

FARMERS' MARKET AND LOCAL FOOD PROMOTION PROGRAM (FMLFPP)
Final Performance Report

The final performance report summarizes the outcome and activities of your FMLFPP award objectives. Failure to submit acceptable closeout reports for an existing grant within 90 calendar days following the grant end date may result in exclusion from future AMS grant opportunities.

This final report will be made available to the public once it is approved by FMLFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is due **within 90 days of the project's performance period end date** (as noted in box 15 of your grant award form), not to exceed fifteen (15) 8.5 x 11 pages (excluding existing Final Performance Report form content).

For example, if the Final Performance Report form is six (6) pages before you begin entering your project information into the form, your report may be up to 21 pages (6 pages + 15 pages).

Provide answers to **each question** and all applicable outcome and indicators as it applies to your project. If you are unable to provide a response explain why. It is preferred that you email your completed performance report to your assigned FMLFPP Grants Management Specialist to avoid delays. In case of any extraordinary reason a faxed report can be accepted; please notify your assigned Grants Management Specialist to inform about your submission.

Report Date Range: <i>(e.g. October 1, 2016 -September 30, 2017)</i>	December 1, 2017 to March 30, 2018
Date Report Submitted	June 25, 2018
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	16LFPPMN0048
Recipient Organization Name:	Appetite For Change, Inc.
Project Title as Stated on Grant Agreement:	Feasibility, Business Plan Food Hub/Mkt
Authorized Representative Name:	Michelle Horovitz
Authorized Representative Phone:	612-588-7611
Authorized Representative Email:	michelle@afcmn.org
Year Grant was Awarded:	2016
Amount of Award:	\$100,000

FMLFPP staff may contact you to follow up for long-term success stories. Who may we contact?

Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

1. Executive Summary—In 200 words or less, describe the project's need, purpose, goals, and quantifiable outcomes:

The Northside Fresh Greenhouse and Market Planning project will solve the problem that North Minneapolis, a HUD designated Promise Zone, has: the lack of a well-researched and economically-based feasibility study or business plan, a space where local food farmers, producers and retailers can process, store, aggregate, distribute or sell local and regional agricultural and food products. Northside urban farmers, local food makers and retailers encounter barriers when it comes to entering the local market, or scaling their operations to capture the consumer demand and market opportunity. The purpose of this project is to solve this problem through a planning process that results in a rigorous, community-based feasibility study and business plan for a year-round public market and small-scale food hub. The goals of this project were achieved in that we engaged in an 18 month long process to engage North Minneapolis residents to create a vision with our team of experts for a year round farmers market and public market space. The resulting outcomes include: [1 feasibility study and business plan \(73pages\)](#), 15 producers reached, 150 community members engaged, and 11 community partner organizations.

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

2. Please provide the approved project's objectives:

Objectives		Completed	
		Yes	No*
1	Conduct a feasibility study for the creation of a urban food hub and year-round farmer and food maker market.	X	
2	Conduct a feasibility study for the conversion of an existing greenhouse and attached building into a season extension and storage facility with training and technical assistance.		X
3	<u>Business plans for both greenhouse/storage facility and permanent</u>	X ¹	
4	Budget and architectural renderings/plans for both sites	X ¹	
5			
6			
7			

*If no is selected for any of the listed objectives, you must expand upon this in the challenges section.

3. List your accomplishments for the project's performance period and indicate how these accomplishments assisted in the fulfillment of your project's objectives. Please include additional objectives approved by FMLFPP during the grant performance period, and highlight the impact that activities had on the project's beneficiaries.

Accomplishments	Relevance to Objective, Outcome, and/or Indicator
Planning: Weekly leadership team meetings, review, editing of the feasibility study drafts.	Leadership team has guided the project from the beginning and has been crucial to moving all of the objectives forward. Initial team did not include anyone with experience in developing a public market, so finding our consultant/project coordinator to bring this project to life has been integral to our success (Obj. 1, 3, 4)
Research: literature review, national market scan & manager interviews, comprehensive market analysis, customer surveys + analysis, vendor surveys + analysis, transit and transportation analysis, and GIS map development.	National research of what has worked in other, similar public markets/food hubs was necessary to begin our feasibility study, and local market/transit, customer/vendor demand research has been critical for our business plan development. (Obj. 1, 3, 4)
Community Engagement: Customer surveys, 3 community engagement sessions, one-on-one interviews and engagement with key stakeholders	Based on our grassroots approach and commitment to community involvement in this project, our engagement activities are extremely important to all of the objectives (Obj. 1, 3, 4)
Architectural Development: Touch ups and modifications to the exterior and interior renderings and floor plans.	After a site was determined, the development of architectural drawings has been integral to the creation of our pro forma for the market, and

