GRANT AWARD AGREEMENT 17-0056-OF-17

THIS GRANT AWARD AGREEMENT ("Agreement") is made and entered by and between The Missouri Foundation for Health ("Foundation") and Columbia Center For Urban Agriculture ("Applicant") and City of Columbia as Fiscal Agent for Applicant, (together "Grantee").

WHEREAS, Grantee has submitted a proposal to Foundation received on March 10, 2017 (the "Proposal") to fund the project described therein (the "Project"); and

WHEREAS, Foundation agrees to make a grant to Grantee for $700,000 to fund the Project, subject to the terms and conditions set forth herein (the "Grant").

NOW, THEREFORE, the parties agree as follows:

1. Scope of Project. Grantee shall perform the Project as set forth in the Proposal, a copy of which is provided as Attachment A and which is incorporated by this reference as if fully recited herein. Any variations in the Project or the use of Grant funds from that described in the Proposal requires the advance express written approval of Foundation.

2. Project Period. The Project has been approved for a period of 48 months beginning September 1, 2017 and ending on August 31, 2021 (the "Project Period").

   Should Grantee desire to extend the duration of the Project Period, Grantee shall submit a written request to Foundation no later than 60 days prior to the Project Period end date. If Foundation approves the extension, the parties shall execute an amendment to this Agreement. An extension of the Project Period will not result in an increase in funding.

3. Expenditures. All expenditures of Grant funds by Grantee must be spent within the Project Period and must be consistent with the project budget as set forth in the Proposal (the "Project Budget") and as approved by Foundation, a copy of which is attached hereto as Attachment B.

   Any deviation from the Project Budget, such as under-spending or over-spending Grant funds requires prior written approval of Foundation and may require an amendment to this Agreement, at the discretion of Foundation. Deviations from the Project Budget are not authorized retroactively.

4. Interim and Final Reports. Grantee agrees to deliver to Foundation both detailed Financial Reports and Project Status Reports in a format acceptable to Foundation on the dates specified in the following schedule:

Due Date of Financial Reports And Project Status Reports	For Period
03/15/2018	09/2017 - 02/2018
09/15/2018	03/2018 - 08/2018
03/15/2019	09/2018 – 02/2019
09/15/2019	03/2019 - 08/2019
03/15/2020	09/2019 - 02/2020

09/15/2020	03/2020 - 08/2020
03/15/2021	09/2020 - 02/2021
09/30/2021	Entire Project Period: 09/2017 - 08/2021

Financial Reports shall be detailed and shall compare actual expenses to the approved Project Budget on a line item basis. All line item expenditures must be supported by a narrative explaining the expenditures.

Project Status Reports shall include a narrative account of accomplishments resulting from the expenditure of Grant funds, and a description of progress made toward achieving the Project's objectives as stated in Attachment C, including quantifiable measures of such progress.

In addition to the foregoing, the Final Financial Report shall include appropriate documentation for the entire project period to support expenses as outlined below:

Expense Category	Appropriate Documentation
Salary	Form W-2 or Payroll Register
Consulting/Contracted	Paid Invoice
Equipment	Paid Invoice
Travel	Paid Invoice (airfare & hotel only)
Other Direct	Paid Invoice

5. Disbursement Schedule. Foundation will disburse Grant funds according to the following schedule, contingent on receipt and approval of Interim and Final Reports:

Amount	On or About
$28,862	09/2017
$28,862	04/2018
$175,696	10/2018
$175,696	04/2019
$73,221	10/2019
$73,221	04/2020
$54,721	10/2020
$54,721	04/2021
$35,000	10/2021

This Disbursement Schedule provides for a disbursement of five percent (5%) of Grant funds upon receipt and acceptance by Foundation of the Final Financial and Final Project Status Report (see section 4.).

The Foundation, in its sole discretion, reserves the right to alter the above disbursement schedule at any time and to impose such conditions upon disbursements as it may, in its discretion, deem necessary.

6. Records. Although the Grant funds need not be segregated, Grant funds and records of receipts and expenditures must be shown separately on Grantee's books for ease of

reference and verification. Such records as well as copies of reports submitted to Foundation shall be retained by Grantee for at least four years following completion of the Project Period.

7. Foundation Right to Review and Evaluate. Foundation may review and conduct an evaluation of the Project funded by this Grant, which may include one or more visits from Foundation personnel to observe the Project, discuss the Project with Grantee's personnel and review financial and other non-patient records and materials connected with the activities funded by this Grant. All financial and other non-patient records relating to the Project shall be made available at Grantee's regular place of business for inspection by Foundation personnel, or its designated representative, at reasonable times. Grantee will receive notice of Foundation's review findings and shall, at the discretion of Foundation, be given an opportunity to correct any non-compliance issues. If Grantee fails to correct any non-compliance issues within the time period specified by Foundation, Foundation may exercise its rights as set forth in section 13 of this Agreement.

8. Maintaining Tax Status. Grantee shall maintain the Internal Revenue Code tax status it represented to Foundation that it had when submitting the Proposal throughout the duration of the Project Period unless otherwise approved by Foundation. Grantee shall remain in good standing with the State of Missouri.

9. Title to Property Acquired with Grant Funds. Title to all tangible personal property, fixtures or equipment purchased with Foundation funds ("Grant Funded Property"), shall be vested in Grantee. However, Foundation shall have a purchase money security interest in the Grant Funded Property until the Final Project Status Report has been accepted by Foundation. Grant Funded Property must be used for carrying out the Project as set forth in the Proposal.

10. Foundation's Right to Return of Funds or Property. Any Foundation funds not used by Grantee for the purposes of the Project as approved in the Project Budget remain the property of Foundation and shall be promptly returned to Foundation at the conclusion of the Project Period. If at any time during a Grant Funded Property's useful life, a Grantee fails to use the Grant Funded Property for the purposes set forth in the Proposal, Grantee shall repay to Foundation an amount equal to the value for the entire useful life of the item minus that portion of the useful life of the Grant Funded Property during which it was used for the purposes of the Grant, utilizing the straight-line method of depreciation. If Grantee fails to make timely repayment of the appropriate portion of the Grant, Foundation may take possession of the Grant Funded Property. For this purpose, the useful life of the Grant Funded Property shall be determined by Foundation at the time of the execution of this Agreement, as set forth in Attachment D and attached hereto, if applicable. Nothing contained in this paragraph shall limit or prevent Foundation from taking legal action to seek repayment of unexpended Grant funds or Grant funds which were not applied in accordance with the terms of this Agreement.

11. Publicity. Grantee agrees that Foundation may include information about the grant award for the Project, including the name of the Grantee, a description of the Project and the amount of the Grant on Foundation's website and in reports, news releases, tax returns and

other public disclosures. Any use of the Foundation's name or logos by the Grantee or its agents must be consistent with the guidelines available on Foundation's website.

12. Use of Project Results. If Grantee desires to publish the results of this Project, Foundation shall have a minimum of 15 days to review and comment upon the document before submission for publication. Foundation shall have a perpetual, irrevocable, royalty-free, nonexclusive, worldwide license to make, use, reproduce, distribute, display or make derivative works of all or any portion of the project results by any and all means and in any medium or format, now known or later developed.

13. Termination of Grant by Foundation. The Foundation, in its sole discretion, may terminate this Agreement and permanently withhold the payment of all or a portion of the Grant funds if: (a) Grantee's federal income tax status changes; or (b) Grantee dissolves.

    The Foundation may have based its decision to fund this Project on the qualifications of specific individuals named by Grantee as responsible for carrying out Project work outlined herein. In the event these named individuals are no longer involved in completing the work for any reason, Foundation reserves the sole right to terminate the Project if it believes replacement staff proposed by Grantee cannot complete the Project in a timely fashion or in an acceptable manner.

    The Foundation, in its sole discretion, may terminate this Agreement and permanently withhold the payment of all or a portion of the Grant funds if, after notice to the Grantee and opportunity to cure as provided in this paragraph of section 13: (a) Foundation is not satisfied with the progress toward achieving the objectives of the Project; (b) Foundation determines that the Grantee is incapable of satisfactorily completing the Project; or (c) Grantee fails to meet the conditions set forth in this Agreement and the Proposal. Termination for any of the foregoing reasons shall become operative upon written notice from Foundation to Grantee specifying the reasons for Foundation's intention to terminate ("MFH Notice"). The Grantee shall have 60 days from the date of the MFH Notice to engage in action which in the sole discretion of Foundation is determined to remedy the issues and concerns that Foundation has specified as the basis for Foundation's intention to terminate. The Foundation may terminate the Grant 90 days from the date of the MFH Notice if Foundation is not satisfied with the efforts of the Grantee.

    If the Grant is terminated prior to the end of the Project Period, Grantee shall: (a) provide Foundation with a full accounting of the receipt and disbursement of Grant funds for the Project through the effective date of termination, and (b) repay to Foundation within 30 days of the effective date of termination: (i) all Grant funds which were not expended on or prior to the effective date of termination; and (ii) all Grant funds which were expended prior to the date of termination of the Grant but which expenditures relate to a phase of the Project allocable to a time period after the effective date of termination, and (iii) an amount equal to the value of any Grant Funded Property less the value of that portion of the Grant Funded Property's useful life during which it was used for the purposes of the Grant. The Foundation in its sole discretion may consider waiving all or a portion of its right to repayment as provided in (ii) and (iii) of the preceding sentence; and in making any such determination may give consideration to written documentation provided by the Grantee of

binding written agreements entered into with parties unaffiliated with Grantee and to the Grantee's activities towards achieving the goals of the Project.

Nothing contained in this section shall limit or prevent Foundation from taking legal action to seek repayment of Grant funds already expended by Grantee which were not applied in accordance with the conditions in this Agreement.

14. Relationship of Parties. Foundation and Grantee agree that this Grant does not create a principal-agent relationship of any type between the parties and that Grantee will not, by act of omission or commission, foster any belief on the part of third parties that such relationship exists.

15. Indemnification. Foundation is a funding source only and does not participate in or direct any of the activities or services of Grantee. Accordingly, Grantee understands and agrees that Foundation, its directors, officers, employees and agents will not be liable for any of Grantee's contracts, torts, or other acts or omissions, or those by Grantee's directors, officers, members, employees or funded-activity participants. Grantee understands and agrees that Foundation's insurance policies or self-insurance plans do not extend to or protect Grantee nor Grantee's directors, officers, members, staff or funded-activity participants. Grantee understands and agrees that Foundation will not provide any legal defense for Grantee or any such person in the event of any claim against any or all of them. Unless prohibited by law, Grantee shall hold Foundation harmless from all liability, including but not limited to costs of defense, from the contracts, torts or other acts or omissions of the Grantee, its employees, directors, officers, employees or funded activity participants in any way connected with any activity of Grantee including but not limited to the funded activity.

