

# Farmers' Market Impact Toolkit

## User's Guide



**British Columbia Association of Farmers' Markets**

**Vancity Community Foundation**

**July 2013**

**Vancity** Community Foundation



## **“How is a Farmers’ Market Different Than a Supermarket?”**

The Farmers’ Market Impact Toolkit makes it easier for farmers’ markets to demonstrate the difference they make in their communities. By using guided measurement tools and templates, market managers can create a Performance Snapshot that tells a powerful story supported by numbers and facts.

For market managers and boards, the Snapshot offers:

- Opportunities to track successes, establish continuity, and improve operations
- Information to identify strategies for growth or opportunities for collaboration
- Powerful communication tools to facilitate better support from customers, community leaders, investors, policy makers, media, and local businesses

For market vendors, the Snapshot offers:

- Clear statement of the benefits of participating in a farmers’ market
- A clear picture of how they contribute to a sustainable local food system
- A tool enabling market managers to advocate on their behalf for strengthened local economies and food systems

These are some examples of information the Toolkit can help you show:

- The market’s role in boosting local employment and economic resilience
- Market inclusion in regional agricultural and economic development plans
- How customers value biodiversity, market community, vendor relationships, and local economic impact
- Customer loyalty and vendor motivations for market participation
- Regional food security and the market’s impact on regional agricultural production
- The market as a community hub and business incubator
- Market relationships with local businesses and partner organizations

## **A Flexible Tool for Different Types of Markets**

Development of the Toolkit was informed by a pilot test with 20 farmers’ markets of different sizes in different regions of British Columbia, Canada, in the summer of 2012. Their feedback about what worked and what didn’t helped create practical tools that are suitable, in terms of time commitment and skills required, for both new and mature markets. The information presented in the Market Snapshot is a reflection of the interests and concerns of a broad range of market stakeholders that the project managers consulted over the course of the toolkit development.

The Farmers’ Market Impact Toolkit project was developed by the BC Association of Farmers’ Markets (BCAFM) and the Demonstrating Value program at Vancity Community Foundation (VCF) as one part of a larger Community Impact Project grant from Vancity Credit Union to develop practical tools for organizations to evaluate and communicate their social, economic and ecological impacts.

Example of a Snapshot  
(excerpt)

## Annie's Farmers' Market Performance Snapshot

### Vendor Attraction & Retention



#### Farmers' Market Vendors Attract Dedicated Customers

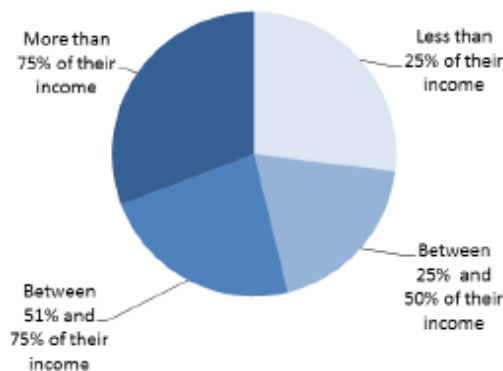
Most customers spend at least 30 minutes at the market. Those who spend over \$80 take between 30 minutes-1 hour at the market, but efficient customers are also average spenders.

Average customer spend:  
**\$40.09**

The market product mix is determined by the bylaws, which are guided by the market's mission to support local agriculture first, followed by a mandate to build community and support local businesses of all kind.

### What does the Farmers' Market add to Vendor Businesses

Do vendors depend on farming/product sales ?



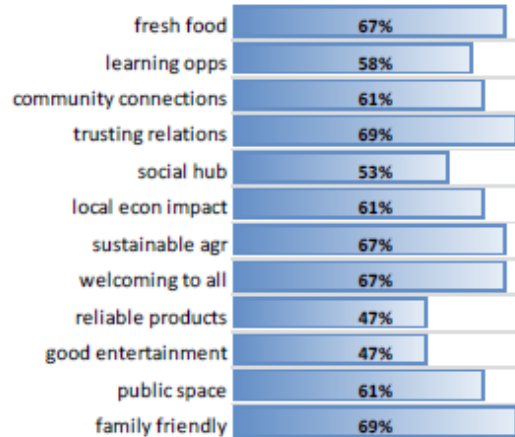
**80%** of food vendors rank farmers' markets in their top 3 most important sales channels.  
*27% rank it first.*

Other important channels are CSA shares, retail sales, and festivals.

Vendors often appreciate the market for the direct contact they have with customers.

Some vendors depend on different personalities in their business team – one partner focuses on transactions and inventory maintenance, while the other enjoys socializing with customers and fellow vendors throughout the day. Both are important for building relationships with customers and the market community, as well as marketing and supporting the business through ensuring sufficient sales.

What Vendors Value about the Farmers' Market\*



\* share of respondents who agree or strongly agree with this statement about this market

## CREDITS

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# HOW THE TOOLKIT WORKS

The Toolkit has three parts:

1. **Surveys** of customers, vendors, market management and external market stakeholders
2. A **data file** to collect and interpret survey data as specific measures that support market management decisions as well as communications and marketing
3. **Snapshot** templates to help create documents that easily communicate survey results. Snapshots are a multi-modal communication tool that tells stories in numbers, pictures, and words

The tools are flexible and meant to be tailored to individual markets’ desires and abilities. If multiple markets implement the toolkit, market measures can be used to support region-wide aggregation and market comparison (where possible and desired).

