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Edgecombe Tarboro Farmers Market Relocation Study

ACDS, LLC
P.O. Box 6666
Columbia, MD 21045

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

EXECUTIVE SUMMARY

Background

The Tarboro-Edgecombe Farmers' Market is a community institution with nearly 60 years of history at its current location in downtown Tarboro, North Carolina. The Market is the only public farmers' market currently operating in Edgecombe County servicing clients three days per week with sales of fruits, vegetables, flowers, herbs, baked goods, and many similar items. Beyond sales operations, the Market provides a social gathering place that has become integral to the community as a whole.

Despite its importance to the community, the Market has seen a general decline in marketing activity during the last decade. The resulting market environment is one of inconsistency in both retailer and customer activity that further feeds a cycle of slow decline.

This project is a joint effort of the growers and community to reverse the decline while further integrating the Farmers' Market into the community, social, and business culture of the Town and County. As defined during community meetings, the goals of the project include:

1. Improve farm profitability through enhanced marketing opportunities,
2. Improve the shopping experience at the Tarboro Farmers' Market,
3. Increase the availability of local foods and agricultural products,
4. Increase local awareness of the Tarboro-Edgecombe Farmers' Market,
5. Encourage greater availability of value-added food products,
6. Provide training opportunities for farmers and local citizens to improve health, diet, and better utilization of fresh foods,
7. Increase the on-site use of food safety and sanitation protocols,
8. Improve handicap accessibility at the Market,
9. Initiate the use of electronic benefits cards at the Farmers' Market, and
10. Create a vibrant community center that is utilized for a greater proportion of the year.

Consumer Demand

As a retail food outlet, farmers' markets are highly dependent on local consumers for their success. This is particularly true for curbside markets which generally draw their consumer base from a local region that rarely extends beyond a ten-mile radius from the market itself. In fact, numerous regional studies conducted by ACDS indicate that up to 80 percent of a market's customers will come from within a three-mile radius of the market. In Edgecombe County, this level of market participation could yield up to \$8 million in farmers' market sales.

This marketing premise is the foundation of the project as defined in community meetings and in regional market surveys. Survey results show a very clear need to address problems at the Tarboro-Edgecombe Farmers' Market in the face of rising demand for directly marketed farm products.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Many problems were uncovered through the course of the project related to manageable factors such as the hours and days of operations, poor marketing and signage, or the expansion of electronic benefit card uses (e.g., Supplemental Nutrition Assistance Program Cards and credit cards). Other issues such as limited parking and limited handicap accessibility or the desire for a broader product range to include prepared foods, dairy, and meats point to the need for facility upgrades or entirely new facilities.

Nearly 80 percent of consumers desired a greater number and variety of vendors with 66 percent seeking year-round farmers' market access. Large numbers of consumers also recommended longer market hours, expanded market days, and a new location.

Community Needs

Farmers' markets are often as important to community function and culture as they are for the provision of food stuff and maintenance of agricultural economic viability. ACDS met with numerous community groups¹ to discuss their vision of how any proposed changes in the Market might be better integrated into the community fabric. Ideas generated include integration of the newly created Office of Tourism, Office on Aging, and Arts Council activities within the proposed facility. This integration of activities would lead to the creation of training facilities for culinary and cultural arts, integration of a local arts gallery, provision of studio rental space, development of business incubation space, creation of a senior activity center within the Market, and the provision of space for special events such as dinners, community dances, etc.

Common needs of the core constituencies outlined in this section are enumerated below:

1. Year-round community facilities in the Town of Tarboro,
2. Teaching and instructional facilities and programs in food preparation; home economics; business development; and arts and crafts,
3. Food preparation area for processing and community use,
4. Integrated community activities, and
5. Special events capacity.

Farmer and Vendor Needs

Farmers and vendors shared many of the same views of the current Market as did consumers. Generally speaking, improvements in the physical structure of the market, access to year-round sales opportunities, and the expansion of processing options were chief among their needs. The driving force behind these recommendations was making the Market more profitable for those who sell there.

A primary interest in market expansion is to increase the capacity to process locally produced food and agricultural products by both current or prospective market attendants. Primary products identified for processing included minimally processed vegetables; canned and hot-

¹ Interviews were conducted with the Edgecombe Office on Aging, The East Carolina Partnership, the Tarboro Edgecombe Chamber of Commerce, Edgecombe County Cultural Arts Council, and the Edgecombe Entrepreneurs Organization.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

packed produce and meat products; frozen vegetable specialties; frozen, minimally processed seafood items; sauces; pickles; and high acid foods. Great interest was expressed in developing local capacity for Individual Quick Freezing (IQF) of vegetables, fruits, brambles, sweet potatoes, beans, peas, and brassicas as well as fish and meat products. Other types of processing that generated high interest were baking, bean and nut shelling, crushing, and thermal processing of stews, sauces, and similar products.

Findings and Recommendations

Satisfying the needs of consumers, farmers, market vendors, and the community within the context of the new Market requires a novel approach to both physical development and market operations.

Given the number of potential community users² that may operate from the proposed new Market facility, public sector ownership of the Market is recommended. Since most users are county-based organizations, county ownership is considered important.

Once the facility has been acquired, preparing the site for use will be predicated on in-depth involvement of the constituent groups to ensure that the build out and management systems are efficiently established. This will necessitate that the County act as the developer of a multi-tenanted building whose base requirements are built around an anchor tenant. In this case, the anchor tenant will be the Tarboro-Edgecombe Farmers' Market, which must establish itself as an official, operating entity. This entity will have to be formed and funded as part of the predevelopment process and build the capacity to operate the farmers' market elements of the proposed project.

Given the strong level of community support for the Market and the overwhelming need to expand grower participation in the Market, ACDS recommends establishing the new market entity as a consumer-grower cooperative modeled after the Local Roots Market in Wooster, Ohio. This model offers a means for both the community and the vendors to buy-in to the Market and offers a means to generate early cash flow to support start-up.

ACDS also recommends the acquisition and rehabilitation of the former Harris Market site at 410 Trade Street as the most expedient means to relocate and further develop the Tarboro-Edgecombe Farmers' Market. This site combines all of the necessary features that both shoppers and vendors are seeking, including a large paved lot, good access to local roads, a sound physical structure suitable for low cost for year-round market operations, and good market demographics.

² Facility users may include the Tarboro-Edgecombe Farmers' Market, Edgecombe Office on Aging, Edgecombe County Cultural Arts Council, Edgecombe Office of Tourism, and the Edgecombe Entrepreneurs Organization.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

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County Project Leaders

Art Bradley
NC Cooperative Extension

Bob Filbrun
NC Cooperative Extension

Study Team Leader

J. Philip Gottwals, ACDS, LLC

Study Team Members

Trevor Clatterbuck, ACDS, LLC
William Stroud, ACDS, LLC
Nick Nixon, Webber Smith Associates

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Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

TABLE OF CONTENTS

Executive Summary	i
Acknowledgements.....	iv
Table of Contents	v

Section Headings

Section I - History of the Tarboro Farmers' Market.....	1
Section II - Description of the Tarboro Farmers' Market.....	2
Section III - Goals for the Expansion and Relocation of the Market	2
Section IV - Consumer Perceptions of the Tarboro Farmers' Market.....	3
Section V- Retail Food Marketing in Tarboro and Edgecombe County	4
Section VI - Assessment of Market Needs	6
Section VII - Farmers' Market Case Studies	11
Section VIII - Market Design and Operational Considerations.....	17
Section IX - Site Selection for a New Farmers' Market.....	20
Section X - Site and Design Recommendations	25
Section XI - Project Staging.....	27
Section XII - Pro-Forma Market Performance	28
Section XIII - Summary and Recommendations	32
Section XIV - Funding Resources	33

List of Appendices

Appendix A: Tarboro-Edgecombe Farmers' Market Survey Results.....	34
Appendix B: Proposed Process Equipment List	37
Appendix C: 410 Trade Street Site Review	38

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

I. History of the Tarboro Farmers' Market

Farmers' markets are one of the oldest means of retailing and date to the earliest known permanent settlements of mankind. Initially, these marketplaces allowed rural and agrarian members of a society to sell or barter excess production as a means of commercial, face-to-face exchange. Within this market structure, food and agricultural goods formed the basis of early currency systems. This complicated meshing of societal and commercial relationships often placed farmers' markets at the center of a community's cultural and economic activities.

The current Tarboro Edgecombe Farmers' Market is an outgrowth of the above noted interest in combining community interests and commercial sales activity. In 1953, two local citizens gifted the current farmers' market building jointly to the City of Tarboro and County of Edgecombe which extended a history of the Town and County supporting farmers' market activities. The intent of the gift was to increase income for farm families while providing a community amenity and facilitating demonstration projects and club work.³



In 1979, Edgecombe County transferred ownership of the market site to the City of Tarboro for the ancillary use of the Tarboro Fire Department due to a decline in curbside market activity. Since such time, the Market has maintained a presence on the site as a seasonal, outdoor market that is managed by the Cooperative Extension Service. The Tarboro Edgecombe Farmers' Market is the only public farmers' market in the City or the County, however, many residents do shop at the Rocky Mount Farmers' Market just over the County line.

While modern logistics and supply networks have reduced the overall importance of farmers' markets as the primary point of contact between farmers and consumers, farmers' markets have remained a critical element of our societal structure and remain a very popular means of direct marketing agricultural products in the United States. In fact, the Agricultural Marketing Service of the United States Department of Agriculture reports that farmers' markets are growing in both number and volume nationally, increasing sixteen percent between 2009 and 2010 alone.

This growth trend, combined with the rising demand for local (source verified) agricultural products, is a driving force for updating and modernizing the Tarboro Edgecombe Farmers' Market.

³ "History of Extension Work in Edgecombe County 1941 – 1982." R NC 630.715H

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

II. Description of the Tarboro Farmers' Market

The Tarboro Farmers' Market is a small seasonal market with twelve vendors⁴ providing limited availability of produce, flowers, and baked goods during the Markets' three days of operation. The Market officially opens for the season in the third week of May and ceases operations in mid-October, which is a shorter season than many North Carolina Markets, but average for markets across the United States. Market hours are from 7:00 am to 10:00 am which makes it one of the earliest markets in the State of North Carolina.

The Market is administered by Cooperative Extension Office in Edgecombe County which provides basic operational support to include collection of fees, placement of market signs, management of website content, such as updates to USDA's Farmers' Market Database and Localharvest.org. The Market's sole source of regular revenue is vendor fees which average \$210 annually. This limited budget does not afford the Market any significant means to promote and advertise its activities. Other sources of funds include occasional grant receipts such as the 2009 grant from the Edgecombe County Health Department that was used to run 6 bi-monthly advertisements to promote the Market as well as producing promotional signage.

By many definitions, the Tarboro-Edgecombe Farmers' Market would be best classified as a "Micro Farmers' Market" due to its small vendor numbers (12 seasonal vendors) and limited produce availability which, by themselves, are factors that limit market potential. Limits to the Markets' size are also driven by other factors, including market conditions such as the size of Tarboro. Perhaps most limiting, however, is the actual site itself which is small and not conducive to a larger market or proper traffic flow. As well, low visibility makes the site difficult to see from the street. As long as these limits are in place, the Market will have a difficult time reaching a broader market population.

III. Goals for the Expansion and Relocation of the Market

As with the original intent of the 1953 market development, the goals set forth for this project are driven by enhancing the farmers' economic conditions as well as providing a host of community benefits. A list of these goals follows:

11. Improve farm profitability through enhanced marketing opportunities
12. Improve the shopping experience at the Tarboro Farmers' Market
13. Increase the availability of local foods and agricultural products
14. Increase local awareness of the Tarboro-Edgecombe Farmers' Market
15. Encourage greater availability of value-added food products
16. Provide training opportunities for farmers and local citizens to improve health, diet, and better utilization of fresh foods
17. Increase the on-site use of food safety and sanitation protocols
18. Improve handicap accessibility at the Market
19. Initiate use of electronic benefits cards at the Farmers' Market
20. Create a vibrant community center that is utilized for a greater proportion of the year

⁴ The market averages six vendors per day during season.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

The primary goal of the study has been to identify strategies that will most effectively increase farmer income through new or expanded sales and marketing opportunities to include looking at creative ways to enhance value added production for both on-market and off-market sales. In addition, the team has considered that any farmers' market development in downtown Tarboro must support community revitalization efforts that go beyond the effects of farmers' market such as providing business incubation opportunities, supporting senior programming, or providing a focal point for tourism development.

