



Nashville Farmers' Market

Serving Middle Tennessee Since 1801

Our Mission

- The mission of the Farmers' Market is to provide retail space, promotion and educational products to regional farmers, local food producers and retail entrepreneurs so they can supply the highest quality products for the Nashville and regional shopping community.



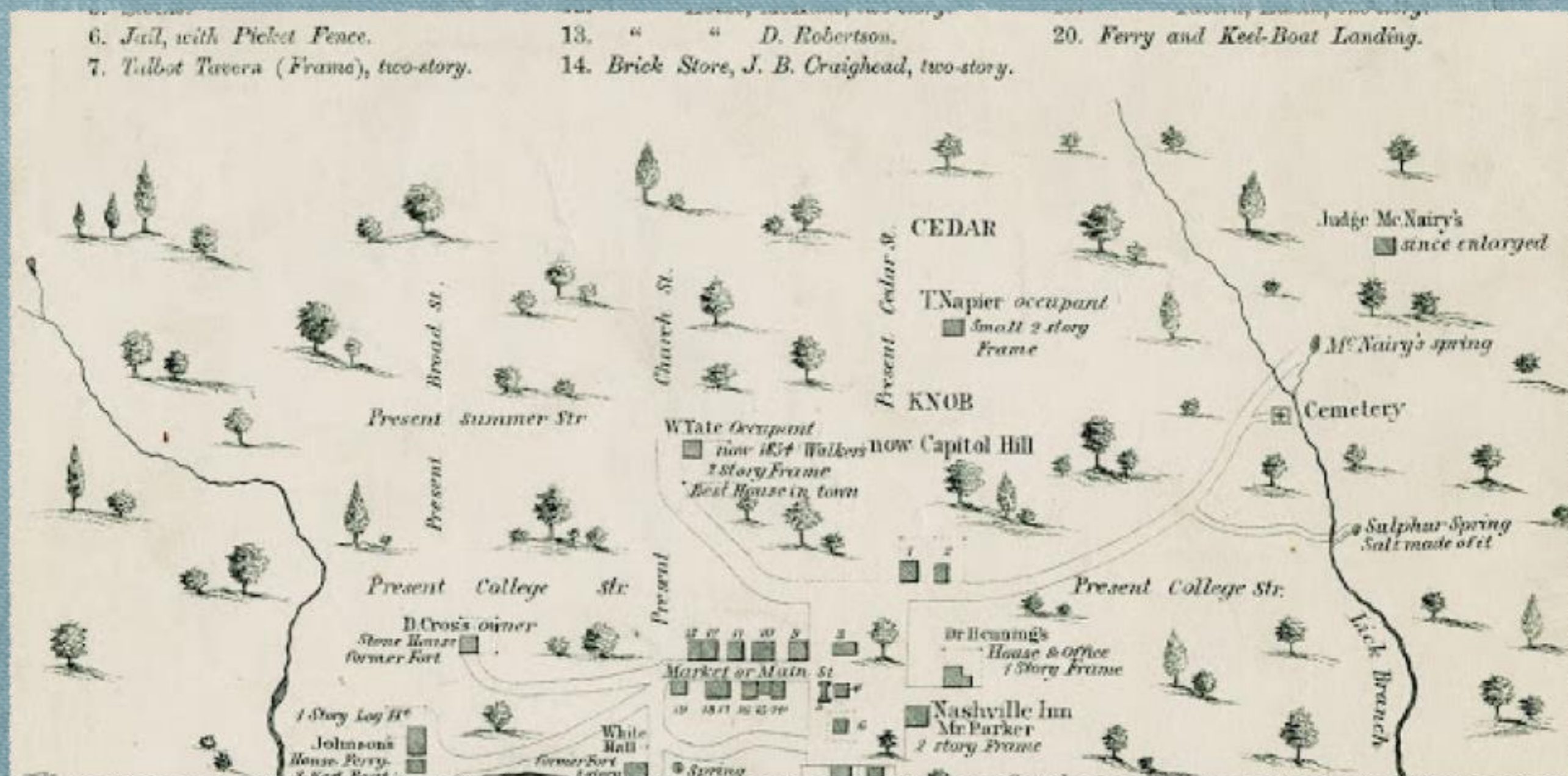
What is a Farmers' Market?

- According to the Farmers' Market Coalition, a farmers' market is a public and recurring assembly of farmers or their representatives, selling directly to consumers food which they have produced themselves. More specifically, a farmers market operates multiple times per year and is organized for the purpose of facilitating personal connections that create mutual benefits for local farmers, shoppers, and communities.
- To fulfill that objective a farmers market defines the term local or regional, regularly communicates that definition to the public, and implement rules/guidelines of operation that ensure that the farmers market consists principally of farms selling directly to the public products that the farms have produced.
- Some states have even established their own formal definitions which specify market characteristics in more detail. The number of farmers markets in the United States has steadily grown to more than 8,100 registered in the USDA [Farmers Market Directory](#).

Benefits of a Farmers' Market

- The number of farmers markets in the U.S. continues to rise, along with their collective impact on communities across America. More than just a shopping trip, markets have become integral parts of regional food systems, economies, and social networks.
- Markets offer a place to connect with neighbors, meet local farmers, support local small businesses, and provide nutritious food to neighborhoods in need.





The "city market" dates back to a time when farmers brought their farm-raised goods to the heart of the city on horse. In 1801, the town was placed under the government of an Intendent and six Commissioners, and a law was passed by the General Assembly at Knoxville, to authorize them to build a market-house.

The first city market house was 40 feet long and was completed in 1802.



The original city market was replaced in 1829. The complex eventually consisted of two buildings, each two stories tall, connected by sheds that sheltered 100 vendor stalls. Fires took their toll on the city landmark throughout the years. During the 1930's, City Hall, Market House, and Courthouse Buildings were demolished to make way for the Davidson County Courthouse and a new Market House was constructed on the north side of the square.



The new City Market House building, which featured gracefully arched ceilings, was impressive for its time and considered second best in the country, the first being the Boston Market. This building that housed the Market from 1937 - 1955 stands today and is now known as the Bent West Building.



When it opened in 1937, it was home to the City's Market House for foods of all kinds and farmers lined the front and sides of the building offering their fresh produce straight off the truck. However, the market was often criticized for having too little space for trucks, large and small, and described as poorly lighted for customers and lacking in proper sanitation for the market including accessible toilet facilities for its merchants.



