17th Street Market:
A Plan for Urban Farmers’ Market Management
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Prepared For:
The Enrichmond Foundation

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Executive Summary

The First Market Square Plan for Urban Food Market Management has been completed for the Enrichmond Foundation as the organization prepares to assume independent management control of the historic 17th Street Farmers’ Market in Richmond, VA. The market has suffered for decades under a City managed regime of insufficient investment of financial and personnel resources, which has resulted in underuse and poor public perception of the market. In response to recommendations made in previous revitalization plans, the City is handing over control to a capable non-profit and implementing a new design and repositioning of the market. The Enrichmond Foundation commissioned this plan in order to have a strategic guide in hand as they endeavor to re-establish the market as an urban food destination when the new market, branded First Market Square, opens to the public in spring of 2016.

Although the market has suffered from neglect and a poor public image, research shows cause for belief that good management and renewed investment can attract local consumers who have an unmet demand for a vibrant public market in the urban core of Richmond. This plan reviewed precedent revitalization plans, conducted stakeholder interviews, collected data from public meetings, conducted local small farm inventory, and administered farm vendor surveys to reach conclusion about how Enrichmond should proceed into its new role as the first independent manager of the historic 17th Street Farmers’ Market.

The plan makes these specific strategic recommendations based on individual functions within the market:

1. First-year Transition: Guide the 17th Street Market into a more successful phase of operation while transitioning into the new management role.
   - Develop a first-year transition strategy
   - Select a nearby site for temporary market
   - Begin to establish promotional and branding strategies for redesigned market-
   - Begin building a network of market vendors
   - Hold regular weekend and weekday market days during transition year
2. Organization: Create an organizational structure that is capable of managing and operating a successful, self-sufficient market.
   - Create an organizational structure that is capable of managing and operating a successful, self-sufficient market.
   - Recruit, train, and retain a strong market management team
   - Hire a strong and flexible market manager
   - Hire a nutrition assistance and digital media coordinator
   - Provide market management team with excellent market training and technical support
   - Create a market vendor representative group for the 17th Street Farmers’ Market

3. Product Supply: Know the farmers’ market customer and understand various consumer demands as they change
   - Establish producer-only market policies
   - Vet and select vendors based on product variety, ability to produce, and interest in vending on different schedules
   - Establish linkages between local food advocacy organizations

4. Consumer Demand: Meet the changing demands of local consumers.
   - Provide a mix of high quality fresh, local food at different times throughout the week.
   - Establish Producer-only market policies
   - Foster farm-market-restaurant networks that serve growing public interest in local food origins, quality, and education
   - Conduct ongoing market evaluation

5. Marketing, Promotion, and Programs: Transform the image of 17th Street Farmers’ Market and communicate the brand message across multi-media platforms to a cross-section of consumers.
   - Develop and maintain a comprehensive marketing and promotional strategy
   - Establish and maintain an attractive, interactive, and informative digital presence
   - Collaborate with strategic partners to promote and provide education about healthy eating and nutrition incentive programs
   - Encourage vending strategies, promotions, and programs that nurture consumer-producer relationships
   - Partner with local community health stakeholders and outreach organizations
   - Establish linkages between local food advocacy organizations
Part 1: Introduction
History

For over 275 years the site of the Historical 17th Street Market in Richmond, Virginia has served the city as a public space for local trade and gathering. Now, as part of a greater development and economic revitalization plan for Shockoe Bottom, the 17th Street Farmers’ Market is poised for a new life under new management and guided by a new mission. Along with shedding its past struggles and negative perceptions, the 17th Street Market will cast off that name and become First Market Square, a public plaza and market space redesigned and configured with contemporary principles and intended aims integrated into its design.

The 17th Street Market is one of the oldest public markets in America and is easily the longest continually running farmers market in the state. The market is situated in Richmond’s Shockoe Bottom, named for Shockoe Creek, which now runs underneath of the market site.¹ The district was founded by Colonel William Byrd in 1701 and laid out in a formal plan by Colonel William Mayo in 1737.² Shockoe Bottom quickly became the center of trade, manufacturing, and commerce because of its close proximity to the James River. During this time, tobacco warehouses, breweries, tool manufacturers, and candle makers dominated the district. As many cargo schooners left Richmond laden with goods to help build the young colony, many more ships packed tightly with cramped African slaves were arriving. Some local cultural preservationists estimate that 350,000 slaves were auctioned at the site of 17th Street Market and the surrounding footprint, a ubiquitously debated claim within ongoing discussions of future development of the area.³

The historical market site was formally established by the Virginia legislature in 1779 after the capital transferred to Richmond from Williamsburg. At the time, the market consisted only of an open, wood-post shed erected on the east bank of Shockoe Creek. It was here that Richmond’s slave trade thrived prior to emancipation. The market underwent two pre-Civil War expansions that provided abundant outdoor vending space for the growing number of farmers, fishmongers, and common service providers to do business along with a large two-story brick colonnade building. In 1912 the market’s grand structure was de-

Figure 1. Market Square circa late 1800s.
Source: Valentine Richmond History Museum
molted and replaced by a much more modest building which stood until the 1960’s. \(^4\) Throughout the 1960s, 70s and early 80s, a single, lean-to style structure serves as the meeting point for local farmers to bring their melons, Hanover tomatoes, collard greens, and other seasonal produce. During this time, catastrophic weather events, development pressures, and growing murmurs about new highways rolling through the center of Shockoe Bottom generated fear that the market would be forever lost. In the early 1970’s, amid the public concern over losing the market, two local artists, David R. White and Charles L. (Pete) Wyrick became fixtures in the market documenting the market’s life and vibrancy into a photographic essay that was published in limited print in 1972. Undoubtedly due in no small part to public pressure to preserve the market, it underwent a major facelift in 1985 when the existing structure, designed by the Richmond architect firm Glavé and Holmes, was constructed.

For many years now, however, the market has suffered from negligence and disinvestment from City administrations. The lack of financial and staffing resources allocated to the market has resulted in a perpetual cycle of vendor and customer dissatisfaction that has driven good management and vendors away to other new markets in the city. In fall of 2013 the City initiated a new round of discussions about market revitalization with two public meetings and a period of public input surrounding design and programming recommendations for a new markets space. The internationally renowned Richmond architecture and design firm Baskervill has submitted final design plans for the new market which is set to be completed in spring 2016. The new market is to positioned at the current site undergo a complete redesign that will allow for a public plaza feel and allow greater flexibility in its use.

Figure 2. 17th Street Market 1971.
Source: David R White
Enrichmond Foundation is a non-profit organization whose mission is to “support parks, recreation, and cultural arts through citizen involvement, education, and fund-raising” in the City of Richmond. The foundation works as an umbrella financial administrator for over 60 local civic associations and community partners that provide important opportunities for area residents to learn, play, grow, and build social capital throughout the City’s 9 council districts. Some of the foundation’s past and present projects include park establishment, maintenance, and cleanup; native tree and flora planting; environmental education; community gardening; and urban orchard installation. Enrichmond is funded through three main revenue streams: state and federal grants, private donations, and special fund raising events that have been held in the market and have drawn tens of thousands of visitors over the years.

The foundation became interested in managing 17th Street Farmers’ Market three years ago when officials at the City’s Department of Economic and Community Development (ECD) began to signal genuine interest in acting on recommendations made in a plan commissioned by the department in 2011 that sought a comprehensive strategy to revitalizing the Shockoe Bottom district. Given the organization’s focus on preserving and supporting valuable public spaces in Richmond, taking on a new organizational dimension as manager of one of the oldest public markets in the country seems a natural progression of organizational maturity. Enrichmond’s Executive Director submitted a Memorandum of Understanding (MOU) to ECD in 2013 that proposed a management role and an associated annual payment to Enrichmond of $30,000. The annual payment would be allocated for maintenance, programming, and security needs. The initial MOU was revised to exclude the $30,000 annual payment, but was amended to include an allowance for full compensation of any associated security costs incurred throughout the year. Considering that Enrichmond consistently accounts for a $30,000-$40,000 annual financial encumbrance for event security, the arrangement was accepted by the Executive Director and Enrichmond’s Board of Directors. In 2012 Enrichmond moved offices into the old market manager’s office at 100 N. 17th Street and has served as ad hoc overseer of the market henceforth despite ECD continuing to employ a market manager, and Enrichmond not having an official management contract.

Currently, Enrichmond Foundation is staffed by two employees: a full-time Executive Director in charge of all organizational operations and grant procurement, and one part-time staff member who manages all funds, coordinates festivals and partner agreements, and regularly staffs events. During the 2013 event season, the foundation hired a marketing contractor for the first time that was charged as the point-of-contact for major sponsors and directed event media outreach. The contract ended in April of 2014 and will not be renewed. The Executive Director and the Board are prepared to hire a full-time market manager and anticipate the need to hire at least one additional part-time employee to assist in coordinating farmers’ market programs and supporting the staff in tasks as necessary.
The Enrichmond Foundation has commissioned this plan in order to bring a well-reasoned and strategic approach to fulfilling a capacity that is new to the organization’s leadership. Enrichmond has developed a proficiency in designing and managing projects, building and nurturing community partnerships, and hosting popular fund raising events over the course of 24 years. The role of managing an urban food market, however, is completely new to the organization’s leadership and therefore a professionally drafted plan for urban food market management has been deemed necessary in order for the organization to maintain its high standard of community support.

With this professional plan as a guiding document for its 17th Street Market management role, Enrichmond staff will be equipped with well-informed strategies and recommendations aimed at re-establishing the market’s prominence in the local food system. Although Enrichmond is new to working within the realm of food systems planning and market management, the foundation has worked on the fringes for many years. The organization’s mission is “To enhance the quality of life in Richmond through inspired and engaged citizens, treasured parks, and extraordinary public spaces” and for nearly 25 years they have built partnerships and worked directly with Richmond’s diverse community members to fulfill this mission. The team at Enrichmond is confident that they will be able to leverage those years of experience and the positive public image (and will) that has built up around the organization to bring deft and professional management to the 17th Street Market. Enrichmond recognizes the role of farmers’ markets in supporting the city-region food system and in nurturing an open and vibrant public discourse.

To help support those fundamentally important roles of public spaces, the foundation is prepared to establish new relationships with local farmers and work with them to provide the best place in the region to connect with customers and sell their high quality, locally produced food. The recent growth and investment in Shockoe Bottom and nearby Church Hill has attracted thousands of young professionals and families. Enrichmond sees an unmet demand from these communities for fresh, local food and opportunities to support local businesses and wants to be a part of filling that gap in services. The goals and associated strategic recommendations presented in this plan are specifically designed to aid Enrichmond in best serving the local community by connecting the varied demands of Richmond residents with local producers who can supply them.
Achieving Enrichmond’s goals for the 17th Street Market requires overcoming a compounded set of problems stemming from a legacy of organizational delinquency and very low public opinion. Four main questions surrounding the 17th Street Farmers’ Market’s delinquent past, and the current supply and demand sides of the market have guided a process of identifying the appropriate strategies for each unique problem set.

1. As the very first independent management authority of the 17th Street Farmers’ Market, what organizational choices does Enrichmond have to make in order to ensure that the market is attractive to customers, vendors, and financial supporters?

2. Considering the dynamic and important role that farmers’ markets have in the larger food system, what kind of programs, promotion, and marketing does Enrichmond need to implement to ensure its sustained success and effectiveness?

3. What unique demands exist in Richmond that 17th Street Market must be aware of and prepared to serve?

4. How can Enrichmond ensure that the unmet demand for fresh local food and opportunities to support local businesses is consistently met?
Figure 4. 17th Street Market.
Source: Kaila McClead
Research and Planning Methods

Answering the questions directed at creating strategies for Enrichmond’s new role as independent manager of Richmond’s 17th Street Farmers’ Market is done in three parts within this document. The first section presents research on the role of farmer’s markets in the city-region food system and how planners and planning have historically factored into the current system. This section also shows twenty years of growth in the number of farmer’s markets in the U.S. and explains several of the federally funded programs that have helped to support that trend. Finally, this section shows how public markets influence urban social and economic dimensions and ends with a discussion about ten principles of making successful markets. These concepts are presented as important factors that will be considered in how 17th Street Market fulfills its goal of being a vibrant public space that supports a regional food system and strong community relationships.

The second section narrows the research focus on the 17th Street Market and places it in context of Richmond’s evolving farmers’ market landscape. It presents a picture of the market’s supply and demand sides and where the market is placed in the district’s ongoing development process. Within this section there is a demographic survey of Shockoe Bottom; a discussion on surrounding influences which includes past, present, and proposed development; and a review of nearby employment traffic patterns that may influence consumer trends in Shockoe. Three key sources of data that show trends in local farmers’ market consumer demand are surveyed: the 2006 17th Street Farmers’ Market Revitalization Plan which was produced by Dr. John Accordino’s Urban Commercial Revitalization Class at Virginia Commonwealth University (VCU); the 17th Street Market and Surrounding Area Revitalization Plan completed by Courtney Mailey’s Urban Commercial Revitalization class at VCU in the Fall of 2011; the 2012 Shockoe Revitalization Strategy plan produced for the City by a planning team lead by BAE Urban Economics; and data collected during public meetings facilitated in Fall 2013 by Elena Madison and Kelly Verel of Project for Public Spaces. Lastly, the demand side discussion includes results from the 17th Street Farmers’ Market Vendor Interest Survey and a survey of the 50-mile farm inventory that will serve as the vendor stock to 17th Street Market.
The third and final section begins with statements of vision and mission for the 17th Street Farmers’ Market, then presents a final plan of objectives and strategies, all based on a synthesis of the research. The recommendations are made according to four categories of market function and needs for the first year of management transition:

- **Supply**, which includes strategies for attracting and keeping a range of great market vendors and other partners associated with providing a variety of services and goods to market customers;
- **Demand**, a functional group of market customers with interest in a variety of goods and services at the retail, commercial, and bulk purchase levels;
- **Promotions, Marketing, and Programs**, strategies that are fundamental to rebranding the 17th Street Market and generating maximum exposure and aimed at reaching out to a cross-section of the market’s surrounding consumer base;
- **Organization**, objectives and strategies directed to the organizational requirements that Enrichmond will be tasked with implementing internally;
- **First Year Transition**, a first-order set of recommendations that Enrichmond can implement to maintain market operations while the new design and reconstruction phases are complete at the market’s permanent site.

The recommendations presented in this section are accompanied by an appendix set that includes a map and inventory of small farms within a fifty-mile radius of Richmond with relevant profile information attached including name, address, product line, direct-marketing strategies used, and contact information. The appendix also includes graphs and tables of the 17th Street Market Vendor Interest Survey which heavily informs the Supply, Demand, and Marketing, Promotion, and Programs strategies.
Farmers’ Market Dynamics

The number of farmers’ markets has grown steadily in America for twenty years, a trend that has significant implications for city-region food systems. This section discusses the relationship between urban markets and rural producers along with a survey of several Federal nutrition assistance programs that have helped to spur this growth. It also presents findings on the principles of successful markets and a survey of the Richmond, VA farmers’ market landscape.
Despite the common misperception, the American farmers’ market is neither outmoded nor is it in decline. Rather, 2013 data released by the USDA Agriculture Marketing Service shows steady increases in farmers’ market listings over a 20-year period. In 2013, 8,144 markets were listed, which is a 364% increase from 1994 when only 1,755 farmers’ markets were listed. In the last ten years the number has increased 120% from 3,706. These increases in direct marketing food sales can be attributed to growing interest in food source knowledge, valuing local economic health, and desire for more democratic participation in the highly centralized and mechanized global food system. These days, more people are becoming aware of the importance that rural culture and farmland has on urban food access and quality of life. Building the kind of direct connection and relationships that come from a farmers’ market is exactly what drives interest and sustains market health. Research from Farmers’ Market Coalition and Project for Public Spaces shows that farmers’ markets impart a wide array of benefits upon their community including increased access to healthier food options which often results in healthier eating behavioral pattern; offering an incubation environment for emerging innovative entrepreneurs; serving as points of access to food insecure populations and geographies; present more opportunity for increased business development for minorities; cultivating social capital by investing in vibrant, flexible, and adaptive public spaces; and meeting the unique demands and interests of local communities.

The steady increase in farmers’ markets over twenty years is attributed to hard work and perseverance at the grassroots level from civic organizations, local food activists, churches, and community organizers. The attention that these groups brought to the importance of and need for local farmers’ markets highlighted a gap in financial and administrative support available to communities interested in establishing a farmers’ market. Political response to public calls for increased farmers’ market investment began to appear through funds allocated by the farm bill, which is the omnibus legislative bill passed every five years (approximately) by U.S. Congress that funds all agriculturally related (and some unrelated) programs and federal actions; each passing of the bill sees its named changed, therefore the legislation is commonly referred to as the farm bill. A number of state and federal programs funded by the farm bill are aimed at encouraging farmers’ market participation and have shown notable impact on increasing the number of farmers’ markets and, as a direct extension, supporting the small farmers that attend farmers’ markets. Participation in these programs reinforces the role of farmers’ markets as valuable sources of nutrition for populations and locations where access to healthy food options is extremely limited.

