



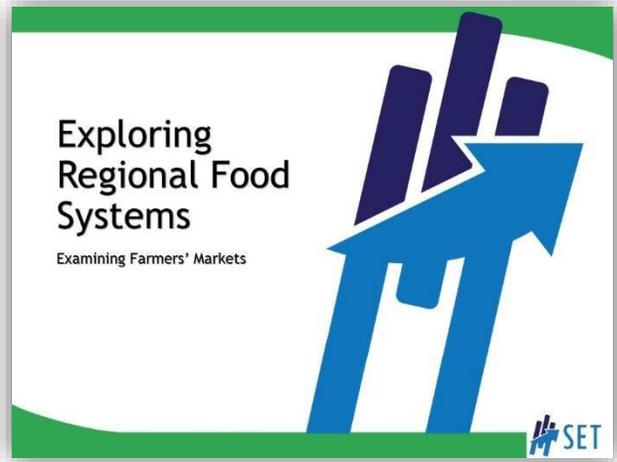
Stronger Economies Together

Doing Better Together

Local and Regional Food Systems - Examining Farmers Markets

Michael Patrick, New Mexico State University

SLIDE 34
INSTRUCTIONS



SLIDE 34

TIME: 5 MINS

SUPPLIES:

HANDOUTS:

SLIDE 35
INSTRUCTIONS

**Exploring Regional Food Systems
Farmers' Markets**

- Farmers' Markets Overview and Trends
- Elements of a Successful Farmers' Market
 - Market Organization
 - Market Location
 - Identifying, recruiting and retaining vendors
 - Attracting and retaining customers
 - Recruiting community partners



SLIDE 35

TIME: 5 MINS

SUPPLIES:

HANDOUTS:

SLIDE 36
INSTRUCTIONS



SLIDE 36

TIME: 5 MINS

SUPPLIES:

HANDOUTS:

SLIDE 37

INSTRUCTIONS

Briefly describe the two main types of local/regional food system marketing channels:

- **Direct-to-consumer (DTC)** marketing channels include marketing opportunities where consumers buy directly from producers, including farmers markets, community supported agricultural arrangements (CSAs) roadside stands, pick-your-own, on-farm stores.
- **Intermediated** marketing channels include all marketing opportunities that are not direct-to-consumer sales, such as producers selling to grocers, restaurants, regional aggregators such as food hubs, and buying arrangements with the food service operations of schools, universities, hospitals, and other institutions.



SLIDE 37

TIME: 5 MINS

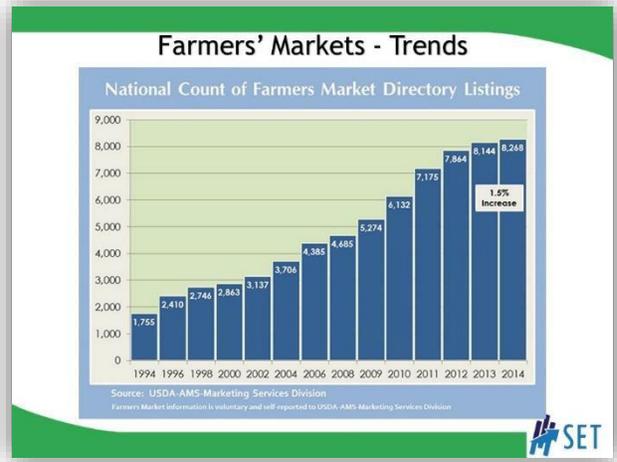
SUPPLIES:

HANDOUTS:

SLIDE 38
INSTRUCTIONS

Examine these trends of farmers' markets over 2 decades. Key points are:

- Farmers' markets are growing in popularity across the country. As of 2014, there were 8,268 farmers' markets in the United States, having grown by 180 percent since 2006. There are many reasons for this, including the benefits that farmers markets provide to consumers, farmers, and the communities they serve.
- Farmers markets are the primary direct-to-consumer marketing channel. Farmers markets are growing in popularity across the country. Following a rapid increase in the number of farmers markets in the 1990s and early 2000s, the number of new markets has grown at a much slower pace.



SLIDE 38

TIME: 5 MINS

SUPPLIES:

HANDOUTS:

SLIDE 39

INSTRUCTIONS

A few potential benefits of farmers' markets are noted on the screen. Ask participants what other values might be gained from these venues.

