

**Farmers Market Promotion Program (FMPP)
Final 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:	September 30, 2014 –September 29, 2016
Authorized Representative Name:	Barbara Eller
Authorized Representative Phone:	218-839-4489
Authorized Representative Email:	info@FarmMarketCafe.com
Recipient Organization Name:	Farm Market Café, LLC
Project Title as Stated on Grant Agreement:	All Season Farmers' Market
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	14-FMPPX-MN-0092
Year Grant was Awarded:	2014
Project City/State:	Onamia, MN
Total Awarded Budget:	\$16,007

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: _____

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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.

i. Goal/Objective 1: Provide consumers a year-round venue for purchasing locally grown/raised agricultural products in order to increase consumption and provide an increased market for producers.

a. Progress Made: The All Season Farmers Market buys direct from producers, holds/processes, and markets or uses locally grown agricultural products throughout the year. Our operations goal is zero waste. To accomplish this we purchased and installed a walk-in freezer and cooler, expanding cold storage from 54 cubic feet to 512 cubic feet. We installed an additional 47 cubic feet of cold retail display and 14 cubic feet of root crop and fruit storage.

b. Impact on Community: We expanded the opportunity for current Producer sales from one-4 hour period/week May-October only to 50 hours/week year-round. The All Season Farmers’ Market expands the time available for marketing and increases access for consumers without requiring the producer’s physical presence, yet promotes the seasonal farmers’ market Producers and their farms via product branding. We also extend the access to local produce via processing and storage to the winter months. Baseline market sales of local farm produce in the two years prior: \$40,200. Market sales during the grant period: \$42,750, a gain of 6%. However, we saw the most gain in restaurant sales or the value-added part of the business, baseline \$158,100 (2012-2014) to \$180,470 (2014-2016), a gain of 14%. Food purchases, approximately 80% from our local farmers, totaled \$60,900 (2012-2014) and \$67,000 (2014-2016), a gain of 10%. These gains are impressive given that the local economy, highly dependent on tourist traffic, has been hit hard by declining tourism dollars over the past 3 years. We have been able to maintain and actually grow the local food economy despite this.

ii. Goal/Objective 2: Educate area producers on Good Agricultural Practices and Food Safety in order to increase participation in direct marketing to include sales to the All Season Farmers’ Market.

a. Progress Made: We accomplished this by establishing and communicating requirements for Good Agricultural Practices (GAP) and on-farm food safety for the All Season Farmers’ Market as well as other direct marketing efforts. In addition, we hosted and provided local outreach for the University of Minnesota Local Food College webinars which included content on Good Agricultural Practices and Food Safety. Although the central viewing of the webinars was not well attended (3-5 participants per episode), it is not known

how many producers viewed them from home. Written and verbal instructions for GAP and Food Safety are provided to our local farm suppliers, total of 12 small farmers and foragers.

b. Impact on Community: We were able to expedite our Farmers' ability to meet Minnesota's new Cottage Food Laws and provide needed education for wholesale of their products to us as well as other institutions. During the grant period we added 5 additional producers to include local winter aquaponics. Our Farm suppliers benefited from the access to the University of Minnesota Extension 'Local Foods College' which is a series of webinars on small farming. This opened additional resources for business planning, farm food safety, and marketing. With our guidance on safely bringing fresh produce and meats to the Cafe, our small biodiverse farmers are able to more effectively market their products to other institutions as well as direct from the farm or at the seasonal farmers' markets.

iii. Goal/Objective 3: Educate consumers on healthy seasonal eating of local produce in order to increase consumption. We accomplished this by providing Healthy Seasonal Eating Events in partnership with the University of MN Extension.

a. Progress Made: We held a series of three Healthy Seasonal Eating Events/classes in partnership with the University of MN SNAP educator. This provided hands-on experience in preparing fall, winter, and spring local produce for primarily low income members of our community. 10-15 participants per class provided outstanding evaluations and stated intention to use local produce in home cooking after the classes.

b. Impact on Community: We retained approximately 50% of the participants as customers for the All Season Farmers' Market, the Café, and/or the local seasonal Farmers' Market. In addition, it paved the way for our Chef to continue to teach Healthy Eating & Cooking Classes at the Onamia Public School.

