



Rancho Cucamonga
Certified Farmers' Market
Feasibility Study

City of Rancho Cucamonga
Rancho Cucamonga, California

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Introduction

The City of Rancho Cucamonga engaged the consulting services of the Southland Farmers' Market Association, Inc. to assess the feasibility of developing a certified farmers' market that would serve the residents of Southwest Rancho Cucamonga. It was the desire of the City to consider whether the development of a certified farmers' market could be a means of addressing the lack of access to fresh fruits and vegetables experienced by residents in Southwest Rancho Cucamonga. For the purposes of this study, the Southwest Rancho Cucamonga neighborhood is roughly defined as the that area within the City of Rancho Cucamonga that is bounded by Haven Avenue on the east, Foothill Boulevard on the north, Grove Avenue on the west and 8th Street on the south.

The City retained Southland's services because of its experience in developing certified farmers' markets in Southern California. Founded in 1983, the Southland Farmers' Market Association has served as a consultant and market organizer for many of the major certified farmers' markets in Southern California. Southland has offered technical assistance and performed feasibility studies for nonprofit organizations, municipalities and counties in California, including the City of Los Angeles, Santa Monica, Beverly Hills, West Hollywood, Pico Rivera, Compton, and the County of El Dorado.

The City of Rancho Cucamonga specifically requested the Southland Farmers' Market Association to analyze the likelihood of success of a certified farmers' market in three locations in or near the Southwest Rancho Cucamonga neighborhood. The site studies would be based on several factors: the likely ability of the community to support a market, the physical characteristics of the various sites, the objectives of the farmers' market and ability to attract experienced market management. Each of the three sites would be evaluated and ranked in accordance with the following criteria: physical condition, visibility and public access, parking, existing foot traffic, public safety and local business support for the market. The report will include a representative operating budget for the market, timeline for the market's development and recommendations for improving the likelihood of success for the market.

Southland Farmers' Market Association Executive Director Howell Tumlin met with Ruben Brambila, Project Manager for Healthy RC Kids; Erika Lewis-Huntley, Management Analyst with the City of Rancho Cucamonga, and the members of the Healthy RC Kids Committee. The purpose of this meeting was to meet some of the stakeholders in the project and review the scope of the certified farmers' market feasibility study. Southland learned at

the meeting what the Committee hoped to accomplish by introducing a certified farmers' market in Southwest Rancho Cucamonga. The majority of the meeting was an exploration with the Healthy RC Kids Committee of the objectives of the market and the importance of its role in providing the community with greater access to fresh fruits and vegetables.

The Committee identified three possible sites for a certified farmers' market in or near the Southwest Rancho Cucamonga neighborhood. They were: 1) the parking lot adjacent to the Northtown Community Center, 2) the northern most parking lot of the Rancho Cucamonga Family Resource Center and 3) the Terra Vista Shopping Center parking lot near what had until recently been the Mervyn's Department store.

The Variety of Models of Certified Farmers' Markets

The certified farmers' markets come in a variety of sizes, styles and seemingly serve a variety of purposes. Some certified farmers' markets adhere closely to the original model of a farmers' market. These markets consist almost exclusively of local farmers selling what they grow to consumers from a series of temporary stalls set up in a street, parking lot or park. The traditional model of a farmers' market focuses on providing farm fresh, locally grown fruits and vegetables. The traditional model of a farmers' market often includes nutrition education classes, cooking demonstrations, and displays to promote better eating and healthier lifestyles.

There is also a more contemporary model of a farmers' market that is popular in many communities. These markets combine vendors of prepared foods, arts and crafts with growers and their produce. This style of market often seems focused on creating employment opportunities for local craft vendors and wholesome entertainment to attract visitors to the community as much as to sell produce.

A third model of farmers' market that is increasingly popular is essentially a weekly street festival. These markets can have vendors of every conceivable description: prepared foods, musical entertainment, clothing, jewelry, petting zoos, kiddy rides, and vendors of everything from solar panels to imported chocolates. The focus of these markets is to create an entertainment zone for the community.

Purposes of Certified Farmers' Markets

Southland believes that it is important for an organization considering the development of a certified farmers' market to consider the objectives of the market. Southland urges organizations to clearly define what its expectations for the certified farmers' market and decide the means by which the success of the market will be measured.

