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***A Study of Successful Farmer's Markets  
in Urban, Low-Income Communities***

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## **Project Objective and Scope:**

The objective of this project is to identify and understand success factors and best practices related to starting and maintaining profitable farmer's markets in low-income, urban communities as a means for creating access to healthy foods in under-served neighborhoods. In order to facilitate the creation of new markets and improve existing markets, we explored practices, behaviors and attitudes related to initiating, organizing, and operating successful farmers markets. The process was examined from both a logistical and an organizational perspective. Urban, low-income communities are defined as those areas within the City of Cleveland where the median income is less than 200% of the poverty level.<sup>1</sup>

## **Data Collection Methods:**

In determining the best practices and key success factors for launching and running a successful urban, low-income farmer's market, we used the following data collection approach:

### Qualitative Research:

We interviewed the key stakeholders in existing Cleveland markets, which were identified by the client. They fell into the following categories: growers, farmer's markets, city/county agencies, and community developers. We also did onsite market interviews with customers.

We also interviewed successful urban markets in other cities (including from as far away as Tokyo) to determine their best practices and key success factors.

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<sup>1</sup> The U.S. Census Bureau uses 200% of the poverty level to define low-income. Other relevant sources: eligibility guidelines for Federal reduced school lunch program is 185% of the poverty level; eligibility guidelines for Federal free school lunch eligibility is 130% of the poverty level; WIC eligibility in Ohio is 185% of the poverty level; Healthy Start (Medicaid program for mothers and children) eligibility in Ohio is 200% the poverty level.

Our interviews were conversational and open to solicit as much feedback as possible from the interviewee. We didn't want to bias the interviewee by leading or constraining their answers. Often these interviews produced either potential research opportunities or additional interviews.

***Experts from Cleveland:***

In order to learn about the Cleveland landscape – what works, what is being tried, what is desired, what the processes are, what existing and potential challenges exist – we interviewed a variety of Cleveland experts.

1. **Farmer's Market Managers/Directors:** We interviewed the following market managers and directors to get their insights into what it takes to get a market off the ground and keep it going. They also shared valuable lessons related to the leadership, business and marketing aspect of the markets.

- Jenny Berger, Market Manager at Kamm's Corner Farmer's Market.
- Steve Lorenz, Executive Director at Kamm's Corner Farmer's Market.
- Jody Lathwell , Market Manager at Tremont Market.
- Donita Anderson, Market Executive Director at North Union Farmers Market
- Josh Klein, Market Manager at Gordon Square Farmer's Market.
- Carl Skalak, Grower and Market Manager at Blue Pike Market.

2. **City Council.** We interviewed a councilman to get his perspective on the climate for and acceptance of markets within the city government, as well as how open the constituents within the area would be for a market.

- Joe Cimperman, Councilman, City of Cleveland

3. **Growers:** We interviewed growers as we wanted to get their insights into participating in urban, low-income farmer's markets and what it would take to engage them.

- Barbara Strauss, Eco Village
- Emmy Levine, Wonder City Farms
- Larry Kclo, Rainbow Farms
- Savory Rorimer, Snake Hill Farm
- Tim Campbell, Red Wagon Farm

4. **Community Development:** We interviewed the professionals in community development for several reasons: 1) we wanted to get their perspective on how urban, low-income farmer's markets would fit within the city's development plans; 2) to gain their insight into similar community development ventures and what it takes to make them successful; and 3) we wanted to tap into the expertise they have gained through their experience in working to develop the city and working on behalf of the residents.

- Lilah Zautner, Director, Detroit Shoreway Eco Village
- Rachel Thompson, Intern to Kevin Schmotzer, John Carroll University, Economic Development Department
- Terry Schwartz, Senior Planner at Cleveland Urban Design Collaborative

***Experts from other cities:***

To learn what other cities have done to successfully begin and maintain Farmer's Markets in similar settings, we conducted the following interviews:

1. Jessica Biegaj, Program Manager in the University of Buffalo Community Relations

Department. One of her job responsibilities is managing the farmer's market. The University started the farmer's market three years ago at the request of the community. This market serves an urban, low-income population.