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1 The farm bill is the omnibus legislative bill passed approximately every five years by U.S. Congress that funds all agriculturally related (and some unrelated) programs and federal actions; each passing of the bill sees its named changed, therefore the legislation is commonly referred to as the farm bill.
1. Supplemental Nutrition Assistance Program (SNAP)--The federal Supplemental Nutrition Assistance Program is the name given to the old Food Stamp program that is designed to offer qualifying low-income Americans with a subsidy for monthly grocery bills. The program allows for purchase of household food items including breads and cereals; fruits and vegetables; meats, fish and poultry; dairy products; seeds and plants for home production; packaged snacks and soft drinks; and cold, ready-to-eat meals and side items. Over the last five years Supplemental Nutrition Assistance Program (SNAP) recipients have increased spending at farmers’ market by more than four times. However, at $16.6 million, this is still only .02% of the $74 billion in total SNAP expenditures in 2012, which leaves a huge opportunity for capturing the attention of surrounding residents who receive assistance. Funding through the FMPP is widely available for increasing SNAP education, outreach, promotion, and even dollar matching funds. Participation in the farmers’ market SNAP program requires a considerable organizational commitment throughout all stages of life in the program. The application process can be aided by state or local liaison, but maintaining the promotion, education, and outreach components requires diligence and patience. Reports from Farmers Market Coalition, Project for Public Spaces, and University of Oregon all indicate that having staff on hand dedicated to supporting SNAP and related nutrition security incentives is important for successful implementation and maintenance of these important opportunities.14

ii Community supported agriculture, a form of direct marketing, is a food subscription program offered by small farmers. Consumers pay in advance for a mixed batch of produce that is delivered by the farmer on a weekly or bi-weekly schedule either to the customer’s residence or at a collection point.
2. Farmers Market Promotion Program (FMPP)–FMPP is designed to enhance the development, promotion, and expansion of farmers markets and direct marketing outlets like community supported agriculture (CSA), roadside farm stands, and agritourism. Eligible applicants to FMPP include non-profits, local governments, public benefit and economic development corporations, regional farmers market authorities, and tribal governments. Provisions in the Farm Bill require that a certain percentage of resources are allocated to directly increase the level of SNAP participation at farmers’ markets. This kind of promotion helps close healthy food access gaps for low-income consumers and helps to directly support local farm production by increasing their consumer base. The 2008 Farm Bill initially funded the program at $33 million. The 2014 Farm Bill, however, has generously increased FMPP funding nearly fivefold to $150 million.

3. The Senior Farmers Market Nutrition Program (SFMNP)–SFMNP provides financial nutritional assistance to low-income seniors for use at their local farmers market. Participants are able to purchase unprocessed fruits, vegetables, honey, and fresh-cut herbs (strangely, the policy on fresh local proteins is not made clear by Federal Nutrition Service (FNS). FNS reports “In 2011, SFMNP benefits were made available to 863,097 low-income seniors from 19,069 farmers at 4,598 farmers markets, 3,445 roadside stands and 141 community supported agriculture programs”. Of the $21,186,907 of federal funding that went to SFMNP in 2013, $458,763 came to Virginia. Farmers’ markets can have uniquely beneficial impacts on seniors who may lack the kind of crucial social interaction that they need to maintain mental and social acuity by offering them far more opportunities to socially engage than they may otherwise have through food delivery or in a big-box type supermarket. The 85% redemption rate of SFMNP coupons indicates a serious level of buy-in from participating...
4. Women, Infants, and Children Farmers Market Nutrition Program (WIC FMNP)—This program incorporates federal subsidies to pregnant or expecting mothers and produce growers by offering women incentives to patronize their local farmers’ market and purchasing locally produced food. Although WIC FMNP (as with all FMNPs) is administered out of the Federal Nutrition Service along with SNAP, these programs are actually funded through the Healthy, Hunger-free Kids Act rather than the Farm Bill. The current $20 million allocation to WIC FMNP represents another wonderful opportunity to connect local families to local food producers, which grows the local economy while supporting sustainable agricultural lifestyles in the process.¹⁶

In the broader discourse on food security, the nutrition incentive programs mentioned here, and their incorporation in farmers’ market operations, is viewed as just one strategy in a more comprehensive approach to closing gaps in food security, especially within the urban context. Although farmers’ markets are not normally viewed as substantial agents of change in the fight against urban food access disparity, the importance of the local urban farmers’ market in strengthening of the city’s regional food system is unquestionable.

Figure 7. Number of farmers’ markets accepting SNAP is steadily increasing.
Figure 8. The well-planned food system brings greater resilience and food security to communities.
Increased urbanization and development pressures have placed growing pressure on global food supply and distribution systems, pressures that are commonly addressed through long-distance importation and industrialized food production processes. These solutions, however, have come under scrutiny from environmentalists, food activists, chefs, economists, planners, and consumers who point to myriad problems resulting from a highly centralized and mechanized global food system. Consequently, focus has shifted towards supporting city-region food systems as a means of environmental stewardship, rural lands and cultural preservation, increased food security, and strengthening local economies in a more democratic way. At the producer-only farmers’ market, the relationship between the farmer and the consumer is one that’s deeply valued; the farmers’ market offers consumers a chance to vote in support of family farms, responsible agriculture, and small business development with every dollar spent there.

For the discerning eater, relationships with the farmer extend directly into strong connections and associations formed around the source of one’s meal and are underscored by the need to ensure the longevity of small farms. This idea elicits a tranquil image of shared values and understanding between farmer and costumer, but the reality is that urban develop patterns constantly place pressure on rural communities, thus creating cultural, political, and economic tensions. When rural and urban communities come together at the farmers’ market, it presents an opportunity to communicate about the lifestyles and challenges that each party experiences. These exchanges are especially important for local leaders to share in. When public, private, and non-profit partnerships are formed across localities and traditional cultural boundaries in support of the city-region food system, it becomes easier to communicate about common challenges and collaborate collectively on food-related issues like health, ecological conservation, and urban-rural transportation linkages.

Considering the importance of farmers’ markets and city-region food systems in regional environmental protection, health and nutrition, and economic impact, it is surprising that the urban and regional planning field has historically been a non-factor in food systems development. Rather, it has largely existed in the realm of private businesses, which have been heavily subsidized by public funds. Critics note that the urban food system is one that is often ignored in urban planning literature, which focuses instead on the central topics of physical planning, urban design, urban transportation, economic development, social planning, public infrastructure, housing and real estate, and historic preservation. The reasoning for why urban planners have failed to embrace food systems as a legitimate and important realm of the field ranges from claims about a lack of funding to gaps in institutional knowledge to a misunderstanding of need.
the late 1990s it became more evident that many urban health and economic problems were closely related to those within the urban food system, but that city government administrations were woefully ill equipped to act. During this time the corpus of food systems literature steadily began to grow with planners calling for increased administrative attention to food systems planning. Twenty years later, food systems planning is taught in hundreds of university classrooms around the world and city governments are greatly increasing administrative support for intentional food systems development.

The emerging wing of professional planners specializing in food systems constantly faces new challenges from continued global population growth and urban densification, which are addressed through creative solutions in food production, distribution, marketing, and management. Supporting farmers’ markets is an important strategy that planners use to directly and indirectly encourage more intentional development of regional food systems now and will likely into the future.

Figure 9. Philadelphia initiated a publicly informed comprehensive food plan in 2011.
Principles of Successful Markets

In the same way that comprehensive city-region food system development demands well-informed professional planning and support, urban farmers’ markets are also far better at serving stakeholders when best practices are implemented into developing the market’s space, relationships, and operations. Research by market expert David O’Neil at Project for Public Spaces and Farmers’ Markets America shows specific key concepts that farmers’ market designers and managers should implement when establishing a market. The concepts presented here have been identified over the course of many years of testing and research. Each concept applies to a specific stakeholder function of the market and is presented here accordingly.

Organizational Role

The managing organization acts as the convener of ongoing collaboration between many stakeholders who are working towards establishing and maintaining a successful farmers’ market. Small farmers, local consumers, civic and political leadership, food advocates, entrepreneurs, and marketers and advertisers all play important roles in the market and the managing organization must be able to balance the needs and abilities of each party. Similarly, the many aspects of market operations demands that the organization make judicious administrative choices pertaining to economics, partnerships, and programming that will influence one or more stakeholders. The concepts presented here are central to effectively performing the organization’s role in the market.

- Clarifying mission and goals—Before the first vendor application is ever offered, the managing organization has to be clear and transparent about its intent in the market and what values and goals are attached. Farmers’ markets present a unique opportunity to support local economies and encourage economic democracy while providing delicious food and fun in the process. Similarly, farmers’ markets are increasingly seen as an opportunity to close gaps in food access, especially in food scarce areas that may or may not be economically challenged as well. Moreover, farmers’ markets have been shown to present great venues for small business incubation for women, minorities, and immigrants that bring a greater sense of innovation and diversity to the vendor mix. This should never be overlooked. Management must strive to be self-sufficient and self-sustaining in order to ensure continuity for both the supply and demand side of the market, but also to cultivate happiness and a place to build community. The mission, goals, and values should be publicly conveyed and backed up by policies and programming that demonstrates them. Whatever values the market management chooses to embrace, they must be reflective of the community that it aims to serve.

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Understanding the economics-One of the market’s trickiest acts of all is surely balancing the scales of supply and demand between producers and consumers, but also in the inflow and outflow of revenues. Achieving this balance requires a thorough understanding of the organizational budget. Knowledge of strategic planning and market trends will also prove valuable. The first order of business for preparing the market’s budget is assessing any potential outlays whether they be daily, seasonal, or annual. This includes salaries, fees, amenities or utilities, maintenance, programming, insurances, equipment costs along with a financial cushion for whatever else may arise unexpectedly. The obvious next step is to assess the existing and potential income streams. Generating income for a farmers’ market is often accomplished by charging vendor fees that are based on a measurement of space (frontage or footprint) or percentage of sales. Here too a balance of agreement has to be reached with vendors who will almost always have varying views on the preferred arrangement. Farmer’s Market America notes that sustaining a successful farmers’ market in an urban setting will likely require at least 30 regular vendors, but will not be able to sustain full-time salaries with only vendor fees until it reaches 50 or more. The addition of grants and private funding of course change this scenario, but acquiring those funds often demands an additional outlay of labor resources. Finding that balance in revenues that can support salaries is important for the longevity of the market. When vendor fees alone can fully support the cost of a strong full-time manager, that gives vendors security and a sense of continuity that will translate into a positive consumer experience in the market. The challenge of balancing economic equations presents management with the occasion to form new partnerships and connections, seek new vendors that will diversify the mix, and create opportunities for business incubation.

Management- The market manager’s role is a dynamic and demanding one, but crucial to the credibility and sustainability of the market. The manager is at once a symbol, facilitator, laborer, promoter, spokesperson, administrator, planner, liaison, and policy maker. This spectrum of roles requires that the manager be flexible yet firm; open-minded yet forethoughtful; effective in both in public and in the office; a good verbal and written communicator; willing to lift a hammer or a box of tomatoes as much as dig into the annual budget. Research from Farmers Market Coalition and Greenbelt Farmers Market Network indicates that an unhappy, overworked and underpaid market manager bodes poorly for the success of the market. Vendors come to rely on a proficient market manager that understand their perspective and the circumstances of their business, and in a world of rapidly changing economic weather, being vendors need to be able to trust that fees, policies, schedules, location, and other important variables to success will remain constant; the market manager is who they will look to. It proceeds logically that when the vendor is happy, the customer is more likely to be happy and so on. Along with a good salary, the manager’s employer should be prepared to extend all necessary resources to help the market fulfill its mission and goals, including equipment, utility services.
Supp... consumer demand

A common logical error at inexperienced markets is the “build it and they will come” fallacy. Consumers within a given area have unique demands based on culture, demographics, season, and proximity to complementary and competing products. Understanding consumer context and supplying appropriate variety in product lines is imperative to the market’s success. The supply function of the market also extends into the realm of values (both financial and subjectively perceived) and environmental design. The managing organization and product vendors must work hand-in-hand to provide the customer with a product they value that serves them materially and emotionally. Much research has been done on the subject of designing and programming spaces in a way that invites interaction and imparts a sense of place. Farmers’ markets can benefit greatly by supplying the customer (and vendor) with amenities that encourage longer stays and increased purchases.

- The right mix of vendors—Customers visit farmers’ markets for as many reasons as there are people and providing for the known and unknown wishes of customers is paramount. Freshness, quality, and variety are the keys to vendor selection; customer surveys consistently show that farmers’ market visitors come for a locally produced, field-to-fork experience and love to meet the farmer. Avoiding homogeneity in the product line and creating competitive pricing among the mix can be achieved by regimented annual vetting, and knowing that the vendor’s style is authentic and creative.

Likewise, the employer has the reasonable expectation that the market manager is the person with their ear closest to the public pulse and must be prepared to resolve conflicts and respond to customer, vendor, and partner needs. Maintaining certifications and permits performing farm inspections, vetting vendors, and identifying and capitalizing on opportunities for new partnerships all fall under the purview of the market manager. All of these tasks should be performed in accordance with the management organization’s stated mission and goals.
Figure 10. Well-planned urban markets can attract a cross-section of the community and impart economic benefits.
and that they value the customer experience. Each vendor should be selected with a certain product line or customer flavor in mind and chosen according to their ability to provide the best. As the market matures, it will inevitably need to reassess its vendor mix and ensure that it has not only the right product lines, but the right farmer-consumer ratio.

• The right value- Creating a sense of value in the market is vital to building trust and imparting a sense of enjoyment, which turns a one-time consumer into a faithful customer. Providing high quality goods at a competitive price is one way of offering a financial value to market-goers. Others feel a sense of value when given a chance to support local economies and local farmers, which offers them an outlet to demonstrate their own subjective values. When financial and personal values come together constructively, in a unique urban commercial form such as the farmer’s market, it creates a kind of social capital that then becomes valuable to the city. Imparting different dimensions of value into the market experience is best accomplished through nurtured partnerships and attention to changing desires and trends in the local community.

• Right location and making public spaces- Creating a sense of place in the right location generates activity and community building in the urban farmers’ market. Even markets that may be in imperfect sites and situations can overcome this disadvantage by providing welcoming amenities like seating, attractive aesthetics, enticing smells, shade when needed, and smartly arranged vendor stalls. Flexibility, cleanliness, maintenance, and a sense of entry and belonging should be prioritized when designing and programming the public space. A balance of formal and informal, while perhaps tricky to achieve, lets the customer know where she is but gives her a sense of freedom to use the space openly and encourages her to freely explore all of the market’s goods, people, and sites.
Knowing the Consumer

Urban farmers’ markets are often uniquely positioned to support a wide-ranging mix of vendors for consumers to choose from, but the overseer must approach the demand side analytically to understand the context and different levels of consumer demand. A common perception is that farmers’ markets are only suited to providing customers with a seasonal alternative to the grocery store produce department. In reality, however, today’s farmers are able to extend seasons and grow and abundance of diverse crops. Moreover, direct and indirect federal support for small farms is showing positive gains in the number of small urban, peri-urban, and rural farms across the country. The slow increase in small farms occurs at the same time as households, restaurants, and commercial retailers are becoming more interested in “fresh, local, and organic.” This emerging trend is important for market managers to understand because it presents opportunities to connect farmers with very different consumers with very different needs.

- Making connections and building partnerships—At its basic core, the farmers’ market is a public space where community members can exchange goods, ideas, and cultural traditions. The most successful markets excel at connecting all manner of organizations and firms through a common venue and a loose set of shared interests and missions. In doing so, the market helps to weave together a sort of food web that creates linkages between public and private entities with various roles in the broader food system. Strong and dynamic partnerships are yet another great way for the market manager to reflect and cater to the many different interests of the community while encouraging the development of new businesses, highlighting the creative impact and skills of different organizations, and demonstrating management’s values and intent. Examples of partnerships that might color the market include guest chef appearances that may feature a certain farmer’s produce in their creations; a farm-business CSA delivery service; pop-up markets in a busy or underserved urban district; educational and environmental interest groups offering workshops and interactive instruction based around food concepts.

Making the right connections on a smaller, more geographically local scale between the market and local businesses and residents is just as important to market success as the higher level organizational partnerships. For farmers’ markets, surrounding businesses can draw people to the market and connect potential consumers to the local restaurants, bars, cafes, and retail stores. This is the kind of symbiosis that can really have a demonstrable impact on local economies and, with the help of some design attention, really make a space a place. Maintaining open and consistent communication between the market manager and local business is an important part of creating a local economic web. The market manager should always keep surrounding businesses informed of changes in the market schedule, opportunities for partnerships, notice of special events, and likewise ask business owners to return the favor. Connect-
ing local residents with the market is another important aspect of the market manager’s job. Farmers’ markets can be a great boon to urban quality of life and downtown revitalization, but intentionally connecting surrounding residents to the space and programming it in an inviting way that does not convey elite ownership is vital.

Some markets experience a stage of life where they begin to grow beyond their initial capacity or take on new roles that establish them as more of a local food hub than a weekly farmers’ market. In this case the importance of partnerships and making residential-business-farmer-market connections cannot be understated. The relationships and connections made at this scale demand constant attention to organization, promoting, financial accounting, and definitely require full-time professional staff and competitive compensation.

