

January 2017

# Local Foods, Local Places

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## *A Community Driven Action Plan for Memphis, Tennessee*



A technical assistance program of the U.S. Environmental Protection Agency, U.S. Department of Agriculture, U.S. Department of Transportation, Centers for Disease Control and Prevention, Appalachian Regional Commission, and Delta Regional Authority



## The Local Foods, Local Places Program

Local Foods, Local Places (LFLP) helps people create walkable, healthy, economically vibrant neighborhoods through the development of local food systems. The program is sponsored by the U.S. Department of Agriculture, U.S. Environmental Protection Agency, the Centers for Disease Control and Prevention, the U.S. Department of Transportation, the U.S. Department of Housing and Urban Development, the Appalachian Regional Commission, and the Delta Regional Authority, with support from the White House Rural Council. Local Foods, Local Places aims to boost economic opportunities for local farmers and businesses; improve access to healthy, local food; and promote childhood wellness. For each partner community selected to receive assistance from the Local Foods, Local Places program, a team of experts works with community members to set goals and plan projects. Projects include farmers markets, local food cooperatives, community gardens, and other food-related enterprises that can boost local economies and drive downtown and neighborhood revitalization. In 2015, Memphis applied for assistance through Local Foods, Local Places and was one of 27 communities selected.

## Community Story

Though small by national standards, Memphis has an impact far beyond its scale. Memphis is a city of about 650,000 people and an area of 324 square miles, located along the Mississippi River in Shelby County, Tennessee. It is the largest city in the state and a critical cultural hub and metro area for southwestern Tennessee and adjacent parts of Arkansas and Mississippi. Memphis is also a cultural force, from its iconic blues and barbecue to landmarks like Beale Street, Graceland, and the National Civil Rights Museum. Memphis has a variety of valuable



*Photo: Downtown Memphis. Credit: Geoff Alexander, EPA*

## Local Foods, Local Places Action Plan - Memphis



assets: a compact and walkable downtown with active streetcar lines; a riverfront park system that connects downtown Memphis to the Mississippi River; and the newly-opened Big River Crossing, the longest active rail/bicycle/pedestrian bridge in the country.

Memphis is a regional transportation hub, with a major highway access point, barge traffic on the Mississippi, an airport, and rail lines. Memphis is also known as a diverse city with high rates of poverty (27.4%), though poverty is concentrated in distinct neighborhoods. Memphis's median household income is less than 70% of that for the United States as a whole.<sup>1</sup>



Figure 1: Google Map of Midtown Memphis. Cooper-Young (inset, enlarged) lies just to the south of the Midtown district.

Midtown is a diverse and historic section of town that lies along the bustling corridor between downtown and the wealthy suburbs of East Memphis. Just to the southeast of Midtown is the

<sup>1</sup> US Census Bureau QuickFacts. <http://www.census.gov/quickfacts/table/PST045215/4748000>, accessed November 29, 2016.



Cooper-Young neighborhood, oriented around the intersection of Cooper Street and Young Avenue and named in 2012 to the American Planning Association's list of 10 Great Neighborhoods in the U.S.

Cooper-Young's motto ("Historically Hip") captures the spirit of this eclectic neighborhood, which is anchored by historic buildings and institutions while attracting a growing number of young professionals and trendy establishments. Midtown also includes the Medical District, the Memphis Fairgrounds, several colleges, and the recently redeveloped Overton Square. At the southern end, it's bordered by Orange Mound - an older and predominantly African American neighborhood in Memphis, which was recently designated a "Preserve America" community.<sup>2</sup> The neighborhood has many low-income residents and is sharply divided from Cooper-Young by a railroad line.

Midtown and Memphis overall boast a number of traditional supermarkets and smaller stores and an increasing number of local food outlets. Downtown hosts a large and well-established farmers market, and there are about a dozen smaller markets scattered around the city.<sup>3</sup> Cooper-Young is home to the Cooper-Young Community Farmers Market (CYCFM), which embodies both the challenges and potential of Memphis's local food system. CYCFM is a well-established market in Memphis (the only one operating year-round), with strong community support and committed vendors. Still, it struggles to make a dent in a culture of unhealthy eating, to attract a large and diverse base of customers, and to achieve long-term operational sustainability.

## Challenges

Memphis faces a host of interrelated social and structural challenges across the City, which link directly to its challenges in the local food arena and, more narrowly, to the viability of the CYCFM.

### ***Health & Food Insecurity***

Poverty and food insecurity are at the heart of the issue: Memphis is known as a poor city, in a poor county, in a poor state. Approximately 51% of Shelby County residents are eligible for

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<sup>2</sup> Skinner, Kaleigh. December 16, 2016. First Lady gives Orange Mound "Preserve America" status. *The Commercial Appeal*.

<http://www.commercialappeal.com/story/news/local/2016/12/16/first-lady-gives-orange-mound-preserve-america-status/95489454/>, accessed January 5, 2017.

<sup>3</sup> I Love Memphis Blog. "2016 Farmers Market Guide." <http://ilovememphisblog.com/2016/06/i-love-memphis-2016-farmers-market-guide/>. Accessed November 28, 2016.



SNAP benefits<sup>4</sup> and the 2016 annual Food Research & Action report on food hardship ranks Memphis the third metropolitan area in the nation for food insecurity.<sup>5</sup> Memphis residents eat a great deal of processed and unhealthy food, which is part of the local culture. Those unhealthy eating patterns lead to high rates of diabetes and obesity and other health challenges, compounding problems of poverty and the ability to lead an active lifestyle and access local foods.