2. **Related parties with relevant expertise:** We also wanted to get the perspective of those slightly outside of, but related to farmer's markets. We wanted to learn about similar best practice ideas that might be translated into farmer's market.

- Marge Burbank. Marge was interviewed because of her experience with and knowledge of the Eastern Market in Detroit. Her father sold produce at the Market in the 1930s. She attended the market with her father on selling days, and she attended the market for over 79 years. She had a unique perspective on the community of the market.
- Satish Jayaram, Sales General Manager, Cummins Generator Technology, Minneapolis, Minnesota. Satish was interviewed because of his experience growing up in India. His father was a farmer. Satish is familiar with the street vending experience there. He also had keen insights into what fresh produce means to the poorest of the poor.
- Yushake Miyaji, founder of the Farmer's Son Network, Japan. Yushake understands the grassroots nature of building a sustainable coalition.
- Mizhou Takahashi, Editor-in-Chief of the Agricultural Business Magazines, Japan. As a journalist, he has interviewed and written about successful farmer's markets in Japan. His insights were very much in line with the other research and interviews that we conducted.

#### Quantitative Research:

We did on-line research and article reviews to discover and study successful urban farmer's

markets from other cities. From this we learned about the nuts and bolts of running a farmer's market: what it takes to launch a market and grow and sustain it.

We also did research into the demographics of specific Cleveland neighborhoods to gain a better understanding of the needs of the potential customers, as well as the needs of the markets attempting to serve this area.

### **Data Analysis:**

In analyzing the data, we stayed focused on the objective of identifying the best practices and key success factors for launching and running a farmer's market in an urban, low-income community. In analyzing our research from interviews, we looked at themes that emerged across the stakeholder groups as this gave us a sense of expectations and needs. We also looked at themes that emerged from best practice interviews from other cities. The research from other cities validated much of what we discovered in our Cleveland interviews and it also surfaced additional considerations. We also looked at the interview data to extract best practices for engaging both the customer and seller.

In analyzing the online research data, we looked for best practice ideas that were working, early pitfalls that the successful markets overcame, engagement ideas, and the logistical nuts and bolts.

### **Findings:**

First and foremost, we found that there is tremendous passion, support and need for this program in the Cleveland area. We learned that there are many benefits of creating and maintaining a farmer's market in an urban, low-income community. Those benefits include:

**Enhanced community:**

- Using the land for a farmer's market improves the look of the community. Former vacant land can be used for the market, reducing potential spaces for crime, which, in turn, improves property value. According to Donita Anderson, farmer's markets are listed as the number one item mentioned by 25-40 year-olds in a study that analyzed why people choose to move into a community.
- From Joe Cimperman we learned that when turning vacant lands into urban farms and farmer's markets, "positive things happen as it changes the perception of the City of Cleveland." We also learned that it has a contagious effect as it inspires others to plant their own gardens and create green spaces.

**Improves quality of life:**

- Access to fresh food has a direct effect on creating a healthier population in Cleveland.
- Cutting the percentage of vacant land leads to a decrease in the crime rate.
- Markets and urban farms can be a way to employ the unemployed or previously incarcerated.
- The pride and ownership of a community is elevated. As Joe Cimperman said, "A funny thing happens on the way to the community gardens and farmer's markets, a community gets stronger and more proud of itself."
- The people involved in the markets (customers and vendors) learn new things about themselves and the people around them. Sometimes new skills are learned which leads to an increase in confidence on the part of the participant. As one grower, Savory Rormier, reported, "I've gotten all this confidence from being a part of the market."

### **Improved community economy and benefit:**

· Money spent within the community benefits that community. According to Donita Anderson, every dollar spent at a farmer's market circulates twenty-seven times in the local community. The Detroit Eastern Market's website provides the following information: "It's estimated that if 25% of our food could be sourced locally it would generate nearly 5,000 jobs, create \$20 million in new local taxes, and \$125 million in new household income. A more robust local food system built on the strong local food foundation here at Eastern Market can improve our environment while rebuilding our economy."

