



LOCAL FOOD ACTION PLAN

CITY OF COLUMBUS & FRANKLIN COUNTY, OHIO

Action C-9 Project Team Meeting

Thursday, March 15, 2018, 1:00-2:30pm

Columbus Public Health - 240 Parsons Avenue, Columbus, OH 43215

Meeting Objectives <ul style="list-style-type: none">• Orient Project Team to implementation plan and partners• Review and finalize Priority List of Stakeholders, Questions for Stakeholders, Questions for End Users, and Research Template• Schedule future meetings	
1:00pm-1:10pm	Welcome and Introductions
1:10pm-1:20pm	Action C-9 Implementation Overview <ul style="list-style-type: none">• Project Team Purpose• Deliverables• Tasks & Timeline
1:20pm-1:30pm	CDFA Presentation <ul style="list-style-type: none">• Kellogg Grant• Role with Action C-9
1:30pm-1:50pm	Priority List of Stakeholders <ul style="list-style-type: none">• Review and finalize
1:30pm-1:50pm	Questions for Stakeholders <ul style="list-style-type: none">• Review and finalize
1:50pm-2:05pm	Questions for End Users <ul style="list-style-type: none">• Review and finalize
2:05pm-2:15pm	Research Template <ul style="list-style-type: none">• Review and finalize
2:15pm-2:25pm	Work Breakdown <ul style="list-style-type: none">• Schedule future meetings• Project Team member tasks• Recruitment
2:25pm-2:30pm	Next Steps and Closing



LOCAL FOOD ACTION PLAN

CITY OF COLUMBUS & FRANKLIN COUNTY, OHIO

Action C-9 Implementation Plan Summary

Resources for Food-Related Businesses

BACKGROUND

This Implementation Plan was developed by local experts and stakeholders in partnership with a professional facilitator, a Board Sponsor from the Local Food Board (Chris Strayer), and members of the Local Food Team. A Project Team will be assembled to carry out this Implementation Plan.

ABOUT C-9

Action C-9: “Connect new or growing small-scale neighborhood food businesses to flexible financial and technical assistance options.”

Neighborhood food businesses include all types of food system businesses - urban farming, cafes, markets, and food processing and distribution operations. During the development of this Implementation Plan it was determined that “scalable” should be included to describe neighborhood food businesses. This recognizes that neighborhood food businesses expanding their operation may need additional support and access to resources.

PROJECT TEAM DELIVERABLES

The Implementation Plan calls for two primary deliverables which will support and encourage the growth of neighborhood food businesses ranging from the concept/start-up phases to established and expanding businesses:

- Food Business Financing Toolkit - Relevant financing options and best practices for neighborhood food businesses
- Technical Resources Guide - Expertise on starting, maintaining, and expanding neighborhood food businesses

Two secondary deliverables will be developed for the Local Food Board:

- Action Impact - Impact of C-9 on other actions in the Local Food Action Plan
- Recommended next steps for implementation of Local Food Action Plan

TASKS & TIMELINE

Project Tasks	2018												2019					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Populate Project Team																		
Identify Stakeholders																		
Evaluate Landscape																		
Develop Draft Model																		
Engage Stakeholders																		
Revise Model																		
Create Primary Deliverables																		
Execute Marketing Plan																		
Create Secondary Deliverables (ongoing)																		



Priority Stakeholders for C-9

This list identifies the entities to be contacted during the first phase of the Project Team's work.

Purpose for contacting these entities:

- Assess opportunities for strategic partnerships
- Understand needs and challenges of end users
- Identify and evaluate technical resources and financing services

*** -- contact person needed

Role 2 -- Secondary Role (in addition to primary role)

- **BP** -- Business Planning
- **CR** -- Community Resourcing
- **F** -- Financing
- **W** -- Workforce

Entity	Services	Role 2
BUSINESS PLANNING		
Central State Extension	Business assistance of all kinds	CR
Columbus SCORE ***	Small business mentorship	CR
Economic Community Development Institute (ECDI)	SBA lender, one-stop shop for small business services including loans	F
Minority Business Assistance Center (Columbus Region) (MBAC)	Business assistance of all kinds	CR
Minority Business Assistance Center (Dayton region) (MBAC)	Business assistance of all kinds	CR
Small Business Development Center (SBDC)	Business advice and training	
COMMUNITY RESOURCING		
1400 Food Lab	Incubator for startup food businesses	
Central Ohio African American Chamber of Commerce (COAACC) ***	Services for African-American owned businesses	BP
Central State Cooperative Extension	Community resources of all kinds, assistance for entrepreneurs	BP
Columbus Chamber of Commerce ***	Services for Columbus businesses	BP
Columbus Department of Development	Services for Columbus businesses	
Columbus Small Business Concierge	Resources for small businesses	BP
Columbus Urban League ***	Houses the Minority Business Assistance Centers program	W