### ***Climate***

Located at the intersection of the Gulf of Mexico region, the Mississippi Delta, and the Great Plains, Memphis has a highly variable climate. Temperatures range from extremely hot and humid, with summer temperatures routinely topping 100° F, to cold and damp winters with frequent rains and occasional ice or snow. Memphis regularly faces both punishing sun and driving rains, making it a challenging climate for outdoor events and for growing and marketing local foods. Without adequate shade and protection, outdoor farmers markets can become uncomfortable and unviable for customers and vendors alike.

### ***Lack of Access (Transportation, Connectivity & Local Food)***

Access is a major barrier to local and healthy food development in Memphis, in several respects. Public transit, bike and pedestrian infrastructure and transportation options are lacking for many Memphis neighborhoods, making it hard for residents to access many services and destinations in the city.



*Photo: Produce for sale at the CYCFM.  
Credit: Geoff Alexander, EPA*

That issue is compounded by a lack of healthy food outlets. While the number of farmers markets is growing and local food is increasingly appearing in other stores, many residents are unable to access a retailer or vendor with local foods. In some cases, the perception of barriers is as serious as the barriers themselves; for

<sup>4</sup> Feeding America. “Map the Meal Gap” (interactive food insecurity map).

<http://map.feedingamerica.org/county/2014/overall/tennessee/county/shelby>. Accessed November 28, 2016.

<sup>5</sup> Food Research and Action Center. “FRAC’s National, State and Local Index of Food Hardship.” June, 2016. Available at: <http://frac.org/pdf/food-hardship-2016.pdf>. Accessed November 28, 2016.



example, residents of the low-income neighborhood south of Cooper-Young could likely walk to the CYCFM, but the railroad tracks serve as a psychological neighborhood barrier that prevents people from crossing over.

Access is also a problem on the supply side: farmers markets struggle to find enough vendors, and there are surprisingly few small-scale local farmers in the region. Some farmers who do participate in CYCFM report that demand, especially for local meats, outpaces what they can supply. That is in part because of another access challenge - access to meat processing facilities that meet regulations and are viable for small farmers.

### ***Lack of Awareness***

Even when local and healthy foods are accessible, awareness and interest are significant barriers to Memphians purchasing and consuming them. That problem starts with a broader disconnection from nature and food production: many residents grow up with no experience of farms and little understanding of how local foods can benefit them or their communities. That creates generations of adults with little interest in farming, fueling the shortage of small farms. It also means shoppers are less likely to choose local, even when the choice is available.

Awareness of local food options is also a challenge. Even when residents are interested in purchasing healthy, local foods, they may not be aware of stores and markets. The CYCFM board reports that many people are still not aware that the market is open year round, and challenges around siting and lack of permanent infrastructure make it easy for people to drive by the site without ever knowing the market exists.

### ***Inadequate Local Food System***

Most of these challenges relate to an overarching disconnection in the local food system. A thriving local food system requires many components - viable producers, informed and educated consumers, adequate farmland and climate, local food infrastructure and outlets. It also requires a connection between them, so that producers and consumers can communicate and find each other, adjust to demand and meet each other's needs. Memphis's local food system suffers from a lack of funding, lack of permanent infrastructure and local food outlets, lack of visibility and promotion, and disconnect between components of the system. Those challenges manifest themselves for CYCFM most directly in its location and infrastructure. While there is strong community support for the market, it has struggled to arrive at a permanent agreement with the church where it is sited, and that uncertainty prevents the market from creating the permanent infrastructure it needs to address challenges of visibility, climate, and accessibility.



Finally, there is some disagreement among farmers, market vendors, community members, and others around the state of the food system - for example, whether there are too many farmers markets or not enough. Those challenges point to a need for more information and research to inform local food development strategies.

### **Opportunities & Assets**

While Memphis has several deep challenges to overcome, it is also a city with significant assets and a great deal of resilience.

#### ***Historic & Compact City***

Unlike many urban cores, Memphis has retained much of its historic culture and charm, including intact neighborhoods and compact, walkable centers. The city's small scale means that there is great potential for marketing local food assets to people even in outlying neighborhoods and in creating transportation infrastructure that enables them to reach it.

#### ***Reinvestment & Community in Cooper-Young and Beyond***

Memphis - and especially Cooper-Young - are already experiencing a significant amount of investment and redevelopment, bringing new life to the streets and buildings that had fallen into disrepair. Cooper-Young is undergoing a particular resurgence, with a host of new businesses and restaurants drawing new residents and increasing property values. The neighborhood is beloved by residents who form a tight-knit community and rally around assets like the CYCFM. It is also an attraction that brings people in from around the city, including many CYCFM patrons. That resurgence offers an opportunity to help take the CYCFM to the next level. CYCFM, in turn, offers an opportunity to anchor a larger local food movement in Cooper-Young. Citywide, several strong local nonprofits are working to strategically address many of the challenges noted above, from tactical urbanism projects spearheaded by MEMFix to the Roots Memphis Farm Academy, training beginning farmers.

#### ***Food Culture***

Memphis is a city that loves to eat. While its current palate is not the healthiest, there is a potential to harness that interest in food to launch a more robust local food culture and shift toward norms of healthier lifestyles. Indeed, that shift is starting: there is a growing interest in local foods, and more stores and restaurants are starting to offer local foods in response to that demand. The CYCFM and other markets are seeing new vendors, along with new customers.



