

**FARMERS' MARKET AND LOCAL FOOD PROMOTION PROGRAM
(FMLFPP)
Final Performance Report**

The final performance report summarizes the outcome and activities of your FMLFPP award objectives. Failure to submit acceptable closeout reports for an existing grant within 90 calendar days following the grant end date may result in exclusion from future AMS grant opportunities.

This final report will be made available to the public once it is approved by FMLFPP 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 **due within 90 days of the project's performance period end date** (as noted in box 15 of your grant agreement (AMS-33), or sooner if the project is complete. The report must be typed single-spaced in 11-point font, not to exceed fifteen (15) 8.5 x 11 pages (excluding existing Final Performance Report form content). For example, if the Final Performance Report form is six (6) pages before you begin entering your project information into the form, your report may be up to 21 pages (6 pages + 15 pages).

Provide answers to **each question** and all applicable outcome and indicators as it applies to your project. If you are unable to provide a response explain why. It is preferred that you email your completed performance report to your assigned FMLFPP Grants Management Specialist to avoid delays. In case of any extraordinary reason a faxed report can be accepted; please notify your assigned Grants Management Specialist to inform about your submission.

Report Date Range: <i>(e.g. October 1, 2016 -September 30, 2017)</i>	October 1, 2016 – September 30, 2019
Date Report Submitted	November 22, 2019
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	16FMPPNY0048
Recipient Organization Name:	Seven Valleys Health Coalition
Project Title as Stated on Grant Agreement:	Promoting, Sustaining, and Expanding the Local Food Impact in Cortland County
Authorized Representative Name:	Jackie Leaf
Authorized Representative Phone:	607-756-4198
Authorized Representative Email:	jackie@sevenvalleyshealth.org
Year Grant was Awarded:	2016
Amount of Award:	\$108,597

FMLFPP 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: _____

1. Executive Summary—In 200 words or less, describe the project's need, purpose, goals, and quantifiable outcomes:

To increase consumption of and access to locally and regionally produced agricultural products by supporting, promoting and exploring expansion of all methods of producer to consumer direct sales, including farmers' markets, CSAs, roadside stands, and agritourism

activities in Cortland county via a marketing campaign including radio, print, promotional materials, and social media. Support of expansion activities will focus on a market analysis and plan for the interest in, feasibility and long-term viability of, and location for, a potential year-round, indoor market and commercial kitchen in Cortland County. Increasing access to nutritious, local foods for the low-income population of Cortland County through a strategic marketing campaign targeting SNAP, WIC, and/or FMNP beneficiaries, strategizing best practices to reduce the perceived barriers to this population’s patronage of existing direct producer to consumer venues. A part-time staff person will be added to coordinate these efforts in cooperation with existing, local SNAP-Ed curricula through Cornell Cooperative Extension.

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581- 0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual’s income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA’s TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

2. Please provide the approved project’s objectives:

Objectives		Completed	
		Yes	No
1	Evaluate the local barriers preventing disenfranchised, low-income, Cortland County residents from patronizing existing farmers’ markets, roadside stands and CSAs and develop and implement a plan to address these barriers, including consumer education.	Yes	
2	Develop and execute a marketing campaign highlighting <i>at least 5</i> producer-to-consumer direct venues willing to participate.	Yes	
3	Create and distribute/advertise a “Cortland County Food Trail map”, and hone local foods/agritourism branding for Cortland County.	Yes	
4	Conduct a market analysis of the need for and viability of a year-round, indoor farmers’ market and commercial kitchen in Cortland County. If such need and viability prove to exist, create a plan for implementation of such a venue, including a site review and strategic plan for infrastructure needs and procurement.	Yes	

**If no is selected for any of the listed objectives, you must expand upon this in the challenges section.*

3. List your accomplishments for the project’s performance period and indicate how these accomplishments assisted in the fulfillment of your project’s objectives. Please include additional objectives approved by FMLFPP during the grant performance period, and highlight the impact that activities had on the project’s beneficiaries.

Accomplishments	Relevance to Objective, Outcome, and/or Indicator
Market Analysis Completion	Objectives 1 & 4, Outcome 1 & 7: The completion of the market analysis was accomplished in 2018.

	<p>Over 700 consumer surveys completed during the market analysis process exceeded sample size goal. Surveys showed 82 % of sample reporting intention and desire to buy more local/regional foods (whole number 638). Of that percentage, 93.75% of year-round Cortland County residents expressed a desire to purchase more local foods than they currently do and 70.3% of the SUNY Cortland students polled expressed the same. Alongside the 638 community members (consumers) surveyed, 100 surveys were direct mailed to local producers and growers. With 36 responses, 52.7% of producers surveyed indicated positive feelings towards having the opportunity to grow their business at an indoor/outdoor year-round market and becoming a future market vendor and 66% desired to be placed on the local food map. Those that did not desire to participate in the future farmers’ market or food map cited New York Raw Milk Law (all sales must be made at the farm), time involved to vend, wanting to keep farmland free of the public (people trespassing) and skeptical economic viability of ventures. New to 2018-2019, with the Cortland County Local Foods Map completed and having over 25 producer-to-consumer listings in the food map, as well as the four local farmers’ markets, each representing more local producers not individually listed, we feel that Indicator 1 of Outcome 7 has strongly been met and that a year-round farmers’ market would not only benefit the public, but also economically benefit Cortland’s local growers and we consider to pursue that plan vigorously.</p>
<p>Media Campaign</p>	<p>Objectives 2 & 3, Outcome 1, 2 & 6: During the grant term we have utilized print (newspaper, What’s HOT magazine, direct mailings, etc.) and radio ads as well as blog and social media posts and online news outlet (The Cortland Voice) to increase the awareness of access to locally grown foods and SNAP availability at the farmers’ markets, and to feature FMPP events, gain community feedback through surveys, and to advertise the recently released Cortland County Local Foods Map and a variety of public speaking engagements. During our resurveying process, all survey respondents reporting seeing our ads. Highlights of our advertisement campaign have been:</p> <p>#FarmerFridays: Started February 2018, Farmer Fridays has been a great success highlighting 21 local farmers and producers creating over 22,863 views, 4,238 engagements, 381 likes/loves and 100 shares on Facebook, 480 likes on Instagram and over 188 page</p>

