June 20, 2014

Honorable James Dyer, Mayor
City of Marshall
323 West Michigan Avenue
Marshall, MI 49068

Dear Mayor Dyer,

Per the direction of the City Council on April 7, 2014, to explore the future of the Marshall Area Farmers' Market and to report back by July 7, 2014, our committee has prepared the attached report and supporting documents for council review.

The committee's recommendations to the council are as follows:

1. Name our committee the Marshall Area Farmer's Market Advisory Board and approve the board to continue on an ongoing, permanent basis so that we can complete the tasks recommended in the report as well as to support the Market in the future.

2. Determine the auspices /organization under which the Advisory Board will operate.

Thank you for this opportunity. We look forward to continuing our work on behalf of the market vendors, customers, entrepreneurs, economic development, and the city.

Respectfully,

Lynne D. Meservey, Committee Chair
215 North Sycamore Street, Marshall, MI 49068
lmeservey@msn.com Phone: 789-0113

Attachments:
Committee Report
Vendor Survey Results & Comments
Customer Survey Results
City Manager Survey Results
Marshall Area Farmers' Market Rules

Marshall Area Farmers' Market Committee
Report to the Marshall City Council

Submitted by	**Farmers' Market Committee**	
Chairperson:	Lynne Meservey	
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Mission Statement

"The Marshall Area Farmers' Market cultivates a commitment to offer quality goods in a friendly, easily accessible location. This will enrich our community through diverse product choices, social gathering and economic growth. "

Description of Marshall Area Farmers' Market and Background Information

The Marshall Area Farmers' Market was established eleven years ago. Currently it is operating from the city parking lot at 301 East Michigan Avenue in Marshall with recent estimates of an average of 18 vendors participating each Saturday from Mid-May to October. The variability relates to available crops. In the 2013 season the number of vendors at times grew to as many as 26 stalls essentially filling the available space in the parking lot.

Jane Dadow is the market's second manager and has served in a volunteer capacity for eight years. She has indicated that she will retire at the conclusion of the 2014 market.

The site is provided free of charge to the market by the City of Marshall contingent upon the annual approval of the city council. On April 7, 2014 the council approved the renewal and operation of the 2014 market to be held 8 am – 12 pm from 5/17/2014 to 10/25/14 with the added stipulation that a committee be formed to discuss the future of the market and to prepare a report to be presented to the city council no later than their regularly scheduled meeting on July 7, 2014. The council motion further requests that committee members include City Council member Kathy Miller, City Manager Tom

Tarkiewicz, and Market Manager Jane Dadow.[1]

The market's current location is close to capacity and future growth may require relocating the market to a new location or that the present site expanded. It should be noted that the Oaklawn Dialysis Center in whose parking lot the market operates, is now open on Saturdays and the parking spaces may be needed by Oaklawn patients if weekend treatments increase resulting in a conflict with the Market. Discussions in the community and city hall have identified an interest in providing a site with amenities such as a pavilion and other services that could not only be used by the market but also other city events.

Committee Activity to date

Created Committee:

1. Bruce MacDonald, current market vendor, Old MacDonald's Farm
2. Greg Karns, current market vendor, Nottawa Crossing Farm
3. Audrey Hoffman, retailer, paper & i
4. Adrian Bagale, manufacturer, Northfield Mandolins
5. Kathy Miller, Marshall city council member
6. Karen Hagerty, MAEDA
7. Tom Tarkiewicz, Marshall City Manager
8. Chairperson Lynne Meservey, Market Customer

Activities completed to date:

1. Surveyed Marshall Area Vendors.
2. Surveyed shoppers in Marshall.
3. Surveyed city managers from other cities about their farmers' markets.
4. Gathered data on 22 Michigan Farmers' Markets
5. Visits and Market Manager interviews at two Texas Markets by Lynne Meservey
6. Received information provided by council members Brent Williams and Jack Reed on markets they visited.
7. Held two committee meetings
8. Reported to City Council July 7, 2014

Research Findings

Vendor Survey[2]

- Sixteen vendors of the twenty solicited for comments responded resulting in an 80% return rate.
- The respondents ranked expansion to accommodate growth, increased parking and the addition of programs for low income and senior citizens as their highest priorities.

