

FY 2014

\$92,960 to the Agricultural Institute of Marin, San Rafael, CA, to complete pre-development for a farmers market by implementing an economic impact study and environmental impact reviews at the Marin Civic Center in San Rafael, CA.

Final Report

**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: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2014 – August 31, 2016
Authorized Representative Name:	Shannon Lovelace-White
Authorized Representative Phone:	415-472-6100
Authorized Representative Email:	Shannon@agriculturalinstitute.org
Recipient Organization Name:	Agricultural Institute of Marin
Project Title as Stated on Grant Agreement:	Planning for a Permanent Farmers Market in Marin
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	14-FMPPX-CA-0026
Year Grant was Awarded:	2014
Project City/State:	San Rafael, CA
Total Awarded Budget:	\$92,960

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: Complete a thorough planning process to position the project for implementation in 2016/2017. The planning process includes developing a refined business plan, defining the operational partnership with the County of Marin, and finalizing plans for implementation.
 - a. Progress Made:
 - AIM came to a conceptual agreement with the County of Marin for our Memorandum of Understanding for the land lease in November.
 - The revised Business Plan was finalized and set before the AIM Board of Directors for approval at the June 23, 2016 meeting.
 - b. Impact on Community:
 - With a 82% vote in support of the permanent farmers market, the community has overwhelmingly supported the case for a permanent home.
 - It is too early to qualify the health and community impacts that the long range project will have.
 - ii. Goal/Objective 2: Complete an environmental impact review, including land survey, biological assessment and existing conditions assessment to forecast the environmental needs of the project, evaluate the potential for sensitive biological resources to occur within the project area, and/or have the potential to be impacted by activities on the site.
 - a. Progress Made:
 - The Biological Site Assessment (WRA Environmental Consultants), geotechnical analysis and report (Rollow and Ridley), and Project Management Consultant work provided by ECB were all completed by November 2014. The Topographic Land Survey was completed in July 2015, and was conducted by URS Corporation/Aecom, Professional Land Surveyors.
 - b. Impact on Community:
 - There is no current impact on the community
 - There is impact on the wetlands and the Clapper Rail, our work is being done around the nesting pattern and habitat of this species of bird
 - iii. Goal/Objective 3: Engage 20 stakeholders (including beneficiaries, partners, and community members) in planning process by gathering input and feedback, incorporating key learnings, and sharing reports and findings.

a. Progress Made:

- AIM has established a campaign council of 22 members made up of community leaders, farmers, AIM board members, community partners, funders and high stakeholders to serve as the leadership of the permanent farmers market project
- Under the guidance of the Executive Director, Director of Development, and Board of Trustees this committee will be the implement the strategy for success of the permanent farmers market.

b. Impact on Community:

- By engaging the community in the planning process, we have gained great support at all levels for the project-donors, educators, politicians, community leaders, like-minded non-profits and the community at large. We have also generated support from the beneficiaries of our work-farmers, ranchers and vendors from 42 California Counties.

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. Baseline Information: Since this is a unique project, and the grant is for planning and project development purposes, the "baseline data" includes that there is currently no permanent farmers market project in Marin County, ie. no Market Hall and no cover for the outdoor farmers market. AIM's current 2 day-a-week Marin Farmers Markets are our baseline. The current uncovered outdoor farmers market serves California Direct Marketing producers 10 hours a week. With the proposed permanent farmers market project, the opportunities to sell for more hours per week, an increased and educated consumer base, with greatly improved facilities year round will expand. The opportunities for increased economic impact, including job creation and increased access to healthy locally grown food for people of all socio-economic backgrounds, is described in the business plan and is well underway.

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?

Not applicable to the scope of this project.

4. Discuss your community partnerships.

- i. Who are your community partners? Our current partners include Kaiser Permanente, American Ag Credit, Bank of Marin, Extra Food.org, and University of California Cooperative Extension
- ii. How have they contributed to the overall results of the FMPP project?

