

Local Food Promotion Program (LFPP) Final Performance Report

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to LFPP staff to avoid delays:

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

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

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	October 01, 2016 - February 27, 2017
Authorized Representative Name:	Mike Nuvallie
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Recipient Organization Name:	City of North Adams
Project Title as Stated on Grant Agreement:	Western Massachusetts Craft Food Enterprise Community
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15-LFPP-MA-0100
Year Grant was Awarded:	2015
Project City/State:	North Adams, MA.
Total Awarded Budget:	\$98,900.00

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

- Same Authorized Representative listed above (check if applicable).
- Different individual: Name: Sal Perry Email: sal@latentnyc.com Phone: 646-336-6950

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

i. Goal/Objective 1: Attract craft food makers who are dedicated to supporting the local food system to operate in North Adams, MA

a. Progress Made:

- Our team conducted over 100 in-person meetings with farmers, value-add food producers, distributors, food system analysts, local food policy advocates, food event planners, and culinary school administrators.
- Well over 30 articles have been published in the press about the redevelopment underway at *Greylock WORKS*, highlighting this project and the region as a nexus of craft food production integrally connected to local agriculture.
- Our team participated in over 50 facility tours focused on sharing information about operational design and best management practices related to cheese, cider, and meat.
- Five people have moved from urban environments to live in North Adams full time and engage directly in this project as key collaborators of the local food program.
- Thousands of people have visited our website, follow us on Instagram, and support the local food mission at the heart of *Greylock WORKS*.

b. Impact on Community: At the outset, *Greylock WORKS* aligned its goals with those expressed by the City of North Adams Vision 2030 Comprehensive Plan and the various regional studies emanating from the Berkshire Regional Planning Commission, 1Berkshire, the Williams College Center for Environmental Studies, NOFA, and others.

Building upon this initial research, we assembled a team of consultants to help implement our mission and begin recruitment. Our team met with scores of stakeholders to understand initiatives already underway and establish collaborative roles with local business support groups such as Lever, Berkshire Farm and Table, and Berkshire Grown. As a result, *Greylock WORKS* has garnered substantial support from every level of government and deep engagement with the community at large. Along the way, we have developed collegial and productive relationships with other entrepreneurs working in the region. The event space has been a great tool to increase awareness of the project’s potential and broadcast support for the local food system. We now receive weekly inquiries from volunteers, job seekers, and new collaborators.

ii. Goal/Objective 2: Create new market opportunities for small and mid-size independent family farm and ranch operations, as well as value-added food producers serving local markets.

a. Progress Made: This grant allowed us to engage over 30 small and mid-size independent family farms and value-added food producers with planning

sessions that aim to celebrate what is grown and made in the region. A critical step to creating new market opportunities is understanding successes and shortfalls in the existing market. This was assessed at three scales simultaneously; regional, local, and personal. The MP Shift is a brand identity and design firm that clarified and represented the brand of *Greylock WORKS* as a community of quality craft food producers alongside experiential food events. Michael Leviton is a former chair of Chef's Collaborative who helped us determine the market program and related events as a showcase for local food. Liz Stretch is a food system consultant and networker that engaged in targeted one-on-one personal outreach to convey the *Greylock WORKS* mission and recruit aligned tenants. Together with the full development team, the marketing strategy implements spatial design, business planning support, collaborative marketing, and construction management for tenant improvements. Each entity brings a synergistic skill set and complimentary business network to the collaboration, which is clearly portrayed in a compelling graphic presentation to prospective stakeholders.

This collaborative on-the-ground networking lead to an important strategic connection with Franklin County CDC and their well-established Food Processing Center. Together, we are building a synergistic Collaborative Workspace by linking our two sites via broadband video-conference equipment, allowing each of us to access and contribute online food-focused business resources. This idea emanated from an event we hosted in conjunction with the LFPP grant, which convened hundreds of local food advocates in our 26,000 square foot event space. We have also worked with students at nearby Williams College, the Massachusetts College of Liberal Arts (MCLA), and the McCann Technical High School to structure four separate research projects to determine core categories of value-added food production that would compliment the existing activities of local farmers.