[1] Ms. Dadow declined the invitation to be a committee member citing family needs. She is serving as a resource.
[2] See survey results in attachments

- Support was also indicated for increased diversity in products offered and for site improvements which included suggestions such as a pavilion and customer seating.
- Least popular with the vendors is expansion of the market hours and/or days. Sixty percent find expanding market hours undesirable, while 47% do not favor expanding the market days.

Customer Survey[3]

- A short paper survey was completed by 17 individuals and committee members additionally asked for oral feedback from others bringing the total surveyed to approximately 30 individuals.
- Eighty-three percent of the customers and potential customers completing the paper survey ranked all of the suggested improvements as somewhat desirable or very desirable.
- One Hundred Percent (100%) of the people who responded desire extended hours of operation and additional market days weekly.
- The most frequently requested amenity by a large number of people on both paper and conversationally was to have coffee at the market.
- Strong support for site improvements (91%), product diversity (91%), and public restrooms (90%).

Three citizens of Marshall interviewed were unaware of the Farmers' Market in Marshall and, in fact, indicated that they have been shopping at the Battle Creek and Kalamazoo Farmers' Markets. A hairdresser in the community, who is located close to the market and frequents the market, indicated that most of her customers were not aware of the market. One survey respondent commented, "*I have very occasionally visited the market; most often I forget it is on.*" Another respondent wants to be better informed about what products are available each week.

City Manager Survey[4]

City Manager Tom Tarkiewicz posted a survey online to other Michigan city managers. Six managers responded and the information will be combined with the data gathered from market postings on websites and Facebook online. Key information on the data was stall fees and two provided information about compensation of Market Managers.[5] The comments were consistent with information we gathered on line about other Michigan Farmers' Markets.

Committee's Research Findings on other Michigan Farmers' Markets

The information on the chart below was gathered on 22 online websites and Facebook pages of other markets. When it was included on these sites we gathered additional information such as the rules and regulations of the markets, fees, and forms which provided us with a comprehensive, valuable understanding of how markets in other areas are organized and operated. Some were extremely well done and could be used as examples of the quality we seek. The key data that has a significant impact on our market is included below and compared to our local market.

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[3] See survey results in attachments

[4] See attached copy of results

[5] One pays $43K and the other $10.50/hr. usually work is part-time.

Item	Marshall Area Market	Other Markets
Days of Operation	Saturday only	Saturday only is the most common (10) followed by Saturday & Wednesday (4)
Hours of Operation	8:00 am – noon Our vendors who have sold at other markets commented that Marshall buyers consistently arrive later than those at other markets	The most common operating hours are 8:00 am to noon. Next closest are tied between 8:00 am to 1:00 pm and 9:00 am to 1:00 pm
Period Market Covers	Mid-May to October	Wide majority are May to October (14) followed by June to October (3). A few are year round (indoors)
Organizational Structure	There is no official relationship with an existing group or organization established. The city provides the site	Association: 1 Chamber of Commerce: 4 City or Village: 7 Committee: 1 Downtown Development: 4 Mainstreet: 1 Non-Profit: 1
Website	None	75% have websites – 14
Facebook	None	95% have Facebook page – 19
Artisans allowed	No	11 most are juried
Brokering allowed	Yes	3 , typically banned by others
Community Group program	No	5
Entertainment Provided	No	6
Events	No	4
Low income programs (Bridge card, Fresh, USDA, etc.)	None	26 programs are offered
Stall Fees – Daily	No fees	Range $5 to $65 / day Most are $5-$15 day
Stall Fees – Seasonally	No fees	Range $10 to $75/day Most are $10-$20/day
Assigned stalls	None are assigned. Vendors have to come in extra early to get desired stall on a first-come basis. Vendors feel it is confusing customers if they are at different locations each week	Stalls are assigned by Market Manager. Typically seasonal vendors have priority for locations
Grants (This information is not something typically included on website or Facebook)	None	One indicated on-line from Economic Development Grant
Sponsors (This information not expected on website or Facebook)	None, other than city providing parking lot	Tax Increment Authority, Hospital, Chamber of Commerce, Bank

