

Farmers Market Promotion Program (FMPP) Final Performance Report

The final performance report summarizes the outcome of your FMPP award objectives. 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 your assigned grant specialist to avoid delays. Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions: FMPP Phone: 202-720-4152; Fax: 202-720-0300

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2014 – September 30, 2016
Authorized Representative Name:	Robyn King
Authorized Representative Phone:	(406) 295-9736
Authorized Representative Email:	robyn@yaakvalley.org
Recipient Organization Name:	Yaak Valley Forest Council
Project Title as Stated on Grant Agreement:	Facilitating an Increase in Public Outreach and Producer Hosting Capacity for the Troy, Montana, Farmer's Market
Grant Agreement Number: <i>(e.g. 15-FMPPX-XX-XXXX)</i>	14-FMPPX-MT-0102
Year Grant was Awarded:	2014
Project City/State:	Troy, Montana
Total Awarded Budget:	\$58,834

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: Shawna Kelsey; Email: shawna@yaakvalley.org; Phone: (406) 295-9736

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- A. 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 1: Encourage new market gardens and small farms while enabling existing vendors to grow their businesses by offering an expanded market capacity and support infrastructure. Achieving this goal required:

Objective 1: Market Manager training

a. Progress Made:

At the crafting of our proposal in 2014, no formal Market Manager training was available in our region. So we proposed to send our Market Manager, Shawna, to shadow the Market Managers of several other successful markets in the region. While beginning to set up these training trips, Shawna made contact with representatives from AERO (Alternative Energy Resources Organization) and attended two of their events in lieu of market manager meetings: “Growing Food Businesses: Opportunities Under Montana’s New Food Law”, and the AERO annual conference. In addition, just the increase in financial and logistical support through this grant has given Shawna the latitude to increase her expertise and deepen her understanding of how our Market can integrate into our community to the most effective extent possible.

b. Impact on Community:

Vendors at our Farmers Market are very happy with the professional quality of management that Shawna is bringing to it. They feel secure in knowing she understands the laws governing Farmers Markets. They appreciate the structure she creates within the Market that supports the quality of vendor booths, produce, non-food items, and the experience of Market customers. And the Market is attracting new vendors each season due to its reputation as a well-run event, which in turn attracts more customers and makes it a more impactful resource for our community.

Objective 2: Vendor training

a. Progress Made:

Shawna hosted Customer Service and Food Handling trainings in summer of 2015, and hosted Organic Gardening, Vendor Marketing, and Business Planning trainings in the Winter and Spring of 2016. We offered a reduced vendor fee as an incentive for participating in the trainings, which increased vendor attendance at the trainings and at the market. Our EBT vendor paperwork is still waiting to be approved, at which time Shawna will create and host an EBT training for the vendors.

b. Impact on Community:

Vendors at our Farmers Market were excited and appreciative for the trainings that were offered through this grant. The trainings gave the vendors concrete suggestions for improving their production and marketing, which led to real improvements in vendor booths and in vendor sales. The trainings were also an opportunity for vendors to meet in a relaxed, professional, and social capacity, which helped to create a bond between them and foster a group vision for how they wanted the Market to perform and be perceived. Overall, the vendor trainings were one of the most valuable components of this grant, as it elevated

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both the sense of professionalism and partnership within the community of vendors that was then responded to by our community of customers.

Objective 3: Infrastructure Building

a. Progress Made:

Our storage trailer, refrigerator trailer, booth canopies, and cider press were all purchased and used for the Market by the end of the 2016 season. The visual impact of having matching canopies for most of our vendors has created an organized and eye-catching Market that is inviting to people who are not familiar with it. The storage trailer is well-built, attractive, and mirrors the local museum's architecture. It has made market set-up and take-down much quicker, safer, and easier on the equipment such as canopies and tables. The summer was relatively cool, so the refrigerator trailer was used sparingly for the storage of produce. However, it will become a vital asset as we develop our relationships with local meat, dairy, and egg producers in our 2017 season. And the cider press has enabled us to create a very popular fall Apple Festival and bear-aware event, with cider pressing at its core. We held this event in 2015 with wonderful success, and again in 2016 with even greater success. This year, we arranged several apple-picking events and facilitated an apple exchange network on Facebook. We hosted a bigger and better apple pressing service (with over 1,000 pounds of apples processed), apple pie contest (with 16 participants), and our Farmers Market (with 25 vendors). We held a free raffle for a bear-resistant trashcan and bear spray waist holsters. Raffle tickets were only accepted for submission, however, if participants had visited our bear education activities and had their tickets validated by the hosts. All 50 of our raffle tickets were submitted and people were asking for more! Our local bear conflict specialist hosted a bear spray training and practice session with inert bear spray canisters (with about 60 participants). We set up a bear aware trail/scavenger hunt that wove through the forest adjacent to the Farmers Market location (with about 70 participants). And we were also able to arrange live music. The event was a huge success, with about 600 people total in attendance (in a town of 1,000 people).

