



Starting a Farmers' Market

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Community Food Mentors help increase food knowledge, skills and strengths through their involvement in community food actions like these ones. To learn more about the CFM Program, visit cfmprogram.ca.

Starting a Farmers' Market is one in a series of toolkits intended to help you get started with community-level food actions. This toolkit was adapted by [Food For All NB](#) and the Healthy Eating & Physical Activity Coalition of New Brunswick (HEPAC). It is based on best practices research about farmers' markets identified through a review of reports, resources, and guides across North America, with particular attention to resources from New Brunswick.

Other toolkits include *Starting a Community Garden*, *Starting a Community Kitchen*, and *Starting a Fresh Food Bag Program*. This series was adapted from the original Best Practice toolkits developed by Food First NL. We are grateful for their work, leadership, and collaboration.

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Acknowledgements

We would like to begin by acknowledging the land on which we live, garden, gather, and share food. The area now known as New Brunswick is located on the unceded ancestral lands of the Wəlastəkewiyik (Wolastoqiyik), Peskotomuhkati (Passamaquoddy), and Mi'kmaw Nations. We are governed by the Peace and Friendship treaties. The treaties do not deal with surrender of lands and resources but in fact recognize Mi'kmaq, Wəlastəkewiyik (Wolastoqiyik), and Peskotomuhkati (Passamaquoddy) titles and establish the rules for an ongoing relationship between Nations. As we are all treaty people, we all have a responsibility to the land and to each other.

We would also like to acknowledge the work of Sins Invalid in creating Skin, Tooth, and Bone – The Basis of Movement is Our People: A Disability Justice Primer which has greatly informed our revisions of this toolkit.



INTRODUCTION

What is a Farmers' Market?

A farmers' market is a place where farmers come together to sell fresh fruits, vegetables, dairy, fish, meats, and other farm products (such as preserves, baked goods, flowers, and plants), directly to consumers. Hand-made items such as artwork and crafts are often sold at farmers' markets, though many markets place limits on the percentage of non-farmer vendors allowed. Generally, farmers' markets follow a “Make It, Bake It, and Grow It” motto.



Why Start a Farmers' Market?

Farmers' Markets can help improve food security for local residents by increasing physical and economic access to healthy food. There are many additional benefits to farmers' markets, including:

- Showcasing the greater variety and availability of local food products with higher nutritional value, superior freshness, and flavour;
- Providing a new sales avenue for farmers with immediate payment, and a larger profit margin;
- Providing opportunities for food education and awareness (e.g., seasonality of local food, benefits of eating local, etc.);
- Supporting small- to medium-sized farms and other businesses;
- Providing opportunities for business incubation through the promotion of value-added farm products and other goods and services;
- Creating a vibrant community space for social interaction and cultural events;
- Encouraging the preservation of local agricultural land; and
- Reducing the distance food travels from farm to fork.



GETTING STARTED: STEPS FOR SUCCESS

Appendix A: Are You Ready? Checklist is a checklist based on the following steps. This will allow you to evaluate your readiness when starting a farmers' market.

Step 1: Form a Working Group

A successful farmers' market is the result of much planning and commitment by a dedicated organizing team. Building a team of key stakeholders, advisors, and potential partners should be your first priority. Your team should have varied interests in the market, with representation from both producers and other community stakeholders.



It is important to have vendors' input from the beginning; including as many farmers as possible. Contact agricultural associations, government departments, and gardening and horticultural societies to help with farmer outreach.

Farmers are busy people; don't be discouraged if few attend founding meetings. Even one or two farmers on your organizing team will help guarantee farmers' needs are addressed from the beginning.

To contact farmers:

- Agricultural Alliance of New Brunswick (AANB) (fermenbfarm.ca);
- National Farmers' Union in New Brunswick (NFUNB) (nfunb.org);
- New Brunswick Conservation Council (buylocalnb.ca).

Successful farmers' markets are built on a strong community foundation. While aiming to be farmer-based, many markets are initially community-driven and are made up of community stakeholders from diverse backgrounds. It will be important to establish partnerships with a variety of individuals and organizations. Your partners will bring a variety of skills and other resources that will be instrumental in establishing the market.





Quick Tip: Involving a variety of individuals and organizations from the beginning will ensure broad participation, improve the market's community profile, develop target customers, and ease the workload of other organizers.

Possible Partners for Farmers' Markets

- Community organizers
- City or town planning officials
- Members of Regional Economic Development Boards
- Members of local service clubs, such as Lions' Clubs, Rotary Clubs, and Legions
- Professionals such as accountants or lawyers
- Marketing experts
- Business leaders and members of the Chamber of Commerce
- Graphic and website designers
- Artisans and craftspeople
- Church organizations
- Neighbourhood associations and community centres
- Interested citizens



Step 2: Plan for Success

Early planning prepares a roadmap for the group and sets objectives by which to measure success. **A strategic plan** is essential when applying for funds or seeking support from government agencies, and may also serve as the basis for a future business plan.

A strategic plan consists of **a vision statement, a mission statement, goals and objectives, and strategies and actions.**

Develop a Common Vision

Host a group visioning session early on to ensure that values are consistent amongst stakeholders. This group will form the initial steering committee, and their vision will serve as the basis for the organization's strategic plan. Develop your vision and mission statements, and identify objectives for the market.

Vision Statement – The Dream

The vision statement is a summary of the ideals of your group of stakeholders, it expresses the ultimate hopes for the market, and is broad enough to encompass the diversity of perspectives within your team but concise enough to be communicated simply and effectively.

Example: “Local Food – Resilient Communities”

Mission Statement – The What and Why

The mission statement emerges from your vision, and defines what business is conducted, for whom the organization conducts business, and how it accomplishes its purpose and what makes it unique.

Example: “To increase access to fresh, locally-grown produce and to provide community support for local farmers through the development of a weekly farmers’ market.”

Goals and Objectives – The How Much of What by When

While goals are broad, objectives are narrow and specify outcomes which demonstrate you have achieved your goals and a timeframe within which to achieve them.



Make a Plan

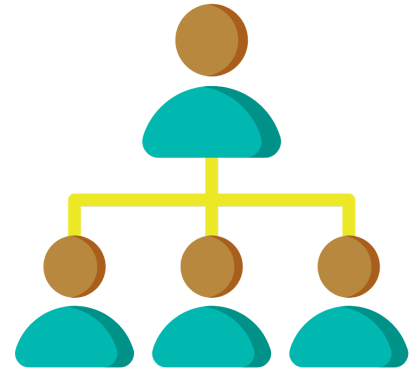
Include strategies expressing how your objectives will be accomplished, such as Farmer Outreach, Consumer Education, Vendor Relations, Volunteer Recruitment, Health and Safety, as well as a Media Strategy, and a Marketing Strategy. Include actions showing details such as who will do what by when, and at what cost.

