

# Cumberland County Farmers Market Feasibility Study



March 2014

Prepared by  
**The Earthwise Company, LLC**  
for  
**Cumberland County Agricultural Extension**



## EXECUTIVE SUMMARY

In recognition of a need for a robust farmers market in Cumberland County, the Cumberland County Cooperative Extension Service sought and received funding from the NC Agricultural Development and Farmland Preservation Trust Fund in order to prepare a feasibility study for a farmers market. A Request for Qualifications was released in June of 2013 and in September of 2013 The Earthwise Company, LLC of Raleigh, North Carolina was selected to conduct the study.

There has been a long history of a Farmer's Market in Fayetteville, North Carolina, dating back to the Saturday Curb Market at the Market House in 1924. Since that time the market has moved several times, always residing in the City of Fayetteville, and is now located at the Transportation Museum, 325 Franklin Street where it shares operating hours with, but a slightly different location than, the City Market (craft-oriented). While the City Market is popular, the farmer's component of the market is smaller and in need of growth.

The Earthwise Company has conducted significant research and interviews to assess the best method for locating, re-organizing, managing, marketing, and operating a larger, more responsive farmers market. We found there to be extensive interest in growing a successful farmers market from many areas in the city and county, but that the interest was somewhat fragmented and uncoordinated. Based on that input, it is clear to our team that the market is in need of a new start in the City of Fayetteville. We do not suggest that a "bricks and mortar" structure be funded and built at this time but rather that one or more flexible "pop-up" type markets are established, marketed, and managed by a dedicated, salaried manager, possibly expanding to more than one location.

In initial meetings with the Farmers Market Committee which we discussed what "feasible" meant with regard to a farmers market. We indicated early on that a "bricks and mortar" market built on purchased land, designed, built and operated and was to be solely funded by vendor fees (typically modest), would not be feasible as a self-funding entity. Clearly, costs would significantly outweigh the available revenue. However, there are many correlated values, beyond direct revenue, associated with a farmers market if appropriately located and operated. We feel a market should be attractive, easily accessed by consumers and farmers, be event-oriented, bring additive value to the area where it is located, and also benefit from its environment in terms of destination value, access, visibility, and stability.

While there are several locations where a market could be successful, we believe the downtown area, within a short distance from Hay Street and the current location at the Transportation Museum, is most suitable as the primary location, with possible secondary locations as the market expands. Within that area we have suggested four specific sites as examples to pursue.

Additionally, we suggest that a new Farmers Market Association be created, that a market manager position (at least part-time) be funded and filled, and that an advisory committee be developed to provide guidance to the Association and manager. Since the location is suggested to be downtown, we recommend that the advisory committee discuss initial funding and housing of the position with the City of Fayetteville. Further, we recommend that funding be obtained for branding, marketing, infrastructure (tents, signage, etc.) as part of the effort and that a long-term agreement is crafted ensuring a dependable location for the market.

## GENERAL TRENDS

There has been considerable interest in local food in recent years and the trend appears to be continuing and growing. In a May, 2010 report by the Economic Research Service (ERS), a part of the US Department of Agriculture (USDA), primary author, Steve Martinez indicates that, “Consumer demand for food that is locally produced, marketed, and consumed is generating increased interest in local food throughout the United States.”

Some data from the report:

- Direct-to-consumer sales were \$ 1.2 billion in 2007 as compared to \$551 million in 1997
- The number of farmers markets in the US rose to 5,274 in 2009 from 2,756 in 1998
- Similar increases were noted in community-supported agriculture organizations as well as far to school programs.

The report can be accessed at:

[www.ers.usda.gov/publications/err-economic-research-report/err97.aspx](http://www.ers.usda.gov/publications/err-economic-research-report/err97.aspx)

Closer to home, a 2011 report on central Carolina farmers markets by Mitch Renkow of NC State University states that North Carolina ranks 10th in the nation with 217 farmers markets in operation. As to who is selling at the markets, the report indicates that:

- More than ½ of the vendors farm less than 5 acres
- More than 85% of vendors sell vegetables, either exclusively or in combination with other products
- More than ½ sell over 90% of their output at farmers markets

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**“THE RESPONSES WE RECEIVED SUGGEST THAT FOOD QUALITY CHARACTERISTICS – INCLUDING FRESHNESS, FLAVOR, NUTRITIOUSNESS, AND FOOD SAFETY – ARE REGARDED AS THE MOST IMPORTANT ATTRIBUTES TO SHOPPERS AT FARMERS MARKETS.”**

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As to who is buying at the markets, the report indicates that the shoppers were mainly Caucasian, female, lived or worked close to the venue, and visited the market about once a week and that nearly 30% of all their produce was procured at farmers markets. During peak seasons in 2009 and 2010, 329 shoppers were surveyed at four of the busiest farmers markets in the Triangle and asked a series of questions. Regarding the reasons why people made the choice for local the report states, “The responses we received suggest that food quality characteristics – including freshness, flavor, nutritiousness, and food safety – are regarded as the most important attributes to shoppers at farmers markets.”

This report can be accessed at:

[www.ag-econ.ncsu.edu/sites/ag-econ.ncsu.edu/files/economist/2011/dec11\\_farmers\\_markets.pdf](http://www.ag-econ.ncsu.edu/sites/ag-econ.ncsu.edu/files/economist/2011/dec11_farmers_markets.pdf)

The implication in both reports is that the interest in local food is a “demand-driven” phenomenon and that it is growing and driven, in part, by the perceived superior quality of locally produced food (freshness, flavor, nutritional quality) and also that it is locally produced, safe, and often organic.

Fayetteville is the 6th largest city in North Carolina behind Charlotte and the cities of the Triangle and Triad areas but has far fewer farmers markets than those areas. In this instance we refer to farmers markets as those entities that are organized and managed to support multiple vendors as opposed to markets and stands where one farmer sells their own produce.

## GENERAL FARMERS MARKET ISSUES

From previous research (2010) by The Earthwise Company (interviews with experienced individuals and professionals with knowledge regarding farmers markets and visits to six farmers markets in North Carolina) some relevant issues were noted regarding successes and problems.

Three of the farmers' markets studied were non-profit organizations, run by a board of directors and supported by a market manager or coordinating team. The other three markets were State-owned and operated.

Based on the research of these six markets, some major points (both operational and structural) attributed to the success of these markets included:

- In most cases, the vendors themselves produce all goods sold at the market.
- All markets appear to have a strong management structure focused on promotion and successful operation of the market.
- All markets had some level of connection with a local or state government entity either for land, building, management oversight and / or financing.
- Creating a destination through partnership with other businesses (e.g. garden center, restaurant) was attributed to some of the early successes of state markets.
- 'One Way In' circulation pattern with a regional market provides a level of security
- Visibility from the adjacent Interstate or road seems to aid in promoting markets

Some deterrents to market success may include:

- Facilities or portions of facilities unused for much of the week.
- Inadequate or underestimated planning for retail versus wholesale in a given market area.
- Inadequate planning for the future of a structure (e.g. plan for successful retrofit enclosure in the future if open air initially).
- Lack of visibility from a main road.
- Distance from town.



# HISTORY OF FARMERS MARKET IN CUMBERLAND COUNTY

The timeline below, provided by Cumberland County Cooperative Extension, indicates the general history and location of historic markets. The information indicates some periods of stable locations but in the last ten years the market has been somewhat transient.

- 1924** Curb market every Saturday morning at the Market House, Fayetteville. This was one of the first farm women's markets organized in our state.
- 1926** County Commissioners provided the basement of the courthouse to serve as a market. This was due to increased patronage and poor weather conditions.
- 1978** Market located at Gillespie Street where EMS/Buddy's BBQ is currently located.
- 1980-2000** The Market was located on Russell Street.
- 1995** Cumberland County Board of Commissioners transferred the market to Women's Center.
- 2003** Fayetteville Farmers Market Association was formed and started a market at the corner of Rowan and Ray Streets (Festival Park).
- 2004** Market had to relocate due to the construction of Festival Park and became inactive at the end of the season.
- 2007** Fayetteville Farmers Market Association ran a 4-week test market in the AIT parking lot during September.
- 2008** Fayetteville Farmers Market Association ran a market in the AIT parking lot on Wednesdays for a full season.
- 2009** A Saturday market was added utilizing the courthouse overflow parking lot.
- 2010** Both the Wednesday and Saturday markets were moved to the Transportation Museum.

Source of the above information is Kenny Bailey, Agricultural Extension Agent, Cumberland County, North Carolina.

One interesting note is that the market was located inside at one point (1926) due to increased patronage and as a way to handle inclement weather. Additional observations are that the market had been relatively stable in its locations for some time until 2003 when a series of issues resulted in the location being changed every year or so for the next several years. We have heard from both vendors and patrons that this has been very frustrating as it is difficult to establish a dependable identity and presence.

While the current location takes advantage of the activities at the City Market at the Transportation Museum and facilities are offered there, it is not ideal for the vendors in terms of access, setup and take down. It is also somewhat limited in size thereby reducing the number of potential vendors.

Additional issues regarding management and marketing of the current farmers market association make it difficult for the current vendors to keep up with these activities and also run their own farm enterprises. Our recommendations will include an alternative management and marketing approach in response.

Both the *Cumberland County 2010 Land Use Plan (December, 1996)* and the *2030 Growth Vision Plan (September, 2008)* support the preservation and enhancement of the agricultural heritage of Cumberland County. The *Cumberland County Working Lands Protection Plan (September, 2010)* specifically supports the establishment of a permanent farmers market (*Strategy 1.2*) and the *Fayetteville Renaissance Plan (2002)* specifically recommends locating a farmers market downtown (*p. 37*). There is significant interest and support for a robust farmers market within Cumberland County and also the City of Fayetteville.



