



Niagara Falls Sylvia Place Farmers' Market

Feasibility Study and Business Plan



June 2008



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Executive Summary

The redevelopment of the Niagara Falls Sylvia Place Farmers' Market will provide a needed boost to the Market's sustainability. It has been documented that the Market requires the organizational resources to create a valuable cultural asset for the City and to help revitalize the Historic Drummondville area (Main and Ferry). However, the requirements are all encompassing. The overall plan includes:

Organization

Requires a part-time Market manager to oversee the development and progress of the Market as a professional business and cultural amenity for the City and the region

Marketing

A commitment to advertise and promote the Market based on professional materials that will draw people to the Market. The continued rate of decline in the customer base must be stopped. An appeal to local and regional residents as well as tourists based on an authentic farmers' market experience will be well received.

Vendor Recruitment

The number of vendors needs to be augmented to help draw customers including a full range of fruit and vegetable, meat, dairy, other protein, prepared foods, arts and crafts. There should be an aim to have approximately 40 vendors.

Site Redevelopment

The current building's life expectancy is limited and should be demolished. A proposed plan to buy the Serbian Cultural Centre, demolish it, and build an interactive commercial facility will enhance the Market's appeal to consumers and vendors. The new building will be approximately 8,000 sq. ft. and house primarily protein related vendors as well as a café, flowers, arts and crafts, and some produce vendors. The majority of the produce vendors will remain outside. There will be two main entrances – one from Main Street and one from the parking lot. The two step phased approach includes retaining the existing building until the new one is built, buying the Serbian Cultural Centre, demolishing it, and building a new 8,000 sq. ft. structure. A path with vendors along the north side will also lead to the parking lot with additional vendors cluster near the back of the building.

Action Item	Time Frame
<ul style="list-style-type: none"> Select to retain and expand existing farmers' market at the Sylvia Place parking lot and Serbian Cultural Centre. 	<ul style="list-style-type: none"> Immediate – 3 months
<ul style="list-style-type: none"> Develop a two-step phased approach for expansion to a full-year Saturday and Summer Weekday Market. 	<ul style="list-style-type: none"> Immediate – 3 months
<ul style="list-style-type: none"> Designate/hire a market manager. This person's salary may be part of the Niagara Falls Sylvia Place Farmers' Market expenses or the City of Niagara Falls expenses. 	<ul style="list-style-type: none"> Immediate – 3 months
<ul style="list-style-type: none"> Establish a Market Advisory Committee (vendor association) (e.g., five to six vendors, one from each type of vendor commodity). 	<ul style="list-style-type: none"> Immediate 3 months
<ul style="list-style-type: none"> Repave parking lot 	<ul style="list-style-type: none"> Short term – 6 to 9 months
<ul style="list-style-type: none"> Buy Serbian Culture Centre and begin demolition 	<ul style="list-style-type: none"> Short term – 6 to 9 months
<ul style="list-style-type: none"> Finalize architectural drawings and layout for new Market building 	<ul style="list-style-type: none"> Short term – 6 to 9 months
<ul style="list-style-type: none"> The Market Manager in coordination with the City will: Complete an "ideal" tenant mix, Develop a list of potential farmers and vendors to contact. 	<ul style="list-style-type: none"> Short term – 6 to 9 months
<ul style="list-style-type: none"> Begin to develop a calendar of events. 	<ul style="list-style-type: none"> Short term – 9 months
<ul style="list-style-type: none"> Contact the Niagara Region Health Office to determine government regulations that are required before recruiting and signing farmers and vendors. 	<ul style="list-style-type: none"> Short term – 9 months
<ul style="list-style-type: none"> Develop comprehensive lease regulations for the Market in terms of hours of operation, signage, rental rates, health and safety, merchandise, and other issues deemed important. Stipulate penalties if rules are not followed. Have these regulations agreed upon before recruiting farmers and vendors. 	<ul style="list-style-type: none"> Medium term – 12 months
<ul style="list-style-type: none"> Develop a professional information package that will include the following: 	<ul style="list-style-type: none"> Medium term – 12 months
<ul style="list-style-type: none"> Interview farmers and vendors in person and inspect the quality of their products. Ensure that the products are farm grown/produced as claimed by the farmer/vendor. 	<ul style="list-style-type: none"> Medium term – 12 months
<ul style="list-style-type: none"> Begin to build new Market building 	<ul style="list-style-type: none"> Medium term – 12 to 18 months
<ul style="list-style-type: none"> Demolish old Market building and move vendors into new Market building 	<ul style="list-style-type: none"> Long term – 2 to 3 years

1.0 Introduction

The City of Niagara Falls recently completed a Community Improvement Plan (CIP) for the Historic Drummondville area of Niagara Falls. This area is centred on the intersection of Main Street and Ferry Street. The CIP outlined the need for an improved Farmers' Market at the Sylvia Place parking lot as a catalyst project for a revived neighbourhood. To move the process forward the City hired a team of professionals headed by Urban Marketing Collaborative and IBI Group. In addition, the team retained the services of Bob Usher, the current Manager of the London Covent Garden Market. Mr. Usher also sits on the Board of Farmers' Markets Ontario as well as the Downtown London BIA.

Enhancing the Niagara Falls Sylvia Place Farmers' Market (also referred to as Sylvia Place Market) in Niagara Falls will require commitment on the part of the city and volunteers to ensure success. This report is intended to (a) inform the city and stakeholders of options available for development, (b) suggest plausible pros and cons, and (c) discuss revenue/cost implications. Taking several alternatives into consideration, the final section presents a detailed business plan for the potential of farmers' markets in the City of Niagara Falls and its greater region.

2.0 Farmers' Markets

2.1 Farmers' Markets and Food Trends

Farmers' markets are one of the most effective means farmers have for obtaining the highest possible return on their investment. By eliminating the middlemen, farmers' markets return the profits to farmers' pockets and profitability to farming, while putting the "face" of the farmer on the food.

Farmers' markets are where farmers and customers connect, where a handful of sellers can meet thousands of buyers on a typical Saturday. While some farmers may sell a dozen apples for \$6.00 at one urban market, others will sell their dozen for only \$4.00 twenty kilometers down the road. This situation demonstrates the law of supply and demand at its best, enhanced by the warm feeling of satisfaction consumers get when they "meet the producer."

In recent years, North America has been experiencing a health awakening and an increase in global consciousness. The increase of produce imported from foreign countries such as China has led to a movement to buy locally; at the same time, health concerns have increased the local market for organic food. These trends have reduced the "carbon footprint" of the individual buyer, while also providing an assurance of product quality. Nevertheless, the influx of cheaper imported food at supermarkets such as *Sobey's*, *No Frills*, and *Zehr's* is a concern.

Aware of the trend towards experiential retailing and the growth in farmers' markets, supermarkets have been redesigned to create the atmosphere of an open-air market in their produce departments.

- Seventy-two percent of shoppers point to "freshness" as the most important food quality according to a recent survey by *HealthFocus Inc.*
- Over 50% of consumers think medical therapies and drug use could be reduced by eating certain foods.
- Profit margins for natural foods are in the retail range of 5% to 8% compared to the typical 1% to 2% of the grocery business.
- Consumers appear to have less time for cooking but more interest in it. Witness the growing popularity of cooking shows, burgeoning cookbook sales, and kitchen remodeling trends that include induction heat cook tops, professional stoves, and restaurant-style refrigerators. In addition, as the size of formal dining rooms shrinks, large kitchens remain more popular than ever.

Please see Appendix A for two relevant articles on changes in food consumption and organics.

2.2 Criteria for Success

Based on information gained from other farmers' /public markets and research, there are certain fundamental attributes that, if present, can significantly contribute to the success and viability of building a destination type farmers' /public market. Success is not necessarily dependent on all attributes being present; however, the chance of success is greater if they are.

1. Strong Management and Marketing

One consistent feature of viable markets is the presence of a strong, competent leadership figure. Ideally, this person has retail experience in leasing, as well as marketing and personnel experience in order to manage a multitude of independent businesses.

In Niagara Falls Syliva Place Farmers' Market's case, the role of marketing will be critical. It is important that a strong effort be made to attract customers by adding extra dimensions to the market (e.g., entertainment, education) so that the whole market is a special experience.

2. Highly Visible and Accessible Location

All retail businesses rely on good visibility and accessibility to ensure a steady stream of customers. The market must make its presence known to serve as an anchor for the area. Visibility includes consideration of signage that will direct customers to the site with ease and properly identify the location when they arrive. Traffic must be able to approach the site without difficulty.

3. Critical Mass

In order for a project to appeal to destination shoppers, it must be large enough to address the needs that the customer will not have had met at a local market that offered the same goods. A large market with a diverse mix of vendors and sufficient product choices will also create internal competition that ensures customers of reasonable prices and a variety of choices not found in other venues. Critical mass comes from the number of vendors per category and not the square footage.

4. Mix of Products and Events

Reliance on a single product is highly speculative. Most successful markets have a good mix of vendors, including farmers, prepared foods, artists, and craftspeople. Categories of items for sale might include beads, candles, dried flowers, handmade

clothing, fine arts, print-making, jewelry, photography, signs, woodwork, fudge, cheese, ethnic food, and antiques and collectibles. Also, seasonal goods such as wreaths, carved pumpkins, corn shocks, and Christmas trees ideally are present at the appropriate times of the year. It is important to stay away from a flea market approach.

5. Mix of Buyers

Reliance on a single segment of customers can be as risky as depending on a single product to serve customers' needs. Although most markets rely predominantly on local traffic for anywhere from 50% to 75% of their business, the balance of customers usually come from places outside of the general trading area. Trading areas are generally considered to be within 5 km of large-scale markets, and within 1 km, or 2 km, of smaller local markets. The market's ability to pull in traffic from outside the local community is one reason many economic development agencies view farmers' markets as an important economic development tool.

Apart from the local customer base, daytime business shoppers and tourists are the next two largest segments frequenting farmers' markets. Destination shoppers are also an important customer base for farmers' markets.

Shopping is a form of recreation, and many people find farmers' markets a great way to spend time with the family. Many experts believe that destination type farmers' markets rely on a customer base with high household incomes. However, the expenditure potential from tourists is very small.

6. Low Cost/Free Site

Most municipal markets are located on municipal land, including parks, parking lots, and underutilized buildings (e.g., old armoury). Not all farmers' / public markets require buildings, and there are many examples of successful, large, open-air year-round markets such as the Port Colborne Farmers' Market.

Indeed, based on our research, it is clear that few, if any, farmers' / public markets generate sufficient cash flows to pay debt service either for land or for buildings. While most markets are able to pay normal operating costs such as insurance, advertising, trash removal, and professional staff fees, only the largest are able to generate sufficient cash flows to pay for capital improvements.

Most permanent markets are funded by a combination of grants or low interest loans, combined with a city-owned or donated site and oftentimes the sweat equity of the market's members.

7. Local Advocate with Significant Development Experience

Farmers' /public markets are businesses, and as such they typically are subject to many if not all of the same rules and regulations as any other business. Planning and design, building codes and zoning permits, food safety and health inspections, financing, accounting, marketing, advertising, and promotion are all integral parts of developing a project of the scale and complexity of a farmers' /public market. It is important to find a leader/group with the characteristics of an "idea champion" to spearhead the development process. This person/group will be responsible for developing key partnerships with the city, the region, colleges, the wine council, farmers, permanent vendors, and culinary organizations, among others.

8. Attractive Environment

If there is no "there" when you arrive, there is probably no reason to go. Trying to create a destination type location, marketers need to make shoppers feel that they have arrived at a special place. The character of the market must respond to both the physical needs and the emotional expectations of the customers it serves. Many managers have to work hard to preserve the "farm experience" while catering to his/her upscale customers' expectations for modern conveniences.

9. Incremental or Phased Growth

The location should also offer opportunities for expansion as the market grows. Providing sufficient land for parking is oftentimes a challenge, particularly in urban areas. Automobiles require, on average, 350 square feet per parking space, including turning aisles and driveways. Most experts recommend three to four parking spaces per vendor. Parking should be within a few hundred feet of the market, with a turnover of space, on average, every 30 minutes.

10. City Commitment

For a city owned/managed farmers' /public market, city commitment of resources including staff, money, incentives, and overall support is essential for long-term success. For the city, the social goals of creating a vibrant meeting place, to offer an incubator for entrepreneurs, and the commitment to locally available products are worthwhile pursuits.

2.3 Types of Farmers'/Public Markets

Farming and the sale of fresh farm goods arguably is one of the oldest industries in Canada and farmers'/public markets may be the general public's most tangible connection to the industry. One of the most compelling distinctions of a farmers'/public market is the ability to put a "face" on the food. The urban dweller can bite into a perfectly ripened, locally grown peach from the market and know that the farmer who is present grew it. He or she then connects this delicious food with a real person – the farmer – and associates both with local farmland. In effect, the buying becomes a more fulfilling and complete experience.

As the number of small family farms continues to decrease, particularly in fast-growing urbanized areas, there is a corresponding resurgence of interest in farmers'/public markets. In the United States, the number of farmers' markets increased by 150% between 1994 and 2006; from 1,755 to 4,385 according to a December 6, 2006, news release by the USDA Agricultural Marketing Services. In Ontario, there are now 115 farmers' markets that are part of Farmers' Markets Ontario. It should be noted that Niagara Falls Sylvia Place Farmers' Market is not a member.

Farmers'/public markets come in many sizes and forms. On-farm stands, roadside stands, farmers' markets, farm and craft (or antique or flea) markets, public markets, and festival marketplaces are all forms of retail establishments where direct marketing or sales of fresh products can occur.

Farmers' Markets

Farmers' markets are the answer for many farmers that have out-of-the-way locations but would like to benefit from the higher profits of direct marketing to consumers. Farmers' markets are often informal groups of farmers that make arrangements with non-profit service clubs or municipalities that provide land (usually a parking lot) as a service, or for nominal rents. They are usually sited in heavily populated areas that allow farmers to capitalize on customer density. The collective or aggregate drawing power of several farmers also helps to establish critical mass, a mutually beneficial phenomenon that helps farmers attract customers from longer distances because of the internal competition that keeps prices low for consumers.

The ability to share operating costs such as insurance and trash removal is another benefit of organized farmers' markets. Most are open-air type arrangements since the seasonal nature of sales does not offer the opportunity for conventional financing for permanent structures. Few, if any, farmers' markets generate sufficient returns to pay debt service either for land or for buildings.

Farm and Craft Markets

The seasonal nature of farming and the difficulty for farmers to provide fresh produce year-round has resulted in several hybrid type farmers' markets whereby non-farming vendors are included. Farm and craft markets, farm and antique markets, and farm and flea markets all seek to capitalize on consumers' demand for fresh farm produce while providing additional products that round out sales during the off-season. These partnerships vary in the degree to which farmers will benefit, which then depends on how the partnerships are organized, laid out, and managed.

Guidelines have been developed in a number of markets to define what is allowable:

- Types of goods sold (e.g., producer only, non-farming type vendors).
- Words used to define goods (e.g., organic, hand-made).
- Geographic restrictions.

Festival Marketplaces

Festival markets or marketplaces are a phenomenon of the 1980s and 1990s that used a formula model to attempt to revitalize major cities. They are specialty shopping centres that are intended to create a leisurely shopping experience and entertain customers rather than provide basic food services. Most festival marketplaces are homogenized re-creations of suburban shopping malls occupied by national retail chains (usually heavily dependent on prepared foods). Le Faubourg in Downtown Montreal, Eau Claire in Downtown Calgary, Faneuil Hall/Quincy Market in Downtown Boston, and Denver Pavilions in Downtown Denver are types of festival marketplaces.

Public Markets

Public markets have three distinguishing characteristics:

1. Public goals that give a defined public purpose to the market activity, such as preserving farmland.
2. Located on and/or creates a public space within the community that attracts a wide range of people that can interact easily, not necessarily on public land.
3. Made up of locally owned, independent businesses that are operated by their owners.

While a public market does not have to be a farmers' market, most farmers are part of the mix. Public markets typically are year-round multiple day operations that serve the community as much as the vendors. The mix of tenants typically includes farmers and artisans that set up day stalls during peak growing seasons and anchor tenants like restaurants, cafés, bakers, butchers, florists, and grocers, which enables the facility to operate permanently (i.e. year-round and on most business days). The rent stream will need to provide sufficient cash flows to pay normal operating costs. Examples include St. Lawrence Market in Downtown Toronto and London Covent Garden Market in Downtown London.

2.4 Product Availability

The following chart highlights the approximate harvest season/selling season for farmers'/public market crops. While most products are available from spring to late fall, there are products that extend into the winter such as potatoes, sweet potatoes, turnips, herbs, and mushrooms, among others. In addition, greenhouse products allow for fresh produce earlier in the spring.

Typical Product Availability

Vegetables and Fruit	June	July	August	September	October
Asparagus					
Beans					
Beets					
Broccoli					
Brussels Sprouts					
Cabbage					
Carrots					
Cauliflower					
Celery					
Corn					
Cucumbers					
Eggplant					
Lettuce					
Onions					
Peas					
Peppers					
Potatoes					
Pumpkins					
Radishes					
Rhubarb					
Spinach					
Summer Squash					
Winter Squash					
Tomatoes					
Turnips					
Apples					
Blueberries					
Melons					
Sweet Cherries					
Sour Cherries					
Grapes					
Peaches					
Plums					
Raspberries					
Strawberries					
	June	July	August	September	October

3.0 Existing Conditions

The City of Niagara Falls recently completed the “Community Improvement Plan” (CIP) for Historic Drummondville which includes the Niagara Falls Sylvia Place Farmers’ Market/Sylvia Place Market.

One important component of the CIP called for a feasibility study of an expanded farmers’ market, primarily to ascertain the opportunities and constraints of a full-time public market at the Main and Ferry Street location.

As background information, there are several key elements required to understand the opportunities and challenges of expanding the existing Saturday Farmers’ Market into a full-time public market.

3.1 Background Study Review

- The Tourism Area Development Strategy identified Lundy’s Lane Satellite District as a place that will be a multi-functional tourist service area, providing automobile-oriented accommodations, food services, supporting retail facilities, and history-related tourist opportunities. The specific area between Drummond Road and the Hydro corridor will function as a historic district relating to the battle of Lundy’s Lane and Historic Drummondville. The strategy stresses support for historical tourism opportunities such as the Lundy’s Lane Museum.
- There was a call for streetscape design guidelines for Ferry Street/Lundy’s Lane. It was noted that Main Street was excluded from this study. However, the Main and Ferry BIA prepared a Streetscape Design Report in 2007.
- Lundy’s Lane is identified as an important Entry Corridor through which visitors arrive at the Niagara Falls Tourist Area.
- The CIP identified several key strengths, weaknesses, opportunities, and threats that are relevant to the potential of a farmers’ market or public market:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Central location with high vehicular traffic • Existing farmers' market • Good residential area adjacent to the west • Historic town centre feel • Historical • Bow shape of Main Street highlights facades • Public transit services the area • Free parking 	<ul style="list-style-type: none"> • Lack of commercial activity prevents identity development • Undesirable retail operations • Some properties showing signs of blight and decay • High vacancy rate • Safety and security issues in the area and in the alleyways leading to the market • Traffic route changes at Main Street and Stanley Avenue reroutes traffic away from the area • The tourist transit shuttle does not stop along Main Street
Opportunities	Threats
<ul style="list-style-type: none"> • "Main street" streetscape • Enhanced farmers' market could be a catalyst • Vacant properties present opportunity to change retail mix and infill opportunities • Gateway opportunities can work for Main and Ferry • Upgraded People Mover may include the study area • Tourism 	<ul style="list-style-type: none"> • Adult entertainment related uses may discourage retailers from locating in the area • Some buildings are inhabitable and with the absence of demand may result in vacant parcels • Abundance of large billboards detracts from pedestrian atmosphere • Inability to establish a unique retailing identity may cause tourists and locals to continue to bypass the area

It is also noted that the area has not been able to capture any significant tourist business. However, the Niagara Falls Sylvia Place Farmers' Market is located strategically between three important tourist nodes:

- Clifton Hill
- Fallsvue
- Lundy's Lane

3.2 Issues Evaluation of the Existing Niagara Falls Sylvia Place Farmers' Market

Location

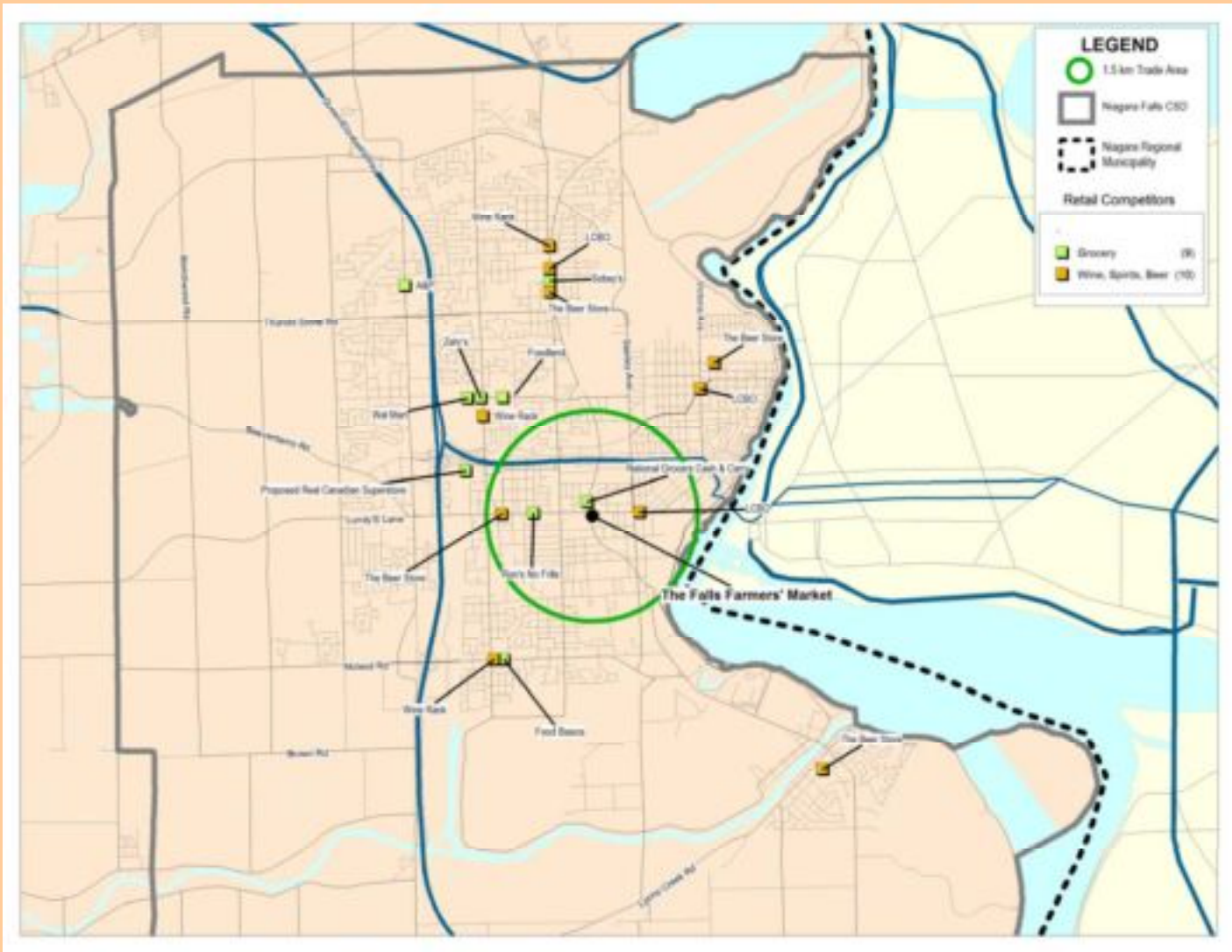
- Centrally located in the City of Niagara Falls
- High vehicular traffic along Ferry/Lundy's Lane and Main Street
- Good accessibility but lacks visibility
- Lacks density of residents, workers, tourists
- Both perception and reality issues related to safety and cleanliness
- Lundy's Lane and Ferry Street (from Thorold Townline Road to Stanley Avenue) is under the jurisdiction of the Regional Municipality of Niagara – special permission is required to advertise along this access point
- Parking lot is uneven

Adjacent retailers

- No quality retailers located near the market to build a business upon.
- To date there has been almost no synergy with other businesses for the market.
- However, the market primarily operates when the retailers are closed.

There are several clusters of food-related retail in Niagara Falls including three LCBOs and three Wine Racks.

Food-Related Retail in Niagara Falls



Vendors

The following is a list of current vendors, number of stalls, products sold, and annual rent. This does not include day/monthly stalls.

Vendor	Number of Stalls	Product Sold	Annual Rent
Inside			
Niagara Sausage and Meat	1	Meat	\$1,200
Bernard Saliter	1	Baked Goods	\$600
Outside			
Leo DeVries	3	Fruit	\$575
G. Brunger	3	Fruit, vegetable, eggs, plants	\$575
I. Coules	1	Vegetable, herbs, plants	\$175
Bry Ann Farms	2	Fruit	\$350
J. Serluca	1	Fruit and vegetable	\$175
D. VanDerLoos	3	Plants	\$350
Hollo Maple Farms	3	Vegetable	\$525
J. Horbach	2	Fruit, vegetable, plants	\$350
P. Matiuschuk	1	Fruit, vegetable, plants	\$175
G. Matiuschuk	3	Fruit, vegetable, plants	\$525
Total	24		\$5,575

Source: City of Niagara Falls

- There are approximately 12 vendors who attend on a regular basis during the summer. Approximately half will remain throughout the year depending on available product
- Vendors are primarily fruit and vegetable related but inside the market building there is one meat vendor and one baked goods vendor. Additional products include planting material, flowers, and some crafts.
- Overall, the vendors are quality farmers and resellers that have a loyal customer base.
- The vendors are committed to the Niagara Falls Sylvia Place Farmers' Market despite other options in the region.
- Need more variety; need to recruit vendors.
- Used to have 30 to 40 vendors.

Building and Structure

- Please see Appendix B for the building condition review conducted by IBI Group.
- Need tighter regulations on parking on Friday night – early arriving vendors cannot get to their locations.

Hours of Operation

- Operate Saturday, through the year, from 6:00 am to early afternoon.

Residents Who Visit the Market

- Moderate income.
- No precedent for “main street”-type shopping in Niagara Falls – residents are more accustomed to shopping malls, plazas, and power centres.
- Visitors are more accustomed to driving to the market – the main entrance should be from the parking lot rather than Main Street.
- Mostly European background/heritage (Italian).
- Declining consumer base, new residents are not coming.

Adjacent Developments and Opportunities

- Lundy's Lane Museum \$10 million expansion plans.
- Convention Centre development in Fallsview Tourist District.
- Proposed: upgrade of people mover operating on its own right-of-way to replace the existing shared right-of-way service, including ancillary bus service and well defined transfer points.
- Urban Design Study for Lundy's Lane.
- Opportunity for redevelopment of adjacent buildings such as Serbian Cultural Centre, Federal building at Peer and Main Street, south-east corner location of Main and Ferry Street.
- Historic Drummondville CIP with financial incentive programs.

Financial Performance

- Vendors generate fees of approximately \$5,500 annually.
- Fees from the twelve vendors are not sufficient to provide for required expenses such as marketing and administration.
- Any vendor fees are put in the general levy.

Management

- Currently there is no management of the market.
- The market does not participate in Farmers' Markets Ontario.
- The Market Clerk is unable to manage the market beyond opening up the building.
- There is no one to call for problems – where is the line of authority? Need more organization.
- No garbage cans on-site.

Marketing

- Marketing materials were produced in 2006 and garnered good results, according to the vendors.
- Lack of resources and budget cut any marketing in 2007.
- Tourism is low: 1-2%.
- Not in phone book.
- Absent from city's website.
- No recognition in Niagara Culinary Trail.

Tourism

- Significant basis for Niagara Falls economy.
- Hotels and other attractions tend not to participate in partnerships, making it difficult to market.
- Over 17 million visitors spending \$2.1 billion in the Niagara Region.
- With the addition of the convention centre, there will be a need for additional activities in the area that can sustain a three-to-four day conference.

Millions of Person Trips Estimate 2007

	High Scenario	Medium Scenario	Low Scenario
Same Day	13.4 (74%)	11.8 (73%)	11.2 (73%)
Overnight	4.7 (26%)	4.3 (27%)	4.1 (27%)
Total	18.1	16.1	15.3

Source: Canadian Tourism Research Institute, Ontario Ministry of Tourism and Recreation, Statistics Canada

Tourism Spending Estimates 2007 (\$ millions)

	High Scenario	Medium Scenario	Low Scenario
Food and Beverage	\$492.8	\$451.7	\$410.6
Retail and Miscellaneous	\$385.7	\$353.6	\$321.5
Total	\$878.5	\$805.3	\$732.1

Source: Canadian Tourism Research Institute, Ontario Ministry of Tourism and Recreation, Statistics Canada

Retail Sales in Community

Retail sales for the Forward Sortation Area (FSA) of L2G were available from 1999 to 2003. The boundaries include:

- Highway 420, Roberts Street, Bender Hill on the north
- Highway QEW on the west
- Niagara River on the east
- Rexinger Road and Willick Road on the south

The area includes Lundy's Lane east of the QEW, McLeod Road east of the QEW, Clifton Hill, Fallsvew, and Chippawa.

Retails Sales for FSA¹ L2G

	Total Sales	Number of Establishments	Sales Per Establishment
1999	\$184,075,785	128	\$1,438,092
2000	\$241,595,513	134	\$1,802,952
2001	\$248,069,228	141	\$1,759,356
2002	\$258,247,227	137	\$1,885,016
2003	\$274,784,601	140	\$1,962,747

Source: Statistics Canada, SARTRE

Annualized growth of sales per establishment from 1999 to 2003 was a healthy 8.1%.

¹ FSA: Forward Sortation Area – the first three letter digit combination of a postal code

Competition

1. Port Colborne Market

Location: Downtown

Outdoor market

Friday, 6:00 am to 1:00 pm year-round

Approximate number of vendors: 47

2. Welland Farmers' Market

Location: adjacent to Downtown

Indoor and outdoor farmers' market

Meat, cheese, baked goods, restaurants, other prepared foods, fruits and vegetables, plants

Wednesday in season

Saturday, 6:00 am to 12:00 pm (noon) year-round

Free parking

Hall bookings are available

Approximate number of vendors: 60–70

3. St. Catharines Market

Location: Downtown

Indoor and outdoor farmers' and craft market

Tuesday, Thursday, Saturday 5:30 am to 4:00 pm year-round

Hall bookings are available

Approximate number of vendors: 30

4. Niagara-on-the-Lake Market

Location: parking lot, Downtown

5. Pelham Farmers' Market

Location: Downtown Municipal Parking lot

Outdoor farmers' market

Thursday 4:30 pm to 8:30 pm from May to October

Approximate number of vendors: 26

6. Others

Kurtz Orchards, Niagara-on-the-Lake

Fonthill Market

Niagara Culinary Trail – see map in Appendix C

4.0 Consumer Appeal

4.1 Important Consumer Attributes

Although the market currently attracts customers from a large proportion of the City of Niagara Falls and beyond, most customers will come from a smaller geographical area. The trade area of Niagara Falls Sylvia Place Farmers' Market provides a significant majority of the regular customers necessary to support the market. Several factors govern the size of the trade area such as accessibility and physical barriers, such as buildings, but psychological barriers such as safety and security will be important.

It is envisioned that a redeveloped Niagara Falls Sylvia Place Farmers' Market will need to be highly advertised to provide increased exposure.

The demographics that are important for food markets are age, income, and household size. These three characteristics largely decide overall food spending patterns.

According to an *American Demographics* article, titled "Finding Food Markets," heavy purchasers of food for home consumption are between 45 and 54 years of age. Households headed by this age group spend 31% more than the average household on food. In addition, they spend 40% more on beef, pork, seafood, and eggs than other age groups.

Customers between 35 and 44 years of age also tend to spend a higher percentage on food items—30% more—than the average customer. Households in the 55-to-64 years of age range tend to purchase more seafood and fresh fruit compared to the rest of the population.

A second determinant of food spending is household income. Food spending increases as household income grows. Households earning more than \$50,000 per year spend more on food than those with lower incomes.

The final component that defines food expenditure patterns is household size. The larger the household, the more spent on food.

4.2 Trade Area Analysis

For the Niagara Falls Sylvia Place Farmers' Market, the trade area was divided into the following:

- Primary Trade Area: 1.5 km Radius of Ferry and Main Streets
- City of Niagara Falls
- Niagara Region

Additional sales will derive from out-of-town visitors including both overnight and day trippers.

	Immediate Trade Area	City of Niagara Falls	Niagara Falls Region
Population	13,283	82,924	430,804
Annualized Population Growth	0.4%	0.9%	0.8%
Households	6,441	32,480	169,375
Age Profile			
Under 19	19.5%	23.6%	23.6%
20 to 24	6.7%	6.0%	6.2%
25 to 34	12.5%	11.1%	10.8%
35 to 44	13.5%	14.9%	14.3%
45 to 54	15.3%	15.4%	15.3%
55 to 64	11.8%	11.8%	12.4%
Over 65	20.7%	17.2%	17.4%
Average Age	43.4	40.9	41.1
Household Size			
1	36.1%	26.5%	26.0%
2	35.4%	33.5%	35.2%
3	14.3%	16.7%	15.7%
4 to 5	12.9%	21.1%	20.6%
Over 6	1.4%	2.2%	2.4%
Average Household Size	2.1	2.4	2.4
Household Income			
Under \$20,000	24.6%	16.1%	14.4%
\$20,000 to \$39,999	28.5%	21.0%	20.6%
\$40,000 to \$59,999	21.4%	19.7%	19.0%
\$60,000 to \$79,999	12.7%	16.0%	16.8%
\$80,000 to \$99,999	5.4%	11.0%	11.4%
Over \$100,000	7.4%	16.2%	17.8%
Average Household Income	\$46,026	\$61,385	\$64,654

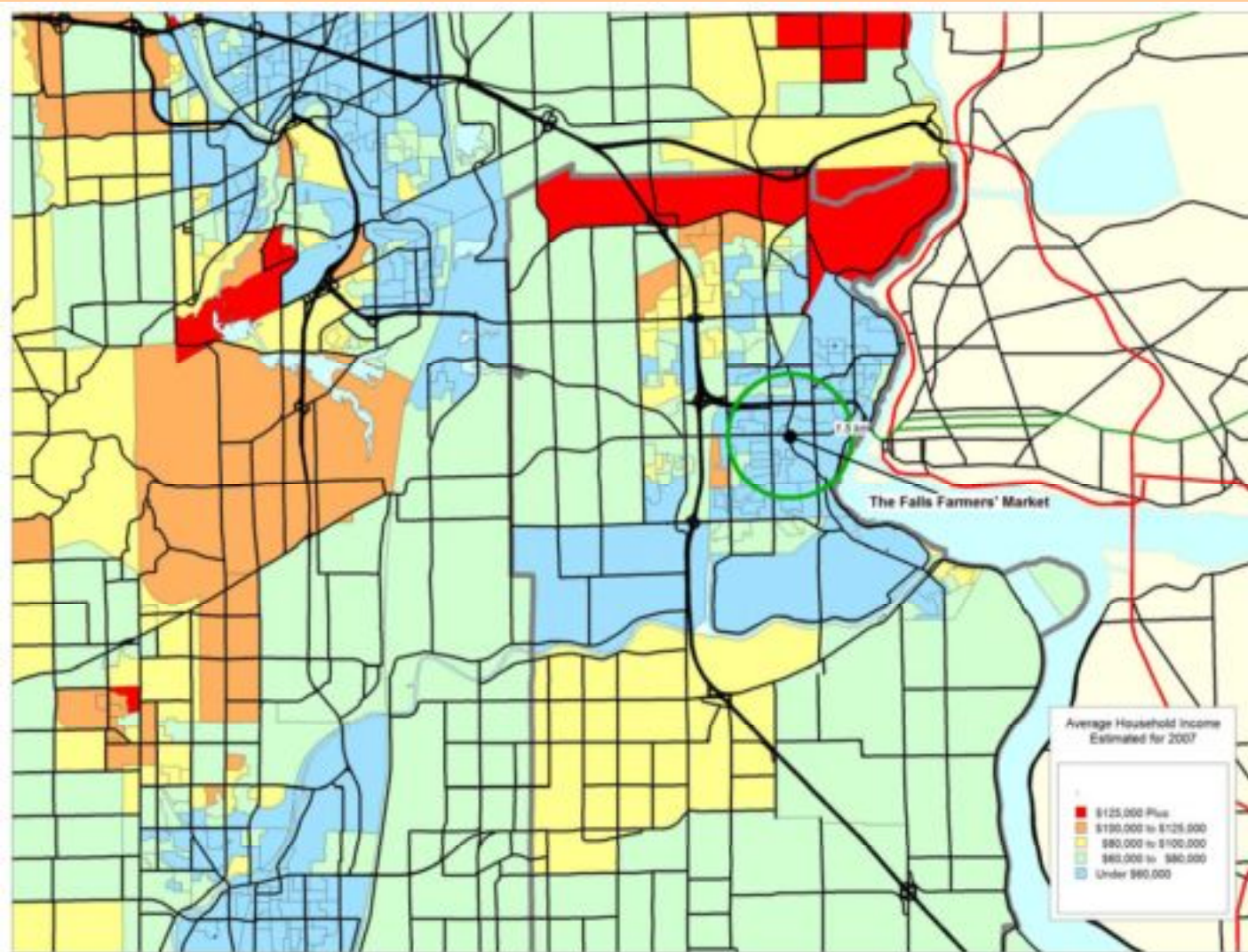
Source: Statistics Canada, Environics

The following are salient findings from the Immediate Trade Area analysis:

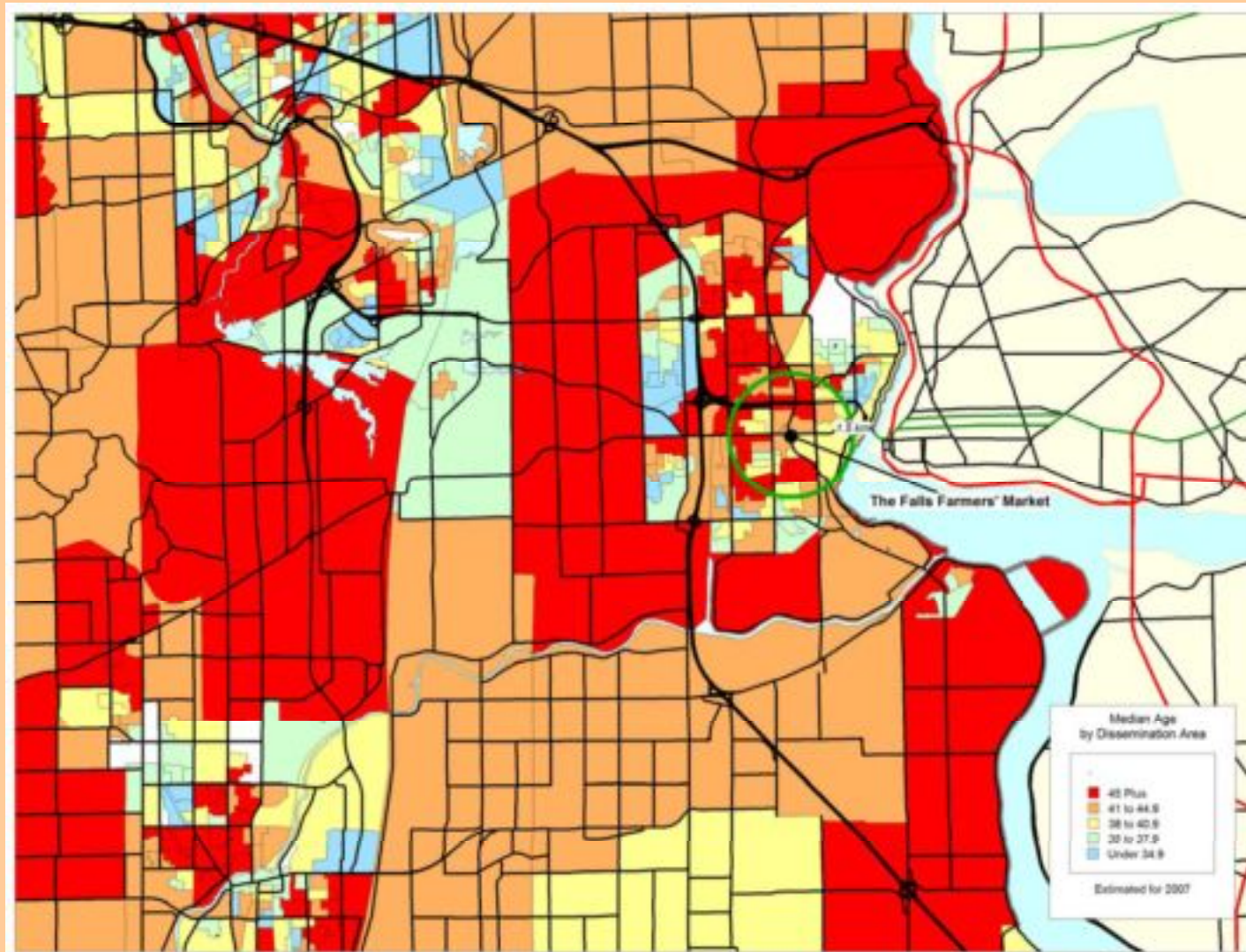
- There are over 13,000 residents who live relatively close to the Niagara Falls Sylvia Place Farmers' Market.
- There are a limited number of potential employees nearby, even considering the Greater Niagara General Hospital, Niagara College Campus, and the Fallsview area (including the Convention Centre).
- Population growth is slower than elsewhere in the city and the region but it is positive.
- The age profile has more seniors and fewer children under 19 years of age compared to the city and the region.
- There is a very high proportion of single-person households and a small proportion of larger families.
- Household income is approximately 25% lower than the household income for the city. One-quarter of households earn less than \$20,000 and a further 29% earn between \$20,000 and \$39,999. These percentages are very high compared to elsewhere in the city and the region.