- Consumers benefit from farmers' markets by receiving a wide selection of fresh, affordable, produce and specialty food items such as baked goods, jams, jellies, eggs, honey, cheese, meat products, herbs and spices, other value-added products, arts and crafts.
- Producers benefit from farmers' markets by selling directly to consumers allowing them to produce and sell in relatively small volumes that provide more income than would be possible selling through other channels.
- Communities benefit from the link that farmers markets provide between food consumption and production, allowing community members to get a better sense of their food's origins; by addressing the nutritional needs of individuals and families particularly the elderly and low-income; by encouraging and enhancing the preservation of farmland; and by contributing to local food security, community economic development and agricultural diversity.



SLIDE 39

TIME: 5 MINS

SUPPLIES:

HANDOUTS:

SLIDE 40

INSTRUCTIONS

Discuss some of the key factors in the success of a farmers' market. Using the elements on the slide, examine how the region's markets (if any) are doing. Do any of these factors seem to be helping or hindering success?

Establishing a viable farmers' market requires attention be given to keys areas of:

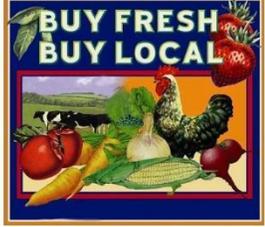
- Market organization and structure
- Market management
- Market location
- Identifying, recruiting and retaining vendors
- Attracting and retaining customers
- Recruiting community partners

Main Point: To be successful farmers markets need to address key challenges including market management, market location, and recruitment of vendors, customers and community partners.

Discussion: What is the trend with farmers markets in your community and region? Are they growing in number? What challenges are they facing?

Farmers' Markets - Key Factors

- Market organization and structure
- Market management
- Market location
- Identifying, recruiting and retaining vendors
- Attracting and retaining customers
- Recruiting community partners





SLIDE 40

TIME: 10 MINS

SUPPLIES:

HANDOUTS:

SLIDE 41

INSTRUCTIONS

Briefly describe these three common organizational models and the advantages of each:

- Unofficial agreement among producers/vendors: While the agreement among producers model does not carry the same bureaucratic requirements as a more formal business model (private for-profit or nonprofit or public authority) it places a heavy time burden on the producers/vendors that is hard to handle during the peak of market season.
- A private for-profit or nonprofit organization: A big advantage of the nonprofit organization model, not available to for-profit organizations, is the eligibility for grants tax-exempt status, and some protection from liability.
- Public sponsored market run by a public authority such as a city government: An advantage of the public sponsored model is the sharing of administrative costs and responsibilities (such as insurance and promotion) and reduced business risks. In turn, surplus revenues generated from staff and membership fees can be used to start other community projects. This model can strengthen community support for the market and benefit not only vendors but the consumers as well.

Main Point: Farmers' markets can be organized through an informal agreement between producers/vendors or through more formal arrangements including for-profit, nonprofit and public authority sponsorship. Each has its advantages and disadvantages.

Discussion: How are farmers markets organized in your community and region? Does one form of organization seem to work better than the other(s)?



SLIDE 41

TIME: 15 MINS

SUPPLIES:

HANDOUTS:

SLIDE 42

INSTRUCTIONS

Examine these two common management structures:

Board of Directors

- Is the decision-making entity for a farmers' market operating as a nonprofit or for-profit organization? Some farmers' markets are sponsored by an umbrella nonprofit and do not require a separate board.
- Oversees many aspects of a market's operation and is a required organizational component of a nonprofit corporation. Guidelines for how the board shall conduct itself should be clearly stated in the organization's articles of incorporation and bylaws.
- Is responsible for the overall vision and governance of the market. The board is responsible for shaping the market including providing direction in strategic planning, monitoring, evaluation, public relations, and promotional activities. The board hires and works closely with the market manager to develop and implement the market's long-range plans as well as with day-to-day activities.

Market Manager - The task of the market manager/coordinator can be daunting and often is equated to the job of parenting. While trying to nurture, support, and promote the "child's" life, they simultaneously must help it (the market) conform to external codes of conduct and to communicate values of sharing, patience, and teamwork. See Handout #2 for a listing of typical duties of a market manager.