    In no event shall the language of this Agreement constitute or be construed as a waiver or limitation for either party's rights or defenses with regard to each party's applicable sovereign, governmental, or official immunities and protections as provided by federal and state constitutions or laws.

16. Authority and Validity. Each individual executing this Agreement on behalf of Grantee warrants that he has full power and authority to execute this Agreement on behalf of such organization. Further, Grantee warrants that the board of directors of Grantee has taken all action required by law, Grantee's Articles of Incorporation and Bylaws or otherwise to authorize the execution and delivery of this Agreement and the consummation of the transactions contemplated herein. Grantee further warrants that this Agreement constitutes the valid and binding obligation of Grantee, enforceable in accordance with its terms.

17. Nondiscrimination. Grantee agrees that in providing services under the Project, Grantee will not discriminate on the basis of race, color, sex, national origin, religion, age, disability, sexual orientation, or veteran status either in its employment practices or in its policies and procedures concerning access to services, except in instances when the criteria is a stated condition of admission to the Project and is so disclosed in the Proposal.

18. No Guarantee of Future Funding. Provision of this Grant does not imply any future funding commitment by Foundation.

19. Lobbying. By accepting this grant, Grantee agrees that these funds will be used exclusively for exempt purposes and will not be used to carry on propaganda, or otherwise attempting to influence legislation or to participate in any political campaign on behalf of any candidate for office or for political campaign contributions.

20. Entire Agreement. This Grant Award Agreement and all Attachments constitute the entire Agreement between the parties regarding the Project and supersede all previous related understandings or written or oral agreements between the parties.

21. Amendment. Unless otherwise permitted herein, any alteration in the terms of this Agreement must be in written form and must be signed by an authorized representative of both Foundation and Grantee.

22. Applicable Laws. The provisions of this Agreement shall be construed and enforced according to the laws of the State of Missouri. Any lawsuit, action or proceeding resulting from, or related to this Agreement, shall be commenced in a court of competent jurisdiction located in the City of St. Louis, Missouri or St. Louis County, Missouri.

23. Gender and Number. Masculine pronouns include the feminine as well as the neuter genders, and the singular shall include the plural, unless indicated otherwise by the context.

24. Headings. The paragraph headings contained herein are for convenience of reference only, and shall not be construed as defining or limiting the matter contained thereunder.

25. Preservation of Rights and Remedies. No right or remedy herein conferred upon or reserved to Foundation is intended to be exclusive of any other right or remedy, and every right and remedy shall, to the extent permitted by law, be cumulative and in addition to every other right and remedy given hereunder or now or hereafter existing at law or in equity. The assertion of any right or remedy by Foundation shall not prevent the concurrent assertion or employment of any other appropriate right or remedy. Foundation's waiver of any of its rights or remedies shall not operate to waive use of such right or remedy at a future time and shall not operate to waive use of any other rights or remedies available to Foundation.

26. Effective Date. This Agreement will become effective when signed by both parties. The date this Agreement is signed by the last party (as indicated by the date stated opposite that party's signature) will be deemed the date of this Agreement.

IN WITNESS WHEREOF, we have hereby executed this Agreement.

Columbia Center For Urban Agriculture

By: _____ _____
Sarah Bantz Date
Board President

City of Columbia

By: _____ _____
Michael Matthes Date
City Manager

ATTEST:

_____ _____
By: Sheela Amin, City Clerk Date

APPROVED AS TO FORM:

_____ _____
Nancy Thompson, City Counselor Date

The Missouri Foundation for Health

By: _____ _____
Robert G. Hughes Date
President and Chief Executive Officer

Attachments to Agreement:

A. Project Proposal, Project Timeline, and MOU's
B. Project Budget and Quotes
C. Project Plan

Attachment A.

Project Proposal, Project Timeline, and MOU's

Project Proposal, Project Timeline, and MOU's follows this page.

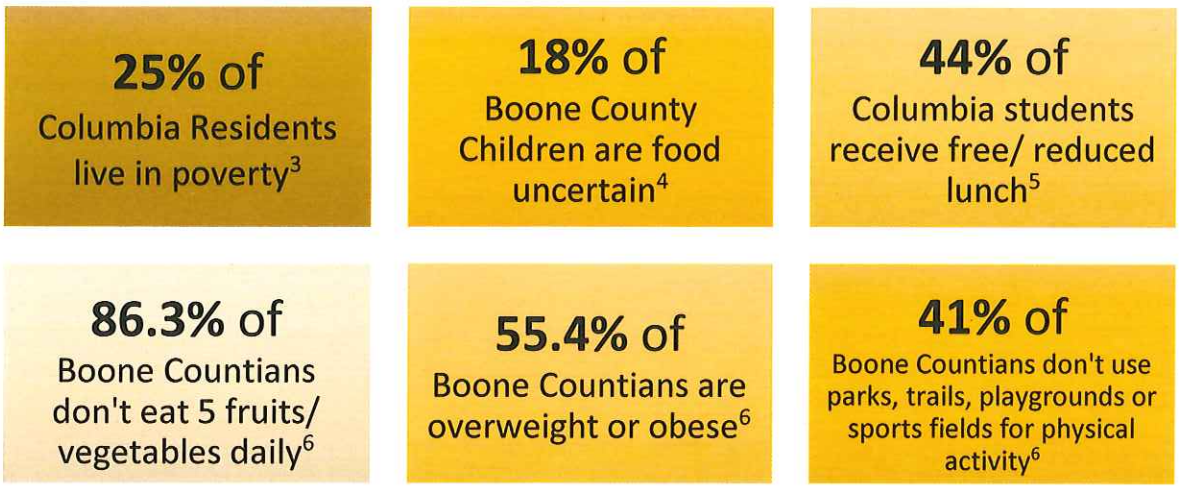
Missouri Foundation for Health a catalyst for change **Proposal Cover Sheet**		**Date Received:** 3/10/2017 **Reference Number:** 17-0056-OF		
Organization Name:		**Legal Name:**		
Columbia Center For Urban Agriculture		Columbia Center For Urban Agriculture		
Address:		**City:**	**State:**	**Zip:**
P.O. Box 1742		Columbia	MO	65205 1742
Phone:	**Fax:**	**Website:**		
(573) 514-4174	(573) 514-4174	http://ColumbiaUrbanAg.org		
Application Primary Contact:	**Title:**	**Telephone:**	**E-mail Address:**	
Mr. Billy Polansky	General Manager	(540) 226-3806	Billyp@columbiaurbanag.org	
Location of Applicant (county):				
Central Region\Boone				
Project Title:			**Project Duration (months):**	
Missouri's First Agriculture Park			48	

The Project

Three non-profits and Columbia's Department of Parks and Recreation have formed a public-private partnership in Columbia, Missouri, a town of 115,276, to build an Agriculture Park to address low fruit and vegetable consumption, poor access to healthful foods, and low outdoor physical activity. A Community Food Assessment will identify the appropriate means to improve the community's health through better dietary choices. The Agriculture Park (see attached site rendering) will be a health-focused, agricultural, commercial, recreational, and learning facility to serve the central Missouri community on an underutilized 10-acre property located in an economically diverse area of Columbia.

The "Why"

The Agriculture Park and its many features will be central to our whole community, but especially important for low-income residents. The higher prices of fresh fruits and vegetables too often force those living in poverty to choose calorie rich, but nutritionally poor, foods for their families, resulting in increased risk of cardiovascular disease, diabetes, some cancers[1]. Poor diets affect all people; however, health interventions directed at younger children still developing their food preferences are more effective at preventing childhood obesity[2]. Local data shows a high the number of children eligible for free and reduced price meals, highlighting the urgency of the problem.



Research links inadequate fruit and vegetable consumption to obesity; the obesity rate in Boone County is staggeringly high[1]. In order to reduce obesity our community must find ways to increase both fruit and vegetable consumption and outdoor activity, especially among children.

The Agriculture Park, at Clary-Shy Park in West-Central Columbia, will be a production, education, and recreation facility. The 2015 Neighborhood Plan notes that West Central lacks engaging outdoor recreational opportunities and would benefit from "improved parks, greenspace and community gardens"[7]. Clary-Shy Park currently has 10 acres of underutilized and undeveloped grass fields with no walking paths, benches, water fountains, restrooms, shade, or scheduled activities to encourage outdoor physical activity.

The "Who"

The Agriculture Park will be adjacent to the Activities and Recreation Center (ARC), an indoor recreation center built in 2002 and operated by the Columbia's Parks Department. The ARC's focus on indoor recreation will be complemented by the Agriculture Park's focus on healthful foods and outdoor physical activity. Although the city does not track the demographics of **the ARC's 900 daily visitors**, a quick glance shows a broad cross-section of the city. With an Agriculture Park on site, these diverse residents will now be able to use the park for outdoor physical activity and to access and consume fresh fruits and vegetables.

The Agriculture Park converts mostly unused open space into a hub of community activity that will showcase growing, cooking, purchasing, and eating healthful foods and engaging in outdoor physical activity. Key site features are: the Park Area, the Urban Farm, the Farmers Market, and the Outdoor Classroom.

The Park Area

The Agriculture Park turns undeveloped public space into a place for outdoor physical activity for the **residents of West Central Columbia.** In community planning processes, these residents have

indicated that a network of walking trails at Clary-Shy Park would improve the area's pedestrian connectivity by linking amenities adjacent to the park and increasing opportunities for outdoor recreation in the neighborhood.

West Central Columbia's 4,760 residents have lower median incomes, lower educational levels, and more minorities than the city as a whole[7]**.** The poverty that exists in West Central Columbia means that neighborhood children are more likely to grow up experiencing negative health outcomes[8].

The Urban Farm

The Agriculture Park's Urban Farm will produce fresh fruits and vegetables for **food-insecure individuals living in Boone County**. A partnership with The Food Bank for Central and Northeast Missouri will provide fresh healthful foods grown at the Urban Farm to the 10,000 clients who visit Central Pantry every month. This direct food production will reach children in poverty who are more susceptible to obesity and lifelong health problems. The Urban Farm will also serve as a training location and headquarters for teaching farming/gardening skills on-site and throughout Columbia.

