

Farmers' Market Impact Toolkit

Project Report

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BC ASSOCIATION OF
FARMERS' MARKETS

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Introduction

Farmers' markets in British Columbia are experiencing exponential growth in popularity fueled by an increase in public consciousness about food quality and concerns around food security.¹ A key desire for farmers' markets, and for those who invest in them, is to better understand and demonstrate their impact to encourage public, policy and investment support, and to enhance the performance and long term sustainability of these initiatives. Though various impact research projects and methods for assessing impact and performance are emerging, it is often difficult for farmers' markets to navigate these developments and apply them to their management, planning and communication needs.

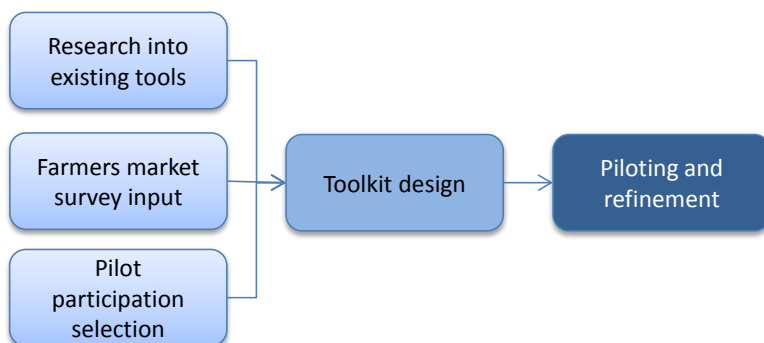
The Farmers' Market Impact Toolkit project addresses these challenges by developing an integrated toolkit with survey, analytical and communication tools to measure and demonstrate the value of farmers' markets. It was developed by Vancity Community Foundation (VCF) in association with the BC Association of Farmers' Markets (BCAFM) 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.

The Vancity Community Foundation was established in 1989 as a charitable organization that provides technical and financial support for co-operatives and non-profits (www.vancitycommunityfoundation.org) and remains an arms-length affiliate of Vancity Credit Union. In addition to operating granting and loan programs for community development initiatives, VCF develops, leads and incubates projects and programs that build community capacity. Since 2006, VCF has led the Demonstrating Value Initiative, which seeks to enhance the capacity of community-based organizations to strategically plan, manage and communicate the value of their work, and in particular the measurement of social and environmental impact (www.demonstratingvalue.org).

Method Overview

The development of the toolkit involved the following steps. Each step is described in more detail below.

Figure 1. Method Overview



¹ BC Association of Farmers' Markets, Strategic Plan 2006-2010

Research into existing tools

We surveyed current and recent research relating to the assessment of social, economic and environmental impacts of markets, as well as the application of performance measurement to support market planning, operations and communications. Based on this scan, we compiled a list of information needs that reflect what farmers' markets want to **know** for decision making, and want to **show** their stakeholders. We also compiled methods and tools to address these needs that had been developed to date to address these needs. This research is summarized below by key research method (Table 1).

Table 1. Preliminary Research Summary

Key research method / tool used	Research question	Author	Organization	Report Title	Year
Direct observation	What is the quality of the market site?	Farmers' Markets America	Bureau of Planning and Sustainability, City of Portland	Portland Online Market Site Evaluation Tool	2008
Food price comparison	Are market products a good value?	Business Statistics Class	Seattle	Farmers-market food costs less, class finds	2007
Food price comparison	Are market products a good value?	Rich Pirog & Nick McCann	Leopold Center for Sustainable Agriculture	Is Local Food More Expensive? A Consumer Price Perspective on Local and Non-Local Foods Purchased in Iowa	2009
Food price comparison	Are market products a good value?	(Business Statistics Class)	Kerr Center for Sustainable Agriculture	Busting a Myth: Farmers' Market Produce is Fresh and Affordable	2007
Food price comparison	Are market products a good value?	Jake Claro	Northeast Organic Farmers Association	Vermont Farmers' Markets and Grocery Stores: A price Comparison	2011
Impact model (calculation of food miles)	How does the environmental impact of local food compare to that of non-local food?	Rich Priog	Leopold Center for Sustainable Agriculture	Calculating food miles for a multiple ingredient food product	2005
Impact model (Complex Adaptive Systems)	What are the operating conditions affecting Farmers' Markets?	Kenneth A. Meter		Evaluating Farm and Food Systems in the US	
Impact model (input-output)	What is the market's economic impact? (via sales, employment, business to business trade)	Bonnie Gee Yosick, Ilc Economic Policy and Analysis	Bureau of Planning and Sustainability, City of Portland	Economic Impact of Portland's Farmers' Markets	2008
Impact model (Causal Loop Diagrams)	What operating conditions affect Farmers' markets?	Kenneth A. Meter		Evaluating Farm and Food Systems in the US	

