



Reuse Opportunities for Fort Valley

Draft Reuse Scenarios for the Woolfolk Chemical Works Superfund Site

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EPA Region 4
Superfund Redevelopment Initiative

prepared for
Fort Valley, Georgia
Woolfolk Alliance / Reuse Planning Committee
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Woolfolk Chemical Works Site Reuse Framework: Existing Conditions

The Woolfolk Chemical Works Superfund site (Woolfolk site) is located in Fort Valley, Georgia, immediately south of Railroad Street and west of Martin Luther King Jr. Drive, as shown on the map on the facing page. The Environmental Protection Agency is currently working to complete remedial activities treating, containing, and capping contaminated soils and operating a pump and treat system to address groundwater remediation. Several commercial businesses are in operation, including Anthoine's Machine Works, Allen Insurance, and Holcomb Tire. Much of the land in this area is not in active use. Sheet metal warehouse buildings stand empty. Vegetation is growing on vacant lots.

The map and detailed legend on the right highlight seven distinct character areas of the Woolfolk site. The character areas include 1) Railroad Street Warehouses, 2) Existing Commercial Businesses, 3) Restricted Use Area, 4) Former Woolfolk Plant Site, 5) Jacob's Alley, 6) Pine Street Right of Way, and 7) the Pecan Grove. While each area is part of the Woolfolk site, each has its own distinct character, and associated potential future use opportunities and constraints.

The narratives and maps on the following pages present three scenarios for the future use of the central portion of the Woolfolk site that are based on feedback provided from the Woolfolk Reuse Planning Committee at its August 2006 meeting. Each scenario envisions a different combination of uses, including revenue generating land uses as well as public, institutional, and non-profit land uses that focus on enhancing Fort Valley's community facilities over the long-term. The scenarios are presented to help stimulate a dialogue about both short and long-term reuse opportunities for the central portion of the Woolfolk site. The maps are intended to serve as flexible frameworks that can change based on feedback and new information.

Legend

Railroad Street Warehouses (5 acres)

- Characteristics: Area is occupied by two metal warehouses and a vacant lot. One warehouse is occupied by an active wood truss manufacturing business. The surface of the area is partially paved and partially covered with vegetation. The five-acre area includes six parcels and four different land owners.
- Owners: Security Chemical Corporation, Peach County Properties, Inc., and an individual property owner
- Post-remediation: Metal warehouses are expected to remain in place.

Restricted Use Area (4 acres)

- Characteristics: A restricted use area requiring an asphalt cap as part of the site's remedy.
- Owners: Security Chemical Corporation and Canadyne Georgia
- Post-remediation: Four-acre level paved surface will likely provide a suitable parking or community event space.

Former Woolfolk Plant Site (5 acres)

- Characteristics: Sheet metal warehouses, that were formerly part of the Woolfolk Plant will be removed.
- Post-remediation: Future use of the Security Chemical Corporation administration building on MLK Jr. Drive remains to be determined
- Owner: SureCo. (Security Chemical Corporation)

Existing Commercial Businesses (3.5 acres)

- Characteristics: Active commercial businesses and other individually owned property account for approximately four acres at the site.
- Owners: Anthoine's Machine Works, Allen Insurance, and Holcomb Tire
- Post-remediation: continued use, ownership, and occupancy expected.

Legend

Pecan Grove (5 acres)



- Characteristics: A stand of approximately 40 pecan trees covers this five-acre area. The groundwater pump and treat facility is located at the southern edge of this area.
- Owners: Security Chemical Corporation, Canadyne Georgia Corporation
- Post-Remediation: Access and maintenance easement for the pump and treat facility will be required. Ground water remedy may require changes to this area of the site.

Jacob's Alley (2 acres)

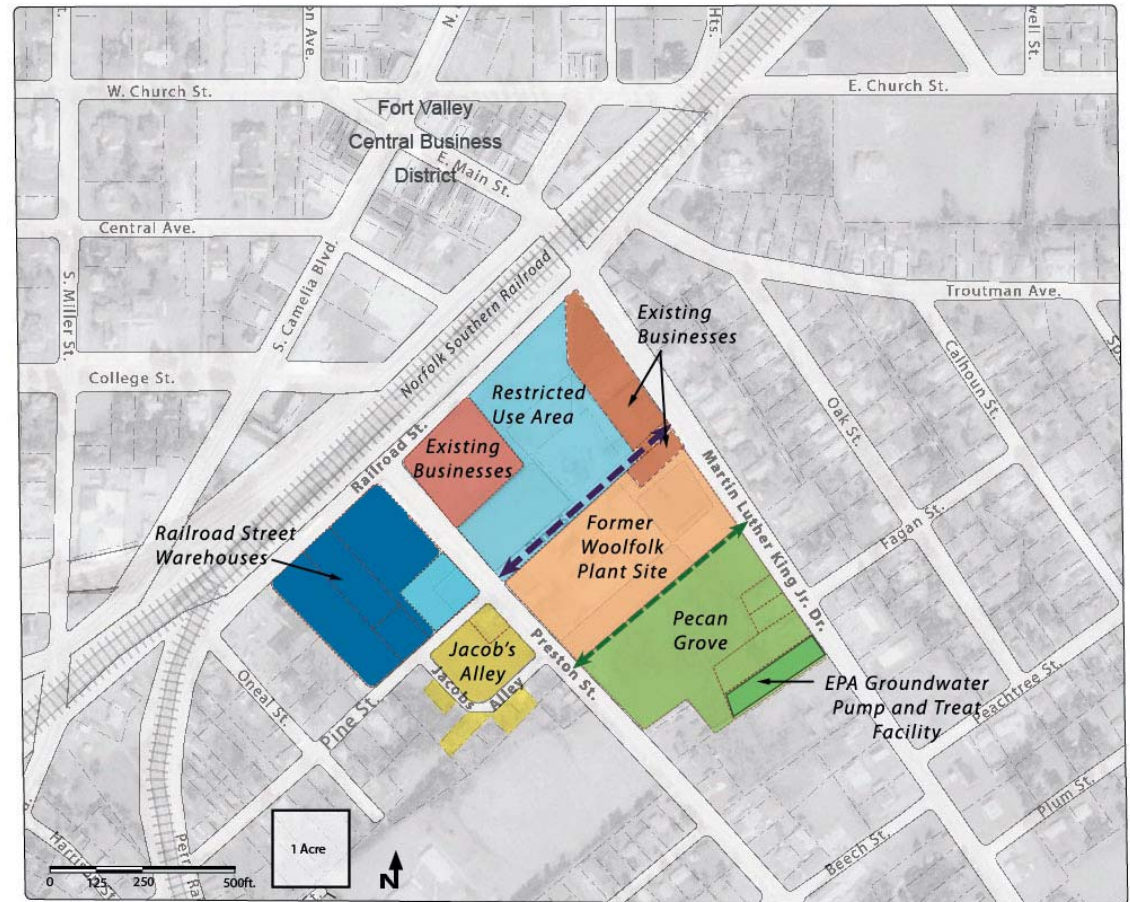


- Characteristics: An approximately two acre former residential area purchased by the site's responsible parties. The area includes six different parcels.
- Owners: Security Chemical, and Canadyne Georgia Corporation
- Post-remediation: No future use restrictions are anticipated for the properties.



Pine Street Right of Way

- Characteristics: A public right of way (ROW) extends through the former Woolfolk Plant Site connecting Pine Street with Martin Luther King Drive. Remedial activities are currently blocking access to the right of way.
- Owner: City of Fort Valley
- Post-remediation: Public ROW would be eligible to become a public street.



Reuse Scenario 1: **Fort Valley's South Downtown Commercial District / Railroad Street Recreation Complex**

Imagine that the area south of downtown is no longer partially vacant but home to a bustling commercial area. A grocery store, accompanied by several small shops, a job training center, existing businesses like Marion Allen Insurance and Anthoine's Machine Works Shop, and a commercial office building are clustered in the area between MLK Jr. Drive and Preston Street. Along Railroad Street, warehouses have been replaced by a recreation center, with an indoor skateboard park, a bowling alley, and outdoor basketball courts. Recreation opportunities for adults, children, and families can be found within walking distance of Fort Valley's Central Business District and surrounding neighborhoods.

Paved areas serve as a flexible venue for community events – a staging area for Fort Valley's fireworks, a new home for the farmers market, and a 200-space public parking area provides adequate parking for businesses, shoppers, and visitors to the nearby recreation complex.



South Downtown Commercial District (10 acres)

- At the site of the former Woolfolk Plant, a new five-acre commercial retail area could compliment existing businesses in downtown Fort Valley, featuring a 60,000 square foot shopping center.
- Further south, multiple smaller commercial businesses such as a business incubator, a regional call center, and other small shops could be clustered in a second five-acre complex.

