

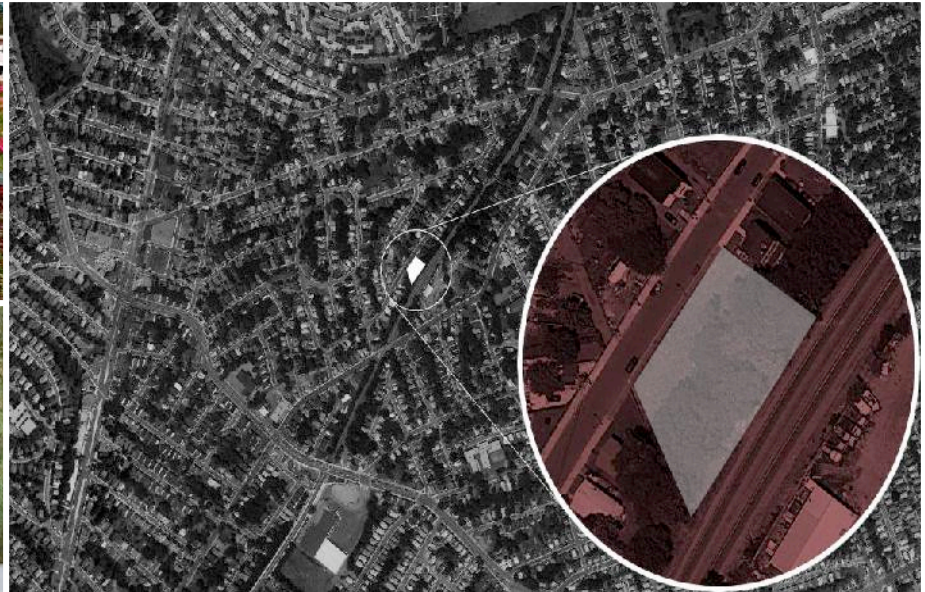


RESEARCH | RE-IMAGINE | RE-ENGAGE

CHALLENGE INTO OPPORTUNITY

URBAN AGRICULTURE, SOCIAL ENTERPRISE & HOLISTIC VALUE CREATION

100 BALLOU AVENUE - DORCHESTER, MA

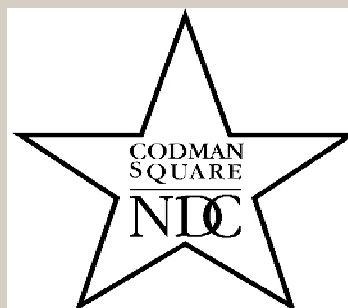


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CODMAN SQUARE NEIGHBORHOOD
DEVELOPMENT CORPORATION

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Sustainability defined:

We use the term sustainability to refer to a philosophical framework, strategic goal and call-to-action that urgently redefines ideas and practices in the interdependent social, environmental and economic spheres.

Our definition of sustainability is contextually framed, holistic and encompasses:

The responsible and restorative use of environmental and human resources;

Success built upon good governance and meaningful engagement with community and

Environmental, social and economic justice and opportunity, for all.

Sustainability Guild International



100 Ballou Avenue Dorchester, Massachusetts

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I. Introduction



Source: Codman Square Neighborhood Development Corporation



Urban Agriculture

Urban agriculture is a complex system encompassing a spectrum of interests, from a traditional core of activities associated with production, processing, marketing, distribution, and consumption, to a multiplicity of other benefits and services that are less widely acknowledged and documented. These benefits and services include recreation and leisure, economic vitality and business entrepreneurship, individual health and well-being, community health and well-being, landscape beautification, and environmental restoration and remediation.

Council on Agriculture, Science and Technology (CAST)

The goal of this report is to establish a value-driven, diverse, and holistic context for the development of mixed urban agriculture and social enterprise models for the currently vacant 23,000 sq. ft. site at 100 Ballou Avenue, in the Dorchester neighborhood of Boston, Massachusetts. This research was undertaken as a result of an advisory engagement between Sustainability Guild International (the Guild) and Codman Square Neighborhood Development Corporation (CSNDC). The present report integrates multiple learnings and opportunities from local, national, and international models and leverages the robust community development initiatives of CSNDC and its collaborative partners. Further, this report builds upon the Guild's ongoing examinations of: sustainable urban food systems, community-based economic development, and cross-sector collaboration for social, environmental, and economic value.

The first goal of this undertaking was to map actionable linkages between urban agricultural activity and economically sustaining opportunity creation. The second goal was to reframe the Ballou Avenue site as more than just a singular lot for urban agriculture or enterprise development. The vision was to imagine the Ballou site as an important node in an inner city-wide network of innovative sites developed to deliver a sustainable array of educational, economic and community building opportunities.

This report presents conceptual paths to transforming the current challenges of:

- Urban food insecurity and related health issues;
- Unproductive and unused or poorly maintained urban spaces;
- Inadequate employment and economic opportunities; and
- Place-based environmental needs and concerns,

into opportunities for:

- Launching community-based education and activities for social enterprise development and jobs to create the foundation for urban prosperity;
- Enabling healthy food system access and engagement;
- Re-imagining the urban core as a site of sustainability innovation and value creation;
- Creating beautiful, sustainable urban landscapes that transform the Codman Square and Dorchester neighborhood into an inspired and inspiring destination.

This report:

- Explores the concept, experience, and role of urban agriculture and social enterprise as core components of a healthy, resilient, and sustainable food system, community, and economy;
- Supports the exploration of educational and expertise development opportunities while addressing food access, community gathering, and green space needs;
- Outlines development models for Ballou Avenue that leverage existing and emerging initiatives in a manner aligned with community economic, social, and environmental interests and goals, as presently understood.

II. Overview



Source: Dorchester Environmental Health Coalition



Urban Food Desert:

A low-income census tract where a substantial number or share of residents has low access to a supermarket or large grocery store. To qualify as low-income, census tracts must meet the Treasury Department's New Markets Tax Credit (NMTC) program eligibility criteria. Furthermore, to qualify as a food desert tract, at least 33 percent of the tract's population or a minimum of 500 people in the tract must have low access to a supermarket or large grocery store. Low access to a healthy food retail outlet is defined as more than 1 mile from a supermarket or large grocery store in urban areas...If the aggregate number of people in the census tract with low access is at least 500 or the percentage of people in the census tract with low access is at least 33 percent, then the census tract is considered a food desert.

United States
Department of
Agriculture (USDA)

Urban Agriculture

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The recessionary conditions and environmental shocks of the last several years have brought sharp increases in global food prices as well as the expansion and intensification of poverty and food insecurity. The higher cost and increased difficulty in acquiring healthy food remain significant barriers for many urban core households. Echoing a growing body of research on the demographics and economics of healthy food access, the USDA has stated that “*urban core areas with limited food access are characterized by higher levels of racial segregation and greater income inequality.*” **Food is economy.**

Low access to healthy, affordable food often lead to poor: food choices, health and quality of life. Globally, the health profiles of urban populations have declined dramatically and nutrition-related illnesses – from heart disease and some forms of cancer -- to obesity and type II diabetes, are on the rise. In North America, food deserts and inadequate local food systems, have been accompanied by an alarming rise in preventable health conditions, particularly in low income, minority and immigrant communities. As the United Nations estimates that by 2050, 80% of the rapidly growing global population will live in cities, increasingly, the ability to create healthy and sustainable *societies* depends on the ability to create healthy and sustainable *cities*. The social, economic and environmental sustainability and success of our cities, depends on our ability to ensure healthy and sustainable food systems and supporting economies. **Food is health.**

Food functions across a broad range of areas – from commodity to culture – and is a powerful lens for understanding and improving social, economic and environmental systems. Indeed, food justice and urban agriculture have become rallying points for development, sustainability and community building, worldwide. As a central component of culture, food powerfully shapes experience and meaning at both the community and personal levels and has the ability to create bridges and opportunities across a host of societal barriers. **Food is culture.**

In the United States, urban agriculture has often flourished in response to acute social, environmental and economic challenges. From WWI Liberty Gardens, depression era Relief Gardens, WWII Victory Gardens, to the Community Gardening movements of the 60s and 70s, urban agriculture has been a key strategy for both nourishing, and building, communities. Today, urban agriculture offers a host of empowering benefits that are multiplied when attuned to a holistic set of social, economic and environmental needs.

A Selection of Urban Agriculture Benefits:

- Improved availability of fresh, healthy produce and resulting nutrition profiles
- Improved food security and emergency feeding capabilities
- Decreased impact on household food budget/poverty alleviation
- Creates community engagement points
- Offers hands on environmental knowledge and experience
- Puts otherwise unproductive space to beneficial use
- Provides youth and adult development opportunities
- Helps to raise awareness and engage communities in their food value chain
- Can create employment and economic opportunities
- Can support the development of micro-enterprises that strengthen local food value chains
- Can bridge generation gaps and create mentoring relationships
- Provides physical exercise and psychological/relaxation benefits
- Beautifies blighted and unproductive areas
- Can improve air quality and overall environmental profile and management
- Can transform urban waste streams into beneficial resources
- Creates safe spaces for community interaction
- Offers opportunities for integrated learning and socializing
- Can support responsive and collaborative economic development



Fairmount Greenway Initiative:

A path running alongside the Fairmount Commuter Rail Line that will link nearby existing and new open areas, creating a ribbon of green space that weaves through the adjacent neighborhoods. A multi-use pedestrian and bicycle path will span the length of the Fairmount Line from Downtown Boston to Hyde Park and provide connections among parks, schools, community gardens, historic sites, community centers, and shopping districts.

Millennium Ten Initiative:

Is a collective effort of grassroots organizations, residents, civic groups, and nonprofits in the Codman Square and Four Corners communities. The goal of Millennium Ten is to uplift and showcase the community as a place of promise/opportunity and to further the upward trajectory that this community and its residents have been on for the past few decades.

CSNDC

Current CSNDC Initiatives

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While Dorchester may not technically qualify as an urban food desert, the challenge of finding quality food that is also affordable, remains. Community need and desire for healthy and affordable access to quality food can pale in comparison to urgent socioeconomic challenges of Boston's poorest communities. By combining food issues with the creation of economic and educational opportunities, this project seeks to extend current thinking on the role that urban agricultural – and related activities – might play in the establishment of sustainable local economies and healthy food systems. Further, by establishing and supporting the development of mission-driven activities that link agricultural production, research, expertise and clean technology, the Ballou site can become a model and catalyst for opportunity, engagement, and innovation, in our most disadvantaged communities.

Social Enterprise:

A social enterprise is an organization or venture that achieves its primary social or environmental mission using business methods. The social needs addressed by social enterprises and the business models they use are as diverse as human ingenuity. Social enterprises build a more just, sustainable world by applying market-based strategies to today's social problems.

Social Enterprise Alliance

Current CSNDC initiatives offer a wide variety of opportunity points that include: technology access and training, youth development programs, adult workforce training, community safety, beautification and greening initiatives, Transit Oriented Development, community engagement and support programs, financial literacy and management skills, along with housing and commercial space development. The focus on collaborative environmental initiatives such as greenways, gardens, neighborhood cleanups, and parks, provides an ideal integration point with the innovative development of the Ballou site. Two initiatives provide the main focal points of the Guild's conceptual framing: the Fairmount Greenway Initiative and the Millennium Ten Initiative.

Fairmount Greenway Principles:

- Provide residents with a clean and appealing outdoor space for positive social interaction.
- Promote healthy and active lifestyle choices.
- Supplement neighborhood beautification.

Millennium Ten Principals:

- Creating realistic opportunities for families to climb the socioeconomic ladder.
- Showcase and leverage the eclectic array of existing assets within the community.
- Re-brand the community as a center for innovation, expertise, and economic growth.
- Foster an environment that encourages greater community involvement.