In 1949, a \$1 million bond authorization by the state legislature paved the way for the new 1955 market between Sixth and Eighth Avenues North. The debt was to be retired from market fees. The market did not offer enclosed areas for retail and soon became known for its open air stalls and “drive thru” shopping convenience. It is now referred to as the “old market.”



In 1995, the Farmers' Market was renovated as part of the Bicentennial Capitol Mall State Park development on State owned land and remains at this location. The Nashville Farmers' Market stretched from Harrison to Jackson Streets on Rosa L. Parks Blvd. (formerly Eighth Avenue North) and covered 16 acres of urban land. The property was designed to include four open-air sheds, a conditioned market house, a garden center and parking. It is accessible by bus, bike, sidewalk or vehicle and remains open 362 days of the year.



The design of the facility was created after numerous site visits to markets across the country with the goal of developing a world-class, public market. The 1995 Market House provided improved indoor facilities with lighting, restrooms and multiple entrances from the exterior. The market house master plan focused on year round retail businesses that would financially sustain the market over the long term such as a coffee shop, fudge and cookie counter, popcorn concessions, a cafe and an imported produce section.

1995 Stalls

- The stalls were designed to provide covered, semi-conditioned access to farmers, artisans and crafters throughout the seasons.
- Due to budget constraints, the sheds were not enclosed, therefore, creating a seasonal operating challenge for the market merchants once again.
- Each shed was designated for different types of merchants to create zones that could be easily identified by shoppers while highlighting farmers as the main attraction.





Today, the market continues to serve as a daily Farmers' Market providing retail space to seasonal harvests of farmers and an array of goods represented by artisans and specialty food makers, crafters and flea as well as the only garden center in the urban core. Additionally, the nationally acclaimed Market House now offers 18 eateries, a pub, an International Market and a local artisan store.

Market Layout

- The southernmost building and its outdoor space is dedicated to an urban garden center. Indoor plants, supplies, ornamental gifts, fresh herb / vegetable /fruit plants, annuals and perennials; this is a full service facility right in the center of the city and is a great amenity for the urban gardener.
- The open-air South Sheds consist of 106 stalls that more than 140 farmers, artisans, craft and flea merchants utilize throughout the year. Offerings are primarily focused on local and regional fruits and vegetables, dairy, eggs, meat, poultry, breads, pastries, cheeses, prepared and preserved foods, sauces, fresh juice and honey. In addition, the market operates a mobile kitchen in the sheds to provide live cooking demonstrations throughout the year.
- The enclosed and conditioned Market House is home to 18 restaurants and shops with a large open dining area in the center. Diverse dining options include: Italian, Cajun, Greek, Indian, Korean, Caribbean, Egyptian, Mexican, Korean, Chinese, Southern, Deli, Bakery & Provisions, Ice Cream, Craft Beers and Coffee. In addition, the Market House includes an International Market and Batch Nashville, a store specializing in locally made and sourced food and artisanal products. This building also houses the Grow Local Kitchen, which offers workshops, classes and incubator programs for start up/"pop up" restaurant concepts.

Our Strategic Goals

- Continue to improve market management, merchant relations, customer service and the consumer experience at NFM by implementing market policies and improving use of technology;
- Improve the market's financial stability by reducing expenses and evaluating new revenue generating opportunities;
- Increase merchant participation and diversity;
- Invest in facility infrastructure;
- Implement programming to support and incubate small businesses;
- Improve access to low income, at risk populations; and
- Develop and implement a strategic marketing and communications plan.

Our Programs

- Farmers' Market - recruitment and management of daily on premises market and management of a seasonal, weekly pop up market at Vanderbilt Medical Center
- Marketing Services - promotion and support provided to merchants through grants funded workshops, promotions and materials
- Grow Local Kitchen - workshop and incubation center
- Meet Me at the Farmers' Market - monthly community event
- Fresh Savings - SNAP/EBT ("food stamps") shopping incentives

Empowering & Incubating

- The market has extended its mission to education by providing monthly educational workshops, classes and demonstrations to inspire healthy cooking, seasonal eating, preserving and juicing and the value of CSAs.
- In addition, we offer our Grow Local Kitchen as an incubation center for start up/"pop up" food businesses as a way to test, learn and evaluate their business model and products.



Creating Access for All

- The market was designed as a place for local and regional farmers and artisans to offer their farm-raised and specialty food products to the community in the heart of the city.
- The market operates year-round offering the community access to local and regional harvests, meats, poultry, dairy, cheese, bread, pastries, preserved and specialty food.
- The market also provides access to prepared food and packaged and imported products at inside the Market House.
- Many merchants accept EBT and Vouchers and the Market will be launching the Fresh Saving SNAP Incentive Program in 2016.



and...Building Capacity

- Creating a strong coalition of local and regional growers committed to serving the community
- Understanding and addressing challenges (funding, resources, distribution, marketing, etc)
- Evaluating our food shed
- Gaining access to community leaders
- Facilitating greater processing and distribution networks
-leads to a healthier Tennessee.



Celebrating the Seasons

- Seasonal themed promotions, events, workshops and activities for all ages each month throughout the year help increase awareness of what is in season.
- Distributing seasonality charts, recipe cards and outreach materials.
- Cooking demonstrations and family activities at each event



Staying Top of Mind

- Winter Market (Nov - Apr)
- Monthly Workshops with Team Green, Community Education and Meet Me at the Farmers' Market
- Monthly Night Market (third Friday each Month)
- CSA Fair (February)
- Peak Season (May - Oct)
- Farmhand Dinner (Fall)
- Holiday Marketplace (December)



Policies/Processes

- Development of Merchant Rules & Policies (2013)
- Implementation of Quarterly Merchant Meetings (2014)
- Development of a Merchant Application Process (2014)
- Implementation of Merchant Standards and Farm/Product Review and Application Process (2015)
- Implementation of Annual Renewal Program (2016)