· Unused/unsold foods can be delivered to local churches and other community organizations.

We also uncovered a plethora of resources to make this effort as painless as possible for a potential new market organizer. *The following section on our findings can be used to form a quick reference guide for starting a farmer's market in Cleveland.* Through our interviews and research, the following key themes surfaced as being successful factors for a thriving farmer's market in an urban, low-income community:

1. ***Clear mission and purpose.*** We heard from multiple sources that it was important to articulate the mission and purpose of the market. The most successful farmer's markets serving an urban, low-income population, while focusing on providing affordable access to fresh and healthy foods, also create a sense of community at the market through a number of avenues (see engagement and outreach). This is important to determine at the outset as it will affect decisions later in the process. It is also important as this is one of the things that will engage people and the community. We heard this throughout our interviews as being a key

driver of success. From as far away as Japan we heard, “I have two critical points. One is vision. It is good to explain and reach out to various stakeholders. It ignites people. Passion is also key. People want to work with people who have passion and vision, as well as a clear plan, which has both quick wins and long-term benefits.”

- a. Decide on definitions early to avoid confusion and missed opportunities later. Two examples arose multiple times in our interviews. First, if “sustainable” is used as part of the mission, and it often is, define that term.<sup>2</sup> Second, if “fresh and local” are used as part of the mission, and they often are, define what those mean for the market. Make sure everyone on the leadership team has the same understanding of what the terms mean.
- b. For a great example of a well-articulated and thoughtful mission, please visit the Detroit Eastern Farmer’s Market business plan:

<http://www.detroiteasternmarket.com/page.php?p=1&s=60>

2. **Leadership.** Most established markets have a market manager who oversees all aspects of the market (detailed below). The best markets, while they have a market manager, also have a leadership team. One of the themes that we heard throughout the interviews is how this is truly a team effort. In the start-up phase, often there is not a market manager and the effort is usually driven by a small team of individuals who are committed to the market. Even with a small team, it is important to have a point person or a main contact person.

- a. A market manager’s duties usually involve the following:

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<sup>2</sup> The point was made by some of our interviewees that they questioned whether a market that was dependent on government assistance (including WIC coupons for customers) could actually be sustainable in the long-haul. What if the government funding was cut? What would happen to the market then?

- i. Acting as main contact person for market
  - ii. Overseeing day-to-day market operations
  - iii. Collecting user fees
  - iv. Obtaining proper permits and insurance for market
  - v. Enforcing rules and regulations
  - vi. Recruiting vendors
  - vii. Controlling vendor and product mix
  - viii. Handling complaints and disputes
  - ix. Working with market's board of directors
  - x. Establishing strong community contacts
- b. Recruit volunteers from the neighborhood to help with the farmer's markets.
- i. Consider recruiting retired business people or community leaders; they provide needed expertise and networking contacts. Also, recruit people who have a love of gardening; they can pass that passion on to others.
- c. One of our interviewees, paraphrased below, sums up the leadership aspect: "When people partner up to build a market and involve the community, success happens. Don't try and do it alone."
- d. Finally, from other market managers we heard that this is a process that takes time. Don't try to grow too fast, too soon. The most successful markets had slow growth early, but this allowed them to make adjustments, and, ultimately become successful.
3. **Market Analysis.** All of our interviews and research placed great importance on two aspects

of market analysis: 1) doing the research to fully understand the neighborhood and customers that the market wishes to serve; and 2) getting local buy-in on the part of residents, government, local business, and NGO's. The following are questions that the leadership team and the market manager must address in order to have a successful market:

- a. What are the demographics of the target area? Ethnic groups? A key to having a successful farmer's market in an urban, low-income community is to thoroughly understand the potential customers. Knowing which ethnic groups might frequent the market allows the market manager to strategically choose vendors. This is also a critical point to understand while forming the mission of the market as it directly affects the outcome and the strategy that will need to be employed. For example, if the mission is to provide local-only food, the market manager must understand that this will drive up the cost for the customer. In a low-income area that might mean that potential customers simply cannot afford to shop at the market. However, it doesn't mean that the market manager must give up on that mission; it would mean that she would have to secure funding or assistance of some sort to subsidize the market and lower prices.
  - i. Cleveland has a rich and diverse array of ethnic groups. It is very important that each market learn about the ethnic diversity of their particular market area if they are to attract and serve these customers.
- b. Is there customer interest? For what products? One way for a market manager to get a better idea would be for them to conduct a survey of potential customers. People tend to

initially buy what they know or what they grew up with.<sup>3</sup> Another way to determine interest would be to talk with other non-profits already serving the same population. Once the market is up and running, many market managers spend time at the market, walking around and simply talking to customers to get a better idea of the types of products they would like to see in the future.

- c. Who is the competition? Fast food chains, convenience stores, supermarkets, etc. Do these supermarkets carry fresh produce? Also, have there been any supermarkets in the area who have recently closed? If so, it would be good to determine why they closed. Was it due to lack of interest or business?
- d. Are vendors interested in selling at the market? Vendors will want to know about potential for customer traffic and the return for their time and investment. Vendors have to be able to make a profit if they are going to participate in the market.
- e. Who are the potential partners that might be of assistance in starting and maintaining the market? This is a key to success. The most successful markets leverage relationships with other established organizations who are serving the same market. The following list is a combination of our research and suggestions from the State of Massachusetts site on starting a farmer's market:
  - i. The Chamber of Commerce

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<sup>3</sup> This is important when the market is in the start-up phase. The market manager must consider what will attract people to the market. Once the market is up and running, the market manager can arrange to have cooking demonstrations and educational classes to introduce new produce. Another great way to broaden the selection is to have the vendors offer tastings of the produce they would like to introduce.

- ii. Churches or Church Organizations
- iii. Conservation Commissions
- iv. Community Development Corporations
- v. Grower Associations
- vi. Farm Bureau: state and county offices
- vii. Planning Offices
- viii. Garden Clubs, Horticultural Societies
- ix. Neighborhood Centers
- x. Senior Citizen Organizations
- xi. Farmers' Markets organization in your state or region
- xii. Cooperative Extension Service: county, state, or university offices
- xiii. State Government: Department of Agriculture, Division of Markets, Community or Economic Development Office
- xiv. Charter schools

4. ***Marketing, Outreach and Engagement.*** From the interviews and the research, we learned that marketing and engaging the community is essential for the long-term success of farmer's markets. Many of the longest standing urban markets stress the important role that community plays in giving life to the market. It's important to note that a market manager must market and attract *both* customers and vendors.

- a. Vendors. Vendors must be able to see that it will be a profitable venture for them, as discussed previously. Of interest, we found that vendors are expecting a social experience from the market. They will not return to places where relationship building opportunities are not present or where the space will not allow for it. These are key

factors for a market manager to be aware of when recruiting vendors.

- i. Another factor that the market manager must be aware of is that farmers need to know which crops to plant well in advance of the season (some suggest a two-year lead). This means that the market research into the needs of the customers must be shared with the farmers as soon as possible.
- b. Customers. Obviously, for the market to be successful, customers must be attracted to the market. Building awareness of the market is essential. We found a number of avenues that a market manager might employ. Which ones to use will be determined by the market, its mission and the potential customer base.
  - i. Timing. It takes time to build awareness, so the market manager must begin the marketing efforts a few months in advance.
  - ii. Multiple communication vehicles. The most successful markets use a variety of media to reach their audience: market website, local paper, fliers, banner, permanent signs on site, radio, school newsletters, Food & Garden and Weekend sections of local newspaper, public service announcements (if the market has non-profit status) and a market newsletter<sup>4</sup>. A number of the markets use Facebook and other social networking sites to attract visitors.
    - (1) Another creative idea is to use a market blog as a way to engage the community.

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<sup>4</sup> The farmer's market in Buffalo uses the University at Buffalo Neighbor Newsletter which is mailed out three times a year (Spring, Summer and Fall) to 16,000 households around the South Campus. It reached about 64,000 readers and has university as well as community information in it, not just about the market. The Buffalo farmer's market has a mixed clientele, with substantial urban, low-income base.