*Photo: I Love Memphis mural in the Cooper-Young Neighborhood. Credit: Geoff Alexander, EPA*

## Local Foods, Local Places Assistance

In 2015, the Cooper-Young Community Farmers Market requested assistance through the Local Foods, Local Places program to develop an action plan for achieving its vision. The program is supported by the U.S. Environmental Protection Agency (EPA), U.S. Department of Agriculture (USDA), U.S. Department of Transportation (DOT), the Centers for Disease Control and Prevention (CDC), the Appalachian Regional Commission (ARC), and the Delta Regional Authority (DRA). These agencies and a team of technical assistance providers worked with the community to develop the action plan included in this document. Implementing the actions described later in this plan can bring several benefits to the community, including:

- More economic opportunities for local farmers and business
- Better access to healthy, local food, especially among disadvantaged groups
- A revitalized neighborhood that is the economic anchor of the community

The Local Foods, Local Places program is structured to provide assistance to communities in three phases, shown in Figure 2 below.



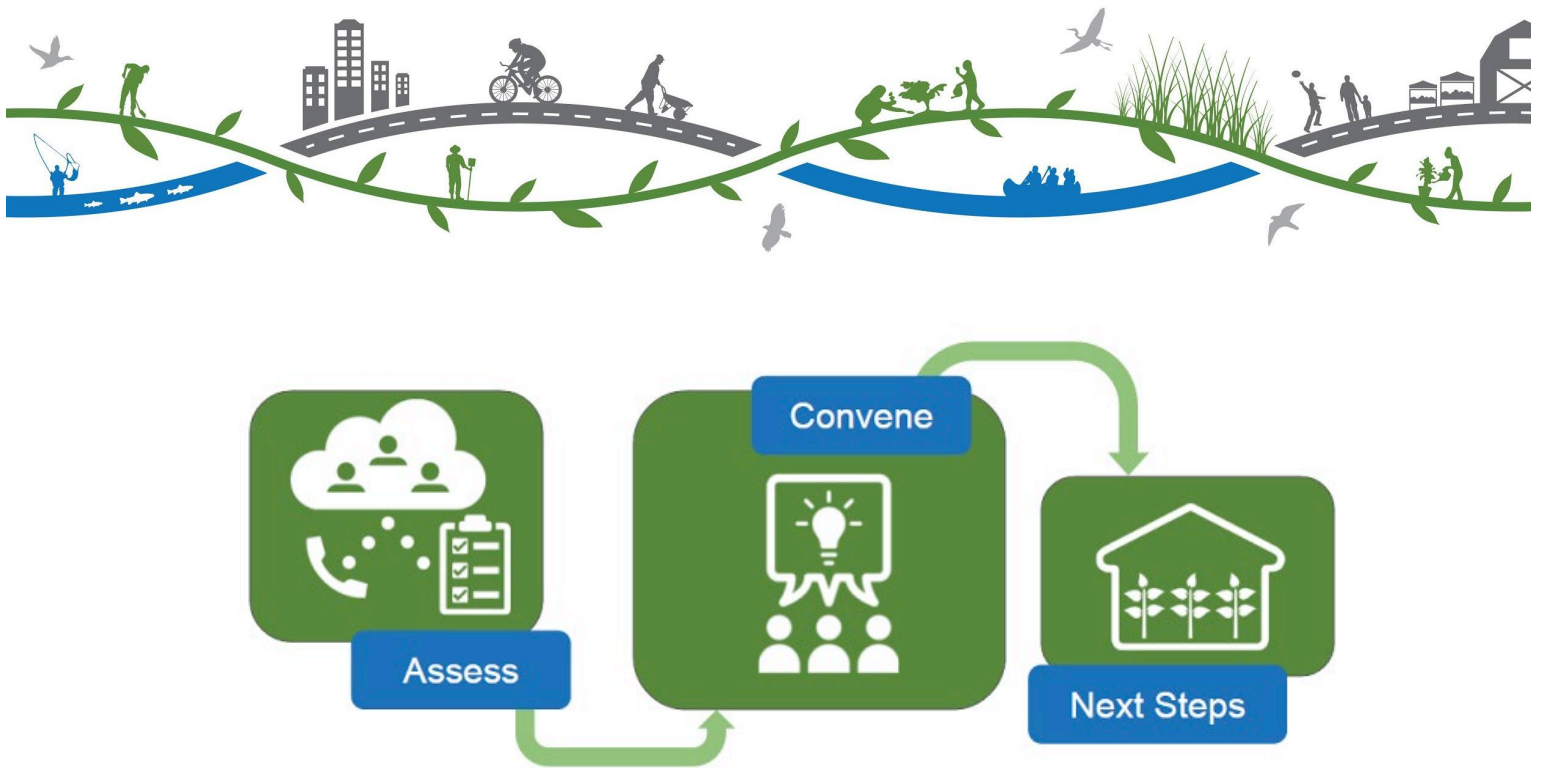


Figure 2. The diagram above lays out the steps leading to this action plan. Image: PlaceMatters

### Local Food as a Strategy

There is a wide consensus in Memphis and beyond that local food can play a critical role in economic development, public health improvement, and the community development of neighborhoods like Cooper-Young. Local food is a strategy for economic development through micro-business support, tourism, and impacts on rural revitalization through urban markets. Local food is a strategy for public health improvement by providing healthy food access and encouraging walking and active lifestyles. Local food is a strategy for neighborhood community development as it provides opportunities for social networking, neighborhood leadership development and engagement, and creating vibrant places.

### Steering Committee

A local steering committee guided the project and shaped the workshop concept to best meet Memphis's needs. The steering committee included the following participants:

- Wesley Riddle, Cooper-Young Community Farmers Market Board (Community Point of Contact)
- Sara Studdard, Cooper-Young Community Farmers Market Board
- Emily Trenholm, Community Development Council of Greater Memphis/Livable Memphis
- John Paul Shaffer, Community Development Council of Greater Memphis/Livable Memphis



### Workshop Preparation & Follow-Up

Leading up to the workshop, the local steering committee and federal partners convened three times by conference call and webinar to discuss the community's goals and plan the event. Following the workshop, the same partners met by conference call and webinar three more times to review the workshop outcomes, finalize the goals and action steps, and discuss priority steps for helping the CYCFM achieve its goals.