## SNAPSHOT IMPACT AREAS

The toolkit measures and communicates market impact across four related outcomes:



# HOW TO USE THE TOOLKIT MATERIALS

## Process Overview

The process should be guided by the ebbs and flows of the market season. (See process map on page 4)

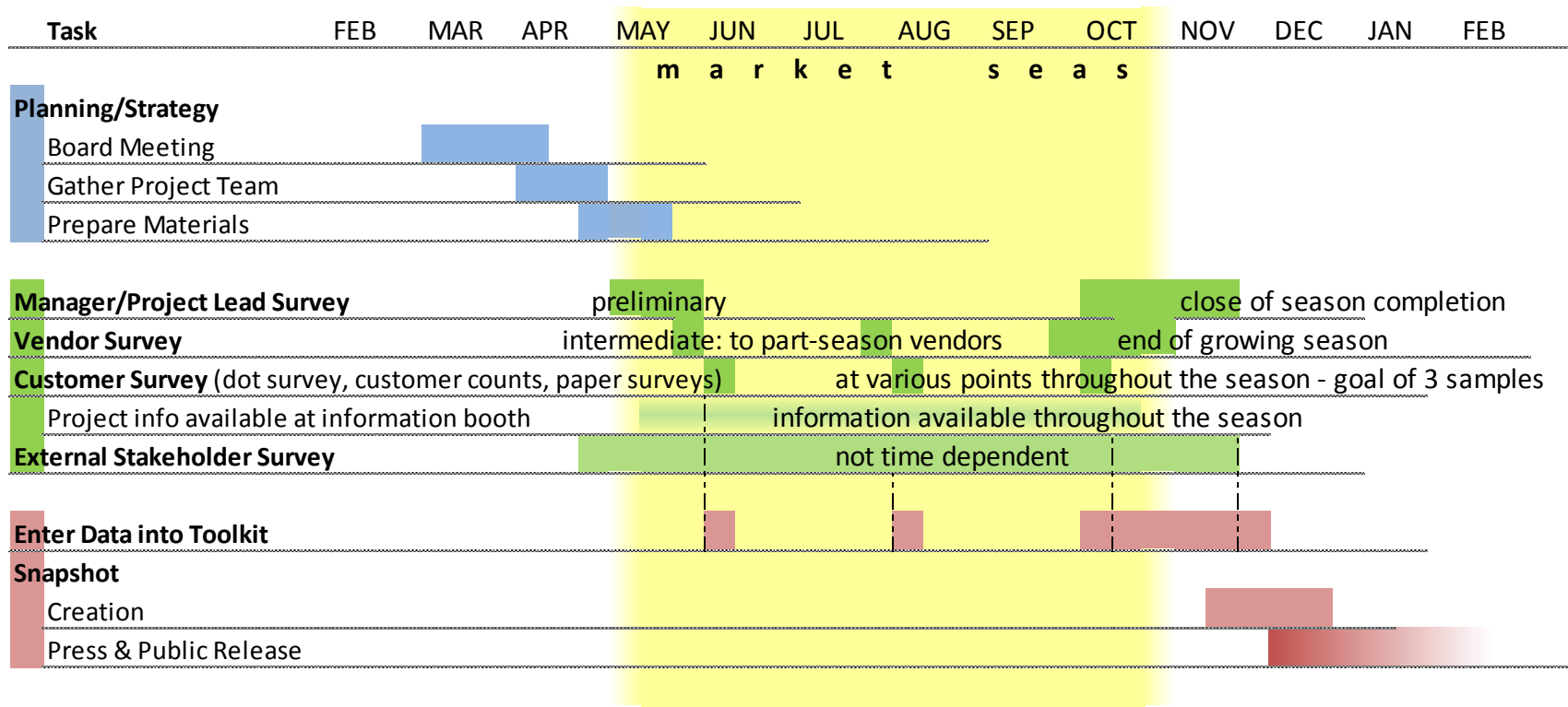
1. Planning and Strategy should be mostly completed before the market starts, so as not to conflict with market operational demands. (Estimated time required: 5 hrs)
2. Survey Implementation varies by survey type:
  - **Customer surveys** should be completed on a few days spread throughout the season, to get a representative selection of customer trends in various growing seasons. (Estimated time required by market: 5 hrs per market day, recommended 3 market days. Time required per customer: 7 min.)
  - **Vendor surveys** should mostly be completed at the end of the market season, as the growing season comes to a close for farmer vendors, but when market management still has contact with vendors. For part-season vendors, plan to collect a few surveys at other points earlier during the summer. (Estimated time required by market management: 2 hrs. Time required per vendor: 15 min.)
  - **External Stakeholder surveys** may be completed at any time, since these respondents depend much less on the market schedule for their investment. (Estimated time required: 2 hrs. Time required per respondent: under 5 min.)
  - **Manager and Project Lead surveys** should be completed as time becomes available. Completing these surveys at the end of the season is best. Early market season is a good starting point, to determine what information to collect during the market season, and to understand what stories and opportunities may emerge throughout the summer. (Estimated time required: 2 hrs)
3. Data Entry may happen any time after surveys are completed – either all at once or as individual surveys are submitted. (Estimated time required: 20 hrs)
4. Snapshot Creation can happen as desired after data has been collected. Markets can use snapshots in numerous ways, so multiple snapshots with different indicators are likely appropriate. (Estimated time required: 15 hours, or more for additional snapshots)

**Total estimated management time required: Approximately 60 hours**

The toolkit can be downloaded at:

[www.demonstratingvalue.org/resources/  
farmers-market-toolkit](http://www.demonstratingvalue.org/resources/farmers-market-toolkit)

