

## Crossroads Resource Center

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***Tools for Community Self-determination***

### 50 Years of Accomplishments, 1972–2022

Crossroads Resource Center works in partnership with community groups to produce *tools for community determination*: Drawing broader conceptual insights out of community practice, we create analysis, technologies, and strategic plans dedicated to advancing democracy in an age when it is severely threatened.

We celebrate 50 years of work that has made exceptional impact. Here are some highlights:

#### Core Contributions

- **Work in partnership with low-wealth communities to improve people's lives**
- **Encourage economic developers to partner with low-wealth communities**
- **Animate positive transformation in diverse community contexts**
- **Develop strategic plans for municipal, state, and national governments that keep decision-making power at the lowest possible level**
- **Promote systemic change that fosters self-determination**
- **Document and measure the extractive economy**
- **Critique the economic structures that confine community food systems**
- **Original thinking covering complex topics**

#### Key "Firsts"

- **First to advance the terms "farm and food economy" and "farm and food systems" in US**
- **First to establish this inclusive vision for food systems: to build health, wealth, connection, and capacities in US communities**
- **Pioneer in addressing the complexity and changing nature of contemporary food systems; identified core balance points**
- **First to challenge the concept of "supply chains" for its resonance with slavery; offered "value networks" as a more inclusive term**
- **Early advocate for a "farm system" in US communities to grow new farmers**
- **First to draw a statewide plan for a web of facilities and relationships, with farms and supply nodes serving food hubs**
- **Champion of local credit sources**

*Details below!*

## 50 Years of Accomplishments, 1972–2022

### March 2, 1972 — Incorporation

Crossroads Resource Center is incorporated by Al Wroblewski, Linda Kleinart, and Michael Wolff, representing several others including Tom O’Connell (currently a board member). All had been involved with Catholic social action efforts, and felt a need for an independent vehicle that would allow them to raise issues of justice that were difficult for an institutional context to allow.

## Real Estate Discrimination

### 1972 – 1973 — Real Estate Redlining

First campaign pressured Twin City realtors to show houses in the Summit-University neighborhood of St. Paul. The area had been “redlined” because many civic leaders had decided the housing was too old to attract buyers. Today many of these homes are worth millions.

## Community Economic Development in Low-wealth Neighborhoods

### 1972–1974 — Community Businesses

Crossroads Resource Center merges with New Vocations Project, formed by Lynn Hinkle and Tom Beer to provide alternative service opportunities to conscientious objectors who were not willing to serve in the Vietnam War. NVP created jobs in community development in low-wealth communities of the Twin Cities.

CRC/NVP help launch three worker-owned cooperatives, all offering low-cost services to low-wealth communities. Crossroads facilitated consensus decision-making for each firm, and provided bookkeeping, outreach, and related services. NVP also published *Changes* magazine.

- **Southside Community Garage** (628 East Lake Street and then Fourth Avenue South, Minneapolis. Ken Meter joined SSCG, and then moved to a position with NVP. *The Garage flourished for a number of years, but eventually was taken over by members of the Coop Organization and folded.*
- **Solid Oak Carpentry Collective.** *This respected firm performed quality home-renovation work and later merged into a larger cooperative.*
- **NABER-hood Hardware Store** (Broadway Avenue, north Minneapolis). *This concept proved too difficult to accomplish at a small scale.*

### 1974–1976 — Common Ground magazine

After one member of the *Changes* magazine collective took possession of the corporate records, Crossroads Resource Center launched a new magazine dedicated to direct communications among labor and neighborhood animators in the Twin Cities. This new

magazine was called *Common Ground*. Co-editors and co-founders were Lynn Hinkle, Meri Golden, and Ken Meter.

In the magazine, residents animating action campaigns, community business owners, and union leaders raised the issues that motivated their work, presented their strategic insights, and reflected on their experience. Its attractive format featured original artwork and photographs. No advertisements were solicited. Back issues of the magazine are posted at the following site: <http://www.crcworks.org/?submit=cg>

*Specific Issues of the Magazine:*

- [The Cities' Backyard: History from the Neighborhood Viewpoint](#). No. 1, Spring 1974.
- [Playing for Keeps: Neighborhood Parks and Open Space](#). No. 2, Summer 1974.
- [Towards Community Control? The Progress and Future of Community Councils](#). No. 3, Fall 1974.
- [The West Bank: Resident Initiative Takes Root](#). No. 4, Winter-Spring 1975.
- [Neighborhood Renewal: Preserving Homes, Creating Jobs](#). No. 5, Summer 1975.
- [Art for Our Sake: Toward a Culture of Cooperative Action](#). No. 6, Fall 1975.
- [Taking Charge of Energy: A People's Guide to Home Insulation; Alternative Energy & Who's Doing It](#). No. 7, Winter-Spring 1976.

