Mapping Conflicts
Upstream to their Source

KITTERY COMMUNITY market
Creating community with local ingredients

good example of easy to find rules & regulations on their website.

Start with your conflict and look upstream: What led to this conflict? What are the weak points in your market's organization and structures that underlie this conflict?

Trace them through 3 categories: Roles, Rules, and Enforcement.

Market Roles

When roles are not being fulfilled, market harmony will suffer.

Roles are not being fulfilled

Are the right people assigned?

No

Get the right folks in there and hold them accountable (See enforcement)

Make sure there are clearly written rules to recall people who are not fulfilling their responsibilities.

yes

How can you better support them?

Support your market managers.

Provide stipends for market managers.

Make sure market managers have access to training.

Put some onus on vendors.

Vendor education helps. Clear & accessible rules.

Who else can help?

Assign difficult tasks to steering committee or ad hoc committees.

Downtown Waterville FARMERS' MARKET

Section 10 - Noncompliance - example of supporting market manager .

Are the roles clear?

Market Rules

Rules may not exist, lack clarity, lack enforcement mechanisms. All of these may underly a conflict.

Vendors lack awareness of rules

Who does it?

Market Secretary

Market Manager

Require vendors to sign market rules. Make sure rules are easily accessible on market website and have market organizers share them regularly.

Code of Conduct: Many markets have a code of conduct that helps outline proper expected behavior among vendors and shoppers. Make sure your market has one!

BREWERY MARKET
VENDOR HANDBOOK 2022-2023

See page 7 - positive vendor behavior

There are no approriate rules to address the issue

Create or update rules. Be clear about enforcement and repercussions for violation.

Ensure that there are clear and transparent dispute resolution protocols written in your market's rules.

Who does it?

Market Membership/ Steering Committee

TOOL Rules

Great resources on development of rules & best practices.

Make sure your market has quick processes for updating or adding new rules. (Email votes, for example). You may need to amend your by-laws to allow this.

See Portland FM's rules and their Conflict Resolution Procedures (last section of rules). Also note, in by-laws, Article 9 re: amending the rules/by-laws.

Rules exist, but are not followed/ enforced.

This is an issue of ENFORCEMENT & Market Culture.

Consider finding an outside mediator for problems that feel too problematic to handle within market structures.

Find workshops and trainings for all market leaders (and even vendors) to attend to promote a more engaged market organizational culture.

SEE ENFORCEMENT & Roles

Enforcement (or Process)

The person tasked with enforcement is not fulfilling their duties

Why are they not fulfilling their duties?

Weak manager - the individual is not enforcing the rules.

Manager oversight and accountability is crucial. Make sure your market's rules and roles are explicit in assigning oversight to market managers.

Who does it?

Market Membership/ Steering Committee

sample oversight rules

Market Organizer Training Opportunities via FMC or organizations

There is no clear enforcement process, or dispute resolution process.

Market rules should be updated. Dispute resolution procedures are critical.

VENDOR VIOLATIONS

The Lynchburg Community Market (LCM) facility is owned and operated solely by the City of Lynchburg. The Director of Lynchburg Parks & Recreation Department (LPRD), City of Lynchburg, has authority on matters that apply to the day to day operations of the LCM, including violations by vendors and the dispensation of those violations.

The LCM Manager and their appointed representative have the responsibility to manage the LCM facility. The LCM Manager reports directly to the Director of Parks & Recreation.

Violations that are brought to the attention of a Vendor by the VA Department of Health (VDH), the City of Lynchburg Fire Marshall or Building Code Inspector, or the VA Department of Agriculture and Consumer Services (VDACS) in a manner or in a timely manner by the vendor as defined above will be considered cause for immediate termination of lease and eviction from the LCM by the LCM Manager, whether or not the applicable State agency shuts down the business.

VIOLATION PROCESS

If the LCM Manager finds that a vendor is in violation of LCM policy, he or she will discuss the violation with the vendor via email, ask for specific corrective action, and keep a written record of the notice, date and details.

1. If the violation is not corrected, the vendor will not

A thorough violation policy from Lynchburg Community Market

TOOL Rules

Find dispute resolution guidelines & best practices here

Who does it?

Market Membership/ Steering Committee

There is an individual who is unwilling to compromise or follow the rules.

Consider using a number of tools to navigate challenging individuals.

All members should sign annual membership contracts.

Vendor education opportunities are always valuable and help foster understanding teamwork.

Find training opportunities via VTFMA, MFFM, FMC, and others!

Have a clear rules and procedures for disciplining or voting out members. Make sure it is transparent & equitable.

RISK

Resources on RECORD KEEPING, which is critical to transparency.

TOOL Rules

See Durham FM's "Complaint Process" (line 283 in their market rules document).

Bring in a Mediator

Free or low-cost mediation resources exist for farmers' markets (click the icon above for a link).

NORTHEAST SARE
Sustainable Agriculture Research & Education

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