The purpose of a traditional certified farmers' market is to provide an opportunity for local growers to sell their fruits and vegetables directly to consumers. The usual measure of success of such a market is how pleased the consumers are with the selection, quality and price of the products offered at the market. The simplest method of assessing the success of a traditional farmers' market is to survey the customers periodically and gather a sense of how satisfied they are with what is being offered in the market.

Some organizations also want the certified farmers' market to be a venue for educating the communities they serve. The measure of the success of such markets includes collecting the views of customers about the market as valued source of information on healthy eating, diets and active lifestyles. The success of the market is then measured by assessing how consumers made use of the information they received and how successful they were in integrating more fresh fruits and vegetables into their diets.

Some organizations want their certified farmers market to promote a sense of community in a neighborhood or city. These markets are expected to be popular public gathering places where people encounter each other in addition to shopping for groceries. The measure of success for these markets is usually based on customer surveys to determine how enjoyable customers find the experience of the market. Where the primary objective of the farmers' market is helping create a greater sense of community, you will find the certified farmers' markets offering a good deal of space to prepared foods, entertainment, crafts and amusements for children to attract families to the market.

Business improvement districts or chambers of commerce some times sponsor certified farmers' markets as a means of attracting more shoppers to existing commercial or retail areas. The primary purpose of these certified farmers' markets is to attract more "foot traffic" for existing retail businesses. The success of these markets is based on how many new customers are attracted to the existing stores and restaurants in the area.

Finally, certified farmers' markets are sometimes developed as a means to generate financial 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 after school programs. The success of these markets is often measured by surplus that the market generates to support other projects or programs.

Certified farmers' markets can and do serve many purposes. It is often the case that different stakeholders have different expectations of a certified farmers' market. It is therefore important that the discussion about whether to develop a farmers' market in a particular community include an examination of the objectives of the market and how the success of the market will be measured.

Southland discussed the expectations and measures of success with the Healthy RC Kids Committee. The Committee was clear that its primary desire was to see a certified farmers' market developed that would provide fresh fruits and vegetables to the residents of Southwest Cucamonga. The Committee hoped that the addition of a certified farmers' market would be an important first step towards addressing the lack of access to fresh produce and promoting healthy eating in the neighborhood.

The Committee wanted to be sure that any certified farmers' market would be capable of being self-sustaining and financially viable. The market will not have funding available to subsidize its operations.

The Committee wanted a market that would offer a variety locally grown fruits and vegetables. The market is expected to be able to meet most if not all of the green grocery needs of the community.

Finally, the Committee felt it was important that the prices of the products in the market be competitive with those available at outlets in neighboring communities. The Committee pointed out that residents in Southwest Rancho Cucamonga will often drive to more than one venue to shop for food bargains. In the Committee's view, price is a critical value for the Southwest Rancho Cucamonga community.

Financially Viable Certified Farmers' Markets

The financial viability of a certified farmers' market is related to the quality of its management and the size of the market. The market generates revenues from stall fees that it charges to growers and vendors for the opportunity to participate in the market. Growers are attracted to well-managed, larger markets where there are opportunities for them to sell their products profitably.

Certified farmers' markets come in all sizes. Southland chooses to group them into five categories: 1) "micro" farmers' markets with 4 - 12 growers or vendors; 2) "modest" farmers' markets of 13 – 24 growers or vendors; 3) "medium-sized" farmers' markets with 25 – 40 growers or vendors; 4) "major" farmers' markets of 41 - 90 growers or vendors, and 5) "mammoth" or "flagship" farmers' markets of more than 90 growers or vendors.

a. "Micro" Markets.

