

**Local Food Promotion Program (LFPP)
Final Performance Report**

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market 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 LFPP 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 your assigned grant specialist to avoid delays:

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

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

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2015 – September 29, 2017
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Recipient Organization Name:	The Food Project
Project Title as Stated on Grant Agreement:	Dudley Grows: Community Food Enterprise
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15-LFPP-MA-0099
Year Grant was Awarded:	2015
Project City/State:	Boston, MA
Total Awarded Budget:	\$87,723

LFPP 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: _____

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP 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.

- i. Goal/Objective 1: To establish a wholesaling operation out of the existing Davey’s Market in Dudley.

a. Progress Made:

Dudley Grows is a vibrant neighborhood collaborative facilitated by The Food Project and longtime partner, the Dudley Street Neighborhood Initiative (DSNI). In 2015, the collaborative completed a year-long planning process—including surveying Dudley residents and holding community meetings—that culminated in establishing an action-plan for creating a neighborhood food system defined by and accountable to residents, and responsive to their needs and values. Residents identified that they wanted a food system that captures community wealth, conserves vacant land for food production, increases local, fresh food in cornerstores and restaurants, and expands access to fresh produce for all.

In pursuit of this end, this first stage of the project involved establishing a locally-owned wholesale supplier of locally-grown fresh, lightly processed, and prepared foods that would supply locally-owned cornerstores with high quality food sourced from local farms. This route was chosen because The Food Project had already built a strong relationship with the potential owner – Ana Fidalgo – who The Food Project was already supplying with fresh produce for her restaurant (Nos Casa) and cornerstore (Davey’s Market). Since we had established that there was genuine interest from residents in purchasing more locally-grown produce, the supply-side element was thought to be the first element required in creating a chain from locally-grown produce to locally-owned cornerstores; The Food Project would act as the initial supplier with supply being transferred to local commercial farms once the model proved successful.

Ana Fidalgo, with support from The Food Project, opened “Fidalgo’s Wholesale Multiservice” in June 2016 and, as of July 2017, is a legal entity (separate from Fidalgo’s other businesses). The Food Project guaranteed Fidalgo all the produce she would require, assisted her in attaining grant money for a walk-in cooler (for opening in 2016) and freezer (January 2017), and worked alongside a DSNI staff member—with Spanish speaking ability and deep neighborhood connections—to engage local businesses as potential customers. As of September 2017, “Fidalgo’s Wholesale Multiservice” is still in business and looking forward to the 2018 with promise.

b. Impact on Community:

The existence of the wholesaler demonstrates real promise as a means to connect locally-owned businesses with a supply of locally-sourced food in a neighborhood in which business is conducted on the basis of meaningful, personal relationships grounded in shared visions for their community and ethnic groups. The Food Project, along with Fidalgo, have experienced an incredible groundswell of interest from all cornerstores in Dudley, along with others outside the immediate neighborhood and from restaurants and other institutions. However, there have been significant roadblocks to turning this interest into contracts and regular purchases. The Food Project is still the primary conduit between a source of fresh produce and sales to cornerstores. Late in 2017, with the legal incorporation of the

wholesaler and a renewed commitment to the project, Fidalgo, with the support of The Food Project, has formulated a business plan that we hope can satisfy potential cornerstore customers and result in growth of Fidalgo's into a viable entity.

- ii. Goal/Objective 2: To supply produce for wholesale from The Food Project's Boston and Lincoln farms, ultimately expanding to other commercial growers in New England.

- a. Progress Made:

The Food Project have successfully shifted institutional resources to support the project, planting acres of land dedicated to supplying the supply-chain with culturally relevant crops such as couasa squash, Tongue of Fire beans, and habanero peppers, along with staples such as carrots, collard greens, and winter squash. The Food Project supplied \$7,370 worth of produce in 2016 and \$4,648 in 2017 although not all of this went through the wholesaler for reasons already specified. The Food Project operates two acres of land in the Dudley neighborhood along with a 10,000 square foot greenhouse—food grown there is supplemented by a 31-acre production farm in Lincoln, MA. There has been no expansion to other commercial growers as insufficient demand (of a consistent, reliable nature) has been reached to make produce supply from commercial farms a viable project to undertake.

- b. Impact on Community:

The Food Project, as a non-profit, can insert food into the supply-chain at below wholesale price, as a catalyst for generating the demand, researching viable price points, and demonstrating a workable model for commercial farms. A key success of this project has been the formulation and refinement of a wholesale price list for Fidalgo's over the two growing seasons. Determining price points for consumers, for local retailers, for wholesalers, and for farms, in low-income communities without sufficient access to quality fresh produce, is very valuable and is a premise for any future success with a similar supply-chain project.