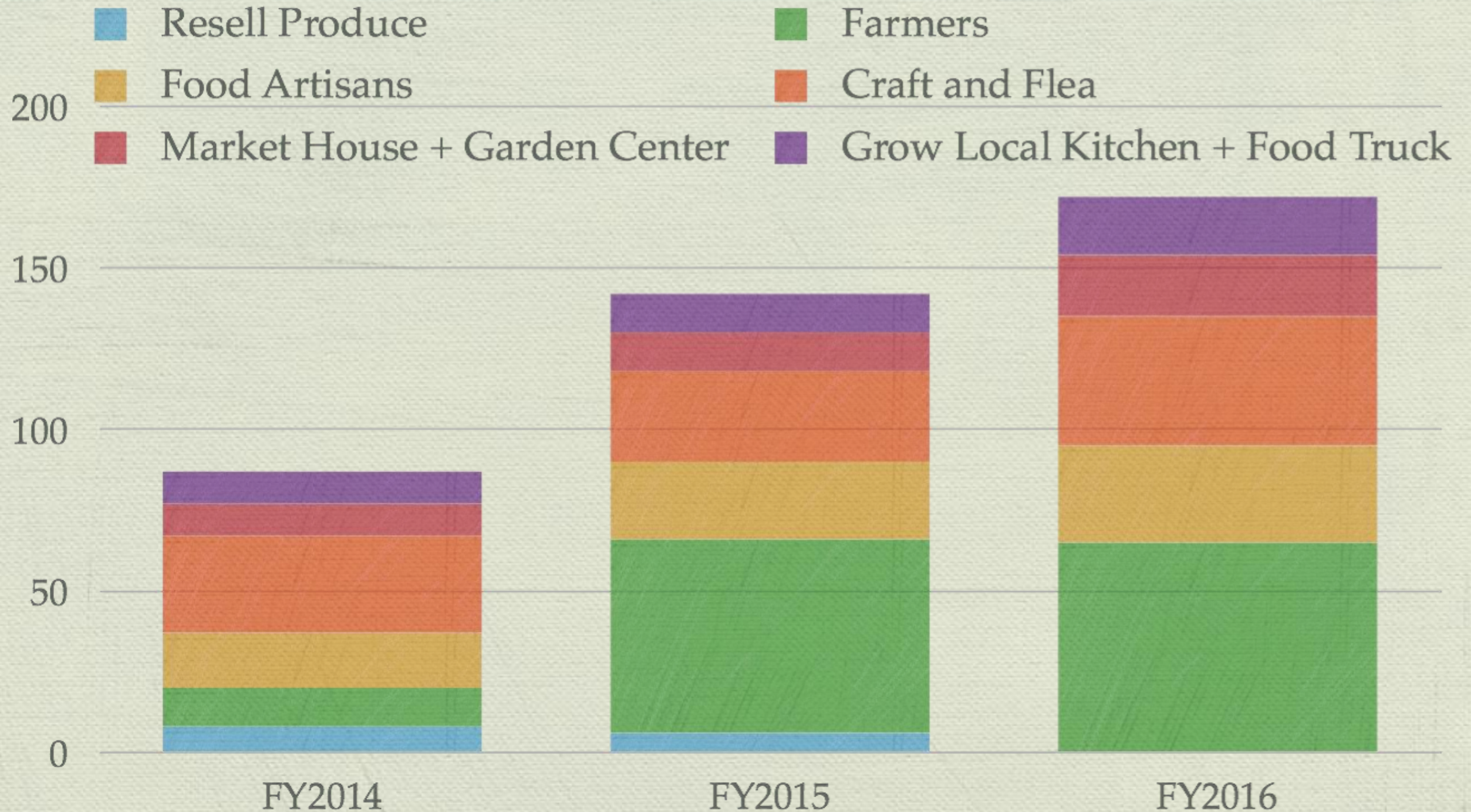
Merchant Standards (Sheds)

- The Nashville Farmers' Market merchant standards and policies that were adopted and implemented in 2015 allow farmers, artisans, craft and flea merchants to participate at the market.
- The merchant standards and policies are designed to increase fairness and diversity at the market and support the market's efforts to align with the Board's strategic vision of becoming a world-class, financially self sufficient entity while showcasing the cultural heartbeat of Nashville.
- NFM does not collect demographic information in its merchant application and does not discriminate on the basis of age, race, sex, color, national origin, sexual orientation, gender identity, disability or handicap.
- Should any applicant, merchant or licensee have a grievance of any type or wish to protest a determination of any type by NFM contractors, staff, management, or Executive Director, that Applicant/Merchant/Licensee shall adhere to the review and appeal process as outlined in the Market Rules (adopted 8/26/13 – attached for reference).
- NOTE: The standards and policies do not prohibit out of state merchants. The market has continued to offer stalls to merchants from Michigan, Kentucky, Florida, Tennessee, Georgia, Alabama, South Carolina, etc.

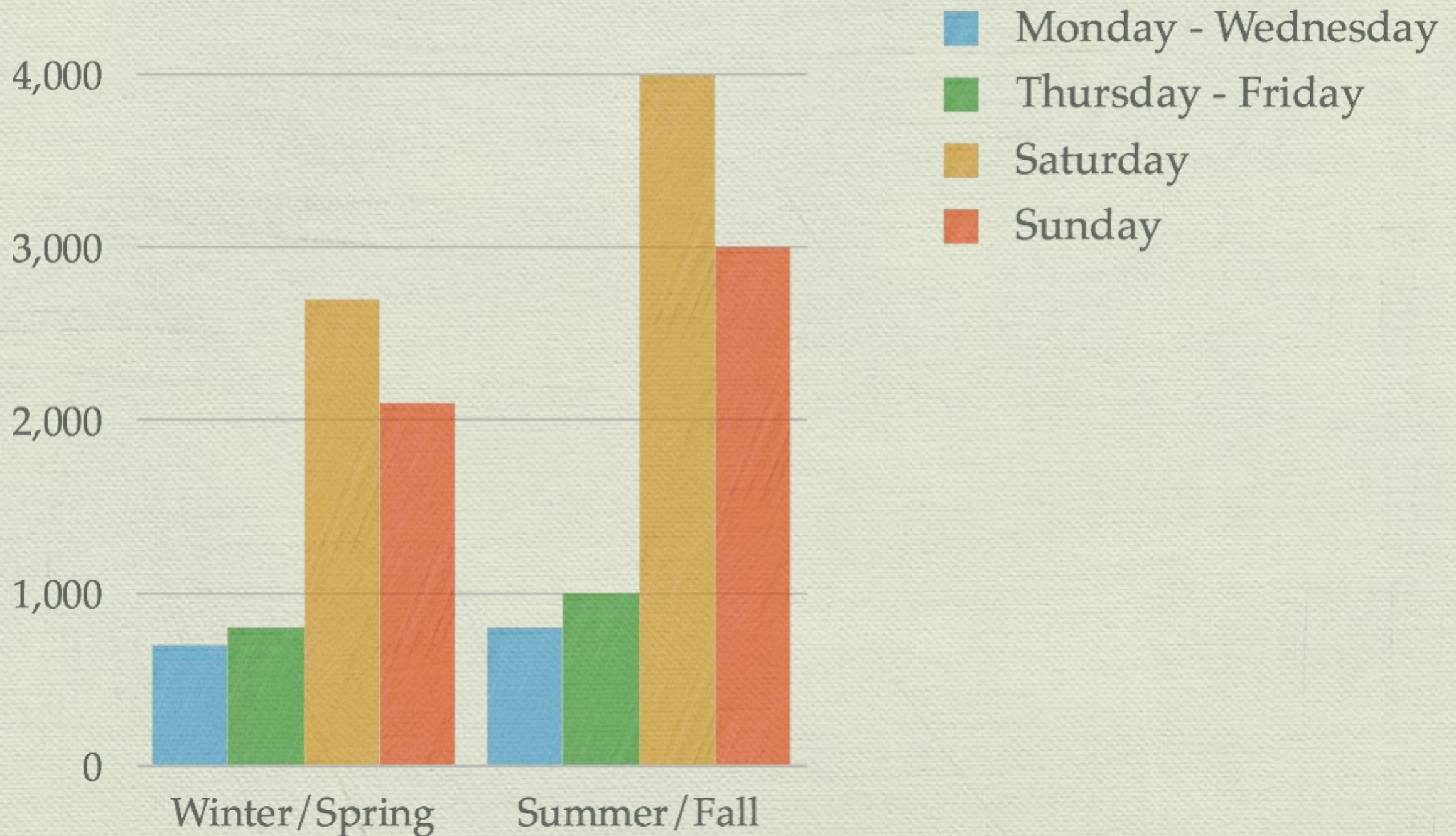
Application Process (Sheds)