views of “Farmer Fridays” blog posts at www.sevenvalleyshealth.org/blog. Additionally, Cortland local country radio station (WQNY) noted on air that #FarmerFridays was trending within the Cortland and Tompkins area.

Cortland County Local Foods Map Campaign: We heavily advertised the creation of the map, both to secure locations for the map (through [survey taking](#)) and to increase anticipation from the community. See Cortland County Locals Foods Map in Accomplishments for further details regarding the success of this objective.

What’s HOT: As a dining, arts, and entertainment guide for Cortland and Tompkins counties, What’s HOT magazine provided us a broad audience to showcase FMPP projects like the Cortland County Local Foods Map and to advertise SNAP availability at farmers’ markets locations during market season. To view our FMPP project spread, released in August of 2019, visit https://issuu.com/scotthopko/docs/wh-0081_aug_19_web.

SNAP and Local Food Education: Utilizing our social media platforms and What’s HOT, we worked to remind the community of [SNAP availability at local farmers’ markets](#), hours of operation for the local farmers’ markets, as well as highlighting other “local food education” (ie: seasonal eating, etc.) and raising awareness for the Local Food, Local Places (LFLP) event. On social media, these posts received 11,297 views, 2,503 engagements, 211 likes/loves and 335 shares on Facebook and 315 likes on Instagram. We were also able to secure additional grant funding to buy new iPads for the Cortland and Homer farmers’ markets and pay for their data plans to enable them to process SNAP payments on the newly required “square” EBT equipment and worked with the Homer Farmers’ Market on a subsidized version for SNAP recipients of their new [“Friends of the Market”](#) program.

Instagram Take Over: Week-long Instagram “takeover” of the Cortland County Convention & Visitors Bureau, “Experience Cortland”, showcased farms and local eating and expanded outreach and visibility in the community. Posts reached 831 people across Cortland County and increased followers by 58 people.

<p>Puzzling Produce Videos</p>	<p>Objective 1, Outcomes 1, 2, & 6: The completion of the “Puzzling Produce” videos was accomplished in 2019. These Short Pictorial Recipe Series consumer education videos highlight the top ten hard to use vegetables that are found at your local farmers’ market. Working with Lela Niemetz from FoodFeasible and Max Hoeschele from Hoeschele productions, we were able to produce 10 videos that showcase how to use each vegetable in three ways including harvesting. We also produced accompanying recipe card sheets that community members can download (see sample attached) and utilized the recipes and videos in connection with cooking classes/demos. This project serves as an ongoing tool as these videos and recipe sheets help to decrease the barriers anyone may feel regarding the foods they can find at farmers’ markets or in CSAs, working to both increase the sales and the consumption of locally grown products. They are a resource that can be shared beyond Cortland County and even NYS.</p>
<p>Continued Cortland Food Project (CFP)</p>	<p>Objective 1, Outcomes 1, 2, 6, & 9: Over the grant term, we continued to receive the commitment and active support of the CFP steering committee which expanded and formalized thanks to FMPP. Quarterly CFP meetings have been instrumental in the development and continuation of action in FMPP and LFLP goals, helping SVHC stay in touch with community SNAP issues, source feedback on FMPP projects, and to understand the food-system issues within our community. During year three of the FMPP grant, meetings were chaired on 12/4, 3/18, and 8/15. During 2019, CFP had the opportunity to work with Anne Palmer from Johns’ Hopkins Center for a Livable Future sponsored by HealthConnections through Population Health Improvement funding via NYS Dept. of Health. Through in-person and virtual meetings, Anne worked directly with SVHC and CFP to help the group gain a better understanding of how to organize and structure a food policy council. During the 3/18 and 8/15 meetings, as well as our most recent meeting on 11/15, Anne facilitated discussions and group-thinks that culminated in the formalization of a mission and vision statement and the values and objectives of CFP, as well as membership expectation and application process. While SVHC facilitated all of Anne’s work within the group, Anne’s presence within quarterly meetings allowed SVHC to participate fully in the organizational and restructuring process. This important shift allowed for equality in group dynamics and helped to facilitate</p>