Main Point: Most farmers markets have a board of directors and a market manager. The board of directors is responsible for the overall vision and governance of the market. The board hires and works closely with the market manager to develop and implement the market's long-range plans as well as with day-to-day activities. The duties of the market manager are many and the task of managing the market can be a daunting task.

Discussion: Are the farmers markets in your community well managed? What management shortcomings do you see, if any? How can the management of your market(s) be improved?

**Farmers' Markets Key Factors:
Market Management**



Board of Directors



Market Manager



SLIDE 42

TIME: 10 MINS

SUPPLIES:

HANDOUTS: HANDOUT # 2 – MARKET
MANAGER DUTIES

SLIDE 43

INSTRUCTIONS

Review these important points to consider in locating a market. Poor market location is one of the primary reasons for why farmers' markets fail.

Important factors to consider when selecting a market site include centrality, visibility, access, parking, and surrounding environment. An ideal site for a farmers' market is a central location close to areas where potential customers live, work, and shop. The site should be easily visible and accessible from the main thoroughfare or adjacent streets.

Parking is important to both the consumers and vendors. Consumers are not going to want to shop if it is inconvenient to find a parking space or if they have to walk far between their cars and the market. Vendors need room to move their vehicle into the stall area and unload.

The market should enhance, not detract, from its surroundings. Seating and picnic areas, parks, foundations, and gardens can provide shoppers with inviting places to relax and enjoy their market experience.

Main Point: Poor market location is one of the primary reasons for why farmers markets fail. Important factors to consider when selecting a market site include centrality, visibility, access, parking and the surrounding environment.

Discussion: What are some the location issues with the farmers' markets in your community and region (if they exist)? How have they been addressed? If markets don't exist or the locations are inadequate, what other options might make good locations?



SLIDE 43

TIME: 15 MINS

SUPPLIES:

HANDOUTS:

SLIDE 44

INSTRUCTIONS

Lead a short discussion of where vendors may be found and how to consider recruiting them.

Vendors are a critical component of a farmers' market. Potential vendors can be found in diverse groups of individuals with varying degrees of experience in direct-marketing including home gardeners, former farm workers, immigrants or refugees, and beginning farmers and horticulturalists fresh out of high school vocational agriculture programs.

Managing expectations is important to retaining vendors. Farmers have different production costs, which influence their prices. Consequently, farmers can have different expectations regarding their sales and income. New farmers' markets often face challenges in meeting vendor sales and income expectations. This can also be true for existing markets and new vendors.

Main Point: Vendors are a critical component of a farmers' market. Generally speaking, the more vendors at the market means more variety of food products available which has the positive effect attracting more buyers. Potential vendors can be found in diverse groups of people – home gardeners, former farm workers, immigrants, recent high school vocational agriculture program graduates. Managing vendor sales and income expectations is important to retaining vendors.

Discussion: Does the farmers' market in your community or region have a large number of vendors? What is being done to attract and retain more vendors? If no farmers markets exist, how can we identify, recruit and retain vendors?



SLIDE 44

TIME: 10 MINS

SUPPLIES:

HANDOUTS:

SLIDE 45

INSTRUCTIONS

Address these key points related to attracting and retaining customers:

- Attracting and retaining customers begins with market research to identify the target customer and what they want. To create and implement an effective marketing plan and sales strategy to grow the farmers' market, the board of directors and market coordinator should first engage in a dialogue with its existing and prospective customers, vendors, and community partners to assess the extent to which the market is fulfilling its mission and goals.
- Market research can be used to identify your customer and determine their needs and expectations as well as develop effective promotion, advertising, and activities to bring more customers to the market.

Main Point: A farmers' market without customers will not survive. Attracting and retaining customers begins with market research to identify the target customers and determine their needs and expectations as well as develop effective promotion, advertising, and activities to bring more customers to the market.

Discussion: Does the farmers' market in your community or region have a large number customers? What is being done to attract and retain more customers? If no market exists, what might be the first steps of a market research?



SLIDE 45

TIME: 10 MINS

SUPPLIES:

HANDOUTS:

SLIDE 46
INSTRUCTIONS



SLIDE 46

TIME: 5 MINS

SUPPLIES:

HANDOUTS: