

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

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|--|---|
| Report Date Range: <i>(e.g. October 1, 2016 -September 30, 2017)</i> | 9/30/2016 - 12/31/2017 |
| Date Report Submitted | 02/26/2018 |
| Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i> | 16LFPPMO0046 |
| Recipient Organization Name: | Columbia Center for Urban Agriculture |
| Project Title as Stated on Grant Agreement: | Evaluating the business opportunities for adding a commercial kitchen to the Columbia Farmers Market site |
| Authorized Representative Name: | William Polansky |
| Authorized Representative Phone: | 573-514-4174 |
| Authorized Representative Email: | billyp@columbiaurbanag.org |
| Year Grant was Awarded: | 2016 |
| Amount of Award: | \$29,000 |

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 Columbia Parks & Recreation Department in partnership with several community organizations is updating 13 acres of a central city community park (Clary-Shy Park) to include a demonstration/educational urban farm, farmers market facilities, and community gathering space. This Planning Grant explored the business opportunities and interest in building a commercial kitchen into the facility upgrade to provide service for the farmers who sell at the market, staff educators at the urban farm, and local chefs/caterers. The Planning Grant funded the development of a business plan to help the partners explore how to best utilize the kitchen and developed a financial model/pro forma projections for its operation. The park's upgrade will eventually lead to a food hub for consumer purchasing and hands-on garden education. The addition of a commercial kitchen facility would add significant functionality to both of these food system roles and possibly open other doors not yet foreseen.

2. Please provide the approved project's objectives:

| Objectives | | Completed | |
|-------------------|---|------------------|------------|
| | | Yes | No* |
| 1 | Develop a business model/plan for a potential commercial kitchen space located at the Clary-Shy Park that would add to the functionality of the retail/education food hub. | x | |
| 2 | Conduct roundtable discussions with vendors, caterers, chefs, and health department officials to learn more about the needs of all the parties and develop a stronger working relationship between parties. | x | |

**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 |
|---|---|
| Business Plan Completed | Objective 1 |
| 4 Focus Groups were held: <ul style="list-style-type: none"> • 16 attendees at two value added meetings, one for growers, one for food entrepreneurs | Objective 1 |
| One-on-one interviews were held <ul style="list-style-type: none"> • 3 interviewees for value added • 4 interviewees for catering & mobile food • 6 interviewees for education | Objective 1 |
| 6 Shared use/commercial kitchens were visited and interviews conducted | Objective 1 |
| 5 additional Shared use kitchen managers were interviewed | Objective 1 |
| Roundtable discussions were held with local farmers, caterers, chefs, and the Columbia/Boone County Health Department. | Objective 2 |
| Kala Wekenborg-Tomka of the Columbia/Boone County Health Department came to a Columbia Farmers Market membership meeting. There she discussed food safety regulations with farmers. During the 2017 season the relationship between Columbia Farmers Market and the Columbia/Boone County Health Department has drastically improved from previous years. | Objective 2 |

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) |
|---------------------|---|
| none | |
| | |
| | |

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.

Not applicable, this is a planning project.

| Indicator | Description | Number |
|-----------|--|------------|
| 1. | Total number of consumers, farm and ranch operations, or wholesale buyers reached | N/A |
| 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 | |
| 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 | |
| 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 | |
| 2. | Total number of individuals (culinary professionals, institutional kitchens, entrepreneurs such as kitchen incubators/shared-use kitchens, etc.) reached | N/A |
| 2.a. | The number that gained knowledge on how to access, produce, prepare, and/or preserve locally and regionally produced agricultural products | |
| 2.b. | The number that reported an intention to access, produce, prepare, and/or preserve locally and regionally produced agricultural products | |
| 2.c. | The number that reported supplementing their diets with locally and regionally produced agricultural products that they produced, prepared, preserved, and/or obtained | |

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

Not applicable, this is a planning project.

| 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 | |
| | 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.