	<p>valuable feedback and honest conversation around important topics which will help us maintain community involvement in these projects and processes which are integral to sustainability of what was started with this FMPP funding.</p>
<p>Cortland County Local Foods Map</p>	<p>Objective 3, Outcomes 1 & 2: The Cortland County Local Foods Map promotes locally grown and produced foods to help tourists and community members easily identify local food sources in a fun way. This handheld guide features 4 farmers’ markets, 8 farm stands/local food shops, 8 local farms, 8 U-Pick/Seasonal spots and 29 restaurants/breweries and was published and distributed Fall of 2019. While the process of creating the map took much longer than anticipated (see Challenges section) the feedback from the featured locations and the community has been extremely positive. During these last months, SVHC with the help of CFP map subcommittee partners (Experience Cortland, Cornell Cooperative Extensions (Cortland and Tompkins counties), SUNY Cortland), we have created a running list of locations who would like to be added to the map when updates are made and changes those featured have already identified. We are excited about the energy this map has created and what this means for local food sourcing in the future! To view a PDF of the map, please visit www.sevenvalleyshealth.org.</p>
<p>Homer Ave. Redevelopment Project Partnership</p>	<p>Objectives 1, Outcomes 1, 2, 3, 6, 8 & 9: A plan for a year-round indoor farmers’ market and commercial community kitchen as part of a “co-op” of community services co-located in one building has continued to evolve with significant community involvement and input through this three year project. The current model stands as a “Wellness Village” which, in addition to the market and kitchen would also include a new community health clinic (Family Health Network - Cortland’s Federally Qualified Health Center), a new food pantry (Catholic Charities of Cortland County), relocation of Cortland’s WIC clinic and SNAP enrollment office (Cortland County Community Action program) and a childcare center (Cortland YWCA), with a private commercial real estate developer providing his services to the project pro bono. The collaborative, spearheaded by the grantee, submitted an application for almost \$7,000,000 to a private health foundation in August, 2019 and we are currently awaiting notice of whether or not it will be awarded. Currently, the project has received almost \$2,000,000 in grant funding from</p>

	<p>additional sources but cannot begin building until the majority of funding has been acquired.</p> <p>Pursued and received an almost \$200,000 grant through the NYS Dept. of Environmental Conservation in partnership with the City of Cortland and a \$50,000 match grant from the Health Foundation for Western and Central NY in 2019 to start a local food rescue network which includes working with NY farmers, assisting with documenting food donations for tax write-offs. The funding will also provide a portion of the equipment for the new commercial kitchen including cold storage and SVHC staff time to maintain the new job the FMPP funding created. This sustainability will assist us in continuing to drive the work we have established in the last 3 years, and overall Local Foods, Local Places Action Plan forward.</p>
<p>Local Foods, Local Places (LFLP) Event</p>	<p>Objective 1, 3 & 4, Outcomes 1,2,3, 6, 7, 8, & 9: In June 2018 we received Local Foods, Local Places technical award through EPA in partnership with City of Cortland with Seven Valleys Health Coalition as lead. Executed project with training completed on July 30th and 31st with over 70 unique participants. Post-training, we have continued to lead the local LFLP Steering Committee and Cortland Food Project Committee utilizing the Cortland LFLP Action Plan as the CFP's blueprint. The four overall goals in the plan are:</p> <ol style="list-style-type: none"> 1. Enable and promote human-powered transportation options that connect the Cortland community to key food assets; 2. Reduce hunger and increase access to healthy, affordable local food for Cortland's vulnerable populations; 3. Increase market demand for local foods through agritourism and other shared initiatives that will mutually benefit the future year-round farmers' market, existing local food shops, and the region's cultural and community assets; 4. Build capacity for more local food to stay local (e.g. light processing for farm-to-school distribution, value-added product manufacturing).
<p>CCE Farm to School Grant</p>	<p>Objective 1, Outcomes 1 & 2: Farm to School was identified within the LFLP Action Plan and in 2018 SVHC partnered with Cornell Cooperative Extension of Cortland County, Main Street Farms and Syracuse University to craft a grant application for NYS Farm</p>

	<p>to School funding. CCE successfully received an almost \$100,000 planning grant in the fall of 2018. The project has progressed well. They have successfully collaborated with representatives from all five school districts in Cortland County have plans to apply for the next round of funding through NYS in 2020. SVHC's 2020 AmeriCorps volunteer will also assist CCE with some aspects of the Farm to School project.</p>
<p>AmeriCorps</p>	<p>Objectives 1 & 3, Outcomes 1, 2, 3, & 6: From August of 2018-September 2019, our AmeriCorps member focused on increasing access to healthy foods through the revitalization of the Hunger Coalition, a subcommittee Cortland Food Project, populating the Cortland County producers and growers list for the database used by the Buy Local website developed by Tompkins Cooperative Extension, creating #MondayMeals blog posts, and organizing community cooking classes/demos taught by FoodFeasible that highlighted the hard-to-use vegetables and used the recipes featured in the Puzzling Produce videos. These classes connected our Puzzle Produce videos and recipe cards with an in-person event. These cooking classes were highly successful resulting in over 30 community participants being educated in how to prepare hard to use vegetables in a fun and welcoming setting and the public is already asking when we will offer more. In addition to the funding provided for these demos/classes, we were able to secure an additional \$3,000 in grant funds to continue these efforts past the end of the FMPP funding through a variety of sources including a Learning by Giving grant from SUNY Cortland authored by our AmeriCorps member. We currently have enough funding to offer at least 10 more classes in 2020. All classes focus not only on healthy and tasty vegetables but also ones which are sourced locally, in season, and provide education that important element of cooking as well.</p>

