

Abstract

Currently, the issue of hunger and food insecurity is a problem challenging many, if not all, North American cities. In response to food insecurity, entrepreneurial urban agriculture has emerged within cities and is slowly gaining recognition as a community-based approach to enhancing food security. The purpose of this paper is twofold: 1) to explore the economic viability of entrepreneurial urban agriculture within cities; and 2) to explore whether entrepreneurial urban agriculture can simultaneously serve as an urban social service to respond to the problem of community food insecurity.

In order to gain a better understanding of entrepreneurial urban agriculture, this paper utilizes a case study approach by analyzing an entrepreneurial urban agriculture project within the City of Chicago and the City of Toronto. These case studies provide a “snapshot” of the dynamic ways in which entrepreneurial urban agriculture projects have addressed the issue of food insecurity and how they might bring economic opportunity to their city.

This paper will emphasize the importance and need for urban planners to be involved with urban-food growing activities. It is only until relatively recently that urban planners have recognized urban agriculture to have important social and economic implications for the enhanced livability and well-being of urban residents and communities. In order for the full economic potential of entrepreneurial urban agriculture to be seen within cities, urban planners need to accept this activity as part of the urban reality.

It hoped, that the reader will leave this paper with a better understanding of the concept of entrepreneurial urban agriculture, but more so realize that entrepreneurial urban agriculture has high potential to be an integral part of a successful city and that innovative ideas need to be integrated into planning in order to fully realize the social and economic opportunities that entrepreneurial urban agriculture could provide for cities.

Acknowledgements

It has been said that success depends upon people. Build relationships, teams, partnerships – and motivate people to contribute. Cultivate leadership, creativity, excellence. Listen; seek new ideas and advice. These are important lessons that I've learned from my four years here at Ryerson, and although there were moments that I yearned for independent projects, I've realized that independent projects, such as this thesis, still need the assistance and support from many others. On this note, I would like to thank Nina-Marie Lister for helping me to find my direction, for providing me her thoughts and advice, and for her positive energy and enthusiasm.

To my mom whose endless sacrifices have provided me with so many opportunities and privileges that I sometimes find myself taking for granted. This is for you.

To my lifelong “planning friends”, and to the “million dollar man”; it's been fabulous and you all have made such a huge impact on my life that a part of me wishes I could be in planning school forever! But the road is now taking another curve, so I look forward to experiencing the forthcoming with you all.

Table of Contents

1.0 Introduction	1
1.2 Purpose of the Study	3
1.3 Significance of the Study	3
1.4 Methods of Study	4
1.5 Study Outline.....	8
2.0 The Context: Food Insecurity and Urban Gardens.....	10
2.1 Food Insecurity.....	10
2.2 Community Food Security/Development Approach.....	13
2.3 Urban Gardens.....	16
2.4 Barriers to Urban Gardening	18
3.0 Entrepreneurial Urban Agriculture: A Form of Community Economic Development.....	20
3.1 What is Community Economic Development (CED).....	20
3.2 Definition of Economic Development.....	22
4.0 The Viability of Entrepreneurial Urban Agriculture	25
4.1 The Effectiveness of Entrepreneurial Urban Agriculture Projects.....	25
4.2 Economic Opportunities and Constraints of Entrepreneurial Urban Agriculture	31
4.3 The Significance of the Planner.....	34
5.0 Case Studies.....	36
5.1 City-Farm, Chicago	37
5.2 Annex Organics/FoodShare, Toronto.....	43
6.0 Conclusion	47
7.0 Recommendations	49
8.0 References.....	51

CHAPTER 1

1.0 Introduction



(Rorke Johnson, 2004)

Cities are becoming larger and further separated from food production and are showing increasing problems of food insecurity for low-income city dwellers (TFPC, 1999). Inner city food systems such as entrepreneurial urban agriculture are being explored as workable solutions to food insecurity which has been defined as the condition in which all people at all times can acquire safe, nutritionally adequate, and personally acceptable foods in a manner that maintains human dignity. Food security demands that food producers be enabled to earn a fair return on their labor and that those food production methods sustain the environment (Caledon Institute of Social Policy, 2001). Entrepreneurial urban agriculture is steering cities to a new, exciting and different urban society. A farming economy within the parameters of a city would be a dramatic new way that cities view themselves; as primary food production centers, and not just consumption centers.

Entrepreneurial urban agriculture are commercial operations that involve the production of food in greenhouses, vacant lots and other spaces within the city but it is more often small-scaled and scattered around the city (Fairholm, 1998). It is where inner city residents grow food in the soil, in raised planting beds or in greenhouses, and then market their produce at farmers markets, to local restaurants, or to city and suburban residents eager for fresh, locally grown food (Kaufman and Bailkey, 2000).

Within the literature, entrepreneurial urban agriculture takes upon many names, such as entrepreneurial gardens, market gardens, for-market or for-profit urban agriculture, urban food production and market city farming. All these labels represent the same concept, although throughout this paper, I will be using the terms entrepreneurial urban agriculture, entrepreneurial gardens and market gardens.

This study challenges the planning profession to look beyond the traditional practices of planning and to incorporate community economic development approaches towards implementing a more localized food system that will have economic benefits to the city, as well as social benefits to the community. The significance of the planner, as well the creation of partnerships with various organizations and the city, will help to break down the barriers localized food systems currently face, so that those who are food insecure can feel the best possible benefits.

Through the exploration of economic opportunities that entrepreneurial urban agriculture could bring to North American cities; this research will examine

community economic development, and whether it could present an effective solution to food insecurity.

1.2 Purpose of the Study

The purpose of this project is twofold: 1) to explore the economic viability of entrepreneurial urban agriculture within cities; and 2) consider whether entrepreneurial urban agriculture can simultaneously serve as an urban social service to respond to the problem of community food insecurity. Therefore, the research question being investigated is: Can entrepreneurial urban agriculture bring economic opportunities to cities while offering a viable solution to food insecurity?

1.3 Significance of the Study

The intention of this study of entrepreneurial urban agriculture and of the relevant case studies is to gain further knowledge and to look into the prospect of applying entrepreneurial urban agriculture within cities as an economic and social tool to creating greater community food security. The study of entrepreneurial urban agriculture is not a traditional planning topic, but as an emerging movement that is being introduced by the grassroots within North American cities, it should be related to urban planning. An example for the need of planning

involvement is that cities are continually growing and geographically spreading and this has created many empty spaces within American cities. These vacant spaces often are situated within the lower income neighborhoods and they often turn into spaces where trash and rats accumulate (Halweil, 2004). Planners can play a role in the decision making of where in the cities food can be produced, and also work with community movements supporting urban agriculture to empower them with turning their ideas of alternative solutions to meeting food insecurity needs into reality.

It is too early to claim that entrepreneurial urban agriculture is a feasible option for North American cities because it is in its early phases of development and it might take years before any impact is seen. More research is needed and that is why this exploratory study has significance.