### Local Foods, Local Places Workshop

The Local Foods, Local Places workshop was held over two days in Midtown Memphis on November 4th and 5th, 2016. Approximately 25 people attended the workshop sessions, which were open to the public. See *Appendix A: Workshop Participants* for a full list of attendees. A compilation of photos from the workshop and tour can be found in *Appendix D: Workshop Photo Album*.

The first day of the workshop began with a tour of the neighborhood for the technical assistance team and federal partners. The tour started at the CYCFM's current location, in the parking lot of the First Congregational Church, and included a drive through Cooper-Young to see the surrounding neighborhood and potential sites for market relocation.



*Photos: Workshop participants met at the Memphis Made Brewery on Day 1, for a session that involved creating a model of successful market from found materials. Credit: Chris Freda, Sasaki*

The public component of the workshop began with an evening session at the Memphis Made Brewing Company in Cooper-Young. After refreshments and a social hour, Wesley Riddle of the CYCFM Board and Roots Memphis welcomed participants and delivered a brief presentation on the context that led Memphis to apply for the Local Foods, Local Places



program. Chris Freda of Sasaki Associates, with the technical assistance team, gave participants an introduction to the Local Foods, Local Places program and the goals created by the local steering committee. Chris led a round of introductions and an exercise called “This I Believe.”

As they introduced themselves, workshop participants shared something they believe about Memphis, and something they believe about local foods in Memphis. The evening concluded with an activity called “City as Play,” in which workshop participants joined small groups and used a collection of found objects to create models that depicted their vision of a successful CYCFM.

The workshop resumed the following morning at the Memphis Leadership Foundation, with the second day focused on creating an action plan. Technical assistance team members shared case studies of local foods projects and innovations from around the country that addressed challenges similar to those in Memphis. Case studies included mobile farmers markets, youth-run food trucks, prescription CSA programs, SNAP matching programs, and arts-based farmers markets. The technical assistance team helped participants review the project goals and vision, and then brainstormed action steps to address each goal.

During a break for lunch, many participants visited the CYCFM to talk with vendors and customers and see the market in operation. After lunch, the workshop resumed with many farmers and vendors joining the conversation. A special session allowed them time to talk about the particular challenges they face and how the market is, or is not, meeting their needs as producers. Many of the producers stayed for the final session of the workshop, which involved fleshing out action steps and priorities for each goal. Technical assistance team members and federal partners each hosted conversations about one goal; workshop participants broke into small groups and rotated among the topics, offering their thoughts about how to accomplish the goals. See *Appendix C - Workshop Exercises and Notes* for more details on the workshop activities.

## Workshop Discussions

During the first workshop session, participants exchanged ideas about their perceptions of opportunities/assets and challenges in Memphis, as they relate to local food goals.

### **Opportunities & Assets**

- The Cooper-Young neighborhood is experiencing significant investment and revitalization and is one of Memphis’s strongest and most prosperous neighborhoods.
- There is a strong sense of community in the Cooper-Young neighborhood (particularly among farmers market participants).
- Memphis has a strong historic culture and charm.
- Memphis is a resilient city with the capacity and experience necessary to address the





- The CYCFM lacks permanence and visibility.
- Little/no public funding is available for bolstering local food economy

### Vision



*Photo: Youth volunteers help out at the Cooper-Young Community Farmers Market. Credit: Geoff Alexander, EPA*

In the first workshop session, participants created models of their visions for an ideal farmers market using found objects. Participants in the workshop envision a future Cooper-Young Community Farmers Market with the following elements:

- Highly visible and accessible location
- A permanent, dedicated site that allows the Market to build and expand
- Infrastructure like awnings and booths to improve vendor experience
- Amenities like bathrooms, tables and chairs, and adequate parking to improve customer experience



- Cooking classes, special events, food trucks, bike repair, coffee booths and other attractions to engage customers and attract new people
- On-site storage for permanent infrastructure
- Flexible site that accommodates other uses during the week
- Visible and engaging signage
- Engaged community supporting and contributing to the market

## Action Plan

*Goal 1: Solidify a vision around CYCFM's role in Midtown and the region that enables it to better connect the community and remain relevant in a dynamic/evolving local food economy.*

- Action 1.1: Host a conversation to identify what CYCFM stakeholders value about the Market and set long-term goals
- Action 1.2: Explore models/case studies of other successful farmers markets and identify relevant ideas for CYCFM
- Action 1.3: Complete a market analysis to identify needs/demand for products/services that can be offered at CYCFM
- Action 1.4: Identify long-term strategic partners who share CYCFM's goals and explore potential partnerships

*Goal 2: Plan and run a pop-up/tactical Market event or series to test and showcase the potential of a perfectly accessible, accommodating and vibrant farmers market.*

- Action 2.1: Create event concept and develop planning process, timeline, work plan and event team
- Action 2.2: Engage partners in the local food economy, the city, the business community, neighborhoods, art groups to plan and organize pop-up/tactical events
- Action 2.3: Develop a conceptual scheme outlining the key components of an ideal farmers market space
- Action 2.4: Host a pop-up/tactical food-based event (or series) to test design concepts for a long-term market space
- Action 2.5: Collect data/metrics to support and evaluate the pop-up experiment



*Goal 3: Secure a permanent market location and complete physical development of market infrastructure.*

- Action 3.1: Form a development team to lead project
- Action 3.2: Develop a site suitability framework to identify a permanent market location
- Action 3.3: Identify and secure permanent market location
- Action 3.4: Create a development plan, designs and budget
- Action 3.5: Secure funding for development
- Action 3.6: Complete construction and development