b. Impact on Community:

The increase in infrastructure that supports the vendors and activities of the Troy Farmers Market has led to an increasing visibility and popularity of the Market with local customers. The professional look and services of the Market ensures vendors will return, and the consistency and professionalism of vendors ensures customers will return. This weekly, low-key summer event is becoming a social staple for many residents of our community: a place to stop by in order to catch someone whom you've been trying to reach all week, because you know if they're around that they'll be there. And the Apple Festival, with its free apple cider pressing, has been a uniquely suited addition to our other community celebrations. The growth of our Farmers Market is reinvigorating our community and bringing the conversation about local food into the fore of a community who already values self-sufficiency and independence.

- ii. Goal 2: Increase the nutritional security of our low-income community by improving access to and appeal of locally produced, healthy, affordable food. Achieving this goal will require:

Objective 1: EBT System Establishment

- a. Progress Made: We have our EBT scrip in hand, and we have established a bank account for the Troy Farmers Market. We have applied to be an EBT vendor, however our 501(c)(3) status is still pending, which is delaying our approval as an EBT vendor. This process was

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started 16 months ago and we are disappointed at the length of time it is taking for our applications to go through. We expect that our non-profit and EBT vendor status will both be approved by the start of our 2017 season, and we hope to have the resources to advertise and implement this portion of our promotion strategy.

b. Impact on Community:

Because our EBT system has not been established yet due to delays in approval, there has been no positive impact on our community in this regard. But with our area's 19% poverty rate (U.S. Census Bureau 2015) and 16% SNAP benefit use rate (MT Dept. of Public Health and Human Services 2015), we expect that our EBT service will fill a much needed role in the provision of healthy, affordable, locally produced fresh food for our local community.

Objective 2: Nutritional education publication

a. Progress Made: We used 4 nutritional games and interactive crafts ordered through ChooseMyPlate.gov at our Farmers Market in the 2016 season. We also hosted a local school representative, as an in-kind partner project, who created delicious and healthy recipes with Market produce and handed out samples as well as the recipes.

b. Impact on Community:

These activities increased the interest of young market goers and provided a respite for parents while they were shopping. Many market attendees brought their children knowing there would be educational games for them to play, and many older children came to the market on their own, looking for something to do and finding a worthwhile activity that kept them coming again and again. The market has become a wonderfully healthy and nurturing atmosphere for local youth of every background.

iii. Goal/Objective 3: Keeping more consumer dollars circulating in the local economy by improving access and appeal of the Market to our local and surrounding community members as well as visiting tourists.

Objective 1: Market profile and visibility building

a. Progress Made: We made a great effort to get the word out about the Troy Farmers Market in every avenue that we had available, including weekly newspaper, radio, and marquee ads, above-street banners, on-street signs, posters, postcards, and wristbands. We did not place Facebook Ads as planned, however. Based on the size of our community and the great reach of our Facebook posts without advertising (see Figures 1 and 2), we decided this money would be spent more effectively in hard advertising to reach the large sector of our population who do not subscribe to Facebook. In addition to our Facebook site, we made some improvements to our website during the summer of 2016 and continue to monitor the statistics on the site (see Figure 3). In addition to advertising and our online presence, we ran a promotion for our customers that included a grocery tote bag with the purchase of \$20 of goods from the Market. This promotion was wildly popular, with our 100 bags selling out in the first 2 markets of the season.

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Total Page Likes as of Today: 658



Figure 1. Troy Farmer’s Market Facebook page likes from grant commencement through December 13, 2016. At the start, we had 200 likes. This had increased to 303 likes (151%) at our first interim report, to 448 likes (224%) at our second, and to 521 likes (261% increase) at our third. At our latest count this December of 658 likes, this increase totals 329%.

Reactions, Comments, and Shares

These actions will help you reach more people.