The Guild's proposed models align with the goals and vision of The Fairmount Greenway and Millennium Ten initiatives by transforming 100 Ballou Avenue into a dynamic community space that promotes urban, beautification, agriculture and education, creates economic opportunity, and supports the adoption of healthy lifestyles. By integrating healthy food production and access, place-making and social enterprise development, the site at 100 Ballou Avenue could serve as a dynamic model for re-casting Codman Square and the Dorchester neighborhood as a center of sustainability innovation and, eventually, expertise.



City of Boston Food Policy Goals:

- Increase access to affordable and healthy food, particularly for underserved communities.
- Promote economic opportunity and greater self-sufficiency for people in need, including increasing the capacity of Boston residents and businesses, and grow and distribute local and healthy food.
- Increase education and knowledge around healthy eating and food production, particularly among youth.
- Increase partnerships with, and/or between, local and regional food producers.
- Increase healthy food supplies to local schools, organizations, institutions, and corner stores.

Boston Redevelopment
Authority

City of Boston Food Policy & Agriculture Goals

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Current City of Boston food policy strategy seeks to support diverse urban agricultural practices and technologies that include rooftop, greenhouse, vertical, and aquaculture methodologies. Introducing diverse methods of intensive food production that utilize building façades, rooftops and otherwise unproductive spaces of the city could have a significant impact on the health and environmental profile of our urban communities. For Boston, community gardening is a familiar feature in numerous neighborhoods and has significantly improved the access to – and economics of – healthy produce for many households. Community gardening allotments are typically organized into 10' by 10' plots for gardeners to utilize independently. An average lot used for urban agriculture consists of about 5,000 sq. ft. of contiguous space that is managed by one entity or partnership. While community garden plots can be extremely productive, the crop yield from such a garden is strictly limited to personal use, and sale of any of the products from the plot will result in the loss of the garden plot.

In contrast, new initiatives supported by the city encourage food production, food justice, and the creation of economic opportunity. The framing of the Mayor's food policy goals effectively links urban agriculture to urban economic development. To this end, in 2010, under the leadership of the Boston Redevelopment Authority, the city launched an initiative to begin the *Pilot Urban Agricultural Project*. The program currently consists of three properties in Dorchester along the Fairmount/Indigo Line. These three lots will become part of the *Urban Agriculture Overlay District (UAOD)* and are to be leased by the City of Boston to farmers at \$500 per acre for five-year terms. Should the agricultural program prove to be successful, the city may move to extend the leases for an additional five-year period. Prospective farmers were required to submit proposals to the city by August 15, 2011 to be considered formally for a lease.

Ballou Area Resident Response

Ballou area resident response to the pilot initiative was not positive and resulted in the removal of animal husbandry from the scope of the UAOD and the withdrawal of the Ballou lot from the current RFP and UAOD process. While the main objections cited an insufficient level of community engagement in the vision and plans for the Ballou lot, residents also shared a series of alternative preferred uses for the lot. While residents expressed concern about potential contaminated soil risk, residents were not completely opposed to an agricultural use of the site, particularly if the produce grown could be sold at affordable prices, by and to, community people. Additionally, a tot lot was suggested as a safe and clean space for young children and their parents to spend time. Residents also expressed interest in educational and community engagement opportunities for youth, and employment and economic opportunities for teens and adults. Therefore, community desire for affordable produce and educational, community-building and economic opportunities, formed the starting point of the Guild's development research and strategy.

Main points of community interest:

- Tot lot
- Affordable produce from community-based farmers
- Youth education and skill development opportunities
- Employment and economic opportunity creation

While the goal of the Guild's research was to create alternative development models for the Ballou lot, it must be emphasized that further fieldwork in the community and with the project's current and potential stakeholders will allow the details and opportunity horizon for a final development model to be chosen.



Placemaking:

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Put simply, it involves looking at, listening to, and asking questions of the people who live, work and play in a particular space, to discover their needs and aspirations. This information is then used to create a common vision for that place. Placemaking capitalizes on a local community's assets, inspiration, and potential, ultimately creating public spaces that promote people's health, happiness, and well being.

Project for Public Spaces

Zoning Context for 100 Ballou Avenue

100 Ballou Avenue is actually made up of five parcels totaling over 23,000 sq. ft. zoned as 3F (Three Family Residential). 3F zoning regulations are designed to preserve the traditional low-density residential characteristics of neighborhoods. Educational and open space use of the Ballou site is allowed, while community centers and open space recreational use would be conditional. The Ballou site abuts the Fairmount Indigo rail tracks and is adjacent to a stairway that leads to Norfolk Avenue near the Morton Street stop. The site is located on zoning map 8B in the *Greater Mattapan Neighborhood District*.

Urban Agriculture Overlay District

The passing of the *Urban Agriculture Overlay District* (October 12 vote) will effectively expand the list of allowed uses for a lot such as Ballou Avenue. Land could also be used for agricultural purposes (with the exception of any form of animal husbandry or composting from materials not produced originally on the lot). Further, resulting activities on the lot could generate revenue. While the Ballou Avenue lot will not be included in the *Urban Agriculture Overlay District* vote, the Zoning Commission is scheduled to vote on the Urban Agriculture Overlay District amendment on October 12, 2011, which is expected to be approved.

Upon selection of a mixed urban agricultural use for the site at 100 Ballou Avenue, the site will need to proceed through a two-step process with the Boston Zoning Board of Appeals to be subsequently included. The secondary process should allow the Board greater flexibility in approving reasonable and community-approved proposals for the lot and provide beneficial time to CSNDC and its partners to prepare to execute on a community supported vision. Currently, the agricultural and educational aspects of our models align with current regulations, though additional phases of development would require formal requests to the Board of Appeals. Restrictions on business activity on the site still allow the site to be utilized for agricultural production, training, education, and social enterprise development.

Zoning Implications for Ballou Ave Proposals

- The simplest proposed models include agricultural production on the land that is explicitly outlined as acceptable uses in the *Urban Agriculture Overlay District* and 3F zoning language.
 - Integrating a community center (listed as conditional for 3F districts) and rooftop greenhouse or agriculture would require a formal request to the Zoning Board of Appeals. However, zoning restrictions for the integration of rooftop agriculture (either open or enclosed in a greenhouse) has not been articulated and approved by the city, to date.
 - In fact, incorporating any greenhouse structure, regardless of its disposition, on the lot would require a formal request to the Zoning Board of Appeals; if local residents supported the measure, the allowance would potentially be approved.
 - Off-street Parking Standards for Cultural and Open Space Land Uses: 2 ft of bench = 1 seat; .2 parking spaces are required per seat
 - Standards for on-site parking: 1 space/1000 sq. ft gross floor area
 - The potentially temporary zoning structure afforded by the UAOD (of ~10 years) means that alternative zoning configurations should be considered.

- <http://www.bostonredevelopmentauthority.org/pdf/ZoningCode/Article60.pdf>

III. Landscape



Source: Codman Square Neighborhood Development Corporation



Main Local Model Takeaways:

The Food Project has achieved the most visible branding and expertise recognition at the national level for the strength of their programming and because they were social enterprise and food justice innovators.

Haley House is a true social enterprise and stands out as the most robust example of connecting agriculture to social, educational, and economic betterment for local communities. The development of products and services has given Haley House a great deal of flexibility, visibility, and financial strength.

BNAN has achieved the largest network of gardeners and, from a pure growing perspective, has the best known programming in the area. The key issue is the exclusion of economic activity.

Gardening the Community, while small in scope, has also established a direct link between agriculture and commerce and provides a small number of jobs for youth.

A Selection of Local Urban Agricultural Initiatives

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NOTABLE LOCAL MODELS				
Project	<u>The Food Project</u>	<u>Haley House</u>	<u>Boston Natural Areas Network (BNAN)</u>	<u>Gardening the Community</u>
Location	Roxbury, MA	Roxbury, MA	Boston, MA	Springfield, MA
Activity	Urban Learning Farm; youth summer and academic year program; internships; Build a Garden raised bed community program; farmer's market; green houses; gardening workshops; school partnerships	Soup kitchen/shelter; café and catering business with workforce training and re-entry programs; Noonday organic farm with educational opportunities (produce to soup kitchen/bakery/shelters; food pantry)	Multicultural Seed & Recipe Exchange; teach gardening techniques; youth-based training program; curriculum aligned with Boston public schools	Youth-driven urban farm lots where produce is sold via bicycle transport. All business is conducted by youth participants under the supervision of program coordinators
Investment/Funding	Donations from individuals, non-profits, and corporations, land use rights from several of the above entities	Donations; fundraisers, grants and commercial operations	Donations, grants from foundations, agencies, and non-profit organizations	Donations; corporate and non-profit funding; youth workers receive money from state summer jobs program
Revenue Stream	Selling produce through social enterprise/farmer's market, workshops, corporate volunteer programs, donations	Bakery; catering; facility rental, events	Membership fees and events	Revenue from social enterprise sales to households and businesses
Strengths	Urban agriculture expertise; successful youth engagement and development program; seen as a strong community-based social justice organization	Maintains many community and economic development programs; generates revenue to promote food accessibility, social enterprise, social justice, and workforce re-entry and training	Strong model to encourage awareness of the natural environment in the city. Excellent education program tied to schools and communities	Strong youth model building gardening and business skills, leadership, community engagement, planning, personal and fiscal discipline
Further Comments	TFP may not be available as a growing partner but may well be available as a programming/service partner. Not a financially sustainable model	Haley House may be available as a growing and/or programming/service partner. Would be strong partner for a Community Supported Kitchen	BNAN would be an excellent educational programming partner and its gardens, a source of community-based expertise	GTC has close ties to local organic farmers association and could present many useful learnings for creating beneficial relationships beyond the urban community

NOTABLE NATIONAL MODELS

Project	<u>Growing Power</u>	<u>St. Mary's Urban Youth Farm</u>	<u>Detroit Urban Farm Project</u>	<u>People's Grocery</u>	<u>Resilience Research Center</u>	<u>Paducah Arts Revival</u>
Location	Milwaukee, WI Chicago, IL	San Francisco, CA	Detroit, MI	Oakland, CA	Madison, WI	Paducah, KY
Activity	Urban farm; workshops include renewable energy, greenhouse production, soil fertility and vermiculture, community project design, cooking; technical support services	Urban farm run by San Francisco League of Urban Gardeners (SLUG); orchard; greenhouse, community garden plots and amphitheater open to workshops and events; garden internship program trains over 100 youth each year; micro-enterprise called Urban Herbals for graduating youth offers business training course	Social enterprise that includes food processing and distribution, hydroponics greenhouse; farm, education and training; jobs; education offered in urban farming, botany, IT, alternative energy, nutrition, lean engineering, and basic accounting; health education taught at center and within school system	Greenhouse; store; social justice institute, local food and nutrition demonstrations; workshops; food distribution and wholesale program; bio-intensive micro-farm in the heart of a housing development	Developing model for urban agricultural workforce training and education; will include community center, middle school; 5000 sq. ft. mixed-use development with local businesses; MG&E Energy Services Center; several acres of intensive, year-round urban agriculture	Artist relocation program that is a national model for using arts for economic development; utilized relaxed zoning standards; reimbursements; matching funds; marketing; moving and setup assistance
Funding	Trusts; foundations; grants; donations	\$145,000 three-year, Community Food Project grant awarded in 1999 from the USDA, EPA	Funded by Templer Foundation and partnership with the Food Studies Institute	Land from north Oakland land trust; donations	CRC, Community Land Trust, Community Action Council Charter School proponent group and Growing Power joined; community contributions and MG & E donation; Department of Public Instruction grant	Over \$30 million invested in the neighborhood via program; city spent \$3 million on the project in the first five years, while artists invested \$35 million in neighborhood buildings
Revenue Stream	Fee-for-service programs support ~ 1/2 of budget, garden store and branded product sales; donations, events and workshops,	Social enterprise sales; rented garden plots; donations; workshops/school trip fees	Micro-enterprise development geared to products and services that aligned with gaps in food system	CSA; grocery and wholesale activity, branded gear, events, donations, workshops and services	Social enterprise, training, donations	Commercial and tourist activity
Strengths	Exemplary model of community engagement, education, food justice, establishing expertise that creates revenue	Strong model of micro-enterprise and branding, urban agriculture, youth engagement and workforce training	Strong partnership and job creation model (~30 jobs per acre)	Great model of community-driven value and enterprise creation	Model of mixed use education, urban agriculture, and community development; strong business and partnership model	Model of community revitalization and re-branding; key model for evaluating how Millennium Ten might benefit
Further Comments	Strong example of how a single lot can evolve into an expansive system	Strong model of partnerships that allow urban youth to collaborate with landscape architects, planners, and others	Visionary in scope with promising attention to all aspects of the food and economic systems	Strategic focus on health and wealth was a strong catalyst for community engagement	Much larger land area, based around school, significant funding needs	Ballou could be an explicitly stated step in a larger re-branding and revitalization effort for the area