The following maps assist to illustrate household income and age for the Niagara Falls Sylvia Place Farmers' Market trade area and surrounding region.

Average Household Income



Median Age



4.3 Household Expenditure Analysis

Annual household expenditure on products that may be offered at a farmers' market includes the following:

	1.5 km		Niagara Falls CSD		Niagara Regional Municipality	
	Total Expenditure	Expenditure Per Household	Total Expenditure	Expenditure Per Household	Total Expenditure	Expenditure Per Household
Supermarkets	\$20,384,647	\$3,262	\$127,284,590	\$3,779	\$668,940,960	\$3,844
Food specialty stores	\$1,592,964	\$255	\$11,013,070	\$327	\$57,768,656	\$332
Convenience	\$610,393	\$98	\$3,311,860	\$98	\$16,443,101	\$94
Other stores	\$1,351,110	\$216	\$9,762,010	\$290	\$51,399,481	\$295
Fresh fruit	\$1,524,180	\$244	\$10,070,990	\$299	\$52,559,534	\$302
Fresh vegetables	\$1,684,512	\$270	\$11,063,010	\$328	\$59,206,045	\$340
Fresh or frozen meat (excluding poultry)	\$2,164,808	\$346	\$13,728,140	\$408	\$71,436,383	\$411
Fresh or frozen poultry meat	\$1,231,919	\$197	\$8,081,700	\$240	\$42,815,494	\$246
Other meat and meat preparations	\$1,674,462	\$268	\$10,467,270	\$311	\$53,514,089	\$308
Fresh or frozen fish (excluding portions)	\$324,811	\$52	\$2,184,760	\$65	\$11,278,846	\$65
Other marine products	\$171,139	\$27	\$1,020,240	\$30	\$5,799,526	\$33
Dairy products	\$3,214,833	\$514	\$20,472,020	\$608	\$109,133,943	\$627
Eggs	\$293,074	\$47	\$1,742,590	\$52	\$8,924,178	\$51
Baked Goods	\$2,049,121	\$329	\$13,035,220	\$386	\$68,963,318	\$398
Grains, Spices, Nuts, confectionery, other	\$2,795,326	\$446	\$17,574,020	\$520	\$91,700,386	\$527
Coffee and tea	\$446,315	\$71	\$2,701,500	\$80	\$13,908,146	\$80

Total expenditure on fresh and frozen food items for the city is approximately \$110 million. Markets *may* be able to capture 1.25% of this, which is equivalent to \$1.4 million in sales. This is not enough to sustain a full-time market.

5.0 Options

Considering the existing conditions and the various options, it has been determined that the farmers' market should be expanded at its present location. An increased visual presence from either Main Street or Ferry Street should be pursued. In addition, the existing structure should be demolished when a new structure is ready to open.

As stated, the UMC Team reviewed several options and believe that a phased approach to a farmers' and arts-and-craft market is the most appropriate approach. The options were presented to the working committee as well as at a public meeting for debate. Both meetings produced valuable feedback that helped the consulting team refine the phased approach (see Appendix D for summary of results).

The team did review the option of a full-time public market but rejected this option for several reasons. These include the following assumptions and evaluation criteria:

Assumptions and Evaluation for a Full Time Public Market

	Full Time Public Market
Number of vendors	24 vendors indoor and 10 farmers outdoors
Size of building	Up to 20,000 sq. ft.
Rent	\$15/sq. ft./400 sq. ft. vendor inside and \$500/vendor outside
Rental Revenue	\$149,000
Parking Spaces	100
Consumer Appeal	Local and tourist
Capital Costs	<ul style="list-style-type: none"> • Demolition of market building and Main St. building • Repaving parking lot • Landscaping • Construction of new market building
Operating Costs	<ul style="list-style-type: none"> • Market Coordinator • Cleaning staff • Security • Vendor recruitment • Utilities

Evaluation

	Full Time Public Market
Catalyst for Main and Ferry	Slightly more synergy but very high percentage of visitors will arrive by parking lot entrance rather than Main St.
Able to recoup costs	Unlikely
	\$150,000 revenue is not enough to run a full-time market including manager, marketing, cleaning, recruitment, and utilities
Tourism potential	<ul style="list-style-type: none"> • Limited expenditure potential² • Safety concerns remain • Insular tourism industry • Not big enough for Festival Market and in wrong location
Existing vendors	<ul style="list-style-type: none"> • There may be incompatibility between a permanent market and farmers' market • Need for resellers for permanent market • Greatest risk of losing existing vendors and customer base attached to them
Customer draw	<ul style="list-style-type: none"> • Permanent vendors must purchase at Food Terminal at increased prices • Consumer is too price sensitive to pay higher price

² There is approximately \$800 million in tourism expenditure in the Niagara Region. A tourist market may be able to capture 0.6%, which is equivalent to \$4.8 million. Combined with \$1.4 million potential from the local market, the total is equivalent to \$6.2 million in sales, of which \$5.7 million is for the permanent vendors. The average sales figure for the permanent vendors is approximately \$237,500 annually.

6.0 Preferred Option – Phased Approach to Enhanced Niagara Falls Sylvia Place Farmers' Market

6.1 Background Assumptions and Ideas

The focus of the Niagara Falls Sylvia Place Farmers' Market will primarily be on real farmers and food producing vendors. As stated, the enhanced Market should be developed in stages, beginning with augmenting the existing farmers' market with additional food, plants, and arts-and-craft vendors on the Sylvia Place parking lot. In the future, an enclosed building will be considered to house a much wider range of products related to food/ culinary (e.g., meat, dairy, seafood, prepared foods) and arts related activities (e.g., pottery, quilt making). There will be an added benefit beyond the Market based activities that will include increasing the safety of the neighbourhood. Increased eyes around Main and Ferry during Market days (Saturdays and Wednesday late afternoon and early evening) will ensure there is a public presence on the street and curb any security risks.

Also, UMC recommends that there be a very strong marketing/special events/entertainment component to the Market to help ensure a special experience and to help build traffic. In addition, the City of Niagara Falls should assess the public transit programmes. A café at the Market could sell tickets and a stop could be located in relative proximity to the building on Main Street.

Action

- Select to retain and expand existing farmers' market at the Sylvia Place parking lot and Serbian Cultural Centre.
- Develop a two-step phased approach for expansion to a full-year Saturday and Summer Weekday Market.

6.2 Market Evolution

Two Phased Development Approach

The revitalization project for the Niagara Falls Sylvia Place Farmers' Market is proposed as a two-phase construction project. The idea of phasing out the construction over a two to four year period has been employed for two important reasons. First: a phased approach will help to amortize the costs over an extended period, and in the initial phase, will allow a highly visual aspect of the revitalization project to be actualized quickly and at a controlled cost. The immediate action of the first phase is intended to announce the City of Niagara Fall's intentions and commitments regarding the continued success and

development of the Farmer's Market. Second: the phased approach will provide an opportunity for the continued development of the Market to be tested, and allow the subsequent stages to be modified if needs change.

Phase One: is centered on the idea of revitalizing the site immediately surrounding the existing market building. The site work will include the repaving and grading of the parking lot. Enhanced signage on Sylvia Place is also proposed for this phase. The intention is to create a sense of place that can function as a market area on the scheduled market days, a festival area or crush space to work with the museum and proposed museum addition, and would still provide parking when required. It is intended that the site costs for the initial phase be offset by the operational and maintenance budgets allotted for the parking lot renewal program. Some minor renovations and maintenance cost will be incurred in order maintain the service level of the existing market facility.

At the same time it is proposed that the City of Niagara Falls undertake the necessary steps to purchase the Serbian Cultural Centre. It is intended that the existing building be demolished and the site be revitalized. Temporary signage on Main Street is also proposed for the initial stages of the project

Phase Two: like the first phase will utilize the infrastructure of the existing Market building, (washrooms, sinks, refrigeration, power, etc.), for the operation of the Market. It is also intended that an approximate 8,000 to 12,000 square foot building (Options 1 and 2) be constructed on the site of the Serbian Cultural Centre. Vendor spaces will line a promenade and landscape space constructed using surface treatments, planting and signage, between the new Market building and the Mandarin Shoe Building. This feature will create a pedestrian entrance into both the site and the Market building from Main Street. The idea of the second phase is to expand the market area, develop a street presence on Main Street and embellish the presence on Sylvia Place.

This phase will also see the demolition of the existing Market building and the completion of the site work in the parking lot along Sylvia Place.

The final construction phase should establish a strong pedestrian and vehicular street presence for Main Street, Ferry Street and Sylvia Place alike.

Two options have been shown for the proposed market building.

Option One shows the market building filling the entire site frontage and would provide space for a centre aisle of vendors. The benefit of this scheme is that the interior of the market building would have a greater range of flexibility for other functions when not being used as a market..

Option Two indicates a building with a frontage on Main Street of approximately 60 feet. This smaller building allows for a centre pedestrian aisle double loaded with flanking vendor aisles. The vendor spaces located on the north aisle could be equipped with rolling doors that would open onto an exterior space. The advantage of this scheme would be the exterior and visual access from Main Street to the vendors located in the Sylvia Place lot.



St. John City Market showing a central row of vendors.

See Appendix E for sketches of the design phases and renderings.

6.3 Organization

Market Manager Position

While currently there is very little management of the Niagara Falls Sylvia Place Farmers' Market, there is a requirement to provide for a part-time Market Manager. This person's responsibilities will be to:

- Oversee and manage the development project, including strategy administration/implementation for funding, phasing, marketing, etc.;
- Handle the overall management of the Market;
- Propose and manage budgets;
- Develop and implement a marketing plan, including public relations for the Market;
- Work with City staff and coordinate the activities of volunteers;
- Be a spokesperson for the Niagara Falls Sylvia Place Farmers' Market at community functions;
- Set leasing policies and leases and/or bylaws; and
- Join Farmers' Market Ontario and Niagara Culinary Trail

The Market Manager should manage the weekly and day-to-day operations of the Market. The Market Manager will coordinate with other City departments for cleaning, security, among other needs. The Market Manager is also the liaison to the vendors and a proposed Market Advisor Committee (vendor association) with respect to all matters regarding the operations of the Market. This person will also be responsible for enforcing lease regulations.

This may be a paid position from the Market revenue or absorbed as part of the City's expenses. The type of person who is best suited to this position would be someone with public market experience and/or retail shopping centre knowledge. It is important that the person chosen have retail experience.

Special events should be coordinated by the Market Manager. Efforts should be made towards partnerships with other organizations (e.g., Lundy Lane Museum, Main and Ferry BIA) to provide additional events.

Action

- Designate/hire a market manager. This person's salary may be part of the Niagara Falls Sylvia Place Farmers' Market expenses or the City of Niagara Falls expenses. The City may also absorb the cleaning and maintenance expenses. It should be noted that this person is required to work a minimum of two days a week throughout the year with a heavier work load during the prime growing season.



Market Advisory Committee

This committee will be a vendor association that should represent their interests. This group of representatives should have input to the Market Manager regarding operational concerns and policy discussions, but no decision-making authority.

Action

- Establish a Market Advisory Committee (vendor association) (e.g., five to six vendors, one from each type of vendor commodity).

6.4 Vendor Mix

The space should be as flexible as possible to accommodate new vendors. Although this flexibility is recognized, important points to keep in mind regarding vendor mix and layout are outlined below:

- The key to successful markets is the number of vendors per category, not just the total space. The more vendors per category, the better (within reason).
- While the ideal vendor mix may not be immediately available, key elements of any vendor mix plan are:
 - variety (e.g., vegetables, fruit, meat/protein, plants);
 - anchor vendors (e.g., produce, meat, dairy);
 - basics vendors (e.g., greens, tomatoes, root vegetables, fruit);
 - food specialists (e.g., bakery, ethnic, sweets); and
 - specialty items (e.g., flowers, nursery, and arts and crafts).



*Vendor stalls should always present an image of plenty with key specialization.
Abundance of key food groups adds value to the Market.*

Tenant Mix Guidelines

By total build out of the Market it should accommodate approximately 40 vendors depending on the size of the Market building. The following is the proposed tenant mix:

Produce sellers (farmers)	14
Plant/nursery	5
Food	5
Protein (meat, dairy, bulk dry goods)	8
Other (jams, honey, candy, crafts)	8
Total	40

In addition, there may be an opportunity for a permanent retailer such as a cafe (approximately 1,000 sq. ft.) at the Main Street entrance to the proposed building of the expanded Niagara Falls Sylvia Place Farmers' Market.

Action

The Market Manager in coordination with the City will:

- Complete an "ideal" tenant mix
- Develop a list of potential farmers and vendors to contact

6.5 Special Appeal

As the consumer appeal of the Niagara Falls Sylvia Place Farmers' Market grows, other dimensions can be added to it. This will give it a wider draw and build on its special role in the Niagara Falls and Historic Drummondville area. Elements that could be added in the future include:

- an antique market on the non-farmers days. This must be carefully juried so it does not become a flea market.
- musicians and buskers on busy weekends for shopper entertainment.
- special events such as pie baking contests, pumpkin carving contests, Easter egg painting, Terroir festival (local wine and food matching), etc.
- educational activities: nutrition, recipes, cooking, etc.



A portable kitchen for learning and education can be set up at the Market similar to the one at the Ferry Market in Downtown San Francisco.

The whole Market experience must go far beyond that of the farmers and vendors. It must be a centre for food diversity, entertainment, and social celebrations.



Action

- Begin to develop a calendar of events (see example in Section 6.10 Marketing Plan).

6.6 *Space for an Ideal Market*

The following table outlines the physical space needed for an “ideal” outdoor and indoor market. It includes:

- day farm stalls that are large enough to allow the vendor to work off of a small sized truck.
- Indoor yearly leased food and craft stalls. It is suggested that these face each other and have a central 20-foot aisle. Vendors on the north side may be able to sell from inside and outside using roller doors that open.
- Outdoor yearly or seasonally leased farm/producer stalls that are rented on a seasonal basis (April/May to November) or yearly basis. It is suggested that these face each other.
- Indoor market will require washrooms and cleaning/maintenance facilities



Components of a Market

It is important to note that a critical factor will be a good supply of a diverse range of farmers, producers, specialty resellers, and arts-and-craft vendors that will combine into a unique destination attraction.

Niagara Falls Sylvia Place Farmers' Market should have the following components:

Component	Number of Vendors
Farmers' Market	
Outdoor Vendors – Parking Lot	26
Indoor Vendors (including one permanent on-street retailer)	12 - 14
Total	38 -40
Parking	
Three cars per vendor	Up to 120

In addition, other issues include the following:

- Garbage disposal facilities will have:
 - major, coded container(s) for recyclables, organic waste, and non-recyclable waste.
 - containers for recycling of paper/cardboard, glass, and metal. Vendors must be held responsible for sorting their garbage into appropriate bins.
- In addition to an office located at City Hall, there may also be an office located on-site once the new permanent building is established. This room should have space for a manager's office and meeting table. There may not be sufficient space in the new building to accommodate this need.
- The physical design of the site should be enlivened with landscaping, lights, signs, graphics, and banners.
- Vendors and the Niagara Falls Sylvia Place Farmers' Market need to have consistent signage and design guidelines (see Appendix F for an example of Dallas Farmers' Market).
- There should be storage and cleaning/cooking facilities made available in the proposed market building.
- Clustering of stalls by category will show the variety within the category and facilitate comparison shopping. The following schematic diagram illustrates an example of one layout option for the Market:

- All vendors should be individual producers or entrepreneurs. No chain organizations or businesses are allowed to be part of the Market (e.g., chain restaurants).
- Flower and produce vendors should be located close to entrances to provide an initial impact of colour and visual appeal.
- There will be two major entrances – one from Main Street and one from Sylvia Place parking lot. Both entrances must present a lively image of the Market.



Entrances can be enlivened with colour from flower vendors

6.7 Financial Considerations

The following is an estimate of capital requirements. It is based on standard industry costs.

The total construction and procurement cost for the project is projected to be within the range of \$2.7 million to \$3.4 million for all phases. The cost can vary depending on the degree of complexity for each phase and the options chosen, the programmatic and building scope for each phase and the escalation of construction cost incurred throughout the development of the project.

Option 1

	Cost type	Unit Cost	Units	Cost	Total
Hard Costs					
Phase One					
Resurface Parking Area	\$/ft2	\$5.50	60,400	\$332,200.00	
Building Maintenance & Landscape					
Cash Allowance	allowance	\$100,000.00	1	\$100,000.00	
Purchase Serbian Cultural Centre Bldg	allowance	\$350,000.00	1	\$350,000.00	
Signage on Sylvia Place	allowance	\$35,000.00	1	\$35,000.00	
Contingency	allowance	\$50,000.00	1	\$50,000.00	
				Sub Total:	\$817,200.00
Phase Two					
Construct New Market Building	\$/ft2	\$150.00	12,000	\$1,800,000.00	
Demolish existing market	allowance	\$20,000.00	1	\$20,000.00	
Site Costs: Contingency & landscape	allowance	\$75,000.00	1	\$75,000.00	
Contingency	allowance	\$50,000.00	1	\$50,000.00	
				Sub Total:	\$1,895,000.00
Total Hard Costs					\$2,712,200.00
Soft Costs				escalation - 5%	\$135,610.00
Consultant Fees & Permits Costs					
Consultant Fees				10.00%	\$271,220.00
Permits				10.00%	\$271,220.00
Total Project Costs					\$3,390,250.00

Option 2

	Cost type	Unit Cost	Units	Cost	Total
Hard Costs					
Phase One					
Resurface Parking Area	\$/ft2	\$5.50	60,400	\$332,200.00	
Building Maintenance & Landscape Cash Allowance	allowance	\$100,000.00	1	\$100,000.00	
Purchase Serbian Cultural Centre Bldg	allowance	\$350,000.00	1	\$350,000.00	
Signage on Sylvia Place	allowance	\$35,000.00	1	\$35,000.00	
Contingency	allowance	\$50,000.00	1	\$50,000.00	
				Sub Total:	\$817,200.00
Phase Two					
Construct New Market Building	\$/ft2	\$150.00	8,500	\$1,275,000.00	
Demolish existing market	allowance	\$20,000.00	1	\$20,000.00	
Site Costs: Contingency & landscape	allowance	\$75,000.00	1	\$75,000.00	
Contingency	allowance	\$50,000.00	1	\$50,000.00	
				Sub Total:	\$1,370,000.00
Total Hard Costs					\$2,187,200.00
Soft Costs				escalation - 5 %	\$109,360.00
Consultant Fees & Permits Costs					
Consultant Fees				10.00 %	\$218,720.00
Permits				10.00 %	\$218,720.00
Total Project Costs					\$2,734,000.00

6.8 Lease Provisions

Niagara Falls Sylvia Place Farmers' Market will need to develop a set of rules and regulations governing vendors at the Market within their lease agreements. Different lease arrangements are required in order to manage the different Market vendors more effectively.

The following list outlines, by topic, some necessary additions and modifications to the rules and regulations that should be in the leases (a copy of guidelines is appended).

Merchandise

The lease agreement must have specific product controls in order to ensure a variety of products/vendors. This means that the vendor will specify the products that will be sold, and must receive permission from the Market Manager to sell any other products. Other "product line" specifications are as follows:

- Must be high quality.
- Source/origin of product marked.
- Prices must be clearly visible.
- Tainted, spoiled, or wilted products must be removed and discarded to maintain a fresh appearance.
- Pricing must be competitive with major supermarkets.
- Weighing scales must have measurement visible to the customer.
- All prepared foods (such as jams and pickles) must be properly labeled according to local health and safety regulations and come from a certified kitchen facility.



Cleanliness

Rules and regulations regarding cleanliness must be specific. Recommended cleanliness regulations for the Sylvia Place parking lot and the Market building are as follows:

- Vendor practices must be in accordance with the Niagara Region Health Department food handling standards.
- Garbage must be removed from stalls at regular intervals.
- Waste from stalls must be put into proper containers (e.g., recyclables and trash) and stall waste receptacles cleaned nightly.
- No waste material may be thrown on the ground.
- Management will provide regular central garbage removal and appropriate containers for recyclable materials (i.e. water, paper/cardboard, plastic, glass, and metal as appropriate).
- Cooking can be done only in designated food areas according to regional health and safety standards.

Action

- Contact the Niagara Region Health Office to determine government regulations that are required before recruiting and signing farmers and vendors.
- Schedule health inspections at regular intervals as required.

Hours of Operation

A major operational concern with markets is their hours of operation. Regulations stating that stalls must be open and fully staffed during set business hours are crucial (although this will be difficult to enforce initially). The information can be changed and formalized over time.

The Market will operate approximately 35 weeks from March to November, plus additional winter hours for indoor and some outdoor vendors. During the summer high growing season, the Market should be open two days of the week – Wednesday afternoon/evenings and Saturday mornings. In Winter, it will open only on Saturday.

- Wednesday: 4:00 to 8:00 p.m.
- Saturday: 6:00 am to 1:00 p.m.

It will be important to keep the following recommended regulations:

- An abundance of products must be for sale during all hours that the Market is open.
- Loading and unloading must take place before or after Market operating hours.

Rental Rates

The policy of the Niagara Falls Sylvia Place Farmers' Market should be to have rental rates that are comparable to retail rental rates at markets in the Niagara Region.

Market Rent Comparisons

Market	Rental Rates
Pelham Farmers Market	\$150/stall/season or \$30/stall/week Each stall has hydro Typical stall is 25 ft by 9.5 ft
St. Catharine's Farmers Market	Indoor: \$220/stall/summer and \$210/stall/winter \$20 to \$25/stall/day Outdoor: Annual \$290/stall \$20/stall/day

Typical rental rates will vary from \$250 per vendor to \$650 per vendor based on the type of vendor and the location. Indoor vendors, prepared food, and resellers should be charged higher rents. Arts-and-craft and community vendors will be charged less. Food vendors are charged approximately \$500 per vendor. Rates will be based on stall basis and some vendors will require more stalls than others. (The above figures represent average rates per vendor.)

In addition, resellers can be charged more because of the particular products they sell. The following is typical, and must be market tested to see if higher rents are possible.

There may be Common Area Maintenance charges for indoor vendors. Revenues typically are on the low side when compared to annual retail rents. However, the spaces are small, and thus, if sales volumes are high, then at least break-even cash flow can be projected.

Marketing Fund

It is possible to levy a separate charge for marketing on all vendors. The Market Manager may set up a marketing committee to administer this with input from vendors. Initially, vendors would pay \$1.00/day /stall rentals towards this fund. This would be adjusted as sales and the marketing program grows. An aggressive marketing plan is needed to communicate the news about the new Market and to build sales to justify the rents charged.

Signage

Guidelines on height, size, and colors should be given to prospective vendors. Signs should be creative and fun within these guidelines, and individuality should be encouraged. Signage guidelines are as follows:

- Central stall service area signs:
 - To be above sight lines;
 - All at a uniform level; and
 - Vendor identification to have the following features:
 - “stall name”
 - graphic or cut-out sign approximately 3' x 3'
 - positioned over central service area

All signs must have the Market Manager's approval not only with regard to size, shape, material, weight, color, etc. as covered by the design guidelines, but also regarding location and lighting.



Pike Place Farmers' Market



St. John City Market

Action

- It may be necessary to contact a signage firm that can produce the desired signs, as many vendors will not know how to do this (properly).

Other Leasing Issues

Vendors should own their own business, not their stalls. In some markets, the practice of selling stalls exists. This should not be the case at Niagara Falls Sylvia Place Farmers' Market.

Other issues that should be included in the lease are as follows:

- The Market management should have control over transfer of ownership of the stalls.
- Provisions must be included for the termination of leases.
- A system of addressing customer complaints enforceable by the lease should be developed and included in the lease agreement.

Action

- Develop comprehensive lease regulations for the Market in terms of hours of operation, signage, rental rates, health and safety, merchandise, and other issues deemed important. Stipulate penalties if rules are not followed. Have these regulations agreed upon before recruiting farmers and vendors. Examples of lease regulations are included in the Appendix G.
- Develop a professional information package that will include the following:
 - A concise description of the Market;
 - Rationale for its future success;
 - A marketing program (including a calendar of events and other marketing initiatives);
 - Schematic drawings; and
 - Lease regulations.

Interview farmers and vendors in person and inspect the quality of their products. Ensure that the products are farm grown/produced as claimed by the farmer/vendor.

6.9 *Financial Pro Forma*

The following page shows an estimated four year pro forma for a new Niagara Falls Sylvia Place Farmers' Market. It has been developed based on the experience of markets throughout North America.

The City of Niagara Falls may choose to cover the salaries, janitorial, security, and garbage expenses as part of an overall management expense for the City of Niagara Falls. These expenses illustrate typical allocations that are based on other markets of a similar size. Volunteers can also be used to help offset some costs.

The financial pro forma is based on the following assumptions:

- The Market will operate on Saturdays throughout the year and one weekday throughout the growing season.
- The pro forma does not include revenue or expenses related to running any additional cultural components of the proposed Market building.
- Salary expenses are for part-time personnel. This person should be required to work a minimum of two days per week throughout the year with more days during prime growing season.
- Benefits are 15% of salaries.
- Insurance and permits cover expenses associated with liability insurance and special business licenses.
- Marketing expenses may be considered small especially in light of current advertising rates at the Niagara Falls Review. Rates are \$877.50 Monday to Thursday; \$1,005.00 Friday; and \$945.00 Saturday for a quarter page advertisement.
- Additional marketing expenses related to grand openings should be allocated out of the capital budget. This is equivalent to an additional \$10,000 for a grand opening.

Pro Forma - Option 1 Larger Building

	Rate	Year 1		Year 3		Year 6	
		Number of Stalls		Number of Stalls		Number of Stalls	
Outdoor Vendors							
Farmers, Producers, Nursery	\$500	15	\$7,500	16	\$8,000	16	\$8,000
Arts and Craft	\$250	5	\$1,250	8	\$2,000	8	\$2,000
Prepared Food Vendors	\$600	2	\$1,200	3	\$1,800	3	\$1,800
Indoor Vendors							
Produce, Nursery, Protein	\$600					8	\$4,800
Arts and Craft	\$350					3	\$1,050
Prepared Food Vendors	\$650					3	\$1,950
Additional Weekday - Wednesday							\$12,800
Retailer Space on Main Street	\$10/sq . ft.	500					\$5,000
Marketing Fee (\$1/day)			\$770		\$945		\$1,470
Common Area Maintenance (\$2/day)			\$1,540		\$1,890		\$2,940
Total Income			\$12,260		\$14,635		\$41,810
Expenses							
Salaries and Benefits			\$40,000		\$40,000		\$40,000
Marketing/Special Events			\$6,000		\$6,000		\$10,000
Other Expenses			\$700		\$700		\$700
Insurance/Permits			\$1,500		\$1,500		\$3,000
Janitorial/Security, Utilities			\$15,000		\$15,000		\$25,000
Total Expenses			\$63,200		\$63,200		\$78,700
Net Operating Income (Loss)			(\$50,940)		(\$48,565)		(\$36,890)

Pro Forma – Option 2

	Rate	Year 1		Year 3		Year 6	
		Number of Stalls		Number of Stalls		Number of Stalls	
Outdoor Vendors							
Farmers, Producers, Nursery	\$500	15	\$7,500	16	\$8,000	16	\$8,000
Arts and Craft	\$250	5	\$1,250	8	\$2,000	8	\$2,000
Prepared Food Vendors	\$600	2	\$1,200	3	\$1,800	3	\$1,800
Indoor Vendors							
Produce, Nursery, Protein	\$600					4	\$2,400
Arts and Craft	\$350					3	\$1,050
Prepared Food Vendors	\$650					3	\$1,950
Additional Weekday - Wednesday							\$12,800
Retailer Space on Main Street	\$10/sq . ft.	500					\$5,000
Marketing Fee (\$1/day)			\$770		\$945		\$1,330
Common Area Maintenance (\$2/day)			\$1,540		\$1,890		\$2,660
Total Income			\$12,260		\$14,635		\$38,990
Expenses							
Salaries and Benefits			\$40,000		\$40,000		\$40,000
Marketing/Special Events			\$6,000		\$6,000		\$10,000
Other Expenses			\$700		\$700		\$700
Insurance/Permits			\$1,500		\$1,500		\$3,000
Janitorial/Security, Utilities			\$15,000		\$15,000		\$25,000
Total Expenses			\$63,200		\$63,200		\$78,700
Net Operating Income (Loss)			(\$50,940)		(\$48,565)		(\$39,710)

The shortfall can be covered by the City in terms of absorbing the salary expenses of the Market Manager. In addition, the Market may look to raising additional funds through renting out the Market building when not in use. A conservative rental rate of \$800 per event and 40 events annually would cover the shortfall. This could include weddings and special events, art shows, job exposition, wine and food festival, antique show, Battlefield events, etc. This may be possible for the larger building footprint in Option 1 if the display cabinets and equipment are emptied out of the Market building at the end of a Market day. Otherwise, it may be possible if they are moved off to the side to allow for partial use of the building. In this situation, the vendors with large equipment should be located along the south wall leaving the north wall easily accessible with minimal movement of equipment for additional events.

6.10 Marketing Plan

The City of Niagara Falls will use its resources to conduct the marketing campaign for the Niagara Falls Sylvia Place Farmers' Market. The following schedule illustrates key decision-making stages:

Year 1	Year 3	Year 6
<ul style="list-style-type: none"> • Go/no-go decision to proceed with the Market redevelopment • Designate Market Manager <ul style="list-style-type: none"> - confirm magnitude and development - parking lot resurface, landscaping, and pad - location - number of farmers/vendors - market mix • Notify farmers/vendors of intention to redevelop Market • Finalize lease regulations • Develop recruiting information • Begin planning calendar of events • Recruit farmers/vendors • Finalize calendar of events • Hold a grand opening • Continue to recruit farmers/vendors 	<ul style="list-style-type: none"> • Recruit farmers/vendors • Bring in more entertainment and special events 	<ul style="list-style-type: none"> • Develop educational component • Recruit farmers/vendors

The Concept

Major Role

The marketing concept for the new Niagara Falls Sylvia Place Farmers' Market should reflect the vision or role developed. Accordingly, the Market should do the following:

- Serve the Niagara regional area's farmers, and the City of Niagara Falls' and The Niagara Region's residents, by providing an attractive venue for the sale and purchase of the Niagara Region products;
- Offer a wide range of fresh and prepared foods;
- Be an economic stimulus for local business and community in the Main and Ferry BIA area;
- Draw people into and around Niagara Falls; and
- Be an important part of the Historic Drummondville development objectives.

Target Market

The new Niagara Falls Sylvia Place Farmers' Market is intended to serve all residents of the local neighbourhood and the broader Niagara Region. It is expected that the Market will serve primarily residents of Niagara Falls including residents of Lundy's Lane, Dorchester Road, Falls View, and the other nearby neighborhoods. Additionally, the marketing program should aggressively reach out to attract residents of other neighbourhoods.

Although the Market will have mass consumer appeal, the primary market segment to be targeted is moderate- to upper-income families who desire a market experience. The renewed Market should work towards increasing visibility to drive-by traffic in and out of the area, as well as to pedestrian traffic.

Markets will have tourist appeal, but tourists are not a major source of business. The tourist appeal is in seeing local products of the Niagara region. Tourist purchases will be mainly in craft products, locally produced packaged foods, and prepared foods for immediate consumption.

Market Positioning

In terms of market positioning, the image of the Niagara Falls Sylvia Place Farmers' Market should suggest:

- The basic, traditional, grassroots, rural/agricultural appeal of farm grown, raised, or produced products.
- Freshness.
- A broad market appeal, but emphasize popular price-points (i.e. not upscale).
- Interesting types of food of a specialty nature (e.g., ethnic, organic, heritage tomatoes, etc.).
- Seasonal products.
- A social, people-place where one goes to “see and be seen” in an entertaining setting.
- An opportunity to talk to and get to know real farmers/producers.

The marketing strategy is to:

- Be a leader in the region by offering a wide selection of fresh foods, specialty food items, and arts-and-craft items.
- Be top-of-mind in awareness as a venue for fresh foods, specialty food items, and arts-and-crafts, sold by farmers and producers.
- Be first class (not second rate) but also not too upscale.
- Communicate the concept through a totally coordinated promotional and special events campaign.

The marketing objective is to create high awareness of the revitalized Niagara Falls Sylvia Place Farmers' Market as a desirable place in which to shop. This will build shopper traffic, which will in turn generate the sales and revenues required by the individual Market vendors.

Guidelines

This section outlines the key components of a marketing plan and gives examples (rather than a finalized, formal plan). The plan itself should be developed in specific detail by a marketing committee set up for the Market.

Guidelines should be developed to set strict standards for the graphic, visual, and verbal elements of the Market's communication program, such as:

- Name – Urban Marketing Collaborative advocates changing the name to reflect the more prominent location “Main Street Farmers’ Market”
- Branding
- Typeface and type system
- Colours
- Symbol/logo
- Positioning statement or slogan
- Music (if applicable)
- Adaptation of type and logo to stationery, signs, posters, banners, etc.
- Extensions into other media (e.g., shopping bags, T-shirts, vendor aprons, etc.)
- Control (i.e. who will “sign-off” approvals)

Key Elements

The following are the key elements to be considered in the marketing plan for the Niagara Falls Sylvia Place Farmers’ Market:

- General theme
- Visual theme
- Advertising media
- Publicity plan
- Special events
- Vendor communication and motivation
- Packaging
- Signage
- Research and audit
- Organization and responsibility
- Budget

Special events are a major component of the recommended marketing plan and are discussed in detail in the following section. Nevertheless, marketing communications include all media forms from which the public develops its perceptions of and attitudes toward the Market. Therefore, all physical and operational aspects of the Market must support the image that is being marketed through advertising and promotion. For example, colour schemes, signage, banners, types of vendors, etc. should be consistent with the desired image.

Special Events

The special event planning process needs to consider both the Grand Openings of each phase and the calendar of events in order to build shopper traffic.

Pre-Opening Plan

The pre-opening plan is designed to create a high level of awareness of the Market amongst all Niagara Falls area residents. The focal point is the Grand Opening, where the objective is to create the largest possible base of sales from which to build future business. The pre-opening plan should take advantage of the many low-cost, valuable opportunities that can begin almost immediately.

Specific segments to reach are:

- Business and consumer press;
- Potential vendors;
- Priority consumers; and
- Community leaders (political and non-political).

Typically, extra money is allocated in the budget to be used in the pre-opening and opening activities.

Site Identification

Countdown signage should begin four to six months before the planned opening (e.g., “Four months till the opening of the New Niagara Falls Sylvia Place Farmers’ Market—a truly unique food shopping experience”).

Public Relations

Public relations initiatives include:

- Distributing fact kits and giveaways to the media, business leaders, municipal leaders, community groups, and potential vendors.
- Getting involved in community projects (e.g., schools, recreation centers).
- Distributing brochures about the new Market to Niagara Falls and area residents.
- Distributing small shopping bags with giveaways, vouchers, etc. to pre-selected customers, just prior to opening.

Advertising

Advertising will include a full complement of:

- Site signage in Niagara Falls Sylvia Place Farmers' Market – internally, on Main Street, and on Ferry Street.
- An informative and attractive website.
- Yellow pages.
- Notices and publicity through Farmers Market Ontario.
- Radio and, potentially, television (on-site program).
- Print (e.g., newspapers, special flyers, local magazines, business directories).
- Hand-outs.

Vendor Leasing

In order to attract quality vendors, Niagara Falls Sylvia Place Farmers' Market should:

- Develop and distribute first-class brochures detailing the following:
 - Market demographics;
 - Unique components of the site; and
 - Key illustrations that depict the Market as a special place.
- Send out news bulletins to potential vendors.
- Arrange special invitations for site tours.

Grand Openings

The following key elements must be addressed to ensure the successful opening of each phase of the project:

Timing

- It is important that the timing of the Grand Opening event coincides with a time that plenty of locally grown, fresh produce is available. Also, it is important to ensure that enough farmers are planning on planting crops for the upcoming season (a major concern, particularly with the extensive drought in the area).

Celebrity

- Employ the presence of someone, or several people, who would create a major draw (i.e. someone from the area, to whom the target customer would relate), e.g., sports celebrity, singer, actor, and/or television personality.
- A special guest should be part of the grand opening ceremony. The mayor and council members, and/or local television personalities, are all possibilities, including a nationally or regionally known celebrity chef or cookbook author.

Music

- Music should be festive and uplifting and appropriate to image (e.g., a local band).

Contests

- Raffle for impressive grand prize (e.g., car, airline tickets, etc.).
- Pie eating contests (seasonally determined) for lesser prizes (e.g., shopping spree, sports tickets, and concert tickets).

Advertising

- Grand openings typically attract a large number of first-time farmers' market shoppers. Therefore, media ads and on-site information should inform as well as attract. Let people know what to expect prior to their arrival with respect to products and price. Tell them that the new Market is more than fruit and vegetable growers and that it is different from the other markets (e.g., Pelham, Welland).

Press releases should be prepared and all local media invited to attend.

Giveaways

- Shopping bags
- Balloons
- Mugs
- Coupons

Vendor Support

- Vendor aprons
- Giveaways at vendor stalls (e.g., buttons)

Grand Opening Team

- Have a team with clearly defined roles and tasks to coordinate major aspects of the Grand Opening.

Ongoing Calendar of Events

In addition to the Grand Opening event, the marketing plan for the Niagara Falls Sylvia Place Farmers' Market should have ongoing elements. Added to the schedule of events, there should be:

- Announcements of new vendors as they come in.
- An internal newsletter for vendors to keep them informed of and involved in upcoming events.
- A tie-in to events elsewhere in the City and region.

The ongoing calendar of events should contain events with local appeal, both for local area neighborhood residents and broader Niagara Region residents, as well as for tourists.

The new Market can reach out to the community by:

- Holding community events at the Market (e.g., church bake sales).
- Letting community organizations promote their events at the Market.
- Sponsoring activities at the Market for community groups.
- Using events such as charity tie-ins and fundraisers (e.g., UNICEF at Hallowe'en receives the proceeds from the pumpkin carving contest [entry fees] and donation boxes in vendor stalls).
- Having seasonal agricultural themes.

The Niagara Falls Sylvia Place Farmers' Market should develop strong ties with the following groups:

- Main and Ferry BIA
- Schools
- Lundy's Lane Museum
- Convention Centre

- Lundy's Lane Battlefield site and attractions
- Culinary associations and organizations, including the Niagara College Culinary Institute
- Greater Niagara General Hospital
- Rotary Club and other similar organizations

These groups can provide valuable assistance or be partners in events at the Market.

Promotional events should focus on building traffic. They should be supported with posters or flyers handed out at the Market in the weeks before the event. Additionally, there should be press releases issued before all events, and media advertising before major events.

Other guidelines that events should follow are as follows:

- All events are done to first class standards or not at all; there will be fewer events, which will all be well done, rather than many mediocre ones.
- Funds are spent in relation to shopping potential (i.e. a large amount during harvest seasons; not much during January/February).
- Set measurable objectives for each event and modify or drop the event if the objective is not met.

No event should be isolated from other marketing elements. Whenever possible, the event and advertising will:

- Feature a theme that supports vendor sales and merchandise;
- Use more than one communication medium (e.g., print and/or radio, posters and/or sales contest and/or public relations, etc.);
- Include a community organization or charity; and
- Add to shopping enjoyment, not detract from it by interfering with the Market shopping experience.