Micro farmers' markets are small markets with fewer than a dozen growers and vendors. They are usually managed by a volunteer or by one of the growers attending the market to sell their produce. Markets this small are marginal enterprises and rarely financially viable. Micro markets typically rely on a sponsoring organization to provide a subsidy or additional financial assistance for the operational costs of the market. When the volunteer or grower who has been managing the market leaves, the market often fails. Micro markets suffer from underfunding and have little or no resources for marketing or advertising.

b. "Modest" Markets

A "modest" certified farmers' market is a market with 13 to 24 growers and vendors. A market of this size typically can generate sufficient revenues to pay for its direct operating expenses. It is most often managed by a paid, part-time manager. Some markets of this size are independent operations, but most are a members of a larger certified farmers' market association that provides administrative, technical and accounting support to the market. Rarely do markets of this size have the funds to do more than the simplest forms of outreach and marketing. Advertising is generally too expensive for a market of this small size to afford. These markets can manage if they have responsible supervision or

management, but the small size of the market often means that it cannot generate enough revenues to attract quality market management.

c. “Medium” Markets

A medium-sized certified farmers’ market is one with 25 – 40 regular growers and vendors. A market of this size is usually fully self supporting and financially viable. A medium-sized market can afford a full-time manager, and may even be able to afford a part-time assistant or two. The market may belong to a certified farmers’ market association, but it is not uncommon for a market of this size to be able to afford its own administrative and accounting support. A medium-sized market usually has a well-developed marketing plan that include advertising in local publications, off-site signage or events, street banners, annual press events, mass mailings and seasonal promotions. The ability of the market to generate sufficient surplus to be able to market is key to building the market to the next level of growth.

d. “Major” Market

Major certified farmers’ markets have 41 – 80 regularly attending growers and vendors. A team of full-time market managers and several assistants usually manages such markets. Markets of this size often have well designed marketing, promotion and educational programs. Markets this large are most often sponsored and/or supported by cities or counties with assigned full-time staff to operate and promote the farmers’ market. Major markets have the means to fund other programs, attract grants and other sources of funding, create educational, and outreach programs.

e. “Mammoth” Markets

“Mammoth” or “Flagship” 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 usually no more than a couple of markets of this size and sophistication in California and all are located in major metropolitan areas.

The Healthy RC Kids Committee’s requirements for a certified farmers’ market included that it provide a source of fresh fruits and vegetables for Southwest Rancho Cucamonga and be financially viable. A medium-sized farmers’ market with 25 to 40 regularly

participating growers or vendors would meet these requirements. A medium-sized farmers' market would be large enough to be financially self-sustaining and to attract professional or experienced farmers' market management. A medium-sized farmers' market would also generate sufficient revenues to engage in professional nutrition education, marketing and outreach to the community.

Feasibility Study Methodology

Southland uses four factors to evaluate the likelihood of success in developing a 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 funding to launch and sustain a farmers' market, 3) the suitability of the proposed sites for a market, and finally, 4) the likelihood of attracting experienced certified farmers' market management.

Size, Ethnic Diversity and Income of the Community

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

a. Community Size

An important consideration in assessing the likelihood of success of a certified farmers' market is the size of the community potentially served by the proposed certified farmers' market. The community needs to be large enough to provide an adequate customer base for the market. Based on our experience, a community needs to have a residential population of at least 25,000 people to support a certified farmers' market.

The City has advised Southland that the population of Rancho Cucamonga is approximately 179,000 and the population of Southwest Rancho Cucamonga is approximately 25,000. Rancho Cucamonga is clearly large enough to support its own certified farmers' market. Southwest Cucamonga is just large enough to support a farmers' market, but one hopes that a market located in or near this community will attract customers from the surrounding neighborhoods as well.

b. Ethnic Diversity

Certified farmers' markets do best in communities that are ethnically diverse. Markets have difficulty attracting a broad enough customer base when one ethnic group predominates, particularly if the large ethnic group is accustomed to fruits and vegetables that are not commonly grown in California.

The City of Rancho Cucamonga's ethnic composition of approximately 45% white, 34% Latino, 10% Asian, 8% African-American and 4% Other is ideal for a successful farmers' market. While the ethnic composition of Southwest Rancho Cucamonga is not available, we are informed that the schools in this neighborhood report that 57% - 72% of the students are of Latino backgrounds. If the residents of Southwest Rancho Cucamonga are predominately Hispanic, this will pose a challenge to developing a successful certified farmers' market to serve this community alone. Hispanic shoppers are often disappointed to find that many of the tropical fruits and vegetables that they enjoy as mainstays to their diets are not available in a certified farmers' market. Tropical fruits and vegetables common to Central and South America are difficult to grow in California's temperate climate. California law restricts the agricultural products that may be sold at a certified farmers' market to those grown in California.

c. Median Household Incomes

Certified farmers' markets are most successful in communities where residents have sufficient disposable income to buy farm-fresh produce instead having to always rely on commercial available products.

