

Local Food Promotion Program (LFPP) Final Performance Report

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

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

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

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

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

Report Date Range: (e.g. September 30, 20XX-September 29, 20XX)	9/30/2015-3/30/2018
Authorized Representative Name:	Brittany Bradd
Authorized Representative Phone:	3132128851
Authorized Representative Email:	BrightmoorArtisans@gmail.com
Recipient Organization Name:	Neighbors Building Brightmoor
Project Title as Stated on Grant Agreement:	Brightmoor Artisans' Food Hub
Grant Agreement Number: (e.g. 14-LFPPX-XX-XXXX)	15-LFPP-MI-0133
Year Grant was Awarded:	2015
Project City/State:	Detroit, MI
Total Awarded Budget:	99000

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

Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.
 - i. Goal/Objective 1: Launch new farmers market.
 - i.a. Progress Made: Since our launch in 2015, Brightmoor Artisans Collective (BAC) has seen consistent, substantial growth over the years. We have grown from 2 vendors in 2015, to 4 in 2016, to 10 in 2017, to 25 in 2018. We have seen an increase in traffic and sales. This growth can be attributed to consistency, increased outreach, and community engagement. In addition to these things, we thank our partnerships that have allowed us to expand due to the donation of tables, tents, signage, and more to increase our efficacy and visibility. We started our Farmers’ Market prior to the launch of any other projects due to the fact that we did not need the building, just the parking lot, so we were able to get a jump start while we waited for the renovations to take place.
 - i.b. Impact on Community: There are no major grocery stores within the boundaries of the neighborhood, making it decisively a food desert, as the residents lack accessibility to produce and nutrition education. According to the Michigan Department of Human Resources, a 2011 report cites 115, 459 Bridge Card purchases within the neighborhood. 100% of these purchases are attributed to convenience stores. Within the 48223 Zip Code, which is roughly 6.1 square miles, there are over 30 businesses that accept Bridge Cards. Of these businesses, only 4 are qualified as grocers or farmers’ markets, and only these 4 qualify for Double Up Food Bucks. Considering these data sets, only one location qualifies in Brightmoor: BAC’s Farmers’ Market. With an estimated 1,849 people in the neighborhood receiving government food assistance, the need for a local food retailer with these qualifications is substantial. 2018 will mark our fourth Farmers’ Market season at BAC. We have a large event the first Friday of each month with live performances, activities, and a standard collaborative booth sponsored by all of the growers for the rest of the month. These markets are hosted June through October, every Friday from 4-7 pm, with several off season markets held indoors. In addition to providing increased accessibility to fresh produce and low-cost artisanal products, the Farmers’ Market provides a platform for low-income entrepreneurs to establish a consumer base. Looking at census data for tract 5441, the tract in which BAC is located, a 2015 report states that 25.4% of our neighbors are below the poverty line. 29.7% of 5441’s population receives government food assistance. Of the 10 surrounding tracts that comprise Brightmoor, the range of people receiving government food assistance varies 40.4% - 63.9%. Through operating as a site in which exclusively small, local, low-income farms are serving a

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population that would otherwise lack access to such necessities, we hope to establish a market in which the needs of impoverished entrepreneurs and impoverished consumers can build a sustainable local economy together. To further our commitment to fostering this economy, BAC charges minimal vendor fees in an effort to break down barriers, and the majority of the funds from the sale of goods at BAC's Farmers' Market go directly into the pockets of the growers. The market hosts an average of 600 community members on a seasonal basis.

- ii. Goal/Objective 2: Renovate Community Food Hub and equip commercial kitchen.
 - ii.a. Progress Made: The equipment was chosen based on quality and practicality. The company was chosen based on customer ratings, pricing, and distance. We discussed with the community what sorts of equipment they would need to best process their products and ordered accordingly. The equipment has been purchased, installed, and operates fully. The building has been fully renovated and brought up to code with the use of donations raised through a local crowdfunding campaign.
 - ii.b. Impact on Community: The Commercial Kitchen is commercially licensed by our local health department. Our hope for this space is to provide a resource to those growing produce in the neighborhood, and those starting small food businesses, in effort to increase their economic capacity as well as the shelf life and monetary worth of their products. The community has access to the fully renovated kitchen to utilize the equipment necessary to process their produce. The farmers are able to make their produce into value added products with the use of this space and equipment. This gives them an opportunity to become a food based entrepreneur with highly customizable products. The kitchen increases the independent food entrepreneur's visibility to the public through the market and showcasing their products in the café. We have grown our renter community from zero renters in April, 2017 to twenty-five renters in January, 2018. In 2017, from May-December, we had 365 rental hours in the kitchen. So far in 2018, from January-March, we have had 155 rental hours in the kitchen.