Item	Marshall Area Market	Other Markets
Proof of liability insurance required	"Recommends" vendors have insurance but does not require certificate or proof	The answer to this question is not typically provided on-line; however, we found requirement in documents of five markets
Proof of compliance with regulatory agencies such as USDA, Cottage Industry, Health Departments etc.	Reminds vendors to be aware of regulations but does not require statement of compliance or copies of certificates	Answer to question is not typically provided on line; however, we found requirement in documents from 7 markets
Policies & Procedures	All products must be agricultural, locally grown or produced by the vendor or vendor's family. Brokering is allowed. No stall fees Bring your own set up. (These are all of the rules)	Most are comprehensive to clarify how market operates. We have collected several copies of rules from several other farmers' markets

Committee's Considerations & Recommendations

Market Site. The location of the Market in the future is a topic of great interest to all stakeholders especially if the market expands to include additional vendors.

Recommendation:

- ***Set a goal/estimate for the number of vendors to be accommodated on the site.***
- ***Develop a checklist identifying the ideal site components for the market and rate against possible city properties.***
- ***Provide the committee's top recommendation (s) to the city council by October 1, 2014.***
- ***Make a decision for site to be completed by 12/1/14 in time to market to new and returning vendors.***

Financial Support of the Market. The Marshall Area market has no income source other than the in-kind provision of the site from the city. With the announcement of the committee and distribution of the survey, the vendors have expressed concern to the two vendors who sit on our committee, about the possibility of implementing stall fees. Some have indicated that any fee may be too high for them to continue selling at the market as their daily sales income is low (some report around $30 a day)[6]. Our research shows that the majority of the farmers' markets do assess some fees which could be applied toward expenses such as marketing, ads, brochures, signage, directional signage, office supplies, etc. In the past the Marshall Area Market Manager has been a volunteer, however if the committee develops additional responsibilities for the manager, consideration should be giving to compensation for the individual. At $5-$10 a vendor/a market day the income would not be substantial so additional revenue sources may indeed be needed.

[6] Daily income reported by the vendors ranged from $30 to over $1,000.

Recommendation Vendors:

- ***Communicate frequently with existing vendors, survey vendors to understand their needs and desires, update periodically on committee progress***
- ***Distribute a budget to show how the funds will be utilized and how they will benefit the vendors.***
- ***Mandatory orientation for all vendors in 2015 and for new vendors annually thereafter.***
- ***Decision about stall fees to be made by November 2014.***

Recommendation Funding:

- ***Develop budget***
- ***Research other funding sources such a grants and sponsors***
- ***Develop a plan and calendar for submission for fund raising. Completion by October 2014.***

Marketing & Public Relations. Our preliminary research of 20 other markets shows that 95% of markets in Michigan have Facebook sites and 75% have websites to promote their markets and recruit new vendors. Many have both social media and websites. In addition, the markets are included in the promotional programs of their umbrella organization. On-line programs, especially Facebook, can be provided at no cost and if done well and targeted to consumers, have the possibility to keep the market in customer's minds. It will also highlight our great vendors. Creating a Facebook site for the Marshall Area Market is an opportunity waiting that has the potential to boost marketing and attendance. Keeping the Facebook site fresh and exciting will require a creative, motivated, site manager. Feedback indicates that many people drive by the market when it is in operation and do not know what it is.

Ideas from other markets and committee:

- Work closely with community merchants, restaurants, businesses, service organizations synergistically to benefit all parties
- Provide a booth where rotating community partners could appear once each year.
- Partner with community events sponsors such as our Home Tour, the Fountain Cruise, Oaklawn Classic or other community events.
- Events for children such as trick or treating, face painting
- Street entertainment, primarily music
- Events or theme days
- Artisans producing hand-made items
- Demonstrations such as local chefs using the farm products or flower vendors demonstrating floral arrangements
- Banners and signage at the site and directing to the site
- Food booths and/or food trucks
- Coffee

None of these marketing and entertaining strategies of other markets have yet been provided in the Marshall Area Market and their addition may draw more people to the market. Information is posted in the Marshall Chamber of Commerce newsletter and an occasional feature article has appeared in the Ad-Visor.

