

Growing Glenn - A County Farmers Market

The **Glenn County Resource Conservation District** of Willows, California received \$79,021 to create a new farmers' market in Glenn County, CA. Funds were used to start the new market, provide experiences to local youth in the agriculture marketing, and to establish a local growers association.

[Final Report FY09](#)



Final Performance Report

September 28, 2011

Growing Glenn – A County Farmers’ Market
 Grant #12-25-G-0918
 September 28, 2009 to September 28, 2011

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PROJECT SUMMARY

Background

The primary goal of the “Growing Glenn - A County Farmers’ Market” project was to provide the County of Glenn a farmers market venue where local agricultural producers, consumers looking for quality options, and the community as a whole would benefit from the market experience. This experience in other areas has laid the foundation for stronger communities and has encouraged the preservation of farmland, farm production, direct marketing and stronger economic climates.

Prior to receiving the FMPP grant, Glenn County, which is located in the heart of California’s fertile Sacramento Valley with the Coast Range to the west and the Sacramento River to the east, did not have a farmers market. With over 1,000 farms in Glenn County, agriculture has always been the backbone of the county's economy. Major commodities include rice, almonds, dairies, walnuts, prunes, pistachios, livestock (cattle, sheep, hogs and poultry) and olives. Although the agrarian nature of the county is obvious, prior to the beginning of the Glenn County Certified Farmers’ Market (Market) a disconnect existed between producers and consumers. The established grocery stores rarely showcased local products or were unable to highlight the items due to name brand competition and store layout. For this reason, the element of the population that was interested in local products shopped outside of the county, where boutique stores carried these locally produced items. The segment of the population who were eligible for the Women, Infant and Children (WIC) and Senior Farmers Market Nutrition Program (FMNP) did not have a local market to redeem their WIC and Senior FMNP checks. According to Glenn County Health Services Agency (Public Health Agency), if WIC participants wanted to benefit from the FMNP program, they were left with no choice but to travel outside of the county to participate. With farmers markets thriving in surrounding counties, GCRCDC proposed the farmers’ market project as an opportunity to provide the direct marketing experience locally for the benefits of the entire population and bridge the existing gap in the local foods movement.

PROJECT SUMMARY

Interest in the Project

The Glenn County Resource Conservation District (GCRCD), respected for its accomplishments that support mechanisms for local resource conservation issues and connections within the local agricultural community, strongly believes the agricultural producers in the County of Glenn account for one of our most valuable assets. GCRCD continually collaborates with volunteer landowners and land managers on a variety of issues to meet a myriad of needs. GCRCD has proven to be leaders in providing education and outreach to schools, organizations, local businesses and local, state and federal government agencies regarding local resources; hence a strong connection to the community exists. When the 2009 FMPP grant announcement was received, the concept of “Growing Glenn – A County Farmers’ Market (Market)” was borne from this unique understanding of current trends, including the local foods movement that had been thriving in surrounding counties. Glenn County, with a population of approximately 28,000 and a strong conservative and traditional environment, was voicing a desire to enter the movement that supports the direct marketing experience, and GCRCD was poised to take the lead on the project.

GCRCD proactively opened the conversation regarding the creation of a local farmers market with local producers already involved in farmers markets outside the area, producers interested in beginning a farm-based business in direct marketing, city and county officials, community members and seasoned farmers market managers in the area. The conversation escalated to a vibrant and overwhelming vote of confidence for the proposed project. Letters of support were received from the above sectors and the project was awarded a 2009 FMPP grant.

PROJECT APPROACH

Year One: Initial 2010 Market Season

Once the grant was awarded, GCRCD began the process of creating a questionnaire that would allow the residents of the county to provide responses that would help create the 2010 Market Season. The questionnaire and awarding of the grant were announced in Press Releases that were run in local newspapers. The questionnaire was sent to multiple distribution lists and an important partnership began with the University of California Cooperative Extension (UCCE) office in Glenn County. UCCE had an existing Market Glenn website (<http://ceglenn.ucdavis.edu/Custom Program/>), where local producers market their products and where special events are posted. UCCE offered to post the questionnaire, which allowed participants to answer the questions on-line, and a final tally was delivered to GCRCD. Another valuable partnership began when the Glenn County Office of Education offered to translate the questionnaire into Spanish (38% of the Glenn County population is Hispanic) and distributed the English/Spanish questionnaire to households enrolled in their First Five Program. A total of 415 completed questionnaires were received, equating to approximately 1% of the entire population. To further refine the figure that may better represent the response rate, given the statistic that 29% of the population is over 18 years of age, the response rate can be re-calculated to deduce that 5% of the over-18-years-of-age population chose to participate in this questionnaire.

