

Byron Farmers Market: A Case Study of Local Food Advocacy

Vanessa John

...what we eat is an effective 'entry point' to the much larger issues of the global community...Food represents our most intimate link to the land and with the other beings with whom we share that land. In the production, purchase and preparation of food we yet retain substantial capacity to disengage from some of the most damaging components of the global economy and create alternatives.

(Kloppenborg and Lezberg 1996: 94)

A curious public ventured out on the first trading day of 5 December 2002, confirming that the Byron Farmers Market had arrived. 'It's just so wonderful to finally be here,' said an elated Sue Haynes, an original proponent of the Byron Farmers Market. This day marked the end of a three year advocacy process by a small community group.

This paper traces the evolution of the BFMA, the background of the campaign, looks at the international context of local food movements, analyses the strategies adopted, and critically examines the author's role in the context of both advocacy student and stakeholder.



The challenges of establishing an organisation, and working simultaneously as a change agent and advocating systemic reform are central to the BFMA experience.

Byron Farmers Market Association (BFMA) and Byron Shire

The BFMA was registered as an incorporated association in April 2002, formalising two and a half years' worth of individual and small group advocacy. The group's objective was to found a weekly Farmers Market in Byron Shire, which would be an outlet for local farmers to sell fresh locally grown produce directly to consumers.

The Byron Shire is a warm subtropical region of extremely high biodiversity located in the north-eastern corner of New South Wales, Australia. It is also a region of high ideological diversity and has large disparities in wealth and lifestyle (Byron Shire Council 2001: 5). There is an acknowledged strain on the Shire's infrastructure, services, natural environment and society from population growth and other impacts of the tourist industry (Byron Shire Council 2001), which dominates the local economy and attracts 1.7 million visitors every year (*The Echo* 3 December 2002: 14).

The changes brought by development, the emergence of new industries and various policy and political factors have all impacted significantly on agriculture, which is the Byron Shire's third largest income source (SART 2003). Agriculture is of critical importance to Byron Shire not just because of the income generated (\$60 million a year (SART 2003)), but also because 68% of all land is zoned either rural or 'agricultural protection' (Byron Shire Council 2001: 4). Land use is obviously central to sustainability.

Significant damage to the local environment has been caused by agriculture, including land clearing, chemical use, erosion, and acid sulphate soils (Byron Shire Council 2001: 3). Environmental protection coupled with a move towards smaller scale and low impact agricultural practices are two of the key strategic responses to these problems (Byron Shire Council 2001: 4).

Small farmers in the Byron Shire are confronted with these as well as many economic sustainability-related issues including rising property values and the costs associated with

transporting produce to distant markets. Kaye Shadbolt, an avocado and vegetable grower from Nashua, described a stark choice faced by local farmers: to either 'get big, or get out' (Shadbolt 2002). The BFMA's objective was conceived as a way to address these realities by establishing an alternative way for farmers to access consumers, and in doing so to farm more sustainably, (Shadbolt 2002).

The Byron Shire Council formed the Sustainable Agriculture Roundtable (SART) in February 2003 after six months of community consultation. The SART brief was to develop a strategy endorsed by representatives from industry, environment and community sectors. This strategy, once adopted by the council, will be used as the framework document for planning the economic, social and environmental sustainability of food production in the Byron Shire (SART 2003).

Despite the Byron Shire's considerable diversity in food production - from macadamias to sugar, mangoes, small crops, stone fruits and bush foods - relatively few opportunities exist for local people to buy locally grown food. The bustling Community Markets, held once a month in each of four towns, are a colourful mix of arts, craft, clothing, plants and produce sellers. Issues with planning permission and road safety render the roadside farm produce stalls which do exist unlawful. Local retailers and supermarkets buy produce mostly from centralised wholesalers in Brisbane, 180 km to the north. Several local crops including blueberries and peaches are grown exclusively for urban and export markets, and are unknown to local consumers (McLeod 2003).