Railroad Street Recreation Complex (8 acres)

- An indoor recreation complex located south of Railroad Street could house a combination of activities for young people and adults, such as a bowling alley, skate park, arcade, and a play area.
- A hard court recreation area near Jacob's Alley could provide space for basketball courts or a go-cart track.

Pecan Promenade

- A public alley way could be converted into a walking route bisecting the South Downtown Commercial District. The pecan tree-lined pathway could allow pedestrians to walk from MLK Jr. Drive to businesses in the proposed district and the proposed recreation complex.

Pine Street Restoration

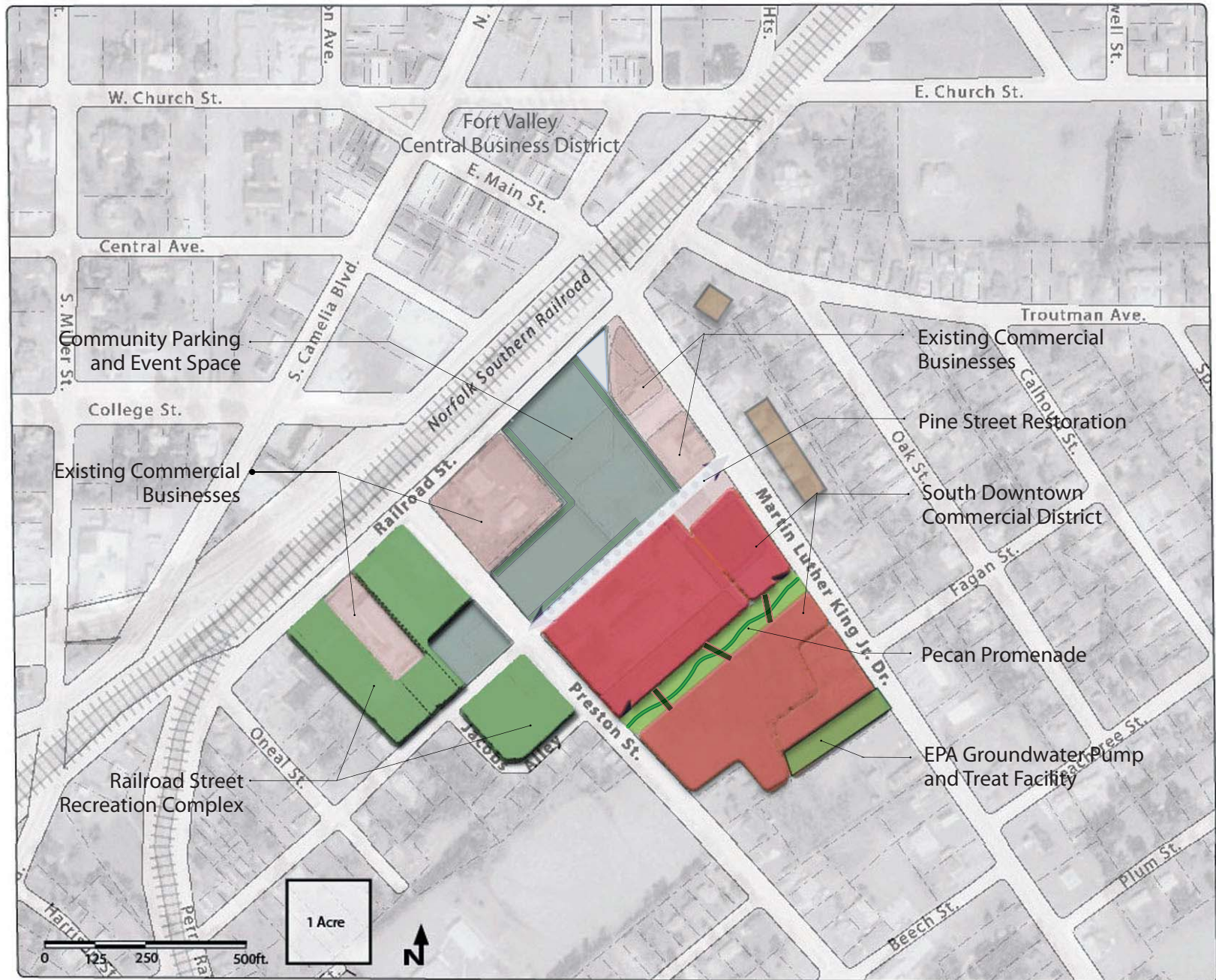
- The existing Pine Street public right of way between Preston and MLK Jr. Drive could be restored as a flexible vehicular and pedestrian tree-lined parkway.

Community Parking and Event Space (4 acres)

- The restricted use area south of Railroad Street will be paved as part of the site's remediation. The paved area could accommodate parking for 150-200 cars and could also be landscaped and designed to accommodate community events, and pedestrian routes.

Woolfolk Site Remediation & Restoration Exhibit

- Interpretive signage and exhibits could be incorporated into the Pecan Promenade and Pine Street Restoration landscapes. These education areas could tell the story of the Woolfolk site's remediation and restoration.



Scenario 1: South Downtown Commercial District & Railroad Street Recreation Complex

Scenario 2

Fort Valley Municipal Offices and Pine Street Recreation Center

An alternative future for the Woolfolk site could involve a combination of commercial businesses and municipal offices. Picture areas south of Railroad Street and around Jacob's Alley areas as a multi-use recreation center and open space. Fort Valley's new municipal building stands at the site of the former Woolfolk plant. Connected via a crosswalk to the Peach County Library, the building houses city and county offices, council chambers, a police station, and a community meeting hall. To the south, a small business park is located across a tree-lined promenade. Two-story buildings offer shared space for small retail stores, Fort Valley State University research labs and offices, and a distribution center for locally grown produce.



Fort Valley Municipal Center (5 acres)

- A new 25,000 s.f. municipal complex could house Fort Valley's city offices, council chambers, police station, and a community meeting hall.

Pine Street Recreation Center (8 acres)

- A community recreation center located at the intersection of Pine Street and Preston St. could provide indoor and outdoor activity spaces for after-school programs, organized recreational sports leagues, adult education programs, and informal sports - all within walking distance of Fort Valley's downtown and surrounding neighborhood areas.

Small Business Park (5 acres)

- South of the municipal plaza, a small business park could provide spaces for small retail businesses such as a grocery store, as well as offices for Fort Valley state research and extension programs, and a small distribution center for locally grown produce.

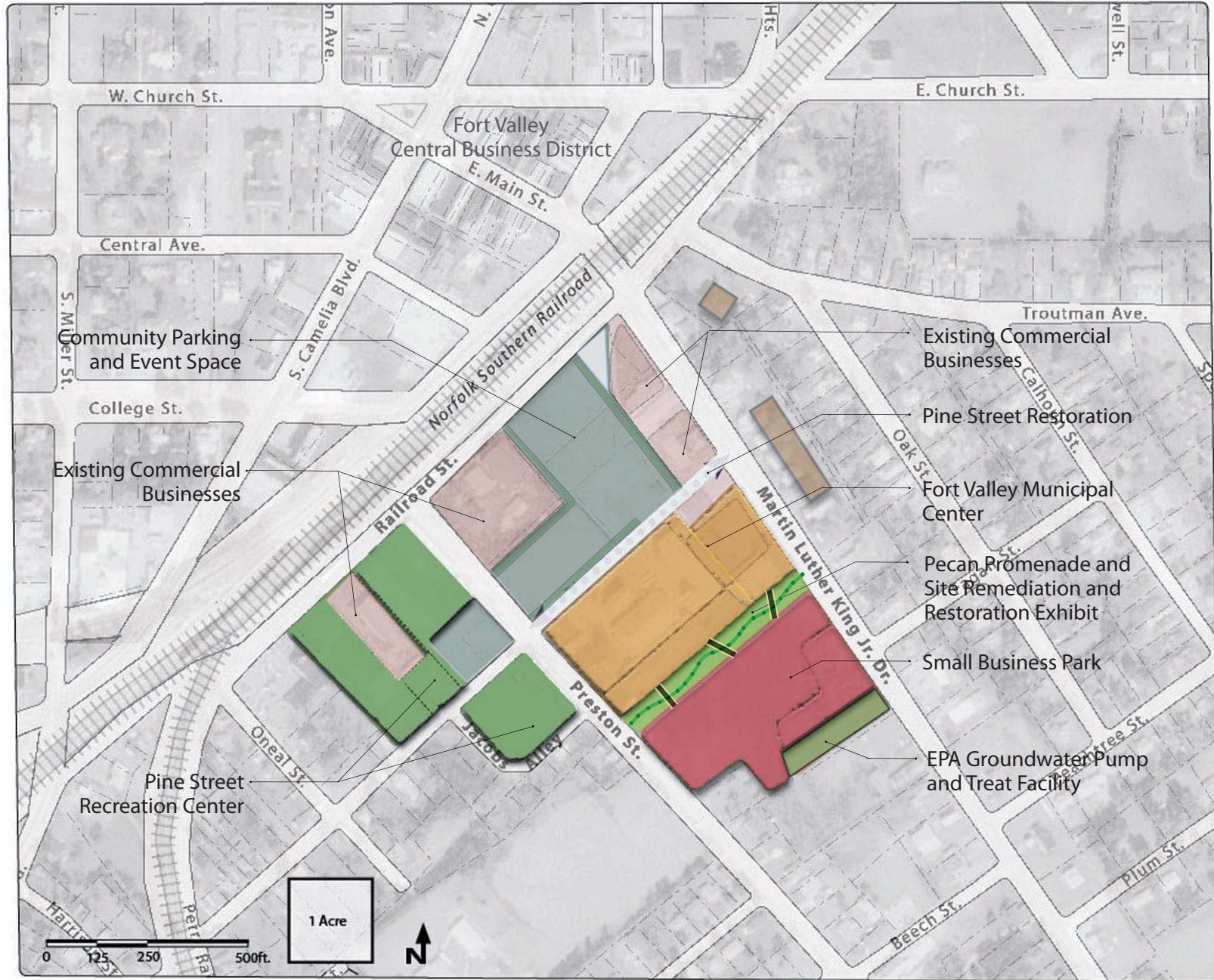
Woolfolk Site Remediation & Restoration Exhibit