Main National Model Takeaways

Local food initiatives joined with community-driven economic development offers sustainability-based business models that seek to deliver on economic, social, and environmental goals. The dynamic expansion of opportunities and approaches to urban agriculture has been significantly catalyzed by the explicit linkage to sustainable economic development and community resilience. The examples of Growing Power and People's Grocery demonstrate the way in which the development of local expertise and specialization (from vermiculture to urban food justice in action) can brand local initiatives at a national and even international level. People's Grocery explicitly calls itself a health and wealth organization and, in addition to growing and selling food and gardening products, both organizations have created branded gear and commercial businesses as well as offer education, training, events, and technical advisory. Both the Detroit Urban Farm project and the Resilience Research Center distinguish themselves as offering a far more comprehensive array of value-driven services and engagement points for local communities, including science and technology education steeped in social enterprise development and training in areas from alternative energy to lean engineering. Clearly providing high value skills with hands-on experience to inner city communities, bodes well for altering the economic trajectories for some of the most disenfranchised populations in this country.

A Selection of International Agricultural Initiatives

NOTABLE INTERNATIONAL MODELS

Project	<u>Young Urban Farmers</u>	<u>SPIN Farming</u>	<u>Edible Public Space</u>	<u>Self-Harvesting</u>
Location	Toronto, Canada	Saskatchewan, Canada	Leeds, UK	Vienna, Austria
Activity	Social enterprise that develops interactive curriculum to teach urban gardening to all ages on urban plots; Services for residents to establish food gardens on lawns and roofs	Small Plot Intensive farming to generate revenue; methodology and educational tools for minimizing the use of technology and maximizing plans for gardens under one-acre	Food production in public urban spaces. Research project of the planning department at the School of Architecture, Planning and Landscape	Farmers prepare lots and sow rows of vegetables; plots are divided and rented to community members for the season; individuals manage and harvest from lots
Funding	Grants; donations	Grants; land leasing	Government funded	Government funded
Revenue	CSA; franchising program; consulting; online store	Sale of education guides and supplies; sales of produce to local restaurants	Sale of 30% of organic produce to varied entities such as hospitals and kindergartens; plans to offer consulting services	Land rental, plot maintenance services and consulting
Strengths	Strong profit-generating model of turning urban spaces into food gardens, includes educational opportunities	Revenue model based on financial models and organic techniques; estimates of \$24K-\$76K per half acre, year; facilitates year-round growing through relay crop production	Strong university/government partnership model	Model of community engagement in urban agriculture alongside farmer mentorship; strong government partnership and support of program
Further Comments	Model offers interesting potential for micro-enterprises based on expanding food gardens to non-gardeners	Model still being tested; no emphasis on community engagement	Interesting balance between public food access and social enterprise	Innovative model for creating healthy food access for residents unable to take on a full garden project



Healthy Urban Food Enterprise Development

The Healthy Urban Food Enterprise Development (HUFED) Center, managed by the Wallace Center at Winrock International, is funded by the U.S. Department of Agriculture's National Institute of Food and Agriculture. The Center is an outcome of the 2008 Farm Bill. The purpose of the Wallace HUFED Center is to increase access by underserved communities to healthy, affordable, and local foods, including locally produced agricultural products. The HUFED Center was created to respond to the growing need to reorganize, rethink, and transform the way food is grown, sourced, distributed, marketed, and consumed in the United States, in order to:

- Make healthier and more affordable food available in low-income areas;
- Increase market access for small- and medium-sized agricultural producers; and
- Promote positive economic activities generated by attracting healthy food enterprises into underserved communities.

HUFED

Opportunities for Innovation

Urban Farming (NY) – Excellent models for developing social enterprises focused on the food system, green urban infrastructure, and the alleviation of food insecurity. The program began in 2005 "with three gardens and a pamphlet," and has very holistic and forward-thinking goals and strategies with strong programming, revenue generating services and products and campaigns. Urban Farming has effectively achieved numerous corporate sponsorships, and international branding. To date, UF has planted 43,000 gardens worldwide and has a dynamic program set that includes job creation, business growth, urban redevelopment, and health and wellness, and encourages and engages in global investment. Two Urban Farming gardens are located in Massachusetts: one in Mattapan and one in Somerville.

Edible and Living Walls (France) – Living walls were invented by French botanist and designer Patrick Blanc. The vertical gardens are attached to a supporting structure made up of modular panels and crevices where plants can grow in either soil or a non-biodegradable growth medium such as rock wool. The system and structure itself channels water to the plants, which may be decorative or produce and herb gardens. The systems themselves range from simple, craft level installations to technologically sophisticated systems. Living walls present the opportunity to produce food and recreate the urban landscape. Benefits include beautification, air filtering and cleansing, less noise pollution, a reduction in energy costs by as much as 20%, gains in LEED credits, increases in property value, protection of buildings from weather and thermal fluctuations, and lowering of the overall heat imprint of urban centers. Local communities can be transformed with year-round greenery on aesthetically challenged buildings and community members can develop expertise in these food, green building and vertical landscaping systems.

Main International Model Takeaways

The Young Urban Farmers and Spin Farming models focus as much on revenue targets and market analysis as on environmental or social benefits. Together with the Edible Public Spaces, Edible Walls, and Self Harvesting models, they offer a panoply of opportunities for increasing the reach and benefit of urban agriculture by literally weaving fresh food into the public landscape and by suggesting a wider array of business models for delivering agricultural products and services to diverse markets. These models are promising in that a broad number of new stakeholders can engage in and benefit from urban agricultural activity – from gathering herbs, fruits, and vegetables from public sites, to having community gardeners plant and maintain gardens for households unable, or uninterested in, gardening for themselves. While based in New York City, the Urban Farmers model has spread internationally. This model distinguishes itself by also cultivating skills and services in green building strategies that benefit stakeholders within and beyond the immediate community and demonstrates the global need for urban gardens that create opportunities for economic development.



Challenges Facing Urban Agriculture and Social Enterprise Models:

- Soil and airborne contamination
- Security and vandalism
- Need for long-term site tenure
- Enabling city, state, and federal policy may not be in place or coordinated to fully drive community-based social enterprise development and operation
- High start up costs, typically low margins in the food business, and the need for low-cost food in inner city markets make profitability difficult
- Weak long-term economic opportunities in traditional food production can mean weak talent quality or retention
- The small scale and scattered nature of production sites, typical of urban agriculture, make profitability and management more difficult
- Weak focus on the holistic food value chain can make identifying and seizing opportunities more difficult

Farming Inside Cities:
Entrepreneurial Urban
Agriculture in the U.S.

Urban Agriculture and the Profitability Challenge

While the most promising concepts from the researched initiatives have been incorporated into the models for Ballou Avenue, the reality is that many initiatives struggle to deliver on their social mission while also achieving financial sustainability. A business model based solely on the sale of traditional produce – makes profitability even more elusive. The following quote captures the continuing struggle to make such models of urban agriculture financially sustainable:

“... the driving issue behind any marriage of urban agriculture with community development is whether the economic value of city farming is as satisfactory to the initiating organization (and its financial supporters) as its social value may be to the community. As a staff member of one of the largest CDCs in the United States put it, “For-market food producing ventures in our area can’t beat the prices that supermarkets can offer. They won’t be able to make a profit for us.” Research into the economic returns of for-profit urban agriculture concludes that most operations produce only modest revenues, even when subsidized. The 1999 University of California study of entrepreneurial market gardens found that 13 of the 23 operations reporting annual sales figures made less than \$10,000 and only three earned more than \$50,000 (Feenstra et al. 1999). Two of these three high-earning operations sold value-added products, which typically require additional investment in staff, planning and equipment. These figures seem insignificant when compared to the profits from a new supermarket, not to mention the spin-off effects of a supermarket to neighborhood business revitalization.”

- Lincoln Institute of Land Policy

https://www.lincolnst.edu/pubs/dl/95_KaufmanBailey00.pdf

Given these challenges, the developed models for Ballou Avenue attend to local food justice and access issues and seek to develop multiple streams of knowledge and revenue for the overall stability and prosperity of the local community. Urban agricultural methods and opportunities continue to evolve, yet, in the context of a heavily subsidized food system where existing agricultural labor pools are, most often, poorly paid, poorly treated, and rarely lead to further socioeconomic opportunities, we need to look to alternative methods of meeting food access challenges while also developing more specialized knowledge and skills that support not only a sustainable, regional food system but also economic development based on expertise attuned to addressing environmental and social challenges. The examples explored demonstrate a wide variety of ways in which these multiple objectives can be achieved by engaging with urban food, health and justice issues as a path to creating community-level engagement in mission-driven economic activity. While many of these initiatives are quite new, they reflect the emerging energy and creativity of strategies for urban agriculture, local economic development, and community resilience.

IV. Opportunity



Source: Codman Square Neighborhood Development Corporation

Conceptual Framing of Ballou Models

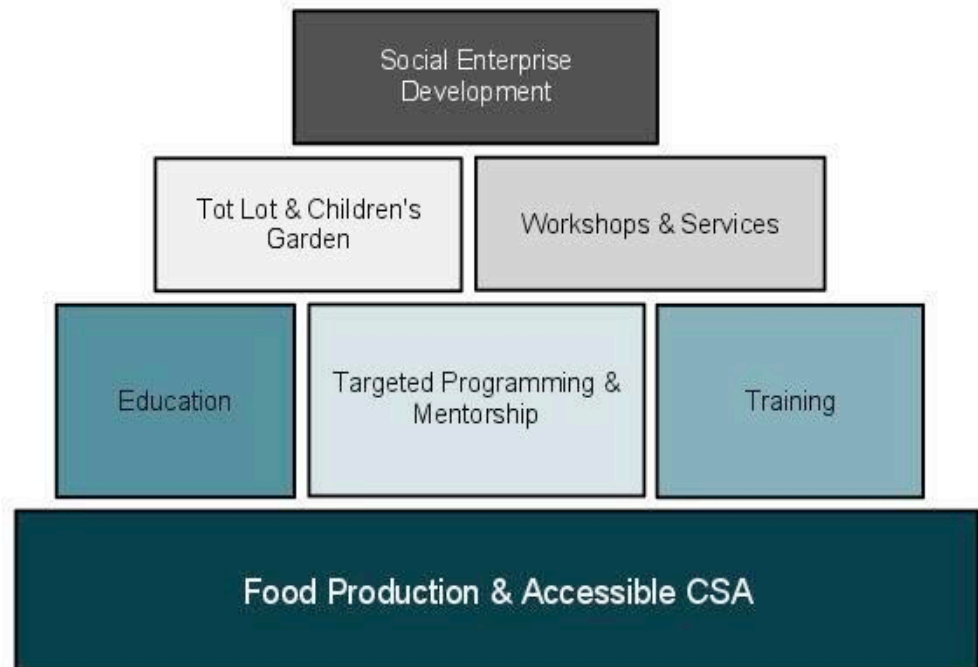
The following models are informed by relevant local, national, and international models of mixed urban agriculture, social enterprise, and community development. The developed models reflect present and potential zoning considerations and are aligned with the needs, goals, and opportunities specific to the Ballou Avenue neighborhood and the community development trajectories of the City of Boston, CSNDC, and its collaborative partners. Ultimately, these models serve to direct the development of Ballou Avenue toward relevant and value-driven models of mixed urban agriculture and social enterprise development initiatives that promote:

- Access to healthy and affordable food
- Social enterprise development
- Community-building and placemaking
- Community-level education, training and expertise
- Beautification and greening of the area
- The development of a sustainable and innovative food system
- The building of bridges for disadvantaged urban communities to participation in a knowledge economy

Site concept

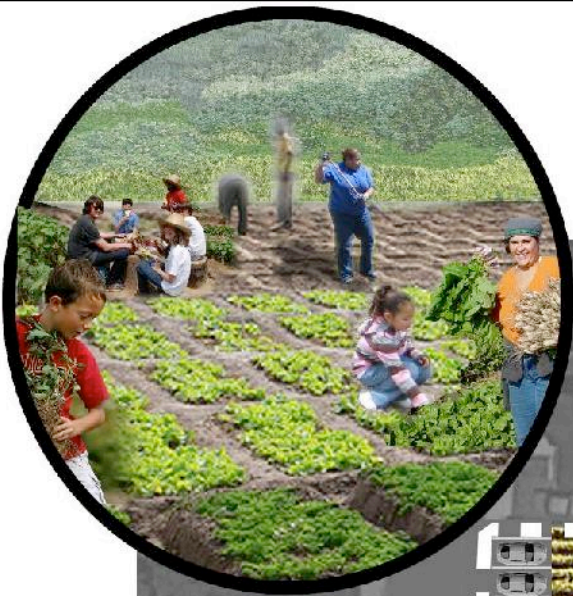
The developed models focus on the integration of a variety of urban agriculture methods (that emphasize vertical growing complimented by: field, rooftop, greenhouse or hoop house) with community engagement, education and training, healthy CSA and micro-enterprise creation. Models align community interests (as expressed to date) with the mission and goals of CSNDC and the City of Boston Food Policy division by addressing socioeconomic development needs and opportunities, innovative local food system optimization and accessibility, and placemaking. Each model, though increasing in complexity and opportunity yield, offers significant educational, training, and recreational value to community residents of all ages, in addition to strengthened networks between community members.

Development Site Elements:



Main Elements of Site Models:

- Intensive vertical agricultural production
- Rooftop and/or greenhouse agriculture
- Permaculture
- Programmatic tie-in to healthy food for schools, senior centers, non-profits
- Clean energy-generating tot lot
- Affordable Community Supported Agriculture (CSA) program
- Nutrition education
- Youth and teen farming
- Skills training
- Food system and market education
- Systems thinking
- Mentoring, internship, and intergenerational programs
- CSK tie-in
- Social enterprise business training
- Social enterprise development and training in a community center



- High-yield field, vertical, and terraced farming
- Affordable CSA
- Community plots
- Children's garden and activities
- Rooftop and/or greenhouse growing
- Youth training/internships
- Programmatic tie-in to local schools



- Social enterprise development and training
- Three-season covered teaching and gathering space
- Clean energy tot lot
- Weekly and seasonal events, training, and workshops
- Community-Supported Kitchen (CSK)



Design Notes

The main intentions of the design of this project are to reflect leadership in sustainability, maximize area-use efficiency, and maximize food production in urban farming. To achieve these intentions, we adopted several strategies, including a solar-passive design, a flexible interior design, living/edible walls, and green roofs. The building (or the three-season covered area in the case of models 1, 2, and 3) is located in the center of the site, while the urban farm surrounds it. The farm is organized to incorporate vertical methods with terrace farming of shade-loving plants and products grown under existing trees, and field farming employed on the area exposed to direct sunlight on the northwestern side of the building. An educational tot lot is proposed with access to an area designated as the children's garden.

Three-season covered teaching and gathering space

The covered area is a simple metal-frame that supports a green roof. The framing hosts a vertical farming infrastructure that maximizes production and blends the structure into the natural environment.

Community facility

The building hosts modular classrooms/meeting rooms, a demonstration kitchen with teaching and dining areas, and service and administrative areas. These spaces are subdivided using pivoting panels that allow for different and simultaneous activities. A flexible, open-space approach to the interior of the building can be achieved when all furniture is put on caster wheels and chosen to achieve such flexibility. The exterior is composed of living/edible walls and a green roof to maximize agricultural production and to benefit from many positive externalities, such as a reduced heat island effect, reduced storm water runoff, thermal and acoustic insulation, and the creation of a natural habitat to filter pollutants and carbon dioxide, in addition to increasing roof lifespan. We are also exploring innovative energy, waste and water capture/recapture opportunities for the site.

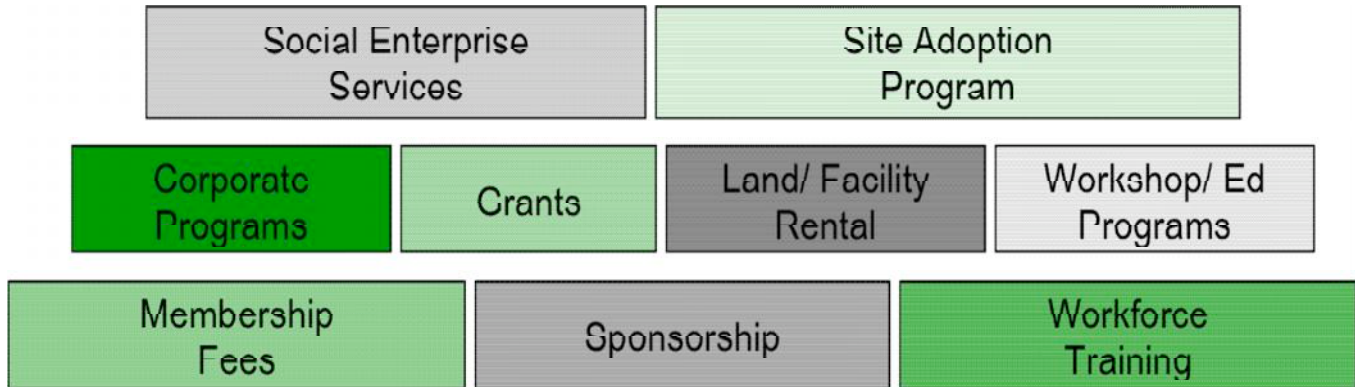


Top image from the LEED platinum event space, Smog Shoppe / Bottom images from the Children's Hospital at Vanderbilt, [Veggie Project Teaching Kitchen](#)

Revenue Concept

Several potential revenue streams could exist to support the innovative programming and engagement opportunities proposed for the Ballou Avenue lot. Sources of revenue for the lot could be based on membership fees for a CSA, sponsorships, and grant opportunities. Revenue may also be derived from corporate engagement programs such as volunteering and site adoption, social enterprise services, and workshop/training programs offered year-round on the lot. Additionally opportunities exist for funding via workforce development programs as well as annual social media-based and live, fundraisers and donation programs and projects.

Sources of Revenue and Sample Calculations:



Revenue Stream	Amount	Unit	Total (year)
CSA Membership	average \$350/season	75 families; 10 businesses	\$30,000
Sponsorship	average \$2,000/year	30 sponsors	\$60,000
Workforce Training Funds	\$100,000–\$250,000	30 trained/year	\$175,000
Facility rental	\$20/hour members; \$80/hour non-members	5 rentals/month at an average \$50	\$3,000
Workshops/Ed Programs	Seasonal training \$1500 Weekend workshops \$100	10 participants 2x/year = \$30,000 15 participants 5x/month = \$60,000	\$90,000
Corporate Programs	\$50/person; \$500 minimum \$10,000/year site adoption	4 volunteer days/month = \$30,000 5 companies = \$50,000	\$80,000
Social Enterprise Services	\$50–\$150/hour	10–20 hours/month	\$18,000
Fundraisers	Social media; live events	2/year	\$50,000

\$506,000

Potential Ballou Avenue Models Outlined



Social Enterprise Development Opportunities:

Potential community-based training and social enterprise development opportunities:

- Living and edible wall design and installation
- Green roof design and installation
- Vertical garden design and installation
- Community and business beautification products and services
- Food logistics enterprise
- Green meeting and small event site
- Value-added food production
- Demonstration kitchen classes and rental
- CSA/CSK

OVERVIEW OF EMERGING MODELS FOR BALLOU AVENUE

	Model 1	Model 2	Model 3	Model 4	Model 5
Concept	Also interim plan; Incorporates urban agriculture, affordable CSA, education, mentorship and community plots geared to micro-enterprise	Incorporates urban agriculture, affordable CSA, community plots and farmer mentorship, hoop houses and permaculture, trainings, and a children's gardening experience.	Integrates urban agriculture, CSA, mixed farming methods (vertical and hoop), children's gardening, a tot lot and expanded educational and training component	Includes a community center with rooftop ag w/ or w/o greenhouse CSA/CSK tie-in, a clean energy tot lot and expanded workshop/training/ and value added product offerings	Site of sustainability expertise development, vertical ag w/ CSA/CSK tie-in, with community center, expanded business training and advisory services, classroom space, and innovate children's garden and tot lot
Programming	Internship; kids farming experience; workshops: Nutrition, Urban Food Supply Chain Systems, Food Justice, Social Enterprise & Green Business Training, Urban Ag Infrastructure, Permaculture Volunteers	Same as model 1, with: Farmer providing training/ mentorship to community gardeners, Children's gardening program and activities	Extended workshop options; Extended children's gardening activities; School trips/ satellite class room programs	Extended workshop options including: living and edible wall and green roof training; ABCD; Clean Tech Community meeting/ gathering/ event space	Same as previous model and additional: Demo kitchen space; Youth/elder programming; Small/green business trainings and workshops
Revenue Streams	Membership, Sponsorship, Workforce Training Funds, Facility/land Rental, Workshops and Educational Activities, Site Adoption, Corporate Programs, Grants and Subsidies, Social Enterprise Services, Fundraising				
Lot Disposition	1/8 for teaching space 1/8 community lots 3/4 farmer	1/8 teaching space and 1/8 community lots and children's garden 3/4 farmer	1/8 children's garden, tot lot 1/8 teaching space 3/4 farmer	1/4 parking 1/16 tot lot Rest: building/ agriculture	1/4 parking 1/16 tot lot Rest: building, greenhouse
Stewardship	Private or NPO Managed, CBO partners, Farmer managed, Workshare, Coop/membership model, School programs, Targeted engagement, Volunteers and Internships, Employment, Working Community Advisory Board				
Opportunities & Costs	8-15 FTE; Opportunities dependent on details of Urban Ag Overlay allowances			Range \$350K- \$500K	

Food Access and Placemaking

Interim Plan

The interim plan presents an immediate launch point for the agricultural development of the lot. The main goal of the interim plan would be to convert the lot into mixed growing space through the use of simple raised beds, terrace and simple structures for vertical growing strategies. Opportunities for community engagement come by collaborating with local residents to make decisions about what is to be grown, the opportunities for and structuring of an affordable CSA, and the designation of an area for use as a children's garden. The goal of the interim plan is to connect community stakeholders to collaboratively designed, urban agriculture and to create a space for education and exchange. Taking advantage of both raised bed plans for edible products and in-ground growing for decorative plants, there would be an opportunity to develop small horticultural products for the start of micro-commercial activities. Immediate benefits of this plan include food access, community engagement, agricultural and nutrition education, and micro-enterprise development. The interim plan enables a dynamic, comprehensive and fully adaptable land use model that can be started quickly and through select collaborations with landscape design and horticultural groups, would quickly become an attractive and productive community *place*.