# INPUT AND ANALYSIS

## Meetings

As part of the information gathering process, we conducted several interviews and meetings to gain input from the public, growers, and specific individuals. The formal meetings held or attended were:

Downtown Alliance (Bruce Daws, Hank Parfitt, et al), October 8th, 2013

Two public meetings, both on December 17th, 2013 (one morning, one evening)

Growers meeting, January 7th, 2014

Current farmers market group meeting, December 4th, 2013

Extension Advisory Council meeting, December 3rd, 2013

Amy Cannon	Deputy County Manager
Carson Phipps	Cumberland County Schools
Daryle Nobles	Fayetteville Technical Community College
Willie Geddie	Town of Eastover
George Quigley	Chairman of Cooperative Extension Advisory Board
Eleanore Getz	Citizen
Thad Banks	Citizen
Julia Love	Fort Bragg
Cathy Mansfield	Fort Bragg
Leamon Hall	Citizen
Pam Pollard	Farm Service Agency
Stanley Owen	Commercial Horticulture Business Owner
Paul McGuire	Producer
Rodney Jenkins	Cumberland County Health Department
Jack Dewar	Botanical Garden



## Interviews

Several individuals were interviewed over the course of the study. The following is a list of individuals interviewed during the formal process. There were many impromptu conversations during the course of the process as well.

Jami McLaughlin	Downtown Development Manager, City of Fayetteville
Victor Sharpe	Community Development Director, City of Fayetteville
Jimmy Keefe	Chairman (at time of meeting) Cumberland County Commissioners
Patti Speicher	Cumberland County Planning
Sherrill Jernigan	Cumberland County Farm Bureau
Scott Schuford	Director of Development Services, City of Fayetteville
Rod Jenkins	Deputy Health Director, Cumberland County
Pam McEvoy	Director of Public Affairs, Methodist University
Sylvia Ray	CEED Center for Economic Empowerment & Development
Suzy Hrabovsky	CEED Center for Economic Empowerment & Development
Marsha Howe	Sustainable Neighbors/Farm Center
Ockidde Harris	Cumberland County Health Department
Rodney Jenkins	Cumberland County Health Department
Jay Blausen	Sustainability Director, Fayetteville State University
Mitch Colvin	Fayetteville City Council
Rochelle Small-Toney	Deputy City Manager, City of Fayetteville
Michael Gibson	Parks and Recreation, City of Fayetteville
Tony Chavonne	Mayor, City of Fayetteville
Vince Evans	Grower
Edward Spense	Grower
Marilyn Flynn	Events Manager, Fort Bragg
Nat Robertson	Mayor-Elect, City of Fayetteville
Kelly Bah	Sustainable Sandhills
Hannah Ehrenreich	Sustainable Sandhills
Sharon Valentine	Landowner
James A. Anderson	Chancellor, Fayetteville State University
Will Denning	Cumberland County Planning
Denise Sykes	Cumberland County Planning
Ammie Jenkins	Manager, Sandhills Farmers Market of Spring Lake
Greg Hathaway	City Market
Bruce Arnold	City Market
Tom Fisher	Interested Citizen
Charlie Powers	Interested Citizen
Johnnie Marshburn	Regional Director, SBTDC
JurLonna Walker	Fayetteville State University

We were pleased to see a great deal of interest in a farmers market and a local food system among all of the individuals we interviewed. In addition to that intense interest however there was a lack of comprehensive communication and collaboration among all of the interested parties. This did not appear intentional but rather a result of so many individual efforts toward similar goals without effective collaboration. It is our fervent hope that this study can be the catalyst for these groups to collectively move forward toward a common goal of a vibrant and successful market. Some general points of interest which were shared during our interviews are summarized here:

- Management of a Market is Key
- Do not overshadow existing markets (produce stands, etc.) – rather collaborate and co-promote
- Keep politics out of the process
- Aggregation and distribution of produce is a service that can grow out of a market effort
- Market can support/catalyze associated business and entrepreneurship
- May include a wholesale component
- Put it where the people are
- Significant change is occurring in food/health awareness
- Military influence is significant – healthy base initiative
- Current market needs its own area/identity
- Should be an educational and event area as well
- Make sure the farmer is present at market
- Need uniform marketing presence (tents, signs, etc.)
- Pop-up and street markets (Raleigh, Charleston, Savannah, Charlottesville, etc.) were good examples
- Need dynamic relationship between growers and consumers
- Downtown/Russell Street area as location
- Food Deserts and the Murchison Road revitalization as part of the local food movement
- Need a balance with craft components of a market
- How do we engage growers, gain trust, and sell produce
- Student influence (FSU, Methodist, FTCC, and public schools) is important
- There is a need for local institutions (schools, hospitals, etc.) to mandate local food
- Overlay district near Crowne Center as option
- Growers need a space that attracts them and simplifies operation
- Zoning issues for urban and suburban growers

## Observations and Data

The team spent considerable time travelling the area and observing land use patterns, activities, available sites, traffic conditions, current markets, and other pertinent influences for the market. One set of information collected was the data for Annual Average Daily Traffic counts by the North Carolina Department of Transportation for Cumberland County.

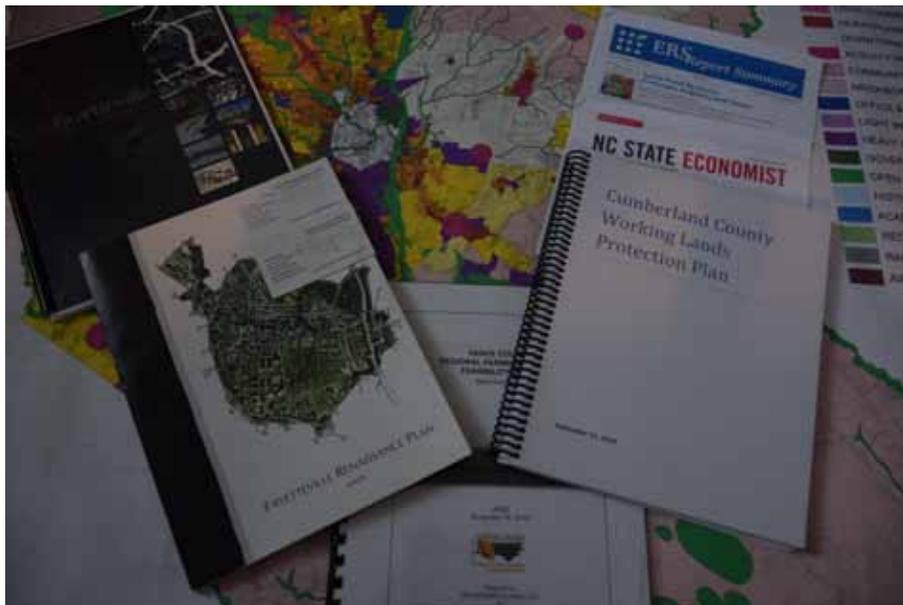
Earthwise accessed the North Carolina Department of Transportation Traffic Survey data for 2012 in the form of Annual Average Daily Traffic (AADT) for various segments of state roads, NC highways, US highways, and Interstate highways in the area. The 2012 AADT map can be accessed at:

[www.ncdot.gov/travel/statemapping/trafficvolumemaps/default.html](http://www.ncdot.gov/travel/statemapping/trafficvolumemaps/default.html)

Logically, the highest traffic volumes (+/- 40,000 vehicles/day) are on Interstate 95. Additionally, major thoroughfares to the west and north of Fayetteville show high daily volumes as well; NC 24/87- Bragg Boulevard (+/- 30,000), Business US 401 N – Ramsey Street (+/- 30,000), Business US 401 West – Raeford Road (+/- 30,000). These high volumes indicate the level of traffic to, from, and around Fayetteville as well as through-traffic along the major corridors. Clearly Fort Bragg and the residential development to the north and west of Fayetteville have resulted in these high volumes which also infer those corridors as possible locations for the market based on traffic volume alone.

Concerns for location of a farmers market along one of these major corridors are; difficulty in traffic patterns (stopping, turning, heavy traffic, etc.), visual competition (the wide array of retail signs create a complex and distracting view within which a farmers market would be secondary), available services (water, power, bathrooms), dependable long-term access to a site (lease, sale, etc.), and affordability if purchased.

A number of existing facilities (where collaborative use might be a benefit) were considered as well to include; the university campuses, hospitals, Cross Creek Mall, large retail sites, The Botanical Garden, etc.. The Jordan Soccer Complex just off Ramsey Street near Methodist University was visited during the Fall season on a Saturday and was observed to have significant visitation by families and kids attending the soccer events; obviously this is one prime customer segment for a farmers market. The team found several sites which some potential such as those mentioned and others were suggested to us by various individuals during the process.



## Public Survey

An online survey was also conducted and approximately 725 individuals responded (see appendix for detailed data). A summary of those responses follow:

*How often would you visit a market?*

77% responded either once week or more than once a week.