Key research method / tool used	Research question	Author	Organization	Report Title	Year
Impact model (Soft Systems Methodology)	What operating conditions affect Farmers' markets?	Kenneth A. Meter		Evaluating Farm and Food Systems in the US	
Impact model (Economic multiplier)	How do farmers' markets strengthen community economic development / flow of money?	Viki Sonntag	Sustainable Seattle	Paper: The Local Food Economy Seattle	2008
Impact model (tool that calculates aggregate demand in a region relative to current supply)	Is the market matching consumer needs with supply?	Craig Chase	Leopold Center for Sustainable Agriculture	Iowa Fruit and Vegetable Market Planner	2010
Impact model (input-output)	How do farmers' markets strengthen community economic development / flow of money?	David Connell	UNBC / BC Assoc. of Farmers' Markets	Economic and Community Impacts of Farmers' Markets in British Columbia	2006
Mixed: survey & direct observation	Facilities, vendor experience, impact of seasons on revenue, stock, layout		Farmers' Market Federation of New York	Guide to Developing a Community Farmers' Market	
Mixed: survey & direct observation	What is the impact of the farmers' market on the local economy?		Farmers' Market Federation of New York	Guide to Developing a Community Farmers' Market	
Mixed: interviews and secondary research	What can be measured and tracked to demonstrate success?	Farmers' Markets America	City of Portland	Characteristics of Successful Farmers' Markets	2008
Mixed: Focus group discussions, literature review, direct observation, interviews	How does the farmers' market impact community health?	J. Robin Moon	Ford Foundation Project for Public Spaces	Public Markets and Community Health: An Examination	2006
Mixed: Survey, interviews, budget analysis	How do markets impact consumers, vendors, community and sponsors?	Partners for Livable Communities	Ford Foundation Project for Public Spaces	Public Markets and Community-Based Food Systems: Making them Work in Lower Income Communities	2003
Mixed: Survey, interviews, budget analysis, activity mapping	How do public markets enhance social integration and empowerment?	Partners for Livable Communities	Ford Foundation Project for Public Spaces	Public Markets as a Vehicle for Social Integration and Upward Mobility	2003
Mixed: Survey, interviews, budget analysis, activity mapping	How can public markets increase efficiency on minimal funding, and strengthen their public profile?	Partners for Livable Communities	Ford Foundation Project for Public Spaces	Public Markets as a Vehicle for Social Integration and Upward Mobility	2003
Mixed: direct observation, interview tool	How do markets enhance social capital?		Transact / Ford Foundation's Project for Public Spaces	trans•act Neighbourhood Exchange Evaluation Device (NEED)	2007

Key research method / tool used	Research question	Author	Organization	Report Title	Year
Mixed: Survey, focus groups, interviews	Which management tools are appropriate for different market sizes?	Larry Lev, Linda Brewer, Garry Stephenson	Oregon State University Extension Service	Understanding the Link Between Farmers' Market Size and Management Organization	2007
Secondary research	How are successful local food systems measured and tracked?	Ken Meter	W.K. Kellogg Foundation	Food for thought: food with the farmer's face on it. Emerging community - based food systems	
Spreadsheet template	Is the market's cash flow sufficient?	Rose Wilson	J. Wilson Business Development Services	Farmers' Market Financial Templates	2010
Survey	What are the profile, behaviours and preferences of farmers' market vendors?		Kerr Centre	Farmers' Market Survey	2001
Survey	What is the profile, behaviours and preferences of Farmers' Market customers?		Kerr Centre	Farmers' Market Survey	2001
Survey	What is the profile of farmers' markets (in the US)?		Kerr Centre	Farmers' Market Survey	2001
Survey	How important is it to consumers that food is produced locally?	Rich Priog and Rebecca Ramussen	Leopold Center for Sustainable Agriculture	Consumer Perceptions of Local Food, Food Safety and Climate Change in the Context of Rising Prices	2008-2009
Survey	How do farmers' markets build community?	David Connell	UNBC /BC Assoc. of Farmers' Market	Economic and Community Impacts of Farmers' Markets in British Columbia	2006
Survey	Who are the customers of the market? What is the quality of their experience? What is the diversity of the produce sold?	Monika Roth	Cornell Cooperative Extension	Shared Wisdom: Selling Your Best at Farmers' Markets	
Survey	How much do customer spend? How is product priced? How many people attend the market?	Larry Lev, Linda Brewer, Garry Stephenson	Oregon State University	Tools for Rapid Market Assessments	2004
Survey	How much food sales result from local food initiatives?	Andrew Dane	University of Wisconsin - Extension	Potential Indicators for Wisconsin Local Foods Initiatives	