Figure 11. The new 17th Street Market will offer users greater flexibility and improved markets.
Source: Tim Hamnett and Burt Pinnock, Baskerville
Marketing, Promotions, and Programs

Successful farmers’ markets are vibrant public spaces where folks of all ages, races, genders, ethnicities, religions, and political affiliation within the surrounding community come to share in a special kind of civic engagement that feels, smells, looks, and tastes great. The way to attract members from across the entire community is through a comprehensive marketing and outreach plan. The farmers’ market should be as unique as its constituent producer and consumer bases and therefore has to implement promotional strategies that reach those audiences. A range of media platforms are available to the managing organization who will have to decide which options are right for their market. Additionally, the urban farmers’ market is seen, now more than ever, as a place where low-income households can access healthier food options; as places where a broader public agenda can be pursued; and as an opportunity for small business incubation especially among minorities and low-income populations. Creating marketing and promotional strategies and engaging in outreach is an important first step in fully capitalizing on these opportunities.

- Promotion and presence- For most farmers’ markets income is preciously guarded and every expense is scrutinized, and advertising just doesn’t fit into the budget. Mastering the art of promotion, then, is key. Market partnerships that are built with promotion in mind can be a tremendous asset especially when placed alongside social media. When restaurants and other local businesses partner with farms and markets this creates a cross-promotional opportunity for all parties to gain exponentially greater public visibility through each other’s network than they ever could alone.

The power of a digital and social media presence can’t be overlooked. With an array of free or low cost digital media platforms available, online marketing and promotion can be amplified through a well-designed and interactive website and active, up-to-date social media activity. These digital platforms can be efficient and cost-effective way to communicate to the all stakeholders and visitors to the market while providing an information hub for rules, policies, documents, and any changing information that the public should be apprised of.

Farmers’ markets are increasingly seen as opportunities to close gaps in food access and therefore might accept any one, or all, of several federal nutrition incentive programs like SNAP, Senior FMNP, or WIC FMNP. Even though many folks who are eligible won’t apply to receive these important benefits, it is important to communicate and promote the acceptance of these kinds of nutrition programs to area residents. For farmers’ markets that wish to participate in federal or state nutrition programs, local agents are available to assist in enrollment, identifying grant sources for matching funds, and acquiring educational and promotional material. However, disseminating this information to target populations can be challenging since recipient data is unavailable for privacy protection and recipients may have reservations about sharing their status because of a perception that social stigmas may unjustifiably be applied to them. For this reason it is good to partner with local community health, social, civic, and family resource organizations that can facilitate the communication process, thereby lowering perceived barriers to entry into the farmers’ market and acting as a liaison between residents and market representatives.
Figure 12. Comprehensive marketing and promotion uses multiple media outlets to reach diverse audiences.
The 17th Street Farmers’ Market is one of 23 listed farmers’ markets in the greater Richmond Metropolitan Statistical Area (MSA)\(^{\text{vi}}\), seven of which are located in the City. Generally, the each of these markets can be characterized as small markets that are narrowly focused on attracting a consumer base directly within its given district or residential community. Each of the markets is independently operated and hosts between eight and 25 vendors with a mix of fresh local produce, fresh local meat, seafood and eggs, crafts, art, flea, prepared foods, value added food, soap and cosmetics, honey, and educational/promotional product lines. Generally the mix of vendors at the markets is approximately one-third to one-half fresh local food products with the remaining vendor attendance falling into the non-food category.

The single exception to this characterization is the South of the James Market (SOJA) at the Westover Hills neighborhood in the South Side of Richmond which was established in 2011 after the former manager of the 17th Street Farmers’ Market left to start a new venture. Since this time, the SOJA market has drawn every anchor vendor from 17th Street and now thrives. The SOJA market is operated by GROW RVA (formerly the Market Umbrella), a privately owned small business that has recently established a network of two small markets and a pop-up market in addition to their monthly art and events markets throughout the city. The South of the James Farmers’ Markets purportedly attracts 1,000-1500 visitors weekly. It hosts a vendor mix of roughly one-half to two-thirds fresh food to all other products, totaling approximately 40 vendors that are arranged according to their product line throughout the open-air market. SOJA is held each Saturday 8am-noon in Forest Hill Park, which is nested directly in the middle of a residential neighborhood. The park has a large parking lot, however the lot regularly overflows with cars parking on the adjacent residential streets.

The South of the James Market is easily the largest, most widely attended, and popular farmers’ market in the Richmond region. The high regular attendance and number of cars that come to the market indicates that the consumer base is definitely not limited to the immediate neighborhood, but rather is migrating into the market from across the James River to the north and from other South Side neighborhoods. Another notable characteristic of the market is its attending demographic, which is overwhelmingly white, middle class, and younger than 60 years old. The market is popular with young families who bring their children to participate in kids’ activities held each week. The market also holds regular musical performances for visitors to enjoy.

Six popular small farms anchor the vendor mix at South of the James Farmers’ Market: Agriberry; Deer Run Farms; Gallmeyer Farms; Amy’s Garden; Origin Farms; and Victory Farms. With the exception of Agriberry, who specialized in berry production, each of the farms provides a wide selection of excellent seasonal produce at competitive prices. The vendors use creative and attractive promotional strategies including tastings, vibrant

\(^{\text{vi}}\) Please see the farmers’ market inventory in Appendix
displays, congenial staff, and clear labeling and markers. Amy’s Garden is the only one of these farms that extends the product line into fresh cut flowers. The remaining fresh produce vendors are smaller than these farms and have a slightly narrower variety of produce; occasionally specialty/ethnic/regional produce selections will be available.

In 2014 Grow RVA implemented a SNAP program throughout their market and event network. The program uses the scrip method of SNAP acceptance, which requires users to visit the SNAP information table when they arrive to make the transaction. Once the user decides how much they wish spend at the market, they will swipe their SNAP/EBT card and receive that amount of money in the form of $1 tokens that they can use at participating vendor booths. SNAP purchases can be made for any fresh or cold prepared food item, but are restricted from hot read-to-eat food, non-food items, pet food, or alcoholic products. At the end of each market day the vendor will submit the sum of their SNAP tokens to an assigned market staff member and receive a check for their earning the following market day.26

Grow RVA utilizes several marketing and promotional outlets that communicate relevant information to the visiting public. Grow RVA’s website (powered by WordPress) provides visitors with general information about market dates, times, and locations along with a regularly updated event calendar that is powered by Google and embedded into the website. Events, attractions, special notices, and general buzz about Grow RVA’s markets is generated through social media outlets including Facebook where, the company has garnered 4,448 “likes” (to date), and Twitter which has 2,564 followers. Special programs and outreach at the South of the James Farmers’ Market has heretofore been limited to regular activities for kids and occasional environmental education, special topics of local interest, and food advocacy. The market is not known to offer cooking demonstrations or workshops, or health and nutrition education.
17th Street Market in Context: Site, Evolution, and Stakeholders

This section discusses the many changing influences of the 17th Street Farmers’ Market including management, development, and demographics. Over the last decade, much has been said about revitalizing the 17th Street Market in previous revitalization plans. Those plans and recent public input are included here. Lastly, the role of consumers and producers is examined.
Site of 17th Street Farmers’ Market

The 17th Street Farmers’ Market stands completely unique among all other markets in the Richmond area. Not only is it the oldest of any in the city (or state), but it is actually the only farmers’ market within the urban core of Richmond. Located in the heart of Shockoe Bottom, 17th Street is surrounded by businesses, residential complexes, historical attractions, and at the intersection of two major highways and a new bicycle trail. Much like the market itself, Shockoe Bottom has been the subject of much debate about how to revitalize the district after having fallen into a state of neglect and urban decay. Adaptive reuse development of the district’s abandoned tobacco warehouses spurred a renewed spirit of investment in the area. Those projects have brought hundreds of new residential units that have been followed by new business and signs of a slowly changing negative public perception of district. This new development is in addition to the many existing businesses, and public and corporate offices that are only blocks away from the market. The ongoing development in Shockoe, combined with a young professional demographic profile provides the 17th Street Farmers’ Market with an advantageous combination of advantages that no other market in the area enjoys.

Surrounding Influences

Shockoe’s Demographic Profile

17th Street’s location gives the market a distinct consumer base that no other market in the MSA enjoys; it’s younger, more racially and ethnically mixed, and it wants a range of products and services available within a walkable and bikeable distance. A demographic survey of the Shockoe Bottom census tracts shows that median age in the district is 28 years old with a median household income of $47,703. The vast majority of Shockoe residents are employed in a medical, health care, financial, or scientific professional field. This demographic profile is consistent with overall national trends of young professional choosing urban over suburban lifestyles. Adjacent census tracts to Shockoe Bottom that reach into Church Hill, downtown, and Manchester reflect similar demographics, but with a slightly higher median age and slightly lower median income. Management must strive to be self-sufficient and self-sustaining in order to ensure continuity for both the supply and demand side of the market, but also to cultivate happiness and a place to build community. The mission, goals, and values should be publicly conveyed and backed up by policies and programming that demonstrates them. Whatever values the market management chooses to embrace, they must be reflective of the community that it aims to serve.27
Figure 14. 17th Street Farmers’ Market study area with surrounding markets and farms indicated.
Source: Aisling Chapin
**Restaurants and Bars**

The last several years of new residential and business development in Shockoe has attracted a younger professional demographic with that has brought a taste for delicious food, drink, and entertainment and more expendable income with them. Restaurateurs have been quick to respond to the demand for exciting food and nightlife. Shockoe now boasts over three-dozen bars, restaurants, and cafes within a half-mile radius; this is rather reflective of the booming restaurant scene across the City. Many of the high-end restaurants in the district focus at least in some part on featuring dished inspired by fresh, local produce and meat. The demand for these products is currently being met through a number of different farm-to-table sourcing arrangements. Some restaurants work directly with farms that deliver food to the store; others order from one or more of the local online food hubs; and still others patronize local markets and farmers’ markets when possible. Interviews with local chefs and restaurant owners indicate that a central urban market where farmers and chefs could meet regularly would be an attractive option for them.

Along with a thriving restaurant and café scene, Shockoe and its surrounding neighborhoods is also home to a growing number of cross-over food service businesses. Stores like The Urban Farmhouse serve both prepared ready-to-eat food like a traditional café, and packaged take-home products. Whatever the product, the stores emphasize their extensive “local only” inventories that cover cheese, produce, protein, honey, dairy, beer, cider, and wine all sourced from small farms within the local foodshed. These businesses play an important part in supporting the city-region food shed by stimulating and providing the demand for local food.

**Offices and Professional Business**

While Shockoe is bordered by the residential neighborhood of Church Hill, to the east, the adjacent areas to the west is dominated by high-rise corporate office buildings, the expansive MCV medical campus, and dozens of state agency office buildings. The Monroe Building alone, just four blocks away from the market, houses more than a dozen state agency offices and employs 1600 people. One state agency, the Virginia Department of Agriculture and Consumer Services (VDACS) has expressed interest in hosting a daytime fresh market at the office or organizing a regular produce delivery service from market vendors for VDACS office employees and others in the adjacent and nearby state offices.
Current and Future Projects

Past projects that have contributed to Shockoe’s development include the River Lofts at Tobacco Row, which has brought over 1,000 new residential units to the neighborhood, and The Canal Walk. The revitalization and development attention that Shockoe Bottom has received is being directed now into several continuing and proposed projects in addition to the 17th Street Market renovation that will increase traffic flows and attract new visitors to the district.

- The Virginia Capital Trail—The Capital Trail is a paved trail dedicated to pedestrian and bike traffic that more than runs more than fifty miles from Jamestown to Richmond along the James River. The Capital Trail will end in Shockoe Bottom and spill right onto the Canal Walk, which is only two blocks south of the 17th Street Market. The project is currently being constructed by Virginia Department of Transportation and is set for completion September 2015.

- Multi-modal Transportation Station—One of the first proposed projects of the Shockoe redevelopment plan was the conversion of Main Street Station, just adjacent to 17th Street. The station houses the Amtrak train company and the City’s Economic and Community Development offices. Renovations to the building in previous years resulted in the building obstructing Franklin Street, a major thoroughway stretching east to west across the City. The proposed project plans to reopen the Franklin Street passage which would create a critical linkage between Broad Street and MCV to the north and 17th Street Market and Shockoe Bottom. The plan includes a bus rapid transit hub, a bike share hub, increased regional train routes, and an official state tourism center. Funding for the plan has suffered a setback but is now purported to be in the final stage of grant procurement.

- Mayor’s Revitalize Shockoe Plan—In November 2013 Richmond Mayor Dwight Jones proposed a new development plan in the heart of Shockoe bottom which would include a new baseball stadium for the Richmond Flying Squirrels, a new Hyatt Hotel and Kroger grocery store, two new residential complexes with 500 units, a slavery and freedom heritage site, and a promenade along 17th Street connecting the development between Broad Street and Franklin Street to Main Street and nearby points of interest. Although the mayor’s proposed plan includes development of land immediately adjacent to the 17th Street Farmers’ Market, Enrichmond and the design team lead by Baskerville have been instructed to proceed with the new market plan as independently implemented and funded. Much controversy surrounds the mayor’s plan and implementation in its current iteration seems highly unlikely.
**Precedent Market Revitalization Plans**

The 17th Street Market enjoyed a short period of success under the leadership of two strong managers in the 1990s. However, the City withdrew financial and administrative support that quickly translated into a cycle of vendor and consumer withdraw. The lost opportunity for a vibrant urban food destination to help anchor Shockoe’s commercial sector was the focus of two plans conducted by Virginia Commonwealth University’s Urban Commercial Revitalization class in the Urban and Regional Planning Program. The plans conducted extensive research and offered recommendations based on the research.

**The 17th Street Farmers’ Market Revitalization Plan**

Dr. John Accordino’s Urban Commercial Revitalization Class at VCU’s Urban and Regional Studies Program completed The 17th Street Farmers’ Market Revitalization Plan as the course project in 2006. The plan conducted multiple stakeholder surveys, examined several farmers’ markets throughout the region, and intensively studied the surrounding influences of the 17th Street Market and the Shockoe District. The planning research showed a clear causal relationship between the insufficient number and the type of vendors in the market and the lack of customers seen by few vendors that did attend the market. Recommendations were made based on economic restructuring, organization, design, and promotions and marketing.

*Economic Restructuring*

The existing vendor stock at the market was clearly insufficient in supplying consumer demand and survey results showed that the local residents and workers avoided shopping at the market because of the vendor and product mix. Vendor fees were set low in order to attract vendors, but ended up only attracting hucksters with little attention paid to the interests and demographics of the market’s consumer base. The Revitalization plan recommended that management increase fees along with a mandatory 60:40 ratio of fresh local produce vendors to craft vendors. Given the inexperience of vendors and lack of healthy competitiveness across product lines, the plan also recommended business education and assistance with improving displays and product selection. New vendors should be identified through the VDACS producers directory and selected through an application and vetting process. Recommendations also included developing partnerships with local restaurants and cafes whose demand for local goods was unmet and establishing a market incubation program for new businesses who will complement the market product lines.
Organization

Organization strategies cover market operations, oversight, schedules, contracts, and fees. At the time of the plan research, three different markets were held at 17th Street: a Thursday morning Grower’s Market, a Saturday Eclectic Market, and a Sunday Flea and Antique Market. Surveys showed dissatisfaction with the Flea and Antique markets and with the selection available at the Saturday Eclectic Market. Respondents were most satisfied with the Thursday morning Grower’s Market but found the time inconvenient. The plan recommended a new market schedule that worked better for customers, especially a Saturday morning Grower’s Market and Thursday evening Grower. Fee structures that work to incentivize strong attendance and forming a new market vendor association were also recommended.

Design

Design recommendations from The Revitalization Plan included making changes to the existing structure and working with City Economic and Community Development Department to develop infrastructure to support new business incubation and a specialty grocery store. Two site plans are presented in this plan that encourage greater flexibility and public interaction. A public park and plaza are the basis of key recommendations that aim to minimize environmental impact from runoff and flooding.

Promotion and Marketing

The Promotion and Marketing section is expressed as the most important set of recommendations to be implemented in The 17th Street Farmers’ Market Revitalization Plan. The goal is to heighten public awareness of events and offerings in the market. The plan presents multi-media marketing, environmental design, branding, and communications strategies that are aimed at informing Richmond residents about market events and capturing a greater number of motor traffic. For this set of recommendations, the market management team is encouraged to establish new relationships with businesses, City agencies, and local residential developments.

Results

Since the plan’s completion in 2006 none of the recommendations have been implemented by the city explicitly for the market. The city has initiated a Shockoe wayfinding design plan that is awaiting implementation and a new design for the site is underway, but it is not reflective of the recommended designs. A vendor association has been formed, but it is attended by the existing few vendors who view it as more of a means of self-preservation than a collaborative board of stakeholders with a shared interest in supporting a vibrant public market. The City has ignored repeated calls for a specialty market and business incubator in favor of proposing corporate development in the adjacent vacant sites. The budget for market staff and promotional programs has shrunk every year since the plan’s completion.
17th Street Market and Surrounding Area Revitalization Plan

Six years on from the completion of the 2006 17th Street Market Revitalization Plan, the City continued to treat the market with negligent disinterest, almost as if it were a strategic move designed to convince the public that the market was not worth investing in. The public, however, has repeatedly expressed desire for a return to the 17th Street Market’s rich cultural and commercial past. Research conducted by the Urban and Regional Planning Program at VCU confirmed that public will is, in fact, on the market’s side. The plan conducted surveys of building stock, consumer attitudes, stakeholder attitudes, merchants, and competing commercial districts, and a SWOT analysis in order to reach well-informed conclusions about what strategies were right for Shockoe and the 17th Street Market. The plan made recommendations based on organization, economic restructuring, design, and promotions.

