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Local Food Project Keith & Strathisla

Community Market Feasibility Report



Funded by the Climate Challenge Fund



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In previous years, REAP has undertaken community consultation and research work on healthy eating and food access, as well as other issues around sustainability, for clients including NHS Grampian, Cairngorms National Park, Highlands & Islands Enterprise, the Moray Council and Aberdeenshire Council.

In order to promote local food, REAP was keen to undertake a feasibility report on a community market in the Keith area, and to create a document sharing best practice and experiences of other markets.

REAP would also like to thank all those who contributed to this report:

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1 BACKGROUND

1.1 PURPOSE AND SCOPE

The purpose of the feasibility study was to assess the viability of a community market in Keith, working with local producers, members of the community and those running other local markets to understand the issues and opportunities locally.

Research into both farmers' and community markets was carried out, as many of the same issues apply to both and there is more literature available on farmers' markets. It was useful to look at the history of modern markets in Scotland and elsewhere to give some context to the current situation.

Key factors in planning and organising the markets were examined. This included:

- Logistics
- Management
- Advertising
- Typical costs
- Potential funding
- Support needs

The potential economic, social, and environmental impacts of markets were explored. Consumer attitudes and behaviours towards markets, and related issues such as buying food in season, were also investigated to better understand how to advertise markets effectively and to attract and retain customers.

Based on the information gathered, recommendations on the feasibility and logistics of a local market were made.

1.2 METHODOLOGY

Research included:

- Desktop research
- Investigation into costs of markets
- Face-to-face interviews with several people involved in setting up or selling at markets in Moray and Aberdeenshire
- Face-to-face group sessions with those involved with farmers' markets in Uplandsbygg in Sweden, Moray's LEADER transnational partner

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2 EXECUTIVE SUMMARY

The aim of this report was to explore the feasibility of a community market in Keith. There have been markets in the past in Keith but they were not sustained. These are challenging times for markets, due to the economic downturn and supermarket domination of food sales. Shopping at markets requires a change of routine and there are specific barriers preventing some people shopping there.

Markets can deliver a number of social, economic, and environmental benefits that justify a pilot. It is of note that most surveys report a positive attitude to markets from local businesses, and a neutral or positive effect on their footfall. Nevertheless, displacement (taking trade from local businesses) can occur and potential negative impacts should be avoided or mitigated where possible.

A community market, held in existing premises e.g. local hall, can be run at considerably less cost than a traditional, outdoor farmers' market, so represents a lower risk option.

Opportunities for markets include:

- Increased consumer interest in food provenance
- Nostalgia for small and handmade items
- The market's ability to connect with the community it serves

Consultation with the local community, businesses and producers is useful to:

- Identify potential stallholders
- Avoid displacement of local businesses
- Work out market logistics – dates, times, whether seasonal or year round etc.

Key factors to consider for the market are:

- Management – crucial. Usually by a producers cooperative. The manager needs to be committed, able to develop and refresh the market, and deal with any complaints or disputes fairly, backed up by clear and robust rules
- Size – small markets are more likely to fail and a diversity of stalls, including core stalls such as fruit and vegetables and other 'raw' foods, is needed to retain customers
- Location – 'proximity' is an important reason why people attend markets, so a market needs a large enough population on its doorstep. The venue should be affordable, attractive, visible and central, with good access routes and parking
- Planning – adequate time, a professional approach and scope for unexpected costs. Plan for size and growth
- Social capital – highlighting the pleasant 'take a break' experience, opportunity to talk to those who made the food as well as other shoppers, have somewhere to sit for coffee or ready-to-go food, consider running alongside a coffee morning or similar
- Marketing plan – targeted, effective, and informative advertising that helps people overcome reasons why they don't shop at markets, and an evolving and fresh market image. Word of mouth is an important part of advertising.
- Funding – typically only larger markets are self-sustaining so funding may be needed for administration costs, advertising, training for staff and stallholders, manager salary, any outreach or education programmes

3 HISTORY OF COMMUNITY AND FARMERS' MARKETS

Key Points:

- It is likely to be difficult to sustain a market in the current economic climate
- Markets in Moray are experiencing reduced spending
- Community markets cost significantly less to set up and run than farmers' markets

3.1 FARMERS' MARKETS

Farmers' markets were a typical way of buying food until the early twentieth century, when refrigeration and supermarkets became commonplace and they went into decline. The USA and UK, in common with some European countries such as Germany and Sweden, have seen a resurgence in markets. In the UK, farmer's markets are typically held outdoors licensed by the local authority and have stalls, usually with canopies and an electricity supply. All stallholders selling food at farmers' markets must be registered as food businesses.



Kelso Farmers' Market: ©: Walter Baxter licensed for reuse under Creative Commons

The first Scottish farmers' market was set up in April 1999 to facilitate farmers selling direct to consumers. This was in response to the financial crisis in farming and loss of exports due to BSE. (See *Appendix 1, page 25: [History of Farmer's Markets](#)*) The following few years were probably the peak time for farmer's markets in Scotland and since then their fortunes have waxed and waned.

Farmers' markets have since been set up for a range of other reasons, and a variety of locations have been tried, including areas of low population density. In some cases, this has led to difficulties in resourcing markets with a good supply of vendors and consumers.

3.2 COMMUNITY MARKETS

Community markets have been set up for even more diverse reasons than farmers' markets: to fundraise, to bring healthy eating to areas of deprivation, or where there is poor provision of fruit and vegetables, to support community economic development, to support the local food agenda, to fulfil LA 21 or Transition movement agendas, or for other social, economic or environmental reasons. (See *Appendix 2, page 28: [Social and Environmental Impacts of Markets](#)*)

Community markets tend to be held indoors, usually in village halls or churches, and do not need a market licence. Some are held alongside community organisations' fundraising coffee mornings or lunches. Because tables are used instead of stalls and no market licence is needed, costs are lower and stallholders can be charged a smaller fee to cover hall hire.

Community market stallholders need not be registered food businesses if they are not trading regularly. However, since registration is free, it is generally considered good advice to register. Community market running costs can be a fraction of those of a farmers' market. (See Appendix 3, page 30: [Illustrative Costs](#))

4 ECONOMICS OF MARKETS

Many consumers have less disposable income for shopping as a leisure activity. In the current poor economic climate, it will be challenging to set up and sustain a market. Anna Wilson, Huntly Farmers' Market said:

"It is not a good time for farmers' markets now as spend has gone down. On the other hand, if you can make a market happen in this environment, you're probably off to a good start."

Elgin Farmers' Market organiser Alasdair Boyne noted:

"People are more careful with their money at the moment. They might visit a stall a few times before making a purchase."

Markets of many types have been set up for a wide range and mix of economic, food-related, social or environmental reasons. This may create challenges for individual markets. A survey of farmers' markets by the Scottish Agricultural College in 2007 found:

"This more complex, multifunctional role means that it can be difficult to balance the competing demands that different stakeholders place on farmers' markets"⁹

This can also have implications for market management. (See page 30: [Management](#)) In spite of the challenges involved in setting up and sustaining markets, there are a number of good reasons to try.

4.1 POSITIVE ECONOMIC IMPACTS OF MARKETS

There are no figures on the turnover of community markets in Scotland, but there are 70-90 fairly regular farmers' markets with an annual turnover of £20-30 million.¹⁴

Markets may provide better economic margins for farmers and can act as a draw for shoppers, potentially increasing spending in the area. They can be attractive for tourists by providing local and regional food experiences, and a unique mix of crafts and other small businesses.

They may also help new enterprises to start up by providing a low risk, low cost means of reaching customers.