Programmatic features:

- Growing partner or program with a commitment to food accessibility and education
- Field, terrace, and vertical agriculture
- Community garden plots geared to micro-enterprise development
- Children's gardening program and activities
- Youth training and internship opportunities
- Urban growing and healthy eating workshop series

Model 1

Model 1 is the interim plan implemented on a more permanent basis with expanded site activities and Asset-Based Community Development. Programmatic opportunities are expanded significantly with regular classes and workshop offerings by onsite and community partners that include topics on urban gardening (vertical, living walls, decorative horticulture), healthy eating, nutrition and wellness, food justice, micro-enterprise opportunity and market development. This entrepreneurial community gardening space would deliver value to the community by providing a space for a wider array of interests and activities, collaboratively developed with community stakeholders. An assessment of relevant skills already within the community would help develop further micro-enterprise, educational and community building opportunities. The three season structure would function as an outdoor classroom and meeting space that enables the programmatic engagement of children, youth, adults and seniors, alike. The model enables agricultural yield to be distributed through an affordable CSA to families and horticultural products to local businesses and organizations. Community members can also engage through a flexible work-share model that enables access to healthy produce and significant educational, skill-building and wellness opportunities.

Programmatic features:

- Growing partner or program with commitment to food accessibility and education
- Field and terrace farming, vertical agriculture, and decorative horticulture
- Asset-Based Community Development
- Community garden plots geared to micro-enterprise development
- Children's gardening program and activities
- Youth training and internship opportunities
- Expanded workshop series and trainings
- Wellness sessions (yoga, tai chi, meditation)
- Three-season covered teaching/gathering space and outdoor classroom
- Affordable CSA distributed to families
- Flexible work-share model that enables access, engagement, and relaxation



Asset- Based Community Development:

A growing movement that considers local assets as the primary building blocks of sustainable community development.

Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future.

Asset-Based
Community
Development Institute
(ABCD)

Permaculture and Innovation

Model 2

Building upon a strong and responsive collaboration with community members and partners, the second model introduces permaculture design and method for growing, education and micro-enterprise expansion. The addition of hoop houses to the lot enables year-round growing and site activity and, consequently, expands relevant educational and training opportunities. A dedicated children's garden, after-school program, and youth internship program facilitate a consistent stream of activities and engagement with the site, while adult workshops and training are expanded to include year-round growing techniques and micro-enterprise development. Yield and diversity of products expand as are opportunities for work-share and CSA support. Dynamic programming also leads to expanded opportunities for structured volunteered programs from area businesses and groups.

Programmatic features:

- Growing partner or program with commitment to food accessibility and education
- Field and terrace farming, vertical agriculture, and decorative horticulture
- Asset-Based Community Development
- Community garden plots geared to micro-enterprise development
- Children's gardening program and activities
- Youth training and internship opportunities
- Expanded workshop series and trainings
- Wellness sessions (yoga, tai chi, meditation)
- Three-season covered teaching/gathering space and outdoor classroom
- Affordable CSA distributed to families
- Flexible work-share model that enables access, engagement, and skill-building
- Permaculture technique and education
- Local school, college, community, and corporate volunteer program developed
- Hoop house that enables year-round growing and expands relevant education and training opportunities

A focus on the Triple Bottom Line results in positive outcomes for:

People - through a fundamental improvement in quality of life for people and society

Planet - through environmental diversity, security, and global stability

Prosperity - through compelling and ongoing incentive and value that drive client, constituent, and community engagement, satisfaction, and well-being

Sustainability Guild
International



Source: Codman Square Neighborhood Development Corporation



Potential Workshop Offerings:

Nutrition and healthy eating

Permaculture design and maintenance

Urban food supply chain systems

Food justice

Social enterprise and green business training

Vertical agriculture

Sustainable water management

Energy capture and management

Living and edible wall design and maintenance

Green roof design and maintenance

Green building systems

Asset Based Community Development

Clean technology

Indoor Agriculture and Educational Tot Lot

Model 3

Model 3 introduces an expanded array of opportunities for revenue-generation, community engagement, education, and innovation. Site design and programming shift into high gear with the introduction of one or more greenhouses for: controlled indoor growing, greater stability in agriculture production, increased yield, and increased opportunities for integrating vertical agriculture and living wall elements. Workshops and training are developed to support additional learning opportunities in greenhouse growing, living wall design, and green, urban agriculture infrastructure needs and opportunities. An educational tot lot is developed on the site to offer a clean and safe space for children and parents to play and learn. The tot lot is designed as a dynamic and interactive kid-powered play-place integrated with renewable energy education. Yield, educational, wellness and revenue producing opportunities also increase.

Programmatic features:

- Growing partner or program with commitment to food accessibility and education
- Field and terrace farming, vertical agriculture, and decorative horticulture
- Greenhouse to enable year-round growing stability and expands relevant education and training opportunities
- Asset-Based Community Development
- Community garden plots geared to micro-enterprise development
- Children's gardening program and activities
- Youth training and internship opportunities
- Expanded workshop series and trainings
- Wellness sessions (yoga, tai chi, meditation)
- Three-season covered teaching/gathering space and outdoor classroom
- Affordable CSA distributed to families
- Flexible work-share model that enables access, engagement, and skill-building
- Permaculture technique and education
- Local school, college, community, and corporate volunteer program developed
- Hoop house that enables year-round growing and expands relevant education and training opportunities
- Educational tot lot focused on innovation (for example, renewable energy)



A 40x8 edible wall installation from [New York Grows](#) event



Potential Programming Partnership Opportunities:

[Boston Adult Technical](#)
[Boston Architectural College](#)
[Boston Children's Museum](#)
[Boston Society of Architects](#)
[Blue Cross Blue Shield](#)
[Carney Hospital](#)
[Codman Square Health Center](#)
[Coldwell Banker](#)
[Community Servings](#)
[Creative Playthings](#)
[Dorchester Bay EDC](#)
[Dorchester Board of Trade](#)
[Dorchester EHC](#)
[Environmental Business Council New England Inc.](#)
[Executive Office of Housing and Economic Development](#)
[Haley House](#)
[Kit Clark Senior Services](#)
[Four Corners Main Street](#)
[Genzyme](#)
[MA Dept of Agricultural](#)
[MAPC](#)
[Mt. Washington Bank](#)
[Museum of Science](#)
[National Grid](#)
[NeighborWorks America](#)
[New Balance](#)
[Regional Council of Carpenters](#)
[Northeastern University](#)
[NOFA](#)
[NSTAR](#)
[ReVision Urban Farm](#)
[Stop & Shop](#)
[The Food Project](#)
[The Food Trust](#)
[The Green Roundtable](#)
[Trader Joe's](#)
[Twins Enterprises](#)
[UMass Boston](#)
[Uplift Solutions](#)
[Whole Foods](#)

Innovation, Engagement and Expertise

Model 4

The addition of a flexible, green community facility and rooftop greenhouse, would enable the site to become a dynamic center for community gathering, education, research, demonstration, innovation, and social enterprise development and training. This model initiates the vision of Ballou Avenue as a focused node in a network of sustainable innovation and opportunity creation for the Codman Community and for Dorchester and the city, as a whole. The community facility offers modular space for workshops, community meetings, speakers, and classes, demonstration kitchen and opportunities for a Community Supported Kitchen (CSK) for healthy food demonstrations, nutrition and cooking classes, community meals, and value-added product development.

Workshop and training opportunities are significantly expanded, with external partners joining to lead workshops on expanded themes such as green building systems, sustainable urban food, water, waste and energy systems, and clean technology. The facility could also offer a fuller range of social enterprise development and advisory support. A facility rental program could make affordable space available for community meeting/gatherings and events while connections with local schools and colleges could be strengthened through expanded internship and satellite classroom functionality.

Programmatic Features:

- Growing partner or program with commitment to food accessibility and education
- Field and terrace farming, vertical agriculture, and decorative horticulture
- Greenhouse to enable year-round growing stability and expands relevant education and training opportunities
- Asset-Based Community Development
- Community garden plots geared to micro-enterprise development
- Children's gardening program and activities
- Youth training and internship opportunities
- Expanded workshop series and trainings
- Wellness sessions (yoga, tai chi, meditation)
- Three-season covered teaching/gathering space and outdoor classroom
- Affordable CSA distributed to families
- Flexible work-share model that enables access, engagement, and skill-building
- Permaculture technique and education
- Local school, college, community, and corporate volunteer program developed
- Educational tot lot focused on innovation (for example, renewable energy)
- Demonstration kitchen for cooking classes
- Value-added product development
- Community Supported Kitchen (CSK)
- Satellite classroom space
- Social enterprise services
- Modular, green building design

Dorchester as "Sustainable Metroscape"

Model 5

This model supports and catalyzes the Guild's vision of Dorchester as a value and knowledge producing Sustainable Metroscape. In this model the Ballou site – and Dorchester is transformed into a living laboratory for sustainability engagement, expertise, and innovation. A key activity introduced at this phase, is the use of the site to develop a local network of urban expertise and innovation sites, each offering research, training, demonstration and expertise relevant to a knowledge economy. Model 5 most fully enables Ballou Avenue to serve as a focused node in an innovation system. The community facility would host an expanded array of social and green enterprise training and advisory services, intergenerational programming and intern and mentorship initiatives.

Programmatic Features:

- Growing partner or program with commitment to food accessibility and education
- Field and terrace farming, vertical agriculture, and decorative horticulture
- Greenhouse to enable year-round growing stability and expands relevant education and training opportunities
- Asset-Based Community Development
- Community garden plots geared to micro-enterprise development
- Children's gardening program and activities
- Youth training and internship opportunities
- Expanded workshop series and trainings
- Wellness sessions (yoga, tai chi, meditation)
- Three-season covered teaching/gathering space and outdoor classroom
- Affordable CSA distributed to families
- Flexible work-share model that enables access, engagement, and skill-building
- Permaculture technique and education
- Local school, college, community, and corporate volunteer program developed
- Educational tot lot focused on innovation (for example, renewable energy)
- Demonstration kitchen for cooking classes
- Value-added product development
- Community Supported Kitchen (CSK)
- Satellite classroom space
- Social enterprise services
- Modular, green building design
- Value-added products generated and sold at partner sites
- Flexible work-share model that enables access, engagement and skill-building
- Local school, college, community, and corporate volunteer program
- Innovation system development research and launch
- Knowledge economy and sustainability exposure and training



The Guild's Sustainable Metroscape Initiative:

A collaborative initiative to revitalize and re-vision inner city communities as centers of economic, environmental, and social sustainability:

- Research,
- Demonstration
- Expertise
- Innovation

With the goal of connecting urban core communities to meaningful participation in the emerging green and knowledge economies, the Sustainable Metroscape Initiative utilizes a community-centric, sustainable development approach for dynamic site, network and opportunity creation.