Not applicable, except for 3-e, as this is a planning project

| 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 |
| 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 | 50 attendees |
| 2. | Number of those individuals who reported increasing their food safety skills and knowledge | 41% (11 of 27 surveyed) |
| 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: Develop a feasible business plan for a commercial kitchen that can be used for educational and entrepreneurial purposes.

- Involve public and private stakeholders in business plan development.
 - Our goal was 20, and we reached 65 different stakeholders, exceeding that goal.
- Upon completion of the business plan the findings will be integrated into the master plan for the park's redevelopment.
 - The business plan the findings have been integrated into the park's master operations/business plan.
- Number of sectors represented in the advisory board
 - Our goal was 5 and we had 5 sectors involved
 - Non-Profit
 - City Government
 - Farmer
 - Public School
 - Public Health
- Number of certified kitchens visited as a part of the business plan's development.
 - Our goal was to visit 3 kitchens, and we visited 6 kitchens as a part of the business plan's development, exceeding our goal.
- Number of organizations who endorse the plan.

- Our goal was for 5 organizations to endorse the plan and 5 endorsed the plan: Columbia Center for Urban Agriculture, Columbia Farmers Market, Columbia/Boone County Health Department, Columbia Parks and Recreation, Columbia Public Schools.
6. Discuss your community partnerships (include applicant staff and external partners).
 - i. Who were your community partners?
 - a. Aqualine Communications was hired to develop the business model/plan for the potential commercial kitchen space. Columbia Center for Urban Agriculture and Columbia Farmers Market were the main staff points of contact for the project. We were able to recruit a committee to oversee the work of Aqualine Communications, the committee was made up of the following organizations: Columbia/Boone County Health Department, Columbia Parks and Recreation, Columbia Public Schools, Honey Creek Farm, and a dietitian. Aqualine met with 16 individuals/businesses interested in using the kitchen for value-added or entrepreneurial products, 6 individuals representing catering businesses, and 8 individuals interested in using the space for teaching.
 - b. Approximately 50 Columbia Farmers Market vendors attended a meeting to ask questions and provide feedback to the Columbia/Boone County Health Department on local food regulations.
 - ii. How did they contribute to the overall results of the FMLFPP project?
 - a. Interviews were conducted one-on-one with 7 stakeholders, three focus groups were held and 5 Advisory Board Meetings were held. The report was created on the information provided by the community partners.
 - b. Aqualine has finalized the business plan which has been reviewed and approved by the advisory board.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMLFPP grant?
 - a. We now have information to begin the architectural design process on the kitchen building. Throughout this process and as programs are developed we will continue to consult with and involve everyone who contributed to this business plan.
 - b. The relationship between the health department and local producers has improved.
 - iv. What feedback have the partners provided (specific comments) about the results of the project?
 - a. See Attached "Integrated Focus Groups' Results"
 7. How do you plan to publicize the results?
 - i. To whom (i.e. people, entities) do you plan to publicize the project results?
 - a. In the short term, the business plan will be shared with funders to solicit capital funds to build the kitchen. Once the kitchen is built, the plan will be used to solicit grant funds for operational costs. The plan will be used internally to inform future budgets and operations in the kitchen.
 - ii. When do you plan to publicize the results?
 - a. As we connect with donors and investors into the kitchen this plan will be shared to jumpstart the development of the space.
 8. Have you collected any feedback from your community and additional stakeholders about your work? Yes