# TOOLKIT PROCESS FLOW





## Strategy & Planning

- To work out if and how you would like to use the toolkit, look at what could be produced through it: See: Snapshot examples ([mockup\\_snapshot\\_market\\_performance.pdf](#), [mockup\\_snapshot\\_community\\_impact.pdf](#) and others) and the 'Metrics' Sheet in [datafile.xls](#).
- Materials can be downloaded from the Demonstrating Value website, and markets can adapt them as necessary. [www.demonstratingvalue.org/resources/farmers-market-toolkit](http://www.demonstratingvalue.org/resources/farmers-market-toolkit)
- Choose a volunteer team available on market days to help complete customer surveys and create the snapshot.
- Choose data collection dates and strategies to accurately represent the market. (i.e. The three survey dates should be at different points during the season.) More responses will likely provide better data. Aiming for complete, accurate information gathering increases the integrity of the project.
- This tool gives markets the ability to carefully select information to communicate and represent the market in many lights. The integrity of the data must be maintained through ethical communication of the facts.
- Questions on the survey materials in **bold** are core questions. This allows markets with less time and capacity to effectively select questions that will allow for consistency and comparison between markets.

[www.demonstratingvalue.org/resources/farmers-market-toolkit](http://www.demonstratingvalue.org/resources/farmers-market-toolkit)

### Key Volunteer Tasks

- Customer survey administration – in person, at the market
- Toolkit Data Entry and Snapshot Creation (optional) – requires MS Office (Excel and Word) proficiency
- Vendor survey follow-up (as required)

### Optional

- External stakeholder survey administration
- Dot survey / Attendance Counts (if calculating local economic benefits and other measures)

## Customer Survey Implementation

\*Please read the [Customer Survey document](#) (on the Resources webpage noted above) before reading this section.

\*Customer Survey materials and methods adapted from the 2012 Economic and Community Benefits of Farmers' Markets in BC study, Dr. David Connell, University of Northern BC.

Steps to successful Customer Survey Administration:

### PAPER SURVEYS

- Administering surveys in person, one for each customer, standing up, with the pen in the volunteer's hand, works well. Believe it or not, this is usually faster than giving the surveys to customer respondents, and it leads to more consistency in data collected. It becomes easy to gauge how much guidance each customer needs.
- Try attracting customers by asking "Do you have a few minutes to answer some questions for the market?"
- Marking the time of day on the top of each survey will allow for tracking of trends as the market day progresses, although this is not built into the data file or snapshot.
- Notes on particular questions:
  - Question 2: Adjust the scale depending on the age of your market. For consistency, use the following response options:
    - For markets older than 10 years: 2012 (this year); 2011 (last year); 2010; 3-4 years ago (2008-2009); 5-9 years ago (2003-2007); More than 10 years ago
    - For markets younger than 10 years: 2013 (this year); 2012 (last year); 2011; [then include additional years in three more groups so there are at most 6 choices total.]
  - Question 14: The term "community hub" is intentionally vague, to solicit diverse responses. A definition of "community hub" will hopefully emerge organically from the comments given.
  - There are numerous qualitative, "short answer" questions in the survey. Be creative asking these questions to customers who may not be completing the entire survey on market days. An excellent story is not needed from everyone; the highlights will be key, however, to the success of the snapshot in telling a compelling story.
- Potential additional questions suggested by various markets in the pilot season:
  - How did you hear about the market?
  - Is visiting the market a ritual, or habit?
  - Where do you shop in the winter, or when the farmers' market is not open?

#### Recommended number:

- 3 market days of customer counts and dot surveys (RMA surveys), spread out through the market season
- Approximately 40-50 paper surveys (as many as can be completed on the three Rapid Market Assessment (see next page) survey days, with 3-4 volunteers). If you have fewer volunteers available, simply collect customer surveys on additional days.

*(These suggestions depend on market size; assuming market with approximately 1000-1500 customers per day on average.)*

Estimated time required: Approx. 7 minute per survey

#### Ideas for Creative Story Collection that Can Add Colour to Your Snapshot

- Use social media; Facebook fans are often active, Twitter is preferred by many, Instagram is just as fun as a Polaroid, and Yelp.com can host great stories about market experiences
- Organize interactive methods at the market day – e.g. chalkboards at the market information booth
- Put the surveys (or parts of them) online; surveymonkey.com is free and easy to use (Be aware that customers who complete a survey online are likely of a different demographic profile than those responding in person.)
- Disposable cameras are a fun way to engage people at the market and beyond; ask customers (and vendors) to take pictures of what the market means in their life, perhaps of food they prepare throughout the week, and return the cameras the following week
- Take photos at the market
- Collect recipes from customers and vendors

#### DOT SURVEYS AND ATTENDANCE COUNTS (RAPID MARKET ASSESSMENT) **OPTIONAL**

Attendance counts are important to include if you seek to estimate total attendance in a season and to calculate local economic benefits and total annual spending impacts on local business. Dot surveys are a great way to gather information without surveying customers personally.

- Oregon State University published a guide of *Tools for Rapid Market Assessments* with excellent guidelines and simple steps to successful dot survey and attendance counts for efficiently gathering good information about market shoppers.

Find it online here: <http://extension.oregonstate.edu/catalog/pdf/sr/sr1088-e.pdf>

*\*This User Guide is intended as a supplement to this document. Please read Tools for Rapid Market Assessment, then collect and analyze the dot survey results and attendance counts.*

- In the pilot year, the following questions were asked using the dot survey method:
  - How much have you spent, or might you spend, at the farmers market today? (Question 3 on the extended, paper survey)
  - How much did you spend, or might you spend, at neighbouring businesses? (Question 7)
  - How often do you come to this market? (Question 1)
  - When did you start shopping at this market? (Question 2)
- Additional or different questions should be in clear, multiple-choice format, with no more than 5-6 answer choices. Consider adapting some statements from Question 13 into dot survey questions if they have particular relevance to your market. The *Tools for Rapid Market Assessments* guide also includes dot survey questions used successfully at other markets.