With questionnaires tallied by the GCRCD, results for the 2010 Market Season were announced in a Press Release, posted on a variety of websites (including GCRCD, UCCE, County of Glenn, USDA AMS, Real Time Farms, local Community Calendar, Certified Farmers Market - California Grown, City of Willows and Orland, and California Tourism Industry), announced as Public Service Announcements locally, distributed Market flyers within the County and developed and commenced a seasonal advertisement campaign with local

newspapers. Once the Market Season began, GCRCDC also created a Facebook page (Glenn County Certified Farmers Market).

Details of the 2010 Market Season were as follows:

One Market, Two Market Locations (alternating on a monthly basis)

Market Season: June through September

Market Day: Saturdays

Market Hours: 8AM to 1PM

Market Locations: Orland Library Park and Willows Memorial Park

Months and Market Locations:

June - Orland Library Park

July - Willows Memorial Park

August - Orland Library Park

September - Willows Memorial Park

Although the GCRCDC was well aware of the potential confusion that might have arisen over an alternating schedule for the initial 2010 Market Season, we remained diligent, proactive and creative in providing constant reminders about the Market locations. Each community (Orland and Willows) had a large street banner strategically located in each respective community, with specific Market months and location information. All advertisement provided a clear Market schedule. Market flyers were distributed throughout the communities and displayed the Market schedule. Vendors displayed reminders of upcoming changes in location on a weekly basis at their booths. Weekly Market Manager emails were distributed to a growing distribution list with updates, and current locations and postings were made on Facebook.

PROJECT APPROACH

Year Two: 2011 Market Season

With the 2010 Market Season declared a success by vendor consensus, consumer comments and Market attendance, planning began for the 2011 Market Season. A meeting was scheduled and a voting ballot was distributed. Options to the 2011 Market Season were developed by the Farmers Market Committee and put to a vote. Options were as follows:

Option #1:

1 Market, 2 Market locations, rotating on a monthly basis

Market Season: June through September

Market Day: Saturdays

Market Hours: 8AM to Noon

Market Locations:

Willows Market - June and August

Orland Market - July and September

NOTE: Option #1 was essentially the same Market Season as 2010, with a reverse order of Market locations

Option #2:

2 Markets with separate and complete Market schedules

Market Season: June through September

Orland Market

Market Day: Saturdays

Market Hours: 8AM to Noon

Willows Market

Market Day: Wednesdays

Market Hours: 4PM to 7PM

NOTE: Option #1 would double the amount of Market days from 2010 to 2011

Voting results determined the details of the 2011 Market Season and were as follows:

Option #2:

2 Markets with separate and complete Market schedules (NO alternating of Market locations)

Market Season: June through September

Market #1:

Orland Market

Library Park

Market Day: Saturdays

Market Hours: 8AM to Noon

Market #2:

Willows Market

Memorial Park

Market Day: Wednesdays

Market Hours: 4PM to 7PM

With ballots tallied by the GCRCD, results for the 2011 Market Season were announced in a Press Release, posted on a variety of websites (including GCRCD, UCCE, County of Glenn, USDA AMS, Real Time Farms, local Community Calendar, Certified Farmers Market - California Grown, City of Willows and Orland, and California Tourism Industry), announced as Public Service Announcements locally, and advertised in local newspapers. In addition, weekly Market Manager emails continued as in 2010 to a growing distribution list with Market updates, and the Facebook page was constantly updated with current events.

GOALS & OUTCOMES ACHIEVED:

Accomplishments, Result & Conclusions

GOAL ONE: Initial Year - Market outreach and education to growers/producers in Glenn County

Accomplishments:

- GCRCD received approximately 415 SURVEYS
- GCRCD created and disseminated a total of 14 Press Releases (1 in 2009 and 13 in 2010) announcing start-up meeting, initial 2010 Market Season, special Market events, etc.
- GCRCD held 1 introductory meeting prior to 2010 Market Season
- GCRCD facilitated the completion of 8 producer Certified Producers Certificate in 2010
- GCRCD developed comprehensive vendor list (53 vendor applicants), vendor Market fee for 2010 and the 2010 Glenn County Certified Farmers Market Vendor Application Packet