*What would you be interested in buying (could choose more than one answer)?*

The top 3 categories were all agricultural products

*Would you attend other events there?*

85 % responded “Yes”

*Would you consider renting the facility for an event?*

Relatively even on “Yes” and “No” responses

*In what county do you live?*

86% “Cumberland County”

*How far would you travel to visit the market?*

84% responded “5-10 miles” or “more than 10 miles”

*Are you interested in selling at the market?*

80% “Yes”

*What are you interested in selling?*

Relatively even response across several categories

*Would you be more likely to visit if it were near other attractions?*

Relative even response on “Yes” and “No”

*What is your preferred location for the market?*

48% “Downtown”, 31 % “On a major street or road outside of downtown”

The downtown area is intriguing to the team for several reasons. Most of the festivals (e.g. The Fayetteville Dogwood Festival) are held downtown and it is the site of the existing Farmers Market and City Market. The downtown area, while it is the geographic center of Cumberland County, is on the eastern edge of residential and commercial development patterns. Most of the residential, commercial, and industrial land uses are west of the City (and west of the Cape Fear River) while most of the open farmland and open space is east of the Cape Fear River (see *Cumberland County 2010 Land Use Plan*). The City does represent the historic center of the county. Excerpts from the North Carolina History website ([www.northcarolinahistory.org](http://www.northcarolinahistory.org)) include:

*The origins of Fayetteville can be traced to two settlements on the Cape Fear River. Cross Creek began as a trading post in 1756, and Campbelltown, established by the North Carolina General Assembly in 1762, was one mile from Cross Creek. These towns merged in 1783. The new, consolidated town was named Fayetteville in honor of the Frenchman Marquis de Lafayette, who supported the American cause during the American Revolution, and was the first American town with American Revolutionary hero as its namesake.*

*Following the American Revolution and during the late 1700s, a growing Fayetteville in many ways became the political center of the state. A new courthouse and a new jail opened in 1786, and the city’s first newspaper, *The Fayetteville Gazette*, began publication in 1789. In 1786 the North Carolina General Assembly convened in Fayetteville and named delegates to the 1787 Constitutional Convention.*

*The Market House, an imposing building with its Moorish arches surrounding its base, was completed in 1833; today the Market House is a must-see for any tourist, for it symbolizes old Fayetteville. The United States Arsenal was constructed at Fayetteville in 1838, and by the 1850s, its campus spread across forty acres.*

*By the twentieth century, many new stores and shops were built downtown. In 1916, the first skyscraper, a five-story department store operated by the Stein Brothers, jutted into the Fayetteville sky. In 1918 the federal government authorized the construction of Camp Bragg to be to northwest of the city. The largest Army base in the country, Fort Bragg and Pope Air Force Base has boosted the local economy and is almost synonymous with Fayetteville.*

*In 1980, Fayetteville residents numbered 60,000 and their number more than doubled to 121,015 by 2005 and comprised North Carolina's sixth largest city.*

*Fayetteville is known for its institutions of higher education. Founded in 1867 to educate freed slaves, Fayetteville State University, has a current enrollment slightly surpassing 5,000 and offers numerous graduate programs. Methodist College, a four-year liberal arts college established in 1960, educates approximately 2,000 students. Fayetteville Technical Community College opened its doors in 1960 and now has over 7,000 full and part-time students.*

*Fayetteville is also known for its cultural arts. Following World War II, the city formed the Fayetteville Symphony in 1957, and the Fayetteville Little Symphony in 1962. The Fayetteville Museum of Art was established in 1972. Fayetteville can boast of several radio stations, two television stations, and the Fayetteville Observer, founded in 1835 and the state's oldest operating periodical. Fayetteville is also home to the Cape Fear Museum of History and the recently opened Airborne and Special Operations Museum in downtown Fayetteville.*

Source: [www.northcarolinahistory.org/encyclopedia/125/entry](http://www.northcarolinahistory.org/encyclopedia/125/entry)

The *City of Fayetteville Down Town Renaissance Plan Update (2013)* updates the original *Renaissance Plan* from 2002. The update mentions the "Fayetteville Crescent" as a spatial concept which connects Fayetteville State University, the central core of town and the Cape Fear River. The vision for that area in 2030 is further described in the plan as follows;

*Downtown Fayetteville may be generally characterized by a bold crescent, connecting Fayetteville State University through the downtown core to the Cape Fear River. This crescent defines a two-mile long curve of activity, tracing its arc through the educational, civic and historic heart of the community.*

*Surrounding neighborhoods, each with distinct identity and character, connect directly to this crescent through a series of walkable streets and trails. The industrial district of downtown is envisioned to gradually transition from today's condition of pure industry and derelict buildings to a budding artist's community, with disused buildings converted to house lofts, studios and galleries.*

Specific components of that downtown vision include; promotion and development of culture and the arts, gateways that identify and frame the City, increased access to the Cape Fear River, development and revitalization of neighborhoods, development of civic and institutional centers, an integrated transportation network of walkable, bike-able streets and trails, a new face of industry in downtown supported by updated rail, street and utility systems, collaborative relationships among public, private, institutional, community, and non-profit organizations, and a responsive and consistent policy effort.

## OPTIONS

The image, character, and function of a farmers market can vary depending on the grower and consumer base, available funding, site opportunities, collaborative and competitive use, governmental support, organization and management structure and other factors.

- One option for a farmers market is a new construction, “bricks and mortar” approach. That is, a site and building that is wholly owned and operated by a farmers market association or similar entity. This new construction option is the most expensive approach in terms of land acquisition, design, permitting, construction and operation.
- Another option is for the market to operate within an existing facility that may be leased or donated for use as a market. Depending on the condition of the facility, this may reduce costs to operational costs (lease, power, management, etc.) and limited up fit of the facility.
- A third option is for the market to be a “pop-up” type market where there is no fixed facility which houses the market.

Considerations for each option include the following:

**New Construction Option:** Costs can be considerable in the approach. In a recent study conducted by The Earthwise Company (Vance County Regional Farmers Market Feasibility – 2010) our research showed that an 18-bay, 7280 square feet (140’ x 52’) building with roll-up doors, office rest rooms and storage would cost about \$500,000 to construct. Site construction costs were approximately \$100,000 and design fees (engineering, landscape, architectural) were approximately \$50,000. The total implementation cost estimate without land costs or operational costs were approximately \$650,000 in 2010. Land costs of course vary considerably depending on location. Urban land sites, especially those along major routes such as Raeford and Ramsey, can be several hundred thousand dollars or more for purchase.

Operational costs for the structure in our Vance County research included approximately \$8,000/year for power. Landscape and building maintenance fees add additional costs depending on the site and age of the facility but can add an additional \$5,000 or more per year even on a new structure. In summary, complete implementation costs can easily exceed \$1,000,000 and operational costs can be \$12,000-\$15,000 without funding a reserve account for future major repairs and maintenance. This also does not include management costs.

Some benefits of this option include a complete identity as a farmers market and the opportunity for it to serve other functions; meetings, classes, other events. It is of course a dependable long-term location for the market. Its location and proximity to other activities influence its use and success as well. This option would clearly need significant funding and support to bring it to fruition. We did see parcels that might be available for long-term lease or purchase in several areas of the city and along major thoroughfares.

**Existing Facility Option:** An existing facility approach may offer a more immediate option and one that may be more affordable than new construction. This approach may involve a lease or long-term agreement for use of the facility. It may also be possible to find a suitable facility for sale but we did not find a good example of one that would be both affordable and easily adapted for use. If a usable facility in a good location is available, it may be beneficial to pursue this option as long as support facilities are available and a long-term agreement for use can be obtained.

**“Pop-Up” Option:** This approach has become a popular approach for farmers markets in recent years and some of the most popular markets are now the pop-up type (Salt Lake City , Atlanta, Washington DC, Forsyth Park Market in Savannah, GA, Charleston, SC, Charlottesville, VA, Raleigh, NC, etc. just to cite a few). Advantages include being able to locate in high-activity areas on expensive real estate in a recurring and moveable fashion. Often these sites become very popular and gain the same or more identity and patronage that a “stand alone” facility may have. They are able to take advantage of existing collaborative activities and value at their location. They do need support facilities (water, rest rooms, parking, etc.) and a dependable site and agreement for operation in order to become a successful market.



## ASSESSMENT AND RECOMMENDATIONS

Based on our research, observations, interviews, and experience, we offer the following assessment and recommendations.

### Location

Rather than seek funding for the development of a newly constructed market at this time, we recommend that a well-conceived, well-marketed, well-located and well-managed “pop-up” market be developed. We further recommend that the three options for that market location are:

Downtown Area  
Ramsey Street (north of Downtown)  
Raeford Road (west of Downtown)

Of those three options we are strongly recommending the Downtown Area.

In all three areas we are sharing examples of sites that may have potential as pop-up market sites. These are offered as examples only and there is no agreement with the owners as to their availability or as to the owner’s immediate intent to collaborate on a farmers market. In some case the owners have been contacted and are aware of the study and in other cases they have not. See the Appendix for maps.

### Downtown Area

Within the downtown area we are suggesting four possible sites for consideration with one primary preference.

#### Franklin Street Parking Deck

Our primary suggestion in the downtown area is the ground floor of the Franklin Street Parking Deck, a 294-space, five-level parking deck near the current Farmers Market/ City Market locations at the transportation museum. The prominent and attractive parking deck was recognized with the Award for Architectural Achievement from the International Parking Institute.



The lower level is an all-weather, shaded, well lit, and ventilated area of 30 or more spaces that has no “pass-through” traffic (to disrupt the market) but has a “one entrance in” and “one exit out” arrangement for vehicles and is also easily accessible by pedestrians from Franklin and Donaldson Streets. This would also be easy access for growers and vendors (simply pull in and set up). The parking deck is easily accessible from most areas in downtown including Hay Street and the Transportation Museum/City Market Area. Parking is available upstairs in the deck as well as on side streets in the area. We feel that this site is the most attractive for a “pop-up” market within an existing structure and in the midst of downtown activities and nearby the current farmers market location and the City Market.



In the Cumberland County Working Lands Protection Plan, September, 2010, the first Action Step in Strategy 1.2 – Support the Development of a local agricultural economy states, “Establish a permanent Farmers Market in Fayetteville with the infrastructure to operate year-round and in inclement weather. The Market should include water and power to allow vendors to sell perishable products and be designed and constructed to provide an inviting, comfortable, and convenient experience for shoppers.”

