Southern Melbourne RDA – Input to Regional Food Plan

Final Report:
'Creative Food Economies': Actions for Southern Melbourne.

Nick Rose and Kirsten Larsen

1. Southern Melbourne – Fertile Ground for Melbourne's Creative Food Economy

The food and farming sector in southern Melbourne is in transition, as are food systems all around the world. These transitions are being driven from behind – by conflicts over prime farmland, changing resource prices and physical constraints of some key inputs, the pressures of global competition for trade-exposed sectors, skilled labour shortages, and a rapidly changing climate. But they are also being pulled from ahead.

The rapidly expanding populations of Casey, Cardinia and Mornington Peninsula – along with the northern parts of the Southern Melbourne region (reaching into Melbourne) represent opportunities – there is a large and increasing segment of this population that want healthy, ethical, sustainable and locally produced food.

A local or regional food economy suggests food that is grown, processed and sold primarily for local or regional markets, contrasting with commodities produced for national and global markets. The movement for local and regional food – alongside demand for ethical and sustainable food production practices – is growing rapidly, both in Australia and around the world. In North America, Japan, the United Kingdom and other parts of Europe, it has grown so rapidly that it is possible to speak of a still young but maturing 'creative food economy'.

In many regions, these have been the most dynamic and innovative sector of the food economy for the past two decades, 'comprised mainly of specialty, local, ethnic and organic food-processing firms that are thriving in response to consumers' demands for high-quality, local, fresh, ethnic and fusion cuisine'.[1] Demand for local and regional foods is especially strong[2], driven in part by the 'dissociation between traditional large firms and the local consumer base',[3] itself a consequence of a globalised food system that produces 'food from nowhere'[4].

This is all good news for economic development in southern Melbourne. Given a market of four million customers on its doorstep, projected to reach six million or more by 2030, the opportunities for the creative food economy in this region are immense. This emerging 'creative food economy' can exist and flourish alongside a more traditional food sector – it is not a choice of either / or. Building momentum in creative, entrepreneurial food businesses in this region, attracting and retaining diverse agricultural and value-adding businesses will increase the vibrancy and prosperity of the region as a whole, attracting businesses and investment, creating thousands of new jobs, supporting the necessary transition to healthier eating and living, and encouraging producers to move towards ecologically sustainable methods of production.

---

[1] Blay-Palmer and Donald 2006
[2] Ajayi et al 2010
[3] Blay-Palmer and Donald 2006
[4] Bové and Dufour 2001, 55

2. Benefits of Successful Creative Food Economy Development

There is already impressive evidence of the economic benefits of local and creative food economies, in terms of revenues, job creation, and business development and diversification. Some key economic indicators that our research has revealed as achievements to date of creative food economy development around the world. In reading these statistics, bear in mind that in most places this sector is still no more than one-two decades old; and that its potential for further growth, given the 'push-pull' dynamic we have briefly explained above, is very significant.

The research revealed the following characteristics of a creative food economy:

- Strong year-on-year growth of the sector in both revenue and employment, averaging in excess of 5% per annum during the past decade, and projected to reach 10% per annum during the current decade
- Integrated food value chains creating food cultures, cuisines and identities for local and regional markets, as distinct from 'just farms' producing undifferentiated commodities for export and / or transformation in distant places
- Food producers, processors, distributors and retailers working collaboratively and cohesively to respond to burgeoning demand for ethical and sustainable fresh and value-added food products
- Regional identities fostered and expressed through sophisticated and well-supported branding and marketing strategies
- A leading role played by local, state and federal governments in terms of facilitating food economy networks and alliances; and sending strong market signals via the adoption of local and ethical sourcing standards in public food procurement policies

Table 1: Economic Benefits of Local and Creative Food Economies

Benefit	Findings
Job Creation	[F]ruit and vegetable farms [in the US] selling into local and regional markets employ 13 fulltime workers per $US1 million in revenue earned, for a total of 61,000 jobs in 2008. In comparison, fruit and vegetable farms not engaged in local food sales employed 3 fulltime workers per $US1 million in revenue." [5] Farms under 100 acres provide five times more jobs per acre than those over 500 acres.[6] Employment growth in Toronto's creative food cluster rose from 45,000 in 1999, to 58,000 in 2008 – expected to reach 10% per annum over the next decade.[7] (Contrast with 180,000 jobs lost in the traditional food economy since 1990)
Multiplier Effect	percentage of money spent in local businesses that is retained in the local economy is typically in excess of 50%, compared to around 15-30% of money spent in non-local businesses.[8] spending in smaller independent local food outlets supports three times the number of jobs than at national grocery chains: outlets selling significant to high percentages of local food support on average one job for every £46,000 of annual turnover; by