The International Local Food Movement

Industrialised agriculture has drastically reduced the numbers of small and medium sized farms internationally, and in doing so has jeopardised the health of communities, local economies and ecosystems (Norberg-Hodge, Merrifield & Gorelick 2002: 8). The pressures face by Byron Shore farmers are common to the experience of farmers all over the world (Rosset 1999; Berry ??). There is a diverse and growing global social movement which uses food as a window through which to address social, cultural, economic and environmental problems which are seen as fundamentally interconnected (Starr 2001; Norberg-Hodge, Merrifield & Gorelick 2002; Kloppenburg & Lezberg 1996).

This social movement comprises northern non-government organisations with strong links to rural indigenous peoples such as Food First and The International Society for Ecology and Culture (ISEC); grassroots northern local food groups which operate Farmers Markets and other community food initiatives; research and advocacy groups such as The Foundation for Local Food Initiatives (FLAIR) and Food Routes; the peasant farmers Via Campesina; as well as food sovereignty activists from the south.

The focus is on localising food economies as a response to what is perceived to be the manifold destructive consequences of the commodification of food by the global free market (Shiva 2001; Norberg-Hodge, Merrifield & Gorelick 2002). Activists focussing on local food were amongst the most vocal and earliest critics of corporate globalisation, and were present in great numbers at the 1999 Seattle WTO protests (Klein 2001:). Although vastly more complex than this suggests, the basic rationale behind the local food movement's strategies can be summarised as:

1. There are many serious global problems
2. These problems are all in some way linked to food and agriculture
3. There are many serious problems with the way in which food is produced
4. Addressing the problems with food production will impact on the many serious global problems with which it is linked.
5. This is therefore an holistic response with cultural, ethical, economic, social, political, and ecological implications

(ISEC 2003; Shiva 2001; Food First 2003; Kloppenburg & Lezberg 1996)

The strategies adopted by the international local food movement include opposition to further global trade liberalisation, promoting local organic agricultural alternatives, opposing biotechnology, proposing policy changes at the international and national level, advocating for

the renegotiation of trade treaties, shifting national subsidies away from large scale export-oriented producers, and changing the nature of indirect subsidies such as fuel and transport infrastructure. These strategies are realised via hands-on local food initiatives, lobbying, writing reports and researching, promoting alternatives, speaking, direct action, education for action, social marketing and democratic reform: the full range of 'roles' described by Moyer (1990).

It is also proposed that localising food production and consumption is one of the most important *citizen* responses to the negative impacts of corporate globalisation one might have in that the solutions put forward are participatory (Rosset 1999). Many commentators argue that new principles of social organisation must inform a sustainable society, and that local community development initiatives starting with food offer new, positive paradigms of relationships, systems and learning (Trainer, 1998; Orr 1999; Beck 1998).

Farmers Markets are promoted as one relatively straightforward part of this overall strategy to engage local communities in global resistance, whilst demonstrating immediate ecological benefits such as small scale low impact agriculture and reduced distances between producers and consumers (Norberg-Hodge, Merrifield and Gorelick 2002: 21-22; FLAIR 2002). Farmers Markets are enjoying enormous success and growth. There are more than 3000 Farmers Markets in the US (Food Routes 2003), and since 1997 when only three markets existed, several hundred have started in the UK as a direct result of NGO advocacy work (ISEC 2003).

The Australian scene and the Impetus for Change in Byron Shire

The Australian Farmers Market movement is in its infancy compared to the international scene. There are approximately 40 Farmers Markets currently operating, yet more are planned (Adams 2002). There is a broad spectrum of ideology informing the operation of a Farmers Market. They do not necessarily conform to the theories of change prescribed by the global movement (see above). Those such as the Growers Market at Fox Studios in Sydney cater to savvy urbanites and promote gourmet regional produce and specialty goods from across Australia. Others, such as the Rainbow Region Organic Market in Lismore, cater exclusively for regional organic and biodynamic producers.

The impetus for the establishment of a Farmers Market in the Byron Shire can be traced back to a workshop attended by key proponents in Byron Bay in late 1999. Helena Norberg-Hodge is a well known commentator on the global economy, a founding member of the International Forum on Globalisation and executive director of The International Society for Ecology and Culture (ISEC). As a prominent international advocate of local food economies, Norberg-Hodge's workshop helped participants to frame their situation in terms of the international movement as described above.