- NFM hosts an Annual Merchant Meeting to discuss application and rates (Jan 29)
- NFM accept new and renewing applications (Feb 1 - March 1)
- NFM staff reviews applications (Feb 1 - March 15)
- NFM notifies merchants of spring placement (after March 15)
- Spring placement begins (April 1)
- NFM conducts farm visits and product reviews (April 15 - August 31)
- NFM will continue to accept Merchant Applications on an on-going basis after March 1 and will incorporate approved merchants filing after March 1 as space allows

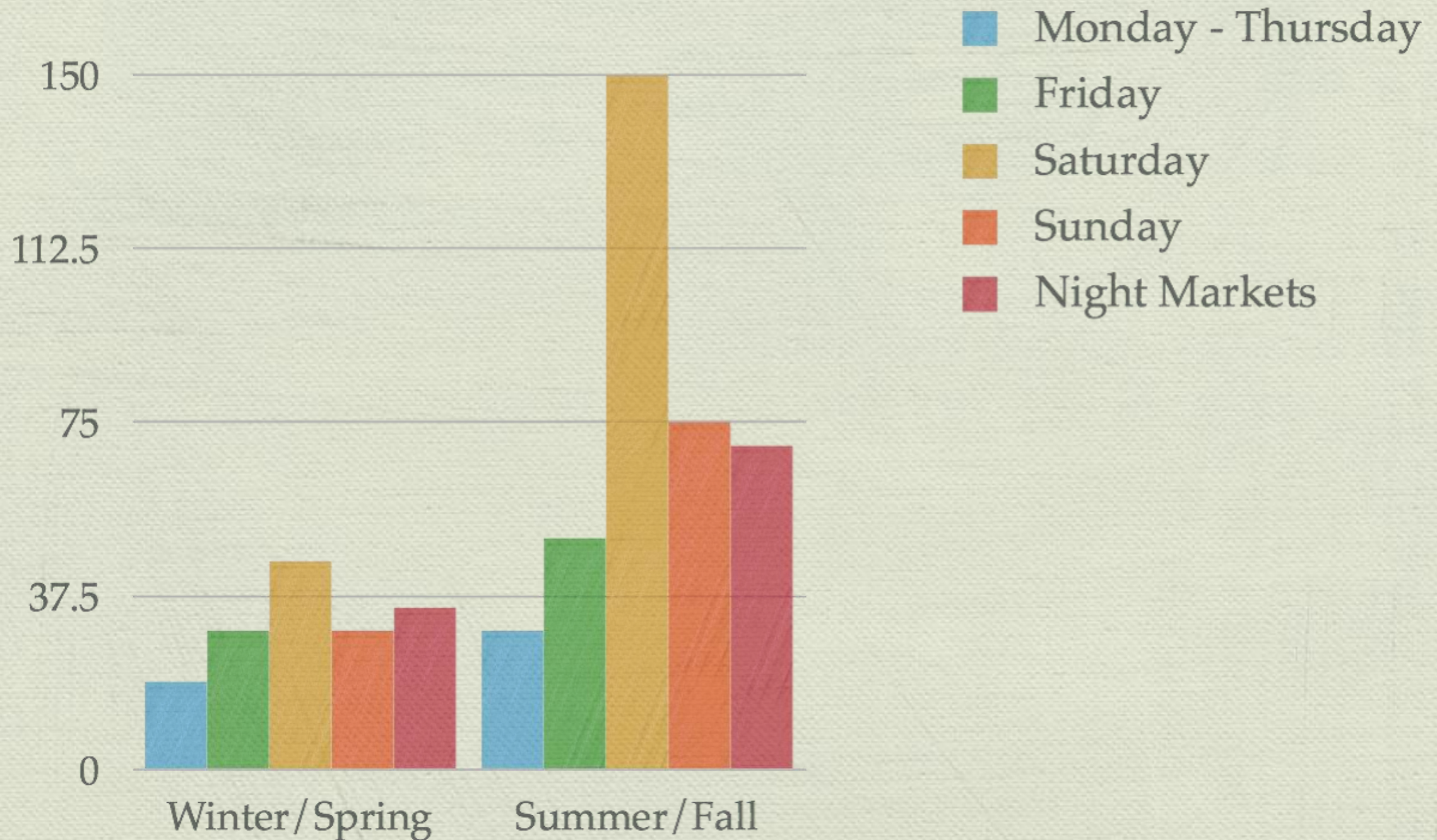
Merchant Mix



Avg Visitors Per Day



Avg Merchants Per Day

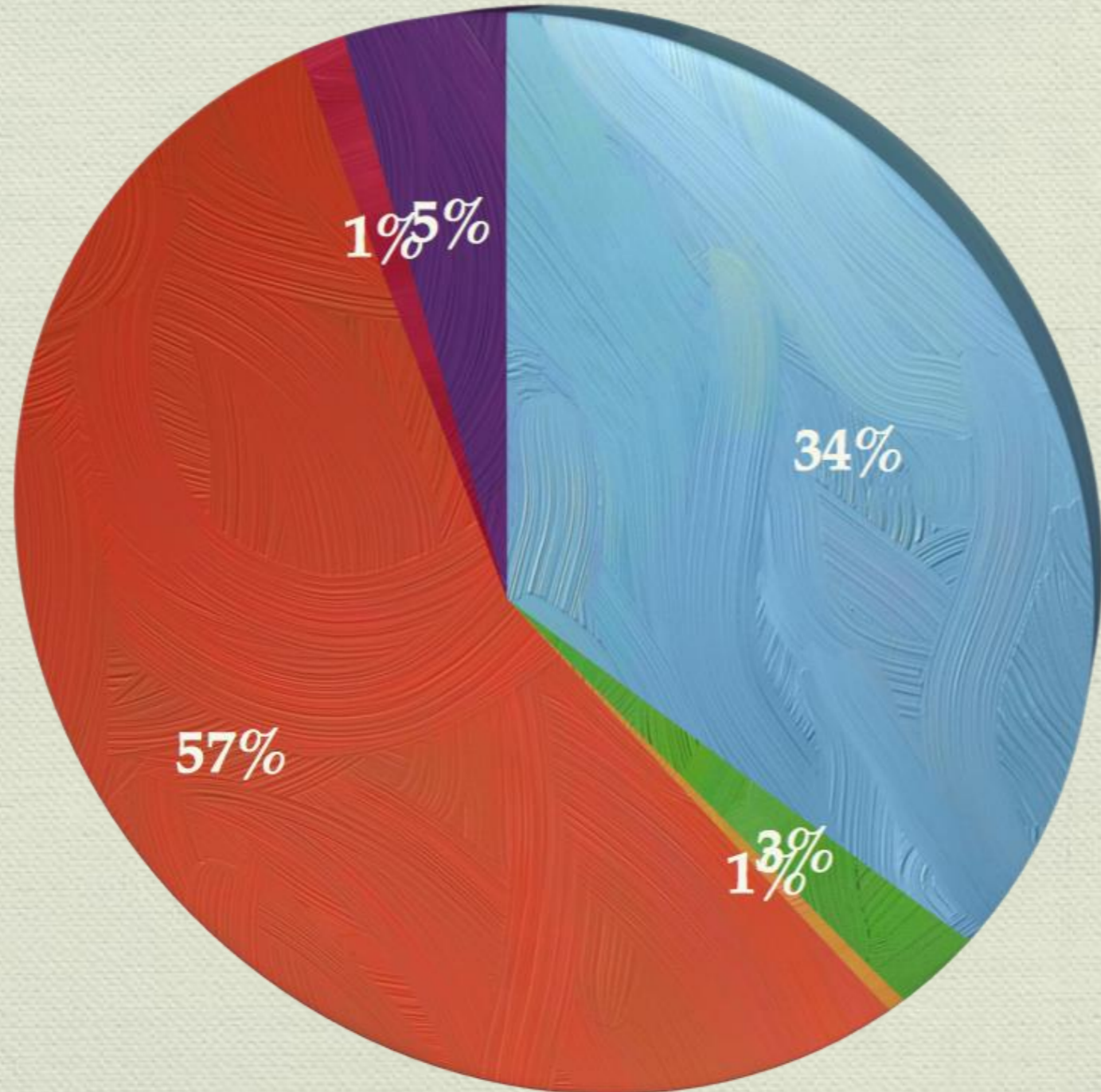


Financial Stability Plan

- Development of short and long term revenue and capital improvement plan to position the market for financial self sufficiency including shed enclosures to increase year round occupancy (2013)
- Increase Market House rental rates for leased restaurants and shops and daily rental rates for temporary merchants (2013 – 2016)
- Reduce expenses by managing facility contracts and leveraging Metro contracts (2014 - 2015)
- Increase revenue by increasing square footage rate (2013/2014) and establishing 7 new multi year leases (2014-2015)
- Transition majority of seasonal, daily rental farmers to short term leases and secure Anchor Farm Tenant (2014)
- Utilize North Shed and Market House for large scale events and festivals (2014)
- Capital Improvement Funding for one Shed Enclosure granted (2014)
- Anchor tenant and temporary merchants approved for Artisan Marketplace set to open (June 2015); *project put on hold late Summer 2015 due to Tennessee State Museum*
- Recruit more farmers, crafters and artisans to participate at the market during peak season (2014/2015/2016)
- Establish residency program for Grow Local Kitchen (2015 - 2016)