Farmers' Market Survey Input

We solicited input from farmers' markets across BC and integrated it into the development and refinement of the toolkit in conjunction with the BC Association of Farmers' Markets. The main source of this input was an on-line survey about the measurement needs of farmers' markets, based on the preliminary list of information needs derived from the literature review. Respondents were asked to rank questions on a five point scale from 'not important' to 'critically important'. Twenty-two markets responded to this section of the survey. The results are shown below in Tables 2a and 2b. The most important operational needs identified by the survey

include expanding the customer base, increasing visibility, building financial sustainability of the market, and expanding the variety of vendors. The most critical community outcome that farmers' markets want to measure is being able to show how farmers' markets help preserve local farmland. Outcomes relating to local economic impact, community development, food security and sustainability were also strongly identified as important.

We received additional input from B.C. farmers' markets on design issues at the BC Association of Farmers' Markets Conference in March 2012. This venue was also used to recruit pilot participants.

Table 2a. Ranking of operations and management questions about Farmers' Markets (n=22)

Management Question	Not important	Somewhat important	Important	Very important	Critically important
Are we matching consumer needs with supply?	0%	0%	25%	45%	30%
How can we expand our customer base?	0%	0%	5%	5%	90%
How can we expand the number and variety of vendors?	0%	15%	15%	30%	40%
How can we better involve our stakeholders?	0%	0%	10%	70%	20%
How can we respond better to vendor needs for facilities and support?	0%	10%	10%	65%	15%
How can we appeal more to the community, policy makers and funders?	0%	5%	20%	30%	45%
How can we be more financially sustainable?	0%	0%	25%	30%	45%
How do we increase the visibility and public awareness of Farmers' Markets?	0%	0%	5%	25%	70%

Table 2b. Ranking of community outcomes about Farmers' Markets(n=22)

Outcome	Not important	Somewhat important	Important	Very important	Critically important
Farmers' Markets impact dietary habits and nutritional health of market-goers	0%	0%	24%	38%	38%
Farmers' Markets build trusting relationships (e.g. between neighbours, among consumers and vendors)	0%	0%	14%	45%	41%
Farmers' Markets are inclusive and accessible to a diverse range of people	0%	0%	18%	41%	41%

Outcome	Not important	Somewhat important	Important	Very important	Critically important
Farmers' Markets strengthen civic engagement (i.e. build community)	0%	5%	10%	33%	52%
Farmers' Markets are places where the public learns about where food comes from and better nutrition	0%	5%	5%	45%	45%
Farmers' Markets increase food security	0%	0%	10%	38%	52%
Farmers' Markets provide safer and healthier food	0%	5%	14%	36%	45%
Farmers' Markets support arts and culture	0%	10%	29%	48%	14%
Farmers' Markets have lower carbon footprints (create few greenhouse gas emissions) than competitors	0%	0%	33%	38%	29%
Farmers' Markets products have lower food miles (distance food travels to consumer)	0%	5%	19%	29%	48%
Farmers' Markets help preserve local farmland	0%	0%	5%	24%	71%
Farmers' Markets increase biodiversity	0%	0%	5%	60%	35%

Pilot Participant Selection

We selected farmers' market enterprises to pilot the toolkit that could demonstrate a level of readiness to participate effectively and that represent different types of markets (e.g. rural, sub-urban, urban). The following individuals and markets participated in the pilot:²

