

# Request for Decision City Council



Type of Decision									
Meeting Date	February 13, 2008				Report Date	December 2007			
Decision Requested		Yes	x	No	Priority		High	x	Low
	Direction Only				Type of Meeting	x	Open		Closed

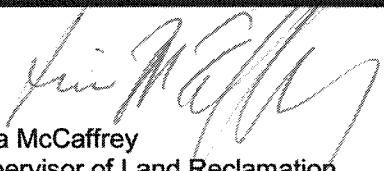

Report Title
Land Reclamation Program Annual Report 2007

Budget Impact / Policy Implication	Recommendation
<div> <div>This report has been reviewed by the Finance Division and the funding source has been identified.</div> <div>None.</div> </div>	<div> <p>That the Council of the City of Greater Sudbury recognize the achievements of the Land Reclamation Program and the value of the Program to the quality of life in the City, and support the on-going initiatives of this Program and the VETAC Committee, and further,</p> <p>that the City of Greater Sudbury's Land Reclamation Program Annual Report 2007 be received and the contributions of VETAC be acknowledged.</p> </div>
<div> <div>x</div> <div>Background Attached</div> </div>	<div> <div></div> <div>Recommendation Continued</div> </div>

Recommended by the Department	Recommended by the C.A.O.
<div> <div>Doug Nadorozny Manager of Growth and Development</div> </div>	<div> <div>Mark Mieto Chief Administrative Officer</div> </div>

Date: December 2007

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Report Prepared By	Division Review
 Tina McCaffrey Supervisor of Land Reclamation	 W. E. Lautenbach Director of Planning Services

## PRESENTATION SUMMARY

The presentation of the Land Reclamation Program Annual Report 2007 reviews the activities of the Program in 2007 with statistical updates of accomplishments to date. Funding partners, projects and events are also described.

## BACKGROUND

For the past 29 years, the City of Greater Sudbury's Land Reclamation Program has been active planting over 8.8 million tree seedlings and reclaiming over 3,300 hectares of barren land. This Program has won local, provincial, national and international awards and recognition for its achievements. More importantly, this Program has profoundly altered the image of Sudbury and has given our citizens a renewed sense of community pride and optimism. Locally, the Program is enhancing our lakes and rivers through watershed improvement and is creating new wildlife habitat that will eventually result in a diverse and self-sustaining environment. A copy of the Land Reclamation Program Annual Report 2007 has been circulated to Council under separate cover.

## Highlights of 2007 Activities

- 152,116 tree seedlings planted
- 9.7 hectares of barren land reclaimed
- 24 temporary employment positions created
- 400 volunteers planted almost 8,000 tree seedlings throughout the City
- over 3,000 seedlings were distributed to residents of the City
- third annual 'Ugliest Schoolyard Contest' completed

## 2007 Program Funding Partners

- Vale Inco
- Xstrata Nickel
- Ontario Works
- Ministry of Training, Colleges & Universities
- YMCA Summer Job Services
- Nickel District Conservation Authority
- Sudbury earthdancers

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## **2007 Ugliest Schoolyard Contest Funding Partners**

- Adam & Eve's Garden & Patio Centre
- Ashley's Landscape Supplies
- Botanix Azilda Greenhouses
- Canadian Tire, Regent Street
- Carniello Contracting
- Freskiw Farms
- Hollandia Land & Environmental Solutions
- Holla's Produce and Greenhouses
- James St. John, Horticulturalist
- RONA Cashway, Val Caron
- Saturn of Sudbury
- Southview Greenhouse Growers
- Sudbury Horticultural Society
- Sudbury Master Gardeners
- Vale Inco
- WD Tree Removal
- Whitewater Greenhouses & Yard Art Centre
- Xstrata Nickel

## **Program Components**

### ***1. Planting Activities***

The Land Reclamation Program planted 152,116 tree seedlings in 2007, totalling 8.8 million trees to date. Site selection focussed on available sites from the last 5 year plan.