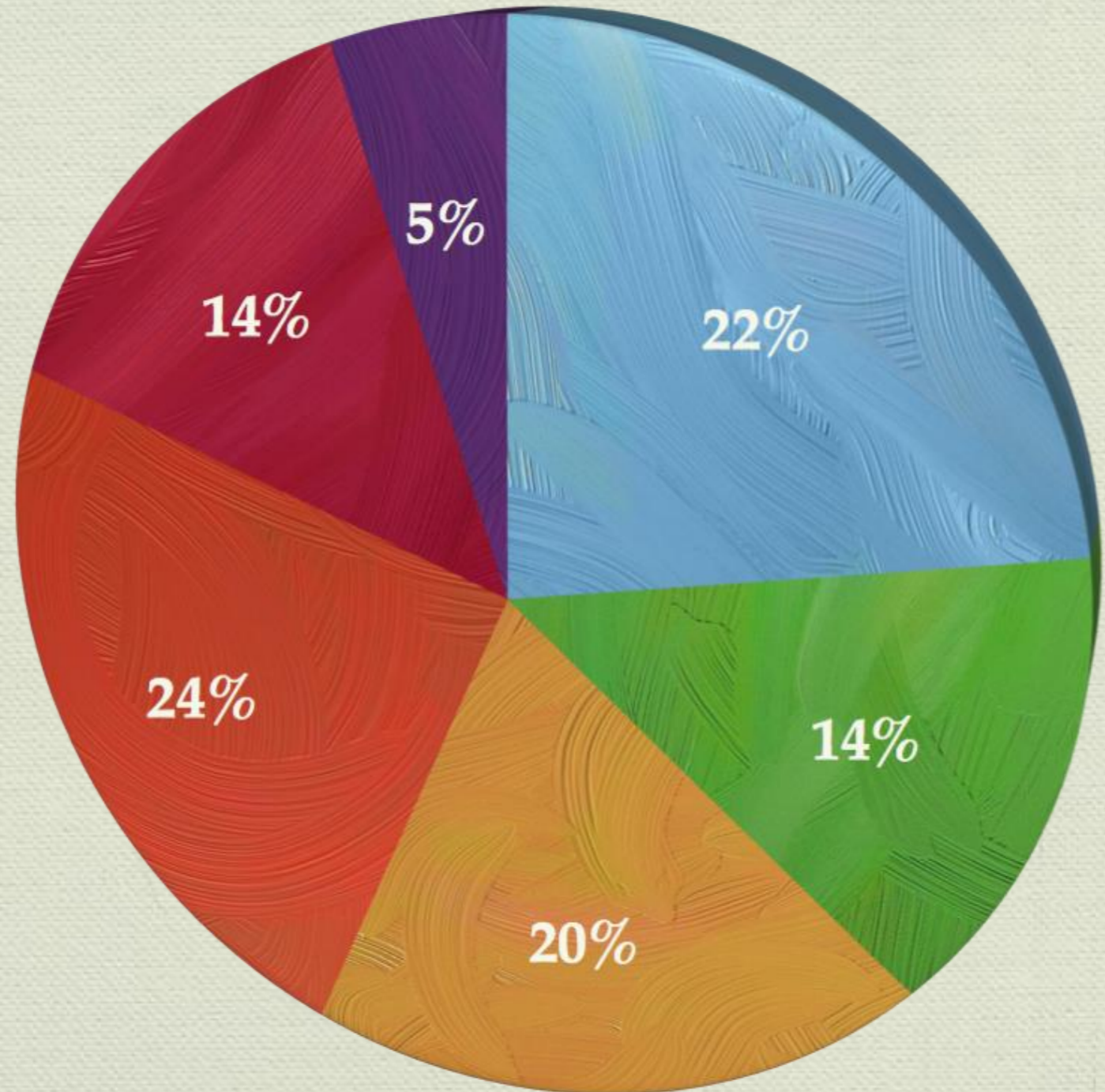
Revenue- Current State

- Temp Merchants
- Grow Local Kitchen
- Grants
- Multi Year Leases
- Satellite Markets
- Events