- ☑ GCRCD completed compliance requirements for 2 Certified Farmers Markets
 - Department of Food & Ag Certificate for Certified Farmers Market (Orland & Willows)
 - Glenn County Health Services Certified Farmers Market Application (Orland & Willows)
 - City of Willows Insurance Document Requirements
 - Orland Police Department Entertainment Permit
- ☑ GCRCD collaborated with vendors and city/county officials to create Market season dates and locations for 2010
 - City of Orland - responsible for Library Park
 - County of Glenn - responsible for Memorial Park

Results & Conclusions for Goal One:

GCRCD is proud to report the outreach and education campaign was well received for a multitude of reasons. First it is important to reiterate the point that Glenn County did not have a farmers market in place, and the trend to buying local foods was well underway in more populated neighboring counties. The general Glenn County population was truly ready for a local direct marketing venue. More importantly, having the financial support through the FMPP program allowed for a highly successful outreach and education campaign to vendors, consumers, city and county officials. The GCRCD used the project Work Plan to ensure the process closely followed stated goals. It is also important to note the value of creating a road map in the form of the Work Plan, checking the road map during the course of the project, and adjusting when necessary and appropriate.

GOAL TWO: Development, commencement and continuation of advertising/marketing strategies

Accomplishments:

- ☑ GCRCD created and disseminated a total of 21 Press Releases announcing Market schedules, special Market activities, etc. to newspapers for the 2010 and 2011 Market Seasons
 - 2009 - 1 Press Release
 - 2010 - 13 Press Releases
 - 2011 - 7 Press Releases
- ☑ **ADDITIONAL #1:** GCRCD worked with local Chico State University (CSU) student to develop Market logo
 - CSU student majoring in Graphic Design and Agricultural Communications worked with Market Committee to create a unique and exclusive logo for the Market
 - Logo used in all marketing information (banners, emails, flyers, handouts, etc)
- ☑ GCRCD provided Market/vendor information to 3 regional magazines
 - *Edible Shasta-Butte*
 - *California Country*
 - *Buy Fresh Buy Local, North Valley Guide*
- ☑ GCRCD served on committee for the development of the *Buy Fresh Buy Local, North Valley Guide* (Guide) and provided producer names and contact information for inclusion in comprehensive guide to local foods (replaced original goal to create draft map of vendor locations)
 - 10 participating Market vendors chose to participate in Guide
 - GCRCD provided lead story for Glenn County section titled "Farmers Markets and Small Towns - Stimulating Local Economies"
 - GCRCD provided Market advertisement for Guide
 - 1 participating Market vendor was chosen for a feature article in Guide

- GCRCD enrolled Farmers Market as a Buy Fresh Buy Local member
- ☑ GCRCD researched availability and associated costs with high visibility billboard
 - After the grant was received, GCRCDs original billboard contact added cumbersome restraints to the original draft proposal to utilize a high profile billboard. GCRCD made the decision to forego proceeding in this direction. GCRCD contacted FMPP staff, provided an amended budget and was allowed to move the original billboard funds to “other advertisement”
- ☑ GCRCD collaborated with UCCE to include Market schedule and other pertinent information on “Market Glenn” website (http://ceglenn.ucdavis.edu/Custom_Program/)
 - GCRCD also provided UCCE information to Market vendors to add their specific business/product to UCCE website
- ☑ GCRCD established a Farmers Market Committee (Market Committee) to over-see current conditions, marketing strategies and began looking at long-range plans for Market
 - GCRCD utilized the Market Committee in lieu of establishing a Growers Association
- ☑ **ADDITIONAL #2:** GCRCD provided Market presentations to local Chambers of Commerce, County Board of Supervisors, Lions Club, Rotary Club, schools, elder home care facility, County Farm Bureau and more

Results & Conclusions for Goal Two:

It is important to report that in addition to original tasks identified in the project proposal, GCRCD was fortunate to engage the talents and energy of a young college student to work with the Market Committee to create a Market logo. This brand recognition provided the opportunity to give the Market a name and provide a unique and distinctive “look”. Also, this collaboration assisted in engaging area youth in the development of the Market.

The general marketing plan for the Market was exciting, vibrant and well received. GCRCD enjoyed creating press releases, flyers, opening ceremony invitations, handouts at the Market and for special presentations, and newspaper/magazine advertisements. GCRCD worked diligently to create and maintain relationships with local and regional media to ensure Press Releases would be utilized. In addition to a wide distribution list, Press Releases were provided to three local newspapers, one regional newspaper and two regional live news casts. A total of 21 Press Releases were created and distributed throughout the two year grant, and every Press Release received coverage in at least one of the media outlets noted above.

