



Shingle Springs/Cameron Park  
Certified Farmers' Market  
Feasibility Study

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## Introduction

On December 2, 2008, the County of El Dorado engaged the consulting services of the Southland Farmers' Market Association, Inc. to conduct a feasibility study to assess the likelihood that the County could successfully developed a certified farmers' market in the Shingle Springs/Cameron Park area. Southland has successfully developed certified farmers' markets in California for nearly thirty years and has prepared numerous feasibility studies for many California cities and nonprofit organizations.

On January 5, 2009, Southland Farmers' Market Association Executive Director Howell Tumlin met with Joyce Aldrich and Sharon Guth of El Dorado County's Department of Housing, Community & Economic Development. The purpose of this meeting was to review the general scope of the certified farmers' market feasibility study. The County staff reviewed the history of efforts to establish a successful certified farmers' market in the Shingle Springs/Cameron Park area. They identified stakeholders and suggested possible locations for a certified farmers' market. They also discussed the interest of the County in supporting a farmers' market in these communities and the benefits that the County hoped a certified farmers' market would provide the residents of Shingle Springs/Cameron Park.

At the County's suggestion, Southland contacted the Shingle Springs-Cameron Park Chamber of Commerce to discuss the need for a certified farmers' market in the community. On May 2009, Southland met with Shingle Springs-Cameron Park Chamber of Commerce President Judy Mathat. We discussed the history of certified farmers' markets in Cameron Park and recent attempts to develop a farmers' market in the Burke Junction and nearby areas.

On June 2009, Southland interviewed Jim Coalwell of the El Dorado County Certified Farmers' Market Association and surveyed opening day of the Burke Junction Certified Farmers' Market. Later the same day, we met with Maryanne Argyres, past president of Apple Hill, who described the history of the development of certified farmers' markets in El Dorado County. Later that month, we met with Shawna Purvines, Senior Planner of El Dorado County Development Services to review our progress in preparing this study. On July 18, 2009, Southland visited Placerville Certified Farmers' Market to speak with market managers, growers and vendors currently participating in local certified farmers' markets. Finally, Southland staff visited the Shingle Springs/Cameron Park area for two

days of site inspections in August. We are grateful to everyone who volunteered their time and experience to assist Southland in the preparation of this report.

### Varieties of Certified Farmers' Markets

Certified farmers' markets in California have been organized to serve a variety of purposes. Originally, certified farmers' markets were simply street corners where local farmers could sell their agricultural products directly to consumers. The success of early certified farmers' markets lead many communities to organizing certified farmers' markets to provide the benefit of farm fresh, locally grown fruits and vegetables to their residents. Over time, many farmers' markets offered room in the market to vendors who could offer a variety of non-agricultural products and services to consumers. Certified farmers' markets invited dieticians to teach nutrition education and offer cooking demonstrations to promote better eating and healthier lifestyles. It became common for farmers' markets to offer prepared foods, bakery goods and local crafts as well as fruits and vegetables. A few certified farmers' markets become public markets which could a whole variety of nontraditional goods such as prepackaged foods, roasted coffee, imported goods, clothing, jewelry, kiddy rides, entertainment and even outdoor dining.

### Purposes of Certified Farmers' Markets

It is important for an organization to decide what purposes are served by the certified farmers' market that it wishes to develop. Early in the planning process, an organization should define what it will expect of the certified farmers' market and how it will measure the success of the market in meeting these expectations.

The purpose of a traditional certified farmers' market is to provide a means for California growers to sell the fruits and vegetables they grow directly to consumers. The simplest method of assessing the success of a traditional farmers' market is to periodically survey customers at the market and determine how satisfied they are with the variety and quality of the produce offered by the market.

Some organizations expect the certified farmers' market to play an educational role in promoting better eating habits and improving the health of the community. For these organizations, the success of the market is measured by assessing the number of consumers who receive the health education information provided at the market or the number who report an positive improvement in their eating habits.

