

Farmers Market Promotion Program
Final Performance Report
For the Period of September 30, 2015 – September 29, 2017

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Recipient Name: **Urban Tree Connection**
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Goals and Objectives

Objective 1

Offer training and technical assistance to community members running an existing grassroots farmers market near our main urban farm site.

Objective 2

Launch two additional small farmers markets at First African Presbyterian Church and Columbia North Branch of the Philadelphia Area YMCA

Objective 3

Provide equipment to help the markets operate effectively.

Objective 4

Build a cadre of community members capable of advising other residents interested in launching new farmers markets

Objective 5:

Develop a handbook to assist in the ongoing operation of local community farmers markets.

Objective 6:

Educate neighborhood residents about the presence and benefits of the community-run farmers markets.

Objective 7

Run regular "pop-up" demonstration markets at one additional location, with the goal of laying the groundwork for another future community market

Objective 8

Recruit a range of local and regional farms and food producers to sell their wares at these markets, giving them new outlets for distributing their products directly to consumers.

Activities:

Objective 1

Offer training and technical assistance to community members running an existing grassroots farmers market near our main urban farm site.

In April 2016, Nykisha Madison, UTC's Community Markets Manager held our first orientation and training for our three new farm stand managers, their three backup managers, youth assistants and volunteers. All of the new hires, as well as Nykisha, and volunteers were residents of the community they serve through this project. This training covered almost everything needed to manage a successful farm stand from how to pitch a farmer's market tent, to customer relations, handling and accounting for money, recording data, maintaining professionalism, and other best practices for farm stand management.

Additionally, each week, Nykisha conducted an on-site review of the produce list while educating our farm stand managers about the uses and benefits of the products offered so that they may, in turn, educate their customers and answer their questions.

Our managers rotated through the different responsibilities of the business, such as managing sales and vendor logs, and learning how to integrate Philly Food Bucks, FMNP vouchers and EBT payments into their receipts, and learning how subsidized payments work.

Nykisha made sure the farm stand managers knew where our seasonal and local produce was sourced from, its benefits, and why this is important information to be shared with customers.

Over the winter of 2016-2017, Nykisha organized and reviewed 2016 Market data, and in April 2017, she led her team of farm stand managers in assessing the 2016 season. She then used that information to guide them through a SWOT (strengths, weaknesses, opportunities and threats) analysis of each market site, which they utilized to brainstorm on how to better organize, streamline systems, advertise, collect data, enhance their markets, and how to network to identify and take advantage of professional development opportunities for themselves and their customers in 2017.

Team objectives for 2017 formulated at that meeting (most of which were successfully executed over 2017 season) include:

- ▶ A training workshop for farm stand managers on May 2nd, 2017, at the Stephen Klein Center YMCA, North Philadelphia. This free training was conducted by our veteran UTC stand managers and Teen Apprentices for local farmers interested in starting or running their own markets more effectively, and community members as well as youth interested in volunteering at the farm stands.
- ▶ Draft a new calendar maximizing market times and dates based on last season's experience, customer feedback, and in coordination with UTC's farming Staff
- ▶ Develop an improved outreach and marketing strategy, and engage neighborhood youth to participate in our trainings and technical instruction.
- ▶ Implement a better and easier system for recording and tracking data and market records.
- ▶ Re-connect with additional local growers engaged over the winter to sell their produce at our markets in order to offer our community more varieties and options from which to choose.
- ▶ Finalize the draft of our newly developed training manual.
- ▶ Coordinate more Healthy Cooking Demonstrations concurrent with our markets, making ingredients available which can then be purchased using subsidized payment methods.
- ▶ Honor several requests from other local establishments to hold pop-up markets at their locations, with the possibility of converting them into permanent seasonal market sites.

Nykisha also made the stand managers aware of local opportunities for personal/professional development, as well as opportunities to advocate in collaboration with other organizations for food, land and economic justice. UTC also informed its community network of these opportunities, and many of its staff, Neighborhood Foods Coop members, UTC Teen Apprentices and neighbors have actively participated in them. For instance, UTC’s Neighborhood Foods Co-op participated in PACA’s 20- 20 initiative, a 6-month, community-based study group, committed to reading 20 books as a basis to research and discuss cooperative businesses in the U.S, particularly within the African American community. Eight consistent and active participants were involved in this workshop series, exploring topics such as visioning, coop principles, group dynamics, conflict management, decision making models, etc.

Objective 2

Launch two additional small farmers markets at First African Presbyterian Church and Columbia North Branch of the Philadelphia Area YMCA (Please see attached photos).

In addition to our original farm stand managed by members of the Neighborhood Foods Co-op, we have created several new markets in North and West Philadelphia, including at the originally proposed First African Presbyterian Church, and Stephen Klein Center of the Philadelphia Area YMCA. The data and narrative for these markets, using the May – October 2015 market season as the baseline (prior to the FMPP grant period) are as follows:

Neighborhood Foods Co-op Farmer’s Market ▶ 608 North 53rd Street, Philadelphia PA 19131

Season:	2015	2016	2017
Weeks at Market:	28	29	25
Market Frequency:	Weekly	Weekly	Weekly
Farm stand managers:	4	4	3
Customers:	137	247	257
Transactions:	600	675	399
EBT Sales:	188.00	175.00	152.57
FMNP:	750.00	540.00	445.00
Philly Food Bucks:	45.00	308.00	128.00
Credit/Debit:	29.00	24.00	135.00
Cash:	2784.00	3026.50	1648.00
Total Sales:	3886.80	4073.50	2508.57

This market is our original market which was established in 2010 when our farm was first built. It has become a focal point and hub of activity around fresh produce distribution in the Haddington neighborhood as well as health & nutrition education and information. There are also growing spaces in our nearby farm for residents to grow their own food; UTC farmers are available to mentor and support them with information and resources.

This neighborhood benefits from two other food distribution sources new to this area; a church across the street is offering free food, as well as the nearby Shepard Recreation Center, (also the site of our most successful popup market), both of which operate on the same day/time as our farm market. We are pleased for the success and additional food access opportunities that these venues offered in the Haddington neighborhood, as they freed up some of our staff and resources for expansion and growth in other venues. This farm stand had to be ended early this year (October 28) due to an infestation of harlequin bugs at Neighborhood Foods farm that ravaged our brassicas. Their numbers were the result of the warm 2016-2017 winter which allowed many more of them to survive the winter into this growing season than we’ve ever experienced. Yet, the numbers shown here confirm that this market still distributed a healthy bounty of produce in 2017, partly by sourcing locally.