## Vendor Survey Implementation

*\*Please read the [Vendor Survey document](#) (on the Resources webpage) before reading this section.*

- The vendor surveys have three parts: The first is for all vendors, the second is for food vendors, and the third is for farmers only.
- Remember: Vague answers are not bad; in fact, they are useful because an associative answer can make connections to the value related to the farmers' market.
- Enter the Market Name on top of the survey before printing and distributing to respondents.
- There may be resistance to survey questions about sensitive information. Ensuring vendor confidentiality is critical. Remind vendors:
  - The survey can be completely anonymous
  - Estimates are perfectly acceptable responses
  - VCF and the BCAFM are not concerned with what farmers and vendors track, record, or claim. The intention behind these questions surrounds the value of the market, not intricacies of vendor businesses.
- The vendor survey should take approximately 15 minutes. While this may seem like a long time for many vendors, pitching the toolkit's importance well, timing your request well, and using incentives are all strategies to increase good participation.
- It may be very important for vendors to hear the voices of many market organizers and stakeholders; evidence, in the form of mock-up snapshots along with requests from multiple people, of the importance of this data collection tool for the market and for individual vendors, will help.
- **Be Persistent!** Follow up with vendors who have not returned their surveys, by phone, email, and in person. Present the survey to a responsible leader representing the vendor's business with the explicit statement, if necessary, that they have a

Recommended number: At least 20. Aim for 40-50% of vendors participating. A minimum of about 25% of vendors responding is necessary for the data to be useful. *Request responses at the end of growing season to be able to expect reasonable responses. See Process Map for suggestions.*

Estimated time required: 15 minutes per survey

### POTENTIAL VENDOR PARTICIPATION PITCH

*This vendor survey is an important part of the Farmers' Market Impact Toolkit and Snapshot. The toolkit helps this market keep track of its business success, in building a sustainable local food system, and in understanding its place among other regional markets. Your participation will allow for:*

- *An accurate illustration of the role the market plays in the local economy and food system, drawing upon data collected from vendors, customers, and the market's partner organizations;*
- *Increased public awareness of issues facing markets, vendors, and farmers;*
- *Relevant, accurate advocacy on behalf of vendors for local policy, land, and development issues;*
- *Understanding the market's success as a business, and as a community-building organization.*

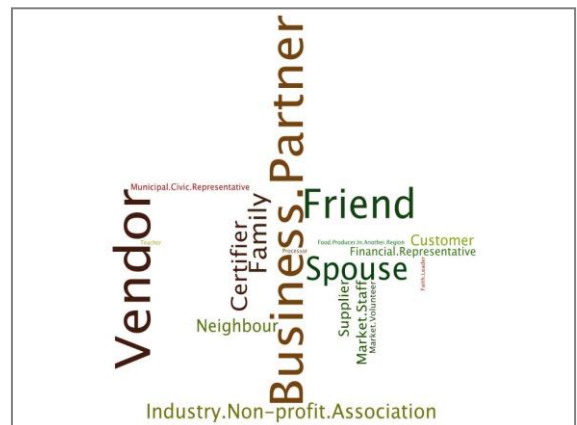
*In the long-term, a complete, accurate snapshot can contribute to developing relevant and sustainable agricultural policies, improving access to fresh, nutritious food, and supporting the local economy.*

*The survey should take less than 15 minutes, and there is no need for you to provide any identifying information if you find any information sensitive.*

**To ensure confidentiality once surveys are completed and data is entered, vendors can be assured data will not be publicized unless there is a "critical mass" of at least 4 respondents per type. For example, displaying data about vendor income by product type across a small sample size can reveal identities in such a small community. Therefore, refrain from displaying such data unless at least 4 vendors of each type or response segment are represented in each data point.**

responsibility to complete and return it. Communicating the importance of the survey to vendors is your responsibility. Other potential methods to overcome low response rates:

- Unfortunately, vendors may be asked to complete the survey multiple times if they sell at multiple markets. Because most data collected is about individual markets, each response will be different, both qualitatively and quantitatively.
- There are multiple options for survey administration methods. **Ensuring confidentiality of responses is critical.** Choose the method that will initiate the most response from vendors; you know your market best. Assign each survey a code and keep track separately of which vendor received each coded survey. This maintains confidentiality when data is collected and allows project managers to know whether vendors who have responded fairly represent the market vendor mix.
  - Option 1: Print paper surveys and distribute in person on market day. Vendors return anonymously into a box at the end of the day or the following week.
  - Option 2: Recreate the survey online and collect responses digitally. Using [surveymonkey.com](https://www.surveymonkey.com), responses can be collected in a detailed excel format that transfers reasonably well into the data file. Assign each vendor a code they are required to provide in the survey to track responses.
  - Option 3: Split the survey up into 6-8 parts, and distribute one page per day to vendors. Ensure the vendors complete the survey with their appropriate vendor number on top, to ensure confidentiality and consistency in survey completion. This method undoubtedly requires more work from the manager, and could mean each week different vendors complete different sections of the survey.
- As noted on the top of the survey, the producer or farmer – NOT just a vendor hired only to sell at the market – should complete the vendor survey, because desired information is about production and operational decisions as well as market day experiences. Joint completion from one farm/operation is acceptable.
- Notes on particular questions:
  - Question 4: While all of the surveys include this question, the wording on a few statements is adjusted to make it clearer and more appropriate to vendors. The values measured are the same.
  - Questions 5 & 6: As with customer surveys, every vendor need not be expected to respond with a great story. Market management can also extract particular phrases as appropriate.
  - Question 7: This question's responses will be collected to create a "tag cloud" that illustrates the various responses by visually weighting more frequent responses as larger words in the group. It is a methods to quickly and easily show the more prominent, more important figures in a vendor's market network. Therefore, precisely who the people are is not important; neither is whether they fit perfectly into one of the categories provided. (Created by [www.wordle.net](http://www.wordle.net))