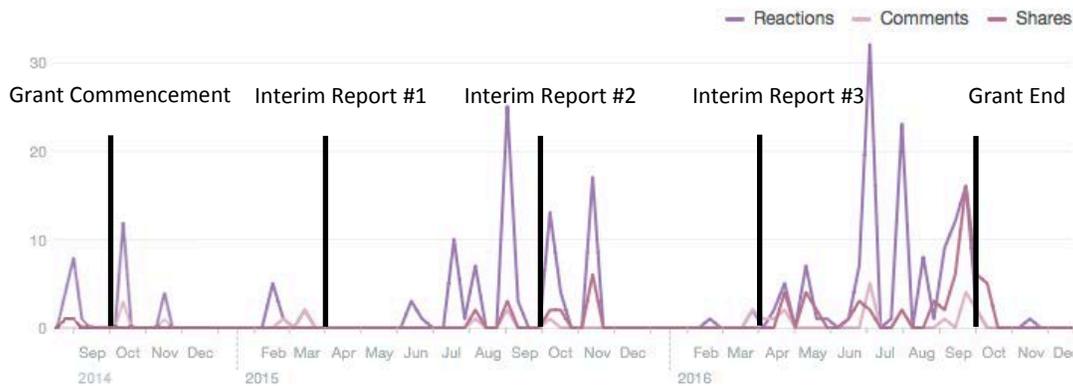


Figure 2. Troy Farmers Market Facebook post engagement during fall 2014 through December 2016. At the start, we had very low post engagement. Post engagement increased markedly during our first Market season within the grant period. And post engagement increased markedly yet again during our second Market season within the grant period. Comparing our 2015 season to our 2016 season, the number of reactions rose from 83 to 136 (164%), the number of comments rose from 7 to 25 (357%), and the number of shares rose from 16 to 46 (288%). Data on post engagement were not made available by Facebook previous to August 2014, so we are not able to compare post engagement from the 2014 Market season.

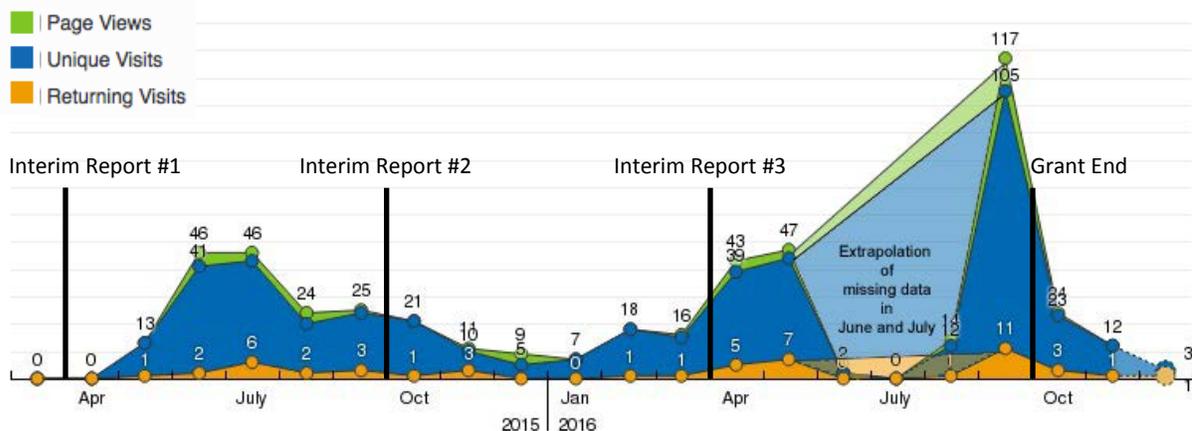


Figure 3. Troy Farmers Market Website visits during Spring 2015 through Fall 2016. The website did not have a statistics counter before April of 2015, so we are not able to compare visit data from the 2014 Market season. And there was another data gap when our counter was down during website reconstruction in the summer of 2016, so we are not able to compare 2016 data to 2015 data. Nonetheless, the positive trend is quite apparent.

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b. Impact on Community:

The rise of our Facebook outreach and engagement has allowed our community to come together around the Farmers Market between our physical events. It has also helped us build momentum about the Market and disseminate information on special events being held each Market day. We have even gotten some new fans from residents in our “sister” market cities of Troy in NY, TX, WI, and OH, as they seek out their market’s Facebook page and happen upon ours. Online community building is a wonderful way to integrate new outlooks and ideas into the development of our Farmers Market, and we will continue to foster this as our Market community grows both physically and virtually.

