

***A Project of the Creston Valley Food Action Coalition
with support from the College of the Rockies - Creston Campus***

**Master Business Plan for the
Creston Valley Farmers' Market
*Farm Fresh From the Kootenays***

2010

**c/o College of the Rockies
PO Box 1978
301 - 16 Avenue S.,
Creston BC V0B 1G0**

E-mail: cvfarmersmarket@gmail.com

Executive Summary

Business Description:

Creston Valley Farmers' Market plans to offer a showcase for the diverse selection of locally grown and produced goods, while providing well-managed marketing opportunities in a venue easily accessible to all the communities in this region.

Vision:

A vibrant and sustainable farmer's market for the Creston Valley's community of artisans, craftspeople, farmers, producers and consumers to gather and experience mutually satisfying benefits.

Mission:

To become a vibrant and self sustaining venue by 2011 where producers, artisans, crafters and consumers can gather, share, learn, support and enjoy a positive community atmosphere with benefits to all participants.

Our objectives are:

- to create a sustainable and credible market with an effective governance and management structure
- to partner with the communities of the Creston Valley at all levels
- to promote availability, production and consumption of a wide variety of local food, arts and crafts
- to provide an accessible, enjoyable and safe venue
- to locate in a permanent setting that eventually will have a community kitchen and permanent indoor structure which will promote flexibility of function and expansion of seasonal hours of operation
- to communicate a variety of information through various educational means, such as but not limited to, display booths, presentations, published articles, leaflets, coupon programs and the internet
- to be socially responsible by ensuring that fresh quality food is made accessible to all members of our community
- to attract tourists and make Creston a significant destination for travelers
- to create a family oriented environment with entertainment, including musicians, buskers and fun activities

Management:

Leadership for the Farmers' Market Committee consists of 4 vendors and 4 non-vendors with a wealth of experience in business management, project management, marketing, and the agricultural industry. Four members of the Committee have added knowledge due to having attended a Farmer's Market training seminar in Cranbrook. Association with the British Columbia Association of Farmers' Markets provides the template for a successful market. Day to day operations will be handled by a market manager.

Industry Overview:

A 2008 study completed by Farmers' Market Canada confirms the growing demand for locally produced farm fresh food. In 2008 there was a reported 10% increase in the number of farmers' markets operating, with a resulting economic benefit of \$1.03 billion direct sales to agricultural producers, and \$3.09 billion in spin off revenue to surrounding businesses. Local consumers, restaurants and many businesses benefit from a local farmers' market and provide a destination for tourists.

Competitive Advantage:

The Creston Valley Farmers' Market plans to fully utilize what the valley's diverse agricultural attributes offer. All the key ingredients are positioned to produce a one of a kind market in this region. Year round, seasonal, multi-functional, marketing and educational community partnered projects are planned. The market plans to be the pivotal force in branding that will ensure successful marketing and sales for this area.

Marketing Strategy:

The marketing focus will include:

- A greater use of the internet and connections with other pertinent websites
- The support benefits from our membership in the BCAFMA (British Columbia Association of Farmers' Markets) – province wide advertising
- Multiple highway signs
- Articles in the Creston Advance and other local publications
- Presentations, talks about fresh food benefits, educational exposures

Summary of Financial Projections:

Projections indicate a break even outcome for the second market season in 2011 with a profit anticipated by the end of the 2012 season. Profits will be returned to the community for educational and support projects such as the Harvest Share Program undertaken by the Creston Valley Food Action Coalition. Many of these programs collaborate with other organizations to bring much benefit to the community. Considering all aspects of initiating and operating a farmers' market, the business plan identifies a requirement for a \$10,000 grant for the first year. The bulk of these funds will be allotted to up-grading market set up materials plus the promotions needed for successful branding and marketing and paying for the entertainment to get the market off to a very successful and dynamic start this season.

Conclusion:

The fledgling market of the past is now poised to reach its full potential. Possessing a dynamic, skilled and experienced leadership team, the Creston Valley Farmers' Market is positioned to become the successful community enriching brand that epitomizes what is good about the Creston Valley.

Submitted by the CVFAC FM Committee

Chair: Len Parkin Box 30 Wynndel, BC V0B 2N0 Ph: 250-866-5405 or c/o lenparkin@telus.net
Market Contact: Kate Webb @ 250-431-8262 or c/o cvfarmersmarket@gmail.com

Detailed Business Plan

Introduction and Overview of the Market Proposal:

The Creston Valley Food Action Coalition (CVFAC) in conjunction with and support from the Creston Campus of the College of the Rockies (COTR) has decided to take on establishing and managing a new 'Creston Valley Farmers' Market'. To this end a farmers' market sub-committee of the CVFAC was formed (the FMC), with eight dynamic individuals sharing a common commitment to set up a viable, dynamic and sustainable market with a goal to have all producers, vendors and community members benefit over the long term. Four of the FMC attended a Farmers' Market training program in Cranbrook in April 2009. Four members are growers and producers who have a vested interest in the outcome and want the best market possible. The FMC is highly experienced in business and project management and in dealing with agricultural issues.

Farmers' Market Canada research from 2008 clearly shows a growing nationwide interest in locally produced farm fresh food. Quality of produce and connection with the actual producers is the new branding that attracts customers. The Creston Valley has some of the best land and climate to achieve these outcomes. With a new brand linked to our Valley, the FMC believes that this community can and needs to tap into this growing potential in a way that truly represents the full potential of what we have in our community.

Farmers' Markets are a major tourist attraction throughout much of British Columbia. Having people travel to Creston offers a major agricultural and business opportunity for everyone.

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- to create a family oriented environment with entertainment, including musicians, buskers and fun activities

In addition, the mission of the Farmers' Market Committee is in direct alignment with the constitution of the Creston Valley Food Action Coalition and 3 of its 5 goals. These are specifically:

- to support local growers who produce food
- to co-ordinate local growers, food distributors and consumers in achieving a sustainable local food economy
- to empower the local community to meet its basic food needs from local food production

Historical Perspective:

This new proposal for a Farmers' Market comes out of a long history of the Creston Valley having only achieved modest gains in the development of a long term or permanent market. Most recently, the Creston Rotary Club managed the Farmers' Market to keep it from closing down completely, but withdrew at summer's end 2009 because it did not fit with their mandate as a service organization.

A pattern that appears to exist in the Creston Valley is that projects fall on the energy and responsibility of single individuals who end up burned out after a few years of running or managing a project. Because of the abundance of fruit, vegetables and grains produced in the Creston Valley, there has also been a cultural attitude of not wanting to pay a fair market value to cover the expenses and hard work provided by the producers and vendors. The result of this attitude has been devastating to the long term potential that the Creston Valley could provide for all of the Kootenays, and ultimately to Creston and vicinity itself. For many vendors/producers to be financially viable; they have had to travel out of the valley and this only benefits places like Nelson, Cranbrook, Jaffrey and beyond. While the vendors do get better sales at better prices outside the valley, they also must travel longer distances, incur greater expenses and work longer hours, and this is burning out many of our producers. Creston's market has not served the best interests and well-being of our local producers and residents who want quality foods that are

locally produced. This business plan has the intention of changing these patterns and putting Creston on the map of Western Canada as being one of the best places to visit and shop at a Farmers' Market.

