

| <b>City</b>  |   |
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| <b>Country</b>                                     | United States of America  |
| <b>Population</b>                                  | 129,585   |
| <b>Title of policy or practice</b>                 | Community Food Systems Hub  |
| <b>Subtitle (optional)</b>                         |   |
| <b>URL video</b>                                   |   |
| <b>Category</b>                                    | Social and Economic Equity  |
| <b>SDGs</b>  | SDGs: 2, 3, 4, 5, 8, 9, 10, 11, 13, 15.   |
| <b>Brief description</b>                           | <p>The New Haven Community Food Systems Hub project aims to create a multipurpose facility for food systems-related organizations. The central component of the Hub will be a shared commercial kitchen facility that will focus on food-based business incubation and acceleration of early-stage food ventures. Other components will include a public market, café, and pop-up retail space; farm and outdoor growing space; open office space for Hub partners; and flexible-use community spaces.</p> <p>The Hub will be a one-stop facility for talent development across all stages of the food system, from aspiring neighbourhood restaurateurs and caterers to nascent food product innovators and cutting-edge food scientists emerging from university programs. Through intentional relationship-building across New Haven's neighbourhoods and institutions, combined with thoughtful site planning and development, this project will bring together a variety of food entrepreneurs and growth-stage food enterprises in one location.</p> <p>We aim to strengthen the food economy in New Haven through supports for both businesses and workers. Food-based business is currently a growth industry in New Haven, but gaps exist in supporting both those running small and start-up food-based businesses and those looking to pursue careers in food. Several organizations currently work to support our urban food ecosystem, but the Community Food Systems Hub will allow greater collaboration and alignment in order to build the food economy. While we are not restricting usage of services, our targeted populations would be both businesses and residents located in the city of New Haven. Of particular interest are low-income and/or under- or unemployed residents, those re-entering the workforce after incarceration, entrepreneurs of colour, and all other food-based business entrepreneurs. Our goal is to create new and strengthened food-based businesses, to foster jobs in the food industry, and to train food-based entrepreneurs and workers.</p> |
| <b>Date of start and state (ongoing/completed)</b> | 09/2018<br>Ongoing  |
| <b>Actors and stakeholders involvement</b>         | The City of New Haven's Economic Development Administration and the Food System Policy Division are working with 4 primary community partners: CitySeed, New Haven Land Trust, New Haven Farms, and Community Organizing for Racial Equity (CT-CORE). Additional partners include Community Alliance for Research and Engagement (CARE) at Yale University and Southern Connecticut State University, the Economic Development Corporation of New Haven, and the Warren Kimbro Re-entry Project.  |
| <b>Approach</b>                                    | <p>Partners are in the process of finalizing a location in one of New Haven's under-resourced neighbourhoods. This phase of the project involves pre-development activities for the selection/fit-out of the facility, including:</p> <ul style="list-style-type: none"> <li>• site-related due diligence;</li> <li>• architectural design and layout;</li> <li>• operational planning;</li> </ul>  |

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|                          | <ul style="list-style-type: none"> <li>• equipment purchases;</li> <li>• governance agreement.</li> </ul> <p>Initially, we will prioritize food-based business incubation/acceleration and retail space where participants can sell their products and services.</p>   |
| <p><b>Innovation</b></p> | <p>Geographically, to the best of our knowledge, this project is unique in North America for bridging community-based food assets and programming across the entirety of the food system - particularly for creating pipelines for under-/unemployed populations and those returning to society after incarceration - in one facility.</p> <p>Methodologically, this project is not only bringing new, market-driven approaches to build a stronger food economy in New Haven, it is aligning existing systems to better serve businesses and residents. This includes aligning governmental and private efforts to support food businesses through a focus on inclusive entrepreneurship. We are also utilizing a focus on social impact in order to truly affect change across the food economy ecosystem. Focusing on long-term outcomes of increased employment opportunities, access to healthy affordable foods, food security, and community cohesion, this collaboration will lead to large-scale results including lower unemployment rates, improved food-related health outcomes, and decreased violence.</p> <p>We are localizing the SDGs related to hunger, health, education, gender, good jobs and inclusive growth, innovation and infrastructure, reducing domestic inequalities, sustainable communities, climate action, and biodiversity protection - all through urban food policy. This demonstrates the cross-cutting nature of food systems - not just in relation to the global food system, but also in terms of local food systems.</p>        |
| <p><b>Impact</b></p>     | <p>We are building a commercial kitchen space. We will run food-based business accelerator programming; create education and training programs in urban farming and food production; expand opportunities for youth farm entrepreneurship and food-based business internships; train and support food-based workers; and build retail and restaurant spaces that provide opportunities for food-based businesses to sell and test their products and business models. We are locating our commercial kitchen and retail market in a neighbourhood in need of revitalization and stabilization. These supportive efforts will be coordinated to provide easily accessible and secure pathways for both food-based entrepreneurs and workers. Our project is inherently community-minded and equitable and provides economic opportunity and stability for vulnerable populations.</p> <p>We will measure process, outcome, and impact quantitatively and qualitatively. The evaluation will be guided by the Whole Measures Community Food Systems (CFS) Fields and Practices framework to address whole systems including social equity, civic engagement, ecosystem health, and economic vitality and the USDA CFS Indicators of Success for short-term measures and outcomes. The evaluation will include assessment of: 1) programs processes/outcomes; 2) impact on residents (external systems change) 3) the effect of collaboration and streamlining systems (internal systems change). Formative community feedback will ensure program redirection as needed.</p> |
| <p><b>Inclusion</b></p>  | <p>This project is a large, multi-year endeavour that began its conception stage nearly a decade ago. This project has evolved as a response to market needs and increased community and political demand for providing these services and supports. This project involves the active participation of and partnership between two departments in the City of New Haven - Economic Development and Food System Policy - and several civil society organizations - CitySeed, New Haven Land Trust, New Haven Farms, and CT-CORE. Additionally, outside of these primary partners, our ongoing strategy for Hub development includes public participation to create a vision for the community's long-term and economic development goals; shared decision-making and strategies for the use of spaces and resources; and network and community building to connect individuals and groups to each other and to additional resources for implementation of these strategies and realizing this</p>   |

vision. This will be through public meetings, stakeholder sessions, and meetings with key leaders and partners.

**Adversity coefficient**

New Haven is a challenging municipal environment for food policy change. Administrative conditions such as the lack of resources and lack of leadership and capacity within and between departments act as barriers to effective change. There is currently very little internal awareness around urban food systems and food policy in the local government. Even with a Food System Policy Director in place, much of the work that is expected of this position focuses on charity and emergency food assistance, with little focus on systems-level or root-cause solutions.

Many do not understand the importance of, for example, supporting a thriving food economy through economic development, creating an enabling environment for urban agriculture through zoning amendments, or the cross-cutting issues between food and health. This lack of awareness is not limited to within the local government, but is also prevalent in the Board of Alders, and among many New Haven residents.

However, relative autonomy for the Food System Policy Director/Division provides an opportunity for collaboratively defining a new food systems vision and priorities for New Haven, especially through the partnerships developing with our civil society partners for this Community Food Systems Hub project.