- Eileen Dwillies, Haney Market Society
- Roberta LaQuaglia, Vancouver Farmers' Markets
- Vickey Brown, Comox Valley Farmers' Market
- Rob Borsato, Quesnel Farmers' Market
- Tamara Movold, Creston Valley Farmers' Market
- Carolyn Morris, Squamish Farmers' Market Association
- Jacquie Harkema, Salt Spring Island Tuesday Market, Island Natural Growers
- Tabitha McLoughlin, Coquitlam Farmers' Market Society
- Kyle Goulet, Moss Street Community Market, Fairfield Market Society (Victoria)

The participants were also part of a research project by Dr. David Connell to update a provincial estimate of the economic impact of farmers' markets in B.C., which included participation from a much larger sample of farmers' markets across the province.

² Not all of these markets fully implemented the toolkit. At a minimum they tested some of the surveys.

Tool Design

The toolkit measures and communicates market impact across four related outcomes shown in the figure below.

Figure 2. Specific outcomes included in the Toolkit



The draft toolkit directly built on existing data collection methods (Table 1) that respond to markets' key information needs (Table 2). In designing the toolkit, market managers told us they wanted the process to be simple and to keep questions consistent to allow for comparison across markets. Once recruited, pilot participants emphasized the potential for the toolkit to support operational performance and development, and to improve relationships with external stakeholders. For example, in explaining why a market wished to participate, applicants noted:

"The toolkit will help us focus some of the energy around being a business and to build a profile of the market and the society and to demonstrate it to potential community partners."

"With regard to outside customers, we see this helping demonstrate both accomplishments due to their support and future needs, including both cash and in-kind that can help us continue to grow."

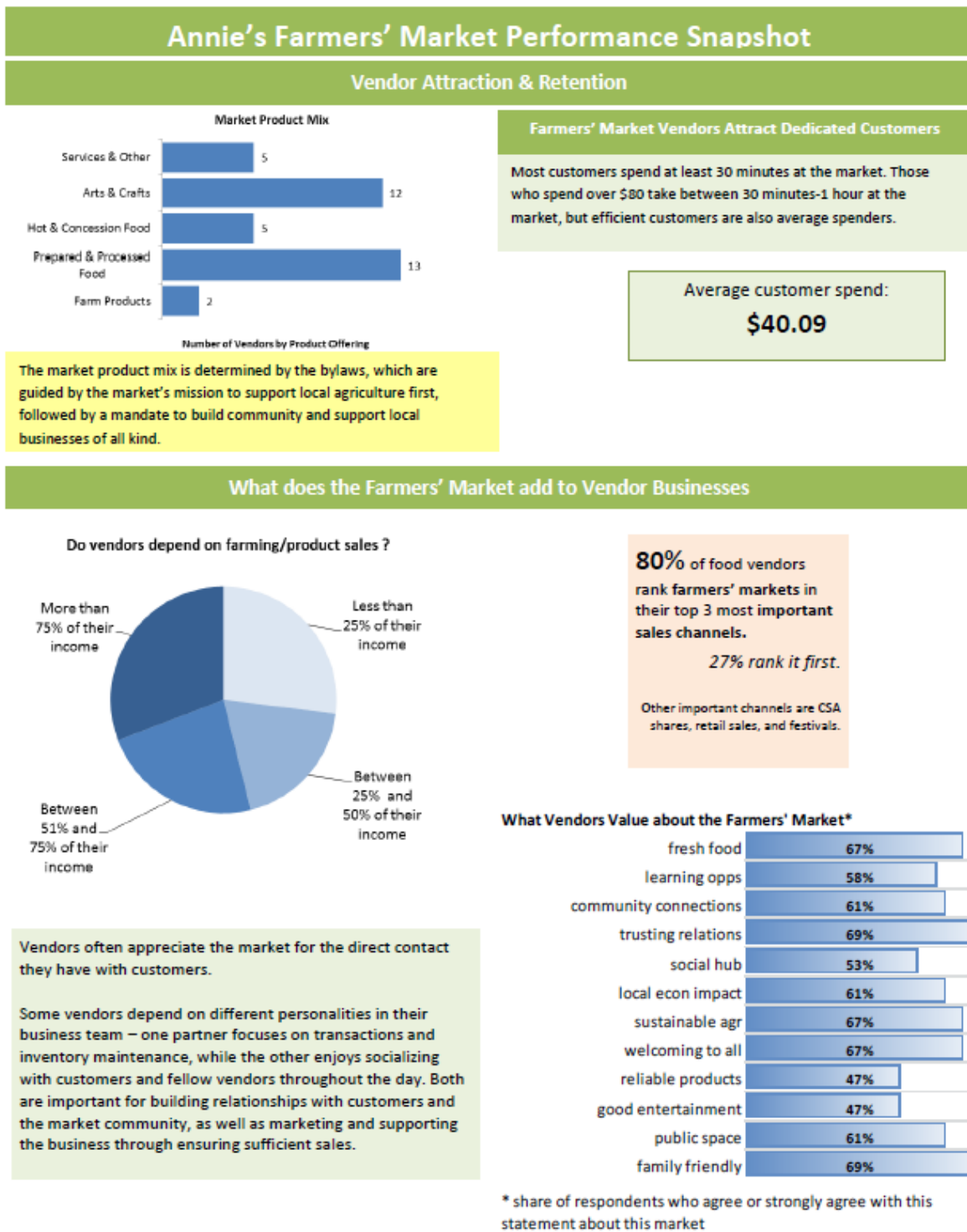
We want to "enhance our credibility, maintain integrity and transparency. Have a means to measure our success and report on it, and define our areas for improvement."