Some organizations want a certified farmers market to foster a greater sense of community in a neighborhood or city. These farmers' markets serve as popular public gathering places where people enjoy meeting other people just as much as shopping for fresh groceries. The measure of success for these markets is usually based on customer surveys to determine how enjoyable they find experience of the market and what other products, services or events would make the market more attractive and pleasant venue for the entire family. Where the objective of the market is help create a greater sense of community, certified farmers' markets often include prepared foods, entertainment, crafts and amusements for children.

Recently, certified farmers' markets have become popular with some governmental agencies and business associations as a means of encouraging people to shop in existing commercial or retail areas. The purpose of these certified farmers' markets is largely to attract more people in the form of "foot traffic" to existing retail businesses. The measure of success of these markets is based on the number of new customers attracted to the existing stores and restaurants in the area, and the local businesses satisfaction with the market.

Finally, certified farmers' markets are sometimes used as fundraising vehicles to generate support other programs in the community. A local chamber of commerce might operate a certified farmers' market as a way to supplement the chamber's budget. Supporters of local schools sometimes develop certified farmers' markets to raise money for a school programs. The success of these markets is most often measured by surplus that the market generates to support other projects or programs.

As one can see, certified farmers' markets can serve many and varied purposes. It is therefore imperative to decide and communicate what benefits are expected of a certified farmers' market

Southland interviewed County staff and community stakeholders about their expectations of a certified farmers' market in the Shingle Springs/Cameron Park area. We received a variety of responses, but two expectations stood out in all of our discussions.

Everyone we spoke with mentioned how important it was that any new certified farmers' market in this community be self-sustaining and financially viable. There was a commonly

expressed concern that prior efforts to establish a market in this area had not been financially successful.

The second expectation mentioned in our interviews was the desire for the certified farmers' market to enhance the sense of community in the Shingle Springs-Cameron Park area. There is a strong desire for the market to be a vibrant, well attended public market with prepared foods, locally made crafts, musical entertainment, special events, nutritional education, cooking demonstrations, activities for children and other festival attractions.

Given these expectations, Southland would suggest that the County define the purpose of the Shingle Springs/Cameron Park Certified Farmers' Market as an enduring community market that is 1) committed and capable of generating the revenues necessary to sustain and grow the market and 2) designed as a public market or weekly festival that includes a certified farmers' market as well as prepared foods, local crafts, educational services and entertainment that would appeal to the entire family.

### Financially Viable Certified Farmers' Markets

Farmers' markets earn their revenues from stall fees charged growers and vendors for the opportunity to participate in the market. The financial success of a certified farmers' market is based on the number of growers and vendors at the market each week.

Certified farmers' markets can be categorized by the number of growers and vendors at the market each week: Southland employs five categories of certified farmers' markets: 1) "micro" farmers' markets with usually 4 - 12 growers or vendors, 2) "modest" farmers' markets of 13 - 24 growers or vendors, 3) "medium" farmers' markets with 25 - 40 growers or vendors, 4) "major" farmers' markets of 41 - 90 growers or vendors, and 5) "mammoth" farmers' markets of more than 90 growers or vendors.

#### a. "Micro" Markets.

Micro farmers' markets are small markets with no more than a dozen growers and vendors. They are usually managed by a volunteer or a grower at the market. Markets this small are not financially viable. They often rely on a sponsoring organization to provide a subsidy or additional financial assistance to operate. A market with as few as 4 - 12 growers and vendors has little or no marketing program.

### **b. “Modest” Markets**

A “modest” certified farmers’ market can have as many as two dozen growers or vendors. A market of this size can pay for its direct expenses and is often managed by a part-time market manager. Such markets are usually, but not always, a member of a certified farmers’ market association that provides important administrative and accounting support for the market. Rarely do markets of this size have the means to engage in more than the simplest marketing efforts. Advertising is generally too expensive for a market of this small size to afford.