Portobello Transition Town recommended enabling

"...people who are just getting started with their business, e.g. home producers, to get a foot in and give it a try, by allowing for rental of half stalls"

on a 25% of takings on the day basis. Help them to source low cost insurance through relevant umbrella bodies/trade associations.”¹¹

Markets also provide a local multiplier effect with money circulating through the local economy several times before leaving it. This is contrary to supermarkets where the majority of money spent is removed from the local economy.

Friend of the Earth state that farmers' markets are good for local business because:

- ***“There is high knock-on spending in other shops on market days.***
- ***They provide an outlet for local produce, helping to start new local businesses and expand existing ones.***
- ***They reinforce local job and business networks, maintaining local employment.”¹***

But they also noted:

“In areas where there is already a strong retail sector selling local food produce, there needs to be a careful balance to ensure that farmers’ markets are beneficial to the whole local food economy. Here, partnership across the local food sector is important.”¹

As a social enterprise, REAP is concerned about displacement i.e. carrying out activities that take customers away from existing businesses. Displacing money that would otherwise be spent at a farm shop or local business is very different to displacing money that would otherwise be spent at a supermarket.

In setting up Portobello Farmers’ Market, PEDAL – Portobello Transition Town reported,

“We were worried about the impact on local traders, and so were they. We were also worried about our relationship with them if things went too well for us! So we ran this as a pilot – sounds less definite/more tentative.

The feedback was that the market had a neutral or positive impact on their trade, so fears evaporated. We even have one of the shops from the high street selling at the market.”¹¹

Published studies tend to report that nearby businesses have a largely positive attitude towards markets, and that there is an overall neutral or positive effect on their footfall. In some cases, local business owners viewed the market positively even if it was in competition with them, saying it was good for their town. It would be interesting to see if this attitude has been sustained as challenging economic times continue.

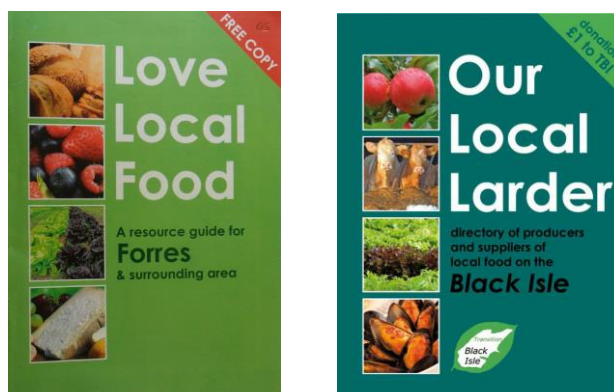
Both the New Economics Foundation and Friends of the Earth surveyed businesses around several farmers’ and street markets in London and found that, in a few cases, shops relied on markets to generate their footfall and some had deliberately chosen to set up nearby. On the other hand, there were shops that did not open on market days, and one shop that expected to go out of business due to being undercut by market stallholders. Both these extremes could be found in the same area.^{1, 10}

4.2 NEGATIVE ECONOMIC IMPACTS OF MARKETS

Some businesses surveyed were genuinely adversely affected, leading the New Economics Foundation to recommend setting limits on the number of stalls that sell the same products as

adjacent businesses. They felt that other specific issues raised, such as stallholders not adhering to regulations or creating parking problems, should be managed by the market organiser. Other problems were considered to be perceived rather than real and could be overcome with good communication. Whatever the issue, having a clear, single point of contact for questions or complaints would seem to be a good first step. (See page 14: [Management](#) and page 18: [Role of Local Authority](#))

Ideally, markets should complement local businesses, rather than compete with them. They could create closer links with local producers, resulting in some producers selling directly to local shops and restaurants. New Economics Foundation recommended markets provide a map showing local shops and businesses.¹⁰ Transition Town Forres produced a local food resource booklet and Transition Black Isle provide a similar food guide at their markets.



Local food guides: © Transition Town Forres & Transition Black Isle

5 CUSTOMER CARE

Key Points:

- **Markets need to give customers what they want as well as fulfilling their own agenda**
- **The social aspects of markets can be a ‘unique selling point’ and should be facilitated by good layout and having a place to eat and drink**
- **Forming good community links is important**

As in any business venture, focus on the customer is vitally important.

“Successful markets are those who know their customers and design the market to meet their customer needs”⁴

There are many factors in attracting and retaining market vendors and customers. These include the right mix of place, products and people, strong management, good advertising and keeping the experience fresh. Organisers should also be responsive to customer requests. Although markets are set up for different reasons and may have a number of agendas to fulfil, the customer should still be at the centre of planning.

5.1 CUSTOMER EXPERIENCE

The market should be a pleasant experience, with opportunities for socialising between customers and with stallholders. Market shoppers tend to perceive stallholders as ‘all being in it

together' doing something 'good', and want to see evidence of good social capital between them: minding each other's stalls, and cross promoting each other's goods for example.⁶ It is difficult to compete with supermarkets in terms of convenience, so it may be a better tactic to highlight that the market provides a 'break from the norm' and a chance to slow down.⁶ It can be an opportunity to focus on socialising, strengthening community links, and talking about products with those who make them.

Consumers have shown a renewed interest in knowing exactly where their food comes from, and, in common with previous recessions, there is a nostalgia for small-scale and handmade items, where imperfections are celebrated. These factors can be used to differentiate the market and show added value, compared with a supermarket.

5.2 COMMUNITY SUPPORT

"A successful market involves the community in which it serves."⁴

Most market shoppers are likely to be part of the local community. Word of mouth is an effective means of advertising, so it is important to have strong links and to provide the community with what it needs:

"...economic stimulation, vibrancy and a good fit with the community's sense of place and itself"¹⁷

Consulting with local business owners is useful, not only to avoid unintended displacement and ensuing bad will, but also as they may wish to take part or to promote the market to their customers. For example, when Elgin Farmers' Market was set up, stalls were offered to local shops first.

For some customers, the current economic situation has highlighted the importance of supporting local businesses. In Ireland, a survey of shoppers at the time of the International Monetary Fund bailout found that both those who did and did not shop at farmers' markets felt a sense of duty to support the local economy.

Running a community market alongside a fundraising coffee morning naturally incorporates more community support. Markets can also offer a stall to local groups, benefitting the group, and potentially bringing its current supporters to the event.



Moray Food Network stall at Elgin Farmers' Market

6 TRIGGERS FOR AND BARRIERS AGAINST MARKET SHOPPING

Key Points:

- **Supermarkets dominate food purchases in the UK**
- **Shopping at markets requires a change of habit and overcoming barriers**
- **Although many consumers like the idea of a market, aspirations do not always lead to actions**

Both nationally and in Moray, people express a desire to have a local market. However there is a difference between the aspiration and actually shopping there. We live in an era where supermarket logistics, advertising, and mass buying power have led to domination of food sales.

Despite the fact there are several independent local food businesses in Keith, REAP's 2013 baseline survey found 51% of households did all or most of their shopping at the Keith supermarket, and a further 17% used other supermarkets. However, this is lower than the national average, and almost 80% of respondents did at least 'a little' food shopping in local shops.¹²

A 2013 survey by Moray Food Network (unpublished) assessing attitudes towards local food suggested there was not a clear link between what people thought they bought and what they actually purchased. While 96% of respondents said they bought local food (10% 'all', 17% 'most', 69% 'some'), where they shopped did not support this.