As a final note, the project has an underlying goal to see any operations at the Market achieve operating self-sufficiency to reduce the need for long-term subsidization. This will only happen by using the Market to bring new dollars and new opportunities to Tarboro and Edgecombe County.

IV. Consumer Perceptions of the Tarboro Farmers' Market

General Survey Consensus -
"Market needs more variety and selection as well as a site with larger facilities and better parking"

A 19 question survey was mailed to a random sample of 614 residents of Tarboro and Princeville on January 28th 2011. A reminder postcard was sent to households on February 11th. The sample size represents approximately 10 percent of Tarboro's and Princeville's population. Based on receiving 51 qualified responses, 2 percent of population base returned a survey.

The survey questions focused on the desired attributes of a farmers' market and the perceptions of the existing farmers' market. The study team selected the residents of Tarboro and Princeville as a target demographic since this population was most likely to have direct experience with the Market. A statistical review of the findings can be found in Appendix A.

Table 1 - Summary of Survey Results

Respondent Characteristics	Percentage or Amount
Female	84%
Male	16%
Average age	58
Food purchased directly from farmers	10%
Percentage of those who are increasing direct market expenditures	85%
Average annual food budget	\$4,663
Top three food shopping venues	Grocery Store (1), Mass Merchandiser (2), Farmers' Market (3)
Average annual food budget for direct market purchases	\$445.31
Percentage of Respondents that patronized the Tarboro-Edgecombe Farmers' Market (TEFM)	57%
Percentage of Market patrons satisfied with the TEFM	46%
Average number of days patronizing the TEFM	10
Top three reasons non-patrons <u>do not</u> shop at TEFM	Inconvenient times (1), Inconvenient location (2), Inconvenient days (3)

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Survey results show a very clear need to address problems at the Tarboro-Edgecombe Farmers' Market in the face of rising demand for directly marketed farm products. Many problems were related to manageable factors such as the hours and days of operations; poor marketing and signage; or the expansion of electronic benefit card uses (e.g. Supplemental Nutrition Assistance Program Cards and credit cards). Other issues such as limited parking and limited handicap accessibility or the desire for a broader product range to include prepared foods, dairy, and meats point to the need for facility upgrades or entirely new facilities.

For those who shop on the existing farmers' market, nearly 80 percent desired a greater number of vendors with 66 percent seeking year-round farmers' market access. Nearly one-third supported new hours, expanded market days, and a new location. In addition to the a greater number of vendors, many respondents were also seeking greater product variety and more on-site activities such as cooking classes, a market restaurant, and community events and festivals. The top product expansion recommendations ranked as follows:

1. Produce
2. Baked Goods
3. Flowers
4. Bedding Plants
5. Honey
6. Herbs
7. Dairy Products
8. Crafts
9. Meats
10. Processed Foods

Many other useful comments were offered by survey respondents, whose summaries can be found in Appendix A and are incorporated in Table 2 which can be found on page 7.

In conclusion, the survey was useful in terms of fine tuning the specific demands and attitudes of potential and existing farmers' market consumers. With a food demand of \$466.00 per household, the market potential for the farmers' market is determined to be \$8.9 million (\$466.00 x 19,269 county households). The survey results should be used as a guide in conceptualizing and implementing the plans for a new market.

V. Retail Food Marketing in Tarboro and Edgecombe County

As a retail food outlet, farmers' markets are highly dependent on local consumers for their success. This is particularly true for curbside markets which generally draw their consumer base from a local region that rarely extends beyond a ten-mile radius from the market itself. In fact, numerous regional studies conducted by ACDS indicate that up to 80 percent of a market's customers will come from within a three-mile radius of the market. For these reasons, it is

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

important to develop a demographic picture of the local food market. For the purposes of this section, the whole of Edgecombe County has been used as an analogue for the ten mile radius.

According to ESRI, a demographic data provider, Edgecombe County has 52,057 residents and 19,269 households with a low projected population growth rate for the next five years. This growth rate is predicted to be below both the State and national averages for the next two decades. The median household income is \$39,079 and median age is 38.6. Approximately 10 percent of County households earns in excess \$75,000 which is a key constituency for many farmers' markets. Nearly 40 percent have completed high school, and 35 percent have completed some college or college and a graduate or professional degree. Like households with an income over \$75,000, those with a college education or higher, are more inclined to shop at farmers' markets.

In terms of demographic patterns evident in the County's population, residents aged 55-74 are the only segment of the population that have seen increases since 2000 and are projected to continue increasing over the next five years. It is well understood that consumers over the age of 50 are more likely to shop at a farmers' market, which is confirmed by consumer research.

Nearly all other age segments have decreased and will continue to decrease in coming years. It should also be noted that although small in number, the Non-White and Non-Black (Asian, American Indian, Multi-Race and Hispanic) population segments are the only ethnic segments that have increased and are projected to continue increasing in the County. Both of these segments are generally strong supporters of farmers' markets.

Looking at spending patterns, Edgecombe County residents spend an average of \$3,196 on food consumed at home and \$2,204 on food consumed away from home. These figures represent only 71 percent and 68 percent of national averages for these purchases respectively. This pattern may relate to the fact that the second largest tier of household income earners (representing 20% of all households) earns less than \$15,000 annually. It also relates to the structure of the food industry which is strongly biased toward mass merchandisers and value price oriented retailers and the basket of goods purchased by local consumers. Of note, nearly 35 percent of the value of food purchases is for snack foods, which tend to be a source of cheap calories.

A further indicator of market potential is the study of ESRI Community Tapestry™ Segmentation. Community Tapestry represents a market segmentation system developed by ESRI in order to distinguish various communities within a given study area. The 65-segment Community Tapestry system classifies US neighborhoods based on their socioeconomic and demographic compositions. One of the dynamic characteristics evaluated in Tapestry segmentation is a community's self identification as "Rural", "Suburban", or "Urban". Prior research by ACDS indicates a strong relationship between support for farmers' markets and local foods and community's identification as being "Urban." Nearly 41 percent of Edgecombe households self identify with an "Urban" segment which is a positive sign for farmers' market development.

The demographic data also show that Edgecombe County consumers demand approximately \$104 million in food products per year. Of this budget, approximately 63 percent is spent on

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

prepared foods and snacks (21 percent) or food consumed away from the home (42 percent.) Of the at home food budget, only 10 percent is spent on fruits and vegetables, the most common product sold at farmers' markets.

The lessons learned from the demographic research are that the Edgecombe marketplace has some of the key characteristics that drive farmers' market consumers, such as high educational attainment, aging population, and an urban self identification. These characteristics are concentrated around communities like Tarboro, making it a good location for farmers' market development.

The challenge that any new market must address in its development is appealing to a cost conscious consumer with a large appetite for convenience foods. To accommodate this, processed food must be integrated with fresh food sales, particularly in the meal replacement area. Additionally, the low income characteristics of the County also highlight the need to integrate electronic benefits transfer programs such as the Supplemental Nutrition Assistance Program (SNAP) and Farmers' Market Nutrition Program into the markets' operational considerations.

VI. Assessment of Market Needs

Farmers' markets can serve many functions in a community ranging from the most self-evident function of serving as a retail food sales outlet to more esoteric functions such as providing a community center that stitches together a community's cultural fabric. With this complexity in mind, the project team felt it was necessary to have significant input from market vendors, consumers, local community, and other interested stakeholders.

To generate the necessary community input, ACDS, LLC worked closely with Edgecombe Cooperative Extension and Edgecombe County Government to conduct community focus groups throughout January and February 2011. Three focus groups were held with attendance varying from a low of 25 to a high of over 70. Issues addressed at these sessions included market mechanics such as days and hours of operations, product mix, need for additional services, parking and handicap access, and need to provide educational and training opportunities.

To augment focus group analysis, the study team surveyed 10 percent of Tarboro and Princeville residents as described in Section IV of this report, as well as conducting face to face and telephone interviews with farmers, market vendors, food processors, and watermen.

The views of these stakeholders are aggregated by functional group in the balance of this section.

A. Consumers

The most important stakeholder group for any retail development is the consumer, which is certainly the case for the Tarboro-Edgecombe Farmers' Market. The consumers' voice was articulated through community focus groups and surveys. The interests and needs expressed by

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

the community through these devices were very consistent and targeted to a few discrete issues. These issues are identified in the following table.

Table 2 – Consumer Issues Summary

Issue	Explanation
Product Line	Shoppers showed a strong desire for an increase in the types of products available for sale at the Market to include a wider variety of produce, baked goods, herbs, bedding plants, meats, dairy products, flowers, crafts, and processed foods. Related, shoppers were interested in having a broader selection of vendors from which to shop.
Seasonal Availability	Shoppers expressed frustration that the Market did not always have products available in season, which limited their shopping exposure to the Market.
Accessibility	Many felt that the current market was difficult for elderly and handicap shoppers to attend due to site configuration, lack of designated parking, and soft surfaces that are difficult for walking aids and wheel chairs. A new market would need to make accommodations for these needs.
Convenience	Market days and market hours were frequently listed as an inconvenience of the current market and were a primary reason people <u>do not</u> shop at the Market. Extended hours and six day per week shopping were often suggested.
Site Assets	Any new site would need improved parking, handicap access, climate control, improved display areas, and similar assets to be appealing to the Market's current clientele.
Market Location	The Market's current location is considered inadequate by most shoppers. As a general note, most shoppers favored a larger location with hard surface parking. The most common suggestion for a new site was the former Harris Market at 410 Trade Street.
Operational Season	Most shoppers are interested in year-round farmers' market shopping activities which is consistent with a national trend of farmers' market season expansions.
Electronic Benefits Transactions	Market shoppers and non-shoppers alike expressed an interest in having the capability for electronic benefits transfers on the Market.
Operating Times	Extending market hours to make shopping more convenient for commuters and families with young children was a frequent suggestion. Hours of 8 till 6 were offered as average opening and closing times.
Marketing and Advertising	Almost twenty-five percent of those who do not shop at the Market were unaware of the farmers' market which indicates that a marketing and advertising campaign would be an effective means to expand market participation. Similarly, several current market shoppers indicated that they felt the Market should be more aggressive about marketing and outreach, including highlighting the need to market to beachgoers who pass nearby the Market on Fridays and Saturdays.
Directional Signage	Directional signage to the Market is poor and will need to be improved at a new market.
Consistency	The lack of consistent product availability and consistent market hours were highlighted complaints about the current market.
Training and Instructional Activities	Shoppers expressed interest in seeing market activities expand to include instructional activities such as cooking and food preservation classes.
Community Activities	The addition of community activities such as fairs, festivals, dinners, cooking competitions, arts events, dances, senior events, craft nights, gallery displays, auctions, and similar events were suggested uses for the new market site.

The above summarizes the Market improvements recommended by current market shoppers, in any newly created market and are therefore critical to successful market development.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

B. Market Vendors

Satisfying the needs of current market vendors is critical to transitioning and transforming the existing marketplace into a more profitable local marketing option for farmers and commercial vendors. In the view of many market participants, reaching this potential will require a rethinking of the current market to meet the vision that many market participants share which is a vibrant, year-round marketplace that meets both the daily needs of consumers as well as providing profit potential to vendors.