[5] USDA Economic Research Service, 2011. "Direct and Intermediated Marketing of Local Foods in the United States". November 2011, ERS Report No.128.
[6] http://www.localfutures.org/publications/online-articles/bringing-the-food-economy-home.
[7] Ajayi et al 2010
[8] *See* http://www.ilsr.org/key-studies-walmart-and-bigbox-retail/#1.

	comparison, at three national chains one job is supported per £138,000 to £144,000 of annual turnover[9]
Farm Viability	USA - of the 110,000 farms selling into local and regional markets in 2010, such sales accounted on average for 61% of total sales (for nearly 2/3 of these local sales > 75% of total sales Especially important for horticulture: 'nearly 40 percent of all vegetable, fruit and nut farms in the US sell their products in local and regional markets.'[10] Increased prices ranged from 50% for apples to 649% for salad mix Changing the incentive to farm: USA 2002-7, 300,000 new farms had commenced operation, with a net increase of 75,810 farms. Nature of the new farms: smaller, more diversified production, being 'run by younger operators'.[11]
Other Benefits (not *directly* economic)	
Health	[A]s the total per capita dollar volume of direct farm sales increases, both the rate of obesity and diabetes falls. A $100 dollar increase in per capita direct farm sales is associated with 0.8% lower obesity rate and 1.2% lower diabetes rate. The density of farmers' markets is also important. An additional farmers' market per 1000 people is associated with a 0.78% lower diabetes rate…Counties that have at least one farm-to-school program have on average a 1.06% lower obesity rate…[12]

[9] CPRE 2012
[10] 'Local Foods Are Working for the Nation' – Nov 2011 - http://blogs.usda.gov/2011/11/08/new-report-local-foods-are-working-for-the-nation/.
[11] USDA, 2009, *News Release No.0036.09,* 4.2.09, available at http://www.usda.gov/wps/portal/usda/usdahome?contentidonly=true&contentid=2009/02/0036.xml.
[12] Salois 2010

3. Case Studies

	Toronto *A new creative food economy for jobs, business and food security*	**Ann Arbor, Michigan** *Economic development through greenbelt and farmland preservation measures*	**Woodbury County, Iowa** *Stimulating the local food economy through tax incentives and procurement policy*
Outcomes:	• Food and beverage processing industry cluster in Greater Toronto has expanded at the rate of 5% per annum for the past decade, and this growth rate is expected to reach 10% per annum within the next decade. • The Toronto Food Cluster has: … annual sales in excess of $C17 billion … significant multiplier effect (estimated at 2.83) … Mostly comprised of SMEs (< 100 employees)	• 0.5% local 'millage' tax – has protected close to 2,000 acres of farmland and open space, and leveraged > $12M in grants • Dramatic slowing in rate of farmland loss … 1940-1994 – 300 acres a day … 1987-2007 – 3 acres a day	• Iowa has 3000 farms selling $16.5 mn worth of produce directly marketed to consumers in 2007, an increase of 18% since 2002. • More than 225 farmers markets now operate, an increase of 75% over 15 years; and more than 50 CSA farms, with a presence in 90% of counties in the state • Establishment of the Local Food and Farm Program, housed at ISU Extension and Outreach at the Leopold Center for Sustainable Agriculture
How:	• Partnerships for economic development and food security: Toronto Food Policy Council (1991) • Local Food Plus certification and labelling (2005) • Farm Start (2006): support and encourage a new generation of farmers to develop locally-based, ecologically sound and economically-viable agriculture enterprises • Ontario Market Investment Fund (2008 onwards) • Toronto Local Food Procurement Policy (2008 – ongoing): 33% (rising to 50%) of all purchase of foods for operational needs • Toronto Food Business Incubator (2009-ongoing)	• Purchasable Development Rights (PDR) • Food System Economic Partnership (2005) • Michigan Food Policy Council • 'Seeds for Change' (2009): job training and support: … Shared commercial kitchen space / incubator and space for food production … Business support for local agri-business entrepreneurs … Youth job training and placements • Michigan Good Food Charter (2010): includes 20% local procurement requirement for institutions • 10% Washtenaw Challenge (2010) for residents and businesses	• Iowa Local Food Taskforce (2000) • Woodbury County Property Tax Break for landowners converting to organic (2005) • Iowa Food Systems Council (2010-now) • Iowa Local Food and Farm Initiative (2011) – State Legislature to increase profitability for farmers and number of jobs in local food • Research partnerships: Leopold Centre work including: … Marketing tools for farmers and food businesses … Food distribution feasibility studies … Training and education for minority and new farmers