Farmers' Market Industry Potential:

After significant research and exposure to the full potential of the contribution a farmers' market can make to a community, it was decided that the primary focus must be to set up a market that fully addresses the trends, potential, and dynamism that is possible with a well run market. Mentoring from the successful Kelowna Farmers' Market and reviewing the research completed in 2008 by Farmers' Markets Canada has helped the FMC see that Creston has all the key ingredients necessary to produce a one-of-a-kind market. We have locally grown, fresh, and both natural and organic, produce as well as farmer direct supplies of meat, eggs, cheese and grains. We also have a multitalented group of artisans and crafts persons who have chosen to live and work in our community.

Farmers' Markets provided a \$1.03 billion direct impetus to agriculture producers in Canada and represents 1/3 of their total farm income according the 2008 Farmers' Market Canada research. These markets also provided a total economic benefit to their surrounding communities of \$3.09 billion or \$18.44 per visit to other surrounding businesses. Even the annual (over 10%) increase in Farmers' Markets nation wide suggests that this is a major growing trend. Creston needs and deserves to have a vibrant market to harness this growing potential.

Creating a Unique Market:

Our long term association with the College of the Rockies – Creston Campus (COTR) provides the potential for a truly unique and dynamic market. The COTR is planning and working toward development of a community kitchen and large building to house, both a year round farmers' market and multi-use facility on the College grounds. The best, and in many cases, biggest farmers' markets in Canada have a permanent year round use structure. These are the markets that produce the greatest long term economic impact to a community.

Seniors and those in need will be offered the opportunity to benefit through the "Farmers' Market Nutrition and Coupon Project" (FMNCP) which is a provincial initiative of the BC Association of Farmers' Markets (BCAFM) of which the CVFAC is a member. Tourists will be encouraged to shop for the best quality fresh and natural or organic produce available in Western Canada. Newcomers will see that they can now gain much easier access to this top quality fresh produce which is seen as one of the greatest positives for moving to this valley.

A New Look at the Idea of Competition:

Other businesses might see a farmers' market as reducing their own economic forecast for a year. As noted above, this is not the case. In fact, both statistics and

experience prove that it is to everyone's benefit to have more people shopping in an area. This is why there is an average of \$18.44 spent per person by market visitors in nearby locations. Motels, restaurants, pubs and other stores - all will benefit if we can develop a noteworthy local market. If anyone should doubt this, ask yourself why Tim Hortons, A&W, MacDonald's and other fast food restaurants build so close to each other? Why do we have shopping centers? It has been proven that groups of businesses draw patrons because they have a choice, and it is choice that sticks in their minds as a place to go. This is called positioning. We remember a location or group as a place of choice and we all want choice in this day and age. A dynamic farmers' market represents choice, especially of quality, farm fresh products. In the end, everyone in Creston benefits with a successful market.

Financial Projection for this Market:

To establish a successful market this year, a \$10,000 grant will be required. By the end of the second year of operation, it is projected that the market will reach a break even point, and realize a profit by the end of the third year. These projections are based on 2009 activities plus an increase in vendor stall fees for 2010. The majority of vendors are accepting of the need for increased stall fees in return for a more functional market.

Although this market is being set up under the non-profit CVFAC, profits will be returned to the community over the long term through the benefits that the CVFAC brings to the Creston Valley. This is one of the major ways the CVFAC can also become more self-sustaining and continue to reach out through the Harvest Share Program and other educational and support programs that have been successful but do not produce continual income. Many of these successful programs have also involved the COTR, and this cooperative approach really does benefit many in the community.

Risk and Mitigating Possibilities:

Competition, legal issues, funding uncertainties and vendor and customer buy-in have been identified as well as risks and mitigating possibilities - see appendices C, D, E and F.

Management:

The FMC has been charged with the responsibility to report to and conduct business according to policies and best practices of the CVFAC. Accounting, planning, listening, governance and strategizing will reflect the best opinions representing the needs of the community and producers together. The FMC intends to contract a market manager to maintain consistency and fairness, to follow appropriate health regulations, enforce legal compliance issues and develop an environment that meets the vision, mission statement and objectives of the CVAC FMC. Leadership is critical to reducing risk and overcoming problems. The FMC has the skill, dynamism and experience to provide the leadership necessary to create an appropriate Business Plan for the market manager (see Appendix A).

Focus:

The focus of the Farmers' Market will be to encourage as many vendors and producers, together with local artisans and craftspeople, to have an exciting and positive environment where they can sell their wares. We want to develop a venue that is talked about, is a gathering place for locals, and creates a mutually satisfying community space of sharing, having fun and enjoying entertainment while meeting other locals and learning about and supporting local producers, builders, crafters and artisans.

The CVFAC's membership in the BCAFM dictates that only locally produced items can be sold. The benefits of membership outweigh this limitation; therefore we will continue to be a member and follow their guidelines appropriately.

In order to meet the needs of many of our seniors and others who are disadvantaged, the FMC is investigating the use of "The Farmers' Market Nutrition and Coupon Project" (FMNCP) which is a provincial initiative of the BCAFM. The purpose of the FMNCP is to increase access to fresh BC-produced farm products for low-income pregnant women and low income families with children, complement existing cooking and skill building programs (CSB) and expand awareness, use of and sales at BCAFM member farmers' markets. There are 12 communities that have benefited from this coupon program - from the Comox Farmers' Market in Courteney, BC to the Nelson Outdoor Market in Nelson, BC.

There will be a strong focus for the summer Farmers' Market to attract tourists and travelers who frequently pass through the Creston Valley. Many do not stop, but with advertising and more appropriate road signage plus a stronger internet presence, we believe we can attract many more visitors because of the trend for many travelers to visit farmers' markets as part of their traveling adventures. With a much stronger branding focus on Fresh Quality Natural or Organic products, we believe this will attract much attention as there are few places within hundreds of miles of here that can produce the same quality or quantities as we do in this valley.

We know that a well run medium sized market that regularly draws about 20 vendors each week can make a significant contribution to an entire community. Based on vendor participation this past year, we know that 20 vendors is a realistic goal for this year with a much greater number anticipated for the following years when all the innovative ideas show that a new dynamic is being added to the Creston Valley Farmers' Market. If our market follows typical growth patterns for a well run market, then Creston will reap the benefits. We want to become part of this positive trend and believe that Creston is one of the most viable communities to run such a successful market (see Appendix K where this research is summarized).

The CVFAC FMC believes that with a renewed educational focus, proper advertising, articles in the local papers, a major focus on the advantages of internet use, and the tendency for people to jump on board success, there will be a major change and growth in the local Creston Farmers' Market over the next two years. This will become

evident with the innovative ideas that the FMC is bringing forth to address many of the needs of our community. These changes should increase tourism, especially from those tourists who specifically travel from market to market as part of their holiday plans. See Appendix L for innovative ideas that are being considered.

Lastly, there will be an increased family focus at the market with more local entertainment to attract seniors and children. We believe these combined strategies will bring the market to a new level of excitement and dynamism.

Business Operations:

Management:

One of the most repeated teachings of those who have run or been involved with a successful Farmers' Market, is having a dynamic, fair and effective manager. It is considered the most important step to ultimate success.

Location:

At Millennium Park from June to September and at Morris Flowers Garden Centre from September to December.

Times and Dates:

Saturday - Summer markets - 8:00 am to noon - June 19 to September 18, 2010;
Fall markets - 10:00 am to 2:00 pm - September 25 to December 18, 2010

Equipment and Storage:

There is minimal equipment available from the former market operation - see Appendix H for details.

Office requirements:

Since the Market Manager is a contractor, their home will be their office with all the benefits of a proprietorship.

Supplies:

Managerial operating supplies will be provided by the market manager from the manager contract fee. Capital cost supplies will be provided by the CVFAC FM

Rules and Regulations:

The draft of suggested rules and regulations (see Appendix P for details) comes from material provided at the Cranbrook Farmers' Market training session in April 2009,

and other best practices that have been researched. These are a set of guidelines only to assist the Market Manager.

Legal Issues and Governance:

Insurance:

The FMC motion that the CVFAC become a member of the BC Association of Farmers' Markets was approved by the CVFAC Board. CVFAC membership in the BCAFM (\$200 per year) allows the market to acquire basic insurance (\$350 per year). Note: use of municipal property for the summer market requires that the Town of Creston be named on the policy.

This insurance provides the following coverage:

- Commercial General Liability (\$5,000,000)
- Premises, products and completed operations (\$5,000,000)
- Broad form property damage (\$5,000,000)
- Occurrence Basis Property Damage (\$5,000,000)
- Employees as Additional Named Insured (\$5,000,000)
- Contingent Employers Liability (\$5,000,000)
- Non-owned watercraft up to 8 meters only (\$5,000,000)
- Personal Injury (\$5,000,000)
- Medical Payments (\$2500.00/person)
- Tenants Legal Liability (\$250,000)
- Non Owned Automobiles (\$2,000,000)
- Blanket Accident Insurance (\$50,000,000 Principal sum) + (\$200.00 weekly indemnity)

(Note: Some vendors may have basic coverage with their home insurance policy)

Health Guidelines and Inspections:

Committee members approached the Health Inspector to discuss updates, changes and guidelines that the Farmers' Market will follow. Once hired, the contract manager will take on this responsibility and will be introduced to the Health Inspector to facilitate this transfer of responsibilities.

Town of Creston Support and Guidelines/Restrictions:

Committee members approached the Town of Creston to investigate and/or confirm all legalities around use of Millennium Park. The issue of a business license is being reviewed by the Town of Creston. The contract manager will take on these responsibilities, and will be supported by the FMC in developing a relationship with the Town of Creston staff.

Financial Plan for Market Manager:

The market manager will be compensated through a 50/50 split of weekly vendor stall fees. The overall budget will be provided during the interview process for further clarification of financial management needs.

CVFM Budget:

See Appendix B for further details.

Conclusion:

The key to the long term success of the market will be in the creativity, dynamic energy of the organizing committee and a positive and powerful contract manager. The committee is made of the right people to make this plan work. If the community comes together to embrace this vision and plan, then the chances of success will be extremely positive.

To address questions, concerns, please feel free to contact the chair, Len Parkin or our communications link, Kate Webb noted at the beginning of this document.

Submitted by the CVFAC FM Committee to the CVFAC Board

Chair: Len Parkin Box 30 Wynndel, BC V0B 2N0 Ph: 250-866-5405 or c/o lenparkin@telus.net

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Appendix A - Farmers' Market Organizing Committee Backgrounds

CVFAC FM Committee Members:

Michael Byrne	m_byrne@shaw.ca	250-428-4530
Geri Lee	leegg@shaw.ca	250-428-0655
Sheila Lemieux	sheilan@telus.net	250-428-4619
Caroline Martin	cmartin@cherrybrookfarms.ca	250-428-3030
Len Parkin	lenparkin@telus.net	250-866-5405
Jessica Piccinin	rootandvine@hotmail.com	250-402-8475
Karen Powis	kpowis@wynndel.ca	250-866-5252
Kate Webb	jkwebb@uniserve.com	250-431-8262

In summary, our members have a broad background of experience:

- Michael Byrne has recently retired from years as a full time executive and more recently a senior management consultant working in both business and education sectors and he and his wife have an organic fruit and vegetable farm in the Valley
- Geri Lee is retired from a background in facilities management and managed the Creston Valley Saturday Market for the Rotary Club of Creston these past two years.
- Sheila Lemieux is a Licensed Practical Nurse working part time in Creston with a bent for research and focus on governance. She also was sole proprietor of an interior design consulting company and director for 9 years of a condominium corporation.
- Caroline Martin is a producer/vendor who owns Cherrybrook Farms which is a CSA farm that also produces lettuce year round in the Valley
- Len Parkin is a retired Change Management Consultant and teacher/counsellor with a small vegetable and fruit growing operation
- Jessica Piccinin is a local producer/vendor and a young and creative individual with tons of energy toward marketing and supporting local growers
- Karen Powis owned and operated a small business for 14 years and currently co-manages the Community Greenhouse at the College of the Rockies. Her business strengths are in budgeting and financial management. She grows garlic and herbs near Wynndel.
- Kate Webb is a dynamic vendor with a background in internet marketing, sales, fitness and nutrition, and is currently managing her own business.
- Our accountant/bookkeeper is Jean Hoover who also serves as the accountant and tax consultant for the CVFAC and is also a local valley gardener.

Appendix B - Financial Budget

See attached excel spreadsheet (2010 Budget Final Draft)

Appendix C - Market Manager Contract with attached Schedule A (Specific Roles and Responsibilities)

MARKET MANAGER CONTRACT

(hereinafter known as **Appendix C**)

pursuant to and forming part of the Business Plan
(hereinafter known as the "**Business Plan**")

for the Creston Valley Food Action Coalition Farmers' Market

THIS AGREEMENT/CONTRACT has been entered into this ____ day of _____, 2010, in the Town of Creston, British Columbia at the hour of _____ o'clock am/pm

Between

Creston Valley Food Action Coalition
registered under Number _____
as a Non-Profit Organization located at
_____, Creston, British Columbia
(hereinafter described as "the **CVFAC**")

(of the First Part),

-and-

of _____ Creston, British Columbia
the Independent Contractor and
(hereinafter described as "the **Manager**")

(of the Second Part).