Organization

Much like previous research done in Shockoe, the 2011 17th Street Farmers’ Market Revitalization Plan found that the existing market organizational structure was not effective in supporting the desires of local consumers. The plan recommended that the City tap a local non-profit to operate the market and crate revenue generating plans to fund the market. Missing links between the market’s management, vendors, and local businesses were observed and recommendations made to establish those links and nurture partnerships from them as a way of promoting the market as an important commercial asset. The plan advised the managing organization to set up a market oversight committee that would develop ongoing work plans to provide the right products at the right time to the local consumer base. Similar to previous plans, these recommendations included changes to vendor fees and contracts that would support fair and incentivizing policies.

Economic Restructuring

The recommendations pertaining to the economic structure of the 17th Street Market and surrounding areas focus on attracting a diverse mix of new businesses that create a draw to the market while stimulating existing businesses. Strategies for attracting new businesses include working with the city and business owners to implement façade improvements of existing buildings; crafting recruitment packages that offer space and administrative support to new businesses and strategically choosing new businesses; linking new businesses with market vendors that will emphasize local products and strong partnerships; and initiating a clean and safe campaign to reverse the perception of crime in the area.
Design

Years of neglect in Shockoe have given way to urban decay and a public perception of crime and abandonment. The 2012 revitalization plan aimed to address these problems through a staged series of strategies that would improve the overall aesthetic of the market area and stimulate personal and financial investment there. Long-term strategies for improving the urban design scheme involve working with the Urban Design Committee to implement a design overlay in Shockoe and a comprehensive wayfinding plan. An overarching goal of the design strategies is to attract new visitors and residents to a cleaner, more beautiful Shockoe. The plan recommends coordinating an ongoing clean-up program, installing more public art, and enforcing City ordinances as way of meeting the goal. In general the market and surrounding areas must be able to compete with newer commercial districts in and around the City that have a stronger consumer appeal regardless of lack the authenticity and cultural heritage of Shockoe. The plan encourages the City to continue with plans to renovate Main Street Station and the 17th Street Market as ways of accomplishing that end.

Promotions

Research conducted by the VCU MURP class reinforced the need for a new, engaging marketing and promotions program that would reverse the highly negative public image of the 17th Street Market. The plan asserts that the new independent managing authority should work towards establishing a strong partnership with an excellent design and marketing firm on a pro bono basis to create a comprehensive promotion and branding campaign. The campaign should include new logo, and public image, and a new message that should be disseminated across a broad audience using multi-media platforms. The fact that existing vendors simply aren’t working for the market is a consideration in suggesting a new market schedule that would be promoted in order to draw visitors at different times including night markets, special events, weekends, and middays.

Results

Since the completion of the second 17th Street Revitalization Plan in 2012 the City has indeed acted on the suggestion to contract out management to a capable local non-profit organization that in committed to reviving the market. As the new manager, Enrichmond will be tasked with implementing economic restructuring strategies that attract new, more diverse, and competitive vendors who are eager to partner with local businesses. The City has had a wayfinding plan in the pipeline for almost three years that is still awaiting implementation, but the design overlay shows signs of life if not across the whole district, at least in the new design plans for the market which calls for outdoor dining amenities along the edges of the new market plaza. The promotion and marketing campaign that the plan calls for will fall to Enrichmond to implement when management transition is complete.
**Shockoe Economic Revitalization Strategy**

Under the direction of Mayor Dwight C. Jones the BAE group led the completion of a strategy-oriented plan that would give the City a tool set in working towards revitalization in Shockoe. The team held a series of higher level stakeholder meetings with local businesses, developers, and City agents. This input helped the team to identify strong themes that the City should focus on and emphasize: history, culture, and entertainment. The plan laid out five strategies that the City should follow in a comprehensive revitalization effort. The District Retail Strategy involves making significant public infrastructure improvement to walkways, signage, façades, and using incentive programs and business recruitment to diversify the business profile. The Restaurant Strategy reinforces Shockoe’s lively, creative food culture and recommends that the City make allowances that promote this culture. The Entertainment Strategy targets current and future residents and visitors and identifies opportunities to attract new venues that offer the kind of entertainment that creative young professionals are looking for. The Public Programming Strategy calls for a broader range of events in interesting new venues that attract diverse new audiences. The Public Market Strategy calls for the 17th Street Market to be repositioned and connected with the Main Street train station and a proposed mixed-use development. The market is seen as an opportunity to support existing businesses while attracting new ones.

**Results**

The strategies of the Shockoe Economic Revitalization Strategy are substantial and require years of planning to implement. However, the City has begun to act on the recommendations with market redesign plans well underway and plans to construct large new mixed use developments on the table. The new market designs do not fully encompass the strategic recommendations, but they do begin to lay a foundation for future improvements. The extensive physical improvements that are recommended have not yet begun, but the general consensus is that this strategy has been in the capital improvements queue for some time.
During the summer 2013 ECD initiated the first steps of implementing one of the key recommendations of each Shockoe revitalization plan: the redesign and repositioning of the 17th Street Market. The plan began with several rounds of stakeholder identification and engagement lead by Project for Public Spaces (PPS) before opening up to the public for input later in the fall. In October 2013 PPS lead a two-day public input session that was facilitated by Elena Madison and Kelly Verel of PPS, as well as representatives from Baskervill, Enrichmond, and ECD. The meeting, which attracted mostly younger or middle-aged professionals, was held in the Main Street train station where PPS representatives introduced attendees to the context and preliminary ideas for the new market. Facilitators then lead groups into the market to respond to a series of questions pertaining to the existing market and what opportunities respondents identified for a new design. Another round of questions and response was conducted back in the station and then reported to a scribe.

Several common and familiar themes from the meetings emerged. Respondents overwhelmingly called for a more flexible space that feels inviting, yet offers opportunities for relaxing. Common desirable amenities include a water feature; a regular farmers’ market with an assortment of vendors and products; comfortable but movable seating; a wide variety of food available in various stages of readiness and at most times; and above all, Richmonders asked for trees, plants, and beautiful sightlines. Although the meeting did not focus on specific programming preferences for the farmers’ market, many attendees openly asked for morning markets with produce, coffee, and pastries available, and for more vendors to attend Saturday markets. Others asked for a night market that mixes food with a festival atmosphere.
Market Supplyvii

Growing public interest in the direct and indirect benefits derived from supporting local agriculture has helped converted into more small farms that can meet consumer demand and support for city-region food systems. This plan employed a survey tool in order to better understand the capacity of local farmers to support the 17th Street Market, in addition to the several other City markets. The 27 question online survey was sent to 57 farms via direct email that included a link to the survey site. The questions were designed to gain a better understanding of the farmers’ business profile and ability to meet the different demand levels of urban consumers. Considering that the several other markets around the city are thriving, several questions inquired about the business’ capacity to expand production, hire staff, travel to new markets, and attend multiple market days. Economic structure questions that seek understanding of vendor fee structures included inquiries about the number of market days the farmers attended and how satisfied they were with the market and why; what fee structure they prefer; what amenities positively and negatively affect products sales; and what promotional strategies the vendors prefer.

Only seven of the farms responded. Half of the respondents replied to the initial email noting that they had trouble with the online link, perhaps because of browser incompatibility, but were able to ultimately overcome the issue. Despite the limited response rate, clear themes were revealed. All but one vendor attended two or more markets last year and were sufficiently satisfied with their experience, noting that sales figures, access to market/distance from farm, and pleasantness of place contributed to their satisfaction. The vendors’ reported willingness and ability to attend markets on multiple days and different hours, but Tuesday and Thursday evenings, and Saturday mornings were the most interesting. The survey responses indicated a dearth of fresh protein producers, but abundant fresh produce growers. All but one of the responding vendors prefer an annual vendor fee. In regard to positive factors for sales figures, vendors indicated overwhelmingly that local grower-only product lines, parking and kid-friendly activities stimulate sales. Negative influences on sales figures are flea vendors and non-local products. The most commonly input pertaining to sales figures and market success advised management to maintain a high vendor and product standard by avoiding “huckster” vendors just to make the market look full.

When responding to questions that reflect a farms ability to meet growing demand, three of the seven farms indicated that they have no ability or plans to expand, but all but one would be willing to hire staff in order to attend another market. Each of the respondents used some form of online marketing along with other promotional strategies at the farmers’ market.

vii See 17th Street Farmers’ Market Vendor Interest Survey results in Appendix
Consumer Demand

In the urban core context of Richmond there are really three levels of fresh, local food demand that are currently unmet. First, at the smallest scale, is the demand from individual consumers who wish to have a seasonal farmers’ market that is consistently attended by a great mix of vendors who offer the highest quality whole foods at a price that competes with other markets they may have to go out of their way to, including supermarkets. Data collected from a series of community input meetings held in the Fall of 2013 in preparation of the new market design and configuration offered some important revelations about the public perception of the space, opportunities for improvement, and what kind of market people want. The meetings, which were facilitated by a group of representatives from Partnership for Public Spaces, Baskervill, and Enrichmond, offered a brief introduction of the market in the context of its impending transition and then invited participants to visit the market area in groups to fill out a survey that was reported-out. Some of the most frequently offered ideas directly related to the market’s current dysfunction. But more commonly, people voiced desires for more market days including an evening market; they wanted to have opportunities to participate in/observe cooking demonstrations; ready-to-eat fresh food sold by local growers and/or made locally; regularly held family-friendly attractions/events in the market; and over and over again, meeting participants asked for more health and wellness related activities and information.

A larger scale of consumer demand comes from surrounding restaurants, cafes, and bars. The “buy fresh, buy local” mantra is genuinely evolving beyond meme or fleeting trend. As consumers become more aware of the amalgam of problems associated with a highly mechanized, centralized, opaque, and geographically disconnected global food system, the desire to know the source of one’s food is moving beyond the privileged realm of “foodie” culture. Increasingly, consumers are demanding that their favorite restaurants adopt a food ethic too. These changing trends in consumerism encourage the creative spirit of restaurateurs and chefs to learn more about who is producing what, when and where in their community. Similarly to their diners, chefs want to see and be seen shopping fresh and local. Within just one mile of the 17th Street Farmer’s Market there are well over 50 restaurants, cafes, and bars that can be considered an unmet demand. More direct to the market, each of the restaurants adjacent to the market have expressed interest in doing as much of their shopping as possible through the new market.
The third and final level of fresh, local food demand is visible at the wholesale and distributive scale. The wholesale/distribution consumer is an emerging role player in the local food system that uses the market as a food hub by sourcing bulk fresh, local food from regional growers at a determined cost and then providing a delivery service to nearby businesses or residents. This form of delivery can range from pop-up markets to fresh market cart or perhaps a subscription to regular purchases. As food insecure locations and problems associated with food insecurity become a more frequent topic of political and public health debate, we are beginning to see innovative models for food distribution and vending using the market-as-food-hub model which is an incredible boon to the hungry consumer challenged by income, access, and transportation.

Figure 17. Food hubs and community kitchens can help to support new local food producers.
Findings and Recommendations

This section presents a synthesis of the research and outlines a series of strategies aimed at fulfilling the 17th Street Farmers’ Market’s mission and goals. The recommendations are discussed in the context of their market function and along a 3-year implementation timeline.
Mission

All precedent and current research indicates the 17th Street Market suffers from persistent consumer disinterest because of an ongoing cycle of wrong vendors mix and product selection that averts customer attraction. Two key recommendations that have been emphasized in previous plans are currently being implemented. The market is undergoing a complete renovation and redesign according to express public wishes, and management authority is being handed off to a capable non-profit organization with nearly 25 years of experience with building community partnerships and supporting thriving public spaces. The responsibility now lies with Enrichmond to implement strategies that will best serve Richmonders in their wishes to have access to fresh, local food at home and in the restaurant. The products consumers want should be available to them at different times and in different quantities, but it should always be local and of the highest quality.

These recommendations give Enrichmond the strategies the organization will need based on roles within the market. First-year management transition strategies direct Enrichmond in deftly moving through the first year in the new role while initiating a phase of positive growth and development in the market. The organization strategies advise policies and internal structure that will allow the staff to implement marketing, management and promotional strategies. Product supply strategies are aimed at stocking the market with the best mix of vendors with the most attractive mix of products. The consumer demand strategies inform Enrichmond how to attract the meet the customer need based on who the customer is, what they want, when they want it, how much of it they want. Marketing, promotion, and program strategies reach out to attract a cross-section of the local and regional consumer base with a message that communicates the market’s new brand and image.

Based on a synthesis of the research, including previous market revitalization plans, public input, best practices literature, and client meetings, this plan has established a new mission for the 17th Street Farmers’ Market that will guide all future goals and operations.

The mission of the 17th Street Farmers’ Market is to support the local economy and food system while providing education and greater access to fresh locally produced food at an attractive destination in Richmond’s Historic Shockoe Bottom.
First-year Transition

Goal 1: Guide the 17th Street Market into a more successful phase of operation while transitioning into the new management role.

Objective 1.1: Develop a first-year transition strategy

Strategy 1.1A: Select a nearby site for temporary market-Following the 2014 market season, the existing market structures will be demolished and replaced with a repositioned open plaza design that offers more flexibility and sense of place. All demolition and reconstruction phases will take a full year to complete, which should allow Enrichmond to begin the 2016 market season at the new market. The gap year between demolition and reconstruction of the new market should be embraced by Enrichmond as a transitional phase of rebuilding, rebranding, and revitalization. This transitional period will require that the market be held in a nearby temporary location for the 2015 season. Three possible sites could serve this function: the large parking lot between Main St. Station and the Seaboard building, the open linear parking lot on Dock Street along the flood wall, or the large parking lots at the north end of Franklin and 17th Street. Each of these sites are well-served with parking; they are each accessible to the 17th Street consumer market on foot, car, or bike; and each could be utilized a low or no cost to Enrichmond. Each has its own advantages and disadvantages that must be weighed. The decision should be reached well in advance of the existing market demolition with all stakeholders being informed about the process.

Who: Market manager, Enrichmond Executive Director, Standard Parking, Richmond Department of Economic and Community Development
When: Year 1

Strategy 1.1B: Begin to establish promotional and branding strategies for redesigned market-The farmers’ market will be relocated to a nearby site for the duration of one market season. This year of rebuilding is a great opportunity for Enrichmond to recruit a market manager and begin building a new network of local promotional partners. During the transition period the market management team should be developing a strategic marketing and promotional campaign with vendors, local businesses, artists, and food and health advocates to generate anticipation and excitement about the new design and programming of 17th Street Market. Maintaining the focus on establishing the market as the city’s premier local food destination is fundamental.

Who: Market manager, Enrichmond Executive Director, Michael Sparks, Legend Brewery, Blue Bee Cider, new partners to be determined
When: Year 1
Strategy 1.1.C: Begin building a network of market vendors- During the transition year Enrichmond and the market manager must diligently reach out to local farmers with a message about the new management, mission, and market vision. The temporary market will offer vendors an opportunity to familiarize themselves with Enrichmond’s management role and the surrounding consumer market, but more importantly it is an opportunity for Enrichmond to learn more about the many local farms and fresh food producers in the region. The market manager can spend this time observing what Richmond’s other farmers’ market are getting right and how First Market Square can improve on them. Visiting farms and meeting farmers will be an important part of the manager’s first year; the importance of building those farmer-market relationships cannot be understated.

Who: Market manager, local farmers
When: Year 1

Strategy 1.1.D: Hold regular weekend and weekday market days during transition year- During the year of reconstruction and rebranding the management team should expect to hold regular market days. The market days should run Saturday mornings and Thursday evenings. Per the mission and goals of First Market Square, regular vendors who purvey a variety of fresh local produce and value-added and prepared foods must attend each market.

Who: Market manager, local farmers
When: Year 1
Organization

Goal 2: Create an organizational structure that is capable of managing and operating a successful, self-sufficient market.

Objective 2.1: Recruit, train, and retain a strong market management team

Strategy 2.1.A: Market manager- It is imperative that Enrichmond recruit a strong, committed, and flexible market manager. The market manager will be responsible for writing, implementing, and enforcing all market policies and rules in accordance with the market mission; acting as the face and voice of the new farmers' market; collaborating with strategic partners to advance market interests; managing the daily market operations; vetting and inspecting all potential vendor farms; overseeing all marketing and promotional efforts. Ensuring that myriad roles and tasks are well-executed and performed, Enrichmond must attract and recruit the right candidate and be prepared to offer an attractive and competitive work environment and compensation package.

