

**Farmers Market Promotion Program
Interim Performance Report**

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by FMPP 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 limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to FMPP staff to avoid delays:

FMPP Phone: 202-690-4152; Email: USDAFMPPQuestions@ams.usda.gov; Fax: 202-690-4152

Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	October 1, 2015 – September 30, 2017
Authorized Representative Name:	Tracey Capers
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Recipient Organization Name:	Bedford Stuyvesant Restoration Corporation
Project Title as Stated on Grant Agreement:	Collaborative Promotions and Training for Central Brooklyn Farmers Markets
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15-FMPP-NY-0109

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Year Grant was Awarded:	2015
Project City/State:	Brooklyn, NY
Total Awarded Budget:	99,138

FMPP 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. State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

Goal/Objective 1: *Improve the operations and promotions of Central Brooklyn farmers’ markets through intentional collaboration and networking; identifying and delivering best practice market management tools; developing both shared and customized promotional and consumer education strategies; and identifying opportunities to achieve greater economies of scale.*

a. Progress Made:

Bedford Stuyvesant Restoration Corporation (Restoration), as the lead organization, coordinated with three local partners: Brooklyn Rescue Mission, the Hattie Carthan Community Farmers Market, and the Isabahlia Farmer’s Market, which together operate a combined six farmers’ markets in Central Brooklyn. Specific goals met:

- i. **Collaboration and Coordination:** Partners came together bi-annually to discuss shared goals, objectives and market as well as organizational needs. Throughout the year Restoration met one-on-one with each partner to determine progress as well as address on-going issues. Regular communication among the partners allowed for resource sharing, increased capacity and ability for Restoration to provide as needed technical assistance.
- ii. **Improved Market Operations:** In addition to the increase in sales and foot traffic experienced by each market, operations also improved through support from summer interns placed through Restoration’s youth programming, shared cultural events such as the Farmers Market Author series, nutrition and cooking demonstrations, and shared tracking tools and survey methods.
- iii. **Shared and Customized Promotion:** A two-year Central Brooklyn Farmers’ Market campaign at the onset of the summer farmers’ market season which included bus shelter ads, posters and palm cards in the neighborhoods where the markets operate was well received by the partners and the community at large. The ads were branded and tagged with Restoration’s hashtag #FreshMovesBKNY and social media tags were tracked. Additionally, all of the partners utilized social media to promote their markets and the efforts of the partnerships throughout the community.
- iv. **Achieving Greater Economies of Scale:** Infrastructure funds made available through FMPP grant funds allowed the markets to expand. Hattie Carthan Community Farmers’ Market utilized grant funds to install electricity at the main Saturday garden and farm. This made possible refrigeration, allowing produce to be stored for longer periods, and heating in order to accommodate expanded market hours and dates. Moreover with technical assistance from Restoration, Isabahlia LOEF operated additional garden space at

local public housing and assisted with farm stands for residents. Notably, 2016 was the first year that Isabahlia LOEF's director was able to provide herself with a stipend through the market operations, as well as pay her cooking demonstration staff. These are important steps for each of the markets to scale their operations and achieve sustainability in the years beyond the FMPP grant.

b. Impact on Community:

Market surveys were overwhelmingly positive among the partners. A Marcy Plaza Farmers Market survey found that 42% of participants thought the market was *Very Good*, and another 38% reported it was *Excellent*. Noting a need for fresh food and strengthening of local markets, the NYC Department of Health and Mental Hygiene reached out to Restoration in early 2017 to conduct a feasibility report on a year-round farmers' market in the community. A survey of Central Brooklyn community members found that 89% of community members would be interested in a year-round market if one were available in the community. As a result, in 2017 Isabahlia LOEF will pilot a year-round market based on demand and support from partnerships.

Goal/Objective 2: *Increase sales volume by 20% at farmers' markets in Central Brooklyn by reducing participation barriers for consumers, including lack of knowledge about market locations, hours and EBT eligibility; the need for more culturally relevant products; lack of familiarity with how to use available products; and perceptions about price relative to the benefits of local foods.*

a. Progress Made:

Information was collected from each of the markets with the sales (Cash and EBT/SNAP/Vouchers) and customer traffic during the 2015 farmers' market season recorded to determine a baseline. The goals were calculated based on this baseline and 2016 results have been calculated based upon reporting provided by each partner. The 2017 results will not be available before the grant report deadline. Outcomes are reflected in **Table 1** and **2** below. The six farmers' markets have exceeded their goals with a 104% increase in cash and 29% increase in SNAP/voucher sales, as well as a 180% increase in foot traffic at peak market times.

Promotional materials (bus shelter ads, palm cards and posters) ensured that market locations, hours and accepted forms of payment were included to increase knowledge and decrease barriers of participation. Promotional materials can be seen in the addendum.

Table 1: Sales (2015 Baseline and 2016)

	SALES*		
	2015 Season (Weekly Average)	2016 Season (Weekly Average)	Grant Goal: 20 % Cash / 10 % EBT/Voucher
TOTAL	\$2,240 Cash / \$760 Voucher	\$4,563 Cash / \$980 Vouchers	\$2,688 Cash / \$886 Vouchers

*All totals are self-reported by partners and include revenue from weekly Food Boxes (produce locally grown and sold in weekly shares).

Table 2: Foot Traffic (2015 Baseline and 2016)

	CUSTOMER BASE / FOOT TRAFFIC*		
	2015 Season (Weekly Average)	2016 Season (Weekly Average)	Grant Goal: 20 %
TOTAL	1,275 – 1,600	3,642	1,645 – 1,975

*All totals are self-reported by market staff and vendors. Ranges are indicated when partners rates varied given certain days and times. Vendor fees are not calculated into revenue.

b. Impact on Community:

Collectively the goals for cash sales and customer numbers have been exceeded for the 2016 farmers’ market season, therefore increasing the capital of local farmers and also increasing the amount of fresh food in the community. Nutrition education and cooking demonstrations were offered at the markets as well as signage and displays on how to use available food items and methods of payments accepted for them, improving access and usability for patrons.

Goal/Objective 3: *Increase the number of hyperlocal and regional farmers participating in five Central Brooklyn farmers’ markets, as well as their profitability, by reducing barriers to participation, including knowledge about the Central Brooklyn marketplace; sales volume; management limitations; and other economies of scale. We will maintain a particular focus on connecting farmers of color to our markets.*

a. Progress Made:

Each partner reported their 2015 and 2016 farmer and vendor numbers and the results can be seen in **Table 3**. Each partner increased their farmer numbers by over 18%. Vendor numbers also increased.

The majority of market staff, all farmers, and vendors represented people of color and were reflective of the community they served. Demographic information from Farmer Cooperatives and Wholesale produce were not obtained.

Table 3: Farmer and Vendor Numbers, 2015 and 2016

	FARMERS*		VENDORS	
	2015 Season (Weekly)	2016 Season (Weekly)	2015 Season (Weekly)	2016 Season (Weekly)
TOTAL	85	88 Local (within 150 miles) / 11 -12 Hyper Local Farmers	2 - 6	2-7

*Local farmers are within 150 miles of NYC, Hyper Local are Bed-Stuy/Brownsville Farmers. Farmer cooperative sources from local farmers for wholesale purchase, not all produce from all local farmers are available at the market each week.

b. Impact on Community:

Because of the increases in farmers and vendors, we believe the community had greater access to fresh foods at more competitive prices.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.

- i. Number of direct jobs created: 36 (12 Paid Market Staff / 24 Paid Summer Youth Employment Program Staff)
- ii. Number of jobs retained: 7
- iii. Number of indirect jobs created: 1 (Staff for Isabahlia’s Urban Farm Project at Howard Houses as a result of a \$45,000 NYFPH grant)
- iv. Number of markets expanded: 5
- v. Number of new markets established: 2 (Isabahlia Friday Farmers’ Market and Woodhull Youth Market)
- vi. Market sales increased by \$2,543 on average a week (or by 104% increase in cash and 29% increase in SNAP/Voucher sales).
- vii. Number of farmers/producers that have benefited from the project: 101
 - a. Percent Increase: 18%

3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?