<p>Farm to Institution Round Table and STAND</p>	<p>Objective 1 & 4, Outcomes 1, 2, 3, 7, & 9: The FMPP work SVHC has completed over the past 3 years has led us to be recognized as a key collaborator in food systems work extending beyond Cortland County including a request by the NYS Legislative Commission on Rural Resources to help plan and co-sponsor a Farm to Institution Round Table held with members of the NYS Senate and Assembly and key food systems stakeholders across NYS on September 25th, 2019 in Morrisville. The commission is interested in a state-sponsored Farm to Institution office to support and grow the work of FINYS, a program of American Farmland Trust, as well as state legislation nailing down criteria for food retailers using the term “local food” to encourage increased producer to consumer direct sales consumption in NYS, and other issues. SVHC was also invited to and participated in a WSR (Whole System in the Room) two-day workshop in Cooperstown in December, 2018: Stakeholders Team up for Action in NY Dairy (STAND). STAND was coordinated by the Northeast Center for Occupational Safety and Health in Agriculture, Forestry and Fishing & New York FarmNet. (Invitation only, NY statewide event.)</p>
<p>Continuing Food System Education and Professional Development</p>	<p>Objective 1 & 4, All Outcomes: Summits, conferences, and events attended:</p> <ul style="list-style-type: none"> • Food for Thought Summit, Syracuse • CNY Food Summit, Cornell Cooperative Extension of Onondaga County • SNAP and Health in the 2018 Farm Bill, Cornell Cooperative Extension of Broome County • National Direct Agricultural Marketing Summit, USDA • Stakeholders Team Up for Action in NY Dairy, Cooperstown • Industry Summit: Food and Agriculture, Binghamton • New England Farm to Institution Summit, Amherst • Cortland Rotary Presentation on FMPP Projects • Tompkins/Cortland Open Farm Days Volunteer, Cortland • Farm to Institution NYS Senate Round Table, Morrisville • National Public Health Outreach Conference, Minneapolis

Creation of a Full-Time Food Systems Position	Due to the caliber of projects completed, partnerships created, and the funding secured because of FMPP activities, SVHC has been able to transform the part-time FMPP project coordinator position into a full-time position who will help to coordinate DEC grant projects, continue to maintain the Cortland Food Project and advance other LFLP objectives.
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4. Please list any challenges experienced during the project’s period of performance. Provide the corrective actions taken to address these issues.

Challenges (Issues)	Corrective Actions and/or Project Changes (s)
Farmers’ Market and Commercial Kitchen – slow progress	<p>Two of the most exciting decisions of this project are also two of its most significant challenges:</p> <ul style="list-style-type: none"> • The partnership model – Rather than a stand alone farmers’ market and commercial kitchen, the plans to build the new market and kitchen co-located with other collaborative partners forming a new wellness village. This model will provide a greater possibility for long-term financial stability and reduced overhead for the market and kitchen, but it provides a significant challenge in securing all of the funding necessary for the original capital investments. • The location – The identified spot for the new wellness village is a mostly vacant, dilapidated shopping plaza in a LI/LA census tract within the City of Cortland on a heavily traveled state route easily accessed by Interstate Route 81, adjacent to the County Fairgrounds which has a mostly agricultural focus, an elementary school, and a community garden with plans for another nonprofit to build a 25 unit support housing complex for victims of domestic violence and neighboring a low-income senior housing complex. All in all it is the perfect location. It is also a property that requires substantial rehabilitation to make it inhabitable which will require the structure to be completely stripped, eliminating the possibility of addressing it in stages. This again presents a significant challenge re: alignment of capital investments for a much larger project than the market and kitchen alone making progress slower than desired.

<p>Cortland County Local Foods Map - creative collaboration issues</p>	<p>The culminating process of creating the local foods map was more intensive than forecasted, creating a delay for public release until the Fall of 2019. A few of the hurdles we experienced during project development were the timely confirmations of listing information, despite our repeated attempts, as well as conceptual and communication issues with the map artist. While we are happy with the final outcome of the map, there are still improvements we have already identified but for which time and financial constraints did not allow. Now that the foundational groundwork has been laid, identifying funding and processes for keeping the map current and updated with future versions is a goal we have moving forward.</p>
<p>Data Collection - re-surveying efforts</p>	<p>During our baseline surveying in 2017, we were able to secure feedback from 36 local growers and producers. During our re-surveying efforts in 2019, we were only able to procure feedback from 21 local growers and producers. While this number is less than we desired for comparison with 2017 data, in retrospect we understand the challenge in that the ending of the grant term and most of 2019 data collection efforts took place during the busiest time of the year for our farming community: Harvest Season. ***Additionally, we believe that a few of the questions regarding the amount in dollars for sales increase, although necessary for final reporting purposes, may have been perceived as intrusive. While we were unable to secure exact dollar amounts to show progress, we were able to find a mutually respectful way to obtain alternate data that could demonstrate some correlation that our grant projects were helpful to our local growers and producers. 14 of the 21 surveyed local growers and producers mentioned that between the dates of 2016-2019, they had an increase in sales and customer counts.</p>
<p>#FarmerFriday posts – low participation in 2019</p>	<p>In 2018 we highlighted over 17 local growers and producers for #FarmerFriday. These blogs and social media posts were extremely popular and we strove to keep our Friday social media posts focused on showcasing local farmers even when we didn't have someone ready to participate in the blog. Although efforts were certainly made to continue the momentum, acceptance of our requests was slow in 2019 resulting in only 4 additional interviews/blogs.</p>

<p>Farmers' Markets – lack of administrative/managerial support</p>	<p>As we partnered with the local farmers' markets for media campaigns, surveying, SNAP support, etc. it became apparent that there is a high need for a county-wide farmers' market manager who could help to collaborate, connect, and infuse energy into the individual locations. Three of the four farmers' markets are currently run by volunteers who are often doubling as vendors and the 4th is run by Deputy Clerk of the Village of Homer who took on the task in addition to her already more than full position. Often, because of this duality, other priorities come first, leaving the bare minimum being done to advertise and support the markets and grow their potential. Additionally, besides the support and expertise a market manager could offer, a position such as this could help Cortland to continue to reach Local Food, Local Places (LFLP) action plan goals such as increasing market demand for local foods, reducing hunger, building capacity for local food to stay more local, and increasing access to healthy, affordable local food for Cortland's vulnerable populations. This funding provided SVHC the ability to offer some supports but there is significant room for growth. The low utilization of EBT services at the markets in a community with a high rate of residents receiving SNAP benefits is one example of a data point demonstrating the challenges in this area.</p>
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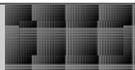
5. Quantify the overall progress on the outcomes and indicators of your project. Include further explanation if necessary.