In our experience, communities with a median household income that is less than the median household average for the State of California have difficulty supporting and sustaining a certified farmers' market.

The following chart lists the median household and per capita incomes reviewed in this study:

<u>Community</u>	<u>Median household income</u>	<u>Per capita income</u>
Rancho Cucamonga	\$78,452	\$23,702
Southwest Neighborhood	\$54,000	

Source: City of Rancho Cucamonga

In 2008, the median household income in California as estimated by the US Census Bureau was \$61,017 and the per capita income in California was \$28,678. As the chart indicates, the median household income for Rancho Cucamonga as a whole is well above the median household income for California as a whole. The median for the Southwest Rancho Cucamonga is below the median for California, which suggests that a market that relies primarily on the Southwest Rancho Cucamonga community may find it more difficult to succeed. A solution would be to develop a certified farmers' market that serves the greater Rancho Cucamonga community as well as the Southwest Rancho Cucamonga neighborhood.

Market Funding and Support

Most certified farmers' markets fail in their first year and most fail for the same reasons that most small businesses do – they are undercapitalized and lack a proper business plan. Market operators often underestimate the cost of personnel, insurance, permits and licenses, and marketing costs of opening a successful market. After a market has been launched, market operators are too often unprepared for the financial challenge of operating a market at a loss for the first year.

Certified farmers' markets require adequate funding to succeed. Like any small business, farmers' markets need a capital investment to afford the planning, marketing and promotions for several months before 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. A prospective farmers' market operator should be able to demonstrate that they have the funds to develop a market and to support the market's operations for the first year.

Proposed Market Sites

The Healthy RC Kids Committee selected three sites for Southland to assess as potential locations for a certified farmers' market in or near Southwest Rancho Cucamonga. These locations are:

- 1) the Northtown Community Center parking lot,
- 2) the Rancho Cucamonga Family Resource Center parking lot, and
- 3) the Terra Vista Shopping Center parking lot.

Southland employs 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 Northtown Community Center parking lot site is actually two paved parking lots near the community center. The parking lot immediately adjacent to the community center has approximately 24 parking spaces. This is barely large enough to accommodate a medium-size certified farmers' market, provided that parking for the market is available nearby. The parking lots are paved, and in excellent repair. There appears to be adequate drainage. The community center management informed us that the community center would provide access to restrooms and hot water facilities for the market, as required by the Health Services Department.

2) The Rancho Cucamonga Family Resource Center site is a series of interlinked and separate parking lots on three sides of the resource center. The northernmost lot consists of 40 parking spaces and is a large enough space for a medium-size certified farmers' market. There is not a great deal of additional room in the parking lot however for the market to grow. The parking lots are well maintained and appear to have proper drainage. The Family Resource Center has public restrooms with hot water and all of the amenities required by the Health Services Department.

3) The Terra Vista Shopping Center site is a large parking lot near what was formerly a Mervyn's Department Store. The parking lot is well maintained and large enough for even the largest certified farmers' market. The parking lot appears to have proper

drainage. It would be necessary to make arrangements with the shopping center management to have access to restroom facilities with hot water within 100 feet of the market. Presumably, the farmers' market can be sited on the shopping center's grounds in such a way as to allow access to suitable public restroom facilities.

Conclusion: All three proposed locations are suitable sites for a medium-sized certified farmers' market.

b) Visibility and Public Access Certified farmers' markets need to be visible from major traffic thoroughfares. A market at the Northtown site would be visible from Feron Blvd. and is next door to Old Town Park. The Family Resource Center site is visible from Arrow Route, a major thoroughfare in the City. The Terra Vista site is located at the intersection of Haven Ave, and Foothill Blvd. The Shopping Center location is well attended by shoppers.

Conclusion: The Terra Vista location offers a very visible site for a certified farmers' market by virtue of its location at a major intersection and the number of shoppers drawn to this popular shopping center. The Family Resource Center location is certainly attractive because the market would be clearly visible to vehicles using Arrow Route. The Northtown site's proximity to Feron Blvd. means that the site is sufficiently visible to not be excluded on these grounds.

c) Parking Successful markets offer convenient parking to their patrons. The Northtown site would rely on the smaller parking lot that is available on Hermosa Ave and parking available on the street. The parking at this location is not ideal for a successful farmers' market, but it is possible that in conjunction with parking at the Old Town Park or the school across the street, it would be sufficient. The Family Resource Center site benefits from the several parking lots available on the side and behind the center. If the market were held at a time that would make these parking facilities available for market patrons, these parking lots would be adequate. The Terra Vista site has virtually unlimited parking.