	Emilia Romagna, Italy *A long-established network of co-operative and integrated food production and manufacturing clusters*	**Belo Horizonte, Brazil** *Conscious re-orientation of the food system to prioritise the elimination of hunger*	**Devon, UK** *Developing a regional food identity to support demand for the county's producers and processors*
Outcomes:	• Represents 15% of Italy's food industry, worth 50B EU • More than 50% of this production is managed by agricultural cooperatives • More than 4,500 producers of organic products • Exports worth 5.3B EU in 2008 • Enterprises cover the entire food system, from on-farm production, to farm and food industry machinery and services, to processing, manufacturing, retail and hospitality	• Returns to local farmers improving, while farmers nationally saw incomes fall 40-50% during the period 1993-2010 • Market access, established new markets: … 49 conventional; 7 organic … 34 'ABC' affordable food markets • 75% fewer children hospitalised for malnutrition; infant mortality rate cut by 60% in 10 years; • increasing fruit and veg consumption; • 25% fewer residents living in poverty • 40% of the city's 2.5 million residents are benefitting from the food security program • Now adopted as national role model for Brazil	The development of the Devon food brand and the expansion of direct marketing channels have enabled the county's smaller-scale producers and artisanal food processors to weather recessionary conditions, even as larger food businesses integrated into supermarket chains found themselves more vulnerable to shifting economic conditions. • South-West Food and Drink, private company, has helped create more than 2000 new jobs and adding £15 mn in GVA over 6 years • Strong growth in the local food sector • Farm shops and artisanal food production performing particularly well • Increase in local food retailers and growth in online retailing
How:	• Combining tradition with innovation: … Extensive networks between small businesses (farms, producers, distributors) enabling high flexibility … Concentration of production of agricultural machinery and industrial and food product packaging machinery … Close co-operative relationships … Large scale research in 4 local universities, combined with small-scale agro-food research institutes • Focus on local retraining to capture high value-adding and strategically important activities locally • Quality assurance and 'regional identification' scheme	• Adoption of Municipal Law (1993) and establishment of Municipal Secretariat of Food Supply (SMAB) with a 20-member advisory council • Implementation of SMAB Strategy, focusing on: … Integrate logistics and supply chain of entire food system … Tie local producers and eaters directly together to reduce prices and increase food sovereignty … Use government purchasing power to stimulate local, diversified agricultural production and job creation … Educate the population about food security and nutrition … Regulate markets on selected produce to guarantee the right to healthy, high-quality food to ALL citizens	• Public Sector Procurement Initiative, 2008-9, launched with North Devon Healthcare Trust and SW Food and Drink Company • Development of a Devon Food Brand: "Food and Drink Devon: Love the Flavour"

4. Building a Creative Food Economy in Southern Melbourne

These are factors that in many ways are beyond the direct control of capacity to influence of local producers, businesses and public authorities. However, there are a series of factors that can be influenced at the local and regional level, which are the subject of this report: the creation of conditions and the adoption of strategies to allow a creative food economy to emerge and flourish in Southern Melbourne.

It is not yet easy for local producers and businesses to compete purely on price. Much of this has to do with the well-known phenomenon of 'cost externalisation', whereby (for example) key ecosystem services are not factored into pricing mechanism. The market dominance of Australia's two big supermarket chains is also a major factor, since they have the power to determine prices through vertically integrated supply chains; a dynamic that has been enhanced in recent years with the rapid rise of the 'private label' brands.

There are five key areas where action can be taken by the RDA and member organisations. These are outlined below, and illustrated through case study of the type of approach or initiative that could be taken. Each area potentially has many more approaches, and a range of examples are included in the tables.

1. **Leadership:** Recognition, articulation and clear direction

2. **Business Support and Incubation**: Create a fertile environment for creative, socially and environmentally focused food businesses to establish and operate in the region.