Outcome 1: To Increase Consumption of and Access to Locally and Regionally Produced Agricultural Products.

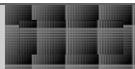
Indicator	Description	Number
1.	Total number of consumers, farm and ranch operations, or wholesale buyers reached	64,352 (739 in person reaches, 1,270 total surveys, and 62,343 social media reaches.)
1.a.	The number that gained knowledge on how to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	11,238
1.b.	The number that reported an intention to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	979

1.c.	The number that reported buying, selling, consuming more or supporting the consumption of local/regional food that they aggregate, store, produce, and/or distribute	359
2.	Total number of individuals (culinary professionals, institutional kitchens, entrepreneurs such as kitchen incubators/shared-use kitchens, etc.) reached	
2.a.	The number that gained knowledge on how to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	73
2.b.	The number that reported an intention to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	67
2.c.	The number that reported supplementing their diets with locally and regionally produced agricultural products that they produced, prepared, preserved, and/or obtained	74

Outcome 2: Increase Customers and sales of local and regional agricultural products.

Indicator	Description	Number
1.	Sales increased as a result of marketing and/or promotion activities during the project performance period.	
	Original Sales Amount (in dollars) ***See Challenges above and notation on pg 11	
	Resulted Sales Amount (in dollars)	***
	Percent Change $((n_{\text{final}} - n_{\text{initial}}) / n_{\text{initial}}) * 100 = \% \text{ change}$	***
2.	Customer counts increased during the project performance period.	
	Original Customer Count	***
	Resulted Customer Count	***
	Percent Change $((n_{\text{final}} - n_{\text{initial}}) / n_{\text{initial}}) * 100 = \% \text{ change}$	***

Outcome 3: Develop new market opportunities for farm and ranch operations serving local markets.

Indicator	Description	Number
1.	Number of new and/or existing delivery systems/access points of those reached that expanded and/or improved offerings of	
1.a.	Farmers markets	2
1.b.	Roadside stands	1
1.c.	Community supported agriculture programs	1
1.d.	Agritourism activities	2
1.e.	Other direct producer-to-consumer market opportunities	-
1.f.	Local and regional Food Business Enterprises that process, aggregate, distribute, or store locally and regionally produced agricultural products	-

Indicator	Description	Number
2.	Number of local and regional farmers and ranchers, processors, aggregators, and/or distributors that reported	
2.a.	An increase in revenue expressed in dollars	***
2.b.	A gained knowledge about new market opportunities through technical assistance and education programs	40
3.	Number of	
3.a.	New rural/urban careers created (Difference between "jobs" and "careers": jobs are net gain of paid employment; new businesses created or adopted can indicate new careers)	-
3.b.	Jobs maintained/created	1
3.c.	New beginning farmers who went into local/regional food production	-
3.d.	Socially disadvantaged famers who went into local/regional food production	-
3.e.	Business plans developed	1

Outcome 4: Improve the food safety of locally and regionally produced agricultural products.
Only applicable to projects focused on food safety!

Indicator	Description	Number
1.	Number of individuals who learned about prevention, detection, control, and intervention food safety practices	N/A
2.	Number of those individuals who reported increasing their food safety skills and knowledge	N/A
3.	Number of growers or producers who obtained on-farm food safety certifications (such as Good Agricultural Practices or Good Handling Practices)	N/A

Outcome 5: Quantify the overall progress on this outcome indicator based on relevant project activities not covered above.

This indicator must reflect the project narrative's required additional outcome indicator.

6. Discuss your community partnerships (include applicant staff and external partners).
 - i. Who were your community partners?

SVHC Staff (Susan Williams, Gabrielle DiDomenico, and Jackie Leaf), FoodFeasible, Badman's Bushel Basket, Hollenbeck's Cider Mill, Food and Ferments, Cobblestone Valley Farm, Trinity Valley, Cortland Medical Center (GCMC), Cortland County Planning, the Health Foundation of Western and Central New York, Cornell Cooperative Extension of Cortland County, Cortland Downtown Farmers' Market, Homer Farmers' Market, Virgil Farmers' Market, Main Street Farms (urban agribusiness), Cortland County Community Action Program (CAPCO), State University of NY College at Cortland (SUNY Cortland), Food Bank of CNY, Food and Health Network of South Central NY (FAHN), Village of Homer, NY FarmNet, United Way of Cortland County, Experience Cortland (County Tourism Bureau), the City of Cortland, Thoma Development Consultants (who serve as the City of Cortland's Community Development Dept.), and the Cortland Business Development Corporation (BDC), the Cortland YWCA, Yaman Realty Services, Cortland City Schools, Experience Cortland (County Tourism Bureau), Jim Coon, Catherine Bertini (community member), Cortland Hunger Coalition, Anne Palmer (Johns Hopkins Center for Livability), HealtheConnections, Family Health Network, and Northbound Ventures.