The following page contains a list of possible events that could be held at the new Market over the course of the calendar year. Other sources for promotional ideas include:

- Niagara Region Culinary Trail.
- Chase's Calendar, which lists many national, state, and local holidays and required festivals that are celebrated throughout the United States.
- A local city and regional/provincial calendar of events.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Occasions, holidays, local events	New Year's	Family Day Valentine's Day	Easter (or April)	Easter (or March)	Mother's Day	Father's Day	Canada Day	Civic Holiday	Labour Day	Thanksgiving	Remembrance Day	Christmas
		Shrove Tuesday	St. Patrick's Day		Victoria Day				Back to School	Hallowe'en		New Year's
	Winter Festival of Lights				Blossom Festival	International Food Festival	Battle of Lundy's Lane Commemorative Services		Food and Wine Classic	International Marathon	Winter Festival of Lights	Winter Festival of Lights
	Ice Wine Festival				Police Pipes and Drums Tattoo	Rotary Rib Fest			Art and Cuisine by the Falls	Oktoberfest	Santa Claus Parade	Christmas Craft Show
	Chef's Series Niagara College	Chef's Series Niagara College	Chef's Series Niagara College	Chef's Series Niagara College	Spring Festival Art Show					Chef's Series Niagara College	Chef's Series Niagara College	Chef's Series Niagara College
Marketing Theme	Diet and nutrition			Spring Festival	Children's Festival		Summer Music Celebrations		Harvest Festival			
Cooking Demo	Low Calorie Theme	Office Worker On the Go	New Recipes for Old World Standards	Spring Festival	New Immigrants	Cool Desserts	Barbeque Cook Off	Mexican Fiesta	Healthy Family Meals	Thanksgiving Cooking Demo	Multi-cultural Cooking Demo	Christmas Cooking Demo
Special Events		Flower Arranging Classes	Egg Decorating Contest and Face Painting	Egg Decorating Contest and Face Painting		Strawberry Festival		Peach Festival	Grape Crushing Festival			
		Pancake Flipping/Eating Contest	Candy Making			Rhubarb Pie Eating Contest		Corn Eating Contest	Apple Pie Contest	Pumpkin Carving Contest		
Promotions		Heart Month - Low Cholesterol		Plant and Garden Sale	Mother's Day Sales (flowers and breakfast items, free tulips for mothers)	Father's Day Ugly Tie Contest	Summer Barbeque Sale		Apples for the Teacher	Win a Turkey Contest		Christmas Sale (gift baskets)
					Victoria Day Sale - picnic for the cottage							
Charity Tie-in	Culinary Lecture Series	Heart Fund	Rotary	Red Cross	MADD	Child Safety	BIA event	Food and Wine Festival	Blood Donor Clinic	UNICEF	Poppies/Remembrance Day	

7.0 Conclusion

The redevelopment of the Niagara Falls Sylvia Place Farmers' Market will provide a need boost to the Market's sustainability. It has been documented that the Market requires the organizational resources to create a valuable cultural asset for the City and to help revitalize the Historic Drummondville area (Main and Ferry). The overall plan includes:

Organization

Requires a part-time Market manager to oversee the development and progress of the Market as a professional business and cultural amenity for the City and the region

Marketing

A commitment to advertise and promote the Market based on professional materials that will draw people to the Market. The continued rate of decline in the customer base must be stopped. An appeal to local and regional residents as well as tourists based on an authentic farmers' market experience will be well received.

Vendor Recruitment

The number of vendors needs to be augmented to help draw customers including a full range of fruit and vegetable, meat, dairy, other protein, prepared foods, arts and crafts. There should be an aim to have approximately 40 vendors.

Site Redevelopment

The current building's life expectancy is limited and should be demolished. A proposed plan to buy the Serbian Cultural Centre, demolish it, and build an interactive commercial facility will enhance the Market's appeal to consumers and vendors. The new building will be approximately 8,000 sq. ft. and house primarily protein related vendors as well as a café, flowers, arts and crafts, and some produce vendors. The majority of the produce vendors will remain outside. There will be two main entrances – one from Main Street and one from the parking lot. The two step phased approach includes retaining the existing building until the new one is built, buying the Serbian Cultural Centre, demolishing it, and building a new 8,000 sq. ft. structure. A path with vendors along the north side will also lead to the parking lot with additional vendors cluster near the back of the building.

APPENDICES

Appendix A – Food Articles

Appendix B – IBI Group's Report on Building Conditions

Appendix C – Niagara Culinary Trail

Appendix D – Notes from Community Workshop

Appendix E - Phasing Sketches and Renderings

Appendix F – Signage and Design Examples

Appendix G – Lease Examples

Appendix A – Food Articles

Consumer Food Trends

Defining Opportunities
for Alberta's Agri-food Industry

Economics & Competitiveness

Consumer Trends for Fruit and Vegetable Products



CONSUMER TRENDS FOR FRUIT AND VEGETABLE PRODUCTS

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March 2004

Abstract

Consumer Trends for Fruit and Vegetable Products looks at the STEEP model to analyze factors that affect the marketplace. It explores consumer trends in Canada, using the statistics on food consumption, how Canadians are spending their food dollar, demographics and growth in produce sales. Retail trends are explored, which include specialty foods, packaging, branding, organics, convenience foods and the ethnic market in their relation to fruit and vegetables. Finally, this information is applied to the Alberta situation, suggesting market research activities that producers and processors may consider.

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Abbreviations

CDN\$ = in Canadian dollars

US\$ = in US dollars

Consumer Trends for Fruit and Vegetable Products

Introduction

Background

Fruit and vegetable consumption has grown over the last few years for a number of reasons. In general, people are more concerned about staying healthy and eating right, and research into nutraceuticals and functional food has highlighted the health compounds found in fruits and vegetables. There has also been an increase in vegetarian diets and a stronger demand for exotic produce, resulting in a wider variety of imports, during all seasons of the year.

Analyzing the Drivers that Affect a Local Industry

A common means of analyzing the market and making business decisions is to do a STEEP analysis. The purpose of STEEP is to look at five areas that can influence the marketplace or business environment. It provides an understanding of the drivers behind the trends and therefore is a good tool to use when making business decisions. It includes everything, from looking at consumer preferences to policy making.

Every market has a slightly different picture, as to which factors have the most influence. Some markets are heavily influenced by environmental issues, while other markets are driven by technical advances of the industry. To portray the key areas of STEEP and how they interact with each other, I have placed them in a pie-shaped model below, called the Market Analysis Model, using STEEP as its basis. (See Figure 1.) In this model, the five key areas are indicated, showing them as equal parts. It is a basic model, which needs to be adapted to each industry. The model, in its basic form, appears to say that each area has the same amount of influence in the marketplace. However, the reality is, that each industry would adjust this picture, increasing some segments that have the greatest influence, while decreasing others, to reflect their particular market. For example: economic and political forces heavily influence the commercial vegetable market, while niche or specialty markets are driven more by the economic and social forces behind them. Whether commercial or niche markets are the focus, the picture is dynamic; always changing, as new issues and pressures arise that influence the overall marketplace. Each industry would need to determine the size of each segment and what the model would look like for their particular markets.

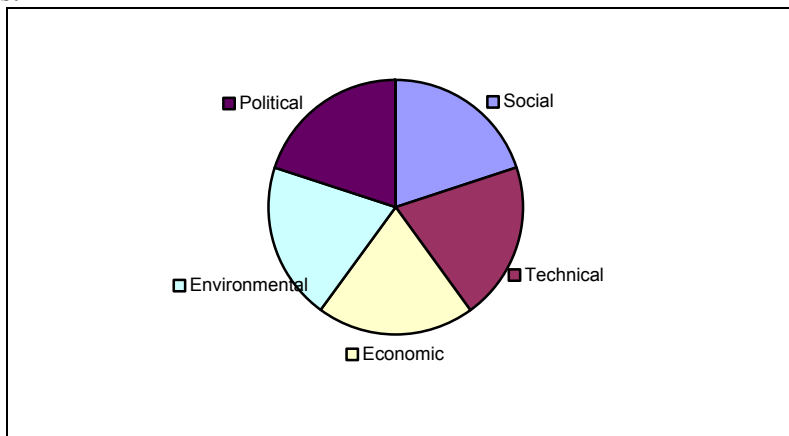


Fig.1. Market Analysis Model, using STEEP - AAFRD, 2004

The following list explains the components of STEEP and provides some examples of the factors that are considered (HORIZON, as cited in Staffordshire University, 2003).

- S** (Sociological) = Data about people: demographic trends, values and lifestyles, families, health, crime, education. (e.g., health conscious eating, aging nutrition, ethnic foods, convenience foods).
- T** (Technical) = Data about scientific and technological developments. (e.g., EDI – Electronic Data Interchange, packaging).
- E** (Economic) = Data about international, national, regional and local economies, including data relating to the labour force, income, and infrastructure. (e.g., income levels, mergers/acquisitions, strategic alliances).
- E** (Environmental) = Data related to energy, reusing and recycling, protection of biological bases, food protection, air and water quality. (e.g., food safety).
- P** (Political) = Data about government policies, legislation, regulation, political participation, litigation and court decisions. (e.g., free trade, food safety regulations).

This report will focus on consumer trends, which are mainly influenced by social and economic forces.

Consumer Trends in Canada

Understanding the consumer trends in Canada gives some insight to how the consumer thinks and what niche markets could potentially be filled. What are the trends in Canada, and how does that translate into regional trends, for Western Canada or within urban and rural areas?

There has been a shift in how consumers value food today. They tend to be busier and more **health conscious**. Therefore **convenience** is important, whether it be in conveniently packaged healthy snacks or ease in meal preparation. Also, demographic changes in an area (even within parts of a city) can greatly determine what would be carried by local stores in a neighbourhood.

Food Consumption

Statistics Canada in their report, Food Statistics – 2002 (2003), indicates that the average Canadian in 2002 consumed approximately 93 kilograms (205 lbs) of fruit and 110 kilograms (243 lbs) of vegetables (including potatoes)¹.

Overall consumption is up 15% for fruit and 5% for vegetables, from a decade ago. These numbers include fresh, frozen, and processed products. Fresh and frozen are the strongest areas of growth. The most popular fruits are bananas, apples, and oranges making up approximately 51% of fresh fruit consumption. Next in line are grapes and melons, which together make up another 20%.

Potatoes represent 35% of all vegetables consumed (both fresh and processed). The average person ate 38 kilograms (84 lbs) of potatoes last year, as fresh, processed products such as

¹ Experimental, use with caution, adjusted for retail, household, cooking, and plate loss. Other reports state higher numbers, which include the volume of produce that is wasted and referred to as “Food Disappearance”.

French fries, potato chips or stuffed baked or frozen mashed potatoes. This compares to about 33 kilograms (73 lbs) per person a decade ago. Following potatoes, the most popular vegetables are tomatoes, carrots, onions and shallots, lettuce, and cabbage. Combining fresh and processed together, these vegetables total another 26% of vegetables consumed.

Recently, the blending of traditional and tropical juices, have pushed the consumption levels of traditional juices to 25 litres in 2002. This is an increase of over 24% from 1992 (See Figure 2).

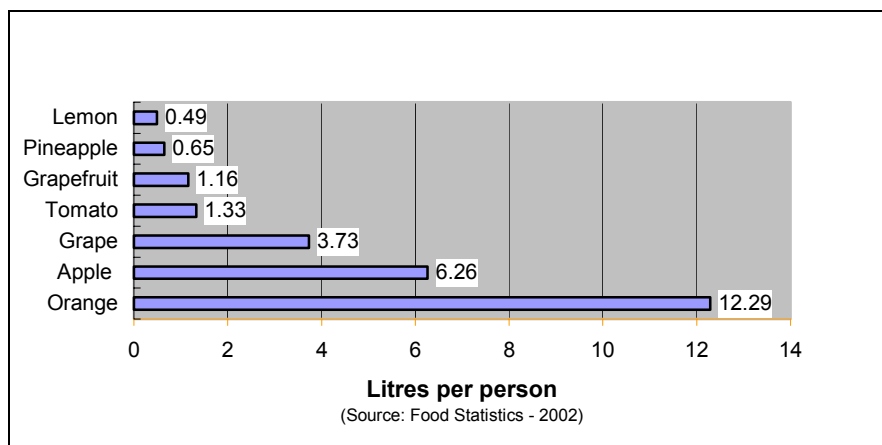


Fig. 2. Juice Consumption in 2002

On the health and nutrition side, the popularity of fruits and vegetables in Canadian diets has resulted in larger contributions of vitamins C and K from the food supply. More folate is available in the Canadian diet due to the increased consumption of fruit and vegetables, cereal products, pulses, and nuts (Food Statistics - 2002, p. 1-2).

This suggests that in the last decade, since fruit and vegetable consumption is increasing, with blended juices increasing even at a faster rate, there is a potential market for increased sales of fruit and vegetable products.

How Canadians are Spending their Food Dollar

Restaurants versus Retail Food Purchases

The Statistics Canada report, Food Expenditure in Canada – 2001, stated that Canadians spent close to the same amount on food as they did five years earlier. However, there is a growing trend toward eating out, where households spent about 30 cents out of every food dollar (i.e., 30%) on restaurants compared to 28 cents five years ago, and 25 cents 20 years earlier (1982). The amount spent in food stores declined correspondingly, from 72 cents in 1996 to 70 cents in 2001. In 2001, the average household spent almost \$38 a week on food purchased in restaurants compared to \$86 from stores.

Individuals at all income levels dined out more, with the income group of \$80,000 or more dining out twice a week and the lowest income group of less than \$20,000, dining out once a week (Food Expenditure in Canada - 2001, p. 9-10).

Demographics of “Eating-out” at Restaurants versus “Retail” Spending

Although all groups of people are dining out more, the most frequent spenders are the single male, followed by couples without children. The survey showed that the highest percentage of weekly food expenditures spent in restaurants, was by men who lived alone, totalling 38-40% of the weekly food bill. The next highest was couples without children at 32%. Other categories, such as females, and single parent families, were not far behind; the lowest was still significant at 26% of the food bill for couples, both 65 and over. Therefore, about a third of the food expenditures happen in restaurants for the general population (p.10).

Of all spending in restaurants in 2001, almost 60% took place in table-service establishments, compared to 26% for fast food and take-out establishments. Less than 10% was purchased either in cafeterias, snack bars or chip wagons (p. 9).

Statistics Canada continue with the break down of household types and how spending has changed since 1996. As expected, couples with children spend the highest amount each week on total food purchases (i.e., couples with at least one child, average weekly expenditures on food were \$171) in 2001. Out of every dollar, 28 cents went to restaurant meals and 72 to stores. This compares to 25 cents and 75 cents respectively in 1996.

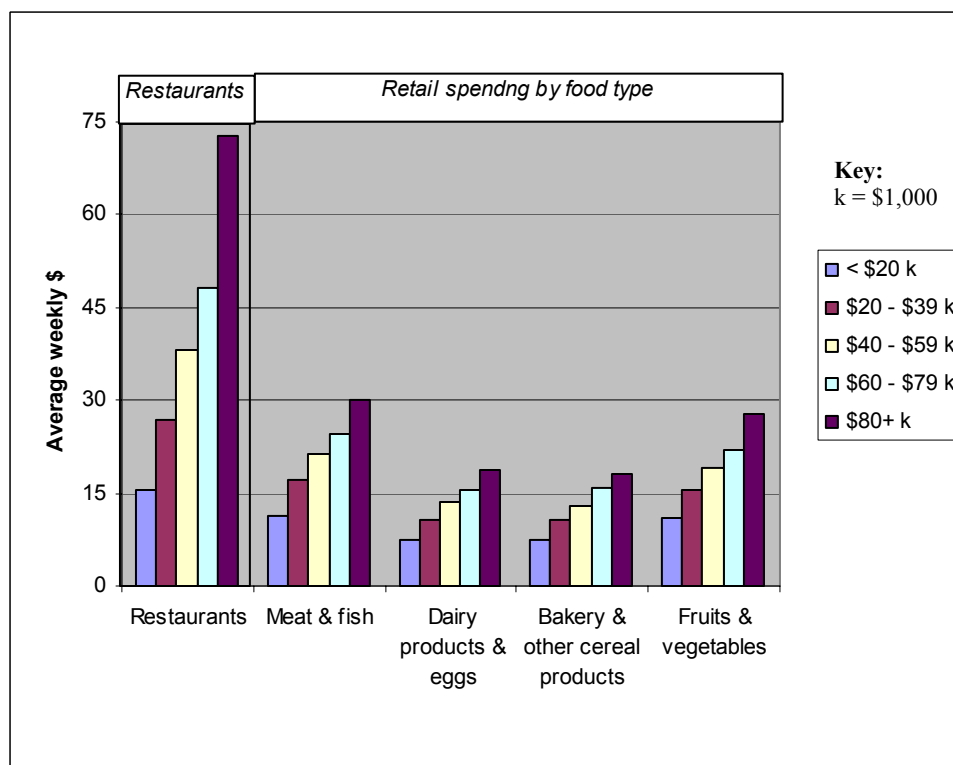
As mentioned earlier, men who lived alone spent their highest proportion of the food budget in restaurants (i.e., 38 to 40 cents of every dollar). This however is not significantly different from 1996 spending patterns.

Lone-parent families headed by a woman spent an average of \$99 a week on food in 2001. They also were eating out more, spending 27 cents of every food dollar in restaurants, up from 22 cents five years earlier.

The restaurant spending discussed above, refers to meals (i.e., table-service, fast food or cafeteria style), and also take-out food or snacks from snack bars, vending machines, and chip wagons (Food Expenditure in Canada - 2001, p. 10-11).

Figure 3 shows the average weekly expenditure per person on restaurant eating versus expenditures on four main food categories in retail stores (i.e., meat and fish, dairy products and eggs, bakery and other cereal products, and fruits and vegetables). The comparison in spending is compared between various household income groups.

In studying the retail spending section in the chart above, it appears that the proportion of the food budget, for each of the four food categories, is similar between all the income groups. The greatest difference in spending between the \$80+k group and the <\$20k group, is found in the meat and fish category; the next largest gap is in the area of fruits and vegetables. Higher income people would spend more money on more expensive cuts of meat and more exotic fruits and vegetables, or purchase imported produce during the off-season, which tends to be more expensive.



Source: Statistics Canada. Food Expenditure in Canada – 2001

Fig. 3. Average Weekly Expenditure by Household Income Groups

There are now a wide variety of fruit and vegetables available (e.g., plum tomatoes, cocktail tomatoes, and grape tomatoes) (Green, 2003). Higher income households would tend to buy the more expensive varieties versus the lower income groups, who are looking for sales. The restaurant section of the chart, shows the greatest contrast between income groups, demonstrating that the difference in restaurant spending between the highest and lowest group is over \$55/week.

For households with incomes less than \$20,000, weekly spending of food was an average of \$66, compared to \$203 for households with income of \$80,000 or more. While well over half of the low income households have people living alone, less than 10% of households in the highest income group have people living alone. Taking this into consideration, Table 1 compares the average weekly food spending, between the highest and lowest income group, on a per person basis. (Food Expenditure in Canada - 2001, p. 10-11).

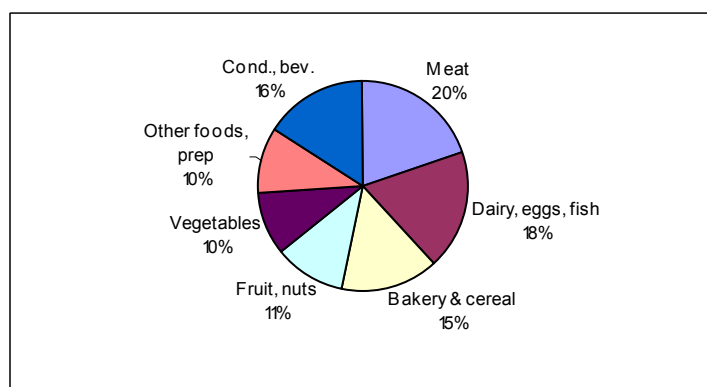
Table 1. Weekly Spending of Highest and Lowest Income Groups

<u>Income group</u>	<u>Weekly Food Expenditure (per person)</u>	<u>Portion of Food Dollar Spent in Restaurants</u>	<u>Portion of Food Dollar Spent in Stores</u>
Less than \$20,000	\$39	\$0.23	\$0.77
Over \$80,000	\$59	\$0.36	\$0.64

Food Expenditures in Stores

Fruit and vegetables account for a main portion of consumer spending on food and this category is increasing. Of each food dollar spent on food in stores, fruit and vegetables together account for about 20 cents, or 20% of total expenditures. This compares with other significant portions of spending, such as meat, and dairy/eggs/fish categories, as seen in Figure 4.

Consumers are looking for **convenience**. This is seen in another category called, 'Other food, materials, and food preparations'. It includes everything from frozen pre-cooked dinners and baked goods, to peanut butter, potato chips, soups, and baby foods. This category has increased from six cents in 1982 to almost ten cents in 2001. Of each dollar spent on the 'other foods' category, 31 cents goes toward frozen pre-cooked dinners and baked goods, compared to 26 cents in 1996 (Food Expenditure in Canada - 2001, p. 11-12). This provides another opportunity for fruit and vegetables to be a main component of meal-ready foods.



Source: Statistics Canada: Food expenditure in Canada – 2001

Fig. 4. Weekly Food Expenses by Food Category, 2001 (% of Total)

Demographics of “Retail” Spending from East to West

How do Canadian demographics reflect food spending? Statistics Canada (Food Expenditure in Canada - 2001, p. 12-14), states that weekly food spending ranges from \$109 on average in the Atlantic region to \$132 in British Columbia. The average Canadian spends about 30 cents of every dollar dining out, and there is a gradual increase from East to West, starting at 25 cents in the Atlantic, to 33 cents in B.C. Therefore, the reverse is true for food purchased from stores, with the lowest amount spent in the West and increasing as you move East. Looking at specific food groups, households in Canada’s Western provinces tend to eat less meat and dairy products than those in the East. The largest consumers of fruit and vegetables are B.C., Ontario and Quebec. Table 2 indicates the percentage of each food dollar that is spent on fruit and vegetables, in the various regions.

Table 2. Total Food Expenditure from Retail Stores – (% by Region) (2001)

Food Type*	Atlantic (%)	Quebec (%)	Ontario (%)	Prairies (%)	B.C. (%)	Canada (%)
Meat	15.8	14.6	14.5	13.3	11.6	14.0
Dairy, Eggs	10.9	11.2	10.0	9.6	9.8	10.2
Bakery, cereal products	11.4	10.5	9.9	9.8	9.8	10.1
Fruit, nuts ²	7.2	7.7	8.3	7.6	8.1	7.9
Vegetables	6.7	7.4	7.0	6.1	7.4	7.0
Other foods, materials, food preparations	8.2	6.6	6.4	7.7	6.6	6.8
Fish, marine products	2.3	2.3	2.5	1.5	2.5	2.3

*Only major food types are listed. Other items such as condiments, sugar preparations, and beverages are not a main focus here and, therefore, are excluded.

Table 2 indicates that the Prairies and the Atlantic regions spend less on fruit and vegetables than the Canadian average. Also, the Atlantic and Prairie regions have stronger consumers of prepared foods than other regions. The assumption could be made that they consume less fruit and vegetables and buy more prepared meals, but this would need to be tested further by examining other factors that affect spending, as well as consumption data by region. For example, it's possible that fruit and vegetables are more expensive and, therefore, there are fewer purchases or there are more home gardeners in those regions. Other factors to consider are how rural and urban factors play into this (since some provinces have expansive urban centers); education levels; income levels; consumer attitudes; age demographics, etc.

John Williams, a speaker at "Meeting the Market Conference 2002", reported that consumers want products "...now-better-faster-cheaper-anywhere-with more choice". This statement is supported by the trend of increased imports of fresh produce off-season as well as an increase in the "other foods, materials and preparations" category. Williams also states, as the population shifts with increased immigration and higher income levels, so do the spending patterns. The baby boomers are now entering their low spending years; there is an Asian population of 60 % in both Scarborough and Richmond, compared to only 7% in Calgary.

In Food Expenditures – 2001, statistics show that the prairies have the highest population of people under 25 years old. This is the demographic group that is most attracted to the organic market (USDA Foreign Agriculture Service, 2003). Within each province, there are pockets with higher populations of young adults, ethnic or other groups, which give unique characteristics to the regions. Studying demographics, following food trends and purchasing patterns over time can be used as tools to determine effective promotional programs, such as targeting demographic areas where sales of fruit and vegetables are down or targeting specific niche markets where sales are higher. This approach can address what the consumer is looking for and aim to meet those needs.

² Nuts are also included in this grouping. Since the dollar value of nuts makes up a small percentage (about 5%) of this category the discussion above uses the general term "Fruit" to represent this category.

Growth in Produce Sales

The majority of fresh produce is purchased from grocery stores. The warehouse style stores (club or discount outlets) supply fresh fruit and vegetables not only to consumers but also to the smaller restaurants and institutions in the food service sector. The smaller independent retailer may specialize in fresh fruit and vegetables, focusing on price and servicing a customer base within approximately a ten-mile radius (USDA Foreign Agriculture Service, 2003, p. 3).

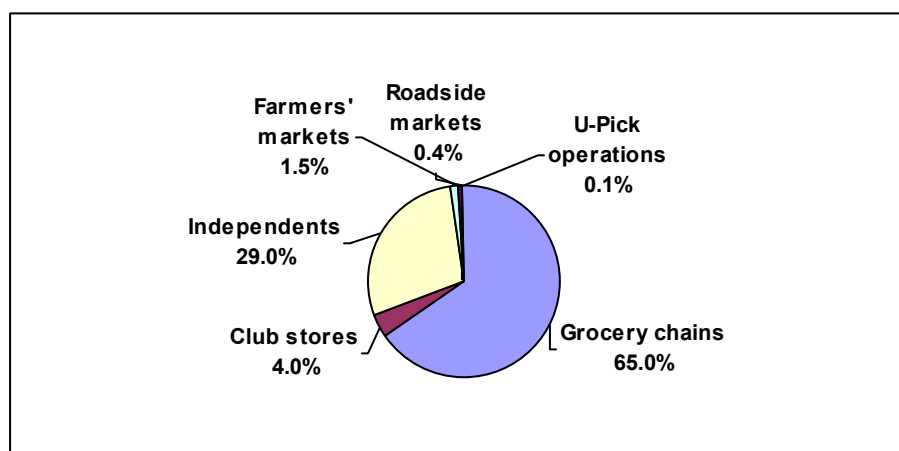
Table 3. Total Retail Sales of Fresh Produce in Canada (\$ Millions)

	1999	2000	2001	2002	2003 (estimate)
Vegetables	\$1,962	\$2,178	\$2,358	\$2,523	\$2,736
Fruit	\$1,797	\$1,940	\$2,109	\$2,383	\$2,539
Total	\$3,759	\$4,118	\$4,467	\$4,906	\$5,275
% Annual Growth		10%	8%	10%	8%

Source: CPMA... as cited in USDA Foreign Agriculture Service, 2003

Table 3 shows that each year between 1999 and 2003, there has been an 8-10% increase in annual sales of fruit and vegetable sales, with most of the growth occurring in fruit.

The proportion of fresh produce sales by market type is represented in Figure 5 (Canadian Produce Marketing Association (CPMA) as cited in USDA Foreign Agriculture Service, 2003, p. 4). Grocery chains make up the largest segment, representing 65% of retail sales, followed by independent grocers and club stores, at 29% and 4 % respectively.



Source: USDA Foreign Agriculture Service, 2003, p. 4

Fig. 5. Market Share of Fresh Produce Sales by Retail Outlet
(Based on Total Retail Sales of Fresh Produce: \$4.9 Billion CDN)

Market Share of Fresh Produce Sales by Retail Outlet

The distribution system through retail stores has been changing within the fresh fruit and vegetable industry due to NAFTA, an increase in consumer demand, and changes in technology. There is an increase in the number of mergers of large companies, faster distribution channels being developed and demand for higher quality products. James Milne, a marketing director of the David Oppenheimer Group of Vancouver, B.C., believes that these changes in fresh produce market are creating new challenges for middlemen, as grocers consider increasing their contact with growers and buying through large contracts (USDA Gain Report, 2003, p. 4).

American Trends

In the Fresh Trends 2004 research study report, Kelly Barton highlights some key points from the responses of consumer panelists. The panelists, were asked to report on the changes in their eating habits of fruits and vegetables, compared to five years earlier. From those findings, a few key points have been summarized into Table 4, which is a brief summary of the groups that responded the highest to each survey question.

For example, when panelists were asked if they were buying more fruit and vegetables, the general response was that a total of 27% of said they were buying more, while 9% said they were eating less for a net gain of 18%. (Table 4 reports the net gain of responses for other key questions.) The largest increase was in the 18 to 37 year olds, which experienced a net gain of 34% and in households with children less than six years of age, with a net gain of 36%.

Panelists were asked whether they were preparing and serving more meals with fresh produce. The 18 to 37-year-olds were the strongest group, indicating a net gain of 27%, followed by the young baby boomers (aged 38 to 47), with a net gain of 12%. Older baby boomers (aged 48 to 57) showed a net increase of 9% in using fresh produce in meal preparation. Other demographics showed that families with children under 6 years old, were also using more fresh produce in meal preparation for a net gain of 26%. Ethnic background had some influence with the highest fruit and veggie eaters being Caucasian and Hispanic

Table 4. Highlights: Fresh Trends 2004 Research Study Report

<u>Question & Response Group</u>	<u>Net Gain</u>
Buying more fruit and vegetables than five years ago	
General response	18%
18 – 37 year olds	34%
Households (children under 6 yrs)	36%
Preparing and serving more meals with fresh produce	
General response	15%
18 – 37 year olds	27%
Young baby boomers (aged 38 to 47)	12%
Older boomers (aged 48 to 57)	9%
Households (children under 6 yrs)	26%
Caucasian households	15%
Hispanic households	14%
Household incomes \$45 to 59,000 (US)	20%
Fresh fruit as a snack to increase fresh produce consumption	
General response	25%
Households (children under 6 yrs)	38%
Households (children 6-12 yrs)	30%
Households (children 13-17 yrs)	32%
African American households	27%
Northeast regions of US	24%
North Central region of US	23%
An increase of washed, cut and bagged produce	
General response	27%
Older boomers	28%
Households with kids	31%
Households (children 13-17 yrs)	36%
Organic produce	
18 – 37 year olds	20%
Households (children 13-17 yrs)	19%
Household incomes of \$85,000+ (US)	22 %

households (net gains of 15% and 14% respectively) and families with annual household income of \$45,000 to \$59,000 (US\$) with a net gain of 20%.

Fruit as a snack food was one of the key ways that individuals increased their fresh produce intake. The general response was that there was a net increase of 25% indicating that they were eating fruit as a snack more often than they did five years ago. The biggest gains for fresh produce as snacks were: households with children under 6 years (net gain of 38%), households with children aged 6 to 12 years old, an increase of 30%, and those with children aged 13 to 17 years, increased 32%. African Americans increased by 27% and those living in the Northeast and North Central regions (24% and 23%). All age groups reported increases; other groups included young boomers an increase of 19%, older boomers a 24% increase and those aged 58 years or older, 22%.

An increased use of washed, cut, and bagged produce showed a net gain of 27%. Older boomers were the largest users at 28%, while all households with children averaged a 31% increase. The households with the largest increase were those with children aged 13 to 17 years, at 36%.

Organic produce was the most popular with the 18 to 37-year-old respondents; a net increase of 20%, households with children aged 13 to 17 (net increase of 19%), and household incomes of \$85,000 (US\$), a 22% net gain.

In general, the influencing factors are often children, household income, age of the shopper, and ethnic background. Furthermore, although price often determines people's choices, it doesn't always translate into an increased use of coupons. People only reported a net gain of 2% for coupon usage. Across all age categories, there was a general increase, about 16%, of people stating that they paid more attention to quality than price in fresh produce, compared to five years ago.

Fresh Trends 2004 also charts in more detail, individual fruit and vegetables, against various demographic influences, such as ethnicity, consumer perception or price, children in household, income, etc. For example, they show how these factors can influence the purchasing of carrots.

Retail Trends

Specialties

The USDA Foreign Agricultural Service 2003 states that **produce** retailers report about 20% of their departments' sales as specialty items. The break down of specialties is as follows:

Pre-packaged salads	9%	Organic products	2%
Fresh cut vegetables	5%	Home meal replacements	1%
Fresh cut fruit	2%	Fresh herbs	1%

Fresh produce sold in bulk accounts for about two thirds (63.4%) of all produce sales (i.e., where consumers select the quality and quantity they want). The amount of bulk-to-packaged sales is inversely proportionate to the size of the grocery store (i.e., the larger the outlet, the more packaged produce will be found).

Packaging Trends

The USDA Foreign Agricultural Service (2003, p. 6) lists the following packaging trends found in Canadian retail stores:

1. Mini carrots – peeled and washed, individual serving-sized containers with a peel-off top
2. Celery/rutabaga sticks – washed and cut, approximately 4 inches long, six unit per pack
3. Garlic bulbs – packages in mesh strips, 4 bulbs per pack
4. Bean sprouts – washed, in clear plastic round containers (six inch diameter), about 3-4 servings
5. Baskets - thin lightweight wood with a handle, to sell grapes, cherries, peaches, pears, and plums
6. Sturdy wooden crates (12" x 4" deep) for tangerines, nectarines, clementines, etc.
7. Bags of apples, 12-15 per bag
8. Asparagus – sold by the bunch, for about two people
9. Long English cucumbers – individually wrapped
10. Watermelon, cantaloupe, honeydew, often sold by the unit, half or quartered
11. Corn-husked, with ends cut and packaged in groups of 4-5 units
12. Potatoes in bags, various varieties

Marketing by Brand

There is very little branding in Canada in regards to fresh produce. Retailers generally focus on the price for the ad. Sometimes there is a region that is presented, such as grapes from Niagara, local corn, etc. However, successful branding of produce has only a few examples, such as Dole Pineapples, Valencia Oranges, Sunkist, etc. Loblaws is attempting to brand organically grown produce under their private label, President's Choice (USDA Foreign Agricultural Service, 2003, p. 7).

Organic Trade

Retail sales of fresh organic produce is about \$100 million CDN with an annual sales increase of about 15% per year. Some sources report total retail sales for Canada in 2002 to be over one billion dollars (Canada's Organic Industry, as cited in USDA Foreign Agricultural Service, 2003), while others have lower values of \$700 million CDN (Agriculture and Agri-Food Canada, as cited in USDA Foreign Agricultural Service, 2003). The consumer still may not fully embrace this trend. Some of the driving forces behind the organic food trend are: the younger demographic segment (under 25 years old), those concerned about what they eat, and who have a slightly higher education, etc. The fastest growing target is new and expectant mothers (USDA Foreign Agricultural Service, 2003, p.8). Statistics Canada 2003, the Food Expenditure in Canada 2001 report, shows that there is a higher population of youth under 25 years in the Prairie region (compared to BC, Quebec, Ontario, and Atlantic regions). Also, the households with the highest number of children under five years old, were also in the Prairie region.

Education and the concern for health is reinforced by Don Rhyno, Director of Produce from the Edmonton-based food wholesale and retail outlet, The Grocery People. He reports that organic fruit and vegetables represent about 10% of total produce sales (as cited in Green, 2003, p.29). He says that since consumers are more knowledgeable and aware of health benefits, they are buying more produce in general and are also interested in organic products.

Convenience: Fresh-cut, Prepared, and Washed

This trend of prepared or conveniently packaged fruit and vegetables is not only seen in consumer snack food but also in retail purchases of produce. Green (2003), in her article “Produce Passion” states that the strongest trends to bolster produce sales in retail are packaged veggies and fruits, especially the bagged salads (which have all the ingredients inside, such as croutons, etc.). In *The Packer* (May 12, 2003), Ohlmeier states that “fresh-cut” is booming in certain markets. Grocery shoppers often prefer to buy larger fruit, such as cantaloupe or watermelon, that is pre-cut into halves or quarter wedges. Food service also would rather buy produce that is cut to specification than train and pay an employee \$10 an hour to cut and slice produce. Fresh-cut produce also creates more space in their coolers. For example, 50 lbs of diced carrots would take less space than one big 50 lb bag of carrots. Ohlmeier continues to state that the larger hotels and country clubs are driving the fresh-cut sales, as reported by Richard Levine, owner of Athena Farms. His sales of fresh-cut are over 30% from last year. Levine mentions that caterers are also increasing their fresh-cut purchases. All-Pro Food Service Inc., which sells produce to caterers and upper-end hotels agrees. They report that some companies make 10,000 – 15,000 sandwiches a week. They would rather buy green leaf filet for the sandwiches rather than washing the leaves themselves. However, not all buyers want pre-cut. Many restaurants prefer to make their own French fries and their own salad mixes. The white-tablecloth restaurants tend to do things by hand compared to the regular steakhouses or restaurants.

On the other hand, retailers require more space for “fresh-cut” product in the produce section and they also need extra staff to maintain inventories. One key factor that has promoted fresh-cut sales is the technology. Breathable polypropylene film reduces the oxygen transmission rate of cut produce; it slows the respiration rate of the product to extend its shelf life. Consumers want to buy healthier food, they want smaller sizes but they also do not want to do the work (Doiron, 2003).

The following is a list of potential areas to diversify in the “fresh-cut: produce market (USDA Foreign Agricultural Service, 2003, p. 9).

- This is the fastest growing area with both retail and foodservice outlets. Packaged vegetable sales could reach 25% of fresh produce sales in the next five years. The reason for this growth is due largely to
- Smaller servings due to smaller households
- Fast and convenient
- In foodservice, the benefit offered is reduced labour costs and reduced food wastage.
- Washed potatoes have been taken a step further and are now present in washed, peeled, and cut.
- Washed and packaged lettuce (various types), spinach, and cut cabbage with carrot and coleslaw is generally available. The sales of bagged salads alone increased 23% between March 2001 and March 2002 to \$127 million CDN (Food in Canada, as cited in USDA Foreign Agricultural Service, 2003).
- The most popular Stock Keeping Unit (SKU) is washed, peeled, and packaged mini carrots, available in a number of sizes.
- Cauliflower, broccoli, celery sticks, romaine lettuce leaves, various varieties of mushrooms, and bags of mixed fresh cut vegetables are available in the warehouse grocery chains and at the wholesale level.

- A new packaging system has been developed for fresh fruit that was to be tested marketed in the fall of 2003. This is a joint project by Pride Pak Canada, the Ontario Apple Sales Group, and the Province of Ontario's Ministry of Agriculture and Food.

Bite-size Trends/ Snack Foods

Along with eating out more, convenience, and prepared foods, there is a trend of increased consumption of snack foods. This appears to have resulted in an increase in obesity, especially in children, which has become a big concern. Those that are health conscious or trying to bring some balance into their diet are opting for healthier snacks.

For example, Nelson, (May 2003) indicates in *The Packer* that the number of snacks is increasing and the number of meals is decreasing. Americans are becoming grazers, or nibblers and eat approximately 4.3 times a day. Eating meals and snacks on the run is becoming more common. American 'snackers' are not necessarily eating more healthy foods since only 38% of respondents said they avoid high fat snacks, and 42% attempt to balance their nutritional habits. When survey participants ranked their snack preferences, fresh fruit and vegetable snacks were ranked at 39%. Multiple responses were allowed on the survey and the highest ranking was for popcorn, seeds, and nuts at 61%, followed by chips, and pretzels at 57%. The produce sections in retail stores have changed to meet this trend. There is an increase in value-added packaging, such as celery with dips, cut fruit, "no-time" products, and snack packs such as apple packs which fit into a cup holder in your vehicle. Frozen foods and deli products are winning popularity over produce as snack choices. Innovative companies have introduced fruit and vegetable snacks with dips, such as baby carrots with fat free ranch or dill dips, sliced apples with caramel dip, ants on a log (celery with peanut butter and raisins), sliced apple snack packs for school lunches, etc.

Diversity: The Ethnic Market

There seems to be a growing appreciation of ethnicity with small "Mom and Pop" stores popping up. Anderson (2003) at Retailwire.com discusses the increase of specialty stores, such as Korean, Chinese, Vietnamese, Cubans, Mexicans, etc. As the population diversifies and as newcomers want to continue their traditional dishes, the demand increases in the marketplace for these stores. At times, they will place even themselves where chain stores would not dare to locate and offer diverse products that large chains would not carry.

Since Sept 11, 2001, the economy has been improving and has seen an increase in diverse ethnicities visiting the markets (Ashby, 2003). This has prompted merchants to focus on this segment, and there have been an increasing number of ethnic-owned independent stores opening up in areas such as Philadelphia. As a result, produce houses and retailers have expanded to offer more diverse products, leaving little to no room from individual companies to cash in on these newer markets. Some have been selling ethnic items for 30-40 years, but just recently started to package ethnic items.

Opportunities and Constraints

Opportunities

- Expanding into food service, by visiting local chefs and tailoring the product to meet their specific needs. They tend to look for food items that bring color to the plate, are unique and fall within the budget of costing per plate.

- Healthy snack options – These were a common theme at the trade show during the Canadian Produce Marketing Association (CPMA) Conference in Calgary, February 2004. Carrots and fruit snacks were found in 45 to 85 gram packages. One company was selling these mini bags as a set of three, so they could be used in school lunches. Some of these items have potential to become part of the snacks offered on airlines. Dips may be another component of this type of packaging.
- Home-meal replacements (HMRs) – and the “other foods” category has been increasing across Canada. Fruit and vegetables could be a main component of these items since consumers tend to spend about 20 % of their food budget on fruit and vegetables. Agriculture and Agri-Food Canada (1999, p. 4-6) reports that HMRs are a growing area where the consumer is looking for fresh or chilled, convenient, complete meals, purchased in grocery stores and eaten at home. The category includes ready-to-bake pizza, chicken that only requires heating up, and pre-cut salads. Suppliers can meet this need by providing products consumers are looking for.

