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CANADA good food is just the beginning

MARKET
GREENS

MARKET GREENS GRANT GUIDELINES

INTRODUCTION

We are pleased to announce CFCC's new Market Greens Grant program. This grant program is part of CFCC's larger Market Greens initiative which works to increase affordable access to fresh fruits and vegetables through various subsidy models to improve health and prevent diet-related disease among vulnerable populations. The 2020 Market Greens Grant round will provide funding and support to 15 community and health organizations across Canada to establish new affordable produce markets and provide targeted financial incentives that can be used to buy fresh fruits and vegetables at new and existing affordable markets.

We are looking for grantee partners who will work together with CFCC and our evaluation partners to collect information about the health and wellbeing impacts of affordable markets and produce incentives and to help shape best practices for program delivery. The evidence and insights we collect will feed into work with public and private stakeholders to consider how best to sustain and expand this approach to promoting health for low-income populations at risk for or suffering from diet-related disease.

The Market Greens Grant Program has been established thanks to support from the Public Health Agency of Canada and matched funding from the Maple Leaf Centre for Action on Food Security.

GRANT BREAKDOWN

Stream 1 – New Market and Incentives Grant

Number of grants available: 10

Amount of each grant: \$70,000 (\$35,000/year x 2 years)

- \$25,000/year to establish and operate a new market
- \$10,000/year for fruit and vegetable incentives

Grant term: 2 years, 3 months (March 2020 to May 2022)

Stream 2 – Produce Incentives Grant

Number of grants available: 5

Amount of each grant: \$20,000 (\$10,000/year for incentives x 2 years)

Grant term: 2 years, 3 months (March 2020 to May 2022)

BACKGROUND

The Market Greens program was inspired in part by the success and expansion of fruit and vegetable subsidy programming in the United States, largely developed and scaled by the non-profit, Wholesome Wave. To investigate the potential for scaling in Canada in ways that reflect Canadian policy and food environments, CFCC began piloting the Market Greens program in 2018 in partnership with two Ontario organizations: The Local Community Food Centre and Chigamik Community Health Centre. Through this pilot, low-income families with young children received \$10 to \$20 a week to purchase fruits and vegetables through affordable produce markets.

We've seen promising results at this stage of the pilot. Here are some findings from year 1, based on the results of baseline and post-program surveys with Market Greens participants.



Participants' children were eating, on average, **2 more servings of fruits and vegetables** per day compared to when they began the program.



67% of participants reported that they tried new fruit and vegetables, and **76%** reported that their children tried a new fruit or vegetable because of the program.

Participants felt a significantly greater sense of belonging to their community.



57% of participants reported that they noticed improvements in their children's attitudes toward eating fruits and vegetables.



80% of participants had changed the way they shopped for, cooked, or chose fruits and vegetables



50% of participants noticed improvements in their mental health and **47%** noticed improvements in their physical health. Participants also reported there was a significant improvement in children's overall health.

Affordable markets and produce incentives

Affordable produce markets are not only a dignified way to increase access to healthy foods, they can also be vibrant community spaces that draw people in, create social opportunities, and become an important part of people's weekly routines. Adding features like pop-up cafes with seating, childminding, interactive food demos, and music, can create a warm, social environment that community members will look forward to week after week.

Even with welcoming, low-cost markets, it is challenging to shift shopping and eating habits, particularly for people with financial barriers who are more vulnerable to diet-related health issues. The Market Greens Incentives Program provides another level of subsidy to further reduce barriers and promote health. Through the incentives program, low-income individuals at risk of diet-related disease and referred by local health care providers will receive \$10 to \$25 per week to purchase fresh produce at their local affordable market. It is clear that this temporary intervention and affordable markets cannot fully address the multifaceted issues created by poverty. This program will assess the extent to which subsidized access to fresh produce can make a difference for program participants, with an eye to how this approach might be scaled.

GRANT ELIGIBILITY

For this grant program, we are looking for organizations who meet the following criteria. If you have any questions about your eligibility after reading through the Grant Guidelines, please contact us at marketgreens@cfccanada.ca or 416-531-8826 ext. 257.