3. **Harnessing markets:** Building demand and community engagement / participation (connect with health agencies etc)

4. **Education:** Training, Research and Education

5. **Appropriate Regulation**: Supportive regulatory and tax environment (for areas within your reach)

4.1 Leadership: Recognition and Articulation of the Creative Food Economy

The successful emergence and expansion of creative food economies has often been enabled and accelerated through strong leadership – primarily through the public recognition of the creative food economy as vital both to long-term sustainable economic prosperity of the region, and to its future food security in the context of an uncertain climatic and geo-political outlook.

Through strategic and focused interventions, public authorities and agencies, working in partnership with leading businesses and community representatives, have the opportunity to send strong messages about the kind of local and regional food economy envisaged for the region and its multiple benefits in terms of business and job creation, enhanced health and well-being, greater levels of community cohesion, and the embrace of more regenerative and less fossil-fuel dependent production methods.

By expressing strong recognition and support now for the diverse and locally embedded businesses, particularly those that contribute to health, sustainability and local economic prosperity, Councils, the RDA and others have the opportunity to attract the businesses and people who will help to build a thriving creative food economy in south east Melbourne.

Articulation through the SM RDA Food Plan is the first step. This could then be supported through:

- Procurement: endorsement or adoption of ambitious procurement targets would send a strong signal to businesses and markets about the depth of commitment to support the creative food economy, which in turn would enable investments and the mobilisation of capital.
- Invite Participation: Establish Councils, Coalitions or processes (networking events etc) that bring together diverse stakeholders from food businesses, education, health services, community leaders, banking and finance etc – to enable and support a conversation about whole of supply chain approaches to healthy and sustainable food economies.

Tool / Approach	Issue	Case Study / Example	Opportunity for Southern Melbourne
Food Policy	Lack of leadership and priority given to local and regional food system development by public authorities	Toronto Food Charter and Food Strategy The Charter was adopted in 2000 and committed Toronto to becoming a food-secure city with good food available and affordable; the Strategy was adopted in 2010 and recommended a series of actions to move towards a more healthy and sustainable food system for the city.	Development of the SM Regional Food Plan is an opportunity to incorporate explicit commitments to support the growth of the creative food economy, to support health, food security, and environmental as well as economic

		City of Melbourne Food Policy Developed during two rounds of community and stakeholder consultation from October 2011 to April 2012, the CoM Food Policy is structured around the five key themes of food security, health and well-being, sustainability and resilience, thriving local food economy, and celebration of food. It states: "Our thriving food sector provides a rich range of employment opportunities, strengthening our local economy. Increasing the opportunities to buy fresh, seasonal foods from Victorian producers also supports our regional economy and enhances the quality and character of the food sector within Melbourne." It also contains the ambition to increase the opportunities for city residents and visitors to purchase local and regionally produced food.	objectives in the Southern Melbourne area. There are opportunities to strengthen recognition of the region amongst neighbouring and related urban areas, including up into the City of Melbourne.
Food procurement	Lack of ethical and / or local standards in public procurement policies governing purchasing and supply of food for public and publicly-funded authorities	Toronto Food procurement policy Adopted in 2008, the policy was updated in 2011 to include a long-term target that 50% of all food requirements of the city are sourced locally, with an interim target of 25%. *Michigan Good Food Charter (MGFC) Six targets by 2020, including: • Michigan public institutions will source 20% of their food products from Michigan growers and processors • Michigan farmers will profitably supply 20% of all Michigan institutional, retailer and consumer food purchases • Michigan will generate new agri-food businesses that enables 20% of food purchased in Michigan to come from Michigan • 80% of Michigan residents (twice the current level) will have easy access to affordable, fresh, healthy food • Michigan Nutrition Standards will be met by 100% of school meals & 75% of schools selling food outside school meal programs • All Michigan schools will teach food literacy from kindergarten to Year 12, and youth will have access to food and agricultural entrepreneurial opportunities	The SM RDA and / or local councils can send a strong public signal of their support for local producers and processors by adopting clear and achievable standards and targets for local and ethical sourcing of food