Beneficiaries Overview

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Ballou Area Residents and Codman Square Community	Unemployment, crime, high foreclosure rates, poor educational attainment, and poor transit access are all concerns for Ballou area residents and the Codman Community. The development plans for 100 Ballou Avenue directly address two of these top five issues, and indirectly address crime by creating a beautiful and value-producing <i>place</i> for residents to convene thus reclaiming the site for community benefit and engagement. The lot will be highly accessible to residents and will serve as a welcoming space to learn, work, and play.
Dorchester Neighborhood	The development of the 100 Ballou Avenue site is an opportunity for the community to be re-branded as a site of expertise and innovation. By incorporating programming into the site development that beautifies the community and provides development programs for youth, seniors, women, re-entry participants, veterans, and others, the site will be a model for revitalizing the greater Dorchester community.
Health Community	Several concerns typically at the forefront for inner-city communities will be addressed by 100 Ballou Avenue. These include addressing food access and other public health topics such as: nutrition, environmental justice, as well as prevention and wellness education and resource sharing.
Food Supply Chain	Developing an urban agriculture and affordable food access and micro-enterprise node on the Ballou Avenue site would create a greatly needed production and distribution point in the urban food supply chain. Food produced on the lot can be sold through an affordable CSA. The site's convenient location near public transportation makes it potentially viable (pending zoning approval) as a CSK or center for low-impact food preservation activities coupled with high impact programming. By working collaboratively with other local urban agriculture programs, Ballou Avenue can specialize in its crop production to fill gaps in the urban food supply chain.
Urban Agriculture Peer Community	Configured as a site for the research, development and demonstration of high-yield urban agricultural methodology and access systems, the Ballou project can and should serve as a collaboration point for its urban agricultural peers. The site would also offer the opportunity for urban agriculture peers to co-brand and cross-marketing their activities and learnings to a wider audience.
City of Boston	The city also benefits from the services that can potentially be housed at the Ballou Avenue facility. These include programs that focus on workforce development, maximizing production from the local talent pool, and neighborhood beautification. The successful implementation of such an initiative is readily translated to improved branding for Boston as a city of sustainability enterprise, meaningful community engagement, and innovation.
Policy Community	Success of one, or more, of the models outlined in this paper provides a significant opportunity for future evidence-based policy making for the City of Boston and state level policy makers.
Business Sector	The business sector would benefit greatly from partnering with and supporting the Ballou project. Not only would there be ample opportunities to lend expertise, tools and funds to the initiative but also great opportunities for volunteering and team building. Opportunities for companies to collaborate on research and demonstration initiatives could also be developed. Further, the desire to support community-based initiatives aimed at generating sustainable opportunity and value creation via corporate foundations and CSR programs would also provide a great incentive for engagement.
Academia	The focus on research, demonstration and community engagement offer multiple opportunities for boots on the ground experience in a "living innovation laboratory" complete with facilities for teaching and learning in satellite classrooms.
Faith-Based Organizations	Faith-based organizations can utilize an additional avenue of member engagement and community gathering through the site's workshop, training, and educational opportunities, participation in volunteer work-days, and CSA/CSK programs.

V. Community Engagement



Source: Codman Square Neighborhood Development Corporation

Community-Based Ownership



Co-ops Types:

Buyer: Customers and employees are members. They pay a membership fee for a share in the co-op and to gain access reduced prices. Members vote on organizational decisions and elect the Board of Directors from among the membership group.

Example: Harvest / Recreational Equipment Inc. (REI)

Worker: Workers are the beneficiaries of the organization and hold voting rights over organizational policies. Membership in the co-op is not mandatory, but only workers are eligible for membership.

Example: Equal Exchange / Red Sun Press

Producer: Typically agriculture based, farmers pool resources such as land, machinery, and/or production to optimize the financial outcome of collective work. The farmers are members and owners.

Example: Cabot Creamery / Ocean Spray

The Guild was specifically asked to explore community-based ownership and stewardship models for the Ballou site. The following sections provide an overview of potential approaches.

Community Based Ownership (CBO) refers to a model wherein the ownership and day-to-day management of a business is directly responsive to and controlled by a collective group of members. CBO models benefit from increased engagement and use of facilities from the community, income that supports community enterprises, services that respond to local interests, opportunities, and needs, and community leadership and entrepreneurial development. The most common CBO model is the cooperative (co-op).

The Co-op Model: A co-op is a for-profit entity owned and by its members. Members are the producers, consumers or managers of the organization's goods or services. Membership is open and non-discriminatory; A board of directors is elected from within the member pool, and economic profits are distributed equally to its member/shareholders. Co-ops operate across industries and range in size from billion-dollar corporations to small, local businesses. Currently, an estimated 47,000 co-ops operate in the United States with over 100 million members. The three types of co-ops are: buyer, worker, and producer co-ops – though hybrid models are increasingly common.

Main Benefits of Co-ops	Main Challenges of Co-ops
<p>Member Benefit: structurally, co-ops exist and operate for the benefit of its member/owners and so must be responsive to developing needs through its products and services</p> <p>Worker Empowerment: Co-ops that have its workers as its owners give workers a greater say in the operation and direction of the business and facilitate change in the interest of the co-op's stakeholders</p> <p>Commitment and Engagement: Members have a greater stake in the survival and success of the co-op demonstrated through member investment in their shares, participation in its governance, patronage of its products and services, and through staff and work-share time at the co-op</p> <p>Democracy and Social Enterprise in Action: The co-op is a mission-driven, for-profit business, managed based upon democratic ideals and practices</p> <p>Collaboration: Co-ops form strong regional, national, and international networks, and aim to support and advise one another</p>	<p>Governance: To function democratically, a co-op must continually work to keep members educated and engaged. In a structure where each member has a single vote, it is can be challenging to achieve robust and knowledgeable participation</p> <p>Mission-driven and Profit-driven Mandate: Co-op management is responsible to the membership base and must operate to be profitable and also align policy and practice with diverse member needs and goals</p> <p>Talent Building: Most often, co-op management skills must be learned by members, however, it is ideal if top management is already familiar with co-op business and operating issues</p> <p>Awareness Curve: Though co-ops in North America represent a multi-billion dollar industry and are very common and effective enterprise structures, worldwide, they are not commonly understood and/or accepted as viable business and development models</p>

There is a robust network of support for new co-ops, such as: the [Cooperative Fund of New England](#), an organization that provides loans to co-ops, community oriented non-profits, and worker-owned businesses. The [Food Coop 500](#) program provides grants to new initiatives, and the [Blooming Prairie Foundation](#) provides grants to co-ops that focus on organic and natural products.

Funding and Support



Selection of Potential Funding Sources for Development:

Community Food Project Grants (USDA)

Community Development Block Grants

Massachusetts Department of Agriculture and USDA grants to new farmers

Department of Neighborhood Development

MAPC Sustainable Community Initiative

Fairmount-CDC Collaborative

Place-based Metro Futures Grants

Boston Foundation's Skill Works Program

Barr Foundation Local Action grants

ICIC (Initiative for a Competitive Inner City) seeks to support inner city food cluster projects

Private sector food industry potential partners: Whole Foods or Royal Ahold

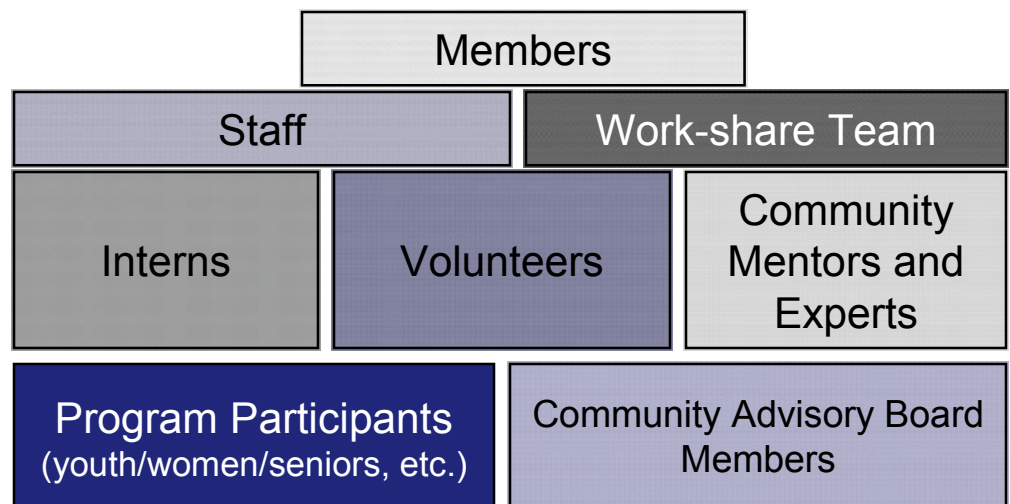
Private sector tech industry potential partners: Google, Hara, EMC

The need, energy and enthusiasm for integrated approaches to social, economic, and environmentally-based community development, create a landscape of local, regional, and national funding opportunities. The local, national and international models presented have received a robust amount of support from foundations, non-profits, government agencies, large and small companies, and even individuals. Potential funders of site development will depend on the exact model elements pursued but could include: community development block grants geared to "empowerment zones" and "enterprise communities" and USDA grants in support of community food projects. While support should also be sought from the region's technology, venture and financial industry stakeholders, it is imperative to establish creative relationships and mutually reinforcing programs that engage small and mid-sized businesses in and around the region. In addition to the possibilities represented by the links in the side bar, many local entrepreneurs and individuals are directly investing in sustainability and local food system initiatives and solutions through organizations like Slow Money and via platforms such as Kickstarter. These platforms may not provide the lion's share of funds for development but may, more importantly, work to build a community of local stakeholders that know and care about the initiative and who want to invest in its success. This logic is a key component to the many cooperatives that flourish in the US market today.

Stewardship Strategy

Stewardship options possible for Ballou Avenue include building a vibrant volunteer program that draws participants from the several schools and churches in the community. A work-share model would also enable a reliable supply of engaged and motivated volunteers, who, in return for an agreed upon hourly commitment per week or month, gain access to healthy produce and community building opportunities. Internship, mentoring and training programs would also deliver stewardship, education, skill building and enterprise launch opportunities. Finally, the co-op model provides both revenue and stewardship powered by member/owners. A cooperative model has the added benefit of creating robust community assets while providing economic development pathways for individuals and establishing a new anchor in a representative and responsive, local economy.

Stewardship Stakeholders:



Potential Community Stewards

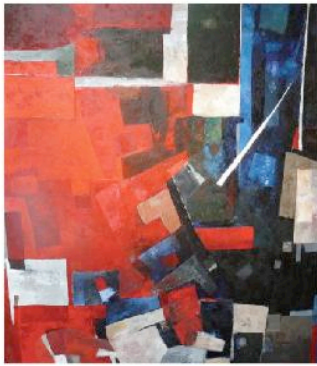
Multiple options exist for community-engaged stewardship and management of the Ballou Avenue site. The table below outlines an array of potential strategies for the stewardship and maintenance of the Ballou site geared to ensuring consistent and meaningful participation from a diverse set of stakeholders.

Work-share Participants	An arrangement in which an individual works a certain number of hours a month in return for a share of produce grown at the farm. Work-share provides a reliable labor and stewardship base, as participants are required to sign a commitment document to ensure their continued participation and their willingness to find a replacement if they become unavailable. Work-share participants can engage in a wide variety of agricultural, educational and facility support or administrative activities. Work-share provides a strong model for balancing stewardship and community engagement through a system that provides affordable produce to community members. Work-share participants bring greater value than sporadic volunteers because their continuous and motivated involvement results in increased skills and efficiency.
Women, Youth, Seniors and Re-entry Program Participants	<p>The proposed models seek to provide meaningful value to a diverse array of community members; therefore, stewardship roles would also benefit from the engagement of specific programming and outreach to multiple stakeholder groups such as youth, women, seniors and participants in re-entry programs for:</p> <ul style="list-style-type: none"> ▪ Engagement through dedicated internship and training programs, and assistantships ▪ Targeted engagement through value-added product creation and micro-enterprise development. ▪ Targeted urban agriculture and green skills training, nutrition, healthy cooking and eating workshops and wellness sessions. ▪ Engagement through intergenerational programming, mentorship opportunities, wellness sessions and workshops.
Students	Schools could organize visits to the Ballou site, where youth engage in an array of hands-on learning and training programs (local schools include Adult Technical Academy, St. Mathew School, Berea SDA Academy, MLK Middle School, Dorchester High School, Codman Academy, Joseph Lee Elementary).
Volunteers	The site should certainly include robust volunteer opportunities to assist in maintaining the farm, facility and tackling a variety of research, outreach, and administrative projects.
Interns	Not only should the Ballou site have its own internship programs but partnering organizations with existing internship programs might also expand such programs to include opportunities at the site.
Community-based Experts	Community experts in urban growing and other areas (education, training, building, marketing) are encouraged to engage and are given visibility as site stewards and mentors.
Employees	Site employees would also coordinate and engage in site stewardship.
Community Board of Advisors	A Community Board could also dedicate working hours to lot stewardship and maintenance.

VI. Enabling Policy



Source: <http://www.dorchesterthinktank.blogspot.com/>



Existing Community Facilities Sub district:

Boston Specialty Rehabilitation Community Facilities Sub district:

Commonly known as “Mattapan Heights,” the 52-acre site offers 273 units of mixed housing, a facility that offers several adult health programs, and 25 acres of open space.

American Legion Highway Community Facilities Sub district:

Provides recreational and educational opportunities to nearby Franklin Hill residents, as well as a few units of affordable housing.

Transforming Challenge into Opportunity

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This report examines methods of catalyzing the value and opportunity for urban agriculture to expand the horizon of economic, educational and placemaking opportunities available to the Codman Square and greater Dorchester community. The document presents an array of alternative models for the development of the site at 100 Ballou Avenue informed by the experiences and opportunities of a diverse set of local, national and international initiatives. Effective development projects start with the understandings, interests and assets of the local communities in which they occur. By starting with the needs and interests expressed by Ballou area residents, the Guild has outlined models framed by principles of economic, environmental and social sustainability and sustainable economic development. Yet, in order for sustainability to be truly effective, it must be made *meaningful to* and *relevant for* people in the context of the households, communities, organizations and societies to which they belong. Environmental, social and economic issues are best engaged from the perspectives of the everyday lives of people, brought together to give new structure and meaning to the spaces, activities, organizations and experiences that make up their everyday lives.

Zoning Recommendations

The Guild’s Sustainable MetroScape model places a emphasis on creating a system of strategic nodes for research, demonstration, training and expertise in urban core communities. Such a system would build bridges to an economy based on knowledge, innovation and sustainability. While Guild inquiries uncovered a great deal of community interest and enthusiasm for the presented concepts, the development of such a system is not possible without an enabling structure of: political vision, support, and policy from the City of Boston, particularly in regards to zoning.

Urban Agricultural Overlay Districts (UAOD) adequately address several community needs, particularly pertaining to affordable access to healthy food. However, significant opportunities exist to exponentially improve upon the positive effects of the city’s urban agriculture Initiative by using conditional supplementary zoning; specifically, through the establishment of additional The UAOD proposal was drafted conservatively due to residents’ initial negative reaction to the concept. While “hoop houses” was included in the language of the overlay district proposal, “greenhouses” was omitted. Community Facilities Sub-districts (CFS) at the neighborhood level and allowance for permanent structures, such as greenhouses. Greenhouses markedly improve crop yields and expand the diversity of what can be grown on the lot. If neighborhood residents within the proximity of an UAOD lot support the installment of a permanent greenhouse, it would bring considerable improvements to the lot from a production standpoint. The Zoning Board of Appeals should consider allowing greenhouses on a case-by-case basis if the neighborhood is receptive to their inclusion.

Potential Impact of a Conditional Supplementary Zoning Amendment

The Greater Mattapan Neighborhood District is currently home to two CFS sites that support the expansion and development of educational, health, and cultural services by targeting specific community needs. While both are large facilities that serve the surrounding neighborhoods, according to Table G in Article 60 of the Boston Zoning Code, there are no minimum restrictions regarding lot size, width, or frontage for proposed CFS, allowing for the infusion of small-scale, residential-district appropriate, CFS into the neighborhoods of Dorchester and Mattapan.





Potential Clients for Green Infrastructure Services:

Main street
organizati ons

Restaurants

Hospitals

Civic centers

City and State

CDCs

Law firms

Homeowners

Banks

Retailers

Hotels

Non-profits

Foundations

Universities

Developers

Community-based social enterprise endeavors would serve as a mode of delivery for educational, health, and cultural activities that would deliver needed services to the community and simultaneously foster economic development. The depth and scope of these deliverable services have the potential to increase dramatically when they are coupled with the mayor's Urban Agriculture Initiative. 100 Ballou Avenue provides a unique opportunity to combine these two zoning amendments to maximize community development benefits and organic economic growth at the neighborhood level. Importantly, using CFS as the vehicle with an Urban Agriculture conditionality would provide a more stable zoning structure, one that is not already set to expire in 10 years.

Food Access and Economic Opportunity

A successful outcome of the combined zoning amendments at 100 Ballou Avenue could potentially serve as a model for several other vacant properties throughout Dorchester, Roxbury and Mattapan, creating a network of small, yet specialized, centers for neighborhood-based social enterprises that would address a wide range of community needs and offer an array of workforce training and development skills.

Endeavors to create service-driven entities and social enterprises may help alleviate the reliance on philanthropic funds and create greater financial stability for programming and general maintenance. However, the social and economic benefits extend far beyond the boundaries of the lot. For example, such a facility could house social enterprises that focus on beautifying the surrounding neighborhood and commercial districts, a task typically completed with public funds. A facility zoned as both an UAOD and CFS could also house a Community Supported Kitchen.

Allowing conditional supplementary zoning for CFS and Urban Agricultural Overlay Districts for 100 Ballou Avenue would create a suitable circumstance for low-risk, high-impact social and economic change. This can be accomplished both responsibly and effectively by placing innovation and expertise development facilities in the hearts of the communities that need sustainable development the most.

Appendices



Source: Codman Square Neighborhood Development Corporation

Local:

1. Boston Natural Areas Network, Boston, MA: <http://www.bostonnatural.org/index.htm>
2. Boston Tree Party, Boston, MA: <http://www.bostontreeparty.org/about/party/>
3. City Growers, Dorchester, MA: <http://citygrowers.wordpress.com/>
4. Gardening the Community, Springfield, MA: <http://gardeningthecommunity.blogspot.com/>
5. Haley House, Boston: www.haleyhouse.org/
6. New Entry Sustainable Farming Project Tufts, Lowell and Worcester, MA: <http://nesfp.nutrition.tufts.edu/>
7. Nuestra Raices, Holyoke, MA: <http://www.nuestras-raices.org/en/home>
8. Regional Environmental Council, Worcester, MA: <http://www.recworchester.org/what-we-do/food-justice/youthgrow/>
9. ReVision Urban Farm (Victory Programs), Dorchester, MA: <http://www.vpi.org/Farm/index.htm>
10. Serving Ourselves, Boston, MA (Long Island): <http://www.fobh.org/the-farm-long-island>
11. Sky Vegetables, Needham, MA: <http://www.skyvegetables.com/>
12. The Food Project, Lincoln and Boston, MA: <http://thefoodproject.org/>

National:

1. AS220, Providence, RI: <http://www.as220.org/about/about-as220.html>
2. Cooperative Mercado Central, Minneapolis, MN: <http://www.ndc-mn.org/mercadocentral>
3. Detroit Urban Farm Project, Detroit, MI: <http://templerfoundation.org/detroitfarm.htm>
4. Food Trust, Philadelphia, PA: <http://www.thefoodtrust.org/>
5. Green City Growers, Cleveland, OH: <http://www.evergreencoop.com/GreenCity/greencity.html>
6. Grow Pittsburg, Pittsburgh, PA: www.growpittsburgh.org
7. Growing Home, Chicago, IL: <http://www.growinghomeinc.org/job-training/>
8. Growing Hope, Detroit, MI: <http://www.growinghope.net/programs/socialenterprise>
9. Growing Power, Milwaukee and Chicago, IL: http://www.growingpower.org/about_us.htm
10. Hattie Carthan Community Farmer's Market, Brooklyn, NY: <http://www.hattiecarthangarden.com/>
11. Healthy Urban Food Enterprise Development, Arlington, VA: <http://www.hufed.org/>
12. Norris Square Neighborhood Project, Philadelphia, PA: www.myneighborhoodproject.org/
13. Paducah Arts Revival, Paducah, KY: http://www.paducahalliance.org/artist_relocation_program.php
14. People's Grocery Oakland, CA: <http://www.peoplesgrocery.org/index.php?topic=aboutus>
15. Resilience Research Center, Madison, WI: <http://www.madisonmagazine.com/Madison-Magazine/August-2010/Pay-Dirt/index.php?cparticle=1&siarticle=0#artanc>
16. Shared Kitchen Incubator, SD: http://rapidcityjournal.com/news/article_075fedec-10b3-11e0-9eae-001cc4c002e0.html
17. St. Mary's Urban Youth Farm, SF, CA: <http://www.scribd.com/doc/34405193/A-Guide-to-Community-Food-Project>
18. Sustainable 19125, Philadelphia, PA: http://www.sustainable19125.org/wordpress/?page_id=45
19. Teens For Good, Philadelphia, PA: <http://teens4good.orbius.com/>
20. UpLift Solutions: Philadelphia, PA: <http://www.upliftsolutions.org/>
21. Urban Farming, New York, NY: <http://www.urbanfarming.org/>

International:

1. Ballybane Organic Community Garden, Ireland: <http://www.changingireland.ie/communitygardening.html>
2. Capital Growth Spaces - England: <http://www.capitalgrowth.org/>
3. City Farms & Community Gardens, UK: <http://www.farmgarden.org.uk/farms-gardens>
4. Community Garden, Swaziland: <http://www.irinnews.org/report.aspx?reportid=70467>
5. Community Garden: Canada: <http://www.winnipeg.ca/publicworks/parksandfields/CommunityGardens/communitygardens.asp>
6. Cuba: Intensive State Sponsored Urban Agriculture and Enterprise Initiatives,
7. Cuba: <http://www.livablefutureblog.com/2011/01/shovel-ready-cuban-urban-agriculture-as-job-creator> Edible Public Space,
8. England: <http://www.ediblepublicspace.org/about-us> Food from the Sky,
9. England: <http://foodfromthesky.org.uk/>
10. Food Göteborg, Sweden: <http://sustainablecities.dk/en/city-projects/cases/gothenburg-creating-scenarios-for-sustainable-food>
11. Food Innovation Hub in a Mall, Canada: http://www.resilientcity.org/index.cfm?pagePath=Competition/FIH_in_Fairview_Mall__HONOURABLE_MENTION_&id=23488
12. Lufa Farms, Canada: <https://lufa.com/en>
13. Rooftop garden, China: http://www.cnn.com/2011/WORLD/asiapcf/06/28/hongkong.urban.farming/index.html?section=cnn_latest
14. Self-Harvest http://www.nas.boku.ac.at/fileadmin/_/H93/H933/Personen/Vogl/PDF_UA_vogl_UAM_2002.pdf
15. SPIN Farming, Canada: <http://www.spinfarming.com/whatsSpin/>
16. Urban Farmers, Russia: <http://www.spbkgo.narod.ru/UrbanfarmersPetersburg.htm>
17. Vignolles Gymnasium, France: http://www.paris.fr/loisirs/jardinage-vegetation/jardins-partages/un-jardin-partage-sur-le-toit/rub_9111_stand_94496_port_22123
18. Young Urban Farmers, Canada: <http://www.torontostandard.com/daily-cable/farming-the-city>

Appendix B: Community Supported Agriculture and Community Supported Kitchen Models

Sample Affordable, Organic CSA Model:

From: <http://westharlemcsa.wordpress.com/what-it-costs/>

The West Harlem Community Supported Agriculture, which is a mixed income CSA, provides an affordable alternative to standard grocery shopping. We work to provide healthier food choices for West Harlem residents, where options are limited and many budgets are constrained. Community Supported Agriculture (CSA) programs are found throughout New York City. Through CSAs, people are able to purchase fresh vegetables and fruits directly from local farms; this eliminates the middle man and ensures that the money spent goes directly to the farmers, which helps to support our local economy. The West Harlem CSA differs from others in that our central aim is to foster a healthy and affordable food community where there aren't many options available. By ensuring the availability of the freshest produce in West Harlem for people of all income levels, we are working to increase food security in the community, while providing universal access to healthy food.

Membership Fees for the 2011 West Harlem CSA Season

Income above \$50,000: Full share \$495 Half Share \$250

Income between \$35,000 and \$50,000: Full share \$450 Half share \$230

Income between \$25,000 and \$35,000: Full share \$375 Half Share \$190

Income below \$25,000: Full share \$300 Half Share \$150

Snap Benefit Payment: Full share \$130 Half Share \$65

For a member with income below \$35,000, a deposit of 10% of the full cash payment must be made upon completing and signing the membership agreement. Payment of any amount due after the deposit must be paid in full or made in equal amounts each distribution day.