- Interpretive signage and exhibits could be incorporated into pedestrian walkways throughout the site. The education areas would tell the story of the Woolfolk site's remediation and restoration.

Community Parking and Event Space (see Scen. 1 for details)

Pecan Promenade (see Scen. 1 for details)

Pine Street Restoration (see Scen. 1 for details)



Scenario 2: Fort Valley Municipal Offices & Pine Street Recreation Center

Scenario 3

Railroad Street Commercial District / Municipal Center / Pecan Grove Community Park

Under a third scenario, the revitalization of Railroad Street would see industrial warehouses converted into retail shops and offices located adjacent to existing businesses. At street level, a corner store grocery, stocked with everyday household items, locally grown produce, and a lunch counter is accessible to downtown Fort Valley and surrounding neighborhoods. On a second floor, a telecommunications business operates a regional call center and a small business development center offers technical assistance to local and regional entrepreneurs and growing businesses.

At the site of the former Woolfolk plant, a new municipal complex, community center, and transit station form the backbone of the South Downtown Community Center. In a five-acre park under the shade of a pecan grove, residents and visitors stroll along a walking promenade and visit a series of educational areas that describe the history of the Woolfolk site and its remediation. Park benches provide a cool resting spot for people to meet or enjoy lunch. A new pocket of green space emerges from a former industrial area.



Railroad Street Commercial District (4 acres)

- The existing vacant warehouse building south of Railroad Street could be converted into two story retail and professional office space. Retail stores on the ground floor could provide every day goods accessible to pedestrians and drivers. Second floor offices could support a combination of commercial uses, including a regional call center and a community-based small business incubator.

Fort Valley Municipal Center (7 acres)

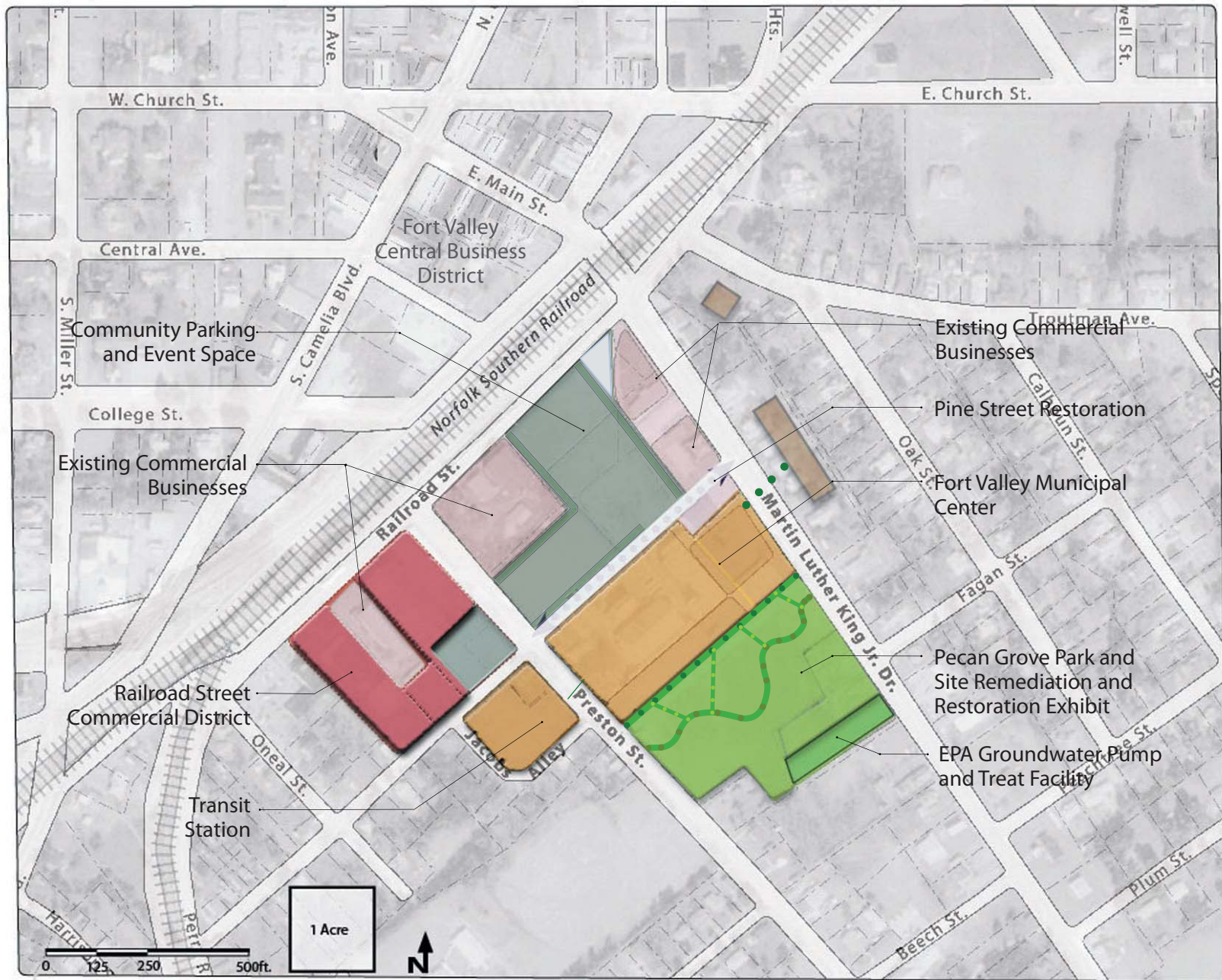
- A new 25,000 s.f. municipal complex could house Fort Valley's city offices, council chambers, police station, and a community meeting hall.
- To the east across Preston Street, the Jacob's Alley area could be developed into a transit station - a hub for both local and regional public transportation and bus routes.

Pecan Grove Park

- South of the municipal complex, the existing pecan grove could be restored into a five-acre park with walking paths, benches and picnic tables, and an environmental education exhibit telling the story of the Woolfolk site's remediation and restoration.

Community Parking and Event Space (*see Scen. 1 for details*)

Pine Street Restoration (*see Scen. 1 for details*)



Scenario 3: Railroad Street Commercial District, Municipal Center & Pecan Grove Community Park

Reuse Case Study: Public Markets & Community Food Systems

Members of the Woolfolk Alliance / Reuse Planning Committee discussed opportunities to reuse portions of the Woolfolk site as a public market venue for locally produced goods. Each of the reuse scenarios presented on the previous pages incorporates these opportunities, which include public markets and community food systems. The term community food systems refers to a broad range of projects that focus on marketing locally grown or produced foods. An overview of community food systems (CFS) initiatives that could fit at the Woolfolk site is presented on the following pages.

What is a Community Food System?

A community food system is a project or business that helps to:

- make locally-grown food products accessible to community members;
- raise awareness of local food availability; and
- provide economic opportunities for farmers, growers and other food producers.

Through encouraging local food production and purchasing, community food systems can:

- improve health of local residents;
- strengthen community social ties;
- facilitate environmental protection; and
- improve the economic development prospects of area farmers and residents.

Community food systems may be initiated with the full support of local governing officials or by a single community-based organization. They may be established at a variety of scales from the neighborhood to the state. Examples of general types of CFS initiatives are listed to the right.

Examples of Community Food Systems

- ***Farmers' Markets***

Farmers' markets are physical spaces typically located in urban areas where local farmers can directly sell their produce and related items to the public.

- ***Community Supported Agriculture (CSA)***

Community-supported agriculture initiatives, or CSAs, enable farmers to sell shares of their produce to nearby residents before planting season begins to help them effectively plan and ensure sufficient capital for growing operations. In turn, local residents can gain access to a steady supply of locally farmed produce throughout the growing season.

- ***Traveling Produce Stand***

Traveling produce stand initiatives are efforts by local non-profit organizations to bring fresh, affordable produce into neighborhoods that have difficulty accessing such produce elsewhere.

- ***Corner Store***

Corner store conversion projects represent concerted efforts by local non-profit organizations to persuade neighborhood mini-marts to sell fresh fruits and vegetables to customers.

- ***Farm to School Programs***

"Farm-to-school" programs typically involve arrangements between farmers and local schools or entire school districts to supply their cafeterias with fresh fruit and vegetables for lunches to enhance their nutritional value and overall appeal.



1) An indoor public market in Portland, ME provides a variety of fresh foods and pre-made meals, catering to both residents and tourists.

2 & 3) A mobile produce stand makes deliveries to neighborhoods, helping provide fresh locally grown produce to low-income residents in Oakland, CA.

4 & 5) Outdoor farmer's markets can be either temporary or permanent installations that provide opportunities for farmers, cooks, bakers, and craft-people to sell their goods locally.



Benefits of Community Food Systems

- If a sustainable community food system, such as a farmers' market, could secure five percent of the total food market, it would produce \$13.5 million in sales annually for a community of 150,000 people.
- Under a sustainable community food system, a participating farm could realize a 37 percent increase in revenues, significantly enhancing the economic stability of the typical American farm.
- The number of farmers' markets operating in the U.S. grew by 63 percent between 1994 and 2000, bringing the total to nearly 3,000.
- As of 2003 at least 400 school districts within 22 states were buying produce from area farmers, servicing over 500,000 students per day.
- Social interactions in a farmers' market average 15-20 per visit as compared to only 1-2 per visit in a large grocery store.
- As of August 2000, customers were spending on average \$17.30/week and \$306 annually at farmers' markets across the U.S. while vendors were averaging nearly \$12,000 in annual sales.
- Businesses located near farmers' markets benefit from spillover sales of up to 80 percent of farmers' market sales.

Profiles of Five Community Food Systems Projects

Urban Oaks Organic Farm (New Britain, Connecticut)

Built atop a former brownfields site, Urban Oaks:

- Delivers wholesale produce to restaurants and retail stores;
- Operates a CSA program; and
- Hosts a farm stand / farmers' market.

The Greensgrow Philadelphia Project (Philadelphia, PA)

Located on a formerly contaminated steel plant site, today Greensgrow Project:

- Raises produce utilizing a greenhouse, raised garden beds, a hydroponics systems;
- Sells produce to local restaurants;
- Operates a farmers' market; and
- Implements numerous urban agricultural outreach projects.

NorthEast Neighborhood Alliance (Rochester, New York)

This project focuses on a neighborhood-based effort to empower local residents by helping them assert control of local food production and distribution. Current projects planned or underway include:

- Operating an urban food production and distribution program to provide healthy, affordable, and culturally appropriate food to its target neighborhoods;
- Operating a "summer on the urban farm" program so local youth can learn about gardening and farming practices and obtain related training; and
- Plans to establish a recently-purchased, historically significant, commercial property within the Rochester Public Market, as part of a high quality outlet for food and other products to the Alliance's expanding market of shoppers from Rochester and the regional area.

PlacerGROWN (Placer County, California)

This project involves a county-wide effort to sustain local agriculture. Current projects include:

- Developing direct ties between farmers and ranchers and their potential customers which include community members, grocers, and various institutions such as hospitals;
- Providing informational material that identify PlacerGROWN producers;
- Developing and expanding agritourism; and
- Coordinating related events, including an annual farm conference.

The Tahoma Food System (Tahoma, Washington)

This project involved a community-wide effort to provide low-income groups with greater access to fresh produce, enhance the economic viability of area farming, preserve farmland, and encourage sustainable food production systems. Projects include:

- Operating a roughly one-acre garden in close proximity to a large housing development in Tacoma and undertaking several related efforts to promote urban gardening;
- Assisting with a 4.5-acre urban farm that employs homeless and formerly homeless people as farmers in collaboration with a homeless center;
- Leading a food recovery program for low-income groups;
- Educating youth about sustainable food systems and engaging them in related entrepreneurial activities; and
- Organizing a coalition to increase the number of local farmers, preserve farmland, and ultimately advise the county on farm policy.

How could community food systems projects become part of a reuse strategy for the Woolfolk Site?

The Woolfolk site could potentially support a community food system for Fort Valley in several ways. The site could serve as the location for a regularly scheduled farmers’ market, or as the central location for multiple community food system activities. Discussed below are a handful of examples of community food systems from around the country that could potentially be implemented in Fort Valley to augment the existing farmers’ market.

- Assembly point for shipment of produce from local farmers to densely populated metro areas;
- Site for farmers’ market;
- Site for public market (farmers’ market operating on a more regular basis);
- Site for cooperative grocery store or supermarket;
- Site for vehicle maintenance and storage for vans which act as “traveling produce stands” or transfer special needs residents to and from grocery stores and farmers’ markets;
- Site for community kitchen, where for instance, recovered foods could be additionally processed or preserved for community members;
- Site for small-scale food processing;
- Site for agricultural-related job training programs; and
- Site for food-related micro-enterprise, such as a food cooperative, bakery, or canning operation.



FORT VALLEY, GEORGIA

Strategies for Initiating Community Food Systems and Specific Projects

Partnerships

Developing a broadly-focused community food system—as opposed to a single community-focused food security or hunger relief project—requires first and foremost the cooperation and collaboration of a range of different individuals, organizations, and institutions who would reasonably participate in, contribute to, and/or benefit from such a system. Proponents of community food systems should think broadly when considering who would likely participate in a community food system.

Planning

Secondly, participants should form a vision and plan for action to guide what types of actions should be undertaken. Third, an assessment should be performed to determine the realistic food needs and opportunities. Potential resources (see table on following page) to undertake specific projects should be identified. An organizational infrastructure to serve as a focal point, networking vehicle, and leadership source throughout project implementation should also be developed.

Project Funding

To maximize opportunities for the organization—and to implement its goals—the organization should additionally consider incorporating larger food policy and nutritional health policy issues into its projects. Although challenging, by working with local, state, or federal policymakers, community food system proponents may be able to secure a larger pool of resources and support for their efforts in the long term. In addition project evaluation should be periodically conducted to identify how well specific projects are working and opportunities for improvement. Notable project successes can be regularly recognized and celebrated.

Funding & Information Sources for Supporting Community Food Systems

Type of Funding or Information Source	Examples
Local, state, federal government	<ul style="list-style-type: none"> • USDA (Community Food Projects³¹, Sustainable Agriculture Research and Education grants³², Farmers Market Nutrition Program³³, Farmer Market Promotion Program³⁴, Senior Farmers' Market Nutrition Program³⁵) • HUD (Community Development Block Grants³⁶) • EPA • Washington State University Small Farms Team³⁷ (see: Growing Community Food System) • Cornell University College of Agriculture and Life Sciences and the College of Human Ecology³⁸ (see: Community Food Systems³⁹)
National non-profits and advocacy organizations	<ul style="list-style-type: none"> • Local Harvest (provides map of farmers' markets, family farms, etc. in regions throughout U.S.)⁴⁰ • Sustainable Agricultural Working Groups (regional farmer networking associations)⁴¹ • Community Food Security Coalition⁴² (national coalition dedicated to facilitating local and regional food systems) • Urban Gardening Help⁴³ (web site providing information on numerous topics related to urban agriculture)
Regional non-profits and advocacy organizations	<ul style="list-style-type: none"> • Community Alliance with Family Farmers⁴⁴ (California based organization focused on urban/rural coalition building and related agricultural projects) • The Food Trust⁴⁵ (focused on a range of community food system activities throughout Pennsylvania)
Local non-profit and advocacy organizations	<ul style="list-style-type: none"> • Growing Power⁴⁶ (Milwaukee-based urban farm and outreach organization focused on achieving sustainable food production through local gardens in Milwaukee and Chicago) • Greensgrow Philadelphia Project⁴⁷ (Philadelphia-based urban farm and outreach organization focused on advancing urban agriculture and access to fresh produce in the city)⁴⁸
Trade organizations	<ul style="list-style-type: none"> • North American Farmers Direct Marketing Association⁴⁹ (main national organization representing farmers' markets across the U.S.)
Community, regional, and national private foundations	<ul style="list-style-type: none"> • Jessie Smith Noyes • Share Our Strength • Allen • Bullitt
Corporations or corporate foundations	<ul style="list-style-type: none"> • Kraft • Kellogg • UPS • Ford Foundation
Civic organizations	<ul style="list-style-type: none"> • Rotary • Elks • Kiwanis
Individual donations	<ul style="list-style-type: none"> • Fund-raisers • Contribution/Membership drives