One additional impact concerned unanticipated demand from local restaurants for regular and reliable sources of quality, hard to find, culturally relevant, produce. For example, The Food Project sold directly to Singh's Roti and Alex's Ugly Sauce after designating significant land for the production of habanero peppers. The Food Project is able to identify relevant produce for the area through connections to local gardeners and through sales at our Dudley Town Common Farmers Market, the only non-cornerstore source of fresh produce in the neighborhood.

- iii. Goal/Objective 3: To supply produce for light processing and preparation from The Food Project's Boston and Lincoln farms, ultimately expanding to other commercial growers in New England.

- a. Progress Made:

The planned pilot of a lightly processed food line was cancelled in 2016 due to a state-wide drought resulting in the killing of the crops required (collards and cabbage). This pilot envisioned using The Food Project's produce for processing by Commonwealth Kitchen—a non-profit food processing facility—for distribution through Fidalgo's. Late in the 2016 season, The Food Project trialed roasting and freezing 4,000 pounds of butternut squash to be purchased directly from The Food Project by local institutions—this would then demonstrate a proof of concept to Fidalgo's. This trial was a success: ABCD Headstart

centers in the area purchased all 4,000 pounds, impressing Commonwealth Kitchen who were concerned that the price point for locally grown produce, along with the time it would take peel/seed/cube it, would not be financially viable. There was no further movement towards this goal in 2017.

b. Impact on Community:

The failure to achieve this goal primarily results from the stalling on progress further down the line: without the wholesale business in full operation—and that being our primary goal—the next step of adding lightly processed/prepared goods to the supply chain was not an appropriate use of time or resources once the initial pilot had to be cancelled. However, Fidalgo, in her restaurant Nos Casa, did trial her own prepared food sales made with fresh produce and sales were robust enough for her to recommend returning to designing a pilot in future seasons.

- iv. Goal/Objective 4: To support two local retailers with wholesale produce and ensure robust sales with marketing displays and customer outreach.

a. Progress Made:

In 2016, only one cornerstore—Fidalgo’s Davey’s Market—was supplied with produce. This was a great success: youth from The Food Project’s leadership development program marketed that produce, displayed it attractively, and created awareness through talking to residents at our weekly farmers market. A number of cornerstores over the 2016/17 winter break—Brothers Market, Ruiz’s Market, Liriano’s Market, and Brown’s in particular—demonstrated significant interest although problems with the wholesale business, such as the lack of a coherent business plan, prevented season long commitments from everyone except Ruiz in the 2017 season.

For the 2017 season, The Food Project created a unified design for the Dudley Grows initiative that resulted in labels and tags for produce that illuminated their “Dudley Grown” background for customers. The Food Project employed a neighborhood resident—Estela Rosario—to reach out to almost 30 potential retailers in time for the 2017 season. This led to three retailers conducting robust sales of wholesale produce in 2017: Davey’s, Ruiz’s, and Alves Market. This did, however, begin late in the season due to Fidalgo’s delay in developing a business plan, being in reliable contact with customers, and ensuring prompt delivery. With Fidalgo not coming through on certain proposals for customers in a timely fashion, this led to unhappy customers and a lack of progress in terms of sales in 2017.

More positively, and most recently, The Food Project attempted, in collaboration with DSNI, an “Eat Dudley Grown Produce” drive at a recent Multicultural Festival in the neighborhood. The Food Project supplied produce to local restaurants to highlight meals using those ingredients, and our youth engaged in outreach to residents, letting them know where they could source Dudley-grown produce. The Food Project are better prepared to conduct a more comprehensive marketing campaign in 2018, with assurance of Fidalgo’s cooperation in driving the project.

b. Impact on Community:

The increased sales of locally-grown fresh produce reflects a genuine swell in enthusiasm for fresh food purchases in the neighborhood. This is demonstrated by record sales at our Dudley farmers market this season (\$16,000 worth of produce sold compared to \$14,000 for the previous three seasons; 56 percent

were SNAP-sales compared to an average of 40 percent previously). It is also demonstrated by the increased number of cornerstores requesting supply from Fidalgo's. Indeed, two cornerstores—Ruiz's and Brother's—have refurbished and installed new infrastructure with the intent to store and display fresh produce from Fidalgo's consistently in 2018.