Norberg-Hodge's role as an instigator of the Byron Farmers Market follows similar achievements by her organisation in advocating local food initiatives in the UK and US. ISEC worked for example with both local groups and the national Soil Association in the UK to establish the now profligate Farmers Markets there (ISEC 2003). As an international organisation ISEC has been able to combine Norberg-Hodge's high profile role in the global justice movement with grassroots workshops, civil disobedience, frequent speaking tours, the design of educational materials, liaison with indigenous rural women, advocacy for alternate paradigms, cooperative work with other groups and the publication of key local food research. ISEC works across the board in rebel, reformer, change agent and citizen roles (Moyer 1990).

The combination of ripe local conditions and the trigger event of the workshop set the scene for the beginnings of the campaign to start a weekly Byron Farmers Market. The realisation of the outcome was to take some time, yet key proponents remained inspired by a strong commitment to realising the vision developed at the workshop (Hotson 2003; Haynes 2003; Macdonald 2003). This vision requires work on both the level of structural, pragmatic reform (such as gaining regulatory approval) and rather radical change agent work which challenges citizens to shift their values and proposes new models for grassroots activism (Moyer 1990).

Power Map and Stakeholders

Many different groups and individuals played some part in the process of establishing the Byron Farmers Market. Table 1 (attached) describes the main stakeholders in the campaign. The shaded areas of the map indicate the most important relationships between stakeholders. Relationships developed over time, culminating in the formation of the Markets Liaison Group. This comprised a committee of key stakeholders led by a professional facilitator, with input from researchers and consumer representatives. The negotiations of the Markets Liaison Group are credited with making the Byron Farmers Markets happen (Hotson 2003; Haynes 2003).

Reflecting the composition of the Markets Liaison Group, the key power holders were the Monthly Market Managers with whom the BFMA negotiated. The regulatory authority, Byron Shire Council, essentially devolved responsibility for the outcome to these two groups – one representing the interests of the successful community market stallholders and the other the interests of local farmers (McLeod 2003). The role of advocating for the consumer was filled by a local artist/environmentalist and the author, whose surveying was commissioned to capture community response.

This interesting power dynamic caused concern for several proponents, who felt that there was an imbalance between the interests of the community and the vested interests of the Monthly Markets (Macdonald 2003). As a proactive campaign launched by a loose collective, the BFMA struggled from the beginning to gain legitimacy and power (Hotson 2003).

Obstacles and Opposition to Campaign Success: Weighing up the Issues

The proposal to start a Farmers Market in Byron Shire was initially met with considerable opposition from some stakeholders. These included the Community Market managers and stallholders, local fruit and vegetable retailers, as well as others who had vested interests in markets.¹

The main concerns were (Wright 2001; Read 2003; Shadbolt 2002):

- Existing Byron Shire Council (BSC) Market Policy
- Impact on Community Market stallholders
- Impact on fruit and vegetable retailers
- Potential proliferation of markets undermining existing markets
- Parking
- Location
- Timing



Seldom were objections solely against the *concept* of a Farmers Market, but rather how it could be accommodated within the existing system. This system was seen by some opponents to be already meeting the objectives of the BFMA (Wright 2001). Ideologically this suggests a starting point of farmers being on the margins of that system, despite their central role as landholders and food growers. There was discussion of the need to ‘protect’ local businesses against the farmers! That the proponents of the Farmers Market so clearly had to reposition *thinking* about farmers in itself nicely illustrates their own point of needing to rebuild direct relationships between producers and consumers. Nevertheless until a Forum hosted by the Bangalow Community Alliance in July 2002 the issues were publicly threshed out in terms of rationales and reasons, rather than logistics and systems.

¹ At the time, and perhaps to this day, there are others keen to establish markets of various kinds who have been prevented due to the BSC market policy. There remains significant opposition to market proliferation, an issue foremost in the amendments made to the BSC Market Policy by the Market Liaison Group.