While the parking deck is not specifically set up for a farmers market, it was designed with first floor retail in mind. Power, water, and rest rooms are available in the area and access would need to be addressed with the City. It may also be possible to lease a small office on Donaldson Street or near the deck to serve as the market office and rest room facility.

### **CEED (Center for Economic Empowerment & Development) Site**

This site is near central downtown across Russell Street from the Transportation Museum (and current market location). It currently consists of a one-story building, paved parking area to the east of the building, and a gravel access road and additional parking area to the north. It is about one block south of Russell Street. It is also the site of The proposed CEED Training Center, intended to include; a kitchen incubator, pop-up café, farmers market, community garden, and greenhouse ([www.nccceed.org](http://www.nccceed.org)).



### **Hope VI Project Area**

This site is southeast of South “C” Street and Russell Street and is an abandoned open lot with remnants of buildings foundations and slabs. It has relatively high visibility (fronts two streets, including Russell) but is somewhat removed from the central area of downtown.



## Salvation Army

Another vacant lot exists at the corner of East Russell Street and Alexander Street and is associated with the current Salvation Army building. This is an open, grassed site with no existing building infrastructure or remnant foundations. This has high visibility (on Russell Street) but is somewhat removed from the central downtown area.



Sites like the CEED site, Hope IV, and Salvation Army sites would all require some level of site development and connection to power, water, sewer infrastructure. Other sites like these exist in the city but these are typical of those closer to the collaborative activities in downtown.

## Ramsey Street

A number of sites exist along the highly travelled Ramsey Street corridor that may have potential for a farmers market facility. These include the Jordan Soccer Complex, existing commercial parking lots, and a few commercial lots that may be available for sale or lease. See the Appendix for maps.



Jordan Soccer Complex: This site is very active on Saturdays during the soccer season and is visited by many individuals and families that constitute typical farmers market customers. However, the complex is removed from Ramsey Street by several blocks (not visible from Ramsey) and there would likely be competitive parking considerations when soccer events are being conducted. Additional concerns include ease of access by vendors and dedicated area for the market.





Other concerns, as mentioned, for locating a farmers market along one of a major commercial corridor like Ramsey Street include; difficulty in traffic patterns (stopping, turning, heavy traffic, etc.), visual competition (the wide array of retail signs create a complex and distracting view within which a farmers market would be secondary), available services (water, power, bathrooms), dependable long-term access to a site (lease, sale, etc.), and affordability if purchased or leased.

### **Raeford Road**

Much like Ramsey Street, highly travelled Raeford Road has several potential locations that may accommodate a farmers market; commercial lots available for purchase or lease, existing parking lots, and abandoned/demolished building sites. This corridor also has similar challenges as the Ramsey corridor; difficulty in traffic patterns (stopping, turning, heavy traffic, etc.), visual competition (the wide array of retail signs create a complex and distracting view within which a farmers market would be secondary), available services (water, power, bathrooms), dependable long-term access to a site (lease, sale, etc.), and affordability if purchased or leased. See the Appendix for maps.



## Organization and Management

Management is the most important aspect of any successful effort; including farmers markets. It is difficult for growers to run their farm enterprises and also organize and manage a market. We have researched several markets in the state to include; Rocky Mount, New Bern, and Carrboro and also the North Carolina (NCDA&CS) markets; Piedmont Triad, Southeastern, and Raleigh State Market.

One of the most successful and well-supported local markets continues to be the Carrboro Market and we offer it as a model of good management and operation. The market is located on the 1.7 acre Town Commons (town owned) in Carrboro, North Carolina and operates on Wednesday and Saturdays under open-air structures that are used by the public and for other events when the market is not in operation.

The Carrboro Farmers' Market is a non-profit run by a volunteer Board of Directors that is elected by the general membership. A market manager and special events coordinator support the board and the daily market operations. The market site and structure are a part of the Carrboro Town Commons, owned by the town and operated by the town's Recreation and Parks Department.

Vendors pay an annual membership fee of \$50 and a daily selling fee of \$17/space (\$14/Fall and Winter), and \$10/space on Wednesdays. The market structures are available for rent during times other than the farmers market hours of operation.

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**“THREE VERY IMPORTANT FEATURES MAKE THE CHAPEL HILL/CARRBORO FARMERS' MARKET TRULY A FARMERS' MARKET. THE VENDORS THEMSELVES PRODUCE ALL GOODS SOLD AT THE MARKET. EVERYTHING COMES FROM WITHIN A 50-MILE RADIUS OF CARRBORO, AND YOU WILL ALSO BE TALKING TO AND BUYING FROM THE GROWERS THEMSELVES, AS VENDORS MUST REPRESENT THEIR OWN PRODUCTS.”**  
**KELLY CLARK, CARRBORO FARMERS MARKET**

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The market has 86 current vendors. 82% of these vendors are farmers, and the remaining 18% are comprised of prepared food vendors and crafters. The vendor attendance averages 75 vendors in the spring, 65 in the summer, 42 in the fall, and 25 in the winter. The vendors are all from within 50 miles of Carrboro. Another important feature is the vendors are required to occupy their space for a minimum of 16 weeks during the season.

The Carrboro Farmers' Market reports upwards of 5,000 customers on a mid-summer Saturday and upwards of 1,500 customers for a mid-summer Wednesday market. The draw for customers is regional.

Source [www.carrborofarmersmarket.com](http://www.carrborofarmersmarket.com)

The goal for this Cumberland County market is a self-funded farmers market association that can operate on its own with a long-term location agreement with a government or private landlord with the support of the local community. Given our recommendation of locating the market either on City property or near downtown center on privately owned property, we recommend the following steps toward organization and management of a successful farmers market:

- An advisory committee be immediately organized with the task of creating a new (or re-organizing the current) farmers market association, complete with a board of directors, and securing an agreement with the City of Fayetteville or other appropriate landlord to dependably house the market for an extended period of time (minimum 5 years).

- The advisory committee should be no larger than 8-10 members, and be comprised of representatives of; NC Cooperative Extension Service, City of Fayetteville, Cumberland County, growers (new growers and from existing market), and any pertinent non-profits or individuals.
- In the early stages, we recommend that the advisory committee work in partnership with the City of Fayetteville to hire a part-time market manager. The market manager would be responsible to organize, market, secure funding (grants, sponsorships, memberships, fees, etc.) and grow the market to the point where it can fund management/operations (including the managers salary) on its own.
- The advisory committee would continue to exist until the association board can successfully take responsibility of management and operations of the market. The market manager becomes an employee of the association when appropriate fiscal and management structures are in place. We anticipate this will take 3-5 years. The Advisory Committee may continue to exist to help establish farmers markets in other locations in the county. That role could also be taken on by the farmers market association.
- The goal is a self-funded entity that can operate on its own with a long-term location agreement with a governmental or private landlord and with the support of the local community.



## POTENTIAL FUNDING SOURCES

The recent recession and significant reductions in State and Federal budgets have significantly impacted the availability of funds for supporting farmer's markets. Just a few years ago there were quite a number of grant opportunities available to help support new and existing farmers' markets both through development and implementation. Now it is uncertain from year to year which programs will be funded and for how much. A new Farm Bill has recently been passed and opportunities may return. This section closes with a recent example of successful funding for a farmer's market, which involved diverse and creative funding sources.

Based on our recommendations for a "pop-up" type market in the first few years of operation we are suggesting a modest budget for initial infrastructure and marketing and also for annual management and operations during that time.

Some preliminary budget cost item estimates for such a market include:

### Fixed

- Pop-up tents with logos (possibly optional if in the parking deck) about \$750 each/20 tents: **\$15,000**
- Marketing budget (website = \$2000, advertising = \$1000, "A"-frame signs (2@\$175 each) = \$350, banners (2@\$150 each) = \$300, brochures = \$500): **\$4,150**

### Variable

- Manager Salary = **\$25,000/yr** (full-time) or **\$12,500/yr** (half-time)
- Operations (utilities, cleanup, repairs, maintenance, etc.) = **\$2,500/yr**

In summary, estimated startup fixed costs (with logo tents) approximately **\$20,000-\$25,000** and annual variable costs of **\$15,000-\$30,000** depending on employment schedule of market manager. The manager's salary figure does not include overhead fees (office rent, benefits, administration, etc.).

## Funding Sources

### U.S. Department of Agriculture (USDA) Programs

USDA Farmers Market Promotion Program  
[www.ams.usda.gov/FMPP](http://www.ams.usda.gov/FMPP)

The Farmers Market Promotion Program (FMPP) offers grants to help improve and expand domestic farmers' markets and other direct producer-to-consumer market opportunities. Agricultural cooperatives, producer networks, producer associations, local governments, nonprofit corporations, public benefit corporations, economic development corporations, regional farmers' market authorities and Tribal governments are among those eligible to apply. The maximum amount awarded for any one proposal cannot exceed \$100,000. Over \$9 million in FMPP grants were awarded in fiscal year 2012. There are currently no active grant opportunities available at this time but it is a program that should be monitored.

USDA Community Food Projects Competitive Grants Program  
[www.nifa.usda.gov/fo/communityfoodprojects.cfm?pg=2%22](http://www.nifa.usda.gov/fo/communityfoodprojects.cfm?pg=2%22)

In FY 2014 NIFA's Community Food Projects Competitive Grants Program (CFPGCP) intends to solicit applications and fund three types of grants. The types are entitled (1) Community Food Projects (CFP), (2) Planning Projects (PP) and (3) Training and Technical Assistance (T&TA) Projects. The primary goals of the CFPGCP are to:

- Meet the food needs of low-income individuals through food distribution, community outreach to assist in participation in Federally assisted nutrition programs, or improving access to food as part of a comprehensive service;
- Increase the self-reliance of communities in providing for the food needs of the communities;
- Promote comprehensive responses to local food access, farm, and nutrition issues;
- Meet specific state, local or neighborhood food and agricultural needs including needs relating to: Equipment necessary for the efficient operation of a project; Planning for long-term solutions; or the creation of innovative marketing activities that mutually benefit agricultural producers and low-income consumers.