Another additional method of advertising that was not included in the original project proposal included GCRCD providing presentations at a variety of venues (see above). Given the small, rural nature of our County, GCRCD was aware of the value of the individual and intimate connections that would provide the Market with additional recognition. These presentations resulted in additional Market attendance, new collaborations, new ideas, additional member involvement to the Market Committee and youth participation at the Market.

GOAL THREE: Establishment of a local Growers Association (GA) to ensure long-term sustainability of Market after grant period expires

Accomplishments:

- ☑ GCRCD researched the development of a GA
 - In the process of researching appropriate models for the long-term sustainability of the Market, GCRCD learned that Markets comparable in size and Market Season to ours, did not operate under a formal Growers Association; instead, Markets were maintained under the auspices of existing organizations capable of serving as an umbrella organization to the Market with regards to office space, insurance, etc. (for example, Chamber of Commerce, Farm Bureau, Downtown Business Association, etc.)
 - In lieu of forming a Growers Association, GCRCD expanded the original Market Committee from 5 members to 12 members to better serve the Market
 - Market Committee members agreed to follow the Market into the future (past the grant period) to ensure long-term sustainability and success
 - GCRCD and Market Committee prepared a Transition Timeline to assist in guiding planning and strategies for the long-term sustainability and management of the Market after the grant period
 - GCRCD and Market Committee prepared a Request for Proposal (RFP) for Market Management of the Market
 - RFP released on March 31, 2011 with acceptance of RFP between April 1 and May 1
 - On April 18, with no RFPs received, a PRESS RELEASE announced the solicitation period would be extended to May 18, 2011
 - No RFPs were received by deadline date
 - GCRCD and Market Committee, with no RFPs received, remain committed to providing leadership and guidance to the future of the Market
 - GCRCD requested the Market Committee prepare a Market Business Plan and present to GCRCD for approval as a GCRCD project
 - Market Committee began creating a DRAFT Market Business Plan

Results & Conclusions for Goal Three:

From the beginning of this grant, GCRCD has kept the long-term sustainability of the project as a top priority. Conversations with growers, vendors, businesses, groups such as Farm Bureau have always focused on the need to develop a long-term plan for the Market. However, it became obvious early on that it would be extremely difficult to organize a Growers Association with by-laws, Board of Directors etc., given the small population of the county, the infancy of the project, the size of the Market and the nominal direct economic gain the Market would provide.

With this knowledge and informal evaluation by the Market Committee, the decision was made to create a Request for Proposal (RFP) for Market Management. This approach was affirmed as a result of polling similar sized Markets in the area to see how they were managed. As noted above, GCRCD learned that Markets comparable in size and Market Season, did not have a formal Growers Association; instead, Markets were maintained under the auspices of existing organizations capable of serving as an umbrella organization to the Market in terms of insurance, office space, etc. (for example, Chamber of Commerce, Farm Bureau, Downtown Business Association, etc.). The RFP was created with this direction in mind. A Press Release announced the RFP and Market Committee members were tasked with talking with

organizations and individuals about the merit of the Market and the RFP. Although the Market has received resounding praises and support, no one group or individual was willing to step forward and submit an RFP. Another factor contributing to the absence of RFP may very well be a result of “if it isn’t broken, don’t fix it” attitude. GCRCD, and the FMPP program, have been applauded for the management and success of the Market. And although GCRCD was always clear that a management transition would have to occur, due to FMPP funds ending September 28, 2011, locals were not ready to accept the challenge.

Moving forward, GCRCD has voiced an informal commitment to assuring the Market will continue. The GCRCD Board has requested a Business Plan, including financial projections, to be considered for formal approval as a future project. The Market Committee has created a first DRAFT #1, DRAFT #2 and a Final Business Plan for formal presentation to the GCRCD Board of Directors.