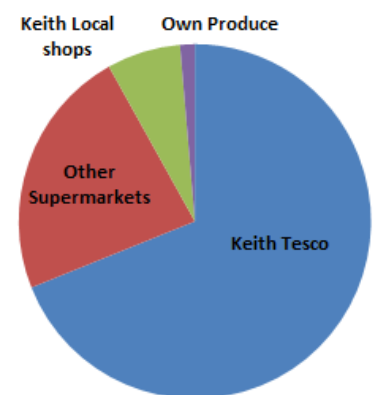


Fig1; Shopping habits in Keith

Anecdotally, a trend was observed where those engaged with local food issues tended to score themselves low and felt they could do more. Others scoring themselves more highly did not shop at any local food outlets, suggesting there may be confusion about what 'local food' is – food grown, reared or produced nearby – as opposed to food sold in any type of nearby shop.

A year-long study on shopping habits by DEFRA also found a mismatch between awareness of issues and actions taken by some shoppers, as well as identifying barriers preventing people engaging with food issues.²

6.1 MARKET SHOPPING TRIGGERS AND BARRIERS

There are a number of motivators for and barriers against shopping at markets. A number of studies have identified some common factors:^{4, 6, 10, 18}

6.1.1 Triggers for shopping at farmers' markets:

- ✓ **Improved consumer satisfaction, due to freshness of the products.**
Irish farmers' markets were found to subconsciously generate feelings of authenticity, purity and naturalness. Localness also helps deliver feelings associated with freshness
- ✓ **Quality and value/value for money**
Customers particularly seek deals at 'raw food' stalls i.e. fruit, veg, meat etc.

- ✓ **Improved revenue for farmers/supporting local businesses/the local economy**
- ✓ **The market's ability to connect people to the local community**
- ✓ **Items that can't be bought elsewhere**
- ✓ **Consumers' desire to re-establish connections with local products**
- ✓ **Nostalgia for small scale, homemade, handmade items**
Imperfections are celebrated
- ✓ **Social Capital**
Pleasant interactions between customers, and between customers and stallholders, and good relations between stallholders
An area to eat food-to-go, or have coffee
A chance to slow down, relax and have an enjoyable experience
- ✓ **Trust in the seller and an assumption that the same regulations apply to the market as to other food retail outlets**
- ✓ **Environmental concerns** (organic, food miles, sustainability)
- ✓ **Food scares**

6.1.2 Barriers to shopping at farmers' markets

- × **Less convenient or consistent than supermarket shopping**
Many shoppers are not sure what food is in season
- × **Price – more expensive. This may be a perception or a reality**
Consumers want to see evidence that buying directly saves them money. They may want to know why, if items come direct from the producer, they cost more than at the supermarket
- × **Intimidation**
'Not for me', only for foodies and snobs
I can't cook well enough to use fresh produce from a market
Items are not individually priced - having to ask then decline causes feelings of social inadequacy
- × **Organic**
Anecdotally, a market in the south of England removed organic labels from their organic food and found sales improved
- × **Lack of trust or a perception that the market is less well regulated than shops**
No 'money back guarantee'. Less food hygiene. People want to see visible evidence of the types of 'common sense' food hygiene measures they see in shops, e.g. gloves and aprons
- × **Produce is perceived to be lower quality than in supermarkets**
- × **Lack of awareness of the market due to poor promotion**
- × **Promotion that incorporates aspects of the sector's image that reinforce the 'not for me' message and intimidates would-be customers**

A study of Irish farmers markets concluded that highlighting the 'small and homemade' and 'community support' aspects of markets would be useful.

It was felt some of the barriers identified could be overcome with changes to the marketing mix. Pricing everything clearly could help, as could having a good layout, using advertising to show value for money, and avoiding terms like 'artisan', 'organic' etc.⁶

7 PLANNING

Key Points:

- **Take a professional approach to planning, allow adequate lead time and expect unexpected costs. If a pilot scheme, have an exit strategy**
- **Aim to consult the community, local businesses and local farmers and producers**
- **The right location is vital for capturing customers, setting the tone of the market and mitigating negative environmental and/or economic effects**

Good planning is vital. Portobello Farmers' Market took longer and cost more to set up than was anticipated. They advise:

'Be professional, don't play at it.'¹¹

Researching and contacting local producers is a key part of planning. Taking advice and support from those who have already set up markets is likely to be useful.

Application for a farmers' market licence should be made well in advance, bearing in mind that public sector cuts may mean licensing boards meet less frequently. Practical advice on food safety and hygiene is available from environmental health departments, and it can be useful to keep them informed of progress. Requirements for good food safety could rule out some venues and inform decisions on stalls and layout.

Planning could also include ways to continuously self-evaluate and adapt and improve the market. If a market is to be set up as a pilot, it could be important to have an exit strategy for long term management, whilst ensuring the values involved in setting it up are not lost.

7.1 WHERE AND WHEN

7.1.1 Location

The right location is crucial in sustaining a balanced supply of vendors and customers. According to information given to Transition Town Forres, there should be 1000 customers per stall in the catchment area of the market. 'Place' was an important trigger for shoppers purchasing from farmers' markets in Northern Ireland i.e. location and 'passing trade'.⁶ 'Proximity' was the second most common reason for visiting a farmers' market in Wisconsin, with most customers living within five miles of its location.⁸ In other words, it should be easy for customers to visit the market, rather than expecting them to have to go out of their way to attend.

7.1.2 Venue logistics

The market location should be:

- Central and highly visible
- Easily accessible by the public and stallholders
- Near public transport links and ample low cost or free parking and
- Affordable and pleasant
- The 'right' distance from local businesses

In Elgin, the market location on the traffic-free Plainstones, on the through-route for shoppers arriving in the town by car and bus is considered a key factor. The same is true of the Huntly market, held in the central square, where ‘the whole town passes by’.

Parking problems can be one of the issues that may cause tension with local businesses, so need to be considered.¹⁰ Public transport links are an important factor to facilitate customer access to the market, and offer a lower carbon means of travel.

Ideally, local businesses and the market complement each other, but at the very least, the market should be monitored and the number of stalls selling goods similar to nearby shops should be considered carefully.

7.1.3 Outdoors versus indoors



Portobello Farmers' Market © Pedal (<http://www.pedal-party.org.uk/food/portobello-market/market-group/>)

Outdoor markets are more traditional and more visible to passers-by. However, they are more susceptible to the elements. Cold and wet days are reported to adversely affect footfall, and weather can create wear and tear on market furniture.¹⁰

Indoor markets overcome this issue, but lack the visual flourish an outdoor market can supply. Indoor community markets are simpler to set up and run than outdoor farmers' markets, as they do not require traffic management, liaison with police and fire brigade, planning, licensing and stall hire or purchase. (See page 23: [Market Checklist](#))

7.1.4 Date and time

Most Scottish markets are on Saturdays, either in the morning or all day. For a smaller market, a shorter window is less of a time commitment for organisers and stallholders. It may also help the market to have a busier, bustling, social atmosphere. Markets that tie in with a fundraising coffee morning or lunch are timed to run alongside them.

‘Convenience’ is one of the reasons given for not shopping at farmers' markets so it may be worth considering holding markets at other times of day.^{6, 10} In Sweden, a successful farmers' market is held in the city railway station on a Friday evening to capture passing commuters. This model seems more suited to urban rather than rural areas. It should also be borne in mind that evening markets may lead to sellers having to pick produce in the heat of the day, which means it may have a poorer shelf life. As noted in [Customer Care](#), (page 5) trying to compete with supermarkets on convenience may not be the best approach to take.

Markets need to have a good supply of produce throughout the year or their season. In the UK and Ireland, most farmers' markets run throughout the year, whereas in the USA, the majority run from March to October.^{6, 7}

Cairngorms market pilot project found that due to lower numbers of producers and increased venue hire costs, it was not economically feasible to run a farmers' market in winter months and plan only summer markets next year. Lochaber community market runs from Easter to October, whereas Transition Black Isle community markets run year round.

