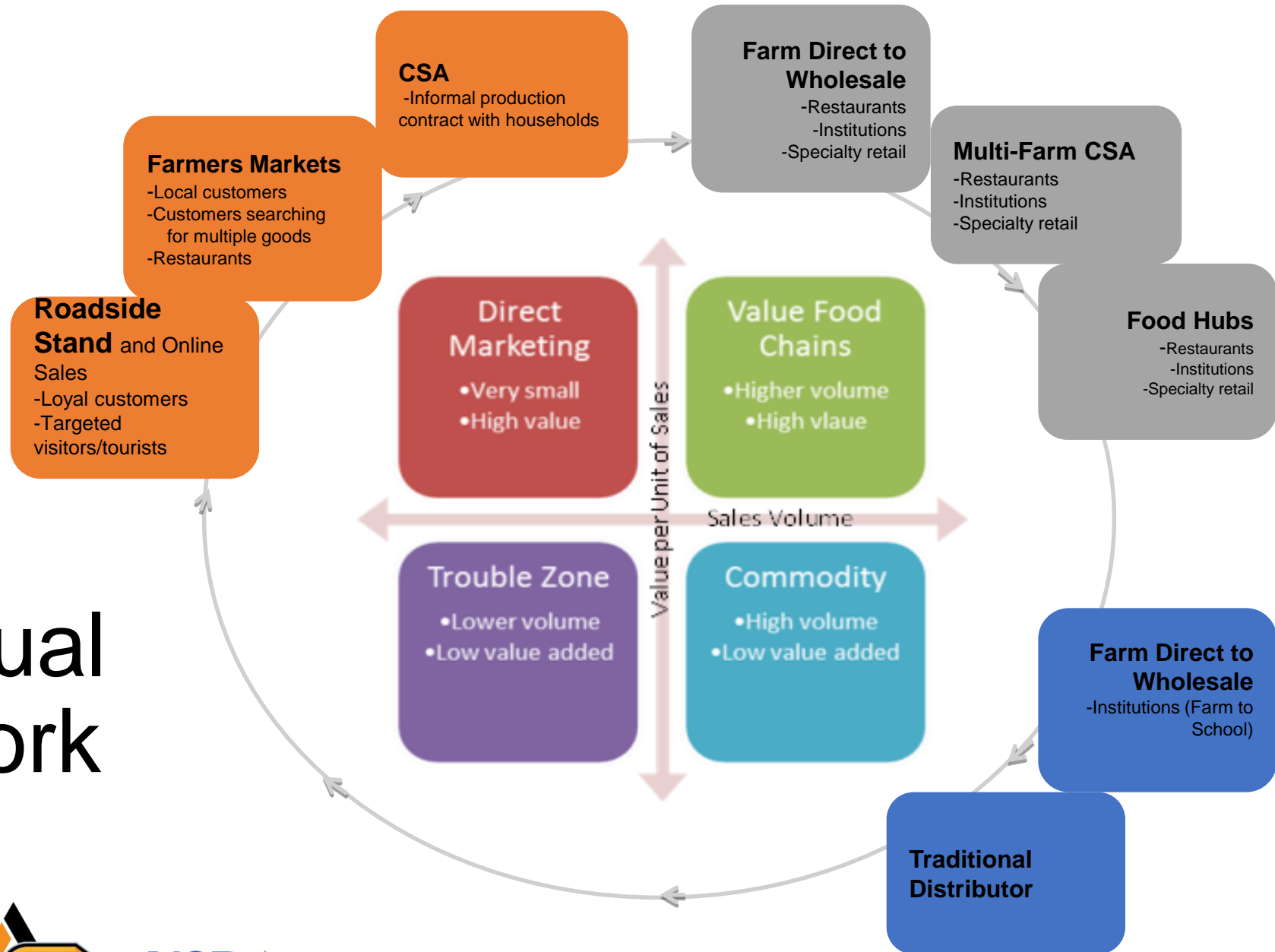
Willingness to pay for local food (percent premium)

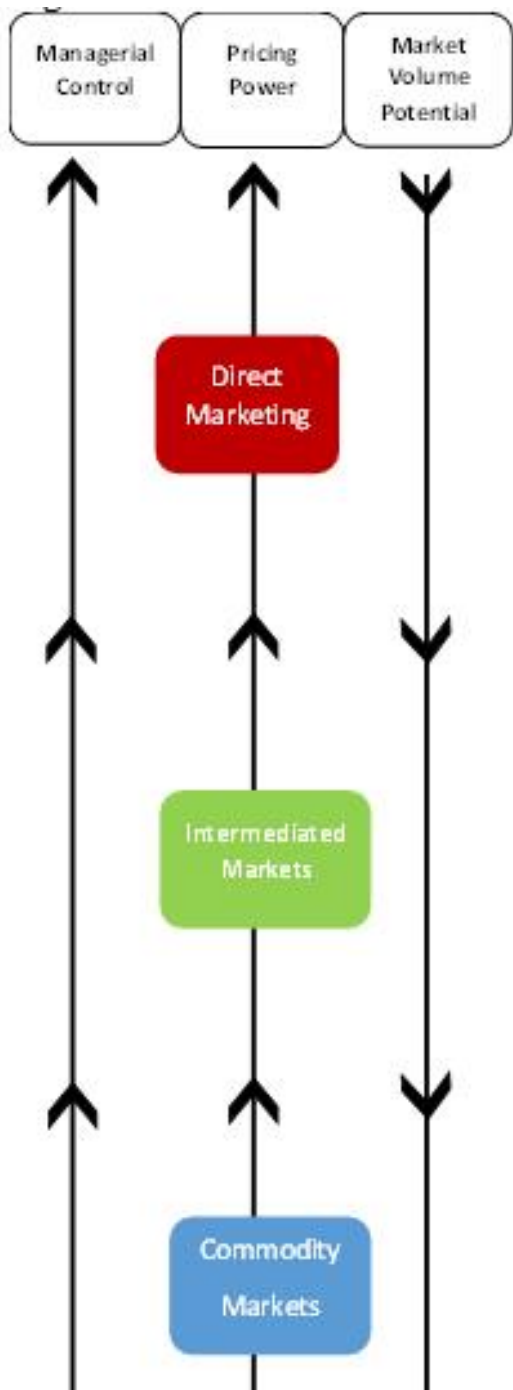


Source: Willingness to pay as a percent of base price calculated from reported results from the following: Apples/Vermont from Wang et al., 2010, averaged over respondents that had and had not purchased organic food. Apples/Colorado from Costanigro et al., 2011. Blueberries from Shi et al., 2013. Tomatoes/national and Apples/national from Onozaka and Thilmany, 2012. Blackberry jam from Hu et al., 2012. Fresh produce/Vanderburgh County from Burnett et al., 2011.

Source: Low, S.A., A. Adalja, E. Beaulieu, N. Key, S. Martinez, A. Melton, A. Perez, K. Ralston, H. Stewart, S. Suttles, S. Vogel, and B.B.R. Jablonski. 2015. Trends in U.S. Local and Regional Food Systems. U.S. Department of Agriculture, Economic Research Service. Administrative Publication Number 067.

# Conceptual Framework





There is a likely tradeoff between volume of sales and two key management factors:

- 1) Managerial control retained by producers
- 2) Pricing power of producers

Is there an “optimal” place on continuum for an operation?





# FACT SHEETS

## FINANCIAL PERFORMANCE IMPLICATIONS OF LOCAL FOOD ENTERPRISES

### LOCAL FOOD ECONOMICS FACT SHEET

#### PROFITABILITY IMPLICATIONS OF LOCAL FOOD MARKETING STRATEGIES

The objective of this fact sheet is to provide a general understanding of the financial performance implications of various marketing strategies for local food producers. It is important to note that the information provided is for informational purposes only and does not constitute a recommendation or an offer of any financial product or service. The information is intended to provide a general overview of the financial performance implications of various marketing strategies for local food producers.

**Key Findings:**

- Local food producers who use direct-to-consumer marketing strategies (e.g., farmers' markets, CSA, farm-to-table) generally experience higher profit margins compared to those who use traditional retail channels (e.g., grocery stores, restaurants).
- Producers who use direct-to-consumer marketing strategies also tend to have lower overhead costs, which further contributes to their higher profit margins.
- Producers who use traditional retail channels often face lower profit margins due to higher overhead costs and lower prices paid by retailers.

**The Data and Approach:**

This fact sheet is based on data from a survey of local food producers. The survey included questions about the type of marketing strategy used, the number of sales channels, and the profit margin. The data was analyzed using statistical methods to determine the relationship between marketing strategy and profit margin.

Marketing Strategy	Profit Margin (%)				
	2010	2011	2012	2013	2014
Direct-to-consumer	15.2	16.8	18.1	19.5	20.3
Traditional retail	8.7	7.9	8.5	9.2	9.8

**Key Takeaways:**

- Local food producers should consider using direct-to-consumer marketing strategies to improve their financial performance.
- Producers who use traditional retail channels should focus on reducing overhead costs to improve their profit margins.

### LOCAL FOOD ECONOMICS FACT SHEET

#### FINANCIAL BENCHMARKS FOR LOCAL FOOD PRODUCERS

The objective of this fact sheet is to provide a general understanding of the financial performance benchmarks for local food producers. It is important to note that the information provided is for informational purposes only and does not constitute a recommendation or an offer of any financial product or service. The information is intended to provide a general overview of the financial performance benchmarks for local food producers.

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### LOCAL FOOD ECONOMICS FACT SHEET

#### THE ROLE OF LABOR AND OTHER VARIABLE EXPENSES IN THE FINANCIAL PERFORMANCE OF LOCAL FOOD PRODUCERS

The objective of this fact sheet is to provide a general understanding of the financial performance implications of labor and other variable expenses for local food producers. It is important to note that the information provided is for informational purposes only and does not constitute a recommendation or an offer of any financial product or service. The information is intended to provide a general overview of the financial performance implications of labor and other variable expenses for local food producers.

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**Key Takeaways:**

- Local food producers should consider using direct-to-consumer marketing strategies to improve their financial performance.
- Producers who use traditional retail channels should focus on reducing overhead costs to improve their profit margins.

### LOCAL FOOD ECONOMICS FACT SHEET

#### EVALUATING THE FINANCIAL EFFICIENCY OF LOCAL FOOD PRODUCERS

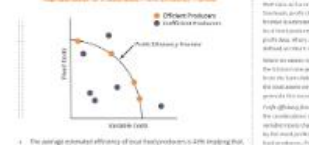
The objective of this fact sheet is to provide a general understanding of the financial performance implications of evaluating the financial efficiency of local food producers. It is important to note that the information provided is for informational purposes only and does not constitute a recommendation or an offer of any financial product or service. The information is intended to provide a general overview of the financial performance implications of evaluating the financial efficiency of local food producers.