Neighborhood Foods Co-op, (NFC) was formed to be the community voice in the management of the farm, its markets, and its community outreach and activities. NFC currently meets monthly, and has 26 members which have taken advantage of several workshops and other learning opportunities to understand the many aspects of forming an entity and managing a business, as mentioned in Objective 1 above. Information for this market is included to provide a more complete picture of our efforts as a whole.

First African Presbyterian Church Farmers Market ▶ 4159 West Girard Avenue, Philadelphia PA 19104

Season:	2015	2016	2017
Weeks at Market:	0	14	3
Market Frequency:		Twice a month	Pop up
Farm stand managers:		3	2
Customers:		45	28
Transactions:		128	28
EBT Sales:		193.75	145.25
FMNP:		25.00	30.00
Philly Food Bucks:		30.00	62.00
Credit/Debit:		12.98	10.00
Cash:		505.95	81.90
Total Sales:		767.68	329.15

This market did not exist in 2015 and was added as an objective of this grant. UTC had participated in UPenn’s United Community Clinic based at the church since 2013 in partnership with the church and the free clinic, offering the patients free dishes prepared with our garden produce along with recipe cards, and developing a micro-farm and community garden on the church grounds. Our aim was to connect clinic patients to fresh produce as a way to address diet-related illnesses such as hypertension, diabetes and heart disease which is the main focus of the clinic. Customers without health insurance came to us from the free clinic, but as the Affordable Care Act allowed more of the patients to be covered by Medicaid, they no longer needed the free clinic. This was an amazing blessing for those customers which we didn’t anticipate. Also, when we committed to this site, we weren’t aware that many of the residences in the area are in fact, shelters, some of which require their clients to surrender their subsidized funds, and some provided food prepared by the facility, therefore clients could not take advantage of this market. It is also important to note that UTC donates its overflow produce to members of this community through the church.

After assessing our markets at the end of 2016, we determined that this market should be transitioned into a pop up market, and divert staff to the West Philly YMCA, which had been upgraded from a popup to a regular market due to a steadily growing customer base and growing demand / request for more frequent markets.

It should be noted that we have two established gardens adjacent to the church; one that we operate to supplement our farm production, and a community garden on Girard Avenue, dubbed “Girarden” by its 27 very actively involved gardeners who have built a rainwater collection system and an African keyhole garden on the site to augment their food production efforts. They have become energetic advocates for their right to access fresh, life-affirming, health-promoting, locally-grown produce, and promote the assertion that their community doesn’t have to settle for anything less for themselves and their children.

Stephen Klein Center North Philadelphia YMCA ▶ 2144 Cecil B. Moore Avenue, Philadelphia, PA 19121

Season:	2015	2016	2017
Weeks at Market:	0	14	11
Market Frequency:		Twice a month	Twice a month
Farm stand managers:		5	5
Customers:		60-75	184
Transactions:		529	272
EBT Sales:		572.50	490.85
FMNP:		440.00	410.00
Philly Food Bucks:		418.00	124.00
Credit/Debit:		232.00	120.35
Cash:		1133.50	786.55
Total Sales:		2796.00	1931.75

This market became one of our highest revenue generating markets, mainly because it is located in an area of high foot traffic, we have organizational support from the YMCA, it enjoys considerable community involvement and had become an expectation and priority for residents in that area.

A few bullets about the Stephen Klein Center site:

- The Klein Center is the site of our most active farmers market volunteer base
- The demand for the North Philadelphia CSAs originated from this market
- We’ve established a strong and regular base of target customers, with substantial use of EBT cards, Philly Food Bucks and FMNP vouchers.
- A senior center recently opened very near this center, increasing the use of FMNP vouchers.

The partnerships that formed here were remarkable. We enjoyed a strong collaboration with this North Philly YMCA and its highly motivated staff. Our 2016 market coincided with their regular nutrition education & cooking class, sponsored by The Food Trust, which helped to reinforce UTC’s market, The Food Trust’s cooking classes, and the YMCA. We also distributed Philly Food Bucks for attending the cooking classes, which could then be used at our market just outside the facility. The cooking instructor also used our produce in her classes. Unfortunately, we were unaware that The Food Trust cooking instructor would be required to teach at different facility for the 2017 season, and we had to close this market a month earlier than last year due to staffing and production issues so our numbers fell off quite a bit, but our 2016 experience makes us confident that replacing the cooking class and hiring a skilled farmer would boost our production, outreach and participation efforts for 2018.

West Philadelphia YMCA ▶ 52nd & Chestnut Streets, Philadelphia, PA 19139

Season:	2015	2016	2017
Weeks at Market:	7	11	11
Market Frequency:	Popup	Once a month	Twice a month
Farm stand managers:	varied	2	2
Customers:	50-60	94	94
Transactions:	275	255	255
EBT Sales:	185.11	97.50	97.50
FMNP:	355.50	520.00	520.00
Philly Food Bucks:	28.00	16.00	16.00
Credit/Debit:	221.50	84.00	84.00
Cash:	669.40	762.82	762.82
Total Sales:	1459.01	1480.32	1480.32

The data for 2015 combined all popup markets, including those from the wealthier neighborhoods, into one data set, and West Philadelphia YMCA was then a popup market. Although the West Philadelphia YMCA was the most successful of the popups, the 2015 numbers are much higher than the actuals for this site, and does not serve well as a baseline for 2016 and 2017.

Overall, this market surpassed our performance expectations, and our customers are demanding more of a market presence at this site. We’ve also built a strong alliance with this YMCA. For these reasons, we took a more active role here, upgrading the West Philly YMCA site from a pop-up market in 2015, to a monthly market in 2016, and in 2017, we made it a regular market, doubling our presence to twice a month. Due to the location and timing of this market, it is also where we serve a good number of seniors, many of which live in nearby independent living facilities. Consequently, most of our FMNP vouchers have been honored at this site, and the number of FMNP sales increased significantly. Because this YMCA is located in the heart of the very popular 52nd Street business district, there is also ample foot traffic in this location, and this community is requesting weekly markets, which we will pursue for 2018.

North Philadelphia CSAs (2) ▶ 1800 Van Pelt Street and Ridge Avenue, Philadelphia, PA 19121

Season:	2015	2016	2017
Weeks at Market:	24	14	21
Market Frequency:	Popup	Monthly	2x month
Farm stand managers:	3	5	5
Customers:	41	21+	16+
Transactions:	208	192	131
EBT Sales:	90.00	491.00	474.00
FMNP:	250.00	175.00	100.00
Philly Food Bucks:	0.00	82.00	82.00
Credit/Debit:	0.00	19.50	120.49
Cash:	1230.00	1036.50	349.25
Total Sales:	1570.00	1804.00	1125.74

CSA shares at this market sold for \$5 per week. The number of Customers in the chart above show the number of CSA share holders, with a plus sign (+) indicating that the CSA managers sold produce to non-share holding customers as well. Since this was originally an effort to distribute perishable overflow produce, and because the CSAs were managed by unpaid volunteers who were providing a valuable service to UTC, we did not require CSA managers to maintain customer data.