### ***2. Greening Activities***

Crushed agricultural limestone is applied to barren land as a treatment to reduce soil acidity, followed by the application of a fertilizer and a grass/legume seed mixture to establish vegetative ground cover. The Land Reclamation Program greened 9.7 hectares of barren land in 2007, with a total to date of over 3,300 hectares of barren land treated. Situated along the Wanapitei River, improvements to the land are expected to improve the quality of the water draining off the land into river.

### ***3. Monitoring Efforts***

Monitoring of planted sites occurs periodically to help answer some of the questions regarding tree survival and suitability in the Land Reclamation Program activities. Efforts this year reveal that growth and survival on most reclaimed sites were comparable to mature forest reference sites. However, the floral inventory varied greatly, indicating that reclamation sites are still compromised in terms of plant species diversity and vegetation cover.

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#### **4. "Ugliest Schoolyard Contest"**

The third annual "Ugliest Schoolyard Contest" was another successful urban greening endeavour for VETAC. In all, 18 sponsors came forward to lend support for this project, donating plants, soil amendments, materials and equipment to transform the treeless school environment at Pinecrest Public School in Hanmer. Thanks to a large financial contribution from Xstrata Nickel in the amount of \$75,000, runner-up prizes went to four area schools: St. Augustin in Garson, St. Anne in Hanmer, Pius XII in Sudbury and Notre Dame de la Merci in Coniston. All planting and construction activities took place during September and October, with the bulk of the labour contributed by students, staff and parent group volunteers.

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Meeting Date	February 13, 2008				Report Date	January 30, 2008			
Decision Requested		Yes	x	No	Priority		High	x	Low
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Report Title
Lake Water Quality Program 2007 Annual Report

Budget Impact / Policy Implication	Recommendation
<p>This report has been reviewed by the Finance Division and the funding source has been identified.</p>	<p>That Council recognize the achievements of the Lake Water Quality Program and the value of the program to the quality of life in the city, and support the on-going initiatives of this program,</p> <p>and further, that the Lake Water Quality Program 2007 Annual Report be received.</p>
<p>Background Attached</p>	<p>Recommendation Continued</p>

Recommended by the Department	Recommended by the C.A.O.
<p><i>Doug Nadrozny</i> Doug Nadrozny General Manager of Growth &amp; Development</p>	<p><i>Mark Mieto</i> Mark Mieto Chief Administrative Officer</p>

Date: January 30, 2008

Report Prepared By	Division Review
 Lana Haslam Lake Water Quality Program Co-ordinator	 William E. Lautenbach Director of Planning Services

## SUMMARY

This presentation will review the Lake Water Quality Program's 2007 Annual Report highlighting the accomplishments of the program, outside funding sources and partnerships. The activities of the recent Lake Improvement Advisory Panel will also be summarized. A copy of the 2007 Annual Report has been circulated under separate cover.

## LAKE WATER QUALITY PROGRAM

The Lake Water Quality Program provides a municipal program of lake water quality monitoring and educational as well as technical support to lake stewardship groups and citizens in the City. Other activities include research into various issues related to lake water quality. Partnerships are sought with other public and private sector organizations with an interest in lake water quality. The Lake Water Quality Program also helps to ensure that Sudbury is positively recognized as a City of Lakes.

## SUMMARY OF ACTIVITIES FOR 2007

The Lake Water Quality Program, in conjunction with our various partners, was able to conduct the annual Spring Phosphorus Sampling Program, implement the Lake Stewardship Grant Program, and co-ordinate the Shoreline Home Visit Program.

• Number of lakes sampled for spring phosphorus	46
• Number of shoreline home visits	10
• Number of information packages	15
• Number of requests for lake information	15
• Number of Lake Stewardship Groups	37
• Number of lake stewardship grants awarded	13

## PROGRAM COMPONENTS

### 1) Spring Phosphorus Sampling Program

The 2007 Spring Phosphorus sampling program got under way in early May with a total of 46 lakes sampled. Lakes were chosen based on historically high phosphorus levels, their susceptibility to lakeshore development, and requests from lake residents. Phosphorus is the main nutrient (fertilizer) that controls the growth of algae in lakes and is sampled in the spring shortly after the ice is off the lakes.