- Question 10: Responses to this question should include time spent: cleaning, packaging, packing, shipping, unpacking, setting up and tearing down the market booth, selling at the market, post-market sorting, re-packaging, and record-keeping. Responses should *not* include: growing, weeding, baking, making, and marketing. In other words, it should not include things vendors do as farmers or producers regardless of where they sell their product.
- Question 10: Responses to this question vary widely based on many factors including vendor production process, vendor type, scale of production, personal preference, and point during the season. However, many markets want to collect this information, so the data is not included in the snapshot templates. It has great potential for high level data analysis, such as the chart here, which illustrates possible varying hourly returns on vendor preparation time by product category.
- Question 15: Although this is useful information, perhaps the more interesting story associated with this question is about the dichotomy between different generations of growers, not about an average age. Therefore, the data is not included in the snapshot, but comments about this situation are encouraged in qualitative sections.
- Potential additional questions:
  - What do vendors need more of from the market? (Transportation? Marketing? A longer season? A better location? A different product mix? More customers?)

## External Stakeholder Survey Implementation

*\*Please read the [External Stakeholder Survey](#) document before reading this section.*

- Methods for administration may vary; online, in person, and by email are all perfectly acceptable.
- Determining who to give this survey to is the biggest challenge, and appropriate respondents vary greatly. Consider the following:
  - This toolkit attempts to capture the role of the market in many aspects of the community, through relationships that likely have little to do with geographic proximity or presence at the market itself.
  - Response choices to Question 1 should help inspire potential respondents. Think of who shares market space and resources.
  - Consider completing a business model canvas to track impact and interactions with various parties throughout the market's many functions. Survey players in each section as external stakeholders. Also consider completing a "Service Journey" model to think about the stakeholders involved in all of your market activities.

Recommended number: 5-20, depending on the depth and breadth of market relationships and partnerships in the community.

Estimated time required: 5 minutes per survey

**Business Model Canvas:**

[www.businessmodelgeneration.com/canvas/](http://www.businessmodelgeneration.com/canvas/)

**Service Journey:**

[files.thisisservicedesignthinking.com/tisd\\_t\\_cujoca.pdf](https://files.thisisservicedesignthinking.com/tisd_t_cujoca.pdf)

*Learn more about why and how to use Service Journeys in a great introductory video here:*

[http://vimeo.com/nicklievendag/tisd\\_t](http://vimeo.com/nicklievendag/tisd_t)

## Market Manager Survey Implementation

*\*Please read the [Market Manager Survey](#) document before reading this section.*

- This survey can be completed directly in the 'Data Analysis.xls file' (tab: Mkt Mgr data entry) to facilitate the data entry process.
- Keep note of things that distinguish your market – e.g. the Comox Valley Farmers' Market is completely out of town, which is a relevant note to clarify a 100% destination trip rate.
- Engage the market board, staff, and regular market volunteers in qualitative responses.
- Consider collecting photos from archives, and taking new photos, of volunteer engagement, special events, or other market community experiences.

Recommended number: 1 survey completed by market manager, project lead, and any relevant contributors.

Estimated time required: 2 hrs, plus any creative "story collection" time spent (and encouraged)

## Data File (Data File.xls) - Data Entry

- [The Datafile.xls](#) can be used for aggregating and presenting the data.
- This file is organized in two parts:
  1. **Snapshot Measures:** The first four sheets after the introduction aggregate and present the data for use in the snapshot.
  2. **Data Entry:** The final five sheets are for data entry. These sheet tabs are colour coded by survey type.
- The Data Entry Tabs (Vendor, Customer, and External Stakeholder) all have a cell to enter the total number of surveys completed. Be sure to complete this.
  - For vendor surveys, enter the total number of surveys completed, even if they were not food producers or farmers who completed the whole survey. This cell is only referenced for the first half of the vendor survey questions.
- The data file does not contain data. Until it does, the Snapshot Measures sheets will contain many errors and the visuals will not make sense. A data file seeded with data is also included on the website. [Data file with Sample data.xls](#)
- The formulas in this data file are not locked. Beware of overwriting formulas. Look before you type! Save an additional backup copy of the file once you have entered the data.

### Helpful hints for Excel Data collection:

- The \$ in cell formulas locks the cell when a formula is expanded to repeat with multiple references.
- “Update Links” will keep links between documents “live.” You can change this preference each time you open the document, so there is no need to update links if you are only referencing the files and not editing the snapshot.



## Data Use and Interpretation

Once you have completed the data entry, you are ready to use and interpret the measures.

The measures in the third tab of the data file, 'Metrics' are the quantitative measures from the surveys. They are presented by survey result – first Vendor, Customer, Market Manager, External Stakeholders, and Combined Measures. The first 8 columns aggregate the data from the data entry tabs. The final 10 columns depict the data in a visual form that you can interpret directly in the file, or which you can use in your Snapshot.

A master list of measures can be found on the second tab of the data file 'Master list of Measures'. These are categorized according to Economic Measures, Food Security and Sustainability Measures, Community Building Measures, and Market Measures in the columns to the right. A single measure can be categorized in more than one category. To identify measures in each category, use the filter function in the table. You can quickly jump to a measure of interest by clicking on the hyperlink in column C of the table.