Other opportunities (USDA Foreign Agricultural Service (2003, p. 11-12) include the following:

- Demographics – are changing in Canada; the size of households are getting smaller¹ This is an opportunity for special packaging, frozen dinners, salad in a bag, etc. The aging population also will tend to focus on nutrition and healthy eating.
- Exotic produce – Consumers are looking for ethnic diversity in produce and are expecting more of these foods out of season. The most common foods are still potatoes, carrots, apples, and oranges, but more and more consumers are buying avocados, mangos, bok choy, etc.
- Health conscious – 85% of Canadians are concerned about chemical additives in food and their effect on health (Of these, 95% are women are concerned, with 91% of them in the 45 - to 54 years age category).²
- Value-added vegetables – The regular shelf space in retail stores for washed, cut, peeled, and packaged markets in Canada is usually occupied by lettuce, mushrooms, and carrots. Packaged cauliflower, broccoli, mushrooms, and squash do well in the warehouse-style retail outlets and are carried by most wholesalers who supply the food service industry. These cut and prepared foods have been accepted by consumers in the frozen section and therefore it is expected they will be accepted as fresh.
- Value-added fruit – Prepackaged fruit is widely distributed in the US, such as prepared apples, papaya halves, pineapple, star fruit, and fruit salads. Canada is not as strong in this area, where only 20% of Canadian grocers would even carry cored pineapple.
- Consumers willing to pay for quality – Freshness is understood to mean quality. “Red, stemmed tomatoes” will sell at a higher price, simply because the tomatoes are attached to the stem, implying freshness.

¹ 2001 national census (cited in USDA Gains Report, 2003)

² Canadian Press / Leger Marketing (cited in USDA Gains Report, 2003)

- Branding costs more – Promotions combining freshness with a brand name would likely succeed at selling at a higher price.
- Organic – Fruit and vegetables are at the heart of this movement. Here lies another opportunity for marketers in Canada.
- Ready to cook beans – Anything that adds value and saves the consumer time has the potential for being successful. For example, trimming the ends of green or yellow beans while still maintaining freshness is a possible market. Freshness could be preserved by bagging beans, or ready-to-be-cooked. (Seen at CPMA Trade Show)
- Carrots – Washed and peeled mini carrots sell well. There may be potential for washed and peeled regular sized carrots.

Constraints (USDA Foreign Agricultural Service, 2003, p.13)

- Organic – There are regional differences to consider since “organically grown produce is not selling as well in Quebec as it is in English Canada.”
- Internet – Grocery store chains and some independent retailers have invested in e-commerce. Although Canadians do not order fresh fruit and vegetables online and are not interested in ordering online, there is no proof that they would not be in the future.
- Exchange rate – The Canadian to the US dollar is at the highest rate of exchange (October 2003) since 1976. This gives an advantage to US exporters, but is a constraint to Canadian producers.
- Direct sourcing – Some of the larger retailers are involved in direct international buying, assisted by free trade and the power of large organizations.
- Size – Canada is significantly larger than the US and has only about 10% of the population (31 million Canadians versus close to 300 million population in the US). (The local Canadian market is smaller, partly due to population size.)

Promotional Programs

There have been some creative ways to increase the consumption levels of fruit and vegetables to counteract poor nutritional diets, increase awareness and lessen the risk of obesity.

The U.S. Department of Agriculture Economic Research Service (ERS) reports (as cited in Karst, 2003) a pilot project that provided fresh and dried fruits and fresh vegetables free to children in 107 elementary and secondary schools in five states. Of the schools reporting, 95% felt the pilot was very successful. Schools reported that 80% of the students were very interested in the pilot; 18% were somewhat interested; and 71% of the schools believed that students’ interest had increased during the pilot period. Most schools (93%) provided some nutrition education and promotion activities, including 65% that made it a part of school classes. Expanding the program nationwide would cost an estimated \$4.5 billion, based on an average cost of \$94 student.

The Southern U.S. Trade Association’s (SUSTA) marketing program (as cited in Ashby, 2003) proved successful when they created the “Go South” branded program. Although the program covered 20 commodities grown in that region, it increased the consumption of Ontario consumption of blueberries. They were aware of the Canadian habit of consuming high volumes of fruit and vegetables. Ontario imported 127,117 kilograms of blueberries in 1996, which increased to 639,000 kilograms, in 2002. This was done through visiting 300 of Ontario’s A- and

B-sized stored in the greater Toronto area, providing the manager with point-of sale material, extended use ideas to the consumer, recipe pamphlets, and assisted with the building of displays. They educated produce managers and staff on the care, storage, and handling techniques. They also monitored the Canadian marketplace and worked with the media and large family magazines asking what consumers were looking for to help them create recipes. They also started education stations, which are similar to in-store demos, to educate the consumer.

Summary

What Does This Mean for Alberta? There has been a continual increase in the consumption levels of fruit (15%) and vegetables (5%) in Canada, from a decade ago. Juices have had stronger growth, especially through the blending of traditional juices with tropical types. Concern with health and nutrition has boosted the intake of fruit and vegetables.

All income levels have increased the portion of their food spending dollar on restaurant meals versus five years earlier, with the average household spending 30 cents of every dollar on restaurants. Single men and couples without children are the more frequent restaurant visitors. The highest spenders in restaurants were the \$80+k income level group, who eat out more than two times a week on average. For grocery spenders, the proportion of spending on food types was proportionate between different income groups, except for meat, followed by fruits and vegetables, where the highest income group spent more of their food dollar and would likely purchase the more exotic, or expensive produce items or meat cuts.

Retail spending has seen an increase in prepared food sales, convenience foods, and specialty items. These include fresh-cut, pre-packaged, and home meal replacements, organics, and snack foods. There are regional differences on spending depending on a variety of factors: ethnic background, age, education, income level, and urban/rural trends. There has been an increase in branding and private label, used as a competitive edge on the retail side as well as an increase in niche markets, such as the “Mom and Pop” stores set up at strategic locations.

The main fruit crops grown in Alberta include apples/apple-crabs/crab-apples, pears (limited varieties), raspberries, strawberries, saskatoons, currants (various types), wild black cherry, and a number of other berry types. The main vegetable crops include asparagus (white, green), beans, beets, broccoli, brussels sprouts, cabbage (various types), carrots, cauliflower, celery, chinese vegetables (bok choy, siu choy), cucumbers (field), corn, greenhouse crops (cucumbers, peppers, tomatoes, lettuce), leeks, lettuce, onions (green bunched, yellow), parsnips, peas, potatoes, pumpkins, radishes, rhubarb, rutabagas, spinach, squash (winter types), and zucchini.

These crops may hold new opportunities for local producers, as they aim to meet some of the consumer trends. It may mean targeting a particular customer group, specializing in a particular market or working with other producers/processors or creating a value chain to access the large commercial markets and meet their demands.

Statistics Canada (2004) data indicate that imports of fresh produce and processed product into Western Canada are largely from the US, which on a dollar basis, accounts for 80% of

vegetables and 61% of our fruit imports into Western Canada.³ By creating new markets and adding value, there may be opportunities to provide local and domestic consumption needs for fruit and vegetables.

Market Research Activities to Consider

“Think globally - act locally” has been a catchy phrase used in a number of different ways. For fruit and vegetables, it simply means to watch the current trends and changes happening on a global scale, then test them out in the local market, adapting to meet the local demands.

- Get to know your customer, whether it’s the wholesale buyer or the customer at the Farmers’ Market. Learn more about the customer’s world and aim to meet some of their business needs. For example, “How could you make their work easier?” Explore ways where information can be shared on a regular basis that could benefit both sides.
- Develop relationships with the customer through visits, such as to a wholesale operation to learn more about the demands they face on a day-today basis.
- Find ways to tailor your product to a specific target market, and specialize in your market segment (direct sales, commercial, food service, etc).
- Work together at marketing; share ideas with other entrepreneurs; develop promotional material together that can boost your industries.
- Reflect on how the consumer thinks; watch current trends; determine the subtle differences between what you hear and what you experience locally, such as Canadian, Americans trends and regional differences.

Other Activities (Recommendations from USDA Foreign Agricultural Service, p. 15)

- Become a member of the CPMA; they are aware of 90% of the activity around fresh fruit and vegetables
- Be aware of local standards and regulations. Canadian agents, distributors and brokers can assist in regulatory aspects.
- You may wish to hire a Canadian market research firm, call on major chains in charge of a certain region, or visit a discount or club store.
- Observe and record department layout, shelf space allotment for the category of interest, or competitive products. Take note of the displays or lack of displays. In-store sampling is not as routine in Canada as in the US. Observe how Canadians shop.
- Collect samples of advertisements from a region.
- Safeway has supplier handbook to use as a guideline (found at <http://www.safeway.com/suppliers/canada/>, retrieved on March 18, 2004).

(For more detailed information see the Gain Report from USDA, 2003 – as listed in Bibliography)

³ Statistics Canada, International Trade Division. (2004). World Trade Atlas. Data includes fresh, frozen, dried fruit and vegetables, but excludes potatoes.

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Consumer Food Trends

Defining Opportunities
for Alberta's Agri-food Industry

Organic Food

Economics & Competitiveness



ORGANIC FOOD

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February 2004

Abstract

An ongoing trend is the mainstreaming of both organic foods and its consumer. As a result the mainstream influences as well as adopts practices from the organic market. This report examines the organic consumer, the organic market, relevant drivers and the potential implications in terms of market opportunities.

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Trend Description 2
Analysis of the Trend..... 2
 Size of Market..... 2
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 Trend Drivers 4
Market Opportunities..... 5
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Organic Food

Trend Description

The demand for and consumption of organic foods particularly in North America continues to grow. No longer just a niche market, both organic food and the organic consumer are becoming a larger part of the mainstream. This has some important implications for food producers and processors.

Analysis of the Trend

Size of Market

According to the International Trade Centre, the 2001 world retail sales (in 23 European countries, USA, Canada, Japan and Oceania) for organic food were estimated to be about \$19 billion US. It is forecasted to reach \$23-25 billion in 2003 and \$29-31 billion US in 2005 (Kortbech-Olesen, 2003).

In 2001, the size of the organic retail food market in Canada was estimated to be \$650 million CDN. When natural food is added to that the size becomes \$1.45 billion CDN. While this represents only 1-2% of the total food market, the growth rates in North America for organic food are still in the double digits. Compare this to the 2-4% growth rate for the total retail food market. This growth rate is very attractive to retailers. As a result, organic products are now more readily found in Canadian mainstream retail chains like Save On Foods, Safeway and Loblaws. Loblaws has its own Presidents Choice line of organic food. Into this dynamic, the leading US organic supermarket, Whole Foods, entered into Canada in 2002 and is working on a second store. A consequence of this is that organic products are more readily available.

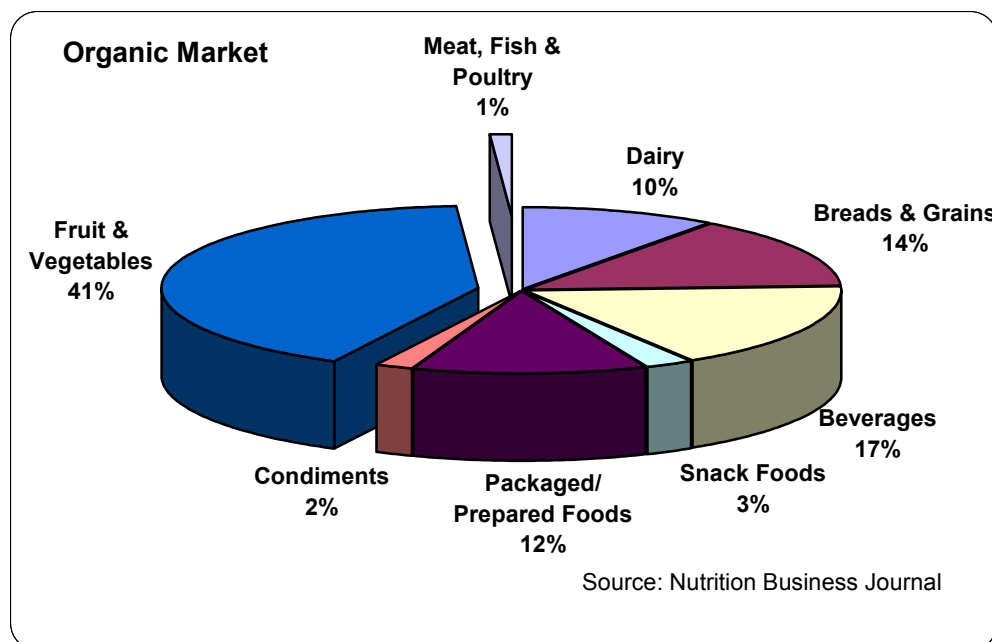


Fig. 1. Composition of the US/Canadian Organic Retail Market

When the product breakdown of the organic market is examined (Figure 1), some interesting relationships emerge. Fruits and vegetables dominate. They represent 41% of the organic market – more than twice the market share of the next highest product. The organic movement's vegetarian roots are showing. Fruits and vegetables are often a consumer's first product when they start to purchase organic foods.

Meats, however, represent a very small slice of the pie – only 1%. Even when the natural market is added, the percentage of meats is 5%. In contrast, meats in the total food market are the highest product category with 21% of the total retail food market. Even with these two distinct differences, the structure of the organic market and the total food market are otherwise quite similar. This has an intriguing market implication. As the organic market expands beyond its traditional base and becomes more mainstream, meats have a great deal of growth potential. There is already some evidence of this. According to Bob McKenzie (as cited in Canadian Grocer, 2003, p. 55), manager sales and marketing, Organic Kitchen, "The organic chicken and turkey category is growing at 30% a year, outpacing the organic category as a whole."

Organic Consumer

The traditional organic consumers are usually those who purchase organic food as part of their beliefs and lifestyle. As the niche market expands, other consumer segments are coming into play such as aging baby boomers, university students, and others who perceive organic food as a healthy, tasty or chic alternative to conventional food. In reality those who purchase organic food are not that different from the Canadian population as a whole. It cuts across all demographics.

From an October 2000 Environics International survey: (Figure 2)

- 18% of Canadians purchased organic food regularly (**regular** or **heavy buyers**)
- 22% purchased organic food several times (**several times** or **light buyers**)

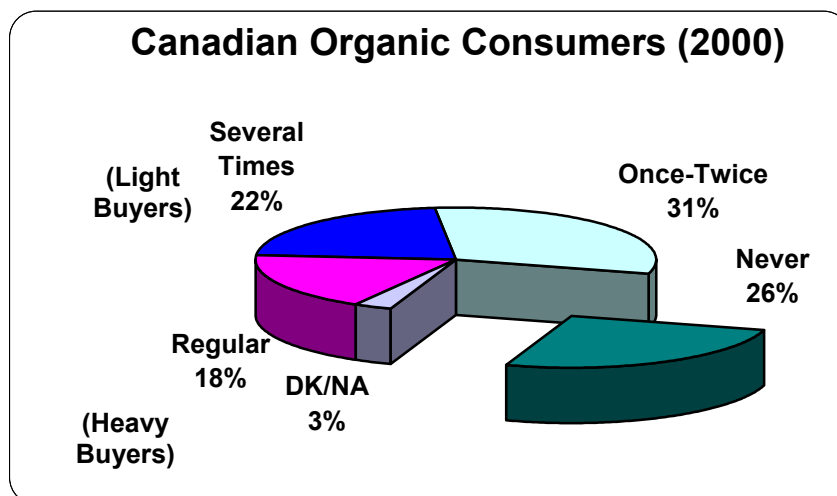


Fig. 2. Frequency of Organic Purchases by Canadians (Source: Environics)

The survey results show that a total of 71% (approximately 21.8 million) of Canadians have at least tried organic foods, whereas only 26% (approximately 8 million) have never purchased any organic food. Of special interest to us is the 40% (12 million) in the top two groups who purchase organic foods fairly often (i.e. more than one to two times per year).

Heavy (regular) buyers, the 18% who identified themselves as regular organic food purchasers, are fairly representative of the Canadian population with a few interesting demographic differences:

- Sixty per cent are female
- They are under-represented in the \$60 to 80K income range
- They are more likely to be from British Columbia (30%)
- They are less likely to be from either Saskatchewan (7%) or Alberta (12%)
- They are slightly more likely to be in the 25-34 age group than in the over 55 age group

Light buyers, the 22% who purchase organic foods several times a year, more closely resemble the average Canadian consumer profile with the following differences:

- They are under-represented at the \$60 to 80K income range
- They are slightly more likely to be in the 18-34 year age group and slightly less likely to be over 55 years of age

Trend Drivers

There are several factors driving the trend towards consumption of organic food. They go beyond the stereotypical ones of environmentalism and a holistic lifestyle to include the increased interest in healthy eating, indulging in food experimentation, increased interest in food traceability, aversion to pesticides, antibiotics and other chemicals, an overall return to basics, and the 2003 introduction of the National Organic Program in the US. However, Hartman identified three specific triggers for purchasing organic food: children, allergies, and a healthy lifestyle.

A March 2003 US ACNielsen survey in Gourmet Retailer magazine (Everage, 2003) asked for “the reasons consumers purchase organic products”. Answers were as follows:

- 32% believe organic is healthier
- 18% think they contain no pesticides
- 11% cite better quality
- 3% consider no GMO as a benefit
- 3% to prevent allergic reactions.

The factors relating to health and concern over what people are eating are driving the organic category's growth more than the traditional philosophical approach to food.

Beyond the specific organic drivers, there are mainstream influences to be considered. Convenience is such a significant driver in consumer products that its impact on food, organic or otherwise, should not be overlooked. In fact, 7-Eleven convenience stores in the US are now offering organic snacks and plan to increase the number of items. Healthy eating, low carb diets etc. have all shifted things in the overall food industry; organic will also feel some effect.

However, this is not a one-way street. The mainstream influences are impacting this once niche market and vice-versa.

- Organic products and practices are adopted by mainstream operations (i.e. farm to fork traceability)
- Mainstream forces now influence organic products.

Market Opportunities

Consumers will continue to look for healthy food choices. In the eyes of many, organic food represents a healthier option. Consumers used to the mainstream offerings will expect organic versions. To quote Mark Vickars, Choices Market (as cited in Canadian Grocer, 2003): “...organic shoppers are looking for the same convenience and variety they find in conventional grocery products... They want organic meals to go and organic snacks, including those with low carbohydrates”. Opportunities exist for those willing to meet the consumer demands for healthy, convenient, and tasty food such as ready meals, bagged salads, snacks, etc.

Recent events such as the BSE incidences in North American make the vegetarian feeding practices and traceability inherent in organic production systems very attractive to some consumers. But even before this, meat products had a great deal of growth potential as the organic market moves beyond its traditional consumer base. Add to this, the escalating interest in low-carb diets, and you have a recipe for opportunity.

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Appendix B – IBI Group’s Report on Building Conditions



January 8, 2008

Mr. John Archer
JC Williams Group
17 Dundonald Street
3rd Floor
Toronto, Ontario
M4Y 1K3

Dear Mr. Archer:

***Niagara Falls Farmers' Market
Architectural Due Diligence Report***

Please find the enclosed Due Diligence Report prepared by IBI Group Architects. Based on the field review undertaken November 6, 2007, and a thorough review of the information and materials supplied by the City of Niagara Falls, the following observations and recommendations are made regarding the Sylvia Place Farmers' Market building:

- In general, the building, constructed in 1973, has exceeded a reasonably expected life cycle.
- Many of the exterior finishes are in a state of decay and are failing to provide the intended function. The interior finishes and substrates are worn and in need of repair and/or replacement.
- The load bearing block walls; foundations and floor slabs are cracked in several locations and show sign of structural stress.
- The general design of the building does not comply with current OBC life safety and accessibility requirements.
- The parking lot should be regraded and resurfaced.

Given the extensive required repair and replacement costs, IBI would recommend that the building be demolished and new provisions for a market facility be pursued. It is our understanding that the next stage of our collective report to the City of Niagara Falls will be to prepare design and construction budget options for future farmers' market strategies.

If you have any questions or require clarification or further detail, please contact us at your earliest convenience.

Yours truly,

IBI GROUP ARCHITECTS

David Hastings, MRAIC OAA
Director

Chuck Beamish, MBA, MScAAD, B.Arch, BFA
Project Manager

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FIELD REVIEW CHECK LIST

Project:	Niagara Falls Farmers Market	Project Manager:	Chuck Beamish
Location:	Sylvia Place, Niagara Falls	Report #:	001
Date:	November 6, 2007	Previous Report Date:	NA

General

Building Type	Single story concrete block and wood frame market building
Gross Floor Area	Building – 1700 ft ² ; building w/ Canopy 3600 ft ²
Site Area	60,000 ft ²
Year / Phased Construction	1973

Comments The building has functioned as a farmers market for the past 30 years. The base of the building is a load bearing ribbed architectural block wall with a timber-structured roof with cedar deck and cedar shakes. Recently, a T-bar ceiling and HVAC system has been added to the building for additional interior air control. The wood exterior of the building, including structural members and wood cladding has been painted and shows signs of severe deterioration beneath the painted surface.

Recommendations The building interior and exterior systems have reached and exceeded a reasonable life expectancy. Many of the systems are showing signs of critical failure and will require extensive repair or replacement programs



South View



North View

Project: Niagara Falls Farmers Market

Report # 001 **Page 2**

Site Plan

	<i>Condition</i>	<i>Comments</i>
Surface Parking	Severe cracking & ponding. This component is not performing and reached life-cycle capacity	Entire Parking area should be replaced
Conc. Curbs / Sidewalks	Fair to poor	Should be replaced
Specialty Paving	NA	NA
Plant Material	Seasonal and perennial plant material is in good condition	Plant material in building planters is well maintained
Soft Landscaping	See "Plant Material"	Well maintained
Asphalt Paving	The site is a sloped parking lot with medium density asphalt paving in poor condition.	Many areas of the parking lot have been patched and repaired. It is recommended that the entire surface finish of the lot be replaced.
Painted Line Markings	Faded and cracked	To be part of surface replacement program
Other		

Comments The site around the building is primarily a sloped asphalt parking lot. The asphalt in some areas blends into gravel covered lots and laneways. The existing grade slopes towards the building and has overtime become an ongoing maintenance issue and a source of accelerated deterioration for the building foundation

Recommendations The site surfaces should be replaced and the site should be regraded to provide positive slope away from the building.



Grade slope towards building



Water penetration & mud build-up at foundation

Project: Niagara Falls Farmers Market

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Parking lot shows signs of ponding



Asphalt surface has potholes & "alligatored" surface



Concrete shows signs of severe spalling

Project: Niagara Falls Farmers Market

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<u>Parking / Loading</u>	<u>Construction</u>	<u>No. of Spaces</u>		
Underground	NA	NA		
Parkade(s)	NA	NA		
Loading Spaces	Surface	04		
Garbage	Surface	01		
Surface parking	Paved asphalt	130		
	<u>Condition</u>			<u>Comments</u>
Traffic Topping	NA			NA
Lighting – General	Street Lighting, tungsten task lights			Lighting levels should be enhances for security and visual aesthetics
Signage	Static Sign, good condition			Limited to the building
Comments	Parking and loading is primarily on the surface immediately around the building. The loading areas on the north of the building slope directly into the structure and surface run-off over the years has penetrated and damaged the building foundations. The lighting around the building and throughout the site is geared towards security for parking. The lighting in the building is dull and the spaces are dark.			
Recommendations	It is recommended that the loading be modified to provide a positive slope away from the building to avoid further undermining of the building foundations. The lighting in and around the site should be designed to create a sense of place that relates to market & event functions.			



Delaminated asphalt



Delaminated asphalt



Mud & water build-up at building foundadtion

Project: Niagara Falls Farmers Market

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<u>Building(s) – General</u>	<i>Type</i>	<i>Condition</i>	<i>Comments</i>
Structural Frame	Load bearing Concrete block	Fair to poor	Walls show signs of cracking due to undermining of foundations
Cladding System	Ribbed Architectural Block	Fair to poor	Walls show signs of cracking due to undermining of foundations
Roofing System	Timber frame, cedar deck, cedar shakes	Good – structure & deck Poor – cedar shakes	No obvious signs of roof leaks. Beyond 30 year life cycle
Skylights	NA	NA	NA
Entrance Canopies	Timber frame, cedar deck, cedar shakes	Poor	The structure and deck have been painted and show signs of rot. The cedar shakes are failing

Comments The building has been extended past a normal life cycle for the enclosure systems used to construct it. Major repairs or replacement is required.

Recommendations Due to the pervasive deterioration of the building systems it would appear that a replacement program would be more cost effective than a repair program. Foundations around the building require extensive repairs. Floors show signs of severe cracking and the slab on grade should be repaired and the floor finishes replaced. The cracks in the walls will have to be repaired and the masonry re-pointed. All painted surfaces should be repainted. All deteriorated substrates should be repaired or replaced prior to any painting program.



Block wall base; timber roof



Timber roof structure, painted wood shows signs of decay



Exterior wood painted w/ sign of rot



Wood fascia & joists to be repaired/ replaced

Project: Niagara Falls Farmers Market

Report # 001 Page 6



Cedar roof at end of useful life cycle



Mud & debris build up at north side of building



Inaccessible steps into washrooms



Potholes throughout parking area

Project: Niagara Falls Farmers Market

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<u>Life Safety / Code</u>	<i>Type</i>	<i>Condition</i>	<i>Comments</i>
Occupancies	E- mercantile Occupancy	functional	
Sprinklered	No		
F/A Verification – Test Date	NA		
Life Safety Plan	NA		
Authorities: Last Inspection/ Orders	NA		
Exit Routes and Doors (hardware / maglocks)	Panic hardware	Good	In working condition
Exit Signage	No		Required
FHC / Standpipe	No		
Fire Separations	NA		Exterior doors carried rated labels.
Handrails and Barriers	NA		
Disabled Access / Washrooms	no		Should be upgraded to suit requirements as outlined by “The Americans with Disabilities Act”

Comments The building functions in accordance with the codes and regulations in place at the time of construction. However the building has little or no provisions for accessible use. Fire extinguishers are the means of fire suppression w/n the building. No signs of heat or smoke detectors.

Recommendations If the City of Niagara Falls decides to continue with the use of the building it is strongly suggested that a full life safety audit be undertaken and that the building systems be upgraded to meet current code standards.



Rated exit doors & frames



Panic hardware on interior of exit doors

Project: Niagara Falls Farmers Market

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Rating label



Wall mounted fire extinguisher



FIELD REVIEW CHECKLIST

Project: Niagara Falls Farmers Market

Report # 001 **Page 9**

Interiors • Materials • Finish • Condition

Main Public Areas:	Type	Condition	Comments
Floor	Epoxy & exposed concrete	Poor. Cracked & chipped	The floor should be resurface throughout the building. All cracks should be filled
Walls	Concrete Block, painted	Poor	The walls have cracked. Walls throughout should be patched & painted
Ceiling	T-bar & acoustic tile	fair	The low ceiling has been a recent addition for the HVAC system
Lighting	Florescent 2X4, Candescent wall mounted fixtures		

Comments In general the interior finishes, although maintained to some extent, have exceeded a reasonable life cycle and should be replaced and/or repaired.

Recommendations Interior finishes should be repaired and or replaced.

Tenant Service Spaces:	Type	Condition	Comments
Floor	Epoxy on concrete slab	failing	Cracked, chipped and stained. General water damage throughout the building
Walls	Painted concrete block	Block walls are cracking due to foundation failure	
Ceiling	ACT & t-bar	fair	
Lighting	Florescent 2X4 fixtures	Fair to poor	Interior lighting levels are low and should be increased for life safety and to enhance visual appearances.

Comments Tenant Service Spaces are in the same condition as the rest of the building and have exceeded a typically expected life cycle.

Recommendations A repair or replacement program is required to maintain current service levels. There is no room for interior expansion within the present building layout.

Project: Niagara Falls Farmers Market

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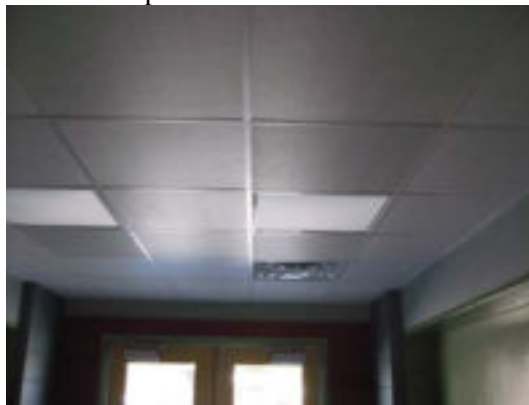
Interior conc. Floor shows signs of spalling



Stack bond painted concrete walls



Interior surfaces painted wood & block



ACT & T-bar ceiling in fair condition



Epoxy floor finish peeling & cracked



Epoxy floor finish peeling & cracked

Project: Niagara Falls Farmers Market

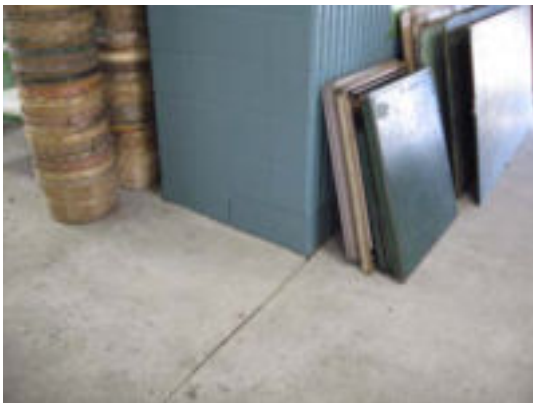
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Painted wood exterior tenant doors



Slab-on-grad concrete floor cracked throughout



Interior block partitions in fair condition



Exterior block back-up wall cracked.



Painted surfaces to be repaired & repainted



All horizontal building surfaces to be cleaned repaired & resurfaced

Project: Niagara Falls Farmers Market

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Paint on block walls cracked & peeling



Epoxy floor peeling; concrete floor pitted & cracked



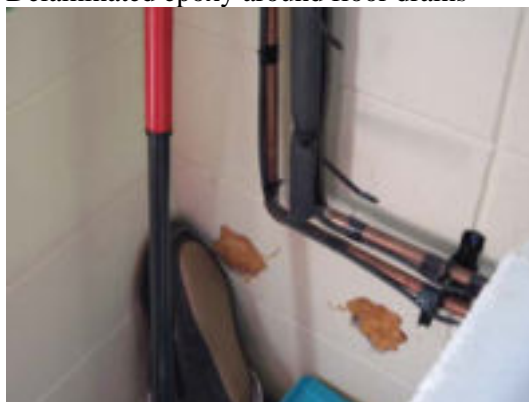
cracks through flooring



Delaminated epoxy around floor drains



Cracking in tenant floors throughout



Patching in concrete block partition walls

Project: Niagara Falls Farmers Market

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<u>Service Areas</u>	<u>Type</u>	<u>Condition</u>	<u>Comments</u>
Corridor / Stairs	NA		
Mechanical Rooms	HAVC in attic space – heat only	Fair, (10 years old)	A/C required
Electrical Rooms	Shared w/ storage closet	Fair, clean. Panels operable	Basic services are meet w/ no room for expansion.
Storage	Shared w/ electrical closet	Fair	Basic services are meet w/ no room for expansion.

Comments Service areas are tight and adequate for current conditions only

Recommendations Expansion, renovation and or demolition and new construction will be required to increase service levels



Water heater & slop sink in Janitor's closet / Electrical room

Project: Niagara Falls Farmers Market

Report # 001 Page 14

<u>Washrooms</u>	<i>Type</i>	<i>Condition</i>	<i>Comments</i>
Lighting	Florescent, wall mounted	Fair	Lighting levels are dim but functional
Main Materials	Painted concrete block	Fair	Epoxy floor is cracked and failing
H/C Accessibility	No		Accessible washroom facilities should be addressed
Family/Unisex	No		
Condition/Cleanliness		Well maintained	
Comments	The facilities, as constructed have been well maintained, but do not meet current and expected needs for the tenants and market clientele. Washroom fixtures, means of egress & space requirements do not meet any accessibility requirements		
Recommendations	Expansion, renovation and/or demolition and new construction will be required to increase service levels		



Step into public washroom



Supply vent in washroom



Wall mounted fixture in washroom



water supply & epoxy floor in washroom

Project: Niagara Falls Farmers Market

Report # 001 Page 15

Structural

Frame Construction

Type

Load bearing
concrete block
walls w/ timber
frame roof

Condition

Block shows signs of
cracking. The roof
structure appears in
fair condition

Comments

Frame is functioning properly but
exterior timbers have been
painted and show signs of decay.
Extensive repairs will be need for
the exterior soffit & structure for
the roof

Shear Components

NA

NA

NA

Fire Protection

NA

NA

NA

Floor Slab

Slab on grade

Cracked and worn

Water Penetration

NA

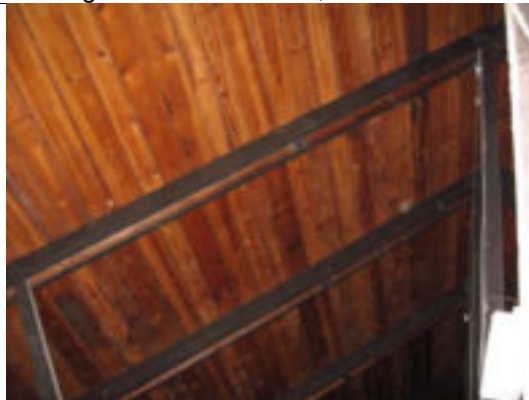
There does not appear to be any
water protection for the footings &
slab on grade.

Comments The structural systems are functioning but are in need of repair in order to allow for extended use.

Recommendations Water damage from surface drainage needs to be addressed. Roof joists etc. on the exterior need to be striped and stained and/or repaired or replaced. Remedial water protection measure are required to curb further damage to the foundation, walls & floor slab



Block wall base & timber structure roof



Timber roof structure and 2 inch cedar deck in attic



Framed ceilings in tenant spaces



Block walls & rolling o/h doors

Project: Niagara Falls Farmers Market

Report # 001 Page 16

<u>Mechanical</u>	<i>Type</i>	<i>Condition</i>	<i>Comments</i>
HVAC Systems	Heat only gas fired furnace	fair	No A/C; supply duct through attic, exhaust through stack vent
Plumbing / Drainage	Underground incoming water service, sinks & floor drains. Hot water tank in electrical/janitor's closet	Poor to failing.	Some water supplies to tenant sinks have been modified and upgraded.
Fire Protection	Wall mounted extinguishers	Fair	No apparent electronic security, smoke or heat detectors

Comments The HVAC-heat only is a relatively new. The plumbing is in operable to failing condition.

Recommendations A/C for customer comfort is recommended. Fire extinguishers to be tested semi-annually; floor drains & plumbing to be inspected and cleaned.



Domestic water heater



Water meter in Janitor's closet



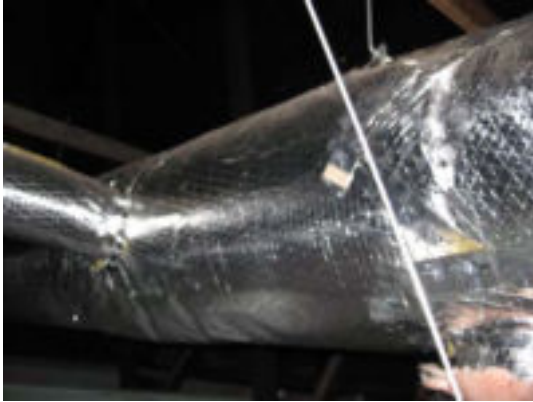
Gas meter



Typical air diffuser

Project: Niagara Falls Farmers Market

Report # 001 Page 17



Insulated duct works are a relatively recent addition to the building.

Project: Niagara Falls Farmers Market

Report # 001 Page 18

<u>Electrical</u>	<i>Type</i>	<i>Condition</i>	<i>Comments</i>
Emergency Power	None		
F/A Verification	None		
Lighting Levels	2X4 florescent; wall mounted incandescent; exterior mounted wall packs	Fair to failing	Did not appear to be adequate
Exit Signage	NA		
Tenant Metering		Fair	One main metre
Energy Conservation	NA		
PCB Ballasts	None		
Electrical/Telephone Rooms	None		Single service

Comments Underground 120/240 single phase service; one distribution panel for branch circuits, possible exterior lighting control through "Intermatic" timer; utility metre, (in good condition)

Recommendations Service is suitable for this facility but should be upgraded for any new construction project.



Distribution panel & timer



Hydro meter



Exterior wall packs

Project: Niagara Falls Farmers Market

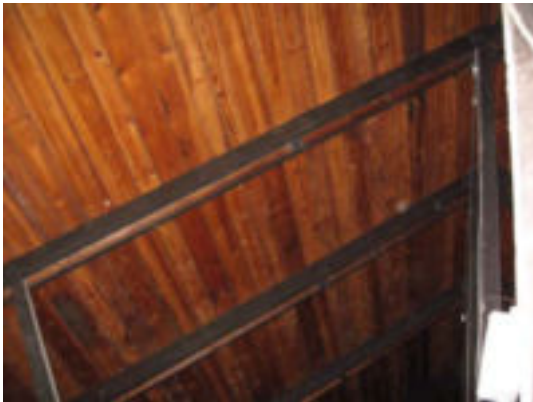
Report # 001 Page 19

Roof

Roof Assembly	Timber frame, 2" cedar deck, Cedar Shakes	Installed
Skylights	NA	
	<i>Condition</i>	<i>Comments</i>
Roof Areas	Failing	To be repaired / replaced
Perimeter Flashings	Wood fascia, failing	To be repaired / replaced
Roof Drains	Metal eave troughs and down spouts	The draining of the roof and the slope of the grade around the building has lead to the deterioration of the building foundation.
Roof Maintenance Programme:		
Phases	NA	
No. of phases complete	NA	
General scope	NA	

Comments Given the information available and a review of the existing conditions it would appear that no roof maintenance program has been under taken

Recommendations The exterior roof structure that has been painted should be stripped, repaired and stained. The cedar shakes should be replaced



Timber frame & structural wood deck in fair condition



T&G cedar wall at gable ends of main building

Project: Niagara Falls Farmers Market

Report # 001 Page 20



Timber frame canopy



Cedar shakes at end of useful life cycle



Timber frame covered walkway



Painted wood shows sign of internal rot



Wood structure is failing



Cedar shakes to be replaced



FIELD REVIEW CHECK LIST

Project: Niagara Falls Farmers Market

Report # 001 Page 21

Environmental

Comments

Site No history of the use of the site was available at the time of the audit. It will be necessary to have a geotechnical review of the site prior to any new construction.

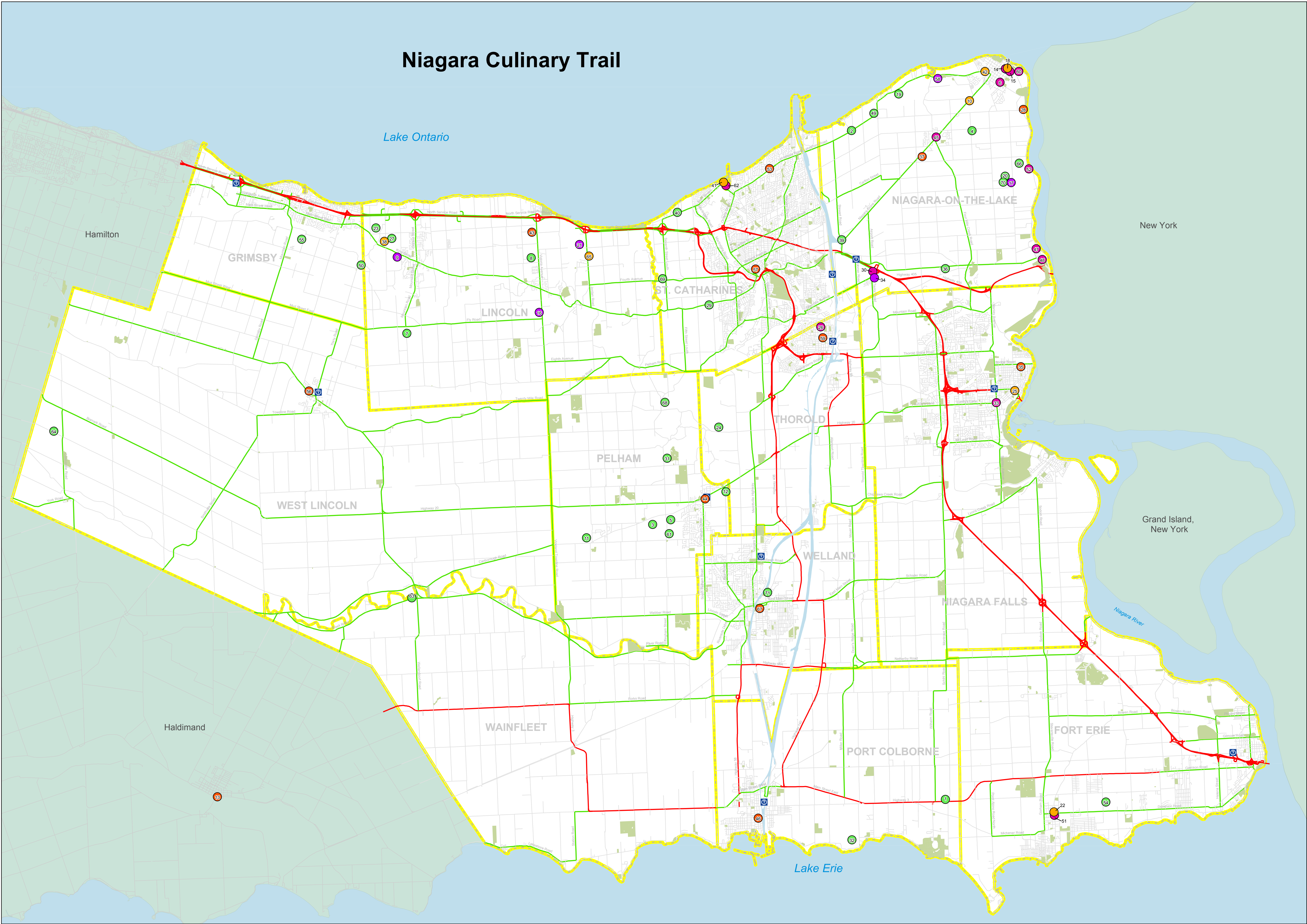
Comments From the information available at the time of the audit it did not appear that the building was constructed using any extraordinary or hazardous building materials.