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, 2014). Include further explanation if necessary.

- i. Number of direct jobs created: 1 Manager of the All Season Farmers' Market and High Tunnel Production
- ii. Number of jobs retained: 6 Chef, cooks, and wait staff for the Café & All Season Farmers' Market
- iii. Number of indirect jobs created: 2 Chef/Instructor for local school cooking classes and the University of MN Extension SNAP Educator
- iv. Number of markets expanded: 2 Our All Season Farmers' Market and the local seasonal Onamia Area Farmers' Market
- v. Number of new markets established: 1 Our All Season Farmers' Market
- vi. Market sales increased by \$2550 and increased by 6% during the grant. However, we saw the most gain in restaurant sales or the value-added part of the business, baseline \$158,100 (2012-2014) to \$180,470 (2014-2016), a gain of 14%. Food purchases,

approximately 80% from our local farmers, totaled \$60,900 (2012-2014) and \$67,000 (2014-2016), a gain of 10%.

- vii. Number of farmers/producers that have benefited from the project: 12
 - a. Percent Increase: 50%

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? Our Seasonal Eating Events funded by the grant brought primarily low income families into the Cafe for hands-on cooking demonstrations of the use of fresh produce in season. 10-15 participants per class provided excellent evaluations with the most encouraging comment, "Yes, I will use the recipes and ideas in my life". Participants helped with the recipes, then enjoyed eating or taking the made-from-scratch food home to share. Low income as well as our seasonal visitors now have daily access to fresh produce and grass-fed meats retailed or provided on the menu at the Farm Market Cafe. In addition, we grow a significant portion of our seasonal greens within our urban garden and high tunnel and are able to provide reasonable pricing or provide excess to our local food shelf. We also promote the local weekly seasonal farmers market which is able to provide the EBT and Market Bucks service to their customers and is now co-located with the local food shelf. We also participate as donors or workers in the local free community dinners, Harvest of the Earth, provided by local churches. This reaches our elderly population with fresh, made-from-scratch meals and brings them to the Cafe as well. An added benefit of our urban garden and our newly expanded cold storage is the increased visibility of healthy food options within our community and the demonstration of growing techniques in your own backyard right in town.

4. Discuss your community partnerships.
 - i. Who are your community partners? University of MN Extension, Central Sustainable Regional Development Partnership, , the North Central Economic Development Association, the Sustainable Farming Association, the Statewide Health Improvement Program (Pine, Isanti, Chisago, Kanabec, and Mille Lacs counties), East Central Food Access Network, Minnesota Farmers' Union, Twin Cities Public Television, Lake Country Journal, Mille Lacs Messenger, Onamia Community Education and Onamia Public Schools, Onamia Area Civic Association, Holy Cross Parish and Community Center, Catholic Charities, Family Pathways Food Shelf.

 - ii. How have they contributed to the overall results of the FMPP project? All have increased awareness and visibility of the health benefits of locally grown foods and how to access them. They provide a rich network of individuals that provide the best word-of-mouth marketing for matching consumer needs with local Farmers. All provide valuable promotion and communication about local food system development and access to healthy foods throughout the region.

 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant? The University of MN SNAP Educator continues to work with our Chef on Cooking Classes at our local school. Children are shown how to use or preserve and cook with fresh local produce and even how to make bread with Minnesota flours and grains. The Grant Manager will continue to work with the Central Regional Sustainable Development Partnership and the East Central Food Access Network to increase local and regional production and consumption of fresh produce