Mini Market CSA ▶ 1800 Van Pelt Street

In 2016, Urban Tree Connection needed to find a way to distribute its perishable overflow produce. At the same time, Ngaio Tamar, a resident who purchased our produce from our Stephen Klein Center North Philly YMCA, requested that we run what was essentially a modified CSA concept for low-income clients in her neighborhood. She helped to coordinate the CSA initiative and ultimately manage it independently, from recruiting her neighbors, to keeping records, taking orders, collecting payments, and deliveries.

Mini Market ▶ Ridge Avenue

Ike Franks, a community gardener and one of Ngaio’s customers, was interested in learning more about running a CSA for his neighborhood on Ridge Avenue. Nykisha connected him with Ngaio, which prompted the creation of his own CSA. After working with Ngaio and Nykisha for a while, Ike began to work independently, managing his CSA and providing produce from his own garden. In late 2016, the Ridge Avenue Mini Market was turned over to Mr. Franks (and we ceased including his sales in our data) which he ran independently until 2017, when he was offered use of a sizeable piece of land for farming by a community organization located in another part of the city. We are proud to report that Mr. Franks has since become a full-time farmer and produce vendor, modelling his business after the CSA he learned to create and manage during his time with our market community.

Overall, we don’t consider the decline in sales due to the loss of Mr. Franks market a deficit, since his markets continue to distribute produce in alignment with our mission and goals of getting fresh produce onto the tables of residents with little or no access otherwise.

One last note regarding our CSAs. CSA participants are like family to our organization and to each other. While supporting our markets, those sites have become hubs of friendship, networking activity and information. CSA managers and community members, educators and leaders have deepened relationships among themselves; they cook for each other, share recipes, and strategically find ways to collectively pool their resources to help more members of the community who lack access to healthy food. This year, we were able to accept Philly Food Bucks and help provide incentives for SNAP customers to purchase more veggies at our CSAs.

Objective 3

Provide equipment to help the markets operate effectively.

In April 2016, UTC made the bulk of its supplies and equipment purchases. Over the next year, we purchased additional tables, coolers, cash boxes, tablecloths, produce bins, Community Market Handbook materials and printing, as well as other PR/Marketing materials which included signage and UTC shopping bags, brochures, business cards, and flyers.

Some of these numbers have changed from the original budget due to evolving needs and finding better deals than when the items were initially priced, (i.e. 5 cash boxes instead of 4), but the category totals are consistent with our budget.

Equipment		
4 Tents	16 Weights	8 Sand bags
9 Coolers	10 Tables	17 Tablecloths
3 Scales	5 Cash Boxes	27 Produce Bins
3 additional scale chargers		
Marketing Materials		
2 Signs - Large	75 Handbooks	UTC Shopping Bags:
2 Sign Holders	7500 Flyers	150 Tote Bags
1000 Door Hangers	1500 Business Cards	700 Paper Bags
150 Brochures	4 Business Card Holders	5 Cotton Large Totes for transport
4 Brochure Holders	2 Self Inking Stamps	
	100 Urban Tree Connection Engraved Pens	

Objective 4

Build a cadre of community members capable of advising other residents interested in launching new farmers markets

In 2010, Urban Tree Connection gained Conservatorship over a ¼ acre property and built our central production farm, nestled in the center of a city block, and ringed by the residences of community members. We called it Neighborhood Foods Farm, and enlisted a group of neighborhood leaders and block captains to be our steering committee for its management, programming and community activities. This group recruited other neighbors and formed Neighborhood Foods Co-op, currently 26 strong, and serving the surrounding neighbors, and members of our market community in other neighborhoods as well. This cadre has been around since 2010 and is currently working hard to create a business entity which would represent the community and culture.

Over the 2016-17 market season, our market team enthusiastically immersed themselves in learning not just how to be proficient farm stand managers, but to make their market stand a platform from which to launch a wealth of activities from taking advantage of and sharing numerous and diverse personal development opportunities, to researching business models, understanding subsidized food access and the role the USDA plays in promoting food access and justice through their various programs, and disseminating that information and those tools to their community. They've made it their business to understand basic nutrition and how locally sourced food, its freshness, quality and growing methods relate to their body's ability to perform optimally, to fend off disease and heal itself, and how to address the social and political dynamics that affect a person's ability to access fresh, healthful, good quality food. They also organize events such as the annual Harvest Party that have become neighborhood traditions which bond families of neighbors and recruit residents.

Civic responsibility and social advocacy, especially around food access and land use has always been part of our trainings. This approach has attracted like-minded, enthusiastic, and self-motivated Market managers and market community who have all been joined in purpose, instrumental in catalyzing action, and disseminating life-affirming information, education and opportunities for personal and community growth, and who have all been principal contributors to the success of our markets.

Objective 5:

Develop a handbook to assist in the ongoing operation of local community farmers markets.

Nykisha Madison, our Markets Manager, drafted the handbook utilizing materials from a variety of sources including our own internal notes taken by the former market manager, and materials from Farm to City and Penn State Extension over the winter of 2016-17, and was supported by our director in the editing process. The handbook was finalized with feedback from stand managers at the spring training in 2017, and 75 finished handbooks were printed in 2017 to be used in 2018 trainings and beyond. The product is a handbook that is customized, community-based, accessible to anyone, and an easy toolkit/reference for community members who wish to nurture their neighborhood by bringing good produce to them where they live.

Objective 6:

Educate neighborhood residents about the presence and benefits of the community-run farmers markets.

Presence: We have done extensive outreach: our Teen Apprentices distributed flyers to homes, businesses, libraries, other community organizations and passers-by for several square blocks surrounding the farm stands. Our farm stands have been promoted by the YMCAs, The Food Trust listed us in their roster of markets accepting Philly Food Bucks in their city-wide brochures. Our marketing materials were available at the free United Community Clinic at African Presbyterian Church. Also, each farm stand is supplied with post cards (funded by FMPP grant) which list that market’s operating hours. All UTC materials mentioned that EBT cards, FMNP Vouchers and Philly Food Bucks would be accepted at our stands.

Learning about the benefits of the community-run farmers markets is incorporated into all UTC community markets, classes and trainings. It addresses food access from ownership of the problems and solutions, business practices, local employment, growing one’s own food, health & nutrition, healthful food choices and cooking, identifying and utilizing partners and local experts, forming a civic association and advocacy. To advance this effort, we created an accessible, easy to follow Handbook, and invite volunteers and workshare hands to our central production farm and farm stands for hands-on experience, education and support.