Seasonal and annual markets can also contribute towards economic development by virtue of the local multiplier effect, as well as raising awareness of, and excitement about local food.

A one-off market e.g. at harvest time or in the run up to Christmas may also be an effective means of raising the profile of local food and connecting consumers with local producers and retailers.

7.2 NUMBER AND DIVERSITY OF STALLS

7.2.1 Critical mass

The single greatest challenge to markets is to maintain an adequate number of stalls and market planning and decision making must take this into account. Both managers and stallholders cite lack of stalls as a threat to success in a survey of Scottish farmers' markets.⁹ Small market size was also identified as a risk factor in a study of market failure in Oregon.

“Market size will be influenced by community density, population subculture (interest in local food)... Organizers should carefully assess whether there is sufficient population to support a market.”¹⁷

Larger markets, although more challenging to manage, have a number of advantages:

- They can attract a higher number of customers
- They can attract greater number (and therefore potentially a greater diversity) of stalls and may even pull them away from small markets¹⁷

This positive cycle should give a higher footfall at stalls, meaning:

- Larger markets can charge more per stall
- There is more income for administration costs and to pay a market manager so there are more resources for advertising and market development

Expert advice given to Transition Town Forres was that a minimum of twenty stalls were needed to make a farmers' market viable. However, both Elgin and Huntly run with fewer stalls than this at certain times of the year, and other smaller markets have also survived.

Balancing the number of stalls and customers is challenging, e.g. one of Transition Black Isle's community markets has been running since 2008 and has a waiting list of stallholders, but would like to grow customer numbers. The recently launched community market in Cullen has good customer support but is calling for more stallholders.

Anticipating growth of the market is also a key part of planning.

“Planning for size is one of the first steps in creating a viable organisation that will endure challenges and conflicts that occur with growth.”¹⁷

7.2.2 Type, diversity, and layout of stalls

The Farmers’ Market Federation of New York states

“The more choices the market offers its consumers, the more attractive and exciting the market becomes for them.”⁴

Fruit and vegetable stalls are one of the main reasons shoppers come to market. Transition Black Isle has two fruit and veg stalls but allows only one of any other type of stall e.g. bread, cheese, meat. Anecdotaly, a local smallholder found that he needed a large volume and wide range of vegetables to attract customers to his stall.

There should be a good number and variety of other food stalls including, for example, meat, bread and baking, cheese, eggs, and preserves. Friends of the Earth suggest it is important to have enough producers so a variety of products can be offered throughout the season.¹

Advice to the Irish Food Board was that consumers naturally pair stalls such as fruit with vegetables, meat with fish etc. and this should be taken into account in market layout to create a pleasing experience and natural consumer flow.⁶

A few craft stalls can add interest, but there should be no poor quality or mass produced goods.

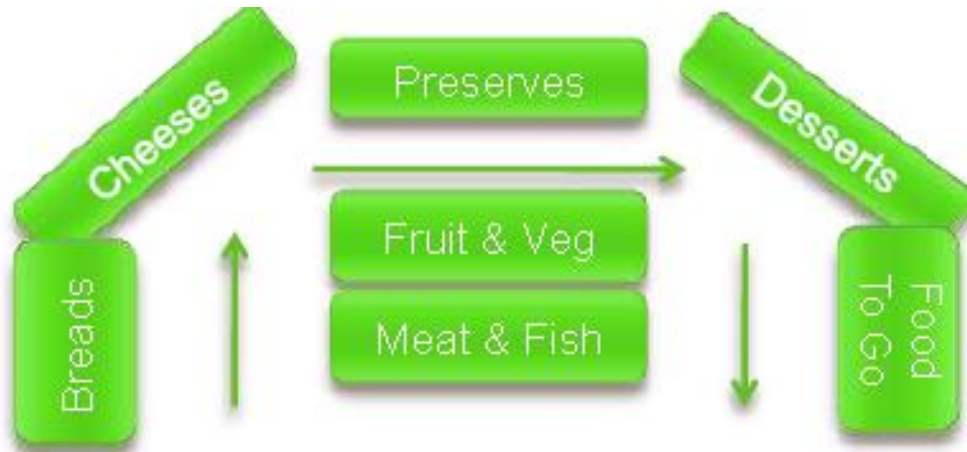


Fig 2: Suggested floor plan © Irish Food Board/Bord Bia⁶

Ready-to-eat food can add to the social aspect of the market. In terms of food hygiene, the main emphasis is on protecting unpackaged, ready-to-eat food from raw food, including fruit and vegetables. Layout and location can help with compliance. (See page 19: [Recommendations for a Keith Community Market](#))

Stalls could be regular if popular, and/or changed each month to try out different foods. If the market is not attached to a coffee morning or similar, it is suggested there is an area to sit and eat or drink.

In a large market, more than one stall selling the same thing can still do well and sell out. Interestingly, it has been noted at Elgin Farmers' Market that stalls of single products tend to sell better than stalls offering a variety. For example, a stall selling eggs might sell out while a stall selling meat and a few boxes of eggs sells less, as if the consumer has gone to the stall with 'one mission' in mind.

7.3 ADVERTISING

"A marketing plan [should define] a target audience with a strategy for reaching that audience. The plan should include a combination of both advertising and promotional activity, as well as entertainment and educational activity within the market."⁴

Advertising should do more than give the date, time and place of the market. It should be used to trigger customers to attend and to show the advantages of shopping at the market are. This could include promoting unique items, special offers and savings, freshness and quality of produce, and the chance to take a break and socialise.

7.3.1 Local media

Press releases and paid advertising are both useful, including newspapers and radio. Promotional vouchers may be run in the local press for free as they may increase circulation. In Elgin, stallholders take turns to put an item on promotion, always 'while stocks last'. Individual stallholders can decide whether or not to offer an alternative if they sell out.

7.3.2 Word of mouth

The importance of word of mouth advertising cannot be overlooked. It was the most commonly used method of promotion by Irish farmers' market stallholders, and in Wisconsin was found to be the commonest reason customers visited a market for the first time.^{6, 8}

7.3.3 Signs and banners

Some markets find putting up signs a few days before the event very useful, others do not. Huntly Farmers' market is not signposted and uses other forms of marketing. If road signs are to be used, permission must be sought from the local highways authority. Signs cannot be placed on trunk roads, other than by companies affiliated to Visit Scotland.

7.3.4 Other marketing materials

Leaflets, posters, postcards and business cards can all be used in public places or for schoolbag drops or hand delivery. Since visitors to the area may also like to attend, it is useful to give them to Tourist Information Points.

7.3.5 Online advertising

This can include:

- E-newsletters - from a simple reminder, to subscriber only offers
- A website
- Social media - most often Facebook.

An online presence makes it easy to share information with other like-minded organisations. Content needs to be up-to-date and useful or interesting.



Transition Black Isle postcard



Huntly Farmers' Market Facebook page

7.3.6 Keeping it fresh

Using themes, tying in with national and local events, having guest traders, and community stalls can all help make each market a fresh and slightly different experience. Portobello market advised

“... link with regional events (Organic Food Week, Scottish Food Fortnight) or dream up your own promotions in keeping with the seasons (e.g. Christmas hamper hunt, Easter egg hunt). Keeping it fresh, with events and new traders as well as old favourites, to give people a reason to come back.”¹¹

Huntly Farmers' Market is central to the annual Hairst, 'a festival of food and farming', while Transition Black Isle markets have so far included a bike doctor, fuel efficient driving lessons, potato days, cookery demos, and apple pressing days.

