

Manitowoc Farmers Market Proposal and Plan
Grow It Forward Inc. & Amber Daus, CEO & Founder

Grow It Forward Background

Grow It Forward Inc., founded in 2014, is a 501(c)3 charitable organization. Grow It Forward's mission is to grow, teach, feed, and connect our local food community. Grow It Forward's mission aids in improving the local food supply chain through the following strategies:

- Grow and produce more local food producers, distributors, processors, end-product markets, and consumers.
- Teach, train, coach, and develop our current and future local food producers, distributors, processors, end-product markets, and consumers.
- Feed our local economy through local food system improvements and expansion.
- Connect the local food supply chain throughout our community.

Improving the local food supply chain leads to job creation, tourism, increased access and availability to local food, a healthier community, and a wide array of economic and ecological benefits.

Grow It Forward's vision is to be recognized as Manitowoc's community leader serving to improve and expand the local food supply chain. Through the ability to leverage strong partnerships with mission-critical partners in our community and beyond, Grow It Forward will carry out effective programs and services to improve and expand the local food supply chain identified below:

1. Local Food Production
2. Distribution and Aggregation
3. Food Processing/Production
4. Marketing
5. End-Point Markets & Purchasing
6. Preparation and Consumption
7. Resource and Waste Recovery—Sustainability

Management Proposal

For long-term sustainability of the Manitowoc Farmers Market, it is proposed that, effective May 2017, Grow It Forward Inc. – a 501(c)3 non-profit charitable organization – will become the primary operator and manager of the Manitowoc Farmers Market. The Manitowoc Farmers Market will be a program under Grow It Forward's 501(c)3 non-profit organization.

Grow It Forward Inc. will:

1. Oversee and actively improve the Manitowoc Farmers Market.
 - a. Work in collaboration and report to, under written agreement, the City of Manitowoc including appropriate departments and City staff. Specific duties and responsibilities provided in-kind by the City of Manitowoc for the benefit of the Manitowoc Farmers Market, will be predetermined and documented via the written agreement, and will be reviewed on an annual basis.
 - b. Work directly with various city officials within Community Development and Public Infrastructure to plan, develop, sustain, and or support various local food initiatives throughout the city of Manitowoc. Including, but not limited to the farmers market, community gardens, local food retailers/grocers, local food processors, regulations/ordinances, etc.
 - c. Collaborate with the downtown. Explore the development of a Night Market, food truck rally, or another themed community event opportunity in partnership with Manitowoc City Center Association (MCCA), the City of Manitowoc, and the farmers market.