Objective 7

Run regular "pop-up" demonstration markets at one additional location, with the goal of laying the groundwork for another future community market

Popup Markets ▶ Various Philadelphia Locations

Season:	2015	2016	2017
Weeks at Market:	17	9
Market Frequency:	popup	Popup
Farm stand managers:	varied	varied
Customers:	260	Incomplete
Transactions:	619	151
EBT Sales:	317.25	52.25
FMNP:	340.00	390.00
Philly Food Bucks:	30.00	386.00
Credit/Debit:	327.25	64.95
Cash:	2993.40	582.61
Total Sales:	4007.90	1475.81

Our Popup market data is irregular as they involve moving targets and partners with challenges.

The data for 2015 combined all popup markets, including those from the wealthier neighborhoods, into one data set. This data set included the West Philadelphia YMCA which is no longer a popup market. 2015 Data is included here, but is not a good baseline for 2016-2017 popup market data. There is no data for 2016 because the West Philly YMCA was transitioned into a regular monthly market; its data and narrative appears under its own heading earlier in this report. Another smaller popup market at the Stephen Smith Apartments occurred in 2016 netting just over \$100.

One of our regular market sites (First African Presbyterian Church) has been re-assigned to this category due to low sales performance. The information and data for this site was provided earlier in this report under its own heading.

Updates for the remaining Popup sites:

Stephen Smith Tower Apartments Independent Living Center

This popup market was enthusiastically received in the closing days of the 2016 season by the residents of Stephen Smith Tower Apartments. We fully intended to return in 2017, but although numerous attempts had been made to connect with their new Community Coordinator, communication with her could not be established and we were unable to launch there in 2017. We will try to re-establish this market in 2018.

Malcom X Park Super Farm Stand with SWWAG (SouthWest and West Agricultural Group)

This popup market could not be coordinated in 2017 for the Malcolm X Park location due to the busyness of the season. Instead, we coordinated with SWAAG to participate and plan the annual Youth Growers Market with youth serving, urban ag organizations across the city. The market was held at Rittenhouse Square; all of our markets were fully operated by our young people, selling the produce they have been growing over the season. Located in one of Philadelphia's most wealthy neighborhoods, customers there find it gratifying to support our grassroots organizations, and it afforded our teens the opportunity to test and hone their entrepreneurial skills with their peers in a new environment with seasoned entrepreneurs, farmers, and a diverse customer base. The young people utilized their collective earnings (UTC youth raised around \$200) to travel to the Rooted in Communities Youth Summit, a national food justice conference held in Greensboro, North Carolina.

Island Natural Hair Design

Island Natural Hair Design was a CSA dropoff point with the potential to become a popup market. The owner was very interested in hosting popup markets in front of her salon in 2017, but was consumed with her business this year. She has expressed a strong interest in pursuing this possibly again next year.

Shepard Recreational Center

Shepard Recreational Center Popup market was our most successful popup market of 2017. It is located in our Neighborhood Foods Farm neighborhood, and some of our Teen Apprentices worked this market and included a seed keeping demonstration. Through this venue, we connected with so many different members in our community and engendered in them an awareness of our farm and farm market nearby. This market was conceived by State Representative Morgan Cephas, with the goal of reaching community elders. We were of interest to her because of our capacity to accept FMNP vouchers and our experience in serving this vulnerable population. This market event was supported by Mill Creek Farm, Vetri Community Partnership, The Food Trust and Philadelphia Center For Aging.

We also donated food weekly to Community Solutions CDC who distributes free food at Shepard to community residents. UTC will accept Shepard's invitation to turn this popup into a regular market in 2018.

Objective 8

Recruit a range of local and regional farms and food producers to sell their wares at these markets, giving them new outlets for distributing their products directly to consumers.

We have established very good relationships with 8 local growers whose produce aligns with our concept that the food be grown locally, and that the growers primarily use organic growing methods.

Only when necessary, we also purchase some produce, and value-added products such as honey and jams from the Common Market, a source that may stock produce which is not necessarily local, but our customers are informed of this. We've also invited growers from the SWWAG partnership to sell their produce and value-added products at any of our stands in the future.

Accomplishments:

Accomplishments: Our trainings

Through our trainings, we have created a group of dedicated stand managers committed to serving their community, and well-versed on the produce they offer in terms of product sourcing, growing methods used and health and nutrition benefits, as well as market business and operational practices.

Our stand managers were hired from our community, and our volunteers were recruited from the community as well, therefore we consider them members of the community which has been impacted. Each member of this group has been learning and teaching each other strategies for community outreach and engagement, and creating opportunities for neighbors to engage one another in new ways. They have bonded over collective problem solving and visioning for their community and culture as a whole, assuming leadership roles and taking responsibility for “fixing the broken food system” and addressing the health issues prevalent in their communities.

But the impacts have gone beyond what we’d hoped to accomplish. We have maximized our impact by sharing our knowledge and enthusiasm with our customers, and making most of our in-house trainings available to the community-at-large while keeping them posted on other workshops and events available. We have inspired and encouraged our neighbors to pursue any ideas they may have for community development, future visioning, exploration of cooperative economics, and encouraging and supporting businesses that meet a community need.

Another major outcome is that we’ve created self-replicating leaders and educators. Since our trainings for community members emphasize leadership development as independent stand managers, those stand managers in turn, were equipped to train new volunteers and teen apprentices to operate farm stands and disseminate information, developing more new leaders. This process of leaders developing new leaders has proven to not only be successful to our training efforts, but also very effective in Building Community.

Below are some of the trainings, most sponsored by UTC, in which our farm stand managers and wider UTC market community have participated:

- ▶ Farmers Market Orientation and Training, (for UTC/NF stand managers): 13 attendees
- ▶ Farmers Market Orientation and Training, (for UTC/NF farmers): 5 attendees
- ▶ Soil Safety & Land Access class: 12 attendees
- ▶ Black Urban Growers Conference 3 UTC Staff, 5 community members
- ▶ Food for Change movie screening: 5 attendees
- ▶ Trellising class: 13 attendees
- ▶ 20 Book Club (Co-op studies), 2x/month from September 2016 – March 2017: 8 attendees
- ▶ Ralston Community Center: Food choices & Preparation (for seniors aged 50+)
- ▶ Farmers Market Orientation and Training, (conducted by UTC Stand Managers for interested Community): 18 attendees
- ▶ POWER: Funding the Vision: 6 attendees
- ▶ Monthly community workshops (topics ranging from gardening to cooking/nutrition and healthful lifestyles)

Accomplishments: Our Markets

For data, please refer to data under the *Objective 2* heading under Activities.