The proponent group included farmers, health care practitioners, professionals, activists, researchers, artists and students.

The main rationale put forward by the BFMA were (Shadbolt 2002; Haynes 2003):

- The needs of farmers to sell to local consumers were not being met in existing markets and systems
- Reduced costs and increased financial benefits to local farmers
- Supporting diversity of food grown and conserved
- Lower prices to consumers
- Ecological benefits including reduced CO2 emissions and chemical use
- Community enhancement
- Links to the global movement

A Timeline

Table 2 (below) is a timeline of the BFMA campaign. It maps the way in which the objections and assertions described above were played out. Grassroots groups seldom have the resources or networks to work proactively, more commonly responding to situations or crises as they appear (Demetrious 2002: 111). It took some time for the proponents to organise effectively to initiate their campaign. Until the formation of the BFMA, individuals and small groups struggled to gather resources, counter opposition, overcome misunderstandings and devise strategy.

Table 2: Timeline tracing the history of the Byron Farmers Market.

Late 1999

Helena Norberg-Hodge hosts a workshop in Byron Bay.
Establishment of a local Farmers Market in Byron Shire encouraged.
Idea taken up by several key proponents.

2000

Issue taken up by local public forum, *Community Cauldron*.
Working group established.

No active advocacy for 12 months due to insufficient organisation of supporters and perceived opposition.

Jan – May 2001

Campaign reignited.
Conflict between proponents and fruit and vegetable retailers in Byron Bay.

May 2001

Public Meeting at Byron Surf Club.
Significant opposition voiced by retailers and monthly market stallholders.

Byron Shire Council's (BSC) 5.51 Market Policy identified as a barrier to establishing a weekly market on public land.

June 2001

Meeting with General Manager BSC, Mayor, Monthly Market Managers and proponents.
- Advised Market Policy unlikely to change.
- Monthly Market Managers make submission opposing Farmers Markets
- BSC General Manager suggested Development Application (DA) for a 'shop' would be a way around the current policy but the site would need to be on commercially zoned land.
- All parties accept the idea of a Wednesday morning market in Byron Bay subject to development consent

Proponents resolve to advocate to change market policy in the long-term, but to find an alternative way to trade in the meantime.

Search begins for a commercial space on which to lodge a DA in Byron Bay.
None is found.

July - August 2001

Articles published in Byron Echo, Bangalow Heartbeat and Regional Cuisine Newsletter.
70 local farmers respond to call for initial expression of interest.

Second period of disillusionment, stagnation results due to the lack of a venue.

October 2001

New energy reignites effort.
Moved search for a venue from Byron Bay to Bangalow.
Approached local Chamber of Commerce and Bangalow Hotel landholder.

March 2002

Letters pages of both local papers alive with debate about Farmers Markets.
Polarisation of opinion.

March - June 2002

Petitions collected in support of Bangalow Farmers Market.

April 2002

Byron Farmers Market Association (BFMA) is registered as an incorporated association. Charter is drawn up.

May 2002

BFMA lodges letter advising BSC that a Farmers Market will commence on June 1st in a disused rural produce store on private land adjacent to the Bangalow Hotel car park.
Bangalow Chamber of Commerce opposed.
Bangalow Community Alliance tentative support.

BFMA publicises Bangalow Farmers Market will start June 1st.
BSC responds that the existing approval for the rural produce store does not cover the Farmers Market proposal. Legal action is threatened if the market proceeds on the proposed date.

June 1st 2002

BFMA hosts 'Awareness Day' at produce store site, in lieu of market.
Public attends expecting active Farmers Market.
Over 200 signatures are collected in favour of a Farmers Market in Bangalow.

June 2002

Debate continues in the press.

July 2002

DA for Farmers Market in Bangalow Hotel carpark is submitted to BSC by the BFMA.

July 2002

Bangalow Community Alliance facilitates forum to discuss Farmers Market proposal. Panel includes representatives from the monthly markets, BFMA, BSC, Bangalow Chamber of Commerce, Regional Cuisine, and the NSW Farmers Federation. 70 People attend.