New Economics Foundation made recommendations to improve street markets including having cookery demonstrations, free recipe cards and tasters, food education stalls and encouraging school visits to the market. They also suggested bringing in free events such as face painting, dancers, musicians, and blood donation drives.¹⁰

8 MANAGEMENT

Key Points:

- Management by producers' co-operative is the preferred model
- Whether paid or unpaid, the manager should be capable and well-supported
- Rules must be robust and transparent

8.1 MANAGEMENT BY PRODUCERS' CO-OPERATIVE

A survey of Scottish farmers' markets in 2007 found that management by a producers' co-operative was the commonest model and was preferred by 74% of stallholders. This is because

“...markets managed by producer cooperatives tend to be the strongest as they encourage business development and avoid some of the disadvantages of other forms of management, e.g.: risk of burnout (management by volunteers); lack of producer control (management by a commercial operator); conflicting agendas (management by government body/agency).”⁹

This reflects the views of Anna Wilson who helped set up and run Huntly farmers' Market. She feels the market organisers should be stallholders themselves as they have a vested interest in putting up with the hard slog of setting up and running markets, often attending a different market every week.

8.2 MANAGEMENT BY OTHERS

If not managed by producers' co-op, it is important to avoid an 'us and them' relationship developing between stallholders and market operators, whether this is a volunteer or a professional market management company.

Whether paid or unpaid, managers need adequate skills and resources to run the market, and be motivated to see it succeed. It is easy to see how volunteers could become fatigued in this fairly demanding role.

For paid managers, low wages were identified as a risk for market failure and it was advised that external financial support should be sought for those markets unlikely to ever generate enough revenue for administration costs, salaries or training.¹⁷
(See page 16: [Funding](#)).

“Whatever their background, managers are key to the success of farmers' markets. Good on-site managers understand both customer and vendor needs... With the time and desire to meet the needs of buyers and sellers, market managers shape markets into a reflection of their communities, enabling a market to grow and flourish.

Behind every successful farmers' market is a skilled manager with a knack for customer service, advertising, money management, mediating vendor disputes, balancing product mix and, perhaps most important, dealing with people.”⁸

8.3 'FAIRNESS'

8.3.1 Rules and regulations

Rules must be clear and available to all. They must be robust and detailed enough to arbitrate issues between stallholders or deal with complaints. They must also explain how stalls are chosen, other than on a first-come, first-served basis.

'What is local' can be a bone of contention for stallholders. There is no legal definition of 'local food' but a 30-50 mile radius is commonly used. In some areas this allows for a good diversity and adequate number of stallholders, but in some cases, a degree of pragmatism needs to be shown. A stall selling non-local goods that are not available elsewhere can draw customers in.

"In big cities with a varied hinterland it is easy to have strict rules on e.g. mileage, no crafts. In more rural areas rules have to be flexible in order to have a quota of stalls."⁹



Edinburgh Castle Terrace Farmers' Market – Chris Sinclair

Information for stallholders could include:

- A mission statement for the market and marketing information for vendors
- Who can sell in the market and what may be sold
- Application procedure, size of space, how stalls are assigned and stall fees
- Standards of behaviour and regulatory requirements
- Dates and times of markets (including if seasonal)
- How rules are enforced, any penalties for non-compliance, grievance procedure

8.3.2 Vendor commitment

It may be difficult for small or casual producers to attend every market. However, vendors need to give reasonable notice of whether they can attend or not, so core stalls are always present. It is useful to have a list of vendors, including a waiting list, and perhaps some from further afield who can be called upon if needed. Payment should be in advance of each market and reasonable notice to quit should be given.

9 FUNDING

Key Point:

- **Some markets may be self-sustaining, some may need to seek external funding**

It is possible for some markets to be profitable, particularly those larger ones that can charge higher fees. In some cases, stakeholders may make an initial investment to cover start-up costs and be repaid as the market develops.

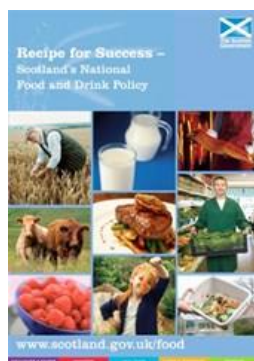
Low administrative revenue was identified as a market failure risk factor.¹⁷ There are some markets that will always have difficulty generating enough administration revenue to cover market management costs and advertising, and it was advised that they should pursue financial support.

The Farmers' Market Federation of New York has at least 300 farmers' markets and states:

"Market fees paid by sellers should cover the expenses of the market – rent, insurance, advertising and promotion, office expense, memberships & permits, manager salary, etc. However, additional funding should be sought to cover programs to enhance the market, special events to promote the market, nutritional, agriculture, and farm-to-school education programs, etc. Sponsorships, grants, and donations can be solicited to help to support these and other types of programs."⁴

As 'local food' moves up the national agenda, funding may be available to set up Scottish markets. Scotland's first National Food and Drink Policy (2009), aims to support enterprise by providing

"...advice and funding to local producers to help them develop markets for their products and encourage the growth of farmers' markets, farm shops and local food initiatives."¹⁵



In 2013, Scottish Government launched the Community Food Fund which supplies funds to support the development of food trails and networks, and to establish local food and drink events, including farmers' markets. Markets may also be funded by other bodies with environmental, social or economic goals.

It is increasingly difficult to source funding for ongoing and core costs, so even if start-up funding is available, the market may have to find ways to be financially sustainable beyond the initial phase. It is important to keep the market affordable for vendors, but also have money to invest in ongoing marketing and any improvements required.

Funding may also be required for training for managers and stallholders. Needs could include for example, marketing training, advertising and developing partnerships, as well as dealing with red tape and regulations and supporting new producers.

10 ROLE OF LOCAL AUTHORITY

Key Point:

- **Local authorities can have a number of important supporting roles**

The Scottish Agricultural College's survey of farmers' markets in 2007 found that 35% had been set up by local authorities, often as part of town centre regeneration plans.⁹ In the current economic climate, local authority funding is not likely to be available, and fees are unlikely to be waived, but there are other supportive roles local government could take e.g.

- Act as a central contact point for market information for market organisers, residents and tourists, and help coordinate local markets
- Share best practice, provide advice and training via Trading Standards and Environmental Health, and circulate template market rules and charters
- Carry out regular and transparent market inspection to increase consumer confidence and act as single point of contact for any other concerns or complaints about the market

They could also champion markets, spreading the word about the social, economic and environmental benefits and promoting them to their own staff.

11 RECOMMENDATIONS FOR KEITH COMMUNITY MARKET

Key Points:

- It will be challenging to sustain a market in Keith and a professional approach with adequate planning time is advised
- Consultation with local businesses, producers, community groups and organisations would help create links between the market and the community
- A marketing plan with effective advertising including word-of-mouth is important
- The relatively low population and small passing footfall may mean there needs to be flexibility in who can have a stall.

11.1 FEASIBILITY OF A MARKET IN KEITH

Due to the current economic climate, local population demographics, and relatively limited numbers of local producers, maintaining a market in Keith is likely to be challenging. There have been markets in previous years in Keith but they could not be sustained.

The lower cost of setting up and running a community market suggests it is a lower risk option than a farmers' market, despite the fact there is a market site with water and electricity supplies at Reidhaven Square.

In Moray, charitable and community organisations do not have to pay for a market operators' licence for events held indoors, but they are expected to comply with regulations and give due consideration to food safety. Premises need to be clean. There needs to be adequate facilities for hand washing as required, and enough space to protect unpackaged, ready-to-eat food from contamination by raw food – meat, fish, fruit and vegetables.