1.4 Methods of Study

This project explores the concept of entrepreneurial urban agriculture and in order for this to be accomplished, a number of steps were taken. First, a literature review was done on the existing research related to entrepreneurial urban agriculture and its relation to food insecurity. The majority of the data and research was conducted through an extensive journal, text and internet search. After an understanding of the concept was gained and its relation to planning determined, the next step involved choosing applicable case studies in North America of entrepreneurial urban agriculture projects. These case studies allow

me to see what other organizations and individuals have done to respond to food insecurity challenges. They will provide a “snapshot” of the dynamic ways in which these entrepreneurial urban agriculture projects have addressed the issue of food insecurity and how they might be bringing economic opportunity to their city.

Many market garden projects exist in North American cities, both within inner cities as well as within the peri-urban (outer fringe) of cities. To narrow my exploration, I have chosen to look at market gardens that exist within the urban inner areas of cities. To further narrow this exploration, I am looking at projects that attempt to provide a social service to the community to help food security, alongside of running the project as a for-profit business. I chose to look at only a few market garden projects in detailed depth because information is limited for many market gardens. However, given the multiple approaches to and the diverse urban contexts and circumstances of market garden projects which vary from city to city, I felt it necessary to provide examples of other market gardens in addition to the case studies. This also presented a drawback to the exploration; since no one market garden is identical to another, it is difficult to compare and to generalize and attempt to reach a conclusion that is applicable in a universal way. Therefore, I have decided to pick out common elements that exist within entrepreneurial urban agriculture projects in order to help me critically explore its economic and social feasibility.

It has been stated by urban planner Irene Tinker (Cosgrove: 1998), that we can define agriculture, but that the definition of urban and peri-urban

agriculture in regards to food production is difficult. This is because each city has a different way of assigning a municipal boundary. Some cities have just the core and there are sub-urban cities around the core and other cities have considerable countryside within their boundaries. As a result, one cannot find a reasonable boundary for a city to systematically record the extent of “city agriculture” (Cosgrove, 1998). In taking Irene Tinker’s statement into consideration, I have selected the following criteria for the choice of an entrepreneurial urban agriculture project on which to focus:

- A project is selected that is for-profit and production takes place within the inner parts of the city. In other words, it is not food grown outside the city and then transported into the city to be sold.
- A project is selected that has the goal to encourage community food security through economic means. This includes projects that are run solely by a husband and wife because these kinds of market ventures are becoming more common.
- A project is selected that has been in operation for at least one year. This is important because it allows for the project’s short-term reflection to be evaluated, such as in the obstacles and barriers, improvements, profits etc.

For this paper, I have chosen to look at two cities and at a market garden project within each city.

- City-Farm Project, Chicago
- Annex Organics/FoodShare, Toronto

These cities were selected because each maintains a strong active local grassroots activism that advocate and build for change from a globalized food-supply system to a more locally focused food-supply system. Each of these cities has established influential organizations such as FoodShare in Toronto, and Neighborspace in Chicago supporting urban agriculture. Each of these cities also has progressive public acts and charters that encourage the importance of local food within cities, as well as denotes food as a significant player within a cities quality of life.

I chose to include an American city for comparison because entrepreneurial urban agriculture is a movement that has been brought forward from grassroots organizations, in both Canada and the United States. Both are striving towards the same goals of achieving food security and in many ways, both are encountering similar obstacles such as acquiring city support in the forms of policies and acquiring permanent land tenure. The entrepreneurial gardens in the US also are researched more extensively and there are more examples of documented market gardens than in Canada. This was another important reason on why I chose to include an American example into my study.

1.5 Study Outline

Chapter 2, 3 and 4 are literature reviews. Chapter 2 distinguishes entrepreneurial gardens from community gardens because both share many similarities, and it is important that such distinctions are explained. Chapter 2 also includes the discussion about the background on the issue of food insecurity and how the urban agriculture movement came about. Chapter 3 explains how entrepreneurial urban agriculture is a form of community economic development (CED), how the definition of economic development is important when determining the economic viability of entrepreneurial urban agriculture and why partnerships seem to be crucial for allowing market garden projects to be an accepted component within a city. Chapter 4 discusses success, and how to determine the success of entrepreneurial urban agriculture. This discussion will relate back to chapter 3 and the definition of economic development and the CED approach. This chapter also outlines the various opportunities and constraints of entrepreneurial urban agriculture and explains its importance to urban areas. It also emphasizes the significant role the urban planner should and can be playing in not only entrepreneurial urban agriculture but in general, to the local food system, upon which the urban agriculture movement is based upon. Chapter 5 provides the case studies and in this chapter, the elements discussed within chapters 2, 3 and 4 will be applied to each of the case studies. This chapter will be based upon analysis of each of the projects in order to gain a better understanding of how viable entrepreneurial urban agriculture is at

presenting economic opportunities and practical solutions to food insecurity within North American cities.

CHAPTER 2

2.0 The Context: Food Insecurity and Urban Gardens

2.1 *Food Insecurity*

Entrepreneurial urban agriculture is a growing and newly emerging approach that emphasizes the food system as a local concept. The importance of community development is a priority and entrepreneurial urban agriculture is applied as an alternative solution to meeting food security needs. Currently, the issue of hunger and food insecurity is a problem challenging many, if not all, North American cities.

Food security can be described in terms of the four A's: Availability, Accessibility, Acceptability, and Adequacy of food (Cohen, 2002). Sufficient supplies of food must be available to people at all times. Further, all people must have access to food at all times. Those who cannot grow their own food or those who cannot supplement their bought groceries by growing food are said to be lacking food security. Food must be culturally acceptable, and acceptable to those persons who consume it. Finally, adequacy implies that food must be grown, produced, and delivered in an ecologically sustainable manner. Within this research, I'm limiting the food security definition to availability and accessibility because the focus here is not to explore the nutritional or cultural aspects, or the environmentally sustainable methods of food production and distribution.

Income inequality and inability to access available food are seen as sources of food insecurity common to North American cities because for many North Americans, the increasing commoditization of food supplies is removing the ability to access adequate food. Therefore, in order to have a more focused and in depth exploratory study, I have chosen to address the terms equated with meeting an urban resident's basic need for food, which is availability and accessibility. Currently, and as noted by the Toronto Food Policy Council (TFPC) (1999), those most susceptible to food insecurity are the following groups: those living below the poverty line, inner-city residents, children, minority groups, single parents, people living with disabilities, newly arrived immigrants and the elderly.

Although the Canadian and American governments have declared a commitment to establishing social programs, statistics show that both hunger and food insecurity in major urban centers are rising despite the increase in social programs such as food banks and food stamps (Ferris, Norman and Sempik, 2001). In an interview between Ryerson journalist Dana Borcea and Mustafa Koc, a Ryerson University professor of sociology and food insecurity, Koc stated that "there are over 10% of Canadians living in food insecure households and these people are experiencing shortages of food during certain periods of the year when they can't feed themselves or their children" (Borcea, 7:2003). Hunger and food insecurity has been identified as a social problem since 1981, when food bank use in Canadian cities spread to more than 500 communities across the country. Today, 3 million Canadians use food banks each month (Westman, 66:2000).