Conclusion: The Terra Vista Shopping Center offers great parking facilities. They are extraordinary. The Family Resource Center has adequate parking if it is mostly available to the market patrons. The Northtown site parking is barely adequate, but could be sufficient if arrangements are made with the school across Feron Blvd. to provide parking or if patron's use the parking at Old Town Park.

d) Existing Foot Traffic Certified farmers' markets thrive when located where people are already coming to shop. Existing pedestrian retail or commercial centers such as pedestrian malls, popular shopping districts or where people enjoy getting out of their cars to walk as they shop are best. The Terra Vista Shopping Center has an existing retail shopper base. However, the Northtown Community Center and the Resource Center also benefit from existing foot traffic provided by ongoing programs and services widely attended by local residents.

Conclusion: Each of the three sites has existing foot traffic. The Terra Vista Shopping Center site offers the benefit of providing existing retail foot traffic while the Family Resource Center and the Northtown Community Center benefit from foot traffic provided by ongoing programs and services.

e) Public Safety Certified farmers' markets must offer protection for market participants and customers from nearby vehicular traffic. All three locations can be made safe for the public without much difficulty or expense. The Northtown and Family Resource Center sites are parking lots with entrances onto busy streets. The configuration of the parking lots in these two locations however would make it relatively simple to make the markets safe by locating growers' trucks or public safety vehicles at the entrances to the parking lots. The Terra Vista site is a large open parking lot in a shopping center. Experience has shown that markets located in large parking lots are as safe as or safer than markets that are located near public streets.

Conclusion: All three sites offer reasonably safe locations 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 well before the market opens, and must attend to these relationships for as long as the market operates.

Conclusion: There are no evident barriers to local business or community support for a certified farmers' market at any of the three locations. Broad community support for a certified farmers' market is essential for its success. A market organizer will need to commit the time and resources necessary to build community support for a certified farmers' 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. The market development plan would include a description and timeline for a

marketing plan, meetings with business, community and faith-based organizations to receive input on market operations, and an outreach campaign to residential organizations and social service agencies that serve the community.

Market Management

Experienced market management is key to the success of any certified farmers' markets. It takes a good deal of technical knowledge and market development experience to successfully operate and manage a certified farmers' market. There is no substitute for having experienced or trained market management to oversee the market during its initial years of operation. Care should be taken to recruit a market organizer that has a demonstrated record of success.

Conclusion: Southland recommends that an experienced market operator be selected to develop the certified farmers' market.

Summary of Findings

It is our view, the Rancho Cucamonga community is fully capable of supporting a successful, self-sustaining, medium-sized certified farmers' market that could provide the Southwest neighborhood with access to fresh fruits and vegetables that it currently enjoys.

The Terra Vista Shopping Center site is a very attractive site of a farmers' market, provided that shopping center management and tenants actively support the market, access to public washroom facilities is obtained at no cost to the market, and safeguards are in place to create a buffer zone between the shoppers at the market and the vehicles parking at the center.

The Family Resource Center site is suitable for the development of a certified farmers' market. The layout of the site would allow for a medium-sized market, but there is little room for growth without impeding on the available parking. A smaller farmers' market would likely do better at this location but the result would be less variety of fresh fruits and vegetables for the and a greater risk that the market would not be able to generate enough revenues to be truly sustainable.

The Northtown Community Center location is also suitable for a medium-sized certified farmers' market if additional parking for the market patrons can be secured. If parking for the market can be provided at the Old Town Park or at the school across the street from the Center, then the Northtown site would have enough parking for a medium-sized certified farmers' market.

Market Development Timeline

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

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 phase of a medium-sized certified farmers' market.