Recommendation:

- ***Develop a logo***
- ***Set up a Facebook site***
- ***Identify an individual to keep Facebook site up-to-date and interesting.***
- ***Committee members to tour at least one market in another city with a focus on assessing Marshall's competition. Complete by August 1, 2014.***
- ***Once the decision is made about the organization of the market, add a website linking to the umbrella organization***
- ***Develop a 2015 marketing plan including a budget to include in funding requests. Implement by December 2014.***

Policies and Procedures. A key component to successful Farmers' Market organizations is clearly written policies and procedures to limit misunderstandings and to inform participants of their responsibilities to the regulatory agencies for the products sold. Marshall's market rules document is very brief[7]. The committee has gathered policies from a number of other markets which can be used as a resource to develop a comprehensive policies and procedures document that would meet Marshall's unique needs.

"It is generally the Market Manager's responsibility to enforce vendor requirements set by market policy. The Market Manager must also be aware of the requirements of Michigan's food law as they apply to the Farmers' Market, although the responsibility for the enforcement falls to the local Michigan Department of Agriculture and Rural Development (MDARD) food inspector."[8] Some vendors, depending upon the product sold may be eligible to comply with the Cottage Food Laws PA 113 of 2012. Applications to participate in the Farmers' Market should include asking for information about the vendors location, equipment, processes, as well as liability insurance, certification of compliance with regulations, organic certification and the like.

Eight of the twelve vendors responding to the survey are open to the development of additional policies and procedures. The committee is sensitive to the 33% of the vendors who believe more rules are unnecessary and have been known to say *"things are just fine as they are"* and, indeed, the market has successfully operated cooperatively over the years. However, the committee and city are aware that there have been past issues such as who is eligible to participate in the market, what a vendor can do if they question decisions, and what procedure would be followed if there is a problem with an uncooperative vendor. The current vendors resisting new policies and procedures may not be aware of these concerns or issues. In reviewing policies and procedures from other markets, these types of issues have been addressed before they become problematic. As the market grows there is increasing potential for problems which support the need to have a sound policies and procedures established.

Recommendation:

- ***Review policies and procedures from other Farmers' Markets***
- ***Determine which may be beneficial if adopted for the Marshall Area Farmers' Market***
- ***Complete by October 2014 to present when marketing and recruiting 2015 vendors***

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[7] See attachment

[8] MDARD 7.8.12

- ***Distribute with applications and require sign off of receipt and understanding.***
- ***Review with vendors at an orientation meeting in spring 2015.***

Programs for Low-Income Families. The Farmers' Market vendors in Marshall do not offer any of the state or federal programs that provide low-income families and senior citizens with subsidized funding such as the Bridge Cards, Double-up, Project Fresh, or Market Fresh offered by many Michigan market vendors. Our vendors have indicated interest (79%) in providing the programs in the survey; some have used them in other farmers' markets. The addition of these discounts could increase sales for the vendors and benefit our citizens.

Recommendation:

- ***Research requirements for the programs by January 30, 2015***
- ***Determine if desired for the Marshall Market***
- ***Introduce the program (s) to the 2015 vendors.***

Grants and Sponsorships: Grants are available for farmer's markets. For example, the USDA Farmers' Market Promotion Program offers a grant that *"improves or expands farmers' markets, roadside stands and community supported agriculture and other direct producer to consumer market opportunities."* Grants range from a minimum of $15,000 to a maximum of $100,000. The due date for this year's grant was 6/20/2014. It is reported other grants are available.

Recommendation:

- ***Research requirements and due dates for available programs, including local foundations***
- ***Decision(s) to apply by September 2014***
- ***Apply as required to meet due dates using available successful grant writers as resources***

Market Management. Jane Dadow, one of the market vendors, has been managing the market as a volunteer for the past eight years and she wishes to retire from the position after the 2014 market year. It is possible that additional volunteers can be sought through the Operation CommUNITY to share in the myriad of responsibilities the market entails to support a new manager. It may also be an ideal opportunity for internships for high school students to assist the Market Manager particularly if he/she also has a booth at the Market.