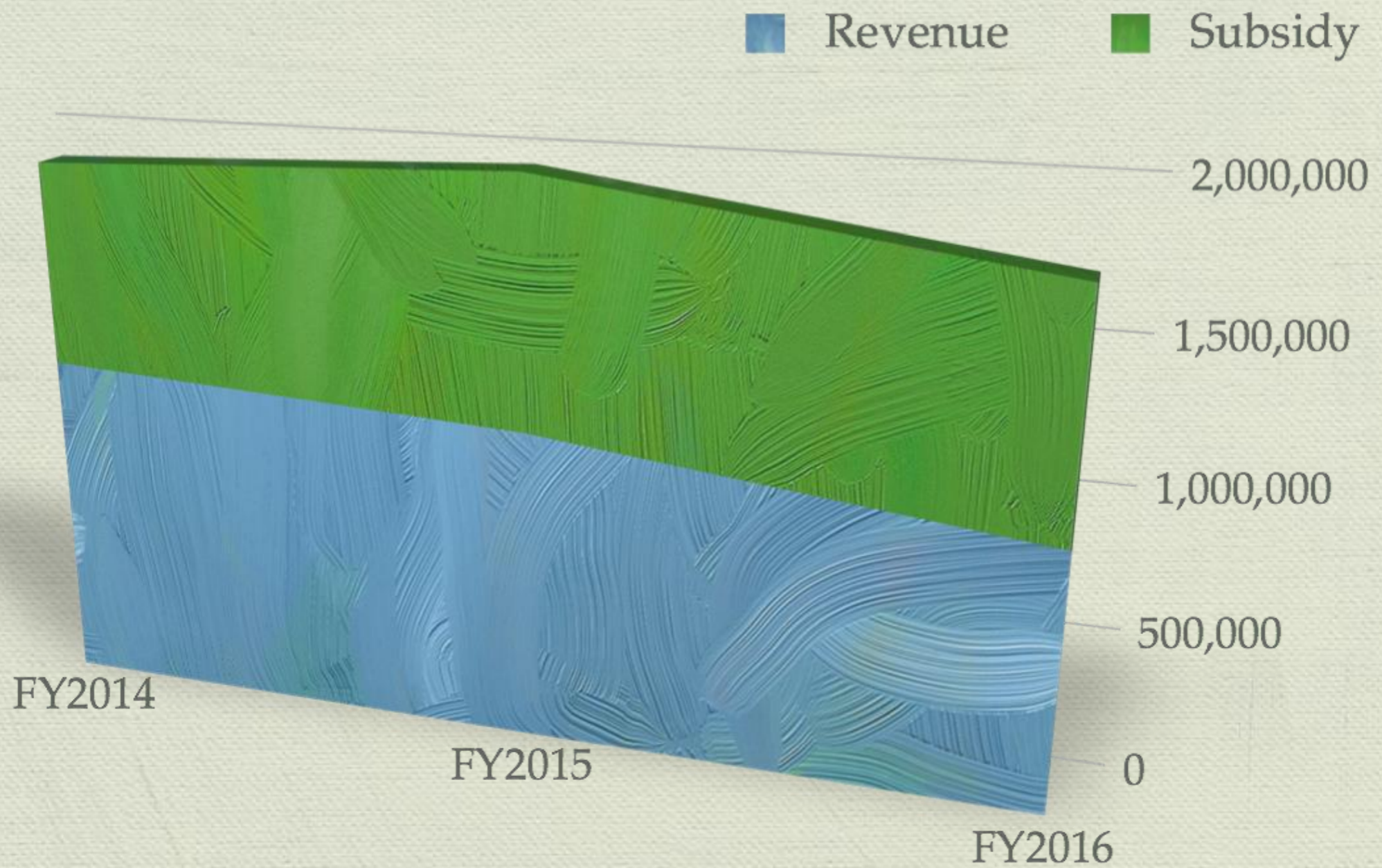


Expenses - Current State

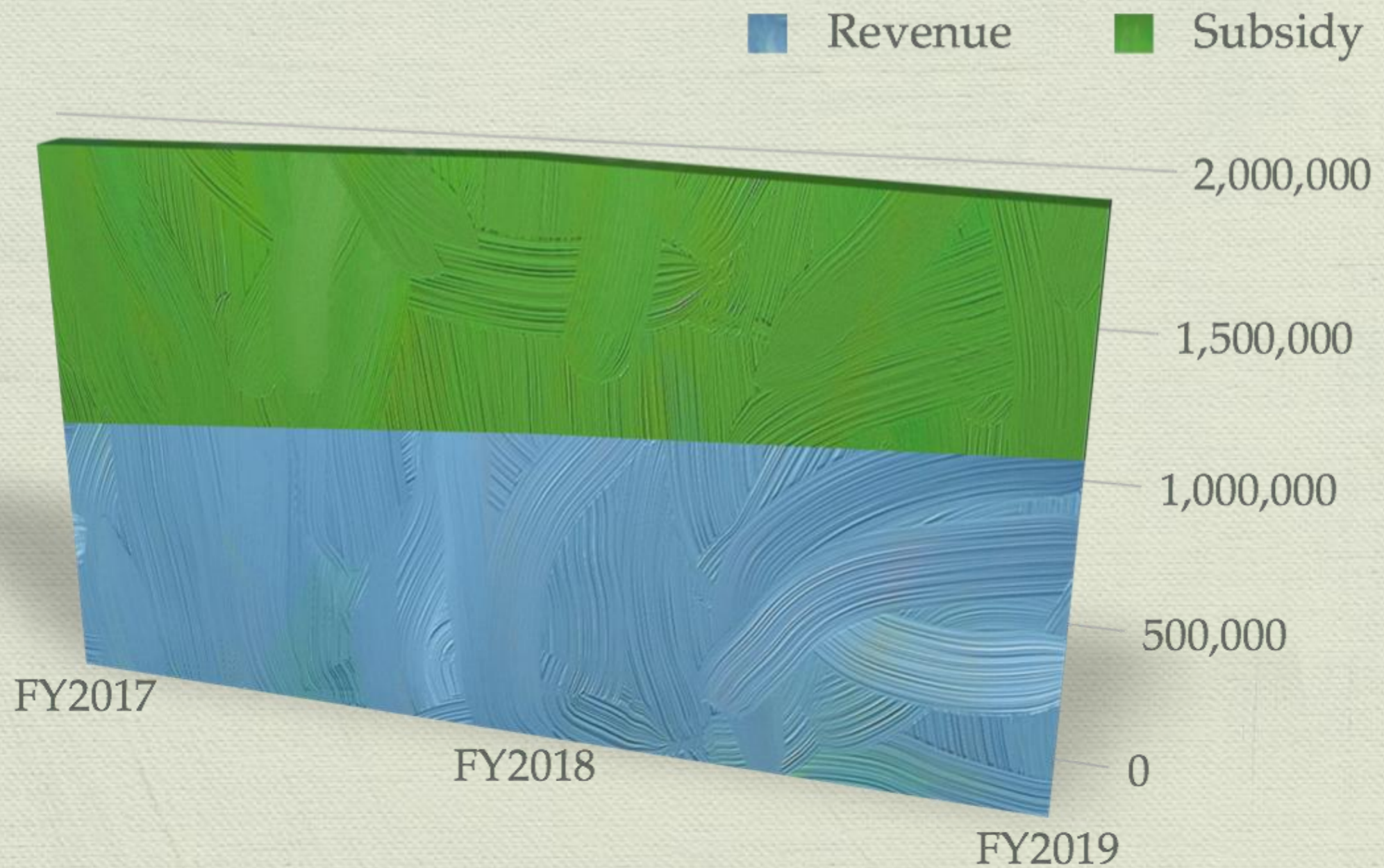
- Salary
- Facility Repair & Maint
- Janitorial
- Security
- Utilities
- Marketing