The degree of availability and accessibility of food for urban residents determine whether a city is food secure or not. Food and cities are two intricately connected forces. For example, when we make choices about our food, we also affect the shape, style, pulse, smell, look, feel, health, economy, street life, and infrastructure of our city (Roberts, 2001). Wayne Roberts, of the TFPC (2001), observed that our food habits determine whether the poor, elderly, and physically disabled can get to nearby grocers that sell fresh local produce at decent prices or whether they're limited to over-priced packaged foods at corner convenience stores. In addition, it is not only the choices we make about our food that affects our cities but it is city policies, as well as city planners who make those policies and the designs that deliver them.

Many studies have indicated that cities ignore the role of food in their economy, environment and society. In the "Food Secure City" study conducted by TFPC (2000), it was found that urbanization and globalization of our current food system has distanced people first spatially and then psychologically from the land that supports them. This leads to people living within cities to believe that food is always abundant and therefore there is little cause for concern since the food system basically works and works fine (TFPC, 2000). This is currently the case of North American cities today and tends to create a false sense of security for urban residents living within it. Therefore, entrepreneurial urban agriculture is a movement that is attempting to address our choices about food, and our food habits by presenting itself as an alternative solution to how food is currently produced, distributed and consumed.

By involving the community, the city planners and the city, the goal in engaging in entrepreneurial urban agriculture is to increase the availability and accessibility of food. The reason for doing so are to build a more food secure city through providing job and skill training, employment, community independence from food banks and the option for not only low-income, but for everyone to support the local economy and buy local produce.

2.2 Community Food Security/Development Approach

As an alternative to seeking new ways of pursuing food security, the United States has formed a community food security approach and Canada has followed by forming a community development approach. These two approaches encompass the same idea:

“the community, rather than the individual, the state, the nation, or any other system is and should be at the center of our analysis and our value system...that human life will go better if communitarian, collective, and public values guide and construct our lives”

(Jolly, 33:1999)

These approaches are instigated by grassroots organizations because people are embracing empowerment goals and practicing urban agriculture in order to help them gain control of community food security (Fairholm, 1998). These two movements are comprised of individuals, single organizations of all sizes, and local coalitions who believe that “communities should not be exporting

food before local needs are met and not be importing foods that can be readily produced at home” (Halweil, 55:2004).

Community food security/development relates to traditional anti-hunger approaches: many anti-hunger advocates focus their attention on strengthening federal food assistance programs, such as food stamps, and educating the needy about their entitlements (CFSC, 2005). With the absence of a comprehensive federal poverty policy, a community food security approach recognizes the importance of a strong safety net that provides families in need with the support to survive until bad times get better. Community food security builds upon this baseline of support to allow individuals to invest in endeavors that will give them self-sufficiency for the long-term (CFSC, 2005).

Although government social programs receive criticism from citizens, food security activists and the media, the community food security/development movements believe that these programs play an important role in urban areas and that they should not be discontinued because they prove to be vital in providing some food security. The community food security/development movements state that if community gardens and small scale entrepreneurial urban agriculture were to replace social programs, they would also fail because not everyone would be 100% food secure. Although urban agriculture may create significant improvements, by itself, it is not the best way to feed the hungry and it functions better when there are multiple social programs to help those who are food insecure (Ferris, Norman and Sempik, 2001).

Currently, the global industrial food system that is existing controls the price and type of product received from the farmer to the consumer who buys it and it is argued to be the cause for enhancing the division between those who have difficulties accessing and affording food and those who don't have any difficulties (CFSC, 2005). At this time, "20% of farmers produce 80% of the food in Canada, and these consist mostly of export-oriented crops such as dairy, meat, grains and oilseeds and about 80% of small independent family farmers are producing 20% for the market" (Joyce, 46:2004). This is not to argue that every locale should produce its own food because a certain amount of food trade is natural and beneficial (Halweil, 2004). Entrepreneurial urban agriculture is about finding a balance; a middle ground between globalized and localized food production and distribution, and whether they can both co-exist.

This balance is hard to find because although many entrepreneurial gardens have established permanence within a city, many are struggling to overcome many misconceptions and doubt from city planners, developers, city politicians and urban residents. These misconceptions are due to lack of information about this concept, research and education, as well as demonstration projects for entrepreneurial urban agriculture (Kaufman and Bailkey, 2000). Many challenges are facing entrepreneurial urban agriculture. Given that it is a new concept that challenges the norm of our current consumption and distribution patterns of food, the obstacles and struggles for entrepreneurial garden projects only seem to be more pronounced, as these gardens struggle to overcome contrary or unsupportive policies, laws, attitudes and behaviors. Therefore,

entrepreneurial gardens must demonstrate an activity that is economically viable, profitable, dependable and socially beneficial.

2.3 Urban Gardens

Urban agriculture is made up of many subgroups, all of which contribute to the community and to the city in different ways. Within the scope of urban agriculture are community gardens (some which have an entrepreneurial element), market gardens, community supported agriculture farms (CSAs), farmers markets and independent private ventures. These gardens grow and sell many different types of produce such as herbs, vegetables, fruit, trees, seedlings, as well as food products such as worms, and other small livestock (Lazarus, 2005). “Worldwide, 800 million people are engaged in urban agriculture and of these; only 200 million are producing primarily for the market” (Halweil, 93:2004). Based on this statistic, community gardening can be assumed to more established and popular throughout the world and since market gardening is a drastically lower number, it may be that it has not been practiced long enough for more examples and cases to be studied. For reasons of education, as well as the need to distinguish between entrepreneurial gardens and community gardens, it is the goal of this paper to provide an opportunity for people to learn more about entrepreneurial gardens as a business. The ways in which the business is important to the economic viability of the garden within and for the city is also important to understand.

Both entrepreneurial gardens and community gardens are considered forms of “urban gardening”, and together this form of gardening is “widely recognized as a way of improving local food supplies” (Ferris, Norman and Sempik, 560:2001). They are also commonly understood to be ways to reach out to people that otherwise might not have the economic means to access organically grown food (Westman, 2000). The approaches taken by a community garden and an entrepreneurial garden when improving local food supplies are different. The community garden movement is one in which city gardeners consume the food they produce, and have little or no interest in selling what they grow. The entrepreneurial gardens movement expands upon community gardens by taking a for-profit approach, and sometimes combining the non-profit with for-profit. Community gardens typically take solely a non-profit approach. This means that an entrepreneurial garden can be a for-market project that is managed by a non-profit organization such as City-Farm in Chicago or it can be a for-profit project run by for-profit but partnered with a non-profit organization for resources, such as Annex Organics in Toronto. Collaboration between several non-profits organizations and for-profit entrepreneurs is increasingly common (Lazarus, 2005).

However, urban gardens encounter several barriers. A few of the huge barriers involve such as a lack of funding, a lack of human involvement, and land tenure.

2.4 Barriers to Urban Gardening

For a community garden, funding is required throughout the entire existence of the garden because it is non-profit. Entrepreneurial gardens however, offer an opportunity to be self-sustaining because they are for-profit. Therefore, any profits made from what is grown will pay for operational costs (Westman, 2000). They usually require funding in the beginning for start-up costs, but after a few years it will be able to survive without funding.