Recommendations It is recommended that if the building is demolished that the City of Niagara Falls engage an environmental consultant to develop removal and disposal strategies of all building materials.

- End of Report -

Appendix C – Niagara Culinary Trail

Niagara Culinary Trail



Niagara Culinary Trail

FARM

- 1 Fairwind Farm
- 2 Bartel Organics
- 3 Berry Patch Tea Room
- 4 Bloomin Acres
- 5 Blueberry Farm
- 7 Charlie Bee Honey-Parker Bee Apiaries
- 8 Cherry Lane
- 11 DeVries Fruit Farm
- 12 Duffin Apple Farm
- 19 Grimo Nut Nursery
- 20 Gryphon Ridge Highlands
- 23 Hildreth Farms
- 24 Howell Family Pumpkin Farm
- 27 Koomneeff's PYO Berries
- 29 Lake Land Meats
- 31 Mathias Farms
- 32 Muleboom Greenhouses
- 36 Niagara Herb Farm
- 39 Niagara Vinegars
- 40 Nokara Farms
- 49 Quiet Acres Farm
- 50 Ridge Meadow Farm
- 54 Sexsmith Farm
- 55 Silmaril Farm
- 61 Traves Farm
- 63 Tree and Twig Gardens
- 64 Trembling Aspens Herb Farm
- 66 Van De Laars Orchards Fruit Market
- 68 White Meadows Farms
- 69 Whitty Farms Market
- 70 Wiecha Farms
- 71 Zeta Farms Ltd

MARKET

- 13 Dunville Farmers Market
- 28 Kurtz Gourmet Marketplace
- 35 Niagara Falls Market
- 37 Fruit Shack, The
- 43 Peach Country Farm Market
- 44 Pelham Farmers Market
- 46 Port Colborne Farm Market
- 53 Seaway Farms & Garden Centre
- 56 Smithville Farmers Market
- 57 St Catharines Farmers Market
- 59 Thorold Farmers Market
- 67 Welland Farmers Market

RESTAURANT

- 6 Cannery & Carriages at Pillar & Post Inn
- 14 Epicurean Cafe & Grill
- 15 Escabeche at the Prince of Wales
- 26 Keefer Mansion Inn
- 30 LIV - White Oaks Resort
- 33 Napoli Pizzeria & Restaurant
- 45 Pie Plate, The
- 47 Queen Charlotte Tea Room
- 48 Queenston Heights Restaurant
- 51 Ridgeway Restaurant & Catering
- 52 Riverbend Inn and Vineyards
- 60 Tiara Restaurant, Queens Landing Inn
- 62 Treadwell, Farm to Table Cuisine













RETAIL

- 10 De Luca's Cheesemarket and Deli
- 18 Greaves Jams & Marmalades
- 22 Heritage Cheese & Specialty Shop
- 25 Italian Ice Cream
- 38 Niagara Presents
- 41 Olson Foods & Bakery
- 42 Organic General Store
- 65 Upper Canada Cheese Company

WINE

- 9 Daniel Lenko Estate Winery
- 16 Featherstone Estate Winery
- 17 Frogpond Farm
- 21 Harbour Estate Winery
- 34 Niagara College Teaching Winery
- 58 Sunny Brook Farm Estate Winery

Map Legend

- | | |
|--|---|
|  Farm | Roads |
|  Market | Jurisdiction |
|  Restaurant |  Provincial |
|  Retail |  Regional |
|  Wine |  Municipal and Private |
|  Tourist Info Centres |  Municipal boundaries |
|  Parks |  Welland Canal |

1 0 1 2 3 4 5 Kilometers

Base mapping supplied by The Regional Municipality of Niagara.
June 2008
Projection is UTM, NAD 83, Zone 17.



Appendix D – Notes from Community Workshop

Committee Minutes

Vision

- Redevelop Main Street buildings
- Historical
- Build off the museum
- Similar to Old Charleston
- Place in the middle of Main Street
- Doesn't have to be a lot of money
- Permanent market on Main Street with a covered market for the farmers in behind
- Big signage – similar to Hamilton FM
- Need to have visibility
- Can have farmers and crafts in summer in open air
- Café experience
- Parking in the Sylvia Place Lot – may eliminate on lane of traffic – make it a one way street in order to add more parking
- Serbian Culture Centre – adjacent – could be a culinary school
- Work with convention center coming to town
- Don't want haphazard
- Vendors could dress in historic costumes
- Example – Pike Place – the smell and noise adds to the experience
- Historic displays
- Need a strong presence of Market at Lundy's Lane and Main Street – corner location is important
- Some don't see parking as a potential problem
- 2012 – gearing up for anniversary of War of 1812
- Located on the Battlefield edge
- Museum is planning an expansion to the back of the building
- Interpretive center for the Battlefield
- Museum is able to do some events at the new market
- Undetermined if this is a tourist draw or a local population draw or both
- Site is constrained by geography
- Cannot compete with Downtown
- Opportunity for other smaller CRU
- Back door business opportunity
- Example, Fredericton Old Tannery – changes function throughout the day – pubs come alive at night at the back
- Financial incentives are to be available for the front and back of buildings
- Tourists go to markets, conventioners – want an experience
- Culinary – can use and sell what they create

- Visitor centre with the museum
- Need loading areas for market – needs to be covered and safe
- 2nd level can be used by community groups
- Limited meeting space in City for community groups – need
- 5 year business plan – has to be self sufficient
- Competition – from farmers market stands in area, receive more revenue form their own stand
- Need bylaws that reflect quality – not a flea market
- Use Internet to place food orders in advance
- Authentic to Niagara Falls, art work included
- Special events
- Did some marketing in the past – no resources to commit to it
- Issue with sewers – to be separated in the future
- Parking lot needs to be redeveloped, greened
- Need some short term solutions
- Winter festival
- Use Horticultural design to assist

Key Person Interviews

Vision/Requirements

- Eat locally movement growing – food security issues
- Look for partnerships
- May provide cooking classes
- Needs entertainment – engage with the vendors
- Needs to have an all ages appeal including children
- Needs specialty food you can eat right there
- Needs marketing
- Need to have more options in Niagara Falls for visitors – especially as it is expected that the average stay will increase with the convention centre; market can help fulfill that role
- Needs an active Main Street entrance – small café
- Has great potential
- Should look at building bigger rather than smaller
- Potential historical centre
- Boutique and unique shopping
- Restore old buildings
- Need more vendors

Competition

- Niagara on the Lake is developing a market

Source of Vendors

- Grape growers are pushing out the vegetable growers
- Butcher is a main draw

Customers

- Mostly European
- Few young people
- 1st generation Canadians
- Declining consumer base
- Residents prefer larger centres
- Lack of street front shopping options
- No historical habit of going to markets
- Tourists want to experience real areas

Partnerships

- Niagara College

- Museum has to be part of the Market – problem that the museum is not open early Saturday morning
- Hotels in Niagara are very insular and there is an overall lack of coordination
- Tie in with charitable groups
- May look to private developers to help build or run the market

Building

- Covered building with high ceilings
- Natural light coming in
- Needs signage
- Current building is too hidden - access is an issue
- Need flat surface to sell from
- Need large area for turning truck movements
- Main entrance to market is from parking lot
- Existing structure is falling apart
- Need tighter restrictions on parking lot use on Friday evening as vendors arrive early on Saturday to set up and often there are vehicles there
- Need heat in building
- Need health inspectors involved
- Don't lose outdoor feel of the market
- Need other uses for the building when it is not a market – e.g., job fair
- Cannot lose too much parking with building – parking is critical
- Put on shows, exhibits, community uses, interpretative centre for the Battlefield

Management

- Need experience to run market properly
- No management at present, no marketing, not in phone book,
- No one to call if there is a problem or you want to rent space

PUBLIC MEETING ON SYLVIA PLACE MARKET FEASIBILITY STUDY
MONDAY, JANUARY 21, 2008
7:00 P.M.
COMMITTEE ROOM 2

There were about 30 people who attended the Public Meeting to hear from the consultant's on their research of the market and proposed development concepts. The intent of the meeting was to obtain feedback from the public before moving forward with completing the Feasibility Study and making recommendations to Council.

There was a good cross section of attendees which included members of the Main & Ferry BIA, local area landowners, market vendors, Ministry and City staff and interested citizens.

Bob Usher, General Manager of the Covent Garden Market in London, provided general comments on markets noting a trend of returning to the past and creating an experience that people want. Markets are catalysts for rejuvenation and unique fun places. Sylvia Place Market is reasonably successful but there are necessary steps such as marketing and promotion, rebranding products, instituting way finding signs. There is also the need for physical improvements to the site.

John Archer highlighted a number of facts about the market, and the need for capital investment and creating a sense of place. He presented a proposed 4 stage phasing program which could be implemented over a 6 to 10 year period.

Chuck Beamish provided information on the state of property and the cost estimate to carry out improvements, less any land acquisition, which is between \$3.5 and \$4 million. John presented a scenario with an enhanced budget for the improved market.

Public Comments and Questions:

- can you shift the proposed vendor building to the west ? *yes*
- there is a need to be more visible along Ferry Street or Main Street.
- need to show the buildings along Ferry Street on the map and encourage improvements to the back of the buildings - *the map will be revised to include the buildings along Ferry Street*
- can the new structure be constructed along Main Street and easterly ?- *this would require the acquisition of the Mandarin Shoe Building. If the Serbian Culture Centre was acquired, it could be used as part of the market.*
- can you recommend acquiring property along Ferry Street ?- *this can be investigated but it was always the intent to connect with Main Street.*

- can we move the proposed building to the west, acquire property and not have to spend money on grading? - *the grading of the parking area should still be carried out. We are trying to minimize the initial expenditure for the redevelopment.*
- why doesn't the City partner with the Mandarin Shoe Building owner and create an area for vendors?
- what is the cost of demolishing the Mandarin Shoe Building ?- \$165,000
- are there any examples of P3 developments with markets which can reduce the costs ?- *this has*

- 2 -

been tried in Regina but generally there are not many examples.

- can you keep the existing building while you carry out other work? - *the plan was to remove the building in the short term and the meat vendor could bring in a cooler and compressor.(learned following the meeting that because the meat vendor is from a slaughter house they are regulated by OMAF and require to be indoors and have access to hydro.*
- Mandarin Shoe Building is structurally sound. and the owner made a proposal to the City 7 years ago and is willing donate the land and/or go into partnership with the City.
- there is greater traffic along Ferry Street and more of an opportunity to attract people to the market.
- is there an opportunity to change the tenant mix? - *London has resellers inside the building and market vendors operate outside, 2 days a week. The City should encourage vendors with prepared food and arts and crafts.*
- the City should reach out to local restaurants and artisans and crafters.

Next Steps:

Consultant will consider the public comments and complete their strategy and action plan. The plan will be vetted and revised for the final presentation and recommendation to Council. The presentation to Council will include a phased approach for implementation with associated budget and everyone who signed the sign in sheet will be provided notice of the Council meeting.

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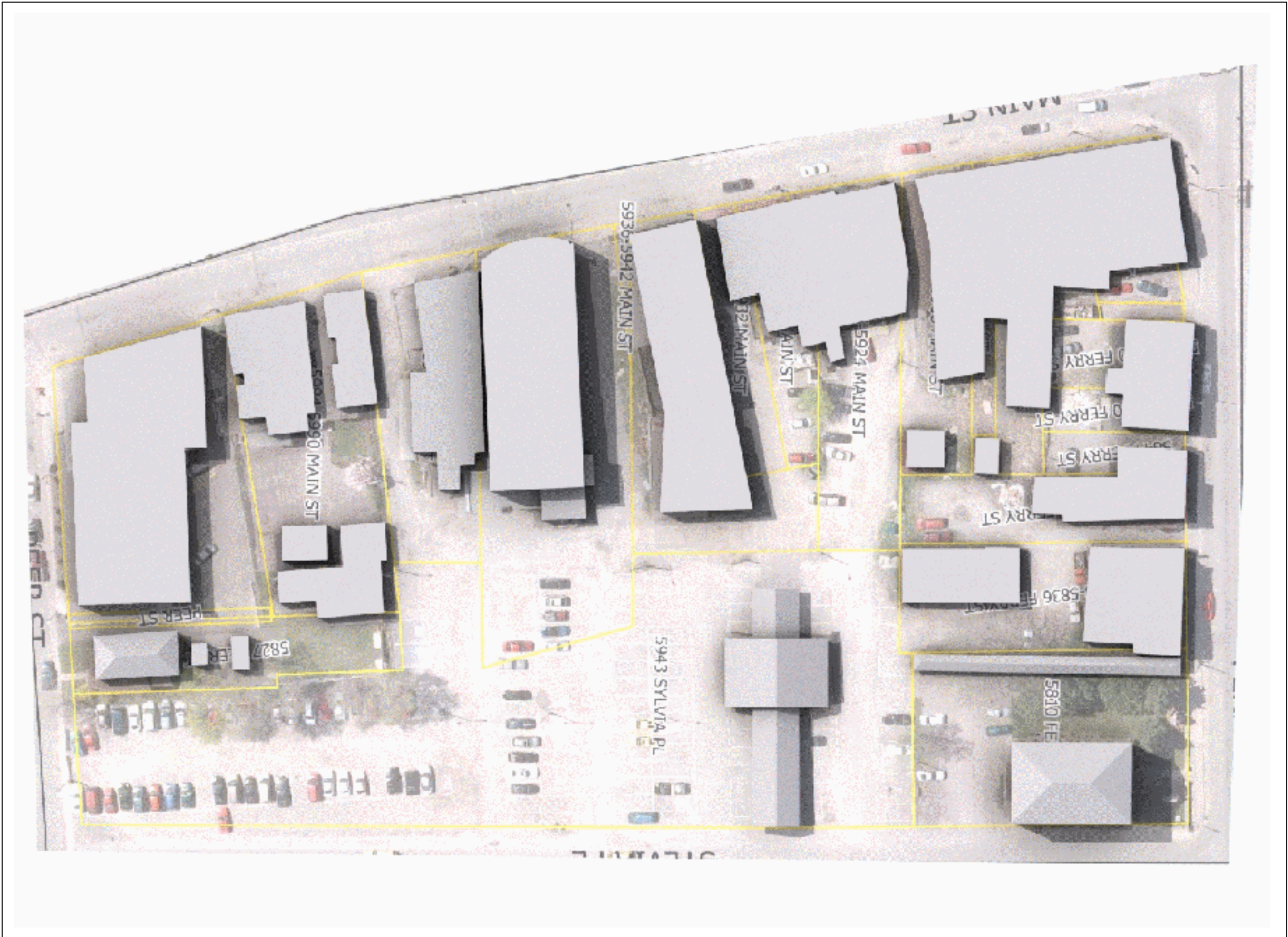
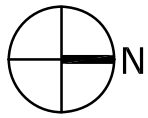
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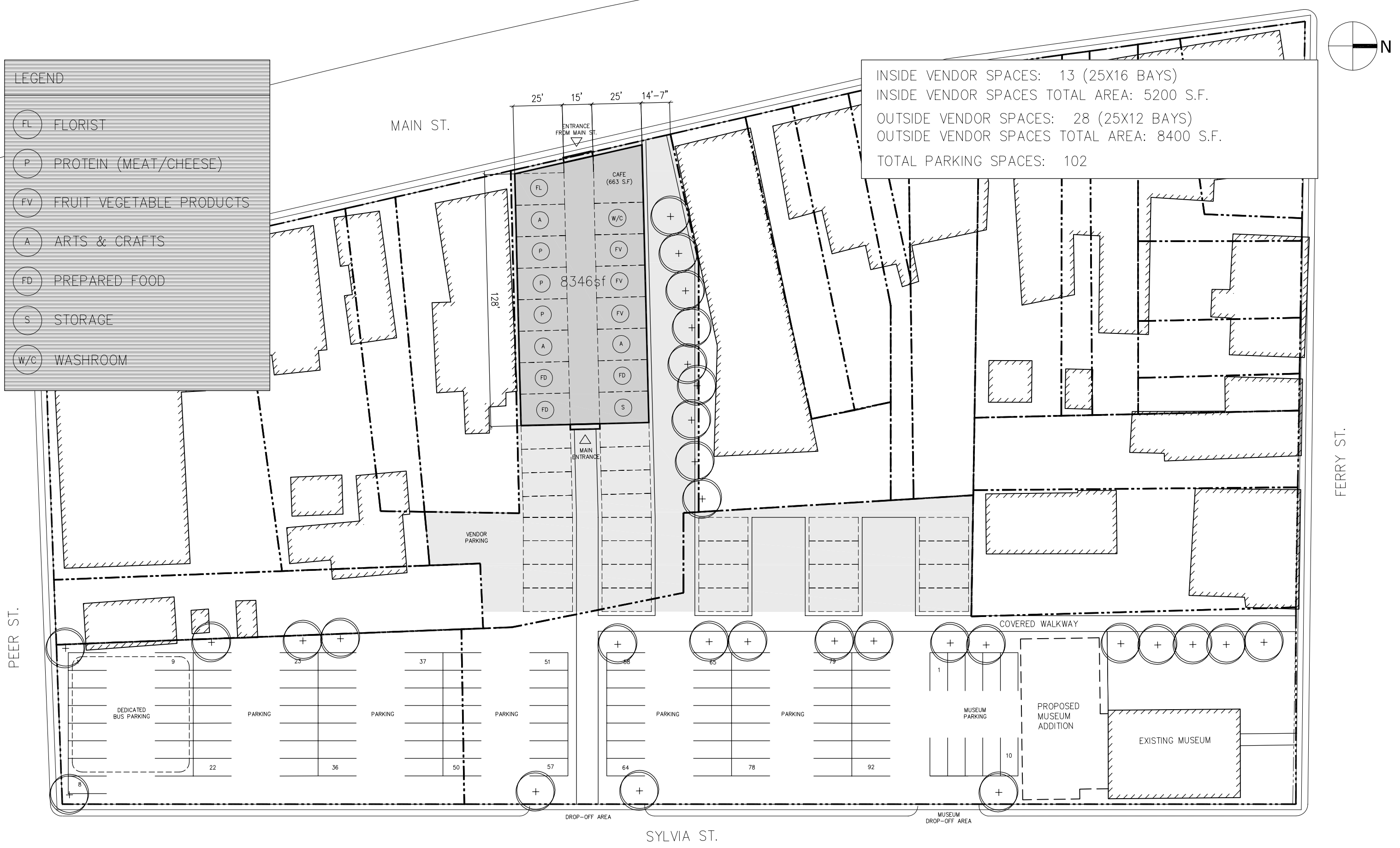
Appendix E – Phasing Sketches and Renderings



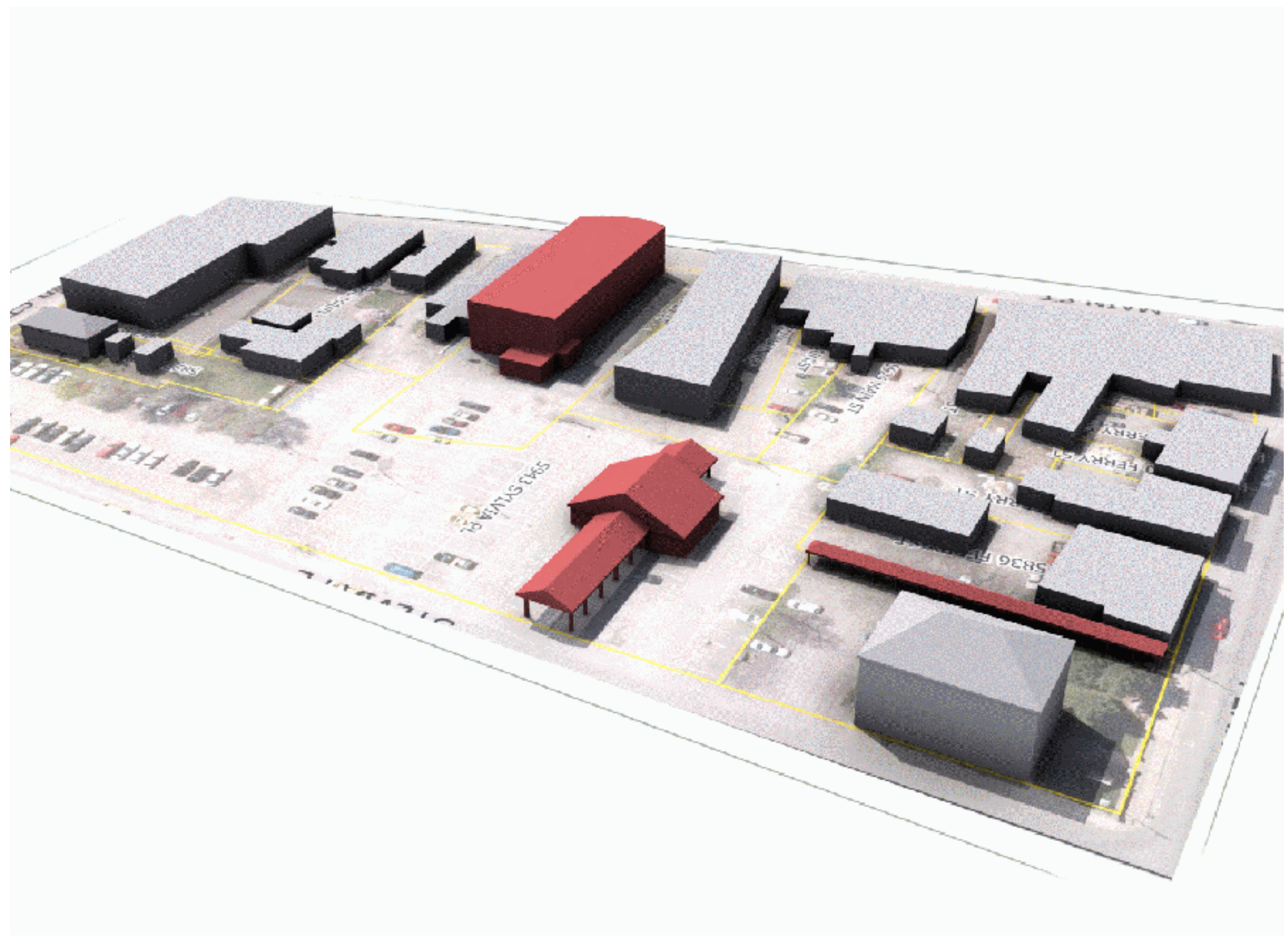
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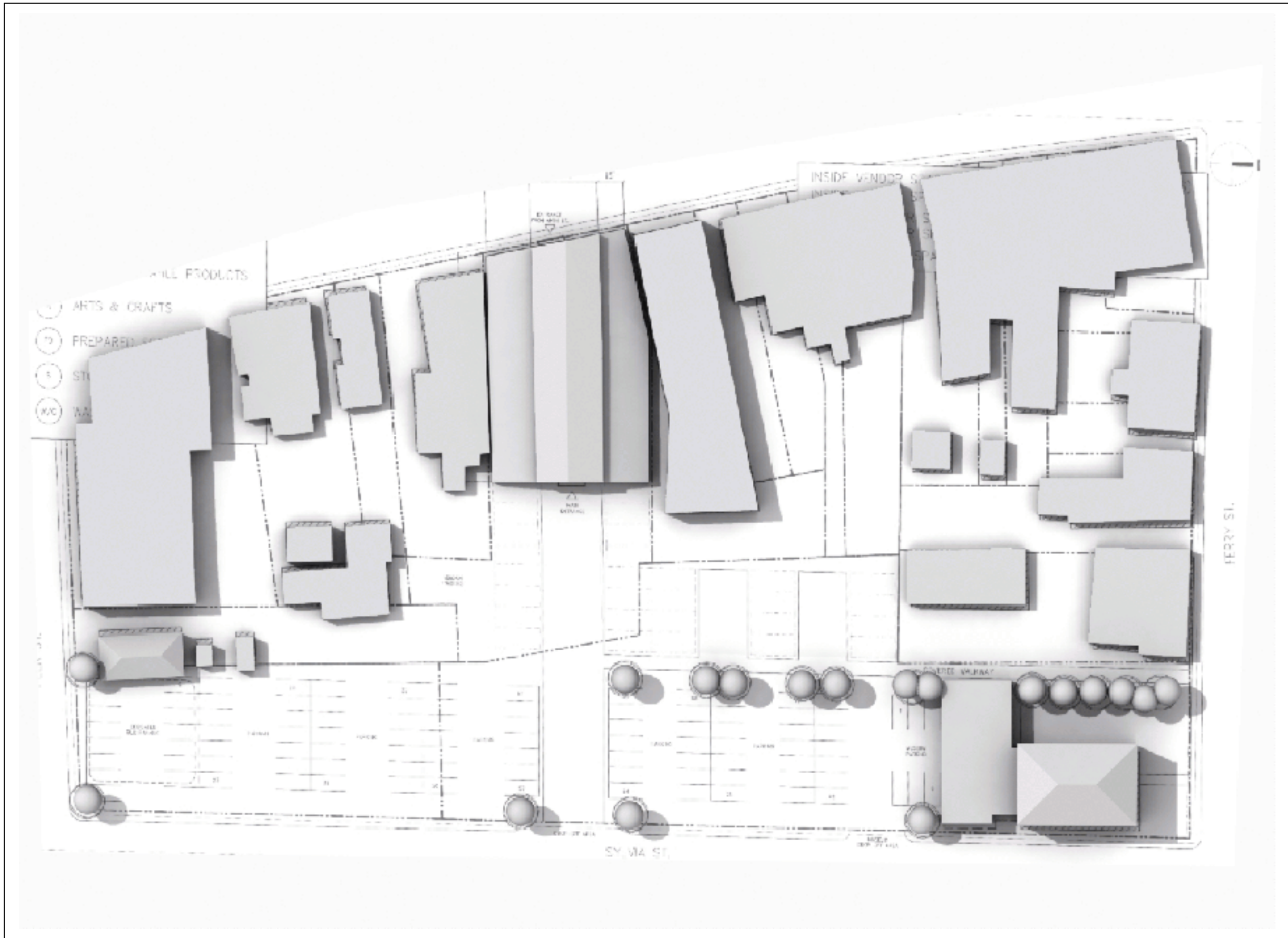
LEGEND

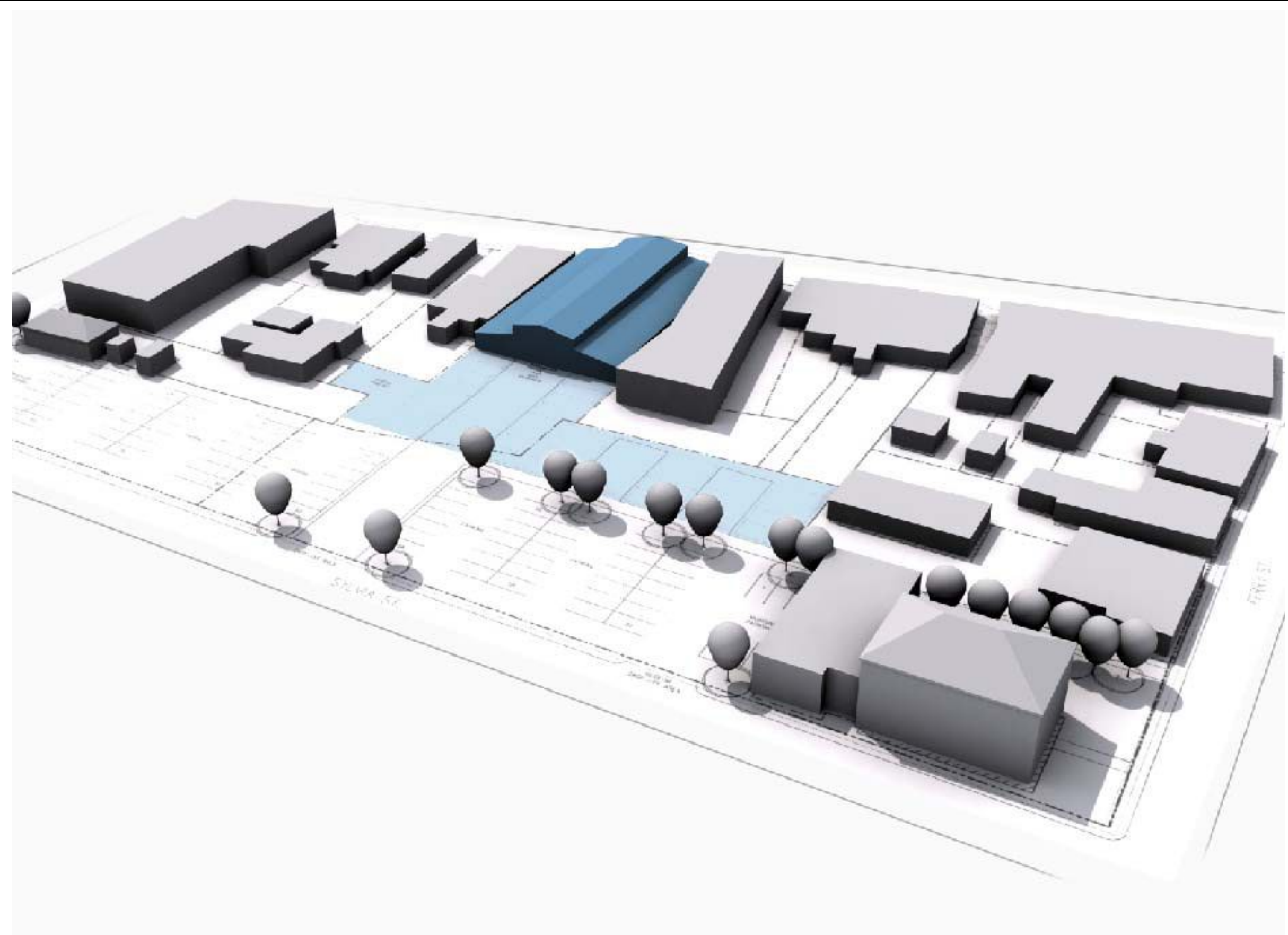
- FL FLORIST
- P PROTEIN (MEAT/CHEESE)
- FV FRUIT VEGETABLE PRODUCTS
- A ARTS & CRAFTS
- FD PREPARED FOOD
- S STORAGE
- W/C WASHROOM

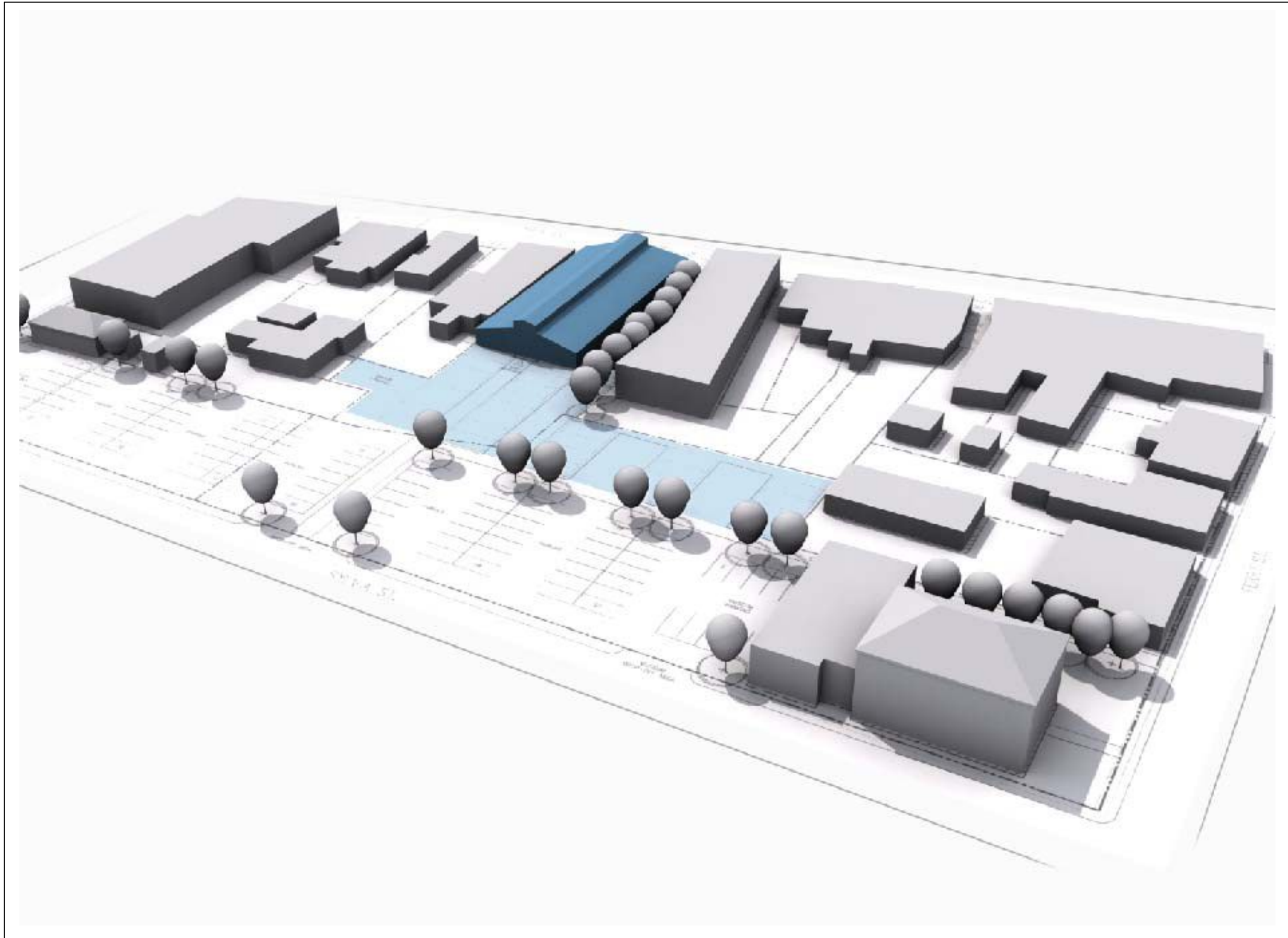


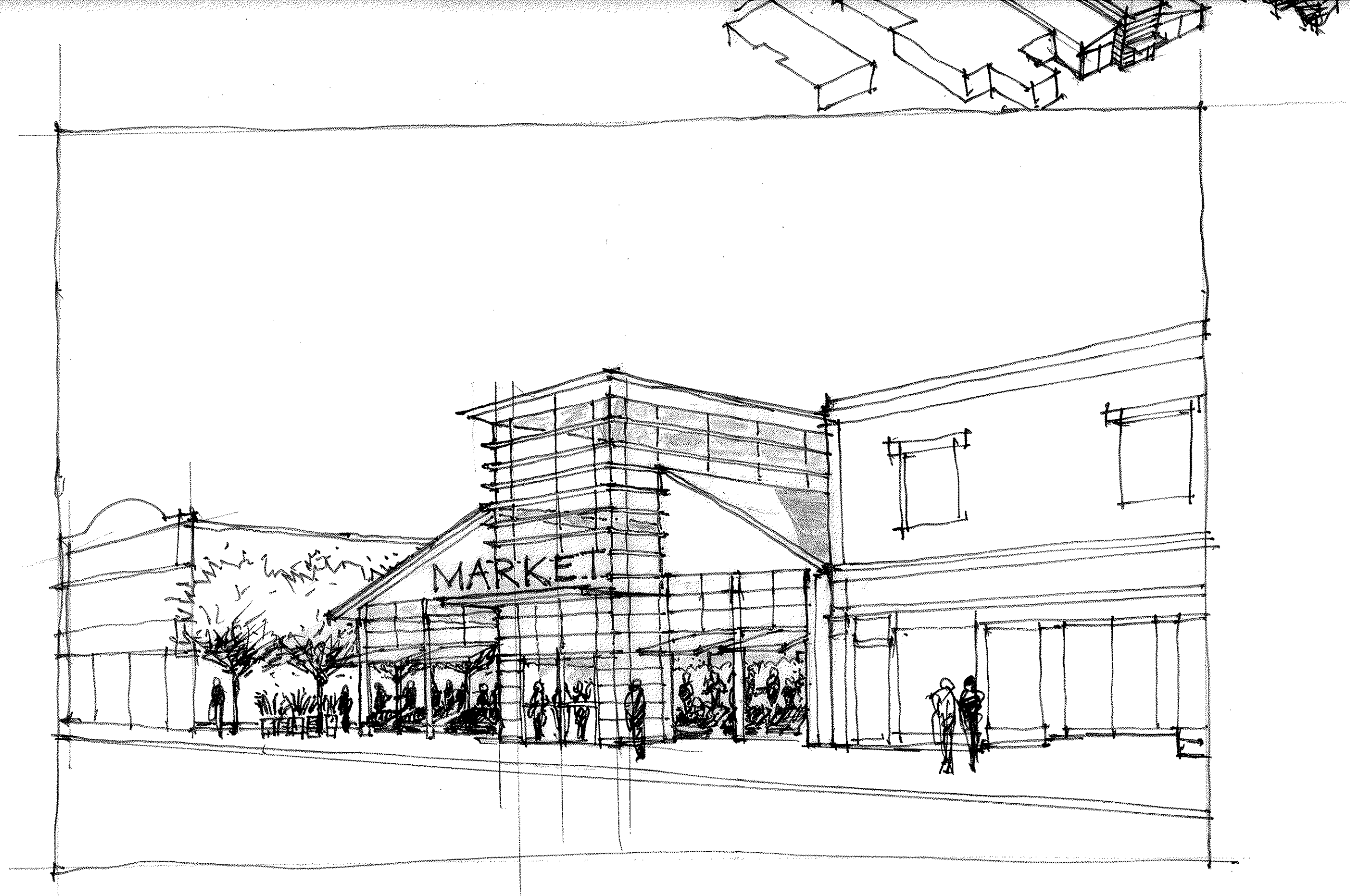
INSIDE VENDOR SPACES: 13 (25X16 BAYS)
INSIDE VENDOR SPACES TOTAL AREA: 5200 S.F.
OUTSIDE VENDOR SPACES: 28 (25X12 BAYS)
OUTSIDE VENDOR SPACES TOTAL AREA: 8400 S.F.
TOTAL PARKING SPACES: 102

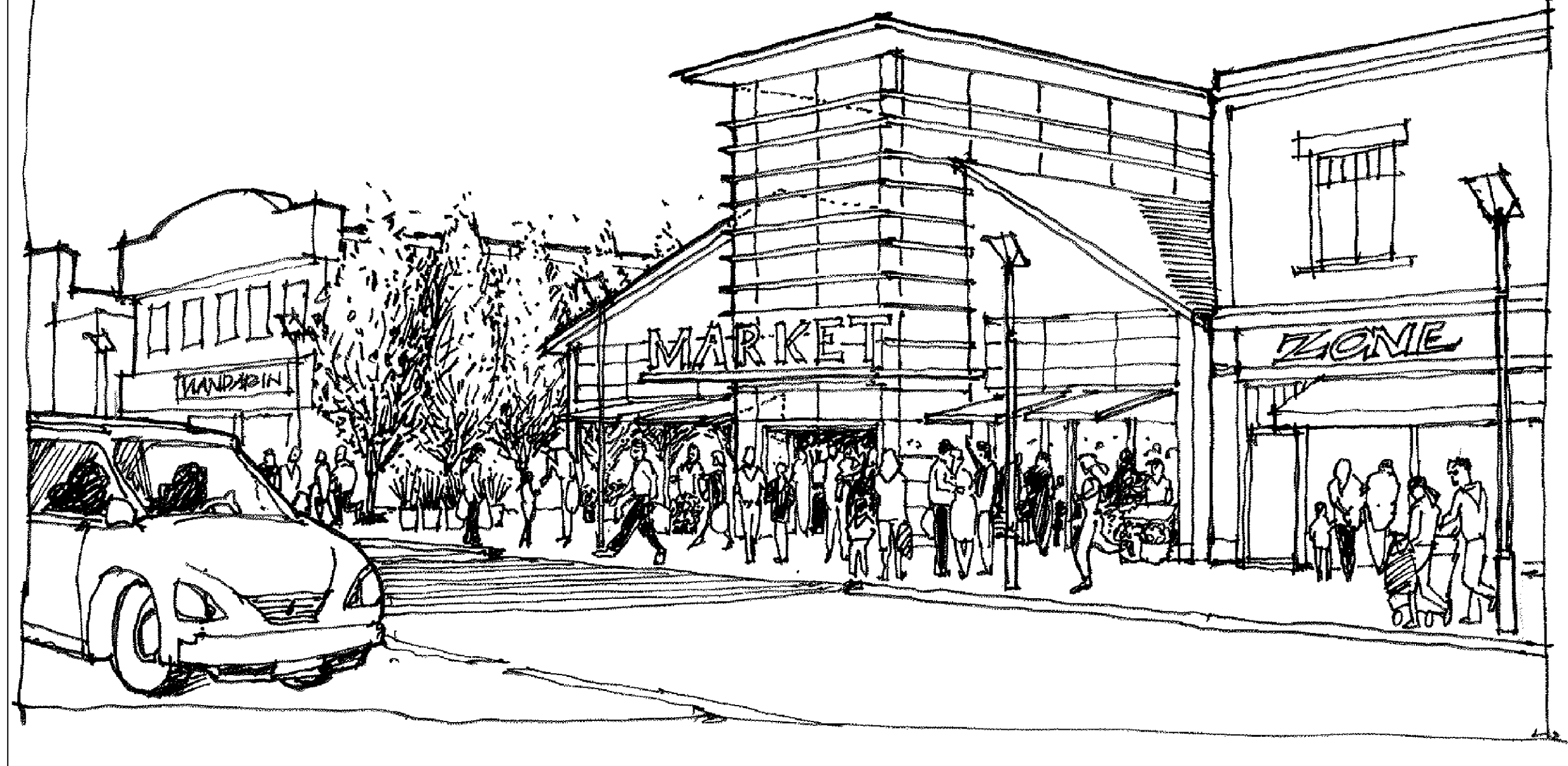


















Appendix F – Signage and Design Examples

Dallas Farmers Market

**Shed 2 – Vendor Package
&
Initial Application Information**

November 2007

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1. Shed 2 Renovation, Vision and Schedule	
3	
2. Market Analysis, Marketing and Special Events Strategy	
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3. Approved Products - Product Mix	
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4. Build-Out Design Standards	8
5. Health Code Guidelines	12
6. Leases / Insurance Requirements	21
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8. Shed 2 – Initial Application	25

Contents of this document, Shed 2 -Vendor Package of November 2007, replace all previous Communications, including the Shed 2 Vendor Package dated April 10, 2007 and September 2007. To reduce the burden of keeping up with changes to this package existing Shed 2 vendors and those who have submitted applications for space in Shed 2 will receive highlighted copies of the changes until the document is finalized.