The Farmers Market

The current on-site farmers' market attracts around **80,000 customers annually**. Improvements to the site would provide permanent, covered space for a larger, year-round market which will host up to **100 family farmers** living within a 50-mile radius of Columbia. The market's customers represent a broad spectrum of Columbia's population. In 2016, **11% of money spent at the market was spent by low-income residents** using EBT benefits and matching programs sponsored by the market's sister organization, Sustainable Farms and Communities. The Agriculture Park will increase sales for local farmers and attract more customers from all backgrounds as the market's presence is solidified and more matching dollars are made available to support low-income shoppers. The market also moves money from the city into the rural communities surrounding Columbia.

The Outdoor Classroom

The on-site Outdoor Classroom will target **children in elementary and middle school**. A larger collaboration with the Columbia Public Schools, a district that serves 18,291 children, will expand existing Farm-to-School efforts and influence students' food choices at schools. U.S. school children consume between 19% and 50% of their total daily calories at school[2]. Future programs at the Agriculture Park and at local schools will influence a lifetime of food and physical activity choices for thousands of young students who will have the opportunity to get their hands dirty by planting, weeding, harvesting, and preparing fresh produce.

The "What"

Planning

First, **a Community Food Assessment will be conducted** to meet the project's goals in a manner that is effective, culturally appropriate, and targeted at a legitimate need. No such study has previously been conducted in Columbia. Through surveys, focus groups, and community meetings, the study will identify community food assets (farmers markets, grocery stores, food pantries, community gardens, feeding programs), barriers to accessing and consuming healthful foods (cost, location, cultural appropriateness, lack of cooking knowledge), and practical, effective solutions to remove barriers.

A Community Advisory Board will be led by an Assessment Coordinator who will research existing community resources, leverage the network of partner organizations, and gather information from those who face barriers to accessing and consuming healthful foods. After 18 months of research and community input, the final product of the Community Food Assessment will be a publicly available document which explores the findings and recommended solutions of the advisory board. This document will be useful to the various organizations in Columbia working on food and health issues. **Solutions identified in the Community Food Assessment will inform the construction and program design for the Agriculture Park.** Therefore, the priority of project activities which occur in Years 2, 3, and

4 will be directed by the information gathered in the Community Food Assessment.

Construction

The Agriculture Park will serve as the home base for food production, food sales, and educational programming to address the needs identified in the Community Food Assessment. The 10-acres of unused space at the park have no substantial infrastructure; therefore, construction of facilities and features are required before food production and educational programming can occur. The entire park's construction needs, estimated at $5 million, reach beyond this funding proposal. For this reason, **construction funds requested from MFFH focus on prerequisites for programming outcomes.** The Agriculture Park will be funded by many stakeholders and will occur in phases over the coming 3-5 years.

Programming

This project's planning and construction are one-time activities to establish the foundation for the education and outreach programs that will take place at this site and across the community for decades to come. When Phase 2 Construction approaches completion, the Urban Farm's programming will begin.

The first programming component will be **on-site food production**. Hundreds of volunteers will assist staff in establishing garden space and planting trees to grow healthful fruits and vegetables for struggling families in our community. Volunteers gain practical skills that can be used to establish and maintain additional gardens at their homes, schools, and churches. The establishment and maintenance of these features will occur over the last two-and-a-half years of the project and continue for many decades as a source of fresh food for low-income families in our community. Once in full production, we estimate that the Urban Farm will be able to **produce over 50,000 pounds of fresh fruits and vegetables annually. All of the produce will be donated to hunger-relief agencies**.

Educational opportunities that occur at the park will largely depend on the results of the

Community Food Assessment. Like CCUA's current Urban Farm, the Agriculture Park's food production and Outdoor Classroom spaces will be used to engage individuals, families, school and community groups in hands-on activities. For example, a family could attend a raised-bed gardening workshop or our partnership with the Columbia Public Schools could bring all second-grade classrooms to the Agriculture Park to participate in hands-on activities.

Expanding the existing Columbia Farmers Market to a year-round operation will provide a more reliable source of fresh, healthful, and local fruits and vegetables for neighborhood residents. **With a stronger farmers' market, the existing SNAP matching program will serve more families for more days of the year.**

The "How Do We Know"

Results that measure the achievements of project participants are outlined in the attached Project Plan Each outcome and indicator will demonstrate progress toward this project's four goals.

Goal #1: *Through participation in a Community Food System Assessment, Columbia community members and other stakeholders will be engaged and empowered to address community food needs through Missouri's First Agriculture Park.*
Goal #2: *Columbia community members who participate in educational experiences and training at Missouri's First Agriculture Park will build cooking and gardening skills to increase their daily consumption of healthful fruits and vegetables.*
Goal #3: *Households living with limited resources in Columbia will experience reduced pressures of poverty on healthful food choices through access to fresh fruits and vegetables from Missouri's First Agriculture Park*
Goal #4: *Community members in Columbia who visit Missouri's First Agriculture Park will be more physically active through outdoor engagement*

The "With Whom and Why"

Partner Organization Name	Role and Benefit to the Project
City of Columbia: Parks and Recreation	Fiscal Agent, Landowner of Agriculture Park Site, Project Manager for Park Construction
Columbia/Boone County Department of Health and Human Services	Link to Low-Income Individuals, Tracks Health Indicators, Promotes Health

Columbia Farmers Market	Link to Low-Income Individuals, Operates Farmers' Market, Operates Educational Programs at Market, Accepts and Promotes SNAP at Farmers Market
Sustainable Farms and Communities	Link to Low-Income Individuals, Operates SNAP and WIC matching program at Columbia Farmers Market
The Food Bank for Central and Northeast Missouri	Link to Low-Income Individuals, Distributes Fresh Produce to Low-Income Families
Columbia Public Schools	Link to Low-Income Individuals, Promotes Consumption of Healthful Fruits and Vegetables, Promotes Outdoor Physical Activity, Tracks Health Indicators
Voluntary Action Center	Link to Low-Income Individuals
University of Missouri Extension	Grant External Evaluation

The Organization

"The Why Your Organization"

The Columbia Center for Urban Agriculture is working in partnership with the City of Columbia's Parks and Recreation department and two other non-profit partners. Of the partners CCUA is best suited to lead the partnership; it is nimbler than the city government, yet has a larger staff than the others. In the fall of 2016, an MOU outlining the partnership was adopted by City Council (see attached). The Agriculture Park demands robust and thoughtful partnerships. None of the partners alone could bring all the pieces together by themselves. The whole is greater than the sum of its parts.

CCUA has been cultivating relationships with many groups over its 8 years of operation. The expanded site at Clary-Shy Park creates both the space and need for strong strategic partnerships. The Community Food Assessment will be a tool to leverage these existing relationships, recruit new partners for long-term participation, and help co-create goals and objectives that can be pursued in the future.

"Pending or secured funding"

In November 2016, the Friends of the Farm partnership officially launched a capital campaign to

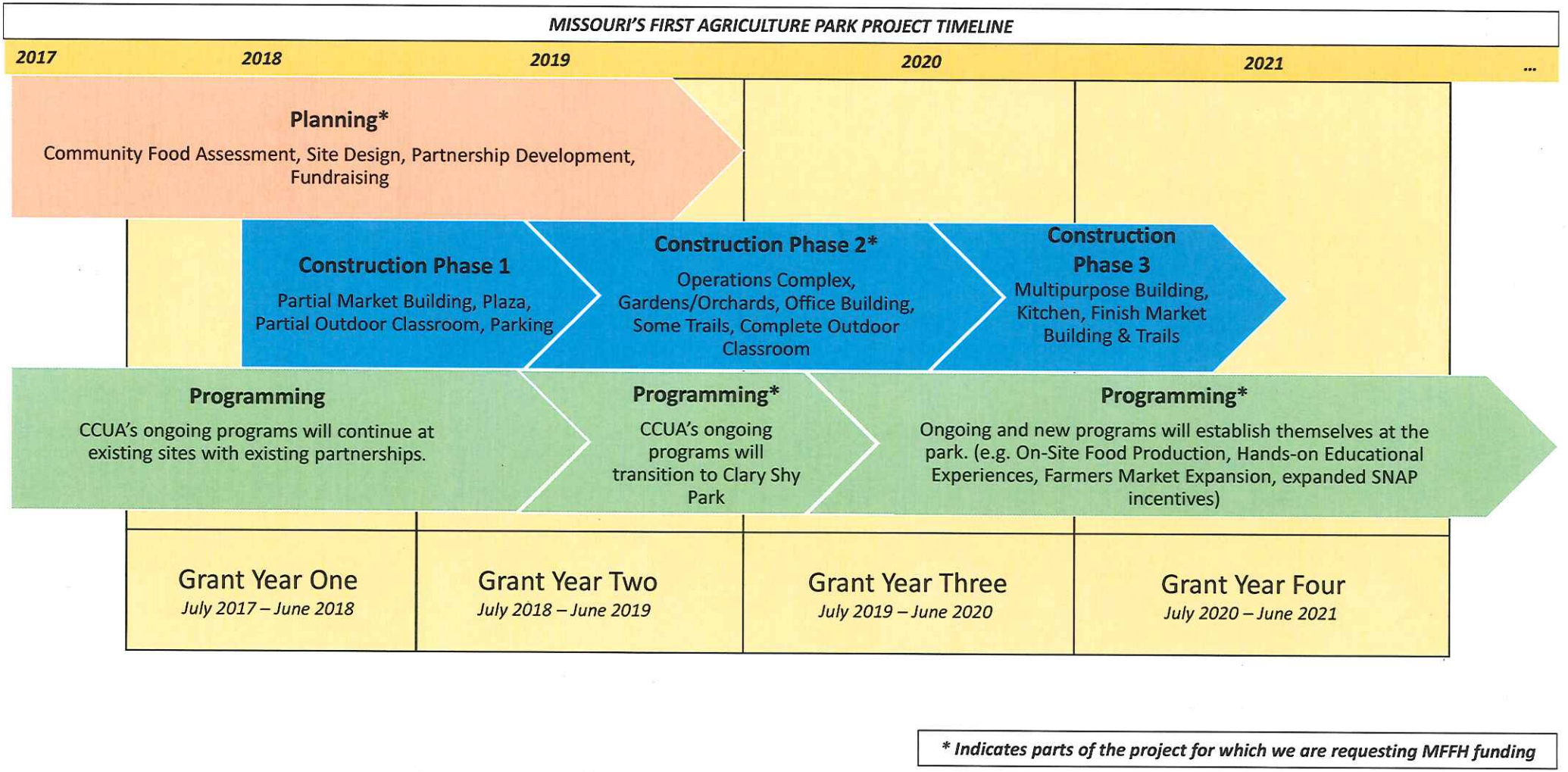
build the Agriculture Park. A team of volunteers has formed a Steering Committee to fundraise. To date, the **fundraising efforts have resulted in $838,087 in donations, pledges, and grants from 16 entities** (see table in attachments). Another nearly **$2.1 million is outstanding in proposals** that are pending via grantors, individuals, and businesses. The partnership will be notified of these pending funding decisions over the coming months. The capital campaign will publicly launch on May 6th at which point extensive fundraising outreach will be done by staff and volunteers.