The measures in the fourth tab of the data file, 'Narrative' are the qualitative responses from the surveys. You can peruse the responses by measure. Again these are organized by survey response.

The tab 'Extra Analysis' provides some tables and figures that you can use interpret the data in a more detailed way – for instance looking at responses to specific questions for specific types of respondents. This section is useful if you have a sizeable number of respondents (50+).

### Helpful hints for Interpretation

- Consider how representative your sample is of the population and be careful about "over-interpretation".
- It can be misleading to present percentages and especially changes in percentages when the base (denominator, total respondents) for the percentage is very small.
- Be sure to present the information about how you collected the data and sample sizes when you present the data.

## Snapshot Creation

The formation of snapshots and the presentation of your survey data is completely flexible based on the measures that you would like to include from your data file.

We have provide you with Snapshot templates and mock-ups as a starting point for developing your own Snapshot. These have been created in Microsoft Word using a combination of text boxes and figures that have been copied from the Data File.xls into Word as a picture.

Be creative with storytelling methods. Consider using personification or ethnographic tools; describe a person and their story to establish sympathy with the market and its stakeholders. Remember, a picture is worth a thousand words.

### Using the Templates

- There are two key templates that may be of interest to use a starting point for your snapshot and show measures (the codes can be found in the Master list of Measures’:

- **Market Performance** – This snapshot is focused on presenting measures for internal market management and development –

See: [snapshot\\_market\\_performance\\_template.doc](#) / [mockup\\_snapshot\\_market\\_performance.pdf](#)

- **Community Impact** – This snapshot is focused on presenting measures about community impact and is useful as a communications, marketing and fundraising tool.

See: [snapshot\\_community\\_impact\\_template.doc](#) / [snapshot\\_community\\_impact\\_mockup.pdf](#)

**Additional snapshot templates that provide more detailed measures on economic, community and food security impacts are available. Contact [Bryn Sadownik@vancity.com](mailto:Bryn_Sadownik@vancity.com)**

There are also 3 other templates that present community impact measures more extensively (for Community Building, Economic Impact, and Food Security and Sustainability).

- Charts are not automatically linked to the datafile.xls. Paste them in as a picture file or as a linked chart. You must input text manually into the boxes. To finalize the snapshot, you will likely need to adjust page layout.

### Snapshot Tips:

- Be sure to present the information about how you collected the data and sample sizes when you present the data in a Snapshot
- To paste images of your Excel Charts, select the Image icon under “Paste”, or “Paste Special” > “Picture (Windows Metafile)”. The advantage of pasting images is that it takes up less memory, and you don’t have to fuss around keeping the links accurate.
- To paste live links and charts in the easiest image format to modify: “Paste Special” > “Paste Link” > “Microsoft Office Excel Chart Object”
- “Format Picture” under “Text Wrapping” as “In front of text” allows you to move images and text boxes with the mouse, independent of the cursor.
- “View Gridlines” to keep objects aligned. Hide gridlines to align objects independently of forced gridline locations.
- Page layout for templates is set at Narrow Margins.
- Change fill and outline colors of text boxes to create blocks of color. Adjust internal margins and text size under “Format Text Box” > “Text Box”
- Hold “Shift” when resizing to retain scale.
- Scale of text and charts in Excel does not adjust properly in Word; it transfers as an image, so do any resizing in the Excel toolkit. This also means charts should be copied when the file is zoomed in at least 100%.
- Chart “Shape Outline” color should be set in Excel, as they cannot be modified in Word. (Templates use “No Outline.”)
- When using the templates, if your market does not collect information or does not wish to use a particular chart, remember that a well-chose photo is an excellent, simple substitute.

*The above terms and shortcuts may not be the same on your version of MS Office. The Performance Snapshots and Data File were created in MS Office 2007.*

*The Four Performance Snapshots are organized by Outcome. While nearly all of the questions in the surveys directly inform elements of each Outcome, many survey questions are intended to answer a broader or deeper question at their core. It may help to be aware of some of these motivations in your searches for appropriate stories and messaging, as they reflect the desires expressed by numerous markets participating in the pilot year and provide an interesting perspective for the provincial market landscape in the context of the larger food systems.*

#### MARKET OPERATIONS

- Does the market fulfill its goals in serving the community?
- Why do vendors need the market? Does this vary with different product type vendors, or with new vendors to the market? How does it impact the depth of their connection to the market community?
- Is there real demand for local production or relationships with growers? Are market customers motivated by the relationships at the market or the economic or environmental impacts of their business there?

#### COMMUNITY BUILDING

- Do customers demand a diverse selection of goods at the market?
- Do customers depend on the market as a reliable place to buy food? Can they?
- How does the market encourage community engagement and community development?
- Does the market help vendors build valuable business networks?
- How big and how loyal is the community that supports and is supported by the market?
- Is the market a social hub? Does it enable or increase civic engagement?
- What's the extent of the market network and impact in its community?
- How is trust established and maintained between market stakeholders, including customers, vendors, and market management?

#### FOOD SECURITY

- Do markets encourage or represent a diversified food system?
- Do markets encourage sustainable agriculture or certification and accountability in food production?
- How do markets contribute to community resilience?
- Do markets influence innovative food production methods like hothouse or hydroponic growing? Do they affect endangered or lesser known methods like permaculture or biodynamic systems?
- How much agricultural land does the market support? Is that significant in the local area?
- Do farmers face barriers to land access? Why? Does the market play a role in overcoming those barriers?