Table 3 – Vendor Issues Summary

Issue	Explanation
Layout	A new market must improve market layout by allowing better traffic flow, increased display areas and better storage options. Flow improvements are necessary to more equitably distribute the vendors and allow better handicap access and traffic flow.
Environmental Exposure	Environmental exposure is a serious mid-season issues causing significant shrinkage and contributing to lower product quality. New market design must take environmental exposures such as direct sunlight, heat, humidity, and insect exposure into account, if the Market is to be successful and offer extended hours.
Marketing and Advertising	There is a strong sentiment among some market vendors that market attendance would be significantly increased, if additional marketing and advertising were jointly undertaken by the vendors.
Parking and Accessibility	As with market shoppers, vendors find on-site parking and market accessibility to be a challenge due to site size, configuration, and use patterns.
Product Offerings	A number of vendors pointed to limited product offerings and the low number of vendors as a serious challenge to expanding the Market. This was reinforced by numerous stories of the Market closing early due to lack of product.
Off-site Sales	The aging of the Market's shopper was cited as reason to develop a means to conduct off-site sales throughout Tarboro and Princeville as well as the balance of the County. A scheme was proposed under which a market trailer would be assembled with product from multiple vendors. The trailer would then run a sales circuit.
Year-round, Multi-day Sales Capability	Vendors interested in season extensions, prepared foods, and similar shelf stable items were also interested in developing market facilities capable of year-round, multi-day sales. To accommodate such activities, a new market would need fixed infrastructure such as refrigeration, permanent displays, storage areas, and basic site security. (See Westside Market Case Study)
Operational Consistency	There was a general consensus that any market upgrade must be accompanied by a higher level of commitment to offering consistency in market operations to include a commitment to honor all sales hours and sales days.
Electronic Benefits Transfer	As with consumers, vendors would like the Market to offer the necessary infrastructure to process electronic benefits cards to include SNAP and credit card transactions.
Onsite Utilities	Basic utilities such as wash water and electrical connections are in demand as are gas connections and access to refrigeration. Such utilities will be necessary, if the Market is to expand product offerings or if the Market is to transition to year-round operations.
Process and Wash Areas	High levels of interest were expressed for access to common processing and preparation areas for the preparation of fresh foods, prepared meals, baked goods, packaged salads, cut meats, and flash freezing as well as wash and prep areas for raw commodities.
Sanitation Areas	Basic market sanitation such as restrooms and wash sinks are in demand to provide worker and shopper comfort as well as to allow for expanded product demonstration.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Issue	Explanation
On-site Storage	Vendors with dry and shelf-stable goods are interested in having secure storage onsite. The addition of processing capacity will necessitate that a new site offer both dry and cold storage.
Event Space/Events	Vendors encourage new market development to include event space, indoor or outdoor, to conduct seasonal events that may attract large crowds. This will require both affiliated parking and staging that the current site cannot accommodate.
Common Sales Management	If the Market were to move to longer hours and multiple, consecutive sales days, several vendors suggested exploring a common sales management strategy. This is where producers could drop product for display and sale with the Market or some organization of producers responsible for managing the sales contact for a fee. (See Local Roots Market Case Study)
Community Integration	In order to generate interest in the site and additional foot traffic, vendors expressed an interest in exploring cooperative development options with organizations such as the newly minted Tourism Office. This would require co-location of services and shared overhead.
Teaching and Instructional Facilities	Interest exists at the vendor level in offering courses on the use of local food products and their preparation, perhaps in cooperation with the Edgecombe County Health Department, Cooperative Extension's Expanded Food Nutritional Education Program and Family and Consumer Sciences Programs, as well as the WIC Farmers' Market Program.

As with customer needs, integration of the above issues into the facility and programmatic design elements of this project are essential to a successful market development outcome.

C. Farmers, Processors, and Watermen (not current market vendors)

Given the strong interest among consumers and vendors in seeing the Market expand its operational mission, ACDS also interviewed farmers, processors, and seafood businesses that might have an interest in the facility. Interest in the facility, and its potential to expand marketing and processing capability, was determined through personal and telephone interviews, as well as through a focus group held on February 21st.

The primary interest of this stakeholder group is to increase the capacity to process locally produced food and agricultural products. Primary products identified for processing included minimally processed vegetables; canned and hot-packed produce and meat products; frozen vegetable specialties; frozen, minimally processed seafood items; sauces; pickles; and high acid foods. Great interest was expressed in developing local capacity for Individual Quick Freezing (IQF) of vegetables, fruits, brambles, sweet potatoes, beans, peas, and brassicas as well as fish and meat products. Other types of processing that generated high interest were baking, bean and nut shelling, crushing, and thermal processing of stews, sauces, and similar products.

Generally, processing volumes would be considered low with the exception of a few thermally processed goods and IQF processed vegetables which look sufficient to support a dedicated processing line in the near future. Determination of specific process equipment needs and industrial process layout must be revisited during the design and construction phases to ensure the user needs are met.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

D. Community

As noted in Section I of this report, farmers' markets are often as important to community function and culture as they are for the provision of food stuff and maintenance of agricultural economic viability. Farmers' markets, however, have been replaced in many communities by large format supermarket chains and mass merchandisers who offer consumers the convenience of seven day per week shopping and low prices driven by efficient global supply chains. Consumers, while still supportive of farmers' markets, are helping to define the new role of markets in this era of convenience and price competitiveness.

To gauge the extent of community commitment to the Market, ACDS met with numerous community groups⁵ to discuss their vision of how any proposed changes in the Market might be better integrated into the community fabric. Ideas generated include integration of the newly created Office of Tourism, Office on Aging, and Arts Council activities within the proposed facility. This integration of activities would lead to the the creation of training facilities for culinary and cultural arts, integration of a local arts gallery, provision of studio rental space, development of business incubation space, creation of a senior activity center within the Market, and the provision of space for special events such as dinners, community dances, etc.

Other than the benefit of bringing additional foot traffic to the Market, integration of these activities would allow community groups to share in program development ideas, provide joint support of operating overhead, and address a broader range of community goals than any of these organizations are able to under current conditions.

A review of the needs and opportunities of each of these groups shows congruence on a range of needs. Common needs of the core constituencies outlined in this section are enumerated below:

6. Year-round community facilities in the Town of Tarboro.
7. Teaching and instructional facilities and programs in food preparation, home economics, business development, and arts and crafts.
8. Food preparation area for processing and community use.
9. Integrated community activities.
10. Special events capacity.

Accommodating the above needs will constitute one of the greatest challenges of this project particularly as it relates to site selection and the design program.

⁵ Interviews were conducted with the Edgecombe Office on Aging, The East Carolina Partnership, the Tarboro Edgecombe Chamber of Commerce, Edgecombe County Cultural Arts Council, and the Edgecombe Entrepreneurs Organization.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

VII. Farmers' Market Case Studies

Many of the needs identified in the prior section require novel approaches to operating a farmers' market in Edgecombe County and the Town of Tarboro. These issues, however, are not unique to Edgecombe or Tarboro, so the study team engaged in case study analysis to refine how solutions were created and employed to cope with several of the needs identified above.

Markets chosen for case study analysis are the West Side Market in Cleveland, Ohio and the Local Roots Market in Wooster, Ohio. The West Side Market (WSM) was selected for analysis based on input received during the second focus group offering this market as a model for year-round operations in a market with broad array of commodity, vendor, and product types. The case study examined the operational conditions at the WSM in an attempt to inform the financial and operational analysis portion of this project.

The second case study, the Local Roots Market (LRM), examines the integration of processing and year-round marketing into a farmers' market in a small community. Additionally, the LRM offers insight into new models for community ownership and control, which sets it apart from other markets. Summaries of these case studies follow.

CASE STUDY: WEST SIDE MARKET

Overview: The West Side Market (WSM) is a landmark on the near-west side of Cleveland. The 100 year old structure commands respect; the selection of unique fresh produce, ethnic foods, and prepared foods make the WSM a destination for locals and tourists alike. Like the Local Roots Market in the second case study, the WSM is a destination shopping location, not a replacement for a full-line grocery store.

The WSM consists of approximately 100 vendor stalls, some including refrigerated display cases. Additional cold storage is available below the marketplace. In addition to cold storage, the downstairs also includes meat lockers and inspected cutting rooms where meat vendors may safely trim fresh meats for sale. There is not a production kitchen for prepared or value added foods.

Organization: Quick Facts

- Legal Structure: owned and operated by City of Cleveland
- Opened in 1912
- A vendor council helps address concerns of the member tenants

The WSM attracts over 1 million visitors per year. Very few of the products are locally grown or produced. The vendors are often multi-generational. The consumers are attracted by the large selection, the bizarre-type atmosphere, and the nostalgia of the Market.

Organization: The Market is owned and operated by the City of Cleveland. Construction of the Market began in 1910 and was completed and opened to the public in 1912. The Market is managed by an appointed manager representing the City. That person handles customer relationships, operations (maintenance, billing, etc.), and marketing of the Market.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

The vendors pay fees for use of the Market stalls on 12 month leases. No additional revenue is collected from concessions or a percent of sales. The Market claims to “break even” from the stall fees; this covers the costs of services, utilities, and employees. It does not include capital improvements to the building or rent.

Operations: The WSM operates on Mondays, Wednesdays, Fridays, and Saturdays from 8 am to 5 pm.

Operations: Quick Facts

- Stalls are rented at \$45 to \$54 per square foot per year
- A market manager helps maintain the correct product mix
- Each vendor must have RFE license and insurance

Each vendor at the WSM rents a stall. The stalls vary in size, but each is approximately 116 to 150 square feet. Many vendors have two stalls, particularly the vendors inside the main market building where they sell meats, pastries, etc. The rent is \$435 per month per stall, including utilities. That same rate, \$45 per square foot per year, is used for all “traditional” products. Traditional products are those which are raw, such as produce, meats,

and cheeses. Prepared foods, or “non traditional vendors”, pay a 20% premium, or \$54 per square foot per year. The Market operates at near full capacity at all times; currently they are at 97% capacity. Only four stalls are empty. All four stalls are in the produce wing of the building in a bad location.

Each vendor is responsible for having his own retail food establishment license and carrying \$1 million in indemnity insurance.

The Market has a staff of six city employees that handle administration. Maintenance, cleaning, and security are all contracted services. There are approximately 15 employees that fall into the contracted category.

The market manager is responsible for “policing” the vendors. She addresses customer complaints, administrative tasks, and staffing. The manager also screens potential tenants. They look for a mix of products to attract the customers. Value added products such as home-made pasta, breads, hummus, and desserts are all major attractions. The produce selection is the least desirable to the customers. Most of the produce comes from the regional food terminal and there are often complaints about quality.

The average sales of a vendor by category were not available. Neither were the total sales of the marketplace. One must assume though that the vendors are making a decent living at minimal effort for nearly all of the vendors are multi-generational. Very rarely does a vendor leave the WSM. Only three of the vendors have outside storefronts or operations other than the WSM. All three of those vendors had their outside operations before entering the Market.

The most common reasons why customers shop there are selection and experience. The most common complaints are about lack of adequate parking, quality of the produce, and limited hours of operation, particularly on the weekends.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Establishment Costs/Funding: Because the Market is nearly 100 years old and no similar marketplace have been built recently, it is very difficult to calculate how much it would cost to establish and build a new WSM.

Summary: Pros/Cons: The West Side Market is a landmark and destination for residents and tourists alike. It attracts over 1 million visitors per year and provides an economic opportunity to nearly 100 small businesses who collectively employ hundreds.

The pros of the marketplace are that it defines and preserves Cleveland culture, supports hundreds of jobs, and offers a unique alternative to the big-box grocery stores. On the contrary, the marketplace is not fully self-sustained and therefore a draw on the local government. Further, it offers a public sector competition in a private sector industry (grocery).

CASE STUDY: LOCAL ROOTS MARKET

Overview: Local Roots in Wooster, Ohio is a producer-consumer cooperative marketplace. Wooster, the county seat, is a rural community in Wayne County, Ohio. Large agribusiness industries such as Smuckers, Smith Dairy, and Certified Angus Beef Marketing have traditionally dominated the agricultural economy. More recently, there has been a growing trend in specialty crop production by small family farms and/or first generation farmers. The focus of these operations is on organic fruits and vegetables.