Maximum grants are \$250,000 and the 2014 application deadline was March 31.

**The Federal-State Marketing Improvement Program**

[www.ams.usda.gov/AMSV1.0/FSMIP](http://www.ams.usda.gov/AMSV1.0/FSMIP)

The Federal-State Marketing Improvement Program (FSMIP) provides matching funds to State Departments of Agriculture, State agricultural experiment stations, and other appropriate State agencies to assist in exploring new market opportunities for U.S. food and agricultural products, and to encourage research and innovation aimed at improving the efficiency and performance of the marketing system. Approximately \$1 million in grant funds were available for fiscal year 2013. Grants typically average about \$50,000 each. In recent years, grants have ranged from \$25,000 to \$135,000.

Proposals must have a strong marketing focus, must involve research, and the primary beneficiaries must be agricultural producers and agri-businesses. Proposals that involve training or education programs must include a research component that tests the effects of the program on the marketing goals. Proposals that address the following objectives are encouraged:

- Creating wealth in rural communities through the development of local and regional food systems and value-added agriculture.
- Developing direct marketing opportunities for producers, or producer groups.
- Assessing challenges and developing methods or practices that could assist local and regional producers in marketing agricultural products that meet the mandates of the Food and Drug Administration's new Food Safety Modernization Act.

Applications must be submitted electronically through [www.grants.gov](http://www.grants.gov). The deadline for submitting FY 2013 applications was May 28, 2013. The FY 2014 program has not been announced due to delays in passing the Farm Bill.

## **North Carolina Funding Sources Related to the MSA**

In November of 1998, the attorneys general of 46 states signed an agreement with four of the nation's largest cigarette manufacturers. This settlement is referred to as the Master Settlement Agreement (MSA). The MSA commits these tobacco manufacturers to pay approximately \$206 billion to the 46 states over the first 25 years of the agreement. Of that, North Carolina's share is estimated to be approximately \$4.6 billion after 25 years. Money from the MSA is sometimes called "Phase I" money.

The NC General Assembly created three different programs to distribute the State's Phase I funds. The Golden LEAF Foundation, a non-profit corporation, receives 50% of the Phase I funds and makes grants for economic development in tobacco dependent communities. The Health and Wellness Trust Fund, a State agency receives, 25% of the Phase I funds and makes grants for health-related programs. The remaining 25% is allocated to the Tobacco Trust Fund Commission (TTFC).

While all of these programs have funded successful projects, none of them have received full funding due to the Legislature diverting funds to other budget categories. It is difficult to determine what amount of funding will be available each year.

### **Golden LEAF Foundation**

[www.goldenleaf.org](http://www.goldenleaf.org)

The purpose of Golden LEAF is to fund projects that promise to bring significant economic improvement to the tobacco-dependent, economically distressed, and/or rural communities of North Carolina. Their Open Grants Program is designed to make it easier for applicants to submit a proposal to Golden LEAF and to make funding opportunities available throughout the year. Eligible applicants are governmental entities and 501 (c)(3) non-profit organizations.

Presenting a project for review will involve a two-step process:

1. Applicants complete a letter of inquiry based on a form from Golden LEAF. The letter of inquiry gathers basic information about the applicant, a brief description of the project and the outcomes expected, and an explanation of how Golden LEAF funds would be used.
2. The Golden LEAF Board of Directors reviews letters of inquiry to determine which projects appear to meet the Foundation's priorities for the Open Grants Program and are likely to be competitive for funding. Applicants with competitive proposals will be invited to submit full proposals for consideration by the Golden LEAF Board. Although an invitation to submit a full proposal indicates interest in learning more about a project, it does not indicate that funds will necessarily be awarded.

The Open Grants Program funded 18 projects in 2014 ranging from \$50,000 to \$200,000. None were for farmer's markets but one project supported the development of a livestock facility in Alamance County. Proposals need to show how jobs will be created.

## **North Carolina Tobacco Trust Fund Commission**

[www.tobaccotrustfund.org](http://www.tobaccotrustfund.org)

The Tobacco Trust Fund Commission was created to assist tobacco farmers, tobacco quota holders, persons engaged in tobacco-related businesses, individuals displaced from tobacco-related employment, and tobacco product component businesses in the State due to the adverse effects of the MSA. In 2013, the North Carolina General Assembly authorized the Commission to disburse up to \$2 million in grant funding for 2014. The application deadline for 2014 projects was March 5, 2014.

Each year, projects are funded based on the availability of funds and how effectively the stated grant criteria are met. Projects must benefit and impact one or more of these areas:

- A population that is tobacco-dependent at the manufacturing level and/or farm level and is experiencing economic distress.
- A population that has been adversely affected by changes in the state's tobacco industry
- A population that derives most of its income from agriculture

For 2014, the Commission established the following funding priorities:

- Community Economic Development
- Development of Natural Resources
- Diversification Initiatives
- Increasing Farm Profitability
- Skill and Resource Development

In 2013, the Commission funded farmer's market projects in Bladenboro (\$48,500) and Kinston (\$42,000). In 2012 and 2013 they gave two grants totaling \$400,000 to help build the Vance County Farmers Market in Henderson. An on line application and guidelines are available on their website. Contact William Upchurch or Jeff Jennings at 919-733-2160 to discuss your project to make sure it is a good fit.

## **Rural Advancement Foundation International (RAFI) Tobacco Communities Reinvestment Fund**

[www.rafusa.org/programs/tobacco/tobacco.html](http://www.rafusa.org/programs/tobacco/tobacco.html)

In 1997, RAFI-USA created a cost-share grant program to help farmers replace lost tobacco income by putting their own ideas to work. The Tobacco Communities Reinvestment Fund (TCRF) program began as a four-county pilot and has expanded with support from the NC Tobacco Trust Fund Commission to serve all 100 counties in the state.

In 2013, TCRF awarded \$180,000 in grants to independent family farmers and collaborative farmer projects in North Carolina. Taylor Williams with Moore County extension received a grant to assist Sustainable Sandhills and growers in Lee, Moore, and Richmond County to market produce to institutions that are currently under-served by local foods. The application process for 2015 grants will start in August of 2014. It is anticipated that there will be \$10,000 grants available for collaborative farmer projects.

## North Carolina Funding Sources Not Related to the MSA

### NC Agricultural Development and Farmland Preservation Trust Fund

[www.ncadfp.org](http://www.ncadfp.org)

In 2005 the General Assembly established the NC Agricultural Development and Farmland Preservation Trust Fund to support the farming, forestry, and horticulture communities within the agriculture industry by:

- Supporting the purchase of agricultural conservation easements (on farm, forest, and horticulture lands), including transaction costs.
- Funding Public and private enterprise programs that will promote profitable and sustainable family farms through assistance to farmers in developing and implementing plans for the production of food, fiber, and value-added products, agritourism activities, marketing and sales of agricultural products produced on the farm, and other agriculturally related business activities.
- Funding conservation agreements (on farm, forest, and horticulture lands) targeted at the active production of food, fiber and other agricultural products.

It appears they have only funded one farmer's market in their history, Vance County. The current grant cycle is closed. Information on the next cycle will be available in June 2014.

### Community Transformation Grant

[www.yourhealthiswealth.org](http://www.yourhealthiswealth.org)

The Community Transformation Grant Project (CTG), is a state funded initiative designed to promote tobacco free living, active living, and healthy eating among the residents of Region 6 which encompasses Anson, Cumberland, Harnett, Hoke, Lee, Montgomery, Moore, Randolph, Richmond and Scotland Counties. The 5-year grant from the North Carolina Division of Public Health targets the economic, social and physical root causes of chronic disease. Intended as a collaborative, community driven effort, CTG calls on counties to implement prevention strategies proven to have a positive impact on health and disparities with a focus on:

- Enhancing existing and creating new farmers markets
- Increasing physical activity through joint use agreements with community entities such as schools, parks, recreational facilities, and churches
- Increasing physical activity through comprehensive planning with health considerations to include sidewalk construction, bicycle lanes, pedestrian paths, and greenways
- Increasing tobacco-free environments in workplaces and colleges
- Creating smoke free environments in multi-unit housing
- Engaging disparate populations in advocacy efforts
- Building clinical and community linkages

Contact them at 910-997-8327 to discuss collaboration.

## **Z. Smith Reynolds Foundation**

[www.zsr.org](http://www.zsr.org)

The Z. Smith Reynolds Foundation (ZSR) is a 76-year-old private foundation based in Winston-Salem, North Carolina committed to improving the quality of life of all North Carolinians. ZSR invests in statewide, regional and community-based organizations that are dedicated to building an inclusive, sustainable and vibrant State. One of their focus areas is Community Economic Development. They seek to strengthen equitable and inclusive local and regional economic efforts designed to increase access to economic markets, build community wealth, and foster collaboration. ZSR has a particular interest in the green economy, sustainable agriculture, community-based enterprises and initiatives that foster place-based, comprehensive strategies that enable income generation, savings, and wealth opportunities.

ZSR categorizes grants by size and type of use. Requests of up to \$35,000 per year for up to two years are referred to as small grant requests, utilizing a streamlined grant application. All other requests are referred to as strategic grant requests. General Operating Support grants provide unrestricted funds for the organization's overall budget. Project Support grant funds are earmarked for a particular activity or project within the organization. Charitable, tax exempt, 501 (c)(3) organizations and government entities are eligible. They rarely fund capital projects like land, building construction or equipment. Their fall grant cycle deadline is August 1, 2014.