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# National Data: USDA ARMS sample of Local Food Producers, Farmers and Ranchers, 2013

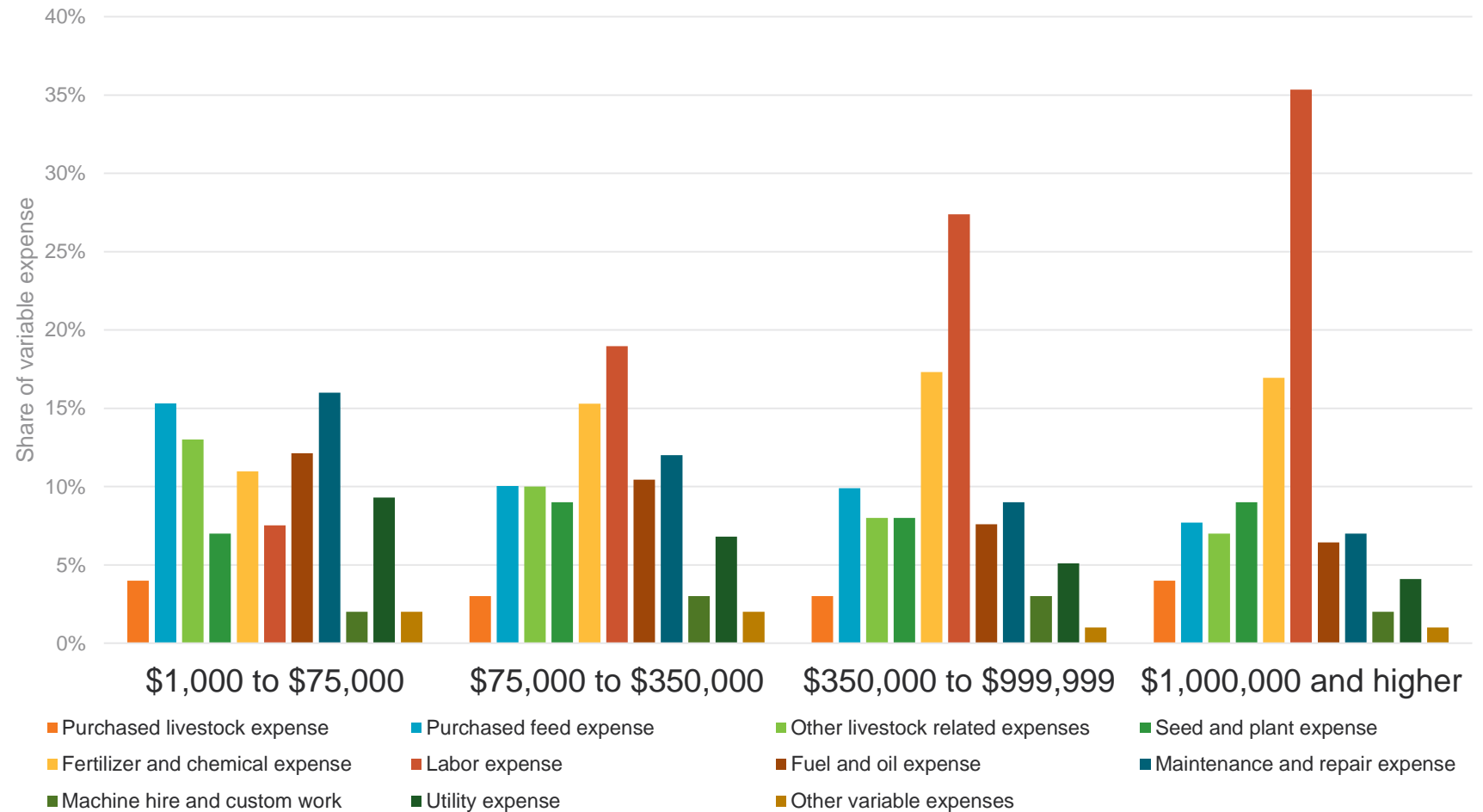
- 2013 Phase III ARMS data
- Nationally representative survey that targets about 30,000 farms, providing annual, national-level data on farm business

	No. of observations	Population size
<b>Market Channel</b>		
D2C	664	124,186
Intermediated	136	11,703
D2CIntermediated	213	24,012
Alllocalfood	1,013	159,901
Nonlocalfood	16,416	1,935,568
<b>Local food producers by farm scale (GCFI)</b>		
1kto75k	534	112,563
75kto350k	214	21,104
350to1Million	104	3,922
Million and higher	107	3,607



# The Role of Labor and Other Variable Expenses

## Average share of variable expense for local food producers by scale, U.S.



Source: Bauman, A. G., D. Thilmany McFadden, and B.B.R. Jablonski. 2018. The financial performance implications of differential marketing strategies: Exploring farms that pursue local markets as a core competitive advantage. *Agricultural and Resource Economics Review*. 47(3):477-504.



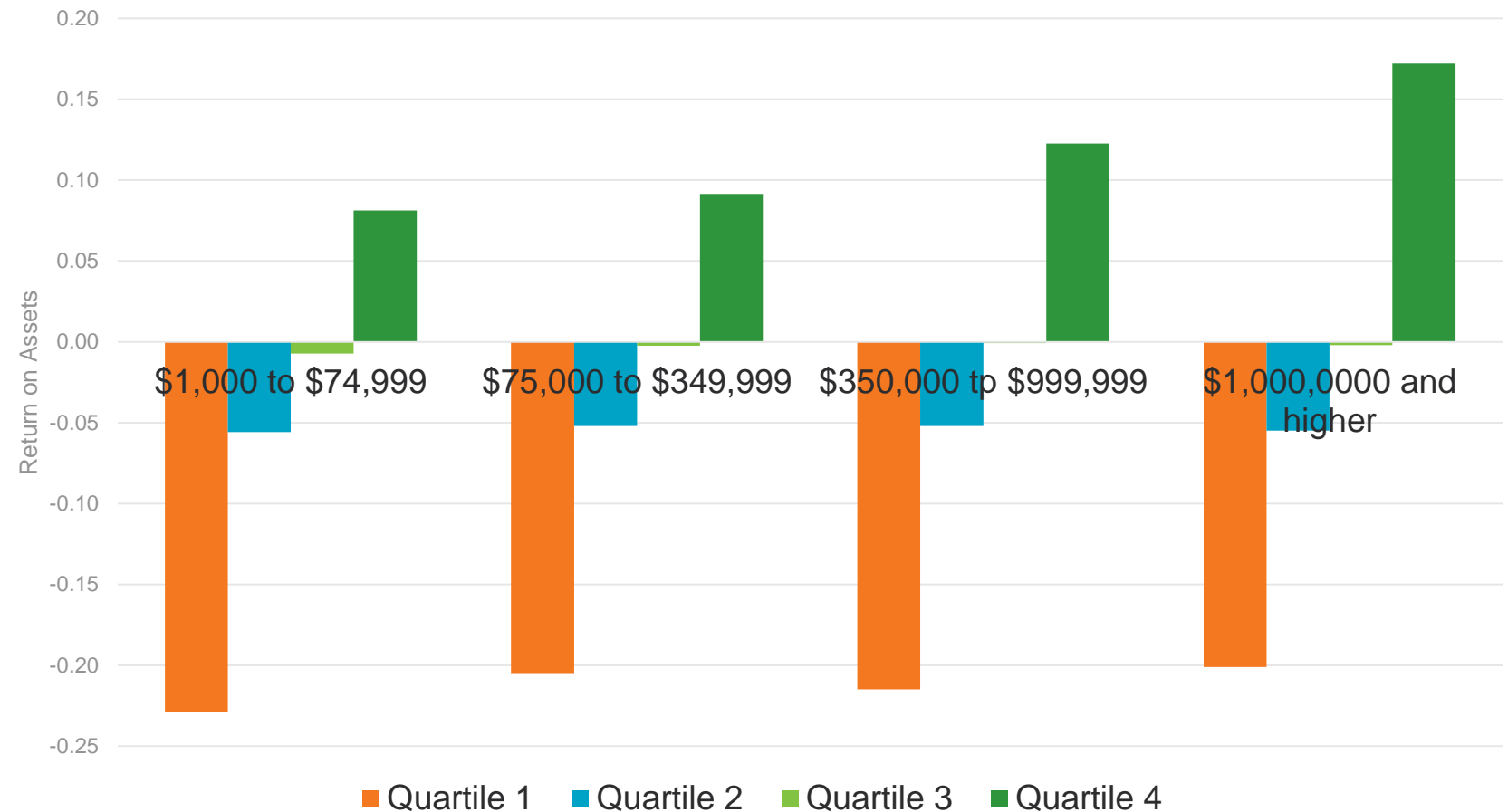
# The Role of Labor and Other Variable Expenses

- We divide the sample into quartiles, segmented by profitability
  - Profitability is defined as return on assets:
  - A % representing the net income made per dollar of assets invested in a farm, common competitive returns for industry are 10-15%
  - For segments: Quartile 4-best performers, Quartile 1-lowest performers
- Provides benchmark information for comparisons across groups and time (as more years become available)



# Profitability by Scale and Channel

## Return on Assets by Quartile (quartile 4 is the most profitable)

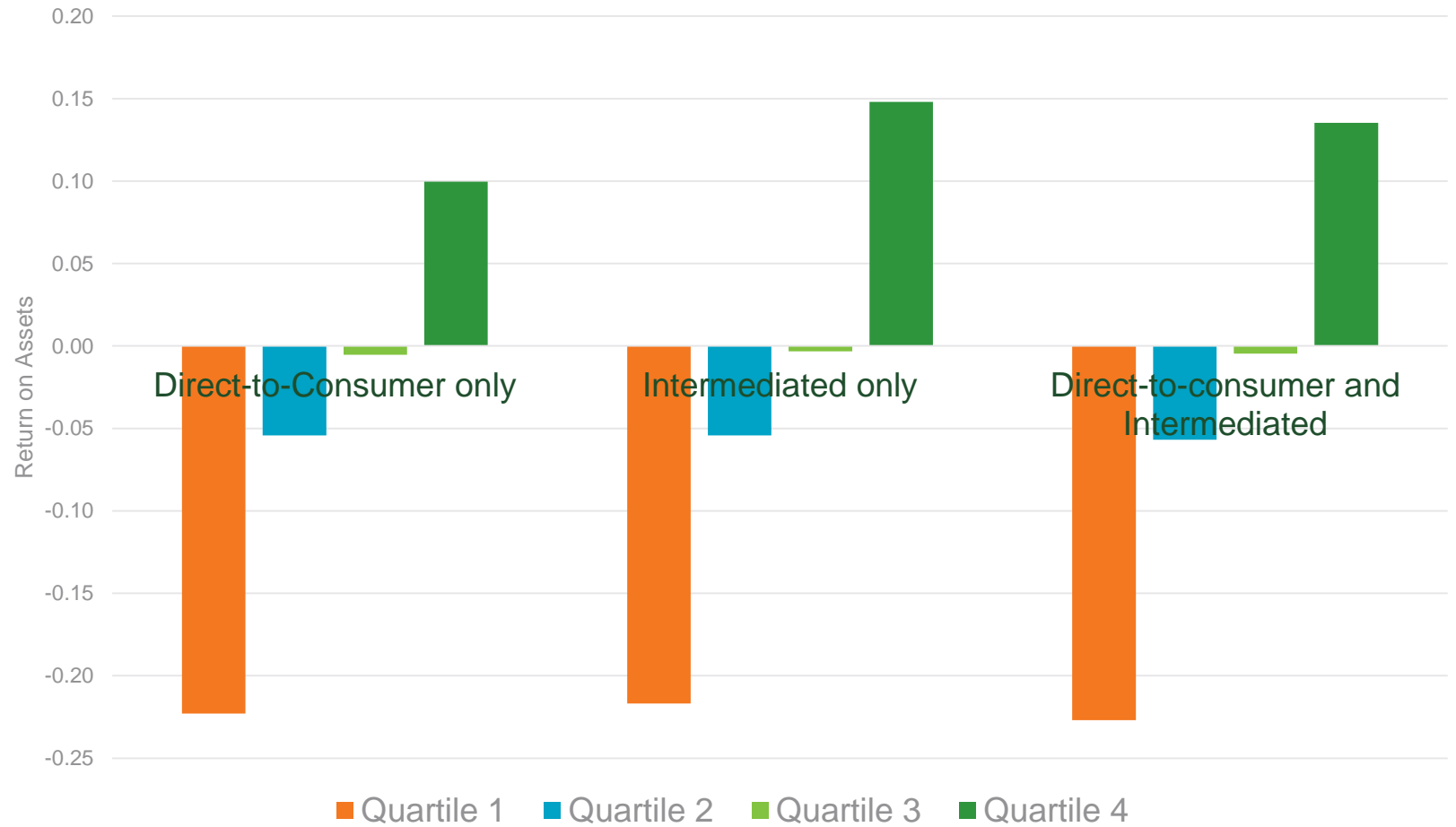


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# Profitability by Scale and Channel