*Goal 4: Define a path toward Market growth and sustainability through improved operations and capacity, strong outreach and marketing, and sound finances.*

- Action 4.1: Find professionals and resources to support market development process (volunteers, funding, pro bono support)
- Action 4.2: Develop a financial plan to ensure long-term economic sustainability of the Market
- Action 4.3: Develop an operations plan to ensure long-term sustainability of a Market site and management
- Action 4.4: Develop a communications/outreach plan to better market and increase awareness of the CYCFM and its mission and products
- Action 4.5: Develop a business plan to synthesize financial, operational, and marketing strategies for long term market sustainability

### High Priority Actions

Workshop participants, the steering committee and technical assistance team identified several high priority and early actions, which are essential for either short-term operation of the Market or to successfully launch other steps in the action plan:

1. Have a conversation with the current landlord (First Congregational Church, Memphis) to secure the short-term lease and explore the feasibility of remaining at the current site.
2. Hire a grant writer to secure funding that can support professional time and assistance to complete planning and action steps, reducing the need to rely on volunteer and board time.



3. Start implementing easy and quick market improvements now, and look for opportunities to test out potential improvements and host pop-up events soon, such as the spring season opening day.



*Photos: The CYCFM opens early Saturday morning. Credit: Rebecca Sanborn Stone, PlaceMatters*

### Other Ideas

Throughout the workshop and follow-up calls, many participants identified creative programs, amenities and other ideas that could add to the CYCFM in some way. These ideas did not rise to the level of concrete action steps, but some could be implemented quickly and others should remain on the list for future market improvements.

#### **Theme events**

- Chef presentations
- Food tour with vendors (or farm visits)
- Showcases & demos

#### **Reduce waste**

- Find outlets for unsold produce (to reduce waste and recover costs for growers)
- Partner with an innovative products manufacturer to reduce plastic packaging (a customer request)

#### **Consumer education**

- Cooking classes or recipes for seasonal produce or specific cuts of meat
- Recipe of the week - allow customers to purchase meal ingredients and get a recipe all from the market





**Other**

- Extend hours to attract or stabilize vendors
- Expand vendor base to include more diverse produces and more diversity in price points

**Implementation Matrices**

The following implementation matrices include further details for each action item, including lead roles, resources needed, and opportunities to leverage programs.

<b>GOAL 1: Solidify a vision around CYCFM’s role in Midtown and the region that enables it to better connect the community and remain relevant in a dynamic/evolving local food economy.</b>	
<b>Action 1.1 Host a conversation to identify what CYCFM stakeholders value about the Market and set long-term goals</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Achieve stakeholder buy-in</li> <li>• Ensure market reflects vendor, customer and stakeholder needs</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Updates to market strategic plan to reflect goals or conversation</li> <li>• Participation in conversation (number of participants)</li> </ul>
<b>Time frame</b>	Short: 0-6 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Neighborhood and business associations</li> <li>• Volunteers</li> <li>• Residents of C-Y</li> <li>• CYCFM vendors</li> <li>• CYCFM customers</li> <li>• Restaurants</li> <li>• Church</li> <li>• Business Association</li> <li>• UT Extension</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Research other successful models</li> <li>• Planner/facilitator</li> <li>• Venue(s)</li> <li>• Marketing and outreach to stakeholders</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Volunteer time</li> <li>• Space at the market to hold conversation</li> <li>• In-kind work from community experts</li> </ul>

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### *Action 1.2 Explore models/case studies of other successful farmers markets and identify relevant ideas for CYCFM*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Identify what new ideas / best practices are relevant for CYCFM</li> <li>• Build Board buy-in and do due diligence</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Documentation or report on other models</li> <li>• Updates to market strategic plan</li> </ul>
<b>Time frame</b>	Short: 0-6 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board</li> <li>• Market Manager</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Universities or researchers</li> <li>• Memphis Tilth</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Research on specific questions: inner city markets, market days and hours evaluation</li> <li>• Time</li> <li>• Access to databases or information</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Farmers Market Coalition</li> <li>• Existing farmers market case studies and research (available publicly from National Farmers Market Coalition, USDA)</li> </ul>

### *Action 1.3 Complete a market analysis to identify needs/demand for products/services that can be offered at CYCFM*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Understand customer base in order to attract new customers</li> <li>• Increase productivity (sales)</li> <li>• Identify unmet needs and strategically grow Market</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Market analysis completed</li> <li>• Products or services identified to increase sales, customers, vendors and vendor fees</li> </ul>
<b>Time frame</b>	Medium: 6-12 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• CYCFM Leadership</li> <li>• Universities or researchers</li> <li>• Local economic development agencies</li> <li>• CYCFM vendors</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Retail market analysis</li> <li>• Consultant or researcher</li> <li>• Data on sales, needs</li> <li>• Structured conversation/survey of market customers</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Professor or student to complete study</li> <li>• Market data (sales, offerings)</li> <li>• Local economic data</li> <li>• Chamber of Commerce</li> <li>• Economic Development Agency</li> </ul>

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### *Action 1.4 Identify long-term strategic partners who share CYCFM's goals and explore potential partnerships*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Build support and find passion in the community for CYCFM</li> <li>• Build long-term capacity</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• More inquiries/interest from local stakeholders</li> <li>• Identifying new funding opportunities</li> </ul>
<b>Time frame</b>	Medium: 6-12 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board</li> <li>• Vendor Committee</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Local businesses</li> <li>• City government - Visitors Bureau</li> <li>• Chamber of Commerce</li> <li>• Value-added producers</li> <li>• Memphis Restaurant Association</li> <li>• Other farmers markets</li> <li>• Memphis Tilth</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Time (staff or board)</li> <li>• Scan of who's working in this field</li> <li>• Social capital &amp; relationships</li> <li>• Completed plan in place</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• The Department of Agriculture (TN, AR, MS)</li> <li>• UT Extension</li> </ul>