Impact on Community: *Greylock WORKS* is positioned at the nexus of three distinct regional characteristics; a commitment to local food, a dense juxtaposition of world-renowned art, and a depth of quality academic institutions. Within this context, we are creating a synergistic platform to showcase our core mission: *Food is our Culture*. Over 2,500 people in the community have participated so far via three diverse events that we held prior to our official launch this summer. The first was a New Year's Eve party at the end of 2015 that drew almost 600 guests and was co-produced by Berkshire Farm & Table, Mezze Catering, and Main Street Hospitality. We highlighted local products from Cricket Creek Farm, Berk Shore, Bright Ideas Brewing, and Vertical Water. In the Summer of 2016 the space was transformed by the Williamstown Theatre Festival for a four-day world-premiere "community theatre" production that trained over 75 people from the community to act alongside professional actors. Approximately 1,800 people attended. More recently, the Greylock Economy Working Group hosted a circle-round open space discussion to promote innovate ideas to spur economic growth. This first hand exposure to many people in the community has increased awareness of the food-focused mission. This Summer, we will launch an event series with

local chefs, educators, and caterers to showcase regional food in our video-conference enabled tasting room adjacent to the kitchen. Themes include “Food + Economy: Getting Food to Market”; “Food + Academy: A Virtual Platform for Culinary Education”; “Food + Access: Infusing Healthy Options into Daily Rituals”; and “Food + Brand: Digesting the Value of Design.” Event seating for guests was constructed from reclaimed wood floor planks, which we salvaged from the kitchen when we changed the floor to a more suitable surface for food production.

Regarding our value-added food production planning, cheese, hard cider, and meat will form the core initial offerings at *Greylock WORKS*. We are working with local dairy farms and apple orchards to coordinate raw product purchases and related value-added production logistics.

iii. Goal/Objective 3: Provide comprehensive business planning to prepare each craft food enterprise for success.

a. Progress Made: We formed alliances with a diverse team of consultants to identify potential producers, market *Greylock WORKS* as a unique place of opportunity, and connect entrepreneurs with a procurement and distribution network to support their success. We established a strategy for evaluating business viability. We built analytical tools that can be engaged by entrepreneurs as a reference and a guide, elevating the thought process for comprehending the challenges facing a new business in a rural economy. Our internal design and development team provided business model analysis and professional design services alongside industry experts to layout and visualize specific food production sequences and spaces in concert with safety regulations, efficiency, and customer interface. We have outlined all of this in clear graphic presentations that capture the essence of *Greylock WORKS* and reinforce the core mission on our website and social media. This grant allowed us to engage experts in cheese, cider, meats, retail, and wholesale distribution to create a credible plan of action for business recruitment, support, and growth.

b. Impact on Community: What began as a site-specific analysis has become an infrastructural framework for regional economic development. Thousands of emails and phone calls led to hundreds of face-to-face meetings. Insightful discussions led to planning sessions about how to strengthen an ecosystem that supports food-related business creation. Collaborative alignments have been established with small business incubator programs, including LEVER in North Adams, 1Berkshires in Pittsfield, and Franklin County CDC in Greenfield. Our team has fostered relationships with local seed capital providers, such as the Carrot Project, PV Grows, the Fink Family Foundation, and Fresh Source Capital. *Greylock WORKS* is gaining credibility as a strong member of a growing community supporting entrepreneurs in Western Mass.

The market research and promotional content created as a result this grant has allowed us to shape and broadcast a clear and ambitious agenda. The strategic equipment investments in the commercial kitchen enable food producers to showcase their potential with reduced overhead and capital investments. The

inclusive network we have created through community outreach has positioned *Greylock WORKS* as an effective bridge between farmers, producers, and consumers.

- iv. Goal/Objective 4: Establish a regional apiary program to enhance pollination of the landscape and educate our community about the importance of supporting an ecosystem.
 - a. Progress Made: We have decided to postpone this objective until site improvements and extensive landscaping are complete by the end of this year in order to fully support our pollination strategy on our site and beyond. We have re-allocated these resources to equipment that will support community events and the commercial kitchen.
 - b. Impact on Community: N/A

- 2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.
 - i. Number of direct jobs created: 8, including business and food system consultants
 - ii. Number of jobs retained: N/A
 - iii. Number of indirect jobs created: 20 including marketing, event planners, research interns.
 - iv. Number of markets expanded: 2
 - v. Number of new markets established: 3
 - vi. Market sales increased by \$0 and increased by 0%.
 - vii. Number of farmers/producers that have benefited from the project: 20
 - a. Percent Increase: N/A

Please note that we are still in the recruitment stage for new food production enterprises. The event space is operational. The commercial kitchen and market are being expanded and will be operational in Summer 2017. A calendar of events will be released and implemented this summer/fall.