Additional stakeholders have included Ron Batcher (USDA), Tompkins Cortland Community College (TC3), Sustainable Cortland, Cortland County Soil and Water Conversation District, Cincinnatus Farmers' Market, Coffee Mania, Cornell University, New Penn Farms, Applegate's Garden, Lucky 13 Beef, Max Hoeschele (Hoeschele Productions), Office of the Aging, Emily Fusco (AmeriCorps member at Cornell Cooperative Extension), Theresa Rodabaugh (Student from SUNY Cortland), Cooper Hill Maple, Birdsall Beef, Frosty Morning Farms, YB Forest Farm, Wensleydale Cottage Farm, Minglewood Mushroom, Ole Miss Franny's Farm, Cherry Knoll Farm, Stone Horse Farm, Bossard Honey, CNY Beef, 2 Kids Goat Farm, Whole Heart Café, Z's Nutty Ridge, Green Dragon Farm, Plunkett's Farm, Shared Roots Farm, Byrne Dairy, and a handful of additional independent community members, and farmers via activities such as the LFLP event, Cortland County Local Foods Map, Homer Ave Plaza Project community meeting, #FarmerFridays, surveying efforts, farmer meetups and various conference/networking events.

ii. How did they contribute to the overall results of the FMLFPP project?

All of our partners helped to propel us in our project accomplishments. Our network of partnerships has been vital to our ability go far beyond the most of our goals stated in the grant application work plan allowing us to host events like the Local Foods, Local Places, plan a Farm to Institution Round Table with the NYS Legislative Commission on Rural Resources, organize Let's Get Cortland Cookin' classes, and more.

Some concrete examples of contributions have been:

- SUNY Cortland, CAPCO and CCE of Cortland County were instrumental in the survey return rate we achieved and TC3 provided us with a student volunteer who contributed to the survey's creation.
- Main Street Farms and Yaman Realty have provided expert advice on business plan development concerning the year-round farmers' market and the commercial kitchen plans (Homer Ave Project). Yaman has provided a significant number of hours and expertise in the capacity of pro bono commercial real estate development with regards to the year-round indoor farmers' market and commercial kitchen project. Family Health Network and the Cortland YWCA have also been strong and supportive partners in helping us continue to work towards that project goal as well through the wellness village model.
- CFP Steering Committee and the food map and Hunger Coalition subcommittees have given countless hours to help us with long-term, strategic development that will carry these FMPP projects (and the LFLP Action Plan) forward for long-term sustainability.
- SUNY Cortland, Experience Cortland (Cortland County Bureau of Tourism) and CCE of Cortland County were instrumental partners, helping to identify local foods map destinations and assisted with surveying efforts.
- CAPCO has been especially crucial in SNAP facilitation and troubleshooting with EBT at the farmers' markets.
- Food and Health Network of South Central NY helped us secure our two foods-focused AmeriCorps members and are consistent partners and sounding boards in all things local foods related.
- CCE Cortland ran with the goal of developing a Farm to School program in Cortland County.
- CFP community member, Catherine Bertini, has provided invaluable counsel on a variety of food systems issues we have addressed. (Ms. Bertini is the Former Executive Director of the United Nations World Food Programme and former Under-Secretary for Management of the United Nations and a native of Cortland County who returned here to live several years ago).
- HealtheConnections provided us with the opportunity to consult on multiple occasions with Anne Palmer of Johns Hopkins Center for Livability which has strengthened our Cortland Food Project committee allowing for group sustainability beyond this FMPP project.

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

The partners gained during the FMPP grant term will allow us to continue to build upon our FMPP projects by assisting with future grant applications (co-writing, letters of support, etc.), continuation of feedback and guidance (CFP, CCE, CAPCO, etc.), assistance in updating the Cortland County Local Foods Map (Experience Cortland, CCE, current local growers and producers on the map, etc.), continuing to see the Homer Ave Wellness Village Project through to fruition (FHN, CFP, Catholic Charities, etc.) and building upon educational food classes (FoodFeasible, CCE, etc.). The systems-level collaborations we have had with consultants such as Anne Palmer, as well as Holly Fowler from Northbound Ventures whom we met through the LFLP process, and Catherine Bertini are very likely to continue offering advice and connections as appropriate and time allows which are invaluable resources as we continue to operate in the role of driving this projects forward beyond the time constraints of this grant funding. We could never have achieved the successes we have without the help of everyone mentioned in this section.

- iv. What feedback have the partners provided (specific comments) about the results of the project?

We continue to receive great support and appreciation from our partners, including the Cortland Food Project (CFP) steering committee, pertaining to our efforts in identifying and achieving community food system needs. Just a small sample of much of the feedback and responses we have received and documented includes:

- "I just saw the map, it looks great!" - CFP Steering Member
- "Thank you for your dedicated work in our local food system" –Local Grower
- "Love the food map! And it already brought us a customer!" – Local Beef Farmer
- "We would be honored to be a distribution location!" (Regarding the map) – Local U-Pick and Dairy Farmer
- "It's been great to realize how much potential our community has (& the food!!!)—I'm a chef!" – LFLP Participant
- "It was a pleasure working with you and the SVHC" – Video Project Contractor
- "The map is an incredible resource for our community" – Local Seasonal Producer
- "This is a great community and I've been inspired by so many of my foremothers and fathers. It's also truly inspiring to see all the "up and growing" younger folks carrying the dream of a more sustainable community into the future!" – Local Grower
- "Thanks for all the good work of the SVHC and committee members. Your efforts have really enhanced the local foods movement!" – Local Maple Producer
- "Knowing you were there to provide support and resources made me think we could get the market going again." – Local Farmers' Market organizer
- "We're excited to see energy and promotion around agriculture and food happening in Cortland County, glad to be taking part!" – Local Grower
- "I can't thank you enough for this work you're doing" – Local Grower
- "I, for one, am so appreciative of SVHC's leadership on this dream that many of us have had for years. Your hard work is very evident!" – CFP Steering Member
- "SVHC's work with local foods keeps making me look good. Keep it going!" – Local Elected Official
- "I'm very interested and invested in this process if you ever need anything from me or [my business]. I can't thank you enough for this work you're doing." – Local Foods Business Owner
- "We really need all the help we can get at the farmers' market" – Local Farmers' Market Vendor

7. How do you plan to publicize the results?

- i. To whom (i.e. people, entities) do you plan to publicize the project results?