Example action: “The Chair of the Location Committee will submit a proposed rental agreement for chosen market location at the next board meeting.”

Step 3: Choose an Organizational Structure

Your vision, goals, objectives, and plan will directly inform your organizational structure. Selecting a structure will help you to establish committee responsibilities and develop rules, decision-making procedures, and policy enforcement protocols.

Small farmers’ markets sometimes operate as unincorporated committees, with no formal organizational structure, through the support of a sponsor. Sponsored markets are run as sub-committees of town councils, farmer associations, service clubs, or other groups. Sponsors can assist with setting up a bank account and sourcing initial funding, providing market and office space and administrative resources.



Incorporation limits liability to the organization itself, protecting the personal assets of its board of directors. Every market will have to consider health regulations, parking and traffic laws, hiring and employment policies, permits and licenses, and other issues related to potential liability. Incorporation allows the organization to obtain loans, own property, or sign contracts. Many funders will only disperse money to incorporated bodies.

Many farmers’ markets incorporate as Not-for-profit Organizations or Co-operatives. Membership can be for farmers only, or can include other vendors, community groups, and even consumers. Members of the organization vote for the governing board and on major policy matters.

In Not-for-profit Organizations, profits are invested back into operations. Not-for-profit organizations are registered under the Not-for-profit Corporations Act.



Co-operatives are owned equally by their members, and governed by the principle of “one member, one vote.” Co-ops can be non-profit or for-profit, though for-profit co-operatives distribute their surplus equally amongst members as dividends. Co-operatives are registered under the Co-operatives Act.

Charitable incorporation may not be suitable for a farmers’ market, but a separate ‘Friends of the Market’ organization, which conducts educational activities around sustainable food issues or fundraisers, could be created. Alternatively, Friends of the Market could form an unincorporated committee or a non-profit organization to provide other non-charitable support, fundraising, or advisory services.

Step 4: Find a Location

Below are some of the key factors you should look for when choosing a market :

- **Visibility:** Located on a busy street.
- **Safety of your vendors and customers:** If an outdoor market, it should have a smooth lot and adequate space for vehicles and pedestrians. Vendors need a safe route to unload supplies from their vehicles to their display areas.
- **Accessibility:**
 - Make sure your site is accessible to people using wheelchairs and other mobility devices, near public transit and parking, and open during paratransit hours. A good rule of thumb is to have 2-3 parking spaces per vendor stand.
 - If indoors, can the lighting be altered? Fluorescent lighting can cause headaches, trigger seizures, and make spaces inaccessible for people with sensory or neurological disabilities.
 - Is there seating available on site? If not, prepare to provide seating options (e.g., benches, folding chairs for all body sizes)
 - Plan to set aside space for a low-stimulation tent or room away from interaction, bright lights, and loud noises.
 - Is there a non-gendered (“Gender Neutral” or “All”) bathroom nearby? Ensure that it is accessible: toilet is in a bigger stall that is lowered and/or with a grab bar for folks with mobility impairments, cleaned with unscented cleaning products only preferably starting a week before the market opening and with scent-free soap available for handwashing. If that’s not possible, let people know in advance so they know to use the bathroom at home.



- **Shelter:** If an outdoor market, your location needs adequate space and appropriate conditions for setting up tents and/or canopies.

Other important amenities:

- Food preparation and clean-up area
- Emergency exits
- Chairs and tables
- Public phones
- Storage
- Garbage and recycling
- Electricity and water (i.e., for freezers)
- Indoor and outdoor eating areas
- Extra space to hold workshops/children's activities



Quick Tip: Involving a variety of individuals and organizations from the beginning will ensure broad participation, improve the market's community profile, develop target customers, and ease the workload of other organizers.



Step 5: Look for Funding and Sponsorship

When planning your market, draw up a budget including Start-up Costs, ongoing Operating Costs, and Potential Income Sources.

Start-up Costs include any initial costs which are required to start the market, such as consulting fees, feasibility studies, site expenses, insurance, promotion, permits, and incorporation fees.

Operating Costs may include a market manager, space rental, legal assistance, technical support, publicity (including logo, website design), signage, and office expenses.



Potential Income Sources

- **Sponsorship and donations** by partner organizations. These include in-kind goods or services. Keep track of in-kind donations; some funding organizations require matching donations from other sources and will count in-kind contributions in that calculation.
- **Vendor fees**, which can make up a significant portion of operating costs.
- **Table fees** can be a flat rate or based on the size of the vendor space and can include any combination of the following:
 - Annual fee – A once a year fee charged at the beginning of the season.
 - Daily fee – Collected at each market.
 - Annual plus daily fees – A larger fee at the beginning of the season to provide start-up money as well as a daily fee to provide an ongoing source of funds.
 - Percentage fee – A percentage of sales, with a set minimum, based on the honour system.
 - Base plus percentage fee – A fee charged for the table/booth plus a percentage of sales.
 - Annual Membership fees can help pay the operating costs. Benefits of membership fees may include: The right to vote or stand for the board of directors; privileges such as discounts or guaranteed tables for vendors, and building a sense of ownership in the community in the farmers' market.



- Some markets make membership fees optional, charging a higher daily booth fee for non-members. This works well for vendors who only sell for part of the season. Some restrict membership to vendors only, while some open their membership to consumers as well, to increase community engagement and to provide another source of revenue.
- Grants from municipal or provincial governments, federal agencies, downtown development associations, foundations, or other funding agencies may provide support for start-up costs, or for specific ongoing activities or projects. These could include market supplies, upgrades to facilities, farmer outreach programs, marketing plans or other business strategies. Check out the “Funding Opportunities” category in [Food For All’s Resource Directory](#) for other funding sources.
- Fundraising events, such as selling advertising space on promotional materials, tickets to social events, or a silent auction.

Step 6: Appoint a Market Manager

The market manager will act as the face of the market and manage daily activities. They are appointed by, and accountable to, the board of directors, working group, or sponsoring organization. For regular markets, the manager should be a paid employee and not a vendor.