Entrepreneurial gardens can also address barriers having to do with the lack of participation. One of the primary reasons reported for loss of gardens was the gardener's reduced interest (Ferris, Norman and Sempik: 2001). Community gardens generally rely on the volunteer population and on community involvement in order to be self-sustaining. This raises questions regarding the dependability and stability of community gardens and their ability to consistently provide a meaningful contribution to the food security of urban residents. Even though entrepreneurial urban agriculture jobs are not high paying, it is a further incentive for those lower income or youth or those who cannot work due to disability issues. The employees of an entrepreneurial garden are generally few, although it depends on the size of the garden. Those employed are 5 to 10 people who are more food secure. (Food secure here means the sense that they have an income, there is available, affordable food in the garden they work in and they have learnt to grow food. If they were to experience food insecurity, they would have the knowledge and training to grow food in their backyard or on their balcony if need be).

The issue of land tenure is still a problem for both community gardens and entrepreneurial gardens. However, perhaps entrepreneurial gardens will be able to soften this barrier through the argument that these provide the city with economic benefits, as the land will be used for economically productive means. One issue of land tenure that does not pose a problem is planting a food garden on the back and front yards of a residential home. The economic reason for planting was that people pay taxes on both the back and front yards so this is an opportunity for the land to pay for itself in food (Gillard, 2003).

Now that I have discussed the differences between entrepreneurial gardens and community gardens and how each addresses the three main barriers in different ways, I want to emphasize that neither form of urban garden is better than the other. Although, when discussing the many barriers that urban gardens encounter, entrepreneurial gardens may have an advantage in that they are directed to and working with economic development. An entrepreneurial garden does not diminish the values and advantages that community gardens may have; rather, it enhances and builds upon its advantages and in doing so, creates the potential for local development, employment and a different, innovative approach to food insecurity, or at least this paper will explore this potential.

CHAPTER 3

3.0 Entrepreneurial Urban Agriculture: A Form of Community Economic Development

3.1 What is Community Economic Development (CED)

There is no widely accepted definition of CED. The discussion will therefore be based around the definition that best applies to this exploratory study. Douglas' (1994:26) defines CED as a “broad development approach integrating social, economic, and environmental objectives for a marginalized community that is action-oriented and aims to build long-term development capacities by enhancing local resources”.

Entrepreneurial urban agriculture, as a new and innovative approach to meeting food security needs, has strengthened the focus on community-based approaches to economic development as an important strategy to create greater self-sufficiency within the community. This form of local economic development within the food production and distribution system challenges, but does not aim to overthrow the conventional approach of a top-down method of intervention for food insecurity. This means that communities use local power to control available human and financial resources to implement entrepreneurial urban agriculture projects in order to face the pressures of unemployment and poverty that are found to be the determinants of food insecurity (Nutter and McKnight: 1993).

CED is unique from conventional approaches to development because of five principles:

- 1) Emphasis on community self-reliance
- 2) Have equal treatment of economic, social and environmental objectives as part of its holistic development strategy
- 3) Focus on empowerment to enhance local capacity to plan, design, control, manage, and evaluate initiatives
- 4) Be organized inclusively to enable disadvantaged groups in the community to be actively involved in partnerships and joint ventures that advance their interests
- 5) Have a goal of economic development that is diversified and sustainable

(Nutter and McKnight 1993)

These principles of CED are significant to providing a model for entrepreneurial urban agriculture projects to follow within cities. This is an important step towards gaining city and organizational support because it indicates to the supporters that these project initiatives for entrepreneurial gardens are grave enough to require thought and attention. These principles are important because they provide a plan that is centered on empowerment, equality, partnerships and economic development as vital to addressing community food insecurity. These are principles that are demonstrated within every entrepreneurial urban agriculture project, and in particular through the case studies in this project.

3.2 Definition of Economic Development

Urban agriculture has many beneficial social impacts that make it a valuable community-building tool. These include a greater food supply, beautifying the neighborhood and creating community cohesiveness through involvement in the garden. But the question is whether it is a viable vehicle for economic development. The answer depends on how economic development is defined (Lazarus, 2005).

There are many definitions to what constitutes economic development. Urban planner Jac Smit, argues that the “traditional measures of economic viability (revenues, jobs, profits) must be used, if for no other reason than to attract the attention and support of funders and policy-makers” (Lazarus, 2005). Policy makers want to see urban agriculture as providing economic benefits instead of costs. Social and environmental benefits are not commonly regarded as holding enough promise to warrant investment. By sustaining a for-profit oriented mode of exchange, urban agriculture has an increased chance of becoming supported and implemented by local, provincial and federal authorities. This is because since the “dominant globalized food system is oriented to mass consumption and increased commoditization, urban agriculture will be placed at a more level playing field (or placed in the same arena of ideology that economic development produces benefit to cities)” (Westman, 78:2000). Feenstra (In Lazarus, 2:2005), on the other hand, argues for a “more holistic, sustainable definition of economic development, one that takes into account leadership training, community strengthening, and food security”. She says that the value of

a change that takes place in a person's life when working in a garden cannot be measured in dollars and cents (Lazarus, 2005).

Economic development should encompass both of these definitions and I think that both do apply in many cases. Smit's (In Lazarus: 2005) definition applies because the urban agriculture project is for-profit and as a business, it deals with capital and operating costs, revenues and profits. But, since entrepreneurial urban agriculture also provides a social service of providing community food security, Feenstra's definition also applies. The CED approach also contains elements of Feenstra's definition. The question now is do these two definitions work compatibly so that entrepreneurial urban agriculture can provide community food security while proving to be economically feasible. They can work compatibly and do, as the case of the Sunshine Market garden project at the

Centre for Addiction and Mental Health in downtown Toronto.



(FoodShare, 2004)

The Sunshine Garden is unique in the sense that it has required support from a funder, (United Way) and it is this organization that is providing the workers with a six month salary. Even though the Sunshine garden sells their produce a few

times a week on-site, it doesn't make enough profit to pay for salaries and maintenance costs. Therefore, if this project were to be looked at from just an economic viewpoint, its success would be questioned since the project is depending upon outside sources to sustain itself. Although, this project is relatively recent, the garden did earn \$3,000 in its first year in operation and there are plans to expand in 2005, therefore the potential exists for this garden becoming an economically self-sustaining garden in a few years time (Borcea, 2003). This project, in terms of the more holistic definition of economic development and when based on my criteria, is successful because it has provided the participants with long-term opportunities for employment and training, community integration, neighborhood needs and has addressed food security.

A market garden project has to have to goal of being profitable as a priority. Once profits start to become secondary to providing a social service, such as giving away free food, then the business of entrepreneurial urban agriculture is at risk: if the entrepreneurial garden begins to lose profit, the risk in losing the garden grows. Unless the project is unique, and it is funded from an outside source, such as the Sunshine market garden in Toronto, it is important that making a profit is first priority, and maintaining a social service is secondary.

The generation of employment/job opportunities in fields of research, design, construction, landscaping/gardening, health, and food production also constitutes as economic development which brings income to urban low-income residents.