## **Conservation Fund's Resourceful Communities Program**

[www.resourcefulcommunities.org](http://www.resourcefulcommunities.org)

The Conservation Fund's Creating New Economies Fund (CNEF) small grant program supports innovative triple bottom line (economic, environmental, and social impact) projects, providing communities with resources to address multiple issues simultaneously. Grants average \$8,000 to \$12,000, with the maximum award of \$15,000.

Resourceful Communities partners (non profits and municipalities) are eligible to apply. To become a partner, an organization is required to attend a technical assistance session prior to submitting a proposal. Technical assistance sessions have been completed for the upcoming cycle. Sign up for e-updates, which include information about upcoming grant cycles. Email [dpratt@conservationfund.org](mailto:dpratt@conservationfund.org) to sign up.

## **A Recent Example of Successful Funding**

The Earthwise Company worked with Vance County to develop a feasibility study for a farmer's market in Henderson, NC. The local committee was relatively unified in their approach, which resulted in a clear location and plan. They were able to use the plan to galvanize the State and County and local businesses to support the land purchase, building construction, and staff. Funding sources include:

- Tobacco Trust Fund Commission – two grants totaling \$400,000
- NC Agricultural Development and Farmland Preservation Trust Fund - \$100,000
- Local Farm Bureau – Purchased and donated land and gave \$50,000
- 18 local businesses paid \$1500 each to sponsor a roll-up door - \$27,000
- Community Transformation Grant - \$8,000
- County will hire and manage a part-time market manager
- Additional donations of landscaping and site improvements are anticipated

## Sponsorships

In addition to grants, vendor membership dues and stall fees, sponsorships are another source of support that should be considered in the process of building a sound financial base for the market. Again, we reference the Carrboro Farmers Market and their sponsorship program. See the following from their website at:

[www.carrborofarmersmarket.com](http://www.carrborofarmersmarket.com)

### *Carrboro Farmers Market Sponsorship Opportunities*

*Carrboro Farmers Market sponsors benefit from regular exposure to a local customer base and additional exposure through media outlets and marketing. We have multiple sponsorship levels listed below. Please read through this information and consider being a Tomato Sponsor for the 2012 market season. We also have additional presenting sponsor levels not listed below. Please let us know if interested.*

#### *\$3,000 Big Beef Sustainer*

- *Collaboration on two on-site market events during “peak” season (April-October) offering exposure to an average of 3,500 customers each Saturday*
- *Logo and website link inclusion on market website sponsor page*
- *Logo and website link inclusion in market e-newsletter*
- *Logo and website link through CFM’s facebook page reaching over 2,000 fans*
- *Logo inclusion in print marketing materials*
- *Name recognition on all press releases*
- *Logo represented weekly at market*

#### *\$1,500 Silver Roma Sustainer*

- *Collaboration on one on-site market events during “peak” season (April-October) offering exposure to an average of 3,500 customers each Saturday*
- *Logo and website link inclusion on market website sponsor page*
- *Logo and website link inclusion in market e-newsletter*
- *Logo and website link through CFM’s facebook page reaching over 2,000 fans*
- *Logo inclusion in print marketing materials*
- *Name recognition on all press releases*
- *Logo represented weekly at market*

#### *\$500 Sungold Sustainer*

- *Collaboration on one on-site market event during non-peak season (November-March) or Wednesday market reaching an average of 1,500 customers*
- *Logo and website link inclusion on market website sponsor page*
- *Logo and link inclusion in market e-newsletter*
- *Logo and website link through CFM’s facebook page reaching over 2,000 fans*
- *Name inclusion in event press releases and marketing materials*
- *Logo represented for one month at market*

*We would like these sponsorships to be mutually beneficial, and can discuss tailoring these benefits to meet your businesses’ marketing needs. Sponsorships for individual events, specific market print materials, etc. may also be available.*

## SUMMARY

We firmly believe that, given the interest and passion shared during our meetings and interviews and the grower base and market we observed that a robust and successful farmers market is feasible in Cumberland County. The challenge is simply one of management and commitment. The keys to success are:

- 1) locating the market in a vibrant place with easy access by growers and patrons;
- 2) a supportive long-term commitment by a landlord;
- 3) a properly marketed and managed association that is attractive to the growers and beneficial to the public.



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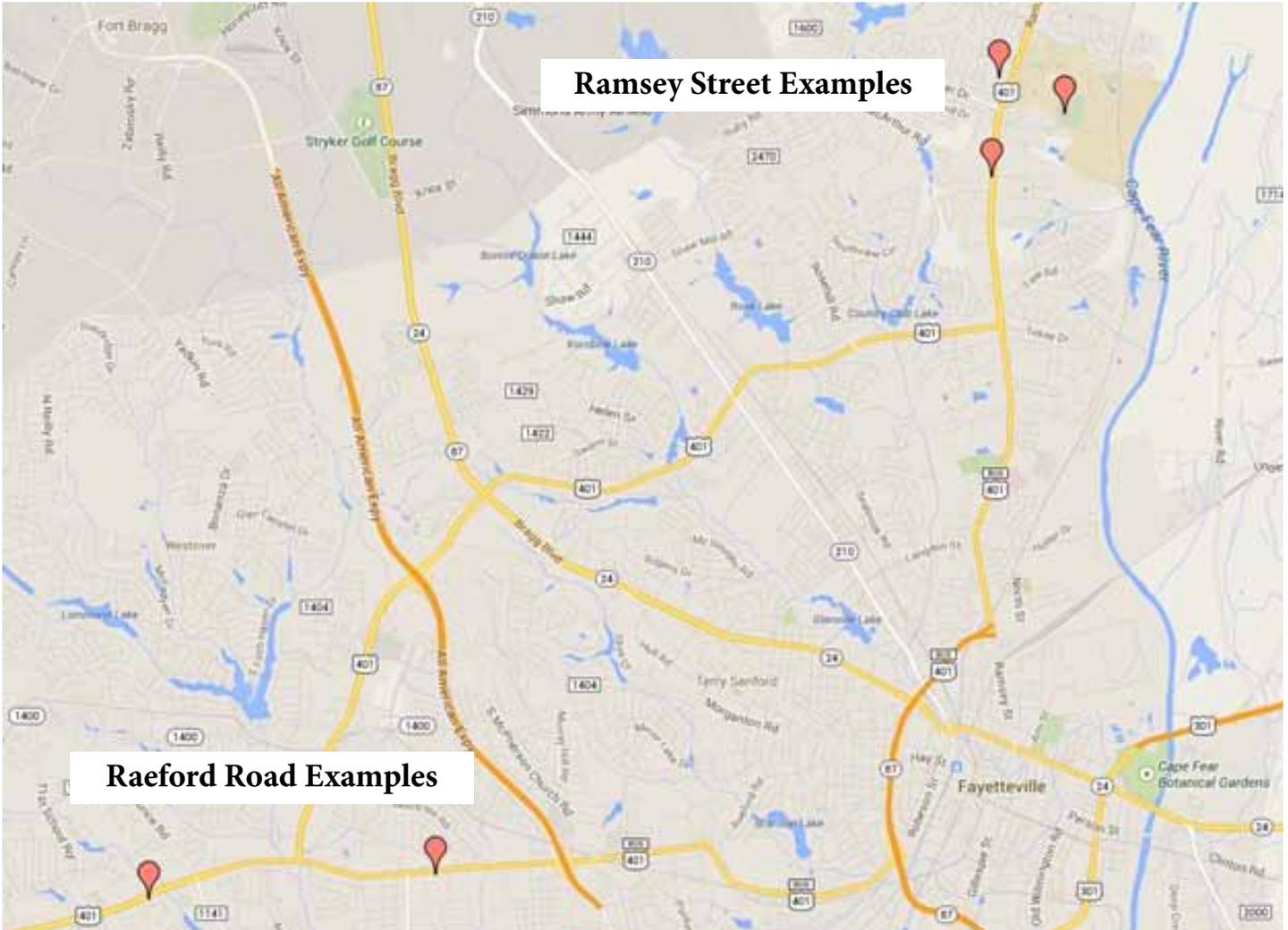
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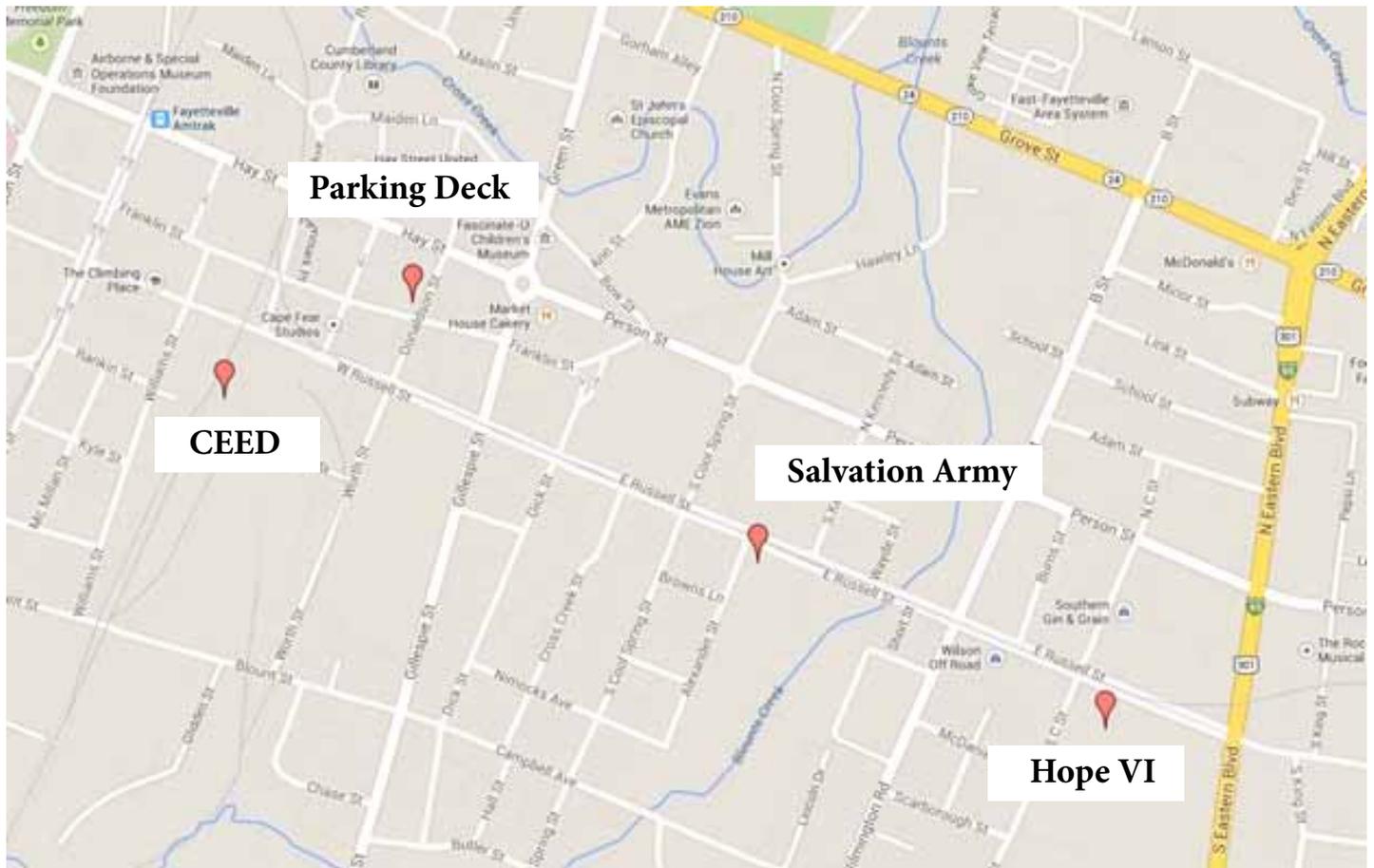
# APPENDIX