Your organization's commitment to health.

The Mission of CCUA is to **enhance our community's health by connecting people to agriculture and the land through hands-on learning opportunities from seed to plate**. CCUA has a team of 13 staff members who create a diverse programming suite that reaches many learning objectives and demographics. The efforts of CCUA's staff are multiplied by the numerous volunteers who work to support the organization's mission; **in 2016, CCUA worked with 681 volunteers**.

CCUA's activities directly target low-income individuals and children. Production from the Urban Farm is distributed through food pantries in our community. CCUA also mentors low-income families in their home gardens. Hands-on educational experiences at CCUA's Urban Farm and throughout the community get children and adults involved in planting, weeding, harvesting, and preparing fresh produce. CCUA's programs empower people with the skills and knowledge to make healthful choices.

The cultural tradition of gardening and sharing food creates a platform of community outreach that can be used to explore health outcomes and health disparities in a constructive manner. Gardening and appreciation of fresh food leads to proactive steps for improved health outcomes. Eating more fruits and vegetables, cooking more meals at home, and getting outside to tend a garden all bring about healthful lifestyle changes. The social connections of friends, family, and the broader community that have the same passion for growing and sharing food help build the community's cohesion.



** Indicates parts of the project for which we are requesting MFFH funding*

CITY OF COLUMBIA, MISSOURI

OFFICE OF CITY MANAGER

March 7, 2017

Missouri Foundation for Health
415 South 18th Street
Suite 400
St Louis MO 63103

RE: Letter of Support and Pending Memorandum of Agreement

Opportunity Fund Grant Review Committee:

I write this letter to inform you of City of Columbia's support of the Columbia Center for Urban Agriculture's (CCUA) proposal to the Missouri Foundation for Health entitled *Missouri's First Agriculture Park.*

The Columbia Parks and Recreation Department plays a very important role in the Agriculture Park project in development at the Clary-Shy Park. An MOU adopted on September 20th 2016 (attached below) outlines the public private partnership between the city and the "Friends of the Farm" a coalition of CCUA, Columbia Farmers Market and Sustainable Farms & Communities. This MOU outlines a pledge to cooperate on the planning and secure funds for the project. An updated MOU will be adopted with between these parties prior to breaking ground in late 2017.

In the spirit of this collaboration, Parks and Recreation is willing to play a special role in this proposal to the Missouri Foundation for Health; one of Fiscal Agent. However due to rules within the City's process, this will be our next steps if approval is received:

- Upon approval of the funds from the project from the MFH, the City Council will adopt a measure to received and appropriate the funds to this project.
- Parks and Recreation will release a 'request for qualifications' to contract with partner in implement the scope of work outlined in the proposal. An x day window of applications will be made available.
- Upon selection for a contractor for this project, funds will be transferred to complete the scope of work.
- The construction funds within proposed budget will remain in a special project account for the Agriculture Park and be used for the express purposes outlined in the proposed budget.

Columbia's Parks and Recreation Department and the joint County/City Health and Human Services Department have a history of working with the Columbia Center for Urban Agriculture that dates back to 2009. We feel that the work of CCUA in cooperation with these departments will improve the overall health of our community.

701 E. BROADWAY • P.O. BOX 6015 • COLUMBIA, MISSOURI 65205-6015
(573) 874-7214 • FAX (573) 442-8828 • TTY (800) 735-2966
WWW.GOCOLUMBIAMO.COM

In 2015 the city completed a neighborhood planning process for West Central Columbia which involved neighborhood residents in establishing neighborhood priorities. These have since been integrated into the city's strategic plan. The planning area included the Clary-Shy Park (future home of the Agriculture Park), and the planning process indicated a need for improved park space, community gardens, and more places for the community to gather. We feel that the proposed project will not only meet the neighborhood's goals, but it will meet many of the city/county health department's Community Health Improvement Plan's goals:

- Strengthen neighborhood relationships, invest in a well-connected infrastructure, and public safety.
- Empower all residents to eat a healthful diet, be physically active, and live tobacco free.
- Support and expand cross-sector collaboration to enhance access to high quality education, jobs, economic opportunity and opportunities for healthy lifestyles.

Additionally, this project aligns with the city's strategic priority of "Social Equity...Improving the Odds for Success", through working with and in disadvantaged communities within Columbia.

Thank you for your patience as our city council reviews the pending Memorandum of Agreement.

Thank you,

Mike Matthes
City Manager

Exhibit A

NON-BINDING MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (hereinafter "MOU") is entered into on the date of the last signatory noted below (hereinafter "Effective Date") by and between the City of Columbia, Missouri (hereinafter "City"), a municipal corporation, and Friends of the Farm (hereinafter "FOF"), a partner group representing the following three nonprofit corporations organized in the State of Missouri Sustainable Farms & Communities Inc. (hereinafter "SF&C"), Columbia Center for Urban Agriculture (hereinafter "CCUA"), and Columbia Farmers Market, Inc. (hereinafter "CFM").

RECITALS

A. City owns approximately 19 acres of real estate located in and around the Activity & Recreation Center (hereinafter "ARC") at 1701 W. Ash, Columbia, Missouri (hereinafter "Site").

B. SF&C is a Missouri 501C(3) not-for-profit corporation established to support a community food system that directly connects producers and consumers; to increase knowledge of sustainable food and farming issues; to nurture farmers markets; and to provide educational activities that enrich the community.

C. CCUA is a Missouri 501C(3) not-for-profit corporation established to enhance the community's health by connecting people to agriculture and the land through hands-on learning opportunities from seed to plate.

D. CFM is a Missouri 501C(4) membership organization made up of area farm producers to improve the production and marketing of and stimulate public interest in local farm products. The CFM currently manages and operates a seasonal open air farmers market on the Site in cooperation with the SF&C.

E. SF&C, CCUA, & CFM propose to raise funds for the construction of a Farmers Market Community Center (hereinafter "Facility") and a Community Agriculture Garden (hereinafter "Garden"). The Facility is intended for use as a farmers market and community multi-purpose, year-round space and the Garden is intended to serve as an educational purpose for urban citizens unfamiliar with how their food is produced. The organizations are calling the group of partners FOF.

F. City proposes to assume all maintenance, operating, and custodial costs associated with the Facility, and the FOF partner group is expected to pay a reasonable fee for use of the Facility and Garden area.

G. The attached "Draft Clary-Shy Master Plan," including the design of the Facility and Garden is provided only as a reference for fund raising goals and is subject to future revisions by partners, City staff and City Council. The determination of the final plans will follow the standard City of Columbia process for all capital improvement projects. It is

estimated that the final master plan will be presented to City Council for approval in the fall of 2018.

UNDERSTANDING OF THE PARTIES

NOW, THEREFORE, the parties propose the following:

1. *Purpose.* The purpose of this Memorandum of Understanding is to set forth the general expectations of City and SF&C, CCUA, and CFM in order to enter into good faith negotiations with respect to the development and subsequent operation of the Facility and Garden on such terms and conditions as may be acceptable to City, SF&C, CCUA, and CFM.

2. *Non-Binding Memorandum of Understanding.*
This MOU evidences the intention and desire of City, SF&C, CFM and CCUA to commit their time and financial resources to negotiate in good faith towards the development of the Facility and Garden to be located on the Site as generally described herein. This MOU is not a binding agreement upon City or FOF partners. The legal agreements reflecting the Project shall be set forth in definitive agreements subsequently negotiated, authorized and entered into by City and FOF. Either City or FOF shall have the ability to terminate such negotiations at any time. Each party shall bear its own expenses in connection with the negotiation of such definitive agreements.

3. *Friends of the Farm Fundraising.*
FOF will raise funds towards the construction of the Facility and Garden. City will assist FOF where possible, including providing site schematics, facility guidance, and general knowledge. It is anticipated that the FOF will work with the City of Columbia's New Century Fund to serve as a vehicle for some of the donations for the Facility and Garden. The goal for Phase I fundraising by FOF is eight hundred thousand dollars ($800,000.00) and will cover the cost of the garden, facility, and installation of infrastructure, such as utilities and parking. The donated funds raised for the Facility and Garden, shall be given to City for the express purpose of building these amenities. FOF and City will also be seeking grants and other funding resources that may be applied to the fundraising goal.

4. *Tax Credits.* If eligible, City will pursue the possibility of tax credits for this Facility from the Missouri Department of Economic Development and/or other sources.

5. *Fundraising Time Period.* The fundraising time period will be two (2) years from the Effective Date to raise the necessary funds to develop the Facility. If FOF does not reach its goal at the end of the two (2) year period, City and FOF may enter into discussions to:

    a) Evaluate the amount of money pledged and raised and decide whether a scaled down Facility will meet the needs of both parties.
    b) Extend the amount of time FOF has to reach its goal.
    c) End the MOU between City and FOF.

6. *Friends of the Farm Naming Opportunities.* The Columbia City Council shall name the Facility. City shall consider naming recommendations suggested by FOF. FOF may name specific areas of the Facility after principal donors, subject to approval of the City.

7. *Facility and Garden Design Considerations and Requirements.* The Facility and Garden shall follow the general intent of the final master plan for the Site. The Facility will have an exterior look that will be complimentary to the Site, and other facilities surrounding the area and will be subject to the approval of City. The Facility will be designed to contain space for approximately 100 vendor stalls in the primary market area. The Facility may also include space for restrooms, a concession area, office/offices, and meeting area. The final design of the Facility may be a partially or completely enclosed pavilion-type structure and may include a separate restroom/meeting facility. The Facility and Garden design will be coordinated with all City and FOF partners. The Facility and Garden shall be fully ADA accessible. All signage shall comply with City code and will be subject to review and approval of City. The final design shall provide adequate infrastructure, such as utilities, parking, roads, landscaping and a storm water detention pond or comparable storm water facilities approved by City.

