

Good Food Market Manual

Introduction

This document is meant to be a guide for setting up and running a new Good Food Market (GFM).

Using the Manual

This manual is meant to be interactive - start by filling out the **checklist** on the next page. For anything that you have not checked off, use the information in the related section as a guide for how to proceed.

This manual does not replace getting support from the foodshare team! Reach out and ask any and all questions to the market coordinators.

Checklist

Check any box that you answer “Yes” to. You only need to reference the sections of the manual where there are unchecked boxes.

Plan for leftovers

- Are you selling your leftovers?
- Do you have a place to store leftovers week to week?
- Do you have a donation plan for leftovers? (foodbank, volunteers, etc.)

Marketing

- Do you have a partner in your community that helps you attract people to the market?
- Are taking advantage of the Foodshare templates for marketing?

Payment

- Are you using Square?

Logistics (Time and Location)

- Do you already have a regular time slot for your market?
- Do you already have a location for your market?

Physical Set-up

- Have you ordered with Foodshare before?
- Have you purchased everything you need to run a market?

Building Community Partnerships

- Do you have a community partner that helps make the market more welcoming? (vendor, local musician, etc)
- Have you approached potential partners in your local area that could help with purchasing leftovers or supplying volunteers?

Operating the Market

- Are you using the GFM Market Tool? (The one that shows weekly leftovers)
- Have you operated a market before and are comfortable with the typical weekly schedule?

Staffing

- Do you have enough volunteers to support your market?
- Do you have a plan to show appreciation to your volunteers?

Accessibility & Placemaking

- Have you considered the barriers to accessing your market?
- Does your market have a way of collecting feedback?

Running an Equitable Market

- Do you know what the cultural food staples are for the community you are serving?
- Have you thought about how to make your market inclusive and welcoming?

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Starting a Market

Section 1: Plan for Leftovers

Context

All markets end up with leftovers, and knowing what to do with it can help the sustainability and impact of your market in the long-term. While we should aim to be left with zero leftovers, typical leftovers is between 5% and 10%.

Prioritized list of leftover options

Sell Leftover Food

Look to local grocery stores or markets to partner with to purchase the leftover food at a discount price.

Store for the Following Week

Anything that will still be good for the following market should be kept and sold later.

Donate Leftover Food

Find a local food bank/ soup kitchen to donate leftover food to. Make sure to collect donation receipts for tax purposes when possible.

Give to Volunteers

Common practice is to give leftovers to volunteers to show appreciation for their time and effort.

Finding Partners to Donate to

- Ask your customers: "if you weren't coming here, where would you go?"
- Ask FoodShare staff - who do we know who may need it?
- Google search for food banks/soup kitchens in your area

Section 2: Marketing

Context

Friendly faces, high quality produce, and affordable prices are all reasons for local residents to visit your Good Food Market, but getting the word out is incredibly important to attract customers.

Since each market is small, the best strategy to attract customers is to partner with local organizations that already send information out to the community, and ask them to help spread the word about your market. Templates are provided to help make this easier.

How to

Determine who to partner with

Figure out what organizations in the community are influential in the community

- **Where does the community convene?** Typical locations are
 - community centers
 - worship centres
 - schools
 - storefronts
 - bulletin boards
 - daycares
 - food banks
- **Who are the local community leaders?**
Ask customers in the first few weeks who the key community leaders are. MPs and other community members with large social media followings are ideal.
- **Make an email list**
to retain customers, add them to an email list and send out the market details on a weekly basis.

Match the organization's form of communication

Both print and digital templates are available to help quickly create marketing material that matches your partner's form of communication

Section 3: Payment

Context

Payment should be set up to be accessible, and to be as easy as possible on the market organizer. Typical forms of payment are cash and Square.

How to

Customer Payment Options

- **Cash** - This is a requirement to be accessible to all populations. Setup only requires purchasing a cash box.
- **Square** - Optional secondary form of payment - encouraged as the market grows. Square increases the accessibility of payment, but requires an upfront investment, and takes a small percentage of each purchase
 - Steps to install square: Ensure you have a compatible device, make an online account, connect to a verified bank account, purchase a Square reader (\$10)
 - Reference: [Square Set-Up Guide](#)

Paying Foodshare

All GFM's

All GFM's enter default once they have not paid an invoice within 14 days. At this point, a hold will be put on their account, meaning further orders will not be accepted. No orders will be stopped without having a conversation with the GFM, or attempting to contact them. The CASP Sr Coordinator will contact the market to try to make an agreed upon payment plan to avoid putting a hold on their account. This could be a one-time plan, or an ongoing plan that works for both parties.

Resident-Led Markets

In the instance that a resident-led GFM exceeds a balance of \$1,000, a hold will be put on their account, unless a payment plan can be agreed upon with the CASP Sr Coordinator (in consultation with the CASP Sr Manager and Financial Analyst Manager).

