

*(Please refer to Project Reporting Guidelines when completing this report)*

## Section 1: Cover Page

<b>Project Title:</b>	Feasibility of a Governance Model for a Not-For-Profit Farmers' Market Society
<b>Recipient:</b>	Comox Valley Farmers' Market Association
<b>Report Type:</b>	[ X ] Final Report
<b>Reporting Period:</b>	January 7, 2011 to March 31, 2011, extension granted to April 30, 2011

### TRANSMITTAL NOTICE:

*I Marla Limousin certify that the information contained in this report is accurate and that this project is being carried out/has been carried out in compliance with the terms of the Contribution Agreement and its Schedules. If this is a Final Report, I certify that the project is complete and that a full accounting of project revenues and expenses is enclosed. I certify that I am authorized to represent and sign on behalf of the organization.*

*Designated Signing Officer of the Recipient:*

\_\_\_\_\_ Marla Limousin \_\_\_\_\_  
 (Signature) (Printed Name) (Date)

### Verification of Project Completion

*(Please sign below to verify completion of the Project. Signatures only required for the FINAL REPORT)*

*Duly Authorized Representative of the Recipient:*

\_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_  
 (Signature) (Printed Name) (Date)

*Duly Authorized Representative of the Recipient:*

\_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_  
 (Signature) (Printed Name) (Date)

*Funding provided by:*

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## Section 2: REPORT ON PROGRESS

### PROJECT SUMMARY:

*(Please provide a summary of the project activities and progress below)*

As of the extended project completion deadline date, the project will be virtually complete, with only these three caveats: (1) final determination of the dimensions of the market site has not yet been completed; (2) because specifics of the site are still in question, the partners have postponed their review of the proposed governance document; and (3) because initial tenure on the new site for the Comox Valley Farmers' Market is under a 3-year term lease, the final governance agreement may need to be modified to adapt it to a longer-term tenure in a permanent facility. However, one of the driving principles behind governance is that the system should, or must, be designed to deal efficiently and successfully with such developments.

Milestones for the project that have been completed are:

1. Three key partners were identified: Ducks Unlimited Canada (DUC), owners of the land where the Farmers' Market is proposed to operate; the City of Courtenay, lessees of the land; and the Comox Valley Farmers' Market Association (CVFMA), which will sub-lease the land for three years and be anchor tenants, and are proponents of a permanent Place for Agriculture in the Comox Valley.
2. Several "interested parties" with no direct stake in the operation of the market, including the Comox Valley Regional District and a local contact with the BC government's agriculture ministry, were asked for their input to the process.
3. Interviews and discussions were completed to identify partners' requirements for the operation, both in terms of what must be present and what must not be present for their involvement, as well as what the partners would like to see or not see but could live with (or without).
4. A draft of the proposed governance document has been prepared for the three partners and presented to the spring meeting of the CVFMA. A final review involving DUC and the City of Courtenay is pending.
5. A final governance agreement will be prepared for signature by the three partners when a final agreement on the site has been reached.
6. The final report was prepared for submission to IAFBC by the extended deadline date.

Three challenges have presented themselves, all of which will be overcome in time. The first is that full implementation of the governance system awaits the opening of a new, permanent facility to be built in the next 3-5 years. The second challenge was the decision by Farmers' Market members to postpone moving both Saturday and Wednesday markets to the new site for the time being. As a result, only a Wednesday morning market will move for the first year. Finally, resolution of the site specifications came into question very late in the project.

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## Section 2: Report on Progress (Continued)

Due Date	Activities		Status			Comments
	Proposed	Delivered	Not Started	In Progress	Complete	
Mar 31, 2011	Identify and confirm existing and potential partners and stakeholders	Three major partners identified			X	
Mar 31, 2011	Develop a schedule of consultants to meet individually with each partner and stakeholder	Consultations scheduled for Feb & March			X	
Mar 31, 2011	Meet with each partner and stakeholder individually to identify outcomes, expectations and compliance requirements	Consultations held in February & March			X	
Mar 31, 2011	Integrate feedback from stakeholders into a draft governance proposal and review with each stakeholder	Final reviews with partners completed week of 28 March 2011			X	
Mar 31, 2011	Prepare a final governance document from draft proposal and feedback	Final document pending		X		Final document is dynamic, and will be adapted over time.
Mar 31, 2011	Prepare and publish a final report of the project	Final report completed by the end of April 2011			X	

Due Date	Outputs/Deliverables		Status			Comments
	Proposed	Delivered	Not Started	In Progress	Complete	
Mar 31, 2011	Copy of final report	Finished more or less on schedule			X	

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Mar 31, 2011	Copy of published report from CVFM website	The final report and governance document will be available as print and electronic documents prior to publication on the web.			X	Final IAFBC report is prepared. A governance document will be published on the CVFMA site as soon as possible.
Mar 31, 2011	Final report to IAF	Final report completed and delivered in April			X	
Mar 31, 2011	Communications – copies of communications materials with appropriate funding acknowledgements	Communications activities are underway			X	Promotion will be “perpetual” around funding, building and operating the market in 3 years.

