

marketshare [mahr-kit shair] -noun

1. Is a program of marketumbrella.org, which works to cultivate the field of public markets for public good.
2. These free documents (called "shares") are the best of "lessons learned" from public markets everywhere.
3. Employ as needed, & please feel free to tell us about your results, so that we can share those with other markets.



organizational development: resources for markets

Since 1994, when the USDA first began publishing a directory, the number of farmers markets operating in the United States has nearly tripled: from 1,755 that year to 4,685 in 2008. As the popularity of farmers markets has grown, so too has the number of organizations like marketumbrella.org that are dedicated to nurturing the success of these markets. As a result, new market organizers don't need to "reinvent the wheel," or start at the beginning of the learning curve. Instead, they can take advantage of the organizational resources listed below to build on others' experience, borrow their best practices and procedures, and help "grow the field of farmers markets."

Farmers Market Coalition **www.farmersmarketcoalition.org**

The Farmers Market Coalition is a nonprofit advocacy organization, whose mission is to strengthen farmers markets for the benefit of farmers, consumers and communities. Towards that end, the FMC maintains a growing database of documents on how to do everything from assemble a board and write a mission statement to conduct surveys and evaluate the success of your markets. There are also forms and manuals you can download and borrow—from daily sales sheets to volunteer orientation guides. As of March 2009, there were 287 documents available free in the database, and marketers are invited to add to that number by sharing their own farmers market experiences. The website also includes links to state farmers market associations and agencies, maintains a calendar listing of educational events nationwide, and invites sign-ups for the FMC's e-newsletter and daily electronic news feeds. The FMC is a membership organization, so don't just take—join!

Project for Public Spaces **www.pps.org**

Project for Public Spaces (PPS) is a nonprofit organization dedicated to creating and sustaining public places that build communities. PPS's vision is to "act as the central hub of the global 'Placemaking movement,' connecting people to ideas, expertise, and partners who share a passion for creating vital places." PPS offers technical assistance and workshops, research and grant programs, and training courses and conferences intended to help all types of public markets—not just farmers markets—become vibrant public spaces, while also achieving broader social impacts – from community development, to health and nutrition, to preserving family farms. The PPS website offers free downloads and tools, issue papers, and the "Making Places" newsletter. Like FMC.org, PPS is a membership organization that depends on dues and contributions for its continued existence. (Note: Navigating the PPS website is a bit tricky. Users must scroll down to the bottom of the screen to find the new information on every page. But it's well worth the trip. There's lots of information there!)

Main Street **(The National Trust for Historic Preservation)** **<http://mainstreet.org/>**

The National Trust Main Street Center is a program of the National Trust for Historic Preservation, which developed and promotes the "Main Street approach" to commercial district revitalization. While the Main Street approach has broader goals than the development of farmers markets, per se, farmers markets are often an integral part of local efforts to build community self-reliance, local empowerment, and the revitalization of

traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community. The approach has been used in more than 1,200 active Main Street programs in both rural and urban communities.

Community Food Security Coalition **<http://www.foodsecurity.org/>**

The Community Food Security Coalition (CFSC) is a non-profit 501(c)(3), North American organization dedicated to building strong, sustainable, local and regional food systems that ensure access to affordable, nutritious, and culturally appropriate food for all people at all times. They have tools devoted to assessment of food needs and for the past nine years have provided free technical assistance to grant writing for the USDA's Community Food Project.

North American Farm Direct Marketing Association **<http://www.nafdma.com/>**

The North American Farm Direct Marketing Association (NAFDMA) is a 501(c) 6 trade association dedicated to nurturing the farm direct marketing industry. Its members include farmers, market managers, as well as farmers, extension agents, industry suppliers, government officials and others who are part of the thriving farm direct marketing industry in North America. Members are involved with agri-tourism, on-farm retail, farmers' markets, pick your own, consumer-supported agriculture, and direct delivery. NAFDMA sends members a monthly newsletter, and hosts an annual conference that draws farmers and farm-related interests to a different region of the continent annually. Its website lists helpful resources and links, most notably to other U.S. and Canadian farm direct marketing and agritourism associations.

Open-air Market Network <http://www.openair.org/>
Open-air Market Network bills itself as "the World Wide Guide to Farmers' Markets, Street Markets, Flea Markets, Street Vendors, and the Informal Sector." The website is intended to help visitors "understand the functions, importance, and variety of street markets and merchants as well as the larger social context in which they are found." Towards that end www.openair.org offers online discussions of everything having to do with markets (registration required); links to markets (and the ability to post your own or favorite market--once you've registered).

Rutgers Food Innovation Center **www.foodinnovationcenter.rutgers.edu**

Rutgers University offers a low-cost (\$79 in 2009) online course to help farmers market organizers and managers effectively plan, begin, and sustain a successful farmers market. The course covers assessing the needs of the vendors, consumers, and community the market is intended to serve; planning for successful operations and financial management; building and maintaining strong relationships with constituents, and more. The course is self-directed and the student sets the pace. There is also an online course for farmers and other food vendors who wish to transition to direct-to-consumer sales and, thereafter, maximize the opportunities available at the markets in which they participate.

Schumacher Society **www.smallisbeautiful.org**

This non-profit is an excellent resource for complimentary currency programs (such as market token systems) and shared micro-loan programs aligned with regional economies. They call the Southern Berkshires, and offer a yearly course on their work, which includes a trip to visit the first CSA in the country. The Society also manages land trusts that assist a diversity of people and skills to remain as residents and farmers in their area. Their website is chock full of free information on many regional economy subjects.