THE MANAGER OR THE CVFAC, WITHOUT INCURRING LIABILITY FOR DOING SO, MAY WITHDRAW THIS AGREEMENT/CONTRACT WITHIN TEN (10) DAYS IF A FULLY EXECUTED COPY OF THE MANAGER'S AGREEMENT/CONTRACT IS NOT PROVIDED TO EACH PARTY. UPON COMPLIANCE BY BOTH PARTIES AND TO MAINTAIN CREDIBILITY, THE

MANAGER'S CONTRACT MUST BE FULLY SIGNED BY ALL PARTIES WITHIN THREE (3) WORKING DAYS FROM THE TIME OF THE FIRST SIGNATURE.

IT SHOULD BE NOTED THAT THE MANAGER MAY HAVE THE OPPORTUNITY TO REVIEW ANY SORT OF ONGOING LIABILITY CLAIMS, AND THE MANAGER MAY BE PERMITTED TO REVIEW ANY RELEVANT DOCUMENTS RELATING THERETO.

ADDITIONALLY, THE CVFAC MAY REVIEW THE MANAGER'S CREDENTIALS FOR EFFICIENCY, CREDABILITY AND CONFIDENTIALITY.

IT IS TO BE NOTED THAT THE MANAGER'S CONTRACT IS TO REMAIN CONFIDENTIAL AND WITHOUT PREJUDICE.

For the purpose of clarity, the following terms and conditions apply to the Manager's Contract:

DESCRIPTION OF SERVICES

1. TO deliver market management services and achieve the objectives of maintaining the Creston Market as outlined in the Business Plan. The required objectives may be re-evaluated by the CVFAC on an "ongoing" basis and may be subject to periodic review. The specific roles and responsibilities are set out in Schedule A which forms part of the Manager's Contract.
2. THE Manager shall not create any other employment or agency relationship in similarity.
3. THE Manager shall not be construed as an agent or employee of CVFAC.
4. THE Manager must provide any and all information pertinent to the services provided. The information must include any sort of regular monthly reports, banking statements and recorded bank deposits, etc.
5. THE Manager must consult with the CVFAC regarding any sort of difficult unresolved issues. This may include parking, safety, fire, vendor differences or any other issue regarding the operation of the Creston Market. These issues must be addressed and resolutions recorded in writing.
6. THE Manager's Contract is *non-assignable or transferable*. No waiver, modification, or limitation shall be valid without the written approval of

CVFAC. The Manager's Contract shall remain enforceable and valid unless an amendment is approved, signed and delivered in writing, by CVFAC.

7. The Manager's Contract runs from January through December of a calendar year and is subject to review annually.

MANAGER'S CONTRACT TERM AND OBLIGATIONS

1. The Manager's Agreement/Contract shall commence upon the date of execution and shall continue up to and including the date of completion of the Post Project Review (hereinafter known as "PPR") which will take place not later than January 15, 2011.
2. As the Manager is an independent contractor, the Manager shall be exclusively responsible for the payment of all taxes and other statutory charges incidental to the compensation paid for services performed, including federal and provincial income, sales or use taxation.

MANAGER'S STANDARD OF PERFORMANCE

The Manager shall:

1. Operate the Creston Valley Farmers' Market under all applicable Federal and Provincial laws including any sort of municipal by-laws or municipal governing bodies.
2. Perform and fulfill all duties and not cause any harm, injury or ill behavior to damage the reputation of the CVFAC.
3. Maintain a standard of care, skill and diligence in performance, including but not limited to persons engaged in the provision of similar services.
4. Not cause harm, commit or purport the CVFAC to the payment of any monies other than specified within this Agreement.
5. Ensure that all partners or persons employed by the Manager in connection with the Manager's Contract are competent, adequately trained and fully instructed to fulfill the duties of Manager. In addition, the replacement partner or persons must be supervised consistently by CVFAC to guarantee that the appropriate standards are complied with.
6. Confidentiality is imperative. No matters regarding CVFAC or the Creston Valley Farmers' Market and its vendors shall be disclosed to any person, partner, partnership, firm or corporation.
7. At no time during or after the expiration of the Manager's Contract enter into an agreement or operation to create competition or conflict to the Creston Valley Farmers' Market. In the event the Manager entertains involvement with a similar organization, CVFAC may

- execute every opportunity and use every measure necessary to prosecute for incurred damages and losses.
8. The material produced, obtained or generated by the Manager will be exclusively the property of CVFAC. Any additional assets or property owned by CVFAC will remain the ownership of CVFAC. The Manager unconditionally agrees to return all properties to CVFAC upon expiration of the Manager's Contract or, alternatively, termination as Manager. The immediate demand either verbally or by written notice to return any sort of assets must be fully complied with within a 24 hour period of time.
 9. CVFAC shall not be liable to the manager on account of any personal injuries or property damage. The Manager shall indemnify and hold CVFAC harmless from all liability for personal injuries or property damage directly related to performance of the Manager.

MANAGER REMUNERATION

1. Remuneration shall be calculated on a monthly basis and paid within five (5) business days of commencement of the following month. This payment shall be received by the Manager as full and final payment for the services rendered in the prior month. For the purpose of simplification, a formula must be maintained and calculated as follows:

Formula: 50% Vendor stall fees = Manager's Monthly Remuneration

TERMINATION AND SEVERANCE

1. Upon seven (7) days written notice by the First Party, termination will be applicable and duly served. This notice must be provided by "hand delivery" or "registered mail" only, to the address as set out on page 1 of this contract. The CVFAC must provide sufficient written evidence to the Manager to enforce termination or discharge.
2. At the discretion of the CVFAC, CVFAC may withhold from the Manager sufficient funds for compensation arising from any liens, debts or claims incurred by the Manager for a period of 15 days. During the fifteen (15) day period of time, the CVFAC and Manager must provide sufficient proof to justify any sort of pending matters or claims to authorize the termination of the Manager's Contract.
3. In the event of termination of the Manager's Contract, and prior to 100% completion of the services defined herein, the CVFAC will pay to the Manager a portion of the Manager's Contract as compensation being equal to the portion of the Manager's Contract and calculated in the aforementioned formula.

It is mutually agreed between the aforementioned parties that any liabilities, law suits, or general misunderstandings in connection with the Manager's Contract will be settled in accordance with and under the laws of British Columbia.

This Manager's Contract supersedes all prior verbal or written agreements. The execution of the Manager's Contract confirms that all parties have read and understand the terms. All parties have been provided the opportunity to obtain independent legal advice prior to the execution of the Manager's Contract. The Manager's Contract has been fully executed in good will, faith and voluntarily.

All of the provisions of the Manager's Contract and signatures shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, if any, successors, and assigns.

IN WITNESS WHEREOF, the undersigned have executed the Manager's Contract as of the day and year first written above. The parties hereto agree that facsimile signatures shall be as effective as if originals.

President (print name)
Creston Valley Food Action Coalition

(signature)

Manager (print name)

(signature)

Witness

Date signatures affixed: _____

Schedule A

Market Manager's Specific Roles and Responsibilities

The market manager is responsible for the day-to-day operation of the farmers' market. The role of the market manager varies - from handling the basic operation of the market; to developing the market and coordinating special activities; and handling any conflicts that may arise.