July - August 2002

As a result of the Bangalow Community Alliance forum, a Market Liaison Group (MLG) is formed with the mandate to facilitate discussion between opponents and proponents of the Farmers Market. They work towards compromise solutions.

Monthly market managers propose mid-week Farmers Market. Bangalow Parks Trust who administer Bangalow showground area opposed to a Farmers Market on that 12 acre site.

September 2002

BSC General Manager and Mayor indicate at a meeting with MLG that they will endorse proposals put forward with support of MLG stakeholders.

MLG endorses six-month trial Farmers Market on Saturday mornings at Bangalow Hotel carpark site, subject to the approval of the DA. MLG continues to explore options as the DA expected to take some time to process.

September 2002

BSC evaluation of Bangalow Hotel carpark site. Assessment of the DA identifies many issues with the proposed site to be remedied before approval can be considered.

Butler St Reserve in Byron Bay is proposed for a Wednesday or Thursday Farmers Market. BFMA members persuaded to accept mid-week option despite a desire to trade on Saturdays.

September 2002

Byron Environment Centre hosts a 'Local Food: Local Future' stall at the Taste of Byron food festival.

September 2002

MLG requests BSC waive the market policy to allow a pilot Farmers Market to go ahead for a six month period.

November 2002

Request for waiver approved by BSC.

December 2002

First Byron Farmers Market starts at Butler St with a temporary licence for a six month trial.

December 2002

Evaluation commences. Looks at opinions of consumers, stallholders, retailers. MLG continue to meet to discuss impact of Farmers Markets on monthly markets.

February 2003

Byron Shire Sustainable Agriculture Roundtable (SART) formed.
MLG acts as Working Group 3.

Feb – May 2003

MLG agrees on new objectives:
To consider roll out strategy for further Farmers Markets in Byron Shire.
To amend BSC market policy to embrace Farmers Markets.

March 2003

Letters pages alive with support for BFM.
Favourable price comparisons with supermarket made public.

March 2003

Byron Farmers Market attracting over 300 customers each week.

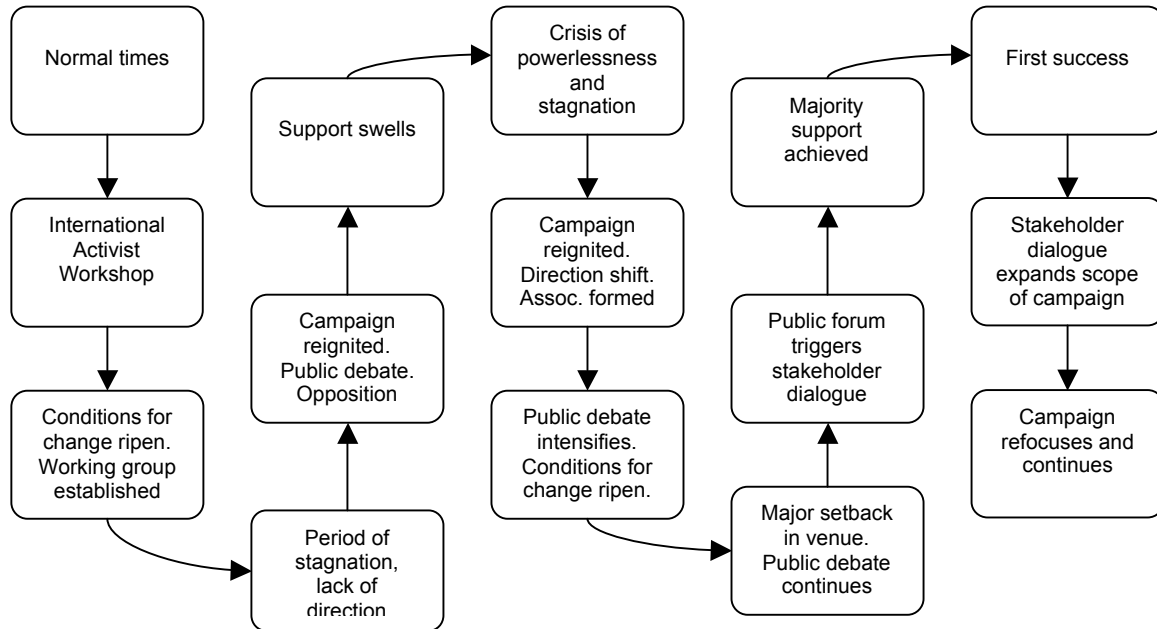
May 2003

Six month trial period ends.
Evaluation results collated.
BSC staff will report on assessment of market.