### **GOAL 2: Plan and run a pop-up/tactical Market event or series to test and showcase the potential of a perfectly accessible, accommodating and vibrant farmers market.**

#### *Action 2.1 Create event concept and develop planning process, timeline, work plan, and event team*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Initial planning critical to creating successful event</li> <li>• Make critical decisions about event concept, locations, etc.</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Completed timeline and work plan</li> <li>• Stakeholder list</li> </ul>
<b>Time frame</b>	Short: 0-6 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board</li> <li>• Event Planning Committee or new Event Team</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• C-Y Business Association</li> <li>• Neighborhood Association</li> <li>• MEMFix</li> <li>• Memphis Tilth</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Board capacity</li> <li>• Volunteer time</li> <li>• Funding for MEMFix</li> </ul>

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Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• Community or business association support</li> <li>• New volunteers</li> <li>• Sponsorships (likely \$500-\$1000 range)</li> </ul>
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<i>Action 2.2 Engage partners to plan and organize pop-up/tactical events</i>	
Why is this action important?	<ul style="list-style-type: none"> <li>• Create local ownership and attract volunteers</li> <li>• Build relationships and engage related sectors: local food economy, City of Memphis, business community, neighborhoods, art groups, social services, etc.</li> <li>• Success will be limited without neighborhood buy-in</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Other partners spreading the word</li> <li>• More buzz about market</li> <li>• Sponsors committed</li> </ul>
Time frame	Short: 0-6 months
Lead role	<ul style="list-style-type: none"> <li>• Event Team</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• C-Y Business Association</li> <li>• Neighborhood Association</li> <li>• Memphis Restaurant Association</li> <li>• Church</li> <li>• Design professional or student</li> <li>• MEMFix</li> <li>• Memphis Tilth</li> </ul>
What will it cost? What will it take?	<ul style="list-style-type: none"> <li>• Board capacity</li> <li>• Volunteer time</li> <li>• Time or funding from a designer</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• Additional board recruitment</li> <li>• Market enthusiasts/ regulars</li> <li>• Sponsorships (likely \$500-\$1000 range)</li> <li>• MEMFix staff time</li> </ul>

<i>Action 2.3 Develop a conceptual scheme outlining the key components of an ideal farmers market space</i>	
Why is this action important?	<ul style="list-style-type: none"> <li>• Solid concept needed to take to event funders and sponsors</li> <li>• Necessary for developing detailed event plan</li> <li>• Necessary for stakeholder engagement</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Conceptual design plan informed by data and market needs</li> <li>• Cost estimate and budget for event budget developed</li> </ul>
Time frame	Short: 0-6 months
Lead role	<ul style="list-style-type: none"> <li>• Event Team</li> <li>• MEMFix</li> <li>• Urban designer</li> <li>• CYCFM Board</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• University of Memphis Design Collaborative / Architecture School</li> </ul>

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	<ul style="list-style-type: none"> <li>• Volunteer designers</li> <li>• ULI</li> <li>• All stakeholders</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Funding or pro bono time from a designer</li> <li>• Funding for MEMFix</li> <li>• Board capacity</li> <li>• Volunteer time</li> <li>• Space to hold meetings or workshops</li> <li>• Data and info about market needs</li> <li>• Communications and outreach to reach stakeholders and announce event</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Student/pro bono design services</li> <li>• Sponsorships</li> <li>• Volunteers</li> </ul>

<b>Action 2.4 Host a pop-up/tactical food-based event (or series) to test design concepts for a long-term market space</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Experiment with long-term ideas (accessibility, performance)</li> <li>• Build awareness of the market</li> <li>• Engage partners</li> <li>• Demonstrate possibilities to funders and partners</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Event attendance</li> <li>• Successfully tested critical questions about market design and future</li> <li>• Implementation of elements afterward</li> </ul>
<b>Time frame</b>	Medium: 6 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• Event Team</li> <li>• Volunteers &amp; stakeholders</li> <li>• CYCFM Board</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• MEMFix</li> <li>• Builders/designers</li> <li>• Local breweries and restaurants</li> <li>• Urban Art Commission</li> <li>• Local food festival/vendors</li> <li>• CYCFM vendors</li> <li>• Volunteers</li> <li>• Livable Memphis's local placemaking partners</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Funding for event costs</li> <li>• Insurance and permits</li> <li>• Marketing</li> <li>• Branding and collateral</li> <li>• Attractions and program (breweries, food festival, contests, street food vendors)</li> <li>• Creative marketing &amp; signage (wayfinding, incentives, shuttle...?)</li> <li>• Staffing and volunteers (for building and running event)</li> </ul>

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Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• Sponsorships</li> <li>• Volunteers</li> <li>• Grant funding</li> </ul>
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<b>Action 2.5 Collect data/metrics to support and evaluate the pop-up experiment</b>	
Why is this action important?	<ul style="list-style-type: none"> <li>• Measure impact of experimental elements</li> <li>• Build support for the market (among funders and other stakeholders)</li> <li>• Inform final design and infrastructure decisions</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Solid datasets (pre- and post- event surveys) to inform planning:                             <ul style="list-style-type: none"> <li>○ Attendance</li> <li>○ Sales</li> <li>○ Qualitative feedback</li> </ul> </li> </ul>
Time frame	<ul style="list-style-type: none"> <li>• Before: 0-6 Months</li> <li>• At: 6 months</li> <li>• After: 6-12 months</li> </ul>
Lead role	<ul style="list-style-type: none"> <li>• CYCFM Board</li> <li>• Event Team</li> <li>• Market Manager</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• Volunteers</li> <li>• MEMFix</li> <li>• University partners</li> </ul>
What will it cost? What will it take?	<ul style="list-style-type: none"> <li>• Possibly funding</li> <li>• Student/academic time</li> <li>• Volunteer</li> <li>• Board capacity</li> </ul>
Possible resources, contributions, etc.	<ul style="list-style-type: none"> <li>• Student/academic time and support</li> <li>• Sponsorships</li> <li>• Volunteers</li> </ul>