Qualifications of the market manager

1. Good communication skills and relates well with others.
2. Good organizational skills, responsible, and capable of carrying out a variety of duties at the same time.
3. Good leadership skills and the ability to guide and maintain the stability of the market.
4. Has a thorough understanding of the regulations and ordinances governing the farmers' market, and the effect those rules have on the operation of the market.
6. Good decision-maker, with the ability to make timely, balanced decisions and stand by them.
7. Reliable and punctual.
8. Basic money management skills.

Responsibilities of the market manager

1. Acts as the administrator of the market, exercising general supervision over its activities. Keeps the market running smoothly and effectively.
2. Familiarity with provincial and local food regulations and requirements.
3. Interprets market rules and regulations and makes necessary judgments and decisions if questions or concerns arise.
4. Enforces all market rules, regulations, ordinances and codes:
 - a. monitors activities within the market
 - b. ensures all market activities and events comply with stated guidelines
 - c. takes disciplinary action when necessary
5. Mediator:
 - a. settles disputes in the market
 - b. deals with complaints
 - c. accepts suggestions
 - d. works to achieve equitable and fair decisions
6. Communication and information link between all facets of market development and operation:
 - a. keeps vendors aware of market policies, activities and promotions, and serves as a liaison between the market and other businesses and organizations
 - b. responds to all consumer inquiries and complaints
 - c. provides reports on a monthly basis as required by the CVFAC
7. Responsible for handling market finances as follows:
 - a. collects stall, membership, and other fees from vendors
 - b. makes weekly deposits into the farmers' market bank account
 - c. maintains a farmers' market float (amount to be determined)

- d. submits weekly income and expense report to the CVFAC bookkeeper
- 8. Assigns permanent stalls to each vendor and 'drop in' stalls on a weekly basis
- 9. Serves as quality control person for the market. All products must comply with the food guidelines developed for the market. Only top quality products should be sold through the farmers' market.
- 10. Works with growers to encourage an adequate quantity and a broad variety of products each market day. The market manager provides information as to which products are in high demand and/or in low supply.
- 11. Ensures that all required forms dealing with the operation of the farmers' market are properly filled out and filed.
- 12. Arranges for a responsible replacement during any absences, and gives vendors prior notice.
- 13. Maintains a clean and attractive market at all times:
 - a. ensures that the market area is properly cleaned up at the end of the day
 - b. enforces penalties on vendors who do not leave their stall area clean
- 14. Is able to recognize and respond to emergency situations.
- 15. May develop and maintain a consumer information booth.

Appendix D - Risk Analysis: (SWOT)

Strengths:

- Dynamic and skilled leadership team
- Creston needs and wants a market
- Vendors, producers and customers already have a habit of coming to a weekly market
- Foundation for the market built on three key organizations which support this market (CVFAC, FM Committee and the COTR, Creston Campus)
- Market is centrally located on Town of Creston property next to a beautiful park (Millennium Park) with public washrooms and adjacent to the COTR.

Weaknesses:

- Must overcome habit of customers wanting to pay less for food than would meet producer expenses
- No beginning funds to start the market this first year
- No hired manager at this point in time and no funds to begin such payment
- Some negativity because of previous failed markets and lack of credibility in some people's perceptions
- Need Town of Creston By-laws clarified to reduce vendors' fears
- Some businesses may not want the competition provided by a local farmers' market
- Need for a thorough analysis of the competition so as to address concerns - see Appendix D.

Opportunities:

- Chance to build a market with a firm foundation and really prove the value and assets held in the Creston Valley for top quality produce
- A fresh start can be reinvigorating for the community
- Build a new market with a whole new brand to break old paradigms and prove that Creston can really be one of the best markets in Western Canada
- Bring many new tourists and visitors to the Creston Valley which already has a reputation for quality fruits and vegetables
- Harness the buying power and interest in farm fresh products that newcomers to the valley see and want because of the value they saw in moving here

Threats:

- Lack of highway advertising/signage the first year and the lack of funds to advertise more broadly across BC. May limit knowledge of the market.
- Limited sense of possibility for a vibrant market when we already have highway vendors on highway 3 in Erickson
- Red tape at Town of Creston Council to deal with business licensing issues

- Discouragement with Creston when the attitudes and opportunities in Nelson and Cranbrook are so much more appreciative of the fresh produce brought to those areas by our vendors

Appendix E - Analysis of the Competition

Positives of Nelson and Cranbrook:

- Vendor produce brings a much higher price than is typically gotten in Creston
- Vendor can charge higher prices because customers value the quality and prices charged by our Creston producers
- Both Nelson and Cranbrook do not insist upon each vendor having a city business license and thus the fee structure is more in line with vendor's need to keep expenses as low as possible.
- The setting is more pleasant during the hot summer days with shade and trees close by
- Selling out all product taken to these markets is quite common

Negatives of Nelson and Cranbrook:

- Travel distance is long and fuel expenses much greater
- Preparation for the market takes much more time to compensate for the travel time
- Travel during the hot summer is hard on produce and can lead to greater loss of quality and product for sale
- There are only certain times of the year that the advantage of these 2 places far outweigh the benefit of selling in Creston
- When product is not sold, hauling the product home usually ends up being a total waste and can not even be given away

Highway 3 Stands:

Positives:

- These stands are inside providing protection in all weather
- These stands are located along Highway 3 and attract the attention of tourists much more easily than a farmers' market can do
- They are open 7 days per week and have a strong base of regular customers and 2 of the 3 most prominent stands are open all year round.
- These stands also attract a wide variety of customers from out of province and have helped develop the reputation of Creston positively, having such a great fruit and vegetable selection during the fall harvest
- There is plenty of room for both a farmers' market and the highway stands as the more we can promote Creston the more there will be for all local producers

Negatives:

- These stands often sell produce from well beyond the boundaries of the Creston valley
- Customers do not know where exactly the produce is coming from and thus there is no direct connection with the grower
- Creston produce is only sold for limited times during the year

- Buying from these stands does not significantly lessen the carbon footprint of the food supply
- Most of the produce is not organic or grown as naturally as possible
- Tourists may not fully realize the difference in quality that can be had from direct buying from the producers

In conclusion:

There is opportunity for all vendors in this valley. The Creston Valley Farmers' Market does need to educate and brand itself as having a unique quality of product direct from producer to customer. This is the greatest asset that a farmers' market offers, and is clearly becoming something that is of greater value to consumers because of all the issues and concerns that now exist in relation to the quality of our current food supply. The Farmers' Market Canada research project of 2008 clearly shows that the time is right for Creston to rightfully claim a new brand for itself and build one of the best farmers' markets in western Canada.

Appendix F - Risks and Mitigating Possibilities

1. Vendors don't turn up as expected.
Action: We expect 20 vendors per market session. Each week the manager should contact the high-probability vendors via phone and e-mail to confirm their intent to attend, and potentially providing assistance in the case of illness. No-shows from a previous week must be contacted to encourage their attendance at the following week. This can be shared by the committee.
2. Customer volume less than expected.
Action: At the summer market the best weeks produced 200+ customers with reasonable returns for some vendors. Attendance must be tracked, advertising increased and vendors should be polled by the manager/assistant to gauge how the market is doing and what might be changed/improved.
3. Crops fail – poor variety of produce.
Action: Ask the produce vendors whether they want to continue. Do vendors want to share selling of produce? Invite more craft people in.
4. Inclement weather.
Action: If a Saturday is rained out, can we hold a two day weekend market the next week – Saturday and Sunday?
5. Manager is not performing as expected.
Action: Contingency – If no improvement, fire the manager. Students can assume some duties. Vendors with more than one person at a stall can pick up the slack for setting up the stage, putting out chairs, etc. Members of the FM Committee will also volunteer and help set up and maintain the market during such times.
6. Reduction in vendor stall fees.
Action: If a vendor will not attend because of stall fees being too high for their bottom line profit, then our committee and manager will need to work at coaching and supporting each vendor with how better to show their wares and increase their sales, especially if the manager can see where improvement would help with better sales.
7. Do not receive expected funding.
Action: Do not hire manager. Get a student (or two) and see if KES can help. Ask vendors and others to carry part of the load. Retry funding in 2011. Work with a back up plan to use volunteers to manage the market and use several of our committee members as interim managers. If four of our committee members came together to develop a common focus and management approach, we could reduce the concerns that have occurred in the past when using volunteers. Inconsistency was the biggest concern.

8. Lack of support from Town – restricted advertising.
Action: Use alternative avenues to make people aware in advance – flyers, social media, local radio station, flags for cars “support your local farmers market”, stickers, ads in shops and restaurants.

9. Lack of support from Town – inflexibility regarding business licenses.
Action: Proactively run a counter-offensive – speaking with market regulars. Gather business license info from other farmers markets. Alternatively, look at holding the market in another location - such as in Wynndel.

Appendix G - Ten Principles of a Successful Farmers' Market

1. A time, location and season that coordinates the needs of farmers, consumers and the local community
2. A central, visible and permanent location
3. A diversity of products and producers
4. Fair and enforceable rules and regulations
5. A strong market manager who is passionate about the market
6. A management structure that allows for vendor input
7. A marketing plan that clearly defines a target audience with a strategy for reaching that audience
8. Adequate funding
9. A successful market involves the community in which it serves
10. Continuous self-evaluation

Appendix H - Equipment Available from the Former Market

Owner	Description
Market Committee	shed - 9'x12'
	sun shade: 1 - 12'x12'
	tables: 2 green round (new 2009) 1 white round (splashed with in blue paint)
	umbrellas - 3 round
	garbage cans - 3 large
	extension cords on reels - 2
	flags - string of plastic
	tie-downs: - 4 cement buckets: 4 cement blocks
	signage: - 5 sandwich boards (3'x2') - 1 sandwich board (2.5'x2') - 1 sandwich board (1'x2') - 1 'post' with 6 inserts
	parking cones - 8
	storage bin with various items: - receipt book, garbage bags, duct tape, hammer, etc.
	file bin: (Geri Lee has) - all market files, stencils, receipt books

Equipment will be loaned by:

COTR - (Kathy Tompkins)	19 chairs - blue 'plastic'
Rec Centre - (Neil Ostafichuck)	2 stages (approx. 4'x8' each)

Appendix I - Vendor Application Form - Sample to Assist Manager

**Creston Valley Farmers' Market
Vendor Application Form – 2010**

Submit to Market Manager, Jen Comer
E-mail: cvfarmersmarket@gmail.com

Vendor Name: _____
Business Name: _____
Address: _____
Phone #: _____ **E-mail:** _____

Type of products sold:

Ready to Eat Foods: All vendors selling prepared foods must include a copy of letter from Interior Health with their application. A temporary food license and Food Safe certificate may be required, contact the local Interior Health Authority for details.

Please mark all that apply:

Season:	Pre-paid permanent stall	Drop in – assigned stall
Summer Market June 19 to September 18 Millennium Park	14 Markets = \$196.00 *due June 12, 2010	\$15.00
Winter Market - ½ Table September 25 to December 18 Morris Garden Centre	13 Markets = \$117.00 *due September 18, 2010	\$10.00
Winter Market - Full Table September 25 to December 18 Morris Garden Centre	13 Markets = \$234.00 *due September 18, 2010	\$20.00

All vendors are required to be members of the Creston Valley Farmers' Market. Membership is \$5.00 per year and is valid until the end of the calendar year. Please include an additional \$5.00 with your application. Vendor Initials _____

I acknowledge that all products sold must be produced within the Creston Valley or within 100 miles of the market location. Vendor Initials _____

Signature: _____ Date: _____

Office Use Only:

Payment accompanying application: _____ Cheque__ Cash__

Membership Fee Received?: _____ Market Manager's Initials: _____

Appendix J - Proposed Fee Structures for the 2010 Market and Manager

The following proposal shows how a prospective contract manager truly controls their destiny in terms of financial remuneration using a percentage fee structure. After much calculating, a 50-50 split was chosen to offset the costs that will be incurred by the CVFAC Board, and to reduce risk to the CVFAC Board.

Note: The FMC chose to further reduce risk by dropping the idea of a mid-week market.

Season	Stall fee	# of markets	# of vendors	Total \$
Summer Sat drop in fee rate	\$15/ stall	14	15 + \$5.00 /vendor membership =	\$3,150 + 75 = \$3,225
Summer Sat with advanced payment 1 week before the first market	\$14/ stall x 14 markets = \$196 includes a permanent stall \$5/yr membership is additional	14	If all 15 vendors pay in advance, income = + membership of \$5 = \$75	\$2,940 + 75 = \$3,015
Fall Sat drop in fee rate	\$10/ ½ table \$20/ full table	13	30 vendors using ½ table = + membership fee if not pd = \$5.00 x =	\$3,900 + 150 = \$4,050
Fall Sat with advanced payment 1 week before the first fall market	\$9/ ½ table x 13 markets = \$117 includes a permanent stall additional \$5/yr membership if not yet paid	13	If all 30 vendors pay in advance, income = + membership of \$5 = \$150	\$3,510 + 150 = \$3,660
Totals =				\$7,275 for 'drop in' rate and \$6,675 for advanced payment rate
Based on a 50/50 % split	Contract Manager = \$3,637.50 Or \$3,337.50	FAC Board = \$3,637.50 Or \$3,337.50		

These figures represent a low estimate and provide a theoretical set of possibilities only. A dynamic manager can take these figures to a much higher level.