8. *Construction of the Facility and Garden.* Contingent upon the City Council's authorization for the construction of the facility following the public improvement process set forth in the City of Columbia Code of Ordinances and upon the appropriation of funds for the project, the City of Columbia will be responsible for the construction phase of the Facility, landscape, and all related hardscape and infrastructure needs, such as walkways, parking lots, lights, playgrounds, etc. City may work with FOF on projects where volunteer or donated labor and materials are viable options.

9. *Operation of the Facility.* The Facility shall be owned, maintained, and scheduled by City. City shall be responsible for establishing the hours of operation, scheduling, maintenance, and upkeep of the Facility.

10. *Shared Use of the Facility.* City and FOF partners will develop an annual calendar of use for the Facility each year, which shall be in writing and signed by the Parties no later than ninety (90) days prior to the start of the year. FOF's use of the Facility and Garden shall not interfere with City's use of the Facility and Gardens, and/or City property when not scheduled by FOF. FOF understands and agrees that City owns, maintains, and uses, the property as part of a public park system, recreational programming related thereto, and for other governmental purposes as needed. FOF agrees that the use of the Facility, Garden and Site is done as an accommodation to the FOF and is not an agreement by City to create a transferable business interest in City's property for the benefit of the FOF or to subordinate City's use of the property to FOF. The Facility shall be available for use by City, and FOF partners as follows:

    a) SF&C/CFM: *SF&C/CFM shall have priority for use of the Facility as follows:*
        i) Two days per week, tentatively Mondays & Wednesdays from 2:00 p.m. to 8:00 p.m. (to include set-up and take-down).

ii) Saturdays: 6:00 a.m. to 3:00 p.m. This includes time needed for market set-up and removal of everything at the end of the market.
iii) The above days and times may be subject to change upon mutual agreement of City and SF&C/CFM provided the total number of hours of use remains substantially the same.
iv) SF&C/CFM may be granted additional use of the Facility at other times the Facility is available and has not been scheduled for use by City for other groups or activities. Additional use shall be subject to payment of a use rate to be established by Council ordinance as outlined in item b below.

b) Facility Use Fees.
i) To assist in meeting the operating and maintenance expenses of the Facility, SF&C/CFM shall pay to City an annual lease of one thousand dollars ($1,000.00) per month for a total of twelve thousand dollars ($12,000.00) per year for the initial term of the lease.
(1) This fee includes all utilities, electric, water, and sewer.
(2) Payment schedule shall be outlined in the final lease agreement.
ii) Additional Uses as Outlined in Items 9. a) iv).
(1) Standard user and/or rental fees shall be established by City ordinance for the additional use of the Facility as outlined in items 9. a) iv).
iii) City and SF&C/CFM will equally share in the costs for portable toilets until a permanent restroom facility is constructed.
iv) City's fiscal budget begins on October 1 and ends on September 30. On or before July 30 of each year, City shall notify all FOF partners of any changes to the fee ordinance that may become effective October 1.
v) It is intended that these fees shall only become payable once the Facility is constructed and is in use by the FOF partners.

c) City of Columbia Programming.
i) City retains the right to program the Facility as it deems appropriate during all hours of operation other than those assigned to SF&C/CFM.
ii) It is anticipated that the public reservation of the market structure will be made available on Saturdays starting at 4:00 p.m.
iii) City shall have the right to establish and charge appropriate facility use fees to all other groups and individuals using the Facility throughout the year.

11. *Community Agriculture Garden (Garden).*
a) CCUA shall have access to the Site during established park hours to conduct needed maintenance and programming activities. Current park hours are 7:00 a.m. to 11:00 p.m. Emergency access shall be allowed if needed.
b) CCUA shall maintain the Garden area, including all orchards, compost, greenhouse, chicken coop areas, and other areas to be determined. CCUA shall keep Garden areas in tidy, aesthetically pleasing, and safe conditions.
c) Turf areas outside of the Garden shall be maintained by the Parks and Recreation Department.

d) CCUA may make specific areas within the Garden area available for special event rentals. Each rental shall have approval from the Columbia Parks and Recreation Department.

e) Special events organized by CCUA or the FOF partners, like the Harvest Hootenanny, Member dinners, or Farm-to-Table Events, are anticipated to occur on Site. FOF shall consult with the City's Parks and Recreation Director regarding the special event. The Director, pursuant to Section 24-73 of the City Code of Ordinances, may refer the special event to the City event committee. If the Director does refer the special event to the committee, a special event permit shall be required for the special event. To obtain the special event permit for the special event, FOF shall comply with all requirements specified by the special event committee and the City of Columbia Code of Ordinances. The partners shall schedule these with Parks and Recreation staff in advance and rental fees established by ordinance shall be paid.. Money collected at these events shall be fully retained by the partner organization who organizes the event.

f) Pending final Clary-Shy Master Plan, other areas not included in this MOU will be addressed in the final agreement.

g) The utility and operating costs of the Garden shall be the responsibility of the CCUA. These utilities and operating expenses may include, but are not limited to: water, electricity, gas, program/maintenance supplies, program/maintenance staff time, and insurance. If possible, the utilities shall be registered in the name of CCUA. If that is not possible, an agreement shall be developed to reimburse City or other entity that pays for the utility service(s) directly.

12. *Concession Operations.*

a) FOF partners shall have all concessions rights during their hours of operation as outlined in this MOU at locations agreed to by the parties and designated in writing in an agreement.

b) City shall have concession rights at all times and all locations not granted to FOF.

c) All parties involved with the selling of food and beverages shall adhere to all applicable Columbia/Boone County Health Department Regulations and City ordinances, federal and state laws, rules, and regulations in the operation of any concessions.

13. *Advertising Opportunities.* City and FOF partners may develop an advertising policy and an advertising revenue sharing program for the Facility for the term of the agreement. Both City and FOF shall have a right of refusal for potential advertisers.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the parties hereto have set their hands and seals as of the day and year written below to this non-binding MOU.

CITY OF COLUMBIA, MISSOURI

By: _____
Mike Matthes, City Manager
Date: 9-20-16

ATTEST:

_____
Sheela Amin, City Clerk

APPROVED AS TO FORM:

_____
Nancy Thompson, City Counselor

FRIENDS OF THE FARM PARTNERS

By: _____
Ken Pigg, President Sustainable Farms & Communities
Date: 9-9-16

_____
John Corn, President Columbia Farmers Market
Date: 9/2/16

_____
Ellen Thomas, President Columbia Center for Urban Agriculture
Date: 9/8/16

Clary-Shy Park Capital Campaign
PHASE 1
Memorandum of Understanding
October 26, 2016

Partners:

This agreement exists between the Columbia Center for Urban Agriculture ("CCUA"), the Columbia Farmers Market ("CFM") and Sustainable Farms & Communities ("SF&C"). Collectively this group of three organizations shall be known as "The Partners".

Executive Summary:

This MOU outlines major steps in the Clary-Shy Park Project that will occur to complete the first phase of fundraising, planning and construction. This document is not 100% comprehensive of the activities during this time, but provides guidance on how The Partners' agreements on fundraising and spending budgets shall operate. The chapters within this document have been developed over the course of the last several months by The Partners. This document shall be reviewed and approved by The Partners and receive a signature from each organization's board president/Chairperson.

The Partners Agree to:

1) Adopt a Phase 1 Budget as follows:

Income			
	City of Columbia		400,000.00
	Donations		900,000.00
	Total Grants		500,000.00
Total Income			**1,800,000.00**
Expense			
	Capital Expenses		
		Construction	1,282,950.00
		Design	382,800.00
	Total Capital expenses		1,665,750.00
	Campaign Operating Expenses		
		Advertising and Marketing	30,000.00
		Business Plan	10,000.00
		Consulting	24,000.00
		Printing and Copying	10,000.00
		Special events	25,250.00
		Staff time	35,000.00
	Total Campaign Operating Expenses		134,250.00
Total Expense			**1,800,000.00**
Net Income			**0.00**

a) Adopt a "Process Document" for Central Missouri Community Foundation SEE APPENDIX A

Initials _____ _____ _____
CCUA CFM SF&C

2) Follow and implement the Capital Campaign Committee Structure as follows:
   a) Appointment of a Capital Campaign Manager
      i) The Operating Committee shall nominate (or hire) a Capital Campaign Manager to lead the fundraising efforts, ensure that donations are deposited, pledges are followed up on, etc.
         (1) SEE APPENDIX B for the Hiring contract for counsel from Dr. Eric Staley.
      ii) The Capital Campaign timeline detailed by Dr. Eric Staley in his "Campaign Assessment Program for the Friends of the Farm Farmers Market Shelter And Urban Agriculture Park" report shall be implemented.
   b) Campaign Committee
      i) Volunteers will assist with outreach, soliciting gifts, developing marketing materials and much more during the campaign.
      ii) The committee structure recommended by Dr. Eric Staley in his "Campaign Assessment Program for the Friends of the Farm Farmers Market Shelter And Urban Agriculture Park" report shall be implemented.
   c) Appointing a Construction Project Manager
      i) The City of Columbia Parks & Recreation department shall serve as the General Contractor on the implementation of this project plan. They shall coordinate with all necessary sub-contractors and consultants necessary to complete the project in a timely and budget conscience manner. .
3) Follow and implement Fundraising Best Practices as follows:
   a) The partners, volunteers, and consultants of this project shall follow best practices for conducting cultivation, making asks, doing follow up, and recording the necessary information associated with these steps and others.
   b) Training:
      i) Training will be provided to all persons involved on practices like "Donor-Centric Fundraising", and the specific tracking systems used in this fundraising process.
      ii) The fundraising consultant will be asked to help organize and lead these trainings and the development of these systems.
   c) Naming rights given to top donors
      i) The naming rights of the final structure, site, physical aspects of the site, and/or programming at the site are available given desires of the lead donors to the project, and the Naming Rights policy currently held by the Parks and Recreation Department.
         (1) P&R's general rule of thumb is that 50% of the funding of particular aspect/item needs to be funded in order to attribute naming rights.
      ii) A fundraising sheet shall be developed that details the naming opportunities that exist throughout the project.
   d) Non-compete clause
      i) All partners will operate a unified fundraising campaign for this project.
      ii) All funds raised shall be deposited in the jointly-held CFCM account.

iii) No partner(s) will solicit funds independently which would circumvent the agreed upon Fundraising Timeline or collaborative intent of this agreement.
   (1) Note that specific proposals shall be developed for donors to fund specific aspects of the project. These are tailored to the donors' interests and the specific items built into the overall project. This shall not be perceived as a breach of the non-compete spirit of this project.
iv) No partner(s) will solicit funds using promotional material that has not been approved by the three partners.
v) This non-compete clause only applies to capital expenses. Fundraising for programming (e.g. CCUA's Opportunity Gardens, CFM's the Greenhouse, SF&C's Access to Healthy Foods) is exempt from this non-compete clause. Collaboration on programming between CCUA, CFM and SF&C is encouraged when applicable and can be bundled with capital asks where appropriate.