## Dormant Period

### 1977–1991 — Journalism surfaces

After the interests of the principals shifted over time, Crossroads Resource Center became largely dormant until Ken Meter brought it back into existence in 1991. There was, however, one major exception: the booklet *Green Isle*, as outlined below.

Ken Meter's primary engagement at this time was building a presence as an independent journalist, while working part-time as a laboratory technician in soil chemistry. Some highlights of his journalistic work:

- "Who Produces Minnesota's Food?" in *Minnesota Farmer* (1981). Likely the first article of the era to measure how dependent Minnesota has become on imported food. <http://www.crcworks.org/mnfoodimp81.pdf>
- "Claiming Pressure, Selawik Renews Farm Contract." For *Anchorage Daily News* (1982). Documented how a Minnesota corporation had interfered with life in a remote Alaska village. <http://www.crcworks.org/selawik82.pdf>
- "The Banana Republic on the Prairie." For *Catholic Rural Life* (1982). Parable of the growth of a "Third World" inside US borders. <http://www.crcworks.org/banana82.pdf>
- *Green Isle*, first-hand reportage from a Minnesota farm community (1983). *See below*.

- First-hand reporting about farm and rural policies in Europe: “Europe: Important Lessons in Subsidies.” For *Catholic Rural Life* (1985). <http://www.crcworks.org/eurosubsidies85.pdf>
- “Our Cousins in Europe.” Report on Ken’s Alsatian heritage and rural issues in France for *Catholic Rural Life* (1982). <http://www.crcworks.org/cousins82.pdf>
- First-hand report covering land reform in the Philippines and the downfall of the Marcos government. Expanded to become an entire issue of *Catholic Rural Life* magazine (1986). <http://www.crcworks.org/philippines86.pdf>
- Stringer for Reuters News Service, 1986–1987. Covered business news from Midwest; weekly column captured breaking agricultural trends.
- Interviews with Japanese and US trade officials documented that US “free trade” policies were primarily about US control of trade, not open trade. *Agri-Week* (1989).
- Contributing Editor to *Hungry Mind Review* (later *Ruminator Review*), a Midwestern book review journal 1989–2003. Several book reviews; interview with Eduardo Galeano posted at <http://www.crcworks.org/galeano12.pdf>
- Principal author of *Border People: The Böhmisches in America*, the first published account of German-Bohemian immigration settlements in the US (1993). *See below*.
- First-hand reporting from Italy, Portugal, Holland, France, Belgium, Germany, Czechoslovakia, Japan, the Philippines, Germany, Cuba, and Nicaragua. Remote reporting of farmers movements in Karelia, India.

### Early Explorations of Agricultural Economies

#### 1983 — *Green Isle* published

With financial assistance from the Farmer-Labor Education Committee (FLEC), Crossroads published a book of reportage, [\*Green Isle: Feeding the World and Farming for the Banker\*](#), by Ken Meter. This booklet was based on in-depth interviews with farmers in one Minnesota community. These farmers offered exceptional insights into the workings of the rural economy, and predicted the Farm Credit Crisis that broke out in the mid-1980s. This was one of the first published accounts to warn about the upcoming crisis. Insights from this book also propelled all of Ken’s subsequent work with rural economies and food systems.

### Neighborhood Economies

#### 1991–1995 — Neighborhood Income Statement and Balance Sheet studies

Starting in Phillips Neighborhood in Minneapolis, Ken compiled financial data showing the aggregate economic assets, liabilities, income, and expenditures of low-wealth communities in the Twin Cities. These highlighted the considerable consumer power held by residents, and helped shift thinking about community economic development. The following neighborhoods were studied:

- Phillips (Minneapolis)

- Powderhorn (Minneapolis)
- Frogtown (St. Paul)
- Dayton’s Bluff (St. Paul)
- [Camden Community](#) (Minneapolis)

*For further reading:*

[Neighborhood Balance Sheets Assess Local Economies](#) (1998). *Written for the American Planning Association, this white paper summarizes the NISBS studies and highlights their importance.*

[Neighborhood Commercial Development for the Long Term](#) (1998), showing that building strong neighborhood commercial districts involves building wealth for local residents.