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**2) *Shoreline Home Visit Program***

For the third year in a row, the Lake Water Quality Program co-ordinated the Shoreline Home Visit Program, an extensive action-oriented community engagement program with the objective to protect, conserve, enhance and restore water quality and wildlife habitat in Greater Sudbury. The program consisted of information packages and in-depth shoreline home visits in order to assist waterfront property owners.

**3) *Lake Stewardship Grant Assistance Program***

The Lake Stewardship Grant Assistance Program is a funded program by the Lake Water Quality Program and Lake Improvement Advisory Panel to assist lake stewardship groups carry out action oriented projects that protect and improve the water quality and natural environment of their lakes. This grant program was a pilot project in 2005 with the intent to benefit as many lake stewardship groups as possible. The Grant Program was very well received by the eligible lake stewardship groups and allowed for the collection of valuable information that would otherwise not be available to the Lake Water Quality Program. In total, 13 applications for funding were approved and total funds allocated was \$7,370.00.

**4) *Living With Lakes Forum - Sudbury Water Gathering***

For the past seven years, the Lake Water Quality Program and the Greater Sudbury Lake Improvement Advisory Panel have hosted the annual Living With Lakes Forum at Science North to inform the community of the current year's program achievements, showcase the efforts of the lake stewardship groups and answer any related questions that residents may have. In 2007, the Lake Water Quality Program partnered with the Drinking Water Source Protection Program, the Nickel District Conservation Authority, the Sudbury & District Health Unit's Children's Water Festival, the Junction Creek Stewardship Committee and the Cooperative Freshwater Ecology Unit to host the first Sudbury Water Gathering. The idea behind creating the Water Gathering was to bring key water groups together to host a combined water event highlighting the work, new initiatives and future plans for each group in a collaborative, fun and informative event. Approximately 140-150 people were in attendance at Science North, including the presenters, expert panel and organizers.

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Decision Requested			Yes	<input checked="" type="checkbox"/>	No	Priority			High	<input checked="" type="checkbox"/>	Low
		Direction Only				Type of Meeting			Open		Closed

Report Title
MARKET SQUARE YEAR END REPORT


Budget Impact / Policy Implication		Recommendation	
<input checked="" type="checkbox"/>	This report has been reviewed by the Finance Division and the funding source has been identified.	FOR INFORMATION ONLY	
<p>The operational expenditures and revenues of the Farmers Market have been approved in the 2008 operating budget.</p>			
	Background Attached		Recommendation Continued

Recommended by the Department	Recommended by the C.A.O.
 Doug Nadrozny, General Manager Growth & Development	 Mark Mieto Chief Administrative Officer



Date: February 13<sup>th</sup>, 2008

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Report Prepared By	Division Review
 Eleethea Marson, Business Development Officer	Helen Mulc, Manager of Business Development

## EXECUTIVE SUMMARY

In February 2007, a new board of directors elected for Downtown Sudbury expressed their desire to relinquish operations of the Farmers' Market to the City. Subsequently, the City specifically the Economic Development Department, agreed to take over the operations of Market Square.

Markets encourage and support a local economy, giving birth to new local businesses and keeping consumer dollars circulating locally. Public markets offer opportunities to more than just farmers. These markets showcase small, local enterprises of many varieties and provide an easy opportunity to grow those businesses.

- Promote business start ups and development
- Facilitate product development and diversification
- Create opportunities to add value to products
- Enhance the customer base and expand sales and income
- Foster the development of business skills and entrepreneurship, therefore building capacity.

The 2007 season of Market Square attracted an increased number of vendors and, by most accounts, can be considered a success. With limited experience in operating a Market, the City was able to retain the previous Farmers' Market Operator and, combined with the ongoing efforts of vendors and staff, both customer and vendors experienced a successful season.

As a result of the limited time for transition to Market Square operations, staff opted to operate Market Square relatively similar to that of Downtown Sudbury, therefore only minor changes were made. Staff was retained with operation knowledge, which allowed there to be a smooth transition.