- Registered Canadian charity or other [qualified donee](#) within Canada;
- An established organization, operating for 3+ years;
- Operating, or with the help of this grant are planning to establish, a year-round produce market that aims to reduce financial barriers to fresh fruits and vegetables for people living on low incomes;
- [For those starting a new market through the grant]* Intention to sustain the affordable market beyond the grant term;
- Committed to delivering the program as outlined in the Grant Guidelines, including monitoring and evaluation activities (see page 9 for details);

- Committed to offering activities at the market to promote healthy eating and create opportunities for social connections (activities don't need to be fancy—think taste tests, recipe handouts, warm drinks and seating, etc.—and can be non-food-based);
- Committed to enrolling at least 40 participant households in the Market Greens Incentives Program per year (80+ households over two years);
- Committed to working collaboratively with CFCC and evaluation partners (e.g. monthly phone calls or updates, email communications); and
- Willing to share the knowledge learned from the grant to other granting partners, Good Food Organizations and Community Food Centres.**

* Priority will be given to members of CFCC's [Good Food Organizations](#) program.

**Sharing knowledge may include participating in knowledge swaps with other grantees, and where appropriate sharing stories, quotes, photos and other media with permission to be included in communications and resources.

KEY DATES AND DEADLINES

Here is a list of important dates for this grant. For a more detailed timeline of grant activities, please see the Project Workplan, Appendix A, page 12.

Activity	Dates
Launch of grant round	November 28, 2019
Proposals due	January 24, 2020
Successful grantees notified	February 25, 2020
Grantee orientation and training	April 2020
Launch new produce markets (if applicable)	June 2020
Launch incentives programs (year 1)	June / July 2020
Partner meet up and re-orientation	Apr 2021
Re-open incentives programs (year 2)	May / June 2021
Grant term ends	May 2022

ABOUT THE MARKET GREENS GRANT PROGRAM

In early 2020, Market Greens Grants will be awarded to 15 organizations:

- 10 *New Market and Incentives Grants* to organizations to establish new affordable produce markets and also deliver the Market Greens Incentives Program; and

- Five *Produce Incentives Grants* to organizations who will deliver the Market Greens Incentives Program through existing affordable produce markets.

The grant term will continue for just over two years from March 2020 to May 2022.

Our vision for affordable markets

Affordable produce markets come in many different shapes and sizes. For the purpose of this grant, we are looking for partners who have, or plan to establish, affordable markets that align with the following program elements. These elements are drawn from affordable markets that we've seen succeed in producing strong community impacts and financial sustainability. Successful applicants will be provided with supports as needed from CFCC and the opportunity to share best practices and tools with a network of grantees to support market development.

- Based in a community with an **established need** and community interest in for better access to fresh produce.
- Have a **location** for the market that is:
 - accessible and convenient for the intended audience;
 - a welcoming, dignified space;
 - large enough to display a good selection of produce and allow customers to move comfortably through the space; and
 - sheltered from the rain and cold - i.e. indoor space available.
- **Sources of produce** identified or established that will allow a sufficient quantity and variety of good quality produce to be sold at the market at a low price point. E.g. sold at cost.
- Operating **year-round**, at least once a week, with hours informed by availability of intended audience.
- Sustainable **staffing and volunteer** plan for the market. Training volunteers to do the bulk of market operation activities (e.g. set up, cash, tear down) will increase long-term sustainability.
- Planning to **sustain the market** beyond the grant term. CFCC will provide support to help organizations with long-term financial sustainability.
- Plan in place to help recover or absorb the costs of **unsold produce** - e.g. selling to other programs in-house or externally.

Please refer to CFCC's [Affordable Markets Manual](#) for more details on tried and true practices in developing and operating affordable produce markets with sustainability in mind.

Timeline for establishing new markets

Grant funding for delivery partners will begin in March 2020, with training planned for April 2020. Partners receiving funds to establish new affordable markets will plan to launch markets in June 2020 or earlier if desired.

Note: All grantees, including those establishing new affordable markets, will also deliver the Market Greens Incentives Program, beginning in June/July 2020.

Market Greens Incentives Program

Produce incentives details

The Market Greens Incentives Program will provide participants with \$10 to \$25 per week, depending on household size, to purchase fruits and vegetables at their local affordable produce market. We may adjust weekly incentive amounts in certain areas upon request to reflect variations in food costs across the country.

Each delivery partner will have access to \$10,000 per year (\$20,000 over two years) to distribute as Market Greens incentives. Each participating household can use up to 15 weeks' worth of incentives over a 20-week time period.