Community Supported Kitchen Overview:

From: <http://thekitchentablenyc.wordpress.com/>

What is the Community Supported Kitchen (CSK)?

CSK offers members healthy, tasty, home-style dinners and the social benefits of group meals at a convenient community location for a low-budget price. Prepared, served and eaten in a family-friendly environment, all dishes are made with high-quality ingredients according to traditional recipes.

What are the benefits of membership?

CSK is healthy and delicious- We use only the best real food ingredients (local, organic and seasonal produce + properly prepared grains, healthy fats and pasture-fed meats) to create tasty and nutritionally balanced meals. Always from scratch, vegetarian and meat-based dishes served. Nutritionists and professional chefs help with menu-planning and food preparation.

CSK is economical- For less than \$18 (only \$10 for children), you get 3 freshly made, multi-course meals each week. We keep costs low by buying ingredients in bulk and staffing the kitchen with members.

CSK is convenient- Too busy to cook? Instead of eating takeout or processed foods, let CSK set the table. Become a member and volunteer just twice per month to enjoy a dozen delicious dinners made from scratch.

CSK builds community- Don't eat alone. Join your neighbors at dinner! Meals are shared in a friendly environment where you enjoy your favorite recipes and learn new ones.

CSK supports local Farmers- An opportunity to know where your food comes from and who is growing it for you. Lowering your "Food Miles" is good for your body, your community and the world!

How does the a CSK benefit neighborhoods?

Public health- Lack of access to healthy foods has severe public health consequences. Citywide initiatives have emerged to promote community gardens, farmers markets, green carts, and CSAs, but there is a shortage of programs providing community-based meals in East Harlem. The CSK proposes dinner service as practical public health programming!

Community development- CSK develops personal and public health through dinner service and educational programming. We promote financial health both by offering economical meals to members. And we foster social and spiritual health by bringing people together to serve a common good. We are open to anyone, from families to singles, from low and no income households to dual-income households, from people who can't cook to professional chefs

Appendix C: Zoning Guidelines

From: <http://www.bostonredevelopmentauthority.org/zoning/zoning.asp>

Three-Family Residential ("3F") Subdistricts. The Three-Family Residential ("3F") Subdistricts are established to preserve low density three-family areas with a variety of housing types appropriate to the existing fabric, including one-, two-, and three-family Dwellings, to preserve existing structures, to provide for new infill construction appropriate to the existing fabric, and to allow minor changes to occur as of right. In a 3F Subdistrict, the maximum number of Dwelling Units allowed in a single Building, including a Town House Building or Row House building, is three (3).

SECTION 60-8. Use Regulations Applicable in Residential Subdistricts. Within the Residential Subdistricts, no land or Structure shall be erected, used, or arranged or designed to be used, in whole or in part, unless, for the proposed location of such use, the use is identified in Table A of this Article as "A" (allowed) or as "C" (conditional). Any use identified as conditional in Table A is subject to the provisions of Article 6. Any use identified as "F" (forbidden) in Table A for the proposed location of such use is forbidden in such location. Any use not included in Table A is forbidden in the Residential Subdistricts.

SECTION 60-21. Establishment of Community Facilities Subdistricts. This Section 60-21 establishes Community Facilities ("CF") Subdistricts within the Greater Mattapan Neighborhood District. The purpose of the Community Facilities Subdistricts is to encourage the development and expansion of important community-based facilities in the Greater Mattapan Neighborhood District that provide educational, health, and cultural services to the community and are an important part of the fabric of the Greater Mattapan community.

The following Community Facilities Subdistricts are established:

1. Boston Specialty Rehabilitation Community Facilities (CF) Subdistrict
2. American Legion Highway Community Facilities (CF) Subdistrict

SECTION 60-22. Use Regulations Applicable in Community Facilities Subdistricts. Within a Community Facilities Subdistrict, no land or Structure shall be erected, used, or arranged or designed to be used, in whole or in part, unless, for the proposed location of such use, the use is identified in Table C of this Article as "A" (allowed) or as "C" (conditional). Any use identified as conditional in Table C is subject to the provisions of Article 6. Any use identified as "F" (forbidden) in Table C for the proposed location of such use is forbidden in such location. Any use not included in Table C is forbidden in a Community Facilities Subdistrict.

Modified 2.4.2011 Draft ZONING CODE AMENDMENT for Article 60, Greater Mattapan Neighborhood District*

SECTION 60-28 Establishment of Urban Agriculture Overlay Districts. This section 60-28 establishes Urban Agriculture Overlay Districts ("UAOD") as overlays to underlying subdistricts within the Greater Mattapan Neighborhood District. UAODs are established to improve public health and environmental sustainability and promote economic development by supporting the local production of fresh food. UAODs shall consist of land appropriate for and limited to: a) the cultivation of plants, herbs, fruits, flowers, or vegetables, including the cultivation and tillage of soil and the production, cultivation, growing and harvesting of any agricultural, floricultural or horticultural commodity; and, b) composting (the accelerated biodegradation and stabilization of organic material under controlled conditions for beneficial garden use) only of materials produced on site. The cultivation of any and all edible produce shall comply with all applicable federal, State and City requirements. There are four designated UAODs in the Greater Mattapan neighborhood District as shown on Maps 8B and 8C.

SECTION 60-36. Design Review and Design Guidelines.

1. **Applicability of Design Review.** To ensure that growth in the Greater Mattapan Neighborhood District is compatible with the character of the buildings and urban design features of the neighborhood, design review is required for certain Proposed Projects through Large Project Review (Urban Design Component) or Small Project Review (Design Component), pursuant to Article 80 of this Code.

To support this initiative and these objectives, the BRA has undertaken a project to explore ways to amend the Zoning Code to better support Urban Agriculture. **The Urban Agriculture Rezoning Project** involves two phases.

Phase one involves a collaboration between the BRA and DND to prepare four (4) City owned properties in South Dorchester to lease to qualified farmers to grow fresh fruit and vegetables. The BRA will be working with the community to develop the appropriate zoning amendments to ensure that the appropriate zoning is in place to support the desired farming and gardening activities. DND will be preparing to lease its vacant properties to qualified farmers for growing fresh fruit and vegetables. Setting the stages for Phase One involving the City owned land--also known as the "Pilot Urban Agriculture Project"--began in the fall 2010 and will continue into summer of 2011, until the properties are rezoned and the land leased for urban agriculture. Starting in fall 2011, Phase two will involve the creation of a new article to the Zoning Code to facilitate urban agriculture more broadly throughout the City.

23-29 Tucker Street
131 Glenway Street
18-24 Standish Street

The RFP seeks proposals from qualified individuals, businesses, and/or organizations to farm these properties, either as for profit or not-for-project enterprises. Local community members are strongly encouraged to submit proposals. The RFP includes incentives for partnerships between the farmers and local community organizations to encourage farming that is responsive to community needs and interests. "Urban farming is a great way to encourage small scale agricultural entrepreneurship in our city," Mayor Menino said. "It has the capacity to bring fresh fruits and vegetables into neighborhoods and corner stores while teaching Boston families and youth about where their food comes from." Each property will be leased based on a rate of \$500 per acre, which based on lot sizes, will be roughly \$125 to \$200 per year for a term of five years. The term may be extended if farming is successful.

Appendix D: A Selection of Potential Collaborative Programming Entities

There are a number of local initiatives with potential to support and be supported by the revitalization of the Ballou Ave lot.

Potential Partner Organizations and Initiatives:

1. Dorchester Bay Economic Development Corporation: Quincy Corridor Grant is supporting initiatives such as the Pearl St. Small Business Center and New England Center for Arts and Technology, which aims to revitalize the 259 Quincy St. lot.
2. Carney Hospital: Now led by Bill Walczak, former CEO of Codman Square Health Center; Nutritionists and relevant practitioners could lead workshops and trainings at Ballou Ave, a potential satellite community education space for the hospital.
3. Codman Academy: \$7.95 million was awarded to the Codman Square Health and Education Center, which includes this charter school; the new wing will be Dorchester's first Gold LEED certified green building with wind turbines, solar panels and a green roof. Field trips to the outdoor classroom at Ballou Ave will support the commitment to sustainability the school has shown, as students will be able to study urban and vertical agriculture, renewable energy, and permaculture design.
4. City Growers: A potential private sector partner in urban agriculture
5. Dotwell: Dotwell's Adult Education classes, financial health advisors and workshops, and youth internship matching program could hold community workshops at Ballou Ave, offering entrepreneurship, small business and green business trainings
6. Dudley Street Neighborhood Initiative's Commercial Greenhouse in Roxbury
7. East Boston Neighborhood Health Center: are in the exploratory phases of including aquaponics and other innovative urban agriculture methods to its Wellness Garden.
8. Food Trust in Massachusetts: Conducts healthy food access initiatives relevant to supermarkets and corner stores
9. Kit Clark Senior Center: Elder programming, mentorship and gardening opportunities could exist at Ballou Ave, with a shuttle running between the center and Kit Clark.
10. NeighborWorks: Headquartered in Boston, NeighborWorks offers "Place-Based Training" that can take place on-site at Ballou Ave, in addition to "Community Leadership training" that aims to strengthen the voice and skills of community leaders and residents, and courses on sustainable design, green building and healthy housing. NeighborWorks may be interested in helping to locate support for the lot and other initiatives on Ballou Ave.
11. Revision Urban Farm: located very near to Ballou Ave; Revision Farm could lease the land for an urban agriculture project and/or sell produce grown through their local farm stand/CSA program.

Appendix E: Additional References, Citations, and Images

- Corporate Volunteer Programs; The Food Project: <http://thefoodproject.org/volunteer-groups>
- Cost of Greenhouse; Advance Greenhouses: http://www.advancegreenhouses.com/ge_polycarbonate_products_lexan.htm
- Cost of Community Garden; San Francisco Recreation and Parks: <http://sfrecpark.org/StartAGarden.aspx>
- Cost of Tot Lot; Boundless Playgrounds: http://www.boundlessplaygrounds.org/playgrounds/tour/getting_facts.php
- Urban Farming Yield Data; Gotham Greens, Brooklyn: <http://gothamgreens.com/our-farm/>
- What is a Cooperative, and Cooperative Challenges; Cooperative Center Federal Credit Union: <http://www.coopfcu.org/about-us/what-is-a-cooperative.html>;
- Cooperative Grocer: <http://www.cooperativegrocer.coop/articles/2009-01-21/model-cooperative-challenges>
- Workforce Training Grants, Massachusetts: <http://www.aimnet.org/Content/NavigationMenu/TrainingSeminarsEvents/WorkForceTrainingGrants/default.htm>
- Work-share Programs; Heirloom Harvest Community Farm: <http://www.heirloomharvestcsa.com/workshare.php>
- Workshop Fees; Growing Power: <http://www.growingpower.org/workshops.htm>

Images Cited:

- "Green Roof Construction In Venice California" 4 My Roof: <http://www.4myroof.com/green-roof-construction-in-venice-california/>
- "Growing Up!" Garden Media Group: http://blog.gardenmediagroup.com/2010_10_01_archive.html
- "The Smog Shoppe" Cindy Vpham: <http://www.cindyvpham.com/2011/05/smog-shoppe-51411.html>

Codman Square Neighborhood Development Corporation

The primary mission of the Codman Square Neighborhood Development Corporation is to enhance the quality of life for all residents of Codman Square and to foster the stabilization of the community. This mission is carried out through comprehensive initiatives that encompass real estate development, economic development, and community planning and building.

Principle Contact:

Gail Latimore, Executive Director

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617.825.4224



Sustainability Guild International

Based in Boston, Massachusetts, the Guild is a social enterprise that conducts independent and custom research and offers strategic advisory services focused on sustainability knowledge, opportunity, and innovation. The Guild's non-profit arm, Vision-in-Action Development, serves as a strategic advisor and development partner to community, governmental, non-profit, and business organizations in designing locally and internationally viable, sustainability-framed initiatives.

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