Council of Development Finance Agencies (CDFA)	Kellogg grant for food system financing project	
Ohio Development Services Agency (ODSA) ***	Resources for small businesses, entrepreneurs, minorities	BP
Ohio State Food Industries Center	Technical and scientific services for food industry businesses	
OSU Extension (Franklin County)	Community resources of all kinds	BP
The Food Fort (ECDI)	Incubator for startup food businesses, training, marketing, licensing	BP
FINANCING		
Columbus-Franklin County Finance Authority	Financing for public, private, nonprofit economic development projects	
Community Capital Development Corporation (CCDC) ***	Financing for small businesses	
Community Economic Development Corporation of Ohio (CEDCO)	Financing focused on food projects in urban Columbus neighborhoods	
Farm Credit Mid-America	Loans related to farming businesses	
Finance Fund	Financing for underserved communities, Health Food Financing Initiative	CR
Heartland Bank	Participates in Community Reinvestment Act, Agribusiness banking team	
Increase Community Development Corporation (Increase CDC) ***	Business training and capital for startup businesses	BP
Kiva Columbus ***	Access to 0% interest capital for excluded entrepreneurs	
Ohio Statewide Development Corporation (OCDC)	Financing for Ohio small businesses	
Slow Money ***	SOIL project funds local farms and small food enterprises	
USDA Farm Service Agency (FSA)	Resources for agricultural businesses, loans for family-sized farms	CR



Additional Stakeholders for C-9

This list identifies the entities to be contacted during the first phase of the Project Team's work.

Purpose for contacting these entities:

- Assess opportunities for strategic partnerships
- Understand needs and challenges of end users
- Identify and evaluate technical resources and financing services

*** -- contact person needed

P -- Priority level

- **2** -- Not urgent, definitely important for future
- **3** -- Potentially important for future

Role 2 -- Secondary Role (in addition to primary role)

- **BP** -- Business Planning
- **CR** -- Community Resourcing
- **F** -- Financing

Entity	P	Services	Role 2
BUSINESS PLANNING			
Agricultural Literacy Academy	2	Training for urban farm businesses	CR
CFAES Center for Cooperatives	2	Education and technical assistance for cooperative businesses	CR
COMMUNITY GROUPS			
Columbus Health Advisory Committees (HACs)	2	Works to improve community health	
Franklin County Community Health Action Teams (CHATS)	2	Works to build healthier communities	
Franklin County Local Food Council (FCLFC)	2	Works to strengthen local food system	
COMMUNITY RESOURCING			
Columbus 2020 ***	2	Business services of all kinds	
Community Refugee & Immigration Services ***	2	Connected to refugee and immigrant community	
JobsOhio	2	Job creation and new capital investment in Ohio	

Natural Resource Conservation Service (NRCS) ***	2	Technical assistance and financing for producers	
Ohio Department of Agriculture (ODA) ***	2	Services of all kinds for food and agriculture businesses	
Columbus Public Health (CPH)	3	Services and licensing for food businesses	
Access 2 Interpreters ***	3	Interpretation and translation services	
Franklin County Farm Bureau	3	Networking and advocacy organization for food and agriculture businesses	
Franklin County Job and Family Services	3	Workforce development and family support programs	
National Young Farmers Coalition	3	Technical resources, financing, mentorship for young farmers	BP
Ohio Attorney General ***	3	Business services of all kinds	
OSU Food Waste Collaborative	3	Connected to food waste businesses	
Savour Food Safety ***	3	Food safety training for small businesses	
USDA Agricultural Marketing Service (AMS) ***	3	Services related to agricultural marketing	F
USDA Rural Development (RD) ***	3	Technical resources and financing for rural communities	F
Central Ohio Regional Council	3	Connected to agricultural producers and processors	
Franklin County DowntownWorks	3	Tools, training, technical expertise for 'Main Street Approach' communities	
FINANCING			
Franklin County EnergyWorks	2	Loans for energy efficiency improvements	
Franklin County InfrastructureWorks	3	Public sector financing for economic growth infrastructure projects	
LEGAL SERVICES			
Legal Aid Society of Columbus (LASC)	3	Legal representation to low income residents and seniors	CR
Columbus Bar Association (CBA) ***	3	Legal resources for small businesses	CR
WORKFORCE			
Columbus Works ***	2	Employee vetting and training for local businesses	CR
Franklin County PeopleWorks	2	Grants to assist employers with implementing training programs	CR



Stakeholder Questions for C-9

This document identifies proposed questions for the Stakeholders that will be contacted during the first phase of the Project Team's work.