#### LOCAL ECON IMPACT

- Do vendors depend on one market, or on a network of markets and food distribution methods?
- How do full-time vendors use the market as opposed to hobby vendors?
- Does the market support vendors who depend on it, or is it a supplement to already sufficient income streams? i.e. Do vendors depend on the market for their livelihood?
- How much work (employment, volunteer engagement, and vendor time) does the market generate within the local community?
- How much capital (sales, funding, operations) passes through the market? Is it a driver or major player in the local economy?
- Is the market perceived as competition for other local retailers and retail, or does it contribute foot traffic and community vitality?
- Is the market recognized as a driver of economic development? By what community, municipal, or policy groups?

## APPENDIX

### Glossary of Terms

**Biodiversity** – According to the World Health Organization, “ biodiversity is defined by the Convention on Biological Diversity as the variability among living organisms from all sources (land, sea, fresh water) and the ecological complexes of which they are a part. Thus biological diversity includes diversity within and between species, and diversity of ecosystems. This includes natural and cultivated species, varieties, and ecosystems.” (World Health Organization, “Biodiversity; Trade, foreign policy, diplomacy and health,” [www.who.int/trade/glossary/story005/en/index.html](http://www.who.int/trade/glossary/story005/en/index.html), accessed 23 Aug 2012) Biodiversity can be supported by agricultural practices like crop diversification and farming without pesticides that eliminate organisms with roles to play in complex ecosystems. The E.O. Wilson Biodiversity Foundation is a vocal leader in the struggle to preserve and understand biodiversity; “Field studies show that as biodiversity is reduced, so is the quality of the services provided by ecosystems. Records of stressed ecosystems also demonstrate that the descent can be unpredictably abrupt. As extinction spreads, some of the lost forms prove to be keystone species, whose disappearance brings down other species and triggers a ripple effect.” (“The Diversity of Life,” E.O. Wilson Biodiversity Foundation, [ewilsonfoundation.org/the-diversity-of-life](http://ewilsonfoundation.org/the-diversity-of-life), accessed 23 Aug 2012)

*To disregard the diversity of life is to risk catapulting ourselves into an alien environment. We will have become like the pilot whales that inexplicably beach themselves on New England shores.”*

E.O. Wilson, “The Diversity of Life”

**Biodynamic** – Biodynamic farming is a holistic method aligned with biological cycles through strategic combinations of companion crops and livestock, synchronized with the local ecosystem and the Earth’s energy flows. Where organic agriculture is focused on substances, inputs, and outputs, biodynamic agriculture is concerned with forces and processes. The idea was founded by Austrian Rudolf Steiner in 1924. Similarities exist with homeopathic medicine, which is focused on restoring the balance in natural materials and processes, blending prescriptive processes with a farmer’s own experimentation and observation of natural rhythms. (Demeter Biodynamic Trade Association, [www.demeterbta.com](http://www.demeterbta.com))

**Community Supported Agriculture** (also known as Community Shared Agriculture, or CSA) – This is an increasingly popular methods of produce sale used by many small scale farmers. It was created as a method for consumers to become more familiar with their food producers; while this is often still the case, CSA revenue models are becoming of primary importance to an increasing number of farmers. CSA subscribers pay a set fee for scheduled (usually weekly) delivery of a box of produce to a local drop point or their home, enabling them to share in the seasonal bounty of the farm, as well as share in the relative wealth or drought of crop productivity depending on the season’s weather patterns.

**Farmers vs Producers** – (For the purposes of Toolkit definition) Farmers steward the land and produce food. Producers make other things for sale at the market, including baked goods, body products, other prepared foods including soups or sausage, and crafts like cutting boards or knitted items. Farmers are producers, but not all producers are farmers.

**Farm Revenue** – This is a subset of household revenue that refers to income from all activities on the farm, including farming product sales, renting out farm properties, and hosting workshops. It does not include income from unrelated activities, such as collecting pension benefits or holding additional jobs.

**Food Security** – According to the World Health Organization, “[t]he World Food Summit of 1996 defined food security as existing ‘when all people at all times have access to sufficient, safe, nutritious food to maintain a healthy and active life.’ Commonly, the concept of food security is defined as including both physical and economic access to food that meets people’s dietary needs as well as their food preferences.” This includes issues of

sufficient and appropriate food production, affordable and sustainable food access, and appropriate and healthy food consumption. (World Health Organization, "Food Security; Trade, foreign policy, diplomacy and health," [www.who.int/trade/glossary/story028/en/](http://www.who.int/trade/glossary/story028/en/), accessed 23 Aug 2012)

**Household Revenue** – This refers to income from all activities by members of a household, including farming, renting out farm properties, hosting workshops, collecting pension benefits, or holding additional jobs.

**Permaculture** – In the words of one permaculture designer and teacher, "Permaculture is a way of looking at the systems that sustain us, and designing them to have built-in endurance and sustainability to gain the highest output from the lowest input. It is not just the organic garden: the garden is just a piece of the bigger picture. A picture that includes the local climate, site topography, water access and drainage, capacity of the land and its users, where income is produced to finance the whole process and a host of other items. It is looking at the pieces of life and designing systems that produce the basic necessities needed to sustain and provide joy while creating rich, wealthy lives...As permaculture is not an ideology, but rather an idea, it can change and adapt to any situation." (Javan Kerby Bernakevitch, "What is Permaculture?", 8 Apr 2010, [urbangardenmagazine.com/2010/04/what-is-permaculture/](http://urbangardenmagazine.com/2010/04/what-is-permaculture/), Accessed 23 Aug 2012) Originally conceived as "permanent agriculture" permaculture design is now understood as "permanent culture" and covers the fundamental elements of site analysis, cultural necessities and climate appropriate design patterns for purposes including low energy organic food production, sustainable water management, local food security. (Pacific Permaculture, Inc. [pacificpermaculture.ca/www/what-is-permaculture.html](http://pacificpermaculture.ca/www/what-is-permaculture.html), Accessed 23 Aug 2012)

**Product Sales** – This is one revenue source that makes up farm revenue (and therefore is also part of household revenue). It includes sales of products, both primary produce sales as well as value-added products like cheese or processed meat, at farmers' markets as well as all other channels, including sales to retail, restaurants, CSA shares, auctions, and brokers. Product Sales figures do not include other farm revenues like venue rentals or workshops.