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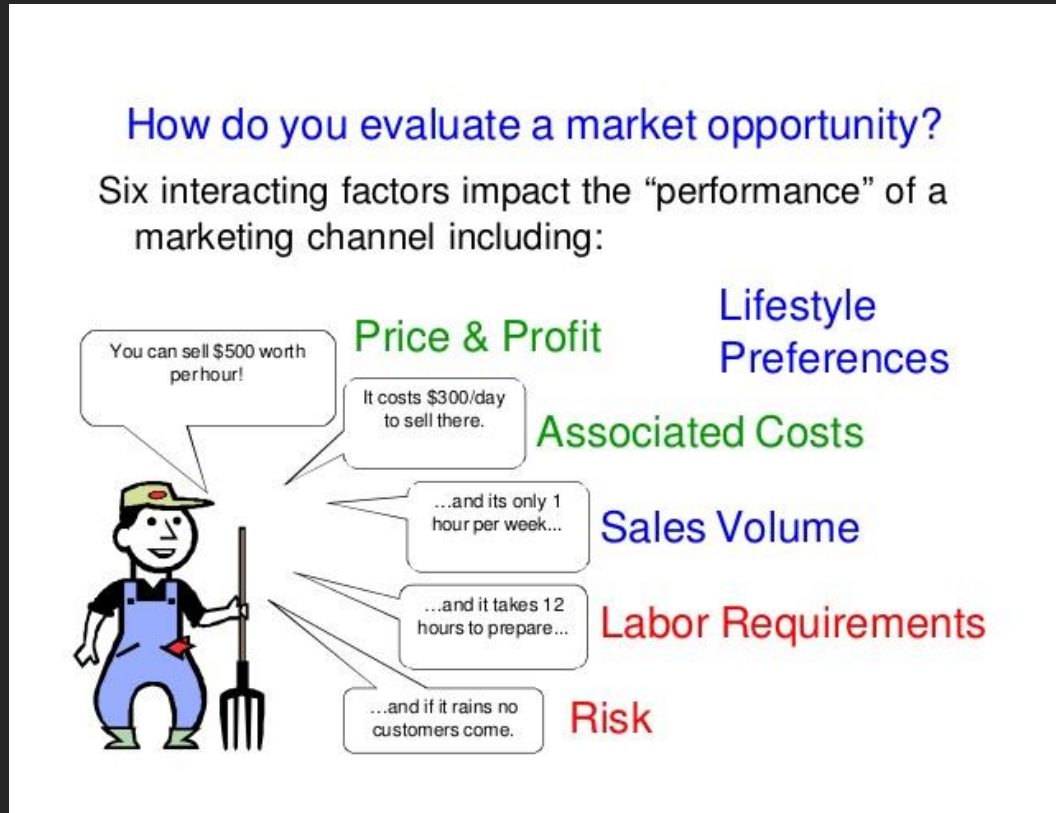


FOOD SYSTEMS  
COLORADO STATE UNIVERSITY



**Matt LeRoux and Todd Schmit,  
Cornell University**

# Market Channel Assessments



**BUILDING FARMERS**  
COLORADO STATE UNIVERSITY  
EXTENSION



**Colorado State University**  
EXTENSION



**COLORADO**  
Department of Agriculture



**Colorado Farmers Market Association**  
connecting farmers and consumers

# Data Collection

- Collect logs of all marketing labor (from harvest to sale) for one typical, peak season week.
- Collect gross sales & mileage for the week.
- Collect ranking on lifestyle & risk.
- Collect weights for each ranked category.





# Labor logs

Anonymous Farm	WORKER NAME:	DATE:
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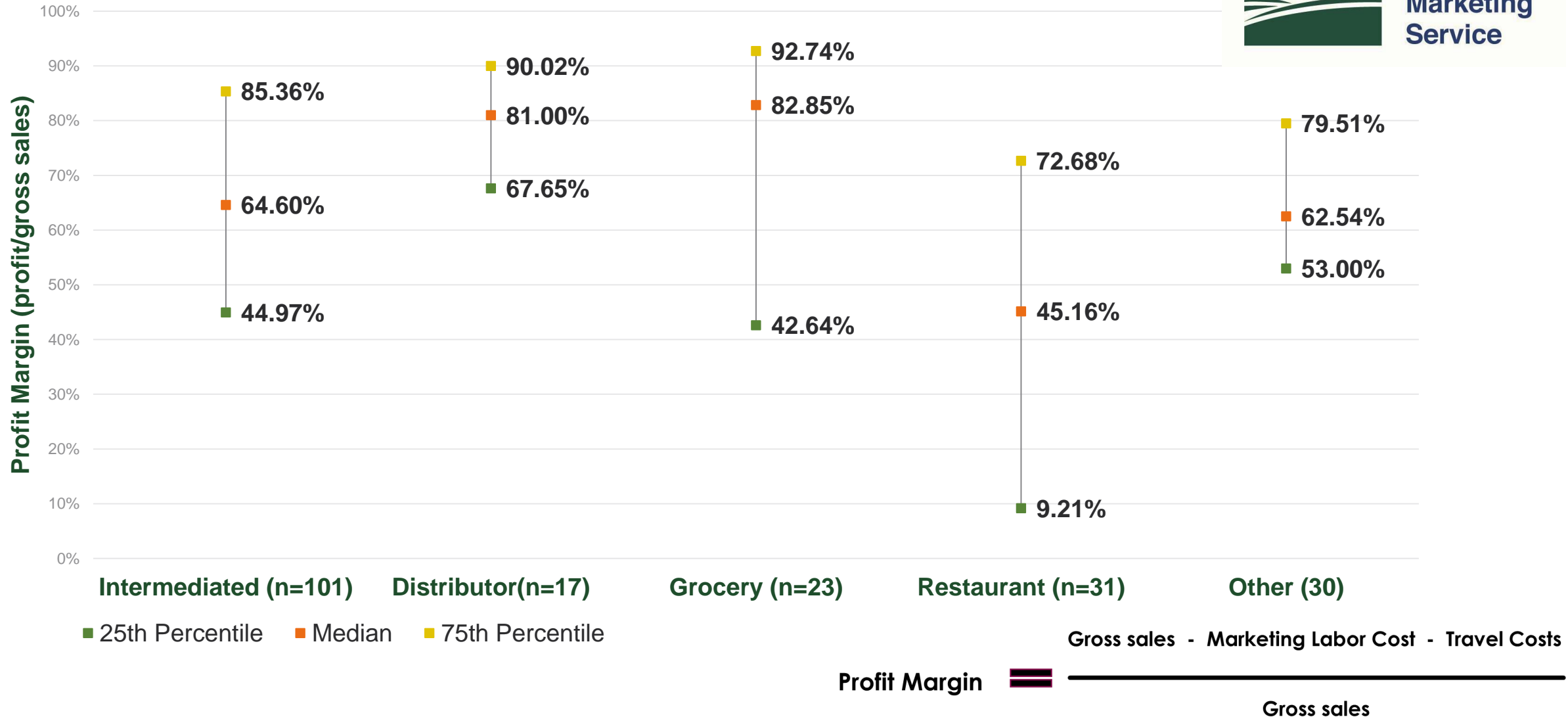
TIME SPENT (to nearest 5 min):		PRODUCT(S):	
ACTIVITY: (Each log sheet should cover one activity at a time)			
<input type="radio"/> <b>Harvest</b> e.g., create pick list, organize staff for harvest, harvest	<input type="radio"/> <b>Process/Pack</b> e.g., cull, grade, sort, wash, bunch, bag, package	<input type="radio"/> <b>Travel/Delivery</b> e.g., load/unload truck, travel to/from market, deliveries	<input type="radio"/> <b>Sales/Bookkeeping</b> e.g., bookkeeping, billing, sales calls, sales time, set up/take down
<input type="radio"/> <b>Other (please describe):</b>			
PRODUCT DESTINATION: (Check all that apply)			
<input type="radio"/> <i>Farmers Mkt 1</i>	<input type="radio"/> <i>Farmers Mkt 2</i>	<input type="radio"/> <i>Distributor</i>	<input type="radio"/> <i>Farm Stand</i>
<input type="radio"/> <i>Restaurant 1</i>	<input type="radio"/> <i>Restaurant 2</i>	<input type="radio"/> <i>Farm 2 School</i>	<input type="radio"/> <i>Other _____</i>
NOTES (e.g., case split out -6 cases of cukes harvested, 2 for FM 4 for restaurants, including names of markets):			

## Why labor logs?

- Labor is the largest marketing expense.
- Consistent unit and format.
- Operators tell hired help to complete the forms.
- Each employee filled out their own sheets.

**Note that we start with HARVEST. Assumption that production labor requirements are not market dependents.**

# Marketing Profit Margin Percentiles, Intermediated Channels





## Market Channel Assessments

FOR COLORADO SPECIALTY CROP PRODUCERS



Previous research indicates that the largest variation in market channel costs are associated with labor and distribution. Accordingly, this study focuses on understanding the relationship between sales and labor utilization by market channel and activity (e.g. harvest, process and pack, travel and delivery, and sales and bookkeeping).

This study used market channel assessments to populate individualized reports to help specialty crop producers analyze financial returns to their individual market outlets and make recommendations to improve market channel selection and performance.

**Farm-level market channel data from 2016 and 2017 were then aggregated to develop state-level benchmarks that:**

1. Determine predictors of success in marketing through different outlets; and
2. Provide market performance metrics that help guide existing and beginning specialty crop farmers by identifying market channels that maximize farm-level profitability.



# Informing and Guiding Beginning Farmers



**BUILDING FARMERS**  
COLORADO STATE UNIVERSITY  
EXTENSION

- Trained >500 aspiring farmers and ranchers in the state
- Provide detailed financial information and detailed reports about profitability by market channel



What are the implications for communities?

## ② Your community wins.



For every \$10 spent at a farmers market, studies show that as much as **\$7.80 is re-spent in your community**, supporting local jobs and businesses.

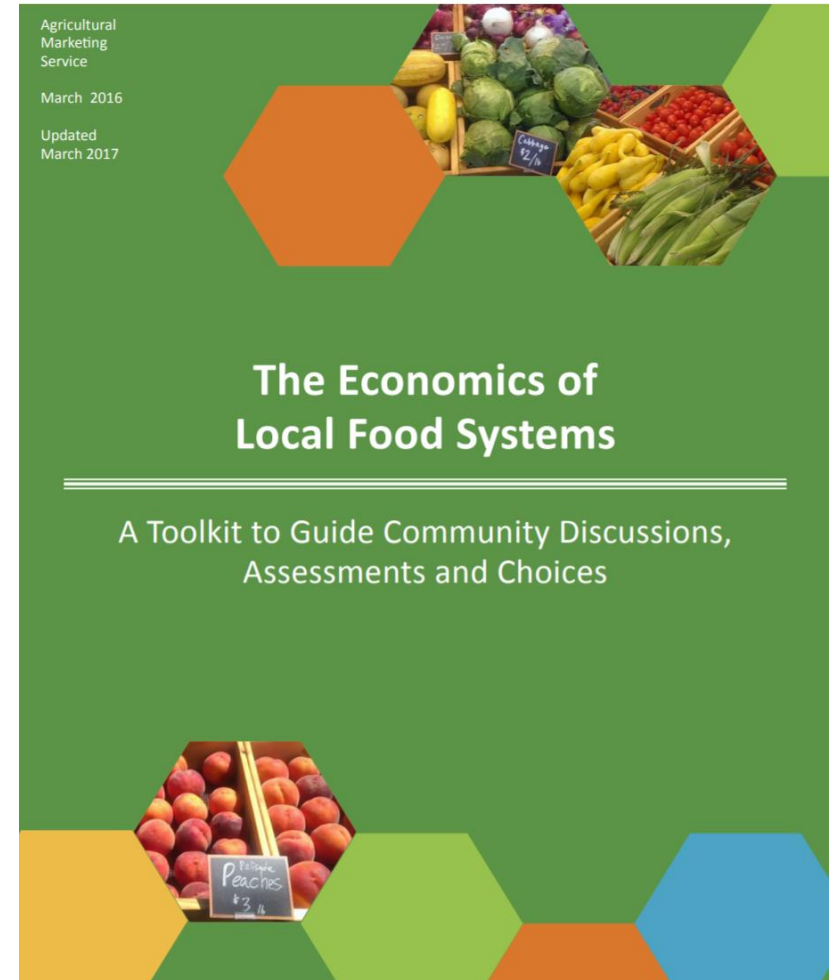
# Regional Economic Impacts of Local Food System Investments Generally Demonstrate Relatively Small, Short-Term Gains

- **Impacts on employment, output, labor income**
  - Gunter & Thilmany 2012; Hughes & Isengildina-Massa 2015; Hughes et al. 2008; Jablonski et al. 2016; Schmit et al. 2016; Swenson 2010
- **Spatial econometric models**
  - Deller et al. 2014; Brown et al. 2014