In order to maximize the use of the building it was important to determine what improvements with respect to building code compliance were necessary. Perry & Perry Architects Inc. were retained to perform an Ontario Building Code review related to a "change of use" (Mercantile classification to Assembly classification).

### Next Steps:

- Establish an informal "Friends of Market Square" group so that staff can consult with vendors, community groups and organizations as well as customer on an ongoing basis.
- Conduct an internal review of the rules and regulations, including facility rental rates.
- Encourage city functions, Downtown Sudbury, community groups and organizations to consider using Market Square as a venue for staging their events.
- Serious consideration to invest in the upgrade of the building to meet the Ontario Building Code with respect to an Assembly classification.

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## **BACKGROUND**

The origins of the Sudbury Downtown Farmers' Market can be traced back to the 1960's. The Borgia Market, a European style permanent market was demolished to make way for the City Centre Shopping Mall (now Rainbow Centre Mall).

In 1988, after more then 20 years without a community market, Council for the City of Sudbury authorized the Sudbury Metro Centre (now referred to as Downtown Sudbury) to use the Shaughnessy Street parking lot as the site of a seasonal market.

While the market continued to operate from this location for 12 years, a working group was established in 1997 to investigate the possibility of developing a permanent, year round facility to host the market.

On March 23, 1999 the City of Sudbury submitted a formal offer to purchase the Elgin Street storage sheds of the Canadian Pacific Railway, which was ultimately accepted in April 1999. Following two years of construction, funded through contributions from the City, Human Resources Development Canada, FedNor and the Metro Centre, vendors were able to operate from the exterior of the building during the 2000 season with the interior of the facility opening to the public in June 2001.

In February 2007, a new board of directors was elected for Downtown Sudbury. They expressed their desire to relinquish operations of the Farmer's Market to the City. In April 2007, City staff took over responsibility for the operation of Market Square.

When Metro Centre first approached City Council in 1998 concerning the establishment of the Market, it outlined four benefits that were expected to accrue to the community. While the Market has since expanded into a permanent, year round facility, these original goals remain intact.

### Downtown Revitalization

The primary purpose of the market is to serve as an instrument of downtown revitalization. By making available to residents a venue for purchasing local and imported produce and other foodstuffs, it is hoped that the market will attract customers to the downtown area, who will in turn utilize the services of other downtown merchants.

### Business Incubation and Agricultural Development

While the market has been successful in its role as a downtown attraction, it has also achieved significant results as a business incubator, primarily in the agricultural sector.

### Job Creation

As the number of vendors has increased, so has the number of employment positions created by the market. At full capacity with 70 stalls, and two jobs per vendor stall that is 140 potential jobs.

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### Community Attraction

The market is not just a place to purchase food and crafts, it also provides visitors and customers with a festival experience by incorporating special events, family activities and attractions.

## **ANALYSIS / OPTIONS**

Farmers' Markets are easy to love. Most people think it is a good thing to offer fresh local products and a fun place for the community to gather and shop. Having said that, Farmers' Markets are much more—they are a business asset in the community and an important source of revenue for the vendors.

Public markets by definition, serve a public mandate greater than their retail activities. Markets stimulate social interaction, foster new local businesses, preserve historic buildings, and stabilize downtown districts or small commercial neighborhoods. In general, municipalities are not in retailing or mall management, therefore with public ownership, markets and their activities have to serve the public good.

Markets encourage and support a local economy, giving birth to new local businesses and keeping consumer dollars circulating locally. Public markets offer opportunities to more than just farmers, but all markets showcase small, local enterprise that can grow.

- Promote business start ups and development
- Facilitate product development and diversification
- Create opportunities to add value to products
- Enhance the customer base and expand sales and income
- Foster the development of business skills and entrepreneurship

The following has also been proven:

- Consumers who shop at farmers' markets also tend to patronize other local businesses—especially those in the same neighbourhood.
- Farmers' markets are particularly helpful to communities as they provide supplemental income and low cost start up opportunities.
- Markets provide opportunities for youth entrepreneurship development and an extra source of income for retirees in the community.