As a contingency, CASP will endeavour to allocate \$4,000 in the program budget each year, if the budget allows, to be accessed by resident-led GFM's in arrears through an application process.

Organization-Led Market

In the instance that an organization-led GFM exceeds a balance of \$2,500, a hold will be put on their account, unless a payment plan can be agreed upon with the CASP Sr Coordinator (in consultation with the CASP Sr Manager and Financial Analyst Manager).

As a contingency, CASP will set aside \$xxxx in the program budget to cover outstanding balances from organization-led GFMs that have closed.

Cancellation of Orders

GFM Coordinators can cancel/change their order 3 business days or more ahead of their delivery date. If the request is made less than 3 business days ahead of the delivery date, then the market will be notified that they will be charged for the canceled order and the produce will be donated.

Section 4: Logistics

Context

The location and the time that the market runs are important to maximize the number of customers that are attracted and served.

How to

Choosing a Time of Week

- The most successful markets **line up with other events** that the members of the community gather for.
- **Run a pilot market** for a few weeks to test out a time slot, and **ask customers** when would be a better time to get more people.

Time of Day

Foodshare delivery windows are between **9am and 1pm**, recommended start time is between 2 and 3 PM

Selecting a GFM Location

An ideal location has the following characteristics:

- Accessible and visible to the community
- High community traffic
- Storage for tables, chairs, baskets, tent and other market resources
- Refrigeration/storage for remaining produce
- Indoor location available for use in poor weather and winter

Section 5: Physical Set-up

Context

Coordinating an outdoor/indoor produce market can be complicated due to customer service challenges, crowding, and setting up the market on time. By staying organized and having a plan with your volunteers on crowd control, and other customer services issues, it will help to save time and service your community efficiently.

How to

FoodShare Kit

Foodshare offers a kit with all the basic resources to start a market.

Order with Foodshare Team

Let FoodShare help you decide on the amount of produce to purchase for your first market, and for your first delivery order, you will be able to receive produce free of charge.

Use Available Templates

The foodshare team has prepared templates for price tags and signage - request a new template if there is something that you would like designed for you!

- **Must-Haves**

- Cash box (\$25) - Staples
- Calculator x2 (\$10) - Staples
- Folding tables x4+ (\$50 each) - Canadian tire/home depot
- Kitchen food scale x1 (\$15) - Walmart/Amazon
- Baskets x15 - Dollarama
- Produce bags, paper or plastic
- Signage for market (poster or whiteboard)
- Price tags
- Covid PPE as required (gloves & masks)

- **Optionals**

- Dolly or cart (\$120)
- Cooler (\$100)
- Shopping baskets (\$150 for 12)
- Outdoor awning or tent (\$200)
- Price tag holders

Section 6: Building Community Partnerships

Context

Key benefits of community partners:

- **Outreach** - help get the word out about the market.
 - Community centers
 - centers of worship
 - Library
 - Schools
 - daycares
- **Support size of the market** - Get support with volunteers, logistical help, and a location for the market. Look at who is in your community - are there any groups who would benefit from the experience of volunteering at a GFM?
 - community agencies
 - high schools
 - boys and girls clubs
 - places of worship
 - Groceries stores - can they purchase the leftovers?
- **Support Market Animation** - Local vendors, artists, restaurants, and musicians all help to animate a market.
 - Common places to find patterns to help animate the market are Libraries and community centers.

How to

Reach out - use foodshare built templates for reaching out to potential partners

Approach Local Businesses - Business owners in the neighborhood are typically keen to help! Introduce yourself and the market.

Show up - When possible, in person is better than through written communication - use letters and emails to follow up on in-person visits

Use Foodshare Network - Foodshare has many existing relationships, use the larger foodshare network to kick-start building partnerships

- Volunteer pool
- Logistics

Running a Market

Section 7: Operating the Market

GFM Weekly Operations Tool

Use the weekly operations tool to track leftovers, profitability, and create your order for the following week. Contact foodshare if you do not have access to it.

5 hour Time Commitment

For a weekly Good Food Market a minimum time commitment of 5 hours per week to organize and run the market is typical. This does not include event planning, volunteer training and educational material creation.