### **GOAL 3: Secure a permanent market location and complete physical development of market infrastructure.**

#### **Action 3.1 Form a development team to lead project**

Why is this action important?	<ul style="list-style-type: none"> <li>• Necessary to manage major development project</li> <li>• Ensure full team participation in all project stages</li> </ul>
How will we measure success?	<ul style="list-style-type: none"> <li>• Team formalized and all roles filled</li> <li>• Team members committed and able to lead project</li> </ul>
Time frame	Short: 0-6 months
Lead role	<ul style="list-style-type: none"> <li>• CYCFM Board (will form team, and likely be part of team)</li> </ul>
Potential supporting cast	<ul style="list-style-type: none"> <li>• Architect</li> <li>• General contractor</li> <li>• Stakeholders</li> <li>• Potential funding partners</li> </ul>

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	<ul style="list-style-type: none"> <li>• Potential site stakeholders</li> <li>• Law school</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Time</li> <li>• Money (possibly)</li> <li>• Legal counsel</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Pro bono assistance from professionals</li> <li>• Universities and law schools</li> </ul>

### *Action 3.2 Develop a site suitability framework to identify a permanent market location*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Evaluate potential sites with criteria including access patterns, planned public infrastructure, market analysis, etc.</li> <li>• Inform a fundable design/development plan</li> <li>• Leverage planned investments</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Framework addresses criteria from vision and market studies</li> <li>• Permanent site identified that adequately meets needs (current location or new site)</li> </ul>
<b>Time frame</b>	Medium: 6-12 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board</li> <li>• Development Team</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Real estate professional/agent</li> <li>• Potential funding partners</li> <li>• Potential site stakeholders</li> <li>• City of Memphis</li> <li>• University students or faculty</li> <li>• Vendors and market stakeholders</li> <li>• Memphis Tilth</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Time</li> <li>• Money for design and analysis</li> <li>• Legal counsel</li> <li>• Data (survey)</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Pro bono assistance from professionals</li> <li>• Realtors association</li> <li>• University class or department</li> <li>• Fundraising</li> <li>• ULI</li> </ul>

### *Action 3.3 Identify and secure permanent market location*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Necessary for long-term planning and budgeting</li> <li>• Improve market visibility, customer access and vendor experience</li> <li>• Necessary in order to make infrastructure investment</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Final market site secured</li> <li>• Selected site meets all requirements and needs of Market (budget, characteristics, elements of vision, etc.)</li> </ul>

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<b>Time frame</b>	Long: 12-18 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM board</li> <li>• Development Team</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• TBD, based on funding partners and site</li> <li>• Legal counsel</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Contract negotiation</li> <li>• Financial commitment</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Pro bono legal assistance</li> <li>• Fundraising</li> </ul>

### *Action 3.4 Create a development plan, designs and budget*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Finalize desired components and construction</li> <li>• Detailed specs and drawings inform building process</li> <li>• Cost of construction, timeline, and cash flows allow for planning</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Construction/Design plans are complete</li> <li>• Financially feasible construction cost</li> <li>• Technically feasible plans</li> </ul>
<b>Time frame</b>	<ul style="list-style-type: none"> <li>• Long: 12-18 months (should take 6-12 weeks, but happens after other steps)</li> </ul>
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• Development Team</li> <li>• Architect</li> <li>• General contractor</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• EPA &amp; federal partners</li> <li>• University landscape architecture and design programs</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Cost bids from contractors</li> <li>• Architect fees</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Pro bono assistance</li> <li>• Fundraising</li> <li>• EPA assistance on green infrastructure development</li> </ul>

### *Action 3.5 Secure funding for development*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Funding essential to complete project</li> <li>• Funding commitments needed up front</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Full budget secured before project start</li> <li>• Diverse funding to demonstrate buy-in</li> </ul>
<b>Time frame</b>	Long: 12-18 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board</li> <li>• Development Team</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Funders</li> <li>• State agriculture departments</li> <li>• Bank partners</li> <li>• EPA &amp; federal partners</li> </ul>



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<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Time</li> <li>• Connections to funders</li> <li>• Grant writing support (possibly)</li> <li>• Connections to pro bono professionals</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Pro bono assistance from professionals</li> <li>• Advice and connections from professionals or other markets</li> </ul>

<b>Action 3.6 Complete construction and development</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Support long-term market growth and sustainability</li> <li>• Address issues identified in visioning and market analysis</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Project completed on time and on budget</li> <li>• Compliance with regulations</li> </ul>
<b>Time frame</b>	Long: 12-18 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• General Contractor</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Development Team</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Project management expertise</li> <li>• Time and labor</li> <li>• Construction Costs</li> <li>• GC Fees</li> <li>• Any other development fees, permits</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Pro bono assistance from professionals</li> <li>• Fundraising</li> <li>• Volunteer labor</li> </ul>