Local Roots provides a year-round marketplace for locally produced produce, meats, cheeses, baked goods, arts and crafts. They have a strict set of guidelines that defines local products by the way they are produced, not necessarily their distance from the marketplace. Producers deliver their products and sell them on consignment. A staff of members of the co-op operates the storefront so that the farmer does not need to be present. In 2010, the market's first year, they sold nearly \$300,000 worth of local products from nearly 100 producers. The most any one vendor sold was approximately \$15,000.

Organization: Local Roots has adopted a very unique cooperative model, which provides them both supplier and customer buy-in. Their marketplace is organized as a producer-consumer for profit cooperative. Suppliers must be members to sell at the co-op; consumers do not need to be members to purchase, but they do receive access to special events and the community room. When the co-op turns a profit, the members receive a distribution of the profits.

Organization: Quick Facts

- Legal Structure: Producer-Consumer For Profit Cooperative
- Membership: \$50 per producer, \$50 per consumer, 5 hrs volunteer time
- Involvement: 135 producers, 558 consumer members
- Governance: market manager, 9 member board with 3 year terms

The entity is operated daily by a market manager. Her role is to organize volunteer labor, address production and product issues, and operate the marketplace during its stated hours. She answers to a nine-member board of directors. Each

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

director is elected from the general membership for a three year term. The elections are staggered so that only three members are elected each year. The board officially votes only on issues such as lending, building matters, and purchases over \$500.

The organization currently has 558 consumer members and 135 producer members. Because each producer is entitled to space in the marketplace, the market manager does limit the producer membership. The market manager strives to have a large selection of products and multiple choices for the customer; however, too many of the same product would mean that no one receives adequate sales. There is currently a producer waiting list. There is no ceiling on the total number of consumers permitted to join. Memberships are \$50 per year or a person can offer 5 hours of volunteer time and forgo the membership fee. Over 90% of members choose to pay the \$50 instead of volunteer time.

Operations: Local Roots is a retail food establishment inspected and approved by the Wayne County Department of Health. The storefront includes refrigerated displays for refrigerated meats, cheeses, and fluid dairy; freezer displays for meats; and dry display space produce, baked goods, arts and crafts. The producers set their own price. The market collects 10% on the sale of each item to cover their costs; refrigerated and frozen shelf space is rented at \$8 per shelf (approximately 2 square feet). Additional revenue is derived from rental of the community room and (in the future) use of the community kitchen.

Operations: Quick Facts

- Revenue Model: 10% sales commission, rental of space, membership fees
- Pricing: producer sets price
- Labor: salaried market manager and volunteer staff:
- Sales: produce is largest category. Market sales near \$300k for 2010.

The marketplace is open Wednesday thru Saturday, 11:00 am to 7:00 pm, to both members and the general public. The market offers its shoppers the convenience of paying by cash, check, credit card, or EBT. The Market sees approximately 400 to 500 customers per week

with approximately 30% of them being members. About 30% of the customers are regulars, shopping weekly or multiple times per week. The average sale is \$16 and there are approximately 2,000 transactions in a month. The sales are broken down by category as follows: produce, 30%; meats, 20%, bakery 20%. Other smaller categories, such as eggs and milk, make up the remaining sales. The smallest category is non-food items, which account for 3% of sales but take up approximately 40% of the sales floor space.

The market manager and a team of volunteers operate the marketplace. The market manager believes that only 2.5 people would be required for the operation of the marketplace and administrative tasks. However, it currently operates with about 250 hours of volunteer labor per week. These volunteers help customers, work the deli counter, stock the shelves, run the registers, clean and do repairs. A large amount of volunteer help is used to make improvements to the facility.

On market days, the producers deliver their products to the Market before 11:00 am. Volunteers help them unload their vehicles, unpack the food items, and place them on the shelves. Products

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

are organized by category (meats, cheeses, fruits, vegetables, etc.), not by producer. Each producer is identified on the signage near the product.

Some farmers simply drop their boxes and leave; others stay and arrange their inventory as they like it. Volunteers make signs to identify the products and their price. All products are given a unique SKU. This SKU is used at checkout to identify the producer, the price, and the product. A report is run from the cash-register software and farmers are paid every 14 days.

On average, products “turn” every two days and the producer must bring a fresh supply. There is some spoilage, which is the responsibility of the producer. No estimate is available on the percent of products that spoil. All unsold items may be taken back by the farmers or are donated to a local food pantry. More recently, one of the local institutions, The College of Wooster, has been buying excess produce for use in the cafeteria. The marketplace does not currently have an estimate for wholesale sales volume.

In its first twelve months, the marketplace had gross sales of \$298,000. Currently, the highest monthly sales topped out at just over \$30,000. With the current membership levels, approximately \$40,000 per month is the break-even point at which the organization can pay its utilities, insurance, market manager salary, and operating expenses out of the transaction fee and membership fees.

Establishment Costs/Funding: Local Roots was established almost entirely off of community support and volunteer labor. They are a for-profit entity and not eligible for many grants and they are not interested in foundation money. Their mission is to be self-sustaining through operations and memberships.

Their building is an 8,600 square foot facility approximately 100 yards from the main street (Liberty Street) in downtown Wooster. The building is owned by Wayne County. The organization has a 5 year lease on the building at \$2,000 per month. The first 24 months are rent free; after that, any improvements that are made to the facility can be deducted from future rent. Currently, Local Roots has invested \$19,000 into the facility; that number is for materials and labor was volunteer based. The lessor does not receive any ownership or a distribution of profits from the entity. All maintenance is the responsibility of Local Roots.

All professional help, such as accounting, legal, technology, and graphic design, were donated by members of the co-op. This significantly reduced the establishment costs.

The used, retail display units were donated by a local grocery store. The commercial refrigerators, freezers, and deli counter were purchased with a Specialty Crop Block Grant. That Grant was for \$60,000 and it paid for equipment purchases and the market manager's salary.

Establishment: Quick Facts

- Building: owned by the County, creative lease where the value of improvements are deducted from future lease payments
- Heavy dependence on donations and volunteer labor
- Creative financing plan utilizing membership fees and member loans
- Startup under \$35,000

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Most of the establishment costs were covered in the form of volunteer support and from membership fees. Additionally, six loans totaling \$12,000 were made to the organization by founding members. These loans earn 5% interest and are due in full within 5 years. Initially, \$10,400 in membership fees were raised before opening the marketplace. The establishment as a whole – including buildout, display cases, and professional help – cost the organization under \$35,000 in cash (again, not counting the invaluable support of volunteers).

Summary: Pros/Cons: The producer-consumer cooperative model does a very good job of involving the community in their food system and building an alternative retail outlet for artisan, small scale producers. Most importantly, they were able to create such a venue very quickly with very little upfront investment. In their opinion, they would have “lost steam” had they pursued government grants and foundation money, both process driven and highly competitive funding sources.

The downside to the marketplace is its dependence on volunteer labor. This requires a dedicated and well connected initial membership base. These market enthusiasts/advocates must see a return for their time and energy or they will cease to participate in the activities of the market. Such a return may simply be social enjoyment for some and for others it may be a competitive streak in which they personally feel as if they are on a team. This team is an underdog and they are extremely motivated to win.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

VIII. Market Design and Operational Considerations

Successful relocation and redevelopment of the Tarboro-Edgecombe Farmers' Market will be driven by a clear understanding of the operational facility requirements of the Market and any ancillary community uses that are proposed for the facility. The intent of this section of the report is to offer a basic description of these elements.

A. General Ownership and Management Requirements

Given the number of potential community users⁶ that may operate from the proposed new market facility, public sector ownership of the Market is recommended. Since most users are county-based organizations, county ownership is considered important. The community uses within the facility, however, are unlikely to generate significant operating revenue, which means outside funding will be necessary to acquire the site and update it for the intended uses. Grant resources will be important to accomplish this.

Once the facility has been acquired, preparing the site for use will be predicated on in-depth involvement of the constituent groups to ensure that the build out and management systems are efficiently established. This will necessitate that the County act as the developer of a multi-tenanted building whose base requirements are built around an anchor tenant. In this case, the anchor tenant will be the Tarboro-Edgecombe Farmers' Market, which must establish itself as an official, operating entity.

One of the biggest challenges of this project will be establishing and funding a full-time operating entity that will develop and operate the new Tarboro-Edgecombe Farmers' Market. This entity will have to be formed and funded as part of the predevelopment process and build the capacity to operate the farmers' market elements of the proposed project. Given the strong level of community support for the Market and the overwhelming need to expand grower participation in the Market, ACDS recommends establishing the new market entity either as a not-for-profit agricultural association or as a consumer-grower cooperative modeled after the Local Roots Market in Wooster, Ohio. Of these two, the favored market management model would be the Local Roots Market, since it offers a means to buy-in commitment from a local consumer base, assists with volunteer development, provides a means to develop acceptable market policies⁷, and offers a means to generate early cash flow to support start-up.

B. Operational Requirements

Operationally, the changes proposed in the farmers' market will make its management far more complex than any previous market in the County. The most fundamental change, if adopted will be the addition of indoor, year-round marketing of a broad sales mix which will require the presence of a full time market manager to oversee installation and operation of marketing

⁶ Facility users may include the Tarboro-Edgecombe Farmers' Market, Edgecombe Office on Aging, Edgecombe County Cultural Arts Council, Edgecombe Office of Tourism, and the Edgecombe Entrepreneurs Organization.

⁷ Initially, the study team recommends adopting the market rules and regulations in-place at the Raleigh State Farmers' Market.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

infrastructure, manage day-to-day operations, and to oversee integration of farmers' market activities with other on-site programming.

A market manager must be able to work effectively with state, county and local regulatory agencies; farmers; vendors; consumers; and community and business organizations. Initially, this position will be full-time, particularly during design, construction, and initial operations. Because many of the most technical market development issues will arise at this point in the development horizon, it may be valuable to contract with a market organizer that has several years of successful experience in farmers' market management that can guide the organization during this critical time. If the community elects to run a shorter seasonal market, or forgoes indoor operations, a part-time manager will suffice.

Beyond the day to day operational elements, the design program for the new facility must accommodate many divergent activities within a shell building that is easily adaptable to new uses. Because of this, maximum flexibility in the programming of space is advised. This will allow easy transition between uses that do not require hard infrastructure, regulatory segregation, or security such as, offices, processing areas, gallery space, and storage. Other areas may be open flex space with minimal utilities and moveable walls. Basic operational space requirements, based on interviews and focus groups. Aggregated results are as follows:

Table 4 - Operational Space Requirements

Use	Estimated Space Requirement (Square Feet)
Interior	
Offices	1,000
Sales area	2,500
Processing, preparation, and storage areas	10,500
Training and instructional areas	1,200
Common areas – e.g., kiosks, halls and restrooms	4,500
Gallery	875
Exterior	
Parking for market and offices	17,000
External utilities – e.g., transformers and refrigeration	2,900
Signage	500
Seasonal farmers' market shed and parking apron	8,000
Event space and demonstration areas	10,000
Truck staging, interior roads, etc.	20,000

These requirements yield a net working area requirement of approximately 84,000 square feet or two acres of hard surface to accommodate the types of sales and event yields expected in community discussions. While smaller sites might be workable, close consideration will have to be given to the mix of other community activities in the center and the impact that those changes will have on car and foot traffic, site utilization, parking requirements, community support, and public safety and wellness.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

C. Design Requirements

If the Tarboro-Edgecombe Farmers' Market Redevelopment is to move forward, it will need to undergo a full design and engineering process that is suited to the individual property selected for relocation. This design and engineering process will need to be conducted directly with the end users of the facility. Some of the key design criteria that must be taken into account are highlighted below.

- **Shopper Requirements**
 - All areas of the site must be handicap accessible.
 - Sufficient on-site parking is required.
 - Site must be pedestrian safe.
 - Interior market area must support a varied sales mix:
 - Produce.
 - Baked goods.
 - Dairy.
 - Poultry, meat and deli.
 - Seafood.
 - Flowers and herbs.
 - Dry groceries.
 - Prepared foods for at-home and at-place consumption.
 - Specialties such as candy and coffee.
 - Crafts.
 - Electronic transaction capability throughout the site.
 - Training facilities for cooking and craft classes.