4) Release a Request for Proposal (SEE APPENDIX C) so that The Partners can hire a "Marketing Specialist". The Marketing Specialist will carry out activities as outlined in the Request for Proposal. The selection of a Marketing Specialist will be mutually agreed upon by The Partners. The Marketing Specialist will be paid via grant funding for that purpose.

Process for Modifying this Document:

This document can be modified after its adoption. Modification shall require an amendment that is officially adopted by The Partners.

Signature Page

We the Partners in the project agree to operate within the scope and direction of these documents. We agree to re-convene as needed to amend these agreements, as well as develop new MOU agreements as needed as the Clary Shy Park Capital Campaign progresses.

Name Date

Ellen Thomas 11/1/16

Columbia Center for Urban Agriculture
Ellen Thomas (President of the Board)

11/3/16

Columbia Farmers Market
John Corn (President of the Board)

Sustainable Farms & Communities
Ken Pigg (President of the Board)

Initials ET JC KP
CCUA CFM SF&C

MEMORANDUM OF AGREEMENT

between

Columbia Center for Urban Agriculture

(hereinafter referred to as "Applicant Organization")

and

The Food Bank for Central and Northeast Missouri

(herein referred to as "Collaborative Partner")

Project Title:

Missouri's First Agriculture Park: *Assessing the Community Food Environment, Improving Access to Healthful Foods, Increasing Consumption of Healthful Foods, and Encouraging Outdoor Activity.*

Preamble:

Columbia's future Agriculture Park will be a hub of activities for improving indicators of health such as obesity and fruit and vegetable consumption. These indicators of health are influenced by food access and food choices. While our community has many assets and barriers that affect food access and food choices, Columbia's food environment has not been fully explored or documented. A community food assessment is needed to identify community food resources and deficiencies.

A Community Food Assessment will be used to inform the final design of the Agriculture Park and educational programming at the park. In turn, this new community space will improve access to healthful foods, increase consumption of healthful foods, and encourage outdoor activities in ways that leverage existing resources and create new ones where gaps previously existed. The physical space and associated educational programs will be accessible to all people in our community so that children and families have the opportunity to make healthful food choices.

Since 2013, the Columbia Center for Urban Agriculture and The Food Bank for Central and Northeast Missouri have worked together to distribute fresh produce grown at the CCUA's Urban Farm to families in need.

Applicant Organization Agrees to:

1. Organize and execute a Community Food Assessment.
2. Recruit stakeholders to participate in planning and food assessment activities.
3. Ensure that the findings of the Community Food Assessment are incorporated into the Agriculture Park's final design.
4. Ensure that the findings of the Community Food Assessment are incorporated into education and outreach activities that occur at the Agriculture Park.
5. Continue to provide fresh produce grown at the Agriculture Park to the Collaborative Partner for distribution to families in need.
6. Explore opportunities for future collaboration based on needs and assets identified in the Community Food Assessment.

Collaborative Partner Agrees to:

1. Participate in planning and food assessment activities.
2. Promote the Agriculture Park to constituents and encourage their participation in the planning process.
3. Work with the Applicant Organization and other project partners to inform the Agriculture Park's final design.
4. Work with the Applicant Organization and other project partners to develop collaborative needs-focused food and recreation opportunities at the Agriculture Park.
5. Assist the Applicant Organization in fundraising efforts to build and operate the Agriculture Park.

Billy Polansky, Executive Director
Columbia Center for Urban Agriculture

3/9/2017
Date

Lindsay Lopez, Executive Director
Name, Title
The Food Bank for Central and NE Missouri

3/9/10
Date

MEMORANDUM OF AGREEMENT
between
Columbia Center for Urban Agriculture
(hereinafter referred to as "Applicant Organization")
and
Voluntary Action Center
(herein referred to as "Collaborative Partner")

Project Title:
Missouri's First Agriculture Park: *Assessing the Community Food Environment, Improving Access to Healthful Foods, Increasing Consumption of Healthful Foods, and Encouraging Outdoor Activity.*

Preamble:
Columbia's future Agriculture Park will be a hub of activities for improving indicators of health such as obesity and fruit and vegetable consumption. These indicators of health are influenced by food access and food choices. While our community has many assets and barriers that affect food access and food choices, Columbia's food environment has not been fully explored or documented. A community food assessment is needed to identify community food resources and deficiencies.

A Community Food Assessment will be used to inform the final design of the Agriculture Park and educational programming at the park. In turn, this new community space will improve access to healthful foods, increase consumption of healthful foods, and encourage outdoor activities in ways that leverage existing resources and create new ones where gaps previously existed. The physical space and associated educational programs will be accessible to all people in our community so that children and families have the opportunity to make healthful food choices.

The Voluntary Action Center exists to help low-income individuals and families bridge the gaps between crisis and stability and improve quality of life in Boone County. Their *Lunch in the Park* program serves over 3,000 lunches every summer, their *Holiday Program,* distributes food and gifts to nearly 4,000 families every December, provide food in emergency situations several hundred times each year, and their office provides information and referral over 12,000 times every year so that low-income families can access the services that they need.

Applicant Organization Agrees to:
1. Organize and execute a Community Food Assessment.
2. Recruit stakeholders to participate in planning and food assessment activities.
3. Ensure that the findings of the Community Food Assessment are incorporated into the Agriculture Park's final design.
4. Ensure that the findings of the Community Food Assessment are incorporated into education and outreach activities that occur at the Agriculture Park.

Collaborative Partner Agrees to:

1. Participate in planning and food assessment activities.
2. Promote the Agriculture Park to constituents and encourage their participation in the planning process.
3. Work with the Applicant Organization and other project partners to inform the Agriculture Park's final design.
4. Work with the Applicant Organization and other project partners to develop collaborative needs-focused food and recreation opportunities at the Agriculture Park.

Billy Polansky, Executive Director
Columbia Center for Urban Agriculture

3-8-2017
Date

Nick Foster, Executive Director
Voluntary Action Center

3-8-17
Date

Attachment B.

Project Budget and Quotes

Project Budget and Quotes follows this page.

Organization: Columbia Center for Urban Agriculture
Project Title: Missouri's First Agriculture Park
Reference #: 17-0056-OF

	TOTAL PROJECT BUDGET					REQUESTED FROM MFH				
	Year 1	Year 2	Year 3	Year 4	Total	Year 1	Year 2	Year 3	Year 4	Total
Net Revenue										
Enter Type of Revenue	0	0	75,000	75,000	150,000	0	0	0	0	0
Total Net Revenue	0	0	75,000	75,000	150,000	0	0	0	0	0
Expense										
Salary	0	65,000	125,000	125,000	315,000	0	65,000	70,000	70,000	205,000
Benefits & Payroll Taxes	0	6,500	12,500	12,500	31,500	0	6,500	7,000	7,000	20,500
Total Compensation	0	71,500	137,500	137,500	346,500	0	71,500	77,000	77,000	225,500
Consulting/Contracted Services	1,542,224	1,207,318	530,318	2,028,318	5,308,178	42,224	207,318	30,318	28,318	308,176
Equipment	0	0	0	0	0	0	0	0	0	0
Travel	0	0	0	0	0	0	0	0	0	0
Other Direct Expense	15,500	61,849	33,000	33,000	143,349	15,500	61,849	27,575	27,575	132,499
Sub-total	1,557,724	1,340,667	700,818	2,198,818	5,798,027	57,724	340,667	134,893	132,893	666,177
Indirect Expense	0	10,725	20,625	20,625	51,975	0	10,725	11,550	11,550	33,825
Total Expense	1,557,724	1,351,392	721,443	2,219,443	5,850,002	57,724	351,392	146,443	144,443	700,000
Net Project Cost	-1,557,724	-1,351,392	-646,443	-2,144,443	-5,700,002	-57,724	-351,392	-146,443	-144,443	-700,000

Columbia Center for Urban Agriculture
Budget Narrative and Spreadsheet
17-0056-OF

Revenue

Revenue generated is a result of total project funding and will not offset MFH funding.

Revenue	Year 1	Year 2	Year 3	Year 4	Total
Planting for the Pantry	$ -	$ -	$ 45,000	$ 45,000	**$ 90,000**
Program Service Fees			$ 30,000	$ 30,000	**$ 60,000**
Total Revenue	**$ -**	**$ -**	**$ 75,000**	**$ 75,000**	**$ 150,000**

Expense

Salary:

Position	Annual Salary	FTE	Year 1	Year 2	Year 3	Year 4	Total
Farm Manager	$ 30,000	1.00		$ 30,000			**$ 30,000**
Farm Hand	$ 25,000	0.5/1		$ 12,500			**$ 12,500**
PLANTS Coordinator	$ 30,000	0.5/1		$ 15,000	$ 30,000	$ 30,000	**$ 75,000**
PLANTS Associate	$ 25,000	1.00			$ 25,000	$ 25,000	**$ 50,000**
Volunteer Coordinator	$ 30,000	0.25/.5		$ 7,500	$ 15,000	$ 15,000	**$ 37,500**
Total Budget	**$ 140,000**		**$ -**	**$ 65,000**	**$ 70,000**	**$ 70,000**	**$ 205,000**

Budget Explanation:

Farm Manager: The Farm Manager will be the lead staff person responsible for establishing the new Urban Farm in Year 2. These one-time activities include: breaking sod, incorporating soil amendments, organizing new systems such as irrigation, fencing, storage, and other workflows on site. In Years 3 and 4, the Farm Manager will be responsible for ongoing farming operations including planting, tending, harvesting, washing, and delivering fresh produce to the Central Pantry.

Farm Hand: will assist the Farm Manager in establishing the new Urban Farm in Year 2. These one-time activities include: breaking sod, incorporating soil amendments, organizing new systems such as irrigation, fencing, storage, and other workflows on site. In Years 3 and 4 the Farm Hand will assist the Farm Manager with ongoing farming operations including planting, tending, harvesting, washing, and delivering fresh produce to the Central Pantry.

PLANTS Coordinator: This staff person will coordinate CCUA's PLANTS (Placing Learners, Agriculture and Nature Together Sustainably) Program, facilitating hands-on experiences for learners at the Agriculture Park. In Year 2, this staff person will begin scheduling on-site activities and developing educational lessons based on the Community Food Assessment.