¹ Business plan, pro forma and architectural renderings completed for the food hub/market site, but not for the greenhouse site.

	business plan creation. (Obj. 1, 3, 4)
Business Planning: Feasibility study and business plan drafted and reviewed with leadership team. Final content compiled into a professionally designed product.	These activities relate to Obj. 3 and 4
Greenhouse Support: Despite our challenges with the Greenhouse site, and the team involved with that location (see below) continued to provide support for their efforts to rent the greenhouse from the new owners of the property. While full conversion of the site to become a local food hub will not be feasible, we have deepened our relationship with our partners, and will continue to support the acquisition of the greenhouse to support our local food promotion efforts. see challenges below.	Activities relate to Obj. 2, 3, 4

4. Please list any challenges experienced during the project’s period of performance. Provide the corrective actions taken to address these issues.

Challenges (Issues)	Corrective Actions and/or Project Changes (s)
Overall Timeline & Scope: The public market/food hub half of this project has turned out to be a much larger undertaking in planning than was anticipated in submitting our proposed scope of work and timeline. The amount of time needed from both the research and design consultants on just the market/food hub was grossly underestimated. Additionally, the scope of the project has grown/morphed during the planning process based on community input, financial feasibility and long-term development goals for the West Broadway corridor.	Project was completed on time.
Advisory Group Development: Based on the loose vision of this project, and how the leadership team has come to develop the initial idea into a realistic social enterprise, the broader/larger advisory team has not been able to be established. While this is straying from our initial work plan, it has not been a deficit or negative consequence. It has been a positive strategy that in the long term will provide a smoother, more efficient and still community-based process and better results.	The 6-member leadership team (growing to 7 w/ NEON President) will expand to include new partners (developers, funders, community members, business owners)
Greenhouse: Our work with partner Project Sweetie Pie (PSP) has been challenging for a number of reasons. 1) The vision PSP has for their space is much broader than was originally understood, and the space is not conducive to all of the components they desire. 2) PSP did not desire to work with our consultant CorFindings, LLC to help narrow their vision and	<ol style="list-style-type: none"> 1. Had various sessions to connect the greenhouse planning process more integrally into ours. Tried to help narrow the scope of the project and drafted a scope of work for a potential consultant of their choosing. 2. Tried to intervene in the purchase of the property by another agency but was

incorporate the greenhouse to the broader vision of the Broadway Market and the integrated local foods production necessary to sustain a local food hub in North Minneapolis. 3) Asbestos was found in the greenhouse and the building, which boosts the acquisition/cleanup cost to beyond what is feasible. 4) A local nonprofit swooped in and purchased the entire property and is now working with PSP to rent the greenhouse for their production needs.

unsuccessful in negotiating an arrangement for joint ownership, or ownership with a right of first refusal of a portion of the property. A rental arrangement is still a possibility with the new owner of the property, and we are hopeful that the greenhouse can still come to fruition as PSP envisions, and that it can closely connect to the work at the West Broadway Market.

5. Quantify the overall progress on the outcomes and indicators of your project. Include further explanation if necessary.

Outcome 1: To Increase Consumption of and Access to Locally and Regionally Produced Agricultural Products.

****This LFPP grant supports a planning process for creating a food hub/public market so no direct services were provided**

- The number of 15 in #1 came from our vendor survey and community engagement process. This represents the number of vendors who indicated an intention to sell local/regional food, and/or aggregate, store, produce local foods at this project site.
- The number 150 in #2 represents the total number of individuals reached through our community engagement process to learn more about the interests and needs of consumers who will shop at the public market. This number was reached through our outreach surveys and the sign-in sheets from our 3 separate community engagement events.
- The number 56 in 2.b. was reached by the number of community member survey respondents who reported an intention or desire to purchase local agricultural products at the public market.