## Cultural Issues

### 1993 — First Published Account of German-Bohemian Emigration to US

Ken Meter collaborated with Robert Paulson to write and publish the first printed account documenting German-Bohemian immigration sites in the US. Published in partnership with the German-Bohemian Heritage Society of New Ulm, Minnesota. *Border People: The Böhmisches in America*. See [http://www.crcworks.org/Border\\_people93.pdf](http://www.crcworks.org/Border_people93.pdf)

### 1996–2004 — Corrective Plaque at the Minnesota State Capitol concerning the Philippine-American War

Ken served as legislative lead for a successful campaign led by the Filipino Community of Minnesota to correct a plaque honoring the Minnesota guardsmen who fought in the Philippines in what we now call the “Philippine-American War” beginning in 1898. The original commemorative plaque was racially offensive and historically incorrect. As a result of the community’s lobbying, the Minnesota legislature allocated \$10,000 to install a corrective bronze plaque in the Capitol Rotunda, sculpted by Duluth artist Anne Klefstad.

*For more information see:* <http://www.crcworks.org/?submit=philippine> or

**Philippine Study Group of Minnesota** web site: <http://www.psgm.org/plaque.html>

## Sustainability Measurement

### 1998 — Neighborhood Sustainability Indicators

At the request of the Minnesota Office of Environmental Assistance, Crossroads partnered with the Urban Ecology Coalition to lead one of the first efforts in the US to define sustainability indicators for two Minneapolis neighborhoods: Seward and Longfellow. Our report offered specific methods for defining similar indicators in any other neighborhood. [Neighborhood Sustainability Indicators Guidebook](#).

### **2003–2004 — Minneapolis Sustainability Initiative**

The City of Minneapolis commissioned Crossroads Resource Center to coordinate a public roundtable process for defining a 50-year vision for the city with indicators of sustainability. Eighty-five residents and professionals met together to devise the vision. At the time this was one of the most comprehensive efforts to include issues of justice and inequality as a core element of sustainability. Ultimately, the City adopted a scaled-back set of indicators that were hard-wired to the City budgeting process, so that each agency head reports to the City Coordinator annually on their division's progress toward achieving sustainability measures. [Fifty-Year Vision and Indicators for a Sustainable Minneapolis](#)

*See also:*

[“Linked Indicators of Sustainability Build Bridges of Trust.”](#) Chapter by Ken Meter in Maida, Carl A., ed. *Sustainability and Communities of Place*, Volume 5, Studies in Environmental Anthropology and Ethnobiology, published by Berghahn Books (UK) (2007).

### **Community Based Food Systems**

*Crossroads Resource Center has developed tools for community groups to use, primarily by drawing general lessons out of community centered practice, but also surveying academic literature.*

### **1999 to the present — Farm and Food Economy Studies**

During a presentation to the Minnesota Department of Agriculture in the summer of 1999, Ken spelled out his thoughts on how wealth was drained from rural economies by the food system. This was an extension of the work begun after interviewing the farmers in Green Isle, Minnesota in 1979. Response was so strong that two people stood up and cheered. One raised money for Ken to perform a study of the farm and food economy of Southeast Minnesota.

### **2001 — Finding Food in Farm Country Study**

That study, [Finding Food in Farm Country](#), established an approach that spread by word of mouth. It was taught in at least 55 colleges and universities. Through the Community Food Security Coalition, groups passed along the news of the importance of the study. As of today, Ken has partnered with 144 regions in 41 states, 2 provinces, and also 4 Native nations.