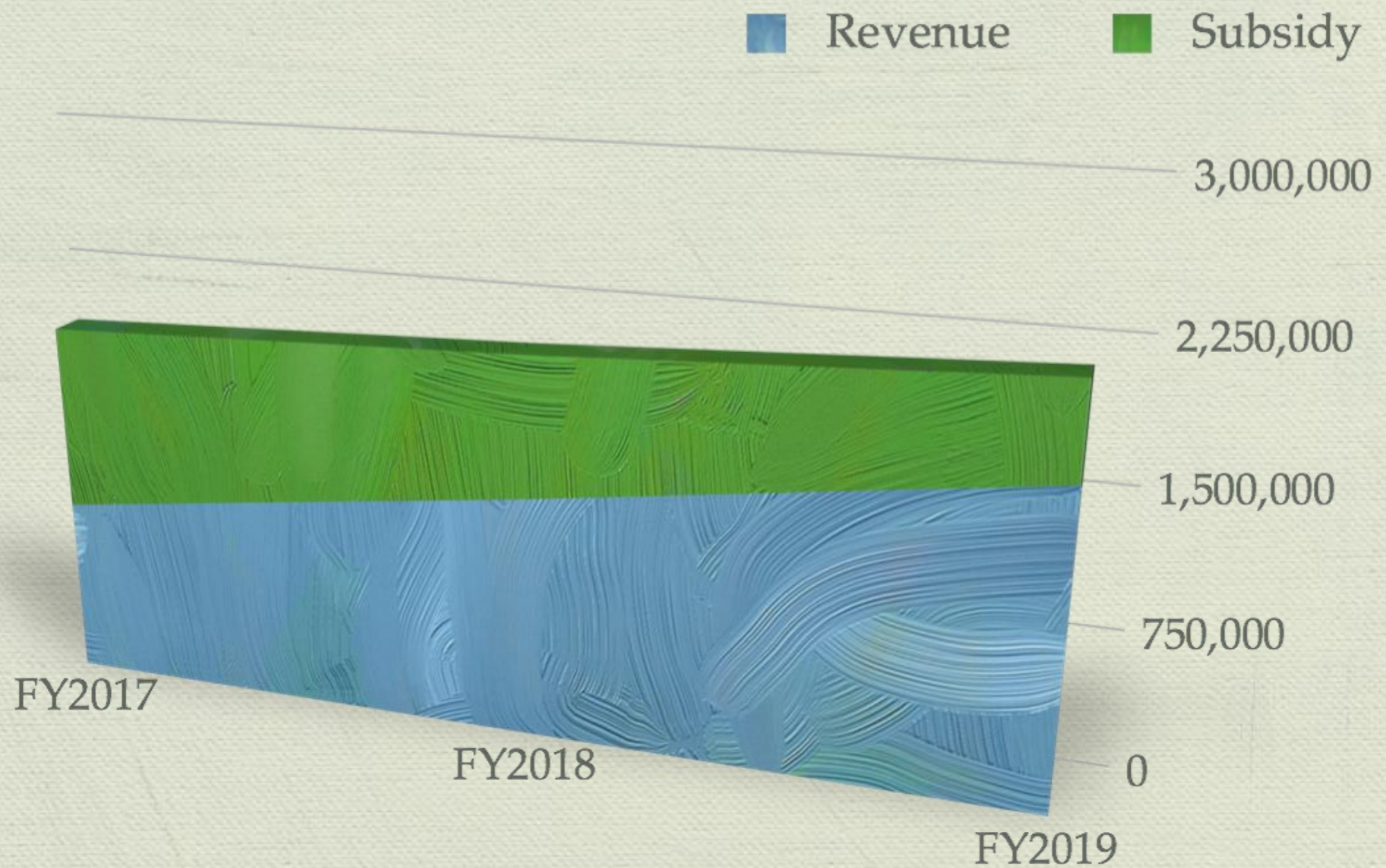
FY2014 - FY2016



Future Outlook - As Is

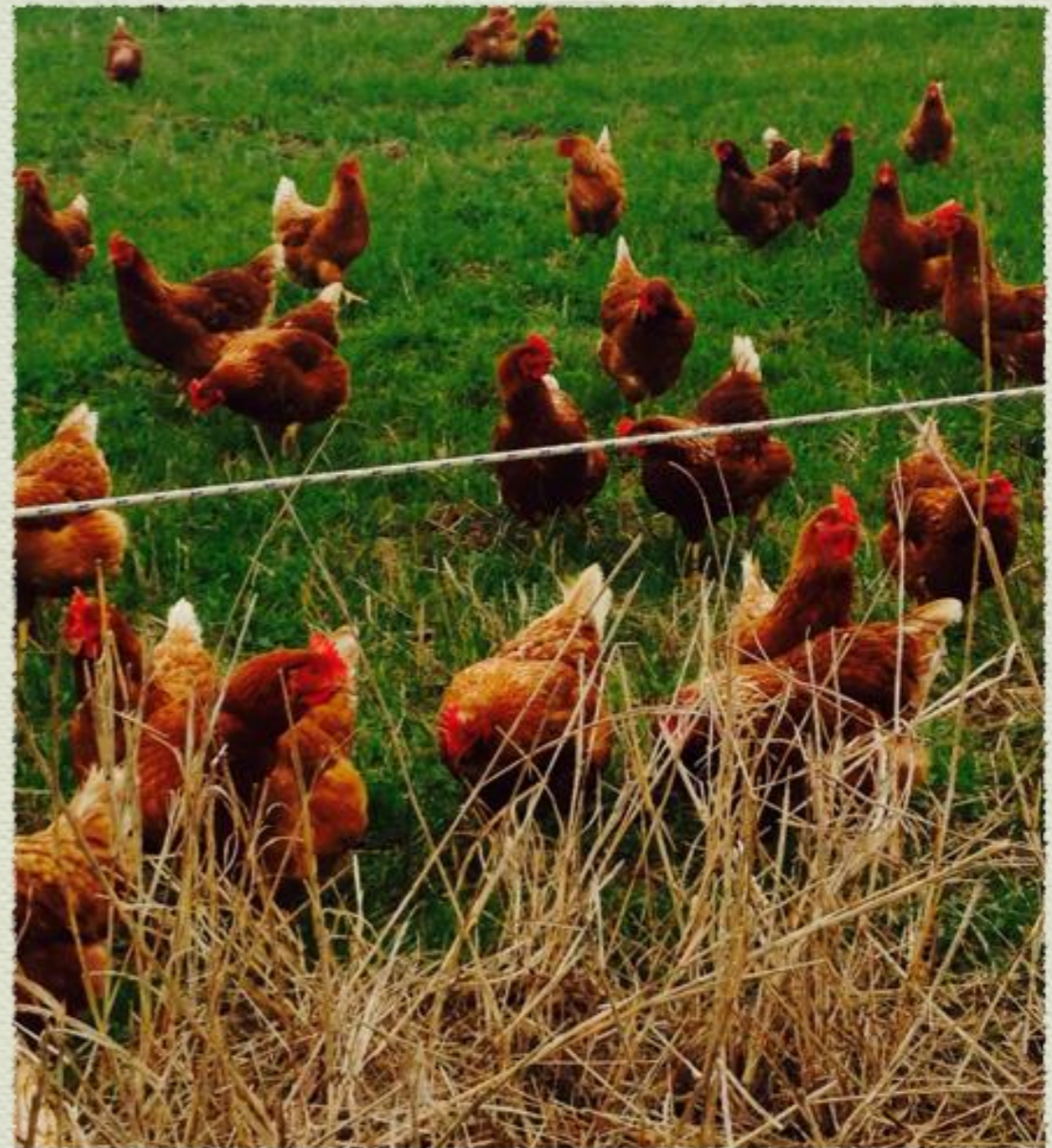


Future Outlook - Cap Ex



Capital Needs

- **Infrastructure Investments**
 - Plumbing, Electrical and Metering, Restrooms, Lighting, Parking
- **Revenue Generating Improvements**
 - Shed Enclosure and Conditioning, Patio Improvements, Second Floor Build Out
- **Experience Improvements**
 - Public Art, Teaching Gardens, Arboretum



Budget Improvements

- Operations Improvements to Maintain Public Safety & Parking Accessibility
- Align with Metro Pay Plan
- Improve Customer Service & Advancing Technology
- Fund the Green Market Initiative to Reduce Waste and Integrate On Premise Recycling Program
- Increase Grant Funding to Support Programs



Challenges Ahead

- Corridor Construction
- 50 percent reduction of on-premises parking
- Potential revenue loss due to long term reduction of leasable space
- Potential Market renovations
- Aging Facility/Costly Repairs if not maintained
- Ongoing subsidy needs

Moving Forward

- **Increase revenue while operating with less leasable space:**
 - Evaluate an increase of the base rate of the multi year rental agreements to recoup new revenues from Market House tenants
 - Utilize capital funds to invest in sub metering to accurately assess utility costs to Market House tenants
 - Utilize capital funds to enclose and condition open air sheds to increase occupancy potential in winter months
 - Evaluate Mobile Market or other program services for low income at risk communities
 - Increase grant funding and solicit sponsorships

Supporting the Market

- The Market will require significant subsidy support and capital funding for the next several years as the market undergoes renovations and establishes a new rate structure and rental program that can recoup more revenue while operating with less leasable space.
- The Market will host a facility tour for all Metro Council Members on Saturday, May 7, 14 and 21 at 10 am.
- Beginning July 1, 2016, the Market will begin providing an in-depth monthly progress report for Metro Council and will continue to be available at council committees and meetings each month.

Questions?