Indicator	Description	Number
1.	Total number of consumers, farm and ranch operations, or wholesale buyers reached	165
1.a.	The number that gained knowledge on how to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	**n/a
1.b.	The number that reported an intention to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	15
1.c.	The number that reported buying, selling, consuming more or supporting the consumption of local/regional food that they aggregate, store, produce, and/or distribute	**n/a
2.	Total number of individuals (culinary professionals, institutional kitchens, entrepreneurs such as kitchen incubators/shared-use kitchens, etc.) reached	165
2.a.	The number that gained knowledge on how to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	**n/a
2.b.	The number that reported an intention to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	56
2.c.	The number that reported supplementing their diets with locally and regionally produced agricultural products that they produced, prepared, preserved, and/or obtained	**n/a

Outcome 2: Increase Customers and sales of local and regional agricultural products.

****This LFPP grant supports a planning process for creating a food hub/public market so no direct services were provided**

Indicator	Description	Number
1.	Sales increased as a result of marketing and/or promotion activities during the project performance period.	**n/a
	Original Sales Amount (in dollars)	
	Resulted Sales Amount (in dollars)	
	Percent Change $((^n \text{final} - ^n \text{initial}) / ^n \text{initial}) * 100 = \% \text{ change}$	
2.	Customer counts increased during the project performance period.	**n/a
	Original Customer Count	
	Resulted Customer Count	

$$\text{Percent Change } (((^n \text{ final} - ^n \text{ initial}) / ^n \text{ initial}) * 100 = \% \text{ change})$$

Outcome 3: Develop new market opportunities for farm and ranch operations serving local markets.

****This LFPP grant supports a planning process for creating a food hub/public market so no direct services were provided**

Indicator	Description	Number
1.	Number of new and/or existing delivery systems/access points of those reached that expanded and/or improved offerings of	**n/a
1.a	Farmers markets	**n/a
1.b.	Roadside stands	**n/a
1.c.	Community supported agriculture programs	**n/a
1.d.	Agritourism activities	**n/a
1.e.	Other direct producer-to-consumer market opportunities	**n/a
1.f.	Local and regional Food Business Enterprises that process, aggregate, distribute, or store locally and regionally produced agricultural products	**n/a

Indicator	Description	Number
2.	Number of local and regional farmers and ranchers, processors, aggregators, and/or distributors that reported	**n/a
2.a.	An increase in revenue expressed in dollars	**n/a
2.b.	A gained knowledge about new market opportunities through technical assistance and education programs	**n/a
3.	Number of	
3.a.	New rural/urban careers created (Difference between "jobs" and "careers": jobs are net gain of paid employment; new businesses created or adopted can indicate new careers)	**n/a
3.b.	Jobs maintained/created	**n/a
3.c.	New beginning farmers who went into local/regional food production	**n/a
3.d.	Socially disadvantaged famers who went into local/regional food production	**n/a
3.e.	Business plans developed	1

Outcome 4: Improve the food safety of locally and regionally produced agricultural products.
Only applicable to projects focused on food safety!

Indicator	Description	Number
1.	Number of individuals who learned about prevention, detection, control, and intervention food safety practices	**n/a
2.	Number of those individuals who reported increasing their food safety skills and knowledge	**n/a
3.	Number of growers or producers who obtained on-farm food safety certifications (such as Good Agricultural Practices or Good Handling Practices)	**n/a

Outcome 5: Quantify the overall progress on this outcome indicator based on relevant project activities not covered above.

This indicator must reflect the project narrative's required additional outcome indicator.

Indicator	Description	Number
1.	Number of local/regional food and farm business social entrepreneurs and their stakeholders who increase their capacity for conducting market research and business planning	7*

* This number was reached based on the number of food businesses supported through our food business incubator program.

Current Partners | Our past and current partners include: The West Broadway Business and Area Coalition, Mobilize Design & Architecture, CorFindings LLC, University of Minnesota, Northside Economic Opportunity Network (NEON), Project Sweetie Pie, DeVon Nolen and Mike Lafave. NEON is an existing partner with Appetite For Change in various facets, but they were not listed as part of the proposal, nor were they included in our budget, however they have become an important part of the project. Additionally, Project Sweetie Pie, who was initially enlisted as a partner in this project, is no longer actively involved in the planning process because their ability to move forward was put on hold. While they are still a partner in other ways, and an important part of our Northside Fresh Coalition, the greenhouse component to this project is temporarily stalled.