Yes, nutrition education and cooking demonstrations facilitated by the NYC Department of Health and Mental Hygiene were conducted in both Spanish and Bengali, allowing three markets to attract immigrant and refugee populations. Additionally, through existing relationships with Woodhull Medical Center and GrowNYC, a new Farmers' Market was opened in 2017 in a low access point of the neighborhood, increasing the number of markets to 7 among the Farmers' Market Collaborative. This 7th market is operated by GrowNYC but staff is hired through Restoration's youth programming.

4. Discuss your community partnerships.

i. Who are your community partners?

There are four community partner organizations that collectively operate 6 Farmers' Markets in two neighborhoods of Central Brooklyn. Leading the partnership is Bedford Stuyvesant Restoration Corporation (Restoration) – whose mission is to improve the quality of life in Central Brooklyn by fostering economic self-sufficiency, enhancing family stability and growth, promoting the arts and culture, and transforming the neighborhood into a safe, vibrant place to live, work and visit. Farmers' Market partners include the Brooklyn Rescue Mission (BRM) Urban Harvest Center, which is a community based organization whose mission is to develop creative solutions to food justice, community health and the economic challenges in the community. The Hattie Carthan Community Food Project consists of a working traditional community garden, a working herb farm and apothecary, and two community-based farmers' markets in Bedford Stuyvesant. It is one of the oldest and largest agricultural revitalization projects led by people of color and inhabits 3.425 acres of urban land. Lastly, we also partner with the Isabahlia LOEF, an organization whose mission is to strengthen families in the community by instilling meaningful life lessons and providing support groups and services with a particular emphasis on keeping youth out of the criminal justice system. In addition to hosting and managing the Isabahlia Farmers Market on Livonia Avenue, the organization launched its newest Friday Market on Rockaway Ave in 2016. Both markets are located in the Brownsville neighborhood of Brooklyn. Other partners include the NYC Department of Health and Mental Hygiene and GrowNYC who provide nutrition education and wholesale produce, as well as Woodhull Medical Center, the location of our 7th farmers' market that began in 2017.

ii. How have they contributed to the overall results of the FMPP project?

These partners are the backbone of the FMPP project. They operate the local farms and farmers markets that bring fresh food to the community. They recruit volunteers and are a hub of community activity. Restoration leverages its extensive relationships and expertise, providing resources and technical assistance in coordinating market programming so that these partners are able to continue their work into the future.

iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?

At the end of the 2016 market season, the partnership was able to reach their FMPP goals. With deliverables met, the partners are continuing efforts to work together. Next steps include planning for sustainability of efforts, including systems for ongoing marketing, annual programming and farmer recruitment and staffing. At the same time, we are looking at ways to have ongoing relationships with each organization in order to connect other work and strategies around farm-to-institution, good food jobs and economic empowerment.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?

No outside contractors have been used to conduct the work. All deliverables were completed directly by Restoration and the partners.

6. Have you publicized any results yet?*

- i. If yes, how did you publicize the results?
- ii. To whom did you publicize the results?
- iii. How many stakeholders (i.e. people, entities) did you reach?

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

We have not publicized results of these efforts.

7. Have you collected any feedback from your community and additional stakeholders about your work?

- i. If so, how did you collect the information?

Baseline data from each of the partners was collected through an online survey and followed by an in-person meeting. Market reports were submitted electronically by each partner and final results were collected in-person. Additional planning and preparation has been conducted via phone and email, as well as in-person. Customer and vendor questionnaire surveys are regularly collected at each market.

- ii. What feedback was relayed (specific comments)?

In general partners felt that the effort went well. They believed that the support dollars and coordination had a meaningful impact on their work. All the partners have expressed that they're looking forward to ongoing collaboration.