Objective 2: Market atmosphere enhancement

a. Progress Made:

We were able to host musicians at 6 of our 16 Markets in 2015 and 6 of our 18 Markets in 2016. And we established an information booth at which we were able to answer customer’s questions as well as disseminate information.

b. Impact on Community:

The celebratory and open atmosphere of the market changes the face of our town as locals and tourists alike drive and walk through it on Friday afternoons. Our local businesses have begun to capitalize on market days and hold their own events and sales as well.

B. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2014). Include further explanation if necessary.

i. Number of direct jobs created: 2

Shawna was our only market employee at the outset of this grant. Through the grant, we were able to hire one part-time employee to assist the logistics of running the Market. We were also able to leverage another part-time employee through the federal Senior Community Service Employment Program. These jobs were directly associated with the running of the Market, and in this regard we met the expectations set out in our proposal.

ii. Number of jobs retained: 1

iii. Number of indirect jobs created: 2

A couple of our vendors had marked increases in their sales, due to the increased profile of the market and their efforts at marketing at their booths. Though these vendors did not become full-time farmers or producers, we consider their increased income stream as significant enough to be counted as part-time employment.

iv. Number of markets expanded: 1

v. Number of new markets established: 0

The goal of our project was to increase support and attendance of our Troy Farmers Market. Therefore, we did not expect to create any new markets. In this regard, we met the expectations set out in our proposal.

vi. Market sales increased by \$18,225 and increased by 820%.

With an increase in Market profile has come an increase in vendor revenue. We are extremely happy that we met and exceeded the expectations set out in our proposal in this regard.

vii. Number of farmers/producers that have benefited from the project:

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- a. Percent Increase: Our number of regular vendors increased from 4 to 12, for a 300% increase. Our number of total vendors increased from 4 to 20, for a 500% increase.

A camaraderie has been built in our community of vendors through the implementation of this grant and subsequent growth of this market, which has created an attractive environment for other vendors to join in. However, the Troy Farmers Market Board has adopted a policy to maintain a ratio of 3:1 produce to craft vendors. This limit maintains the integrity of our mission, but it also limits the number of vendors we can accept. Given the small private land base and population of our area, we are impressed by the number of produce vendors who are loyal Market attendees. In this regard we met and exceeded the expectations set out in our proposal. Of course, we will strive to foster new produce vendors for our Market, so that we are able to accept the many craft vendors who are waiting for a slot.

- viii. Customer attendance increased by 2,525 and by 300%
Due to our improved visibility and consistent market experience, we have increased our tourist traffic and weekly customer base. The market is becoming a regular event for Troy residents of all ages.
- ix. Non-resident customer attendance increased by 750 and by 1,600%
Due to our improved visibility and organized appearance, our Market is attracting customers from towns outside of our service area and those passing through as tourists. This increase in outside traffic has far surpassed the expectations set out in our proposal.

- C. 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 ability that this grant gave us to hire a market assistant was an amazing opportunity to reach sectors of our community outside the foundational sphere of the Market, specifically our low income community members. While the two people we hired in 2015/2016 brought their unique and treasured skills to the market, they also brought their personal connections in the form of supportive family and friends. Our free apple pressing services also attracted many more low income community members who were interested in using the abundance of fruit available to them in Troy in new ways. These Market attendees have become a growing customer base that we hope to serve with SNAP benefits in the near future.

- D. Discuss your community partnerships.
 - i. Who are your community partners?
City of Troy, Troy Schools, Troy Afterschool Program, Troy Baptist Church, Youth Dynamics, Troy Public Library, Senior Community Service Employment Program, Montana Department of Fish, Wildlife and Parks, US Forest Service, Defenders of Wildlife, Lincoln County FireSafe
 - ii. How have they contributed to the overall results of the FMPP project?
The City of Troy and Troy Schools have provided venues for Market activities. The Troy Afterschool Program, Baptist Church, Youth Dynamics and the Senior Community Service Employment Program have provided volunteers for Market activities. And the Troy Public Library has contributed to our outreach and information gathering projects. Without these partners, the Troy Farmers Market simply would not exist. Our forest and wildlife partners have also been key to the success of our Apple Festival, which has raised the profile of the Market immensely.