Duties of the market manager include: communicating with the board of directors; ensuring market rules and official regulations are followed; mediating disputes; maintaining market records and books; recruiting vendors; coordinating the set-up and break down of the market; carrying out market evaluation, and advising vendors on marketing and display of their products.



See **Appendix B: Sample Market Manager Job Description**.



Quick Tip: Involving a variety of individuals and organizations from the beginning will ensure broad participation, improve the market’s community profile, develop target customers, and ease the workload of other organizers.



Step 7: Establish Policies and Procedures

Bylaws

While many of the day-to-day issues of the market can be regulated by various policy manuals and can change as the board sees fit, official bylaws outline core functions and fundamental operating regulations.

Bylaws can only be changed when approved by the membership during an annual general meeting.

If your market is incorporated, bylaws must be filed with the articles of incorporation.

Market Bylaws should include:

- The name of the corporation;
- The mission of the organization;
- Membership requirements;
- Number of board members and length of their terms;
- Board responsibilities;
- Meeting times, notification requirements and conditions;
- Executive and other committee structure;
- Insurance and indemnification;
- Fiscal year return; and
- Amendment process.



Vendor Rules and Regulations

The market manager must go over the rules and regulations with each vendor and have each vendor sign a copy to be kept on file. See **Appendix C: Sample Vendor Rules and Regulations**.

Vendor rules and regulations establish:

- The allocation of vendor stalls, booths, or parking spaces;
- The hours of operation and requirements for set-up, clean-up, and departure;
- Vendor eligibility and approval processes, including product requirements;
- Verification procedures for compliance (e.g., kitchen inspections);
- Vendor fees;
- Food safety requirements, including allowable products;
- Procedures for infractions of market rules, including dispute resolution;
- Permit, licensing, and insurance requirements.



Food Safety

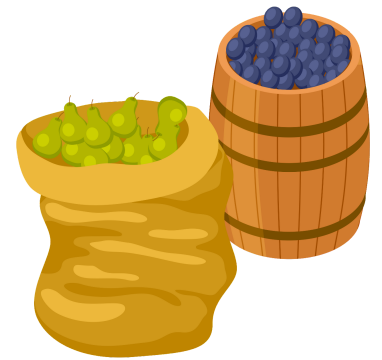
Federal food safety regulations are generally overseen by the New Brunswick Department of Health. The Canadian Food Inspection Agency also has a national mandate for food safety.

Regulations and Guidelines

Venues permitting the sale of food products require a Food Premises License from the Department of Health. This is particularly important for high-risk foods, such as meats, cheeses, dairy, eggs, and prepared or processed foods.

Example of Foods Exempt from licensing:

- Honey, jams and jellies, maple products
- Breads, pastries (excluding cream-filled pastries and pies, and meat-filled pies)
- Hard candy and fudge
- Pickles and relish
- Apple sauce
- Any other foods a Public Health Inspector deems to be non-potentially hazardous



Examples of Foods Not Permitted at a Public Market:

- Unpasteurized milk and milk products. All dairy products must be from a licensed or registered establishment (except for raw milk cheese from an approved source).
- Low acid canned/bottled food prepared in an unlicensed facility (e.g., bottled meat, canned fish, smoked fish, shellfish and seafood products).
- Meat and poultry or meat from animals not slaughtered at a licensed or registered establishment.
- Wild foraged mushrooms

Food Handling

Food prepared in a licensed kitchen must be kept sufficiently cold or sufficiently hot to prevent the growth of bacteria. Be sure there are adequate electrical outlets and extension cords for any necessary chafing dishes, slow cookers, or refrigeration.



Inspections

Regional Health Protection Branches will conduct regular inspections of food safety conditions throughout the market season. The market manager should keep up-to-date copies of health and safety regulations and keep health inspection reports on file.

Insurance

Insurance is an essential cost of operating a market. The most basic coverage is for General Liability and Property Damage to protect the market operations, but you may also want to consider Directors and Officers Liability Insurance, which protects the board of directors or working group. Encourage your vendors to carry their own liability insurance coverage; some markets require proof of coverage from vendors.

NOTE: Individual vendors should also contact an insurance agent to determine what level of coverage they require.

Step 8: Recruit Vendors

Recruit a diverse group of vendors, with adequate representation from two key groups: farmers and other vendors.

Farmer Outreach

Start recruiting farmers at least six months before your opening date, during the winter months, as farmers will have more time to participate and prepare. Consider forming a Farmer Outreach Committee. See **Appendix D: Farmer Outreach Brochure**.

Develop a contact list of farmers in your area; ask for support from [Agriculture, Aquaculture & Fisheries New Brunswick](#), the [Agricultural Alliance of New Brunswick](#), the [Atlantic Canadian Organic Regional Network](#) and the [Conservation Council of New Brunswick](#) (BuyLocalNB). Also approach Farmer Cooperatives (e.g., Really Local Harvest), Fishermen's Associations, Horticultural Societies and the [National Farmers Union of New Brunswick](#).



Plan for Variety

It is acceptable for farmers to have an overlap of the products they sell at the market. However, it is important for farmers to work together to ensure a variety of seasonal produce in adequate quantities.

Other Vendors

Other vendors make up an important part of the farmers' market atmosphere and may include arts and crafts, baking, pottery, prepared food, jewelry, clothing, preserves, and beverages. Make sure vendors are creating products that will reflect positively on the market. For handicrafts and artwork, it is a good idea to have a craft jury to select what to allow, based on uniqueness and quality. These requirements will enhance the public perception of your market.

NOTE: While public markets may include more vendors than farmers, markets called "Farmers' Markets" should strive for strong farmer participation and limit the number of other vendors.

Step 9: Promote the Market

Since new markets often operate on a limited budget, consider low-cost and/or free publicity and promotion opportunities before spending money on advertising.

- Send free public service announcements to local radio and print publications.
- Arrange interviews on cable TV shows or community interest spots.
- List your market in tourism directories and summer entertainment guides.
- Distribute flyers at tourism displays, hotels, B&Bs, and local businesses.
- Ask like-minded organizations to promote your market through their websites, social media sites, etc.
- Use social media (e.g., Facebook, Instagram, Twitter, Tik Tok) to build a following.
- Send mail-outs to restaurants, informing them of what produce is in season and that they can access it at the market.
- Work with a local paper to create a weekly market column such as "Farmer Focus", "Vendor Spotlight", or "Ingredient of the Week".
- Create a regular newsletter with recipes, farmer profiles, editorial stories contributed by community groups, and promotions of special events.