Objective of Questions: Identify the resources and information that Stakeholders can provide to assist the Project Team with implementation of C-9. These include resources and/or services related to business planning, community resourcing, financing, legal, and workforce.

How this document will be used: Questions will be administered during interviews with community partners. Collected data will inform development of draft model for C-9 deliverables.

Business Planning, Community Resourcing, and Workforce Stakeholders

- What resources and/or services do you offer small and growing local businesses? (e.g. training, technical assistance, incubation, financing, mentorship)
- What resources and/or services do you offer small and growing local food businesses? (production, processing, aggregation, distribution, retail, consumption, waste)
- Are your resources and/or services geared toward particular business phases? (idea, formation, startup, established, expanding)
- How can businesses qualify for and access your resources and/or services?
- What additional resources and/or services are required by small and growing local (food) businesses with whom you work?
- What other resources and/or services need to be developed for small and growing local (food) businesses?
- What formats have been most successful and useful to end users when sharing information about your resources and/or services?
- Who else should we be talking to about this project?

Community Groups

- What entities provide financing and/or technical resources for small and growing local businesses in Franklin County? What about small and growing local food businesses?
- What types of financing and/or technical resources do small and growing local food businesses need to be successful?
- Who else should we be talking to about this project?

Financing Stakeholders

- What types of financing do you offer small and growing local businesses?
- Do you offer financing for small and growing local food businesses?
- What interest rates and payment schedules do you offer for small and growing local businesses?
- What are the minimum and maximum loan amounts you offer?
- What do you require from businesses before offering them financing?
- What additional resources and/or services do you offer for small and growing local businesses?
- Do you offer unique funding options for small businesses, food businesses, women-owned businesses, minority-owned businesses, immigrant or refugee owned businesses, low-income business owners, or any other related groups?
- What other entities are offering financing for small and growing local businesses in Franklin County?
- What technical resources and/or business planning services do your clients need?
- Who else should be we talking to about this project?

Legal Services Stakeholders

- What legal resources and/or services do you offer small and growing local (food) businesses?
- Are your legal resources and/or services geared toward particular business phases? (idea, formation, startup, established, expanding)
- How can businesses qualify for and access your legal resources and/or services?
- What additional resources and/or services are required by small and growing local (food) businesses with whom you work?
- What other legal resources and/or services are needed for small and growing local (food) businesses?
- Who else should we be talking to about this project?



End User Questions for C-9

This document identifies proposed questions for the End Users that will be contacted during the first phase of the Project Team's work.

Objective of Questions: Identify input that End Users can provide to assist the Project Team with implementation of C-9.

How this document will be used: Questions will be administered (possibly via online survey tool) by community partners who work directly with groups of End Users. Collected data will inform development of draft model for C-9 deliverables.

End Users are small and growing local food businesses along two connected spectrums:

- Business Phases (idea, formation, startup, established, expanding)
 - Food System Sectors (production, processing, aggregation, distribution, retail, consumption, waste)
-

Questions related to Business Phases

- What business phase is your business in right now? (idea, formation, startup, established, expanding)
- What technical resources do you need for your business to be successful? (e.g. training, business planning, technical assistance, incubation, mentorship)
- What technical resources have you used in the past? (e.g. training, business planning, technical assistance, incubation, mentorship) How did you find those resources?
- What technical resources do you wish you had access to right now or sometime in the past? (e.g. training, technical assistance, incubation, mentorship)
- What organizations or entities do you rely on for technical resources?
- How would you prefer to access technical resources you need for your business?
- Would an online one-stop-shop for technical resources and financing options be useful for your business?