- ▶ Most of our markets meet a consistent, reliable, expectation from residents of our service neighborhoods for their markets to provide fresh, high quality produce. Most are located where there are very limited options for any produce, and no options for quality, fresh produce. Many of our residents are elderly, or have limited physical mobility and quite often don't leave their block. They readily utilize FMNP vouchers at our markets to help offset their costs. Having fresh, subsidized produce available where they live is a major life-enhancing asset for them, and the fact that their own fellow community members (our stand managers) are meeting this need is an extraordinary victory.
- ▶ We've been able to maximize our efforts to provide produce in low-income neighborhoods by having been granted the ability to accept EBT cards, Farmers Market Nutrition Program (FMNP) vouchers and Philly Food Bucks, enhancing access to our already discounted, priced-for-the-neighborhood produce. In some sites, EBT sales were down, but FMNP and Food Bucks sales rose.
- ▶ Our markets have evolved into hubs where residents gather to access fresh produce, to learn about local food sourcing, to sample unfamiliar produce, to share recipes and learn more about the nutritional qualities of our produce, meet the farmers who grow their food and learn about the sustainable growing practices they/we use. Our markets have attracted many residents interested in their local food system, and inspired some to visit and volunteer at Neighborhood Foods farm.
- ▶ Another triumph is that many customers choose to purchase our produce despite our market being located next to fast food and convenience stores such as McDonalds, Taco Bell, KFC and several other similar eating establishments.
- ▶ Our partnerships with other local institutions like the YMCAs and recreational centers who share a common mission to promote health and wellness have benefitted in terms of foot traffic, awareness and participation, and we have cemented those relationships which we hope will continue to grow and precipitate new ways to build and strengthen our communities.
- ▶ Ngaio and Ike, two community members that didn't know each other are now running their own CSAs. Ike's CSA is now completely independent of UTC. These are not just markets, but are arrangements tailored to enhance and assure access to quality produce in their neighborhoods.

Accomplishments: Our Equipment

Working independently with the equipment, supplies and Marketing materials promotes customer confidence as well as that of the stand managers through the level of functionality and professionalism this equipment provides.

The equipment provided us with the tools to make the markets a reality in spaces where we couldn't have done so otherwise, enabling us to attract customers and gain their confidence in our food offerings and our expertise. Without the proper equipment, it would seem as though we were selling from the back of a van, both from the standpoint of our stand managers as well as their customers. The equipment allowed them to be organized, accountable and authoritative; it has promoted a culture of efficiency and professionalism in which they could take pride.

Our local host/partners allowed us to store our equipment onsite so that stand managers and volunteers had independent access to their equipment. Thus, they've learned to set up and dismantle their market stands, maintain their sales and data logs, honor their tools and keep their equipment in good repair, all crucial in sustaining good discipline and business practices.

Accomplishments: Our Cadre

Our concept of what a cadre of community members would be has evolved with the cadres themselves. Each market stand cadre has defined its own purpose, and built a network of dedicated community members around it. These individual cadres are cross-pollinated into a larger cadre by Neighborhood Foods Co-op, market meetings, events they've organized and attended together, various trainings and personal growth opportunities that they share along with those offered by UTC, making them a super-cadre; almost everyone in UTC's market community seems to have become a committed teacher/learner/do-er and a force for change.

Accomplishments: Our Handbook

We have produced a comprehensive and practical handbook using a customized, community-based approach which is accessible to anyone and offers an easy toolkit and reference for community members who wish to nurture their neighborhood by bringing good produce and food justice where they live.

Accomplishments: Educate about the presence and benefits of the community-run farmers markets.

The new marketing materials, our new partnerships, and the enthusiasm and passion of our stand managers have created a growing awareness of our markets in our neighborhoods. This is, however, a work in progress as sometimes we still come across longtime neighbors who are surprised to learn of our presence and work.

Our stand managers were attracted to our organization and came with agendas regarding issues of social justice, community health, and food access in mind, and they found our goal of providing people with quality food a good place to start. As soon as they were given the information and tools to manage their markets, they implemented a campaign to disseminate their knowledge and resources regarding food access to anyone who wanted to participate, whether it means supporting our markets, or creating one of their own.

Accomplishments: Our Popup markets

Our popup markets provide access to fresh, local produce and health & nutrition education in known food deserts where nutrition is limited to fast food restaurants and convenience stores, and where diet-related diseases are prevalent. The markets help to build working relationships between community, businesses and institutions. Many residents have developed a genuine interest in local, healthful food, and in supporting alternative purchasing methods to obtain it for themselves and for others in need.

We have successfully transitioned two popup markets into regular markets. In 2018, Shepard Recreational Center will become the second popup market to become a regular market, the first being the West Philadelphia YMCA site which became a regular market in 2017.

Accomplishments: Our local providers

- ▶ Local sourcing allows us to offer our customers a wider variety of produce at reduced prices, and this expanded offering stimulates residents to shop at our markets because they appreciate a more interesting, diverse, tantalizingly unfamiliar, attractive variety of high quality produce.
- ▶ Local sourcing also deepened our relationships within the urban ag community, and helped us to introduce Lancaster Amish farm sources to our urban farm stand operators, making our volume pricing and variety accessible to them.
- ▶ We engaged more Philly urban growers like Mill Creek Farm and Bartram Garden's Sankofa farm, further enhancing the diversity of our market stands this year. Through these efforts, we were also able to offer a greater variety of produce and more culturally relevant foods to our neighbors and customers (e.g. sweet potatoes, okra, collards, mustard greens).
- ▶ More customers/residents inquired where their food is coming from, and there is now a growing expectation for Philly-grown food, particularly from returning and regular customers.
- ▶ A path to a sustainable, local food system has been established. The coordination of our work as urban growers in the city, along with community member's increased knowledge and investment in local foods, are critical steps towards building a sustainable local food system.

Our growers are:

Lancaster County Amish farms

Indian Orchards
Beechwood Orchards

Local Urban Farms

Bartram Gardens/Sankofa Farms
Mill Creek Farm
Guild House Farm

Community gardeners

Nefertari Muhammad
Ike Franks
Nancy Wygant

Beneficiaries

Number of direct and indirect jobs created and retained.

Our Community Market Manager position was salaried and fully funded by the FMPP grant, and was retained for the two-year grant period. This employee will remain on payroll and support our markets in 2018. Other funded staff positions included time percentages for the Executive Director, Farm Manager, Programs Director and Office Manager; those positions will be retained post FMPP grant.

Indirect jobs created over the grant period were 8 seasonal Market Managers, 4 of whom returned for the 2017 market season. These were all highly functional individuals, and we hope to enjoy a higher number of returnees in 2018. Also, 8 Teen Apprentices were also employed by UTC to assist market stand managers and our farmer with sales, 3 of which had been with our organization for two years or more, harvesting and processing produce for market. They were partially funded by the Philadelphia Youth Network's 6-week Summer WorkReady Program. We are seeking funding to reprise their seasonal employment for next year.