Organizing Expenses (six months)

Market Organizer	\$12,000
Marketing and Promotions	30,000
Market Equipment	1,500
Market Certificates/Permits	750
Land Use Permits	650
Liability Insurance	1,800
Signage	900
Market Supplies	<u>400</u>
Total:	\$48,000

Once the market is open and operating, the ongoing cost and revenue of the market are as follows:

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 (25 – 40 Grower stalls)

Grower Stall Fees	\$1000 - \$1600
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Conclusion and Recommendations

It is Southland’s assessment that an experienced certified farmers’ market operator would be able to successfully develop sustainable, medium-sized certified farmers’ market of 25 to 40 growers and vendors to serve the Rancho Cucamonga community. The certified farmers’ market operator must be capable and willing to fund the cost of six months of advance planning, promotions and outreach to the Southwest Rancho Cucamonga neighborhood. The operator must be prepared to carry the cost of market operations and marketing for the first year to allow the market to establish its customer base.

We recommend that the market occur on a weekend morning to allow people on traditional work schedules and their families to attend. The market should strive to be open year round. There are many local growers who are experienced in selling at farmers’ markets in San Bernardino and Riverside Counties. We would suggest that as many of these local growers as possible be recruited to participate in the market.

Southland recommends that a market operator be selected 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 year;
- f. is committed to recruiting San Bernardino County growers to participate in the certified farmers' market in preference to farmers and vendors from other parts of California;
- g. will provide nutritional education and cooking demonstrations to promote the health benefits of increasing the consumption of fresh fruits and vegetables;
- h. and will enroll the market in WIC and CalFresh programs that will allow the certified farmers' market and its participants to benefit from WIC and EBT food stamp purchases. California is one of 45 States that participates in the Farmers Market Nutrition Program for Women, Infants and Children and low-income senior citizens. This program provides coupons that allow women and seniors to buy fresh fruits and vegetables exclusively at farmers' markets and roadside stands. The State of California also provides assistance to farmers' markets to acquire the equipment and training necessary to participate in the CalFresh Program, formerly known as the food stamp program. It is important that the farmers' market to enroll in CalFresh and therefore be eligible to except electronic benefit payments because these are increasingly vital to properly serving the needs of low and middle-income shoppers. The State of California will

assist eligible farmers' markets with equipment and training to enable them to participate in the CalFresh EBT program.

In sum, the Terra Vista Shopping Center is an excellent site for a certified farmers' market. We would assess the likelihood of success at this location to be very good. We are not able to determine the degree to which the Southwest Rancho Cucamonga community will embrace a certified farmers' market that is located outside of their immediate neighborhood. Much of the acceptance of the market to this community will depend upon the organizing skills of the market organizer and the success of outreach efforts to the community.

The Family Resource Center is a suitable site for a certified farmers' market, although we would judge the likelihood of success to be average. The physical location will constrain the size of the market to allow for adequate parking, but the site is suitable for a small or modest size farmers' market.

The Northtown Community Center site could host a certified farmers' market if additional parking could be secured for the market from the nearby school or public park. We would view the likelihood of success at this location to about average, if the parking issue can be resolved.

A certified farmer's market at any of the three sites reviewed in this study will have two challenges that are particular to the objectives of the Health RC Kids Committee.

The first challenge will be to attract the participation of the largely Latino residents of Southwest Rancho Cucamonga. To do well in a largely Latino community, a certified farmers' market needs well-designed marketing and outreach efforts to address the needs and cultural preferences of Hispanic shoppers. The market needs to be tailored to the community and be perceived as sensitive to their needs and preferences. The operator of the market should have a history of developing successful farmers' markets in largely Latino communities.

The second challenge for this market will be offering quality, locally grown produce at a price that is competitive with outlets of commercially grown or imported products in neighboring communities. Certified farmers' markets are generally not the lowest cost option available to value-conscious shoppers. Small farmers in California find it

difficult to compete with the prices charged for commercially grown, imported products.

Successful certified farmers' markets meet this challenge by selectively recruiting local growers who can offer a range of quality and prices for their products. A grower whose production site is close to Rancho Cucamonga may be able to offer his produce at lower prices because of lower fuel and labor costs of going to a nearby market. The ideal is to recruit growers who have a variety of products that will appeal to a value shopper as well as the quality conscious consumer concerned about sustainable agricultural practices. This is often a matter of trial and error to find the right balance of quality and price. An experience market operator will be able to successfully achieve this balance.