- Kaiser Permanente, American Ag Credit and Bank of Marin have become some of our founding donors to the permanent home for the Marin Farmers Market.
- Extra Food.org, one of our non-profit partners, has gleaned more than 70,000 pounds of food since our partnership began for low-income families in Marin County.
- Kaiser Permanente will be working with AIM to support our wellness programming.
- University of California Cooperative Extension provides support and volunteer board support.

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

Our community partners will contribute to the future results of the project by providing support for our educational programs, enhanced health and wellness partnerships and programming, campaign volunteers, board support, marketing and branding support. The project will ultimately provide a location that will become a hub for agricultural non-profits and our community partners.

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

At this point in the project we are not using contract labor. The project is being led by the Executive Director, Development Director, staff and a team of volunteers at the board and committee level.

6. Have you publicized any results yet?*

With the recent acquisition of a million-dollar donation, AIM has begun to publicize the campaign for the Public Market Hall and Canopy. The marketing plan calls for a series of small house parties, farmers market brunches held at the site of the future Public Market Hall, community meetings and special events to introduce the depth of the project, and the benefits and beneficiaries it will bring to the the community.

In addition, AIM will host a members meeting for our vendors and stakeholders in the project to elicit feedback on the impact of the project on their individual business plans and strategic direction.

We recently had a feature article in Marin Magazine, and we will be covered in the December issue of Edible Magazine. The editor of Edible will be hosting a party in November as a preview to the project and the upcoming article. Our project video preview and virtual walk-through of the project design have been shared publicly on our website and other social media outlets.

We are working with a Marketing executive who is creating, pro-bono, a branding and strategy campaign to implement along with the public phase of the campaign for the Public Market Hall and Canopy.

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

Yes, we have collected feedback from many groups engaged in the project.

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

- The Marin County Supervisors and the County of Marin staff
- Our Members in an all day members charet
- 17 Homeowners Association Meetings in the areas around San Rafael
- 10 House parties held for potential funders

ii. What feedback have you collected thus far (specific comments)?

“I can’t believe we don’t already have a project like this in Marin”

“This is a visionary project that will unite our community around food and farming”

“Our farmers will be able to plan for their future if they know that they have a sustainable, permanent home to give them direct access to their customers”

“This project will secure my farm and my business for generations to come”

“With the SMART train stopping at the Farmers Market, this will help bring a diverse customer base to the market”

“As a farmer, I know I can test value added products and grow my business”

“Having day tables will allow me to have more direct access to my loyal customer base every day of the week.”

8. Budget Summary:

i. Were there revisions to the budget during the reporting period?

No, there were no budget changes during the reporting period.

ii. Total amount spent during reporting period:

The following is a breakdown of money spent from this grant during reporting period:

9/30/14 – 3/31/15 \$73,837

4/1/15 – 9/30/15 \$18,269

Total : \$91,106

Unused funds: \$854

iii. Amount of matching funds/in-kind contributions used during the reporting period:

Not applicable

- iv. Did the project generate any income?

Not applicable

9. Lessons Learned:

- i. Summarize any lessons learned.

The large number of interested parties who shared ideas and input into the project was fantastic and by far, and without question, a positive outcome. From Board Members, to vendor to the community at large, everyone wanted to share their opinions on how the Public Market Hall should look, operate and who should be involved. While this involvement was positive, it did lead to some unintended consequences that would be perceived as negative. Because we wanted to have everyone's voices heard, it did lead to changes in our plans, though not in any delays to the project.

Other positive outcomes: The project is bringing together all the communities in Marin County around one outcome, one sustainable tribute to agriculture and the people who grow our food. We are elevating the profile of farmers from all over California and the need to connect people with the food they eat and the people who grow it. Even before the project has broken ground it is fulfilling the mission of educating the public about the benefits of eating healthy, locally grown food.

Finally, nearing the end of the grant period, the grant manager resigned. After a brief lag, the grant administration responsibilities were re-assigned to another staff member, however, the final grant reporting was delayed slightly. A succession plan has been implemented to prevent any such delay in future grant reporting.