For the draft toolkit, we developed:

1. **Survey materials** ready to print and use (of customers, vendors, market management, and external market stakeholders)
2. **A data analysis file** to support data aggregation, analysis and visual communication of the results
3. **Performance Snapshot** templates to help create summary documents that easily communicate performance and impact measures. This uses the visual outputs and metrics of the data analysis file, as well as some input directly from market or project managers. (See the following page for an excerpt of a performance snapshot. Appendix A also shows examples of the performance snapshots produced by the toolkit).
4. **A guide** to using the tools and adapting them to specific market needs.

The toolkit is available at: www.demonstratingvalue.org/resources/farmers-market-toolkit

Figure 3. An excerpt from a sample performance snapshot.³



³ A snapshot is an at-a-glance report that efficiently communicates organizational impact through narrative, metrics and visual information. For more information on performance snapshots see Appendix A and/or visit www.demonstratingvalue.org

The process for a market to use the toolkit is outlined in Box 1.

Box 1. Process Overview for the Draft Toolkit (Excerpt from the Guide)

There are three stages to collecting data and creating market snapshots. These stages should be guided by the ebbs and flows of the market season.

1. Planning and Strategy should be mostly completed before the market starts, so as not to conflict with market operational demands.
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.
 - **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.
 - **External Stakeholder surveys** may be completed at any time, since these respondents depend much less on the market schedule for their investment.
 - **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.
3. Data Entry may happen any time after surveys are completed – either all at once or as individual surveys are submitted.
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.

Piloting and refinement

We held individualized training workshop with each market to launch to the toolkit with them. Between 3 and 10 market staff and volunteers attended each session. We went through each question in the surveys and in the toolkit to make sure everything worked, and we discussed confusions and desired changes. In some cases we adjusted the surveys and toolkit. The actual data collection and aggregation was left up to the markets, with remote support from the project team as requested, and with support from Dr. Connell’s project team for the 2012 season.

The piloting process revealed that each market had very different capacities in implementing the toolkit. The piloting period was extended to one year, and markets were offered technical support to help complete the piloting. During this period:

- **One** pilot was able to implement all surveys, analyze the data and produce a final performance snapshot on their own.
- **Five** others implemented surveys and entered data in the data analysis file (with varying levels of data completeness), but did not produce a performance snapshot. Ultimately, these markets submitted their data files to us, and we completed the final stage of pulling together the data into snapshots.
- **Three** completed some surveys, but did not complete the data analysis file.

Markets that failed to progress far with the toolkit cited insufficient staff time available as their primary barrier to collecting data from customers and vendors. Markets generally had a strong understanding and technical expertise relating to data collection and analysis, but were limited in their ability to follow-through to collect and organize a substantial set of surveys (as many as 50 vendors reported for some markets), while other markets faced challenges making investments of time and energy necessary to get a minimal number of vendor responses. Markets relied heavily on volunteer hours to do data entry from surveys, and finding this volunteer time was the main factor holding up their progress to the analysis and reporting of their data. Data entry proved to be particularly challenging. Part way through the project, the data file was revised to simplify data entry, but because most markets had already started to work with the original version they did not benefit from the change.