and meats. The Minnesota Farmers' Union and their Minnesota Cooks Program will continue to engage consumers across the Midwest as they showcase Farmer-Chef partners across Minnesota. The Farm Market Café is featured in the 2017 Minnesota Cooks calendar, the Passport to Local Foods, and participated in Minnesota Cooks Day at the State Fair. In addition, the Farmers Union is our voice at the Minnesota Legislature and link to the National Farmers Union for our voices at the Federal level. In addition, we were featured on the Fall 2016 Farm Fresh Road Trip aired by Twin Cities Public Television and available on their website for streaming. . <http://www.tpt.org/farm-fresh-road-trip/> Human interest stories provided by the Lake Country Journal and the Millelacs Messenger showed greater than 1000% return on investment which was time rather than cash. They are a lucrative and inexpensive marketing tool bring consumers together with farmers.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? We used local refrigeration specialists and electricians to install our increased cold storage capabilities.
6. Have you publicized any results yet?* Yes
 - i. If yes, how did you publicize the results? Marketing of our endeavor focused on social media and word-of-mouth. Budget realignments required by cold storage costs limited newspaper advertising, however, the latter again demonstrated a lack of return on investment so was abandoned without regret. We did include targeted advertising at our own expense via cinema on the Mille Lacs Band of Ojibwa Reservation which over the course of the grant has brought only about 10 folks from that area. The highest return on investment is from Farmer and community networking and human interest marketing to include our association with the Minnesota Farmers Union, their Minnesota Cooks Program, Twin Cities Public TV's Farm Fresh Road Trip, the Lake Country Journal, and the Mille Lacs Messenger. These networks have not only brought increased business to us, but also increase the visibility of healthy local food and sustainable agriculture across the region.
 - ii. To whom did you publicize the results? We boosted social media adds to The Farm Market Cafe's areas of interest: It is within a 50 mile radius with a population of approximately 27,000, median household income \$49,400. However, our local community of the Mille Lacs Lake Area includes Isle, Vineland, and Onamia who have a higher percentage of poor, elderly, and American Indians. In the Onamia School District, 66% of students qualify for free or reduced-price lunch and in the Isle Schools 41% qualify reflecting the marginal income of young families in this area. The population of the Mille Lacs Lake area is also older with 15.8% of Mille Lacs County residents and 14.7% of neighboring Kanabec County also 65 or older. The mean income of this age group in this area is \$39,560. Our area of interest also includes seasonal visitors from the regional corridors of Minnesota including the Twin Cities metropolitan area, the Brainerd Lakes region, and the Grand Rapids area. Mean household income of these travelers is \$67,480 which provides the boost in seasonal income needed by all businesses in the Mille Lacs Lake area.
 - iii. How many stakeholders (i.e. people, entities) did you reach? All of our partners plus social media followers and targeted populations. See <http://www.facebook.com/FarmMarketCafe>

*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).

7. Have you collected any feedback from your community and additional stakeholders about your work?
 - i. If so, how did you collect the information? Facebook, Yelp, and Google Reviews
 - ii. What feedback was relayed (specific comments)? Detailed evaluations of our Consumer Education classes were provided in Interim Reports #1 and #2, however, most important participants pledged increased use of local fresh produce either purchased from us or from the local seasonal farmers' market or direct from our farmers.

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: (Previously submitted)
 - ii. Did the project generate any income? Yes
If yes, how much was generated and how was it used to further the objectives of the award? \$39,548 in All Season Farmers' Market Sales were generated over the course of the grant (2014-2016). Use of funds: Food purchases 30%, Payroll 34%, Rent 10%, Utilities 7%, 3% each Advertising, Insurance, Phone & Computer, Merchant Service Fees, Other Expenses (Repairs, Supplies, License), 4% debt repayment. (100%)

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). "All Season Farmers' Market" expanded the services of the Farm Market Café, LLC, a producer and community owned company, and opened additional marketing opportunities for our local Farmers. The Market is located in the same facility as the established local foods Cafe allowing customers to view and take home the fresh produce and meats found also on the menu. The goals of this project included providing our customers with a year-round venue for locally grown/raised agricultural products, educating our customers on healthy seasonal eating thereby increasing the consumption and production of locally grown/raised agricultural products. We partnered with the University of MN Extension to provide Farmer education on Good Agricultural Practices and Food Safety and to provide consumer education on healthy seasonal eating. We expanded cold storage, processing, and retail display of fresh produce and local meats. Our targeted use of social media, farm and local community networks were the primary marketing tools. We increased the fresh produce market for area producers from 4hrs/week at the local farmers market to 54 hrs/week in the All Season Farmers' Market. We also increased the ability to store locally raised meats as well as frozen produce in our expanded freezer storage. Although Market sales increased over the grant time period, we saw most impressive gains in the value-added local food sales of the restaurant. This, added to improved cold storage, allows us to purchase additional meats and fresh produce from our local farmers which added \$67,000 to the local economy over the two year grant period. The increased business also contributed \$98,000 to wages for our local employees.