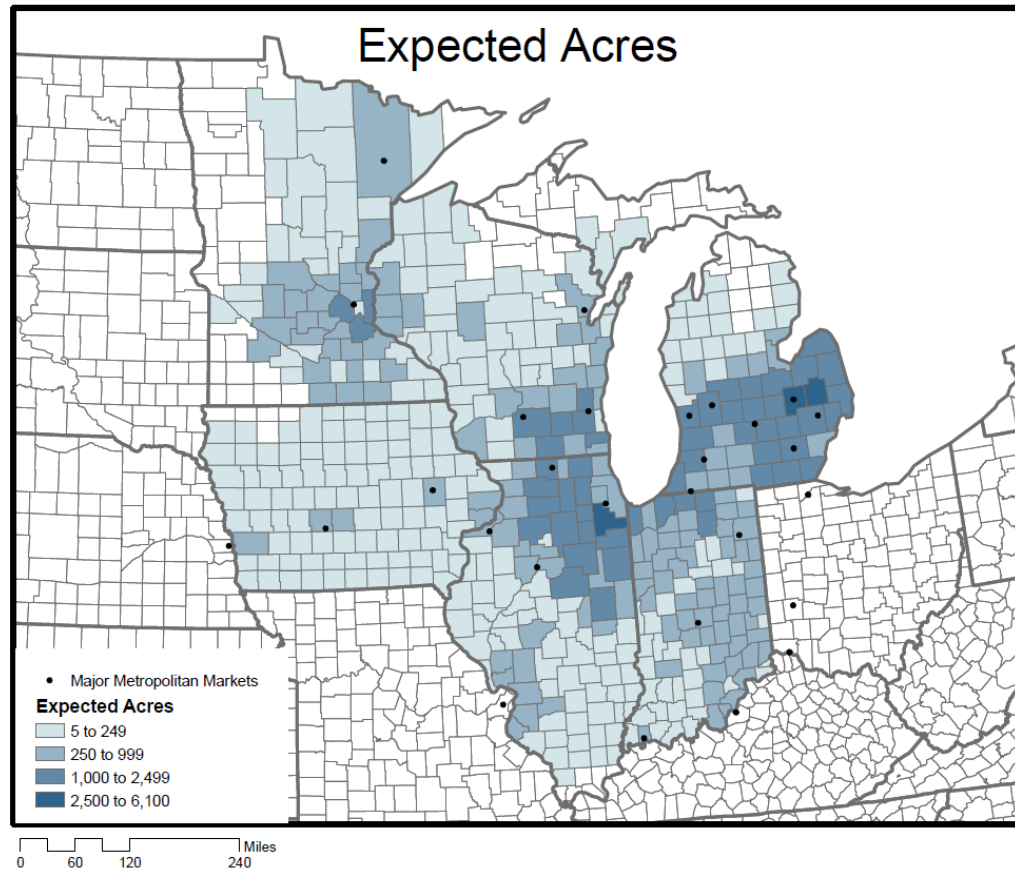


# Words of caution in thinking about community economic impacts

- Finite resources (e.g., land, consumers dollars, public dollars) so every decision involves a choice.
- Need to assess the **net** rather than the **gross** impact of changes in food system.
- Can be on supply (production) or demand (consumer) side, or both.



# Arable land is likely already in production!



- Study from Midwest estimates county-level fresh fruit and vegetable production potentials and expected sales based on current population.
- Corn and soybean are the dominant crops in these states, and net impacts would occur from shifts to fruit and vegetable.

Source: Swenson, D. 2011. The Regional Economic Development Potential and Constraints to Local Foods Development in the Midwest. Iowa State University





# How do farmers respond to new market opportunities?

- Is new market increasing price point?  
Enabling producers to scale up?  
Creating a market for seconds?
- Can the intended producer respond to the market opportunity? Do they have the right food safety protocol in place?  
Do they have access to appropriate infrastructure?



Source: Niche Meat Processing Assistance Network



# Local Food Impact Calculator

Measure the Economic Footprint of your Project, Sector or Initiative

[Get Started!](#)



# Farm to School



## Economic Impacts of Farm to School

Case Studies and Assessment Tools



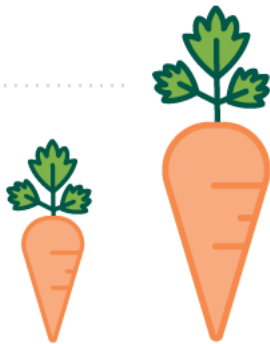
### FARM TO SCHOOL GROWS LOCAL ECONOMIES

In our case study model, for every additional dollar of final demand for farm to school farm products, an additional \$0.93 for related sectors is generated in MPLS and \$1.11 in Georgia.



\$1.93

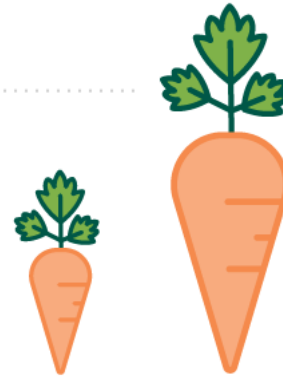
\$1.00



Minneapolis Public Schools

\$2.11

\$1.00



Georgia

Explore more in our "Economic Impacts of Farm to School" report at [farmtoschool.org](http://farmtoschool.org)



<http://www.farmtoschool.org/Resources/EconomicImpactReport.pdf>

Evaluating  
long-term  
economic  
impacts more  
difficult, but  
potentially  
where more  
important  
impacts lie!

- Farmers' markets as **business incubators** by providing the infrastructure necessary to build skills and gain business experience.
- Regular interactions can generate and circulate **knowledge** that vendors might use to develop new products and creative ways of marketing them.
- Sales income may be less important than the **skills and business experience** developed through participation in farmers' markets.

# Example: Human Capital

- 75% of farms made (or intend to make) changes to their farm business (ideas for a new product and/or marketing technique) based on these ideas.
- 45% of farms made these changes to product sold in both rural and urban markets.
- 82% reported that they shared ideas (or intend to) that they got through Greenmarkets with farmers in their home communities.

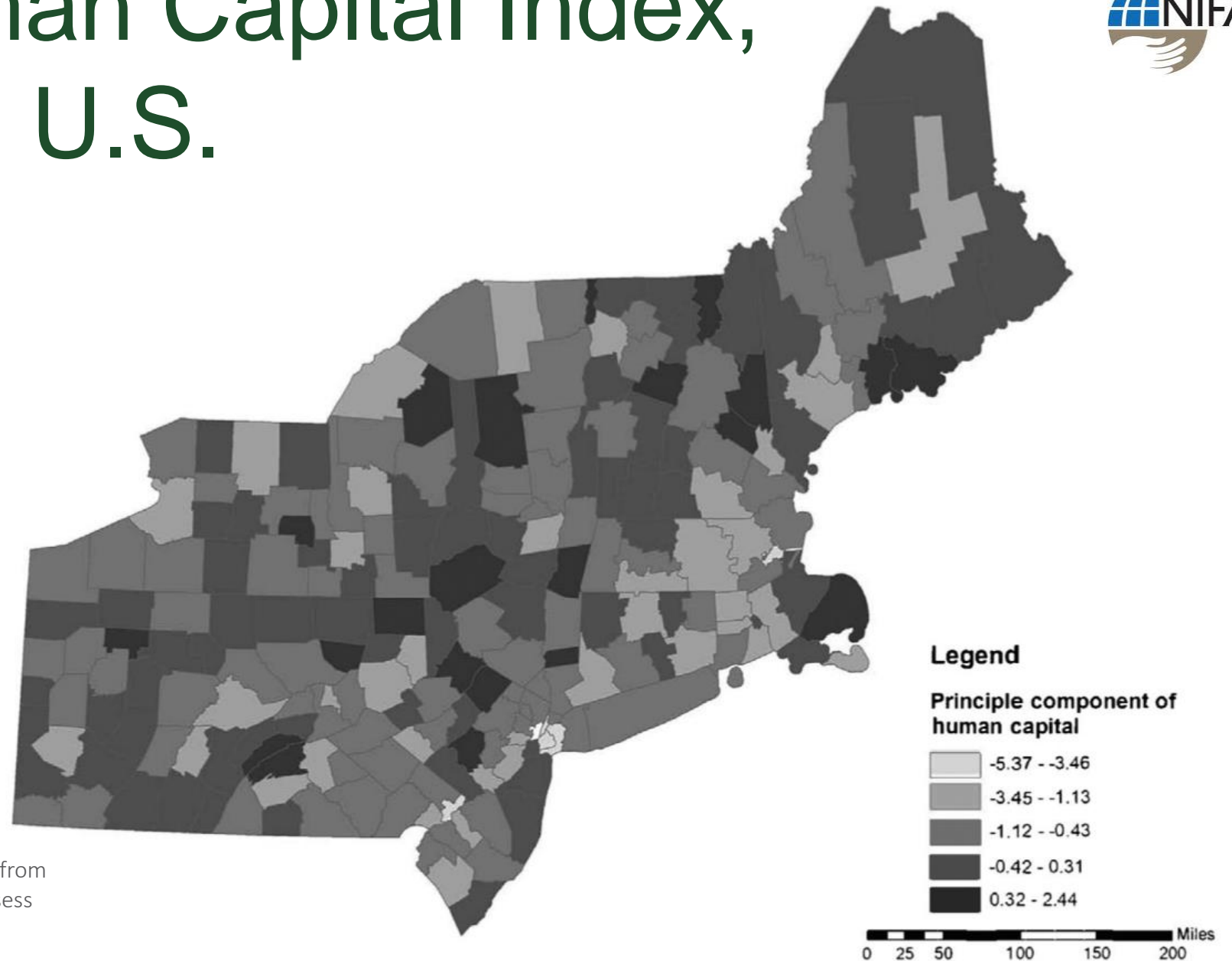


Source; Schmit, T.M., B.B.R. Jablonski, J. Minner, D. Kay, and L. Christensen. 2017. Rural wealth creation of intellectual capital from urban local food system initiatives: developing indicators to assess change. *Journal of Community Development*. 48(5): 639-656.

# Stock of Human Capital Index, Northeastern U.S.



\*Stocks of human capital significantly higher in counties with Greenmarket farmers



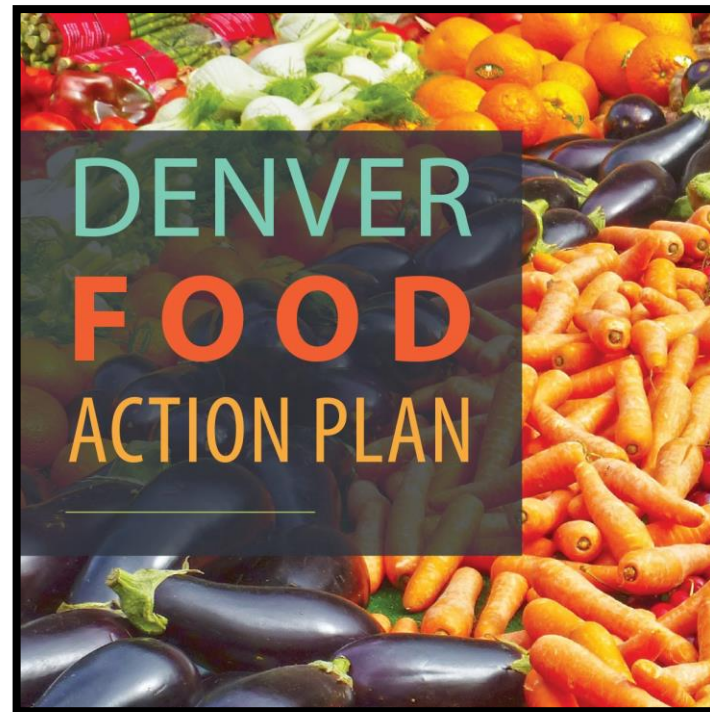
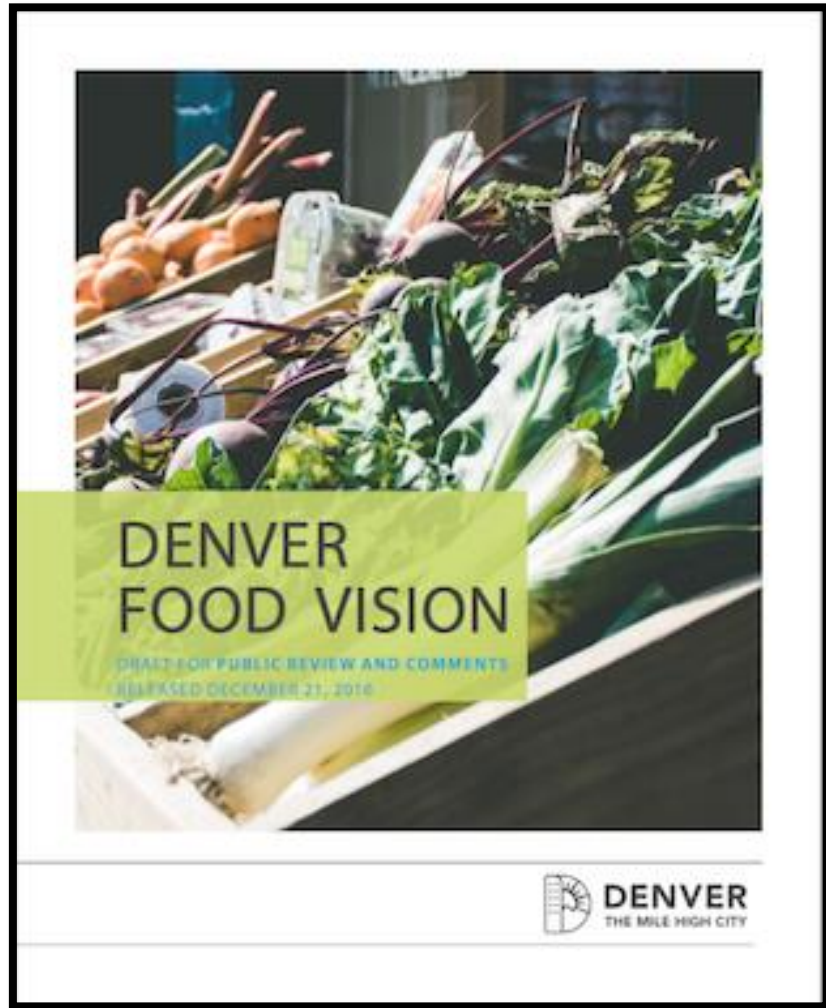
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A decorative graphic on the left side of the slide consists of several orange hexagons of varying sizes and orientations, some overlapping, set against a dark green background. The hexagons are arranged in a cluster that tapers downwards.