- **Vendor Requirements**
 - Secured, climate controlled indoor vendor area in unit sizes varying from ten feet by ten feet to twenty feet by sixteen feet. Vending area must be utility served to accommodate limited cold storage, wash down, packing, some cooking, and electronic benefits transactions.
 - Covered outdoor vendor area with capability to enclose for three-season use. Outdoor vendor area to accommodate truck sales from six to ten vehicles with wash down area, restroom facilities and power/telecom hook-up capability.
 - Food safety coordination throughout the facility.
 - Shared facilities and services:
 - Shelling for beans, peas, and tree nuts – low capacity.
 - Wash, prep, and packaging area for produce and dry goods to service retail areas of the Market.
 - Cold and sub zero freezer storage for secure short term use of 24 to 36 pallet positions.
 - Dry storage capacity for secure short-term storage of 18 to 24 pallet positions.
 - USDA storage for meat products.
 - Shared processing area. (See equipment list in Appendix B.):
 - Baking capacity for breads and desserts with an initial capacity of 350 loaves per day with growth up to 1,000 loaves per day.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

- Thermal processing capacity to include cook-chill line, hot pack line and pickling line. Initial batching is expected to range from 20 quarts to 80 quart batches per product increasing to 150 quart batches within two years.
- Wash and preparation areas for meals and salads.
- Flash and Individual Quick Freezing capacity for seasonal vegetables with a maximum expected output of 4 tons per hour during peak season.
- USDA processing capability for manufacturing meat products.
- Training and education area for food processing and culinary education with utilities and seating for twenty.
- Common sales area for craft and food sales with independent check-out.
- Community Requirements
 - Catering kitchen for community rental and use for on-site events seating up to 400 individuals.
 - Outside demonstration area for gardening and environmental issues.
 - Training facility and work rooms for use in senior programs, craft demonstrations, pottery working, and arts classes.
 - Visitor's Center and display area for the newly created Edgecombe Tourism Board with information kiosk.
 - Art gallery and display area that is secured and climate controlled for the exhibition of permanent and transitory art exhibits.
 - Event and gathering areas with a permanent area provided within the Market for food consumption and community gatherings as well as design capacity for community events of up to 400 individuals. Outdoor spaces, such as the proposed farmers' shed may be designed to integrate into the special event format.
 - Offices for market management, Arts Council, Tourism Bureau, Office of Aging staff and others.
 - Micro-enterprise incubation space for small retail start-ups is recommended pending space availability and in coordination with other market users.

As with any feasibility level report, the above assertion of facility requirements should be considered as advisory only. Estimates should be confirmed with facility users at the design phase.

IX. Site Selection for a New Farmers' Market

Based on prior studies conducted by ACDS, LLC and academic institutions such as the Leopold Center at Iowa State University, there are certain characteristics associated with farmers' markets that can be indicators of success.

The first set of criteria relate to the farmers' market consumer. The most successful site for a farmers' market will meet all, or a majority of, the consumer factors found in the table below.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Table 5 – Demographic Site Selection Parameters

Factor	Explanation
Population in a 3-mile Radius	Research in both urban and sub-urban markets indicates that 75 to 80 percent of market shoppers come from within a three-mile radius of the Market.
Household Income	Households with an income over \$70,000 have a higher propensity to shop at farmers' markets than those with a lower income.
Market Potential	Communities with an unsatisfied food demand generally support farmers' markets at a higher level than those with an excess food supply.
Educational Attainment	Consumers who have earned a bachelors' degree or higher support farmers' markets at a higher level than those with lower educational attainment.
Average Age in 3-mile Radius	Consumers aged 55 and over are more likely to shop at farmers' markets than are younger consumers.
Food Expenditures	Very successful farmers' markets do not generally achieve market penetration beyond 5 percent in the food categories in which they operate and within their market area.
Food Leakage	Food leakage measures the amount of food purchases made outside of the area.
Urbanity	Urban identified consumers are more likely to shop at farmers' markets.

Site characteristics also have a significant impact on the utility of a property for a farmers' market. A survey of these characteristics can be found in the table below.

Table 6 – Site Specific Selection Parameters

Factor	Explanation
Traffic Count	Markets pull a percentage of the car traffic that directly passes the site, therefore high traffic count is favorable.
Foot Traffic	As with vehicular traffic, foot traffic is also important for drawing consumers to a market.
Parking	Most farmers' market consumers will drive to the Market and require parking. On-site or local street parking must be sufficient to allow a turnover of shoppers at peak shopping times. Parking requirements are a factor of market size and facility capacity.
Site Condition	To keep development costs low, sites with developed and serviceable infrastructure are preferred.
Building Condition	In order to offer year-round farmers' market potential, a serviceable building with high ceilings, open floor area, and processing capability is preferred.
Accessibility	Site must have good accessibility from high traffic areas to include multiple entrances, traffic control devices, and include on-site capability to offer handicap parking.
Lot Size	Lot should be sufficiently sized to support marketing activities, parking, and special events. Additional capacity for community uses is preferred.
Utilities	In order to support processing and year-round farmers' market activities, on-site utilities such as three-phase electricity service, gas, water, and sewer.
Presence of Competing/Supporting Businesses	Farmers' markets often perform well when located in areas where there is significant general business activity. This is particularly true when there are other food businesses already attracting food shoppers.

In selecting a site, ACDS looks for favorable consumer characteristics as described above.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Site Selection Process

At the outset of the project, three sites were identified for review. These were the former Harris Market site at 410 Trade Street, the former Golden Corral site at 710 Western Boulevard, and various green field sites near the Wal-Mart site off of exit 485 on US Route 64.⁸ A brief review of these sites can be found below.

410 Trade Street

410 Trade Street is a two acre site, one block from Main Street that houses the 21,000 square foot former Harris Market, an independent grocer that severed the downtown Tarboro area. The building is a steel frame structure with masonry exterior walls and a pitched steel roof. The building has been decommissioned and is nearly in bare wall state. The building has rear truck docks with overhead doors. All other entrances are through at-grade man doors. The lot has approximately 63,000 square feet of hard surface parking which is in modest repair. All utilities are available at the site.



Parking areas are accessible from two streets and the lot size and configuration make it serviceable for both truck and light vehicle traffic. Pedestrian access is excellent as the site is surrounded on all four sides with sidewalks. Nearby traffic counts indicate that the site is passed by approximately 6,000 vehicles per day.

The Market site's three-mile service area has favorable demographics for farmers' market development with the following characteristics.

Table 7 – 410 Trade Street Selection Characteristics

Characteristic	Value
Population	12,940
Population with higher education	18.3 percent
Average Age	41.7
Population over 50	31.5 percent
Households	4,985
Households with Income over \$75,000	12.9 percent
Total Household Food Budget	\$29,327,000
Total At-home Food Budget	\$17,295,000
Average At-home Food Budget	\$3,469
Food Price Index	78
Food Leakage	-\$2.7 million
Top Three Food Categories	Prepared foods 35%, meat 23%, produce 17%

⁸ Other sites were evaluated as part of this study, but found non-competitive and were therefore not included in this analysis.

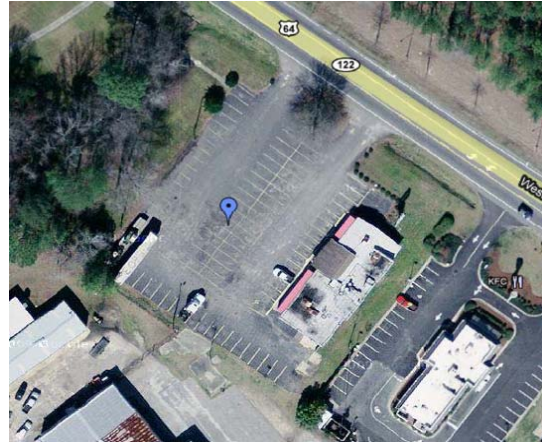
Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

The Trade Street site is favorably positioned to be effectively used for both indoor and outdoor marketing activities with good access to multiple thoroughfares, excellent street visibility, and sufficient operating areas to hold both outdoor and indoor functions. Whether being used for an indoor or outdoor market site, 410 Trade Street would require basic facility maintenance and updates to include some roof rehabilitation, lot resurfacing and some interior and exterior fit out.

The site is currently listed on the market and immediately available.

710 Western Boulevard

710 Western Boulevard is a one-acre site with a 5,000 square foot structure that formerly served as the site for a restaurant that has been abandoned for some time. The building is a combination of masonry and frame structure with a low interior clearance. The parking area consists of approximately 30,000 square feet of hard surface in modest repair. The building is approximately 33 years of age and has been decommissioned, with all production infrastructure removed. All entrances are at grade through man doors. All utilities are available at the site.



The site is accessible only from Western Boulevard within approximately 100 yards of the intersection of Western and Wilson Boulevards. The lot is designed for light vehicle traffic and does not have a means to separate such traffic onsite. The site has high traffic counts of 8,500 to 17,000 vehicles per day, but lacks good pedestrian access to adjoining business uses.

The site's three-mile service area has favorable demographics for farmers' market development with the following characteristics.

Table 8 – 710 Western Boulevard Selection Characteristics

Characteristic	Value
Population	13,050
Population with higher education	18.3 percent
Average Age	41.8
Population over 50	31.5 percent
Households	5,026
Households with Income over \$75,000	19.6 percent
Total Household Food Budget	\$29,619,000
Total At-home Food Budget	\$17,467,000
Average At-home Food Budget	\$3,475
Food Price Index	78
Food Leakage	-\$2.5 million
Top Three Food Categories	Prepared foods 35%, meat 23%, produce 17%

While the 710 Western Boulevard site has many favorable characteristics for use as a farmers' market site, the site is not currently well designed to handle mixed truck and light vehicle traffic and the current building has no utility for multi-tenant operations. In order to offer an indoor

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

market that would service a basic need for marketing and limited processing space, the existing facility would need to be demolished and a new facility rebuilt. The lot size and configuration, however, would limit the size of a new facility to less than 10,000 square feet, if external market uses were also planned for the site. The parking lot will also need resurfacing in the near term.

Route 258 Sites near Wal-Mart

There are numerous greenfield sites suitable for a range of development opportunities in and around the Tarboro Wal-Mart site. All are open development sites with ample parking and easy highway access. Located next to two high traffic retailers (Lowe's and Wal-Mart), the sites attract approximately 18,000 vehicles per day. There is little or no pedestrian access as the shopping areas are designed specifically to encourage efficient traffic flow.



These greenfield sites are ready to build but would require utilities to be installed. Since the area is generally designed to support retail activities, development of processing on-site, beyond food preparation, is likely to be an incompatible use.

As with the other sites, the site's three-mile service area has favorable demographics for farmers' market development with the following characteristics.

Table 9 – Route 258 Sites Near Wal-Mart Selection Characteristics

Characteristic	Value
Population	12,165
Population with higher education	18.4 percent
Average Age	42.7
Population over 50	32.5 percent
Households	4,789
Households with Income over \$75,000	20.0 percent
Total Household Food Budget	\$28,814,000
Total At-home Food Budget	\$16,814,000
Average At-home Food Budget	\$3,511
Food Price Index	78
Food Leakage	-\$3.3 million
Top Three Food Categories	Prepared foods 35%, meat 23%, produce 17%

greenfield development sites generally offer a quick and convenient means to develop a purpose built facility, but generally do so at a high acquisition cost. This is the case with the sites under consideration. An additional consideration with these greenfield sites are that the general area, while having great visibility and access to US Route 64, does not lend itself to processing and community uses.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Site Ranking

Based on the above analysis as well as site visits, the ACDS project team has developed the following ordinal site ranking based on the Site Utility Table below.