The right candidate will possess strengths in customer and client collaboration with an emphasis on local food economies. Since the focus of the market’s operations shift with the seasons, the manager must be organized and adaptable to flexing needs of the market and Enrichmond. Excellent verbal and written communication skills are essential. A good market manager is able to design, contribute to, and manage team projects that meet the shared aims and visions of multiple stakeholders while conforming to the market’s mission.

Management salaries should be based on experience and can range from $36,000-$40,000 annually. Any additional compensation and benefits will be subject to standards set by Enrichmond’s Board of Directors.

Who: Enrichmond Executive Director, Enrichmond Board of Directors, market manager
When: Year 1
Strategy 2.1B: Hire a nutrition assistance and digital media coordinator—Farmers’ market promotion and outreach are keys to creating and maintaining a positive and popular public image. Equally important is the task of disseminating literature and any other relevant information pertaining to nutrition incentive programs that the market accepts. Since coordinating the nutrition incentive programs is not a full-time job, this role can be coupled with online promotions and marketing. Together, these roles will comprise a full-time position for an energetic, challenge-seeker with experience in digital media marketing and team projects. Excellent written and oral communication skills are essential. The joint position could be funded through grants or in partnership with Americorps.

Who: Enrichmond Executive Director, market manager, Americorps, USDA FMNP, SNAP
When: Year 1-2

Strategy 2.1.C: Provide market management team with excellent market training and technical support—Strong organizational and administrative support is fundamental to the kind of dynamic and challenging roles that the market management team must fill. The Enrichmond Executive Director should be prepared to offer support through excellent training in market management and placemaking. Project for Public Spaces (PPS) and The Farmers Market Coalition (FMC) are two great resources that Enrichmond can look to for technical support and accumulated experience and knowledge that will help to make First Market Square a truly excellent urban food destination. PPS holds market manager training workshops at their offices in New York City and in nearby, perennially renowned, markets. PPS and FMC both have vast digital archives of written and multimedia concept and technical reference documents that will prove valuable into the foreseeable future. Other technical support for SNAP Farmers’ Market Nutrition Program participation and effectiveness can be obtained through state service agencies.

Who: Enrichmond Executive Director, market manager, nutrition assistance and digital media coordinator, PPS, Farmers Market Coalition, VDACS, VA SNAP/FNS

Strategy 2.1.D: Create a market vendor representative group for the 17th Street Farmers’ Market—Strong vendor presence is the key to a successful market, therefore vendor voices should help to guide the decisions and programming of the market along with Enrichmond’s managing staff. The group should be composed of vendors, market manager, a promotions representative, and a local businessperson.

Who: Enrichmond, market vendors, local businesses
When: Year 3 and ongoing
Consumer Demand

Goal 3: Know the farmers’ market customer and understand various consumer demands as they change.

Objective 3.1: Provide highest quality local food to consumers at their unique level of demand

Strategy 3.1.A: Implement market schedules that suits the needs of the local consumer base- Input from consumer surveys and public meetings indicate that consumers want access to fresh local food throughout the week. Enrichmond should plan to host two farmer’s markets per week, one on Thursday evening 5pm-9pm that features local farmers, music, and limited prepared food. The second market day should be on Saturday morning between 8am-12pm and should host 25-30 vendors with 3:1 food to non-food product mix. Special attention should be paid to offering an ethnically diverse mix of food products as much as possible.

Who: Enrichmond, market vendors, local businesses
When: Year 1-2

Strategy 3.1.B Encourage and support the use of the market as a local food hub- First Market Square must help its vendors adapt to the increased product demand and shopping needs that comes along with the growing public for local food and economies. The demand for fresh local food isn’t limited to market days, so Enrichmond should be prepared to supply consumer needs by aggregating local products and developing innovative distribution methods for them. This requires that Enrichmond identify a facility close to the market that will enable safe, secure cold and dry storage of goods. Market management can encourage vendors to invite their CSA customers to collect orders from the market as a first step. As demand increases vendor and market relationships strengthen, market management should collaborate with vendors and courier businesses to develop a local food distribution program. Local office buildings and residential complexes in the immediate vicinity would be primary consumer targets.

Who: Market manager, select market vendors, RVA Foodies, local couriers
When: Year 3
Strategy 3.1.C Foster farm-market-restaurant networks that serve growing public interest in local food origins, quality, and education—When farmers and restaurateurs come together in a public urban commercial venue to display their unique skills together, it creates a vibrant energy that market visitors are attracted to and can make them feel like they’re getting a kind of behind-the-scenes look into another world. Holding cooking demonstrations is one way to stage this kind of synergetic activity. Showcasing the seasonal changes in produce availability is a great way to include market visitors in the action while offering some “industry secrets” into preparing creative dishes conceived from local seasonal produce. Vendors will appreciate this kind of free promotion of their product just as much as market goers will enjoy the experience of seeing and learning.

When given the opportunity, some chefs and farmers may want to set up exclusive shopping times before the market opens where chefs can come to pick up a pre-ordered list of goods and make some last minute choices about the day’s fresh pick. Seeing and being seen in the market is all a part a feeling of belonging and ownership of the space. Management can encourage and facilitate these kinds of intimate vendor-business relationship by providing space, amenities, promotions, and access to market facilities. As the market matures and local interest grows, the market space can be used as a kind of midday open-air food court where featured chefs will come to shop for produce from market vendors and use the produce in a limited menu offering. This is a favorable alternative to food trucks because it emphasizes the local producer’s goods and does intentionally not draw business away from adjacent restaurants and cafes at a crucial dining time.

Who: Market manager, specialty crop farmers, local restaurant groups, and chefs
When: Year 1-2

Strategy 3.1.D Conduct ongoing market evaluation—Management should design and implement an ongoing survey study as one way of staying informed of public and vendor perception of market policies, strengths, and opportunities for improvement. Customer sentiment surveys can be made available to visitors at the market information tent throughout the market season and vendor survey responses should be solicited and reviewed at the end of every season. The survey is, of course, not a replacement for a strong market manager presence. The manager should be a constantly visible and known personality in the market who stays abreast of customer and vendor needs and input throughout the market day and season. At the end of the market season, customer, vendor, and partner input on market policies, prices, amenities, products, schedules, cleanliness, quality, satisfaction, and sense of belonging should be collected and analyzed. Changes and improvements can be made to improve the overall experience based on the data.

Who: Market manager, seasonal intern, Enrichmond Executive Director
When: Year 2-3
Product Supply

**Goal 4: Meet the changing demands of local consumers.**

Objective 4.1 Provide a mix of high quality fresh, local food at different times throughout the week.

Strategy 4.1.A Establish producer-only market policies—First Market Square will be established as a local food destination that features producers of local fresh, whole foods and value-added food products that are grown within the Central Virginia foodshed.

The grower-only market principle is fundamental to supporting the local food system; creating an environment that nurtures the small farm business and supports them with local consumer dollars is crucial. Enrichmond has an advantage of vendor selection and discretion that the City was never able to enjoy. Leveraging this advantage will be instrumental in management’s efforts to establish the market as a producer-only market to the benefit of the vendors and the public. Two of the most important considerations in vendor selection are product mix and price. Market management must be prepared to scrutinize vendor’s intended product lines and know the price points at which they’ll be offered. There should be a variety of fresh and value-added products available along a range of price points.
Strategy 4.1.B  Vet and select vendors based on product variety, ability to produce, and interest in vending o different schedules - En-
richmond should offer an annual vendor application period that invites past and new producers of fresh, local fruits, vegetables, meats, 
seafood, and value-added products. The application will include a full profile of the vendor’s business and vending practices; a vendor 
agreement to attend all market days with provision for emergency or extenuating circumstances; and vendor fees should be based on 
the measured frontage of the vendor stall. Once the market reestablishes itself as a destination for consumers and vendors, the fee 
structures can be revisited based on changing needs of stakeholders.

In addition to regular attendance agreements, vendor contracts will include annual or bi-annual farm inspections by market manage-
ment. This inspection process is more designed to build strong relationships with producers rather than act a regulatory enforcement. 
Although management will inevitably assess the quality of operations and confirm the validity of any certifications that the farm may 
claim to hold, visits should be informative for both parties and strengthen the bonds created between vendor and management. Possible 
misgivings about the vendor’s operation should be negotiated diplomatically and oriented towards a positive outcome for both, rather 
than a punitive course of action.

Who: Qualifying local farmers (see Appendix) producing a range of standard and specialty crops and value added products 
When: Year 1-3

Strategy 4.1.C Establish linkages between local food advocacy organizations - Despite the mounting demand for food justice and support 
for local food producers, there is currently no public space in Richmond for farmers, consumers, chefs, and food interest group represen-
tatives to convene. First Market Square can serve as a unique, central location for food issue-related meetings, market days, educational 
events, and promotional activities. The skills that Enrichmond has developed over the last 24 years in nurturing public-interest commu-
nity partnerships are a valuable asset to an increasingly important public issue.

Who: Slow Food RVA, RVA Foodies, Richmond Food Policy Council, Renew Richmond, 7th District Health Initiative, 7th District Family 
Resource Center
When: Year 2-3
Marketing, Promotion, and Programs

Goal 5: Transform the image of 17th Street Farmers’ Market and communicate the brand message across multi-media platforms to a cross-section of consumers.

Objective 5.1: Develop and maintain a comprehensive marketing and promotional strategy

Strategy 5.1.A Establish and maintain an attractive, interactive, and informative digital presence—Vendors, customers, and partners of First Market Square all need to have a centralized online location that they can visit to receive current information about the market and locate important market-related resources. A single website dedicated to market operations and branding should be designed either in-house or through a professional partner organization and maintained by an Enrichmond representative. Social media sites like Facebook, Instagram, and Twitter can be valuable, free tools for promotion, but only when they are frequently updated and populated with content for people to follow. The market’s online presence and content needs to be overseen and curated by a one, or two at the most, Enrichmond representatives with demonstrated skills in managing online media marketing. This role could be coupled with a nutrition incentive program coordinator to form a single employed position, possibly as an Americorps opportunity.

Who: Market manager, Enrichmond Executive Director, digital media consulting group, Americorps
When: Year 1-3

Strategy 5.1.B Collaborate with strategic partners to promote and provide education about healthy eating and nutrition incentive programs—Establishing a SNAP acceptance program is only one step in a longer process of attracting more SNAP users to the market. The market manager will need to build a relationship with local SNAP liaisons at USDA FNS for technical support. Local SNAP agents can provide educational materials to the market manager who will be responsible for training market representatives about the program who might serve as points of contact on market days. Having a SNAP information tent at the market and wayfinding signage to it will help to create greater visibility and promotion of the market’s participation.

Outside of the market, management will want circulate information about the market’s SNAP benefits acceptance to public aid offices, WIC clinics, Cooperative Extension Offices, food banks, food pantries, soup kitchens, places of worship, schools, child care centers, libraries, public housing, senior citizen housing, and public transportation stations.

Who: Virginia Food Nutrition Service, Virginia Department of Health, 7th District Health Initiative, Bon Secours
When: Year 1-3
Strategy 5.1.C Encourage vending strategies, promotions, and programs that nurture consumer-producer relationships—First Market Square is first and foremost a public venue for community building. By supporting a range of food and community related activities, market management can help to strengthen the important relationship between consumers and their farmers.

The market manager should encourage vending strategies that liven the vendor tables and make the consumer experience more interactive, informative, and interesting. Farmers who operate CSA programs can invite their subscribers to collect their orders from the market, provide tastings at the market stall, set up attractive displays of goods and information, and advertise farm visits and special events at their table.

Long-term promotional and branding strategies should be pursued that establish the market as a popular food and drink destination. Strategic promotion-oriented partnerships should be considered with restaurants who advertise their market purchases and the seasonal items featured in dishes; local cideries, breweries, and wineries that will create a signature First Market Square beverage and sponsor special fundraising events; artists and musicians who will offer exclusive exhibits and performances at the market.

Creating greater access to local fresh food is a key component to the market’s mission and should be widely promoted. The market manager and nutrition incentive program coordinator can work with FNS and other funders to offer double dollar purchase incentives to SNAP recipients which effectively doubles the consumer’s purchase power. Developing a reduced flat-rate produce box for area college students is one good way to reach out to the younger consumer base while also promoting local foods. These strategies require that the market manager and nutrition incentive program coordinator build good relationships with SNAP/FNS liaisons and local college wellness centers to most effectively disseminate information and promote the market vendors.

Who: Market manager, nutrition incentive and digital media coordinator, VA SNAP/FNS agents, VCU Well, Art 180, VACLAA, Richmond Center Stage; select brewery, winery, cidery
When: Year 1-3
Strategy 5.1.D Partner with local community health stakeholders and outreach organizations-The farmers’ market can be one way to close food access and healthy eating gaps, but effective education and outreach are important steps in reaching that goal. The change in market management presents a prime opportunity to reach out to surrounding health education groups and nutrition program liaisons that can help to inform constituents about the shifting focus of the market’s public role. Incorporating SNAP benefits into the new market’s currency stream will require educating management, vendors, and consumers about the program and how to streamline the process. Partnering with SNAP representatives will ease this process while lowering perceived barriers to entry for SNAP recipients and helping to normalize the process.

Who: 7th District Health Initiative, 7th District Family Resource Center, Virginia Department of Health, Virginia SNAP
When: Year 1
**Implementation**

Goal 1: Guide the 17th Street Market into a more successful phase of operation while transitioning into the new management role.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Year</th>
<th>Who</th>
<th>Evaluation Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select a nearby site for temporary market</td>
<td></td>
<td>Market manager, Enrichmond Executive Director, Standard Parking, Richmond Department of Economic and Community Development</td>
<td>Site is selected by January 2015.</td>
</tr>
<tr>
<td>Begin to establish promotional and branding strategies for redesigned market</td>
<td></td>
<td>Market manager, marketing consultant, Enrichmond Executive Director</td>
<td>A new marketing package including logo, pamphlets, website, and press material designed.</td>
</tr>
<tr>
<td>Begin building a network of market vendors</td>
<td></td>
<td>Market manager, Local farmers, VSU Small Farmer Outreach Program, Virginia Association of Biological Farming, VDACS</td>
<td>Local farmers, VSU Small Farmer Outreach Program, Virginia Association of Biological Farming, VDACS</td>
</tr>
<tr>
<td>Hold regular weekend and weekday market days during transition year</td>
<td></td>
<td>Local farmers, VSU Small Farmer Outreach Program, Virginia Association of Biological Farming, VDACS</td>
<td>2015 market season is comprehensively advertised across news and digital media circuits; Saturday morning markets held throughout the 2015 season featuring at least 12 vendors; Thursday evening markets blend fresh &amp; prepared foods with music and theatrical performances.</td>
</tr>
</tbody>
</table>
**Goal 2: Create an organizational structure that is capable of managing and operating a successful, self-sufficient market.**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Year</th>
<th>Who</th>
<th>Evaluation Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire a Strong, Flexible Market manager</td>
<td>1</td>
<td>Enrichmond</td>
<td>Market manager is hired by beginning of 2015</td>
</tr>
<tr>
<td>Hire a nutrition assistance and digital media coordinator</td>
<td>2</td>
<td>Enrichmond</td>
<td>Coordinator hired by winter 2016</td>
</tr>
<tr>
<td>Provide market management team with excellent market training and technical support</td>
<td>3</td>
<td>Enrichmond, Project for Public Spaces, VDACS, VSU</td>
<td>Market management team will have completed all necessary state certification and workshops along with the PPS bi-annual market management workshops.</td>
</tr>
<tr>
<td>Create a market vendor representative group for the 17th Street Farmers’ Market</td>
<td>4</td>
<td>Enrichmond, Market manager, market vendors, local business representatives, marketing representative</td>
<td>By year three the market representative group will meet monthly.</td>
</tr>
</tbody>
</table>

**Goal 3: Know the farmers’ market customer and understand various consumer demands as they change.**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Year</th>
<th>Who</th>
<th>Evaluation Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement market schedules that suits the needs of the local consumer base</td>
<td>1</td>
<td>Market manager, Local farmers</td>
<td>Following year one, market vendor and customer surveys will indicate the ideal market days and time for both consumers and farmers. Market management will schedule accordingly and publicly communicate the schedules.</td>
</tr>
</tbody>
</table>
### Encourage and support the use of the market as a local food hub

- **Objective:** Enrichmond Executive Director, Market manager, Select market vendors, RVA Foodies, local couriers
- **Outcome:** Vendors are using the market as CSA collection point by year 2; Enrichmond secures storage facility, 2 courier partners, and ten participating vendors by year 3.

### Foster farm-market-restaurant networks that serve growing public interest in local food origins, quality, and education

- **Objective:** Specialty crop farmers, local restaurant groups, and chefs
- **Outcome:** Market manager recruits vendors serving a range of ethnic/regional food interests including Asian, Latin, European, African, Middle Eastern; by year two cooking demonstrations and educational workshops are consistently held twice per month in the market.

### Conduct ongoing market evaluation

- **Objective:** Market manager, Enrichmond Executive Director, Seasonal intern, VCU, Uof R
- **Outcome:** Performance evaluation indicators chosen based on research by year 2; partnership with local universities secured by year 2; surveys drafted and approved for beginning of year 3.