### **c. “Medium” Markets**

A medium-sized certified farmers’ market is one with 25 – 40 growers and vendors. A market of this size can normally afford to hire a full-time manager. The market may belong to a larger certified farmers’ market association, but is capable to providing its own administrative and accounting support. More importantly, a medium-sized market can afford a marketing effort that would include regular advertising in local publications, off-site signage, street banners, holding special press events, mass mailings and similar promotions.

### **d. “Major” Market**

A major certified farmers’ market is one with 41 – 80 growers and vendors. Such markets are frequently managed by a team of full-time market managers and several assistants. Markets of this size often have well designed marketing, promotion and educational programs. Markets this large are most often sponsored by cities or other government entities that have assigned full-time staff to operate and promote the farmers’ market. Major markets have the means to attract grants and other sources of funding to assist in their outreach programs.

### **e. “Mammoth” Markets**

Mammoth farmers’ markets have more than 90 growers or vendors and often are regional markets. Mammoth farmers’ markets differ from major markets in that they often rely a good deal on supplying restaurants and other wholesale purchases for a

sizable portion of their sales. There are approximately 6 markets of this size in California and all are located in major metropolitan areas.

Southland recommends that the requirements for developing a certified farmers' market in the Shingle Springs/Cameron Park area include a design for a medium-sized farmers' market with 25 to 40 participating growers or vendors. This size market offers the greatest likelihood that the market will be financially viable.

### **Feasibility Study Methodology**

Southland uses four factors to evaluate the ability of a community to support a certified farmers' market and the ability of the market organizer to fund, locate and manage a successful certified farmers' market in a given community. The four factors are: 1) the size and relative family income of the community, 2) the adequacy of an organizer's funding to launch and sustain a farmers' market, 3) the suitability of the proposed sites for a market, and finally, 4) the experience of the market management.

### **Size and Income of the Community**

Southland assesses the ability of a community to support a certified farmers' market by considering the size and relative family income of the community.

#### **a. Community Size**

One important consideration in deciding whether to a certified farmers' market is likely to be successful is the size of the community the a certified farmers' market will serve. Southland's experience has been that you need a community of around 25,000 people to have a large enough customer base to support a medium-sized certified farmers' market.

The following chart lists the July 2007 population data four communities surveyed in this report.

<b><u>Community</u></b>	<b><u>Population</u></b>
Cameron Park	16,266
Shingle Springs	2,955
El Dorado Hills	20,143
Placerville	9,994

Source: City-Data.com

The Shingle Springs/Cameron Park community is somewhat smaller than those that have proven capable of supporting a medium-sized farmers' market. This suggests that it will be a challenge to develop a medium-size certified farmers' market in the Shingle Spring/Cameron Park area. We would recommend that the market organizer can effectively offset this disadvantage with an effective marketing and promotional campaign to build a sufficient customer base for the market.

**c. Median Household Incomes**

Southland examines relative median family income as a means of determining a community's ability to support a certified farmers' market. In our experience, communities with greater than average family incomes for the State of California are capable of supporting and sustaining a medium-sized certified farmers' market.



The following chart lists the median household and per capita incomes of the communities used as comparisons in this study.

<u>Community</u>	<u>Median household income</u>	<u>Per capita income</u>
Cameron Park	\$74,404	\$34,541
Shingle Springs	\$68,696	\$33,399
El Dorado Hills	\$116,551	\$52,101
Placerville	\$45,449	\$24,797

Source: City-Data.com

In July 2007, the median family income in California was \$59,948 and the per capital income was \$28,678. As the chart indicates, the median family income for the Shingle Springs/Cameron Park communities is greater than the median income for all California families. This suggests that financial capability will not be a barrier to the success of a certified farmers’ market in the Shingle Springs/Cameron Park area.