GOAL FOUR: Beginning of initial 2010 Farmers Market Season

Accomplishments:

- GCRCD coordinated and planned initial Market Season
- GCRCD organized Opening Ceremony Events at each Market location (Orland and Willows) with representation from local city and county officials and local media to highlight the establishment of the Market and recognition of FMPP as funding source
- GCRCD performed all Project Lead duties (point of contact, collection of vendor fees, etc.) for each Market event (17 Market days) throughout the Market Season
- GCRCD and Market Committee performed unofficial market surveys (vendor and consumer) during 2010 Market Season
- FFA and area youth Producer Partners accounted for a total of 92 participant days throughout the 2010 Market Season
- FFA, Producer Partners and area youth submitted reports to GCRCD for grant reporting purposes
- ADDITIONAL** - GCRCD provided training to 66% of certified producers to become eligible to receive WIC and Senior FMNP coupons

Results & Conclusions for Goal Four:

The vendor and community reception of the 2010 Market Season was an overwhelming success. For example, the first Market had in excess of 25 vendors of which 13 were certified producers, 5 other ag producers, 3 food vendors and the remaining were craft vendors. 5 of the 13 certified producers sold out in the first 2 hours of the Market. 2 food vendors also sold out but were able to return to their place of business and replenish their booth. The Opening Ceremony for Orland included 4 Orland City representatives, 2 Glenn County Board of Supervisors, the 2010 Glenn County Queen, the 2010 Orland Centennial Queen and representation from other local groups who provided additional outreach to the Market. The Opening Ceremony for Willows included 3 Willows City representatives, 2 Glenn County Board of Supervisors, the 2010 Glenn County Queen, the 2010 Orland Festa Queen, and U.S. Congressman Wally Herger.

GCRCD promoted a Producers Partners concept in the grant proposal. This concept entailed connecting local youth with established or emerging producers to become involved in the Market experience. Engaging youth in career oriented projects provides motivation for future career pathways. One local college student was paired with an established producer to provide assistance during the Market. This one

student participated in all 17 Markets, accounting for a total of 17 participant days for the Market Season. The Orland FFA paired with another established producer to provide assistance during the Market. 3 FFA members rotated throughout the Market to serve on a two-man team. Their involvement accounts for a total of 34 participant days for the Market Season. 2 young brothers (15 & 18 years of age) and one sister sold product from their family farm for 8 Market days. Their involvement accounts for a total of 24 participant days for the Market Season. 1 Willows FFA student created her own business selling gift cards that included local ag related photos. This student involvement accounts for a total of 17 participating days for the Market Season. Some of their stories are included in this Final Report as attachments.

For the 2010 Market Season, there were a total of 17 Market days, 384 vendor days and an average of 22 vendors per Market day. 55 vendor applications were received, reviewed and 53 vendors were accepted to the Market. GCRCD provided assistance to 8 beginning/new ag producer ventures. GCRCD provided training to 66% of the certified producers to become eligible to receive WIC and Senior FMNP checks; assistance to 4 craft vendors to become eligible to sell at the Market; and guidance to 2 potential food vendors who wished to participate in 2010.

GOAL FIVE: 2010 Market Season evaluation, planning to determine 2011 Market Season and execution of 2011 Market Season

Accomplishments:

- ☑ GCRCD provided progress reports to grant manager
- ☑ GCRCD, with Market Committee, vendor and consumer input, created 2011 Market Season Schedule, developed advertisement campaign and created 2011 Glenn County Certified Farmers Market Vendor Application Packet
 - NEW in 2011 included a raise in booth fees from \$10 to \$15 and the addition of a Non-Profit/Political category
- ☑ GCRCD created and disseminated 7 Press Releases, including announcement of 2011 Market Season and special events to local newspapers, radio and live news casts
- ☑ GCRCD provided update to the following websites: UCCE “Market Glenn”, County of Glenn, USDA AMS, Real Time Farms, local Community Calendar, Certified Farmers Market - California Grown, City of Willows and Orland, and California Tourism Industry
- ☑ GCRCD and Market Committee reviewed long-range plans
- ☑ FFA, Producer Partners and area youth accounted for a total of 53 participant days throughout the 2011 Market Season
- ☑ **ADDITIONAL** - GCRCD provided training to 1 beginning and new Vendor to become eligible to receive WIC and Senior FMNP checks (other vendors trained in 2010 were still certified)
- ☑ **ADDITIONAL** - GCRCD received EBT machine on September 9 and operated the machine a total of 5 Markets in 2011 for a total of \$96 worth of tokens distributed to eligible customers
- ☑ **ADDITIONAL** - GCRCD prepared EBT Vendor Agreements and received 18 signed Agreements from vendors with SNAP/CalFresh eligible food items

Results & Conclusions for Goal Five:

For the 2011 Market Season, total Market days doubled from 2010 as a result of the decision by the Market Committee and a voting opportunity to provide a complete Market Season for both Orland and Willows. Market Season totals are as follows: 35 Market days (105% increase from 2010), 689 vendor days (79% increase from 2010) and an average of 20 vendors per Market day (9% decrease from 2010). 62

vendor applications were received, reviewed and all 62 vendors were accepted to the Market (17% increase from 2010). GCRCD provided assistance to 2 beginning/new ag producer ventures. GCRCD provided training to 1 new and beginning certified producer to become eligible to receive WIC and Senior FMNP checks (vendors trained in 2010 were still certified); and provided assistance to 3 craft vendors to become eligible to sell at the Market.

Although this grant was not an EBT project, GCRCD formed a partnership with the Glenn County Human Resources Agency (HRA) which resulted in GCRCD applying for a free EBT machine through the USDA Food and Nutrition Service SNAP/EBT program. HRA provided GCRCD with the program description. During the 2011 Market Season, HRA participated at the Market as a means of outreach to SNAP/CalFresh recipients. HRA also agreed to assist GCRCD with operating the EBT machine at the Market. GCRCD received the EBT machine September 9, 2011. GCRCD and HRA Staff were trained on September 13 regarding the operation of the EBT machine. The machine was used for the first time on September 14. The EBT machine was introduced through a Press Release on September 15. The Press Release was re-circulated by HRA and Glenn County Office of Education (GCOE). GCRCD prepared "EBT Accepted Now" flyers that were translated into Spanish by HRA and flyers were distributed by GCRCD, HRA and GCOE. The EBT machine was used for a total of 5 Markets in 2011 and distributed \$96 worth of tokens. The EBT machine will be used again in 2012. GCRCD is proud to report this additional work accomplished through the FMPP grant as it will allow for the opportunity for this economic group to be better served at the Market and share in the benefits of eating fresh, local foods.

GOAL SIX: GCRCD and Market Committee conduct comprehensive overview of Market to insure long-term sustainability past the scope of the grant

Accomplishments:

- GCRCD and Market Committee held 1 meeting in 2009 (prior to the beginning of the 2010 Market Season), 6 meetings in 2010 (1 after the 2010 Market Season) and 6 meetings in 2011 to present and review vendor and consumer recommendations for future Market success
- GCRCD and Market Committee prepared a DRAFT #1, DRAFT #2 and Final Business Plan
- GCRCD prepared and submitted final report to grant manager
- GCRCD to provide all records, reports, vendor lists to Market Committee for the continuation of "Growing Glenn - A County Farmers Market"

Results & Conclusions for Goal Six:

As noted above in Goal Three, our greatest challenge revolved around forming a Market Association given the small population of the county, the infancy of the project, the size of the Market and the nominal direct economic gain the Market would provide. As the Market Committee (Committee) was and remains committed to the long-term sustainability of the Market, the process described in Goal Three details the process developed by the GCRCD to release an RFP. With no responses to the RFP, the Committee was poised to move forward and create a Business Plan that would guide the Committee and the Market into the future.

Moving forward, GCRCD has voiced an informal commitment to assuring the Market will continue. The Board has requested a Business Plan from the Committee, including financial projections, to be considered for formal approval as a future project. The Committee created DRAFT #1 and DRAFT #2 Business Plans,

and now has a Final Business Plan prepared for formal presentation to the GCRCB Board of Directors as a project.

BENEFICIARIES

Small and Medium Producers

- Glenn County producers who were already participating in farmers markets outside the area
 - 2010 - 2
 - 2011 - 4 (NEW in 2011)
- Producers from neighboring counties who benefitted from expanding their market schedule
 - 2010 - 6
 - 2011 - 4 (NEW in 2011)
- Glenn County producers who had not yet participated in farmers markets
 - 2010 - 20
 - 2011 - 5 (NEW in 2011)
- ☑ Emerging or aspiring small and medium producers who were encouraged to launch new farm-based small businesses as a result of the Market
 - 2010 - 3
 - 2011 - 4 (NEW in 2011)
- ☑ Consumers and Communities
 - Farmers Market Customers/Consumers in Glenn County
 - Total population in Glenn County - 28,122 (2010 Census)
 - Communities of Orland, Willows, Hamilton City, Artois and Elk Creek
- ☑ Local youth who became involved in the Market, either as a Producer Partner or as an emerging small business
 - 2010 - 8 youth
 - 2011 - 4 youth
- ☑ Market Committee members who became involved and committed to the Market experience and who will provide for the long-term success of the Market
 - 2010 - 5 Committee members
 - 2011 - 12 Committee members