---

### Goal 4: Meet the changing demands of local consumers

<table>
<thead>
<tr>
<th>Strategies</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Who</th>
<th>Evaluation Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 4.1 Provide a mix of high quality fresh, local food at different times throughout the week.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Enrichmond ratifies and implements a producer-only market policy written by the market manager. Market vendors are subsequently selected based on a first-order criteria of being</td>
<td></td>
</tr>
<tr>
<td>Establish producer-only market policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Qualifying local farmers (see appendix A) producing a range of standard and specialty crops and value added products</td>
<td></td>
</tr>
<tr>
<td>Vet and select vendors based on product variety, ability to produce, and interest in vending on different schedules</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>market management</td>
<td>Manager will implement an application process in the first year and make adjustments as needed subsequently.</td>
</tr>
</tbody>
</table>
### Establish linkages between local food advocacy organizations

- [ ] Market manager, Slow Food RVA, RVA Foodies, Richmond Food Policy Council, Renew Richmond, 7th District Health Initiative, 7th District Family Resource Center

The market is used as a meeting space for chefs, food advocacy groups, urban agricultualists, educators at least once per month; Enrichmond and the market manager promote meetings and post to common event calendar.

---

## Goal 5: Transform the image of 17th Street Farmers’ Market and communicate the brand message across multi-media platforms to a cross-section of consumers.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Year</th>
<th>Who</th>
<th>Evaluation Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Establish and maintain an attractive, interactive, and informative digital presence</td>
<td>Market manager, Enrichmond Executive Director, Digital media consulting group, Americorps</td>
<td>Digit media consultant partnership secured by year 1; Enrichmond hires digital media coordinator by year 2; market’s digital media presence tracked and improved based on number of followers and Bitly services; market brand story created from market mission and goals year 2, ready for publication and distribution for year 3.</td>
<td></td>
</tr>
<tr>
<td>Collaborate with strategic partners to promote and provide education about healthy eating and</td>
<td>Market Manager, Virginia Food Nutrition Service, Virginia</td>
<td>SNAP &amp; Farmers Market Nutrition Program enrollment is complete for year 1; market</td>
<td></td>
</tr>
</tbody>
</table>
Conclusion

Although the 17th Street Farmers’ Market has suffered from years of negligent disinvestment, it is now poised for new life as the City implements important design and management revitalization strategies. As Enrichmond moves forward with its role as the very first independent management authority of the market, the organization it brings with it a commitment to reviving the cultural and commercial vibrancy that 17th Street has been known for its past. The strategies presented here provide Enrichmond with a tool set that the staff can use during this important transitioning period. Enrichmond should continue to use its well-developed skills in community partnership building and remain abreast of changing opportunities to best meet the demands of the local-centric consumer in Richmond.

Figure 18. Farmers’ market tents in the proposed market design.
Source: Tim Hamnett and Burt Pinnock, Baskerville
References

1 VCU, 17th Street Farmers’ Market Revitalization Plan, Developed by the Urban Commercial Revitalization Class for City of Richmond, 2006.


4 “17th Street Farmers’ Market History,” http://goo.gl/Rp1YXK.


7 Ibid.


12 Ibid.


16 http://farmersmarketcoalition.org/advocacy/wic-farmers-market-nutrition-program/.


18 Ibid.

19 Placing the food system on the urban agenda: The role of municipal institutions in food systems planning; Kameshwari Pothukuchi; Jerome L. Kaufman Agriculture and Human Values 16: 213-224, 1999 Kluwer Academic Publishers, Printed in the Netherlands.

20 “ICLEI USA Members.” — ICLEI Local Governments for Sustainability USA. http://goo.gl/oFrfsZ.


22 Characteristics of Successful Markets; 2008; Farmers’ Markets America, Farmers’ Markets America; Barney and Worth Co.

23 Ibid.


26 http://growrva.com/snap/.


Appendices
Appendix A
17th Street Farmers' Market Vendor Interest Survey Response

In what county or city is your farm business located?
Hanover; King William; Goochland; King William; King William County; Hanover; Chesterfield

How many different farmers' markets did you attend last year?

<table>
<thead>
<tr>
<th>Number of Markets</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>14%</td>
</tr>
<tr>
<td>Two</td>
<td>29%</td>
</tr>
<tr>
<td>Three</td>
<td>14%</td>
</tr>
<tr>
<td>Four</td>
<td>14%</td>
</tr>
<tr>
<td>Five</td>
<td>14%</td>
</tr>
<tr>
<td>More than five</td>
<td>14%</td>
</tr>
</tbody>
</table>

How many market days did you vend last year?

- More than 40 [3] (86%)
- Fewer than 10 [0] (0%)
- 11-20 [0] (0%)
- 21-30 [1] (14%)
- 31-40 [0] (0%)

Overall, how satisfied were you at your primary farmers' market last year?

- Completely satisfied [3] (43%)
- Not very satisfied [0] (0%)
- Not at all satisfied [3] (57%)

What factors influenced your choice to sell at this farmers' market?

- Sales figures: 526%
- Access to market (ability to join): 421%
- Less competition: 15%
- Distance to farm/company: 421%
- Niche opportunity: 15%
- Pleasantness of place and surroundings: 421%

What distance do you travel to markets?

- 5-10 miles: 0%
- 11-20 miles: 225%
- 21-30 miles: 0%
- 31-40 miles: 225%
- Over 40 miles: 50%

What days are you interested in vending?

- Monday: 16%
- Tuesday: 222%
- Wednesday: 317%
- Thursday: 422%
- Friday: 211%
- Saturday: 317%
- Sunday: 16%
What hours are you interested in selling your products at market?

- Morning 8am-noon: 33%
- Afternoon noon-4pm: 22%
- Evening 4pm-8pm: 22%
- Other: 22%

What products do you currently sell?

- Fruits/Vegetables: 25%
- Poultry/Eggs: 15%
- Flowers/Plants: 20%
- Honey: 0%
- Jams: 20%
- Pickles/Relishes: 5%
- Baked Goods (including pies, cakes, cookies, tarts, breads, pastries): 0%
- Meat/Fish: 0%
- Pork only: 0%
- Beef only: 0%
- Fish only: 0%
- Shellfish only: 0%
- Other: 10%

What months are you interested/able to sell your products?

- January: 3%
- February: 3%
- March: 5%
- April: 5%
- May: 12%
- June: 12%
- July: 12%
- August: 12%
- September: 12%
- October: 12%
- November: 8%
- December: 5%

What forms of payment do you accept?

- Cash: 32%
- Personal Check: 32%
- EBT (electronic benefit transfer): 9%
- SNAP (Supplemental Nutrition Assistance Program): 9%
- Other: 18%
In your experience at markets, what vendor fee structure do you find allows you to attend the market most frequently?

- One time seasonal fee: 45.0%
- One time annual fee: 13.1%
- Fee based on frontage of vending space: 13.1%
- Fee based on footprint of vending space: 13.1%
- Fee based on percentage of sales: 0.0%
- Other: 13.1%

In your experience at farmers' markets, which of these factors would you say POSITIVELY AFFECTS your product sales in the market?

- Prepared foods like food trucks: 14.4%
- Arts and crafts vendors: 27.0%
- Flea vendors: 0.0%
- Non-local products: 0.0%
- Homemade baked goods: 14.4%
- Local producer-only products: 17.1%
- Food education: 14.4%
- Food preparation demonstrations: 14.4%
- Health and nutrition education: 27.0%
- Music performances: 14.4%
- Theatrical performances: 0.0%
- Other: 0.0%

In your experience at farmers' markets, which of these factors would you say NEGATIVELY AFFECTS your product sales in the market?

- Prepared foods like food trucks: 16.0%
- Arts and crafts vendors: 0.0%
- Flea vendors: 6.38%
- Non-local products: 53.1%
- Homemade baked goods: 0.0%
- Local producer-only products: 16.0%
- Food education: 0.0%
- Food preparation demonstrations: 0.0%
- Health and nutrition education: 0.0%
- Musical performances: 16.0%
- Theatrical performances: 2.13%
- Other: 0.0%

What amenities do you value as a farmers' market product vendor?

- Parking: 73.5%
- Electrical service: 2.10%
- Water service: 2.10%
- On-site tents provided by manager: 15.0%
- Recycling facilities: 0.0%
- Composting facilities: 0.0%
- Activities for children: 6.30%
- Other: 2.10%
What marketing tools does your business use currently?

- Website: 521%
- Blog: 313%
- Facebook: 729%
- Twitter: 417%
- Instagram: 14%
- Print ads: 14%
- Industry publication ads: 14%
- Other: 28%

If your farm plans on expanding production in the future, how many acres are you able to expand?

- 1-9 acres: 14%
- 10-19 acres: 29%
- 20-29 acres: 0%
- 30 acres or more: 14%
- No expansion available or planned: 43%
- Less than 1 acre: 0%

Do you currently use assistants to help you staff your farmers market vending tables?

- Yes, I currently use assistants to help staff market tables: 80%
- No, I do not currently use assistants, I staff all market tables myself: 20%
Would you consider using assistants in the future in order to attend more farmers' markets?

- Yes, I would [6] (480%)
- No, I am not interested in using assistants to staff market tables [2] (20%)

Are you a woman-owned business?

- Yes [5] (71%)
- No [2] (29%)

Have you ever sold your products at 17th Street Farmers' Market?

- Yes [4] (80%)
- No [1] (20%)

Are you a minority-owned business?

- Yes 1 (14%)
- No 6 (86%)

In addition to farmers' markets, what other direct marketing channels do you use?

- CSA: 2 (14%)
- On-farm Stand: 3 (21%)
- Roadside Stand: 1 (7%)
- Restaurants: 2 (14%)
- None: 0 (0%)
- Other: 6 (43%)

Do you use any of the following promotion methods to attract customers at the farmers' market?

- Free samples: 3 (38%)
- Discounts: 2 (25%)
- Wearable, usable goods (including t-shirts, bandanas, stickers, tote bags, gifts): 1 (13%)
- None of the above: 2 (25%)
- Other: 0 (0%)
Are you interested in any market related information and education including:

- Learning about licences and permits: 0 (0%)
- Navigating market management (including rules and guidelines): 0 (0%)
- Market programs like Supplemental Nutrition Assistance Program (SNAP), Farmers Market Nutrition Program (FMNP): 0 (0%)
- Market fees and associated costs: 1 (13%)
- Marketing and promotion of goods: 4 (50%)
- None of the above: 3 (38%)
- Other: 0 (0%)
Appendix B
Map of Farms and Farmers’ Markets in the Region
## Appendix C

### Farmers’ Markets Inventory

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>DATES</th>
<th>HOURS</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ashland Farmers Market</td>
<td>121 Thompson Street, Ashland, VA 23005</td>
<td>May through October</td>
<td>Saturdays, 9am-12pm</td>
<td><a href="http://www.town.ashland.va.us">http://www.town.ashland.va.us</a></td>
</tr>
<tr>
<td>Aw Shucks Country Store</td>
<td>6100 Pouncy Tract Road, Goochland, VA</td>
<td>May through September</td>
<td>Wednesdays, 9am-1pm</td>
<td><a href="http://www.awshuckscountrysstores.com/">http://www.awshuckscountrysstores.com/</a></td>
</tr>
<tr>
<td>My Manakin Market</td>
<td>68 Broad Street Road, Manakin-Sabot, VA</td>
<td>May through October</td>
<td>Saturdays, 9am-1pm</td>
<td><a href="http://www.chiknegg.com/">http://www.chiknegg.com/</a></td>
</tr>
<tr>
<td>West End Farmers Market</td>
<td>12450 Gayton Rd., Gayton and Ridgefield, Henrico, VA 23238</td>
<td>April through November</td>
<td>Saturdays, 8am-12pm</td>
<td><a href="http://westendfarmersmarket.com/">http://westendfarmersmarket.com/</a></td>
</tr>
<tr>
<td>Lakeside Farmers Market</td>
<td>6110 Lakeside Ave., Henrico, VA 23228</td>
<td>Year-round</td>
<td>Saturdays, 8am-12pm; Wednesdays, dawn to</td>
<td><a href="http://lakesidefarmersmarket.net/">http://lakesidefarmersmarket.net/</a></td>
</tr>
<tr>
<td>Historic Polegreen Church</td>
<td>6411 Heatherwood Drive, Mechanicsville, VA 23116</td>
<td>June through August</td>
<td>Tuesdays, 4pm-8pm</td>
<td><a href="http://growrva.com/">http://growrva.com/</a></td>
</tr>
<tr>
<td>Wood’s Farmers Market</td>
<td>Woods United Methodist Church, 7200 Hickory Road</td>
<td>Through September</td>
<td>Saturdays, 8:30am-12pm</td>
<td></td>
</tr>
<tr>
<td>St. Stephen’s Farmers Market</td>
<td>St. Stephen’s Episcopal Church, 6000 Grove Avenue, Richmond, VA 23226</td>
<td>Year-round</td>
<td>Saturdays, 9am-12pm</td>
<td><a href="http://saintstephensrichmond.net/">http://saintstephensrichmond.net/</a></td>
</tr>
<tr>
<td>Hardywood Farmers Market</td>
<td>Hardywood Park Craft Brewery, 2408 Ownby Lane, Richmond, VA 23220</td>
<td>May through December</td>
<td>Wednesdays, 4pm-8pm</td>
<td><a href="http://growrva.com/">http://growrva.com/</a></td>
</tr>
<tr>
<td>Byrd House Market</td>
<td>224 S. Cherry Street, Richmond, VA 23220</td>
<td>Year-round</td>
<td>Tuesdays, 3:30pm-7pm; Winter: 3-5:30pm</td>
<td><a href="http://byrdhousemarket.blogspot.com/">http://byrdhousemarket.blogspot.com/</a></td>
</tr>
<tr>
<td>South of the James Farmers Market</td>
<td>New Kent Rd and West 42nd Street, Richmond VA 23225</td>
<td>May through December</td>
<td>Saturdays, 8am-12pm</td>
<td><a href="http://growrva.com/markets/south-of-the-james-market/">http://growrva.com/markets/south-of-the-james-market/</a></td>
</tr>
<tr>
<td>Market Name</td>
<td>Location Details</td>
<td>Operating Dates</td>
<td>Days and Times</td>
<td>Website Link</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>----------------------------------------</td>
<td>---------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>17th Street Farmers Market</td>
<td>17th and East Main Streets 17th and East Main Streets 17th and East Main Streets</td>
<td>April through October</td>
<td>Saturdays, 8am-12pm; Sundays, 8:30am-4pm</td>
<td>17thstreetfarmersmarket.com</td>
</tr>
<tr>
<td>Chester Farmers Market</td>
<td>Chester Village Green, Village Drive and Centre Street</td>
<td>April through September</td>
<td>Saturdays, 8:30am-12:30pm</td>
<td><a href="http://chesterfarmersmarket.com/">http://chesterfarmersmarket.com/</a></td>
</tr>
<tr>
<td>Peterburg Farmers Market</td>
<td>9 East Old St., under the Dr. Martin Luther King Jr. Bridge</td>
<td>Year-round</td>
<td>Saturdays, 7am-12pm; Winter: 9am-12pm</td>
<td><a href="http://www.petersburgva.gov/index.aspx?nid=604">http://www.petersburgva.gov/index.aspx?nid=604</a></td>
</tr>
<tr>
<td>Brandermill Green Farmers Market</td>
<td>4900 Market Square Lane, Midlothian, VA 23112 Market Square Shopping Center</td>
<td>May through October</td>
<td>Saturdays, 9am-12pm</td>
<td><a href="http://www.brandermill.com/amenities/green-market">http://www.brandermill.com/amenities/green-market</a></td>
</tr>
<tr>
<td>Midlothian Mines Farmers Market</td>
<td>13301 N. Woolridge Road, Midlothian, VA 23114</td>
<td>May through December</td>
<td>Saturdays, 2pm-5pm</td>
<td><a href="http://growrva.com/midlothian-mines-farmers-market/">http://growrva.com/midlothian-mines-farmers-market/</a></td>
</tr>
<tr>
<td>Huguenot-Robious Farmers Market</td>
<td>Great Big Greenhouse, 2051 Huguenot Road, Richmond, VA 23235</td>
<td>April through October</td>
<td>Thursdays, 10am-2pm</td>
<td><a href="http://www.greatbiggreenhouse.com/Events/Farmers--Market.aspx">http://www.greatbiggreenhouse.com/Events/Farmers--Market.aspx</a></td>
</tr>
<tr>
<td>Powhatan Farmers Market</td>
<td>2470 Anderson Hwy, Powhatan, VA 23139</td>
<td>May through October</td>
<td>Thursdays, 4pm-7pm</td>
<td><a href="http://powhatanfarmersmarket.com/">http://powhatanfarmersmarket.com/</a></td>
</tr>
<tr>
<td>The Carytown Farmers Market</td>
<td>3201 West Cary Street, Richmond, VA 23221, the Wells Fargo parking lot</td>
<td>July through mid November</td>
<td>Sundays, 11am-3pm</td>
<td><a href="http://www.carytownmarket.com/">http://www.carytownmarket.com/</a></td>
</tr>
<tr>
<td>Farmers Market Ministry</td>
<td>New Highland Baptist Church, 9200 New Ashcake Road, Mechanicsville, VA 23116</td>
<td>April through September</td>
<td>Wednesdays, 4pm-7pm</td>
<td><a href="http://www.newhighlandbaptist.org/farmers_market.htm">http://www.newhighlandbaptist.org/farmers_market.htm</a></td>
</tr>
<tr>
<td>My Courthouse Market</td>
<td>1800 Dickinson Road, Goochland, on the grounds of the YMCA</td>
<td>Year-round</td>
<td>Wednesdays, 3pm-7pm</td>
<td><a href="http://www.chiknegg.com/">http://www.chiknegg.com/</a></td>
</tr>
<tr>
<td>Chimborazo Park Farmers Market</td>
<td>3200 E. Broad Street, Richmond, VA 23223</td>
<td>June through December</td>
<td>Saturdays, 8am-12pm</td>
<td><a href="http://growrva.com/chimborazo-park-farmers-market/">http://growrva.com/chimborazo-park-farmers-market/</a></td>
</tr>
<tr>
<td>Short Pump Town Center Farmers Market</td>
<td>11800 W. Broad Street, Richmond, VA 23233</td>
<td>May through November</td>
<td>Thursdays, 4pm-8pm</td>
<td><a href="http://growrva.com/short-pump-town-center-farmers-market/">http://growrva.com/short-pump-town-center-farmers-market/</a></td>
</tr>
<tr>
<td>GrowRVA's Pop Up Farmstand</td>
<td>Westbury Pharmacy, 8903 Three Chopt Rd., Richmond, VA 23229</td>
<td>Monday</td>
<td>Mondays, 11am-4pm</td>
<td><a href="http://growrva.com/pop-up-farmstand/">http://growrva.com/pop-up-farmstand/</a></td>
</tr>
</tbody>
</table>
## Appendix D
### Farm Inventory

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>DIRECT SALES MODES</th>
<th>Product Line</th>
<th>Website</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Thyme to Plant at Lavender</td>
<td>10800 Winfrey Rd, Glen Allen, VA 23059</td>
<td>Byrd House Farmers Market, Tuesdays, 3 - 6pm. St' Stephen’s Farmers Market, Wednesdays, 4 - 7pm</td>
<td>Seasonal veg</td>
<td><a href="http://www.lavenderfieldsfarm.com/">http://www.lavenderfieldsfarm.com/</a></td>
<td>Stan and Nicole Schermerthorn, <a href="mailto:admin@athymetoplant.com">admin@athymetoplant.com</a></td>
</tr>
<tr>
<td>Fields Farm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adams Acres</td>
<td>29319 Ellington Road, Petersburg, VA 23805</td>
<td></td>
<td>pears, apples and related products - pear and ginger pie filling,</td>
<td></td>
<td>Todd Adams, <a href="mailto:rta151@aol.com">rta151@aol.com</a></td>
</tr>
<tr>
<td>Adlyn Farm</td>
<td>5568 Parish Road, Louisa VA 23093</td>
<td></td>
<td>Broccoli, squash, different types of beans, potatoes, cabbage, beets, turnips, cucum-</td>
<td></td>
<td>Linda and James Beasley, <a href="mailto:kcatbird@hotmail.com">kcatbird@hotmail.com</a></td>
</tr>
<tr>
<td>Agriberry</td>
<td>P.O Box 242 Studley,</td>
<td></td>
<td>Veg and bread</td>
<td><a href="http://agriberry.com/">http://agriberry.com/</a></td>
<td>Anne Geyer, <a href="mailto:csa@agriberry.com">csa@agriberry.com</a></td>
</tr>
<tr>
<td>Allen’s Farm</td>
<td>19511 Tabernacle Road, Barhamsville VA</td>
<td></td>
<td>Seasonal veg and fruits</td>
<td></td>
<td>Clint and Mary Allen</td>
</tr>
<tr>
<td>Amy’s Garden</td>
<td>Sandy Point Road Charles City VA</td>
<td></td>
<td>Seasonal veg</td>
<td><a href="http://www.amysorganicgarden.com/">http://www.amysorganicgarden.com/</a></td>
<td>Amy Hicks George Ferguson, <a href="mailto:amy@amysorganicgarden.com">amy@amysorganicgarden.com</a></td>
</tr>
<tr>
<td>Atlantic Growers</td>
<td>2000 Barnetts Road Providence Forge, VA</td>
<td></td>
<td>Seasonal veg, rabbit, eggs</td>
<td><a href="http://www.atlanticgrowersllc.com/">http://www.atlanticgrowersllc.com/</a></td>
<td>Tom Watson, <a href="mailto:atlanticgrowers@gmail.com">atlanticgrowers@gmail.com</a></td>
</tr>
<tr>
<td>Avery’s Branch Farms</td>
<td>16923 Genito Rd. Amelia VA 23002</td>
<td></td>
<td>Seasonal veg</td>
<td><a href="http://www.averysbranchfarms.com">http://www.averysbranchfarms.com</a></td>
<td>Tim Alexander, <a href="mailto:averysbranchfarms@yahoo.com">averysbranchfarms@yahoo.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Name</td>
<td>Address</td>
<td>Market Location</td>
<td>Products Offered</td>
<td>Contact Information</td>
<td></td>
</tr>
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<tr>
<td>Bcakes LLC</td>
<td>8710 Old Spring Road Richmond VA 23235</td>
<td>Indoor Farmers’ Market at Crossroads Art Center, Staples Mill and South of the James</td>
<td>Honey bee edibles and cosmetic products</td>
<td>Sharon Derigo, <a href="mailto:B_Cakes@comcast.net">B_Cakes@comcast.net</a></td>
<td></td>
</tr>
<tr>
<td>Bee-Haven</td>
<td>109 N. Beaverdam Rd Waverly VA 23890</td>
<td>Huguenot Robious Farmer’s Market</td>
<td>micro greens and baby herbs</td>
<td>Jeanette Jones, <a href="mailto:bee_haven@verizon.net">bee_haven@verizon.net</a></td>
<td></td>
</tr>
<tr>
<td>Bell Acre Farm</td>
<td>906 Roane Oak Road King William VA</td>
<td></td>
<td>Herbs of all kind, blackberries</td>
<td>William &amp; Elizabeth Barber! <a href="mailto:RBarber@jre.net">RBarber@jre.net</a></td>
<td></td>
</tr>
<tr>
<td>Bella Grove</td>
<td>Richmond, Montpelier</td>
<td>Alpaca</td>
<td></td>
<td><a href="mailto:info@bellagrovefarms.com">info@bellagrovefarms.com</a></td>
<td></td>
</tr>
<tr>
<td>Berry’s Produce</td>
<td>9592 Chamberlayne Road Mechanicsville VA 23116</td>
<td>Hanover Tomatoes, Cucumbers, Squash, Peppers, Eggplant</td>
<td></td>
<td>Sandra Berry, <a href="mailto:ssb63@verizon.net">ssb63@verizon.net</a></td>
<td></td>
</tr>
<tr>
<td>Brookmeade Sod Farm, Inc.</td>
<td>14340 Medley Grove Lane Doswell VA</td>
<td>Turfgrass Sod</td>
<td></td>
<td>Rose Little, <a href="mailto:rose@brookmeadesod.com">rose@brookmeadesod.com</a></td>
<td></td>
</tr>
<tr>
<td>Bush Neck Farm</td>
<td>1502 Bush Neck Road Williamsburg VA</td>
<td></td>
<td></td>
<td>David W. Brown</td>
<td></td>
</tr>
<tr>
<td>Byrd Farm Enterprise, LLC</td>
<td>6165 River Road West Columbia, VA 23038</td>
<td>Homemade jams and jellies, goat cheese,</td>
<td></td>
<td>Philip &amp; Debra Stoneman, <a href="mailto:thebyrdfarm@gmail.com">thebyrdfarm@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Casselmonte Farm</td>
<td>1405 Giles Bridge Road Powhatan VA 23139</td>
<td>USDA Certified Organic vegetable and berry farm specializing in asparagus, shiitake</td>
<td></td>
<td>Bill Cox, <a href="mailto:cox1405@verizon.net">cox1405@verizon.net</a></td>
<td></td>
</tr>
<tr>
<td>Chesterfield Berry Farm</td>
<td>26002 Pear Orchard Road Moseley VA</td>
<td>Fruits and veg</td>
<td></td>
<td>Aaron Goode, <a href="mailto:info@chesterfieldberryfarm.com">info@chesterfieldberryfarm.com</a></td>
<td></td>
</tr>
<tr>
<td>Claybrooke Farm</td>
<td>912 Elk Creek Road Mineral VA 23117</td>
<td>Veg, Herbs, Cut Flowers, Potted plants</td>
<td></td>
<td>John and Virginia Carroll, <a href="mailto:claybrookefarm@verizon.net">claybrookefarm@verizon.net</a></td>
<td></td>
</tr>
<tr>
<td>Crape Myrtle Farm</td>
<td>10031 Greenwood Road</td>
<td>Seasonal produce</td>
<td></td>
<td>Rachel Lawrence, <a href="mailto:ralawren@henrico.k12.va.us">ralawren@henrico.k12.va.us</a></td>
<td></td>
</tr>
<tr>
<td>Farm Name</td>
<td>Address</td>
<td>Products</td>
<td>Contact Information</td>
<td></td>
<td></td>
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<tr>
<td>Cross River Farms, LLC</td>
<td>1914 Old Tavern Road Powhatan VA 23139</td>
<td>Beef</td>
<td>Stephanie Harper, <a href="mailto:powhatanharpers@netzero.net">powhatanharpers@netzero.net</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dayspring Farm</td>
<td>942 Buena Vista Road Cologne VA</td>
<td>Fruits and veg</td>
<td>Charlie and Miriam Maloney</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deer Run Farm</td>
<td>1760 Nelsons Bridge Rd, Hanover VA</td>
<td>Fruits, beg, herbs, eggs</td>
<td>Britney Rudolph, <a href="mailto:1760deerrunfarm@gmail.com">1760deerrunfarm@gmail.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deer Run Farm of Amelia</td>
<td>9903 Bevils Bridge Rd. Amelia VA 23002</td>
<td>Beef, poultry, eggs</td>
<td>Ruth Ann Hutchinson, <a href="mailto:rrahutchinson@tds.net">rrahutchinson@tds.net</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dodd’s Acres Farm</td>
<td>4077 Market Road Mechanicsville VA</td>
<td>Strawberries, fruits, veg</td>
<td>Jane and Robert Dodd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E&amp;R Honey Farms, Inc.</td>
<td>4377 Old Buckingham Road Powhatan VA 23139</td>
<td>Honey</td>
<td>Eddie Whitt, <a href="mailto:ehwhitt@earthlink.net">ehwhitt@earthlink.net</a></td>
<td></td>
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</tr>
<tr>
<td>Eastern Tree Company, Inc.</td>
<td>2891 Judes Ferry Rd. Powhatan VA 23129</td>
<td>Plants</td>
<td>John Tuttle, <a href="mailto:easterntreecompany@aol.com">easterntreecompany@aol.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empress Farm</td>
<td>2336 King William Rd. Hanover VA 23069</td>
<td>Turkeys, chickens, eggs</td>
<td>Mike Taylor, <a href="mailto:rabbits.for.you@gmail.com">rabbits.for.you@gmail.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Epic Gardens</td>
<td>7800 Epic Road, Bon Air VA 23235</td>
<td>Veg</td>
<td>Patricia Stansbury, <a href="mailto:Sunny@EpicGardens.com">Sunny@EpicGardens.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Falling Creek Ranch &amp; Farm</td>
<td>PO Box 7541, Richmond VA</td>
<td></td>
<td><a href="mailto:Prtdwldmstng@yahoo.com">Prtdwldmstng@yahoo.com</a></td>
<td></td>
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<tr>
<td>Four Seasons Green</td>
<td>not available</td>
<td></td>
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</tr>
<tr>
<td>Gallmeyer Farm - The Berry Patch</td>
<td>3622 Darbytown Court Richmond VA 23231</td>
<td></td>
<td>Steve Gallmeyer, <a href="mailto:steve@gallmeyerfarms.com">steve@gallmeyerfarms.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glenwood Foods, LLC</td>
<td>20850 Jackson Lane Jetersville VA 23083</td>
<td></td>
<td>Scott Akom, <a href="mailto:gwoodfoods@aol.com">gwoodfoods@aol.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farm Name</td>
<td>Address</td>
<td>Available Products</td>
<td>Website</td>
<td>Contact Information</td>
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<tr>
<td>Green Acres Farm</td>
<td>436 Green Acres Farm Rd. Bumpass VA 23024</td>
<td></td>
<td><a href="http://www.greenacreslouisiana.com/">http://www.greenacreslouisiana.com/</a></td>
<td>Kevin McGowan, <a href="mailto:kevin@greenacreslouisiana.com">kevin@greenacreslouisiana.com</a></td>
<td></td>
</tr>
<tr>
<td>Growing Community CSA</td>
<td>4710 Tameo Road Glen Allen VA 23060</td>
<td>Certified organic and naturally grown fruits and vegetables</td>
<td><a href="http://www.americantowns.com/va/glenallen/organization/growing-community-csa">http://www.americantowns.com/va/glenallen/organization/growing-community-csa</a></td>
<td>Ken Lyle</td>
<td></td>
</tr>
<tr>
<td>HaaShrooms</td>
<td>12601 Hillside Ave Richmond VA 23229</td>
<td>Mushrooms</td>
<td><a href="http://stevehaasmushrooms.com/">http://stevehaasmushrooms.com/</a></td>
<td>Steve Haas, <a href="mailto:shaasman@gmail.com">shaasman@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Hickory Grove Farm</td>
<td>King William Road Aylett VA 23009</td>
<td>lettuce, broccoli, cabbage, kale salad, carrots, beets, onions, red and white potatoes, eggplant, bell peppers, banana peppers, tomatoes, sweet corn, string</td>
<td></td>
<td>Michael Reed, <a href="mailto:mlied19@aol.com">mlied19@aol.com</a></td>
<td></td>
</tr>
<tr>
<td>Hillsborough Farm</td>
<td>636 Hillsborough Lane Walkerton VA</td>
<td>Corn, soybeans, rye</td>
<td></td>
<td>Todd Henley, <a href="mailto:hills_wth@hotmail.com">hills_wth@hotmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Holly Fork Farm - Produce &amp; Pumpkin Patch</td>
<td>4901 Holly Fork Rd Barhamsville VA 23011</td>
<td>tomatoes, squash, potatoes, watermelons, cantaloupes, pump-</td>
<td><a href="http://www.hollyforkproduceandmore.com/">http://www.hollyforkproduceandmore.com/</a></td>
<td>Stephanie Ripchick, <a href="mailto:hollyforkproduce@aol.com">hollyforkproduce@aol.com</a></td>
<td></td>
</tr>
<tr>
<td>Hope Tree Farm</td>
<td>2016 Cartersville Rd. Cartersville VA 23027</td>
<td>Trees</td>
<td></td>
<td>Ralph and Lillian Daniels, <a href="mailto:1daniels120@aol.com">1daniels120@aol.com</a></td>
<td></td>
</tr>
<tr>
<td>Jones Tree Farm</td>
<td>7620 Stubbs Bridge Rd. Spotsylvania VA</td>
<td>Trees</td>
<td><a href="http://www.jonestreefarm.net/">http://www.jonestreefarm.net/</a></td>
<td>Bill and Gavin Jones, <a href="mailto:wljfarms@aol.com">wljfarms@aol.com</a></td>
<td></td>
</tr>
<tr>
<td>Keenbell Farm</td>
<td>18437 Vontay Rd</td>
<td>Beef, pork, eggs</td>
<td><a href="http://www.keenbellfarm.com">http://www.keenbellfarm.com</a></td>
<td>CJ Isbell. <a href="mailto:keenbellfarm@gmail.com">keenbellfarm@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Kelrae Farm</td>
<td>125 Camp Road Tano VA 23168</td>
<td>Veg and melons</td>
<td></td>
<td>Michelle Gulden, <a href="mailto:kelrae4@cox.net">kelrae4@cox.net</a></td>
<td></td>
</tr>
<tr>
<td>Kilravock Ranch</td>
<td>478 River Bend Drive Bumpass VA 23024</td>
<td>Natural eggs, natural produce, goat and pork</td>
<td></td>
<td>Andrew Rose, <a href="mailto:kilravockranch@yahoo.com">kilravockranch@yahoo.com</a></td>
<td></td>
</tr>
<tr>
<td>Farm Name</td>
<td>Address</td>
<td>Contact Information</td>
<td>Website</td>
<td>Farm Name</td>
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<tr>
<td>King William Alpacas</td>
<td>22743 King William Road King William VA 23086</td>
<td>Alpaca</td>
<td><a href="http://kwalpacas.com">http://kwalpacas.com</a></td>
<td>Robert Hughes, Linda Benson, <a href="mailto:kwalpacas@wildblue.net">kwalpacas@wildblue.net</a></td>
<td></td>
</tr>
<tr>
<td>Kruize Farms</td>
<td>2704 Irisdale Ave. Henrico VA 23228</td>
<td>Fruits and veg</td>
<td><a href="http://kruizefarms.com/default.aspx">http://kruizefarms.com/default.aspx</a></td>
<td>Michelle Kruize, <a href="mailto:mkruize@kruizefarms.com">mkruize@kruizefarms.com</a></td>
<td></td>
</tr>
<tr>
<td>Laingcroft Farm</td>
<td>P O Box 887 Powhatan VA 23139</td>
<td></td>
<td><a href="http://www.freewebs.com/laingcroft/">http://www.freewebs.com/laingcroft/</a></td>
<td>Tru Cuoghi, <a href="mailto:laingcroft@gmail.com">laingcroft@gmail.com</a></td>
<td></td>
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<tr>
<td>Lakewood Farm</td>
<td>14095 N. Washington Highway, Ashland</td>
<td></td>
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<tr>
<td>M &amp; M Pepper Farm</td>
<td>12211 Mt. Hermon Road Ashland VA</td>
<td>Assorted fresh hot peppers, fresh okra</td>
<td></td>
<td>Michael Wiblin, <a href="mailto:mikeandmary@mindspring.com">mikeandmary@mindspring.com</a></td>
<td></td>
</tr>
<tr>
<td>Maidens Thornless Blackberries</td>
<td>2638 River Road West Maidens VA</td>
<td>Blackberries</td>
<td></td>
<td>George and Jayne Smith, <a href="mailto:gsmith2638@aol.com">gsmith2638@aol.com</a></td>
<td></td>
</tr>
<tr>
<td>Mansfield Farm</td>
<td>5441 Mansfield Lane, Hanover, VA 23069</td>
<td></td>
<td></td>