### Market Funding and Support

Successful certified farmers’ markets require an investment in planning, marketing and promotions for at least six-months prior to the opening day of the market. Southland advises potential market operators that they should be prepared to spend \$30,000 to \$45,000 to develop a successful market.

Most certified farmers’ markets fail in their first year because they are undercapitalized. Market operators often underestimate the cost of personnel, insurance, permits and licenses, and marketing costs of opening a successful market. Even after a market is successful launched, market operators are too often unprepared for the market to take as long as two years to pay for all of the market’s operating costs.

The County should require that perspective market operators have the means to fund the market’s development costs and to support the market’s operational shortfall for the first two years of operation.

## Proposed Market Sites

The Shingle Springs-Cameron Park Chamber of Commerce provided six potentially attractive sites for a certified farmers' market in the community. These locations were: 1) the Burke Junction Shopping Center's parking lot, 2) the Red Hawk Casino's parking structure and entrance, 3) the intersection of US Route 50 and Shingle Springs Drive, 4) the Cameron Park Community Center's parking lot, 5) the Green Valley Shopping Center's parking lot and 6) the Community Service District's skate park parking area near Cambridge Road and Bass Lake Road.

Southland uses six criteria to evaluate the suitability of a potential market site. The criteria are: a) the physical condition of the site, b) visibility and public access, c) parking, d) existing foot traffic, e) public safety, and f) local business and community support for a market at these locations.

a) Physical Condition. Southland conducted on-site inspections of each location and found the following:

1) The Burke Junction site is a paved parking lot adjacent to the shopping center. The parking lot is sufficiently large and open to accommodate a medium- to large-size certified farmers' market and still allow room for future growth. The parking lot is paved and appears to have adequate drainage. There is currently a modest sized farmers' market operating on this location on Wednesday mornings. The market management informed us that the shopping center management has provided the market with access to restroom or hot water facilities, as required by the Health Services Department.

2) The Red Hawk Casino has a several areas in and near the entrance of its parking structure that would provide a suitable site for a certified farmers' market. The site has proper drainage and is well maintained. It would be necessary to secure access to restroom and hot water facilities from the Casino to satisfy Health Services Department requirements. Assuming that this could be done, this would be a suitable physical site for a certified farmers' market.

3) The southwestern portion of the intersection of US Route 50 and Shingle Springs Drive is broad, grassy area south of the highway. This area is not paved or improved, and is therefore not unsuitable in its present condition as a site for a certified farmers' market.

While it is legally permissible to locate a certified farmers' market on bare ground, grass or gravel surfaces, experience as shown that these surfaces generate considerable problems for farmers' markets. The Health Services Department does not want food preparation on-site under such conditions. Consumers who use shopping baskets or baby strollers in the market are inconvenienced with grass or gravel covered market sites. Markets located on grass or open land must too often contend with dust on windy, dry days and muddy conditions during inclement weather. For all of these reasons, Southland does not recommend that markets be placed on open land, grass lawns or gravel parking lots for long-term use by certified farmers' markets. Unless a considerable investment was made to pave and improve the area of the open grassland at the intersection of US Route 50 and Single Springs Drive, it is our view that this location not to be suitable for a certified farmers' market.

4) The Cameron Park Community Center parking lot is located between the Community Center building and the Cameron Park Library. This parking area is well suited for a modest farmers' market as it is nicely enclosed and separated from adjacent parking areas. The parking area, however, is not large enough for a medium-sized certified farmers' market and still allow for parking by use by customers at the location. There appears to be good drainage at the site. The required restroom facilities are available in the adjoining community center building.

5) The Green Valley Shopping Center, like the Burke Junction location, has a paved parking lot that is large enough for a medium or major-sized certified farmers' market. The drainage on the site appears adequate, and it would likely meet all DHS requirements if the shopping center management would allow the market use of its restroom facilities.