We shared market analysis findings during the Homer Ave Plaza Project community meeting in 2017, as well as through various articles published in the Cortland Standard, Cortland Voice, and our social media. LFLP results have been shared with the identified leads of the LFLP objectives and the CFP steering committee. The public can also download the LFLP action plan by visiting [SVHC's website](#). Additionally, an overview of FMPP activities were publicized through the spread in [What's HOT Magazine](#). The results of Cortland County Local Foods Map can be found directly through the map itself. These maps can be found at a variety of public places including the Visitor's Bureau, local farmers' markets, farm stands, Hope Lake Lodge, as well as at the majority of the 58 locations highlighted on the map. We have also presented on the work accomplished through this grant in a variety of settings including local and regional professional development workshops, community meetings, etc.

- ii. When do you plan to publicize the results?

To date, all results pertaining to our FMPP work have been published. Local farmers' market promotional ads, newspaper articles, Cortland County Local Food Map, #FarmerFriday posts, and items pertaining to the LFLP event were noted as the most seen through the community and partner survey responses. We will continue to use survey responses, the market analysis, and the LFLP action plan to identify additional funding needs and to shape ongoing work with the Cortland Food Project, our AmeriCorps position, and the DEC Food Waste Reduction grant and use similar methods to share the results of work well into the future. Please note that the first few pages of this report included a significant number of hyperlinks have been included to a large number of publicity opportunities on FMPP projects over the past three years. For many we included only samples as the number social media posts, etc. are much too excessive to list out individually.

*If you have publicized the results, please 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).

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

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

Feedback has played an unparalleled role in helping us tweak project approaches to ensure that goals are being met in a manner that is respectful to our local growers and producers and relevant to our community. As part of the initial surveying process, the creation of the market analysis and the Cortland County Local Foods Map, and in the final re-surveying process, individuals were asked to provide feedback and suggestions via highlighted areas in surveys, direct mailings, on social media platforms, in emails, and more. More informationally, we have stayed in regular communication with the Cortland Food Project committee, far beyond the formal quarterly meetings, Experience Cortland, CCE Cortland, CAPCO, SUNY Cortland, Food and Health Network of South CNY, for additional receipt of feedback and collaboration. While SVHC received the FMPP funding to carry out the goals of this project, we have always seen role as a member of a community completing food systems work and continually looking for feedback and collaboration in doing so. The LFLP Action Plan has turned into the blue print for forward project for the CFP and we are proud to continue using that committee-created document to improve and guide our work.

ii. What feedback was relayed (specific comments)?

- “This is important work! Keep it up!” - Community Survey Response
- “If there is any possibility in combining the Homer and Cortland Farmers Market, I think it would be very beneficial to the local food movement.”- Community Survey Response
- “I love local food and agriculture. I am very interested in gardening & farming, let me know how I can get involved.” – SUNY Student Survey Response
- “I received food stamps for almost 20 years before I finally got a job that enables me to support my family independently. We are struggling, but fresh, local sustainable food is a priority to me—even on a tight budget.” – Community Survey Response
- “We need a more robust farmer's market in the county, with better hours and a better selection of farms/farmers to buy from.” – Community Survey Response
- In the follow-up survey, results showed that 78% of community members desired to purchase more local foods and stated that buying local was important to them because it supports a local farmer (83%) and is fresher (74%) but noted that cost (51%) and finding local food (49%) was a barrier.

9. 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: Yes
- ii. Did the project generate any income? Yes No
 - a. If yes, \$_____ generated and how was it used to further the objectives of this project?
- iii. In the table below include the total amount of **federal funds spent** during the grant performance period (**Do not** include matching or in-kind contributions):

Categories	Amount Approved in Budget	Actual Federal Expenditures (Federal Funds ONLY)
Personnel:	\$62,509	\$62,509
Fringe:	\$6,945	\$6,945
Contractual:	\$15,600	\$15,600
Equipment:	\$0	\$0
Travel:	\$2,125	\$2,125
Supplies:	\$2,450	\$2,450
Other:	\$9,096	\$9,096
Indirect Costs:	\$9,872	\$9,872
TOTAL:	\$108,597	\$108,597

- iv. **ONLY for LFPP recipients:** Provide the amount of matching funds/in-kind contributions used during the grant performance period.

Categories	Match Approved in Budget	Actual Match Expenditures
Personnel:		
Fringe:		
Contractual:		
Equipment:		
Travel:		
Supplies:		
Other:		
Indirect Costs:		

TOTAL:		
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10. 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).
- Great Work is Never Done in a Silo. Having the depth of partnership that SVHC has been fortunate to secure has allowed for increased movement across sectors resulting in a continuous stream of requests for SVHC leadership presence and invitations to join in educational and programmatic opportunities. Our collaborative efforts have enabled us to secure supplemental funding (Giving By Learning, DEC Municipal Food Scraps Waste Reduction Program, Health Foundation for Western and Central NY, etc.) and to secure additional opportunities (Local Foods, Local Places, conference invitations, etc.) that helped take our FMPP work from good to great.
- Stay Flexible, Don't Be Afraid of Plan B, and Grab Every Opportunity You Can. We hit several snags along the way in terms of meeting projected timeline goals stated in the work plan, or needing to readjust a planned activity that didn't come to fruition. One example would be shifting the plan for cooking demos at the farmers' markets to cooking classes at a variety of community venues in order to more easily meet Health Dept. guidelines. This flexibility is most notable with regards to the Cortland County Local Foods Map. While we are grateful that all FMPP goals were met by the end of the grant term, we had hoped for a map release before the 2019 growing season. Although we consistently reflected on our work plan to make sure we were on track with the map planning process, one can never fully be prepared to navigate the waters of a busy growing season, complicated work schedules, delayed or difficult communication from partners, and sudden life events that impede forward progress. Be prepared to continue to use your work plan to readjust your weekly work but be prepared to be flexible with the ideas of how you will turn hypothetical goals into concrete results. We had also never heard of LFLP before we applied for FMPP and it was an opportunity we likely wouldn't have had the staffing or expertise to execute if not for this grant. It added much more work to an already full plate but we knew we needed to strike while the iron was hot!
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