We've talked about opportunities, and what we know about impacts...

What are we doing about it in Colorado?

# Opportunity: Denver's Food Procurement



**Denver Mayor Michael Hancock set the city's 2020 sustainability goals:**

Acquiring at least 25 percent of food purchases through Denver's municipal government supply chain from sources produced entirely within Colorado.





# Denver Sustainable Food Council

## Denver Sustainable Food Policy Council

- Mayoral appointed Commission
- Created the City Food Purchasing Standard Policy Working Group in 8/2017 (Resolution 007-2017)
- Adopted Issue Brief for City Food Purchasing Standard 6/2018 (014-2018)
- Developing a Mayoral Advisory re: Good Purchasing Program



# Are the 'right' people at the table?



## OUR MEMBERS

Meet the SFPC members.

# Good Food Purchasing Program



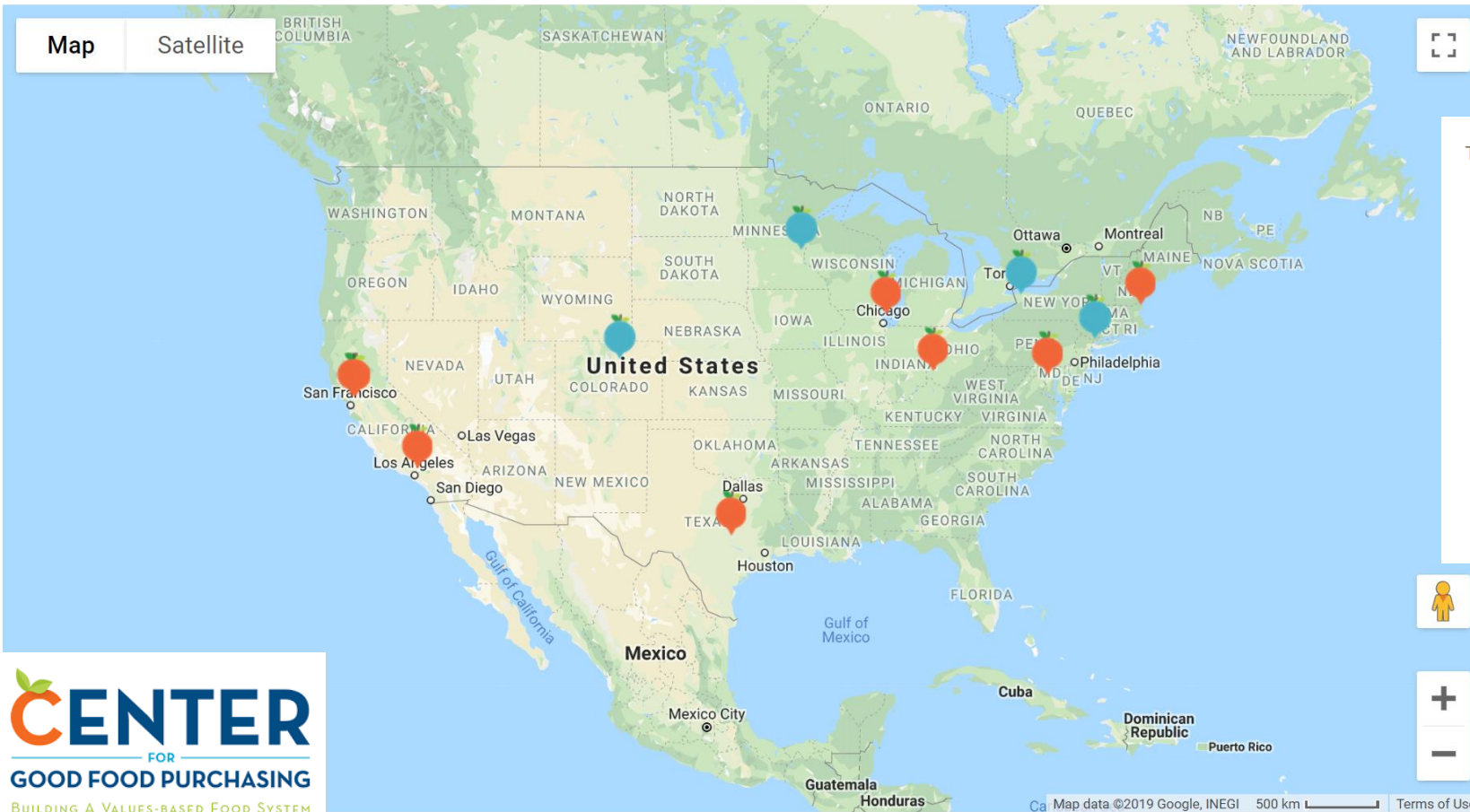
- Local Economies
- Environmental Sustainability
- Valued Workforce
- Nutrition
- Animal Welfare



FOOD SYSTEMS  
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# Good Food Purchasing Program

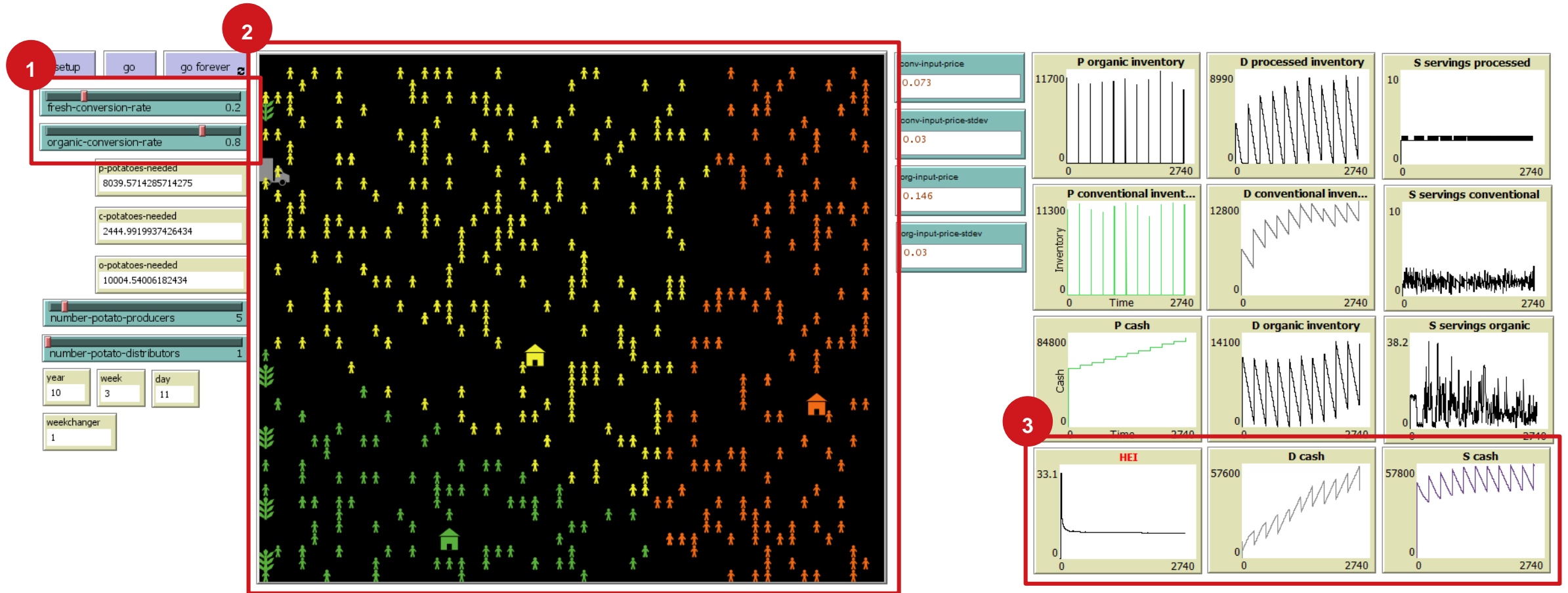


To date, the Good Food Purchasing Program has been adopted by:

- Los Angeles Unified School District (2012)
- City of Los Angeles (2012)
- San Francisco Unified School District (2016)
- Oakland Unified School District (2016)
- Chicago Public Schools, Chicago Park District, the City of Chicago (2017)
- Cook County, Illinois (2018)
- Washington DC Public Schools (2019)
- Cincinnati Public Schools (2019)
- City of Boston—includes Boston Public Schools (2019)
- Austin Independent School District (2019)



# Agent Based Model: Emergent behavior



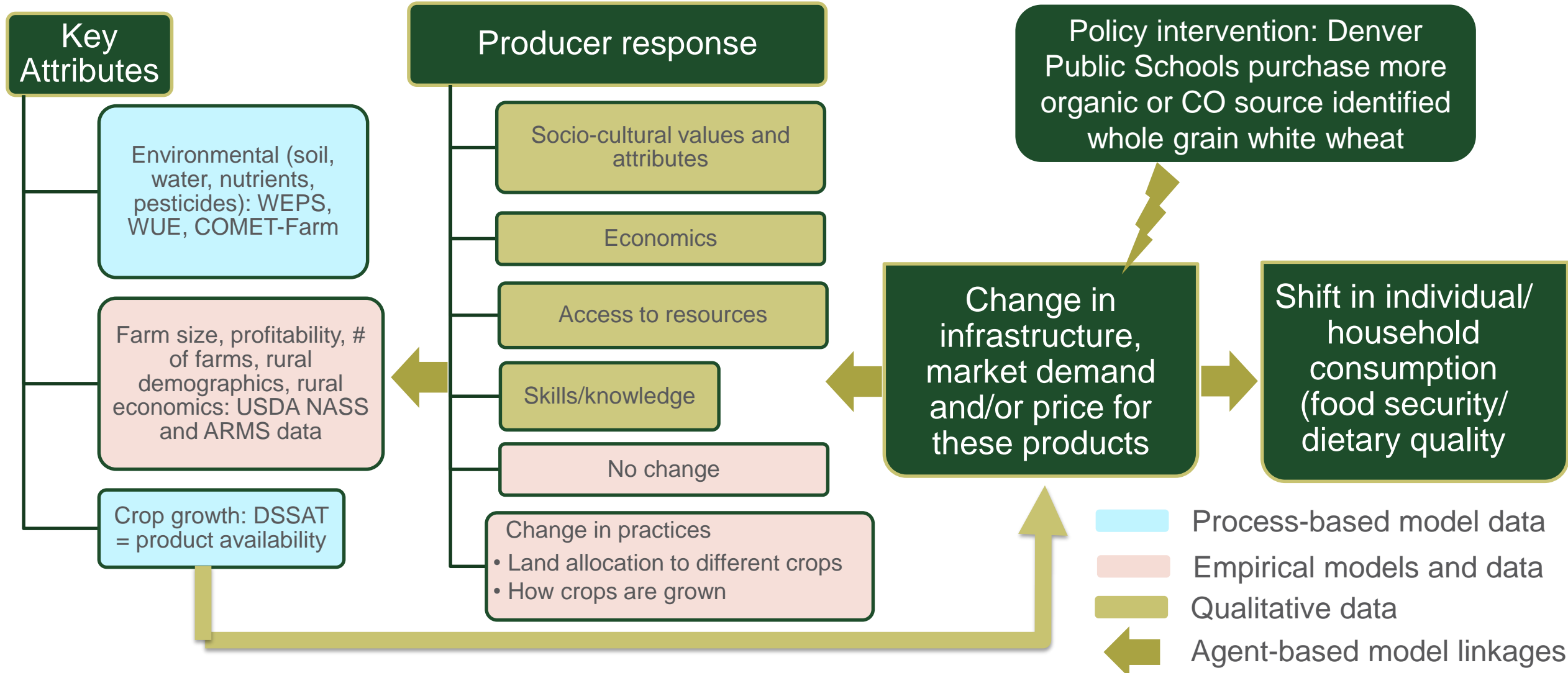
1. Sliders allow for changing the rules of the model. This scenario simulates an institutional switch from processed to fresh potatoes at a rate of 20% change/year, plus a switch to using 80% more organic potatoes each year.