6) The Community Services District skate park location has a paved parking lot for visitors to the Christa McAuliffe Park. The location is large enough for a modest certified farmers' market, but does not have enough room for a medium-sized market and still offer sufficient parking to market shoppers. The site has adequate drainage and access to restroom facilities on site.

Conclusion: The Burke Junction, Red Hawk Casino and Green Valley Shopping Centers are excellent physical locations for a medium-sized certified farmers' market. The Community Center and Skate Park locations are suitable for a modest farmers' market, but not a farmers' market larger than 24 growers or vendors. The Route 50 intersection at Shingle Springs Road is not a suitable site for a certified farmers' market.

*b) Visibility and Public Access* Certified farmers' markets should ideally be located where they can be easily seen from major traffic thoroughfares in the area. The principle highway in the Shingle Springs/Cameron Park communities is US Route 50. Of the six sites reviewed for this report, only the US Route 50 and Shingle Springs Drive intersection is truly visible from this highway. The Skate Park location could possibly be seen from Route 50 but it would be difficult for anyone not familiar with the area to find their way to this location. The Green Valley Shopping Center and the Burke Junction Shopping Center locations are visible to customers at shopping centers, but neither of these locations is visible from US Route 50. The Community Center is located in a residential area and is not visible from any major highway. The Red Hawk Casino market location is visible only to those people who are visiting the casino.

Conclusion: A site visible to traffic traveling on US Route 50 would be the best location for a certified farmers' market in the Shingle Springs/Cameron Park area. The intersection of US Route 50 and Shingle Springs Drive is the most desirable location in terms of its visibility, but this site is otherwise not suitable for a market. The Burke Junction Shopping Center, Green Valley Shopping Center, and Red Hawk Casino locations are not visible from US Route 50, but do benefit from some commercial traffic. The Community Center and Skate Park sites are the least likely to benefit for traffic on Route 50.

*c) Parking* Successful markets offer convenient parking to their patrons. The Burke Junction, Green Valley and Red Hawk Casino locations offer excellent parking to certified farmers' market customers. The Community Center and Skate Park locations have parking, but it is not adequate for a medium-sized farmers' market. The Route 50 Intersection has no paved parking, and is therefore only marginally suitable for use as a site for a certified farmers' market.

Conclusion: The Burke Junction, Green Valley or Red Hawk Casino locations are best in providing excellent parking to certified farmers' market customers at these sites. The Community Center and Skate Park have limited parking, but it would be adequate for a modest-sized farmers' market. The Route 50 Intersection has no paved parking.

*d) Existing Foot Traffic* Certified farmers' markets thrive when located near existing pedestrian malls, popular shopping districts or where people enjoy getting out of their cars to walk as they shop. None of the six locations surveyed for this report offer existing foot traffic as an advantage to starting up a certified farmers' market. The Burke Junction

and Green Valley Shopping Centers are shopping destinations for some consumers, but neither attracts enough shoppers to have much of an impact on the success of a certified farmers' market. The Community Center and Skate Park will attract people to their services and programs, but not in large enough numbers. It is not clear to Southland if the people travel to the Red Hawk Casino will be greatly interested in shopping for fruits and vegetables as a complement to gambling. We suspect that they will not.

Conclusion: None of the locations offer an advantage to a certified farmers' market by providing existing foot traffic.

*e) Public Safety* Certified farmers' markets must offer protection for market participants and customers from nearby vehicular traffic. The Route 50 intersection would provide the most secure location because the market could be located a distance from traffic on Shingle Springs Road. The other five market sites are located in parking lots which can be reasonably safe if the market is located away from traffic lanes. None of the sites considered in this report are located on public streets where barriers are necessary to separate shoppers from vehicular traffic.

Conclusion: The Route 50 Intersection offers the opportunity for locating a market well away from vehicular traffic. The other five locations are located in parking lots that are reasonably safe from vehicular traffic on adjacent public streets. In our judgment, all of the locations in this study can be made reasonable sites for a certified farmers' market.