## Example Locations: Ramsey Street and Raeford Road



# APPENDIX

## Example Locations: Downtown Fayetteville



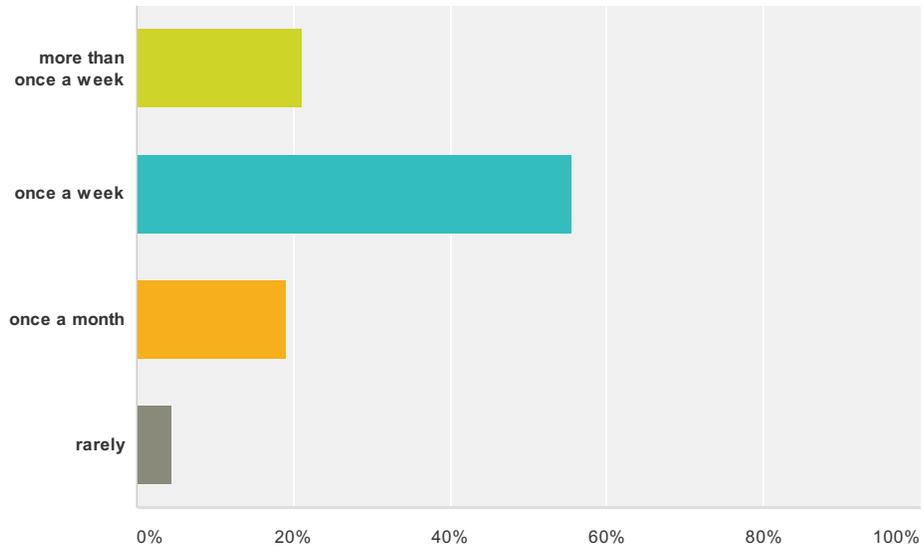
# APPENDIX

## Public Survey

### Cumberland County Farmers Market Survey

#### Q1 If a new farmers market was located in Cumberland County, how often would you visit to purchase items?

Answered: 725 Skipped: 3

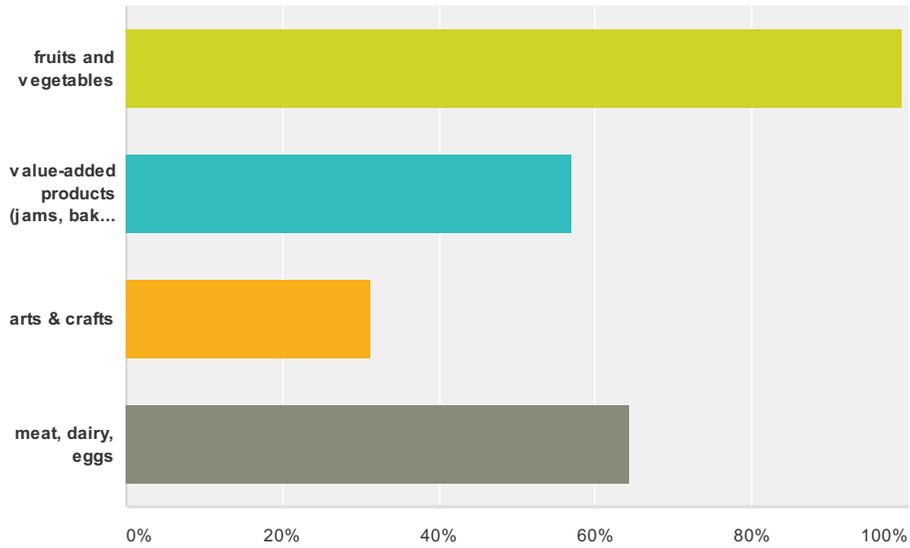


Answer Choices	Responses	Count
more than once a week	21.10%	153
once a week	55.45%	402
once a month	19.03%	138
rarely	4.41%	32
<b>Total</b>		<b>725</b>

Cumberland County Farmers Market Survey

**Q2 Check products you would be most interested in buying (you may choose more than one):**

Answered: 725 Skipped: 3

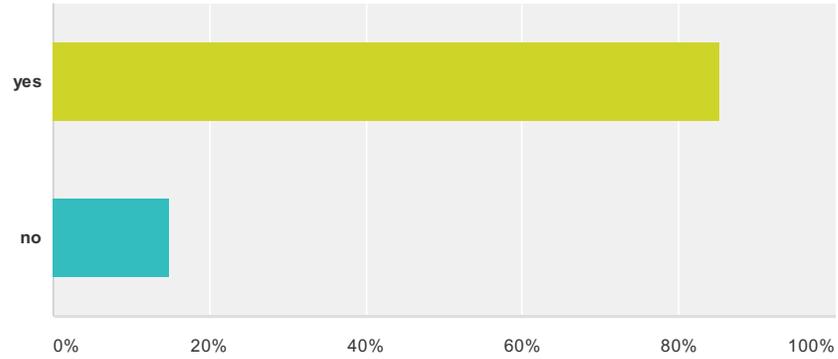


Answer Choices	Responses
fruits and vegetables	99.17% 719
value-added products (jams, baked goods, canned goods, etc.)	56.97% 413
arts & crafts	31.17% 226
meat, dairy, eggs	64.28% 466
<b>Total Respondents: 725</b>	