Recommendation:

- ***Prepare a job description for the manager by October 2014.***
- ***Continue to research compensation for Market Managers and include estimates for compensation in Financial Projections***
- ***Determine who is to approve the manager by October 2014***
- ***Approve the Market Manager for 2015's market by December 2014.***

Organizational Structure. There is no formal organizational structure for the market. Most markets have a relationship with an established organization such as their city, chamber of commerce, or downtown development authority. The City of Marshall provides the site for the market but has been essentially hands-off concerning the operation of the market. In order to address the needs of the

stakeholders it would be prudent to formalize the structure of the Marshall Area Farmers' Market to work as a permanent committee under its umbrella.

Recommendation:

- ***The city has a relationship and an implied responsibility for its operation with the market as the provider of the site and seems the logical entity to determine the structure of the market's operation.***
- ***The study committee recommends that its work continue under the auspices of the to-be-named organization established by council and would be known as the Marshall Area Farmer's Market Advisory Board.***
- ***The Board will complete the recommended tasks herein with the focus on the 2015 Farmers' Market.***
- ***Thereafter, the Board will be organized with volunteers who serve on a rotating basis for 2-3 years to ensure that there are always new and experienced board members serving.***
- ***A decision by council on the matter by August 1, 2014 is recommended.***

Potential Challenges & Solutions

1. **Identifying a site that can effectively accommodate the future growth goals and desired components of an enhanced market and to have the site available for the opening of the 2015 market.**
    a. *Develop a wish list of the desired components for the market in a checklist format.*
    b. *Compare the checklist items against sites owned by the city.*
    c. *Prepare a report and recommendations to the city in a timely manner in order to have the site for the 2015 Market.*

2. **Impact on vendor participation in the market if a stall fee is implemented.**
    a. *Communication is key.*
    b. *Share our research findings with the vendors.*
    c. *Provide a plan to show how the funds will be used to benefit the operation of the market with the goal of increasing sales.*

3. **Impact on vendor participation in the market if they are uncomfortable with changes in policies and procedures that may be forthcoming.**
    a. *Communication is key.*
    b. *Hold meetings with vendors to share a draft of the policies and procedures to gather comments.*
    c. *Listen to concerns and take into consideration in the final document.*
    d. *Hold mandatory orientation meeting with 2015 vendors to review and clarify policies and procedures.*

4. **Generating sufficient funds in a timely manner to compensate a Market Manager, so that a manager can be named to participate in pre-opening responsibilities for the 2015 market.**

a. *Determine funding needed by researching compensation of managers in other farmers' markets and similar positions.*
b. *Explore options for grants, sponsorships, and other sources for funding.*
c. *Determine by October 2014.*

Submitted by: Marshall Area Farmers' Market Committee
Date: July 7, 2014

Attachments

Current Marshall Area Farmers' Market Rules
Survey Results – Vendors
Survey Comments - Vendors
Survey Results - Consumers
Survey Results – City Managers

MARSHALL AREA FARMERS' MARKET
2014

Dear Returning, New, and Potential Fellow Market Vendors:

The Marshall Area Farmers' Market is looking forward to its 11th season. With the support of the City of Marshall, area business owners and all of our great customers, I hope the Market will have another great and exciting year.

The Marshall Area Farmers' Market will be held in the City of Marshall parking lot on the west side of the Brooks/Oaklawn Hospital Dialysis Center Building – at the corner of Michigan Avenue and Hamilton Street. This is the same location as last year. The Market will open on Saturday, May 17, 2014 and run every Saturday through October 25, 2014. The hours are eight to noon.

There will be no fee for participating in the Market. It will be necessary to bring your own tables, chairs, umbrellas and canopies to promote and protect your products and yourself. Each vendor will be allowed one parking space, unless special circumstances exist. Each vendor will be responsible for cleaning up their space after the market. **All products sold at the Market must be agricultural in nature. The products sold must be locally grown or produced by the vendor or the vendor's family.** Local is defined as an agricultural product raised or produced in the state of Michigan; produce items – specifically fruits and vegetables – will occur within their respective seasonal environments. Each vendor may "broker" some products at the Market, provided they are locally grown or produced and are agricultural. An example of this would be that a vendor could sell blueberries that he/she acquired from another local Michigan grower. We are allowing this policy because we wish to provide a wide variety of Michigan agricultural products to our customers. Brokering allows our vendors to supplement their offerings and provide more selection for customers. Some items that were in short supply last year included asparagus, rhubarb and strawberries.