- Promote your market through the Food For All NB website and newsletter, available at www.foodforallnb.ca/subscribe.

Another way to **promote** the market is to host regular events that will attract media and engage the local community. It may be helpful to have an event coordinator on your board or staff.

Promotion-related accessibility tips

- Promotional material should be written in plain language, state the accessibility measures you've already taken (e.g., wheelchair access) and invite people to contact you about specific concerns. Asking people what they need to be able to participate is a great starting point!
- For written materials, use a "sans serif" font style of at least 14 point font size and with a high text to background contrast. Create large-font sizes (16 point or larger) and Braille versions of handouts that can be available upon request.
- When doing online promotion, make sure to include an image or video description if applicable.
- Include parking instructions in your advertisement and clear signage on site.
- State your market's "quiet hours".
- Ask people to come scent-free to make your market safer for people with multiple chemical sensitivities (MCS).
- Be creative about the ways you promote your Farmers' Market! Some people respond best to visuals, some to text, some to audio, some to face-to-face interactions. Consider incorporating phone trees, texting, and face-to-face invites in your promotional plan.
- Be upfront about known remaining barriers. Understand that for some people, lack of accessibility will mean they cannot visit the market.



Seasonal events are based on the growing season. Many farmers' markets plan events to coincide with the peak season for particular crops: a Strawberry Festival, a Corn Festival, a Pumpkin Festival.

Children's events encourage families to attend the market. Making your market a child-friendly space will make it a destination for family outings.



Community events build partnerships with local organizations and make the market a vibrant gathering space. Create a “buzz” by hosting a gardening workshop with the local horticultural society, launching a local ingredient meal plan challenge with the dietitians association, or host cooking classes in partnership with community members who hold traditional food knowledge.

See **Appendix E: Mock-up Press Release.**

Step 10: Open the Market

Now your team is ready to “cut the ribbon” and open your market. First impressions are critical, so have a detailed plan for opening day. Send invitations to your partner organizations, local officials, local media, and others who have helped you along the way. Signage, posters, an event calendar, brochures, and other promotional materials should also be prepared for your opening.

If yours is a weekly market, the market manager and volunteers must shift gears to the regular routine of market preparation, set-up, clean-up, and follow-up, as well as event planning, market administration, record keeping, and financial management.

See **Appendix F: Weekly Market Activities.**

Timing

It’s smart to start small and build on your success. Some markets begin as one-time events, or operate during the harvest period only, and then expand during the following year.



Once established, plan the market season in time with the growing season. Consider scheduling your opening when your growers have a good variety of produce. It also helps to end on a high note, when produce is still abundant, instead of allowing the market to dwindle as produce availability diminishes. If your vendors are capable of producing spring crops and bedding plants in the early season, and root crops and preserves in the late fall, you can consider extending the market.



Schedule hours and days of operation to ensure a maximum (but comfortable) flow of customers. If planning a regular market, start off with one day a week. And four to five hours a day (or even two hours in small towns). You can always extend your hours “by popular demand,” which is a much more positive message than having to cut back due to low turnout.

Saturday mornings are the most popular time for farmers’ markets, but some consider Sundays to be a more relaxed family market day. Weekday markets are more common in large urban centres.

Volunteer Recruitment and Duties

Volunteers can be recruited from local service clubs, youth groups, educational institutions, and the general public. Their duties can include:

- Market set-up and take-down, including tables, chairs, and tents;
- Selling tea and coffee or any other products for the market itself;
- Counting visitors to the market; and
- Organizing and supervising children’s activities.

Evaluation

Now that the market is running, monitor your progress to ensure that the market is serving the needs of both vendors and customers. You will want to know the demographics of your clientele, as well as have information about why people buy or sell at the market and what areas might need improvement.

Evaluation surveys can help the market manager respond proactively to vendor concerns. They also provide statistics for effective advertising and publicity campaigns.



Surveys provide important data to record your successes, to quantify your impact on the community, and to share with project partners and funders. Diligent record-keeping by your market manager or board members will ensure that this information is disseminated effectively.

Evaluation tools and Economic Impact Resources

- [Evaluating Outcomes Of Community Food Actions: A Guide](#)
- [Year-End Vendor Survey](#) (source: Kentville Farmers’ Market)
- [FMNS Economic Impact Study Training Handouts](#)



Starting Farmer's Market:

Appendix

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Appendix A: Are You Ready? Checklist

Use this checklist to find out how ready you are to start a farmers' market.

1. Form a Working Group

- Have you organized a steering committee?
- Do you have at least 1-2 farmers involved?

2. Plan for Success

- Have you identified your vision, mission, goals, and objectives?
- Do you know how you are going to achieve them?

3. Choose an Organizational Structure

- Do you have a sponsor? Or have you selected an organizational structure?
- Have you begun the incorporation process, if applicable?

4. Find a Location

- Have you identified a location?
- Is it accessible and safe?
- Is it in a central location, and visible to passersby?

5. Look for Funding and Sponsorships

- Have you drafted a start-up budget and operational budget?
- Have you established a fee structure for vendors/members?
- Have you identified other potential sources of income?

6. Appoint a Market Manager

- Have you selected a market manager?
- Have you trained your market manager?

7. Establish Policies and Procedures

- Have you developed bylaws, vendor regulations, food safety regulations, and insurance?
- Have you developed operating procedures?

8. Recruit Vendors

- Have you recruited a diverse mix of farmers and other vendors?
- Have you established requirements for vendors?



9. Promote the Market

- Have you developed a publicity plan?
- Have you scheduled special events?
- Have you delegated tasks to key organizers?

10. Open the Market !



Appendix B: Sample Market Manager Job Description

Originally adapted by the Food Security Network of Newfoundland and Labrador with permission from Alberta Farmers' Market Association Information Sheet: Market Manager Job Description

Alberta Agriculture and Rural Development (ARD) and the Alberta Farmers' Market Association (AFMA) are committed to the long-term success of approved farmers' markets in Alberta. One of the ways this can be achieved is through increasing the level of skill and knowledge of the individuals who choose to manage the farmers' markets. The purpose of this information sheet is to provide a template for a job description which would be customized at the market level to suit the needs of each market.

Purpose

Responsible to the Board of Directors/Advisory Committee (the Board), the farmers' market manager plays an integral role in the operation of the farmers' market. The position is responsible for the day-to-day operations of the market, working with market vendors and other stakeholders, both internal and external to the market. In addition, the position works closely with the Board to ensure that strategic plans for the organization are developed and implemented.