8. Budget Summary:

- i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:

- ii. Did the project generate any income?

- a. If yes, how much was generated and how was it used to further the objectives of the award?

The project did not generate income.

9. Lessons Learned:

- i. Summarize any lessons learned. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).

The importance of collaboration, coordination, and cultivation of opportunities in ensuring sustainability has been central to our work. Through a shared vision, collective promotion, and partnerships we've been able to reach our goals and increase healthy food access in Central Brooklyn. The partnerships have been central to our success. Restoration and partner NYC Department of Health provided funds and nutrition education programming to 3 of the 6 markets. Through a partnership with the Business Improvement District (BID), Restoration has begun conversations for market sustainability within the local business community in hope the BID can operate the Marcy Plaza Farmers' Market in the years ahead.

One additional positive experience was connecting a major community employer and healthcare provider, Woodhull Medical Center, with a citywide farmers' market operator in order to open a 7th market in Central Brooklyn for the 2017 season. The Woodhull Youth Market was staffed by Restoration's Summer Youth Employment Program (SYEP) youth and operated by GrowNYC. The market is an exciting addition to the neighborhood and would not have happened without the partnership development of this grant and the opportunity it gave us to connect with city and state food and health organizations.

A major objective of the grant was to identify regional farmers of color and encourage them to be a part of Central Brooklyn farmers' markets. Although farmers numbers were increased, the explicit goal of identifying and increasing the number of farmers of color in the region was not as easily attained. Through the grant process, we learned that less than 2% of local farmers are of color. For those farmers, access into the city is impeded by barriers around transportation (high costs of tolls and gasoline, as well as parking restrictions) and the need to ensure a certain minimum profit margin. To reach our shared goals, the partnership instead focused on hyper-local farmers and gardeners. Although on a much smaller scale than larger region farms, these farmers did not have to contend with the challenges regional farmers face. Moreover, hyper-local farmers and gardeners had deeper connection to the communities they live in and serve.

ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

While we achieved our goals, we did find that some of the materials we thought we'd need were in fact not necessary to the success of this project. Specifically, we had anticipated utilizing iPads and technology, but soon found these tools were not necessary. There are multiple organizations that provide free hardware and provide reimbursement for associated fees. A larger benefit to the partners was technical assistance and the knowledge to connect to existing resources and programs.

iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:

Throughout the implementation of this project, communication with the partners and the community has been key to our success. We leveraged shared resources and coordinated programming for optimal results. Ongoing communication resulted in the creation of simple uniformed reporting templates and tools. Working together, we were able to expand farm box programs at local early care centers and support expansion and infrastructure projects. Finally, coordinating joint advertising helped us deepen engagement in our targeted communities. Each of these strategies were instrumental to the success of the grant.

10. Future Work:

i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.

Restoration and the partners are committed to ensuring the long-term sustainability of the farmers market partnership. Restoration's Partnership and Engagement Manager is in the process of developing stronger connections with borough-

wide organizations and resources while exploring opportunities to expand the partnership's impact. Marcy Plaza Farmers' Market is currently in discussions with the local Business Improvement District (BID) to explore the opportunity for the BID to be more involved in the operations of the market both as an expert in business development and resources, and also as a means to create opportunities for mutual benefits among local businesses and local and hyper-local farmers. Furthermore, with the addition of the community's 7th farmers' market at Woodhull Medical Center and Isabahlia LOEF's pilot of a year-round market, we are confident that healthy food purchases and consumption are increasing in the community. Over the long term, these will positively impact health disparities in the community.

ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

One major next step moving forward will be using the farmers' market partnership to create opportunities for food and health-related employment. Restoration's Economic Solutions Center provides job development and economic empowerment programming serving 7,500 annually with a focus on the community's low-income residents of color. Our job developers are working to identify and evaluate food jobs and training opportunities that would create a pipeline of healthy food jobs for these residents. Our USDA partners have committed to providing training and internships in support of these activities.