<td><a href="mailto:mansfarm77@gmail.com">mansfarm77@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Mark’s Produce Market</td>
<td>5181 Cold Harbor Road Mechanicsville</td>
<td>Fruits and veg</td>
<td></td>
<td>Mark Farkas, <a href="mailto:smccauley57@yahoo.com">smccauley57@yahoo.com</a></td>
<td></td>
</tr>
<tr>
<td>Morning Glory Farm</td>
<td>100 Bellwood St West Point VA 23181</td>
<td>Veg, eggs, pork</td>
<td><a href="http://morning-glory-farm.com/">http://morning-glory-farm.com/</a></td>
<td>Tracy and Sandy Porter, <a href="mailto:tracy@morning-glory-farm.com">tracy@morning-glory-farm.com</a></td>
<td></td>
</tr>
<tr>
<td>Mount Olympus Berry Farm</td>
<td>23298 Jefferson Davis Hwy. Ruther Glen</td>
<td>Berries and seasonal veg</td>
<td><a href="http://www.mtolymusfarm.com/mtolymusfarm/home/">http://www.mtolymusfarm.com/mtolymusfarm/home/</a></td>
<td>Ken and Mary West, <a href="mailto:mary@mtolymusfarm.com">mary@mtolymusfarm.com</a></td>
<td></td>
</tr>
<tr>
<td>Mustard Seed Farm</td>
<td>4791 Three Chopt Rd. Hadensville VA 23093</td>
<td>annuals, perennials, herbs, shrubs, and</td>
<td><a href="http://mustardseedfarmva.org/">http://mustardseedfarmva.org/</a></td>
<td>Jennifer Mazza, <a href="mailto:jm@mustardseedfarmva.org">jm@mustardseedfarmva.org</a></td>
<td></td>
</tr>
<tr>
<td>N.S. Farms</td>
<td>6725 Old Union Road Charles City VA 23030</td>
<td>Corn, tomatoes, grape tomatoes, green beans, turnips, squash, cucumbers, zucchini, lima</td>
<td></td>
<td>Aaron Black, <a href="mailto:nsfarms08@aol.com">nsfarms08@aol.com</a></td>
<td></td>
</tr>
<tr>
<td>Farm Name</td>
<td>Address</td>
<td>Products Offered</td>
<td>Website/Contact Information</td>
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<tr>
<td>Off the Vine Market, Inc.</td>
<td>932 Stewarts Road Lane, VA 23089</td>
<td>Produce, eggs, meats</td>
<td><a href="http://www.offthevinemarket.com/Tess">www.offthevinemarket.com/Tess</a> Schaffner, <a href="mailto:OffTheVineMarket@gmail.com">OffTheVineMarket@gmail.com</a></td>
<td></td>
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</tr>
<tr>
<td>Origins Farm</td>
<td>7349 Woodville Ln, Hanover, VA 23069</td>
<td>Veg</td>
<td><a href="http://originsfarm.com/csa@originsfarm.com">http://originsfarm.com/csa@originsfarm.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pampatike Hill Farm</td>
<td>1343 Pampatike Road King William, VA</td>
<td>Beef, eggs, asparagus, kiwi.</td>
<td><a href="http://www.pampatikehillfarm.com/Tesi">http://www.pampatikehillfarm.com/Tesi</a> Wiemer, <a href="mailto:pampatikehillfarm@hotmail.com">pampatikehillfarm@hotmail.com</a></td>
<td></td>
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</tr>
<tr>
<td>Philhower Farm</td>
<td>9137 Stumpy Road Ashland, VA 23005</td>
<td>Small fruits and vegetables, including strawberries, tomatoes,</td>
<td>Jon L. Philhower, <a href="mailto:jonandpap@comcast.net">jonandpap@comcast.net</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Piedmont Hops, LLC</td>
<td>17210 Genito Road Moseley, VA 23117</td>
<td>Hops</td>
<td><a href="http://piedmonthops.com/David">http://piedmonthops.com/David</a> Goode, <a href="mailto:david@piedmonthops.com">david@piedmonthops.com</a></td>
<td></td>
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<tr>
<td>Pink House Pigs</td>
<td>8628 Jefferson Hwy. Mineral, VA 23117</td>
<td>Pigs and pork</td>
<td><a href="http://pinkhousepigs.com/Clyde">http://pinkhousepigs.com/Clyde</a> Harkrader, <a href="mailto:info@pinkhousepigs.com">info@pinkhousepigs.com</a></td>
<td></td>
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</tr>
<tr>
<td>Pleasant Field Farm</td>
<td>1765 Nelson's Bridge Road Hanover, VA 23069</td>
<td>Thursday, Hoguenot-Robious Market, 10-2, Saturday, Arlington Farmers Market 8-12, and a Roadside Stand</td>
<td>Mildred Rudolph, <a href="mailto:pleasantfields@aol.com">pleasantfields@aol.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pole Green Produce</td>
<td>6547 Pole Green Road Mechanicsville</td>
<td>Fruits and veg</td>
<td>Gwen Christian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pumkin Picken</td>
<td>12160 Colonial Trail Spring Grove, VA</td>
<td>Pumpkins, gourds, indian corn, baskets</td>
<td>Walter Dicken, <a href="mailto:surryland@yahoo.com">surryland@yahoo.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quail Hill Orchard</td>
<td>10537 Gould Hill Road Hanover, VA</td>
<td>Strawberries, veggies and asparagus</td>
<td>Judith Mayes, <a href="mailto:quailhill1@verizon.net">quailhill1@verizon.net</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Rake Farm</td>
<td>1933 King William Road Hanover, VA</td>
<td>Fruits, vegetables, herbs and edible</td>
<td>Linda Wickenheiser</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red Gate Farm of Blackstone, LLC</td>
<td>P.O. Box 327 Blackstone, VA 23824</td>
<td></td>
<td><a href="http://redgateof.blogspot.com/Mandy">http://redgateof.blogspot.com/Mandy</a> and Wayne Sikorsky, <a href="mailto:Redgateof@gmail.com">Redgateof@gmail.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Address</td>
<td>Products</td>
<td>Contact</td>
<td></td>
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<tr>
<td>Robin’s Nest Nursery All Seasonal Items</td>
<td>10726 Robert E. Lee Dr. Mineral VA 22551</td>
<td>Fresh Produce, Fresh Seafood, fishing bait, annuals &amp; perennial plants, veggie plants,</td>
<td>Robin Kincaid, <a href="mailto:rvkincaid@gmail.com">rvkincaid@gmail.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rocking F Farms</td>
<td>11545 Hanover Courthouse Road</td>
<td>Veg</td>
<td>Tom Farmer, <a href="mailto:rockingffarms@comcast.net">rockingffarms@comcast.net</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rocky Branch Farm, Inc.</td>
<td>23350 Holly Farms Road Jetersville VA 23083</td>
<td>Strawberries, tomatoes, squash, cucumbers, peppers, sweet corn, lettuce, cabbage, col-</td>
<td>Leroy and Cynthia Lehman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural Virginia Market CSA</td>
<td>P.O. Box 866 Columbia VA 23038</td>
<td>Vegetables, herbs, flowers; add-ons, eggs, goat</td>
<td>Sherri Cantrell, <a href="mailto:trailsendva@aol.com">trailsendva@aol.com</a></td>
<td></td>
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</tr>
<tr>
<td>S&amp;K Produce and More</td>
<td>7701 Brook Rd Richmond VA 23227</td>
<td>Meats, produce, flowers</td>
<td>Kathy Bradley, <a href="mailto:smbprime@comcast.net">smbprime@comcast.net</a></td>
<td></td>
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</tr>
<tr>
<td>Shady Nook Alpacas</td>
<td>2290 Barley Farms Lane Powhatan VA</td>
<td>Alpaca</td>
<td>Lois Pocock, <a href="mailto:shadynookalpacas@earthlink.net">shadynookalpacas@earthlink.net</a></td>
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<tr>
<td>Simply Abundant Farm</td>
<td>6890 Lost Country Lane Henrico VA</td>
<td>Lamb, poultry, eggs</td>
<td>Emily Adham, <a href="mailto:mary@simply-abundant.com">mary@simply-abundant.com</a></td>
<td></td>
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<tr>
<td>Snead’s Farm</td>
<td>18294 Tidewater Trail Fredericksburg VA 22408</td>
<td>asparagus, sugar snap peas, raspberries, blackberries, peaches, cantaloupes, sweet corn, watermelons, tall tunnel tomatoes, grapes, squash, okra,</td>
<td>Emmett C. Snead, III</td>
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<tr>
<td>Sunny Vale Farm</td>
<td>17110 Egglestetton Road Amelia VA</td>
<td>Beef</td>
<td>Tony Daul, <a href="mailto:dau@tds.net">dau@tds.net</a></td>
<td></td>
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<tr>
<td>Sweetwater Farm</td>
<td>858 Old Apple Grove Road Mineral VA</td>
<td>Herbs and seasonal veg</td>
<td>Jerry Veneziano, <a href="mailto:sweetwater@wildblue.net">sweetwater@wildblue.net</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farm Name</td>
<td>Address</td>
<td>Products Provided</td>
<td>Website</td>
<td>Contacts</td>
<td></td>
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<tr>
<td>Swift Creek Berry Farm</td>
<td>17210 Genito Road Moseley VA 23120</td>
<td>Blackberries, raspberries</td>
<td><a href="http://www.swiftcreekberryfarm.com/">http://www.swiftcreekberryfarm.com/</a></td>
<td>Clyde and Kathy Goode, <a href="mailto:kathy@swiftcreekberryfarm.com">kathy@swiftcreekberryfarm.com</a></td>
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<tr>
<td>The Farmhouse at Petticoat Lane</td>
<td>15575 Tyler Station Road Beavardam VA 23120</td>
<td>Blackberries, raspberries</td>
<td><a href="http://www.petticoat-lane.com/">http://www.petticoat-lane.com/</a></td>
<td>Al and Carol House, <a href="mailto:farmhouse@petticoat-lane.com">farmhouse@petticoat-lane.com</a></td>
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<tr>
<td>The Happy Hens</td>
<td>4673 Three Square Rd Goochland VA 23063</td>
<td>Eggs</td>
<td><a href="http://thehappyhens.yolasite.com/">http://thehappyhens.yolasite.com/</a></td>
<td>Chris Waldrop, <a href="mailto:i4thehappyhens@gmail.com">i4thehappyhens@gmail.com</a></td>
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<tr>
<td>Thompson’s Spring Hill Farm</td>
<td>19450 Spring Hill Farm Rd. Ruther Glen VA 22546</td>
<td>Seasonal produce</td>
<td></td>
<td>Camille Atkins, <a href="mailto:springhillfarmhc@aol.com">springhillfarmhc@aol.com</a></td>
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<tr>
<td>Tiana Bees</td>
<td>P.O. Box 245 Quinton VA 23141</td>
<td>Honey</td>
<td></td>
<td>Tina Abate, <a href="mailto:tianabees@cox.net">tianabees@cox.net</a></td>
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<tr>
<td>Trail’s End Farm</td>
<td>15584 St. Peters Church Road Montpelier VA 23141</td>
<td>Veg, herbs</td>
<td></td>
<td>Jeff and Sherri Cantrell, <a href="mailto:trailsend-va@aol.com">trailsend-va@aol.com</a></td>
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<tr>
<td>Tricycle Gardens Farm Stand</td>
<td>2107 Jefferson Ave Richmond VA 23223</td>
<td></td>
<td><a href="http://tricyclegardens.org/farm-stand/">http://tricyclegardens.org/farm-stand/</a></td>
<td>Stacey Moulds, <a href="mailto:semoulds@gmail.com">semoulds@gmail.com</a></td>
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<tr>
<td>Tuckahoe Plantation</td>
<td>12601 River Road Richmond VA 23238</td>
<td>Lamb, beef, rabbit, eggs, chicken</td>
<td><a href="http://www.tuckahoeplantation.com/Tuckahoe_Plan">http://www.tuckahoeplantation.com/Tuckahoe_Plan</a>...</td>
<td>Daniel Thompson, <a href="mailto:sheepranch-kom@yahoo.com">sheepranch-kom@yahoo.com</a></td>
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<tr>
<td>Victory Farms</td>
<td>Varina, VA</td>
<td>Fresh greens, root vegetables, summer fruits</td>
<td><a href="http://www.victoryfarmsinc.com/">http://www.victoryfarmsinc.com/</a></td>
<td>Charlie and Gina Collins, <a href="mailto:victoryfarms@comcast.net">victoryfarms@comcast.net</a></td>
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<tr>
<td>Virginia Vegetable Company</td>
<td>3277 Maidens Road Powhatan VA 23139</td>
<td></td>
<td><a href="http://www.vafarmer.com">http://www.vafarmer.com</a></td>
<td>Paul Meye, <a href="mailto:vafarming@gmail.com">vafarming@gmail.com</a></td>
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<tr>
<td>Wanabea Ranch</td>
<td>1399 Apple Grove Rd. Mineral VA 23117</td>
<td>Lamb</td>
<td></td>
<td>Anne and Steve Windle, <a href="mailto:wanabeanch@juno.com">wanabeanch@juno.com</a></td>
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<tr>
<td>Wells Produce</td>
<td>17501 Templeton Road Disputanta VA 23842</td>
<td>butter beans, snaps, black-eyed and Crowder peas, sweet corn, tomatoes, watermelons, cantaloupes, peaches, tomatoes, watermelons</td>
<td><a href="http://www.vafarmer.com">http://www.vafarmer.com</a></td>
<td>David Wells, <a href="mailto:montecarol_1@msn.com">montecarol_1@msn.com</a></td>
<td></td>
</tr>
<tr>
<td>Farm Name</td>
<td>Address</td>
<td>Products</td>
<td>Website</td>
<td>Contact</td>
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<tr>
<td>Westmoreland Berry Farm and Orchard</td>
<td>1235 Berry Farm Lane Oak Grove VA 22443</td>
<td>Berries, fruits, veg, jams</td>
<td><a href="http://www.westmorelandberryfarm.com/">http://www.westmorelandberryfarm.com/</a></td>
<td>Kane Lloyd, <a href="mailto:kanelloyd@westmorelandberryfarm.com">kanelloyd@westmorelandberryfarm.com</a></td>
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<tr>
<td>Wild Heaven Farm</td>
<td>5230 Winterleaf Dr, Chesterfield, VA</td>
<td>Goat milk products</td>
<td><a href="http://wildheavenfarm.com/">http://wildheavenfarm.com/</a></td>
<td>Mary Tucker, <a href="mailto:wildheavenfarm@yahoo.com">wildheavenfarm@yahoo.com</a></td>
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<tr>
<td>Wildwood Farm</td>
<td>285 Deerfield Place Mineral VA 23117</td>
<td>Clover honey, wildflower honey, tulip poplar honey, cut comb honey,</td>
<td><a href="http://www.wildwoodfarmva.net/">http://www.wildwoodfarmva.net/</a></td>
<td>Bettina Lane, <a href="mailto:wildwoodfarmva@aol.com">wildwoodfarmva@aol.com</a></td>
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<tr>
<td>Willows Bend Farm</td>
<td>20413 Carson Rd Dinwiddie VA 23841</td>
<td>Heirloom tomatoes, pollinated veg</td>
<td></td>
<td>Alisa Strunk, <a href="mailto:willowsbendfarm@gmail.com">willowsbendfarm@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Winterberry Farm Alpacas</td>
<td>10067 E Patrick Henry Rd., Ashland,</td>
<td>Alpaca</td>
<td><a href="http://www.winterberryfarmalpacas.com/New_Site/">http://www.winterberryfarmalpacas.com/New_Site/</a></td>
<td>Joanie Pond, <a href="mailto:jpond1@mac.com">jpond1@mac.com</a></td>
<td></td>
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