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

Not Applicable

- 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:

This project is a private/public partnership with the County of Marin. We have found that we have had to compete with other priorities of the County. Having more clarity in the terms of the partnership, and any potential problems that might come up during the partnership negotiations, would be a recommendation for anyone entering into a partnership like this. This project is somewhat unique, and so we understand there was no model to build on. We hope that we might become that model for anyone looking to do a non-profit Public Market Hall in the future.

10. Future Work:

- i. The work initiated by this grant continues. We are moving forward with the Capital Campaign to raise the necessary funds to complete this project. Through the grant research we believe in the success of this program based on these primary reasons:

- It is in the ideal location
- Suppliers and vendors are very interested, in fact, they believe it is critical to their sustainability
- It will positively impact the community
- It is a self-sustaining venture.

AIM is the only social impact venture operating a public market in the Bay Area. The impact of our vision for the Public Market Hall & Canopy will be far-reaching.

Expected Community and Social Impact: As more than a place to buy great food, the Public Market Hall & Canopy will be a central location for the continuation, development and expansion of programs that educate, promote a vibrant local food system, increase access to fresh healthy food, foster community and incubate local businesses/ supporting economies.

Specifically, the Public Market Hall & Canopy is expected to result in:

- Growth in the more than 10-12,000 consumers shopping at AIM's farmers markets each week
- 840% increase in accessibility of fresh, local, healthy food by expanding the hours from 10 to 84 every week in the Market Hall
- Increase of 6-8,000 people accessing AIM's education and outreach programs for children and adults, locals and tourists, teachers and students
- Increased support for farmers through robust direct-to-consumer marketplace, education and training, and advocacy and policy
- Availability of farmers markets to all by accepting CalFresh (SNAP) and WIC, doubling food dollars through Market Match, targeting low-income communities through a Mobile Farmers Market, and making food donations to hungry and food insecure individuals and families
- Community-building through a central hub and gathering space and community event facilities

In addition, the economic impacts on Marin and beyond will be felt during the project's pre-development, construction phase and continue on during the operation of the Public Market Hall and Canopy. As in any other built-to-occupy commercial real estate project, both phases generate economic impacts on local businesses, workers and governments. Through construction and ongoing operations, including AIM's current business model, the regional economy sustains positive effects on employment, business and tax revenues for local governments including, but not limited to the following:

MARIN FARMERS MARKET -

Approximately \$42.6 million in estimated business revenue is generated at the current farmers' markets

MARKET HALL & CANOPY DURING CONSTRUCTION -

\$31.5 million in total business revenues that would last during construction

Approximately 109 jobs onsite leading to 169 jobs supported through Marin County during construction

Over \$981,860 generated for state and local governments, including non-project property and sales tax revenues generated indirectly

MARKET HALL & CANOPY IN OPERATION -

\$14.7 million in potential additional business revenues for local farmers and small food businesses annually

18,356 new opportunities for direct sales by small family farms and local food businesses (Market Hall retail, day table and Farmers Market Canopy spaces annually)

366 new jobs (169 during construction phase, 197 permanent jobs created for local and regional farmers and entrepreneurs)

What's more, each \$1 million in new revenue generated for regional farmers and farming operations has a positive multiplier effect on business income, jobs (in crops, dairy and livestock) and public revenues for state and local governments. (This data comes from the Marin Economic Forum's 2014 Economic Feasibility Study of the Market Hall & Canopy project in which the authors utilized the IMPLAN® model [impact analysis for planning] to analyze the employment, revenue and tax effects of economic events.)

- 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?
- Next steps include a comprehensive parking study and Environmental Impact Reports
 - Ground breaking as soon as a minimum amount of donor funds have been raised to complete the first phase of the Public Market Hall and Canopy
 - Planning and Implementation study for the Health and Wellness, and educational programing that will be enhanced by the Public Market Hall