Cumberland County Farmers Market Survey

**Q3 Would you attend other events at the facility (meetings, concerts, festivals)?**

Answered: 718 Skipped: 10

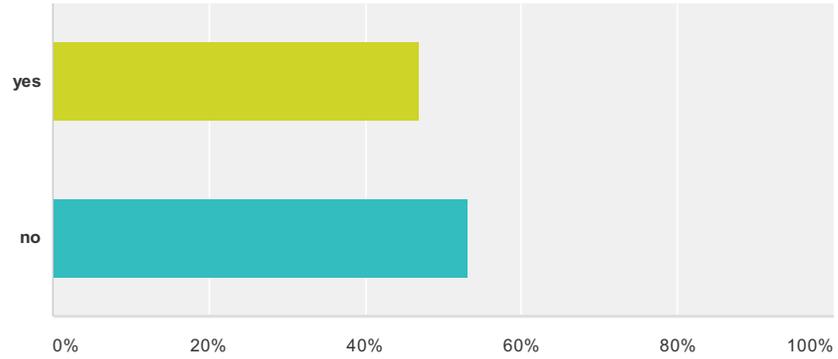


Answer Choices	Responses	
yes	85.24%	612
no	14.76%	106
<b>Total</b>		<b>718</b>

Cumberland County Farmers Market Survey

**Q4 Would you consider renting the facility for an event if it was available to the public?**

Answered: 709 Skipped: 19

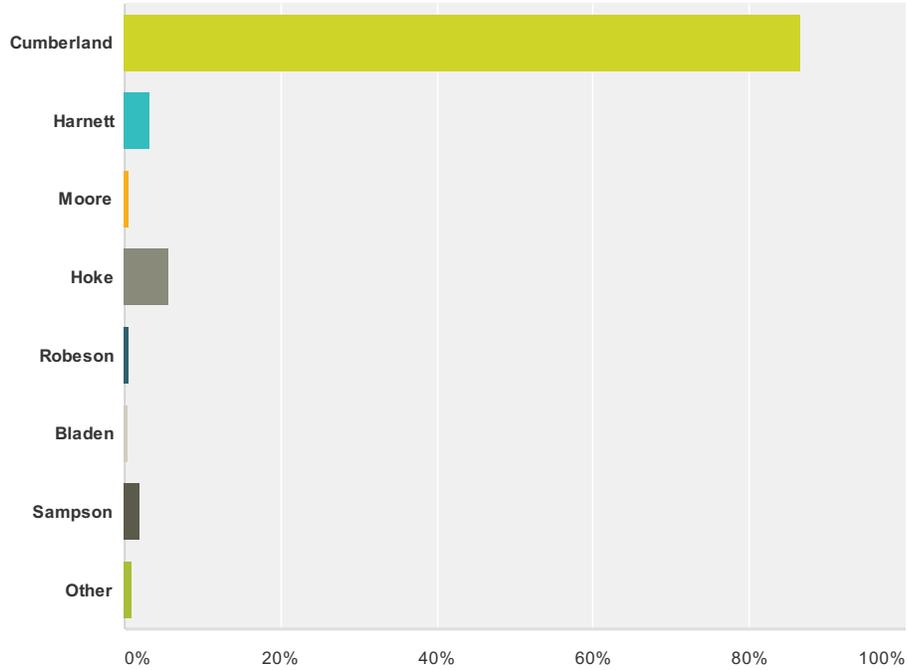


Answer Choices	Responses	
yes	46.83%	332
no	53.17%	377
<b>Total</b>		<b>709</b>

## Cumberland County Farmers Market Survey

### Q5 In what county do you live?

Answered: 723 Skipped: 5

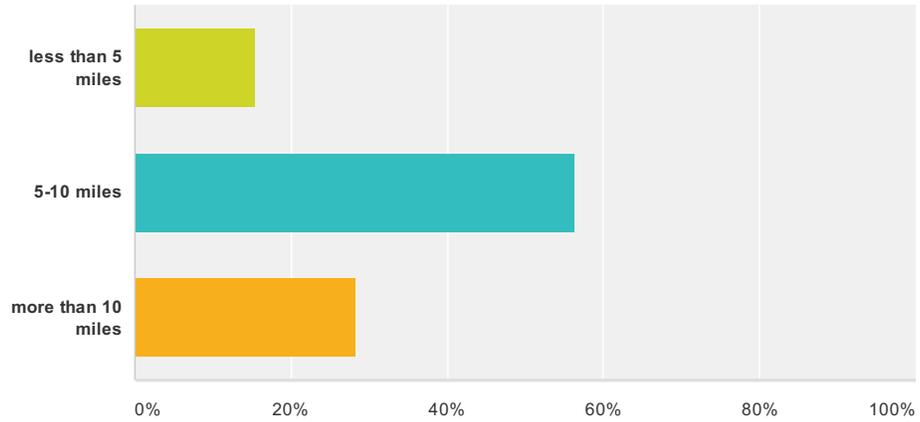


Answer Choices	Responses	
Cumberland	86.58%	626
Harnett	3.18%	23
Moore	0.69%	5
Hoke	5.53%	40
Robeson	0.69%	5
Bladen	0.41%	3
Sampson	1.94%	14
Other	0.97%	7
<b>Total</b>		<b>723</b>

Cumberland County Farmers Market Survey

**Q6 How far would you be willing to travel to visit the market?**

Answered: 720 Skipped: 8

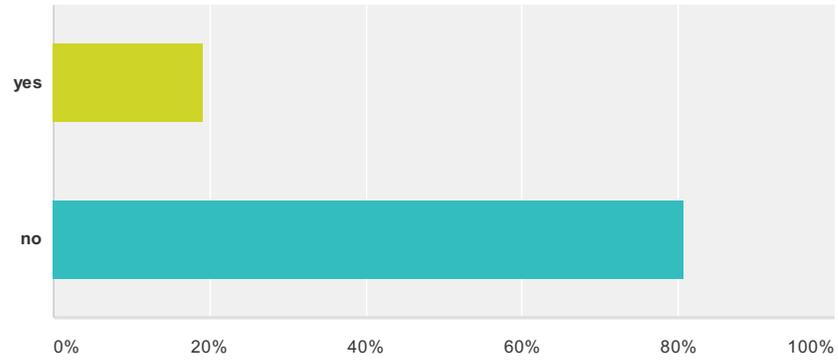


Answer Choices	Responses	
less than 5 miles	15.42%	111
5-10 miles	56.39%	406
more than 10 miles	28.19%	203
<b>Total</b>		<b>720</b>

Cumberland County Farmers Market Survey

**Q7 Are you interested in selling products at the market?**

Answered: 719 Skipped: 9

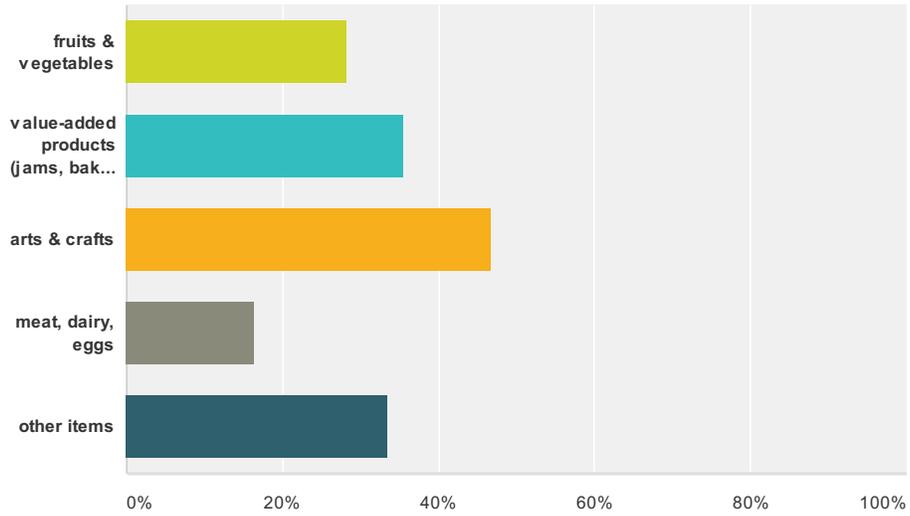


Answer Choices	Responses	
yes	19.19%	138
no	80.81%	581
<b>Total</b>		<b>719</b>

Cumberland County Farmers Market Survey

**Q8 If so, what products would you be interested in selling (you may choose more than one)?**

Answered: 152 Skipped: 576

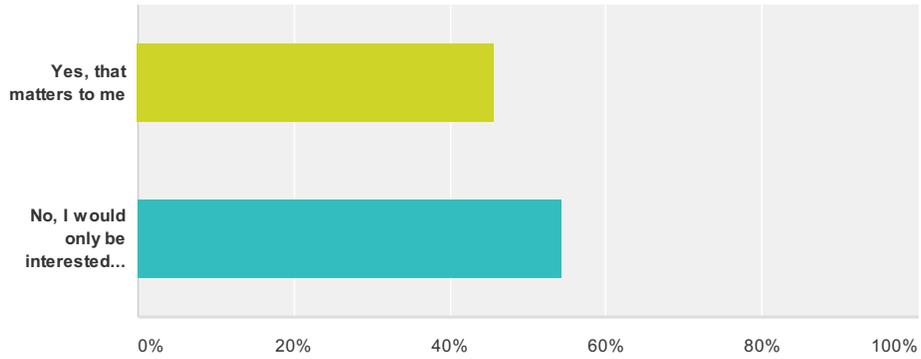


Answer Choices	Responses
fruits & vegetables	28.29% 43
value-added products (jams, baked goods, canned goods, etc.)	35.53% 54
arts & crafts	46.71% 71
meat, dairy, eggs	16.45% 25
other items	33.55% 51
<b>Total Respondents: 152</b>	

Cumberland County Farmers Market Survey

**Q9 Would you be more likely to visit the market if it was near other attractions?**

Answered: 706 Skipped: 22

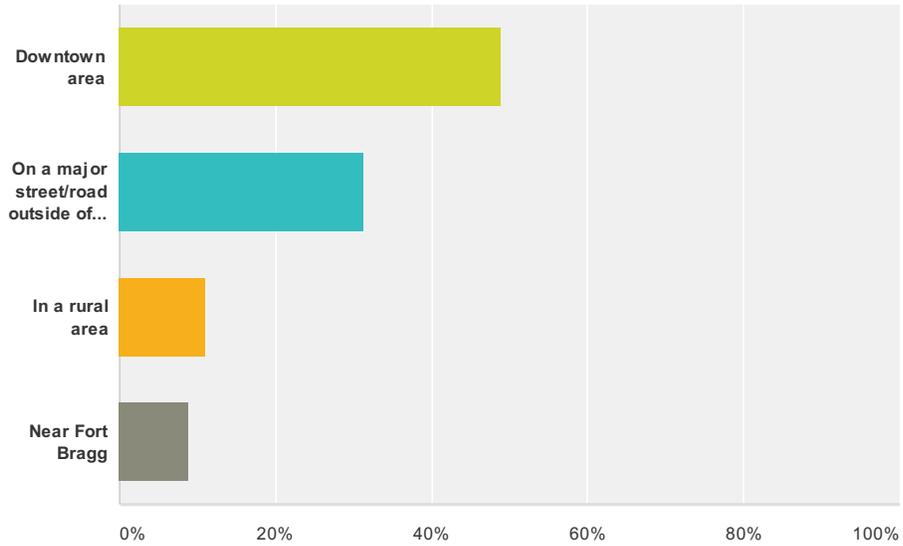


Answer Choices	Responses	Count
Yes, that matters to me	45.61%	322
No, I would only be interested in visiting the market	54.39%	384
<b>Total</b>		<b>706</b>

Cumberland County Farmers Market Survey

**Q10 Which is your preferred general location for the market?**

Answered: 722 Skipped: 6



Answer Choices	Responses
Downtown area	48.89% 353
On a major street/road outside of downtown	31.30% 226
In a rural area	10.94% 79
Near Fort Bragg	8.86% 64
<b>Total</b>	<b>722</b>