CHAPTER 4

4.0 The Viability of Entrepreneurial Urban Agriculture

4.1 The Effectiveness of Entrepreneurial Urban Agriculture Projects

When exploring the different examples of market gardens within North America, I will not be labeling one as more successful than another one. This is because market gardens operate within many different contexts; therefore the word “successful” is too restrictive in definition when discussing a subject that is as comprehensive and multi-layered as this. By the end of this exploratory paper, I hope to provide a better direction and understanding to how the term “successful” can be applied to market gardens.

How should success be measured? By definition, success is attributed to meaning the attainment of fame, wealth, or power. In the industrialized nations,

“Success of urban agriculture depends on the demographic characteristics of the community; the local structure of support; the availability, quality and permanence of land; access to and cost of water; leadership; and local organization. If urban agriculture is entrepreneurially driven, its potential success hinges on access to capital, risk-management instruments, cost and quality of labor, and a complex array of other factors, such as dealing with zoning constraints”

(Jolly, 197:1999).

When determining whether entrepreneurial urban agriculture is successful in bringing economic self-sufficiency and community food security to cities, the goals of the specific project need to be evaluated and if the main mission of the

project is to be a social service, then they are less likely to be economically successful as measured in revenues and profits (Lazarus, 2005). The reason for this is because almost all of the projects driven by non-profits are far from being financially self-sufficient and even though they may be experimenting with entrepreneurial activities, they are dependent upon grants, donations, and government programs throughout the entire existence of the garden. This therefore reduces the economic opportunities provided to the city because the city may be viewing this project as a cost - an additional cost to the social programs already existing. The development of an entrepreneurial garden business needs to have a clear vision from the start of the primary purpose of the business. Is it going to be profit or social service? This economic self-sufficiency standard that is used to measure the success is not the only or even the best standard to use in a community (Lazarus, 2005).

The idea of complete food self-sufficiency is impractical for North American cities. Greater self-sufficiency is achievable because entrepreneurial urban agriculture projects could protect cities against the inconsistencies of international markets and help to rebuild the local food systems by reducing the vulnerability of the market related food supply system problems that are caused by distant producers. For example, it has been predicted that the cost of fuel will eventually be unaffordable as oil is depleting. Since food is imported from another state, or country into the designated city, the rising cost of transporting the food is added into the cost of the food in the supermarket. Therefore, food prices can and do rise with the costs of fuel and this is currently evident in our

supermarkets. The developed worlds might also have another food crisis like the Irish potato famine of the 19th century; therefore, by developing the local economy through market gardens, the cities are securing themselves against potential future disasters related to food.

Independent, for-profit urban agriculture ventures are essential to community food security. Community gardens alone will never be able to expand and feed as many people as independent, for-profit producers because although “food banks do excellent, life-saving work, they will never be able to provide needy people with a long-term supply of personally acceptable foods” (Biddle, 13:2002). Does an enterprise have to be economically geared to deliver benefits to the maximum number of people? Some will argue yes, while entrepreneurial urban agriculture businesses may not be as productive as fast food restaurants, they can pay living wages, return a profit to investors, employ people in the community and put abandoned land to productive use (The Urban Agriculture Network, 2000). Being economically geared will allow the project to push to produce maximum amounts of food whereas a non-profit project will usually be the casual gardener, who will donate or give food away for free providing he/she has any leftover after supplying themselves with the food that they need.

Feenstra (In Lazarus, 2005) explains that urban agriculture consists of small ventures where the financial payback occurs slowly and should therefore not be compared to other economic development activities. The real “payoff” from these gardens occurs through the creation of neighborhood based jobs, training and employment opportunities, educating youth and adults, maintaining a

more sustainable environment and building individual self-esteem and community pride that allows low-income populations to realize their leadership capacities in the midst of difficult economic and social circumstances (Jolly, 1999). This coincides with the CED approach because the “entrepreneurial spirit, such as leadership, progressive attitude and willingness to take risks are seen as key elements of successful local economic development projects” (Young and Charland, 5:1992).

It was also found by Feenstra et al (1999), that the entrepreneurial gardens were not able to completely cover the costs of their program through the sales of their products. But planner Jac Smit (In Urban Agriculture Network: 2000) states that while the first year might be a struggle, by the third year an entrepreneurial garden project could be successfully profitable. For example, a woman began a sprout-growing operation in Chicago ten years ago in a plastic greenhouse on a vacant lot on the North side. Today, a staff of 12 raises sprouts to more than 30 retail customers (The Urban Agriculture Network, 2000). Entrepreneurial urban agriculture can be seen as a parallel with the activity of starting a garden. Once the seeds are planted, the seeds take time to grow into plants. This is the same for the entrepreneurial garden business.

When food production and distribution are relocated in the community under local ownership in the form of entrepreneurial gardens, more money will circulate in the local community to generate jobs and income (Halweil, 54:2004). For example, it has been found in a study conducted by New Economics Foundation in London that a dollar spent locally generates nearly as twice as

much income for the local economy (Halweil, 54:2004). Since entrepreneurial urban agriculture projects are based upon local production for local needs, overhead costs are reduced because the cost of packaging, transport and distribution are not needed. The profitability of the project is therefore improved because no middleman exist and because there are no extra costs, the sales income goes directly to the producers of the food. Growing Power, a national urban agricultural training group in Chicago has created community centers which promote food security in a variety of ways by connecting consumers with local organic farmers in the city and region. Their farm-city market basket program offers the benefits of organic food buying co-ops to low-income families: \$12 a week buys \$24 worth of produce-about 30 pounds of a dozen or more kinds of fruits and vegetables, enough to feed a family of four for the week (Growing Home, 2000).

The truth is that profit margins are very slim in agriculture, depending on what is grown. By shortening the distribution chain by growing food in the city, more money is put into the hands of producers while consumers often pays less for fresher, healthier food. As Mary Seton Corboy of Greensgrow in Philadelphia says, "If we sell lettuce to a produce distribution center, they pay \$5 for a 3-lb case. If we sell to a middleman, he gives us \$8.50 a case. If we sell it ourselves to the restaurants in town, we get \$13-15 a case. Part of the trick is to keep expenses to a minimum and this is easy to do if you sell to local customers (In Lazarus, 2005). Even so, Seton Corboy admits that they have to "pinch pennies to make ends meet" (In Lazarus, 2:2005). In addition, the other key to making

money in urban agriculture is to grow something that will sell at a high price to compensate for making ends just meet. Jac Smit of the Urban Agriculture Network (2000), maintains that high profit margins are possible if a venture uses niche marketing and focuses on high-value crops, such as herbs and hard to find specialty produce because they go for high prices. An example is in Sausalito, California where an urban farmer annually grows watercress on a city lot downtown and nets between \$30,000 and \$45,000 (Holland Barrs Planning Group, 2002). But, one might question whether the project contributing to its fullest potential to community food security if niche marketing is the sole purpose of the venture. The answer is yes it can be, because City-Farm in Chicago prices their products differently depending on whether it is a high class restaurant or a lower-income individual (The Resource Centre, 2004).

4.2 Economic Opportunities and Constraints of Entrepreneurial Urban Agriculture

Historically, community gardens have always been considered second to real estate and currently, urban gardeners experience struggles in obtaining and keeping land within the city (Gillard, 2003). This is because the land tenure of most of the gardens is threatened by economic development (Jolly, 1999).

There are many cases in North America where urban gardens and development can exist harmoniously, such as the Growing Home project in Chicago. Entrepreneurial gardens can enhance the urban economy by recycling goods, saving on transportation costs, and turning vacant land into productive land. Entrepreneurial urban agriculture contributes to the city economically, so land tenure may not be a barrier. In some cases, as in Saskatoon, the market gardens are permanent. In Chicago's City-Farm project, although it is a business, it has to move in two years time because the city plans to develop the land into housing. Creating partnerships with various organizations and stakeholders could be helpful in purchasing land. For example, the Growing Home project in Chicago takes advantage of a unique solution to the problem of land tenure that has derailed much urban agriculture efforts. Its mission is to "develop opportunities for homeless and low-income people to use neighborhood green spaces and organic agricultural enterprises to grow, connect with nature and community, attain food, living wage jobs, and self-reliance" (Growing Home, 2:2000). As such, Growing Home has access to some federally owned land and was also given title to a city owned plot on the west side of the city.

Smit's definition of economic development does not apply to all land tenure decisions because not all uses in the city are always determined by purely financial means. Parks exist because a conscious choice has been made not to develop these green spaces for the sake of the people's health and relaxation (City Farmer, 2004). In that case, planners must set aside more of our green space for growing food if they are serious about creating truly sustainable centers.

Private landowners would not choose to allocate high priced urban land for agricultural purposes when the potential return from most other uses would be much higher. The high value of urban land would mean that for market gardens to exist, the city would have to intervene and zone some land as agricultural in the interests of the public good (Holland Barrs Planning Group, 2002). In Toronto, the Toronto Food Policy Council has pushed for tax and zoning policies that encourage a small scale food processing industry in the city, not only as a source of jobs but also to source raw materials close to the home base (Halweil, 2004).

Market gardens present economic opportunities because they can be operated on small, irregular city lots. In other words, spaces that cannot be filled within the city, or spaces that are vacant or abandoned are ideal spots for a market garden. For example, on a sliver of land between two multi-story apartment buildings in downtown Chicago, a vegetable garden produces 800 pounds of fresh produce each year and gives it to free restaurant and a free grocery store which are staffed by and dedicated to the homeless and low-

income individuals (MacNair: 2002). This example demonstrates the potential that urban agriculture has in creating indirect economic benefits, such as the creation of the jobs in the restaurant and grocery store that help to strengthen the local economy further. Even though this example was not a market garden, it shows that growing food in the city can create other enterprises connected to the garden that in turn create employment for those marginalized and as a result, contribute to food security. Entrepreneurial urban agriculture can generate local revenues and meaningful jobs for people, while producing a reasonable quantity of food. The cost to implement this type of project is low but a constraint is that it would require dedicated land use and therefore the density of residential buildings and revenues for the city might be reduced. But this constraint can be avoided if unwanted, abandoned spaces within cities are used.

Entrepreneurial urban agriculture also offers economic opportunities through cost savings. There is strong evidence that local food often costs less than the equivalent food bought on the international market or from a supermarket because transportation costs are lower, there are fewer middlemen and less packaging costs (Halweil, 2004).

4.3 The Significance of the Planner

The urban planner is just beginning to become involved in the issues of food within cities, however, the idea of a commercial, community based localized food system is approached cautiously. Traditionally, planners have not been involved in issues surrounding food. A survey was conducted by Kaufman and Pothukuchi in 2000 on city planning agencies in the United States asking why they were not involved in food system issues. Some of the responses from planners were:

“It’s not an urban issue; it’s a rural issue”

“...because farms are located outside cities, food issues get lower priority”

“We don’t know enough about the food system to make a contribution”

(Kaufman and Pothukuchi, 7:2000)

If the full economic potential of entrepreneurial urban agriculture is to be seen within cities, it is vital that planners understand the concept and be open minded to the opportunities it may bring to community food security and to the well being of a city.

Revising urban planning approaches, which have never focused on food provision, is one of the approaches of the urban agriculture movement. It is only until relatively recently that urban planners have recognized urban agriculture to have important social and economic implications for the enhanced livability and well-being of urban residents and communities.

Urban planners should be taking more of an active role in educating and advising the public and the government about the importance of meeting the food security needs of urban residents both now and in the future. Urban planners

acquire the skills, knowledge and connections to political structures that are vital to reexamining communities. For example, urban planners are huge influencers, advisors, and many times, creators of public social policies. They can initiate policy changes in areas such as protecting market gardens from being taken over by a parking lot. They also have the power to make it mandatory in the official plans of cities, and related policies to provide a type of density bonusing structure for entrepreneurial urban agriculture. For example, if a developer is to acquire land to build an apartment, he/she must provide enough open space for the number of residents within the apartment so that they have the opportunity to grow their own food or to set up a small market garden. Urban planners also take on the role of advisor and educator, thus it should be his/her duty to inform residents about the advantages of growing their own food to secure their food security. For example, one could interpret the Code of Professional Conduct (CIP) as planners having an ethical obligation to “reestablishing certain forms of public space because it provides opportunities otherwise denied to people on low incomes” (Roberts, 14:2001). These are only a few ways in which urban planners can contribute to meeting the food security needs of urban residents, but clearly, these reasons show that planners are urgently required if the concept of entrepreneurial urban agriculture is to be taken seriously.

CHAPTER 5

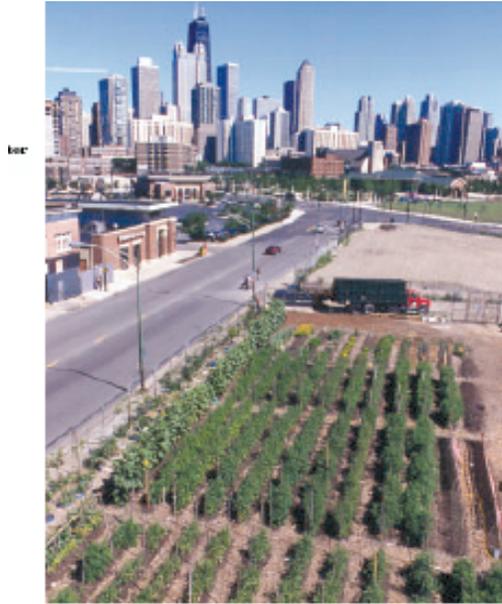
5.0 Case Studies

- City-Farm, Chicago

- Annex Organics/FoodShare, Toronto

In order for ideas about the application of entrepreneurial urban agriculture to become achievable and practical, examples need to be critically discussed and lessons learned from them revealed. Initiatives such as the production and distribution methods of entrepreneurial garden projects currently operating within the cities of Toronto and Chicago will be discussed as whether they are practical social solutions to food insecurity and if they are viable as an economic gain for cities. The chosen projects are located within the inner cores of each city. Some are earning a profit, all claim to be contributing to food security and all have been in operation as market gardens for at least one year. These projects will be investigated in terms of how and to what extent they are addressing the needs of those who are food insecure and if the economic component of the gardens are in fact an advantageous characteristic contributing to food security and as an economically viable enterprise for cities.

5.1 City-Farm, Chicago



(Rorke Johnson, 2004)

City-Farm is a commercial market garden in Chicago City that fills a vacant lot near the corner of Division and Clybourn, Between Cabrini-Green public housing to the west, and the Old Town and Gold Coast neighborhoods to the east. It is operated by Ken Dunn from the Resource Centre, a non-profit organization. The farm grows beets, carrots, potatoes, lettuce, herbs, melons and 30 varieties of tomatoes and sells its produce to local chefs of high-end restaurants and to the public from an on-site market stand. This method of distribution ensures that a profit can be made, by selling to restaurants willing to buy fresh, local and readily available produce for high prices, while also catering

to the lower-income and selling the produce right in the community for affordable prices.

Based on my visit in October, 2004 to this community in which this market garden is located, the area consists of many public housing projects, no grocery stores or dependable transportation to a grocery store and vacant, abandoned lots are abundant upon which many are littered with garbage.

To provide a background context of the city, hunger in Chicago is a pressing issue and “in many of Chicago’s poorer neighborhoods, fresh, readily available and affordable food is almost impossible to find” (Greater Chicago Food Depository, 1:2004). Many of these neighborhoods are communities located on the south and west sides of the city. According to La Donna Redmond, president of the Institute for Community Resource Development in Chicago, “it’s a real chore to get a salad...we can purchase illegal drugs, weapons, Nike trainers and junk food, but we can’t get a salad” (Frith, 2:2003). The Greater Chicago Food Depository conducted a survey in Chicago in 2004 that found in the period of July 1, 2002 to June 30, 2003, there were 2,365,704 individuals that received food supplied by the food bank and this was an increase of 277,614 or 13% over the number of individuals that received food during the period of June 1, 2001 to June 30, 2002. Clearly, there is a need for an alternative solution with the food system within Chicago and currently, organizations like the Resource Centre are looking to entrepreneurial urban agriculture to provide affordable food, as well as a way to generate employment and income.

The City-Farm project is an excellent example for how entrepreneurial urban agriculture is distinguished from the globalized food system; it reduces the separation between producer and buyer/consumer, puts into effect the idea of economic self-sufficiency, and it acts on opportunities to benefit the larger community in which it is located. These opportunities include the provision of employment for under skilled labor, utilizing undervalued vacant land and supplying fresh produce to businesses within the city but to the surrounding community. In regards to the viability of the City-Farm project, Ken Dunn realizes that to transform the marketplace into one that values locally grown, quality produce, the urban farm must be turned into a viable, profitable business (The Resource Centre, 2004). Therefore, as a business, the farm employs three people all year and a few more during the busy growing season. He employs homeless or unemployed individuals who are trained and provided with a living wage at approximately \$20,000 a year. The market garden would also bring in people from the community to help create compost, clean the site, and help plant and those who aren't on the yearly payroll would receive a small pay and free produce, as well as new skills.

Utilizing the vacant land has benefited the economy of the city by turning these spaces into productive uses, and in turn beautifying the neighborhood. This not only saves the city of Chicago from spending time and money from doing it themselves, but the city is no longer losing municipal revenue. Before the market garden was in place, the site was abandoned and was taken off the local property tax roll and so the city lost revenue. The city has an estimated 70,000

vacant lands, mostly in economically under-developed neighborhoods and since the city has recognized the economic viability of market gardens, they have taken the opportunity to transfer lots, either city-owned or tax-delinquent lots to community groups because they see this as a solution to speed up the creation of new neighborhood spaces (Chicago Department of Environment, 1997). This will contribute to food security because according to Ken Dunn, “if the investment were made in urban agriculture, it could bring full employment to a community and a sense that we’ve got a mission together where communities are contributing to the wealth of the city” (The Resource Centre, 2004).

A constraint is that the land that City-Farm is situated upon is not permanent. This goes back to the discussion about the barrier of land tenure that urban gardens face. The city of Chicago has lent the vacant plot to the Resource Centre to use as a market garden on a temporary basis. When the city comes up with a use for the land or when the land is sold to developers, the gardens will have to move and the city claims no responsibility for finding the garden a new spot. So, in two years time, mixed-income housing will take over the land that City-Farm currently occupies (MacNair, 2000). The question is, when the farm changes locations, what will the effects be on the community, those employed by the farm and that dependant on the affordable, accessible produce? Will they be forced to look outside their community for food? The positive aspect of this situation is hopefully, from the time that the market garden began and to the time it has to depart, that it taught and provided valuable food growing skills, as well

as leadership skills to the community so that those who are food insecure can grow their own food in their backyards to compensate.

The city of Chicago plays a moderate role in the support of entrepreneurial urban agriculture, and is positive about the City-Farm project but an explicit role is yet to be achieved if market gardening is to be successful. Although Chicago's mayor, while supportive of grassroots greening projects as a means of community beautification, has not yet endorsed urban food production as part of his open space vision for the city (Kaufman and Bailkey, 2000). The environment that this business operates within has addressed some of the key issues needed to succeed, such as good management and planning skills, financial challenges to some extent, environmental challenges, and the issue of city support and services is moderate. It is crucial to have city support in order for the program of City-Farm is to grow. The selling of the produce pays for maintenance and salaries for the workers, but the start up costs have put them into debt (Dunn, 2004). This is because the average cost of turning an acre of wasteland into productive farmland is about \$20,000 to \$30,000. It is the hope from organizations such as the Resource Centre that the city will invest in the emptying and enriching of the soil since the market garden produces economic advantages to the city in the form of productive lots, job creation, and a contribution to the city's GDP. Ken Dunn has estimated that if "6000 acres of unused land in Chicago is used for farming, 42,000 jobs could be supported by the land if all of it were cultivated" (Dunn, 30:2004).

The City-farm project has incorporated all five principles of the CED approach. Community self-reliance is achieved since the garden has transformed a community that had no accessibility to grocery stores, affordable food or even fresh produce into a community that not only has that but is a community that is supporting a local food system. This project is allowing people the opportunity to produce for themselves. Equal treatment of economic, and social objectives are part of their strategy, as well as principles 3, 4 and 5 as discussed in Chapter 3: Community Economic Development because City-Farm is a project that encompasses local ownership which means that everybody nearby has a stake in the success of the farm and as a result, the neighborhood has been transformed (Dunn, 2004).

5.2 Annex Organics/FoodShare, Toronto



(FoodShare, 2004)

Annex Organics is an entrepreneurial urban agriculture model in Toronto that operates from a 2,000 square-ft. rooftop of the FoodShare warehouse on Eastern Avenue, east of downtown Toronto and from a 600 square-ft., four-season greenhouse (Annex Organics/Field to Table: 2000). It is maintained as for-profit by Lauren Baker, although it is owned by FoodShare, a multi-dimensional non-profit organization that is dedicated to improving the food security of Toronto urban residents. This garden grows seedlings, sprouts, green-house grown plants, flowers, strawberries, mushrooms and honey.