- ii. Hands-on cooking demonstrations with tasting/eating of the products and sharing of ideas provide participants an engaging multi-sensory learning experience. Our participants became frequent customers of the Farm Market Café, the seasonal Onamia Area Farmers' Market, and/or their own backyard gardens. All of our education events will include this hands-on, multi-sensory approach. Because of our partnership with the University of Minnesota Extension, our Chef continues to participate in 'Cooking Matters' classes for students at the Onamia Public School. Additional cooking classes with our Chef include partnership with the local school, Catholic Charities, and local churches. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: We did not achieve our goal of an increase in All Season Farmers' Market sales to 50% of our total food income which means we are not eligible to be a retail participant in the SNAP/EBT Program. USDA should give thought to how our model of combined value-added and retail local agricultural products can fit in the SNAP/EBT Program. Perhaps an exception to this restrictive rule is required for local food enterprises. The Onamia Area Farmers' Market which is the seasonal 4 hr/week open-air market did see a marked increase in EBT sales and Market Bucks participation. However, our part in this was indeterminate and more due to relocating the market adjacent to the local food shelf and the manager there encouraging folks to use EBT and Market Bucks benefits as they were using the food shelf.
- iii. The Project Manager is also a Farmer who has been direct marketing or selling produce and meats to institutions for 20 years. This experience is invaluable in communicating GAP and Food Safety to our Farm providers. There is now a wealth of information available on-line or via formal classes, however, boots-on-the-ground is most respected by fellow farmers. Our Chef is knowledgeable about food quality and safety and provides immediate feedback to farmers on the quality of their products as they are delivered.
- iv. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project: The Project Manager acted as contractor for the purchase and installation of all cold storage equipment which saved dollars, however, cost overruns for the walk-in freezer and cooler required assistance from our partners, the Statewide Health Improvement Program. Without their help, we would not have been able to complete equipment purchases and installation. Factors unique to our site included an outside installation and the need to run power to the unit overhead rather than direct. Also, grant monies became available late in the season for Minnesota and winter install complicated weather proofing of the walk-in unit. The use of previously owned equipment saved significant dollars, yet provided some additional challenges for installation. Lessons learned: Get accurate estimates on all equipment and all installation costs. Plan for weather delays for outside work. Know your partners or have back-up funding plans for cost over-runs.
- v.

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. We will continue to work to expand All Season Farmers' Market Sales toward our original goal of 50% of all food sales in order to qualify as a retailer for the Supplemental Nutrition Assistance Program. The expansion of the Café which is the value-added part of the business will, however, continue to drive Market sales in the near future. We are expanding this part of the business to Catering which will directly impact our local Farm suppliers. The producer education component of this grant is now sustainable via our usual business practices and a wealth of information available on-line. The Minnesota Department of Agriculture and the University of Minnesota Extension provide excellent resources for all aspects of Farm and retail food safety requirements. Resources: <http://www.mda.state.mn.us/food/safety/shell-eggs-sale.aspx>; http://www.agmrc.org/media/cms/NCSUBeefHandbook_0510_ECD46F82E2D00.pdf; <http://www.mda.state.mn.us/food/safety/~media/Files/food/foodsafety/poultrysales.ashx>; <http://safety.cfans.umn.edu/http://www.mda.state.mn.us/food/safety/~media/Files/food/foodsafety/poultrysales.ashx>

- ii. The consumer education component of this grant is now sustainable through our community partners.
- iii. 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?-- It is apparent that a feasibility study to determine the economic viability of a Local Food Hub and its relationship to surrounding Hubs and/or the centralized food distributors is needed in East Central Minnesota. --USDA should take note of this model and the potential to allow retail EBT capability for such enterprises even if market sales do not reach 50% of total food sales.



Locally raised branded meats for retail sale. We now have ability to store frozen meats from the twice/year harvest typical in our area.



Fresh greens and vegetables, free-range eggs, grass-fed beef, pastured poultry, organic cheese, organic grains and flours available on the menu and now in our All Season Farmers' Market.



Fresh greens in the Minnesota Winter are possible with our local aquaponics farmers.