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

We anticipate an ebb and flow of community partnership in our Market's future activities, given the ebb and flow of partner resources and capacities. However, the City of Troy and Troy Schools will likely continue to be steadily supportive of the Market and continue to provide the basic infrastructure needed on a weekly basis.

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

We contracted our vendor trainings out to Sagemore Associates, Inc. The CEO of this company is a local woman who is extremely knowledgeable not only in the subject matter of the trainings, but how it is best applied in our environment and community. The atmosphere that she set in the trainings was what made them such bonding and energizing experiences for our vendors, which translated to an amazing Market experience for our customers as well. The credit for our growth in vendor revenue is most certainly shared by the enthusiasm and professionalism exhibited by both our contractor and our vendors.

- F. Have you publicized any results yet?*

- i. If yes, how did you publicize the results?

We have created a handout that summarizes the results of our work over the past 2 years while utilizing our FMPP grant. This, as well as our final report, will be used as a template for our outreach to various groups over the coming year. We will distribute hard copies as well as post these documents on the Troy Farmers Market and Yaak Valley Forest Council's websites and Facebook pages.

- ii. To whom did you publicize the results?

Our Market Manager was invited to present on our experience with the FMPP grant at an NCAT (National Center for Appropriate Technology)-sponsored retreat (also funded by an FMPP grant) for Farmer's Market managers. The handout was given to the other attendees at this meeting. We will also use a similar handout to publicize the results to our Market vendors and customers this summer, as well as to our partnering organizations, local businesses, and organizational supporters.

- iii. How many stakeholders (i.e. people, entities) did you reach?

The AERO retreat had 20 attendees. The Yaak Valley Forest Council has 1,500 supporters. The Market has about 50 one-time tourist attendees and 150 returning local customers each week. And our online community of Facebook followers for the Troy Farmers Market and Yaak Valley Forest Council combined is about 1,300.

*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).

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

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

We have collected feedback information informally through interviews with our sister markets, our vendors, and at our information table at the Market. We, as a Market, did not conduct any formal surveys of our customers or vendors. However, Sagemore Associates, Inc. did conduct formal workshop evaluations.

- ii. What feedback was relayed (specific comments)?

All of the other market managers at the NCAT retreat knew of the Troy Farmers and some had visited market and came away with great impressions about it. We have a

good reputation, and our presentation on our FMPP grant was received well not only because of our reputation but because we had baseline and current metrics to demonstrate our growth. The overall feedback from our community of Montana Farmers Markets is that the Troy Farmers Market is an excellent model for how to run and grow a rural local food movement.

In terms of our participating vendor feedback, one long-time vendor voiced her support with this statement, "I got involved with the Farmers Market just so that I could be around people and talk about food, basically, and share some of my knowledge about gardening. I think it's really important that we get back to the basics of growing our own food. So I think that's why the Farmers Market is a really good impact here in Troy. Because it's bringing the knowledge of fresh produce and how to process and store this stuff to people who think this is difficult to do. It's an educational event for everybody concerned. And it's a good time for all!"

And a loyal Market customer expressed why she values the market in this way, "This is such a positive experience for those attending and wonderful addition for the community. Just the spirit of gathering for Troy is so important. Huge thanks to Shawna and others that have made this happen."

H. Budget Summary:

- i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
- ii. Did the project generate any income?
 - a. If yes, how much was generated and how was it used to further the objectives of the award?

We started the grant off with \$400/year in revenue in 2014, and ended it with \$1,500/year in revenue in 2016 due to the addition of few fundraising events in our schedule. We have not increased our vendor fees as the market has grown, and many of our vendors paid reduced vendor fees after attending the vendor training sessions during the winter and spring months. With the significant increase in vendor revenue, we will be able to increase our vendor fee in the coming seasons thereby increasing the market income. We also look forward to offering some winter fundraisers for the Market to increase the sustainability of the program.