Table 10 - Site Utility Table

	Trade Street (1)	Western Boulevard (2)	Route 258 (3)
Seasonal Farmers' Market - Outdoors	High	Medium	High
Seasonal Farmers' Market - Indoors	High	High	High
Year Round Farmers' Market	High	High	High
Community Events	High	Medium	Low
Training and Education	High	Medium	Medium
Processing - Minimal	High	Medium	Medium
Processing – Raw to Finished	High	Low	Medium-Low
Product Assembly and Packing	High	Low	Low
Cold Storage	High	Medium	Medium
Dry Storage	High	Medium	Medium
Restaurant	High	Medium	High
Farm/Garden Demo	High	Low	Low
Environmental Demo	High	Low	Medium-Low

Based on the favorable characteristics of the Trade Street site, ACDS recommends this location for the new Tarboro-Edgecombe Farmers' Market.

X. Site and Design Recommendations

Based on the analysis conducted as described in the prior sections of this report and significant community input, ACDS recommends the acquisition and rehabilitation of the former Harris Market site at 410 Trade Street as the most expedient means to relocate and further develop the Tarboro-Edgecombe Farmers' Market. This site combines all of the necessary features that the both shoppers and vendors are seeking, including a large paved lot, good access to local roads, a sound physical structure suitable for low cost conversion (see engineering review of 410 Trade Street in Appendix C) for year-round market operations, and good market demographics.

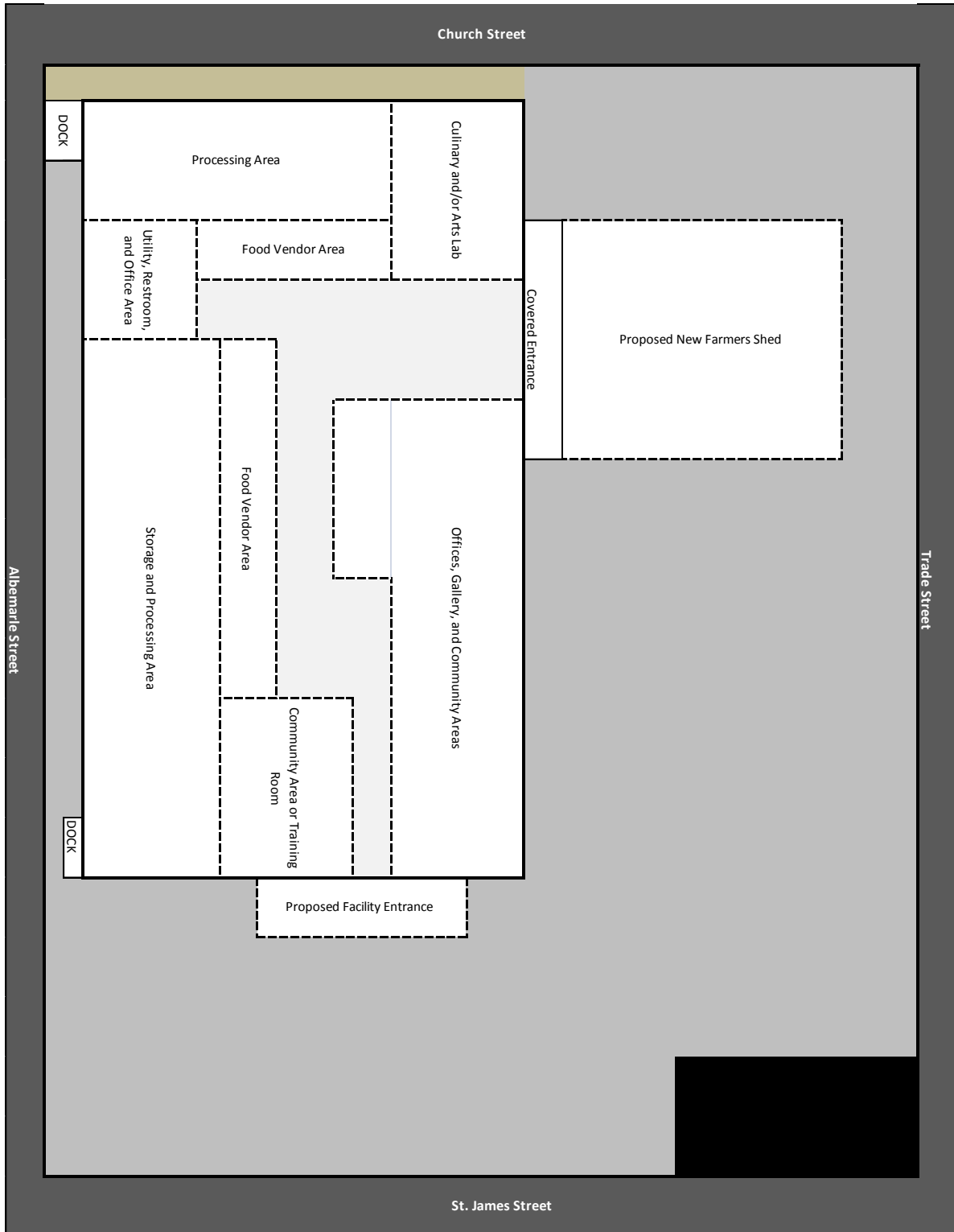
Looking beyond the Market's individual needs complicates site design and site use standards but offers multiple, synergistic community and market benefits. For instance, without the possibility of art classes and gallery space needs or the interest in Office of the Aging in co-hosting daytime senior events with the Market, it would be unlikely that the Market could afford to even consider taking on the challenge of an indoor, year-round market. As a design criterion, this would lead to the development of large open space areas in the new market, to encourage flexible use.

While these uses are generally compatible, they can also be problematic, if the general facility design and process flow bring the working elements of the building into conflict. Good design programming is therefore the critical next step for the facility and should follow with more in-depth conversations with potential user groups.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

ACDS has prepared the following flow diagram to indicate the relative relationship of the design elements discussed in prior sections. This diagram should be used to generate additional community conversation about the Market and its intended community uses.

Figure 1 – Proposed Functional Facility Layout for 410 Trade Street



Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

XI. Project Staging

As with any community financed project, the Tarboro-Edgecombe Farmers' Market development project is likely to follow a phase approach to achieve its full build out potential. The general phases of development are briefly defined below.

A. Pre-construction Phase

In the pre-construction phase, the County would conduct initial fundraising efforts to acquire the site and begin the engineering and design portion of the project. Bidding the project as a design/build would allow the County to reduce time to market as well as the cost of the project. During this time, the market cooperative would be formed and initial operating capital would be raised to sufficiently carry the organization through start-up and early Phase 1 operations.

During the pre-construction phase, the Market will relocate to the site for seasonal sales, if land acquisition details can be worked out.

B. Phase 1 Development

Key site and facility improvements will be the centerpiece of Phase 1 activities as outlined in the Phase 1 capital budget in the Section XII. Among these improvements will be basic repairs and maintenance to the site such as utility upgrade, lot paving, roof updates, a fire suppression system, and interior fit out of vendor areas, offices, training rooms, installation of a small process area and catering kitchen, and installation of the non-industrial infrastructure. In addition, this phase will see the outfit of community spaces, gallery, and common areas. If financially feasible, this phase will also include development of the new seasonal farmers' shed, which should be designed with dual use as a community hall in mind.

Phase 1 will also include façade updates, as warranted, and a reorientation of the building's entrance toward St. James Street. The target for completion of Phase 1 activities would be mid to late year 2012.

C. Phase 2 Development

Phase 2 is intended to complete the site development process with the addition of the more industrial processing elements such as flash and individual quick freezing lines and installation of a cook-chill system. Installation of these systems will involve additional enhancements to the utilities and facility upgrades such as new trench drain systems, additions to sub-zero and cold storage and similar upgrades. These development efforts, while popular with farmers and processors, are best served as a separate development phase since additional research and fundraising must be conducted before construction can begin. It was determined that this additional work requirement should not delay the initiation of community and farmers' market activities.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

XII. Pro-Forma Market Performance

This section of the report is designed to provide a snapshot of expected capital and operating financial conditions as they relate to the development of the new Tarboro-Edgecombe Farmers' Market and Community Center. All estimates are based on the assumption that the County of Edgecombe will acquire the former Harris Market site at 410 Trade Street and renovate said site in a manner consistent with the intent expressed in Sections VII, X, and XI.

The capital budget is based on a series of assumptions regarding the level of investment required to bring the 410 Trade Street site into full compliance with current building codes for the uses intended as well as restoring the site to a "like new" condition. Equipment installation for uses such as the proposed community kitchen and vendor area is priced for new equipment. Given the current glut of used equipment on the market, there are likely to be significant savings on used equipment.⁹

The capital budget is segregated into a Phase 1 and Phase 2 budget which follow the general outline for the project phasing proposed in Section XI. Several assumptions are implicit in this phasing arrangement that should be clearly stipulated. First, the budget assumes that the site will sell at or near asking price. Second, certain deferred maintenance items, such as roofing repair, are assumed to occur at replacement cost. Third, the budget assumes that only the public areas of the building will require installation of a fire suppression system. Finally, \$315,000 is allocated for a seasonal farmers' shed, which is envisioned as a 4,200 square foot securable facility suitable for truck sales, display, and a three season enclosed event space. This space, while adding a great deal of operational flexibility to the site, is not necessary to the proper functioning of the facility.

Table 11 – Phase 1 Capital Budget

Capital Budget Estimates				
Phase 1	Unit Type	Number of Units	Cost Per Unit	Total Cost
Building Acquisition	Building and Lot	1	\$330,000	\$330,000
Lot Resurfacing	Square Foot	45,000	\$3	\$112,500
Utility Upgrades	Unit Estimate	1	\$50,000	\$50,000
Interior Demolition	Square Foot	21,000	\$2	\$42,250
Fire Suppression - General	Square Foot	7,740	\$5	\$38,700
Roof and Soffit Repair	Square Foot	23,714	\$6	\$142,284
Interior Market Fit-out	Square Foot	2,306	\$35	\$80,710
Seasonal Farmers Shed (56x75)	Square Foot	4,200	\$75	\$315,000
Restroom Install -Farmers Shed (8x15)	Square Foot	120	\$135	\$16,200
Market Office (8x15)	Square Foot	120	\$50	\$6,000
Tourism Information Bureau Office (14x14.5)	Square Foot	200	\$50	\$10,000
Art Council Office (14x14.5)	Square Foot	200	\$50	\$10,000
Gallery (25x35)	Square Foot	875	\$25	\$21,875
Prep Area, Catering Kitchen, Cold and Dry Storage (20x70)	Square Foot	1,700	\$110	\$187,000
Training Room (20X30)	Square Foot	600	\$20	\$12,000
Kitchen/Studio Lab (20X30)	Square Foot	600	\$105	\$63,000
Kitchen and Prep Area Fit Out	Per Attached List			\$241,131
Sales Area Fit Out	Per Attached List			\$22,000
Contingency	Percent of Construction Cost	7%	\$827,769	\$57,944
Total Phase 1				\$1,763,594

⁹ Value engineering the facility during a design

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

The Phase 2 capital budget is similarly based on a set of assumptions about how the Market might expand its processing capability. Phase 2 build out includes the establishment of a larger process area with a cook-chill system, Individual Quick Freeze, and Flash Freezing capability. While this capacity was in high demand during the interview and focus group process, determining process capacity needs and product flow requirements was beyond the scope of this study and will require further analysis with end users. Given the level of stated interest, the project team did develop speculative equipment lists based on assumed capacity needs in order to provide magnitude of cost estimates for facility upgrade and equipment needs. Current equipment estimates are based on new equipment and likely overstate the needs defined.