It is necessary that each vendor to be aware of food law requirements in Michigan. Food vendors may contact MDARD (Michigan Department of Agriculture & Rural Development) at 1-800-292-3939 if you have questions about the standards for vending foods at any Farmers' Market in Michigan. Regulations can complicate things, but in order to keep our Farm Market safe, fun and open, we need to make sure we are operating within the guidelines of Michigan agricultural law. Lastly, vendors are responsible to check with your insurance company to see if you need product liability insurance to sell your products.

Please contact me if you have any questions.

Jane Dadow, Volunteer Market Coordinator 269-209-7088 or janedadow@aol.com.

Written Responses to Vendor Farmers' Market Survey

If you knew that the funds would be used primarily for marketing and advertising to customers would you support paying a daily fee for your stall? If no, please explain.

- Several vendors, myself included, don't make enough money to afford paying a fee. That's why I come to the Marshall Market not Battle Creek or Bellevue.[1]

- We provide a service to the community by providing healthy natural items like eggs, veggies, and plants. For what we make in sales does not come close to covering our cost, our time and our effort.

- I don't think advertising would help.

- Review policies from other markets. Don't charge a fee to vendors. Set policies that limit non-farm related vending. Use MAEDA room tax money to pay a part-time manager.

- My observation is that most of the people who visit the Marshall Farmers' Market come for seasonal fruit, vegetables and plants and for the opportunity to visit with vendors and other frequent visitors. I have also observed that most of the vendors come to share what they grow, bake, produce. Most have limited amounts of goods to sell because they have small operations. They want to make some money, of course, but have very slim profit margins. If vendors are required to pay for stalls, many with small inventories would have to increase their prices rather than absorb the cost. This could make their products too expensive for the buyers who want to support local vendors.

- If a fee is charged it would affect people bring goods.

- People who are new – just working out business plan and marketing should not pay much – sometimes beginning at this season – some weeks had no sales.

If yes to the previous question, what range of fees would be reasonable?

- $5-10 or more if the number of customers increases (2 responses)
- $5 (2 responses)
- $1-5 a week
- $5-10 day
- Depends on the amount of the fee and number of new customers that it brings in.
- Depends on the level of marketing and advertising provided.
- Maybe 1-2% of sales
- Depends
- Depends on the conditions

Please share with us your average daily sales total for the annual market. 9 of 11 provided

- $30-50 $30-90
- $30 Amount not provided, says it depends on seasonal crops
- $75 $80
- $800 gross sales $60
- $25 or less $200

[1] Battle Creek one stall fee is $15 / Wednesdays it is $20

If you could wish for absolutely anything to make Marshall's Farmers' Market one of the best in the state what would you envision?

- Larger market area, more parking, earlier and more frequent feature articles in the Ad-Visor. Many events in Marshall draw crowds away from the market. Find a way to combine both.

- We think things should be kept simple and not over complicate things when it is really not necessary. The people who value the products will come to the market and will tell their friends.

- More shady areas to protect our products. Larger area for vendors to display items.

- Larger venue and allow for more diversity in what can be offered. Allow arts and crafts, but not flea market items.

- A larger, free public space which is open and accessible to vendors and customers. Signage around the city and other city-owned or free media for promotion. A Facebook page or other free online base for letting people know about the market with enough organization/support/volunteers to maintain the resource.

- Expand the market space as needed by closing Hamilton Street between Michigan Avenue and Green Street and also use part or all of the city parking lot next to the post office. Parking is not a problem if people are directed and encouraged to use the parking structure ½ block north of the existing market site. Consider having a Wednesday afternoon market in the new hospital lobby but don't move the regular Saturday market off Michigan Avenue. The hospital lobby Wednesday afternoon market could be run year round. MAEDA should use part of the room tax money to promote the market.