- iii. Goal/Objective 3: Refurbish kitchen coolers and washing station for cold storage for farmers to wash & pack produce.
 - iii.a. Progress Made: Coolers (two walk-in coolers, and one walk in freezer) have been repaired and washing station (two two-compartment sinks and prep area) now fully functioning.
 - iii.b. Impact on Community: Gives the local farmers the ability to prepare and store their produce, therefore increasing their economic capacity. If they were unable to store their produce in the coolers, they would be more limited by the freshness timeframe of the item. The coolers allow them to harvest produce ahead of time, and enables them to be stored longer. Without the use of the coolers, the farmers would have to harvest their produce very early on the day of each market and prepare everything in their

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home kitchens making the process far more strenuous. With the coolers and the sinks, we have been able to increase our vendors. Many of the farms do not have proper washing facilities on site, so having a wash and prep area allows them to distribute drastically more professional, safe, and presentable produce. The coolers are an incredible selling point for food entrepreneurs renting our spaces. The usage varies from nightly rentals by farmers to store produce overnight for farmers' markets, to food entrepreneurs renting on a monthly basis as they continuously process, package, sell, and restock.

- iv. Goal/Objective 4: Hire kitchen manager and business development manager to provide support for new food entrepreneurs and commercial kitchen.
 - iv.a. Progress Made: This position was created by the board of the organization based on the tasks that needed to be accomplished in order to open to the public. The position was posted throughout several surrounding communities across the city of Detroit. Our choice was based on how local, knowledgeable, and dedicated the candidates were. The candidates were interviewed by the board members of the organization. We opted to hire a community member with extensive management, food service, and community organizing experience. This position's responsibilities drastically outgrew the capacity of a singular individual. The initial party that was brought as the Kitchen Manager was promoted to the Executive Director of the organization, overseeing all operations and facility. In 2017, the organization grew four fold. We brought on 3 interns: a Kitchen Manager to oversee day to day kitchen operations, a Café & Farmers' Market Manager to oversee day to day café operations and weekly Farmers' Markets, and a Program Coordinator to oversee the programs held in our Kitchen Classroom and Community Creation Space.
 - iv.b. Impact on Community: The growth in these positions has allowed a drastic increase in services and capacity. We have exponentially increased our program offerings, rental capabilities, and outreach. This can be seen through quantitative outputs given. By 2019, we hope to be employing 6 community members at Brightmoor Artisans Collective.

- v. Goal/Objective 5: Implement Kitchen Classroom & Community Creation Space.
 - v.a. Progress made: Our classes are free to the community. The classes are advertised online through social media, email eblasts, and through other organizations contact lists, and also by word of mouth and canvassing door to door throughout the neighborhood to reach those who are unable to connect via internet. Our class topics are decided by the community through surveys filled out online, at community meetings, and during door to door canvassing. The instructors are generally volunteers from the community or through partner organizations. We continue to increase our classroom capacity and offer daily programs through internal resources, as well as partnerships with several new organizations. With increased capacity and dedicated Program Coordinator, we have been able to increase our programs

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to serve a wider array of participants and offer more frequent classes. Our Kitchen Classroom focuses on cooking & nutrition classes, and our Community Creation Space focuses on wellness and creativity based programs.

v.b. Impact on Community: The Kitchen Classroom has seating for 12-16 and a full set of cookware for each pair of students including electric burners, pots, pans, utensils, etc. In addition to providing a space for free cooking and nutrition education, this space is also used to host food entrepreneur trainings and other food related classes by some of our partner organizations. In 2017, we had 94 unique participants and 58 hours of public programming. Showing exponential growth, so far from January-March of 2018, we have had 43 unique participants and 46 hours of public programming. Most of these participants come back weekly for various programs. The Community Creation Space has daily programming year-round. Currently, our schedule spans five days. Monday through Thursday, we host a variety of mental and physical health activities: a homework help/character building workshop, knitting/weaving classes, yoga, book club, playtime for toddlers, creative writing workshops, etc. On Fridays, we try to bring families together with movie nights, board game nights, and community music nights. In 2017, we had 206 unique participants and 306.5 hours of public programming. So far in 2018, from January-March, we have had 161 unique participants and 127.5 hours of public programming.

vi. Goal/Objective 6: Implement recurring servings to community.

vi.a. Progress made: These services are provided through donations and volunteers. While we use this space to provide access to a shared use kitchen space to increase the ease of starting food businesses in the neighborhood, we also try to focus on increasing access to free education and healthy food options. One way we strive to meet this goal is through free meal servings out of the space. We receive donations of produce and have volunteers willing to prepare the produce into meals, which is then served for free to the community. Working alongside Motown Meals we provide an average of 150 meals per serving to the community on a monthly basis. We have also partnered with a local soup-kitchen to exchange surplus of produce in either direction.