Due Date	Indicators of Success		Status			Comments
	Proposed	Delivered	Not Started	In Progress	Complete	
Short Term	Final agreement on, and adoption of, the model will mark the successful completion of this project	Because of the changes in which Markets will move and the length of the lease, this project is in progress		X		Completing first phase of project only. Phase 2 starts this summer; phase 3 will start in 3 years with the signing of a long-term lease.
Short Term	An added benefit will be realized if and when other partnerships use the Comox Valley Farmers' Market project as a model for their own development	This outcome will depend on promoting the governance process and agreement		X		Open-ended deliverable depends on promotion of final agreements.
Long Term	The project will succeed in the long term when the governance system simply does what it will be designed to do: ensure that the market operates smoothly, that partners and stakeholders guide the organization appropriately, and that it is managed and operated efficiently.	Over the first 3 years, while the Market is in the new space temporarily, the agreement will be monitored and adapted. After 3 years and moving to a long-term lease agreement, adjustments will be made to reflect a permanent facility and long-term tenancy		X		Open-ended deliverable depends on the market operating during the upcoming summer and operating for the three years of the temporary lease between Ducks Unlimited and the City of Courtenay.

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Long Term	Indicators that the model is working will include such things as the Comox Valley Farmers' Market flourishing in a new location, the public using the facility for related activities and events, and onsite information resources and programs promoting agriculture and effective management of natural resources in the Valley.	Until the Market operates on the new site this summer, this outcome cannot be measured.		X		Open-ended deliverable depends in part on a permanent facility that is not scheduled to be built for up to 5 years.
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## REACH AND COMMUNICATIONS:

Project information and IAFBC support will be communicated to these Comox Valley targets:

- Comox Valley Farmers' Market Association members
- Local media
- The Farmers' Institute
- City of Courtenay
- Comox Valley Regional District

Project information and IAFBC support also will be communicated to the following targets:

- BC Association of Farmers' Markets
- BC Provincial Government Ministry of Agriculture
- Farmers' Markets Canada

No challenges are anticipated in promoting this project and its outcomes to relevant targets. However, successful operation of the market on the new site is the critical measure of the success of the project, and full operations will not happen for several years. The parties do not expect any more than the usual routine challenges to crop up during the summer market. Those challenges will allow the governance and other systems to be tested in practice.

## FINAL COMMENTS:

Funding from IAFBC will make it possible for this project not only to meet its initial goal of providing a governance structure for the *Comox Valley Place for Agriculture*, but also provide the wherewithal to monitor its implementation over the first year or two of its life. Neither the development of the structure nor its subsequent tailoring would have been possible without that support.

By all appearances, this project has been successful. Only a few bumps have impeded progress so far, and those should be resolved in due time. All parties contacted with regard to governance issues were in strong support of the initiative and fully participated in consultations. It was clearly understood by everyone that a good governance process was critical, and so they willingly contributed their thoughts, concerns, issues and vision for the partnership and the new Place for Agriculture.

The issues that have arisen so far are (1) the decision by the Association to relocate only the Wednesday morning market, at least for the time being; (2) the decision by Ducks Unlimited Canada to offer only a 3-year lease at the outset; and (3) last-minute confusion about the size of the site. These changes have resulted in both short-term and longer-term delays in completing the project. The first two, while inconvenient, are not serious, and in fact provide a test of the flexibility of the governance process.

Probably the one best lesson this project offers, one not that different from other such endeavours, is that "Life is what happens to you when you're planning for the future." The original project anticipated the total relocation of Market activities to a site of specific dimensions, a long-term lease providing some structure and security to the future of the Market, and the initiation of a capital development project to fund the construction of a permanent market facility on the designated property. At least two, if not all, of these anticipations have had to be modified, resulting in some minor operational modifications to the project plan itself.