Our estimates for the time and focus needed to implement the toolkit were far too low, as was our estimate of the total period required. We anticipated that markets would be able to complete the pilot by late autumn. Most markets did not start the task of compiling raw data (paper copies of completed surveys) into the data analysis file until the end of their market seasons in mid- to late November.

Toolkit Revisions

We revised the draft toolkit in response to issues that emerged during and after the piloting. The components of the toolkit have been finalized and various errors have been identified and fixed. The data analysis file and performance snapshot templates were simplified as much as possible, though full automation is not possible because markets clearly and repeatedly stated their desire to be able to adapt the toolkit materials to their individual market characteristics and communication goals. The guide has also been adapted to reflect the higher resource needs revealed for the piloting.

	Estimated Hours	
	Pre-pilot	Revised
Planning and Strategy	4	4
Survey Implementation	20	30
Data Entry & Analysis	6	20
Snapshot Creation	5	15

The final versions of the survey tools, data files, report templates and an accompanying user guide are freely available for download via the Demonstrating Value website: www.demonstratingvalue.org/resources/farmers-market-toolkit

Measures developed through the toolkit are shown in Appendix B. A companion report – The **Value of Farmers' Markets** – aggregates information from the pilot surveys and presents the individual snapshots that were completed.

Conclusions and Next Steps

The development of the toolkit pulled together, and built on, diverse studies and methods for assessing the performance and impact of farmers' market, and sought to relate these directly and practically to the needs expressed by farmers' market. The project developed and tested measures with 224 survey respondents (117 customers, 84 vendors, 5 market managers and 18 external stakeholders), and advanced and refined measures to better understand the value and development of farmers' markets. Some of the most challenging, and yet most critical, outcomes to measure relate to how the market supports vendor livelihoods and improves agricultural land access. Measures such as acreage under cultivation, revenues from local sales, mix of crops/products and volumes of food produced all describe fundamentally different dimensions of this relationship. None of these measures can effectively be used as a proxy for the others; all four are required to get a comprehensive picture of the market's role as an intermediary in the local food system.

The project was ambitious in scope, and yielded a comprehensive and integrated toolkit that not only identifies useful measures for markets, but provides the means to collect and communicate them. While only some markets could fully implement the toolkit on their own, the pilot results advance our understanding of how grassroots, largely volunteer-run organizations can develop capacity in measurement, and what support and further tool development is required. An important next step will be to follow-up with pilot markets within the next few years to find out if and how they are using the performance snapshot and if they will continue to use elements of the toolkit. Most pilots who completed snapshots expressed an interest to update them.

In its present form, adoption of the toolkit will be limited to markets that have strong technical and resource capacity, as well as strong and sustained leadership to implement the process. To advance the capacity and use of measurement to more broadly support farmers' market development, we propose the additional steps:

- Develop a simple performance snapshot for farmers' markets that is focused on operational decisions and which does not rely heavily on survey data. Market managers know an impressive amount about the vendors and customers at their markets; this intimate knowledge should be leveraged and trusted to tell a story with impact.
- Support the adoption of this tool with workshops and training of market and society managers.
- Develop a benchmarking service to contextualize data developed through this tool.
- Advance collaborative community-based impact measurement for social, environmental and economic outcomes ('shared impact measurement').

The vision for shared impact measurement is that a 'measurement lead' (an association, non-profit foundation and/or academic institution) would coordinate and complete data collection about shared impacts of interest across all farmers' market in a region. The farmers' markets would still administer these surveys, ideally on-line through e-mail, or in person using mobile devices. Anecdotal and conversation items could be collected in audio directly with mobile devices, focusing survey entry on key quantitative questions, and shortening response time. To enhance collection, paid research assistance or skilled volunteer (net impact, class room project) could be used to collect the data with some market volunteer support. The measurement lead would vet data quality and develop impact snapshots for the market, as well as aggregate findings across markets.