There are a number of active and well supported local organisations that may want to run fundraising coffee mornings alongside the market. After canvassing local businesses about the market, it would be useful to contact groups and gauge their interest.

Local market organisers in both Elgin and Huntly have helped set up other farmers' markets and have generously shared advice and information for this report. Seeking out experienced advice and support is likely to be useful.

11.2 KEITH MARKET VENUE

The venue should have as many of the desirable criteria for a market as possible, particularly those that are likely to contribute to maintaining a critical mass of customers and stallholders.

- Central and highly visible
- Easily accessible by the public and stallholders, including parking & public transport links
- Pleasant and well-furnished
- The 'right' distance from local businesses
- Able to accommodate market growth

(See Appendix 4, page 35: [Keith Market Venue Matrix](#) for potential local venues)

11.3 COMMUNITY CONSULTATION

All stakeholders, not just customers, need to be made aware of any plans for a market. Having a clear, single point of contact to deal with any queries concerns would be helpful.

Local food businesses may be interested in taking or sharing a stall to sell produce. There could be a role for e.g. Keith & Strathisla Regeneration Partnership or a traders' forum to take a stall to promote multiple local food businesses. They can also be promoted e.g. through local food guides or food maps available at the market. It may be useful to start with pilot markets to assess viability and the impact on local businesses.

Having fundraising coffee mornings is likely to help build good links between the market and the community, and could help overcome the 'not for me' barriers some shoppers have.

Keeping the community informed about progress of the market could help build excitement and capitalise on word-of-mouth marketing.

11.4 ADVERTISING KEITH MARKET

An initial marketing campaign might target all residents of Keith and the surrounding area, as well as advertising further afield and to tourists.

Leafleting could be via schoolbag drops or through letterboxes, and posters could be distributed to local businesses, churches, the library, and public notice-boards. Press releases could be sent to The Banffshire Herald, The Northern Scot, and The Knock News, and advertising or information could be sent to KCR.FM radio.

Application for signs on roads would need to be made to The Moray Council well in advance of the market. Recurring events can be granted permission for up to five years at a time. The maximum size of signs is A3 (29.7x42cm) and the minimum letter height is 5cm. No advertising would be allowed on the A96 or A95 as these are both trunk roads.

Banners could be displayed on the venue a few days before each market. The market may have a website and/or Facebook page and it should be easy for people to sign up for an email reminder. Making use of free advertising on other organisations' websites and social media can be useful and can help build links. (See page 13: [Advertising](#))

11.5 KEITH MARKET DATE, TIME, DURATION AND SEASON

11.5.1 Local Markets

Place	Date & Time	Miles from Keith	Population
Huntly	1 st Saturday 9am – 1pm	11	4,500
Cullen	2 nd Saturday 10am – 12noon	13	1,300
Elgin	3 rd Saturday 9am – 4pm	17	26,000
Cairngorms National Park	Summer markets	36 – 50	17,000 (4.2 people/km ²)

There are well-established monthly farmers' markets nearby in Elgin and Huntly, and a newly established community market in Cullen, currently seeking more stallholders.

Although Huntly and Keith have comparable population sizes, with broadly similar demographics, it has more professionals and is thought to be a more affluent town. The local food subculture is likely to be stronger in Huntly, with projects like the Huntly Signature Menu 'The Town is the Dish', 'Bite on the Side' walks, lunch walks, the annual Hairst and an allotment group with an interest in permaculture. Market success in Huntly is no guarantee of success in Keith.

The coffee morning in Duffus is slowly and carefully developing a market to accompany the existing, well-attended fundraising coffee morning.

Cairngorms National Park piloted a monthly farmers' market for park producers, held in different locations. There are plans to hold summer markets next year.

There was previously a farmers' market in Forres, set up by Transition Town Forres, but this has now stopped.

Consideration should be given to whether the market runs all day or in the morning only, and whether it is year round or seasonal. These decisions might best be made after consultation with producers and potential stallholders. It may be challenging to maintain a critical mass and diversity of stalls through the winter months.

11.6 LOCAL FOOD IN MORAY

Moray has a significant amount of arable farm land and is perceived as being abundant in locally grown food. However, most of the cereal grown in Moray goes to the whisky industry and for animal feed. Horticultural farms tend to supply supermarkets but some fruit and vegetables are grown for the local market and there are a few farm shops.



© Community Food Moray <https://www.facebook.com/ComFoodMoray>

Community Food Moray, a local social enterprise, sources fruit and vegetables locally where possible and has retail outlets at a number of community venues throughout Moray. An Earthshare Community Supported Agriculture scheme operated in Moray for a few years but

was discontinued, partly due to lack of secure land tenure. Crops have to be planned a year in advance so it could be challenging for growers to supply markets without being certain of demand.

There are growing numbers of small food producers and processors in Moray. In the UK in general, food micro-entrepreneurship appears to be at an all-time high. It remains to be seen if this will be a sustainable model of food production or a passing fad.

Small and micro-businesses may make slim margins, and may encounter personal, financial and legislative challenges to expanding. In Sweden, a local food mapping project found that many family-run businesses had a market for all their produce and didn't want to grow larger as it would mean investing in equipment and dealing with the legislative and financial implications of employing staff. Although local markets can have a role to play in supporting small businesses, they could also be at risk of their demise.

11.7 LOCAL FOOD IN KEITH

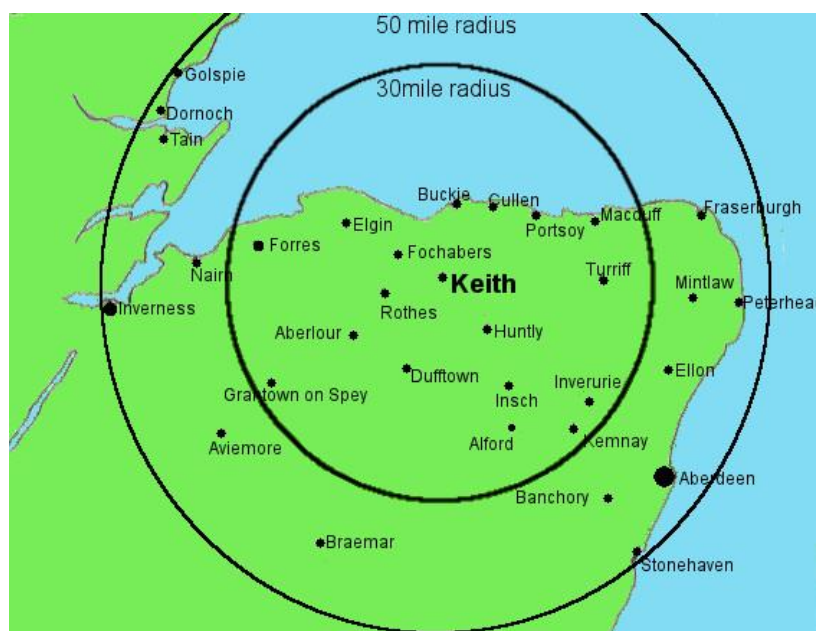


Fig 3: Thirty and fifty mile 'as the crow flies' radius of Keith

Priority for stalls could be given to local food producers in Keith and the surrounding area, bearing in mind that stalls with unique products can act as a draw for customers and expose them to local food. Stallholders could be drawn from further afield in northeast Scotland to fill any gaps.