Household size	Weekly incentive amount	Number of week available	Total value
One-person	\$10	15	\$150
Two-person	\$15	15	\$225
Three-person	\$15	15	\$225
Four-person	\$20	15	\$300
Five-person +	\$25	15	\$375

Participant eligibility for the incentives program

Each delivery partner will enroll people in the incentives program who meet the following criteria:

- Living on low incomes and/or food insecure
- Existing cardiometabolic risk (e.g. high blood pressure, high blood lipids, abnormal cholesterol, high blood sugar, insulin resistance, overweight or obesity)
- Not already shopping at the affordable market¹

While many people could benefit from a bigger subsidy on fresh produce, the incentives program is focusing on people who are more vulnerable to diet-related illness and have greater

¹ A key part of the Market Greens program at this stage is to measure and better understand the difference that access to an affordable markets and a course of financial incentives can make for people. Only people who are not already shopping at the market will be eligible, given that we don't expect to see long-term changes for people who are already benefiting from affordable markets.

potential to benefit from the program. Community members who are not eligible to receive incentives will still be able to benefit from the affordable produce market or can be referred to other programs that may better meet their needs.

Enrollment targets

Each delivery partner will enroll at least 40 households per year in the incentives program (minimum 80 households over two years) with the aim of distributing \$20,000 worth of Market Greens incentives per site over two years.

Outreach and recruitment

Through the Market Greens pilot, we've learned the importance of developing a strategic recruitment plan, leveraging partnerships or existing programming to reach the intended audience. Grantees will work with health care referral partners to support recruitment and enrollment in the incentives program.

CFCC will support delivery partners to develop their recruitment plans as needed and provide adaptable communications and recruitment tools and templates.

Market membership best practices

Delivery partners involved in the Market Greens pilot established a simple market membership system with great success. It helped to remove barriers and potential stigma for community members enrolled in the incentives program, and made it easier for staff to keep track of market use details that helped demonstrate impacts to funders and supporters.

Here is how the membership system worked: When market visitors are ready to purchase their goods, the person cashing them out will greet them and ask their name. If the customer is new to the market, their name is recorded in the POS system. If the customer is enrolled in the incentives program, their incentive information can be quickly accessed without the need for participants to carry around a physical market card or vouchers.

All delivery partners establishing new markets will implement the market membership model as part of their program, though the model can be adapted to best fit the local context. Grantees offering incentives through previously established affordable markets will be encouraged to do as well.

Health promotion and social engagement activities

Low-cost fruit and vegetables are often not enough to draw people in and shift their eating habits. Research has shown that the inclusion of some form of education or health promotion activity is critical to the success of nutrition incentive programs in leading to long-term behaviour change. All grant recipients will be required to offer some form of activities at the market as part of this program.

Here are a few examples of activities that have been successfully implemented through the Market Greens pilot or other market and nutrition incentives programs:

Health promotion activities	Social engagement activities
Recipe cards and handouts	Pop-up cafe with healthy snacks, warm drinks and seating
Taste tests and samples	Childminding and play area
Produce chopping and spiralizing stations	Storytelling (library partnership)
Smoothie bikes	Live music
Interactive food demos	Seasonal activities: e.g. seed swaps, pumpkin decorating
Veggie pizza making	Profiling local service providers and complementary programs
Nutrition workshops	
Soup kits	

To reduce staff time associated with planning and running activities, delivery partners are encouraged to keep it simple, pair the market with existing programs, and tap into the capacity of local partners (e.g. ask a dietitian to run a nutrition activity once a month). At least some activities should promote basic nutrition objectives (e.g. fill half your plate with fruit and veggies, how to cook with whole grains and plant-based proteins). CFCC will provide sample activity plans and templates that grant partners can draw upon.

When incentives end

Various elements have been built into the Market Greens program to encourage participants to sustain positive program impacts after their course of Market Greens incentives has ended. For example:

- the subsidized cost of produce at affordable markets will help participants continue to shop for fresh fruits and vegetables;
- the warm, social atmosphere at the market will make markets a destination that becomes part of a regular routine; and
- the health promotion nudges throughout markets will encourage participants to try new fruits and vegetables with less financial risk compared to buying at full price.

As the program is implemented across a diverse range of sites, we look forward to testing and sharing cost-effective practices to help participants sustain positive behaviour changes.

Timing of incentive use

Each delivery organization will recruit and enroll participants in the incentives program between June and August 2020 in year 1, and each participant will have 20 weeks to spend their incentives.

MONITORING AND EVALUATION

Evaluation is a central component of the Market Greens program, particularly at this stage as we work to document and build best practices for program delivery, and share results with potential funders and supporters. Market Greens grantees will help to evaluate the program, with support, training and tools provided by evaluation consultants from Good Roots Consulting and Terrapin Social Finance.