Question related to Financing

- Have you applied for and received a loan or a line of credit from a lending agency? If so, what amount and what lending agency?
- Have you applied for and been rejected from a loan or a line of credit by a lending agency? If so, what amount and what lending agency?
- How easy or difficult was the process of applying for the loan or line of credit?
- What technical resources do you wish you had access to when applying for a loan or line of credit? (e.g. training, business planning, technical assistance, incubation, mentorship)

Questions related to Food System Sectors

- What food system sector is your business part of? (production, processing, aggregation, distribution, retail, consumption, waste)
- What other parts of the food system does your business work with? (production, processing, aggregation, distribution, retail, consumption, waste)
- What certifications, licensures, or trainings are required for your business?
- What financing or technical resources gaps need to be filled in your food system sector?



Technical Resources Research Template for C-9

This document identifies a proposed template for Technical Resources research.

Objective of Research Template: Identify research questions that will provide Project Team with necessary information to utilize a given technical resource

How this document will be used: Each identified technical resource will be subjected to the questions below in order to identify the usefulness for end users and appropriate placement within the Technical Resources Guide deliverable.

The Technical Resources Guide will serve end users along two connected spectrums:

- Business Phases (idea, formation, startup, established, expanding)
 - Food System Sectors (production, processing, aggregation, distribution, retail, consumption, waste)
-

Research Template Questions

- What is the name of the technical resource?
- Who created the technical resource? Who are the additional partners?
- Who is the primary individual contact for the technical resource?
- What date was the technical resource created?
- What is the format of the technical resource? (e.g. article, course, webinar, video)
- What is the objective of the technical resource?
- Does the technical resource provide the end user with a certification?
- What issues does the technical resource address?
- Is the technical resource designed for a specific Business Phase? (could be multiple - idea, formation, startup, established, expanding)
- Is the technical resource designed for a specific business size?
- Is the technical resource designed for a specific Food System Sector? (could be multiple - production, processing, aggregation, distribution, retail, consumption, waste)
- What prerequisites are required to benefit from this technical resource?
- Is this part of a series or a one-off technical resource?
- What are the strengths of the technical resource?
- What are the weaknesses of the technical resource?



LOCAL FOOD ACTION PLAN

CITY OF COLUMBUS & FRANKLIN COUNTY, OHIO

Volunteer now!

Help create
resources for
food-related
businesses

Resources to Develop

- Financing options and best practices
- Technical Resources for starting, maintaining, and expanding a business



3 Ways to Participate

- *Do the work* - Join the Project Team
- *Share your knowledge* - Offer your expertise when the Project Team needs it
- *Stay informed* - Attend food council meetings (fclocalfoodcouncil.org)



Expertise Needed

- Any Franklin County Resident
- Business Educators
- Business Incubators
- Community Resource Organizations
- Economic Development Professionals
- Food-related Business Owners
- Government Organizations
- Legal Professionals
- Lending Institutions

Contact Information:

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www.columbus.gov/lfap

What is the Local Food Action Plan?

It is a community based plan that seeks to:

- Enhance coordination and communication among existing food resources and agencies
- Improve access to and education about healthy, affordable, and local food
- Increase the role of food in economic development
- Prevent food-related waste