Further criteria, including how to differentiate between competing stalls, would depend on who was setting up the market and what their motivations were. (See Appendix 2, page 28: [Social and Environmental Impacts of Markets](#))

11.8 MARKET CHECKLIST

Items for consideration include:

Planning

Sufficient lead time for planning

Support from experienced market organisers

Funding - if necessary

Compliance with food regulations, risk assessment, advice from environmental health team

Public liability insurance and supervisor with elementary food hygiene certificate if necessary (community market)

OR

Market licence, stallholders registered as food businesses and have public liability insurance (farmers' market)

Community support

- Consulting with local producers and farmers
- Consulting with existing local food businesses including shops
- Talking to community leaders, voluntary organisations, interest groups, churches and faith groups

Application for permission to use road signs

Advertising

At launch and on-going

Word of mouth

Signs – including special offers, prices etc. not just where and when

Press releases

Press advertising (£)

Vouchers for offers in local press (should be free as adds value to newspaper)

Schoolbag drops and leafleting houses (£)

Posters, business cards, postcards (£)

Online – email lists, own and others' websites and social media

Stallholders

Enough stallholders plus waiting list and occasional attendees

Include 2 fruit and veg – possibly Community Food Moray

Include other 'raw foods' such as meat. Other typical stalls people expect to see include cheese, bread and baking, jams and preserves and possible a few high quality crafters

Community stalls/political parties/bike doctor/NHS/cookery demonstrations etc. if applicable

Entertainment - if applicable – face painters, dance groups etc. (Public Entertainment Licence may be required. In Moray it is for events with amplified music where more than 100 people attend. Local authority halls are already licensed).

Market organiser/manager

Ideally, a vendors' co-op form management group

Single point of contact for vendors and customers who can be responsive and prompt

People to set up and dismantle

Date and time

Rules and regulations

Fees

Vendor agreement, commitment and notice of cancellation, complaints and grievance procedures

Written rules covering who can sell at market and how to choose between vendors e.g. who best conforms to market ethos, regulatory requirements and expected standards of behaviour

Application/ sign-up form

Venue

Electricity

Water

Refrigeration

Inspection by environmental health dept. - if applicable

Venue hire booked

On the day

Venue clean and tidy

'Stalls' sited to give good customer flow

Market organiser/marshal easily identified and on site throughout market

Traders display public liability insurance (+ food hygiene certificates, if relevant)

Further support

Support for market manager

Support for stallholders e.g. signposting to sources of business support and low cost insurance, registering as a food business, effective marketing

Mitigating negative impacts

Recycling and minimising packaging waste

Energy efficiency

Promoting use of public transport, park and stride, bike doctors

Farmers' market checklist

See <http://www.scottishfarmersmarkets.co.uk/organisers/marketsetup.htm> for a checklist.

12 APPENDICES

APPENDIX 1: HISTORY OF FARMERS' MARKETS

USA

Farmers' markets re-emerged in America in the 1960's, driven by consumer interest in freshness and health aspects of food. This factor is still a key customer driver today. In 1976, the 'Farmer to Consumer Direct Marketing Act' was passed and also helped support their return.⁵



Pike Place Market 1977 - © Seattle Municipal Archives

<http://www.flickr.com/photos/seattlemunicipalarchives/2753153233/lightbox/>

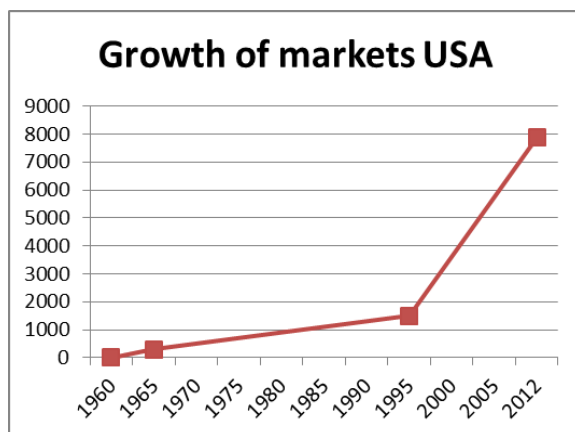


Fig 4: Number of markets over time USA

From a few hundred in the early days, numbers grew to over 1500 by the mid-nineties.

By August 2012 there were 7864 registered on the Department of Agriculture's directory (a likely undercount).

Roughly half of US markets are held in just ten of the states.¹⁶

Most markets are seasonal (March to November), but just under a fifth operate year round.⁷ The majority of American markets are economically 'self-sustaining' however some are sponsored or funded by local chambers of commerce, government, or third sector organisations, e.g. 90% of Illinois' 147 markets are sponsored by a Chamber of Commerce or merchants' association.¹ Markets are valued as an economic development tool and as a keystone in rebuilding local and regional food networks.

“Farmers’ markets are an important part of a local economy and enhance the quality of community life. There is justification for government and economic development sector support.”⁵

An impressive example of the potential impact of farmers' markets is The Greenmarket Program. It started in 1975 with an \$800 grant to show how markets could create community places in unpromising spaces. Now, the Union Square Park is one of 30 Greenmarket sponsored schemes, and draws tens of thousands of customers. It was so successful it led to the multimillion-dollar renovation of Union Square in the 1980s and revitalized the neighbourhood.

Numbers of markets in the US continue to grow fairly quickly, in spite of the economic downturn. However, this net growth covers the fact that some do fail, something that tends to be overlooked in the literature.¹⁷

Stallholders may be very local e.g. in Wisconsin only 13% of market vendors came from further than 40 miles away. However, they may come from further away: up to 200 miles is not uncommon, although increasing fuel costs means it no longer pays to haul produce to distant markets.⁸

UK

The first 'new generation' of farmers' market in the UK was set up in Bath in September 1997 in response to Local Agenda 21 priorities. Since then farmers' markets have arisen to fulfil different agendas e.g. regenerating town centres or providing affordable fresh food to areas in need, as well as to provide outlets for local farmers and food producers.

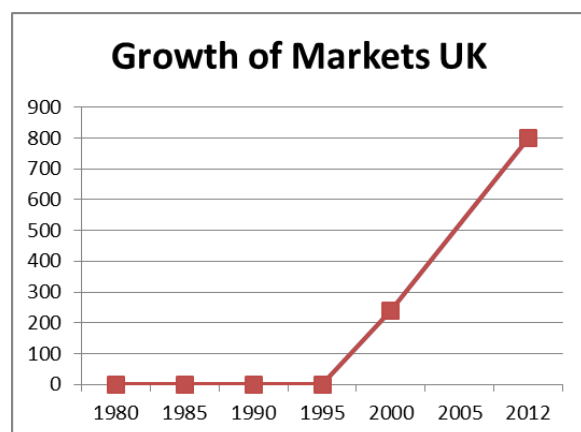


Fig 5: Number of markets over time UK

By 2000 there were 240 farmers' markets in the UK with an annual turnover totalling £65 million a year.¹⁰

Scotland

The first Scottish farmers' market was set up in Perth in April 1999. At the time, farming was in economic crisis with BSE halting exports and damaging consumer confidence at home. Plagued by the Minister for Agriculture, Environment and Fisheries comment, *"If farmers wish to get out of their current crisis, they will have to market their way out of it"* and, inspired by a visit to a French market whilst on holiday, Jim Fairlie founded Perth Farmers' Market with 12 stalls.³

According to the Scottish Agricultural College,

*"While different markets have set up for different reasons, it could be argued that a range of factors created the preconditions for the growth of the sector, notably: BSE (no exports '96-99), Foot and Mouth Disease 2001, strong Sterling, oversupply of some commodities and consequent low world prices, Low farm incomes and farm debt,"*⁹

This led to a situation where farmers felt they had nothing to lose by trying direct selling. By 2007, a Scottish Agricultural College survey found Scottish markets were set up for a range of reasons, the commonest being 'to regenerate the town/promote the area'. This may reflect the fact 35% of markets were set up by local authorities.