- 3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?

The event space has served as a platform for community engagement. We have hosted a community theatre project, a day-long session of cider industry leaders, and an economic development forum. We have given countless tours of the Mill and the project has been showcased as a public relations priority for federal, state, and local press releases. All of this exposure has opened the door to new relationships, such as the local Fairfield Dairy Farm hoping to supply fresh milk for cheese making, or the Headwater Cider production facility looking to expand their value-added production capacity, or the Burnett Family Farm ready to grow heirloom apple trees as part of our long-term regional planning.

- 4. Discuss your community partnerships.
 - i. Who are your community partners?

In regard to food production, our current focus is on cheese, hard cider, and meats. Ten minutes from our site, Fairfield Dairy Farm has over 400 animals, including 200 milking cows. They farm almost 1,000 acres, creating a closed loop of quality crop control to feed their animals. They are looking to diversify their sales beyond Agrimark to include local value-added producers. Our plans to create a state-of-the-art cheese making and aging facility are a perfect fit. We have designed both facilities and are actively recruiting an operator. In regard to cider, one of the critical components of artisanal hard cider making is a reliable local source of quality cider apples. We recently completed a research project with the Center for Environmental Studies at Williams College to identify the best apple varieties and farming protocols to implement in the region. Results of this work include a list of orchards interested in collaborating with our gWorks Cider Lab to provide the initial supply of apples. Burnett's Family Farm is predominantly growing and baling hay. With 500 acres, the new generation of farmers would like to further diversify their sales with a connection to value-added production at *Greylock WORKS*. They estimate that they have at least 10 acres of land suitable for new plantings of heirloom apple trees. With our recently completed marketing materials resulting from this grant, we have been receiving weekly inquiries from potential collaborators, including farmers, orchard owners, event planners, caterers, and value-added food producers.

In regard to the market and events, we have made strong community partnerships with the following entities.

Franklin County CDC, with whom we will implement a broadband enabled video conference system connected with their food business incubator located one hour east of our campus.

Lever and 1Berkshire, two local entrepreneurial incubators, with whom we will grow a mentoring program to support new business creation.

Main Street Hospitality, a prominent hotel operator, with whom we will establish procurement contracts for local food producers and host collaborative food events with their culinary development director.

Berkshire Bride / Expo, a local expo production company looking to expand their existing capacity to produce large regional festivals celebrating local food and recreation.

- ii. How have they contributed to the overall results of the LFPP project? Local farmers and value-added food producers have generously given us detailed tours of their facilities to help us align the mission of *Greylock WORKS* with their current capacity and future goals. Business incubator and event planning partners have strengthened a coordinated effort to attract talent to the region.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant? We are establishing an inclusive calendar of events that will allow local stakeholders to "plug-in" to the marketing capacity of *Greylock WORKS*. An event coordinator has recently moved to North Adams full time to help develop that calendar and solidify our growing network. Events will be a blend of large festivals, markets, pop-up food testing, educational workshops, and business meet-ups.
5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project? An extensive amount of research, design, and networking has been

contributed by LATENT Productions, our affiliated architecture and development firm based in New York City. Grant funds have been dedicated to engage many talented consultants and engineers. These collaborative efforts have been effective at conveying a clear mission for the project, ensuring broad regional awareness of its potential, and generating enormous support toward making it successful. A key subsequent task to build on this momentum is tenant recruitment.

6. Have you publicized any results yet?*
- i. If yes, how did you publicize the results? The project has been covered in dozens of newspaper articles, radio interviews, blogs, and podcasts.
- ii. To whom did you publicize the results? Please see this link: www.greylockworks.com and navigate to the Press Page.
- iii. How many stakeholders (i.e. people, entities) did you reach? Many tens of thousands of people.