- i. If so, how did you collect the information?
 - a. 3 focus groups were held, each with its own focus: value-added/entrepreneurial, catering, and cooking education. 5 Advisory Board Meetings were held. In addition to the focus groups, interviews were conducted with the City/County Health Department about their perception of community needs and building codes, and with the City of Columbia’s Parks and Recreation Department who will operate the event space in the same building and participate in governance. In addition, two entrepreneur/small business service entities were interviewed and contributed to overall knowledge of kitchen start-ups, as well as engaging interested members from their organizations in the focus groups. And, the Columbia Farmers Market Manager shared her insight into the growth of the market, the intentions of its vendors, as well as vendor demographics, which contributed to future kitchen-use predictions. Visits and interviews with other commercial kitchen facilities were conducted within the community and outside of the region to gather input on their operations, successes, challenges, space layout, user-mix, governance and fees.
 - b. Visits and interviews within the community: a personal chef’s catering kitchen; a currently unused institutional kitchen; a mobile food operator’s kitchen; a non-commercial kitchen located within Extension offices used for basic kitchen skill classes; Lincoln University’s Extension shared-use rental kitchen; a restaurant/bakery kitchen; and, a research kitchen at University of Missouri.
 - c. Visits and interviews outside the immediate community: a rental kitchen operated on the grounds of a Farmers Market; a rental shared-use kitchen operated on County Fairgrounds through Extension; a teaching kitchen that also serves as a restaurant kitchen and rental kitchen associated with an incubator facility; a Food Hub rental kitchen that serves value-added and community users; and, a demonstration kitchen housed in a local health food store.
 - d. Information collected to date was presented to the Advisory Board, and that board provided feedback and direction.
- ii. What feedback was relayed (specific comments)?
 - a. Advisory board members have provided feedback and asked questions which have developed the plan.

9. Budget Summary:

- i. As part of the LFPP 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: **Yes** No
- ii. Did the project generate any income? Yes **No**
 - a. If yes, \$_____generated and how was it used to further the objectives of this project? N/A
- iii. In the table below include the total amount of **federal funds spent** during the grant performance period (**Do not** include matching or in-kind contributions):

| Categories | Amount Approved in Budget | Actual Federal Expenditures (Federal |
|--------------|---------------------------|--------------------------------------|
| Personnel: | \$4,500 | \$4,500 |
| Fringe: | | |
| Contractual: | \$24,500 | \$24,500 |
| Equipment: | | |
| Travel: | | |
| Supplies: | | |

| | | |
|-----------------|----------|----------|
| Other: | | |
| Indirect Costs: | | |
| TOTAL: | \$29,000 | \$29,000 |

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

| Categories | Match Approved in Budget | Actual Match Expenditures |
|-----------------|--------------------------|---------------------------|
| Personnel: | | |
| Fringe: | \$1,019.25 | \$1,363.51 |
| Contractual: | | |
| Equipment: | | |
| Travel: | | |
| Supplies: | | |
| Other: | \$5,540 | \$5,643.75 |
| Indirect Costs: | \$3,475.93 | \$3,036.36 |
| TOTAL: | \$10,035.18 | \$10,043.62 |

10. 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).
 - a. We focused on three main users for the kitchen space, each of the user groups demonstrated an unmet need that a community kitchen could fulfill. The differing needs of these users was sometimes in conflict when it came to designing the space. Although in the end, the preliminary sketch of the space adequately met all needs. As a result this kitchen will be limited in its ability to serve large-scale food entrepreneurs, and would have to be a “stepping stone” to producers who grow beyond a certain size.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: N/A
- 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:
 - a. Working with a contractor to conduct the needs assessment and business plan development was good because it meant that this temporary planning process did not take too much staff time away from our ongoing programs.
- iv. Discuss if and how the result of this project can be adapted to other regions, communities, and/or agricultural systems.
 - a. Absolutely, many communities across the country have urban agriculture organizations, farmers markets, city parks departments, and city health departments. What is unique about our project is that these groups were already working together to build an agriculture park, and the kitchen is a component of this larger project.

11. Future Work:

- i. How will you continue the work of this project beyond this grant? In other words, how will you implement 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.
 - a. We plan on building the kitchen and implementing programs in the kitchen per

- the plan.
- 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?
 - a. The next steps are to contract with an architecture firm to create construction documents, fundraise for the kitchen, fundraise for the kitchen's capital costs, fundraise for the kitchen's programming, and implement the business plan.