<b>GOAL 4: Define a path toward Market growth and sustainability through improved operations and capacity, strong outreach and marketing, and sound finances.</b>	
<b>Action 4.1 Find professionals and resources to support market development process (volunteers, funding, pro bono support)</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• More professional support is essential to this action plan (grant writer, board support, pro bono services)</li> <li>• An efficient and effective process will require more than current volunteer &amp; board labor</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Diverse and committed board at full strength</li> <li>• New board committees established to complete action plan</li> <li>• Grant writer and other key positions filled</li> <li>• Grant funding secured, and other professional needs met</li> </ul>
<b>Time frame</b>	Short: 0-6 months
<b>Lead role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board</li> </ul>
<b>Potential supporting cast</b>	<ul style="list-style-type: none"> <li>• Vendors and customers</li> <li>• Market manager</li> </ul>

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<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Time</li> <li>• New board members</li> <li>• Funding or pro bono assistance</li> <li>• Job descriptions</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Alliance for Nonprofit Excellence</li> <li>• Staff or Board time</li> <li>• In-kind work from community experts</li> <li>• University business schools</li> </ul>

<b>Action 4.2 Develop a financial plan to ensure long-term economic sustainability of the Market</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Quantify assets and liabilities</li> <li>• Quantify and track regular &amp; capital expenses and income sources</li> <li>• Identify potential funding sources</li> <li>• Map out budgets for operations and marketing</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Financial plan completed</li> <li>• Buy-in from stakeholders</li> <li>• Implementation steps completed</li> </ul>
<b>Time Frame</b>	Medium: 6-12 months
<b>Lead Role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board Committee</li> </ul>
<b>Potential Supporting Cast</b>	<ul style="list-style-type: none"> <li>• Grant writer</li> <li>• Consultant</li> <li>• Vendors</li> <li>• Market manager</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Expertise</li> <li>• Grant funding</li> <li>• Increased board commitment</li> <li>• Vision, goals and market study from Goal #1</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Staff or Board time</li> <li>• In-kind work from community experts</li> <li>• University business schools</li> <li>• UT Extension</li> <li>• Small business administration</li> <li>• Alliance for Nonprofit Excellence</li> </ul>

<b>Action 4.3 Develop an operations plan to ensure long-term sustainability of a Market site and management</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Identify potential audiences &amp; customer groups</li> <li>• Identify and articulate messages and talking points</li> <li>• Identify marketing strategies and channels</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Marketing plan completed</li> <li>• Buy-in from stakeholders</li> <li>• Implementation steps completed</li> </ul>

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<b>Time Frame</b>	Long: 12-18 months (after site selection)
<b>Lead Role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board Committee</li> </ul>
<b>Potential Supporting Cast</b>	<ul style="list-style-type: none"> <li>• Grant writer</li> <li>• Consultant</li> <li>• FoodLinc</li> <li>• Market manager</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Expertise</li> <li>• Grant funding</li> <li>• Increased board commitment</li> <li>• Vision, goals and market study from Goal #1</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Staff or Board time</li> <li>• FoodLinc efforts on farmers market development</li> <li>• In-kind work from community experts</li> <li>• University marketing programs</li> <li>• UT Extension</li> <li>• Small business administration</li> <li>• Alliance for Nonprofit Excellence</li> </ul>

### *Action 4.4 Develop a communications/ outreach plan to better market and increase awareness of the CYCFM and its mission and products*

<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Identify potential audiences &amp; customer groups</li> <li>• Identify and articulate messages and talking points</li> <li>• Identify marketing strategies and channels</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Marketing plan completed</li> <li>• Buy-in from stakeholders</li> <li>• Implementation steps completed</li> </ul>
<b>Time Frame</b>	Long: 12-18 months (after site selection)
<b>Lead Role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board Committee</li> </ul>
<b>Potential Supporting Cast</b>	<ul style="list-style-type: none"> <li>• Grant writer</li> <li>• Consultant</li> <li>• FoodLinc</li> <li>• Market manager</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Expertise</li> <li>• Grant funding</li> <li>• Increased board commitment</li> <li>• Vision, goals and market study from Goal #1</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Staff or Board time</li> <li>• FoodLinc efforts on farmers market development</li> <li>• In-kind work from community experts</li> <li>• University marketing programs</li> <li>• UT Extension</li> <li>• Small business administration</li> <li>• Alliance for Nonprofit Excellence</li> </ul>



<b>Action 4.5 Develop a business plan to synthesize financial, operational, and marketing strategies for long term market sustainability</b>	
<b>Why is this action important?</b>	<ul style="list-style-type: none"> <li>• Increase likelihood of market sustainability</li> <li>• Increase competitiveness for funding</li> </ul>
<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Business plan completed</li> <li>• Buy-in from stakeholders</li> <li>• Implementation steps completed</li> </ul>
<b>Time Frame</b>	Long: 12-18 months (after site selection)
<b>Lead Role</b>	<ul style="list-style-type: none"> <li>• CYCFM Board Committee</li> </ul>
<b>Potential Supporting Cast</b>	<ul style="list-style-type: none"> <li>• Grant writer</li> <li>• Consultant</li> <li>• Market manager</li> </ul>
<b>What will it cost? What will it take?</b>	<ul style="list-style-type: none"> <li>• Grant funding</li> <li>• Increased board commitment</li> <li>• Completed financial, operations and marketing plans (4.2, 4.3, 4.4)</li> </ul>
<b>Possible resources, contributions, etc.</b>	<ul style="list-style-type: none"> <li>• Staff or Board time</li> <li>• Other farmers market or food retail business plans (as examples)</li> <li>• University business schools</li> <li>• Small business administration</li> <li>• Alliance for Nonprofit Excellence</li> </ul>

## Acronyms

- C-Y: Cooper-Young Neighborhood
- CYCFM: Cooper-Young Community Farmers Market
- EPA: United States Environmental Protection Agency
- HUD: United States Department of Housing & Urban Development
- ULI: Urban Land Institute
- TA: Technical Assistance
- USDA: United States Department of Agriculture
- UT: University of Tennessee