PLANTS Associate- This staff person will assist the PLANTS Coordinator to deliver hands-on programming in Years 3 and 4. Will assist the PLANTS Manager in facilitating hands-on experiences for learners at the Agriculture Park. In Years 3 and 4, this staff person will lead hands-on programming with groups of students at the park.

Volunteer Coordinator: This staff person will recruit and train volunteers to help establish and maintain the Urban Farm, Outdoor Classroom and Park Area. Volunteers will also assist with providing hands-on experiences to groups at the Agriculture Park.

Benefits and Payroll Taxes:

Position	Annual Salary	FTE	Rate	Year 1	Year 2	Year 3	Year 4	Total
Farm Manager	$ 30,000	1.00	0.10		$ 3,000			**$ 3,000**
Farm Hand	$ 25,000	0.5/1	0.10		$ 1,250			**$ 1,250**
PLANTS Coordinator	$ 30,000	0.5/1	0.10		$ 1,500	$ 3,000	$ 3,000	**$ 7,500**
PLANTS Associate	$ 25,000	1.00	0.10		$ -	$ 2,500	$ 2,500	**$ 5,000**
Volunteer Coordinator	$ 30,000	0.25/.5	0.10		$ 750	$ 1,500	$ 1,500	**$ 3,750**
Total Budget	**$ 140,000**			**$ -**	**$ 6,500**	**$ 7,000**	**$ 7,000**	**$20,500**

Consulting/Contracted Services:

Consulting/ Contracted Services	Year 1	Year 2	Year 3	Year 4	Total
Evaluation	$7,343	$7,343	$7,343	$7,343	**$29,370**
Assessment	$26,881	$18,975	$18,975	$18,975	**$83,806**
Compensation for Collaborative Partners	$8,000	$6,000	$4,000	$2,000	**$20,000**
Construction of Operations Complex		$100,000			**$100,000**
Construction of Office		$50,000			**$50,000**
Construction of Recreation Trails		$25,000			**$25,000**
Total Budget	**$42,224**	**$207,318**	**$30,318**	**$28,318**	**$308,176**

Budget Explanation:

- Project Evaluator- The University of Missouri Extension will serve as the external program evaluator, see attached proposal. See submitted proposal.
- Assessment Contractor- In Year 1, Heather Gillich Consulting will coordinate the Community Food Assessment. Ms. Gillich will work with two part-time assistants to conduct surveys, focus groups, and other meetings. In total Ms. Gillich and the assistants will work 1,222 hours. We will compensate Heather Gillich Consulting at a rate of $22 / hour. In Years 2, 3, and 4, Heather Gillich Consulting will coordinate assessment of programming activities. Ms. Gillich will work with partner agencies and CCUA's program staff to develop appropriate measurement tools, conduct assessments, and to analyze, aggregate, and present the data. Annually Ms. Gillich will work 862 hours. We will compensate Heather Gillich Consulting at a rate of $22 / hour.
- Compensation for Collaborative Partners- This is to fairly compensate community partners for their participation in the planning process and in the implementation of programming. The

details of which partners receive compensation for programming will largely be dictated by the results of the Community Food Assessment.

  - Year 1- During the Community Food Assessment, we will pay $1,600 to five partner organizations who work closely with diverse sectors of the community, including organizations that serve food insecure individuals. Compensating the partner organizations who take leadership roles on the Community Advisory Board will cover their time for participation in community meetings and outreach to target populations.
  - Year 2- After the Community Food Assessment is completed, we will begin planning for the on-site programming, using information from the Assessment. These funds will be used to compensate the partners for their time spent on collaboration activities. Who the partners are will largely depend on the results of the Community Food Assessment. For example, if the Community Food Assessment identifies that the community has an unmet demand of summer lunch programs for children, partnerships may be formed with organizations who can collaborate to expand existing summer lunch programs.3
  - Years 3 and 4- In Years 3 and 4, after educational programming is planned with community partners. These funds will be used to compensate ongoing partners for their time on the collaborative implementation of programs at the Agriculture Park.

- Construction of Operations Complex- For food production to begin on the site, this Operations Complex needs to be in place first. The area will serve as the Urban Farm's headquarters, home to tool and bulk material storage, utilities, greenhouse space, fruit/vegetable washing, cold storage, and work vehicle parking. The cost estimate for construction of the entire complex is $175,000. In addition to MFFH funding, other sources of funds are currently being pursued for the Operations Complex and MFFH funding can be used to leverage future sources funding.
- Office Construction- For educational programs to occur on the site, an office building needs to be in place first. The office space will be shared by Columbia Center for Urban Agriculture and Columbia Farmers Market staff. The on-site office building will be the home for all program planning, preparation and host meetings for collaborative partnership activities. The cost estimate for construction of the office is $250,000. In addition to MFFH funding, other sources of funds are currently being pursued for the Operations Complex and MFFH funding can be used to leverage future sources funding.
- Walking Trail Construction- A mix of different recreation trails will be installed on the site to connect the park's various features and to connect the park to the West Central Neighborhood. The cost estimate for construction of the recreation trails is $250,000. In addition to MFFH funding, other sources of funds are currently being pursued for the Operations Complex and MFFH funding can be used to leverage future sources funding.

Other Direct Expense:

<u>Community Food Assessment Participation Incentives:</u>
200 Gift Cards x $25 each = $5,000
$2,000 for meals, snack, catering
$2,000 for transportation reimbursement
Total: $9,000

Advertising:
Direct Mail: $9,931
Social Media: $2,000
Newspaper/Magazine: $4,000
Radio: $4,000
Printing: $3,000
Total: $22,931

Other Direct	Year 1	Year 2	Year 3	Year 4	Total
Participation Incentives	$ 9,000	$ -	$ -	$ -	**$ 9,000**
Advertising	$ 6,500	$ 6,431	$ 5,000	$ 5,000	**$ 22,931**
Urban Farm Supplies for Food Distribution		$ 30,616	$ 7,575	$ 7,575	**$ 45,766**
Education Supplies for Hands On Activities		$ 24,802	$ 15,000	$ 15,000	**$ 54,802**
Total	**$ 15,500**	**$ 61,849**	**$ 27,575**	**$ 27,575**	**$ 132,499**

Budget Explanation:

- Community Food Assessment Participation Incentives- In order to ensure that a diversity of community members are able to provide input into the Community Food Assessment, incentives will be provided to encourage participation and compensate participants for their time.
- Advertising-
    - Year 1- In order to ensure that a diversity of community members are aware of opportunities to participate in the Community Food Assessment activities advertising will be purchased (print, internet, social media and direct mail).
    - Years 2, 3, and 4- In order to promote the programming on site and attract target populations advertising will be purchased (print, internet, social media and direct mail).
- Urban Farm Supplies For Food Distribution-
    - Year 2- This includes many of the one-time startup costs for establishing the Urban Farm site such as purchasing new implements, hand tools, irrigation supplies, and fencing.
    - Years 3 and 4- This includes the ongoing costs for maintaining the Urban Farm and keeping it productive such as plants, seeds, fertilizer, and utility costs.
- Educational Supplies for Hands-On Activities- see submitted estimate
    - Year 2- This includes many of the one-time startup costs for establishing the Outdoor Classroom Space. Partner organizations participated architects from Nature Explore were previously contracted to sketch a design of this outdoor learning space, the design also included a cost estimate for materials. See attached design and cost estimate from Nature Explore.
    - Years 3 and 4- This includes the on-going costs associated with delivering educational programming such as: snacks, potting soil, seeds, gloves, knives, cutting boards, printout, purchase of lesson plans and membership affiliations.

Indirect Expense:

Indirect Expense	Total	Indirect Rate	Year 1	Year 2	Year 3	Year 4	Total
Compensation Year 1	$ -	0.15	$ -				$ -
Compensation Year 2	$ 71,500	0.15		$ 10,725			**$ 10,725**
Compensation Year 3	$ 77,000	0.15			$ 11,550		**$ 11,550**
Compensation Year 4	$ 77,000	0.15				$ 11,550	**$ 11,550**
Total			**$ -**	**$ 10,725**	**$ 11,550**	**$ 11,550**	**$ 33,825**

Dimensions Educational Research Foundation
1010 Lincoln Mall, Suite 103
Lincoln NE 68508
Phone: (402) 467-6112
Fax: (402) 467-6118

ESTIMATE

Date: 11/17/2016
Estimate# EST0760

Sell To Address
Columbia Center for Urban Agriculture
PO Box 1742
Columbia MO 65205
United States
(573) 514-4174
billyp@columbiaurbanag.org

Bill To Address
Columbia Center for Urban Agriculture
PO Box 1742
Columbia MO 65205
(573) 514-4174
billyp@columbiaurbanag.org

Ship To Address
Columbia Center for Urban Agriculture
PO Box 1742
Columbia MO 65205
United States
(573) 514-4174
billyp@columbiaurbanag.org

PO #

Expires
12/17/2016

Customer Project
Columbia Center For Urban Ag

Orders containing two or more items may be delivered in multiple shipments.

Item	Description	Quantity	Rate	Amount
3911	Large At-Ease Bench - 18"H (please allow up to four weeks to ship)	3	$189.00	$567.00
4271	Raised Planter Bed 4'L x 2'W x 22"H (please allow up to two weeks to ship)	2	$389.00	$778.00
4272	Raised Planter Bed 6'L x 2'W x 22"H (please allow up to two weeks to ship)	2	$549.00	$1,098.00
6998	Recycled Plastic Water Table, Short (please allow up to four weeks to ship)	1	$1,095.00	$1,095.00
3917	Redcedar Log Steps, Set of 4 (please allow up to four weeks to ship)	2	$449.00	$898.00
6931	Composite Discovery Table, Large (please allow up to four weeks to ship)	1	$929.00	$929.00
3916	Stump Stool - Tall (please allow up to four weeks to ship)	4	$135.00	$540.00
6989	Composite Storage Cabinet (please allow up to four weeks to ship)	3	$1,895.00	$5,685.00
6952	Art Panel (please allow up to four weeks to ship)	1	$1,349.00	$1,349.00
6991	Creativity Table, Tall (please allow up to four weeks to ship)	1	$1,795.00	$1,795.00
7002	Winged Chimes (please allow up to four weeks to ship)	1	$4,995.00	$4,995.00
6961	Building Area Aluminum Sign	1	$39.00	$39.00
6962	Climbing Area Aluminum Sign	1	$39.00	$39.00
6964	Garden Area Aluminum Sign	1	$39.00	$39.00

Item	Description	Quantity	Rate	Amount
6965	Gathering Area Aluminum Sign	1	$39.00	$39.00
6966	Messy Materials Area Aluminum Sign	1	$39.00	$39.00
6967	Music & Movement Aluminum Sign	1	$39.00	$39.00
6968	Nature Art Area Aluminum Sign	1	$39.00	$39.00
6970	Water Area Aluminum Sign	1	$39.00	$39.00
6959	Composite Sign Post w/ hardware	8	$75.00	$600.00

Order Memo

Furnishings

Subtotal	$20,641.00
Shipping Cost	$3,096.15
Total Tax (0%)	$0.00
Total	$23,737.15

Pricing listed on this estimate is good for 30 days. During high-volume seasons, shipping and production lead times can be longer than the standard published times. If you are working on a deadline please contact us for current lead times.