Table 12 – Phase 2 Capital Budget

Capital Budget Estimates				
Phase 2	Unit Type	Number of Units	Cost Per Unit	Total Cost
Utility Upgrades	Unit Estimates	3	\$50,000	\$150,000
Refrigerant Line Installation	Linear Foot	600	\$20	\$12,000
Refrigerant Tank Installation	Unit Estimates	3	\$5,000	\$15,000
Fire Suppression - General	Square Foot	10,000	\$5	\$50,000
Process Area Fit Out	Square Foot	8,400	\$110	\$924,000
Restroom/Locker Room Install - Process Area	Square Foot	560	\$115	\$64,400
USDA Office (8x15)	Square Foot	120	\$50	\$6,000
Process Managers Office (14x14.5)	Square Foot	200	\$50	\$10,000
Prep Area, Catering Kitchen, Cold and Dry Storage (20x70)	Per Attached List			\$584,432
Contingency	Percent of Construction Cost	7%	\$924,000	\$64,680
Total Phase 2				\$1,880,512

The following 5-year pro forma cash operating budget is offered as a means to estimate cash flow parameters for the proposed market layout and recommended management structure of a consumer-grower marketing cooperative. Some of the key assumptions motivating the analysis are as follows:

- Market will operate six days per week, ten hours per day, for 312 days.
- Market operations will be managed by the cooperative under a rental agreement with the County.
- Cooperative will use outside property management assistance in the first year.
- Cooperative will collect rents and fees for facility use.
- Cooperative will manage a common sales area charging a 10 percent transaction fee and 2 percent stocking fee.
- Cooperative will operate kitchen and processing areas on a cost recovery basis.
- Processing operations will initiate at the end of the second year of operations.
- Cooperative will provide a “Better Process Control” certified processing specialist and trained labor for all processing activities.
- Cooperative will be responsible for all common area maintenance and overhead.
- Cooperative will be responsible for all marketing and advertising of the farmers’ market.
- Operating support will be provided through grants for the first three years of operations.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

The tables that follow highlight the expected cash flows.

Table 13 – Proposed Operating Budget for New EFTM Market

Cash Budget for Edgecombe Tarboro Farmers Market					
Operating Revenue:	Year 1	Year 2	Year 3	Year 4	Year 5
Storefront Derived Income					
Transaction Fee (10% of sales)	\$3,900	\$5,850	\$7,020	\$8,424	\$10,109
Membership Fees					
<i>Individual</i>	\$2,000	\$2,400	\$2,880	\$3,456	\$4,147
<i>Household</i>	\$1,000	\$3,000	\$4,000	\$5,000	\$6,000
<i>Farmer/Vendor</i>	\$2,000	\$2,200	\$2,420	\$2,662	\$2,928
Stocking Fee/Shelf Rental	\$312	\$468	\$562	\$674	\$809
	\$9,212	\$13,918	\$16,882	\$20,216	\$23,993
Space Rental					
Office Rental	\$2,800	\$2,876	\$2,953	\$3,033	\$3,115
Seasonal Stall Rental	\$420	\$433	\$446	\$612	\$630
Interior Stall Rental	\$5,846	\$8,004	\$9,248	\$9,498	\$9,754
Daily Stall Rental	\$500	\$1,000	\$1,100	\$1,650	\$1,800
Day Rent - Training Room	\$375	\$375	\$375	\$375	\$375
Day Rent - Lab Room	\$600	\$600	\$600	\$600	\$600
Day Rent - Farmer Shed	\$250	\$500	\$500	\$750	\$750
Cooler Rental	\$1,440	\$1,483	\$2,546	\$2,623	\$3,241
Freezer Rental	\$1,800	\$1,854	\$3,183	\$3,278	\$4,052
Storage Rental	\$400	\$412	\$424	\$437	\$450
CAM Charge	\$3,173	\$3,959	\$4,426	\$4,600	\$4,725
	\$17,603	\$21,496	\$25,802	\$27,456	\$29,493
Processing Income					
Hourly Rental Fee (self use)	\$2,950	\$4,425	\$6,500	\$8,125	\$9,750
Per lb Processing Fee	\$0	\$57,600	\$115,200	\$230,400	\$230,400
Storage and Handling Fee	\$221	\$4,652	\$9,128	\$17,889	\$18,011
	\$3,171	\$66,677	\$130,828	\$256,414	\$258,161
Miscellaneous Income					
Gift Cards	\$13	\$25	\$50	\$50	\$50
Fundraising Events	\$2,000	\$3,000	\$3,000	\$6,000	\$6,000
Operating-working capital grants	\$130,000	\$130,000	\$70,000	\$0	\$0
Late Fees	\$75	\$75	\$105	\$105	\$105
Cleaning Charges	\$750	\$450	\$900	\$1,200	\$1,200
Specials - Cookbooks	\$675	\$900	\$900	\$900	\$900
Direct Utility Charges	\$143	\$143	\$143	\$143	\$143
Other -e.g. Gallery	\$7,200	\$8,700	\$10,800	\$15,000	\$15,000
	\$140,855	\$143,293	\$85,898	\$23,398	\$23,398
Cash Income	\$170,842	\$245,384	\$259,409	\$327,484	\$335,045

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

Cash Budget for Edgecombe Tarboro Farmers Market (Continued)					
Operating Expenses:	Year 1	Year 2	Year 3	Year 4	Year 5
Staffing					
Market Manager	\$35,000	\$35,945	\$36,916	\$37,912	\$38,936
Processing Specialist	\$0	\$85,000	\$87,295	\$89,652	\$92,073
Processing Labor	\$0	\$3,200	\$6,400	\$12,800	\$12,800
Cashiers	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Temporary Labor	\$2,400	\$3,000	\$3,600	\$3,600	\$3,600
	\$49,400	\$139,145	\$146,211	\$155,964	\$159,408
Utilities					
Electric	\$4,160	\$6,280	\$9,450	\$9,450	\$9,450
Gas	\$17,680	\$26,690	\$48,300	\$50,400	\$52,500
Water	\$624	\$942	\$1,470	\$1,680	\$1,680
Sewer	\$728	\$1,099	\$1,680	\$1,890	\$1,890
Refrigeration Gas	\$0	\$9,600	\$19,200	\$38,400	\$38,400
	\$23,192	\$44,611	\$80,100	\$101,820	\$103,920
Operating					
Telephone	\$1,096	\$1,096	\$1,096	\$1,096	\$1,096
Broad Band	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700
Legal	\$2,500	\$12,000	\$3,000	\$3,000	\$3,000
Professional-other	\$2,000	\$12,000	\$6,000	\$6,000	\$6,000
Permits and Licensing	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Contract Cleaning	\$800	\$2,500	\$2,500	\$2,500	\$2,500
Repairs and Maintenance	\$12,000	\$20,000	\$20,000	\$20,000	\$25,000
Waste Mangement	\$1,200	\$3,600	\$4,500	\$5,000	\$7,000
Fire Protection	\$500	\$500	\$500	\$500	\$500
Annual Contract Services	\$150	\$150	\$150	\$150	\$150
IT Equipment (expensable)	\$8,000	\$1,500	\$2,500	\$8,000	\$1,500
Tools and Equipment (expensable)	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Pest Control	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Office Supplies	\$500	\$500	\$500	\$500	\$500
Delivery Service	\$125	\$125	\$125	\$125	\$125
	\$34,771	\$59,871	\$46,771	\$52,771	\$53,271
Finance Expense					
Bad Debt	\$268	\$354	\$427	\$477	\$535
Interest	\$0	\$0	\$0	\$0	\$0
Principal Payment	\$0	\$0	\$0	\$0	\$0
Lease Expense	\$0	\$0	\$0	\$0	\$0
	\$268	\$354	\$427	\$477	\$535
Marketing Expense					
Advertising	\$500	\$2,000	\$1,000	\$1,000	\$1,000
Promotions	\$0	\$0	\$0	\$0	\$0
Coupons	\$0	\$0	\$0	\$0	\$0
Recruitment	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Events	\$500	\$500	\$500	\$500	\$500
Website	\$500	\$500	\$500	\$500	\$500
PR Materials	\$275	\$450	\$375	\$375	\$375
	\$3,275	\$4,950	\$3,875	\$3,875	\$3,875
Other Expense					
Engineering and Management	\$39,000	\$3,500	\$0	\$0	\$3,500
Uniforms	\$0	\$0	\$0	\$0	\$0
Supplies	\$1,095	\$1,095	\$1,095	\$1,095	\$1,095
Periodicals/Dues	\$150	\$150	\$150	\$150	\$150
Bank Services	\$132	\$132	\$132	\$132	\$132
Audit Consultants	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Volunteer Management	\$500	\$500	\$500	\$500	\$500
	\$42,377	\$6,877	\$3,377	\$3,377	\$6,877
Cash Expenses	\$153,283	\$255,808	\$280,760	\$318,284	\$327,886
Operating Cashflow	\$17,559	-\$10,424	-\$21,352	\$9,200	\$7,158
Beginning Cash Balance	\$17,386	\$34,944	\$24,520	\$3,169	\$12,368
Ending Cash Balance	\$34,944	\$24,520	\$3,169	\$12,368	\$19,527

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

XIII. Summary and Recommendations

The Tarboro-Edgecombe Farmers' Market is a small community market that operates on a seasonal basis. For many reasons such as product mix, hours of operation, and site constraints, the Market is losing its community integration and is therefore in a condition of slow decline. Shopper frustration with the current location adds to the declining situation.

Interest in continuation of the Market and improving its utility to the County and Town, is high amongst market users, County and Town officials, vendors, and other stakeholder groups. In fact, many view development of a new market as an important element in rebuilding the downtown area of Tarboro. In such a capacity, the market would provide needed access to community services and job growth. In order to serve as a catalyst in achieving these objectives, the Market must grow and expand into a larger retail marketing role.

Market conditions are supportive of growth in the Farmers' Market with strong interest among shoppers in expanding farmers' market purchases in a year-round venue that also markets prepared foods, meats, seafood, baked goods, dry groceries, and houses other community assets such as arts and tourist centers. Farmers seem interested in re-engaging in a new market also, but for this to happen, the Market will have to be more robust, offer processing options, and allow for common sales.

With positive interest among vendors, farmers, and shoppers in seeing a new format farmers' market and community interest in supporting assets such as a Tourism Bureau Office; Arts Council Gallery and Studios; and Senior Center, the proposal for a new market at 410 Trade Street meets basic financial and market feasibility requirement. Before such an endeavor is undertaken, ACDS feels that the Market and community must confirm its commitment to the marketplace.

The best means to demonstrate this commitment will be the formation of a consumer-grower cooperative that commits to working with the County to secure the site and manage the Market. Proof of commitment will come not only from the formation of the organization, but through successful fundraising and the development of a market management Memorandum of Understanding with the County relative to the cooperative's role in site management. New market development should proceed only when several thresholds are met:

1. Marketing cooperative is formed and funded sufficiently to cover first year "Operating Expenses" as described in the Cash Budget.
2. County and marketing cooperative develop a formal working agreement.
3. Stakeholder interest from outside organizations such the Tourism Bureau, Office on Aging, and Arts Council is confirmed through letter agreement.
4. Fundraising sufficient funds to purchase and rehabilitate 410 Trade Street to its minimum required state as defined in Section XI and the Phase 1 Capital Budget.
5. Pre-lease agreements for 50 percent of internal vendor sales units are executed.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

ACDS further recommends that a design study be authorized by the County to prepare bid documents for the construction portion of the project and to confirm design parameters and cost projections.

XIV. Funding Resources

As of the writing of this report, the availability of many traditional grant funding sources for the type of development being discussed is in question. Many sources have been severely curtailed or cut and additional cuts at the State and federal budget level are expected. This will create a challenge for raising the immediate Phase 1 capital requirement of nearly \$1.3 million dollars needed to conduct the necessary capital acquisition and improvements needed which does not include the operating requirements of \$117,000 to initiate the first year of operations.

The following table summarizes some of the key federal and state funding resources and predicted application values.

Table 14 – Grant Resources

Source	Capital Requirements	Working Capital Requirements	Predicted Value of Application
Value-Added Producer Grant (USDA)	No	Yes	\$300,000
Rural Business Enterprise Grant (USDA)	Yes	Yes	\$90,000
Community Facility Grant (USDA)	Yes	No	\$300,000
Specialty Crop Grant (USDA/NCDA)	Yes	Yes	\$50,000
Farmers' Market Promotion Grant (USDA)	Yes	Yes	\$20,000
Economic Adjustment Assistance and Community Trade Adjustment Assistance Grants (EDA)	Yes	Yes	\$150,000
Tobacco Trust Fund Commission	Yes	Yes	\$900,000

Please note, that as a complement to this feasibility study, ACDS has prepared the basic elements of the Value Added Producer Grant application, which has been submitted to the Edgecombe County Cooperative Extension office for completion and submittal in November 2011.