Case Study: Indoor Recreation & Entertainment Uses

Indoor recreation and entertainment opportunities comprise a diverse range of uses that can support a variety of community needs, including education, enjoyment, and exercise. Additionally, certain types of indoor recreation and entertainment opportunities may serve as a direct source of economic development for a community and function as an important component of a community's overall economic development strategy. Indoor recreation and entertainment uses are found in small towns and big cities alike. While standard indoor entertainment establishments such as bowling alleys and family fun centers are relatively widespread, newer indoor entertainment uses, such as those that combine educational and entertainment activities for children, are also beginning to appear in communities. The discussion below reviews the following topic areas.

- An overview of indoor recreation and entertainment uses
- Audiences for indoor recreation and entertainment
- Employment characteristics
- Potential economic benefits
- Applicability of indoor recreation and entertainment uses at contaminated sites
- Special considerations and resources

What are Indoor Recreation and Entertainment Uses?

Opportunities for indoor recreation and entertainment have broadened considerably in recent years. With advances in computer technology and innovations in materials and indoor design, indoor recreational and entertainment uses now range from laser tag and paintball centers and high-tech video arcades to BMX /skateboard parks and rock climbing facilities.

Types of Indoor Recreation & Entertainment

Activities for Children

- Play areas (ball crawl, puppet theatre)
- Physical activity areas (playgrounds, inflatable gymnasium, trampolines)
- Discovery learning (children's museums, education exhibits)
- Food-sales and birthday parties
- Animatronics

Activities for Adults

- Casino-type games
- Bar / Lounge
- Fitness center
- Billiards
- Paintball arenas / fields

Activities for Families & Shared Audiences

- Sports - themed games (miniature golf, bowling, ice / roller skating)
- Arcade and video games
- Alternative sports (BMX / skateboard / in-line skate parks, indoor rock climbing)
- Water parks
- Laser tag arenas
- Amusement rides (roller coasters, carousels, bumper cars)
- Discovery learning (science museums, education exhibits)
- Performance venues (theaters, concert halls, amphitheatres)

Overview of Indoor Recreation and Entertainment Uses

The U.S. Census Bureau considers indoor recreation and entertainment uses to include facilities that:

- host live performances for public viewing;
- preserve and exhibit objects for public viewing; and/or
- enable visitors to participate in recreational activities or engage in amusement, hobby, or leisure time interests.

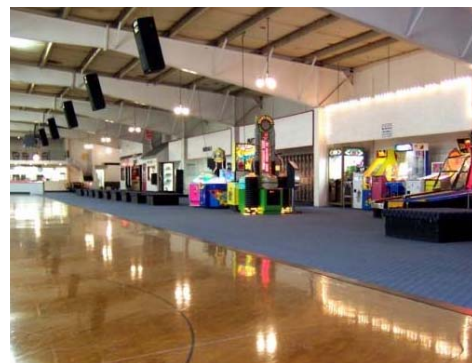
The facilities that host these uses also range considerably. Establishments for live performances include concert hall, sports arenas, and theaters. Facilities that preserve and exhibit objects for public viewing are typically museums. A list of establishments for recreational activities are wide-ranging.

Recreation and Fitness

- Facilities for sporting activities, weight training, and other forms of exercise
- BMX parks
- Water parks
- Skateboard and in-line skate parks
- Roller and ice-skating rinks
- Paintball fields
- Laser tag arenas



Skateboard, BMX, and in-line skate park - Brevard, NC



Multi-use roller rink and arcade - Loveland, OH



40-lane bowling facility - Trussville, AL



Indoor play ground - Hiram, GA

Entertainment

Facilities that enable visitors to engage in amusement, hobby, or leisure time interests include many of the aforementioned recreational uses, as well as a range of uses that that may be the sole focus of the establishment.

- Arcades
- Redemption game centers (e.g., games for prizes)
- Go-kart race tracks
- Pay-for-play centers
- Amusement ride facilities (e.g., carousels, bumper cars, virtual roller-coasters)

According to White Hutchinson Leisure & Learning Group, these centers rely on community-based (as opposed to regional) markets, are located within or near residential locations, and cater to children, adults, or families.

Audiences for Indoor Recreation & Entertainment

The indoor recreation and entertainment uses listed on the previous pages can be combined and presented in different ways to attract different audiences.

Children (under age nine)

Children's recreation and entertainment centers tend to cater to children nine years or younger and include a range of different components. Pure-play elements, such as the ball crawl, or puppet theatre cater to a lower level of physical activity. Amusement rides, such as roller coasters, carousels, bumper cars, and physical play elements, like playgrounds, and inflatable gymnasiums provide higher energy activities for children. Technology based activities like arcades and video games, or electronic performances called animatronics are also commonly found in children's entertainment centers. Venues that combine learning with play, such as science museums and discovery learning centers have also grown in popularity. And many children's entertainment centers provide food-sales and rental spaces for birthday parties.

Examples of children recreation and entertainment centers include Funtastic Nathan's (Englewood, Colorado), the Magic House (St. Louis, Missouri), and the New Jersey Children's Museum (Paramus, New Jersey), and franchise chains such as Jeepers, located primarily in the east and midwest, and Chuck E. Cheese's, which is found throughout the U.S.

Adults

Entertainment centers that focus on the interests of adults may include some features also commonly found in children's entertainment centers, like video games and amusement rides, but the content and themes of these activities differ significantly, appealing primarily to a young adult audience. The centers also include a range of other recreational amenities, including billiards, casino-type games, and sports-themed areas, as well as restaurants and bars. Examples of entertainment centers that cater to adults include two chains: Dave and Buster's and Julian's.

Families and Shared-Audiences

Family entertainment centers combine aspects of juvenile and adult entertainment centers. Examples of such centers include Enchanted Castle (Chicago, Illinois), Sports & Games (East Hanover, New Jersey), Sports Plus (Long Island, New York), as well as the chains FunScape and Camp Snoopy.

Traditional family entertainment centers featuring bowling alleys, and miniature golf courses provide sports or recreation centered venues for both children and adults. Many bowling venues also integrate light and sound shows with nighttime bowling, creating a higher energy atmosphere that caters to young adults.

Alternative sports have also made their way into the indoor recreation and entertainment venues, catering to young people, adults, and families. Custom-built skate parks provide designated space for skateboarding, in-line skating and BMX bike riding. Facilities often feature a series of ramps and half pipes constructed on top of a concrete floor. Examples of skate parks include Zero Gravity Skatepark in Brevard, NC, and Shields Skatepark in Flemington, NJ. Indoor rock climbing gyms have transformed walls and ceilings into climbable surfaces with handholds, foot holds, and anchors for safety ropes. Indoor rock climbing facilities, such as Carabiner's Indoor Climbing in New Bedford, MA, can be found in cities throughout the country.

While most of the entertainment centers and the specific activities that help make up such centers are operated on a for-profit basis, some children's entertainment centers, such as Playspace in Raleigh, North Carolina, operate as non-profits. Establishments that focus on live performances, such as concert halls as well as community recreation centers, may also operate as non-profits.

Employment Characteristics

According to the Bureau of Labor Statistics, the arts, entertainment, and recreation industry has grown in concert with increases in leisure time and personal income, and includes roughly 115,000 privately operated indoor and outdoor establishments. In comparison with other industries, jobs within this industry are more frequently part-time. Non-supervisory positions within the industry worked approximately 30 percent fewer hours per week than in other industry sectors.

Many establishments experience their peak times during summer months and scale back or temporarily close during winter months. Workers in the arts, entertainment, and recreation industry tend to be younger than in other industry sectors, and include many high school and college-age workers. Work conditions can be hot, loud, and crowded. Depending upon the position, a certain level of physical strength and stamina may be required. Many jobs require a strong customer-service orientation.

Selected Characteristics of the Arts, Entertainment & Recreation Industry (AE&R Industry)

- In 2004, there were over 115,000 privately-owned indoor and outdoor AE&R facilities in the U.S.
- The AE&R industry supported 1.8 million jobs in 2004.
- AE&R establishments tend to employ young adults (high school and college age), and unskilled laborers.
- Employees frequently work on part-time or seasonal basis.
- Average 2004 salary earnings in the AE&R Industry: \$313 / week.
- Anticipated growth in the AE&R industry over the next ten years: 25%

Source: Bureau of Labor Statistics, May 2004

**Table 1. Median Hourly Earnings of the Largest Occupations:
Arts, Entertainment, and Recreation Industry**

Occupation	Arts, Entertainment, and Recreation	All Industries
<i>Fitness trainers and aerobics instructors</i>	\$11.84	\$12.25
<i>Security guards</i>	9.88	9.77
<i>Receptionists and information clerks</i>	9.00	10.5
<i>Landscaping and groundskeeping workers</i>	9.50	9.82
<i>Janitors and cleaners, except maids</i>	8.71	9.04
<i>Cashiers</i>	8.15	7.81
<i>Amusement and recreation attendants^b</i>	--	--
<i>Ushers, lobby attendants, and ticket takers</i>	7.67	7.30
<i>Waiters and waitresses</i>	7.61	6.75

Source: Bureau of Labor Statistics, May 2004

In 2004, the arts, entertainment, and recreation industry supported roughly 1.8 million jobs, with the majority attributable to amusement and recreation-type industries. Notably, most establishments (85 percent) employed fewer than 20 workers. The majority of jobs (60 percent) within the industry are unskilled and service-related. Many service workers earn lower wages—minimum wage or only slightly more.

Salary earnings in this sector averaged \$313 per week in 2004 – only 68 percent of the average for all private industries, reflecting the part-time status of many industry-related positions. Between 2004-2014, jobs within this industry are expected to increase by 25 percent, in contrast to an anticipated 14 percent average employment increase across all industry sectors. The projected employment growth in the arts, entertainment, and recreation industry reflects anticipated increases in people’s income and leisure time, as well as heightened public awareness of the importance of exercise.

Benefits of Indoor Recreation and Entertainment Uses

Indoor recreation and entertainment uses can provide several direct benefits for a community, including new jobs and increased tax revenues, as well as secondary economic impacts from increased purchases of local goods and services and expanded spending and consumption patterns. These uses may also generate a range of less quantifiable benefits for the community.

For example, a new indoor recreation and entertainment facility may:

- Boost a community’s overall self-image, build community pride, and enhance its regional presence;
- Provide underserved parts of a community with an important outlet for educational, cultural, physical, or social needs;
- Spur additional investment in the community, particularly near the new establishment;
- Increase the level of local services;
- Improve the community’s visual appeal; and
- Increase the chances of attracting new businesses to the area.

Examples of specific economic benefits generated by completed or planned indoor recreation and entertainment centers are presented below.

- Annual spending at a recently developed, privately owned multi-purpose indoor-outdoor recreational center located near Pittsburgh, Pennsylvania (pop. 334,563) is estimated at \$1.8 million.
- The economic impact of a multi-use, family-oriented recreation facility located in South Glens, New York (pop. 3,368) is expected to generate up to \$7.5 million in annual revenues.
- A city-owned, multi-events center planned for Gillette, Wyoming (pop. 19,646) is expected to generate seven million dollars each year.

From Superfund to Super-FUN: Indoor Recreation and Entertainment Uses at Contaminated Sites

Indoor recreation and entertainment facilities appear to be a well-suited land use to be located at or adjacent to contaminated sites, like brownfields or Superfund sites, where significant areas of land will be cleaned up and made available for commercial land uses. These facilities typically have significant space requirements, both for the facility itself as well as associated parking. In cases where contamination will be addressed on-site, indoor recreation and entertainment facilities can work well with site remedies that restrict exposure pathways.

The Island Sports Center, located on Neville Island, near Pittsburgh, Pennsylvania, is one such example. Built on top of a Superfund site, this privately owned facility covers nearly 32 acres and is used by children and adults for a range of sporting activities. The complex supports two indoor ice-skating rinks, a fitness center, an indoor golf training facility, and a restaurant.



The Ohio River Park Superfund Site in Neville Island, PA is currently in productive use as the Island Sports Center, a multi-use indoor-outdoor recreation facility.

Selecting an Indoor Recreation or Entertainment Use: Special Considerations

Summarizing the information presented above, there are several important considerations that a locality or community can keep in mind to help determine whether an indoor recreation or entertainment facility would be an appropriate future land use opportunity at a local brownfield or Superfund site.

Key Consideration #1: Clarify Community Interest and the Target Audience

Indoor recreation and entertainment facilities encompass a wide range of activities and can appeal to all age groups. Localities and communities should think carefully about local priorities to determine whether a facility will be able to provide new or complementary services that meet community needs. Facilities that include multiple uses and that appeal to multiple audiences are most likely to succeed. For more information, Table 2 provides several examples of facilities located in communities with populations under 100,000. The Resources section below also provides links to relevant trade associations and organizations that specialize within the arts, entertainment, and recreation industry.



Indoor recreation facilities can have different target audiences, ranging from young children and families, to teenagers, to adults.



In Fort Valley, it appears that an indoor recreation or entertainment facility could provide a new service that could cater to adjacent neighborhoods and the city's downtown district, as well as attract regional interest. To determine the types of facilities that could best meet community needs, the locality and the community could review existing local and regional facilities and also gather community feedback on the preferred types of uses that could be hosted by a new facility. The Woolfolk Chemical Corporation Superfund site is large enough to accommodate an indoor recreation or entertainment facility.

Key Consideration #2: Evaluate Local Employment Priorities

Indoor recreation and entertainment facilities have distinct employment characteristics that may or may not fit well with local priorities. These facilities provide lower-wage, unskilled jobs, employ younger workers on a part-time basis, and operate seasonally. These facilities are small businesses that can operate in small towns as well as larger localities, and Census Bureau data indicate that the industry is poised for consistent growth over the long-term.

If the City of Fort Valley is looking to provide this type of job opportunity to help diversify the local economy and provide new employment opportunities for local residents, an indoor recreation or entertainment facility could be a well-suited land use for the Woolfolk Chemical Company Superfund site. An indoor recreation facility could also connect with existing community parks and sports fields in Fort Valley, as well as other recreational amenities, like walking trails and picnic areas, which could be created at the site.

Key Consideration #3: Consider the Economics of Ownership

The ownership of indoor recreation and entertainment facilities can have a range of economic implications for localities. Facilities that function as private businesses generate tax revenues as well as jobs, and the larger the facility, the larger its potential economic impact. However, many larger facilities are also chains, which may or may not be locally owned, and which can mean that some facility revenues may not remain in the community. Chains may also rely on designated regional or national suppliers, bypassing local businesses.

Facilities that are owned by local governments or by non-profit organizations generate different economic implications for local governments and communities. These facilities provide jobs but do not generate tax revenues. Operating costs are typically covered through admission fees, while construction and maintenance costs are addressed either through designated locality funding sources, like a capital improvements program, in the case of government-owned facilities, or through grants and fundraising efforts, in the case of non-profit organizations. A facility owned by a local government or a non-profit organization will tend to be a smaller facility than its private-sector counterparts, serve as a neighborhood resource rather than a regional attraction, and rely on local suppliers.

It is also possible for an indoor recreation and entertainment facility to be created as a combination of the private, public, or non-profit ownership models. A locality, for example, could retain ownership of a property and lease the land and/or a shell building on-site for use by a private sector or non-profit facility. A public-private partnership could provide a way to offer incentives and leverage public and private sector funding resources.

In Fort Valley, once it has been determined whether an indoor recreation and entertainment facility would meet community needs and its potential characteristics, the locality and the community could determine whether a public, private, or non-profit-owned facility might be most appropriately located at the Woolfolk Chemical Corporation Superfund site. Project costs may be able to partially addressed by the cost of land at the site; project research indicates that portions of the site's land area may be available at minimal cost from former site owners. Lastly, public or non-profit ownership of a facility could link well with reuse scenarios for the site that outline options for a civic and governmental center.



Above: The independently funded Moreau Community Center in Saratoga County, NY is under construction. When complete the facility will feature a gymnasium, a swimming pool, class rooms, and meeting space. The center will be operated by Saratoga County and will provide a range of services including after school programs, senior citizen activities, an emergency food shelter, a thrift store, and community meeting space.