*f. Local business and community support* Local business and community support is important for the success of a certified farmers' market. The market organizer must develop local business and community support for the market before the market opens, and must attend to these relationships for as long as the market operates.

Conclusion: Broad community support for a certified farmers' market is essential for its success. A realistic assessment of the commitment of time and resources necessary to organize strong support for a certified farmers' market needs to be included in the planning for a market. A specific market development plan should be presented for approval and comment to business and community organizations before the design for the market is final.

## Market Management

Experienced market management is key to the success of any certified farmers' markets. It takes a good deal of knowledge and experience to successfully operate and manage a certified farmers' market. A market manager must be able to work effectively with State, County and Local regulatory agencies, farmers and farmer organizations, vendors, community and business organizations, and of course, consumers. There is no substitute for having experienced or trained market management to oversee the market during its initial years of operation.

Conclusion: Southland would recommend that El Dorado County contract with a market organizer that has several years of successful experience in farmers' market management.

## Participation by Growers and Vendors

Southland met with growers and vendors in several El Dorado County certified farmers' markets to assess their interest in participating in a new certified farmers' market in the Shingle Springs/Cameron Park area. The universal response we received was that growers and vendors would be interested in participating in a new market in this area. With sufficient notice, growers felt they would have little difficulty providing product for the market and vendors expressed great interest in the opportunity to expand the number of markets available.

Southland's experience is that growers generally welcome the opportunity to participate in new certified farmers' markets, but will wait until a concrete opportunity is presented before they would decide to participate in a new market. Participants will certainly want to know who the operator of the market will be, where it will be located, when the market will be held, and who else will be participating in the market before deciding if they will participate in the new market.

## Summary of Findings

Southland finds that while there are some challenges to establishing a successful certified farmers' market in the Shingle Springs/Cameron Park area, there are none that cannot be overcome with a well planned marketing campaign, adequate funding and sufficient community support. The principle limitation on the ability for the area to develop a viable, medium-sized certified farmers' market is the relatively small size of the immediate communities and the challenge of making the market sufficiently visible from US Route 50. An experienced market organizer should be able to overcome these challenges with a creative marketing strategy and a promotional campaign to build support for the market among community groups and organizations, opinion leaders, local businesses and residents of the Shingle Springs/Cameron Park area.

The organizer should seek the communities comment and support for a farmers' market that will be regional public market that will feature a broad range of farm products, local crafts, prepared foods, health education, entertainment and featured attractions. The marketing effort should focus on the certified farmers' market as weekend or evening attraction with something that offers the entire family something to enjoy.

Of the proposed market sites, the US Route 50 Intersection is not suitable for a certified farmers' market. The Community Center and Skate Park sites are not large enough for a medium-sized certified farmers' market, although they would be suitable for a more modest sized market for the local residents. The Red Hawk Casino location is an unlikely venue for a successful farmers' market, in our opinion. Southland suspects that the casino is an unlikely setting for a successful certified farmers' market. (Southland contacted the Red Hawk Casino to discuss the possibility of having a certified farmers' market in their parking structure. The Casino did not return our calls.) The Green Valley Shopping Center is a suitable location, but is too far from US Route 50 to attract visitors on this major highway.

In our judgment, the best location for developing a medium-sized certified farmers' market is at or near the shopping centers on either side of the Cameron Park exit on US Route 50. The Burke Junction location would be an option if permanent signage could be installed that is easily visible to traffic on US Route 50 and an extensive marketing campaign alerted the community and summer visitors to the area's newest certified farmers' market.