Responsibilities

1) Board-Management Relations

- Work closely with the Board to develop a reporting process so the Board is always aware of issues in the market as well as projects being worked on and progress on those projects.
- Work with the Board and committees to develop and implement a strategic plan and annual action plans.
- Attend Board meetings as required.

2) Market Rules

- Work with the Board and vendors to develop market rules and ensure they are reviewed and updated annually.
- Ensure all vendors, both new and returning, are given a copy of the rules at the start of the market season.



- On a day-to-day basis, interpret the market rules for vendors and others in a consistent and fair manner. In some cases, this will result in disputes which need to be escalated through a dispute process designed by the Board.

3) Dispute and Emergency Resolution

- Responsible for mediating disputes between vendors or between vendors and customers. In some cases, this will result in disputes which need to be escalated through a dispute process designed by the Board.
- Work with the Board to develop and implement an emergency readiness plan.

4) Regulatory Compliance

- Have a working knowledge of legislation and associated regulations, both provincial and federal, which impacts all the vendors in the market.
- Ensure vendors and the market operations are in compliance with all local bylaws and provincial and federal legislation.
- Responsible for prohibiting vendors from selling their products until they are in compliance with all applicable legislation.
- Work closely with the local public health inspector and other agency inspectors to ensure regulatory issues are addressed within the market and by the vendors.

5) Record Keeping

- Work with the Board to develop and implement a table fee collection process.
- Maintain accurate and complete records on the market and vendors throughout the year.
- Approve and process all bills incurred by the market.

6) Vendor Recruitment, Selection, and Retention

- Work with the Board and/or Vendor Selection Committee to determine the optimal market mix, always keeping in mind the 80/20 rule.
- Actively recruit vendors to meet the optimal market mix.
- Ensure all new and returning vendors complete an application form listing their contact and product information.
- Work with the Board and/or Vendor Selection Committee to select vendors for the market.
- Assist vendors on pricing, merchandising, and other business or marketing related issues.



- Hold vendor information meetings at least once per year and as issues arise throughout the market season.

7) Communications and Market Promotion

- Represent the market in meetings with external stakeholders, building positive community relations.
- Communicate respectfully with vendors, board members, sponsors, inspectors, and other stakeholders.
- Initiate media stories on the market using innovative techniques.
- Respond positively to ad hoc media inquiries about the market.
- In conjunction with the Board, develop and implement a promotions program for the market.
- Work with the Board to identify signage requirements. Ensure signs are made and displayed prominently in the community.
- In conjunction with the Board, develop and implement special events for the market.
- Respond to market inquiries in a timely manner

8) Market Set-Up

- Ensure tables and/or booths are allocated each week in compliance with market policy.
- Arrive at the market at a scheduled time before the market opens to the public in order to set up tables or mark out booth spaces and to greet vendors when they arrive to set up their stalls.
- Be visible and accessible to vendors and customers during the market day.
- Prior to leaving the market at the end of the market day, ensure the market area is clean and meets all the requirements laid out in the market rental or lease agreement.

9) Market Evaluation

- Conduct periodic surveys, both formal and informal, to assess customer opinions and satisfaction with the market.
- Receive input from vendors and others to improve the market.
- Professional Development
 - Identify and attend professional development activities annually.

b. Debrief Board members and vendors after workshops, conferences, and retreats.



Skills and Qualifications

- Interest and passion for farmers' markets as a direct marketing channel
- Excellent conflict management skills
- Able to communicate well, both in writing and orally, with a variety of stakeholders in a variety of situations
- Previous marketing experience
- Time management and organizational skills are critical
- Experience in food service management would be an asset so there is a good understanding/knowledge of food safety and regulatory requirements for food vendors
- Experience working with a volunteer board
- Strong leadership skills
- Willingness to engage in additional professional development activities
- Physical requirements: able to set up and move tables or tents as needed, able to walk the market during market hours
- Previous experience managing a farmers' market would be a definite asset



Appendix C: Sample Vendor Rules and Regulations

Reprinted with permission from the Dieppe Market, NB.

1) Vision

The Dieppe Market offers farmers, growers, and/or entrepreneurs from southeastern New Brunswick the priority to provide consumers with the freshest products possible, either locally grown, raised, processed, crafted, etc. The main objectives of the Market are:

1.1 To provide the population of southeastern NB with fresh, healthy, and tasteful agricultural products grown, raised, and processed in southeastern New Brunswick and to promote such products;

1.2 To create a pleasant festive social environment;

1.3 To give to the southeastern NB agriculture producers, entrepreneurs, and craftspeople the opportunity to get maximum price for their merchandise by dealing directly with the consumer;

1.4 To create a communicational and educational link between the urban and rural populations of southeastern NB.

A direct contact between local producers and artisans and their clients fosters relationships anchored in respect and trust. Clients also benefit from greater quality products at a reasonable price. One of the Dieppe Market's objectives is to create a positive and friendly social environment to encourage clients to return on a weekly basis.

2) The Really Local Harvest Cooperative LTD

The Really Local Harvest Cooperative LTD. (herein referred to as "RLHC"), a non-profit cooperative, is the manager of the Dieppe Market building located at Gauvin Road / Acadie Avenue intersection, in the City of Dieppe, and the organizer of the Dieppe Market held at least every Saturday (herein referred to as "Market Day") inside and on the grounds near this building. The mailing address of the RLHC and the Dieppe Market is: 232 Gauvin Road, Dieppe NB, E1A 1M1, email: info@recoltedecheznous.com.

3) The Dieppe Market operates under the following administrative structure

3.1 The board of the RLHC hires an executive director who is responsible for operating the building. The executive director's responsibilities are to maximize returns on the building, participate in board meetings, hire and manage personnel and any other responsibilities that the board deems appropriate.



3.2 The executive director hires a Market manager approved by the board of directors whose responsibilities are as follows: work under the direction of the executive director, manage all billing with regards to the Market, assign Market booths, advise of observed violations, act as the Board's Market representative on Market days, respond to any questions regarding the Market and any other responsibilities as per agreement with the executive director and the board of directors.

3.3 The Dieppe Market Committee is appointed by the RLHC Board of Directors. This is a permanent and consultative committee whose purpose is to make recommendations on the management of the market and personnel. Its mandate is to periodically review Dieppe Market policies, to propose new policies as needed, and to make recommendations on issues delegated by the executive director and the RLHC board of directors.