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

APPENDIX A EDGECOMBE TARBORO FARMER'S MARKET SURVEY RESULTS

Tarboro Farmers Market Consumer Survey

1. Age of Primary Food Shopper

	Total	Responses	Average
	2955	51	57.94

2. Gender of Primary Food Shopper

	Count	Percentage
A. Male	8	15.69%
B. Female	43	84.31%

3. Approximate Average Annual Food Budget

	Total	Responses	Average
	\$219,140	47	\$4,662.55

4. Rank of Places Where Food Budget is Spent

	Count	Average	Importance	Percentage
A. Grocery Store	48	1.35	319	28.24%
B. Mass Merchandiser	39	1.77	243	22.94%
C. Convenience Store	18	3.89	74	10.59%
D. Farmers' Market	29	2.97	146	17.06%
E. Roadside Stand	23	3.96	93	13.53%
F. Home Delivery Service	8	5.38	21	4.71%
G. Other	5	2.80	26	2.94%

Top 7 Responses Count	(1)	(2)	(3)	(4)	(5)	(6)	(7)
A. Grocery Store	36	11	0	0	0	0	1
B. Mass Merchandiser	15	20	3	0	1	0	0
C. Convenience Store	1	1	6	4	3	3	0
D. Farmers' Market	1	7	14	6	1	0	0
E. Roadside Stand	1	0	6	10	5	0	1
F. Home Delivery Service	0	0	1	1	1	4	1
G. Other	1	1	1	2	0	0	0

5. Do you rely on others for transportation to the market?

	Count	Percentage
A. Yes	6	12.24%
B. No	43	87.76%

6. If you rely on others for transportation, who is the provider?

	Count	Percentage	Respondent Percentage
A. Family	5	100.00%	100.00%
B. Public Transportation	0	0%	0%
C. Other	0	0%	0%
Other Text Responses	0	0%	0%

7. Methods of Payment Used for Food Purchases

	Count	Percentage	Respondent Percentage
A. Cash/Check	48	71.64%	96.00%
B. Credit	13	19.40%	26.00%
C. WIC Coupons	0	0%	0%
D. Supplemental Nutrition Assistance Program	6	8.96%	12.00%

8. What percentage of food is purchased directly from farmers?

	Total	Responses	Average
	315	33	9.55

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

9. Is the percentage of food purchased directly from farmers increasing or decreasing?

	Count	Percentage	Percentage
A. Increasing	22	84.62%	84.62%
B. Decreasing	2	7.69%	7.69%
C. Same	2	7.69%	7.69%

10. Do you shop at farmers markets?

	Count	Percentage
A. Yes	37	74.00%
B. No	13	26.00%

11. Do you shop at the Tarboro Farmers' Market

	Count	Percentage
A. Yes	28	56.00%
B. No	22	44.00%

12. How many times per year do you shop at the Tarboro Farmers' Market?

	Total	Responses	Average
	268	27	9.93

13. Are you satisfied with the Tarboro Farmers' Market?

	Count	Percentage
A. Yes	12	46.15%
B. No	14	53.85%

14. If you do not shop at the Tarboro Farmers' Market, what are the reasons?

	Count	Percentage	Percentage
A. Did not know about the market	8	11.59%	25.81%
B. Inconvenient location	13	18.84%	41.94%
C. Inconvenient times	16	23.19%	51.61%
D. Inconvenient days	10	14.49%	32.26%
E. Does not have products I want	3	4.35%	9.68%
F. Product quality is poor	0	0%	0%
G. Prices are high	5	7.25%	16.13%
H. Market does not take electronic benefits cards	6	8.70%	19.35%
I. Cannot get transportation to the market	1	1.45%	3.23%
J. Other markets are more convenient	7	10.14%	22.58%
K. Never shop at farmers' markets	0	0%	0%
Other Text Responses	0	0%	0%

15. What changes and/or offerings would you like to see at the Tarboro Farmers' Market?

	Count	Percentage	Percentage
A. Year-round access	31	8.24%	65.96%
B. Different days of operation	17	4.52%	36.17%
C. Different hours of operation	15	3.99%	31.91%
D. New location	12	3.19%	25.53%
E. More vendors	37	9.84%	78.72%
F. Baked goods	22	5.85%	46.81%
G. Dairy products	15	3.99%	31.91%
H. Produce	30	7.98%	63.83%
I. Meats	10	2.66%	21.28%
J. Frozen foods	2	0.53%	4.26%
K. Prepared foods	7	1.86%	14.89%
L. Honey	17	4.52%	36.17%
M. Herbs	17	4.52%	36.17%
N. Flowers	21	5.59%	44.68%
O. Bedding plants	21	5.59%	44.68%
P. Crafts	12	3.19%	25.53%
Q. Dry groceries	8	2.13%	17.02%
R. Processed/canned foods	10	2.66%	21.28%

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

S. Internet/phone sales	5	1.33%	10.64%
T. Home Delivery	6	1.60%	12.77%
U. Restuarant	11	2.93%	23.40%
V. Community Events	17	4.52%	36.17%
W. Training and education in food prep	15	3.99%	31.91%
X. Electronic benefit transactions	14	3.72%	29.79%
Y. Other	4	1.06%	8.51%
Other Text Responses	0	0%	0%

16. Is the respondent the Primary Food Shopper?

	Count	Percentage
A. Yes	46	93.88%
B. No	3	6.12%

17. Survey Number

	Total	Responses	Average
	1275	50	25.50

18. Contest eligible?

	Count	Percentage
A. Yes	46	92.00%
B. No	4	8.00%

19. Additional Comments:

Top 9 Responses	Count	Percentage
Need maore marketing and more products, particularly specialty items.	1	4.00%
Bigger building with more parking and handicap accessibility.	1	4.00%
Days and hours of market opeptions need to change before I shop at the market.	1	4.00%
Need more choices.	1	4.00%
Need more vendors. Hours are inconvenient. Only shop market in early spring. Would shop at market more, if available.	1	4.00%
Will shop at the market if it is more accessible.	1	4.00%
Market needs better marketing.	1	4.00%
Enjoy the food purchased at the market. Always fresh and good quality. Vendors are nice and helpful.	1	4.00%
Prices too high	1	4.00%
Other Responses	16	64.00%

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

APPENDIX B PROPOSED PROCESS EQUIPMENT LIST

Proposed Kitchen and Processing Equipment				
Description	Qty	Price	Capital cost	
Vegetable prep infeed				
Fresh water tank to soak vegetables	1	4,520	4,520	
bucket conveyor	1	5,500	5,500	
vegetable washer	1	5,800	5,800	
opposite direction	1	11,500	11,500	
Air/ knives	5	328	1,639	
Abbrasive peeler	1	10,500	10,500	
Slicer Manual feed	1	6,600	6,600	
Feed Cylinder	1	800	800	
Manual pushfeed	1	1,585	1,585	
Slicer dicer Automatic feed	1	6,600	6,600	
Stainless steel feed hopper	1	1,500	1,500	
Feed cylinder	1	800	800	
4 tube insert	1	1,280	1,280	
inematic pushfeed	1	2,500	2,500	
Bliser 48 qts + 150KVA transfo	1	7,500	7,500	
slicer pelican	1	2,550	2,550	
slicer deli meat	1	499	499	
pulper finisher	1	8,000	8,000	
corn cutter	1	9,500	9,500	
bean stripper	1	9,500	12,000	
scales	3	669	2,007	
Bakery prep infeed				
Scales	3	345	1,035	
Mixer 140 qt	1	12,500	12,500	
dollie for bowl	3	190	570	
SS bowl for 140 qt mixer	3	975	2,925	
Mixer 80 qt	1	5,699	5,699	
Bowls	3	400	1,200	
Portioner/Vemag	1	22,000	22,000	
Pie press large	1	4,975	4,975	
Depositor	1	7,900	7,900	
Cookie dropper	1	9,500	9,500	
Dough Sheeter	1	2,500	2,500	
Kitchen utensils/bowls/ sealers/etc	1	3,750	3,750	
Other prep infeed				
Crown punch can opener	2	1,149	2,298	
Can cleaner	1	250	250	
Internal distribution				
Bakery Racks double	6	250	1,500	
Bakery Racks single	10	138	1,380	
Sheet Fans	300	7	2,100	
racks for totes	10	359	3,590	
totes+ lids	200	16	3,180	
Cool down racks	10	349	3,490	
SS Mix and storage trucks	6	595	3,570	
Processing cooking or baking				
Kettles (10, 30, 100 Gallon)	3	2,000	6,000	
Tilting Draining Pan	1	12,000	12,000	
Mixer Pneumatic on 100 kettle	1	2,800	2,800	
40 lb Friers	2	870	1,740	
Mixer	1	1,650	1,650	
Scraper agitator on wheels	1	12,000	12,000	
Stainless steel net or basket	3	2,500	7,500	
Cooking and cooling blander	1	18,000	18,000	
Crane or lifter	1	8,500	8,500	
Hopper Cool down Chiller tank	1	4,520	4,520	
Double Rack Oven	1	25,000	25,000	
6 burner stove	2	3,000	6,000	
Proof cabinet	1	4,500	4,500	
Miscellaneous	1	15,000	15,000	
Packing out				
bag filling table	1	12,500	12,500	
drip table shaker	1	3,200	3,200	
Piston filler conveyor containers and jars	1	19,900	19,900	
Single head filler one gallon	1	4,500	4,500	
cup filler	1	28,500	28,500	
Filler	1	17,500	17,500	
Capper	1	14,500	14,500	
Bagholders	250	15	3,750	
Tamp-on labeler	1	6,500	6,500	
Small run round bottle labeler	1	1,800	1,800	
Automatic wraparound labeler	1	7,500	7,500	
Conveyor belts	7	2,500	17,500	
Round Accumulation tables	2	3,000	6,000	
Band sealer for bags	1	5,500	5,500	
flow wrapper	1	10,000	10,000	
L bar	1	1,250	1,250	
shrink tunnel 12" x 60"	1	1,800	1,800	
shrink tunnel 12" x 366" convyr	1	2,700	2,700	
boxtaper	1	2,950	2,950	
Labelprinter	1	3,500	3,500	
Double chamber vac packer	1	4,000	4,000	
Freezing				
IQ Freezer	1	23,000	23,000	
Blast freezer	1	25,000	25,000	
General Prep and Other				
Ice Maker	1	23,000	23,000	
Work Island with Reefer storage	1	3,500	3,500	
3-bay sink	1	1,200	1,200	
Work Sinks	2	800	1,600	
Hoods	2	6,000	12,000	
Dishwasher	1	12,000	12,000	
Reach-in Freezer	2	2,000	4,000	
Reach in Cooler	2	1,500	3,000	
Boiler Plant	2	35,000	70,000	
Water heater	1	8,500	8,500	
Air Compressor	1	2,000	2,000	
Electric Pea Sheller	1	250	250	
Pecan Sheller	1	8,000	8,000	
Prep Tables	7	500	3,500	
Storage				
Pallettucks Electric	1	2,800	2,800	
Pallet truck hand	2	800	1,600	
Forklift Electric 4000#	1	8,000	8,000	
Pallet Racks	1	25,000	25,000	
Rolling Racks Metro	9	300	2,700	
CBS-D band sealer	1	1,200	1,200	
Sub-Zero Finished Product Freezer (e.g. 12X24)	2	18,000	36,000	
Coolers (meat, non-meat, final product)	3	14,000	42,000	
Security cages	16	650	10,400	
Hollymatic Grinding machine				
Total equipment investment			833,813	

Tarboro-Edgecombe Farmers' Market Relocation Feasibility Study

APPENDIX C
410 TRADE STREET SITE REVIEW

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