- d. Develop a marketing plan to attract consumers to the market to include in-stand marketing requirements such as appropriate signage, price listing, sandwich board signage, flyers, radio, billboard, newspaper, special events, promotions, outreach efforts, market merchandise, etc. Advertise the market in the following way, "Manitowoc Farmers Market, presented by Grow It Forward and the City of Manitowoc and sponsored by...". Remain a member of the National Farmers Market Coalition.
 - e. Manage the vendor fees and secure additional funds to sustain and improve the Farmers Market over the long term. It will be the responsibility of Grow It Forward to ensure that the Manitowoc Farmers Market continues as a financially viable operation into the future. Targeted funding sources will include:
 - i. Local Foundations: West Foundation, Lakeshore Community Foundation
 - ii. Federal Grants: USDA Local Food Promotion, Farmers Market Promotion
 - iii. North Central Region Sustainable Agriculture Research & Education NCR-SARE
 - iv. Feeding America
 - v. Foundation Grants in Exploration: General Mills, Northwestern Mutual, US Bancorp, Walmart, John Deere, Kraft Foods, Land O Lakes, Pitney Bowes, Campbell Soup, Wisconsin Public Service, Kellogg, Bradshaw Knight, Farmers Union
 - vi. Corporate Contributions
 - vii. Private Donations
 - f. Ensure training and professional development of Grow It Forward's CEO to attend necessary classes, conferences, and summits.
2. Operate the Farmers Market.
- a. Provide on-site supervision.
 - b. Re-establish the Supplemental Nutritional Assistance Program (SNAP) for the market.
 - c. Offer Debit and Credit Card transaction purchases in exchange for scrip tokens to be spent throughout the market.
 - d. Evaluate and make necessary improvements to the vendor application and agreement (some items may require vote of market vendors as a whole—such as % of craft or wholesalers at market).
 - e. Hold vendor meetings to elect Subcommittee members and introduce new season.
 - f. Actively recruit new vendors, assuring a diverse product mix.
 - g. Contract ESL translation services, when necessary, for affective communication of all matters germane to the Farmers Market.
 - h. Adopt rules and regulations for the operation of the Market, which at any time, may be amended, deleted, and/or modified By the Farmers Market Subcommittee to meet the needs of the Market.
 - i. Protocol and options for meaningful enforcement measures are to be included in adopted policies and procedures. Infractions of any rules and regulations listed within the vendor agreement may be cause to suspend vendor's selling privileges.
 - ii. In order to promote the Market to the community, Grow It Forward Inc. will ask all participants of the market to treat customers, staff, volunteers board, partnering agencies, and sponsors in a professional manner to foster community and cooperative involvement.
3. Establish a Farmers Market Sub-Committee under Grow It Forward's Board of Directors.
- a. Subcommittee Composition (9 members total):
 - i. Five Market Vendors would serve on the sub-committee for 1 year, appointed by their peers at an annual year-end meeting. The committee would be limited and not exceed 3 produce/meat/cheese/egg vendors, 1 hot and ready food vendor, and 1 craft vendor. For service to the sub-committee, these vendors would receive 1 vendor stall free of charge—reimbursed at the end of their subcommittee term.
 - ii. One City of Manitowoc Alder would serve as a liaison to the Common Council. Procedures for their selection and appointment to be determined by the Mayor and Common Council.

- iii. One City of Manitowoc staff person would serve as a liaison to the City organization. Procedures for their selection and appointment to be determined by the Mayor and Common Council.
- iv. One Downtown area business or agency/institution representative would serve on the sub-committee for 1 year, appointed by the Mayor and Common Council.
- v. The Farmers Market Manager as appointed by Grow It Forward Board of Directors.
- b. Subcommittee Responsibilities:
 - i. Maintain a charter or purpose statement and supporting goals for the Manitowoc Farmers Market.
 - ii. Monitor the success and effectiveness of the Farmers Market.
 - iii. Establish the basic operational policies for the Farmers Market including:
 - 1. Establish market season, days & times of operation.
 - 2. Establish market policies that may impact the vendor such as organic labeling, insurance requirements, eligible products, wholesalers, subletting, leaving early/arriving late
 - iv. Make recommendations to the Grow It Forward Board on other operational and policy matters such as:
 - 1. The rules and procedures that establish the responsibilities of the Farmers Market Subcommittee (to be included within Grow It Forward Inc.'s by-laws).
 - 2. Determine annual cost of participation.
 - 3. The annual operating budget.
 - 4. Any comprehensive plan for future location of farmers market.
 - 5. The vendor application/agreement.
 - 6. The layout of the market/mapping of vendors.
 - 7. Any proposed use of the Surplus Market Funds, the approval of which will not be unreasonably withheld.
- 4. Under the direction of the Farmers Market Subcommittee and the Grow It Forward Board of Directors, utilize the Surplus Market Funds to establish a Trust Account (or equivalent) for the benefit of Farmers Market.
 - a. For current and future Farmers Market improvements.
 - b. To establish a competitive grant program for educational, training and professional development opportunities related to the local food movement for local food producers, market vendors, and others interested in the local food movement.
 - c. For other purposes recommended by the Farms Market Subcommittee and approved by the Grow It Forward Board.
- 5. Work toward the following longer term goals.
 - a. Support market vendors and other community members by providing access to fee-based, shared-use kitchen and cold storage at 1517 Washington Street. Small start-up food entrepreneurs, and small farmers may be able to process value-added goods.
 - b. Establish a year-round farmers market within the City of Manitowoc.
 - c. Provide professional development and training opportunities for new, developing, or current market vendors.