The committee is composed of 5 members: 2 RLHC members, 1 representative from the City of Dieppe, 1 representative from the vendors, 1 representative of the consumers. The executive director of the RLHC acts as the committee's secretary.

4) Definitions:

4.1 Annual Vendor: sell at the market on every market day of the year except for approved absences (See section on selection criteria).

4.2 Seasonal Vendor: sells seasonal products at the market at least 12 but less than 52 market days.

4.3 Casual Vendor: sells at the market on an occasional basis. The location of a Casual Vendor's rental space may change and his right to sell at the market is not guaranteed.

4.4 Special Events: these vendors may sell during events held either outdoors or in the Market building on days other than Market Days, but only by permission from the RLHC in appropriate areas.

5) Who may sell at the Dieppe Market?

5.1 Only the RLHC can give permission to a merchant to sell products at the Dieppe Market. To apply for a permit, one must adequately fill out the form issued by the RLHC, pay the \$30 non-refundable administration fee and submit it to the Market manager who processes the request in accordance with the selection process. If the merchant is accepted, he will be billed in accordance with the established fee structure (see "Fees" section).

5.2 The RLHC has the authority to temporarily or permanently revoke the right of a vendor to sell at the Dieppe Market.



5.3 Vendors are only authorized to sell products approved by the RLHC. Vendors must respect the decisions of the RLHC with regards to approved products, non-approved products, and those pending approval. In the event of non-compliance, vendors may be asked to withdraw their products from their booths on Market days.

5.4 Vendors wishing to make changes to their product mix or installations must apply to the RLHC for approval by filling out the necessary form and sending it to the Market manager.

6) Allocation of spaces

6.1 The RLHC reserves the right to assign a vendor to a specific location, if in the opinion of the RLHC such placement enhances the appearance, traffic flow, or efficient operation of the Market.

7) Selection criteria

7.1 Valid applications for a Market booth will be ranked according to the following criteria:

- Date application received;
- Whether or not products are grown, raised, processed, crafted, etc. in southeastern New Brunswick;
- Whether or not products offered are likely to enhance existing product mix at the Market;
- Number of vendors selling similar products or actual consumers' demand for the products that are intended to be sold by the applicant.

7.2 No vendor shall sublease, sell, or share his/her space or allow any other vendor to use his/her Market booth.

7.3 If an Annual Vendor misses four Market days during a year (without substantive reason*), the RLHC can revoke the right of a vendor to sell at the market. In these cases, vacated space will be attributed to another potential vendor. A substantive reason shall be death, illness (doctor's orders), or other major impediment the RLHC judges appropriate.

7.4 If a Casual or Seasonal Vendor is not present at his/her booth without substantive reason for two days in the year, the permit and/or privileges may be revoked by the Market manager.

8) Fees

8.1 It is the responsibility of the vendor to maintain good accounts with the Market manager. Late payments are not tolerated. Lack of payment may lead to the revocation of the vendor's permission to sell at the Dieppe Market and the privileges tied to it.



8.2 All vendors must, at the beginning of each office year beginning January 1st, renew their contract and pay the annual administrative fees of \$30 + HST (\$33.90). The RLHC reserves the right to decide whether the permission to sell at the Market will be renewed.

8.3 Any new applicant, including Casual Vendors, must fill out the application form and pay the \$30 + HST (\$33.90) non-refundable administration fee. The annual \$30 fee is valid for one year, starting January 1st, which marks the beginning of the Market's administrative year.

8.4 Regardless of the type of booth rented at the Market, be it an indoor or outdoor stall, a minimum payment of \$33.46 including tax for each Market day is required. The basic weekly rental fee is 58 cents per sq. ft. Vendors of prepared food are charged the basic fee of 77 cents per sq. ft. To these basic fees are added, on a case-by-case basis, water and electricity fees. Special arrangements are planned for vendors who use bigger electrical appliances or who have special needs. Specific electrical needs will be accommodated following an evaluation of costs and electricity consumption for each booth. Electricity fees will be charged to the vendor.

8.5 Commercial businesses that want to advertise their products or services at the Dieppe Market can do so at the rate of \$150 a week for a 8' X 6' space. These types of businesses can advertise at the market for a maximum 4 times a year. A \$100 a week rate will be applied if the commercial business is at the market 4 times a year (the amount will be adjusted on the final invoice).

8.6 Annual Vendors must pay for their contracted rental period with post-dated checks, either on a monthly or biannual basis. Checks must be issued to the Really Local Harvest Coop or the Dieppe Market.

8.7 Non-sufficient funds (NSF) checks will be charged back to the Vendor's account and a \$25 handling fee will apply.

8.8 Rental fees may be changed at any time, and after a period of notice extending over four (4) successive Market Days, notwithstanding that a vendor may have paid in advance for a reserved stall for a period extending beyond that period of time in which case the fee payable by the vendor shall be adjusted accordingly and any refund or increase will be payable immediately.

8.9 In the case of a withdrawal from the Market, vendors must advise market management at least two weeks beforehand. The Market will bill the vendor for these two weeks and all remaining post-dated checks will be returned to them.



8.10 Annual and Seasonal Vendors will be billed for weeks that they are absent. Casual Vendors will not be billed when they are absent but their right to sell at the Market is not guaranteed and their space may change from one place to another.

9) Days and Hours of Operation

9.1 The Market will be open each and every Saturday of the year unless otherwise determined by the RLHC Board of Directors.

9.2 The Market is open to the public between 7:00 a.m. and 1:30 p.m. on Market Days. Vendors can access the building one and a half hours prior to opening. Vendors must vacate the premises within one (1) hour of closing, leaving their installations in a clean, neat and orderly fashion.

9.3 Vendors wishing to set up their booths on Fridays are advised that Market offices are open from 4 p.m. to 7 p.m. The RLHC reserves the right to modify this provision in cases where special events are being held either outside or inside the Market building.

9.4 All vendors must advise the Market manager at least 24 hours in advance when substantive reasons do not allow them to attend Market days.

9.5 Under normal conditions, vendors who are not at their booths by 7a.m. will be considered absent for non-substantive reasons. Being late is considered an unexplained absence. In case of accident or other impediment, vendors must advise the Market manager as quickly as possible.

9.6 All stallholders are expected to remain until closing time at 1:30 p.m.

10) Signage and Labeling

10.1 All booths must be identified with bilingual signs that are appropriate, neat, and legible signage as to the name of the business and its location. A vendor can obtain the necessary authorization for signage by submitting a schematic draft copy to the Market manager.