Ruiz's Market responded to an RFP that The Food Project sent to three cornerstores—Brown's, Davey's, and Ruiz—inviting them to apply for the use of a cooler (sourced from this grant) for fresh food storage and display. Brown's decided instead to do a full renovation, like Brother's. The RFP requires the store purchase a minimum \$150 a week from Fidalgo's, that the cooler be used only for fresh produce or prepared food using locally grown produce, and that The Food Project assist the store with display. Upon installation, Ruiz said "I think this will work! People in the neighborhood love high quality produce, and knowing that we can refer people who usually go to the Dudley [farmers] market to us makes me confident". The Food Project is also confident that 2018 will see a steep increase in the number of cornerstores selling fresh produce sold by Fidalgo's, as Fidalgo's finally completes business planning and stores complete their refurbishments.

- v. Goal/Objective 5: To retain wealth and economic development of this project within the Dudley neighborhood.

- a. Progress Made

The difficulty in sustaining the viability of the wholesale supplier with only Dudley-based outlets meant that The Food Project quickly evolved this goal in letter, if not spirit – restaurants outside of the Dudley area presented an opportunity for a more diversified and reliable portfolio of customers for Fidalgo's and The Food Project—and local residents through the Dudley Grows steering committee—saw no reason to deny this given the end was also to support a locally-owned business that would be integral to ensuring wealth remained in the Dudley neighborhood from farm to retailer.

- b. Impact on Community:

This objective is rooted in the fact that our work is resident-defined and resident-led. The Dudley Grows steering committee approved this amendment because the work remained a means to a locally owned supply-chain for fresh produce ending with more cornerstores offering fresh produce at affordable prices. In addition, one new job has been directly created in the neighborhood (at Fidalgo's) and expect more jobs to be created at cornerstores currently expanding.

- 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: 2 – new employee for Fidalgo's responsible for managing the store room and other assorted tasks; Estela Rosario on contract from The Food Project to engage in customer outreach for Fidalgo's.
 - ii. Number of jobs retained: 1 – Ana Fidalgo, owner of the wholesaler
 - iii. Number of indirect jobs created: although a specific number cannot be identified, the building of additional infrastructure at local cornerstores in anticipation of more demand for fresh food may create new jobs and at the least will retain those in existence.

- iv. Number of markets expanded: 2 – The resident market for locally-grown fresh produce in the Dudley neighborhood, and the restaurant and institutional market for fresh produce.
- v. Number of new markets established: 1 –Fidalgo’s represents the beginning of a brand new market for wholesale locally-grown produce in Boston.
- vi. Market sales increased by \$12,018 and increased by n/a% (new market)
- vii. Number of farmers/producers that have benefited from the project: all local farmers have benefitted from the wholesale pricing structure that was developed.
 - a. Percent Increase: n/a

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?

The Food Project knows—given its extensive research into the Dudley residents’ vision for the food system—that residents want to purchase fresh food at locally-owned businesses. The task we continue to face is how to mobilize that latent desire, to break habits, and make it financially viable for low-income residents to purchase fresh food at cornerstores committing to offering that food. The Food Project attempts to mobilize residents through our comprehensive programming in the neighborhood including building gardens, supporting gardeners and building a gardener network with our greenhouse as the hub, conducting a SNAP-accessible farmers market, and enabling youth outreach. Residents who feel part of a community are more likely to support initiatives such as supplying more locally-grown produce to locally-owned cornerstores. One element of this activity is being expanded this year: “Eat Well” workshops that assist residents in utilizing fresh food in culturally appropriate, nutritious, and delicious recipes at low cost. These are often delivered by local restaurants that are supplied by Fidalgo’s, in conjunction with youth from The Food Project.

The other customer base that was developed was that of local restaurants and institutions. Institutions included a local community center, a Salvation Army site that offers catering/culinary training programs; cooperative living programs; Headstart centers; and soup kitchens. These customers are essential to Fidalgo’s long-term economic viability: institutions and restaurants use fresh produce daily and at consistent, bulk levels.

4. Discuss your community partnerships.
- i. Who are your community partners?
 - ii. How have they contributed to the overall results of the LFPP project?
 - iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this LFPP grant?