Perhaps, the most famous example of a business incubator market success story is Starbucks. Once a single-stall micro enterprise at Pike Place market in Seattle, founded in 1971, Starbucks Coffee now has over 5,600 locations worldwide, major accounts with airlines and hotel chains, and extensive line of merchandise.

The 2007 season of Market Square attracted an increased number of vendors and, by most accounts, can be considered a success. With limited experience in operating a Market, the City was able to retain the previous Farmer's Market Operator and, combined with the ongoing efforts of vendors and staff, both customers and vendors experienced a successful season.

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**Regular Operations**

With a limited time for transition, City staff opted to operate Market Square relatively similar to that of Downtown Sudbury. In the short term only small changes were made. Retaining existing Market staff with operation knowledge enabled a relatively smooth transition.

During an initial meeting with vendors that took place before the season opened, a number of suggestions were made that staff attempted to implement. For example, it was suggested that washing stations be provided so that vendors/customers could wash their hands and/or produce without having to access the sinks in the washrooms inside the building. Through Farmers Market Ontario two washing stations were purchased at a reduced rate and staff ensured the stations were set-up outside along the decking (where the produce vendors were located), each market day. Unfortunately, despite the expressed need by vendors, the washing stations were seldom used by customers or vendors.

Similarly, during the same meeting it was strongly expressed that events were an important element to ensure a busy market, especially on Sundays. Historically, Downtown Sudbury planned events in that downtown core, using Market Square as a staging area. These events would drive traffic into Market Square; and ensure that vendors experienced a constant flow of potential customers. Unfortunately, when Downtown Sudbury relinquished the operation of Market Square they also made a decision to find alternative locations for their events. Planning and hosting special events requires a considerable amount of time and resources. Therefore, it was determined that a more realistic approach for 2007 would be to provide musical entertainment on alternating Sundays; and traffic noticeably improved when entertainment was offered.

**Next Steps:**

- Establish an informal "Friends of Market Square" group so that staff can consult with vendors, community groups and organizations as well as customers on an ongoing basis.
- Conduct an internal review of the policies, rules and regulations, that govern the use of the facility, including rental rates.
- Encourage CGS functions, Downtown Sudbury, community groups and organizations to consider using Market Square as a venue for staging their events.

*(See additional opportunities regarding programming and events outlined in Appendix A: 2008 Marketing Strategy—attached)*

**Market Square Ontario Building Code Review**

In order to maximize the use of the building it was important to determine what improvements with respect to building code compliance were necessary. Perry + Perry Architects Inc. were retained to perform an Ontario Building Code review related to a "change of use" (Mercantile classification to Assembly classification). They focused on two sections of the Building Code specifically: Part 3—Fire Protection, Occupant Safety and Accessibility; Part 10—Change of Use.

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The detailed report can be summarized by the following deficiencies:

- I. Plumbing requirements—three additional water closets and two lavatories are required within the female washrooms.
- II. Structural engineer to confirm adequacy of the existing structural floor system to support the new loads.
- III. Additional signage
- IV. Average level of illumination to be confirmed at floor level in exits and access to exits
- V. Emergency power supply for emergency lighting to be tested
- VI. Exist door hardware required
- VII. Mechanical engineer to confirm that the total daily design sanitary sewer flow does not exceed capacity of any component of the sewage system serving the building.

It is the opinion of Perry + Perry Architects that a project budget of \$50,000 is recommended to correct the above noted deficiencies and upgrade the premises to accommodate a "change of use" (Mercantile to Assembly) as per Part 10 of the Ontario Building Code.

#### Next Steps:

- Serious consideration to invest in the upgrades of the building to meet the Ontario Building Code with respect to an Assembly classification.