Appendix A: Performance Snapshot Report Mock-ups

A performance snapshot is an at-a-glance report that efficiently communicates organizational impact through narrative, metrics and visual information. Snapshots are designed for specific audiences to support decision-making, fundraising and communications. The toolkit combines inputted data into visual graphics and key metrics that can be incorporated into a snapshot with the data analysis file. Templates are also provided to guide design. For more information on snapshots and their use see: www.demonstratingvalue.org

Two mock-up snapshots are included in this appendix:

- **Market Performance** – This snapshot is focused on presenting measures for internal market management and development.
- **Community Impact** – This snapshot is focused on presenting measures about community impact and is useful as a communications, marketing and fundraising tool.

THE MOCK-UPS REPRESENT FICTITIOUS MARKETS AND DATA

Appendix B: Measures Included in the Toolkit

The tables below show the specific measures that are developed through the toolkit. These measures can be represented in a performance snapshot designed by the farmers' market. Measures are mapped out to show how they support different outcomes. Measures typically can address more than one outcome. An Excel version of these tables is included in the Data file.xlsx available at:

www.demonstratingvalue.org/resources/farmers-market-toolkit

Economic Outcomes

Measure	Directly Supports Vendors & Farmer Business	Benefits Local Economy	Creates Local Employment
# of employees			✓
# of volunteers			✓
% of external stakeholders who shop at the market	✓		
% of vendors who depend on product sales for more than 50% of their income	✓		
% of vendors who rank farmers' markets as important to their business (relative to other direct sale channels)	✓		
Average customer spend at local business		✓	
Estimated number of paying customers (per market day, per season)	✓	✓	
Estimated average time spent at the market (min)		✓	
Estimated customer attendance (per market day, per season)	✓	✓	
Estimated local economic impact (per market day, per season)	✓	✓	
Estimated total spending (per market day, per season)	✓	✓	
FTE positions (paid)			✓
FTE positions (volunteer)			✓
Narrative about market customers visiting other businesses		✓	
Narrative about the impact of the market on external stakeholders		✓	
Primary limitation of expansion (share of responses, by limitation; e.g. time, energy etc.)	✓		
Profile of vendor revenue channels (local and non-local)		✓	
Share of customers who reported they plan on doing additional shopping or eating while in this area of town		✓	
Share of customers who reported they would not have visited this area of town without the farmers' market		✓	
Share of farmers who own their land	✓		
Share of farmers who want to produce more	✓		
This market's contribution to vendor revenues	✓		
Total spent at nearby businesses (per market day, per season)		✓	
Vendor business incubation stories	✓	✓	

Food Security and Sustainability Outcomes

All economic measures in the previous table also provide insight into food security. Additional measures that provide insight into food security and sustainability are listed in the table below. It was beyond the scope of the toolkit to measure the relationship between farmers' markets and environmental impact (changes in greenhouse gas emissions, ecosystem integrity, etc.).

Measure	Improves Agricultural Land Access	Promotes Sustainable Agriculture	Promotes Biodiversity	Supports Local Food System
# of farm food varieties sold at the market			✓	
# of vendors by farm size	✓			✓
# of vendors producing specialty crops by type of method (e.g. Non-GMO, organic, etc.)		✓	✓	
# of vendors with certification		✓		
Average distance to market (km)				✓
Cultivated land by production practice	✓			✓
List of local/regional food, agriculture, econ dev plans that include the market				✓
List of partnerships - formal and informal				✓
Narrative about merits of certification		✓		
Narrative of how vendors describe local				✓
Primary limitation of expansion (share of responses, by limitation e.g. time, energy etc.)	✓			✓
Share of farmers who own their land	✓			✓
Share of farmers who want to produce more	✓			✓

Community Building Outcomes

The measures noted in the previous two outcome areas support community building. In addition, the following specific measures provide insight into community building outcomes.