10.2. Signage will be limited to the individual booth area and must not extend into any traffic aisles or pathways so as to impede the efficient flow of customer traffic.

10.3 When a vendor no longer operates a booth in the Market, they are responsible for withdrawing the booth and all signage unless a special authorization in this regard is obtained from the Market manager.

10.4 The Market manager has the right to ask vendors to place their signage in another manner.



10.5 All products must be clearly priced during Market Hours. Prices should be posted in full view and be legible to the consuming public.

10.6 Vendors are encouraged to provide attractive and safe kiosk displays, racks, tables, and an adequate supply of bags, change, etc. for their customers. Vendors offering products for sale by weight are required to provide scales in accordance with the Weights and Measures Act.

10.7 Any written or spoken information on products, fabrication processes, etc., conveyed by vendors or their staff shall be true at all times.

10.8 Vendors must identify the origin of their products: where they have been grown, raised, baked, processed, crafted, etc. (if possible with local inputs or ingredients). Products originating from southeastern NB can have the word “Local” placed in appropriate places (e.g. price tags, price lists, personalized stickers, or display sections).

10.9 False declarations pertaining to the origin or the production process for products sold on site will be taken seriously. Vendors who make false declarations of this nature can be expelled from the Dieppe Market.

11) Organic Producers

11.1 If a producer/vendor advertises their operation as being organic, a recognized organic certification body must certify all of the products sold at their stall. The vendor must show proof of certification to the Market manager.

11.2 Individual products that are sold at the Market and are advertised as organic must also be certified by a recognized organic certification body.

11.3 Recognized organic certification bodies include: Atlantic Certified Organic (ACO) Co-operative, Ecocert, Pro Cert Organics Inc., SAI Global Certification Service, Organic Crop Improvement Association.

12) Regulations for Food Vendors

12.1 All vendors selling food products must follow Health Department regulations at all times.

12.2 In order to make the market a safe, reliable place to shop and also increase the reputation of the market, vendors selling food products are required to attend the “Food Handling” course offered by the N.B. Department of Health and Wellness, and submit a copy of their participation to the RLHC at the latest, 6 months after their initial Market Day.



12.3 Vendors that sell products requiring a license or permit for preparation or for sales permit must post these in a visible area on their market stall or present it to the Market manager.

12.4 All meat products sold on site must be slaughtered and processed at facilities that are certified.

12.5 All milk products sold on site must meet federal and provincial regulations.

12.6 Unless clearly stated (e.g. “dog food”), a vendor shall not display or sell in the Market any goods that are unfit for human consumption or unsafe for use. The RLHC may prohibit any vendor from displaying or selling goods which in its opinion are unfit or not safe, or not in keeping with the vision of the Market; and may order any such goods immediately removed from the Market.

12.7 Food that is exposed for display only is permitted if properly wrapped, and must not be sold or offered for sale. Free samples may be offered to customers in accordance with Health Department regulations.

12.8 Vendors selling prepared food are encouraged to register with the Department of Health and Wellness.

13) Grievances and Conflicts Resolution

13.1 In cases of conflict, vendors must bring the matter to the attention of the Market manager who will strive to settle the matter, to the satisfaction of all concerned. Complaints must be made in writing. In cases where no solution is found, complaints may be placed in writing and sent to the executive director who will decide whether the matter must be brought to the attention of the RLHC board of directors. Following a recommendation from the RLHC, the director will be responsible for informing the vendors of the decision taken by the RLHC.

13.2 If a vendor believes that Market personnel have erred in the resolution of a conflict, they may write a letter to the President of the RLHC. Within a reasonable time, the RLHC will acknowledge receipt of the letter, study the question, and communicate its decision. Vendors involved in a grievance procedure agree that the decision of the RLHC Board is final.



14) Respectful Workplace

14.1 The Market promotes a cooperative attitude; the RLHC does not tolerate either physical or verbal abuse or any other type of intimidation. All vendors are asked to promote the Dieppe Market and to maintain good will amongst vendors, the public, the City of Dieppe representatives and employees, and the RLHC, its directors and employees.

14.2 Personal appearance and hygiene are to be maintained at a high standard, and physical attire will be clean and socially appropriate.

14.3 Products, cooking, or activities producing offensive unwanted odors must be vented to the outside.

14.4 To maintain a professional image of the Market and the vendors, loitering should be avoided in the front or in the back of the vending counters. Only vendors shall be behind counters.

14.5 Vendors must park their vehicles in the designated parking identified by the Market manager so as to keep the outside lot clear for the outdoor vendors and customers. Failure to do so will result in disciplinary action: first offence will be a \$50 fine; second offence will be a \$100 fine; third offence will result in the towing of the vendor's vehicle.

14.6 Vendors receiving complaints or observing vendors breaking the rules shall notify Market management. They should not attempt to rectify the situation themselves with the offenders (see the "Grievances and Conflicts Resolution" section).

15) Right to Revoke

15.1 A vendor that fails to abide by these rules is subject to expulsion. All fees paid in advance, excluding the two-week advisory period, will be reimbursed.

15.2 The executive director and the Market manager can temporarily revoke a permit pending the decision of the RLHC who may revoke a permit indefinitely.

15.3 Vendors wishing to return to the Market following an expulsion must apply and be approved as a new vendor.



16) General Conditions

16.1 The Dieppe Market, the Really Local Harvest Coop and its employees are in no way responsible for any vendor's product liability. For their own protection, all vendors should carry sufficient liability insurance.

16.2 The Really Local Harvest Coop and its employees accept no responsibility for loss of or damage to the goods of a customer or other person left in the custody of a vendor and vendors are encouraged to likewise advise such persons that they do not accept any responsibility for such goods.

16.3 The RLHC is not responsible for damages inflicted to displays and kiosks during their transportation.

16.4 Vendors who have dangerous or potentially dangerous equipment at their booth shall comply with government regulations, and ensure that at all times such equipment is situated, maintained, and operated so as not to endanger patrons. They will comply with any directions given by the Market manager to place, maintain, and operate such equipment in a safe manner or to remove it. All stallholders who have flammable items at their kiosk are required to have on hand in their stall at all times an appropriate fire extinguisher.

16.5 Vendors are individually responsible for collecting and remitting all relevant sales taxes.

16.6 The RLHC encourages market vendors and members of their immediate family or employees to showcase and sell their products in a manner that reflects the appearance of a direct marketplace.