Left: The privately-owned Enchanted Castle in Chicago, IL features bumper cars, a video arcade, laser tag, an adventure course, and a 9-hole mini-golf course.

Table 2. Examples of Indoor Recreation and Entertainment Businesses in Towns or Cities Under 100,000

Name	Type of indoor use	Ownership	Town or City	Population	Establishment size (sf)	Employment
Bowling	Lightning Strikes	Private	Trussville, AL	12,924	50,000	
Children’s Entertainment Center (soft-contained play, amusement rides)	Funtastic Nathan’s	Private	Englewood, CO	31,727		
Family entertainment center (roller skating, soft-contained play, laser tag, arcade)	Sparkles Family Fun Center	Private	Hiram, GA	1,361	14,400+	
Family entertainment center (laser tag, arcade, indoor amusement rides)	Space Center	Private	Hooksett, NH	3,609		
Indoor climbing	Carabiner’s Indoor Climbing	Private	New Bedford, MA	84,898	32,600	
Multit-use recreational (indoor-outdoor)	The Regional Community Center at Moreau	Non-Profit	South Glens, New York	3,368	88,718	
Laser Tag	Shadowland Laser Adventure Center	Private	Gaithersburg, MD	52,613	6,000	
Paintball	Combat Zone	Private	Merritt Island, FL	36,090	21,000	
Roller Rink	Florham Park Roller Rink	Private	Florham Park, NJ	8,857	12,600+	
Skateboard, in-line, BMX	Shields Skatepark	Private	Flemington, NJ	4,200	10,000	7-8 part-time
Skateboard, in-line, BMX	Zero Gravity Skatepark	Private	Brevard, NC	6,789	12,000	2 full-time, 5 part-time

Indoor Recreation, and Entertainment Resources

- American Amusement Machine Association: www.coin-op.org
- American Association of Museums: www.aam-us.org
- Amusement & Music Operators Association: www.amoa.com/joomla
- International Association for the Leisure and Entertainment Industry:
www.ialei.com
- Roller Skating Association: www.rollerskating.org/index2.cfm
- SkateLog.com: A Guide to Starting a Roller Rink:
www.skatelog.com/rinks/start-up-guide.htm
- White Hutchinson Leisure & Learning Group:
www.whitehutchinson.com/index.shtml

**Appendicies:
Resources and Notes**

Funding Information Sources for Supporting Community Food Systems

Type of Funding or Information Source	Examples
Local, state, federal government	<ul style="list-style-type: none"> • USDA (Community Food Projects³¹, Sustainable Agriculture Research and Education grants³², Farmers Market Nutrition Program³³, Farmer Market Promotion Program³⁴, Senior Farmers' Market Nutrition Program³⁵) • HUD (Community Development Block Grants³⁶) • EPA • Washington State University Small Farms Team³⁷ (see: Growing Community Food System) • Cornell University College of Agriculture and Life Sciences and the College of Human Ecology³⁸ (see: Community Food Systems³⁹)
National non-profits and advocacy organizations	<ul style="list-style-type: none"> • Local Harvest (provides map of farmers' markets, family farms, etc. in regions throughout U.S.)⁴⁰ • Sustainable Agricultural Working Groups (regional farmer networking associations)⁴¹ • Community Food Security Coalition⁴² (national coalition dedicated to facilitating local and regional food systems) • Urban Gardening Help⁴³ (web site providing information on numerous topics related to urban agriculture)
Regional non-profits and advocacy organizations	<ul style="list-style-type: none"> • Community Alliance with Family Farmers⁴⁴ (California based organization focused on urban/rural coalition building and related agricultural projects) • The Food Trust⁴⁵ (focused on a range of community food system activities throughout Pennsylvania)
Local non-profit and advocacy organizations	<ul style="list-style-type: none"> • Growing Power⁴⁶ (Milwaukee-based urban farm and outreach organization focused on achieving sustainable food production through local gardens in Milwaukee and Chicago) • Greensgrow Philadelphia Project⁴⁷ (Philadelphia-based urban farm and outreach organization focused on advancing urban agriculture and access to fresh produce in the city)⁴⁸
Trade organizations	<ul style="list-style-type: none"> • North American Farmers Direct Marketing Association⁴⁹ (main national organization representing farmers' markets across the U.S.)
Community, regional, and national private foundations	<ul style="list-style-type: none"> • Jessie Smith Noyes • Share Our Strength • Allen • Bullitt
Corporations or corporate foundations	<ul style="list-style-type: none"> • Kraft • Kellogg • UPS • Ford Foundation
Civic organizations	<ul style="list-style-type: none"> • Rotary • Elks • Kiwanis
Individual donations	<ul style="list-style-type: none"> • Fund-raisers • Contribution/Membership drives

Community Food Systems Resources:

What is a Community Food System?

- “A Primer on Community Food Systems: Linking Food, Nutrition and Agriculture” (n.d.), Cornell University <http://foodsys.cce.cornell.edu>
- Growing a Community Food System, Washington State University Small Farms Connection Publications (n.d.) <http://smallfarms.wsu.edu/publications/WREP0135.pdf#search=%22community%20food%20systems%22>
- Hinrichs, C.C., “Embeddedness and Local Food Systems: Notes on Two Types of Direct Agricultural Market”, *Journal of Rural Studies* 16 (2000) 295-303

Benefits and Characteristics of Community Food System Approaches

- Adding Values to Our Food System: An Economic Analysis of Sustainable Community Food Systems – Executive Summary”, USDA Sustainable Agriculture Research and Education Program (1997) <http://www.triblio.org/farming-connection/foodsys/addval.htm#summaryF>
- “Public Markets Promote Economic, Social, and Health Benefits - And Should Be Encouraged”, *The Planning Report* (March 2006), www.planningreport.com/tpr/?module=displaystory&story_id=1153&edition_id=76&format=html
- “Small Towns, Big Opportunities”, Science and Education Impact, USDA Cooperative State Research, Education, and Extension Service (April 2001)
- U.S. Farmers Markets 2000 – A Study of Emerging Trends, USDA (2002) <http://www.ams.usda.gov/directmarketing/FarmMark.pdf>
- University of Florida, Extension, Institute of Food and Agricultural Sci-

ences: http://solutionsforyourlife.ufl.edu/hot_topics/community_development/farmers_market.html

Frequently Implemented Community Food System Projects

- “A Case Study of The Davis Farmers’ Market: Connecting Farms and Community”, UC Sustainable Agriculture Research and Education Program, (2000) <http://www.sarep.ucdavis.edu/cdpp/Davis.htm>
- “Farmers’ Markets Contributions to Community Development”, presentation, Cornell University, (n.d.) <http://www.cfbp.org/fap/Presentations-FarmersMarketsandCommunityDevelopment3.ppt>
- Growing a Community Food System, Washington State University Small Farms Connection Publications (n.d.) <http://smallfarms.wsu.edu/publications/WREP0135.pdf#search=%22community%20food%20systems%22>
- Hinrichs, C.C., “Embeddedness and Local Food Systems: Notes on Two Types of Direct Agricultural Market”, *Journal of Rural Studies* 16 (2000) 295-303
- Policy Link: <http://www.policylink.org/EDTK/HealthyFoodRetailing/FarmersMarkets.html>
- “Public Markets Promote Economic, Social, and Health Benefits - And Should Be Encouraged”, *The Planning Report* (March 2006), www.planningreport.com/tpr/?module=displaystory&story_id=1153&edition_id=76&format=html
- Vallianatos, M. Gottlieb, R. & Haase, M.A. “Farm-to-School: Strategies for Urban Health, Combating Sprawl, and Establishing a Community Food Systems Approach”, *Journal of Planning Education and Research* 23 (2005) 414-423

Innovations in Community Food System Projects

- California Nutrition Network, Department of Health Services, and Odyssey: http://www.odyssey.org/toolkit/4_Case%20Studies/1_Case%20Study_Food%20Access%20Projects%20in%20Oakland.htm
- Local Harvest: <http://www.localharvest.org/farms/M5515>
- PolicyLink: <http://www.policylink.org/EDTK/HealthyFoodRetailing/Tool-InAction.html>
- Vallianatos, M. Gottlieb, R. & Haase, M.A. "Farm-to-School: Strategies for Urban Health, Combating Sprawl, and Establishing a Community Food Systems Approach", *Journal of Planning Education and Research* 23 (20054) 414-423

