

Resolution regarding the need for a full-time market manager

WHEREAS:

1. The members are concerned that the PDFMA needs to take extensive action in order to put in place the governance structure, by-laws, rules and procedures and business and financial controls that will be sufficient to thoroughly satisfy the City of Peterborough that the PDFMA is the best organization to be permitted by the City to operate the farmers market at Morrow Park for the 2018 year and the foreseeable future beyond that year;
2. A great deal of work needs to be completed in order to put the PDFMA into the best position to satisfy the City that no other organization is better equipped to implement best practices and governance in the operation of the farmers market at Morrow Park;
3. It would be unreasonable and unfair to expect that all of the required work could be properly completed by the combination of the existing part-time market manager along with the members of the Board of PDFMA, all of whom are part-time volunteers with enormous other obligations to their business and families;
4. The hiring of a full-time market manager with generous computing skills and facility with social media as well as experience serving the many and varied needs of boards of directors in the nonprofit sector will allow the members of the Board to better fulfil their proper role of managing the farmers market by delegating the extensive detailed work to a properly qualified manager and supervising the performance of that manager.
5. The members appreciate the many years of dedicated work performed by Brenda McAdam and wish to stress that this resolution should not be interpreted as disparaging or diminishing her work in any way. Instead it is simply a recognition that in order to ensure the long-term success and development of the Peterborough farmers market, the time has come for the PDFMA to move to the next stage of hiring a full-time market manager with extensive and appropriate experience and skills and ability.

MOVED by _____ and SECONDED by _____ that the Board of PDFMA take all necessary and reasonable action required in order to:

1. Hire a suitable person to be the full-time market manager of the market who will be expected to work 35 hours a week on average, 52 weeks a year, subject to the usual requirements for paid vacation, at an annual compensation not to exceed \$40,000.00 and based on an initial starting wage of \$20 per hour plus statutory benefits. It would be made clear to the candidates that this is not a 9 to 5 job and requires extended hours on specific days.
2. The duties of the market manager position and the qualification criteria for the position are set out in Schedule "A".
3. The Board shall negotiate a fair and reasonable retirement package with Brenda McAdam and request her cooperation in working with the full-time market manager for a transition time to be determined by mutual agreement between Brenda McAdam, the Board and the newly hired full-time market manager.

Schedule "A"

PETERBOROUGH FARMERS' MARKET MARKET MANAGER JOB DESCRIPTION

ROLE OF THE MARKET MANAGER:

Responsible to the Board of Directors (the "**Board**"), the farmers' market manager plays an integral role in the operation in the farmers' market. The position is responsible for the day-to-day operations of the market, working with market vendors and other stakeholders both internal and external to the market. In addition, the position works closely with the Board to ensure that strategic plans for the organization are developed and implemented.

RESPONSIBILITIES

1. Board - Management Relations

- (a) Work closely with the Board to develop a reporting process so the Board is always aware of issues in the market as well as projects being worked on and progress on those projects.
- (b) Work with the Board and committees to develop and implement strategic and annual action plans i.e. major site plan changes, emergency plans etc.
- (c) Attend Board meetings as required.

2. Market Rules

- (a) Work with the Board and vendors to develop/implement market rules and ensure they are reviewed and updated annually.
- (b) Ensure all vendors, both new and returning, are given a copy of the rules at the start of the market season.
- (c) Interpret the market rules for vendors and others on a day-to-day basis in a consistent and fair manner. In some cases, this will result in disputes which need to be escalated through a dispute process designed by the Board.
- (d) Notify the Board of any problems that arise in interpreting the rules and suggest amendments and revisions to the rules for the Board to consider.

3. Dispute Resolution and Emergency Readiness

- (a) Responsible for mediating disputes between vendors or between vendors and customers. In some cases, this will result in disputes which need to be escalated through a dispute process designed by the Board.
- (b) Work with the Board to develop and implement an emergency readiness plan.

4. Regulatory Compliance

- (a) Have a working knowledge of legislation and associated regulations, both provincial and federal, which impact any of the vendors in the market.
- (b) Ensure vendors and the market operations are in compliance with all local bylaws and provincial and federal legislation.
- (c) Responsible for prohibiting vendors from selling their products until they are in compliance with all applicable legislation.
- (d) Work closely with the local public health inspector and other agency inspectors to ensure regulatory issues are addressed with the market and by the vendors.

5. Financial Management and Administrative Record Keeping

- (a) Maintain accurate and complete records on the market and vendors throughout the year including but not limited petty cash, fee collection, cash reconciliation for market day, accounts payable and incident reports.
- (b) Be responsible for invoicing of the appropriate fees to all vendors who pay by a market season.
- (c) Be responsible for following up to collect any stall fees not paid by the applicable vendor on time and provide the Board with a delinquency report at such times as may be directed by the Board with details of what vendors are in default of what fees.
- (d) Collect stall fees from vendors who do not pay by the season but by the market day and provide payment receipts.
- (e) Meet with the designated representative of the Board at the end of each market day while the Board's designated representative will have fresh knowledge of what vendors were present who pay by the market day as opposed to by the market season and obtain the sign off by the Board's designated representative regarding the market manager having collected the proper fees from all vendors who were to pay a per diem stall fee for that particular market day. Preserve all of these records as directed by the Board so that they are available to the market's auditor or review engagement accountant in order to enable them to verify that all proper fees were collected and verified before being deposited to the market's bank account.
- (f) Promptly deposit all cash and cheque receipts to the market's bank account.
- (g) Promptly input financial transactions into the market's computerized accounting software and work with the Treasurer and any outside accountant retained by the Board to ensure that the market manager is accurately recording all necessary financial transactions.