The Dudley Real Food Hub—a partnership between The Food Project, DSNI, and Alternatives for Community & Environment—facilitated crafting the community food system vision that was the prompt for this project. DSNI have helped Fidalgo’s with business planning, and cornerstores with financing options for refurbishment and permitting for expansion. Over the next year, DSNI will be at the forefront of the construction of a new commercial building which will include a space for at least one new business selling fresh local produce. DSNI organized the Multicultural Event at which locally-grown produce was highlighted and remain an integral partner in Dudley Grows initiatives. Beyond the supply-chain project, we are working together to improve food in all schools in the Dudley neighborhood. The Food Project also leases the greenhouse from DSNI.

5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?

Yes – Estela Rosario, a local resident of Dudley, was contracted by The Food Project after the 2016 season to work with Fidalgo’s on reaching out to the numerous cornerstores provisionally interested in sourcing produce from Fidalgo’s in the 2017 season. Rosario was hired because of her networks in the neighborhood—particularly with the significant Dominican and Cape Verdean communities—and her experience in, and enthusiasm for, marketing and outreach. Rosario was an essential source of feedback for The Food Project, alerting us to cultural reasons for cornerstore reticence to establish long-term contracts with Fidalgo’s and presenting the conditions upon which the project could succeed in future seasons. Many of the “lessons learned” below flow directly from Rosario’s feedback.

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).

The Food Project publicizes ongoing Dudley Grows activities through the Dudley Grows Facebook page, flyers distributed in the neighborhood and at our farmers market, on our own website and social media outlets, quarterly print newsletters and monthly e-newsletters, and, most effectively, through word-of-mouth. The resident-led Dudley Grows steering committee is intimately involved with our work and spread news and updates through informal neighborhood networks (including those facilitated by The Food Project such as the 700 strong gardener network). The Food Project’s Dudley Grows Facebook page has grown from 284 to 601 likes during the grant period.

The Food Project is also intimately involved with city-level and state-level local food planning processes at which results have been reported. James Harrison, executive director, sits on the board of the Massachusetts Food System Collaborative, and Sutton Kiplinger, Greater Boston regional director, sits on the Boston Food Access Council that reports to the Mayor’s Office of Boston.

7. Have you collected any feedback from your community and additional stakeholders about your work?
- i. If so, how did you collect the information?
- ii. What feedback was relayed (specific comments)?

The Food Project meets with the resident-led Dudley Grows steering committee quarterly, and our partner on this work, the Dudley Street Neighborhood Initiative (DSNI), monthly. This network provided The Food Project with support and enthusiasm for the project while being trenchant and constructive in critique. It is through this network that we uncovered reasons for businesses being reticent to supply fresh food, and for customers to purchase fresh food. The Food Project meets with Ana Fidalgo and Estela Rosario regularly for updates on the wholesale business and could convey this feedback and work to address the issues promptly. The closeness of our relationships to all stakeholders is essential to our flexibility as we move forward with Dudley Grows.

8. 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:
- 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?

Yes - \$12,018 from sales of produce to Fidalgo's (and direct to cornerstores and institutions in 2016). The income was used to fund The Food Project's operation of the two acres of farmland in the Dudley neighborhood that supplies the majority of the produce for this project (The Food Project's 31-acre farm in Lincoln, MA, provides any additional food necessary).

The final SF-425 has already been submitted.

9. Lessons Learned:

- i. Summarize any lessons learned. Draw from 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).
 - ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving.
 - 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:
- Plan to address the tension of businesses unwilling to supply fresh food without proof of resident interest, and resident interest not being forthcoming unless quality, well-stocked and -stored, convenient and affordable options are available.

The only way to solve the tension is to a) display proof of concept on a small scale to a small (even just one) number of businesses and b) to introduce non-financial factors into business decision making: e.g. helping realize a community vision. The Food Project found it necessary to contract Estela Rosario to push non-financial factors, utilize her extensive connections and relationships to encourage business owners to take the plunge in committing to the project (including Fidalgo). Rosario helps cornerstores visualize what the community is asking for, to make a commitment to providing it, and to celebrate their involvement in improving the health and well-being of their community. Rosario also provided practical support to Ruiz Market in initiating change, for instance, encouraging them to take wilted produce off the shelves and showing them how to use wilted produce to make vegetable pastelitos that can then be sold. It is unlikely they would have the motivation to do this unprompted. These sort of interventions will be necessary to get the project off the ground.

- Without full control of the project, be prepared to be patient.