2. The system currently simulates three schools – they serve meals to students, and buy their food from distributors (who in turn buy potatoes from producers). Producer decision-making is driven by demand from the schools in order to model an external system shock at the policy level (we will integrate other factors that affect decision-making)

3. Based on our starting rules for this iteration of the simulation, household HEI changed by a max of 33.1 over time, and distributors and schools were both able to maintain positive income flows.



# Wheat supply chain: Integration of data and model types



# PLEASE JOIN US!

IN GUNNISON, COLORADO

For a convening of growers, buyers, and policymakers, to discuss how market opportunities in the Denver metro area can support the specialty crop industries in the San Luis Valley and Western Slope.



**DECEMBER 9TH**  
**6PM**

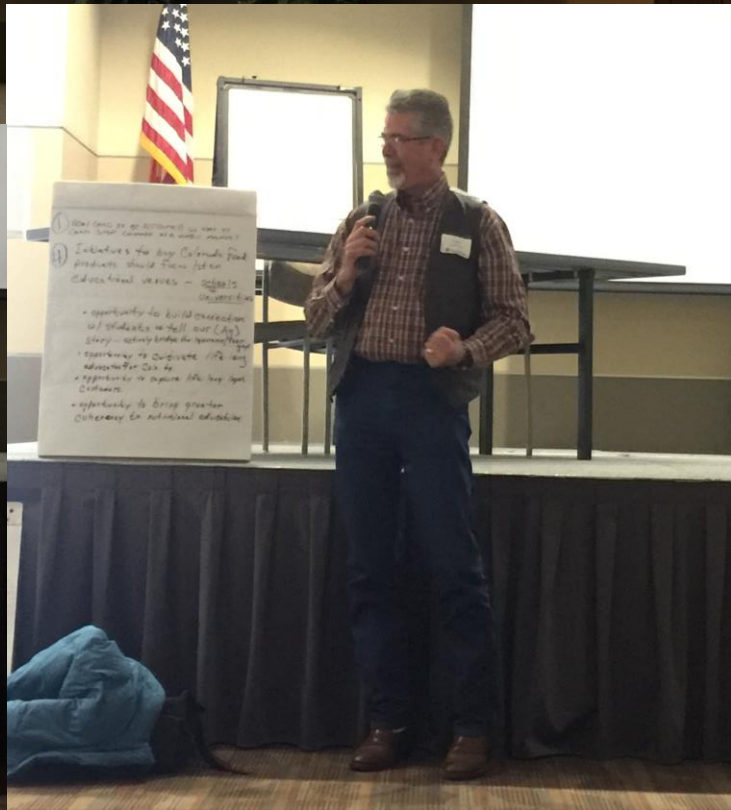
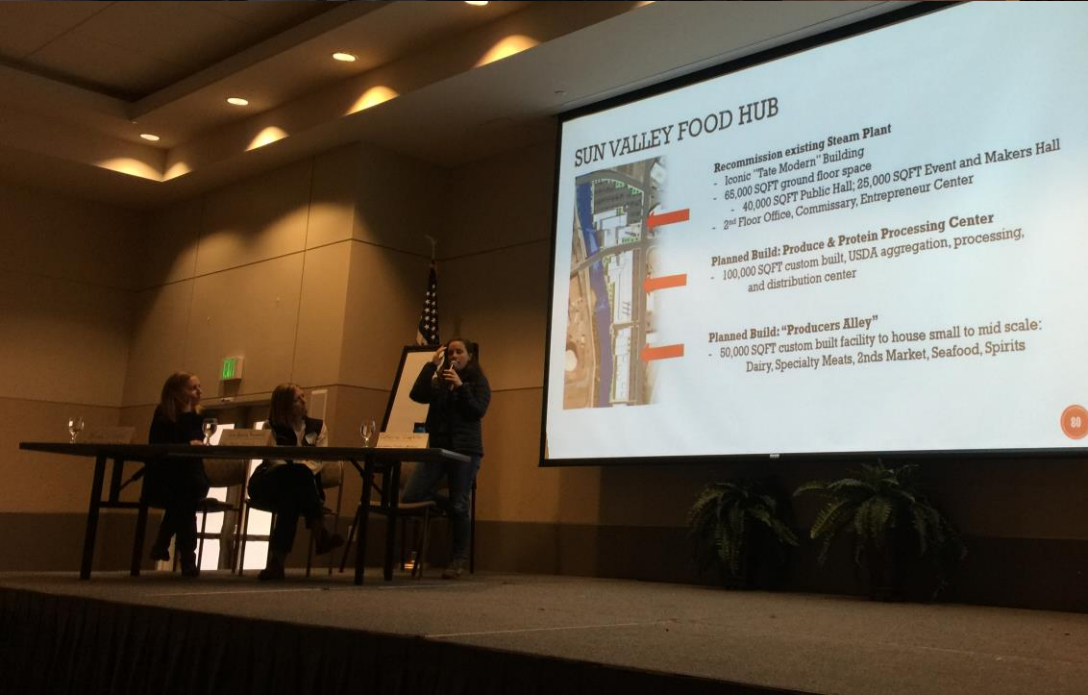
|| Dinner and Happy Hour ||  
High Alpine Brewing  
111 North Main Street

**DECEMBER 10TH**  
**8:30AM-3:30PM**

|| Market Opportunity Discussion ||  
Western State University  
South Ballroom



**FOOD SYSTEMS**  
COLORADO STATE UNIVERSITY







**Steamboat Springs, CO**  
**December 17, 2018**

**Craig, CO**  
**February 27, 2019**

# **Producer Meetings**



**Gunnison, CO**  
**December 2018**



**Nunn, CO**  
**March 1, 2019**

**Fort Collins, CO**  
**April 4, 2019**



**San Luis Valley, CO**  
**February 5-7, 2019**

# Scenario Analysis: Wheat

1. Colorado-source identified whole grain white wheat (snowmass)
  - Segregated grain elevators/distribution
2. Certified Organic, Colorado-grown wheat
3. Good Food Purchasing Program preference for 3<sup>rd</sup> party environmental stewardship certifications



December 15, 2015 | Press Releases, Organic Initiative 2019

## ARDENT MILLS TO HELP FARMERS DOUBLE U.S. ORGANIC WHEAT ACRES BY 2019

*Anticipating ongoing strong Demand for Organic Grain-based Products, Ardent Mills Takes Bold Action*



**RURAL-URBAN CONNECTIONS**

# COLORADO FOOD SUMMIT

ADVANCING FOOD POLICIES THAT SUPPORT URBAN-RURAL CONNECTIONS

TUESDAY, JANUARY 7TH, 2020  
DENVER MUSEUM OF NATURE AND SCIENCE



- ### Our Partners
- Colorado Beef Council
  - Colorado Dairy Farms
  - Colorado Department of Agriculture
  - Colorado Department of Education
  - Colorado Department of Human Service
  - Colorado Department of Local Affairs
  - CO Department Public Health and Environment
  - Colorado Farmers Market Association
  - Colorado Food Systems Advisory Council
  - CO Fruit and Vegetable Growers Association
  - Colorado Pork Council
  - Colorado Potatoes Administrative Council
  - Colorado State University Food Systems
  - Cooking Matters
  - Denver Museum of Nature and Science
  - Denver Public Health and Environment
  - Denver Sustainable Food Policy Council
  - Denver Urban Gardens
  - Farm Bureau
  - LiveWell Colorado
  - National Bison Association
  - National Western Center
  - National Young Farmers Coalition
  - Rocky Mountain Farmers Union
  - Western Colorado Horticultural Society