vi.b. Impact on community: We have several monthly servings for the community prepared with produce from the neighborhood, by the neighbors. This increases the community's accessibility to free, nutritional meals.

vii. Goal/Objective 7: Community engagement and needs assessment.

vii.a. Progress Made: We continue to canvass the neighborhood seeking guidance from the community as to what they would like to see in the space. For the planning of our classrooms, we had 125 surveys filled out, each specifying what types of classes and resources the households would like to utilize. We have continued to use these survey results to provide activities

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and educational opportunities that are needed and requested by the community. As we have vacancies in programs, we collect new surveys for additional input.

vii.b. **Impact on community:** Through extensive research in better understanding the needs of our community, we are best able to serve them. We have structured our classes around the results of our survey. We find that providing specifically what the community members would like to see in the space increases their use of the space and the overall effectiveness of the organization. We aim to provide artisans and entrepreneurs the opportunity to cultivate their businesses through creating value-added food products with the opportunity to increase the accessibility of these goods to the neighborhood. BAC serves as a safe community space, café, food business incubator, and classroom where neighbors can gather to purchase affordable products, eat healthy food together, and share ideas.

viii. **Goal/Objective 8: Community Café.**

viii.a. **Progress Made:** The Artisans Café has launched as of April, 2018.

viii.b. **Impact on Community:** The Artisans Café primarily serves as a Youth Entrepreneurship Training Program (YETP) for neighborhood youth, ages 13-24. With the exception of a staff supervisor, the Café will be completely staffed by YETP Participants. BAC will provide educational programs and workshops related to the operations of the Café, including training in business basics, culinary skills, and financial literacy. Workshops concerning business basics will include marketing, management, and ethics. Culinary classes will provide skills necessary to perform in a kitchen and restaurant environment. Financial literacy workshops will focus on filing taxes, record keeping, and budgeting. The objective of the Youth Entrepreneurship Training Program is not to provide permanent jobs to participating youth, but to provide skills, through paid on-the-job training and educational resources, that will enable the participants to pursue permanent employment. The Youth Entrepreneurship Training Program will graduate 28 Trainees per year. The Café will offer four types of food at the lowest possible cost: Ready to Eat (soup, salads, sandwiches, smoothies, etc. prepared by YETP Participants with produce from the neighborhood), Fresh Produce (sold in a collaborative market style through the Café, but from all of our gardens in the neighborhood), Dried Bulk Goods (rice, beans, spices, etc.), and Value-added Products (sauces, jams, pickles, etc. prepared by the food entrepreneurs that use the commercial kitchen for processing). All income generated by the sale of these products will be used to fund the Youth Entrepreneurship Training Program as well as other community services. In the future, we intend to distribute free bagged-lunches and host "Breakfast at BAC." This program will offer free healthy meals to kids and families on their way to school. The funds for this program are raised internally.

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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: 4
 - ii. Number of jobs retained: 4
 - iii. Number of indirect jobs created: 28
 - iv. Number of markets expanded: 1 (2016-2018)
 - v. Number of new markets established: 1 (2015)
 - vi. Market sales increased by \$n/a and increased by 100%.
 - vii. Number of farmers/producers that have benefited from the project:
 - vii.a. Percent Increase: 300% (We have more than tripled our number of vendors since opening)

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?

We have expanded our customer base to additional low income/low access populations by performing extensive community outreach in the surrounding neighborhoods. We continue to engage our community through door-to-door canvassing, phone calls, and events seeking their input on the resources available in our space. We have been partnering with local establishments such as schools, churches, community centers, etc.

4. Discuss your community partnerships.
 - i. Who are your community partners? Brightmoor Alliance, Gleaners Community Food Bank, Neighbors Building Brightmoor, Detroit Community Markets, FoodLab, Keep Growing Detroit, Motown Meals, St. Christine's Soup Kitchen, Development Centers, local daycares, YMCA, LiveCoal Gallery, ColorWheel, Community Foundation for Southeastern Michigan, Youth Grow Brightmoor, Public Allies Metro Detroit, Christ the King Service Corps, Michigan Community Resources, Fair Food Network, United Way, Meet Up & Eat Up, Hazon, Repair the World, Wayne State University, Michigan State University, WIN Network Detroit, Sidewalk Festival Detroit, nearby elementary, middle, and high schools, local farms that contribute produce, neighbors who host classes and offer additional resources, numerous food entrepreneurs, and many others.
 - ii. How have they contributed to the results you've already achieved? Assisting in outreach. They supply us with flyers, links to grants, networking opportunities. They facilitate trainings regarding market. They partner with servings and classes. They host free workshops to the community.
 - iii. How will they contribute to future results? Exchange in resources and continued assistance in outreach. The increased outreach will likely lead to an increase in market participation as well as attendance. The grants, if received, would lead to increased programming at market, such as live music, workshops, etc.