Markets are more commonplace in areas of greater population density, perhaps because there is a greater range and number of local food producing businesses in the area. Scotland's Rural College found:

“Farmers markets are used often in the Clyde Valley (which has a particularly high number of markets), Ayrshire, Lothian, the North East, and Tayside, all of which have high populations and the Scottish Borders where small town markets are relatively common.”¹³



Fig 6: Distribution of Scottish Association of Farmers' Markets (SAFM) member markets
© SAFM <http://www.scottishfarmersmarkets.co.uk>

APPENDIX 2: SOCIAL AND ENVIRONMENTAL IMPACTS OF MARKETS

Social impacts

The Scottish Farmers' Markets Partnership feels markets have a role to inform and inspire people.

*"By their nature farmers' markets make people think more about what they are eating and make them more aware of where their food comes from... So although they account for only 2-3% of the total food and drink market in Scotland, their visibility and impact is disproportionately high... [Farmers' markets] have helped to change the culture and raise awareness about what constitutes sustainable food."*¹⁴

Wisconsin University agrees that markets have a role to play and can by:

*"Working through vendors and market managers, educate customers about product availability and how to preserve products."*⁸

The function of some markets may be as much about raising the profile of local food, influencing consumers and allowing them to try new things, as much as it is about making profit. Markets can put on cookery demonstrations to help with these aims e.g. how to use cheaper cuts of meat.



Cookery demonstration Andover Farmers' Market © Anguskirk licensed for reuse under Creative Commons

Markets can also have positive social effects by making stalls available for local charities or voluntary groups, political parties or advice services.

Providing a place for the community to congregate and interact, and giving shoppers a chance to talk to each other and stallholders, is another social function the market can provide. Markets can create a sense of community and social capital that can be hard to find, particularly in urban areas.¹⁰

Environmental Impacts

Positive Impacts

Markets and producers vary in their attitude towards local food. Scottish Farmer's Markets Partnership requires food sold in farmers' markets to have been grown/caught/made or prepared by the producer and has some businesses that sell at markets all over Scotland. Markets set up by the Transition movement for example, tend to favour local food, particularly organic and sustainably produced.

There is no legal definition of the term 'local food'. It is defined by DEFRA and the Scottish Agricultural College as that which is 'both produced and sold within a limited geographical radius'. Others, like the Fife Diet use natural or bio-regional boundaries. The National Farmers' Retail and Markets Association, and 'Making Local Food Work' (a partnership of Plunkett Foundation, Co-operatives UK, Country Markets Ltd, FARMA, Soil Association, Sustain and Campaign to Protect Rural England) suggest a radius of 30 - 50 miles for local food.

Regardless of which definition is used, the 'food miles' are likely to be lower than that of supermarket food. The average supermarket shopping trolley contains goods that have travelled a total of 3000 miles with about a fifth (600 miles) attributable to fruit and vegetables.¹⁰

There is often less packaging at markets, compared with mass produced goods. Waste may also be reduced, partly because it is accepted stalls may sell out by the end of the day, as compared with supermarkets who have to maintain full shelves at all times. Markets can provide an outlet for surplus produce for sale, or in some cases, swapping or donation.

Some community markets, such as Transition Black Isle, have a 'swap table' for trading any non-electrical items such as produce, seeds, plants, and books, potentially diverting them from landfill.

Smaller fruit and veg producers with diverse crops may have less need for pesticides, and may be more able to manage organically, compared with bulk and monoculture producers.

Negative Impacts

The main carbon footprint of local markets tends to come from transporting goods. Consumers will have transport emissions but some may walk or take public transport – an important factor in deciding where to site a market (see page 9: [Location](#)).

Some local producers may have to buy in products to supplement their offering and give the customer some convenience - at the cost of increasing their carbon footprint. For example, fruit and vegetable production can be limited by the Scottish climate and growing season.

Markets will also consume resources in terms of refrigeration, lighting, and in some cases, delivery of stalls.

Avoiding or Mitigating Negative Environmental Impacts

Potential carbon savings have to be balanced with the resources a market consumes, and these should be managed as effectively as possible. Mitigation could involve encouraging recycling and having somewhere to donate unsold food at the end of the market.

APPENDIX 3: ILLUSTRATIVE COSTS

Illustrative costs for a Moray Farmers' Market

(Not including paid market manager, advertising or admin costs)

An annual licence fee (A temporary licence for 6 weeks costs £211)	£221 per annum
Electricity costs (e.g. Elgin/event)	£80 per month
Advert in Northern Scot (There are creative ways to secure free advertising see page 13: Advertising)	£28 per month
Stall purchase or hire – variable*	£375 to hire 15
There will also be transport costs for stall delivery	
Cost per month (assuming 12 markets/year of 15 stalls)	£ 500

At a cost to the stallholder of £40 per event, the market is around breakeven point if all the stalls are taken. Increasing vendor fees may mean some people cannot take stalls.

*Stalls can be bought or hired. Thought needs to be given as to where they can be securely stored and who will set them up. There are companies who will hire stalls and set them up, but these tend to be more readily available in the central belt of Scotland. This will also add to cost but, for some markets, represents money well spent.

The market organiser in Elgin advised initially hiring stalls and when ready to buy, investing in good quality stalls and taking care of them as they set a high quality tone for the market.

Illustrative costs for a Moray Community Market

(Not including paid market manager, advertising or admin costs)

Hire of local authority hall kitchen	£13 per month
Hire of local authority lesser hall (for refreshments)	£13 per month
Hire of local authority large hall (for market stalls)	£26 per month
Hall hire includes use of tables, chairs and electricity (unless using stage and music equipment)	
Advert in Northern Scot	£28 per month
Total cost per month	£80

Compared with farmers' markets, a lower cost per stall can be charged to cover the hire of the hall.

Stall prices at community markets typically range from £5 - 10.

There is a need to have a good list and even a waiting list of stallholders. This ensures there are always enough to cover costs, bearing in mind some are more likely to be casual or seasonal sellers only.

	Longmore Hall	Keith School Halls	The Loft Youth Project	St Thomas Church Hall	Newmill Hall	Boharm Hall, Mulben	Reidhaven Square
Central & highly visible	✓ ✓	✓	✓	✓			✓
Easily accessible for vendors & customers	✓ ✓	✓ ✓	✓	✓	✓	✓	✓ ✓
Near ample low cost / free parking	✓	✓ ✓	✓	✓ ✓	✓ ✓	✓ ✓	✓
Near public transport links	✓ ✓	✓	✓	✓			✓ ✓
Near other amenities	✓ ✓	✓ ✓	✓ ✓	✓	✓	✓	✓ ✓
Affordable	✓	✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	
Able to accommodate market growth	✓	✓	✓	✓	✓	✓	✓
Pleasant, well-furnished	✓	✓	✓ ✓	✓	✓ ✓	✓	✓
Distance from local businesses	✓ ✓	✓	✓ ✓	✓			✓ ✓
Hall hire	£13/hr. small hall & kitchen, £26/hr. large hall	£26/hr. (+25% charge for business use)	£5-7.50 per hour for community groups	£10/hr. for hall, £12/hr. for hall & kitchen. *	Variable but in line with other community halls	£10/hr. for whole hall and kitchen - negotiable	£££ licence £221, stall hire, electricity etc.

Scoring: Fulfils well ✓ ✓ Fulfils somewhat ✓ Does not fulfil = blank

* Not available after June 2014 for some months due to church refurbishment

APPENDIX 4: KEITH MARKET VENUE MATRIX

13 REFERENCES

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