- As I read the questions on the survey, I imagined dreams of a Farmers' Market similar to the one in Royal Oak. I don't believe Calhoun County has the population density to support such a market for an entire season.[2]

- Port-a-john and coffee /beverage vendor

- Let people know that Farmers' Market is open and when and where in more publications or on-line.

- Let's have a nice market for our customers. At the same time keeping it simple for vendors with a cost in keeping with the size and type of market.

- Advertising – covered wind break, restrooms, seating. Do not have rules for the sake of rules – let free market prevail.

- From what I have seen at other markets, changing locations can have negative effects. Please consider this when thinking of a new location.

- A permanent sign at the market would be ideal.

- I would like to suggest the market moved to Carver Park on the other side of the Brooks building. I believe this would make a relaxing place for customers to browse and take more time shopping. Also with the seating with the park benches it could be a weekly social event.

[2] Royal Oak's market is a large indoor market operating year round demanding high staff fees.

- I realize this would be a bit more difficult for the vendors to set up but feel it would well worth the effort as vendors would be on grass and in a shaded area.

- And the parking lot used right now could be used for over flow vendors.

- Another point I would like to address is signage a mobile sign with wheels would be nice to place on the corner this way it can be easily viewed on Michigan Ave. and a feather flag would also draw attention to the market on Saturdays.

- I found it disheartening during the home tour that there were no signs or advertisement for the market as I am sure there would have been many more that would have stopped by the market if they could at least see it by a sign. Also we closed at noon that day and I'm sure there would have been many more that would have stopped by if the market, if it had been open until 2pm. It would be nice to have extended hours on weekends when events are in town.

- One more point I would like to make I would like to suggest vendor's locations restricted by a certain number of miles from the market such as 40 miles. I bring this up because at one of the markets I do there is a vendor that drives many miles to come and undercut the local vendors so that our locals are not making the sales that they normally would do. I find this unfair to the locals who live and support the local businesses in the area.

Other Comments

- Ron and I just thought of an idea to possibly bring asparagus to next year's Farmers' Market for all our Marshall customers. This would save them from having to drive to Marshall and would also introduce them (bring them into Marshall) to the Farmers' Market to possibly support other vendors. (Rose Harvey, Harvey's Farms)

Farmers Market City Managers	Ann Arbor	Plainfield Charter Township	Middleville	Negaumee	Texas Township	Meridan Township
Is your market year round or a seasonal market?		Seasonal - June to October	Seasonal	Seasonal / June 4- Sept 17	Seasonal Mid-May- Mid-Oct	Spring May 3- June 28: Summer July 2-Oct 29
Do you operate all week or just certain days?		Tuesdays and Thursdays	Fridays from April to October and Wednesdays in June, July & August	Wednesdays from 4:30-7:00 pm	Saturdays 8:00 am - Noon & Tuesdays, 4-7 pm	We also operate a Winter Farmers' Market in the Meridian Mall
How much do you charge for a stall / booth / space?		Space Rental Season (Tu & Th) $300.00	$5.00 day / $50 month / or $100 season	$40 season June to Sept	$15 daily table / $20 North or south end space on Sat	Returning vendors Spring Market $85 /9 days ($9.44)
		Space Rental Season One day week - $200.00 (if available)		$60 season Table Fee	$10 space on Tuesdays	Returning vendors Summer/Fall, Wed & Sat $185/35 days ($5.29)
		Space Rental by Day First-come basis $15.00 (if available		$10 Season short sell /$10 accumulative towards full season rate		Wed Only $85/18 days ($4.72) Wed daily rate = $25
						New Vendors: Daily Rate $25 Saturday; $15 Wednesday
Are the cost of utilities passed on to the vendor?		None provided	None provided	None provided	Included in stall fee	We pay all utility costs
Do you pay a Market Master?	Market Manager					
Who does the Market Master report to?	Parks and Recreation		Village Manager			
If they are paid how much are they paid?	$43,260		$10.50 /hr.			
Hours per work week?	40		10-15 hr/wk April-Oct			
How many days a week is the market open?	Wednesday and Saturday Open for special events		Fridays from April to October / Plus Wed June-August			
Is there only one Market Master for the season or more?	One		One			
If you have a job description would you provide it to me?	Available		In progress			