Slow Food USA **www.slowfoodusa.org**

Slow Food is a global, grassroots movement with thousands of members around the world that links the pleasure of food with a commitment to community and the environment. Many local chapters have strong relationships with their public markets and can assist with fundraising or vendor recruitment. Slow Food International is also working on a program called Mercato della Terra (Earth Markets) that build a direct chain with strong criteria shared between producers and co producers (engaged consumers in Slow Food language).

ATTRA **<http://attra.ncat.org/>**

ATTRA is managed by the National Center for Appropriate Technology (NCAT) and is funded under a grant from the United States Department of Agriculture's Rural Business-Cooperative Service. It provides information and other technical assistance to farmers, ranchers, Extension agents, educators, and others involved in sustainable agriculture in the United States. The site has great publications to download.

Food Routes **www.foodroutes.org**

The FoodRoutes (FRN) is a national nonprofit organization that provides communications tools, technical support, networking and information resources to organizations nationwide that are working to rebuild local, community-based food systems.

NAFMNP **National Association of Farmers Nutrition Programs** **http://www.nafmnp.org**

This association represents 37 states, Guam, Puerto Rico, and 5 Indian Tribal Organizations (ITOs) that operate WIC Farmers' Market Nutrition Programs and 36 state agencies that operate the Senior Farmers' Market Nutrition Programs. They hold a national conference yearly.

State farmers market associations and cooperative extension programs

Many states have active farmers market associations, with a wealth of resources for market organizers and managers—much of it available online. In addition, the U.S. Department of Agriculture (USDA)'s Extension Service works in cooperation with many states and state universities to funnel aid to farmers market organizers and managers as a way of supporting farmers. Some of the more notable state resources are identified below.

California Small Farm Program **http://www.sfc.ucdavis.edu/**

The University of California at Davis is headquarters for the Small Farm Program, which envisions "a California agriculture in which small and family farms remain a dynamic, viable component of the communities in which they operate." Towards that end, the Small Farm Program's website offers free downloadable publications, including a Farmers Market Management series. Volume 1 addresses "Starting a New Farmers Market," Volume 2 offers "Management Skills for Market Managers," while Volume 3 covers "Growing Your Farmers Market." Other pertinent publications available include "Food Safety at Farmers Markets and Agritourism Venues," and "A Guide to Managing Risks and Liabilities at California Certified Farmers Markets."

Oregon Farmers Market Association **www.oregonfarmersmarkets.org**

The Oregon Farmers Market Association website, like the other resources cited here, maintains listings of and links to helpful publications, although many of the publications

are for purchase, rather than download. Several of the free downloadable publications have already been noted as available on other sites; a few new additions include "Resources for Farmers Markets" www.nemw.org/farmersmarkets, and a number of research articles, such as "A Rapid Approach to Assessing Five Oregon Farmers' Markets: Quantitative Results," and "A Rapid Approach to Assessing Five Oregon Farmers' Markets: Qualitative Results"; "A Fresh Place: An Overview of Local Farmers' Market Research," "A Learning Approach to Strengthening Farmers' Markets," and more.

Washington State Farmers Market Association **www.wafarmersmarkets.com**

The Washington State Farmers Market Association (WSFMA) maintains a wealth of information for farmers market organizers and managers. Free downloadable publications include the WSFMA Handbook for those interested in starting a farmers market; WSFMA "Roots" Guidelines, which includes criteria for all WSFMA member markets; WSFMA bylaws; "Canopy Safety 101," with helpful suggestions for minimizing one of the most common safety hazards at farmers markets; "Wine Sales Info," "Insurance Information for Market Managers," "Food Stamps and EBT at Farmers Markets," and "Vendor's Scales at Farmers Markets." Although much of this information is specific to Washington State Farmers Markets, it is helpful for those located elsewhere in terms of raising and addressing relevant issues, and providing a template that has worked well in Washington.

Other State Farmers Market Resources **(a partial, regional listing)**

Alabama Farmers Market Authority
www.fma.state.as.us

Farmers' Market Federation of New York
www.nyfarmersmarket.com

Farm to Table New Mexico
<http://www.farmtotablenm.org/>

Colorado Farmers' Market Association
<http://www.coloradofarmers.org/>

Iowa Federation of Farmers Markets
www.iafarmersmarkets.org/

Michigan Farmers Market
<http://www.farmersmarkets.msu.edu/>

Texas Farmers Market Association
www.texascertifiedfarmersmarkets.com

US Department of Agriculture (USDA)

<http://www.ams.usda.gov/>

The USDA website has valuable links to information on how to start a farmers market and how to find funding for farmers markets. The former includes documents like the “Alabama Farmers Market Development Manual” and the “Iowa Farmers Market Development Manual.”

Publications

Growing for Market

<http://www.growingformarket.com/>

Growing for Market is an excellent print and online publication about growing and direct marketing vegetables, fruits, herbs, cut flowers, plants, eggs, meat, cheese, and other farm products. Dedicated to the success of growers,

Growing for Market covers farmers markets, Community Supported Agriculture, the local food movement, organic growing, cut flowers, and much more. Growing for Market publishes 10 issues per year, in print and online, and offers memberships to our extensive online archive of articles.

Farmers Markets Today

<http://www.farmersmarketstoday.com/>

Farmers Markets Today is published six times a year as a resource for direct-market farmers and managers and vendors of farmers markets.

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mission | management | marketing | measurement

Thank you for using a share document. This 4M worksheet below is to help you think through what you just read and how to apply it to your situation. Read the share titled “The Strategy of the 4Ms” to learn more about this marketumbrella.org teaching tool.

Is this issue or strategy covered in your current mission (or values)? _____

Does your management structure allow you time to handle this, or is there another organizational partner to help?

How will you communicate to others about this issue or strategy (marketing)? _____

When and how will you measure the impact of this resolution of this issue or the completion of this strategy?



cultivating the field of public markets for public good