Dimensions Educational Research Foundation
1010 Lincoln Mall, Suite 103
Lincoln NE 68508
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ESTIMATE

Date: 11/17/2016
Estimate# EST0761

Sell To Address
Columbia Center for Urban Agriculture
PO Box 1742
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Bill To Address
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Ship To Address
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PO Box 1742
Columbia MO 65205
United States
(573) 514-4174
billyp@columbiaurbanag.org

PO #	Expires	Customer Project
	12/17/2016	Columbia Center For Urban Ag

Orders containing two or more items may be delivered in multiple shipments.

Item	Description	Quantity	Rate	Amount
7013	Water Discovery Set	1	$40.00	$40.00
3931	Garden Hand Tools, set of 3	3	$13.00	$39.00
4254	Watering Can	3	$13.00	$39.00
6957	Giant Tree Cookies (6-8" Dia.), Set of 14 (please allow up to four weeks to ship)	1	$119.00	$119.00
3936	Giant Tree Cookies (10" Dia.), Set of 10 (please allow up to four weeks to ship)	2	$119.00	$238.00
3935	Barkless Tree Blocks, set of 36	1	$49.00	$49.00
6911	Bamboo Blocks, Set of 42	1	$39.99	$39.99
3929	Pods, Cones & Botanicals	2	$25.00	$50.00
4277	Seashells	1	$29.00	$29.00
4618	Dancing Scarves, set of 12	1	$26.00	$26.00
6920	Cactus Rain Stick, Small	3	$10.00	$30.00
3914	Cactus Rain Stick, Large	3	$17.00	$51.00
6993	Animal Shakers, Set of 3	1	$29.00	$29.00
6981	Garden Pot Maker	3	$20.00	$60.00
4265	Imagination Fabric - Red	1	$29.00	$29.00
5254	Imagination Fabric - Purple	1	$29.00	$29.00
3940	Imagination Fabric - Green	1	$29.00	$29.00

Order Memo
Loose Parts

Subtotal	$925.99
Shipping Cost	$138.90
Total Tax (0%)	$0.00

Total	$1,064.89

Pricing listed on this estimate is good for 30 days. During high-volume seasons, shipping and production lead times can be longer than the standard published times. If you are working on a deadline please contact us for current lead times.

Attachment C.

Project Plan

Project Plan follows this page.

Goal #1

Through participation in a Community Food System Assessment, Columbia, MO community members and other stakeholders will be engaged and empowered to address community food needs through Missouri's First Agriculture Park.

Participant Outcome Objective # 1 : 300 community members and stakeholders participating in a comprehensive Community Food Assessment will report feeling connected to Missouri's First Agriculture Park based on feedback surveys and interviews.

Agency Activity	Key Indicators of Participant Success	Responsibility	Timeline
Planning and organizing a community-centered needs assessment that engages community members.	Engaged community members will have a clear vision of the purpose and goals of the assessment.	CCUA Executive Director, Billy Polansky	Year 1, 2
Collecting data from community members and mapping social, economic, and ecological assets and needs.	300 community members will participate in 3 rounds of surveys and 30 interviews to collect data, as measured by response rate.	CCUA Executive Director, Billy Polansky	Year 1, 2
Coding and summarizing the needs assessment results and sharing the results with the community to facilitate action planning.	300 community members will attend public forums to discuss results and plan implementation.	CCUA Executive Director, Billy Polansky	Year 1,2
Community engagement around implementation of programming and infrastructure goals in Missouri's First Agriculture Park.	100 community members will attend at least 1 of 6 focus groups to engage community members, partners, and other stakeholders in programming and activities.	CCUA Executive Director, Billy Polansky	Year 1, 2

Goal #2

Columbia, MO community members who participate in educational experiences and training at Missouri's First Agriculture Park will build cooking and gardening skills to increase their daily consumption of healthful fruits and vegetables.

Participant Outcome Objective # 1 : 12,000 participants in on-site educational experiences and training at Missouri's First Agriculture Park will increase understanding and knowledge about healthful food options, as measured by participant surveys and artifacts of learning.

Agency Activity	Key Indicators of Participant Success	Responsibility	Timeline
Construction of Outdoor Classroom and Nature-based Free-play Area.	School-aged participants will increase engagement in nature-based free-play activities.	Friends of the Farm Campaign Director, Adam Saunders & Parks and Rec., Gabe Huffington	Year 1, 2
Construction of Demonstration Gardens and outdoor gathering area.	Participants will increase understanding of backyard gardening options and methods.	Friends of the Farm Campaign Director, Adam Saunders & Parks and Rec., Gabe Huffington	Year 1, 2
Construction of office and teaching space.	Participants will increase participation in evidence-based lessons about sustainable food production, preparation, and preservation.	Friends of the Farm Campaign Director, Adam Saunders & Parks and Rec., Gabe Huffington	Year 1, 2
Implementation of on-site educational activities for groups.	Participants will increase knowledge about sustainable food production, preparation, and preservation.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 3, 4
Implementation of skill-building training opportunities for volunteers and interns on-site.	Participants will increase sustainable food production, preparation, and preservation at home and in the community.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 3, 4

Participant Outcome Objective # 2: 60% community members participating in educational experiences and training at Missouri's First Agriculture Park will eat more fruits and vegetables daily, as measured by participant surveys.

Agency Activity	Key Indicators of Participant Success	Responsibility	Timeline
Install on-site, interpretive education features about healthy meal options and sustainable food systems.	Participants engaging in self-guided activities will increase consumption of healthful fruits and vegetables.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 2, 3
Implementation of on-site educational activities for groups and training opportunities for individuals.	Participants engaging in educational and training activities will increase consumption of healthful fruits and vegetables.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 3,4

Participant Outcome Objective # 3: Community member food shopping on-site will increase by 10% as measured by both EBT and overall sales.

Agency Activity	Key Indicators of Participant Success	Responsibility	Timeline
Signage and information about healthful food options.	Food recipients/customers will increase awareness and understanding of sustainable food systems.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 3, 4
Tours and self-guided family activities at the on-site market.	Food recipients/customers will increase knowledge about sustainable food systems and their local options for purchasing and participation.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 2, 3, 4
Operation of outreach programming to encourage market attendance by community members living with low income.	Food recipients/customers living with low income will increase attendance and purchasing at the market.	CCUA Executive Director, Billy Polansky	Year 2, 3, 4

Goal #3

Households living with limited resources in Columbia, MO will experience reduced pressures of poverty on healthful food choices through access to fresh fruits and vegetables from Missouri's First Agriculture Park.

Participant Outcome Objective # 1 : 3,000 community members living with low income will gain access to fresh fruits and vegetables at Missouri's First Agriculture Park as measured by production and delivery records.

Agency Activity	Key Indicators of Participant Success	Responsibility	Timeline
Construction of urban farm complex (gardens, greenhouse, storage, wash station) on-site.	Food recipients/customers will obtain safe and healthful produce on-site.	Friends of the Farm Campaign Director, Adam Saunders & Parks and Rec., Gabe Huffington	Year 1, 2
Production and donation of fruits and vegetables.	Food recipients living with low income will gain access to safe and healthful produce.	CCUA Executive Director, Billy Polansky	Year 3, 4
Sale of produce through the Access to Healthy Foods SNAP/WIC matching program.	Community member participation in the Access to Healthy Foods SNAP/WIC matching program operated on-site will engage 300 families living with low income.	CFM Executive Director, Corrina Smith; S&FC Chair, Kenneth Pigg	Year 3, 4

Participant Outcome Objective # 2: 5,000 community members living with low income will engage with good food at the site (through programs, visits, or the market) for the first time, as measured by visitor surveys and interviews.

Agency Activity	Key Indicators of Participant Success	Responsibility	Timeline
Creating new opportunities for input and community engagement for community members living with limited resources in the activities performed on-site.	Community members will take on new or enhanced roles and responsibilities in using food to create community at the site.	CCUA Executive Director, Billy Polansky	Year 1, 2
Community engagement and equity projects will be a part of efforts to increase food security.	Community members will lead projects to increase fairness and equity in food and resource distribution.	CCUA Executive Director, Billy Polansky	Year 3, 4

Goal #4

Community members in Columbia, MO who visit Missouri's First Agriculture Park will be more physically active through outdoor engagement.

Participant Outcome Objective # 1 : Community member use of Missouri's First Agriculture Park outdoor areas will increase by 60% as measured by staff observation.

Agency Activity	Key Indicators of Participant Success	Responsibility	Timeline
Installation of site enhancements such as the Farmer's Market, the Urban Farm, the Outdoor Classroom, and the Park.	Community members will be present at the park site more regularly.	Friends of the Farm Campaign Director, Adam Saunders & Parks and Rec., Gabe Huffington	Year 3, 4
Outreach to low-income communities, schools, and other groups to encourage visits and program participation.	Participants and visitors from a diverse selection of Columbia neighborhoods will use the site.	CCUA Executive Director, Billy Polansky	Year 2, 3, 4
Outreach to current participants in on-site indoor programming at the ARC.	Participants and visitors currently engaging in indoor activities will use the site's outdoor features.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 2, 3, 4

Participant Outcome Objective # 2: 30% of the 12,000 participants in on-site programs will report engaging in outdoor physical activity at Missouri's First Agriculture Park as measured by participant surveys.

Agency Activity	Key Indicators of Participant Success	Responsibility	Timeline
Install on-site, interpretive education features to promote outdoor physical activity.	Participants engaging in self-guided activities will increase outdoor physical activity levels.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 2, 3
Implementation of on-site educational activities for groups and individuals that promote outdoor physical activity.	Participants engaging in educational and training activities will increase outdoor physical activity levels.	CFM/CCUA Executive Directors, Corrina Smith/Billy Polansky	Year 3,4