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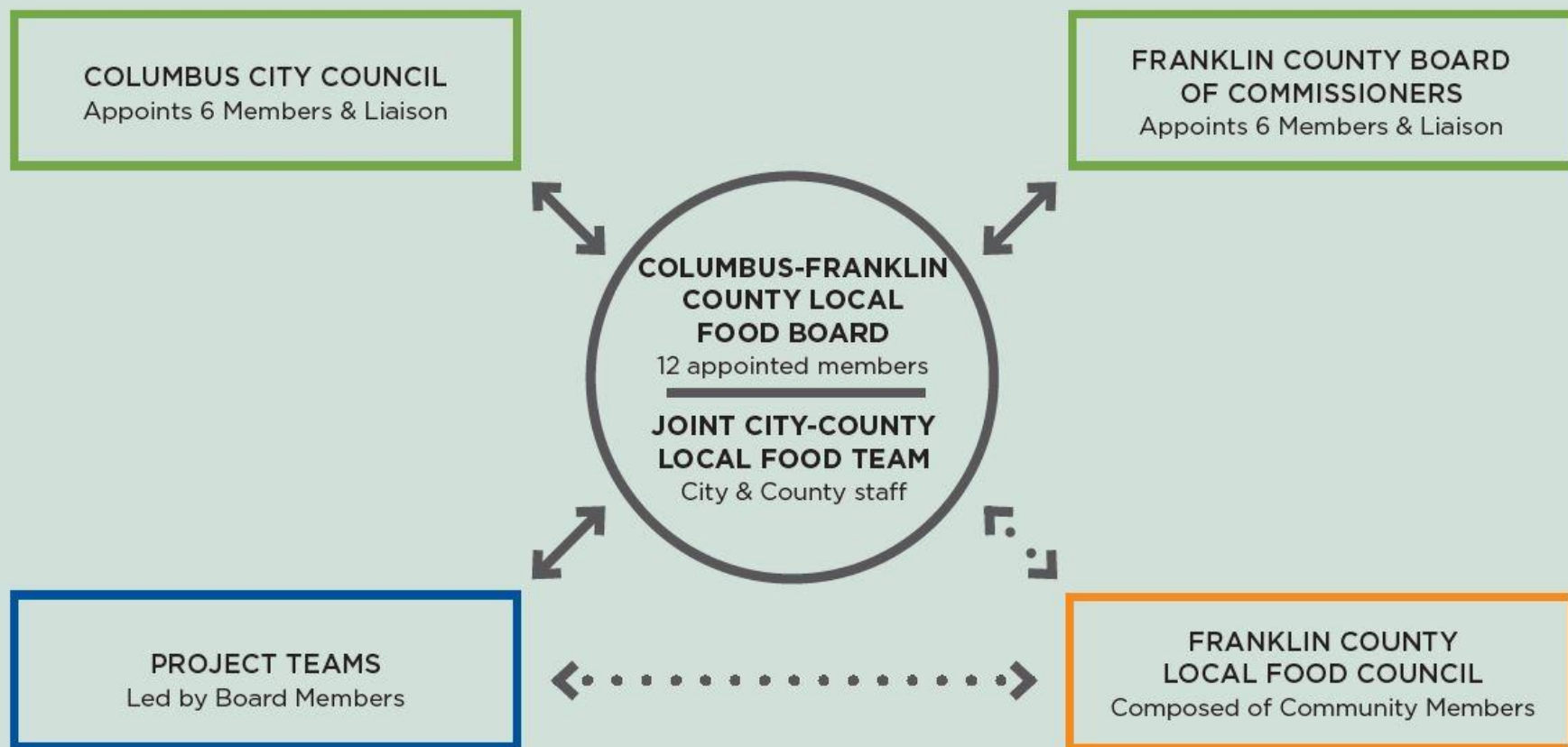
Meeting Objectives

- Orient Project Team to implementation plan and partners
- Review and finalize Stakeholder list, Stakeholder questions, End User questions, and Research Template
- Assign tasks and schedule next meeting

IMPLEMENTING THE PLAN

———— SHARED RESPONSIBILITIES

..... SUPPORTING RELATIONSHIPS



PROJECT TEAMS

Led by Board Members

- A group of food system stakeholders working together on the implementation of a specific action or part of an action in the Local Food Action Plan (LFAP)
- Formed by the Board and overseen by a Board member who serves as a Sponsor
- Supported and facilitated by the Local Food Team



Action C-9

Connect new or growing neighborhood food businesses to flexible financial and technical assistance options.

Project Deliverables:

- Food Business Financing Toolkit - Relevant financing options and best practices for neighborhood food businesses
- Technical Resources Guide - Expertise on starting, maintaining, and expanding neighborhood food businesses

Tasks & Timeline

Overall timeline - 15-18 months

Project Tasks	2018												2019					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Populate Project Team																		
Identify Stakeholders																		
Evaluate Landscape																		
Develop Draft Model																		
Engage Stakeholders																		
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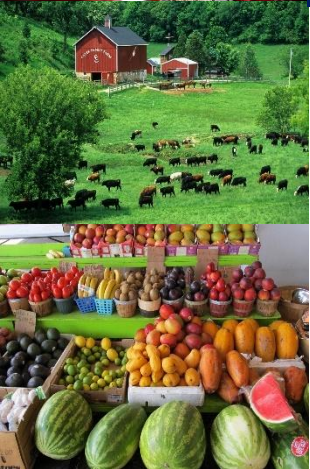
Benchmark #1 - Current Conditions Assessment (July 2018)

- Summary of findings from “Identify Stakeholders” and “Evaluate Landscape”
- Identifies models and best practices, assets and gaps