## Market Development Timeline

Southland regards six months as the minimum time necessary to plan and organize a new certified farmers' market. Once the decision has been made to introduce a certified farmers' market to a community, the minimum timeline for development of the market would be as follows:

### Month One

- Finalize market site selection
- Decide hours of operation, day of the week, and opening day
- Complete negotiations of agreement for use of site
- Begin Food Stamp EBT certification and WIC registration
- Finalize budget
- Design and initiate marketing campaign
- Present market design to community groups and organizations

### Month Two

- Select product, crop and food options
- Implement marketing plan
- Create market rules and agreements
- Begin grower and vendor recruitment
- Design market layout
- Prepare press relations plan
- Apply for Food Stamp EBT wireless device

### Month Three

- Recruit and hire market manager
- Apply for county market certification
- Apply for health service department permits
- Complete market plan approval with fire department
- Obtain liability insurance coverage, workers compensation, etc.
- Erect site signage
- Arrange press coverage of opening day



#### Month Four

Begin grower and vendor recruitment  
Refine crop, product and vendor mix  
Review marketing plan and revise as necessary  
Erect street banners, distribute market posters

#### Month Five

Develop volunteer recruitment plan  
Schedule and sign entertainment for opening day  
Purchase equipment and supplies  
Plan opening day ceremony

#### Month Six

Opening day

#### Market Budget

The following is a typical budget for the development of a medium-sized certified farmers' market.

#### Organizing Expenses (six months)

Market Organizer	\$12,000
Marketing and Promotions	30,000
Market Equipment	1,500
Certificates and Permits	750
Liability Insurance	1,800
Signage	900
Market Supplies	<u>400</u>
Total:	\$47,350

Weekly Market Operational Costs

Market Manager	\$500
Entertainment	250
Marketing & Promotions	500
Supplies & Rental Equip.	50
Amortized Insurance & Fees	<u>100</u>
Total:	\$1,400

Average Weekly Market Revenues (Initial 24 months)

Farmer Fees	\$600
Prepared Food	120
Crafter Fees	120
Children Entertainment	<u>60</u>
Total:	\$900

Average Weekly Market Revenues (Post 24 months)

Farmer Fees	\$900
Prepared Food	360
Crafter Fees	360
Children Entertainment	<u>200</u>
Total:	\$1,820

Conclusion and Recommendations

It is Southland’s assessment that an experienced certified farmers’ market operator could successfully develop sustainable, medium-sized certified farmers’ market of 25 to 40 growers and vendors in the Shingle Springs/Cameron Park community. The certified farmers’ market operator must be capable and willing to fund the cost of six months of advance planning and promotions. The operator must be prepared to subsidize the cost of market operations and marketing for the first two years. The market should be held during evening hours or on weekends to allow people on traditional work schedules and

their families to attend. The best location for the market in our view is at or near one of the shopping centers found at the intersection of Cameron Park Drive and US Route 50, with preference going to locations that are visible to Route 50 traffic. If this is not practicable, we judge the location of the current certified farmers' market at Burke Junction or other parking lots in the shopping areas north or south of this intersection to be a viable option.

Southland recommends that the County select a market operator who:

- a. has extensive experience developing and operating certified farmers' markets in California;
- b. has experience creating imaginative and effective marketing and promotion programs for a certified farmers' market including special events, cooperative advertizing, seasonal festivals, creation of a market web-site, press relations and collaboration with local businesses and community organizations;
- c. will engage in an six-month outreach program to present the market design proposal to the community and build broad community support for the certified farmers' market;
- d. will offer space and opportunity for local schools, social service agencies, and nonprofit community organizations to participate in the farmers' market;
- e. will be prepared if necessary to subsidize the cost of the market's operations for the first initial two years;
- f. is committed to recruiting El Dorado County growers and craft vendors to participate in the certified farmers' market in preference to farmers and vendors from other parts of California;
- g. has experience providing entertainment, prepared foods, children's activities and special events in order to attract families and visitors to the market;
- h. will provide nutritional education and cooking demonstrations to promote the health benefits of increasing the consumption of fresh fruits and vegetables;
- i. and will enroll the market in WIC and Food Stamp redemption programs that will allow the certified farmers' market and its participants to benefit from WIC and EBT food stamp purchases.