Customer Service:

- **Managing Patrons:** Create a section for customers to collect their own grocery/produce bags. Relax, smile and apologize nicely if there is a long wait. Ask “Who was next?” to let the patrons decide who was first to prevent an argument.
- **Setting up your tables:** When writing your price cards, round the prices to the nearest 5¢ to make for easier math. Write the prices large enough so that both the customer and the vendor can see them. Make a space on the table to put the produce you are checking out. Take the extra time before the market to make up pre-weighed bags of produce that need to be weighted (i.e. beans)

Example Weekly Schedule:

Monday	Check with volunteers, check with vendors, send email to mailing list
Tuesday	
Wednesday	Market day (See example market day schedule below)
Thurs	Deposit money from market/get change
Friday	Send in order to foodshare for next week
Sat	
Sun	

Market day schedule (market at 3 pm)

9:00 AM	Start of delivery window - be available to receive order
11:00 PM	
1:00 PM	End of delivery window

1:30 PM	Start setting up market Pack Pre-orders
3:00 PM	Run market
5:00 PM	Clean up (30-60 min)
6:00 PM	Deal with leftovers

Section 8: Staffing

Context

Good Food Markets require volunteers to help run and grow each week. Attracting and appreciating volunteers is a key requirement to running a successful market. Here are some things to pay attention to when recruiting volunteers.

How to

Volunteer Recruitment:

Typical markets require 2-3 volunteers each week to successfully run the market.

- **Use the Foodshare Network**
Reach out to our team at FoodShare and we can provide a callout for volunteers within our networks
- **Reach out to local community groups:**
 - high schools
 - youth programs
 - community centers
- **Thank your Volunteers**
make sure your volunteers feel appreciated for the work they are doing
- **Perks for Volunteers**
Decide in advance what perks your volunteers receive and make sure that this policy is clearly understood by all staff and volunteers. If you decide to give volunteers produce, set a fair monetary amount and encourage all volunteers to take this amount.

Section 9: Accessibility & Placemaking

Context

As Good Food Market Coordinators, it is also important to be intentional about the space you are creating for your community members, otherwise it can become a place that can continue to perpetuate oppressive & exclusionary processes that can alienate folks from accessing the market.

Safety, in this context, refers to building systems in place for community members to feel as though their specific needs have been taken care of and prioritized, especially when other food access points create unnecessary barriers for them. Please remember that these conversations will be ongoing, and it's okay to learn from mistakes through trial and error.

How to

Accessibility

- **Easy access for everyone** -
 - Is the location accessible for everyone using mobility devices including scooters, walkers, canes?
 - Do we have access to parking, public transit, and an entrance that is accessible to everyone?
 - Do we have a plan to support seniors?
- **Deliveries** - Some customers face transportation barriers, consider supporting these customers by offering a delivery service

Customer Service:

- **Approach towards Patrons**
Is your market team kind, welcoming, respectful, honest and patient, even when the market is busy or the line is long?
- **Building Capacity for Feedback**
Provide opportunities to give a voice to the community (market staff, volunteers, customers and vendors). Implement feedback and make sure that people are not “heard but dismissed”.
- **Managing Discrimination**
Does your market team have a plan for how to handle incidents of discrimination or microaggressions experienced by either a customer or vendor? Do you have a plan for supporting someone who has experienced discrimination?

Placemaking: (Please consider current COVID-19 restrictions and recommendations by Toronto Public Health)

- **Welcoming & Safe** - Do your customers see people who look like them shopping and selling at the market? Consider those who struggle most to access the food at your market, and how you can increase their participation and access.

Other Considerations

- **Access to volunteers**
what opportunities can the market provide to support employable and leadership skills, are there any training available, can volunteer hours be obtained.
- **Decorations**
Even a few small decorations can make a GFM feel like a local farmer's market and increase the social aspect

Section 10: Running an Equitable Market

Context

Running an equitable market is about reducing food insecurity in neighborhoods experiencing low income while curating food that matches the needs and culture of the local population.

How to

- **Build Local Relationships** - introduce yourself to the community's residents, resident leaders, agencies and service providers, businesses, educational institutions, and government representatives.
- **Ask the Community** - Understand community wants and needs. Ask what produce they would like to see at the market. Are there **cultural food staples** that are important to them?
 - Get to know your common customers - ex: if we have a lot of families, how can we tailor to them?
- **Inclusivity** - Make sure we are welcoming everyone - a common pitfall is being overly guarded and suspicious (checking people's bags & receipts, watching too intently, etc)

Other Considerations

- **Redistribute-Power:** Your market has the power to economically support vendors and suppliers. Where is your money going?
 - Do I have a plan to support small vendors in joining my market?
 - Do the vendors at my market sell things that my local community wants to buy?
 - Are my vendors fees accessible to local and small scale vendors?
 - How do you connect with small vendors from the immediate community?
 - Do small scale vendors have a voice at my market?

Appendix:

Setup list

- **Must-Haves**
 - Cash box (\$25)
 - Calculator (\$10)
 - Folding tables (\$50 each)
 - Kitchen food scale (\$15)

- **Optionals**
 - Dolly or cart (\$120)
 - Whiteboard & dry erase markers (\$20)
 - Cooler (\$100)
 - Shopping baskets (\$150 for 12)
 - Outdoor awning or tent (\$200)
 - Patio heater (\$300)