Number of markets expanded and/or new markets established, and any change in customer base.

The FMPP Funding enabled UTC to expand its reach by adding 5 markets to its existing site, Neighborhood Foods Farm Market.

The new markets are:

First African Presbyterian Church	Two North Philadelphia CSA locations
Stephen Klein Center North Philadelphia YMCA	Popup Markets (Shepard Rec Center)
West Philadelphia YMCA	

First African Presbyterian Church market has been re-assigned to serve as a popup market due to an unforeseen reduction in the number of patients at the clinic, the limited foot traffic at this site, and the resulting lack of performance. We worked in tandem with the very popular free clinic operating out of the church in 2015-2016, whose numbers since declined dramatically as patients became eligible for Medicaid through the ACA. The church itself, to which we donate some of our overflow produce, hosts a small congregation consisting mostly of the elderly. There are a large number of shelters serving this neighborhood which obtain their food elsewhere. Lastly, we established a community garden adjacent to this church where its members grow their own food with some UTC support. For these reasons, our numbers are down, and this market has been re-assigned to serve as a popup market.

Overall, the customer base for most of our other markets is consistently supportive. West Philadelphia YMCA has evolved from a popup market in 2015 to a monthly market in 2016, to a twice-a-month regular market in 2017, and now to a weekly market in 2018. Shepard Recreational Center will also become a regular market in 2018. In both cases, this is due to customer growth and demand.

One of our CSAs was turned over to its manager, who has since created a CSA to carry on his mission in another part of Philadelphia, dropping our numbers but extending our reach.

Discuss the number of markets and, as much as possible, the increase in customers and feedback that they might provide for shopping at the market.

In aggregate, UTC hosted 15-17 markets monthly from May – October.

				Difference	%change
Combined Market Totals	2015	2016	2017	2015-2017	2015-2017
Customers	438	448	579	+141	+32%
Transactions	1,427	1,799	1,236	-191	-13%

Regarding feedback, most of our customers love our flexibility in payment methods, especially the subsidies: EBT cards, FMNP vouchers and Philly Food Bucks. Their main complaint is that we don't come to their neighborhoods often enough. We have been invited to market more often than we do at most of our venues, and at several other locations as well. These opportunities would increase our market presence and data numbers by at least 50%, but we currently lack the manpower and funding to take advantage of those offers.

Two key factors contributing to the success of our Community-Led Market Program is community leadership and partnership development. The following are anecdotes and testimonials from three of our farm stand folks:

Ms. Cassida Morris, a North Philadelphia resident, mother, grandmother, dedicated Farm Stand customer, and now Manager: "Each farm stand is an oasis of fresh, sustainably grown fruits and vegetables in food insecure neighborhoods." Earlier this year she shared, "When winter arrived, it hit me; there wouldn't be any fresh, delicate, organic, locally grown produce... that's when I was able to really appreciate all that I had gained." Since the end of last season, Ms. Morris hasn't lost her enthusiasm for fresh local produce. She attended our Stand Manager training and joined UTC's Stand Manager team this past May. She quickly found her footing as a Stand Manager, and trained several volunteers and youth apprentices to run the farm stand with her. For community leaders like Ms. Morris and countless others, our farm stands serve as a direct entry point into a local food system, allowing children and families to reconnect with the foods they eat, the community that grows it, and the land on which it is grown. The farm stands provide an opportunity for young people and adults to directly participate in the production and distribution of healthy, nutritious, culturally relevant foods; and meet a critical need in their community.

Ms. Vivian Patrick, regular volunteer and community member at the North Philly Y: "Overall we had a successful season. The farm stand increases value to our community. The people in our neighborhood are excited that we are here! We work well as a community. I want us to be more attentive to the impact we are making in our community. More people would appreciate us if they knew that we were here. I would like to see more community involvement with our partnering businesses locally to help support our markets long term, promoting our/these markets like it's their own because it belongs to them as well." Ms. Patrick also shares why she is committed to eating healthy food and creating access for her community to eat healthfully through our farm stand, "...because losing is just not an option for me. Living this way is part of my life and I refuse to lose. Eating right, working out and volunteering is how I win."

Ms. Nefertari Muhammad, Stand Manager at the West Philadelphia YMCA, community leader, gardener and entrepreneur: "I've been the Stand Manager at two different farm stand locations for the past two years with Urban Tree Connection. I've learned so much and had a wonderful experience. I've been received with open arms. Connecting with the community allows us to make an impact. Being knowledgeable in our craft, listening to our customer's wants and needs and sincerity is the key to our recipe. Most of all, I love seeing the glow and smiles on the faces of our customers when we arrive and their anticipation - waiting for us to unload our fresh fruits and vegetables."

Indicate the number of neighborhoods/areas/populations centers that the market(s) has expanded into and demographics.

Over the funding period, our markets were located in 5 different, low-income, predominantly Black neighborhoods. Although there are differences in their demographics in terms of age, housing and households, they have several factors in common.

1. The majority race in all of these neighborhoods is Black/African American
2. The median incomes are just below to well below the federal poverty guidelines for Pennsylvania.
3. A very large percentage of residents in these neighborhoods live below the poverty level.
4. The rates of unemployment in these neighborhoods are high.
5. A large number of residents take advantage of SNAP benefits.

Haddington Neighborhood Demographics

Market: Neighborhood Foods Farm Stand ▶ 608 North 53rd Street

Majority Race	% Below Poverty	Median Income	% Unemployed	% SNAP Recipients
Black – 95.1%	35.1%	\$27,800	10.3%	35.5%

North-Central Neighborhood Demographics

Markets: Stephen Klein Center, North Philadelphia YMCA ▶ 2144 Cecil B. Moore Avenue
Mini-Market CSA ▶ 1800 van Pelt Street

Majority Race	% Below Poverty	Median Income	% Unemployed	% SNAP Recipients
Black – 80.74%	52.3%	\$18,000	9.5%	38.1%

East Parkside Neighborhood Demographics

Market: First African Presbyterian Church ▶ 4159 West Girard Avenue

Majority Race	% Below Poverty	Median Income	% Unemployed	% SNAP Recipients
Black – 93.6%	53%	\$18,755	6.1%	unknown

Brewerytown Neighborhood Demographics

Markets: Ridge Avenue Mini Market CSA

Majority Race	% Below Poverty	Median Income	% Unemployed	% SNAP Recipients
Black – 76.4%	30.6%	\$26,500	11.5%	30%

Walnut Hill Neighborhood Demographics

Market: West Philadelphia YMCA ▶ 52nd & Chestnuts Streets

Majority Race	% Below Poverty	Median Income	% Unemployed	% SNAP Recipients
Black – 93.6%	53%	\$18,755	6.1%	unknown

Dollar amount and percentage change in market sales.