To provide a background context of the city, the number of people in the Greater Toronto Area who rely on food banks is 120,000 and 40% of this statistic consists of children (Borcea, 2003). In Toronto, “1 in 5 urban residents do not have enough money to meet their basic food needs and the per cent of food

bank users who run out of food at least once a week consists of 50” (Borcea, 7:2003).

The growing of sprouts has been Annex Organics niche market because it has proved to be the most successful at generating profit. For example, in 1999, \$30,000 was made from the sprout sales and \$8,000 from the sprout seedling sales and Annex Organics expects that the sprout business will only continue to grow (Smith, 1998). Niche marketing is seen to be the key to determining success for Annex Organics because producing products that are unusual and unique means that the produce is not readily available so restaurants and other high end consumers become interested and support the market garden. This economic development strategy creates a greater self-sufficiency for the project so that government and outside funding support can be reduced and hopefully, eventually be non-existent. Lauren Baker admits though that community economic development will always be dependant upon grants and outside funding but that this should not decrease the significance or the motivation to keep the project on a business footing (Annex Organics/Field to Table, 2000). She says that “where people go wrong is when they lose track of expenses, revenues, and market values and that you need to know that it makes economic sense to grow food” (Annex Organics/Field to Table, 1:2000). One of the principles that this market garden enterprise is based on is that growth is slow and steady and that income will increase season by season. This is a principle that needs to be recognized and considered when determining whether the entrepreneurial garden is successful. It is too early to claim that entrepreneurial

urban agriculture projects are or will be economically successful within a city because there is not enough evidence to support either side of the argument. Lauren Baker says that in order to prove the economic and social benefits of entrepreneurial gardens, “this year we’re trying to have the numbers recorded on paper, so we can say, ‘See? This is possible,’” (Smith, 2:1998).

Annex Organics also addresses food insecurity through the partnership with FoodShare in a Good Food Box programs. The unique element of this program is that it is geared to low-income individuals and families but it is also available for anyone to use, such as students, and those who can afford and who can access grocery stores. This is because not only are they making sure that those who are food insecure have access to affordable and available food, they are advocating the importance of a localized food system as being beneficial to the local economy, as well as to the environment. The Good Food box program offers affordable food and it addresses the accessibility issue of food insecurity by delivering the box to a “community stop” (Smith, 1998). The community stop is located in a place where food box customers can conveniently pick up their food.

Food security is also addressed through the employment of two people full-time and several more are employed on a part-time seasonal basis. This not only keeps the money circulating locally, but it strengthens the local economy, offsets imports of produce through the winter months and creates jobs for those unemployed or low-income. Not only are jobs provided but as a result of Annex Organic’s partnership with FoodShare, they take on volunteers who in exchange receive skills training in food production, education about local commercial food

growing, and their integration with the community is enhanced. This project is an excellent example of how collaborating with a non-profit organization can benefit a for-profit organization and that when working together, and as defined, success seems easier to achieve.

6.0 Conclusion

The concept of entrepreneurial urban agriculture and its economic viability within cities is still in its early phases of development and as a result, many entrepreneurial urban agriculture projects have not been documented in terms of tracking the farm's income and expenses. This is important to substantiating the success the successful potential that entrepreneurial gardens could have because it could prove that the project can be self-sustaining. As research progresses and data improves on entrepreneurial urban agriculture, a more precise understanding of the costs and benefits, and opportunities and constraints are needed. This exploration has suggested that entrepreneurial urban agriculture can make an important contribution to a city's economy, as well as to a community's food security. Understanding that economic development and the community economic development approach may be the secret to improving local food security needs because of its opportunities to provide employment, incentive and long-term life skills. It is understood that entrepreneurial urban agriculture cannot by itself solve the problem of food insecurity. It exists to achieve community independence and empowerment, and most significantly, it exists so that *future* food security needs can be met because unlike the social programs of food banks which focus on present food insecurity needs, entrepreneurial urban agriculture looks to long-term solutions.

Cities and urban planners need to approach entrepreneurial gardens supportively and critically in order to generate sustainable gardens that encourage community economic development. Community economic

development is seen to bring food insecurity to a level of reality through practicing entrepreneurial urban agriculture; a reality where communities are participating in increasing their safety net to reduce their chances of becoming food insecure. Therefore it is important for urban planners to be informed about the costs and feasibility of incorporating entrepreneurial gardens as a viable land uses in the city so that they can accept and contribute to this activity as part of the urban reality.

As a final comment to close this study, based on what I have researched and learned about entrepreneurial urban agriculture, I believe that all trial, small scale projects are successful to contributing to food security. Even though it may be a small contribution where only two people are employed, it is still two less people who are food insecure. I also believe that the “multiplier effect” that entrepreneurial gardens can create through their enterprise is significant: not only does it strengthen the local economy by creating economic opportunities for other people and businesses, but it addresses multiple issues such as building democracy, beautifying community space, empowering low-income individuals through the power of growing and selling their own food, decreasing the number of visits to food banks by introducing alternative solutions through various methods such as the good food box, creating economic opportunities to cities by putting vacant land to productive use, raising the GDP, and securing a city for any future economic disasters that may occur with food imports.

Further exploratory studies need to be done on not only this topic but on the general concept of entrepreneurial urban agriculture. Below is a list of recommendations for what further research might bring.

7.0 Recommendations

- It might prove to be beneficial to explore the opportunity that legislations such as the Greenbelt in Toronto or the Agricultural Land Reserve (ALR) in British Columbia can provide for entrepreneurial urban agriculture. This would take the exploration to another level, which would be to explore the outer fringes of cities and the opportunities legislation may provide.
- A further in-depth exploration of how partnerships could benefit entrepreneurial urban agriculture is needed. I have determined within this paper that partnerships are vital to securing success but I did not research and critically discuss how partnership initiatives could be solutions to the challenges that entrepreneurial urban agriculture currently face.
- Exploring the idea of creating a model where all existing entrepreneurial urban agriculture projects can record farm income, farm expenses, profits, etc so that their project can be put into a national database. The purpose of this database would be that more thorough and consistent research studies on entrepreneurial urban agriculture can take place and exploring the feasibility of implementing this database into municipal, provincial and federal government statistic records.

- If the full economic potential of entrepreneurial urban agriculture is to be seen within cities, it is vital that planners understand the concept and be open minded to the opportunities it may bring to community food security and to the well being of a city.
- Planners need to initiate policy changes by using tools such as land-use zoning in areas such as protecting market gardens from being taken over by a parking lot. They also need to use their power to make it mandatory in the official plans of cities, and related policies to provide a type of density bonusing structure for entrepreneurial urban agriculture.
- Planners must set aside more of our green space for growing food if they are serious about creating truly sustainable centers.
- Urban planning should incorporate an understanding of household and community food security, as well as the marketing and distribution of food within cities.
- Geographic Information Systems (GIS) should be explored further as important tools for planners to use towards understanding the spatial distribution of entrepreneurial urban agriculture in cities.

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