Not only can the community learn about the market location and times, they can possibly share recipes or cooking suggestions for the produce.

iii. Use partner organizations to reach the neighborhood leaders and members. Many established community organizations and churches already have well-established communication methods. Tap into those resources!

iv. Word-of-Mouth. Create a market that draws people in and provides them with an experience and it will get them talking. This is a great – and cheap – way to build awareness of the market.

(1) At the market, encourage the vendors to offer product tastings and samples. Let the flavors speak for themselves – and get others talking!

c. Messaging. Based upon the market’s mission and their customers, the market manager and leadership team will need to determine the outgoing message. How will they communicate the benefits of shopping at a farmers market? The essential question that they need to answer for a potential customer is, “Why should they come?” Is it for the fresh, local food or the community or both? Another key way to attract customers and build community is through the use of attractors: activities separate from the market that provide either fun or value, but the primary purpose is to engage customers. Ideas for attractors include the following:

i. Activities for kids, including clowns, pony rides, games, face-painting, petting zoo, sandbox.

ii. Activities for adults, including live music, cooking demos/classes, health and fitness

- classes, talks by master gardeners, etc. Also, consider a café area with seating and umbrellas.
- iii. Raffles: some markets have weekly gift baskets prepared by a different vendor.
  - iv. Health and safety-related events, such as smoke alarm and fire safety instruction, fingerprinting for children, etc. Free health screening is available from City of Cleveland Department of Public Health (see [www.clevelandhealth.org/communityevents.html](http://www.clevelandhealth.org/communityevents.html) for details).
  - v. Community activities. Some markets have different community organizations give presentations on different days.
5. ***Price/cost sensitivity for both vendors and customers.*** Across our interviews and the research, we learned that this is a critical success factor. If a market wants to serve an urban, low-income population, the market must be sensitive to the prices. We found a variety of things that a market can do to hold the costs down:
- a. Take advantage of the non-profit status. As will be discussed in a subsequent section, there are many benefits to this in terms of holding the cost down.
  - b. If possible, use space for the market that is donated. For example, a local church might allow the market to use their parking lot.
  - c. Accepting WIC coupons and SNAP (food stamps) seem to be absolutely essential. For information on how to proceed with those programs, visit the following resources:
    - i. WIC Farmers Market Nutrition Program Ohio contact:  
<http://www.odh.ohio.gov/odhPrograms/ns/wicfm/wicfm1.aspx>
    - ii. Senior Farmers Market Nutrition Program in Ohio:

<http://aging.ohio.gov/services/seniorfarmersmarketnutritionprogram/>

iii. Info about accepting SNAP (food stamp) benefits at Farmer's Markets through

Electronic Benefit Transfer: <http://www.fns.usda.gov/fsp/ebt/fm.htm>

6. **Logistics:** This includes the nuts and bolts of running a farmer's market.

a. Determine the location for the market. Specific considerations include:

i. Size. Is the space large enough for customers and vendors?

ii. Visibility. It must be somewhere visible to passers-by.

iii. Areas for lingering/socializing. Thriving farmer's markets create their own community; as such, successful market managers plan for ways to create this community, which requires space. It is not just a shopping venue.

iv. Accessibility. Is it easy to get to? Is it handicapped and elderly accessible? Is there parking nearby? Is public transportation available? Is the area safe?

(1) Is there room for separate customer and vendor parking (vendors need to be able to drive up, set up, and park nearby).

v. Facilities. Are there nearby restrooms, running water, electricity?

vi. Outdoor or indoor venue. If outside, are there shade trees? If not, vendors will need portable canopies.

vii. Cost. Since price is a consideration for customers, whenever possible consider trying to get the space donated.

viii. Insurance. Some space may come insured, others will need insurance. Most markets strongly urge, if not require, liability insurance.

- ix. Safety. Both vendors and customers want to feel safe and welcome.
  - x. Proximity to where the customers live or work. People typically like to shop close to home.
- b. Choose a name for the market. Good names are typically associated with the street, the neighborhood or the geographic area.
- c. Determine day, time, duration
- i) Decisions to be made include: Weekday or weekend? Morning, afternoon, all day? Year-round or summer months? Most Cleveland farmer's markets begin in mid-June to early July and run through the end of October.
  - ii) Considerations: What are the schedules of other local markets? You don't want to choose the same day as a close-by market. What is best for vendors and customers?
- d. Non-profit status. Many of the markets we interviewed advised and the research supports obtaining non-profit status. This provides a tax advantage, plus, and perhaps more importantly, it opens up opportunities for volunteers and donations. In addition, radio stations and other media will do public service announcements advertising the farmer's market for non-profits. Considering the need to hold costs down, this seems like a smart move. For markets interested in this avenue, visit the following site for details:

[www.sos.state.oh.us/sos/upload/publications/busserv/Nonprofit.pdf](http://www.sos.state.oh.us/sos/upload/publications/busserv/Nonprofit.pdf)

e. Liability and Risk Management Considerations.<sup>5</sup> The research that we did suggests that it is prudent to obtain liability insurance in the event that someone gets injured while attending the market. Other considerations to insure the safety of both vendors and customers, include:

- i. Maintain a safe site. Keep walkways clear with nothing to trip on.
- ii. Is it a busy location which would benefit from having the police to direct traffic and pedestrians?

f. Obtain necessary approvals/notify agencies

- i. Police
- ii. Fire
- iii. Health Department (certain foods require licensing)
- iv. Public works
- v. State Department of Agriculture

g. Determine Fee Structure

- i. Need to cover expenses, including location, staff, etc.
- ii. Seasonal fee? Per-day fee?
- iii. Find out what other local markets charge.

h. Establish Market Rules

- i. Obtain signed vendor/member agreement form (*See Appendix B for samples*).
- ii. Establish set-up/take-down times.

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<sup>5</sup> A good resource providing details on this aspect is *The Legal Guide for Direct Farm Marketing* by Neil Hamilton is available on Amazon.com or through the Drake University Agriculture Law Center, Des Moines IA: 515-271-2065

- iii. Decide if vendors must be present for the entire time the market is open.
- iv. How is space assigned?
- v. Can outside products be sold or must everything be produced by the vendor? Each market typically determines their mission and purpose. The important thing is that it is clear and all vendors follow the same rule.

(1) It is possible to be certified as a producers-only market. This is a decision that each market must make based upon its mission and the needs and wants of its customers. To some customers, this might be an important certification.<sup>6</sup>

7. Provide pricing guidelines but do not fix prices. See Fruit and Vegetable Market News (FVMN) website of the USDA for weekly produce pricing updates, broken by region:

<http://www.marketnews.usda.gov/portal/fv>

**Recommendations:** Based on our findings, we have the following recommendations:

1. Use the Findings section above as a Quick Reference Guide for those parties interested in starting a farmer's market in an urban, low-income community. We suggest making this guide available both on-line and in print.

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<sup>6</sup> The process for this certification is that each producer undergoes an onsite farm inspection. Each farm submits a crop list and site plan in the application process after their farm certification. Certification requires lease or ownership records, seed receipts, number of acres under production, site location, and approximate harvest. Everything is confirmed by a trained Field Worker. This is from the resource provided by North Union Farmers Market. To learn more, visit <http://www.northunionfarmersmarket.org/vendors/vendors.html>

2. Streamline the permit process and make it more user-friendly. This is a critical success factor. Feedback that we received is that this process is onerous and frustrating. Ideally, there would be one point person within the City of Cleveland who could be a liaison for an aspiring market manager to guide them through the process. If that is not possible, perhaps provide a structure for those involved in the permit process so that they fully understand the entire process and can direct the market manager to the next step in the process, thus, becoming an ambassador for the market manager.
3. Consider a vendor database. This was suggested as having enough vendors is crucial to the success of a farmer's market. This is one of the key challenges for a market manager: having enough vendors who are selling the right produce for the market's customers. This might be a way to simplify the process for market managers.

**Future Considerations:** Based on our research and analysis, we uncovered a number of opportunities that you may want to consider exploring in the future.

1. Consider a Cleveland Farmer's Market Network. We received an overwhelming amount of feedback indicating that each market is going it alone – and wasting valuable time and resources in the process. Coordination is the key to success. This could either be of the in-person variety or it could be an on-line forum or – ideally – both. Perhaps one way to launch it would be to solicit the help from a few of the market managers. One role that this network could play is to help aspiring market managers navigate the system. The network could become an information warehouse for market managers.
2. One recommendation that we received, which might be valuable moving forward is to

have new markets contact either the Department of Economic Development or work with the City using the Land Banks to identify possible locations for markets. This would insure that the markets (and possibly future urban gardens) would be located in line with the city's plans for development.

3. Consider additional avenues to take the produce to the neighborhoods. In our second meeting, we discussed the "Produce Mobile" (akin to the Book Mobile) concept. There seems to be support for this, and other cities are doing this with success.
4. Use urban farming as a way to feed farmer's markets. This is another idea that we discussed in our initial meetings. The research supports that this is a viable way to drive farmer's markets. *Growing Home* in Chicago is an inspiring example of how this can work (see Appendix A for details). A key part of their success is that their urban farm not only supplies food at their own farmer's market, but they also sell their produce at one of the most exclusive farmer's markets in the city, as well as selling the produce at high-end local restaurants. This revenue fuels the urban farming and their project (100% of the profits go back into the program), and allows them to reduce their prices in the low-income areas.
5. Moving forward, consider ways that urban farms and farmer's markets can become more sustaining to both the local community and the environment. As mentioned, produce that is unused or unsold can be donated to churches and other community organizations. In addition, look for ways to further sustainable practices, such as: 1) composting the unused or spoiled produce to put back into the soil as soil enhancements; 2) sustainable practices

related to energy and water consumption; and 3) when urban farms have surplus plants or seeds, can they be given to local residents to create more urban gardens?

## Appendix A: Resources

### **Books:**

- *The Legal Guide for Direct Farm Marketing* by Neil Hamilton is available on Amazon.com or through the Drake University Agriculture Law Center, Des Moines IA: 515-271-2065
- *The New Farmers Market* by Vance Corum, Marcie Rosenzweig, and Eric Gibson (also available on Amazon.com).

### **Websites:**

- Detroit Eastern Market: This website is a wealth of information. There is a business plan for the market: <http://www.detroiteasternmarket.com/page.php?p=1&s=60>. There is also the downloadable vendor application forms and downloadable vendor handbook: <http://www.detroiteasternmarket.com/page.php?p=23&s=55>.
- Growing Home: Growing Home provides job training for homeless and low-income individuals in Chicago through a social enterprise business based on organic agriculture. This program provides experiential learning opportunities and employment in the horticulture field as well as a unique job readiness curriculum that helps reintroduces participants back into the workforce. It links urban farming with urban farmer's markets. <http://www.growinghomeinc.org/>
- Massachusetts Department of Agriculture website on farmer's markets: [http://www.mass.gov/agr/markets/farmersmarkets/Start\\_a\\_market.htm](http://www.mass.gov/agr/markets/farmersmarkets/Start_a_market.htm)
- Non-profit: [www.sos.state.oh.us/sos/upload/publications/busserv/Nonprofit.pdf](http://www.sos.state.oh.us/sos/upload/publications/busserv/Nonprofit.pdf)
- North Union farmer's market: <http://www.northunionfarmersmarket.org/vendors/vendors.html>
- Senior Farmers Market Nutrition Program in Ohio: <http://aging.ohio.gov/services/seniorfarmersmarketnutritionprogram/>
- SNAP (food stamp) benefits at Farmer's Markets through Electronic Benefit Transfer: <http://www.fns.usda.gov/fsp/ebt/fm.htm>

- ***United States Department of Agriculture:***
  - On-line presentation of starting a farmer's market (although not geared towards urban, low-income communities):  
<http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELDEV3022129&acct=wdmgeninfo>
  - Produce pricing: <http://www.marketnews.usda.gov/portal/fv>
- WIC Farmers Market Nutrition Program Ohio contact:  
<http://www.odh.ohio.gov/odhPrograms/ns/wicfm/wicfm1.aspx>

**Articles:**

We have attached a few of the most interesting articles for your review.