SECONDARY GRANT PROPOSAL ACTIVITIES

- ☑ Market Committee organizational development, as noted above, will allow for the long-term success of the Market
- ☑ Vendor and consumer education
 - Vendor education included WIC and Senior FMNP training and certification; EBT Vendor Agreement and training; weekly emails and periodic newsletters announcing agritourism workshops, direct marketing pointers, financial planning workshops, etc.
 - Consumer education included numerous events at the Market, including watershed activities; soils and plant activities; discover the Market activities; nutritional information; student farmers market artwork, etc.
 - Consumer education also was provided by individual vendors seeking to inform the consumer about their particular product

- ☑ FFA, Producer Partners and area youth involvement
 - In 2010, the Orland FFA paired with one established producer to provide assistance during the Market. 3 FFA members rotated throughout the Market to serve on a two-man team. Their involvement accounts for a total of 34 participant days for the Market Season. In 2011, they returned in the same capacity to provide assistance to a total of two producers. 2 FFA members participated throughout the Market for a total of 42 participant days.
 - In 2010, one local college student was paired with an established producer to provide assistance during the Market. This one student participated in all 17 Markets, accounting for a total of 17 participant days for the Market Season.
 - In 2010 and again in 2011, 1 Willows FFA student created her own business selling gift cards that included local ag related photos. This student involvement accounts for a total of 17 participant days for the 2010 and 3 participant days in 2011 Market Season.
 - In 2011, another young college student created her own business selling gift cards and high-end framed photography that included agricultural scenes. This student involvement accounts for 8 participant days.
- ☑ New farm-based business start-up and development
 - 2010 - 2
 - 2011 - 2
- ☑ Access to fresh fruits and vegetables to low-income households
 - **ADDITIONAL**
 - 2010 and 2011: WIC and Senior FMNP
 - Late 2011: EBT
- ☑ Access to fresh fruits and vegetables to local communities

LESSONS LEARNED

Lesson #1: Starting and Managing a NEW Market

Since the primary goal of this grant was to develop and manage a NEW Market, GCRCD is proud to report the success of this goal as a major accomplishment. Along with utilizing the Work Plan developed for the grant proposal as a road map to success, Staff sought out advice from successful Market Managers in neighboring counties, researched on-line resources for guidance (www.sfma.net; www.california-grown.com; www.sfp.ucdavis.edu/farmers_market; etc) and utilized the following publications: (#1) *"The Farmers Market Management Series"*, (#2) *"A Guide to Managing Risks and Liability at California Certified Farmers Markets"* and (#3) *"Food Safety at Farmers Markets and Agritourism Venues"* created and distributed through the UC Small Farm Center; and (#4) *"Sell What You Sow!"* by Eric Gibson. Equally important to the success of this goal was the dedication and commitment of the GCRCD Board of Directors and the Market Committee. Staff continually sought advice, support and direction from the Market Committee. Committee members have a strong passion for the project, are a vast resource for making sound business decisions, have a real sense of what the communities need, want and how the communities were continually reacting to the Market. Committee members included members of the community and Market vendors.

To further expand on the importance of the Market Committee, virtually every detail of the Market development was presented to them for approval or changes. Staff set up Market Committee meetings, made phone calls and sent group emails to utilize and solicit their input. Market day details were left to Staff discretion, but the Market Committee essentially served the purpose of a Market Association to work

with a local college student to create the Market logo, to review the creation and revision of the Glenn County Certified Farmers Market Application Packet, to decide on Vendor fees, to assist with finding entertainment, to develop future financial planning scenarios, to create and release the Request for Proposal for the future management of the Market, and to provide a link to county and city officials, etc. Expanding the Market Committee from originally 5 members in 2010 to 12 members in 2011 was a critical move to ensure the long-term sustainability of the Market. In our rural county, each member serves as a Market liaison to a myriad of clubs, agencies and social groups.