- (h) Work with the Treasurer and any outside accountant retained by the Board to develop a budget and financial plan for the market for the upcoming fiscal year (which in this market is the calendar year).
- (i) Work with the Treasurer and any outside accountant retained by the Board to ensure that the Board receives monthly interim financial statements not more than 25 days following the last day of the immediately preceding month. Such monthly interim financial statements shall be up-to-date to the end of the immediately preceding month and, where budget figures for the current fiscal year are available, shall include a comparison between the actual current year's interim financial statements and the budget figures for the same period.

6. Recruitment, Selection and Retention

6.1 Vendors

- (a) Provide input to the Board to help determine the optimal mix of vendors for the market in each of its three market seasons.
- (b) Ensure all new and returning vendors complete an application form listing up-to-date contact and product information.
- (c) Provide input to the Board for vendor selection.
- (d) Develop and maintain positive relationships with vendors
- (e) Provide input for the AGM on past vendor issues/experiences.

6.2 Friends of the Market

Assist in developing and supporting a "Friends of the Market" unincorporated association of persons interested in playing a role as unpaid volunteers in supporting and promoting the market throughout the region.

6.3 Volunteers

- (a) Recruit volunteers for market operation
- (b) Train new volunteers and provide refreshment training for existing volunteers
- (c) Manage and coordinate volunteers and volunteer activities.

7. Communications and Market Promotion

- (a) Communicate respectfully with vendors, board members, sponsors, regulatory authorities, the City of Peterborough and other stakeholders.
- (b) Lead all marketing and advertising efforts of the farmers market under the direction of the Board and assist the Board in developing effective marketing plans.

- (c) Provide input to the board to identify signage requirements.
- (d) Assist in the implementation of special events for the market.
- (e) Respond to market inquiries in a timely manner.

8. Market Prep / Set-Up / Week of / Day-of

8.1 Weekly Preparation

- (a) Create and distribute weekly site plans being consistent with vendor placement
- (b) Assist vendors with set-up as needed
- (c) Coordinate volunteers

8.2 Daily Set-up

- (a) Arrive at the market at a scheduled time before the market opens to the public in order to set up tables or mark out stall spaces and to greet vendors when they arrive to set up their stalls.
- (b) Assist vendors with set-up as needed
- (c) Prior to leaving the market at the end of market day, ensure the market is clean and meets all requirements laid out in the market rental or lease agreement.

8.3 Ongoing

- (a) Maintain and staff market information table.
- (b) Be visible and accessible to vendors, volunteers and customers during the market.
- (c) Respond to vendors' needs.
- (d) Ensure a clean and safe environment.
- (e) Stock first aid kit and have safety plan.
- (f) Ensure market has needed equipment and supplies and any equipment maintenance is completed during season.
- (g) Conduct annual inventory of equipment and supplies.
- (h) Organize storage facilities.
- (i) Execute emergency response plan in the event of an emergency.

9. Market Evaluation

- (a) Conduct periodic surveys, both formal and informal, to assess customer opinions and satisfaction with the market and provide written report to the Board.
- (b) Receive input from vendors and others to improve the market and provide written report to the Board.

10. Professional Development

- (a) Identify professional development activities annually and obtain Board approval to attend.
- (b) Debrief Board and vendors, in written format, after workshops, conferences and retreats.

11. Other Duties

Carry out any other duties or instructions assigned by the Board.

HIRING CRITERIA FOR THE MARKET MANAGER POSITION

EXPERIENCE

- Experience working with a volunteer board including experience preparing agendas and reports for meetings of a board and members of an organization
- Experience recruiting, coordinating and managing volunteers
- Experienced handling money and completing financial reports.

SKILLS AND QUALIFICATIONS

- Must have strong skills and ability with computer software and technology including computerized bookkeeping solutions such as QuickBooks, email, Microsoft Word, Microsoft Excel for spreadsheets, technologies for cloud storage of documents, comfort with social media tools such as Facebook and Twitter, web-based project management and group communication solutions such as Basecamp
- Must have an up-to-date and capable smart phone and an up-to-date home computer or laptop that the candidate can use for market business
- Demonstrated leadership skills
- Excellent conflict management skills
- Ability to organize and manage time well
- Ability to communicate well, both in writing and orally, with a variety of stakeholders in a variety of situations.
- Certified in first aid and CPR or committed to acquiring certification within a reasonable time following hiring

KNOWLEDGE

- Familiar with applicable food safety regulations

PERSONAL SUITABILITY ATTRIBUTES

- Friendly
- Motivated
- Reliable
- Discrete and diplomatic
- Practice good judgement
- Interested and passionate about farmers' markets
- Passionate for community, local food and agriculture

PHYSICAL REQUIREMENTS

- Strength and energy to set up and move tables or tents as needed
- Endurance to walk the market during market hours
- Ability to lift up to 50 lbs.
- Capable of working in varied weather conditions

DESIRABLE BUT NOT ESSENTIAL ADDITIONAL QUALIFICATIONS

- Knowledge of Farmers' Market operations
- Previous experience managing or assisting in managing a farmers' market
- Experience in food service management