This project hinged a lot on the activity of the owner of Fidalgo's. There was little The Food Project could do about her priorities and her timeframe. As such, those attempting a similar project will have to expect to use additional resources to maintain the project over a timeframe they cannot control. Consider: for the project to succeed, a number of businesses had to come together, at the same time, in advance of particular dates (the start of the growing season), each year; those businesses were in turn reliant on waiting for financing and construction. Ultimately, it is a risky and long-term endeavor to

change eating habits without significant subsidy and businesses will protect their bottom line first and foremost. The Food Project has the ability to be patient because of our diversified portfolio of projects and our status in the neighborhood as a trustworthy long-term partner to residents and businesses. We had the luxury to not have to risk those relationships by forcing activity because of funding requirements and the like. Any other organization attempting this must also have this luxury.

In addition, it was exceptionally difficult to attain commitments in the winter for the following growing season with the absence of fresh produce actually in front of the eyes of potential retailers— it is simply not in their culture to purchase like that. The response was largely: “when we see the produce, we will buy it.” This creates a delay, that is, cornerstores would essentially have to undertake a late season trial (when produce is in front of them) before considering commitment in advance of a growing season. For most of our cornerstores, 2018 would inevitably be the first full season that they would consider whereas we initially planned for the second (2017) season.

- Be flexible – and have the resources available to change course.

The 2016 opening was later than planned and as such Fidalgo’s had to cope with a truncated season and potential cornerstores, who did not have the infrastructure to store and display fresh food, had not planned for such purchases and were unconvinced of sufficient resident demand at a profitable price point. The ability of The Food Project to assist Fidalgo’s in reaching out to restaurants and institutions instead resulted in a welcome and unexpected success: a financial anchor for the wholesaler because those customers can mark-up higher; restaurants and institutions contributed the majority of sales in the 2016 season. This is an inherently experimental model and, as such, the ability to change course to learn new lessons and adjust to delays and failures is essential.

- Recognize and accept that the price points—for farmer, through wholesaler, to cornerstore— will not be viable without subsidy.
- Detailed research into pricing is integral.

The Food Project spent significant time researching prices for each stage of the supply-chain. The inevitable conclusion is that residents of a low-income community cannot purchase locally-grown produce at prices that make the businesses in the supply-chain viable. This is an inevitable consequence of the inequity in the food system. As such, this project will be successful only by leveraging government subsidy and/or philanthropic dollars at the consumer end. Massachusetts instituted the Healthy Incentives Program in 2017, matching SNAP-purchases of locally-grown food at farmers markets \$1 for \$1 up to \$80 a month depending on household size. This has seen an incredible rise in purchases of fresh, locally-grown food at farmers markets in low-income communities and we believe a similar model is required for a locally-owned supply chain project to succeed.

- Don’t attempt the project without extant relationships and trust within the community.

Finally, any attempt to change the eating and purchasing habits of a community must begin with trusting relationships with residents and other local community organizations, built over time. The challenges to making this project work demonstrate how hard this endeavor is even in spite of The Food Project’s embeddedness in the community; without those relationships we would have learned very little and made no progress. Residents must shape the project—residents know best how to design solutions for their community and the buy-in necessary for behavior change requires their investment in

the vision and the work attempted.

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.
- 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?

The Food Project will continue the project and we expect 2018 to be the year in which a lot of the previous work will come together in a major leap forward, for reasons already detailed: Ruiz, Brothers, Alvez's, and Davey's Markets will have already undertaken successful trials, built necessary infrastructure, and be ready to commit to a full season of supply next season. Fidalgo's has established a business plan and The Food Project is ready to pass on to Fidalgo's the full administration of supply to cornerstores. With these elements in place, The Food Project and DSNI can commit to extensive marketing and flyering alongside promotion events designed to catalyze turning latent resident demand for purchasing locally-grown fresh food into actual behavioral change. A successful 2018 will see The Food Project return to some dormant projects such as the line of prepared and lightly processed foods using produce sourced from local farms. We conservatively estimate that Fidalgo's will break even in 2018 and sell \$15,000 to cornerstores and restaurants in the Dudley neighborhood.

The key element that The Food Project needs to work on is how to leverage government subsidy to ensure price points through the supply chain are viable long-term—especially if local, commercial farms are to take over supply. The Food Project, on the back of the success of the Healthy Incentives Program, have signed on as a partner in the Boston Office of Food Access's application with the USDA for a SNAP-matching initiative in cornerstores; the plan would be for The Food Project to pilot the initiative in Dudley cornerstores—we have been integral to the development of electronic SNAP-matching schemes since 2005. If this does not transpire, we will source funding for our own SNAP-matching pilot as we believe this is one of the last pieces of the puzzle. Anyone attempting a similar project in the future will have to address the affordability question; The Food Project will continue to experiment.