Appendix K - Farmers' Market Canada 2008 Research

- Buying directly from a farmer is important or extremely important say 92% of Canadians in a study done by Farmer's Market Canada in 2008.
- This landmark study says that Farmers' markets produce 1.03 billion in direct annual sales and have a total economic impact worth 3.09 billion.
- Their key economic findings suggest:
 - 28 million shopper visits to farmers markets were made in 2008 in Canada
 - The average purchase was \$32.06 per shopper per visit
 - 1 to 5 average jobs were created per vendor
 - 50 to 199 average customers per day per vendor
 - \$100 to \$999 average sales per day per vendor
- Farmers' market facts in brief from the study:
 - Farmers' markets make positive contributions to the economy and to Canadian communities
 - They play a key role in the marketing of Canadian agricultural products and a significant role in generating farm incomes
 - They have many opportunities for growth
 - They are very popular with their customers: 96% of customers said their farmers' market experience met or exceeded their expectations
 - 75% of shoppers are regulars
 - 48% of Non-users of farmers' market say there is no market nearby.
 - 97% of people who frequent a market do so to buy and not just browse
 - Fresh in-season products are what customers want.
 - The average vendor at a farmer's market gets 1/3 of their yearly revenue from the market
 - The top vendors wish list items were: more marketing support, upgrades to facilities and more vendors present at each market to bring in more customers

Appendix L - Sample of Creative and Innovate Ideas for the Market

- Focus on family and children's activities
- Feature special days and themes throughout the summer and fall
- Look to having a market mascot
- Coupon program for citizens in need – “The Farmers’ Market Nutrition and Coupon Project” (FMNCP)
- Create a greater diversity in entertainment and work with the arts council to achieve this.
- Bring local radio station CIDO to do live broadcasts from the market
- Special education and information booths to support local groups and non-profit activities
- Support school groups with fund raising activities and information sharing
- Continue to support the Hospital Tuck Shop at the market
- Look to have transportation available to bring seniors from some of our local lodges
- Feature special cook off activities and other competitive fun events.
- Use the stage at Millennium Park to provide special guest performances by local artists and groups
- Reserve one free of charge spot a week to book a non-profit organization of our choice
- Monthly consumer newsletter (can be worked in with the website)
- Persuade each vendor to participate in a weekly fundraising raffle where each vendor donates an item for the grand prize
- Consider a 50/50 draw with proceeds going to a local school or charity.

Appendix M - Questionnaire Given to Vendors for 2010 Market Assessment

Creston Valley Farmers' Market – Vendor Interview Schedule

For the past few years the Creston Valley Farmers' Market has been held between June and September in the area next to Millennium Park. In 2009 this market was successfully extended to the end of the year but was relocated to Morris's greenhouse for the October to December period.

You'll recall that the Rotary would no longer be involved beyond 2009 and some local entrepreneurs proposed a plan to make several changes in 2010 – a different, perhaps even permanent location, multi-season market and broader participation. Well, the market was indeed held in the fall but plans for the summer market did not pan out. So, a committee of the Food Action Coalition has been formed to re-start the Market and one of our first tasks is to talk to all the produce vendors and crafts people to get their views. You are the essence of the Market and we need your opinions and support to ensure that we can run a market that you will enjoy and profit from.

We need 5 minutes of your time to answer some questions. Do you have 5 minutes now or would you prefer that we contact you at another time?

(If another time, make the appointment, thank them for their time and call back. If they have time now then move to the first question)

Q1. Are you intending to sell your products at the Farmer's Market between June and September? Yes/No

If Yes -

Q2. What products do you intend to sell at the Farmer's Market between June and September?

Q3. Would you prefer that the Farmer's Market between June and September be held:
Saturday Only Yes/No Saturday and Midweek Yes/No

Q4. How often will you attend the Market as a vendor between June and September?

Saturday:	Every week	About half the time	Occasionally
Midweek:	Every week	About half the time	Occasionally

Q5. If you favor a midweek market what day would you prefer?

Q6. What hours would you prefer the Farmer's Market to operate between June and September?

Weekend:

8am – noon Yes/No

9am – 1pm Yes/No

No opinion

Midweek:

4pm-7pm Yes/No

Other (Specify)

No opinion

Q7. Are you intending to sell your products at the Farmer's Market between October and December? Yes/No

If Yes -

Q8. What products do you intend to sell at the Farmer's Market between October and December?

Q9. How often will you attend the Market as a vendor between October and December?

Every week

About half the time

Occasionally

Q10. What hours would you prefer the Market to operate between October and December? 10 am – 2pm Other (specify)

Some of our questions relate to your views on costs. Setting up and running a farmers market is not cheap. Other successful farmers markets have incurred significant costs to build their operations and the same will be true of Creston. In addition to their substantial donated time, the Farmers' Market Committee faces insurance costs, Town of Creston costs, advertising costs, membership costs to belong to the BCAFm etc, and all the other start up costs. One of our first steps is to determine the level of dollar commitment each vendor can or will make toward the operating costs of the Creston Farmers Market. In exchange for commitment we would anticipate discounts and reserved locations at the market.

Q11. If we think of a season as either Summer (June to September) OR Fall (October to December), as a vendor, which option would you choose:

- A) Paying for both seasons in advance - ensuring a permanent stall space as well the largest discount
- B) Paying for one season in advance – ensuring a permanent stall space and also a substantial discount
- C) Paying a percentage of a season in advance – ensuring a permanent stall and a smaller discount... If so, what dollar amount for a season would you be willing to put down? \$ _____
- D) Paying a drop in rate – anticipating neither a permanent stall space nor a discount.

Q12. In general what do you believe that the standard daily stall rate should be? \$ ____

May we confirm your contact information on our files for future reference? It will not be shared with any other organization.

Contact Information: Name:

Phone:

e-mail

Do you have any other ideas to make the Creston Valley Farmer's Market more attractive and successful?

Q 13 Thank you for your help. May we call you again for more information? Yes/No

Note: If the respondent raises the issue of business licenses, tell them that discussions are underway with the Town and we hope for a positive outcome.

Appendix N - Survey Results from Vendors' Questionnaire

Vendors contacted : 32

Vendors interviewed: 27

Intend to sell at June–Sept Market: 18 (+ 2 “perhaps”)

Prefer Saturday Market only: 9

Prefer Saturday and Midweek Market: 11

Probable frequency of attendance at Saturday Market:

Every week: 6 Half time: 11 Occasionally: 3

Probable frequency of attendance at Midweek Market:

Every week: 2 Half time: 5 Occasionally: 4

Preferred Day of Midweek Market: Tuesday: 1 Wednesday: 10

Preferred Time of Saturday Market: 8am-noon: 9 9am-1pm: 10 8am-2pm: 1

Preferred Time of Midweek market: 10am-2pm: 11

Intend to sell at Oct-Dec Market : 17

Probable Frequency of attendance at Fall Market:

Every week: 9 Half time: 5 Occasionally: 3

Preferred Time of Fall Market: 10am-2pm: 16 8am-2pm: 1

Preferred Pay Option: A: 2

B: 6

C: 5

D: 6

B(Fall) D(Summer): 1

Downpayment: \$50 1

\$100 3

\$150 3

\$200 1

\$300 1

No opinion 5

Suggested Payment for stall rental

\$10 : 5

\$15 : 13

\$15-20 : 2

\$20 : 3

No opinion 3

Appendix O - Manager Interview Questions

Farmers' Market Manager Interview Questions March 2010

Introduction: To each potential candidate. It must be clear that this interview is to look for a contractor, not an employee, to manage the up-coming year of the Creston Valley Farmers' Market. The market is scheduled to run from June until December with one market a week.