This document represents a work in progress and may change.

Shed 2 Renovation, Vision and Schedule

Shed 2 at the Dallas Farmers Market was constructed in 1994 as an enclosed produce shed. In 2006 a study conducted by Boka Powell Architects recommended the approximate 26,000 sq. ft. Shed 2 be renovated to support approximately 10,000 sq. ft. of food related businesses and a “public market” to include food and food related products complimenting the open air sheds. A limited number of merchants will be permitted to sell non-food related products including home and garden gifts and other artisan products.

The Vision:

The Dallas Farmers Market will strive to create a welcoming and dynamic market place for all visitors while celebrating our unique and diverse culture along with the spirit of the American Farmer and a healthy family lifestyle. Distinctive and energetic businesses will produce, grow and sell a varied mix of food and food related products along with a number of home, garden and artisan gift items.

Visitors interested in cooking and eating will be thrilled by the inspiring displays of fresh meats, poultry, seafood, baked goods, confections, spices, fresh-cut produce or other food and food related products. The market place will offer long time Dallas favorites along with new and exciting products. The market will bustle with customers stopping by for breakfast, lunch, or dinner and shoppers purchasing flowers or gift items for their offices or homes. Community members will bring visiting family and friends for a leisurely stroll through the marketplace and relish the unique and creative seasonal food and gift items. Commuters will stop on their way to work or home to purchase prepared food for meals or special occasions. Businesses will serve the needs of the community while offering a fascinating look into the Dallas Texas culture for tourists and visitors.

Renovation Improvements / Schedule:

A contract for renovation of Shed 2 has been bid and awarded by City Council. The renovation improvements include the addition of heat and air conditioning; upgrades to electric, gas, water, and sanitary sewer; and a centralized grease trap system. Vendors may add exhaust and fire suppressions systems needed to accommodate food service or food manufacturing. In addition, the restrooms and mechanical closet will be moved outside and upgraded with additional facilities providing a clear view of Shed 2 from Harwood Street and increasing the amount of leasable space. The proposed construction schedule follows:

Shed 2 - Construction Schedule

- | | |
|--|----------------------------|
| 1. 1st Advertise | February 7, 2007 |
| 2. 2 nd Advertise | February 14 2007 |
| 3. Pre proposal Conference / Walk thru | February 15, 2007 |
| 4. Open Proposals | April 4, 2007 |
| 5. Council Authorization | May 23, 2007 |
| 6. Notice to Proceed: start construction | July 2, 2007 |
| 7. Complete Construction | January 1, 2008 (Proposed) |

Tenant Finish Out

- | | |
|--------------------------------|----------------------------|
| 8. Tenant Finish Out Begins | January 1, 2008 (Proposed) |
| 9. Tenant Finish Out Completed | March 1, 2008 (Proposed) |

Shed 2 Opening Gala

To Be Determined

Market Analysis & Special Events Strategy

Market Analysis: The Boka Powell study indicates that Shed 2 has the ability to anchor approximately 10,000 sq. ft. of grocery, dining and specialty food uses with the adjacent residents and other downtown and citywide residents. Office employees and visitors/tourists are currently underserved by the Dallas Farmers Market and add considerable opportunity for the Dallas Farmers Market. As the DFM is repositioned it will become a catalyst for additional retail opportunities in the district

The following chart summarizes the adjacent residential development for the Dallas Farmers Market:

	Residential	Status
Camden Farmers Market (Canton St. /S. Central Exp/ Farmers Rd.)	610 Rental	Completed
Camden Townhomes – (Along Canton / E of Central)	17 Owner	Completed
Camden Lofts & Apartments (Farmers Rd)	284 Rental	Completed
2220 Canton Lofts	48 Rental	Completed
Harlan Building	5 Rental (4 office/retail)	Completed
312 S. Harwood	3 Rental	Completed
Urban Innovations Townhomes (Canton St.(North-side) & S. Central Expwy	28 Owner	Under Construction
Perry Homes Townhomes (Central Exp)	44 Owner	Under Construction
Camden future Apts (Farmers between Perry Homes and Camden Lofts)	310 Rental	Planned
Urban Innovations (4 Acre site)	119 Owner*	Planned
Total	1,260 Rental 208 Owned	Completed/Planned
Note: 967 completed units	1,468 Total	

*Developer is in process of designing new retail, office, parking and some retail for this site.

The Boka Powell study further recommends the Dallas Farmers Market seek a critical mass of retail activity, beyond Shed 2 to become a fully successful Market District. The Dallas Farmers Market is committed to partnering with private developers to make this vision a reality. Currently, plans are underway for a private developer to construct additional retail, parking, office and residential on an approximate 4 acre tract of land adjacent to the Dallas Farmers Market. This property is bounded by Canton Street, Pearl Street, Marilla Street and South Central Expressway. In addition, an existing building within the general boundaries of the Farmers Market bounded by Marilla Street, Pearl Street, Taylor Street and South Central Expressway is also considering renovation for additional retail. The Dallas Farmers Market has committed to assist these developments in anyway possible and to partner with land owners in the future to develop a successful Dallas Farmers Market District for the residents and visitors to Dallas.

The last component recommended in the Boka Powell study was to develop predicable and consistent large special events. Toward this end the Dallas Farmers Market has developed a three tiered Marketing and Special Events Strategy to promote the Market and our vendors.

Although the Dallas Farmers Market - Marketing and Special Events Strategy is comprehensive it is not designed to supplant the vendors need to develop and implement their own marketing strategies to increase sales and build their customer base. Vendors should add a specific line item in their business budget for promotions and marketing. The Dallas Farmers Market - Marketing and Special Events Strategy follows:

Marketing & Special Event Strategy

The Dallas Farmers Market will continue to seek marketing and special events to increase awareness of the Market as a destination experience for both community members and visitors:

- Two annual festivals are planned including the Farm and Flower Festival held the first weekend in June and a fall harvest festival held the last weekend in October. These events are designed to increase awareness of the Market and amplify the Market experience.
- Additional monthly events are planned to begin in Spring 2008 to highlight the spirit of the American farmer, healthy life styles and the many products available at the Dallas Farmers Market.

The Dallas Farmers Market will promote the Market however all vendors must also take an active role in promoting their products and businesses to the community.

Approved Products - Product Mix

The Product mix for Shed 2 is designed to be consistent with the core purpose of the Dallas Farmers Market – to provide fresh, local, Texas and other unique food items from the region, the United States and world. Although a preferred focus on Texas and local products is important, opportunities to “broaden the market” wherever possible will also be undertaken. It is the goal of the Market to offer as many unique products as possible.

Ground Rules:

1. All Shed 2 businesses **must** be open 7 days a week. Minimum hours of operation will be from 9:00 a.m. to 6:00 p.m. daily. Eateries and other vendors may operate on extended hours, to be approved at a later date, to accommodate breakfast and/or dinner patrons or other customers.
2. Shed 2 is not a “food court” but a marketplace where customers purchase products for use off site along with the possibility of purchasing some food products for consumption on-site.
3. Vendors may have a maximum of two (2) businesses in Shed 2 pending approval of application.
4. A few businesses will be allowed to sell “non-food” related products such as imports, garden, artisan or handcrafted products.
5. Five (5) import businesses have been identified to remain in Shed 2. No additional import businesses will be considered.
6. Businesses selling artisan or handcrafted items must demonstrate compliance with approved product guidelines for artisan / handcrafted products.
7. All vendors must outline and provide photographs of products. Additional products cannot be sold without first submitting a written proposal to the Dallas Farmers Market Administrator requesting approval and receiving a written approval. Vendors attempting to sell products not listed on their approved business plan will be required to remove unapproved products immediately.

The following product mix guidelines are included to assist vendors in identifying the types of businesses allowed in Shed 2. This listing is not all inclusive and vendors are encouraged to provide unique, creative suggestions for quality food and food related products.

All Shed 2 Vendors are encouraged to purchase products from other Market vendors. Our goal is to provide fresh, local, healthy whole food products to our customers.

- A. **Eateries (3):** Shed 2 will accommodate approximately 3 eatery spaces including one café/diner with a broad menu, and two other eateries. The Dallas Farmers Market will seek businesses interested in providing healthy, whole foods and fresh menu items. Eateries may include, but are not limited to the following:
- (1) Mexican
 - (2) Barbecue
 - (3) Fish/ Seafood
 - (4) Pasta / Pizza
 - (5) Vegetarian
 - (6) Asian, Greek or other international foods
- B. **Specialty Foods:** The following specialty food items are suggestions and not limited to other opportunities.
- (1) Bakery
 - (2) Two (2) meat / butcher vendors
 - (3) Deli meat and cheese case – may also provide sandwiches
 - (4) Smoothie/ juices
 - (5) Ice cream or gelato
 - (6) Coffee and Teas
 - (7) Soup and Salads
 - (8) Wine Shop

- (9) Fresh Pasta
- (10) Confections
- (11) Nuts
- (12) Fresh Herbs
- (13) Fresh Tortillas and Salsas
- (14) Fresh cut and roasted produce such as pineapples, fruits, onions, peppers etc.
- (15) Picnics with baskets or Dinners-to-Go

C. **Prepared Foods:** DFM will seek a unique balance of prepared foods and increase the number and variety of prepared foods throughout the building. The following prepared food items are suggestions.

- (1) Fine chocolate shop
- (2) Olive oil with olive oil tasting
- (3) Jams & jellies
- (4) Dressings, Mustards, Condiments, etc.
- (5) Spices

D. **Food and Kitchen Related Products:** DFM will seek a balance of other food related products including for example:

- (1) Kitchen store with kitchen products
- (2) Table cloths, napkins, dishes
- (3) Cook books
- (4) Vintage table cloths, or other kitchen items
- (5) Picnic Baskets, Tailgate party, lunch bags, lunch boxes

Permitted Handcrafted Artisan Products

The Dallas Farmer Market is not seeking additional non-food related vendors at this time.

Handcrafted and artisan products will be considered on a case-by-case basis.
Guidelines for Permitted Handcrafted Artisan Products are available upon request.

Shed 2 – Vendor Build-Out Design Standards

Goals/Purpose:

1. To establish and promote a consistently “high standard” of build out of spaces at the Market.
2. To create a unique shopping atmosphere that offers a “variety” of visually pleasing images.
3. Create an environment that stimulates vendor sales & boost revenues and conveys quality.
4. To encourage “vendor creativity and quality” in the promotion and display of their products.

Ground Rules

1. All improvements and equipment must meet applicable federal, state and local regulations including for example, City of Dallas Health Code, Fire Code, Building Codes and the American’s with Disabilities Act (ADA).
2. To assist in the process each stall / business will receive a unique address. All permitting and licenses will be addressed to you at that address.
3. All designs and improvements must be submitted in writing in advance and approved no later than 30 days prior to construction by the Dallas Farmers Market for consistency with the following design standards. This must occur prior to submitting plans for approval to the Building Inspection Departments.
4. All costs associated with build-out of leased space it the responsibility of the vendor.

Design Standards

Potential Manufactured Wall Systems:

The Dallas Farmers Market is attempting to identify a manufactured wall system to assist vendors in stall build out. In the event a wall system is identified we will notify existing Shed 2 vendors and those who have submitted applications for space in Shed 2.

Fire Code

From a Fire Protection perspective, Shed 2 is considered a Type IIB building due to the exposed structural elements. The following information is provided to assist you in understanding some of the standards required by Building Inspection as it relates to the Fire Code. Your architect or design professional will be more familiar with specific requirements needed to comply with all Building Permits.

1. Structural elements needed to construct vendor stalls can not include combustible (wood) framing or wall systems. For example, structural elements require metal framing and sheet rock or other non-combustible wall systems for construction.
2. Non-Structural elements, like shelving and displays, are considered furniture and can be constructed using wood.
3. Shed 2 does include a fire sprinkler system. Vendors adding a ceiling, as required by the health code for cooking, must hire a fire sprinkler company to develop a design and submit plans to the Fire Engineers in the Building Inspection Department for approval and permitting.
4. All exhaust hoods must include the appropriate fire suppression systems and permits.

Display Equipment (Shelving, Counters, Cases etc.)

1. Pre-manufactured or professionally designed and constructed displays are required.
2. All displays **must** be finished, i.e. painted, stained/sealed, plastic laminate etc. No unfinished wood or other unfinished materials are permitted.
3. All display equipment in food service spaces **must** meet Health Code requirements and must allow for ease of cleaning and pest control.
4. All product displays **must** be organized, “artistically” presented and well lighted.
5. Product displays can be fixed or moveable. No products are allowed to encroach into the aisles.
6. Products in outdoor areas **must** be brought back into the vendor’s space at end of each business day and secured by the vendor. Only specific spaces will accommodate this and it will be limited. Space for this purpose will be defined and vendors must comply with the space definition.
7. Dallas Farmers Market is not responsible for any loss to inventory and vendor is responsible for securing their space and products.

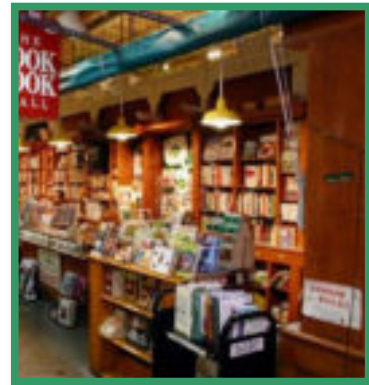
Product Display & Presentation Quality:

1. Vendors will be responsible for securing their own product inventory at the end of each business day.
2. Products/Displays can not generate noise or unpleasant odors that will disturb customers or other businesses. All requests to cease must be obeyed.
3. DFM reserves the right to make design recommendations & changes to vendor displays.
4. Displays can not block other vendors products or encroach into the customer circulation aisles

Vendor Space Lighting - Product Display:

1. Vendors must utilize standard overhead track lighting as their primary display lighting source.
2. The use of “custom light fixtures” must be compatible with the “vendors design theme” and be approved in advance by DFM.
3. Other accent or task lighting is acceptable as secondary display lighting only and must be integrated into the product display or equipment. (i.e. shelf lighting, table lamps etc).

Examples of acceptable lighting follow:



Sign & Graphics Design Standards:

1. All businesses must include a minimum of three (3) signs.
 - a. Business Name – It is suggested the business name include a reference to the type of products being sold (example: Cowboy Creamery or Pat's Picnic Baskets). Vendors are encouraged to develop a simple, appealing logo to help communicate the name of business. The business name sign can not exceed 4 feet by 2 feet.
 - b. Vendor Identification Sign - This sign includes the business name, Shed 2 address, and phone number. This sign must be 12 inches x 6 inches and no larger and include fonts no smaller than ½ inch.
 - c. **Vendor Hours** – This sign includes the days of the week and hours of operation. This sign must be at least 12 inches by 6 inches and no larger with the font sizes no smaller than 1 inch.

2. All signage must be submitted to and approved in advance by DFM for design compliance.
3. Signage must be rigid in construction (no banners or flimsy poster board).
4. Signage must be lighted for maximum effect.
5. Signage must have a professional, high quality “artistic” image.

The following examples are provided:



Menu Boards:

1. Menu boards must follow general signage standards note above. However, the size is not defined.
2. The design, size and placement of menu boards must be submitted and approved in advance.

Examples of menu boards follow:



Vendor Stall Security:

During non-operational hours Shed 2 will be locked. Vendors will be responsible for providing their own product security at all times, including operational and non-operational hours. Cabinets, storage units and display cases that lock are recommended. Vendors may want to provide additional stall security.

Dallas Farmers Market is not responsible for any loss to inventory and vendor is responsible for securing their space and products.

Although several stall security gate systems exist one simple and attractive method is provided for your reference, although a local source has not been identified:

A heavy canvas tarp (oilcloth or coated and water proof fabric) rolled like a window shade above the stall. The tarp includes brass grommets (brass metal holes) along both sides of the tarp. Chains are then pulled through the grommets and attached to the floor or near the bottom with eye hooks and locks.

Health Code Guidelines

The following guidelines are provided to answer some of the most frequently asked questions regarding permitting, licensing and certification requirements for new or remodeled food and drink establishments. This is by no means all inclusive and **additional detailed requirements are covered in City of Dallas Chapter 17, Food and Drug Code**. This information is available from:

Training, Education and Enforcement
City of Dallas, Environmental and Health Services
Food Protection and Education Division
Department of Environmental and Health Services
7901 Goforth Rd
Dallas, TX 75238
(214) 670-8083

Construction Plans & Permitting Office:
City of Dallas, Building Inspection
320 E. Jefferson Blvd., Room LL16
Dallas, TX 75203
(214) 948-4429
Office Hours: 8 a.m. to 4:30 p.m. Monday through Friday
Permit Hours: 8:30 a.m. to 4 p.m. Monday through Friday

Texas Department of State Health Services, Food Establishment Regulations

The Texas Department of State Health Services, Food Establishment Group sets regulations and enforces food establishment laws. The City of Dallas has adopted the State regulations and, in some cases, has instituted more stringent requirements and the State relies on the City of Dallas to enforce these regulations. The City of Dallas, Environmental and Health Services Department, Food Protection and Education Division is the group responsible for this task.

Requirements for licensing, permitting and certification vary based on the type of food product and the distribution method. All vendors interested in opening a food establishment at the Dallas Farmers Market must meet with the City of Dallas, Food Protection and Education Division to clarify what is required to operate a food establishment at the Dallas Farmers Market.

For additional information on local food establishment requirements contact the City of Dallas, Food Protection and Education Division. The office is open Monday through Friday between 8:00 a.m. to 12:30 p.m. and 1:00 p.m. to 4:30 p.m.

Food Protection and Education Division
Department of Environmental and Health Services
7901 Goforth Rd
Dallas, TX 75238
(214) 670-8083

The Dallas Farmers Market will require copies of all permits, licenses and certifications required.

Food Establishments Construction Guidelines

The following summary is provided to assist in understanding some of the City of Dallas requirements for construction of food establishments. The information has been provided by the City of Dallas, Building Inspection Division and does not include all building code related issues. Questions relating to this section should be directed to:

Plan Submittal and Initial Permit Processing
320 E Jefferson; Suite 118
Dallas, Texas 75203
214/948-4480

Food Establishment Permit: Before construction of a fixed food and drink establishment, you must apply for a Food Establishment Permit at the Oak Cliff Municipal Center at 320 E. Jefferson Blvd. This application must be obtained in order to submit plans to the Building Inspection Division of the Public Works Department. Two identical sets of plan blueprints are required. Plans must show floor, fixture, equipment layout, room finish schedule, location of floor and hub drains, etc. A new facility or a facility that is not in operation must obtain approval prior to operating.

For future reference purposes only, remodeling of a food establishment requires a new application be made with the Department of Environmental and Health Services at 7901 Goforth Rd for an existing permitted facility if there is a change of ownership or extensive remodeling and/or renovation. All equipment and facilities in an existing permitted food or beverage establishment must meet requirements of the **City of Dallas Chapter 17, Food and Drug Code** if there is change of ownership, the nature of the operation changes, or the establishment is extensively remodeled/renovated. Facilities that change ownership **must** be approved within 30 days of date of application.

Extensive remodeling is defined as the expenditure of at least \$10,000.00 or an amount equal to at least 10 percent of the assessed value of the facility, whichever is more, for the purpose of repairs or remodeling.

Section I.

Plans and Permit Applications

1. New Construction: (Note: Applies to Shed 2 Vendors)

- a. Before construction of a fixed food and drink establishment, you must apply for a Food Establishment Permit at the Oak Cliff Municipal Center (320 E. Jefferson).
- b. The application must be obtained in order to submit plans to the Department of Developmental Services.
- c. Two identical sets of plan blue prints are required. Plans must show floor, fixture, equipment layout, room finish schedule, location of floor and hub drains, etc.

2. Existing and Remodel: (Note: Applies to future improvements in Shed 2)

- a. A new application must be made with the Department of Environmental and Health Services for an existing permitted facility if there is a change of ownership or extensive remodeling and/or renovation.
- b. All equipment and facilities in an **existing** permitted food or beverage establishment must meet requirements of the City of Dallas Chapter 17, Food and Drug Code if there is change of ownership, the nature of the operation changes, or the establishment is extensively remodeled or renovated.
- c. Facilities that change ownership **must** be approved within 30 days of date of application.

Section II.

Construction of Building

- a. Shed 2 will include buildings, doors, windows and utility inlets to be rodent and insect proof according to the Dallas City Code; Chapters 17 and 40.
- b. Utility lines in Shed 2 will be overhead in a utility tray. Vendors will be responsible for accessing utilities and connecting equipment in accordance with Building Codes. Utility lines are not allowed on the floor. Extension cords are not permitted.
- c. Note: Flooring in Shed 2 is graded to drain into a floor drain to prevent standing water. Any adjustments to the floor must be submitted in writing and approved prior to construction.

1. Exterior Doors

- a. Shed 2 exterior doors leading to the outside will be self-closing and tight fitting, to be effective against the entrance of insects and rodents.

2. Floors

- a. In food/beverage handling and preparation areas, utensil washing areas, and restrooms, floors must be constructed of smooth, easily cleanable impervious materials, such as smooth sealed concrete, terrazzo, ceramic, or quarry tile, and graded to trapped floor drains.
- b. Wood or absorbent materials are not permitted.
- c. Carpet will not be allowed in Shed 2.
- d. Grouting shall be non-absorbent and impregnated with epoxy, silicone or polyurethane.

3. Walls

- a. In food/beverage handling and preparation areas, utensil washing areas and restrooms sheetrock or similar type walls are to be covered with a rigid, high density, non-absorbent, smooth, light-in-color, easily cleanable material such as fiberglass-reinforced plastic panels, ceramic or quarry tiles, stainless steel, etc.
- b. Joint finishes shall be smooth and compatible with the wall finish.
- c. Walls in a dry storage area may be painted with a light color oil-based enamel or epoxy paint if no open food is present. Note: Chipping paint in these areas is a violation and will require immediate correction.
- d. Areas constructed of smooth brick, concrete block or similar masonry may be painted as stated above. Grouting must be non-absorbent and impregnated with epoxy, silicone, polyurethane or an equivalent compound.
- e. Joints between walls and floors shall be coved or radiused with appropriate materials.
- f. FRP or other plastic laminated panels **are not** recommended behind heat radiating equipment such as fryers, griddles, ranges, etc.

4. Ceilings

- a. Ceilings are required to cover structural members and must be in place over cooking and preparation areas.
- b. Construct the ceiling of a smooth, non-absorbent and easily cleanable material or T-type lay-in acoustical tiles.
- c. Ceilings must be light-in-color in the kitchen, dish wash area, over bar, wait stations and storage rooms.

5. Dressing Room

- a. A dressing room or locker area outside the food and utensil wash area is required for storage of employees clothing and personal articles.

6. Toilets

- a. Toilets will be provided in Shed 2 for both employees and customers.

7. Storage Room

- a. A separate storage room equal to approximately 25 percent of the kitchen area is recommended.
- b. Food stock and paper goods must be stored at least six inches above the floor.
- c. Wood shelving coated with light-colored, oil-based enamel paint is permitted only in dry storage rooms.

Section III.

Minimum Sink Requirements

1. Hands Wash Sinks

- a. Must be located within 25 unobstructed linear feet to handling and utensil washing areas and must be located within these work areas.
- b. A door is considered an obstruction in regards to accessibility to hand wash sinks.

2. Utility/ Mop Sinks

- a. Shed 2 will include approximately 5 utility /mop sinks to meet the Health Code requirement for stainless steel, free standing utility sink at least 14" deep on bullet legs or a curbed (34" curb height), built-in cleaning facility with a trapped drain is required in all food service establishments. The larger eateries may require additional mop sinks.
- b. A utility sink **may not** be used as a hand wash sink.

3. Utensil and Equipment Washing Sinks or utensils the customer comes into contact with

- a. are required to be **either** a three-compartment sink on bullet legs with a drain board **or**
- b. a commercial dishwasher meeting National Sanitation Foundation Standards.

4. Bar Sinks

- a. Are required to be a four compartment stainless steel sinks on bullet legs with attached drain boards.

5. Additional Utensil Washing Facilities

- a. Scrap sinks, pre-rinse, or additional pot washing sinks may be required.
- b. All spray hoses shall be properly installed with approved back siphonage devices.

6. All sinks must be provided with hot and cold running water tempered by means of a mixing valve. Metered faucets are not allowed for hand washing in food handling or dish wash areas.

Section IV

Plumbing

1. Backflow devices

- a. All plumbing fixtures and equipment shall be installed to protect against backflow and back siphonage with an air gap at least twice the diameter of the water supply inlet if not provided between the water supply inlet and the fixtures flood level or other approved devices.
- b. A hose shall not be attached to a faucet unless a backflow prevention device is installed.

2. Air Gap

- a. All food contact equipment including food preparation sinks, three compartment sink (if used as food preparation sink), ice bins, and ice machines shall be drained indirectly through an air gap to prevent back siphonage.

3. Drains - shall be located adjacent to equipment which discharges waste.

Section V

Equipment and Installation

1. Equipment

- a. All equipment must meet or exceed National Sanitation Foundation (NSF) design standards and must be mounted on six inch bullet legs, casters, completely sealed to the floor, or on a smooth concrete or masonry platform (minimum height - 2").
- b. Adequate space should be provided between the walls and fixtures or equipment to permit free access for cleaning.
- c. Food preparation equipment and food storage equipment is not allowed to be installed under open stairwells or exposed sewer lines.

2. Equipment and Utensils - must be designed and fabricated for durability under conditions of normal use and must be resistant to denting, buckling, pitting, chipping and crazing.

3. Facilities To Maintain Product Temperature - (refrigeration and hot holding units) must be provided to maintain the required temperature of potentially hazardous foods. Units should meet

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- standards for commercial use, such as NSF or equivalent. Numerically scaled thermometers must be provided for each unit.
4. **Auxiliary Equipment** - such as a water heater, remote refrigerator compressor, or air conditioner may not be located in food preparation or utensil washing areas. Automatic fire extinguisher tanks must be located outside food preparation and utensil washing areas or installed in a smooth, easily cleanable metal case.
 5. **Laundry Equipment** - (washer and dryer) shall be located in a separate room with tight-fitting, self-closing doors. If a washer is installed, a dryer is required.
 6. **Grease Traps** – **Shed 2 has 2 centralized grease traps designed into the building and will serve all sinks, dishwashers and floor drains in the food preparation areas.**
 7. **All Lighting** – Shed 2 will provide ceiling overhead lights to illuminate the general facility and walkways.
 - a. Vendors will be required to add light sources needed in areas in which food is prepared, or in which utensils are washed, shall be provided with at least 50 foot-candles of light on food preparation work levels and at utensil washing work levels.
 - b. At least 10 foot-candles of light at 30 inches above the floor shall be provided in all other areas, including storage rooms and walk in units. This shall not include dining and lounge areas except during cleaning operations. Fixtures shall be kept clean and in good repair.
 - c. Light bulbs in food preparation, storage and display areas shall be shatterproof, tuff-coated or shielded so as to preclude the possibility of broken bulbs or lamps falling into food.
 - d. Heat lamps shall be protected against breakage by a shield surrounding and extending beyond the bulb, leaving only the face of the bulb exposed.
 - e. As aforementioned, decorative lighting (i.e. neon bulbs) is required to conform to all applicable lighting requirements.
 8. **Vented Hoods** - with removable filters are required over all cooking surfaces and must comply with plumbing and mechanical codes. City codes allow two types of exhaust hoods. Type 1 hoods are to be installed where cooking appliances produce grease or smoke, as occurs with griddles, fryers, broilers, ovens, ranges and wok ranges. Type 1 hoods require fire suppression systems. Type 11 hoods are to be installed where cooking or dishwashing appliances produce heat or steam and do not produce grease or smokes as occurs with steamers, pasta cookers and dishwashing machines. These definitions do not include all requirements; vendors must confirm hood requirements with Building Inspectors prior to installation.
 9. **Ice Machines** - or other food preparation equipment must be installed in an area approved for food preparation and must provide adequate ventilation that complies with all. Plumbing/mechanical codes. Ice machines and ice storage bins must be supplied with a 1" minimum air gap between the drain lines and the sewer system.
 10. **Domestic refrigerators, dishwashers or ranges are not approved for use in commercial food establishments.**
 11. **Food Contact Surfaces** - shall be constructed of non-corrosive materials such as stainless steel, anodized aluminum, etc. Painted surfaces, laminated wood or galvanized materials are not allowed.
 12. **Non-Food Contact Surfaces** - which are exposed to splash, food debris, or which require frequent cleaning, must be smooth, washable, free of unnecessary ledges, projections, or crevices, and must be constructed of such material and in good repair to be easily cleaned.
 13. **Exposed Wood or Particle Board in food preparation, utensil-washing areas or in walk-in refrigerators is not permitted.** (Exception: hard rock maple or equivalent non-absorbent material may be used for cutting blocks, boards, salad bowls or baker's tables). Formica and similar plastic laminates may be used to cover shelving, serving counters and other fixtures **not** subject to heavy soiling or splash.
 14. **Poisonous Substances** - Provisions must be made for storing pesticides, cleaning agents, caustics, acids, or other poisonous substances in separate cabinets identified for such storage.
 15. **Bars, Wait Stations, Buffet Lines, Customer Self-serve areas, and Exhibition/Demonstration displays** - are considered food preparation and food handling areas and must meet all City of Dallas Chapter 17, Food and Drug Code guidelines.

Dallas City Code Chapter 17 requires that a valid food service manager is required at time of permit approval.

Dallas City Code Chapter 17 requires that all defects be corrected prior to approval of health permit.

Application and Permit Fees:

- a. Pre inspection \$50
- b. Plan Review \$150
- c. Application fee \$ 350
- d. Annual Permit fee Greater than 2,000 sq. ft. \$425
- e. Second facility (in the same building) \$350
- f. Less than 2,000 sq. ft. \$300
- g. Second facility (in the same building) \$250

**City Of Dallas
Plans & Permitting Site Evaluation and Contact Form**

1. Make planning approval or permit submission to:	
a. Name of Department:	<p>Plan Review and Consultation 320 E Jefferson Suite 105 Dallas, Texas 75203 214/948-4480</p> <p>Plan Submittal and Initial Permit Processing 320 E Jefferson Suite 118 Dallas, Texas 75203 214/948-4480</p> <p>Environmental & Health Services Food & Protection and Education (additional permits and pre-inspection) 7901 Goforth Rd Dallas, Texas 75238 214/670-8083</p>
b. Name of Contact:	<p>Cynthia Hardage, Plans & Permitting 214/948-4255</p> <p>Samuel James, Plans & Permitting 214/948-4131</p>
c. Phone number(s)	<p>Food & Protection and Education 214-670-8083 Building Inspection (RM 105) 214-948-4480 Fire Inspection 214-670-4319 Building Permit Center (RM 118)</p>
d. Cost of Health Permits & Plan Review	<p>Health Permit \$350.00 Plan Review 150.00 Total \$550.00</p>

2. Submission Requirements	
a. New or Remodeled existing food establishment. (Health application is required)	Must submit two copies of blueprints to the Building Permit Center. Plans will be reviewed, stamped and corrections will be noted. Additional corrections may be required following an onsite inspection.
b. Submit cut sheets for all equipment related to receiving, storing/holding, preparing and distributing all food. (Kitchen equipment plan and finish schedules required)	Must be submitted and processed with the above requirement
c. Submit a copy of the proposed menu, expected number meals served and expected operating hours.	Must be submitted and processed with the above requirement.
d. A Pre-inspection Site Evaluation is available for a fee of \$50.00. Payable at 7901 Goforth, Dallas, TX 75238	A plan's inspector will note all violations to bring facility into good standing with Dallas Health codes.
3. Code Requirements	
a. Authority	Ord. 20026 Ch. 17 Retail Food, Ch. 19 Health and Sanitation, Ch. 30 Noise, Ch. 40 Rat Control, Ch.41 Smoking, Ch. 42A Special Events, Ch. 50 Street Vending, Ch. 51A-4.603 Use of a conveyance as a building.
b. Is a written copy of Ch. 17 (written guidelines) available?	Yes, call Food & Protection Education at 214-670-8083 or go to www.dallascityhall.org
4. Site Evaluation & General Guidelines	
a. Building and accessible openings insect & rodent proof.	All exterior doors, drive through windows and outer openings must be self-closing and tight fitting. No gaps or incomplete closings allowed.
b. Premises properly drained and free of litter.	No standing water in outside lots and a covered refuse container afforded.
c. Water supply must be from an approved source.	All plumbing must be from the city water system.
d. Floors of smooth, easily cleanable and non-absorbent material.	Sealed concrete, terrazzo tile, or ceramic tile.
e. Floors subject to grease splash, and/or flush cleaning constructed of smooth, easily cleanable and non-absorbent material sloped to a covered floor drain.	Sealed concrete, terrazzo tile, or ceramic tile.
f. Walls to be good repair and constructed of a smooth, easily cleanable and non-absorbent material in all work areas and restrooms. Walls to be light in color	Fiberglass reinforced polyester (FRP), Sealed concrete, or ceramic tile.
g. Ceilings to be good repair and constructed of a smooth, easily cleanable and non-absorbent	T-grid ceilings with acoustical tile are acceptable.

material in all work areas and restrooms. No dark ceilings are allowed in the food prep area.	
h. Equipment properly installed and drained.	All equipment must be drained to the sanitary sewer system via an approved grease trap/interceptor.
i. Ice machine located within the food service or preparation area with an approved ceiling and correctly plumbed to the floor drain.	Must provide a 1" air gap in the drain line to the floor drain to prevent backflow into ice bin.
j. Auxiliary equipment cannot be located in food preparation areas. Must be in a finished room with self-closing door.	Water heater (if in the food prep area, it requires a closet or enclosure), washing machine & dryer, etc. If only a washing machine will be used apply for dryer exemption from Health Department Manager at 214/670-8083.
k. Grease trap-if to be located outside of food preparation area, however, if located in food preparation area must be flush with floor.	Building inspection (PH: 214/948-4468) will determine correct size to install.
l. No unnecessary exposure of pipes and service lines.	No lines may be exposed in food service areas, all pipes will be enclosed and have accessibility for cleaning and maintenance.
m. Food service equipment and utensils meet design and construction standards.	Provide cut sheets- All equipment must be National Sanitation Foundation (NSF) approved. No home-style equipment allowed for commercial use.
n. Cooking equipment properly vented.	All equipment that emits grease, water vapor must be under an approved ventilation system. Determined by building inspection.
o. Lighting adequate	All lighting including recessed lights must be shielded in exposed food and utensil areas. Provide 50-foot candles in all other areas. .
p. Hot and/or Cold storage facilities adequate and properly functioning temperature devices furnished.	Thermometers must work and be placed in a conspicuous location acceptable to the inspector.
q. Water heater must be of adequate design to meet hot water requirements (120F or above) of food establishments.	To all dishwashing facilities and hand washing facilities. For sizing assistance, please call Building Inspection (214/948-4468)
5. Multiuse Utensil Washing and Sanitizing Facilities	
a. Approved 3-compartment sink with sloped drain board.	Must be stainless steel and large enough to submerge largest piece of equipment used in food preparation.
b. Provide a utility/mop sink.	Must be stainless steel or porcelain and be ∞16"L x 16"W x 14"D.
c. A curbed cleaning facility may substitute for a utility/mop sink.	Must be ∞ 16"width x 16" length x 6" depth and be made of concrete or fiberglass.

d. A 4-compartment sink may be used behind bars.	A 3-compartment sink in addition with a hand sink will be acceptable.
e. Approved dishwashing machine with adequate scrapping, pre-rinse, and drain, plus utility sink.	Automatic dish machines may be hot water (water temp. 180°F, all utensils must reach 160°F) or chemical sanitization.
f. Additional pot or produce washing sinks may be required.	Subject to extent of food preparation.
6. Additional Items	
a. Adequate storage facilities for cleaned and sanitized utensils.	
b. Restrooms to have toilets properly constructed and vented. Restrooms must have mechanical ventilation provided. Doors to be self-closing.	There is to be no exposed wood surfaces, all surfaces in a restroom to be smooth & easily cleanable, impact resistant, non-absorbent and light in color, FRP or better from floor to 4' at a minimum.
c. Tempered water through a non metered valve	Hot and cold water must be provided to restrooms. Minimum water temperature 110°F.
d. Hand washing facilities convenient to food service areas and dishwashing areas.	Hand sink coverage to all food service areas. Hand sink coverage is 25' with no obstructions, i.e., doors, walls, etc. per area. Areas must have more than 50% common openings to be considered one area.
e. Dry storage adequate for type of operation.	Based on size of kitchen, good rule of thumb is dry storage should be 20% minimum of kitchen area.
g. Facilities for storing cleaning and maintenance gear are adequate.	
h. Provision for garbage disposal adequate.	Easily cleanable and non-absorbent material, covered and dumpsters must have drain plugs in place.
I. Living and sleeping quarters separate, no animals. NOTE: The Dallas Farmers Market does not allow anyone to live on site.	No mixed-use operations are allowed. The living area must be physically separated from the food area and approved by Building Inspection. NOT ALLOWED IN SHED 2

Leases / Insurance Requirements

The Dallas Farmers Market will require leases for vendors in Shed 2. Examples of standard City of Dallas leases have been provided in the past. The Market is in the process of finalizing additional terms and conditions specific to the Dallas Farmers Market and will provide additional information when available.

Long Term Lease means any lease agreement between the City of Dallas and another party for a period greater than 1-year and requiring City Council approval.

Farmer / Grower Rental— It is the goal of the Dallas Farmers Market to encourage farmers to participate in the Dallas Farmers Market. Shed 1 is established as the Farmer / Grower shed, however, farmers, ranchers, and producers of value-added products, such as farm raised or produced meats, cheeses, and other products are also eligible to locate in Shed 2.

Day Stall Rental – The Dallas Farmers Market will not allow daily stall rentals inside Shed 2.

Dallas Farmers Market License (Currently \$250/ year)

All Dallas Farmers Market vendors shall obtain a vendor's license from the Customer Services Office of the Dallas Farmers Market before participating in the Market. With implementation of the lease agreement, Shed 2 vendors, except those classified as farmers, will be required to provide annual vendor licenses.

Insurance Requirement

The Dallas Farmers Market will require the following types of insurance from all vendors leasing space in Shed 2 prior to operating at the Market and at least 30 days prior to any renewal dates. Please be advised the insurance requirements are under review and may change in the future. As soon as the requirements are finalized we will notify existing Shed 2 vendors and those and those who have submitted applications for space in Shed 2.

1. **Workers' Compensation** with statutory limits; **Employers Liability** with minimum limits for bodily injury: a) by accident, \$100,000 per each accident b) by disease, \$100,000 per employee with a per policy aggregate of \$500,000.
2. If vehicles will be used in the performance of services under the contract, then, **Business Automobile Liability Insurance** covering owned, hired, and non-owned vehicles, with a minimum combined bodily injury (including death) and property damage limit of \$500,000 per occurrence.
3. **Commercial General Liability Insurance** including, but not limited to, Premises/Operations, Personal & Advertising Injury, Products/Completed Operations, Independent Contractors and Contractual Liability with minimum combined bodily injury (including death) and property damage limits of \$1,000,000 per occurrence, \$1,000,000 products/completed operations aggregate. Additional coverage shall include: Fire Legal Liability with minimum limit of \$250,000.
4. If Alcoholic Beverages provided, then, **Liquor Liability Insurance** with minimum limit of \$1,000,000 each claim.
5. All vendors will indemnify the City and add the City of Dallas as an additional insured on policies and provide a Certificate of Insurance to the Market Administrator.