While all original four objectives that we stated were accomplished, we feel this was in part due to the flexibility of each outcome we identified afforded us. It's important to look for a new path instead of giving up and turning around when you encounter a roadblock as long as you stay true to the overall mission and purpose of FMPP and more general goals of your own work that you had originally laid out. We highly suggest this type of fluid goal-setting/achieving approach for future FMPP/LFPP grant holders to avoid frustration and having unmet objectives at the end of the grant term.

- 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 strongly recommend keeping a running log of activities pertaining to grant work that is updated on a monthly basis. If you work for an organization which requires monthly grant reports to a board of directors this is a great way to double dip on your reporting. Having a "quick guide" to the programs you participated in, the new contacts you made, the events you attended, the funds you used, etc. is a sure way to keep reporting (interim and otherwise!) a happy event! Don't forget to scan in any newspaper articles, save photos, create a file of hyperlinks, etc. as you go so you aren't scrambling at the end. Pre and Post surveys whether or not you're doing a market analysis are a great way to get a pulse on how the community has perceived your work throughout the grant period and

can serve as a guide for you along the way. We also cannot recommend the EPA's Local Foods, Local Places opportunity highly enough. Get your community together and apply today! It may add more work to your plate but the benefits are 100% worth it. Make sure to participate in your conference calls with your grants manager and find professional development opportunities that relate to your project. There is always more to learn from one another. And don't be afraid to reach out to us or anyone else who has received this funding in the past. Most people doing this work love to share because we're passionate about the mission across the board and want to help others be able to succeed. There's no need to reinvent the wheel – talk to other communities about what works and what doesn't. But don't get bogged down by the overwhelming number of resources that are available.

- iv. Discuss if and how the result of this project can be adapted to other regions, communities, and/or agricultural systems.
- We see value in having a local foods map in any area of the nation, but it is especially important for rural and small city areas. Often, these geographic areas are low access, low income places and have limited funds available for tourism activities. A food map can be a foundational starting point to connecting neighbors with each other over one of the best equalizers known to humanity: food. We also spent quite a bit of time in making the determination on what to include and exclude. (How would we determine which restaurants got included for example.) We're happy to talk to other communities about how this process worked and what we would change.
 - We also highly recommend doing some form of asset mapping. For us, this came in the form of the market analysis, but such activities can easily be adjusted to fit any project goal. This activity provided us with such a robust insight into our community and local food system and truly helped to shape the rest of our grant work. Just like a local food map, asset mapping is an easily adaptable project for any community!
 - While the Puzzling Produce videos can be accessed and shared by anyone, there is value in adapting this idea to different regions of the U.S. – what is a local, commonly available vegetable here may not be in Florida or Alaska. This is worth replication, especially with the model we used where it was connected to real-life cooking classes. Someone could purchase a CSA share, take a cooking class to learn how to use the vegetables with which they are unfamiliar, take-home paper copies of the recipes then follow along again when they cook them at home using the videos.

11. Future Work:

- i. How will you continue the work of this project beyond this grant? In other words, how will you implement 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.

It almost feels like, even with all that we have accomplished, we're just getting started, and this was a foundational grant, a springboard to the next round of identified goals. The LFLP Action Plan will continue to serve as the blueprint and guiding document for our organization's food systems efforts. We have already received almost \$250,000 through the NYS DEC and Health Foundation for Western and Central NY grants which will help provide our organization with momentum to continue our food systems work in a variety of arenas. The work we completed through FMPP without a doubt enabled us to be successful with that grant application and grow what started out as a half-time FMPP-funded project coordinator position that was only secure for three years to a full-time position that now has life for another three years. Our connection with AmeriCorps also gives us stable volunteer hours to help continue the LFLP work. This final report was also a good process

for us to distill down additional gaps in service and future goals so we know where we go from here and will allow us to provide evidence of a thoughtful process including significant data carefully collected and monitored over a length of time that we can use with additional funders in the future, including with our pursuit of further capital funding for the year-round indoor farmers' market and community kitchen. Thanks to the work we have completed over the last year we now have both long term and short term goals for the future which include broadening reach at the existing local farmers' markets, developing the year-round indoor market, and once the commercial kitchen is built and established, tying that structure in with not only educational programming but also our efforts to address hunger and food equity along with food systems related workforce development – from planting to harvesting to preparing to selling.

- 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?

While the USDA program officer's conference calls with our cohort of other FMLFPP grantees are helpful, as have been the opportunities to collaborate in person at regional and national conferences, some form of communication for grantees to collaborate, that is available throughout could be beneficial. Whether it's an email listserv, a Facebook group, or some other platform that would facilitate this kind of easy access to one another, it would be extremely beneficial. And either providing funding for or suggesting applicants write into their budget the funding for travel to these conferences so that we can collaborate together in person as well might be helpful too.