## FINANCIALS

Revenues	2008 Forecast	2007 Actuals	
Site Rentals	\$ 60,000.00	\$ 47,732.86	
Miscellaneous Rentals	\$ 3,500.00	\$ 1,355.00	
Provincial Grant	\$ 28,000.00		NOHFC Internship
GSDC Contribution	\$ 25,000.00	\$ 10,000.00	
mySudbury	\$ 3,500.00	\$ 5,000.00	
Misc. Revenue	\$ 10,000.00	\$ 7,036.72	
Special Rentals	\$ 7,500.00	\$ 150.00	
<b>Total</b>	<b>\$ 137,500.00</b>	<b>\$ 71,274.58</b>	
<b>Expenses</b>			
Marketing/Advertising	\$ 25,000.00	\$ 15,342.02	
Benefits	\$ 4,480.00	\$ 3,117.15	
Utilities	\$ 7,500.00	\$ 1,455.21	
Repairs & Maintenance	\$ 15,000.00	\$ 14,842.77	
Office Expense	\$ 2,500.00	\$ 1,355.59	
Miscellaneous Expenses	\$ 2,000.00	\$ 3,864.42	
Labour-FT	\$ 44,800.00		
Wages-PT	\$ 28,000.00	\$ 22,978.25	
Insurance	\$ 5,000.00	\$ 5,000.00	
<b>Total</b>	<b>\$ 134,280.00</b>	<b>\$ 67,955.41</b>	
<b>Net</b>	<b>\$ 3,220.00</b>	<b>\$ 3,319.17</b>	

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## **CONCLUSION**

Although the Market experienced a successful season of operations with limited planning time and resources, there is potential to grow and establish a much more viable and vibrant operation. In 2007, the GSDC contributed \$10,000 and mysudbury \$5,000 toward the marketing activities of the Market. GSDC renewed their commitment to Market Square in support of this comprehensive marketing strategy/plan as identified above in the amount of \$25,000

Because markets offer fewer barriers to entry than many sectors of the economy, and welcome a wide variety of products and services for sale, they make ideal vehicles for community economic development. There are several successful establishments that rent/own commercial space in the City of Greater Sudbury that started their operations at Market Square. This type of incubation and business development will continue to serve the efforts of economic development.

## **APPENDIX A: 2008 MARKETING STRATEGY**

As staff prepares for the 2008 Market Square season, the following program objectives have been identified in order to enhance and financially improve the performance of the Market for the upcoming year.

### **Program Objectives:**

- Market Research
- Market Identity and Experience
- Vendor Recruitment
- Advertising and Promotion
- Programming and Special Events

## **MARKET RESEARCH**

Research indicates that, although those who are involved with farmers' markets across North America share a great deal of anecdotes about demographics and customer preferences, there are very few markets that have invested in market research. Through research, communities can evaluate the impact of a new market, or a revitalized market district. Market research can strengthen a business case for a potential funding partner or measure the success of a new strategy. There are many ways that Market Square can benefit from hard data and independent research.

Today, more consumers seek information about the products they buy, a Market's competitive advantage. By their nature, Markets attract pedestrian traffic. They invite shoppers to linger longer, chat with vendors directly, and generally enjoy themselves with friends. But with fixed suburban shopping patterns, it can be a challenge to remind the customer of alternative options.

### Opportunity:

- Conduct independent market research, in order to gain extensive knowledge about the customer and competitors as a critical first step in the development of a market plan.

## **MARKET IDENTITY AND EXPERIENCE**

Farmers' Markets can range from relatively simple structures with a straightforward purpose to far larger more complicated organizations with a broad public mandate and a range of customers, vendors and community stakeholders.

In general, Markets that cater to tourists are very different from those with a mission to serve their community. Ontario has many thriving Farmers' Markets that welcome tourists by offering the best of what their region has to offer. Visitors are a bonus for vendors, not the main event. Tourists come to have fun, even if they don't buy.

### Opportunities

- Develop a Market Identity, including vision, mission statement, logo, mySudbury tag line, etc. Determine whether or not to be branded as a farmers' market or continue with Market Square.
- Develop a "Market Experience", including mural program, advertising boards and programming.
- Stronger promotion through tourism promotional avenues.

## **VENDOR RECRUITMENT**

Recruiting quality vendors to the Farmer's Market is a key priority. Attracting an entrepreneurial vendor eager to grow their business is the ideal partner. Experience shows that many small business people are reluctant entrepreneurs, and go into business for themselves, only as the last option.