16.7 Vendors and their staff are responsible for maintaining a clean and tidy environment free of debris within their allotted space. Products should be displayed in an attractive manner.

16.8 No animals or pets are permitted in the Market, other than guide dogs for the blind, or helper animals for those otherwise disabled.

16.9 The Market is not responsible for providing any service, appliances, counters, installations, etc.

16.10 The sale of any used goods or 'flea market' products is discouraged.



16.11 Unauthorized solicitations are not tolerated inside or outside the Market, including the parking lots and Market access points.

Exceptions to the above rules can be made on compassionate or common sense grounds by the RLHC.



Appendix D: Farmer Outreach Brochure

Original permission to reprint was given by the St. John's Farmers' Market

Did you know...

Farmers can earn up to **THREE TIMES** as much money by selling directly to the consumer?
 It's true!
 By eliminating the middle man, farmers can make a lot more money...selling at farmers' markets!



St. John's Farmers' Market
 Farmer Outreach Program
 Sarah Hansen, Coordinator
 Tel 709-895-3586 or 709-689-3262
www.farmeroutreach.ca

This project was made possible with help from:





Farmers work very, very, hard.

It's about time they earned what they are worth.

www.farmeroutreach.ca






Words from farmers already selling at the SJFM:



"The St. John's Farmers' Market has given our farm an avenue to create direct relationships with our customers, which has expanded markets for our products and increased our customer base. The farmers market has given us a place where our family farm feels connected and our hard work is appreciated."

-Jim and Michelle Lester, Lester Farms, St. John's



"I've found the market to be a financially and socially rewarding experience. I am adjusting my operation to produce more of what I sold last year, and am looking forward to trying some new products as well. I enjoy meeting the people who buy what I grow and the lively conversations about food, health, cooking, and the food industry. I've encouraged people to be a bit more adventurous in what they try to grow here in St. John's and I have learned some of the nutritional benefits of what I grow."

-Jeremy Carter, Mt. Scio Farm, St. John's



There are so many reasons to sell your products at The St. John's Farmers' Market:

- the SJFM is a very successful and growing operation that is moving towards expansion and permanence
- over 1,500 people visit the SJFM each Saturday at the height of the season
- SJFM customers are strongly interested in buying high-quality local agricultural products and in having direct contact with farmers
- producers find selling their products at the SJFM to be a very rewarding experience
- by becoming involved in the Co-operative, vendors can contribute to making the SJFM more valuable to them and more convenient and functional for selling
- the SJFM is a family event for both customers and vendors
- the SJFM is a great opportunity for marketing knowledge – producers get input directly from customers on what they want to buy



**The St. John's Farmers' Market
Runs every Saturday, 9am - 2pm
from June until November
at the Lions Chalet
on Bonaventure Ave., St. John's, NL**

**We are a co-operative that is
run by a volunteer board of directors
and a paid market manager.**



"We love the market! Up until the past two years we were selling our produce to wholesalers so we get no feedback from customers, and, of course, we get a lot less for our produce. At the market we are one-on-one with everyone who buys from us so we are learning what they are looking for and how they like what we have had available so far. It is a very positive atmosphere with everyone looking to support local producers whether it be vegetables, candies, pictures, jams, soap, knitwear, meat, or anything. Of course the big plus is that we get a fair market price for our goods, which we don't get going through a middle man."

-Karen Duffrey, Ripple Trail Farm, Whitbourne



Appendix E: Mock-up Press Release

[Name of Farmers' Market]



FOR IMMEDIATE RELEASE

[Date]

Farmers' Market Announces June 5 Opening

Door Prizes, Face Painting, Crafts, and Entertainment for the Whole Family

[Your town/location] – The Eastern Farmers' Market is proud to announce the opening of its very first market season at the courtyard of the downtown Marine Premises, 456 Marine Drive, on Saturday, June 5, 2014. The market will feature fresh fruits, vegetables, baked goods, preserves, and other farm products from at least half a dozen local farmers as well as a variety of local crafts, jewelry, and other handmade items.

City Councilor Sharon Dunne, a long-time supporter of the new market, will do the ribbon cutting honours during a brief opening ceremony at 9 a.m.

At today's announcement at City Hall, Councilor Dunne said, "Farmers' markets are a proven model not only for supporting local small- and medium-sized farms, they also provide an enormous boost to the entire local economy. I am delighted to have been asked to participate in the opening of this most important initiative."

Saturday's opening will feature one door prize every hour, consisting of a basket of farm-fresh local produce or unique craft items from market vendors. A noon performance by the East Coast Women's Choir is an added highlight. Face painting and crafts will take place in the children's tent.

The new Farmers' Market will run from 9 a.m. to 2 p.m. every Saturday, rain or shine, until the last week of November. City residents are invited to come and meet local farmers and craftspeople, and sample a wide variety of locally prepared foods in a family-friendly venue.

For more information please contact the Farmers' Market Manager:

First name Last name

[Phone number] [Address] [Email address] [Website]



Appendix F: Weekly Market Activities

Days before Market Day

- Ensure market rental fees are paid, insurance and safety requirements are met
- Publicity: press releases, PSAs, email notices, website updates, listservs, and social media notices
- Gather supplies for any market-run vending stands (such as tea and coffee)
- Prepare float for market-related sales (food and beverages, raffle tickets, etc.)
- Confirm vendors
- Confirm volunteers
- Confirm buskers/workshops/other performances or events
- Ensure all vendors are aware of food safety requirements and have filled out appropriate forms
- Plan vendor layout

Market Day

Pre-market:

- Set out tables, booths and/or tents, and chairs
- Set up any market-run food and beverage stands
- Put up signage and posters
- Safety check: Ensure that access routes are clear, tables requiring electricity are placed close to outlets (so as to prevent tripping over electrical cords), first aid kits are on site, fire exits are unobstructed
- Ensure that washrooms clean and well-stocked
- Set up garbage and recycling facilities

During market:

- Perform visitor count(s) (Some Farmers' Markets do this once every half hour for ten minutes at a time)
- Keep food and beverage stands well-stocked, advising vendors on displays
- Keep Market clean and tidy
- Perform regular safety checks
- Manager collects vendor fees, issues receipts, and ensures compliance with market regulations



Post-market:

- Clean up Market, break down of tents, tables, booths, etc.
- Store tables, booths, tents, and chairs
- Remove garbage and recycling
- Update financial records weekly





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