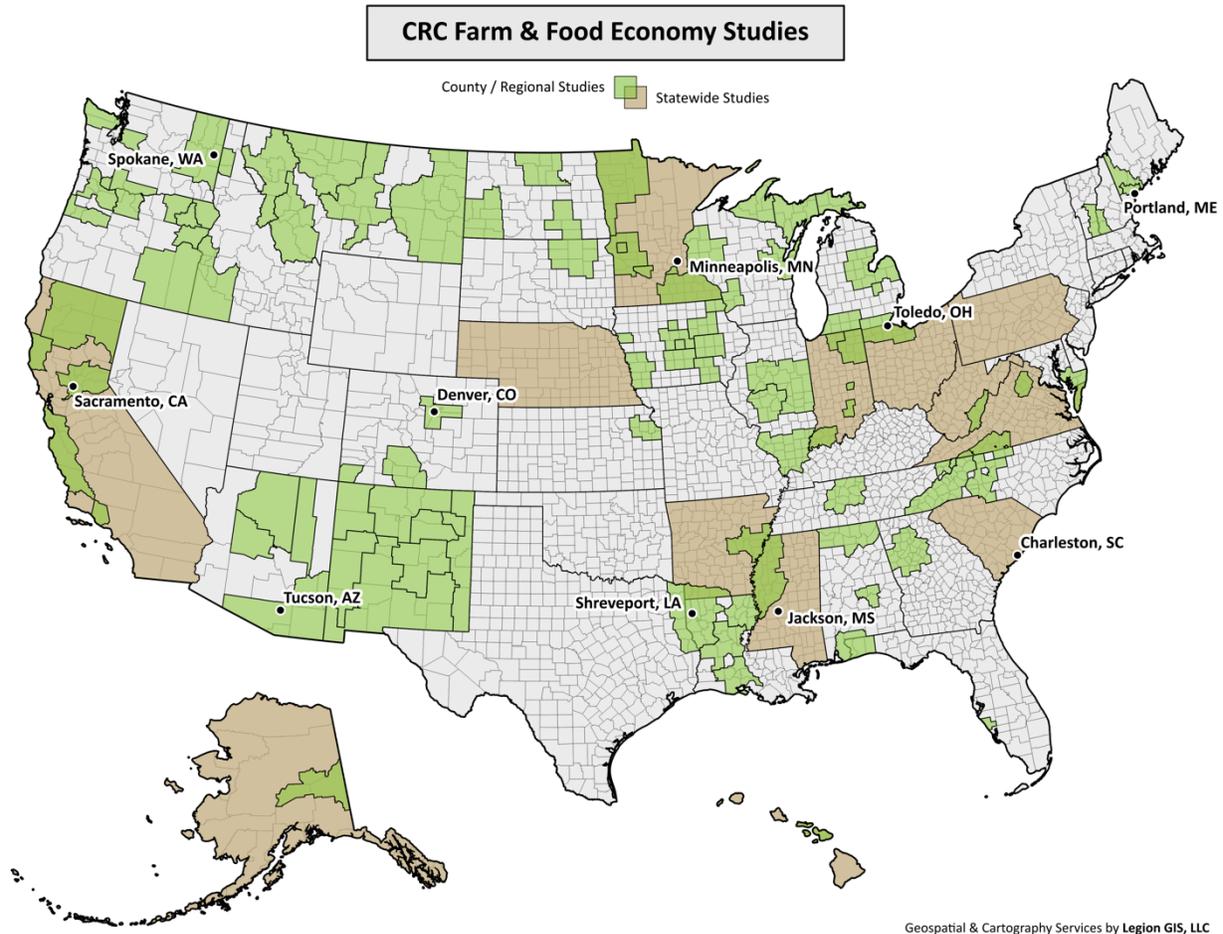
### **2004 — Business Plan for the Hiawatha Fund**

This proposed regional Investment Fund for Southeast Minnesota called for “Investments you can drive by.” Lead author and researcher Ken Meter. Business concept and 5-year financial projections by the late Dean Harrington, president of Plainview National Bank (now Foresight Bank) in Plainview, Minnesota. See <http://www.crcworks.org/hfbizplan.pdf>

### **2007 — Evaluating Farm and Food Systems**

Ken was invited by Glenda Eoyang (Human Systems Dynamics Institute) to join the writing team for a monograph published by the American Evaluation Association, *Systems Concepts in*

Evaluation. [“Evaluating Farm and Food Systems in the U.S.”](#) Chapter by Ken Meter in *Systems Concepts in Evaluation: An Expert Anthology*, Williams, Bob and Iraj Imam, eds. (American Evaluation Association, published by EdgePress of Inverness, 2007).



## 22 Regional Food System Assessments

### 2000 to the present — Strategic Guidance for community work

Ken has partnered with 144 regions in 41 states, 2 provinces, and with 4 tribal nations to produce regional food system assessments. The map above shows locations as of 2016. Here are some highlights:

- **Spokane, Washington:** [Investing In Relationships: How Spokane can best support its emerging local foods industry](#) (2014). Compiled for the City and County, this document made the case that investing in forming relationships of trust was key to future economic development efforts.
- **Rappahannock-Rapidan Region of Virginia:** [Rappahannock-Rapidan Farm & Food Plan](#) (2015). Highlighted several emerging farms and food firms for the local Council of Governments.

- **Northeast Indiana:** [Northeast Indiana Local Food Network — Phase 1 Report](#) (2016). Maps showing the robust networks that farmers had built to serve regional markets helped persuade economic developers in 11 counties to partner with this network of farms, and to engage with residents of a low-wealth community in Fort Wayne.
- **Kansas City, Kansas:** [Kansas City Kansas Healthy Food System Assessment](#) (2017). Interviews with African-American and Latino consumers documented the difficulties they had in shopping for the foods they desire. Our study was one element in a civic process that resulted in public subsidies for a cooperative grocery in Lawrence to locate a second store in downtown KCK, with hopes for a third store in a historically Black community. Commissioned by the metropolitan government and Healthy Wyandotte.
- **Metro Nashville, Tennessee:** [Metro Nashville Food System Assessment](#) (2017). Commissioned by the metropolitan government, and submitted to the mayor’s budgeting process, our report highlighted the fact that Nashville has an extraordinary resource with considerable land already zoned for agricultural use. We recommended long-term investments in food production in low-wealth communities, and stronger coordination of community foods initiatives in Middle Tennessee.
- **Auburn, Maine:** [Auburn’s Agricultural and Resource Protection Zoning \(AGRP\): Consultant Recommendations](#) (2018). The City of Auburn has protected 20,000 acres of agricultural land for 60 years but these safeguards were weakened as the farm economy eroded. Auburn hired us to help position the City for resource-oriented development on these lands in a changing economic climate. We researched the food and resource economy, and offered technical suggestions for a refined policy. At our suggestion, the City established an Agriculture Commission to complete this discussion.
- **Maricopa County, Arizona:** [Building Community Networks Through Community Foods](#) (2018). Local food leaders asked us to document the commercial and social networks that had been constructed through decades of community foods initiatives. Our network maps showed the isolation farmers felt quite starkly, in a metro area where development pressures are extreme. Our data also showed that the \$12 billion market for food in the County was a market worth striving for. The City has begun to engage local farms as a result.
- **Idaho Tri-Valley Region:** [Community Food System Strategic Plan](#) (2019). Our research documented deep inequalities in a region that holds considerable wealth, and suggested specific investments that would make it possible for the region to ensure that everyone eats well. This was intended to reinforce the work of an innovative food bank that is creating new ways to serve as a welcoming space and unifying force in the community.

- **Salt Lake City, Utah:** [How Feasible is a Food Hub for Northern Utah?](#) (2021). As part of a 5-year engagement with the City of Salt Lake, we researched the feasibility of proposed value-added opportunities that would help farmers develop new sources of income. During our investigation, three separate groups announced plans to form food hubs, despite the fact that multiple wholesalers have facilities already in place. Our report pivoted to discuss the conditions under which these food hubs could be successful, and how they might coordinate efforts.

### Statewide Food System Assessments

#### 2009 to the present

- [Mapping the Minnesota Food Industry \(2009\)](#) Highlighted a variety of food businesses that had emerged to serve local markets. *Compiled for the Blue Cross Blue Shield of Minnesota Center for Prevention.*
- [Ohio's Food Systems: Farms at the Heart of it All \(2011\)](#) Focused on several food business clusters in several regions across the state. *Produced for the University of Toledo Urban Affairs Center, with funds from the Ohio Department of Agriculture.*
- [Hoosier Farmer? Emergent Food Systems in Indiana \(2012\)](#) Persuaded Indiana officials to support community foods efforts and to pay less attention to “feeding the world.” *Commissioned by the Indiana State Department of Health.*
- [South Carolina: Making Small Farms Big Business \(2013\)](#) Developed the first statewide plan calling for a network of hubs and nodes to serve community foods trade. Included a \$9.85 million investment plan for the state to pursue in supporting the community foods efforts. *Commissioned by the Palmetto Agribusiness Council, South Carolina Department of Agriculture, South Carolina Department of Commerce, Coastal Conservation League, South Carolina Farm Bureau, Carolina Farm Stewardship Association, Clemson University, and the Bank of South Carolina.*
- [An Overview of Mississippi's Farm & Food Economy \(2014\)](#) Included data covering the fisheries industry as well as the farm economy of the state. *Produced for the Mississippi Food Policy Council with support from Winrock International.*
- [Alaska: Building Food Security in Alaska \(2014\)](#) Introduced the concept of a statewide network of food infrastructure that would diminish the state's exceptional vulnerability because so much food is imported. *Commissioned by the Alaska State Department of Health and Social Services and the Alaska Food Policy Council.*
- [Hawai'i's Food System: Food for All \(2017\)](#) Highlighted the inequalities experienced by Hawaiian and Pacific Islander peoples on the archipelago; showed how traditional

cultural insights were helping overcome the exploitation inherent in the plantation system; found that increasing SNAP enrollment was the most effective way to bring money into the state's food sector. *Commissioned by the Hawaii Department of Health using SNAP Education Funds.*

- [New Hampshire Farm, Fish, & Food Economy \(2019\)](#) Produced for a presidential candidate forum in Durham, NH. *Commissioned by the National Family Farm Coalition and Northwest Atlantic Marine Alliance.*

### **Tribal Partnerships**

- **White Earth Nation (2008):** Technical assistance to tribal members who surveyed members of the tribe to learn more about their food choices and vision for the future.
- **Coeur d'Alene Nation (2017):** [Coeur d'Alene Reservation Local Farm and Food Economy](#). Produced an economic study of the reservation and surrounding counties to assist the tribe in food sovereignty initiatives.
- **Nimi'ipuu Nation (2017):** [Nimi'ipuu \(Nez Perce Tribe\) Food Sovereignty Assessment](#) (2017). Compiled an assessment of the potential for food sovereignty in collaboration with the tribal economic development office.
- **Sicangu Lakota Oyate (2019):** [Sicangu Lakota Oyate Nation Farm & Food Economy](#) (2019). Compiled an overview of the farm and food economy that the Rosebud Tribe, used to gain funding from an international consortium of funders.

### **2016 — USDA/AMS Toolkit: How to Measure Economic Impacts of Local Foods Work**

Ken Meter and Megan Phillips Goldenberg of Crossroads Resource Center were two of 14 co-authors of this guidebook for measuring the impact of community foods work. [The Economics of Local Food Systems: A Toolkit to Guide Community Discussions, Assessments and Choices](#)

### **Analysis and Policy Work**

Meter, Ken (2011). " 'Local' Foods Are Key to Economic Recovery." *Food Movements Unite*. Food First Books.

Meter, Ken (2012). "Wes Jackson: The Seeds of a Perennial Revolution." Interview for *Yes!* Magazine. <http://www.crcworks.org/jackson12.pdf>

Meter, Ken (2016). “The Long Tradition of Urban Agriculture in the U.S. — and its Future.” In Snyder, E.; McIvor, K.; & Brown, S.; *Sowing Seeds in the City: Human Dimensions*, 39-61. Springer.

[Building economic multipliers, rather than measuring them: Community-minded ways to develop economic impacts](#) (2019)

Megan Phillips Goldenberg and Ken Meter collaborated to write a seminal review of the scholarly literature covering economic multipliers, and offer community-minded ways to strengthen economic multipliers — rather than devoting scarce resources hiring consultants to produce estimates that are not very accurate. We recommend greater use of social network analysis to show local stakeholders how multipliers are built. Our essay is part of a Special Issue covering the USDA Economic Impacts Toolkit (Goldenberg and Meter were among several co-authors).

[Sustainable Food System Assessment: Lessons from Global Practice](#) (2019)

A new book, *Sustainable Food System Assessment: Lessons from Global Practice*, edited by Alison Blay-Palmer, Damien Conaré, Ken Meter, Amanda Di Battista, and Carla Johnston, was published by Routledge Press (UK), released on December 12, 2019.

This book features cutting-edge scholarship on food system assessment written by several scholars working in diverse regions internationally. One chapter, written by Ken Meter (pp. 66-90), covers techniques for performing food system assessment in complex adaptive systems—when conditions are changing so rapidly that measurements quickly become obsolete.

Meter, Ken (2020). “Measuring Systemic Change.” U.S. Environmental Protection Agency, Agency for Toxic Substance and Disease Registry, Brownfield Revitalization Opportunity Working Network (BROWN). Guidebook with great practical tools for pursuing urban agriculture on brownfields.