*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? Yes.
 - i. If so, how did you collect the information? Information has been obtained by in-person interviews with stakeholders and via social media platforms that inform the public of our progress.
 - ii. What feedback was relayed (specific comments)? *Greylock WORKS* is perceived as a bridge between two communities and two economies. It embodies a shared hope for unity and growth. It is seen as a meeting place where new ideas are conceived and collaborations are fostered. After we hosted the “Greylock Economy Working Group”, questions and comments we compiled and posted to greylockcreative.wordpress.com. Ongoing comments about *Greylock WORKS* are posted to our social media websites at facebook and instagram. There is a broad desire to attract young entrepreneurs to the area. Many people recognize the need to reprioritize the marketing of the Berkshires to target that audience. There is an affordable, balanced lifestyle available in the region, which enjoys a deep mix of cultural assets, year-round recreational attractions, and a unique inventory of valuable yet low-cost real estate in need of restoration.
8. Budget Summary:
 - i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
 - ii. Did the project generate any income? No.
 - a. If yes, how much was generated and how was it used to further the objectives of the award?

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).
This grant has allowed us to work with a talented team to create a malleable marketing framework to promote collaboration and recruitment. We have determined our key target markets, prepared compelling graphic documents that convey the potential of the project, and established the vision of *Greylock WORKS* as a driver of regional economic development. The food-focused culture has inspired collaborations with credible partners from the surrounding landscape, as well as New York City and Boston. Key challenges facing small business creation in North Adams include lack of population density and economic stagnation. It is necessary to coordinate distribution logistics that connect year-round wholesale value-added food products with regional markets. There is an opportunity to compliment wholesale production with seasonal agritourism via direct sales at our site.

ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: We devoted too much effort to recruiting key individuals rather than first developing a deep network. We learned that we should focus on existing community anchors to engage shared spaces rather than determine who might be the first tenant to sign a lease for 4,000 square feet. Once this became clear, finishing the 26,000 square foot event space and commercial kitchen became the focus. The character of that space, with 1,000 linear feet of skylights and an irreplaceable douglas fir wood plank floor is stunning to everyone who visits. This is why the partnerships with Franklin County CDC, Lever, Berkshire Expo, Main Street Hospitality, and many others hold such promise. Promoting local food will remain the core mission. A growing calendar of thoughtfully curated events will be our primary tool to attract traffic to the site. This will be reinforced by a seasonal market, which will support year-round value-added food production.

This project is a small part of a much larger development and it has been difficult to fully convey the potential of the food production space to potential users before broader progress is complete across the 240,000 square foot campus. We will be launching the kitchen and event space after major site improvements over the next 4-6 months, so the combined physical transformation of the project will undoubtedly give a great boost to recruitment efforts.

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: In general, the administration has been smooth and the feedback has been very helpful. The first requisition was delayed because we did not indicate a matching fund for that cycle. We weren't aware that would be an issue so it would be helpful to clarify that in the grant guidelines.

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 are already deeply engaged in our next round of planning. *Greylock WORKS* has partnered with Mass MoCA and the City to re-engage our marketing team to create a "pop-up" retail food festival in downtown North Adams. This July, we will open a new collaborative workspace initiative with Franklin County CDC called "Cook Test + Launch", which will amortize public and private technology investment being made at both of our facilities. We will leverage these activities as recruitment tools to align the project with institutional anchors, farmers, event producers, and food producer tenants. Our target impact is in the tens of thousands annually. We are instigating infrastructural change at a local level, and employing technology to invite participation and broadcast our progress on a global stage.

- 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? Effective coordination of Berkshire products is currently undeveloped in North County. *Greylock WORKS* enjoys a scale and location to act as an effective platform to aggregate and promote quality regional food. The academic context is dense and engaged. There is an opportunity to engage educators from local colleges to structure a food workshop framework that connects farmers, producers, and other food system advocates.

Through activities related to this grant, we have become aware of a broad and energized network of mentors eager to support entrepreneurs and retain young talent in the region. There is a missing component to help feed great ideas and young talent into the existing mentor framework in the Berkshires and the Pioneer Valley. *Greylock WORKS* can bridge that divide within the growing industry of food + tech. This will be the next focus of our efforts.