May 21 2003

New market policy as amended by the MLG put before BSC.
Three year licence unanimously issued to BFMA in accordance with new policy as approved by BSC.

The rollercoaster nature of the path the campaign took reflects both the peculiar environment of the Byron Shire, and the typical difficulties faced by individuals and groups which are proposing entirely new things (Demetrious 2002: 114). Figure 1 (below) traces the circuitous path taken by the campaign.



Moyer (1987) suggests that successful social movements follow a typical pattern of eight stages, many of which are evidenced in a very micro way in the figure above.

The Outcome

Within a few months of the Market Liaison Group first convening, a proposal was put to council to allow the first Farmers Market to trade on a trial six month basis. The Market Liaison Group has become a successful decision making forum, exceeding initial expectations to take on the task of considering the roll-out of further Farmers Markets in the Shire (McLeod 2003).

In late May 2003 the Byron Shire Council granted a three year licence to the BFMA. The market policy amendments proposed by the Markets Liaison Group have been adopted by council, clearing the way for further Farmers Markets on week days in Byron Shire. This is considered by several key proponents to be a compromise of their objectives as Farmers Markets cannot be approved for Saturday trading (Hotson 2003; Macdonald 2002).

The Markets Liaison Group has agreed to act as one of the subcommittees for the Byron Sustainable Agriculture Roundtable (SART), positioning the markets stakeholders as key representatives on Shire-wide issues of connecting producers and consumers. SART is using the example of the Byron Farmers Market to demonstrate the success of regional local food initiatives in delivering positive benefits to both producers and consumers (SART 2003). The sustainable agriculture strategy developed by SART will, if endorsed by Council, ensure a future grounded in local solutions – an unforeseen positive outcome of the work of the BFMA proponents.

91% of people surveyed in the Byron Shire are in favour of further Farmers Markets, and the weekly custom is steadily growing with several hundred patrons per week (John 2003).

Conclusion

This case study illustrates a few general themes.

1. It is challenging for individuals to start new groups, particularly if the objective is to start something new. This process is assisted by a clear mandate, a committed group of people, training, thorough research and extensive networking through existing community groups and stakeholders.
2. Change agent work is incredibly difficult to achieve, is vulnerable to pragmatic critiques, and requires a lot of resources in the form of human energy. It is easily sidelined by day to day issues and requires sophisticated communications strategies in order to accompany reform based activity.
3. To achieve community change, community members require a basic set of skills. These include: research, commitment, the capacity for critical reflection, negotiation, communication and promotion.

What the experience shows other potential Farmers Market advocates is that engaging the community of eaters and growers is essential from the outset. As soon as the Byron Farmers Market started, stallholders and customers began a total love affair – had they been involved in a mutual process of advocacy from the outset the power base of this relationship may have made the whole process of gaining a licence much simpler.

It also seems important, both for the proponents' commitment and as a basis to take on a role as change agent, to ground Farmers Markets firmly in the context of the international movement.

Finally, the lesson for any group attempting change is the imperative of developing a deeply reflexive strategy, conscious of its impact on proponents and geared towards a result which has (or potentially has) widespread community support.

Bibliography

ABC North Coast (2002) Byron Bay Farmers Markets 6 December 2002

Adams, J. (2002) The Real Food Revolution: a Snapshot of the Australian Farmers Market Movement, Australian Farmers Market Association (AFMA) Inaugural conference proceedings, November 21-23, Bathurst

Berry, W. (1996) *The Unsettling of America*, Sierra Club Books: San Francisco.