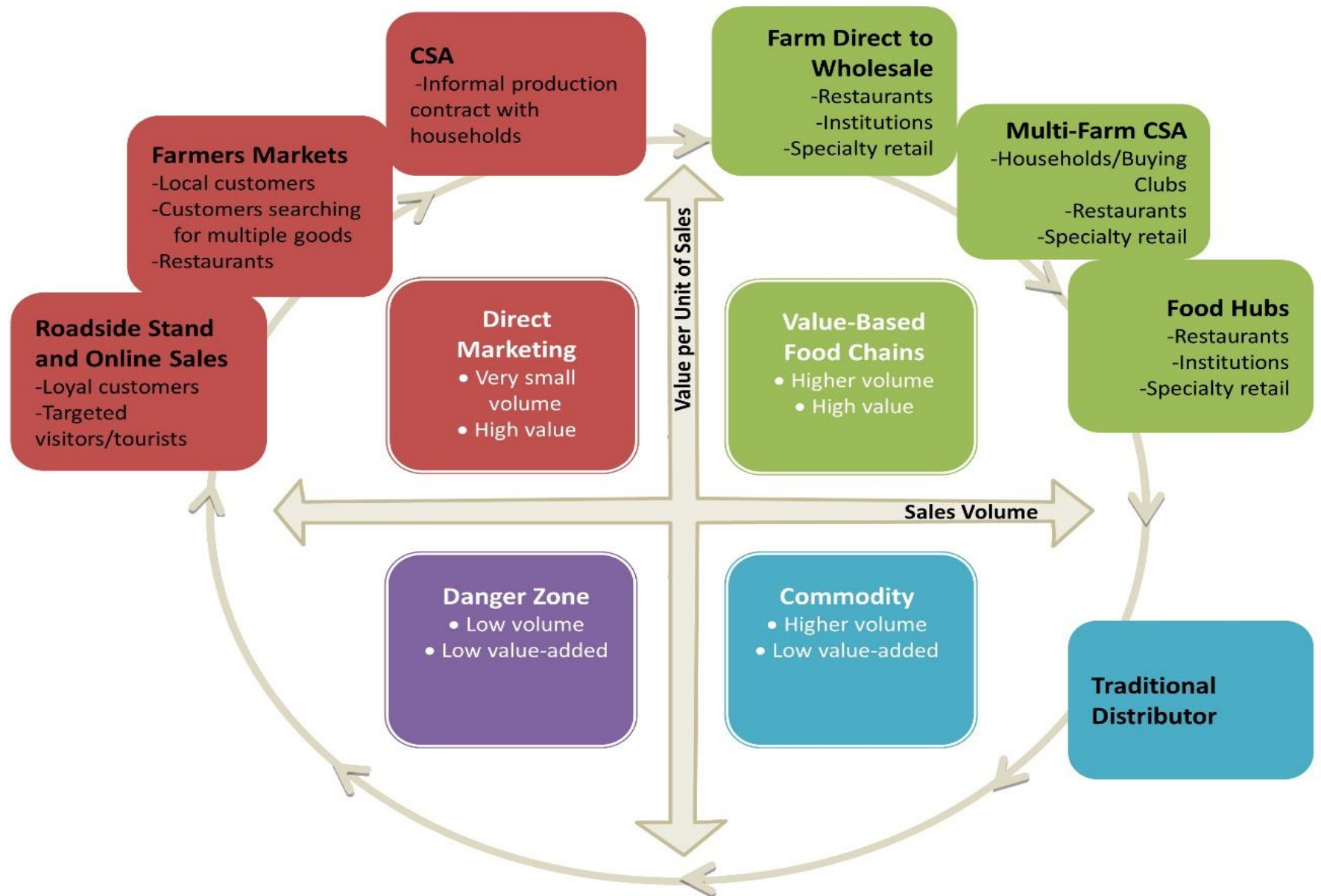


# For institutional procurement strategies to work, need to consider:

1. Are you creating markets that will work for the scale, commodity, etc. of producer at the table?



Different business models will work for producers based on competitive advantage



# Need to consider scale and commodity

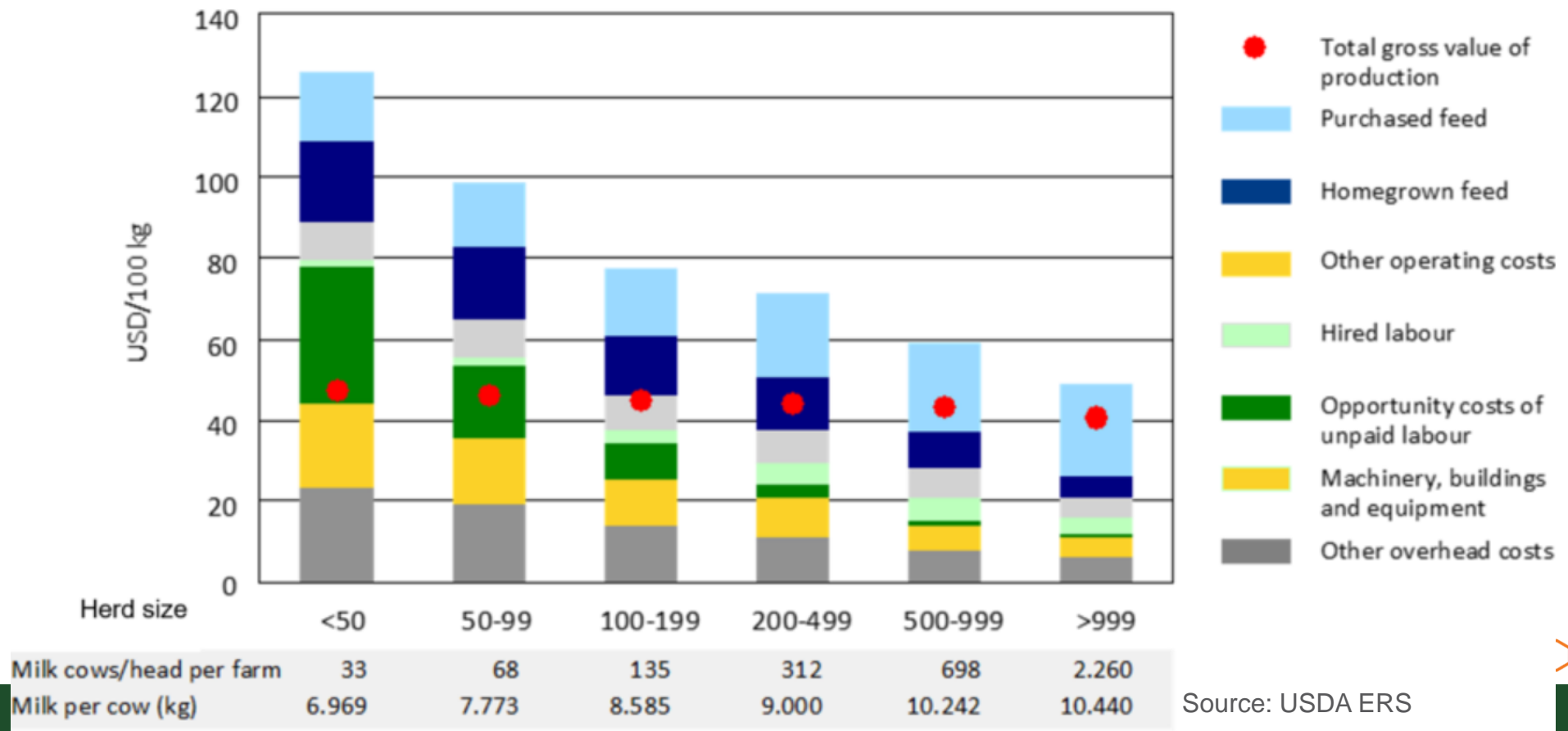


Video Credit: Mark Rose



# Small farms have higher costs of production, and need to enter markets where they can get a premium

Costs of Production US Dairy Farmers, 2017



Source: USDA ERS



# Schools (for example) do not have much \$ to pay a premium for local products!

## **NSLP Reimbursement Rates for the 2019-20 School Year:**

- Free: \$3.41
- Reduced Price: \$3.01
- Paid: \$0.32
- Schools certified as meeting the new nutrition standards receive an additional \$.07 per lunch.
- An additional \$.02 per lunch is provided to schools in which 60 percent or more of the second preceding school year lunches were served free or reduced price.

## **SBP Reimbursement Rates for the 2019-20 School Year:**

- Free: \$1.84
- Reduced Price: \$1.54
- Paid: \$0.31
- An additional \$0.36 is provided for each free or reduced price breakfast served in “severe need” schools, where at least 40 percent of the lunches served during the second preceding school year were served free or reduced price.





# Opportunity for seconds?



# Opportunity to think creatively?



# Opportunity to think creatively?



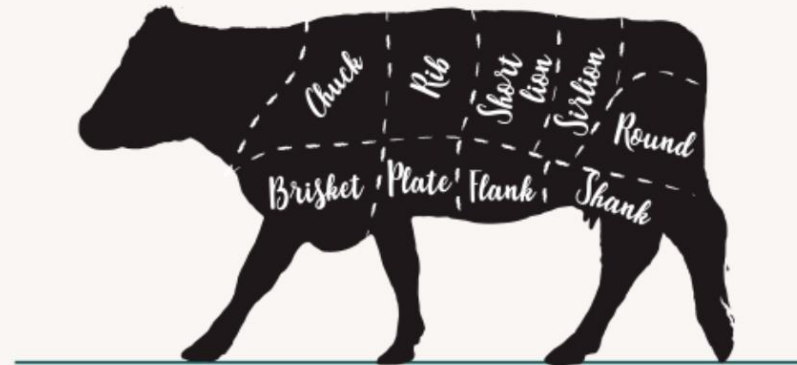
# CSU EXTENSION'S MEAT SCHOOL

Build your knowledge and your markets!



Colorado State University Extension's Meat School begins on October 30, 2019. This 6-week course is designed to expose producers to the skills and resources required to produce high quality meat, develop long-term successful relationships with processors, and access new markets for improved profitability.

We are offering the Meat School in Routt County at the Extension Office in Steamboat Springs, Alamosa at the San Luis Valley Local Food Coalition office, and at the La Plata County Fairgrounds in Durango. Each regional class will be guided by a facilitator, and participants will be able to attend the course in person or participate on line. Each evening's session will last for 2 hours, including time for questions, and be taught by 2 experts in livestock production, processing, and/or meat marketing for direct markets. Classes will take place on Wednesdays from 6pm-8pm on October 30, November 6, November 13, November 20, December 4 and December 11. View the 2019 class schedule [Here](#).



Cost is \$120 for all 6 sessions (\$160 for 2 registrants from the same business), and includes a book (The New Livestock Farmer by Rebecca Thistlethwaite and Jim Dunlop), resources, access to recordings of all presentations, and evening snacks.

Register today at <https://coloradomeatschool2019.eventbrite.com>.



# UPCOMING MODULES

OCTOBER-DECEMBER 2019

## IDENTIFYING AND DEVELOPING NEW MARKETS FOR MEAT

With Dawn Thilmany, Colorado State University and Adrienne Larrew, Corner Post Meats

October 30, 2019

[Session Details](#) →

## SUSTAINABLE MEAT PRODUCTION

With Beth LaShell, Fort Lewis College and Jim Gerrish, American Grazing Lands Services, LLC

November 6, 2019

[Session Details](#) →

## MEAT QUALITY AND SAFETY

With Colorado State University Animal Sciences Department and Michele Pfannensteil, Dirigo Food Safety

November 13, 2019

[Session Details](#) →

## BASICS OF MEAT PROCESSING

With Rebecca Thistlethwaite, Niche Meat Processors Assistance Network and Colorado Meat Processor

November 20, 2019

[Session Details](#) →

## PROCESSING FOR SPECIFIC MARKETS

With Colorado State University Animal Sciences Department and Holly Napier, Sunnyside Meats

December 4, 2019

[Session Details](#) →

## PRICING AND SELLING TO YOUR TARGET MARKETS

With Shannon Hayes, Grassfed Gourmet, Matt LeRoux, Cornell University, and Rebecca Thistlethwaite, Niche Meat Processors Assistance Network

December 11, 2019

[Session Details](#) →

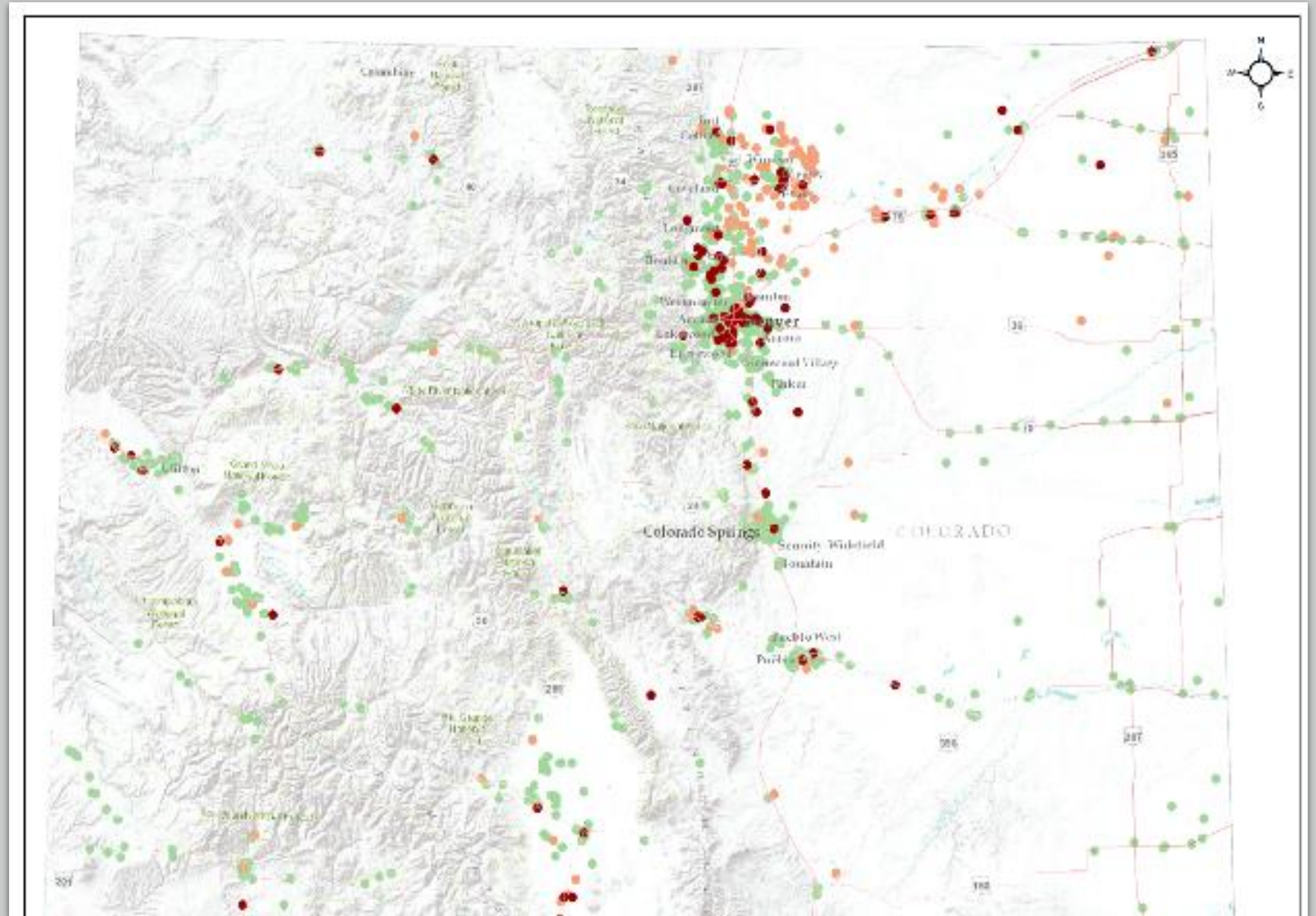


# For institutional procurement strategies to work, need to consider:

1. Are you creating markets that will work for the scale and commodity of producer at the table?
2. Is the right infrastructure in place?