Measure	Builds Trust and Transparency	Acts as Community Hub	Builds Vendor Relationships	Engages Local Community
Comparison of the degree to which different stakeholders agree with statement about the value of the Farmers' Market		✓		
Customer profile – gender, age, income		✓		
Degree to which external stakeholders agree with statements about the value of the Farmers' Market		✓		
Description of why external stakeholders are (or aren't) market shoppers		✓		✓
Estimated average time spent at the market (min)		✓		
List of events/festivals hosted at market	✓	✓		
Narrative about how external stakeholders support (or don't support) the market		✓		✓
Narrative about how the market is a community hub	✓	✓		✓
Narrative about the impact of the market on external stakeholders		✓		✓
Narrative about the value of contact with other vendors	✓	✓	✓	
Relationship map based on frequency of connection contacts	✓	✓	✓	
Share of customers who have shopped at market for at least three years; at least one year		✓		
Share of customers who reported they spend at least half or more of their time socializing	✓	✓		
Share of customers who reported they would not have visited this area of town without the farmers' market		✓		
Share of customers who shop often, frequently or regularly		✓		
Share of respondents who agree or strongly agree with various value statements about the market	✓	✓		

Market Management Outcomes

The following table lists measures that can be used to support market development and operational decisions. Some of these measures are repeated from other sections.

Measure	Value to the Customer / Customer Attraction	Market Profile	Value to the Vendor / Vendor Attraction	Organizational Sustainability
# of employees	✓	✓	✓	
# of farm food varieties sold at the market		✓		✓
# of vendors by product offering	✓	✓	✓	
# of vendors producing specialty crops by type of method (e.g. Non-GMO, organic, etc.)		✓	✓	
# of volunteers			✓	
% of vendors who depend on product sales for more than 50% of their income			✓	
% of vendors who have sold at this market for more than x years			✓	
% of vendors who rank farmers' markets as important to their business (relative to other direct sale channels)			✓	
Average customer spend	✓			
Average daily stall fee		✓	✓	✓
Average distance to market (km)		✓		
Average time commitment			✓	
Average vendor age			✓	
Comments about vendor growth and turnover		✓	✓	
Comparison of the degree to which different stakeholders agree with statement about the value of the Farmers' Market	✓			
Customer profile (gender, age, income)	✓	✓		
Deficit / Surplus: Change from previous year				✓
Deficit/Surplus				✓
Degree to which external stakeholders agree with statements about the value of the Farmers' Market				
Description of how market management holds vendors accountable		✓	✓	

Measure	Value to the Customer / Customer Attraction	Market Profile	Value to the Vendor / Vendor Attraction	Organizational Sustainability
Description of recruitment method		✓	✓	
Description of vendor criteria for participation			✓	
Description of why external stakeholders are (or aren't) market shoppers	✓			
Estimated number of paying customers (per market day, per season)		✓		✓
Estimated average customer distance travelled to the market	✓			✓
Estimated average time customers spend at the market (min)	✓			
Estimated customer attendance (per market day, per season)	✓			
Estimated total sales revenues (per market day, per season)				✓
Frequency of responses to different values (e.g. access to new customers, product testing, etc.)			✓	
FTE positions (paid)	✓	✓		
FTE positions (volunteer)		✓		
Improvement suggestions (from the perspective of external stakeholders)	✓		✓	
List of events/festivals hosted at market		✓		
List of local/regional food, agriculture, econ dev plans that include the market		✓		✓
List of partnerships - formal and informal		✓		
List of the markets that vendors participate in			✓	
Market days per year	✓	✓	✓	✓
Market mission/Vision Statement	✓	✓		
Narrative about how business supports (or doesn't) the market				
Narrative about what is missing from market	✓			
Narrative of how vendors describe local		✓		
Number of registered vendors		✓	✓	✓
Number of vendors by product type	✓	✓	✓	
Percent of customers who shop elsewhere in addition to market	✓			

Measure	Value to the Customer / Customer Attraction	Market Profile	Value to the Vendor / Vendor Attraction	Organizational Sustainability
Postal codes of customers	✓			
Profile of vendor revenue channels (local and non-local)			✓	
Proportion of regular vendors		✓	✓	✓
Representation on board by different stakeholders (share by stakeholder)				✓
Revenue and expense profile				✓
Share of customers who have shopped at market for at least three years	✓			
Share of customers who have shopped at market for at least one year	✓			
Share of customers who shop often, frequently or regularly	✓			
Share of respondents who agree or strongly agree with various value statements about this market	✓			
Share of vendors who agree or strongly agree with various value statements about this market			✓	
This market's contribution to vendor revenues			✓	
Top food buying factors for customers	✓			
Total time commitment required of all vendors			✓	
Vendor comments			✓	
Vendor growth rate			✓	✓
Vendor turnover rate			✓	✓
Years in current location		✓		✓
Years in operation		✓		✓