**Vendor** – Someone selling products at the market, of any type (food, crafts, services, information)

## Calculating Your Local Geographic Area

As an item of interest, the data collected in the vendor surveys has the potential to illustrate various impacts of the farmers' market on local land use patterns. Consider the proportion of local land that produces for local sale, or the proportion of local arable land that goes to local sale, or the ability to map local land based on what type of food it produces, or the relative value of parcels of land based on sales channels used or intensity of crop production. The tools in this toolkit are just a start, but the following are resources that may help your market start mapping its local agricultural area in various ways:

- Statistics Canada Regional Districts: [www.bcstats.gov.bc.ca/StatisticsBySubject/Geography/ReferenceMaps/RDs.aspx](http://www.bcstats.gov.bc.ca/StatisticsBySubject/Geography/ReferenceMaps/RDs.aspx)
- 2006 Census of Agriculture: [www.statcan.gc.ca/tables-tableaux/sum-som/I01/cst01/agrc25k-eng.htm](http://www.statcan.gc.ca/tables-tableaux/sum-som/I01/cst01/agrc25k-eng.htm)
- Investment Agriculture Foundation of British Columbia, *Local Government Agricultural Planning* program evaluation report: [iafbc.ca/publications\\_and\\_resources/documents/LGAP-Evaluation\\_Report.pdf](http://iafbc.ca/publications_and_resources/documents/LGAP-Evaluation_Report.pdf)
- BC Ministry of Agriculture has done Inventory Reports of BC municipalities and regional districts, with acreage of agricultural land: [www.al.gov.bc.ca/resmgmt/sf/Publications.htm#agstats](http://www.al.gov.bc.ca/resmgmt/sf/Publications.htm#agstats)
- Postal Code Maps: [www.canadapost.ca/cpc2/addrm/hh/current/indexm/cmBC-e.asp](http://www.canadapost.ca/cpc2/addrm/hh/current/indexm/cmBC-e.asp)

## Other Market Assessments

This work would not have been possible without the numerous other market assessment tools used and developed by farmers' markets worldwide. Especially influential resources include:

- Dr. David Connell's 2006 (and 2012) Economic and Community Impacts of Farmers' Markets in BC Study: [www.unbc.ca/planning/localfood/impacts.html](http://www.unbc.ca/planning/localfood/impacts.html)
- 2008 Farmers' Markets Canada Economic Impacts Study: [tinyurl.com/96przso](http://tinyurl.com/96przso)
- Oregon State University Extension Service, Tools for Rapid Market Assessments, May 2008: [extension.oregonstate.edu/catalog/pdf/sr/sr1088-e.pdf](http://extension.oregonstate.edu/catalog/pdf/sr/sr1088-e.pdf)
- Seattle Neighborhood Farmers' Market Alliance: [www.seattlefarmersmarkets.org/](http://www.seattlefarmersmarkets.org/)
- Market Umbrella hosts resources like SEED to measure a public market's economic impact: [www.marketumbrella.org/marketshare/](http://www.marketumbrella.org/marketshare/) (Login required for most resources.)

## A Selection of Further Resources

Connell, David J., and Chris Hergesheimer. "Selling at BC's Farmers' Markets; A Resource for New Vendors," Presentation at the BC Association of Farmers' Markets Conference, Courtenay, BC, March 3, 2012.

Econsult Corporation, "Estimating the Economic Impact of Public Markets," Report Submitted to Project for Public Spaces, February 2007.

Farmers' Market Coalition, "What is Success? Defining Meaningful Indicators for Farmers Markets," January 2012, (Charlottesville, Virginia, USA).

Glowacki-Dudka, Michelle, Jennifer Murray, and Karen P. Isaacs. "Examining social capital within a local food system," *Community Development Journal*, Oxford University Press, 2012.

Low, Sarah A., and Stephen Vogel. *Direct and Intermediated Marketing of Local Foods in the United States*, ERR-128, U.S. Department of Agriculture, Economic Research Service, November 2011.

Meter, Kenneth A. "Evaluating Farm and Food Systems in the US," *Systems Concepts in Evaluation: An Expert Anthology*, Williams, Bob and Iraj Imam, eds. (American Evaluation Association, published by EdgePress of Inverness, 2006), page 141. (available at: [www.crcworks.org/?submit=syspubs](http://www.crcworks.org/?submit=syspubs))

National Research Center, Inc., "Community Food Security Coalition, Community Food Project Evaluation Toolkit," 2006, sponsored by USDA Community Food Projects Program, [www.foodsecurity.org](http://www.foodsecurity.org)

Project for Public Spaces, Inc., and Partners for Livable Communities/ "Public Markets as a Vehicle for Social Integration and Upward Mobility; Phase I Report: An Overview of Existing Programs and Assessment of Opportunities." Prepared for The Ford Foundation, Sept 2003.

Project for Public Spaces, "The Benefits of Public Markets." 2002 <http://www.pps.org/articles/the-benefits-of-public-markets/>