Past Contributions | The following have been the major contributions of our various partners

- **Appetite For Change** | AFC has been a lead partner contributing to all aspects of the project including: hosting meetings, bringing partners to the table (Mike Lafave, NEON, Tri-Construction, Urbane Development, etc.) Michelle Horovitz, as the member of the leadership team has been involved in site visits, meeting with city council and CPED staff, all design meetings, property ownership research, program evaluation, payment requests, and all aspects of the community engagement work. AFC has also done all of the printing, document hosting, responded to media and community inquiries, and otherwise has been the central organizing entity for the project.
- **West Broadway Coalition** | WBC has been a lead partner and has contributed in various ways including: coordinating site visits, connecting with various staff at the City of Minneapolis and Hennepin County (in regards to the site control and RFP process), providing market analysis data, attending weekly planning meetings, planning and implementing community engagement sessions, customer surveys, connecting researchers with vendors, and working with lead partners to design the varied components of the development.
- **Mobilize Design & Architecture** | Jamil Ford, the Principal and CEO of Mobilize Design joined our lead partner team and has contributed greatly to the project. He conducted 3 site visits to assess the space and take measurements. Jamil and his team reviewed Phase I environmental reports and structural integrity of existing buildings, identifying which can be retained and which can be recommended for tear-down. They have developed **multiple** iterations of floor plans including parking, market space (F1 and mezzanine), kitchen prep and storage, business/office and event space (F2), and housing (F3 and 4). This has included by-hand drawings and electronic conversion within architectural drawing software. Mobilize has also developed exterior and interior site massings. Additionally, Jamil has been speaking behind the scenes to City of Minneapolis officials, community stakeholders and potential developers/investors in the project. Lastly, Jamil was integrally involved in the third community engagement session by both planning and presenting at the event.
- **Cor Findings LLC & University of Minnesota** | Significant progress has been made to advance the research necessary for a robust feasibility study. This work has been led by Cor Findings, LLC with the support of two teams of graduate students from the University of Minnesota and guidance from the leadership team. Progress has included:
 - A robust literature review and development of an annotated bibliography of resources and reports relevant to planning and developing a public market
 - A series of interviews with public market managers around the country on best practices for developing and managing markets in communities with similar demographics as North Minneapolis (lower income, primarily POC, etc.)
 - A comprehensive market analysis of food and retail businesses in a target 1- and 3-mile trade area surrounding the market. The analysis examines:
 - Total demand in the trade area for food at home, food away from home, and relevant retail products
 - Total supply of these food and retail products in the trade area
 - The market opportunity gap between total demand and available supply
 - Analysis of a West Broadway farmers market customer surveys and vendor surveys
 - A comprehensive transit and transportation analysis surrounding the site including vehicles per day (cars), transit ridership (bus), bike and pedestrian infrastructure, parking, and transit design options for increasing multi-modal access to the market.
 - Development of a series of GIS maps to visually represent key community features including income, race/ethnicity, youth population, the competitive food environment, and transit/walkability
 - Preliminary *pro forma* development in collaboration with Project Manager
 - Complete and final draft of the West Broadway Market Feasibility Study and Business plan.
- **Mike Lafave** | Mike has been our project coordinator since June, and has corralled our project partners in bi-weekly (originally) meetings which became weekly meetings in July. He creates our meeting agendas, keeps us on track, takes notes, and follows up between meetings on tasks to be completed. Mike brings with him 10 years of experience in developing and operating a public market in South Minneapolis, and is a huge asset to this project. He has led quietly, allowing the

community members who are on the leadership team guide the planning, but keeping us focused on our target and goals. (Please NOTE: Mike Lafave is NOT on our budget, and no USDA funds have been used to compensate Mike for his time on this project. Our partner, West Broadway Coalition has funded this consulting role).

- **DeVon Nolen** | DeVon Nolen, being the original visionary of this project, has brought her insight as the Farmers Market manager for 4 years, her close ties to business owners and community members alike, and has facilitated our community engagement activities. DeVons deep understanding of North Minneapolis plus years of experience working with various community partners has made her an invaluable member of the leadership team.
- **Project Sweetie Pie** | Challenges in working with Project Sweetie Pie outlined above have limited the ways in which PSP has contributed to the market/food hub component of the project. They have made multiple attempts to get their greenhouse piece moving, but again, due to various challenges, they have not been able to take control of the site.
- **NEON** | As a newer partner, NEON has helped contribute to and validate the vision of the Broadway Public Market, while providing stakeholder feedback on design, ownership structure and funding or financing opportunities for the project.

Partner Feedback | Aside from Project Sweetie Pie, as outlined above, all of the project partners have been satisfied with the progression of the project and are extremely engaged. No specific comments have been offered by project partners for this report, but all of the partners contributed to the narrative of the report itself. This has truly been a collaborative project.

1. Have you publicize any results as of this reporting period? Yes No
 1. If yes, how did you publicize the results?
 2. To whom did you publicize the results?
 3. How many stakeholders (i.e. people, entities) did you reach?

Media Coverage | The project received coverage from the Star Tribune, our largest statewide newspaper. The story outlined the project generally and detailed the goals of the project as well as the third community engagement session we held. The paper reaches hundreds of thousands of readers across the state.

2. Have you collected any feedback thus far about your work? Yes No
 - a. If yes, how did you collect the information?
 - b. What feedback have you collected thus far (specific comments)?

Customer Surveys | We conducted customer surveys at the West Broadway Farmer's Market and collected over 75 surveys from current West Broadway Farmers Market customers. The survey asked customers about their desire for a permanent, year-round indoor market, desired products, services and amenities. Specifically, customers indicated they would be most interested in purchasing fresh and local produce at the market, along with other items such as art, clothing and prepared foods featuring local ingredients. Customers had a special interest in purchasing hyper-locally grown produce or products made in their North Minneapolis community. Over 90% of survey respondents wanted to see a public market on West Broadway. Most everyone else said it would be a good fit in North Minneapolis, generally.

Vendor Surveys | We conducted a comprehensive prospective vendor survey of local businesses in AFC, WBBAC, and NEON's network (n=25, and climbing). The survey gathered extensive information on prospective vendors' businesses, their desire to locate at a future WB public market, and their business needs (i.e. space, lease length, desired infrastructure, and technical support needs). The businesses varied across sector (agriculture, prepared foods, value added foods, non-food retail) and many were owned by community members, people of color or low-income individuals.

Community Engagement Sessions | Our project partners completed 3 separate community engagement sessions in partnership with other organizations, such as Juxtaposition Arts (JXTA), NEON, and the Minneapolis Public Schools. We engaged over 150 community residents in the vision, priorities, and design of the market space. Multiple methods have been used to garner input including dialogue, presentations, Q&A, hands-on interactive sessions, “dotmocracy” surveys, and more. Our sessions included local youth, families and other residents as well as community stakeholders like business owners, funders, city officials and neighborhood organizations.

3. Budget Summary (**Note: this table must be completed. Do not reference other documents or files.**):

i. In the table below include the total amount of **federal funds spent** during reporting period (Do not include matching or in-kind contributions):

Categories	Amount Approved in Budget	Actual Federal Expenditures (Federal Funds ONLY)
Personnel:	\$0	0
Fringe:	\$0	0
Contractual:	\$98,500	98,500
Equipment:	\$0	
Travel:	\$0	0
Supplies:	\$1,500	1500
Other:	\$0	
Indirect Costs:	-	-
TOTAL:	100,000	100,000

ii. Did the project generate any income? Yes No

iii. If yes, \$ _____ generated and how was it used to further the objectives of this project?

iv. **ONLY for LFPP recipients:** Provide the amount of matching funds/in-kind contributions used during the reporting period.

Categories	Match Approved in Budget	Actual Match Expenditures
Personnel:	\$17,000	\$10,000
Fringe:		
Contractual:	\$5,000	\$11,982.5
Equipment:		
Travel:		
Supplies:		
Other:		
Indirect Costs:	\$12,000	\$12,017.5
TOTAL:	\$34,000	\$34,000