Although not required, it is recommended that all vendors purchase insurance to protect their inventory. The lease agreement will include the following language:

“The City nor its agents shall be liable or responsible for any damage that may occur due to fire, explosion, flood, power failure or any other cause, to Contractors’ business personal property, including, but not limited to goods, merchandise, equipment, or inventory that is kept in the City facility, nor to Contractors’ employee’s personal property or belongings that is at the facility.”

Rental Rates

The Dallas Farmers Market is a public institution dedicated to the principals of providing farm fresh and unique food products for customers and visitors to the Dallas Farmers Market. In this endeavor the Market will not seek profits. It is the goal of the Market to offset the costs associated with the operation, management and promotion of the Dallas Farmers Market with revenues paid by vendors, and users of the Market, plus no more than 10% reserves for unanticipated situations needing immediate attention.

The following policies relate to rental of stalls in Shed 2 of the Dallas Farmers Market.

1. Insurance and Deposit:

Vendors must provide proof of insurance and pay a deposit equal to one months rent (the deposit is at 100% of the rental amount with no discounts applied). The deposit will not be the same as the “last months rent” and will be returned after all other conditions are met for vacating the property.

2. One-Month Free Rent:

Vendors will be given one month rent-free to assist during build-out or renovation of spaces in the future.

3. Rents from January 1, 2008 thru January 1, 2011:

The market will phase the rents over a three year period, beginning January 1, 2008 to January 1, 2011. The phased rents vary based on the use of space in Shed 2. New vendors coming in during the above noted dates will benefit for the applicable remaining time period. New vendors coming in after this period will not be provided discounts.

4. No Guarantee of Exclusivity for Products:

The Market Administrator is responsible for establishing and managing the product mix for Shed 2 and although existing products will be considered in approving applicants, the Market will not provide a guarantee of exclusivity for any product.

5. Seniority:

The Market Administrator will establish a committee to review all applications and placement requests. Although the Market will continue to value existing vendors, seniority will not be the **only** basis for selection, placement or approval in Shed 2.

6. Electricity:

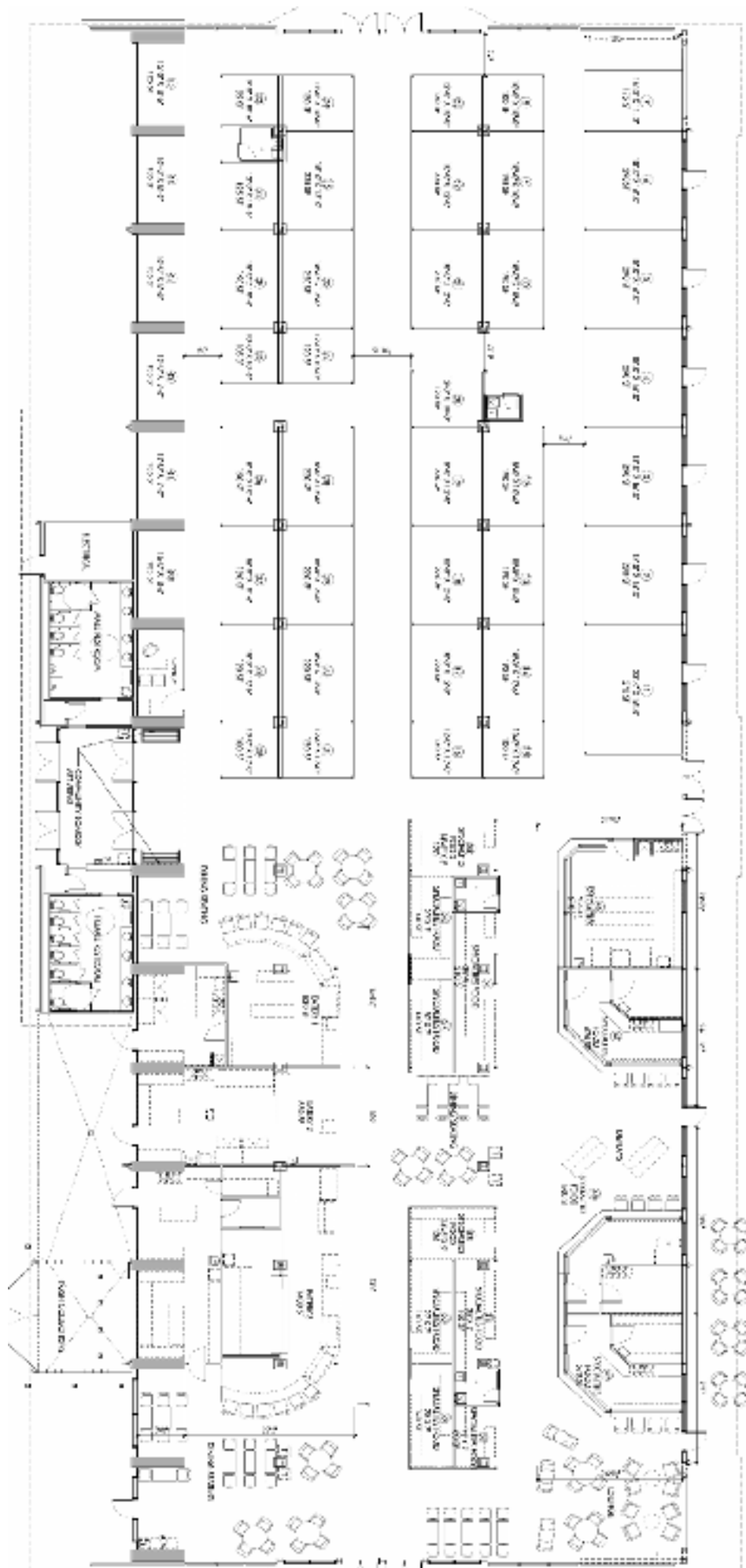
Vendors not metered separately for electricity, will be accessed a monthly utility fee for commercial food service or other equipment beyond standard retail equipment such as lighting, cash register or a personal computer. Vendors are encouraged to use Energy Star rated equipment to reduce utility costs.

The rental rates noted on the following page are established for the period between January 1, 2008 and January 1, 2011.

Shed 2 Rental Rates – Phased Over 3 Years							
Stall#	2008 Monthly Rent	2009 Monthly Rent	2010 Monthly Rent	Door & Outdoor Sales	Main Corridor	End Cap	Sewer/ Grease Trap
1	\$ 2,220	\$ 2,498	\$ 2,775	D	C	N	S
2	\$ 1,353	\$ 1,523	\$ 1,692	D			
3	\$ 1,353	\$ 1,523	\$ 1,692	D			
4	\$ 1,643	\$ 1,849	\$ 2,054	D			S
5	\$ 1,353	\$ 1,523	\$ 1,692	D			
6	\$ 1,353	\$ 1,523	\$ 1,692	D			
7	\$ 397	\$ 446	\$ 496	D			S
8	\$ 567	\$ 638	\$ 708				
9	\$ 1,013	\$ 1,140	\$ 1,267			N	S
10	\$ 1,077	\$ 1,211	\$ 1,346			N	S
12	\$ 1,077	\$ 1,211	\$ 1,346			N	S
13	\$ 1,013	\$ 1,140	\$ 1,267			N	S
14	\$ 1,013	\$ 1,140	\$ 1,267				S
15	\$ 633	\$ 713	\$ 792				S
16	\$ 840	\$ 945	\$ 1,050		C	N	S
17	\$ 1,247	\$ 1,403	\$ 1,558		C		S
18	\$ 1,247	\$ 1,403	\$ 1,558			N	S
19	\$ 1,247	\$ 1,403	\$ 1,558				S
20	\$ 760	\$ 855	\$ 950			N	S
21	\$ 1,393	\$ 1,568	\$ 1,742			N	S
22	\$ 1,247	\$ 1,403	\$ 1,558				S
23	\$ 760	\$ 855	\$ 950				S
24	\$ 760	\$ 855	\$ 950			N	S
25	\$ 1,247	\$ 1,403	\$ 1,558			N	S
26	\$ 1,247	\$ 1,403	\$ 1,558				S
27	\$ 760	\$ 855	\$ 950				S
28	\$ 1,393	\$ 1,568	\$ 1,742				S
29	\$ 1,247	\$ 1,403	\$ 1,558			N	S
30	\$ 1,247	\$ 1,403	\$ 1,558				S
31	\$ 840	\$ 945	\$ 1,050				S
32	\$ 538	\$ 606	\$ 673		C	N	S
33	\$ 667	\$ 750	\$ 833			N	S
34	\$ 1,013	\$ 1,140	\$ 1,267				S
35	\$ 595	\$ 669	\$ 744				S
36	\$ 1,077	\$ 1,211	\$ 1,346			N	S
37	\$ 1,013	\$ 1,140	\$ 1,267			N	S
38	\$ 1,013	\$ 1,140	\$ 1,267				S
39	\$ 633	\$ 713	\$ 792				S
41	\$ 306	\$ 344	\$ 383				
42	\$ 306	\$ 344	\$ 383				
43	\$ 306	\$ 344	\$ 383				
44	\$ 306	\$ 344	\$ 383				
45	\$ 283	\$ 319	\$ 354				
46	\$ 1,550	\$ 2,325	\$ 3,100				
47	\$ 1,450	\$ 2,175	\$ 2,900	D	C		S
48	\$ 1,750	\$ 2,625	\$ 3,500	D	C		S
49	\$ 1,500	\$ 2,250	\$ 3,000	D	C		S
50	\$ 560	\$ 630	\$ 700	D	C	N	S
51	\$ 840	\$ 945	\$ 1,050		C	N	S
52	\$ 867	\$ 975	\$ 1,083		C		S
53	\$ 1,096	\$ 1,233	\$ 1,370		C	N	S
55	\$ 800	\$ 900	\$ 1,000		C	N	S
56	\$ 887	\$ 998	\$ 1,108		C	N	S
57	\$ 933	\$ 1,050	\$ 1,167		C		S
58	\$ 887	\$ 998	\$ 1,108		C	N	S
59	\$ 933	\$ 1,050	\$ 1,167		C		S
60	\$ 2,250	\$ 3,375	\$ 4,500	Eatery	Eatery	Eatery	Eatery
61	\$ 1,500	\$ 2,250	\$ 3,000	Eatery	Eatery	Eatery	Eatery
62	\$ 1,875	\$ 2,813	\$ 3,750	Eatery	Eatery	Eatery	Eatery

Note: Stalls #11, #40 & 54 are not available for leasing.

Shed 2 – Conceptual Layout November 2007



Shed 2 – Vendor Application

The vendor application is divided into two parts. The Initial Application requirements are provided in this document. Upon approval of the Initial Application a more formal and detailed application will be provided for completion by the prospective vendor. Completion of the Initial Application does not guarantee acceptance as a vendor.

Purpose of Initial Application:

The Initial Application is designed to seek sufficient information for the Dallas Farmers Market to determine:

1. If proposed product mix, source of raw materials and price ranges are consistent with the Market's plans for Shed 2.
2. If the applicant's business history and experience indicate the potential for success as a vendor in Shed 2
3. If the applicants space and other facility requirements are able to be accommodated and are consistent with plans for Shed 2

All costs associated with applying to become a vendor and all costs associated with design and construction of tenant space is the sole responsibility of the applicant.

Hand written applications will not be accepted – please provide a typed or electronic version of application.

DALLAS FARMERS MARKET - EST. 1941
WWW.DALLASFARMERSMARKET.ORG

INITIAL APPLICATION

Cover Page

Today's Date:	Type of Business:
Business Name:	Day Phone:
Contact Name:	Title:
Contact Phone No.	Years with Business:
Mailing Address	
Email:	Website (if applicable):
Brief list of products you wish to offer:	

A. Description of Business / Legal Structure of Business:	
1.	Provide a short description of your business history and the number of locations where you are currently operating your business.
2.	Describe the legal structure or type of business (partnership, corporation, sole proprietor, co-op)
3.	Describe your financial strategies to fund start up costs including build out of space
B. Products or Services	
1.	Provide a listing and attach photographs of products you would like sell.
2.	Provide prices or price ranges for each type of product listed. Note: once approved vendors are not allowed to add additional products without written approval from Market Management.
3.	Describe how the product is manufactured and the source for raw materials. How will product be packaged?
4.	Describe how the product supports the goal of the Dallas Farmers Market, to provide farm-fresh, local food products whenever possible along with other unique food and food related products and a limited number of home, garden and artisan gift items:

Initial Application - Page 3

C. Personnel and Management Resources	
1.	Describe you plans to ensure sufficient staffing to operate your business in a safe, customer friendly manner.
2.	Provide a summary of your experience, skills and background that make you qualified to successfully operate this business. Attach resumes for key personnel.
D. Marketing Plan	
1.	Describe your strategy for marketing your product and building your business
2.	Describe your target customer. Who would be interested in your product?
3.	Describe seasonal or other marketing opportunities or trends that may apply to your product?
E. Space Requirements and Location Request	
1.	Using the Shed 2 Layout (found on Page 25) provide the location and stall space number(s) requested for your business.
2.	Describe conceptual plans for the types of equipment, utility needs, grease trap and exhaust/suppression hoods needed to operate your business in Shed 2 - Dallas Farmers Market.
3.	Describe or attach conceptual (not detailed) drawings/plans for proposed space at the Dallas Farmers Market in Shed 2.

Please submit your Initial Application to:

**Janel Leatherman, Administrator
Dallas Farmers Market
1010 S. Pearl Expressway
Dallas, TX 75201**

Appendix G – Lease Examples



Application for Permit to Sell

I hereby apply for a permit to sell on the Historic Roanoke City Market.

Name_____

Business Name_____

Mailing Address_____

Phone_____ Fax_____

E-mail_____

Please give a brief description of the product(s) you propose to sell:
(If Artisan please provide sample or photograph(s) of your work.)

I currently sell at these locations (Circle and provide details)

Other Public Markets_____

Retail Outlets, Including Galleries_____

Internet_____

Fairs, Festivals_____

On Farm/At Home_____

Other_____

I have previously been granted a permit to sell on the Market. Yes No
If yes, give approximate dates _____

--OVER--



PELHAM FARMERS' MARKET

c/o TOWN OF PELHAM
Leisure & Community Services
20 Pelham Town Square, Box 400
Fonthill, ON L0S 1E0
Tel: 905-892-2607, ext 12

Please return
application and
retain attached
Policy for your files

APPLICATIONS MUST BE RETURNED TO THE ABOVE ADDRESS BY MARCH 1st, 2007

2007 VENDOR APPLICATION

Business Name: _____ Contact: _____

Mailing Address: _____ Town: _____

Postal Code: _____ Phone: _____ Fax: _____

E-mail: _____

Produce/Products – Please list all items to be sold

FARM PRODUCE ONLY

Percentage of sales grown by: self ____ %; by others in Ontario: ____ %; outside of Ontario: ____ %. Vendors MAY NOT allocate or sublet portions of their space to other growers for the purpose of selling goods, without express consent of the Pelham Farmers' Market Committee.

PLEASE INDICATE WHAT SIZE OF VEHICLE YOU WILL BE BRINGING TO THE MARKET



Cube Van



Panel Van



Mini Van



Pick Up Truck



Car



Trailer

Particulars of Vehicle:

Model: _____ Type: _____ License #: _____

SIZE OF VEHICLE MAY DETERMINE SPACE ALLOCATION
NOTE: The Market Clerk reserves the right to allocate final space locations

FEE SCHEDULE

Please fill out appropriate choice. All prices include GST. Payment must be made in full with this application.

Please make all cheques payable to the Pelham Farmers' Market.

OPTION #1 – Full Season ☐

May 3rd, 2007 – October 25th, 2007 (26 weeks)

Start date, if not May 3rd _____

Choose the dates: May 3 ☐ May 10 ☐ May 17 ☐ May 24 ☐ May 31 ☐ June 7 ☐
 June 14 ☐ June 21 ☐ June 28 ☐ July 5 ☐ July 12 ☐ July 19 ☐
 July 26 ☐ Aug 2 ☐ Aug 9 ☐ Aug 16 ☐ Aug 23 ☐ Aug 30 ☐
 Sept 6 ☐ Sept 13 ☐ Sept 20 ☐ Sept 27 ☐ Oct 4 ☐ Oct 11 ☐
 Oct 18 ☐ Oct 25 ☐

(if you **do not** plan on attending the Market every week please indicate above which dates you **will** attend)

	NO. OF STALLS REQUIRED	FEE PER STALL	TOTAL FEE
Stall without Hydro		\$125.00	

OPTION #2 – WEEKLY ☐

Preferred Dates: May 3 ☐ May 10 ☐ May 17 ☐ May 24 ☐ May 31 ☐ June 7 ☐
 June 14 ☐ June 21 ☐ June 28 ☐ July 5 ☐ July 12 ☐ July 19 ☐
 July 26 ☐ Aug 2 ☐ Aug 9 ☐ Aug 16 ☐ Aug 23 ☐ Aug 30 ☐
 Sept 6 ☐ Sept 13 ☐ Sept 20 ☐ Sept 27 ☐ Oct 4 ☐ Oct 11 ☐
 Oct 18 ☐ Oct 25 ☐

(in an effort to plan ahead please indicate above what week/s you would be willing to attend the market on a weekly basis – the Market Clerk will be in contact with you to confirm what date/s your application has been accepted for)

	NO. OF WEEKS	FEE PER WEEK	TOTAL FEE
Weekly		\$30.00	

I/We acknowledge and I/we shall be responsible for our actions of all those allowed or invited to the facility while we are entitled to use it, and I/we hereby release the Town of Pelham, its agents and employees from all manner of action, causes of action, suits, losses, damages or injuries caused by negligence or otherwise, (whether brought by me/us or any other person) arising out of my use of the facility and I/we also hereby indemnify the said Town, its employees or agents for any losses or damages sustained by me/us or any other person as a result of such actions or proceedings being commenced against them by myself/ourselves or any other such person.

NOTE: Each vendor is required to have a sign stating their name and address on the front of their stall. I have read, understand additional insured and agree to abide by and be subject to the Pelham Farmers' Market Policies and Procedures.

Signature: _____ Date: _____

**Please note: NO vehicles shall enter the Pelham Farmers' Market after 4:00 p.m. or leave prior to 8:30 p.m.
All Vendors must participate in the Market Buck Program on a weekly basis.**

DEPARTMENT	NAME OF PROCEDURE Pelham Farmers' Market Policy
-------------------	--

Approval Date: March 2003

Effective Date: Immediate

POLICY STATEMENT:

To provide a Farmers' Market within the Town of Pelham to benefit surrounding Ontario farm producers, businesses and consumers.

DEFINITIONS:

- 1.01 Committee: Pelham Farmers' Market Committee
herein after known as the Committee
- 1.02 Town: Municipality of the Town of Pelham
herein after known as the Town of Pelham

PURPOSE:

The Pelham Farmers' Market is operated in partnership between the Town of Pelham and the Committee for the benefit of Ontario farm producers, businesses, and consumers. All rights are reserved by the Committee as to the operation of the Market. A vendor's breach of the Farmers' Market Policies and Procedures shall constitute a breach of its application approval and license to utilize stall space/location.

GENERAL:

Eligibility:

Farm Produce

- a) Preference will be given to vendors who are primary producers of the products they are selling, except as noted in paragraph (b). Farm produce vendors may sell products grown by others in Ontario, but these outside products may not constitute greater than 50% of products they have for sale to the public.
- b) No products allowed for sale that are "seconds".
- c) No distress selling.

Craft Vendors

- a) Crafters must produce 100% of the goods they are selling them selves. Resale of goods handmade by others is *not* permitted. Crafters will be allowed to enter the market, comprising of a maximum of 20%, at the discretion of the Committee.

- a) There shall be a MAXIMUM of two (2) charitable or non-profit groups permitted to operate per week on an advance booking basis, at no cost. The group must provide particulars of the purpose of the organization and/or fundraising for the approval at the sole discretion of the Committee. Groups or individuals requested to participate by the Market organizers are not limited by the above. Products sold are not to be the same as Vendor products.
- b) Non profit groups will be limited to 1 (one) time per month. Empty spaces will be distributed at the discretion of the Committee.

Other Situations

- a) Other situations, not conforming to the above criteria will receive individual consideration by the Committee or jury of same consisting of the chair of the Committee and the Market Clerk.

Fees

- a) The fee structure per stall is set each year (see attached schedule). Rental periods are weekly or a full session.
- b) Full payment is due with the application. Applications will be available in February and the due date of the application is March 1st.

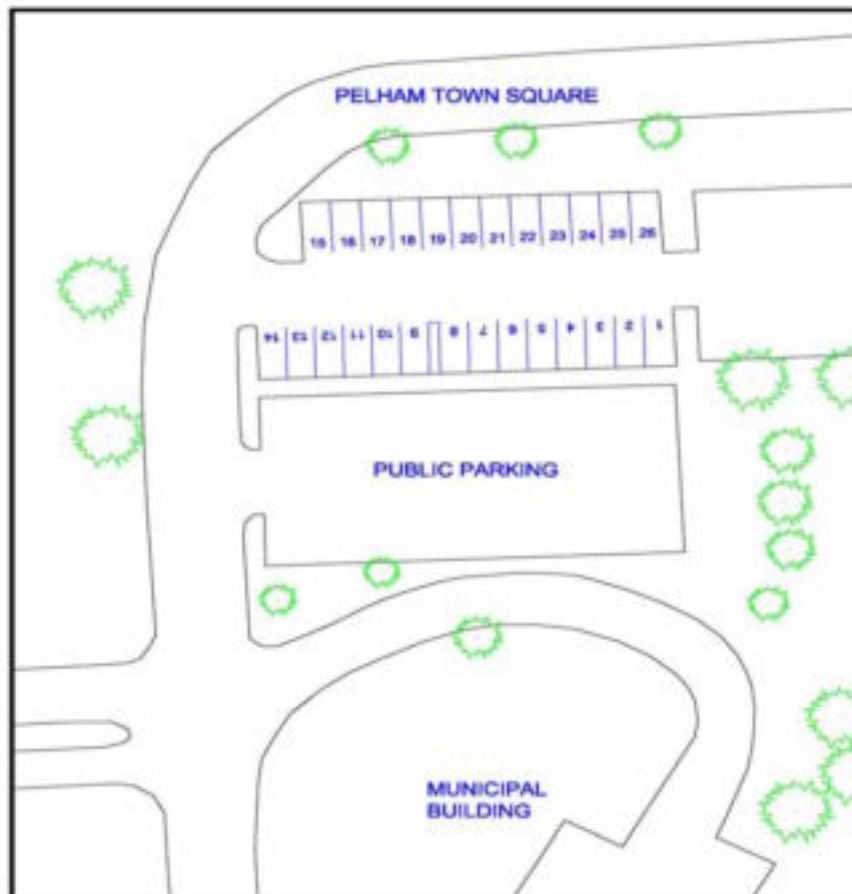
Stall Location

- a) Stall location will be dependent upon the size of vehicle used by the vendor. Maximum length of stall 25 feet, stall width line to line. Vendor's vehicle must stay within allocated stall. The Committee reserves the right to allocate spaces or rearrange stall location at its sole discretion.
- b) All vendor applications must be received by the Committee and location of stall approved before arriving at the Market. All vendors are to provide license number of vehicles/trailers on application and on request.
- c) Location of stall space will be assigned by the Market Clerk. In order that the Committee shall ensure appropriate location mix and traffic flow in keeping with the Pelham Farmers' Market theme.

Vendor Responsibilities

- a) All vendors shall abide by all applicable Local, Provincial and Federal By-laws, Statutes and Regulations. The appropriate authorities will make periodic inspection of the market.
- b) When in season, it is recommended that Ontario fruit and vegetables be sold. ***All produce must be labeled and packaged according to Ontario Regulations.***
- c) All vendors agree to operate their stalls between the hours of 4:30 p.m. and 8:30 p.m. each market day, unless otherwise announced by the Committee. Vendors must gauge the completion of their takedown activities to correspond with a time not to exceed thirty (30) minutes after the end of the market day. No vehicles shall enter the Market after 4:30 p.m. or leave prior to 8:30 p.m.
- d) No modification or additional structure may be made, other than a portable selling space or sunshade, to the inside or outside of any stall space.

- e) All vendors are required to clean-up their stall before leaving, or pay a clean-up fee to the Committee. If a stall has to be cleaned by the Market Clerk, a \$100.00 fee must be paid prior to the next market day.
- f) All vendors must have a sign stating their name and address, prominently displayed, on the front of their stall. The sign must be of reasonable size, and of a permanent nature.
- g) Vendors will be notified by the appropriate market representative of any rule violation(s). Three (3) notices of the same violation shall mean a loss of stall space, deposit and rental payments. The Committee has the right to cancel the application and approval of stall space/location at anytime in the sole discretion of the Committee, acting reasonably, on two (2) weeks notice.
- h) Vendor shall not: physically or verbally hinder any person(s); use any sound equipment; sublet his/her stall.
- i) All vendors' complaints are to be made in writing and delivered to the Town of Pelham, the Markets Clerk of the committee for consideration.
- j) No stalls are to be used for the distribution of any pamphlets, brochures or other printed material other than in promotion of the activities of the vendors, Pelham Farmers' Market or the Town of Pelham, without the express consent of the Committee.
- k) All Vendors must participate in the Market Buck Program on a weekly basis.





Corporate Support Services – Market Square
City of St. Catharines By-Laws

A By-law for establishing, maintaining, operating and regulating Market Square.

WHEREAS the Municipal Act, R.S.O. 1990, Chapter M.45, Section 210, Paragraph 72, provides that by-laws may be passed by the councils of local municipalities for establishing, maintaining and operating markets and for regulating such markets and any other markets located within the municipality.

AND WHEREAS the “Market Square” has been established by by-law as a place where goods and produce may be offered for sale to the public and where other commercial and community events can be held;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF ST. CATHARIES enacts as follows:

1. INTERPRETATION

- 1.1 In this By-law “Clerk” means the City Clerk, being the Director of Corporate Support Services Department of the Corporation and shall include any designate of the City Clerk’ “Corporation” means The Corporation of the City of St. Catharines; “Council” means the Council of the Corporation; “Daily Permit” means a permit from the Corporation under the provisions of this By-law issued by the Clerk on behalf of the Corporation, for the occupancy of one or more stalls in Market Square as a vendor for a period of one day and shall be deemed to be an agreement; “Market” means the operation of a vendors’ market in Market Square; “Market Day” means a day on which Market Square is open for the purposes of the operation of a vendor’s Market; “Market Square” means the lands of the Corporation consisting of the outdoor City Hall parking area, walkways and sidewalks associated therewith, together with the structure erected thereon; “Market Square Agreement” means an agreement between the Corporation and a commercial, non-profit, charitable or other community organization for the use of Market Square or a portion thereof, approved by the Clerk on behalf of the Corporation pursuant to the provisions of this By-law; “Stall” means an area within Market Square as may be determined by the Clerk from time to time which is assigned to vendors by agreement; “Treasurer” means the Treasurer of the Corporation who is also the Director of Financial Management Services Department; “Vendor” means a person who is permitted to offer goods or produce for sale or to distribute material on Market Square under the provisions of this By-law; “Vendor’s Agreement” mans a Market Vendor’s agreement between the Corporation and a vendor for the occupancy of one or more stalls as a vendor in Market Square, approved by the Clerk on behalf of the Corporation, pursuant to the provisions of this By-law.

2. MARKET SQUARE

- 2.1 The Market Square shall be a place where goods and produce may be offered for sale to the public by vendors under the provisions of this By-law and where a variety of commercial, non-profit, charitable and community events can be held.
- 2.2 The Market shall be conducted on Market Square.
- 2.3 The parking spaces defined by painted lines within Market Square and such other areas as determined by the Clerk shall serve as stalls for the use of vendors under this By-law.



Corporate Support Services – Market Square
City of St. Catharines By-Laws

3. ADMINISTRATION

- 3.1 The Clerk shall supervise the operation of the Market and shall administer and enforce this By-Law and the rules and regulations hereunder.
- 3.2 The duties of the Clerk under this By-Law shall include the following:
- a) Assigning stalls to vendors
 - b) Assigning the use of Market Square to commercial, non-profit and charitable organizations and for use of other community festivals or events.
 - c) Enforcing the provisions of this By-law and the rules and regulations hereunder
 - d) Collecting fees prescribed by the By-law
 - e) Paying fees collected to the Treasurer
 - f) Approving by signing agreements on behalf of the Corporation and issuing daily permits
 - g) Cancelling Vendor and Market Square agreements for violation of this By-law and the rules and regulations hereunder.
- 3.3 The Clerk may cause any vehicle parked or standing on Market Square in contravention of any By-law to be moved or taken to and placed or stored in a suitable place.

4. MARKET DAYS AND HOURS

- 4.1 Market Square shall be open for the purpose of a Market throughout the year from 5:30 a.m. to 4:00 p.m. on every Tuesday, Thursday and Saturday which is not a public holiday. For other events, Market Square shall be open market days from 5:00 p.m. until 1:00 a.m. and on non-market days from 8:00 a.m. until 1:00 a.m.
- 4.2 When any such market day is a public holiday with the exception of July 1st, the market shall instead be open on the first preceding day which is neither a public holiday nor a day when the Market is otherwise open.

5. USE OF MARKET SQUARE

- 5.1 Market Use: No person shall sell or offer for sale anything on Market Square except the following:
- a) baked goods, meat, fish, seafood, poultry, butter, eggs, honey, maple syrup, candy, flowers, plant, shrubs, wood, fruit, vegetables and other farm, garden and dairy products, grown, produced or manufactured in Canada;



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- b) vegetables, flowers and fruits grown or produced outside Canada if labeled with its place of origin;
- c) nuts and citrus fruits, wherever grown or produced
- d) coffee, tea, soda, pop, juice and other non-alcoholic beverages
- e) sandwiches and other prepared foods intended for immediate consumption
- f) new Canadian homemade crafts and new Canadian original art

5.2 The distribution from stalls of pamphlets, brochures and other written material and the sale of fund raising items for the purpose of informing the public of activities or programs, by organizations having objects that are of a religious, philanthropic, charitable, agricultural, educational, scientific, artistic, professional, sporting or athletic nature, shall be permitted by daily permit under this By-law upon prior approval of the Clerk which shall be granted where such distribution or sale will not interfere with the use of Market Square for other purposes of this By-law.

5.3 Other Uses – In addition to the market days, Market Square shall be used for the activities of commercial, non-profit, charitable or other community organizations. Such uses shall include but not be limited to community festivals, promotional sales, dances, concerts, product shows, information displays and any other similar uses permitted by the Clerk.

6. VENDOR'S AGREEMENTS

6.1 No person shall use or permit to be used any portion of Market Square unless a person is permitted to occupy one or more stalls as a vendor in Market Square:

- a) by grant from the Corporation of such right under a Vendor's Agreement for a term specified in the said agreement, or
- b) by daily permit issued by the Clerk.

6.2 Application for a grant of a right to occupy any stall as a vendor in Market Square shall be made by submitting a monthly or seasonal agreement in the form provided by the Clerk completed and signed by the applicant in duplicate, and by paying the fees prescribed therefore.

6.3 Any agreement made under any predecessor of this By-Law are continued under this By-law.

6.4 Any stall which is not the subject of an agreement made in accordance with the provisions of this By-law, or which in any event has not been occupied by eight o'clock a.m. on a market day, shall be available for occupancy for the purpose of the Market by other vendors under daily permit or as many otherwise be permitted under this By-Law.

6.5 Application for a daily permit shall be made by submitting a daily permit agreement in the form provided by the Clerk, completed and signed by the applicant in duplicate, and by paying the fees therefore, and the daily permit, when approved, shall be the vendor's agreement for the purpose of the stipulated day and receipt for payment of such fees.



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- 6.6 In the event the Clerk does not approve an application for an agreement or cancels an agreement, the applicant may refer the application or cancellation to the Council.
- 6.7 No right to occupy a stall shall be granted to any person:
- a) for a period which includes any of the unexpired term under an agreement or daily permit of such person which has been cancelled for breach of this By-law, the rules and regulations made hereunder, or the terms of such agreement or daily permit; or
 - b) who is not entitled to be a vendor on Market Square; or
 - c) who is otherwise disentitled to enter into an agreement.
- 6.8 Upon approval and execution of an agreement the Clerk shall assign one or more stalls to the vendor thereunder
7. OCCUPANCY OF MARKET STALLS
- 7.1 Stalls shall be assigned by the Clerk from among those which are available
- 7.2 No person may occupy more than four stalls except after eight o'clock a.m. and after all other vendors have first been assigned space on Market Square, in which event such additional stalls shall be occupied only under a daily permit.
- 7.3 The right of a vendor to occupy a stall shall be exercised by eight o'clock a.m. on a market day, failing which the right shall be forfeited for such market day without claim or redress on the part of such vendor, and such stall shall then be available for occupancy by other vendors under the provisions by this By-law.
- 7.4 A vendor may temporarily relocate to another available stall with the approval of the Clerk subject to the provisions of this By-law.
- 7.5 If a vendor has temporarily relocated to another available stall which is the subject of a monthly or seasonal agreement and is the first to occupy such stall after the first day of March in any year, then such vendor may remain in occupation of the stall continuously until the stall is occupied by the vendor to whom it was formerly assigned by such agreement.
- 7.6 All right of occupation of a stall shall cease upon expiry of the agreement or daily permit therefore or upon the stall (s) being occupied by the vendor for less than thirty (30) days in an agreement, and no vendor shall have a right of renewal of an agreement or daily permit.
- 7.7 The Clerk may reassign stalls and relocate vendors at any time to consolidate vendors on the Market in cases of emergency or for the purpose of the more orderly operation of the Market.
- 7.8 A vendor shall notify the Clerk at least one day prior to first occupying a stall under a monthly or seasonal agreement and shall notify the Clerk at least one day prior to not occupying a stall under such agreement.



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- 7.9 No person shall occupy any stall, or sell or offer for sale as a vendor, or distribute anything on Market Square without a current and valid agreement or daily permit and payment of the fees prescribed therefore.
- 7.10 No vendor shall assign or sublet any agreement or daily permit or right of occupation or part with the possession of any stall or portion thereof.
- 7.11 If any agreement or daily permit is terminated or cancelled for breach of this By-law, the rules and regulations hereunder, or the terms of such agreement or daily permit, then the vendor whose agreement or daily permit has been cancelled shall not be entitled to enter into any further agreement or receive any daily permit except with the approval of the Council.
8. MARKET SQUARE AGREEMENTS
- 8.1 A person or organization may be permitted to occupy all or a portion of Market Square subject to a grant from the Corporation of such right under an agreement.
- 8.2 Application for a grant of a right to occupy Market Square shall be made by submitting an agreement in the form provided by the Clerk, completed and signed by the applicant in duplicate and by paying the fees prescribed therefore, and proof of necessary insurance as provided for in the agreement.
- 8.3 In the event the Clerk does not approve an application for an agreement or cancels an agreement, the applicant may refer the application or cancellation to Council.
9. FEES
- 9.1 The fees payable for the right to occupy a market stall or other area contained within Market Square by agreement or daily permit under this By-law be as prescribed by the Council from time to time.
- 9.2 Fees for a vendor's agreement, Market Square agreement or daily permit shall be payable in advance and before occupation of any stall.
- 9.3 An agreement or daily permit may be cancelled at the written request of the vendor or other organization who made the agreement or received the daily permit but no refund of fees or any portion thereof shall be payable upon such cancellation.
10. MARKET RULES AND REGULATIONS
- 10.1 No person shall:
- a) sell or distribute anything on Market square except in accordance with the provisions of this By-law
 - b) place or leave any property on Market Square except in accordance with the provisions of this By-law
 - c) place or leave on Market Square any building, trailer, table, stand, tarp or other structure except as may be approved as to size, character, appearance and location by the Clerk



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- d) place or leave any vehicle or conveyance on Market Square on a market day during hours when the market is open except such as may be used for the purpose of transporting goods and conducting sales therefrom under an agreement or daily permit under this By-law, or except such as are parked in accordance with the parking by-laws of the City of St. Catharines.
- e) In any way obstruct the sidewalks or driveways of Market Square, or use any part of Market Square except those parts contained within the limits of stalls defined in this By-law and assigned by agreement.
- f) park a vehicle so as to interfere with the flow of traffic on the driveways of Market Square
- g) with storage or by use of ramps or tailgates interfere with the flow of traffic on the driveways of Market Square
- h) shout, commit any nuisance or be disorderly on Market Square
- i) leave any refuse or waste matter or substance on Market Square
- j) place any food on Market Square so that it may be subjected to pollution from animals, birds or any other source
- k) expose or offer for sale on Market Square any food items which are in any way unsound or unfit for human consumption, considered second grade goods, or which fail to conform to applicable health protection grading or packaging legislation and regulations thereunder
- l) advertise in Market Square except by signs with an assigned stall identifying a product, its price, its origin or its vendor, but nothing in this paragraph shall prohibit the use of advertising provided by the Corporation, or advertising which is otherwise permitted by this By-law or agreement
- m) without lawful authority, obstruct or interfere with any other person or persons on Market Square
- n) fail to keep any stall occupied by such person under an agreement or daily permit, and any counters and tables thereon, in a clean and orderly state during the occupation of such stall
- o) fail upon leaving any stall occupied by such person under an agreement or daily permit to remove all refuse and litter therefrom
- p) use of electrical, propane or natural gas equipment which is in an unsafe condition or does not comply with C.S.A. standards
- q) fail to comply and conform to the requirements of every applicable statute, law, by-law, regulation, ordinance and order at any time in force including all parking by-laws of the Corporation
- r) park or leave any motor vehicle in Market Square contrary to the provisions of this By-law without the consent of the Corporation
- s) use more than two electrical outlets at any one time



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- t) sell or distribute any homemade or commercially produced food products without a label indicating the producer's name and address
- u) sell or distribute any food products except that which can be conveniently washed, without the products being covered by gauze, wax paper or other covering or wrapping to protect the product from flies, dust, vermin, or other contamination
- v) keep themselves and their stalls in other than a neat, clean and orderly manner
- w) load or unload from areas other than those designated by the Clerk and all loading and unloading must be completed in no more than thirty minutes
- x) sell or distribute anything from tables or display shelving that are not clean and neatly painted, stained or covered with cloth or vinyl or which have jagged, rough or sharp corners or edges
- y) sell fresh or cured meat, fresh or smoked fish, poultry, cheese or other prepared foods intended for immediate consumption except from a market stall or vehicle approved by the Niagara Health Services Department

11. ENFORCEMENT AND PENALTIES

- 11.1 Every person on Market Square shall be subject to and shall observe, perform and carry out the provisions of this By-law together with regulations made thereunder, and any contravention thereof shall constitute an offence rendering such person subject to the penalties of this By-law, in addition to any other penalties or liabilities to which such person may be subject or liable, and no waiver of any previous contravention by the same or any other persons shall avail as an excuse.
- 11.2 Any person convicted of a contravention of any of the provisions of this By-law or any of the rules and regulations thereunder is guilty of an offence and on conviction shall be liable to such penalty as may be applicable from time to time.
- 11.3 For any contravention by a market vendor or other person or organization of any provision of this By-law, or of the rules and regulations made hereunder, or of the terms of an agreement or daily permit, the Clerk may:
 - a) summarily cancel such agreement whereupon there shall be refunded to the vendor in the agreement the proportion of fees paid for the unexpired portion of the term of the agreement without any claim on the part of or obligation to the vendor; and
 - b) direct that no further agreement be made with or daily permit be granted to such vendor, person or organization either permanently or for such period as may be specified
- 11.4 Any refuse and litter not removed from any stall may be removed by the Corporation at the expense of the market vendor, or other person or organization entitled to the occupation of such stall or portion of Market Square under this By-law, whereupon such vendor or other person or organization shall pay the cost of such removal to the Corporation failing which the Clerk shall



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require them to be paid with any future fees payable by such vendor or other person or organization under this By-law and for so long as the cost remains unpaid such vendor or other person or organization shall not be permitted to enter into an agreement or receive a daily permit or other agreement.

12. This By-law shall be deemed to replace and superceded all previous by-laws regulating the public market, not referred to as Market Square.



Market Handbook

Historic Roanoke City Market

213 Market Street
Roanoke, Virginia 24011
540.342.2028

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MARKET HANDBOOK FOR THE HISTORIC ROANOKE CITY MARKET

“Where it all comes together”

The Historic Roanoke City Market, also called the Farmer’s Market, is the oldest continuously operating City Market in the Commonwealth of Virginia. For over 125 years, Roanoke Valley farmers have been bringing fresh fruits, vegetables, and flowers to the Market. In recent years, the farmers have been joined by artisans offering handcrafted items, unique jewelry, and other art objects.

The Market has been recognized nationally as a “Great American Public Place” by the Lyndhurst Foundation along with other winners such as the Vietnam Memorial in Washington and Central Park in New York City. Locally, the Market has received a number of “Best of Roanoke” awards by the *Roanoker* magazine, based upon votes of its readership.