- Buffalo News: Nutritious Meals on Jumbo Wheels:  
<http://www.buffalonews.com/home/story/739627.html>.
- New York Times: Food Stamps, Now Paperless, Are Getting Easier to Use at Farmer's Markets: <http://www.nytimes.com/2009/07/20/us/20market.html>
- UB Reporter: Farmer's Market to be Held on South Campus:  
<http://www.buffalo.edu/ubreporter/archives/vol38/vol38n39/articles/FarmersMarket.html>

## **Appendix B: Seller Registration Form - Samples**

The Massachusetts Department of Agriculture website suggests using a seller registration form. They believe that it can help the market operate more efficiently. They included a very simple form that we have included here.

### **Sample Seller Registration Form**

Vehicle(s):

Number(s):

Fee charged: \$

Assigned stall: \_\_\_\_\_

Other charges:

Name of Vendor:

Address:

Phone:

# EASTERN MARKET CORPORATION

**2009 NEW VENDOR APPLICATION  
RENEWAL**

**2009 EXISTING VENDOR**

## VENDOR CATEGORY (Check all that apply)

Farmer (100% grower)

Farmer with locally purchased supplement. (Grows minimum of 51% of own products)   
Dealer

## PRODUCT CATEGORY (Check all that apply)

Fruits  Vegetables

Plants  Flowers  Nursery Stock

Baked Goods  Dairy / Eggs  Jams / Jellies / Honey / Syrup / Sauces

Meat / Seafood / Poultry  Other \_\_\_\_\_

Eastern Market's preference is (1) Growers selling their own product, (2) Vendors selling locally grown product, (3) Vendors selling fresh and wholesome product regardless of source, (4) Specialty products made from the first three sources.

## RENTAL PERIOD DESIRED

Day Stall

Annual Stall

## CONTACT INFORMATION

Name of Farm/Business: \_\_\_\_\_

Primary Contact Name: \_\_\_\_\_

Alternate Contact Name: \_\_\_\_\_

Emergency Contact Name & Number: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ County: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_ Cell: \_\_\_\_\_

Email Address: \_\_\_\_\_

Website Address: www. \_\_\_\_\_

Federal Tax I.D./Social Security Number: \_\_\_\_\_

MDA License: \_\_\_\_\_

Nursery Stock License: \_\_\_\_\_ Market Dealer License: \_\_\_\_\_

Food Establishment License: \_\_\_\_\_

Insurance Agent (General Liability) Name: \_\_\_\_\_ Phone: \_\_\_\_\_

**Please list ALL individuals who will be your onsite manager (include yourself):**

**Please provide name and phone number for each individual.**

Name \_\_\_\_\_ Cell Phone \_\_\_\_\_

Name \_\_\_\_\_ Cell Phone \_\_\_\_\_

Name \_\_\_\_\_ Cell Phone \_\_\_\_\_

**PRODUCTS TO BE SOLD**

Please list all products sold and their sources (own farm, purchased from local farm, produce terminal)

Product: \_\_\_\_\_ Source: \_\_\_\_\_

What percentage of your products do you grow? \_\_\_\_\_

Do you sell anything other than what you grow? Yes: \_\_\_\_\_ No: \_\_\_\_\_ Explain: \_\_\_\_\_

\_\_\_\_\_

**REFERRED BY:**

**SIGNATURE**

**Vendor's signature verifies that the Vendor has read, understands, and agrees to all provisions in the Policies and Procedures. Inspection of Vendor's farm/place of business by Eastern Market Corp. may occur as a condition of selling at Market.**

Signature \_\_\_\_\_ Date \_\_\_\_\_

FOR OFFICE USE ONLY

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Date Received:

Notes:

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