Grantees will be responsible for the following evaluation activities:

- Participate in online evaluation training
- Track weekly market information, including:
 - Number of market visitors;
 - Amount of Market Greens incentives spent by each enrolled participant; and
 - Attendance of incentives participants at the market after their course of incentives is complete
- Support the implementation of baseline surveys with a minimum of 40 incentives participants per year (to be completed primarily online but with the option for participants to complete the survey on paper or verbally with assistance) and input paper and verbal surveys manually into online survey
- Conduct a brief verbal market survey once per year with a minimum of 25 visitors at the market
- Support the implementation of post-surveys with incentives participants 12-15 weeks after their start date (see process for baseline surveys above)
- Participate in a program reflection session

Individual results summaries will be shared with each grantee so organizations can use their own results to communicate with stakeholders and apply for additional funding. Evaluators will also share collective evaluation results with grant partners on an annual basis.

For a detailed timeline of all program activities, please see Appendix A, page 12.

BUDGET AND EXPENDITURES

New Market and Incentives Grant recipients will receive \$70,000 over two years. This includes:

- \$50,000 to cover the costs of starting up and running the market over the two year grant term
- \$20,000 for produce incentives
- See Appendix B, page 13 for a sample budget
- See Appendix C, page 14 for a list of eligible expenditures

Produce Incentives Grant recipients will be awarded \$20,000 over two years. These funds will cover the costs of produce incentives spent by participants – i.e. meaning incentives participants can collectively purchase up to \$20,000 worth of produce from the affordable market over the grant term.

Additional funds will also be provided to all grantees to cover travel expenses for the in-person grantee meet-up after year 1.

Applicants will need to consider if they are positioned to commit the time and resources needed to complete the identified program activities with the available budget. This is particularly true for grantees delivering the incentives program through existing markets, because staff time for planning, recruitment and enrollment, and evaluation will need to be covered in-kind or through another funding source.

HOW THE GRANT WORKS

Successful applicants, once notified, will receive and sign a grant partnership agreement with CFCC. Grant payments will be paid out twice a year, beginning when the partnership agreement is signed, and on the condition that grant deliverables are on track.

The level of support offered by CFCC will vary somewhat based on needs and capacity, but each successful applicant should expect to participate in regular check-ins (e.g. monthly phone calls, with potential to be less frequent once programs are up and running smoothly). The purpose of these check-ins is to offer opportunities to troubleshoot any challenges and share progress.

CFCC will provide grantees with program toolkits with best practice resources and customizable templates for all grant activities, such as planning worksheets, volunteer position descriptions, sample health promotion activities, communications and outreach templates, enrollment materials, and monitoring and evaluation tools.

Reporting

All grantees will be expected to collect and share participant numbers at the market and incentive use details, implement and submit all evaluation materials in a timely manner, and complete an annual project report for year 1 of the project and a final report at the end of the project. CFCC will endeavor to make the reporting process as straightforward as possible with clarity around how evaluation results and reports will be used.

HOW TO APPLY

To apply for a Market Greens Grant, complete and submit an application by **Friday, January 24th, 2020**.

Follow the below steps to submit your application:

1. Create a user account in CFCC's **NEW grant portal**, or log in with an existing account: <https://cfccanada.smapply.ca/> (please note: the grant portal is a separate platform from the CFCC partner portal).
2. Complete the online application form and upload the budget worksheet. Note: you will be able to save and return to the application form at any time.

SUPPORTING DOCUMENTS

Please review and refer to the following CFCC resources when completing your application:

- [Affordable Markets Manual](#)
- [Fruit and Vegetable Incentives Backgrounder](#)
- [Good Food Principles + Examples](#)
- [Good Food Rules](#)

CONTACT INFORMATION

We strongly encourage applicants to contact CFCC staff to discuss your interest in this grant program. Our staff can provide advice and guidance to assist you in preparation for a successful grant application. Please contact:

Special Projects Manager – Market Greens

Community Food Centres Canada

marketgreens@cfccanada.ca

416-531-8826 ext. 257

APPENDIX A: PROJECT WORK PLAN

The below work plan summarizes the main activities for the Market Greens program. Unless otherwise indicated, each activity is to be completed by grantees/delivery partners.