Food Policy Councils / Coalitions	Lack of integrated food and agricultural policy – i.e. focus continues to be on production of agricultural commodities for export, without taking into account broader issues of health, equity (to producers and consumers) and ecosystem integrity	Toronto Food Policy Council The TFPC was established in 1991 as a multi-stakeholder collaboration with a mandate to develop policies and projects that support a health-focused food system, as well as encouraging food system innovation and supportive food policy development. Iowa Food Systems Council Formed in 2010 to continue the multi-stakeholder collaboration of the Iowa Food Policy Council (2000-6), the IFSC has a 17-member Board which represents the broad spectrum of Iowa's food system, and whose mission is to 'recommend policy, research and program options for an Iowa food system which supports healthier Iowans, communities, economies and the environment.' Michigan Food Policy Council "The MFPC is unique in that it focuses on the food system as an economic strategy while explicitly linking to the state's agricultural production, public health and community well-being."	The SM RDA partners could establish a Council / Coalition facilitate a series of roundtables involving food system stakeholders, engaged researchers and community leaders to explore options and opportunities. NB. The Department of Health's Healthy Together Victoria Program encourages the establishment of Food Policy Coalitions. Dandenong and Cardinia Shire are both participants in this program.

4.2 Business Support and Incubation

Creative food economies can be dynamic generators of business opportunities, sales and employment growth. Food entrepreneurs, especially the SMEs who are the most dynamic and innovative players in the food industry cluster, are responding to this demand. Key innovations include new, short distribution and value chains (e.g. CSAs), and the establishment of relations of trust between enterprises and eaters, based on accountability and transparency. There are opportunities for producers and processers who can guarantee their product, be accountable, and emphasise quality.

Their successful emergence is typically characterised by a cluster-led approach to the sector's development that is nurtured by collaborative and supportive partnerships.

Southern Melbourne Councils and the RDA can demonstrate their vision and leadership by facilitating the emergence of food business networks in the region to explore opportunities for sector development. These could build on or alongside existing business networks, to highlight the potential for cross-sector partnerships linking with non-traditional players (e.g. health and education) within the food system.

Tool / Approach	Issue	Case Study	Opportunity for Southern Melbourne
Food business partnerships / networks	Lack of information-sharing and collaboration constrains the sector's opportunities for growth by working together for mutual support and benefit	*Michigan Food Systems Economic Partnership The FSEP is a registered charitable organisation, established in 2005 as the combined initiative of farmer leaders, food industry heads, community organisations, and food system and economic development experts, with the goal of achieving long-lasting food system change by supporting new farmers and food entrepreneurs. *Emilia Romagna Food Clusters*: The so-called 'Emilian model' of co-operative, cluster-based development, with regions specialising in particular products and groups of firms working together in particular industry sectors and chains Zingerman's Community of Businesses Eight co-branded specialty businesses all located in or around Ann Arbor,, focusing on 'education, flavour, tradition and integrity of ingredients'; workforce of 600 and $US36 mn in annual sales	Opportunities around creative food economy initiatives are emerging in the region. Some activities conducted through (for example) the Bunyip Food Belt and Casey Food Hub projects have introduced local farmers and buyers to new opportunities. Creative Food Economy businesses are to some extent supported by existing networks (e.g. business breakfasts; CC business network; AgriBusiness networks etc) but none with an explicit focus on these new opportunities, or run with a profile that may attract new entrants. Where events have been run with an

		(2012) South-West Food and Drink Provides services and project delivery for businesses to 'add value to the [food and beverage] sector, foster innovation and investment, help create new jobs and safeguard existing ones'; since 2002 SWFD has worked with 3,750 businesses in 120 projects in Devon, creating 2000+ new jobs and adding £15 mn in net additional GVA	explicit focus (e.g. through Casey Food Hub), there has been strong interest in better networks and relationships around local food
Food cluster development / Business Incubators	Lack of dedicated business support mechanisms, food-specific research and development, and infrastructure inhibits entry of new start-ups / foodpreneurs	Emilia Romagna Food Clusters (*see above*) *Toronto Food Business Incubator 'A not-for-profit that assists entreprenuers in establishing and growing food processing companies, provides advice, expertise and commercial kitchen space to new food entrepreneurs, with the goal of 'supporting entrepreneurship and job creation in the food manufacturing industry' Seeds for Change	In conjunction with the Casey Food Hub and Bunyip Food Belt, the opportunity exists to set up a dedicated social enterprise along the lines of the Toronto Food Business Indicator, with a specific mandate to 'support entrepreneurship and job creation in the food processing industry' in southern Melbourne
Infrastructure and Supply Chain	Key elements of infrastructure either non-existent or inaccessible; existing supply chain making participation by smaller-to-medium sized enterprises difficult and often expensive	***Food Hubs: the missing "middle man" in local food economies. Now over 170 in the USA*** A regional food hub is a business or organisation that actively manages the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand. **See examples at:** www.foodhubs.info www.foodhubs.org.au	Considerable work already done on the Food Hub in Casey project – trials from September 2013.