CDFA 'Defining the Food System as an Asset Class' Project

March 15, 2018



Introduction

- Introduction of the Council of Development Finance Agencies
- History of CDFA's engagement in food finance
- Analogue to energy finance sector emergence over past decade
- Connection between traditional development finance and food enterprises locally
- Wide support during Sustainable Agriculture Food System Funders (SAFSF) Conference in Gainesville, FL in 2017



Defining the Broader Food System

- **Social Enterprise (addressing scarcity)** – Within the food system, an organization or initiative that works to support social objectives such as increasing access to healthy affordable food, sustainable food, or other socially beneficial food objectives.
- **Agriculture (rural & urban)** – Within the food system, all of the steps and systems which include the cultivation and harvesting of primary consumable food products (plants, animals and their byproducts). The acquisition and management of agricultural land, research & development, production, support, operations, etc. regardless of physical location or scale are part of the agricultural sector.
- **Entrepreneurs** – Individuals who create and operate businesses in the food system, such as creating or expanding capacity in culinary, technology, distribution, agriculture or processing businesses, in order to meet market needs and gain profits from the business.

* Research assistance provided by The Ohio State University, Knowlton School, City & Regional Planning 5890 course of spring 2017.

Defining the Broader Food System

- **Industry** – In the food system, industry is the broad range of actors who contribute to/facilitate the process of food production and distribution to consumers. This may include food retailers, food service, processors, packagers, distributors, producers of related inputs, and more
- **Institutional Buyers** – Public or private institutions, such as schools, universities, hospitals, prisons, etc., that purchase (often wholesale), prepare, and serve large amounts of food to meet internal demand within the food system.
- **Infrastructure** – Within the food system, infrastructure is the physical facilities and organizational, technological, and relationship networks that allow for the production, processing, storage, distribution, transportation, transfer, and retail of food.

* Research assistance provided by The Ohio State University, Knowlton School, City & Regional Planning 5890 course of spring 2017.

Project Overview

- With funding from the W.K. Kellogg Foundation, CDFA is researching how DFA's can become more engaged in developing localized food systems through traditional finance approaches such as bonds, tax increment finance, tax credits, and revolving loan funds.
- The premise of this project is to suggest and then prove that, if organized and defined properly, the food system can become a defined asset class worthy of traditional investment.

Project Deliverables

- The project officially began on January 1
- Four main deliverables:
 1. Food Systems Finance Research
 2. Food Systems Finance Case Studies
 3. Food Systems Finance Advisory Council (FSFAC) Convenings
 4. Food Systems Finance Pilot Projects



Food Systems Finance Research



<i>Food System</i>	<i>Bedrock</i>	<i>Targeted</i>	<i>Investment</i>	<i>Access to Capital</i>
Social Enterprise	501c3 Bonds Exempt Facility Bonds	Tax Increment Finance Special Assessment	New Markets Tax Credits EB-5	Revolving Loan Funds Crowdfunding Microenterprise Lending
Entrepreneurs		Tax Increment Finance Special Assessment	New Markets Tax Credits EB-5	Revolving Loan Funds Seed/Angel Capital Loan Guarantees
Industry	Exempt Facility Bonds Industrial Development Bonds General Obligations Bonds	Tax Increment Finance Special Assessment Tax Abatement	New Markets Tax Credits EB-5	Revolving Loan Funds Loan Guarantees
Institutional Buyers	Exempt Facility Bonds Higher Education Bonds General Obligations Bonds		New Markets Tax Credits	Revolving Loan Funds
Agriculture	Agricultural Bonds	Tax Abatement	New Markets Tax Credits	Revolving Loan Funds Crowdfunding Microenterprise Lending
Infrastructure	General Obligation Bonds Exempt Facility Bonds	Tax Increment Finance Special Assessment		Revolving Loan Funds

Food Systems Finance Case Studies

- The research will then be turned into six case study white papers.
- Each case study will focus on one of the development finance categories and how it is/can be used in the food system
 - Bedrock: bonds
 - Targeted: tax increment finance & special assessment
 - Investment: tax credits
 - Access to Capital: revolving loan funds, microenterprise lending, crowdfunding



Food Systems Advisory Council

- CDFA is hosting regular, ongoing and substantive convenings of CDFA's Food Systems Finance Advisory Council over the grant period to establish this cohort within both the food and finance industries.
- Members include top professionals in the fields of finance and food systems who work in:
 - DFAs
 - Foundations
 - Banks
 - Federal & State Government
 - Private Organizations



Pilot Projects

- Philadelphia/The Food Trust
 - This project will be a comprehensive development centered around a grocery store.
- Seattle/King County
 - This project will be to finance a food processing and distribution center.
- Columbus/Franklin County
 - CDFA will research the sources of financing available in Central Ohio for food related projects and put together a food financing toolkit.