Marshall Farmers' Market Customer Survey Results

How often do you go to the Marshall Market during a season? (check one only)	0-3 times	3-7 times	>8
	6	7	4

For what reason do you go to the market?
(check all that apply)

Vegetables & Fruits	24	
Plants, flowers, and herbs	27	
Meal items (e.g. meat, cheese, honey, eggs, pastries, etc)	10	
Baked goods	8	
Soaps, animal treats, etc.	5	
Recreation & socialize	3	
Other reason(s)	2	List: Peaceful Products, handmade

How desirable are the following ideas for the market in the future?	Not desirable	Somewhat desirable	Very Desirable	Comment	SD/VD	#
Expand market hours (comment to hours)		2	9	way too short, 9-3, until 1 /1:30, until 1-2	100%	11
Expand market days (comment to days)		7	6	6-8 pm Wed., 1 wkday, Wed (3)	100%	13
Increase parking	2	8	2		83%	12
Site improvements such as a pavilion, customer seating, etc.	1	3	7		91%	11
Seek diversity of agricultural products (e.g. organic, choices of crops)	2	4	5		82%	11
Add diversity through ancillary products (artisans & Michigan-made product)	1	4	6		91%	11
Add services such as coffee, beverages, and breakfast food	2	4	7	for sure coffee!	85%	13
Provide federal or state programs for low income and senior citizens	2	1	7		80%	10
Add diversity through entertainment and events	2	6	4		83%	12
Restroom availability	1	5	4		90%	10
Other: Kids - face painting, balloons; community supported ag baskets		1	1		100%	2

If you could wish for absolutely anything to make Marshall's Farmers' Market one of the best in the state what would you envision?

- Socialization, family
- Diverse products, large lot
- Friendly environment
- Coffee (2 people) / 2nd person: Why is there no coffee there?
- What about someone actually making breakfast there (for sale) using items from the market?
- Consistency
- Wants seasonal items to be more available
- 3 people did not know there was a Marshall Market - they go to Kalamazoo and/or Battle Creek
- People don't know its there - they need signs on the site and around town
- Wants to be better informed about what products are available - Facebook or other promotions
- Similar to South Haven's Market
- A place for people to gather, purchase produce, visit. Would like at least two food vendors
- I have very occasionally visited the market: most often I forget it is on

Marshall Farmers' Market Vendor Survey Results

How long have you been vending at the Marshall Market?	1-3 years	4-7 years	8-12 years	Total	
(check one only)	6	7	3	16	
Market?	**38%**	**44%**	**19%**		
(check one only) less than 4 weeks	0		0%		
5-10 weeks	3		20%		
11-15 weeks	5		33%		
more than 15 weeks	4	Total	27%		
Entire season	3	15	20%		

How desirable are the following ideas for how the city and the market can work together	Not desirable	Somewhat desirable	Very Desirable	Total	SD/VD
Develop comprehensive policies and procedures for operating the market	4	5	3	12	67%
Improved market management	4	7	2	13	69%
Expand market hours	9	4	2	15	40%
Expand market days	7	5	3	15	53%
Expand space to accommodate growth	1	5	9	15	93%
Increase parking	1	7	6	14	93%
Develop and implement a marketing plan	3	6	4	13	77%
Provide federal or state programs for low income and senior citizens	3	5	6	14	79%
Implement a grievance procedure	7	2	3	12	42%
Seek diversity of agricultural products	2	8	4	14	86%
Add diversity through ancillary products (artisans)	5	7	2	14	64%
Add diversity through entertainment and events	5	9	1	15	67%
Site improvements such as a pavillion, customer seating, etc.	1	7	5	13	92%

If you knew that the funds would be used primarily for marketing and advertising to customers would you support a daily fee for your stall?	Yes	No	Maybe	Total	Y/M
	5	6	3	14	57%

Total surveys distributed	20
Total surveys returned	16
% responding	80%

6/12/2014