Markets encourage and support a local economy, giving birth to new local businesses and keeping consumer dollars circulating locally. Public markets offer opportunities to more than just farmers, but all markets showcase small, local enterprises that can grow.

People visit the market to buy their products. One of our most important jobs is to recruit, retain and develop our vendors to give the most they can on market day. Therefore, we need to celebrate their achievements and contributions. We need to create a family atmosphere with our vendors to eliminate the "us vs. them" of vendor management and give them a sense of belonging.

### Vendor Recruitment Tactics:

- Visit other markets, many vendors sell at several other venues
- Network with regional resources that can identify prospects.
- Talk to other vendors—entrepreneurs. They are often an excellent source of contacts—"It takes one to know one".
- Check with local media outlets for referrals. Ask if there are potential vendors who have been profiled, who have impressed the business editor, or who currently have a home based product that might be improved at the Farmers' Market.
- Send out a press release. Profile our market entrepreneurs and suggest that we always welcome vendors with similar qualities.
- Engage local groups that train entrepreneurs.
- Seek out juried craft shows. These can be a valuable source of compatible businesses for the market.

### Opportunities

- Develop a vendor investment package that outlines the benefits of conducting or growing a business at Market Square
- Work with the Regional Business Centre to provide support programs for new business start-ups at Market Square where appropriate.
- Establish "Wall of Fame"—many local entrepreneurs began their business at Market Square. This is an opportunity to showcase efforts in a way that might motivate existing vendors to do the same.



## ADVERTISING AND PROMOTION

Advertising, public relations, publicity and promotion, while all unique marketing tactics, are often confused. Markets need to use all of these tools.

No farmers' market, no matter how large, ever has enough money in the advertising budget. Of course, getting as much as you can for free is an important strategy. One widely quoted industry statistic is that editorial coverage is seven times more effective than paid advertising. While that may be true, it is challenging to garner editorial coverage without a unique event/offering.

It is essential for us to conduct market research in order to clearly identify what form of advertising and form(s) of media will be most effective. On average, many established markets are spending between 10-25% of their annual revenues on advertising. This can easily double when you are trying to educate people about a new market or shore up a shrinking customer base. The recommended advertising budget for Market Square in 2008 is 25% of estimated revenues. This is intended to both educate people about the benefits of Market Square as well as increase the customer base.

It is important that

- We know our customer
- Focus on the message
- Select the appropriate media outlets
- Build on our brand
- Invest in a consistent advertising program

Tactics

- Ads with coupons are always a temptation for markets. This is also a good way to track response rate.
- Weekly/regular ads—coordinate with local media to work out a one-for one option
- Spot ads—tailored to special events or product features
- Cooperative advertising developed between or with vendors
- Press releases
- Vendor feature highlights

Next Steps:

- Prepare an advertising plan for 2008
- Cultivate relationship with various media and journalists
- Prepare bi-weekly newsletter to be distributed to customers
- Purchase cloth bags with mySudbury theme
- Purchase aprons to be worn by vendors with consistent messaging

## PROGRAMMING AND SPECIAL EVENTS

Special events help to sustain the interest of our customers and attract new shoppers. They can be used as a tool to help the Market grow.

It is important that events that are scheduled coincide with the peak picking times of draw crops, or highlight a particular crafter. Event calendars should follow a familiar pattern: Strawberry Socials in June, Corn Roasts in July, Apple Festivals in September, etc. Normally all that is needed to satisfy customer expectations are some theme decorations and an increase in sampling and product demonstrations. All of which can be written up in a press release that promises a fun day at the market.

Events at farmers' markets should not be about much more than food, gardens, crafters and local products. In fact, many markets report that the bigger the event, the more it takes away from market day. The regular shoppers get into a routine, often coming at the same time, knowing where they want to park. Events that draw hordes of people new to the market can disrupt the experience of regulars. Worse, if the event is the type that distracts the visitors from actually seeing what's in the market, stall sales may actually go down.

### Opportunities

- Develop a products and events calendar to be distributed by vendors to customers
- Install wall calendar of events to be posted at the Market
- Work with vendors to develop a product demonstrations calendar
- Market Square to Tom Davies Square