C-9 Project Team

- CDFA will work with Franklin County to develop the food financing toolkit for Central Ohio.
- C-9 Project Team members can help by giving recommendations on the toolkit itself and on next steps once the toolkit is released.



Current State Programs

- 166 Direct Loan Servicing
- Ag-LINK
- Ag-LINK NOW
- Collateral Enhancement Program
- GrowNOW
- Innovation Ohio Loan Fund
- InvestOhio
- JobsOhio Economic Development Grant
- JobsOhio Growth Fund Loan
- JobsOhio Site Revitalization Loan and Grant Fund
- Ohio Capital Access Program
- Ohio Community Reinvestment Area
- Ohio Enterprise Zone Program
- Ohio Incumbent Workforce Training Voucher Program
- Ohio Minority Business Bonding Program
- Ohio Minority Business Direct Loan Program
- Ohio Vacant Facilities Fund
- ReEnergize Ohio
- Regional 166 Direct Loan
- Renew Ohio
- Targeted Investment Program



Authorized Programs

- Ohio New Markets Tax Credit Program
- Ohio TIF Program
- Volume Cap
- Industrial Development Bonds
- 501(c)(3) Bonds
- SBA 504
- Columbus-Franklin County Finance Authority
- Community Capital Development Corporation
- Community Economic Development Corporation of Ohio
- Farm Credit Mid-America
- Finance Fund
- Heartland Bank
- Increase Community Development Corporation
- Kiva Columbus
- Ohio Statewide Development Corporation
- Slow Money
- USDA Farm Service Agency





Priority Stakeholders

- Identify stakeholders to contact during “Evaluate Landscape” phase
- **Purpose for contacting these stakeholders:**
 - Assess opportunities for strategic partnerships
 - Understands needs/challenges of end users
 - Identify and evaluate models and best practices, assets and gaps
- **Questions for Project Team:**
 - Are these the right entities?
 - Who is missing from the list?
 - Who does not need to be listed?



Additional Stakeholders

- Identify stakeholders to contact during future phases
- **Questions for Project Team:**
 - Who is missing from the list?
 - Who does not need to be listed?
 - Who should be prioritized right now?



Stakeholder Questions

- Identify questions for Stakeholders during the “Evaluate Landscape” phase
- **Purpose for contacting these stakeholders:**
 - Assess opportunities for strategic partnerships
 - Understands needs/challenges of end users
 - Identify and evaluate models and best practices, assets and gaps
- **Questions for Project Team:**
 - Are these the right questions?
 - What else should we be asking?
 - What does not need to be asked?



End User Questions

- Identify questions for End Users during the “Evaluate Landscape” phase
- **Purpose for contacting End Users:**
 - Understands needs/challenges of end users
 - Identify and evaluate community assets and gaps
- **Questions for Project Team:**
 - Are these the right questions?
 - What else should we be asking?
 - What does not need to be asked?



Research Template

- Identify research questions that will provide Project Team relevant information on a Technical Resource
- **The Technical Resources Guide will serve all:**
 - Business Phases (idea, formation, startup, established, expanding)
 - Food System Sectors (production, processing, aggregation, distribution, retail, consumption, waste)
- **Questions for Project Team:**
 - Are these the right questions?
 - What else should we be asking?
 - What does not need to be asked?



Next Steps

- Task Lists
 - CDFA - Financing assets, gaps, models, best practices
 - Franklin County - Technical Resources assets, gaps, models, best practices
 - Project Team - Identify models, best practices, and specific resources; help recruit stakeholders
- Proposed Meeting Schedule:
 - Approximately one meeting per month
 - Next meeting - 1:00-2:30pm on May 1, 2, 3, or 4
- Recruitment Flyer for Stakeholders and Partners

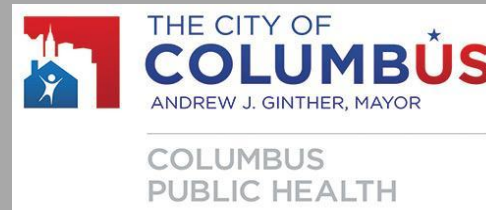
Thank you!

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