The Role of Abandoned and Contaminated Sites in Community Food Systems

- EPA Brownfields Projects: http://www.epa.gov/region1/brownfields/success/urban_oaks_ct_agp.htm
- Food Security Learning Center: http://www.worldhungeryear.org/fslc/faqs/ria_053b.asp?section=5&click=3#1
- Greensgrow Philadelphia Project: <http://www.greensgrow.org/>
- Growing Power: http://www.growingpower.org/walnut_way.htm
- Growing a Community Food System, Washington State University Small Farms Connection Publications (n.d.) <http://smallfarms.wsu.edu/publications/WREP0135.pdf#search=%22community%20food%20systems%22>
- Northeast Neighborhood Alliance: <http://www.nena10.com/index.php>
- PlacerGROWN: <http://www.placergrown.org/pg1/aboutus.jsp#>

Initiating Community Food Systems and Specific Projects

- Growing a Community Food System, Washington State University Small Farms Connection Publications (n.d.) <http://smallfarms.wsu.edu/publications/WREP0135.pdf#search=%22community%20food%20systems%22>

Community Food Systems Endnotes

- 1 Represents the broad collection of efforts aimed at increasing farmers' sales of produce directly to consumers. These include: farmers markets, pick-your-own farms, roadside stands, subscription farming, community-supported agriculture (CSA), and catalog sales. See: <http://www.ams.usda.gov/DIRECTMARKETING/frmplan.htm>
- 2 Smaller-scale farmers' market that serve as outlets for urban gardeners to sell produce in depressed neighborhoods and improve access to fresh produce in these areas. See "Homegrown Chicago: http://www.growingpower.org/new_page_3.htm
- 3 Efforts that attempt to facilitate access to healthy food (such as through corner store conversions) and access to greenspace (which can be utilized for recreation, urban gardening, etc.). See: http://www.odyssey.org/toolkit/4_Case%20Studies/1_Case%20Study_Food%20Access%20Projects%20in%20Oakland.htm.
- 4 Facilities where locally produced, gleaned or recovered foods can be further processed or preserved for members of a community. See: http://www.cfap.org/afs_temp3.cfm?topicID=199
- 5 See "Frequently Implemented Community Food System Projects" above or see: http://www.cfap.org/afs_temp3.cfm?topicID=199
- 6 Efforts to educate local residents about food that is locally available, along with the benefits of fresh produce in order to stimulate interest and purchase

of locally grown produce. PlacerGROWN undertook such an initiative. See: <http://smallfarms.wsu.edu/publications/WREP0135.pdf#search=%22community%20food%20systems%22>

7 Worker owned stores that typically provide healthier food alternatives, including organic, and frequently locally grown produce. They may be able to provide produce at rates competitive with larger grocery stores. See: Mandela Food Cooperative: http://www.odyssey.org/toolkit/4_Case%20Studies/1_Case%20Study_Food%20Access%20Projects%20in%20Oakland.htm

8 See “Innovations in Community Food System Projects” above or see: http://www.odyssey.org/toolkit/4_Case%20Studies/1_Case%20Study_Food%20Access%20Projects%20in%20Oakland.htm

9 A CSA program designed to connect urban consumers with small-scale, regionally local food systems. Growing Power’s program consists of weekly deliveries of boxes of produce from its Farmer’s Cooperative to neighborhoods throughout urban Chicago and Milwaukee. See: http://www.growingpower.org/market_basket.htm

10 See “Innovations in Community Food System Projects” above or see: <http://www.policylink.org/EDTK/HealthyFoodRetailing/Policy.html#1-3>

11 See “Frequently Implemented Community Food System Projects” above or see: <http://ag.arizona.edu/AREC/pubs/dmkt/AGuideto..FarmersM.pdf#search=%22costs%20and%20benefits%20of%20farmers%20markets%22>

12 An organization that serves as a representative body for area farmers who participate in local farmers’ markets. The Alameda County Inner-City Farmer’s Market Association in Oakland, California provides support doing outreach, mailing fliers to food stamp recipients, and printing posters. See: http://www.odyssey.org/toolkit/4_Case%20Studies/1_Case%20Study_Food%20Access%20Projects%20in%20Oakland.htm

13 Centers that provide the infrastructure and technical expertise needed for new food-based businesses. See: http://www.cfap.org/afs_temp3.cfm?topicID=199

14 See “Innovations in Community Food System Projects” above or see: <http://www.ers.usda.gov/publications/fanrr4/>

15 Effort that may accompany larger urban farming operations to convert food waste into methane. Growing Power plans to use food waste from cafeterias and other sources to power a two-part methane anaerobic digester. See: <http://www.growingpower.org/>

16 A PlacerGROWN project aimed at providing growers and ranchers with information about sustainable production practices, new marketing opportunities, season extension practices, and value-added food processing as well as local agricultural policy initiatives. See: <http://smallfarms.wsu.edu/publications/WREP0135.pdf#search=%22community%20food%20systems%22>

17 Any number of efforts aimed at increasing employment chances for youth and adults in agriculture and related businesses and occupations. Growing Power, for instance, offers project-based training as well as a multi-year apprenticeship program. See: http://www.growingpower.org/new_page_2.htm

18 A PlacerGROWN project aimed at finding local markets with restaurants and institutions for local grass-fed beef as well as developing local processing capability. See: <http://smallfarms.wsu.edu/publications/WREP0135.pdf#search=%22community%20food%20systems%22>

19 A PlacerGROWN project which involved surveys of consumers, producers, and bulk food buyers to determine consumer and institutional awareness of local agriculture and the potential among growers/ ranchers for expanding the supply of local agricultural products. See: <http://smallfarms.wsu.edu/publications/WREP0135.pdf#search=%22community%20food%20systems%22>

20 Any number of small-scale businesses that utilize local produce as part of their sales operations.

21 Considered as part of potential farmers’ market activity in Tupelo, Mississippi. See: <http://www.ams.usda.gov/directmarketing/WAM008.htm>

22 A market, similar to a farmers’ market, but located within a permanent

- structure. Stalls are rented and both food and non-food products may be sold there. See: <http://www.policylink.org/EDTK/HealthyFoodRetailing/Policy.html#1-3>
- 23 Any of number of specialized public transportation programs aimed at transporting residents with poor access directly to supermarkets and farmers' markets. See: <http://www.policylink.org/EDTK/HealthyFoodRetailing/Policy.html#1-1>
- 24 See "Innovations in Community Food System Projects" above or see: <http://www.policylink.org/EDTK/HealthyFoodRetailing/ToolInAction.html>
- 25 See "Innovations in Community Food System Projects" above or see: http://www.odyssey.org/toolkit/4_Case%20Studies/1_Case%20Study_Food%20Access%20Projects%20in%20Oakland.htm
- 26 Operations where customers pick their own food from farmers' fields in exchange for reduced prices. See: http://www.cfap.org/afs_temp3.cfm?topicID=199
- 27 See "The Role of Abandoned and Contaminated Sites in Community Food Systems" above or see: http://www.growingpower.org/walnut_way.htm
- 28 Production of fish, such as tilapia, for human consumption in urban settings. Such systems may also be used for irrigating plants and is known as aquaponics. See: <http://www.growingpower.org/aquaculture1.htm>
- 29 See "Frequently Implemented Community Food System Projects" or see: <http://www.urbangardeninghelp.com/brownfield.htm>
- 30 Worm-growing operations where worm casings are used as compost for existing agricultural operations or sold for profit. See: <http://www.growingpower.org/vermiculture1.htm>
- 31 http://www.csrees.usda.gov/nea/food/in_focus/hunger_if_competitive.html
- 32 <http://www.sare.org/about/#csrees>
- 33 <http://www.ams.usda.gov/farmersmarkets/WIC.htm>
- 34 <http://www.ams.usda.gov/farmersmarkets/FMPP/FMPPIInfo.htm>
- 35 <http://www.ams.usda.gov/farmersmarkets/FMSeniors.htm>
- 36 <http://www.hud.gov/offices/cpd/communitydevelopment/programs/>
- 37 <http://smallfarms.wsu.edu/index.php>
- 38 http://media.cce.cornell.edu/hosts/agfoodcommunity/afs_temp2.cfm?topicID=78
- 39 http://media.cce.cornell.edu/hosts/agfoodcommunity/afs_temp1.cfm?topicID=69
- 40 <http://www.localharvest.org/>
- 41 <http://www.ssawg.org/about-us.html>
- 42 <http://foodsecurity.org/>
- 43 <http://www.urbangardeninghelp.com/index.html>
- 44 <http://www.caff.org/index.shtml>
- 45 <http://www.thefoodtrust.org/index.php>
- 46 <http://www.growingpower.org/>
- 47 <http://www.greensgrow.org/>
- 48 <http://www.greensgrow.org/>
- 49 <http://www.nafdma.com/FMC/>