Using this holistic approach to developing and managing the Market truly supported the concept that farmers markets are indeed embraced at the community level. During the 2010 Market Season, there was one Market that rotated between two communities. The competition between the communities, coupled with Vendor requests for additional marketing opportunities, prompted the doubling of Market days in 2011. This doubling of Market days resulted in the two primary communities of Glenn County to each have a seasonal, full-time Market. In other words, this grant allowed for the original concept of a County Farmers Market to evolve into two separate community events which better served the consumers in each community. Another way to measure the success of this grant is to acknowledge that the original stated outcome of creating and managing one Market was doubled due to FMPP funds, GCRCD management success, vendor participation and community need.

Lesson #2: Creation of a Market/Growers Association

From the beginning of this grant, GCRCD has kept the long-term sustainability of the project as a top priority. As noted earlier in this report, conversations with growers, vendors, businesses and groups such as Farm Bureau have always focused on the need to develop a long-term plan for the Market. However, it became obvious early on that it would be extremely difficult to organize a Market Association with by-laws, Board of Directors etc., given the small population of the county, the infancy of the project, the size of the Market and the nominal direct economic gain the Market would provide. GCRCD learned that Markets comparable in size and Market Season, did not have a formal Growers Association; instead, Markets were maintained under the auspices of existing organizations capable of serving as an umbrella organization to the Market in terms of insurance, office space, etc. (for example, Chamber of Commerce, Farm Bureau, Downtown Business Association, etc.).

With this knowledge, the decision was made to create a Request for Proposal (RFP) for Market Management that would allow for the long-term sustainability of the Market. The RFP was created to discover the person, group or entity that would run the Market for the future. A Press Release announced the RFP and Market Committee members were tasked with talking with organizations and individuals about the merit of the Market and the RFP. Although the Market has received resounding praises and support, no one group or individual was willing to step forward and submit an RFP. Another factor contributing to the absence of RFP may very well be a result of “if it isn’t broken, don’t fix it” attitude. GCRCD, and the FMPP program, have been applauded for the creation, management and success of the Market. And although GCRCD was always clear that a management transition would have to occur, locals were unfortunately not ready to accept the challenge.

Moving forward, GCRCD has voiced an informal commitment to assuring the Market will continue. The GCRCD Board has requested a Business Plan, including financial projections, to be considered for formal

approval as a future project. The Market Committee has created a first DRAFT #1, DRAFT #2 and a Final Business Plan for formal presentation to the GCRCD Board of Directors.

This particular goal of the Work Plan - the creation of a Market/Growers Association - has definitely been the most challenging. Staff, GCRCD Board and Market Committee members feel strongly that they have addressed this issue from a multitude of perspectives, and although the final outcome does not exactly match the original goal to create a Market/Growers Association, a solution will be discovered by the current Market Committee and finalized before the end of 2011. This will allow ample time to promote and plan for the 2012 Market Season.

Lesson #3: Benefits Gained from the Project

Measurable benefits that have resulted from this project have been quantified above and include small and medium producers, emerging farm-based businesses and involvement by local youth. These demographics were targeted in the project, are significant and definitely a positive result of funds received through the FMPP grant.

In addition to recognizing those stated benefits, it has been extremely gratifying for GCRCD to have also developed partnerships with agencies that gave guidance and support to encouraging us to certify eligible producers to receive WIC and Senior Farmers Market Nutrition Program checks, and to apply for and receive a free EBT machine to better serve the SNAP/CalFresh program recipients.

The primary benefit from the project is perhaps impossible to quantify with numbers and statistics. Our communities overwhelmingly embraced the emergence and establishment of a farmers market. In tough economic times, with unemployment rates in Glenn County during the grant period ranging from 14.3% to 18.6% (State of California Economic Development Department statistics), starting up a “new business”, in the form of a farmers market where the assumption is prices are higher than the big box stores, could have turned out quite differently. At one point, the Willows Market was faced with a minor “natural disaster”. Protected migratory birds moved in to the park where the Market was located. Moving the Market became an urgent priority. City officials and downtown business owners encouraged and supported moving the Market to the downtown business district. In one short week, all the details were ironed out, advertisement was changed, people spread the word and the Market opened in a new location with increased attendance! Certainly, consumer attendance varied throughout the two year period and Vendor sales saw highs and low. However, everyone remained committed to the purpose to provide fresh, local foods while supporting our producer neighbors.

Towards the end of the Market Season, consumers were already lamenting the end of 2011 and hungry for the 2012 Market Season. On the last Market day, after the Market closed, vendors and consumers remained as the street lights came on. People shared hugs and phone numbers, but most importantly, they shared plans for next year.

ADDITIONAL INFORMATION

Attachments are provided digitally and will be mailed on a CD

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