I. 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).

The strategies that seemed to be the most successful were: 1. The purchase of the matching canopies. The canopies allowed vendors to participate in the market without spending their own money on a canopy. We attracted many new vendors by being able to provide the canopy. Additionally, the canopies were a visual advertisement/reminder of the market for highway traffic. 2. The marketing products, including the postcards and bracelets greatly effective in starting conversations with customers at the information booth. Vendors also appreciated having access to these products at their booth and in their daily lives as a quick way to share the farmers market with friends, family, and co-workers. 3. The tote bag incentive (purchase \$20 worth of products from vendors and receive a farmers market tote bag) caused a stir at the market. The

vendors increased their sales, customers were devoted to the challenge and continue to use the tote bags when they are shopping throughout the year. 4. The vendor training sessions were a fantastic investment because they increased the knowledge base of our vendors and helped guide vendors when developing new products, record-keeping, etc. They also improved the social dynamics of the market, increasing the team atmosphere between vendors. 5. The storage trailer and refrigerated trailer. These purchases not only helped us during the grant cycle but will continue to support the growth of the market and encourage more vendors to expand their offerings. 6. The cider press has become an icon of the farmers market. Across the board, the community is excited to watch the press, press their own apples, and sample the cider. The press allowed us to create the Apple Festival, a resounding success that will continue to feed the overall success of the market.

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

If we had known that the non-profit status application would have taken so much time, we would have started the process earlier in order to accept SNAP, Montana's WIC, and senior food assistance credit by the 2016 market.

- 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:

We underestimated the rate at which the market would grow during the two years of the grant cycle. Due to the growth of the market and the time required to manage general logistics, the time to organize music for the markets was limited. In the future, we hope to designate a volunteer who can do the outreach to local musicians to play at the market.

J. 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.

When this Farmers Market project began, our Market manager was motivated by the possibility of increasing the local consumption of healthy food, increasing the physical health of the community and providing a supplemental income to local growers. She had no idea what a fantastic social benefit this market could be on top of all of that. As the market has grown, it has become a community hub for senior citizens, for roaming children who need the adult mentorship that the market offers, for the vendors who have become so bonded, and for tourists looking for local flavor and travel advice. In a rural, low-income community like Troy, the number of hugs and conversations at the market have become just as important as the pounds of produce sold. Our Market Manager, along with all our market vendors and customers, are so proud of the positive impact the market has had on bringing a weekly dose of vibrancy and friendship into our struggling community.

Because of both the business and community success of the Market, people have begun reaching out to our Market Manager about their ideas in starting small businesses with the goal of making them compatible with the Farmers Market from their inception. We are thrilled that this Market has become such a fixture in our community that business

owners are strategizing around us. In addition to our businesses, other community organizations that are working on nutrition and hunger, such as the Troy Food Bank and Troy Afterschool Program, have begun reaching out to us for partnership and support specifically because of how impactful the Market has become in the community. And finally, despite our difficulties in establishing our SNAP vendor status, the future of this program looks bright. We anticipate having our SNAP capability up and running by our 2017 season, and are looking toward the possibility of establishing a matching SNAP program in 2018 or 2019 through community and business donations and Troy School Garden proceeds.

- 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?
- At the start of this grant, we had an average of 4 market vendors and no infrastructure. Our grant was intended to kickstart a local grower and consumer movement. We fulfilled our goal, and our market has nearly tripled in vendor and consumer participation. But despite these gains, 12 vendors and 200 customers per week are not enough to ensure local food sustainability and eradicate our food desert. We have learned that our success has only been limited by the current capacity of our region to host growers. In order to protect our investment in building a Farmers Market for the communities of northwest Montana and northeast Idaho, it is now clear that we can and must create a new model for our growing system. We hope to continue to support our current local growers, while also building non-grower engagement in the local food movement, recruiting experienced farmers to region, and expanding our markets into all areas of our community. Our Market Manager now had the foundational knowledge and professional connections to successfully implement a project of this scale, and our Market has the social capital to be a leader in this capacity. We have gained great insight into the growth needs of the Troy Farmers Market and its potential as a true benefit to our communities. Troy is the lowest elevation town in Montana. It has a generous growing season but, being 98% public land, logging and mining have shaped our culture and economy. Troy also sits amid prime black and grizzly bear habitat, which can generate conflict between agriculture and wildlife management. Local food production has fallen out of practice, but given our small population its resurgence would make a significant impact on quality food availability. So we want to get creative, using urban agriculture models within this rural framework. Our strategy will be to connect local landowners with experienced growers and wildlife specialists to create a complex of small farming opportunities that supports our economy, community, and treasured wildlife. We will build landowner and grower capacity through consultation, education, and logistic support. And we will connect local institutions with our growers to support the delivery of fresh local food to our most vulnerable community members – children and the elderly. Through this cultivation, we hope to make our food desert thrive as abundantly as our surrounding forests.