Better to  
utilize  
underutilized  
assets  
**BEFORE**  
making new  
brick and  
mortar  
investments



**Manufacturing facilities, Colorado, 2016**



May 31, 2019 | Press Releases

## THE ANNEX BY ARDENT MILLS AND COLORADO QUINOA, LLC INK EXCLUSIVE PARTNERSHIP

*Denver, Colo.—May 31, 2019*—The Annex by Ardent Mills (The Annex) today announced a new partnership with Colorado Quinoa, LLC to clean, mill and market quinoa grown in Colorado’s San Luis Valley. Through the relationship, commercial customers benefit from the many advantages of U.S.-grown quinoa including stable pricing, scalable supply, sustainability and traceability back to local farms, all backed by the resources and support of Ardent Mills.

“We are excited to collaborate with Colorado Quinoa as part of our commitment to ancient and heirloom grains, plant-based ingredients and value-added products,” said Shrene White, General Manager, The Annex. “By being the exclusive supplier of Colorado Quinoa™, we are furthering our commitment to family farms, the future of food and making The Annex the go-to source for domestically grown quinoa for our customers.”

### **A staple ingredient in high demand**

A recent study conducted by The Annex pointed to the strong associations consumers have for quinoa. The study found that in retail products, quinoa ranked in the top 10 ingredients in terms of driving health perception and purchase intent. Its extraordinary versatility makes it a popular component on restaurant menus, where its culinary presence continues to grow.

### **Product features and benefits**

For commercial customers looking for a sustainable and domestic source, Colorado Quinoa™ offers comparable taste, color, size and cook volume to varieties of South American white quinoa, with the added benefits of a stable supply chain, competitive prices and scalability. It is an exceptional supplement or alternative to imported white quinoa and increases opportunities for domestic growth, selling and consumption.



**Bay State Milling**

*A Trusted Family of Ingredients.*



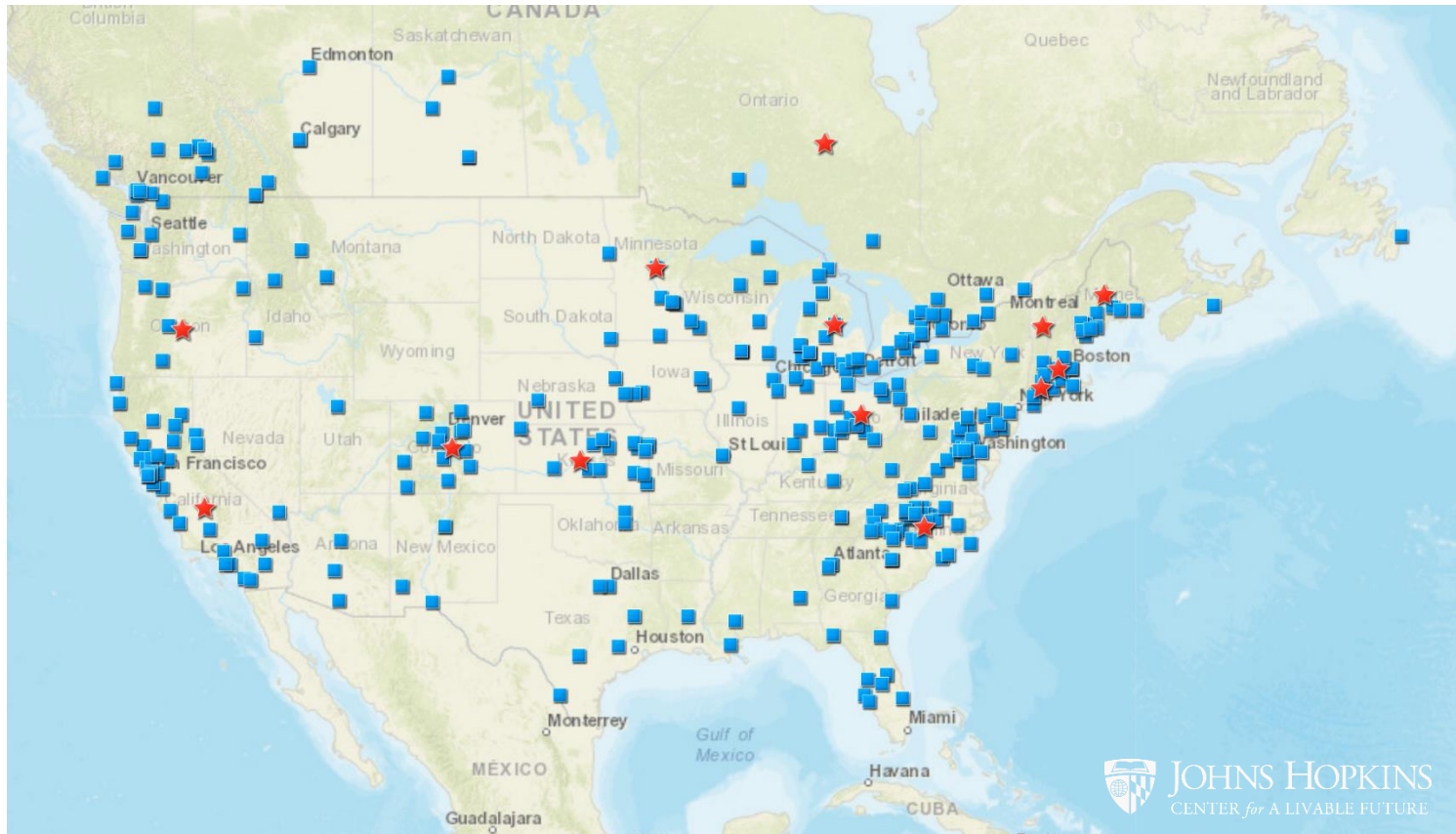
# For institutional procurement strategies to work, need to consider:

1. Are you creating markets that will work for the scale and commodity of producer at the table?
2. Is the right infrastructure in place?
3. Are the right people at the table?



# Opportunity: Leveraging Municipal Procurement

## Food Policy Networks Map, North America



Most of these councils are NOT effectively connecting rural-urban stakeholders

Source: Johns Hopkins Center for a Livable Future, 2019



# Opportunity: Establish Agricultural Economic Development Specialists in Extension

Cornell Cooperative Extension  
Harvest New York



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[FARM-BASED BEVERAGES](#) [LOCAL FOODS](#) [DAIRY FOOD PROCESSING](#) [URBAN AGRICULTURE](#) [EMERGING CROPS](#) [FARM STRATEGIC PLANNING](#)

search our entire site 



## About Program

Harvest New York's goal is to expand and enhance Cornell Cooperative Extension's regional agriculture programs to spur agricultural economic development in New York State. The team began in 2012 in Western New York, expanded into Northern New York in 2016, and now extends into New York City to better serve all of New York.

Six project areas are covered by Harvest New York Specialists:

### Dairy Food Processing and Marketing

Focuses on dairy and food processing, with emphasis on dairy processing manufacturers making artisan cheeses, ice cream, yogurt, and other value-added dairy products.

### Local Food Distribution and Marketing

Increases investment and jobs in agricultural and food systems to enhance the viability of farms through expansion, value-added production, diversification, and distribution of locally produced fruits and vegetables.

### Urban Agriculture

Promoting sustainable commercial agriculture development and entrepreneurship for urban farms producing in soil, greenhouses, or vertical/enclosed facilities through educational programming in production, harvesting, packaging, marketing, and food safety.

### Farm-Based Beverages

Identifies the challenges faced by the craft beverage industry suppliers in New York State and works with researchers, production specialists, industry reps, and policy makers to overcome the barriers to growth.

### Emerging Crops

Exploring the potential for new crops including industrial hemp, hops and more.

### Farm Strategic Planning

Provides producers assistance with farmstead development, facility layout, and environmental planning to optimize production on dairy, crop and livestock farms.

Specialists in these areas develop educational programs that increase agricultural investments, profitability and sustainability by:

- Maximizing connections to research and resources of Cornell University and Cornell Cooperative Extension
- Responding to emerging opportunities
- Assisting with workforce development and business expansion
- Increasing the profitability of this key New York industry

Harvest New York is funded by New York State.

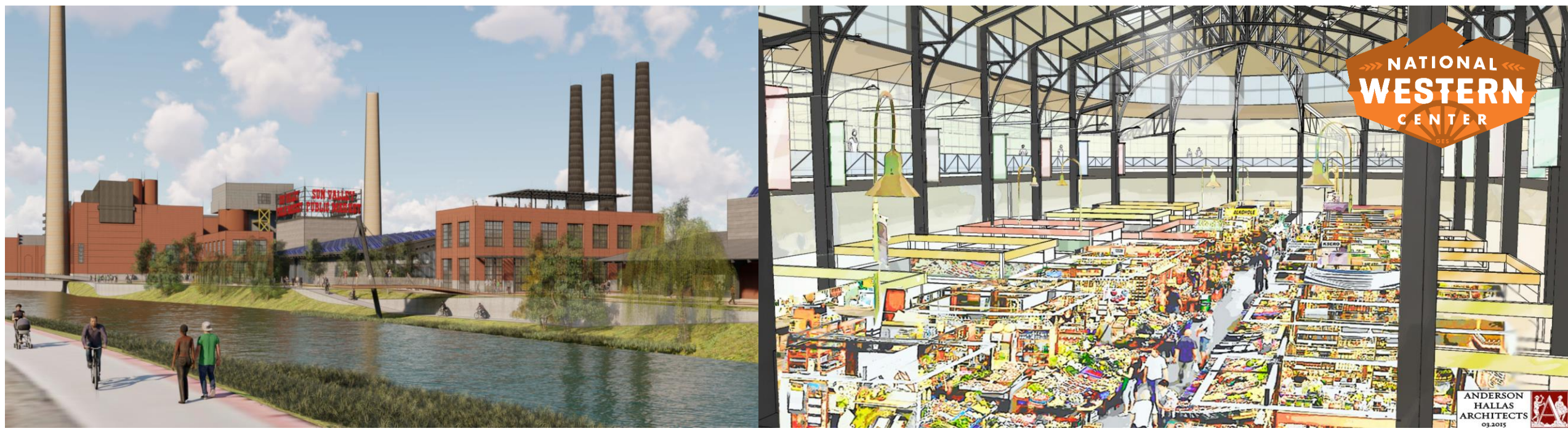


# Established a Producer Advisory Committee

- Western Horticultural Society, Charlie Talbott
- CO Beef Council, Julie Moore
- CO Pork Producer Council, Joyce Kelly
- CO Potato Administrative Committee, Jim Ehrlich
- CO Association of Wheat Growers, Brad Erker
- CO Dairy, Brock Herzberg
- National Organic Board, Steve Ela
- CO Dry Bean Association, Bob Schork
- CO Farm Bureau, Don Shawcroft
- Rocky Mountain Farmers Union, Dan Waldvogel
- Rocky Mountain Bison Association, Ace Ward
- CO Aquaculture Association, Kermit Krantz
- CO Egg Producers Association, Bill Scebbi
- National Young Farmers Coalition (Mile High Farmers Alliance), Adam Brock



Not just for Denver's procurement, but for larger market development efforts around Denver intended to support producers





# FRAMING THE FUTURE OF FOOD

Making global impact through local connections.

[FoodSystems.colostate.edu](http://FoodSystems.colostate.edu)





**FOOD SYSTEMS**  
COLORADO STATE UNIVERSITY

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[Localfoodeconomics.com](http://Localfoodeconomics.com)