The mission of the Market is to provide Roanoke and the surrounding area with locally grown foods in a direct farm-to-consumer venue and to increase awareness and support of regional agriculture. The predominant emphasis is on farm products of the area, but the Market will also host a variety of artisans and food vendors to further enhance the City’s diverse and dynamic community.

MARKET HANDBOOK

Rules and Regulations for the operation and use of market spaces.

Effective July 1, 2006

To the extent reasonably possible, the overall goal for the use of the spaces on the Market is to try to achieve 75% for Farmers and Food Vendors and 25% for Artisans. However, such percentages will vary day to day depending on circumstances. In order to maintain the history and vision of the Historic Roanoke City Market, priority shall be given, in this order, to the following Vendors:

1. FARMERS.
2. FOOD VENDORS.
3. ARTISANS.

I. DEFINITIONS

- A. ARTISAN: Anyone who offers arts, crafts, or jewelry for sale on the Market or who performs an artistic service on the Market.
- B. ARTISAN ADVISORY COMMITTEE: The committee appointed by the City or its agents and charged with the responsibility of assisting the Market Manager in review of Artisan applications and making appropriate recommendations to the Market Manager.
- C. FARMER: Anyone who offers produce, including, but not limited to, fruits, vegetables, and cut greenery, live plants, herbs, flowers, meat, poultry, eggs, and dairy products, for sale on the Market.
- D. FOOD VENDOR: Any Vendor selling packaged, prepared, baked or canned goods.
- E. HOME GROWN: Produce actually grown by the Farmer.
- F. LOCALLY GROWN: Produce that is grown within a 100-mile radius of the Roanoke City Market may be labeled as “locally grown” and sold on the Market.
- G. MARKET: That body of land owned by, or under the control of, the City of Roanoke and generally described as lying south of Salem Avenue, west of Williamson Road, north of Church Avenue, and east of Jefferson Street.

- H. MARKET HANDBOOK: That body of rules and regulations authorized pursuant to City of Roanoke Code Section 24-77 for the operation and use of market spaces.
- I. MARKET MANAGER: That person designated by the City or its management contractor to supervise the daily operation and long-term management of the Historic Roanoke City Market.
- J. MARKET RULES COMMITTEE: The committee appointed by the City or its agent, which will include Vendors and non-Vendors, and charged with the responsibility for suggesting modifications to these Rules and Regulations as may, from time to time, be required for the operation and use of the market spaces. The Committee may be consulted by the Market Manager for advice and recommendations on any matter concerning the Market. The Committee also serves as a hearing committee as set forth in this Handbook.
- K. PERMIT OR LICENSE: A permit or license is a contract between the City or its agent and a person or entity granting such person or entity the right to use and occupy the market space described in the contract upon the terms and conditions set forth in the contract. The license or permit will be one of three types.
 - 1. PRIMARY PERMIT: A Primary permit is a license or permit issued to a person or entity granting to such person or entity the right to use and occupy the market space identified in the contract whenever the Market is open and upon the terms and conditions set forth in such license and permit. A Primary permit may be issued for six months or for one year.
 - 2. SHARED PERMIT: A Shared permit is a license or permit issued to a person or entity granting such person or entity the right to use and occupy the market space identified in the contract when the space is not occupied by the Primary permit holder and in accordance with the terms and conditions set forth in such license or permit. The Shared permit shall be approved by the Market Manager. The Shared permit shall be issued for the same length of time as may be remaining for the Primary permit for such space.
 - 3. DAILY PERMIT: A Daily permit is a license or permit issued to a person or entity granting such person or entity the right to use and occupy a designated market space for the day for which it is issued.
- L. SENIORITY: Seniority will be determined based on the length of time a Vendor, and Vendor's related predecessor, if any, has been a continuous permit holder on the Market without an absence of over 6 months, unless such time has been extended in writing by the Market Manager.
- M. SPREADING: Allowing a Vendor to use adjacent Market space(s) to the space then being used by the Vendor.

- N. **VENDOR:** Any person or entity in lawful possession of a license or permit to offer items for sale or to perform services on the Market, whether on a daily basis or for some other period of time.

II. ITEMS THAT MAY BE SOLD ON THE MARKET

A. PRODUCE:

1. When the Market is open, Farmers may offer fruits, vegetables, live plants, flowers, herbs, meat, poultry, eggs, dairy products, and other such produce for sale subject to the provisions set forth herein.
2. When a particular vegetable, herb, fruit, or other such produce is actually being locally grown and available, a Farmer may offer for sale on the Market only such grown produce.
3. A Farmer may purchase only fruits, vegetables, live plants, flowers, herbs, meat, poultry, eggs, and dairy for resale on the Market. However, during the growing season, a Farmer who sells such items shall ensure that such items have been predominantly home grown with the remainder to be locally grown. Depending on extenuating circumstances, a Farmer may request a waiver of this requirement from the Market Manager, who has authority to grant such waiver. The Market Manager, with Rules Committee members and/or Virginia Tech Extension Agent(s), may periodically visit Vendor farms to verify maintenance of this standard.
4. All produce shall be labeled identifying its name, price, and source, with such labeling being subject to approval by the Market Manager.

B. PREPARED FOOD: When the Market is open, Food Vendors may offer for sale homemade baked goods, honey, jams, jellies, and highly acidic canned goods (with an inspection report from the Virginia Department of Agriculture) actually prepared by the Vendor offering the item for sale or under the Vendor's direct supervision.

C. ARTS and CRAFTS: Before an Artisan Vendor is permitted to sell any item on the Market, as set forth in Appendix A of the Handbook, such Vendor must submit to the following process of review.

1. All applications shall be submitted to the Market Manager for review. A representative example or photo of the item(s) to be sold at the Market must accompany the application.
2. Only those applicants approved by the Market Manager may sell approved items on the Market. The Market Manager may consult with the Artisan Advisory Committee.
3. All decisions made by the Market Manager shall be in writing. If a product is not approved, the reason shall be given in the notice of denial. The Artisan

Advisory Committee may recommend denial of a product if it feels the product does not exhibit legitimate craftsmanship, as outlined in Appendix A, or support the mission of the Market to enhance the community.

4. As provided in the Code of the City of Roanoke, an approved Vendor must file an affidavit with the Market Manager that the items for sale have been created by the Vendor.
 5. If a written complaint is filed with the Market Manager alleging a Vendor is offering substandard crafts, or crafts not made by the Vendor, a hearing will be scheduled before the Market Rules Committee and the Vendor will be given an opportunity to respond in full to the complaint. Following the hearing, a recommendation will be made to the Market Manager for appropriate action.
- D. No live animals are allowed to be offered for sale or sold on the Market under the provisions of these Rules and Regulations.
- E. The Market Manager shall have the authority to approve or to disapprove any item offered for sale on the Market under this section.

III. HOURS OF OPERATION

- A. Weather permitting, the Historic Roanoke City Market will normally be open Monday through Saturday from 8:00 A.M. until 5:00 P.M., and on Sundays from 10:00 A.M. until 4:00 P.M., from January 2 through December 31. The Market shall be closed on December 25 and January 1 of each year. Provided, however, the Market Manager, with the consent of the City Manager, may curtail and/or modify such days and/or hours of operation for special events or for other reasons such as lack of activity during inclement weather.
- B. The Market may be opened at such other times as the Market Manager shall, from time to time, designate.
- C. Vendors who have applied for and received a permit to sell on the Market shall make every effort to be open and ready to sell when the Market opens, and to remain open until the Market closes or until the Vendor has sold out of items being offered for sale. It is recognized that weather, travel-time, or other circumstances may make it impractical or impossible for the Vendor to comply with this requirement on occasion.
- D. Should a later opening time be required for a Vendor, the Vendor shall notify the Market Manager by phone at Downtown Roanoke, Inc. (540-342-2028) as far in advance of opening as is possible. Failure by Vendor to be open to sell by 9:00 A.M. or to notify the Market Manager of the need for a later opening time may result in the release of Vendor's space to another entity for that day.

IV. REQUIREMENTS FOR VENDORS

- A. Every Vendor on the Roanoke City Market must comply with applicable federal, state, and local laws, ordinances, and regulations.
- B. Collection and filing of any applicable taxes and payment to the appropriate taxing authority is the sole responsibility of the Vendor.
- C. Farmers must secure a Grower's Permit from the Virginia Cooperative Extension Service and have the same properly notarized, whether selling on a daily, monthly, or annual basis. A copy of the Grower's Permit will be attached to, and made a part of the Farmer's permit to sell on the Market. Farmers must also obtain a temporary sales tax ID number before being issued a permit, if required by law.
- D. All prospective Artisan Vendors wishing to sell items referred to in Appendix A must submit to the review process as outlined in Section II (C) above.
- E. Vendors selling prepared foods must secure a Registration for Tax Collection Form from the Office of Billings and Collections of the City of Roanoke (540-853-2880). Vendors are responsible for collecting and paying the City of Roanoke's Prepared Food and Beverage tax, which is currently 5%. A copy of such form will be provided by the Vendor to the Market Manager and will be attached to and made a part of the permit to sell.
- F. All scales for weighing items sold on the Market must display a current, valid certification sticker signed by an Inspector from the Virginia Department of Weights and Measures.
- G. Vendors are responsible for contacting the offices of the Commissioner of Revenue (540-853-2521), the Virginia Department of Taxation (540-562-3510), and the Billings and Collection Department of the City of Roanoke (540-853-2880) to ensure that they are operating within the law. Failure to do so could result in civil or criminal penalties.

V. LICENSE AND PERMIT AGREEMENTS

- A. Spaces are assigned upon the execution of a contract, also referred to as a license or permit, whether daily or for another period of time. Only those persons to whom a license or permit is given may use the assigned space. Transferring by any instrument or allowing the assigned space to be used by any other person, including a family member, in the absence of the person to whom the permit is issued, without the Market Manager's written permission, may be grounds for immediate termination of the license or permit.

- B. No Vendor shall be allowed to sell from any space in the Market, either permanent spaces or temporary Market spaces, without having first obtained a license or permit.

C. VENDOR PLACEMENT

1. The Market Manager, or his/her designee, will be on the Market no later than 8:00 A.M., Monday through Saturday, and 9:00 A.M. on Sunday, at a designated space each day the Market is open and shall maintain a list of Vendors wishing to secure space for the day ranked by Seniority and Vendor category. Except as set forth herein, no space on the Market may be reserved, claimed, or occupied prior to 8:00 A.M. by anyone other than the person having a license or permit to do so. Vendors must leave verbal notice with Downtown Roanoke, Inc., by calling 540-342-2028, Ext. 15, by 7:30 A.M. of that Market day if such Vendor will not occupy its licensed or permitted space(s) for that day.
 2. If a Vendor has a license or permit, either Primary or Shared, for a specific space(s), then that Vendor must occupy such space(s) by 9:00 A.M. Monday through Saturday, and by 10:00 A.M. Sunday. If a Vendor has not occupied his/her space by the above time, such space is forfeited and may be assigned to another Vendor for that day. Shared contract holders in need of placement will be placed according to Seniority at 9:00 A.M. Daily Vendors will then be placed on a "first come, first served" basis, except as set forth below.
 3. Space allowing, the Market Manager may allow Vendors to relocate to unoccupied spaces based on Seniority and Vendor category (as set forth on page 2) after all Vendors have been placed.
 4. To preserve their priority placement in the Market, Farmers with an existing license or permit may be selected first regardless of Seniority of other Vendors. After placement of other than daily Vendors as set forth in the prior sentence, daily Farmers may be placed ahead of other daily Vendors.
 5. After all Vendors have been placed and at the discretion of the Market Manager, Vendors may spread to an approved adjacent space(s) for a spreading fee of \$5.00 per space for that day. Farmers will have the option to spread first. Space permitting, Vendors may spread to a maximum of two additional spaces.
- D. Matters of safety or sanitation may require the Market Manager to temporarily assign a Vendor a space different from that previously assigned to the Vendor.
- E. The City and its agent reserve the right to refuse to offer or renew a license or permit to any Vendor, or to relocate or revoke any license or permit without cause for a Market space previously issued, when it is considered to be in the best interests of the Market. The City and its agent further reserve the right to revoke at any time or not renew any license or permit without cause. If the Vendor's

license is revoked, or not renewed, the Vendor is entitled to receive a written notice of such action at least 30 days prior to the effective date of such action unless such termination or non-renewal is for cause or for an emergency. The following shall be grounds for immediate cancellation of any license or permit, for cause, without prior notification: (a) failure to meet the terms of the agreement; (b) failure to pay fees within 10 days of the due date; or (c) failure to comply with Section 24-71 of the City of Roanoke Code.

- F. Vendor relocation shall be at the discretion of the Market Manager and shall be based on reasons regarding feasible and practical distribution of Vendors and/or products.
- G. Any Vendor aggrieved by the Market Manager's decision may appeal in writing for review to the Market Rules Committee. Should the aggrieved Vendor wish to appeal the Committee decision, such Vendor shall then appeal in writing to the Executive Director or officer of the City's agent managing the Market, currently Downtown Roanoke, Inc. Should the aggrieved Vendor wish to appeal that decision, such Vendor shall then appeal in writing to the Executive Committee or its equivalent of the City's agent managing the Market, currently the Executive Committee of Downtown Roanoke, Inc. The Market Rules Committee, the Executive Director, and the Executive Committee may uphold, modify or vacate the decision being appealed. The decision of the Executive Committee shall be final. All such appeals must be received by the entity hearing the appeal within 10 calendar days after the Vendor receives notice of the decision or matter being appealed.
- H. Vendors shall be responsible for the actions of employees, agents, or other persons working for, or with, the Vendor.
- I. There are three types of licenses or permits, as defined in Section I (K) above, issued for Market spaces, a daily license or permit, a primary license or permit, and a shared license or permit. The permits issued shall be valid only for the time period specified therein.
 - 1. A Shared license or permit may be issued to two or more Vendors for the same Market space, provided that each Vendor enters into a contract with the City or its agent specifically establishing the days of the week and months that each shall occupy the space.
 - 2. To assure continued diversity in the products offered for sale on the Market and to encourage the participation of new Vendors in the future, no produce Vendor shall be allowed to obtain or hold licenses or permits for more than two Market spaces, and no crafts Vendor or prepared food Vendor shall be allowed to obtain or hold a license or permit for more than one Market space; provided, however, produce Vendors holding Primary Permits for more than two Market spaces and crafts and prepared food Vendors holding Primary Permits for more than one Market space on July 1, 2005, shall not be affected by this limitation as long as they maintain those permits.

3. A Vendor holding a Shared Permit shall not have the first option to succeed the holder of the Primary Permit upon its termination if such Primary permit holder does not renew such space(s). Vacated primary spaces shall be filled according to Seniority and successful maintenance of the City mandated Farmer and Food Vendor to Artisan ratio.
- J. Licenses and permits are entity-or-person-specific. If a family is applying for a permit, all members of the family who expect to sell on the Market must sign the agreement. If the permit is being obtained by a business, an officer or a general partner must sign the permit.
- K. Vendors who have received a Primary license or permit or a Shared license or permit will be required to be present to sell for a minimum of 50% of the duration of their contract term, subject to the following conditions:
 1. The 50% attendance requirement will be applied only during the months of April through December and only on Wednesday through Saturday.
 2. Vendors with contracts stating the specific days and months of attendance will be required to attend at least 50% of those specified days and months.
 3. The Market Manager may waive a specific portion of the attendance requirements when a Vendor has experienced an emergency or an extenuating circumstance. Such waivers must be documented in writing and signed by the Market Manager.
 4. Failure to comply with the aforementioned attendance requirements may result in termination or non-renewal of the license or permit.

VI. PARKING

- A. A Vendor having a Primary or Shared Permit for one (1) Market space may use the parking space located behind such space for either parking a vehicle or for displaying additional product for use by the Vendor only.
- B. A Vendor having Primary or Shared Permits for two (2) adjacent Market spaces may use one of the spaces located behind either such market space for either parking a vehicle or for displaying additional product for use by the Vendor only. The remaining space is to remain vacant and unobstructed so that it may be used by the public, subject to any parking restrictions or signs applicable to such space, unless otherwise designated for Vendor use in accordance with Section VI (E) below.
- C. A Vendor having Primary or Shared Permits for three (3) adjacent Market spaces may use two of such spaces located behind the Vendor's licensed or permitted Market spaces for either parking one or two vehicles or for displaying additional product or a combination thereof for use by the Vendor only. The remaining

space is to remain vacant and unobstructed so that it may be used by the public, subject to any parking restrictions or signs applicable to such space, unless otherwise designated for Vendor use in accordance with Section VI (E) below.

- D. A Vendor having a Daily Permit is subject to the same conditions for using parking spaces as a Primary and Shared permit holder.
- E. A Vendor may request the Market Manager for permission to exceed the restrictions on parking contained herein only for special occasions. The request must be made in writing and it must state the reason for the request and the date during which an additional parking space is needed.
- F. The Market Manager may designate such parking spaces as may be required for use by the public as loading zones.
- G. Employees of the Vendor are not allowed to use the parking space. For purposes of this Section VI, a parking space is defined as the marked space on the road surface directly behind a licensed or permitted market space.
- H. Every Vendor occupying or using a parking space must have and display a parking permit on the dashboard or other prominent place within the cab of the vehicle in such parking space or, if the parking space is used for display purposes, have the parking permit available for inspection. All parking permits are to be signed by the Market Manager authorizing use of such space(s).

VII. FEES

Fees to be paid for spaces are in Appendix (B) attached hereto. Any fee changes must be approved by the DRI Board of Directors and City Council.

VIII. HEALTH, SANITATION, AND SAFETY

- A. The City of Roanoke will provide and empty all public litter containers in the Market.
- B. Vendors are responsible for the collection and proper disposal of all refuse, grease, and trash generated from their spaces.
- C. Vendors are responsible to see that their areas are left clean and orderly when they leave the Market for the day and must assure that the awnings are rolled up. Failure to comply with this section may result in the imposition of the actual cost of any cleanup, to be collected by the Market Manager. A second failure to comply with this section or the failure to pay the fee or cost may result in a termination of the license or permit to use the space. All monies collected under this section shall be deposited in the Market promotional fund, except for any actual cost of cleanup, which shall go to pay such costs.

- D. Downtown Roanoke, Inc. and the City of Roanoke are not responsible for damage to or loss of any personal or other items in any of the spaces.
- E. Children under 14 years of age brought to the Market by Vendors must be kept within the Vendor's Market space and be under the supervision of a designated adult.
- F. Vendors and their representatives agree to protect and hold Downtown Roanoke, Inc. and the City of Roanoke, their employees, agents, and representatives harmless and to indemnify such entities from any and all claims, demands, suits, actions, judgments, and recoveries, for or on account of any damage, theft, or injury (including death) to property or person occurring as a result of Vendor's use of Market space for which Vendor holds a license or permit, including loss or injury resulting to Vendor from any cause whatsoever, including but not limited to electrical or equipment failure.

IX. STRUCTURAL

- A. Vendors must provide their own equipment and any additional materials for display of items. Vendors may not use nails or other set up materials which permanently damage the space.
- B. No signs or advertisements may be attached to buildings or tables by staples, screws, nails, etc. Any sign that a Vendor wishes to use in his or her Market space must be approved by the Market Manager. Market Manager has the sole discretion to disapprove any sign or signage considered by the Market Manager to be inappropriate.
- C. No signs of an advertising nature and designed to attract attention for support of commercial activities which promote a product, commodity, service, or entertainment which is not available for sale at such Market space are allowed on the Market without the approval of the Market Manager. No other signs shall be allowed on the Market unless allowed by the Market Manager or by law. The Market Area is designated as an H-1 District and any permanent or semi-permanent signage must be approved by the Roanoke Architectural Review Board.
- D. Any needed repairs, hazardous conditions, or problems rendering the Market space unusable for the purpose for which it was designed shall be immediately reported in writing to the Market Manager or Downtown Roanoke, Inc. (at 540-342-2028).

X. GENERAL INFORMATION

- A. The Historic Roanoke City Market promotes a family atmosphere. Vendors shall conduct themselves at all times in a courteous and professional manner. Proper dress is required of all Vendors. Rude, abusive, or other disruptive or offensive

conduct is not permitted. Profanity or otherwise offensive language, including gestures, is prohibited.

- B. No person shall make a public outcry, engage in “hawking,” play any musical instrument (except for Vendors who are demonstrating a musical item that they have crafted), or give other entertainment while selling on the Market, whether for personal pleasure or for public enjoyment.
- C. Vendors who violate any of the regulations contained in this Market Handbook will be given a verbal warning. A second violation for the same, or for a different violation, will result in a written warning. A third violation will result in the termination of the license or permit without refund of any monies paid therefore.
- D. Any unresolved disputes with the Market Manager are to be resolved according to the appeals process as outlined in Section V (G) of this Handbook.
- E. If you need further information or have any questions, you may contact the Market Manager at 540-342-2028. The Historic Roanoke City Market is owned and maintained by the City of Roanoke. The City of Roanoke has entered into a contract with Downtown Roanoke, Inc. (DRI) to manage the Historic Roanoke City Market. The daily operation of the Market is supervised by DRI through a Market Manager. Please advise the Market Manager, DRI, or members of the Market Rules Committee of any suggestions you might have regarding the Historic Roanoke City Market. For any additional information, suggestions, comments, or questions, please call or write: Market Manager, Downtown Roanoke, Inc., 213 Market Street, Roanoke, Virginia 24011, Phone 540-342-2028, Fax 540-344-1452.

By the authority granted to me by City of Roanoke Code Section 24-77, I hereby approve and adopt these Rules and Regulations (June 7, 2006, Revision) for the operation and use of market spaces on the Historic Roanoke City Market, which shall be effective July 1, 2006. As of the effective date, this Market Handbook replaces the prior Market Handbook.

This ____ day of _____, 2006.

Darlene L. Burcham
City Manager
City of Roanoke

APPENDIX A

Standards of Quality for Artisans

The Artisan Advisory Committee assists the Market Manager in the process of review of Artisans for the Historic Roanoke City Market, as outlined in Section II (C) of the Market Handbook. The following are general guidelines to be followed when considering submission and/or approval of any craft for review.

An Artisan's craftsmanship should be reflective of the Artisan's considerable skill, time, and effort to produce a high quality, finished product. Each item should be original and unique, but may be assembled from patterns created by the Artisan. Assembly of a copyrighted item is not allowed unless the Artisan is the holder of the copyright. Assembly from kits is not acceptable nor is it acceptable to add to or improve pre-manufactured items.

The design of the item should reflect shape, form, color, and texture. The materials should be of high quality, at least 80% of which should be from natural or collected materials. Of the total value of the item, at least 75% must be attributable to the Artisan's handiwork.

Items to be sold on the market by an Artisan may not include kits, cut bottles, unfinished work, bread dough sculptures, tie-dyed garments, tee-shirts, ball caps, plastic items, acrylic items, or silk or artificial flowers.

In addition to the foregoing, the following standards shall be observed by the Artisan:

Jewelry: All jewelry offered for sale must be hand made by the Artisan. Assembly from kits or pre-strung beads or other factory work is not acceptable. Gold or silver chains will be allowed only as a minor part of the total work (i.e., a support of a piece that the Artisan has created and made.)

Pottery: All pottery shall be hand-built or wheel-thrown by the Artisan, kiln-fired or other heat process by the Artisan, and finished by the Artisan.

Wooden items: All wooden items shall be designed and/or interpreted by the Artisan. The Artisan shall craft all items, finish all items (including sanding, oiling, varnishing, or other finishing process), and assemble all such items.

Clothing and Accessories: An Artisan may offer clothing or accessories for sale on the market, but such clothing or accessories must be designed, or interpreted by, and sewn, knitted, or woven by the Artisan personally. Clothing and accessories, including items woven and knitted, made from commercially available patterns is acceptable only if the item is reflective of the Artisan's considerable time, skill, and effort. Pre-made fabric may be hand-dyed or decorated by the Artisan, as in Batik or painting, but tie-dyed items are not acceptable.

Photography: An Artisan may offer original and reproduced photographs for sale on the Market. All such photographs and reproductions shall have been created by the Artisan. While it is desirable that the Artisan signs all photographs and reproductions, that is not a requirement. However, on the back of each reproduction the Artisan shall affix a label that either specifies that the item is an original or, if a reproduction, shall specify the method of reproduction.

Stained Glass and Mosaic: All stained glass and mosaics shall be the original design of the Artisan and shall be assembled by the Artisan from component parts and pieces that the Artisan has personally cut or gathered.

Paintings and Sculptures: All paintings and sculptures shall be the original work of the Artisan and reflective of significant energy and time on the piece and may be created with any medium. Paintings shall be upon canvas, wood, or any other solid. The Artisan shall control reproduction and shall indicate the number of reproductions created from an original. Sculptures must each be an original and may be from any material except bread dough.

Wreaths: Wreaths shall be the original design and work of the Artisan and shall not incorporate artificial elements except ribbons or bows.

Metalwork: All metalwork, including sculpture, boxes, and candleholders must be totally designed by, assembled by, and finished by the Artisan.

Miscellaneous Arts and Crafts: Creativity cannot be limited or controlled by rules and regulations. Therefore, an Artisan may present a new idea, a new concept, or a new design not covered by this Appendix. Each new artistic creation will be judged, initially, by the Market Manager on its merits with due consideration being given to ensuring that the spirit and intent of this Appendix is followed.

The Market Manager may submit any item or items to the Artisan Advisory Committee for a recommendation. However, the final decision of whether an item or items meet the above guidelines is within the discretion of the Market Manager.

Remainder of the page is intentionally left blank.

APPENDIX B

FEES for Use of Market Spaces

Effective July 1, 2006.

The Market Manager (or his/her designee) will be responsible for collecting the fees set forth below. The amount in parentheses next to each fee amount represents the portion of such fee that is hereby designated by the City Manager to be used for promotions of the Market.

DAILY PERMIT:

- Sunday through Thursday - \$10.00 per space per day (\$5.00 to promotions).
- Friday and Saturday - \$15.00 per space per day (\$7.50 to promotions).

PRIMARY/SHARED PERMIT:

- **SIX MONTH PERMIT:** Six month permits at \$35.00 per space per month (\$10.00 to promotions per month).
- **SINGLE MONTH PERMIT:** Monthly permits at \$40 per space per month only during the months of January through October. (\$15.00 to promotions per month).
- **SATURDAY ONLY PERMIT:** Six month minimum at \$40 per space per month (\$15.00 to promotions per month).
- **HOLIDAY SEASON PERMIT:** (November 1 through December 31). Two month minimum at \$75 per space per month. (\$25 to promotions per month).

SPREADING FEE: \$5.00 per space per day. (\$5.00 to promotions).

CLEANUP FEE: Actual cost of cleanup per Section VIII (C) of the Handbook.

Remainder of the page is intentionally left blank.

2008 Pelham Farmer's Market Information Package

Package includes:

- 2008 Vendor Application
- Pelham Farmer's Market Policies & Procedures

CHECK LIST WHEN RETURNING APPLICATION

ALL APPLICATIONS MUST INCLUDE:

- ✓ 2008 Vendor Application
- ✓ Include cheque or money order (payable to Pelham Farmer's Market)
- ✓ All applications **MUST** be returned by March 1, 2008, with payment.

Mail or drop off:

Pelham Farmer's Market,
c/o Town of Pelham
Leisure & Community Services
P.O. Box 400,
Fonthill, On L0S 1E0



NEW FOR 2008

Books of Farmers' Market BUCKS available, great gift idea. Books of 5 bucks \$5.00 per book. (available at Town Hall, Community Services Counter)
Great promotion opportunity.

Hydro service at each stall will be available sometime during 2008. May be available by May 1, but not guaranteed. Cost for hydro included in rate.



PELHAM FARMERS' MARKET

c/o TOWN OF PELHAM
Leisure & Community Services
20 Pelham Town Square, Box 400
Fonthill, ON L0S 1E0
Tel: 905-892-2607, ext 12

Please return
application and
retain attached
Policy for your files

APPLICATIONS MUST BE RETURNED TO THE ABOVE ADDRESS BY MARCH 1st, 2008

2008 VENDOR APPLICATION

Business Name: _____ Contact: _____

Mailing Address: _____ Town: _____

Postal Code: _____ Phone: _____ Fax: _____

E-mail: _____

Produce/Products – Please list all items to be sold

FARM PRODUCE ONLY

Percentage of sales grown by: self _____ %; by others in Ontario: _____ %; outside of Ontario: _____ %. Vendors MAY NOT allocate or sublet portions of their space to other growers for the purpose of selling goods, without express consent of the Pelham Farmers' Market Committee.

PLEASE INDICATE WHAT SIZE OF VEHICLE YOU WILL BE BRINGING TO THE MARKET



Cube Van



Panel Van



Mini Van



Pick Up Truck



Car



Trailer

Particulars of Vehicle:

Model: _____ Type: _____ License #: _____

SIZE OF VEHICLE MAY DETERMINE SPACE ALLOCATION

NOTE: The Market Clerk reserves the right to allocate final space locations

FEE SCHEDULE

Please fill out appropriate choice. All prices include GST. Payment must be made in full with this application.

Please make all cheques payable to the Pelham Farmers' Market.

OPTION #1 – Full Season ☐

May 1st, 2008 – October 30th, 2008 (27 weeks)

Start date, if not May 1st _____

Choose the dates:

May 1	<input type="checkbox"/>	May 8	<input type="checkbox"/>	May 15	<input type="checkbox"/>	May 22	<input type="checkbox"/>	May 29	<input type="checkbox"/>	June 5	<input type="checkbox"/>
June 12	<input type="checkbox"/>	June 19	<input type="checkbox"/>	June 26	<input type="checkbox"/>	July 3	<input type="checkbox"/>	July 10	<input type="checkbox"/>	July 17	<input type="checkbox"/>
July 24	<input type="checkbox"/>	July 31	<input type="checkbox"/>	Aug 7	<input type="checkbox"/>	Aug 14	<input type="checkbox"/>	Aug 21	<input type="checkbox"/>	Aug 28	<input type="checkbox"/>
Sept 4	<input type="checkbox"/>	Sept 11	<input type="checkbox"/>	Sept 18	<input type="checkbox"/>	Sept 25	<input type="checkbox"/>	Oct 2	<input type="checkbox"/>	Oct 9	<input type="checkbox"/>
Oct 16	<input type="checkbox"/>	Oct 23	<input type="checkbox"/>	Oct 30	<input type="checkbox"/>						

(if you **do not** plan on attending the Market every week please indicate above which dates you **will** attend)

	NO. OF STALLS REQUIRED	FEE PER STALL	TOTAL FEE
Season		\$150.00	

OPTION #2 – WEEKLY ☐

Preferred Dates:

May 1	<input type="checkbox"/>	May 8	<input type="checkbox"/>	May 15	<input type="checkbox"/>	May 22	<input type="checkbox"/>	May 29	<input type="checkbox"/>	June 5	<input type="checkbox"/>
June 12	<input type="checkbox"/>	June 19	<input type="checkbox"/>	June 26	<input type="checkbox"/>	July 3	<input type="checkbox"/>	July 10	<input type="checkbox"/>	July 17	<input type="checkbox"/>
July 24	<input type="checkbox"/>	July 31	<input type="checkbox"/>	Aug 7	<input type="checkbox"/>	Aug 14	<input type="checkbox"/>	Aug 21	<input type="checkbox"/>	Aug 28	<input type="checkbox"/>
Sept 4	<input type="checkbox"/>	Sept 11	<input type="checkbox"/>	Sept 18	<input type="checkbox"/>	Sept 25	<input type="checkbox"/>	Oct 2	<input type="checkbox"/>	Oct 9	<input type="checkbox"/>
Oct 16	<input type="checkbox"/>	Oct 23	<input type="checkbox"/>	Oct 30	<input type="checkbox"/>						

(in an effort to plan ahead please indicate above what week/s you would be willing to attend the market on a weekly basis – the Market Clerk will be in contact with you to confirm what date/s your application has been accepted for)

	NO. OF WEEKS	FEE PER WEEK	TOTAL FEE
Weekly		\$30.00	

I/We acknowledge and I/we shall be responsible for our actions of all those allowed or invited to the facility while we are entitled to use it, and I/we hereby release the Town of Pelham, its agents and employees from all manner of action, causes of action, suits, losses, damages or injuries caused by negligence or otherwise, (whether brought by me/us or any other person) arising out of my use of the facility and I/we also hereby indemnify the said Town, its employees or agents for any losses or damages sustained by me/us or any other person as a result of such actions or proceedings being commenced against them by myself/ourselves or any other such person.

NOTE: Each vendor is required to have a sign stating their name and address on the front of their stall. I have read, understand additional insured and agree to abide by and be subject to the Pelham Farmers' Market Policies and Procedures.

Signature: _____ Date: _____

**Please note: NO vehicles shall enter the Pelham Farmers' Market after 4:00 p.m. or leave prior to 8:30 p.m.
All Vendors must participate in the Market Buck Program on a weekly basis.**

DEPARTMENT	NAME OF PROCEDURE Pelham Farmers' Market Policy
-------------------	--

Approval Date: March 2003

Effective Date: Immediate

POLICY STATEMENT:

To provide a Farmers' Market within the Town of Pelham to benefit surrounding Ontario farm producers, businesses and consumers.

DEFINITIONS:

- 1.01 Committee: Pelham Farmers' Market Committee
herein after known as the Committee
- 1.02 Town: Municipality of the Town of Pelham
herein after known as the Town of Pelham

PURPOSE:

The Pelham Farmers' Market is operated in partnership between the Town of Pelham and the Committee for the benefit of Ontario farm producers, businesses, and consumers. All rights are reserved by the Committee as to the operation of the Market. A vendor's breach of the Farmers' Market Policies and Procedures shall constitute a breach of its application approval and license to utilize stall space/location.

GENERAL:

Eligibility:

Farm Produce

- a) Preference will be given to vendors who are primary producers of the products they are selling, except as noted in paragraph (b). Farm produce vendors may sell products grown by others in Ontario, but these outside products may not constitute greater than 50% of products they have for sale to the public.
- b) No products allowed for sale that are "seconds".
- c) No distress selling.

Craft Vendors

- a) Crafters must produce 100% of the goods they are selling them selves. Resale of goods handmade by others is *not* permitted. Crafters will be allowed to enter the market, comprising of a maximum of 20%, at the discretion of the Committee.

- a) There shall be a MAXIMUM of two (2) charitable or non-profit groups permitted to operate per week on an advance booking basis, at no cost. The group must provide particulars of the purpose of the organization and/or fundraising for the approval at the sole discretion of the Committee. Groups or individuals requested to participate by the Market organizers are not limited by the above. Products sold are not to be the same as Vendor products.
- b) Non profit groups will be limited to 1 (one) time per month. Empty spaces will be distributed at the discretion of the Committee.

Other Situations

- a) Other situations, not conforming to the above criteria will receive individual consideration by the Committee or jury of same consisting of the chair of the Committee and the Market Clerk.

Fees

- a) The fee structure per stall is set each year (see attached schedule). Rental periods are weekly or a full session.
- b) Full payment is due with the application. Applications will be available in February and the due date of the application is March 1st.

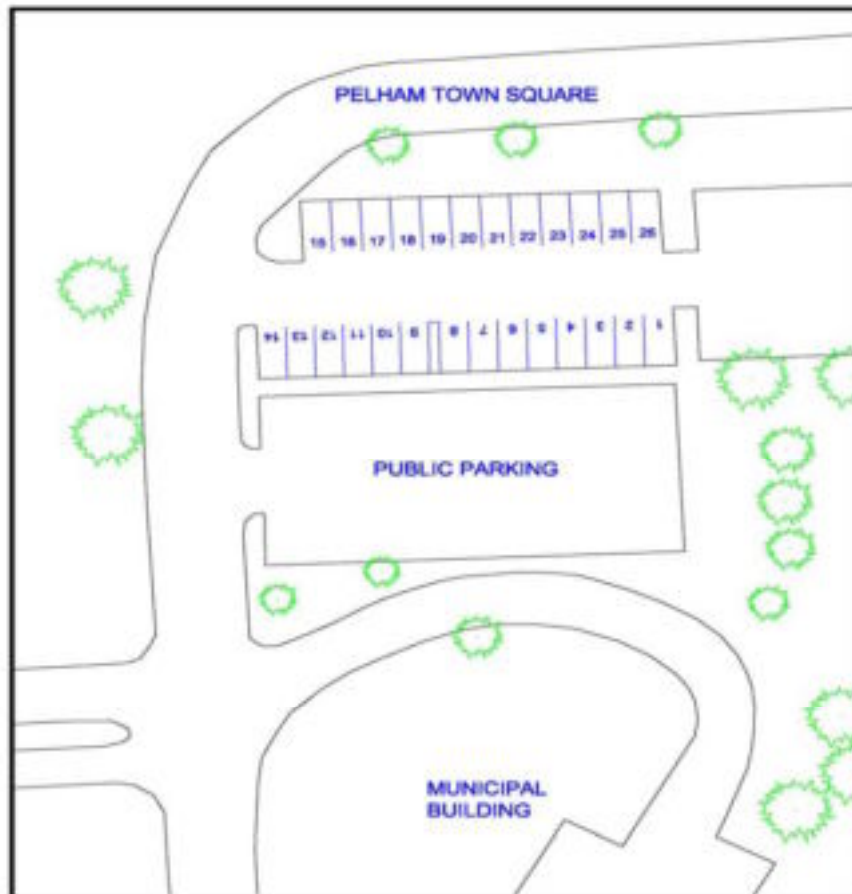
Stall Location

- a) Stall location will be dependent upon the size of vehicle used by the vendor. Maximum length of stall 25 feet, stall width (9'.6") line to line. Vendor's vehicle must stay within allocated stall. The Committee reserves the right to allocate spaces or rearrange stall location at its sole discretion.
- b) All vendor applications must be received by the Committee and location of stall approved before arriving at the Market. All vendors are to provide license number of vehicles/trailers on application and on request.
- c) Location of stall space will be assigned by the Market Clerk. In order that the Committee shall ensure appropriate location mix and traffic flow in keeping with the Pelham Farmers' Market theme.

Vendor Responsibilities

- a) To be considered a seasonal vendor at the Pelham Farmers Market, vendors must be present at least eight times during the season. Non compliance results in loss of seasonal status.
- b) All vendors shall abide by all applicable Local, Provincial and Federal By-laws, Statutes and Regulations. The appropriate authorities will make periodic inspection of the market.
- c) When in season, it is recommended that Ontario fruit and vegetables be sold. ***All produce must be labeled and packaged according to Ontario Regulations.***
- d) All vendors agree to operate their stalls between the hours of 4:30 p.m. and 8:30 p.m. each market day, unless otherwise announced by the Committee. Vendors must gauge the completion of their takedown activities to correspond with a time not to exceed thirty (30) minutes after the end of the market day. No vehicles shall enter the Market after 4:30 p.m. or leave prior to 8:30 p.m.

- e) No modification or additional structure may be made, other than a portable selling space or sunshade, to the inside or outside of any stall space.
- f) All vendors are required to clean-up their stall before leaving, or pay a clean-up fee to the Committee. If a stall has to be cleaned by the Market Clerk, a \$100.00 fee must be paid prior to the next market day.
- g) All vendors must have a sign stating their name and address, prominently displayed, on the front of their stall. The sign must be of reasonable size, and of a permanent nature.
- h) Vendors will be notified by the appropriate market representative of any rule violation(s). Three (3) notices of the same violation shall mean a loss of stall space, deposit and rental payments. The Committee has the right to cancel the application and approval of stall space/location at anytime in the sole discretion of the Committee, acting reasonably, on two (2) weeks notice.
- i) Vendor shall not: physically or verbally hinder any person(s); use any sound equipment; sublet his/her stall.
- j) All vendors' complaints are to be made in writing and delivered to the Town of Pelham, the Markets Clerk of the committee for consideration.
- k) No stalls are to be used for the distribution of any pamphlets, brochures or other printed material other than in promotion of the activities of the vendors, Pelham Farmers' Market or the Town of Pelham, without the express consent of the Committee.
- l) All Vendors must participate in the Market Buck Program on a weekly basis.



I have obtained the required license(s) or authorization(s) from the:

City of Roanoke Commissioner of Revenue <i>For business license</i>	YES		.
City of Roanoke Commissioner of Revenue <i>For registration for prepared food and beverage tax</i>	YES	NO	N.A.*.
Virginia Department of Taxation <i>For Sales and Income tax</i>	YES	NO	N.A.*
Virginia Department of Agriculture <i>For Inspection report to vend prepared, baked and canned goods and honey</i>	YES	NO	N.A.*
Virginia Department of Weights and Measures <i>For scale certification</i>	YES	NO	N.A.*
Virginia Cooperative Extension Service <i>For notarized grower's permit</i>	YES	NO	N.A.*

* Not applicable

If Artisan offering arts, crafts and jewelry for sale

I submit with this application an affidavit confirming that I have made each of the items I propose to sell on the Market.

____ Yes ____ No

I have received and reviewed a copy of the Roanoke City Market Handbook Rules and Regulations for the Operation and Use of Market Spaces and I understand that if I have provided false information or if I violate the Rules and Regulations outlined in the Market Handbook, I will not be permitted to sell on the Roanoke City Market.

Applicant's Signature_____

Date of Application_____

Date Received by Downtown Roanoke_____