For individual Market numbers, please see the data in Objective 2 under the Activities heading earlier in this report. Overall totals are as follows:

Urban Tree Connection Markets 2015 – 2017

Combined Market Sales Totals	2015 – 2017			Change	% change
	2015	2016	2017	2015-2017	2015-2017
EBT	595.25	1,126.36	1,412.42	817.17	+137%
FMNP	1,340.00	1,535.50	1,895.00	555.00	+41%
Philly Food Bucks	75.00	866.00	798.00	723.00	+964%
Credit/Debit	356.25	509.98	534.79	178.54	+50%
Cash	7,007.40	6,371.85	4,211.13	(2,796.27)	-40%
Total Sales	9,373.90	10,900.69	8,851.34	(522.56)	-6%

Number of farmer/producer beneficiaries. Include both current and new.

There are 9 farmer/producers, including our own:

Neighborhood Foods Farm	Bartram Gardens/Sankofa Farms	Nefertari Muhammad
Indian Orchards	Mill Creek Farm	Ike Franks
Beechwood Orchards	Guild House	Nancy Wygant

Lessons Learned:

What unanticipated challenges were encountered?

The FMPP grant funding years, 2015 – 2017 have been the most challenging period that our organization has faced in recent memory. A change in leadership, and the PA state budget impasse of 2015 and subsequent loss of funding triggered a significant transition over this time, involving staffing changes and a substantial financial contraction.

One of the most essential services that UTC provides is via our Community Markets program, as it serves our largest group of residents - those who rely on us for their only access to quality produce. Fortunately, this was the only program that came through the transition relatively unscathed, as it was nearly fully funded by the FMPP grant, for which we are most grateful. There were programming elements that couldn't be fully realized, as some would have been funded through our annual DHS Community Prevention Services grant, and some we planned to share through our programming operations in Chester before the Chester Housing Authority declined to renew a significant and much anticipated contract. Most notably affected was compensation for farm stand managers, so we made do with less. It would not be an overstatement to say that the FMPP grant not only saved our Community Market program for this grant period, but it enabled us to offer the full breadth of its essential services.

An overview of 2016 – 2017 Challenges:

In early 2016, the UTC board focused on leading the transition of the retiring founding director to hire a permanent director. The search took longer than anticipated, however in November 2016, Noelle Warford – an internal hire, was selected to be UTC's Executive Director. At the same time, UTC experienced some challenging financial contractions with unexpected funding losses from the Department of Human Services and Chester Housing Authority, along with several one-time foundation grants that ended in early 2016. The Interim Director had to significantly reduce expenses resulting in staff lay-offs, reduced hours, and ending youth programs a month early. The board and Interim Director focused on managing this difficult transition. Upon assuming the ED position, Ms. Warford led a planning process with UTC's board and staff to determine 2017 programming based on mission alignment, capacity, grant funding, and community need. In that process, we determined that it was critical for UTC to focus on sustaining and deepening our work in Haddington.

Other 2016 – 2017 Challenges:

1. There was a staffing issue at the farm which impacted our food production. The Farm Manager was very challenged to meet the expectations of the role, leading to a transition in that position.

How we addressed this problem:

While we fell short of meeting our food production goals set for the year, we had the capacity to source locally from our partner farm organizations to help supplement our markets and ensure we stayed on track with meeting our food distribution goals. In 2018, we will have a new Farm Manager in place to effectively manage the farm.

2. Reduced production due to an unusually robust bloom of harlequin bugs in 2017 growing season.

How we addressed this problem:

We ended our community market season two weeks early. They would have remained open until mid-November for Thanksgiving produce sales, providing our customers with collards greens for their holiday meals, but this year, we had to put our soil to rest for remediation due to a pest issue with our brassicas – therefore no UTC farm-grown collards in November. Because we are committed to sustainable growing practices, closing down the farm brassica production and markets was the best option despite having to end earlier than expected.

3. Diversifying Funding + Sustainability + Mission

Like most non-profits, we depend on grant funding and donations. As noted, there has been a significant loss in funding, and the current funding climate is difficult. We have experimented with diversifying our funding streams. In 2010-2011, we entertained the concept of a break even farm, identifying ways to raise and generate more revenue through retail sales in more affluent neighborhoods and restaurants in order to subsidize our low income markets. In that process, we found that it put us in contention with our mission by diverting UTC's choice produce, and its staff into high production and marketing campaigns, to sell produce outside of the neighborhood. Although this subsidized our community efforts, it came at too high a cost; the retail outlets demanded only the prettiest produce, and expected consistency that we could not fulfill without prioritizing them over our community markets.

We have not yet resolved this problem of generating revenue through produce sales while protecting the mission and legacy of our work. We have successfully been able to increase our production over the last three years, however this has often resulted in staff burn-out, not having sufficient time to engage community members at the farm, limiting the ways that we can mentor youth apprentices, provide community gardening/farming education, and cultivate community leadership. Relationship-building, training and development take time which often conflicts with meeting production goals.

How we addressed this problem:

To address this issue we redirected our produce back to vulnerable neighborhoods (low-income, food insecure), at prices they can afford and are willing to pay, and with an increased ability to accept subsidized payments and incentives. We also lowered our production goals to account for the many responsibilities of the farm team. Ultimately, our earned revenue has decreased – leading us to increase our fundraising efforts. We will continue to explore ways to generate revenue that is community-based and rooted in our mission.

Thankfully, this FMPP grant allowed us to redirect our food back to the neighborhood, and we continue to seek alternative ways of raising revenue that aligns with our mission and moves us towards building a sustainable food and land management system.

What unexpected positive results occurred?

1. Although there is still much to be done regarding outreach, it was not as difficult as we had anticipated. Prior to our arrival, many of our stand managers and customers had long recognized the inequity in access to quality lifestyle resources for themselves and their children. In refusing to settle for less, they had garnered knowledge and developed skill sets that would complement those needed to manage a market stand, and prove to be very valuable to our outreach efforts. When UTC arrived, we had a ready army of knowledgeable and committed stand managers, volunteers and customers who found their platform in partnering with us to carry out our common mission. Having a group of leaders in their community who had the food, tools and influence to relate with their neighbors where they live was a powerful, unanticipated assist for UTC. And there are more where they came from; as one leader moves on, another is ready to step up.
2. We did not anticipate the effectiveness of the self-replicating approach to community leadership our trainings have produced. One way we are measuring the success of our community leadership development is through community leaders' capacity to cultivate and develop new leaders. Earlier in the year we trained and employed five community residents to be Stand Managers, who in turn successfully trained youth apprentices and volunteers on farm stand operations. Further, Stand Managers provided testimonials and valuable feedback for the development of our handbook on launching and operating farm stands from a community-based perspective. This season, we have tapped into the resilience and capacity of the community to be a critical component of building a sustainable local food system. We see our Community-Led Market Program as a tool for building healthy neighborhoods and community leadership, particularly because our food production and distribution processes are democratized with the community leading the effort.