- Do you understand the difference between a contractor agreement and an employee agreement?
- Have you ever been a contractor in any previous work place in the past?
- Besides the content of your resume, can you tell us about your past experience in a way that will give us a sense of your ability to manage a project on your own?
- You must understand that we are looking for a contractor position because the CVFAC FM Committee is not in a position to manage, supervise or help you manage the market. It will be your project with no supervision from our group. Our expectations for your quality of work and service will be evaluated at the end of the project through a Post Implementation Review Process. Thus, we are looking for a person with the skill, determination, creativity and ability to self manage themselves throughout this project. Your guidelines for developing a successful market are outlined in a Business Plan which is your responsibility to manage and expedite in a manner that best fits your personal abilities. Do you believe you have the ability to do this? Describe to our committee why you think you would be a great candidate for this position.
- Tell us about your understanding of Farmers' Markets.
- How do you see yourself handling conflict and keeping an effective level of communication between all the different vendors, producers and legal authorities?
- What do you know about different personality types and how do you see yourself dealing with these different types?
- The Creston Saturday Market was a modest market. However, this committee envisions a much more dynamic market than has been present in the past. As you will note in the Business Plan, there is a vision of a new and dynamic market for this new season. Describe to this committee how you see yourself being able to move in the direction indicated in the Business Plan that was sent to you.
- How would you handle maintaining the standards for a market as set by the Health Inspector and food safe guidelines? Do you have food safe certification?
- As the summer markets will be held on Town of Creston Property, there will need to be a positive relationship maintained with the By-law Enforcement Officer and during the fall session at the Morris Greenhouse, there will need to be a positive relationship maintained with Lloyd Morris of the Morris Greenhouses. Do you have the skill and diplomacy needed to maintain such relationships?

- Accounting, record keeping and maintaining communication with all the vendors, producers, buskers and musicians will be a key skill set needed to manage this market. Do you believe you have the skills needed to accomplish these tasks?
- As a contractor, you may need perspective on issues from time to time. How do you see such a need being met?
- Why do you want this position? Why do you think we should hire you as our market manager?
- Give us a brief sense of possibility that you may want to bring to this position over the longer term?
- Is there any last thing you would want us to know that will help us consider you as our contractor of choice?

Appendix P - Suggested Rules and Regulations to Assist the Contract Manager

1. Those who have paid an advance fee one week prior to start of the season get first choice for a permanent stall which will be available to the vendor each week during the summer or fall sessions. Those who pay on a one-week-at-a-time basis, get assigned a stall. This is on a first come first served basis each market day.
2. Stalls will be marked and numbered each week.
3. Stall fees will be collected as soon as conveniently possible from 'drop in' vendors. A receipt will be issued when the fees are paid – payable to the CVFAC FM committee
4. All concerns, conflicts and issues need to be addressed to the Market Manager as soon as possible after something has occurred that needs attention.
5. Each vendor will be responsible for providing notice to their customers and the Market Manager that they have met health regulations and guidelines. If they do not have proof of acceptance of following or adhering to health guidelines, they will have to leave the market immediately or stop selling or displaying the item(s) of concern. Some issues may need to be verified with the local Health Inspector with notice of decision shared with the Market Manager.
6. Since the CVFAC is a member of the BCAF, each vendor will be responsible to sell only local produce and food items, home prepared food items, home built or crafted items.
7. All vendors must arrive at the market at least 15 minutes prior to the market opening. If you do not arrive 15 minutes before, you will be asked to set up at the end of the market and lose your permanent stall for that day only or be forced to carry in all your equipment, produce and items by hand to your stall. This is to not interfere with allowing the market to open without traffic movement that could lead to accidents or create a safety issue.
8. Vendors must stay until the end of the market to meet safety standards.
9. If a vendor has a concern with the way the market Manager is handling an issue, they can present a letter of concern to the CVFAC FM Committee via e-mail or written letter. This should be sent to: Len Parkin Box 30 Wynndel, BC V0B 2N0 or to lenparkin@telus.net
10. All vendors must sign a contract of intention and clarification of acceptance of the rules and regulations for the CVFAC FM.
11. The market manager will be on-site at least one hour before the market opens on market day and will remain until at least 30 minutes after the market day is complete.
12. All persons occupying stall spaces are SOLELY responsible for keeping their stall space and surrounding area clean and tidy during and upon departure of The Market.
13. There shall be no hawking, accosting or badgering of the members of the public.
14. The Market Manager reserves the right to limit the sale of any commodity and has the right to remove anyone who refuses to abide by these RULES OF OPERATION.

15. Vendors selling produce do so at their own risk regarding marketing boards.
16. The Market and Manager are not responsible for lost, stolen or damaged articles or money.
17. Vendors selling produce labeled as organically grown, must be CERTIFIED. A certification must be displayed at the front of their booth or stall.
18. All awnings and tents shall be properly secured as best possible.
19. All permanent stall vendors must notify the Market Manager the day before a market by 7 PM, if at all possible, if not attending the market.
20. Parking: Vendor vehicles must be parked within designated areas as indicated by the Market Manager.
21. THERE IS ABSOLUTELY NO SMOKING ON MARKET SITE AT ANYTIME.
22. If a vendor is traveling from a distance outside of Creston, they must confirm their participation with the Market Manager.
23. A \$40 charge will be applied to NSF cheques received from vendors of the CVFM.
24. The Market Manager has the right to escalate any rule violation to the local RCMP and ask for "Peace Officer Role" support.

Appendix Q - Resources Used during the Research Stage of Development of the Business Plan

- Vendor Application Sample, West Kootenay Ecosociety, Nelson, BC
- Vendor Application Sample, Community Farmers Market of Chehalis, Washington, USA
- Business Plan Instructions, Community Futures Central Kootenay, Government of Canada publication
- Sample Farmers' Market Business Plan, Agassiz Farmers' Market Steering Committee, 2006
- Farmers, Farmers Markets and Land Use Planning – Case Studies in Prince George and Quesnel, School of Environmental Planning University of Northern BC,
- Starting a Farmers' Market the Right Way, Rodale Institute
- Farmers' Markets Canada Research Bulletin, 2008
- Cranbrook Farmers' Market Training Day Materials, April 2009 with Bob Callioux, Market Manager, Kelowna Farmers and Crafters Market
- BC Farmers' Market Nutrition and Coupon Project, Linked to BCAFM (BC Association of Farmers' Markets)
- Interior Health, Guidelines for a Temporary Market – David Butt c/o Creston Health Unit
- Farmers' Market Federation of New York, 10 Principles of a Successful Farmers' Market 2005
- From the Kelowna Farmers and Crafters Market: 'Steps for Starting a Farmers' Market' and 'Insights on a Successful Market'.
- Revenue Canada Form RC4110 Contractor vs Employee Definitions