Proposed Use of Funds

2017 Market Expenses out of approximate market surplus of about \$40,000:

\$4,544	Market Manager, 4 months (March-June) at \$1,136/month
\$10,000	Trust Fund (future improvements)
\$25,000	Retainer/Hold Back (City will hold back a portion until market operates successfully for 2 years. Then will be added to Trust fund.)

2017 Vendor fees received will be reserved for ongoing market expenses, administration costs, additional marketing expenses, use for market improvement projects, events, and other items determined by Grow It Forward's Board of Directors and the Manitowoc Farmers Market Subcommittee.

Proposed Distribution of Farmers Market Tasks

Farmers Market Responsibilities	2017 Season		2018 Season and Beyond	
	Grow It Forward Inc.	City of Manitowoc	Grow It Forward Inc.	City of Manitowoc
Financial Management/Budget of the Market (Shared during transition, then to Grow It Forward)	X	X	X	
Accounting and Audit of Financials (Shared during transition, then to Grow It Forward)	X	X	X	
Grant Writing and Sponsorship to Support Market (City will provide support to GIF on this as staff capacity allows)	X	X	X	X
General Liability Property Insurance		X		X
Market Application Distribution of Vendor Application (paper copy distribution and link to online application on GIF website)		X	X	
Collection of Market Fees		X	X	
Market Application Processing and Stall assignment	X		X	
Market Maps-GIS		X		X
Conflict Resolution/ Grievances/Comments/Suggestions	X		X	
Locations: Outdoor Market (8 th & Quay—Saturday, possibly Washington Park—Tuesday) Indoor Market (possibly Manitowoc Senior Center)		X		X
Property Maintenance (garbage hauling, lawn cutting, snow removal in winter)		X		X
Marketing (radio, print, ad, website)	X		X	
Event Planning	X		X	
PO Box	X		X	
Database Management/Record Keeping	X		X	

CEO/Market Manager Background

Grow It Forward's CEO and Founder, Amber Daus, has worked diligently over the last 3 years to connect community partners and has laid a framework for Grow It Forward to serve as a local food hub within the City of Manitowoc. She is extensively involved and is a leader in the local food movement. For 2 years, she participated in the development of Clipper City Co-op (a member-owned grocery), is currently involved with the local farm to table/farm to school coalition, serves as an AmeriCorps Farm to Community Outreach Coordinator, and is Manitowoc's Farmer's Market Manager (subcontracted through City of Manitowoc). Amber's professional and educational experience includes urban agriculture, non-profit management, public and business administration, finance, business and project management. Amber has earned many educational and professional accolades. She was inducted into two honor societies-Phi Theta Kappa and Sigma Beta Delta, graduated with highest honors-Summa Cum Laude and achieved a Bachelor of Science Degree in Business Administration from Franklin University of Ohio, and has earned certificates from:

- Victory Garden Initiative of Milwaukee Food Leader program, and now serves as mentor for this program over the past 2 years
- Growing Power's Commercial Urban Agriculture program
- Community GroundWorks Growing Minds: Garden-Based Learning From the Ground Up program.

Estimated 2017 Farmers Market Budget

	Market Surplus Funds	
	Revenues	Expenses
Carry Over from 2016	\$ 42,000	
Marketing and Planning Contract		\$ 4,500
Transfer to Trust Account		\$ 10,000
Transfer to Operational Account		\$ 2,500
Holdback (2019 Performance)		\$ 25,000
	\$ 42,000	\$ 42,000

	Market Operational Funds	
	Revenues	Expenses
Projected Vendor Stall Rentals 2017	\$ 12,000	
Transfer from Market Surplus	\$ 2,500	
Management Contract		\$ 6,000
Annual Operating Expenses		\$ 8,500
	\$ 14,500	\$ 14,500