3. We did not expect, and were not prepared for the many requests for more markets in most of our venues, and invitations for markets in other venues. Although most of our target population may consider the convenience foods on which they were raised “comfort food,” we are finding that a surprisingly many others really do want life-sustaining, high quality nutrition in their lives, which is easily accessible, at a price they can afford.
4. A final and notable positive result is that during this grant period, as we have seen remarkable growth and development of Neighborhood Foods Coop, UTC is learning how to transition into a support and incubator role. For many years, UTC drove the organizing and outreach efforts with 3-4 core community leaders. They have now grown to 27 members who are deepening their commitment, organizing themselves, and considering how to become autonomous. While UTC originally envisioned that NF Coop would adopt the programming and agricultural elements of UTC, the coop is determining their own vision – possibly becoming a cooperative business that sells fresh, affordable produce to the community, or a non-profit that works in coordination with UTC. It has been important for UTC to support the NF Coop’s burgeoning leadership, while identifying ways that we can coordinate our work together to increase our impact in Haddington.

In addition to sharing the noted positive results, we underscore the importance and value of deep relationship building with community members. Projects are most likely to be successful when they are informed and driven by community members – and folks most impacted by the issue that the project aims to address. We also strongly believe that having staff and organizational leadership that is reflective of the community served, and with whom the organization is a part, is critical. Having a racially and socio-economically diverse staff and leadership that is from the neighborhood, or have shared lived experiences are critical to sustaining an authentic grassroots project with strong community base and support.

“If I had it to do over, I would have...”

. . . Factored in more staff support:

- ▶ An assistant for the Community Markets Manager to help coordinate all aspects of this project including data capture and bookkeeping, and to help support its farm stand managers would have greatly alleviated the intense schedule and task load required for one person to handle, and would have allowed us to serve more neighborhoods in need.
- ▶ Possibly more farms stand managers to manage more farm stands, these two items are on the wish list as funding becomes available

. . . Identified more complementary partnering opportunities for our farm stands. The combination of the nutritional cooking lessons from The Food Trust, the YMCA venue, UTC’s produce stand, and USDA’s FMNP vouchers, EBT cards and Philly Food Bucks were the perfect combination to maximize our reach and impact.

. . . Approached Day Care centers to host food stand venues as many of the parents and grandparents receive FMNP vouchers, and the facility itself could purchase healthy snacks from our markets

. . . Focused more attention on identifying partners with the capacity to support and sustain their markets post the FMPP grant.

What specific advice do you have for others taking on a similar project work?

- ▶ Community building and partnerships are very important, when doing this work, always find ways to reciprocate favors and opportunities to maintain meaningful relationships with folks.
- ▶ With your mission in mind, listen to the community and make them your first consideration and your partners in programming. It's a mistake to assume that you're the one who knows what the residents need to have and know; instead, let them teach you what they know, and what their needs are, e.g. how do they need to be approached?
- ▶ Include staff and willing volunteers in as much of the process as you can by including them in important decisions and rewarding work, and when possible, provide opportunities for meaningful employment.
- ▶ Social media helps, so do email contacts, but reaching much of this population requires the face-to-face human touch, conversation, and hard copy materials as they may not have consistent access to technology – especially the elderly.
- ▶ Our organization has found that the best approach for us is to provide the resources for folks to do things for themselves. Other than immediate funding, most of the resources we need, including positions in management, or expertise, reside within the neighborhoods we are serving. If you tap that immense pool of people - their skills, passion and creativity, entrepreneurs, local businesses, social services, neighborhood youth . . . you will be much better positioned for success due community buy-in, and will most effectively maximize your funds and efforts to meet your diverse bottom lines.
- ▶ You don't need to know everything or have everything, begin where you are with a vision; gather and network, share stories, set your tasks, get on with your work.
- ▶ Embrace and promote the sincere expectation that you are working yourself out of a job. This will keep you on mission.
- ▶ Make your services as easy to access as possible by meeting your clients where they are. Make sure communications and materials are culturally relevant, provide samples of unfamiliar produce - prepared if necessary, and easy recipes with a short list of ingredients, seek to accept all forms of payment, and have some type of subsidy program if you are serving low income communities.
- ▶ Being around for the long haul, confronting problems and finding solutions together with those you serve year after year engenders familiarity, trust and belief in your organization, and is your best outreach tool.

Market Photos

Neighborhood Foods Farm



Left: Neighborhood Foods Farm Stand Managers JoAnn Manuel, Lisa Barkley and Pat Romans with a customer at the farm stand in front of the farm. JoAnn is also a member of UTC's board, and Lisa is UTC's Community Liaison.

Below left: Programs Director, Ayanna Sims (also a chef) prepares a cooking class for our farm stand customers and Farm Stand Managers.

Below right: Anthony, a customer and volunteer (and a chef) conducts another cooking demo in the pavilion at our farm site.



Teen Apprentices harvest eggplant for markets with UTC Farmer Hannah Thompson at our Neighborhood Foods Farm.





Stephen Klein Center
North Philly YMCA

Nykisha Madison, UTC's Community Markets Manager (center), her daughter Karen (left), and Cassida Morris (right), UTC's newest North Philly Stand Manager proudly show off their tables.



A very pleased North Philly customer.



Farm Stand Manager, Phil Tucker (behind the pole), veteran Farm Stand Manager and mentor Pat Romans to the left, and a customer (on the phone) who just completed her purchases.



Farm Stand Manager Nerfertari Muhammad assists a customer at her West Philadelphia YMCA market.

West Philadelphia YMCA



Community Markets Manager Nykisha Madison with Vivian Patrick, a very consistent volunteer, customer and vocal supporter in the center, and UTC Board member Tamar Sharabi on the right.

Shepard Recreational Center



Above: UTC Teen Apprentice preps the market.



Right: UTC Programs and Markets Team with Morgan Cephus at Shepard Recreational Center Pop-up Market



SWWAG Market Left: UTC Teen Apprentices hone their professional skills at the Rittenhouse Market along with youth from other SWWAG organizations at other tables.

1800 Van Pelt Street CSA Below: Ike Franks snaps a selfie at his CSA drop point with Nqiao in the background.