Food economy financing	Creative food economy SMEs have difficulty in securing capital for business expansion and growth	**Ontario Market Investment Fund** A $C12 mn fund to 'promote consumer awareness of Ontario-produced foods and to encourage Ontarians to buy locally.' Dozens of local food branding and networking initiatives supported, many success stories. The website contains short videos of the wide variety of projects supported. **Finance for Food** A social enterprise dedicated to informing food system enterpreneurs about the range of capital opportunities available in order to 'identify and secure values-aligned financing', with the longer-term goal of 'increasing the pace and scale of the transition to a food system that' supports health, well-being and eco-system integrity. ***Slow Money** A national (US) network whose members include 'experienced investors, leading food entrepreneurs, social investment pioneers and organic farmers', with the goal of 'incubating new financial vehicles' to facilitate the growth of the creative food economy.	Work has been underway for some years in Melbourne and beyond to develop a version of 'Slow Money' in Australia to support the emerging creative food economy. This work can be integrated into the Regional Food Plan via the creation of a working group tasked with investigating models of locally-appropriate financing vehicles, and coming up with a suite of options, one or more of which could be piloted during the lifetime of the Plan. This may involve identifying non-traditional funding mechanisms – e.g.co-operatives, Slow Money / patient capital investment. Depending on levels of interest and resourcing, the opportunity may exist to establish an entity such as Finance for Food, which runs workshops and training courses, and provides resources, for both creative food economy entrepreneurs and ethical investors.

4.3 Community Demand

The growth of the creative food economy has been driven by strong community demand, grounded in values such as environmental sustainability, health and well-being and social equity, as well as by a growing sense of identity and connection to place.

These values can be supported by improving recognition and access to high quality, local produce, including through marketing efforts supported by new labeling and certification initiatives.

Tool / Approach	Issue	Case Study / Example	Opportunity for Southern Melbourne
Branding / Labelling / Certification	Lack of coordinated marketing mechanisms that raise brand awareness of the products and services of the creative food economy	**Local Food Plus** *(see below)* Vermont Fresh Network Collaborative marketing partnership between farmers and chefs, with a mission to educate consumers to support local farmers and the chefs who buy their produce Buy Fresh Buy Local FoodRoutes Network is based in Pennsylvania and provides communications tools, organising support, and marketing resources to our grassroots chapters throughout the US that are working to rebuild local food systems and promote sustainable agriculture. Buy Fresh Buy Local ® Chapters are connecting consumers in communities throughout the country to the freshest, most delicious locally grown and produced foods available. Through outreach events, local food guides, and educational materials, Buy Fresh Buy Local ® makes it easy for consumers to find and connect with local food from farmers they can know and trust.	Business partnerships / not-for profits Explore regional brand / accreditation system to establish and market the broader Southern Melbourne region. This would need to be able to co-exist with and support existing labels and branding efforts, but begin to underpin a regional food identity.

4.4 Training, Research and Education

In the more mature creative food economy markets in North America and Italy especially (Emilia Romagna), the role of educational institutions has been critical in raising the capacity of the local workforce to meet the labour demands of creative food economy businesses. Research has also been critical to the development of new and appropriate technologies in relation to farm production methodologies, innovations and efficiencies in the food processing sectors, and facilitating direct marketing and ease of transactions between farmers, eaters and food economy intermediaries such as multi-functional Food Hubs.

Education in the more general sense of awareness-raising amongst the consuming public is also critical to the expansion of the creative food economy, in terms of building demand for the products and services of that economy.