Activity	Timeframe
Year 1	
Grantees announced, agreements signed	February 2020
Online program and evaluation training	April 2020
Conduct and complete key program planning activities	April to June 2020
New produce markets launched (if applicable), new market activities and information tracking begins	June 2020
Recruit and enroll incentives participants (including intake survey)	June to August 2020
Track spending by incentives participants at market	July 2020 to June 2021
Conduct surveys with market visitors	September 2020
Conduct post-surveys with incentives participants	November to December 2020
Year 1 report due	January 2021
In-person meet up with all partners to share learnings and prepare for year 2	April 2021
External evaluators conduct follow-up surveys with year 1 participants	May to June 2021
Year 2	
Prepare for year 2 of the incentives program	April to May 2021
Recruit and enroll incentives participants (including intake survey)	May to July 2021
Track spending by incentives participants at market	June 2021 to May 2022
Conduct surveys with market visitors	September 2021
Conduct post-surveys with incentives participants	October to November 2021
External evaluators conduct follow-up surveys with year 2 participants	April to May 2022
Final report due	May 2022

APPENDIX B: MARKET GREENS SAMPLE BUDGET

Below is a sample of how funds could be allocated to achieve program and grant deliverables.

Item & Description	Year 1 Amount	Year 2 Amount	Total
<u>New Affordable Produce Market</u>			
Market coordinator salary <i>e.g. \$24/hr x 10 hrs/wk x 50 wks/yr</i>	\$12,000	\$12,000	\$24,000
Market materials / equipment: - Set-up: tables, baskets, signage, table clothes, shelving units, produce stands, shopping baskets, etc. - Transactions: POS system (tablet, Square, cash boxes, calculator) - Additional: chairs, coolers, storage bins	\$4,000	\$2,000	\$6,000
Market activities: - Honorariums/fees for activity leads - Printing costs for recipes and other handouts - Ingredients for cooking demos and samples	\$3,000	\$4,000	\$7,000
Produce costs <u>not recovered</u> by market sales (processed or used in other programs to prevent spoilage)	\$4,000	\$5,000	\$9,000
Produce delivery	\$2,000	\$2,000	\$4,000
New market costs total	\$25,000	\$25,000	\$50,000
Market Greens Incentives			
Market Greens Incentives - \$10 - \$25 per household for 15 weeks to purchase fruits and vegetables at markets **Note: the incentives budget is fixed and cannot be reallocated to other budget lines	\$10,000	\$10,000	\$20,000
Incentives total	\$10,000	\$10,000	\$20,000
TOTAL (for new markets + incentives)	\$35,000	\$35,000	\$70,000

APPENDIX C: ELIGIBLE EXPENSES

The following list of eligible and ineligible expenditures is based on funding partner requirements. Any expenses incurred must be directly related to project activities.

This appendix is only relevant to organizations applying for a *New Market and Incentives Grant*. 100% of the funds for *Produce Incentives Grants* will cover the financial incentives themselves (i.e. produce purchased with incentives).

Eligible Expenditures	Ineligible Expenditures
Personnel: <ul style="list-style-type: none"> - Project staff salaries and wages - Employer’s contribution to statutory and extended employee group benefits plans (dental, medical, pension benefits, RRSPs) up to a maximum of 20% of salary costs for each employee (must be offered to all employees) - Contractor fees (trainers, consultants, nutritionists, translation services) 	Personnel: <ul style="list-style-type: none"> - Benefits exceeding the 20% ceiling and/or not included in group benefit plan - Performance pay (bonus) - Severance/separation/termination pay - Maternity leave (including top up) - Compensation during extended absence
Travel and accommodation: <ul style="list-style-type: none"> - Expenses for project activities such as private vehicle mileage, air, train or bus fares, project-related meals, and accommodation costs - Note: Travel expenses must not exceed those allowed under the National Joint Council Travel Directive 	Travel and accommodation: <ul style="list-style-type: none"> - Travel and hospitality expenses that exceed the National Joint Travel Council Directive
Materials, supplies and equipment: <ul style="list-style-type: none"> - Printing, postage - Supplies for market, outreach, and activities - Equipment for market such as point of sale system, tablet computer, baskets, shelving, etc. 	Materials, supplies and equipment: <ul style="list-style-type: none"> - Rental charges for recipient owned equipment
Rent: <ul style="list-style-type: none"> - Rental cost associated with the project, or related training or meetings 	Rent: <ul style="list-style-type: none"> - Rental costs claimed for property/space owned or donated to the recipient
Other: <ul style="list-style-type: none"> - Related bank charges - Training of staff and volunteers 	Other: <ul style="list-style-type: none"> - Capital costs (e.g. land, buildings, vehicles) - Direct services which are part of the government jurisdiction - Costs of ongoing activities for the organization (not directly related to the funded project) - Overhead/administrative fees expressed as a percentage of ongoing operations - Stand-alone activities not connected to the project audience