[Building Community Food Webs](#) (Island Press, 2021)

This book is the single best place to find both inspiration and pragmatic suggestions for community foods work. It offers in-depth stories covering some of the most creative and resilient community foods initiatives across the U.S., and also features a groundbreaking economic analysis of the extractive rural economy that makes this community foods movement so necessary.

## Soil Health

**New Mexico:** [Building Soil Health in New Mexico](#) (2021)

Our detailed interviews with ranchers and farmers who have successfully built soil health in a deeply challenging environment documented both their economic successes, and the regional adaptations they have made to accommodate varying soil, rainfall, and climatic conditions. *Written for the New Mexico Soil Health Working Group.*

## Pandemic Impacts on US food systems

“Planning for Emergence” in *Economic Development Journal* (2020). Publication of the International Economic Development Council.

[http://www.crcworks.org/emergence\\_iedc20.pdf](http://www.crcworks.org/emergence_iedc20.pdf)

### Visionary Writing

Ken Meter’s column, **Metrics from the Field**, appeared in the *Journal of Agriculture, Food Systems, and Community Development*, 2010–2015.

Meter, Ken (2010). “Letting Food Systems Emerge: How do We Measure Progress in an Emergent System?” *Journal of Agriculture, Food Systems, and Community Development*, 1(1), 23-26.

<http://dx.doi.org/10.5304/jafscd.2010.011.006>

Meter, Ken (2011). “Learning How to Multiply.” *Journal of Agriculture, Food Systems, and Community Development*, 1(2): 9–12.

<http://dx.doi:10.5304/jafscd.2010.012.014>

Meter, Ken (2011). “Breaking Our Chains.” *Journal of Agriculture, Food Systems, and Community Development*, 1(4), 23–25.

<http://dx.doi.org/10.5304/jafscd.2011.014.008>

Meter, Ken (2011). “Seventeen Reasons to do Food System Assessments.” *Journal of Agriculture, Food Systems, and Community Development*, 2(1), 7–9.

<http://dx.doi.org/10.5304/jafscd.2011.021.014>

Meter, Ken (2012). “How do we Grow New Farmers? Learning from Another American Pastime.” *Journal of Agriculture, Food Systems, and Community Development*, 2(2), 3-6.

<http://dx.doi.org/10.5304/jafscd.2012.022.015>

Meter, Ken (2012). “Learning Together.” *Journal of Agriculture, Food Systems, and Community Development*, 2(3), 1-3.

<http://dx.doi.org/10.5304/jafscd.2012.023.016> (Not available at this site)

Meter, Ken (2012). “Building a Framework for Sustainable Livelihoods.” *Journal of Agriculture, Food Systems, and Community Development*, 3(1), 13-15.

<http://dx.doi.org/10.5304/jafscd.2012.031.009>

Meter, Ken (2013). “Addressing Hunger by Strengthening Local Foods Logistics.” *Journal of Agriculture, Food Systems, and Community Development*, 3(3), 17-20.

<http://dx.doi.org/10.5304/jafscd.2014.044.011>

Meter, Ken (2014). “Local Data is Endangered.” *Journal of Agriculture, Food Systems, and Community Development*, 4(2), 7-8.

<http://dx.doi.org/10.5304/jafscd.2014.042.010>

Meter, Ken (2014). “Co-ops and Collective Impact.” *Journal of Agriculture, Food Systems, and Community Development*, 4(3), 11-14.

<http://dx.doi.org/10.5304/jafscd.2014.043.014>

Meter, Ken (2014). “Designing Food to Suit our Infrastructure?” *Journal of Agriculture, Food Systems, and Community Development*, 4(4), 17-20.

<http://dx.doi.org/10.5304/jafscd.2014.044.011>

Meter, Ken (2015). “Two New Tools for Measuring Economic Impacts.” *Journal of Agriculture, Food Systems, and Community Development*, 5(3), 5–7.

<http://dx.doi.org/10.5304/jafscd.2015.053.010>

Meter, Ken (2015). “Allowing Ethnic Heritage To Emerge in Farm and Food Policy.” *Journal of Agriculture, Food Systems, and Community Development*, 5(4), 11-13.

<http://dx.doi.org/10.5304/jafscd.2015.054.032>

### **Presentations by Ken Meter**

Ken has given more than 600 presentations covering the issues covered in this work. A complete list can be found at <http://crcworks.org/presentations.pdf>