Tool / Approach	Issue	Case Study / Example	Opportunity for Southern Melbourne
Training and Research Partnerships	Lack of highly skilled labour Jobs and skills for young population	Emilia Romagna Food Cluster (*see above*) Leopold Centre The Leopold Centre is a research and education centre on the campus of Iowa State University created to identify and reduce negative environmental and social impacts of farming and develop new ways to farm profitably while conserving natural resources. The Centre's work is focused in these initiatives - ecological systems research, marketing and food systems research, policy research and cross-cutting research that bridges all areas (water, energy, soil and alternative farming systems).	Work with post-secondary colleges and government to provide more and better education and training for the new food economy workforce; and to spark an interest amongst youth about how food is produced, developing an appreciation for the food sector as well as food job opportunities
Farm internships and traineeships	Lack of viable pathways for young people to enter farming Need to attract young sustainable farmers	*Intervale Center, Vermont The Intervale Centre is a multi-enterprise educational facility on a 350-acre farm near Burlington, Vermont. Staff (currently 14) and founders have launched multiple mutually-supportive yet independent farm businesses, now producing in excess of $1 million work of organic produce for local consumption each year, and a total turnover across all enterprises in excess of $2 million in 2008.	*See below*

		Farm Start Launched in 2005, FarmStart aims to address the structural and practical barriers preventing young people and new farmers from entering agriculture in Canada, by making available land, seed grants and training opportunities. Kindling Trust FarmStart Initiative This is the UK's first program dedicated to support young and new farmers, by offering an 'incubator farm' for new entrants to enter farming at minimal risk to themselves.	
Food System / Food Economy Assessment	Lack of awareness and understanding of what the local food system consists of, and in particular its strengths, gaps and opportunities Lack of recognition of the new sector from government / mainstream players	San Francisco Food System Assessment The community-led San Francisco Food Alliance led this collaborative city-wide assessment of the food system, bringing together data to provide an overview of the city's food system, with a focus on equity and food insecurity. Oakland Food System Assessment This study was commissioned by the Mayor's office in order to evaluate and provide key baseline data on each sector of the city's food system, with a view towards developing programs to support a target of sourcing 30% of the City's food needs from nearby local and regional producers and processors.	A FSA assessment looks at the different sectors and interests in a local food economy. It is typically carried out in a highly participatory manner, and provides excellent opportunities to raise awareness of the creative food economy and build a constituency to support it and stimulate demand for its products and services

4.5 Appropriate regulation

Just as there are many enablers of the creative food economy, there are many constraining factors. Foremost among these are inappropriate regulatory frameworks that place unreasonable burdens on (for example) the capacity of smaller-scale producers to diversify and value-add on the farm; and for independent food processors and retailers to meet inspection requirements that have been developed with large-scale operations in mind. SMEs often lack the ability to represent themselves and advocate for their needs, in contrast with large food manufacturers who can lobby to influence regulations.

A first step is to understand the existing regulatory framework better and identify obstacles and opportunities for reform. Council and RDA leadership can be invaluable here in terms of establishing and resourcing a public-food business working groups to investigate these issues.

Tool / Approach	Issue	Case Study	Opportunity for Southern Melbourne
Farmland / Community Land Trusts	Loss of farmland to urban sprawl / mining / non-agricultural uses	Ann Arbor Greenbelt, Michigan (see below), elsewhere in north-east US Agricultural Land Reserve, Vancouver Established by the Agricultural Land Commission Act in the 1970s, the ALR covers around 4.7 million hectares (private and public land) with the aim of preserving existing and potential farmland for agricultural purposes.	Discussions around a pilot farmland trust have begun through Kingston Council and several landowners. These can be supported through research of appropriate models and conditions for their successful establishment in Southern Melbourne
Tax Break	Cost of conversion to more sustainable farm practices	Organics Conversion Policy, Woodbury County, Iowa Property Tax break for landowners 'who convert farmland to certified organic production' – national first, June 2005. Worth up to $10,000 per year ($20 per organic acre) in rebates, up to a maximum of five years.[13] Landowners must commit to the organic conversion process and complete it, otherwise return the refunds.	Differential rates for sustainable farming practices or farms that focus on Creative Food Economy activities (attracting new entrants to the region)
New flexible food	Regulations around food	Island Grown Farmers Co-operative, Texas	Review of existing regulatory burdens

[13] http://www.sustainablecitiesinstitute.org/view/page.basic/legislation/feature.legislation/Model_Ordinance_Organic_Farm_Conv.

regulation	safety are hampering innovation		to greater viability for smaller-scale producers selling to local markets and SMEs Pilot initiatives such as mobile meat inspectors / mobile abattoirs