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

The contracted kitchen manager facilitated all programs and other staff.

6. Have you publicized any results yet?*
- i. If yes, how did you publicize the results? We have monthly meetings to discuss our progress with the community and to accept feedback. We had an end of the year celebration where we announce this year's class schedule and gave a summation of what we have achieved in the last year.
 - ii. To whom did you publicize the results? We update the community through social media, flyers, meetings, and email. The end of year celebration was open to everyone.
 - iii. How many stakeholders (i.e. people, entities) did you reach? In April, 2017, we had a reach of about 100 stakeholders. As of October, 2017, we have nearly 250 stakeholders. As of March, 2018, we have an estimated 800 stakeholders.
 - iv. For more pictures and information, please visit BrightmoorArtisans.org or [Facebook.com/backitchen](https://www.facebook.com/backitchen).

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

7. Have you collected any feedback from your community and additional stakeholders about your work?
- i. If so, how did you collect the information? Survey. We have asked the neighbors how they think the project is going. The organization is community based; therefore much feedback is given throughout the process. We continue to host meetings where the community is encouraged to share their thoughts and provide feedback.
 - ii. What feedback have you collected thus far (specific comments)? Participants are excited for the upcoming market, and are pleased with the renovations and the equipment purchased. They are excited to enjoy the benefits of having fresh, local produce. The neighbors have expressed gratitude for the cleanliness of the area since we begin working on the beautification process of the exterior. They have been impressed with the amount of work done on the interior. They are looking forward to using brand new, commercial equipment. They are enjoying the classroom schedules. They continue to share our information with their neighbors and friends and our reach continues to widen as more neighbors stop by.

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: **X**
- ii. Did the project generate any income?
 - ii.a. If yes, how much was generated and how was it used to further the objectives of the award? We have generated roughly \$15,156.63 through

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kitchen rental and farmers' market fees. All revenue has been used to further the objectives of the award.

9. Lessons Learned:

- i. Summarize any lessons learned. Draw from positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).
 - a. We learned many lessons along the way of creating this Community Food Hub. One of the most vital things was the importance of your network. Having an extensive network within your community and across the city is integral in spreading awareness about your efforts, getting support on problems that you may not be able to solve on your own, and collaborating on like-minded goals so as not to duplicate existing efforts, but to support them. Another vital component of our efforts was community involvement. It is of the utmost importance that the community is at the helm of a community based project in order to achieve actual utilization and improvement.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
 - a. We were able to achieve all of our goals under this grant. However, we did have some substantial delays due to unforeseen circumstances. Shortly after our renovations were completed, our area was hit with a massive wind-storm with gusts over 75 mph. This left us with 80% of our roof ripped off, and catastrophic damage to our HVAC equipment. Shortly after, we lost an integral member of our staff. Due to both of these things being very large setbacks, we had to postpone the launch of several programs. However, with incredible community support and the financial contribution of some of our most engaged funders, we were able to have everything replaced and find a suitable replacement for our staff member. We could have lost much of our revenue base through renters who weren't willing or able to wait for the renovations, but they stood by us and were patient while the adjustments were made. We also could have lost many of our program participants based on the sometimes inconsistent nature of our programs while repairs were being made, but they too stood by us and understood that the circumstances were outside of our control and that we were doing everything in our power to get things back to normal.
- 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:
 - a. From an administrative perspective, tracking everything is essential. In order to ensure your project is successful, you'll need to be able to perform quantitative and qualitative analysis. Keeping very good records of everything from revenue and expenses, to measurable project outcomes, to number of stakeholders involved; it's all ultimately crucial to tracking your progress and the continued success of your efforts.

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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.
 - i.a. In the future, we will continue to grow our class schedules in both the Creation Space and the Kitchen Classroom. We aim to open our café in April, 2018, which will aid in increasing the accessibility of fresh produce and healthy prepared meals to the community. The commercial kitchen and cafe will increase the economic capacity of many local farmers and food entrepreneurs. We hope to continue growing our partnership base. We will continue surveying the community to ensure that its needs are being met. We will continue to collect data and evaluate our efforts as the classes and events progress. We will continue to host off season and summer farmers markets. We will continue to grow our staff to support and increase the capacity of the organization. We will continue to reach youth to participate in our YET Program. We will continue to raise funds until we are able to sustain ourselves from rental revenue.
- 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?
 - ii.a. Our next steps are to streamline the kitchen rental, market vendor, and cafe sales pathways, making them as low barrier opportunities as possible. We will continue to seek out our community members to get engaged and take advantage of the resources that we have available here. We will continue to get all of our guidance and direction from the community ensuring that this organization is doing its best to support the existing community and uphold integrity and intention. We hope to increase in size and sustainability, thereby increasing the capacity of our community members small businesses.

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