Byron Shire Council (2001) *Byron State of the Environment Report: Overview*, Byron Shire Council, Byron Bay.

Demetrious, K, (2002) People, power and public relations, *Asia Pacific Public Relations Journal*, Vol 3, No 2, pp 109-120.

Dryzek, J. (1997) *The Politics of the Earth: Environmental Discourses* Oxford University Press, Oxford, pp 84-101

The Echo 3 December 2002

The Echo 26 March 2003

Feenstra, G., 2003, 'Farmers' Markets and Small Farm Marketing Strategies Project', Sustainable Agriculture Research and Education Program, University of California.
<http://www.sarep.ucdavis.edu/cdpp/farmersmkt.htm> Accessed 12.03.03

- Goldsmith, E. & Mander, J. eds. (2001) *The Case Against the Global Economy*, Earthscan, London.
- Haynes, S. (2003) interview with author, May
- Hotson, A. (2003) interview with author, June
- John, V. (2003) (unpublished) Byron Farmers Market Pilot Evaluation, Byron Bay
- Klein, N. (2001) *No Logo*, Flamingo, London
- Kloppenburg, J. & Lezberg, S. (1996) Getting it Straight Before We Eat Ourselves to Death: From Food System to Foodshed in the 21st Century', *Society & Natural Resources*, 9:93-96.
- Macdonald, N. (2002) interview with author, April.
- McLeod, K. (2003) personal communication, March.
- Moyer, B. (1987) The Movement Action Plan: a strategic framework describing the eight stages of a successful social movements, Social Movement Empowerment Project, San Francisco.
- Moyer, B. (1990) *The Practical Strategist: Movement Action Plan (MAP) Strategic Theories for Evaluating, Planning and Conducting Social Movements*, Social Movement Empowerment Project, San Francisco.
- Norberg-Hodge, H., Merrifield, T. & Gorelick, S. (2002) *Bringing the Food Economy Home*, Zed Books, London.
- Orr D. (1999) Rethinking Education, *The Ecologist* Vol.29 No. 2, p.234.
- Read, R. (2003) interview with author, Byron Bay, June 2.
- Rosset, P. (1999) 'The Multiple Functions and Benefits of Small Farm Agriculture in the Context of Global Trade Negotiations', Policy Brief #4, Institute for Food and Development Policy: California.
- Shadbolt, K. (2002) interview with author, Byron Bay, April 23.
- Shiva, V. (2001) The World Trade Organisation and Developing World Agriculture, in Goldsmith, E. and Mander, J. eds. 2001 *The Case Against the Global Economy*, Earthscan, London, pp 203-216
- Sustainable Agriculture Roundtable (SART), (2003), *Draft Strategy: Building Sustainable Agriculture in Byron Shire*, unpublished.
- Trainer, T. (1998) *Saving the Environment-what it will take*, UNSW Press, Sydney
- Wright, G. (2001) Submission to meeting with Byron Shire Council General Manager, 8 June, Mullumbimby.

References: websites

- Food First <http://www.foodfirst.org>
- The International Society for Ecology and Culture (ISEC) <http://www.isec.org>
- The Foundation for Local Food Initiatives (FLAIR) <http://www.localfood.org.uk>
- Food Routes <http://www.foodroutes.org>

Table 1: Power Map

<i>Stakeholder</i>	<i>Relationship to BFMA</i>	<i>Relationship to BSC</i>	<i>Relationship with other stakeholders</i>
Byron Shire farmers	Membership base, potential members	Landholders, ratepayers, voters	Little direct contact with consumers. Possible links to monthly markets as stallholders. Possible links to regional cuisine.
Local environmentalists	Several key supporters	Possible prior relationships on other issues, landholders, ratepayers, voters	Small community, so some crossover likely particularly with monthly market interests. Some members of Byron Environment Centre
Researchers/students	Several key supporters	Landholders, ratepayers, voters	Some members of Byron Environment Centre
Supermarkets	None	BSC regulatory authority for business	Consumers, retailers key relationships. No/minimal produce sourced from farmers
Regional Cuisine committee of NSW Sustainable Regional Development Board	Supporter. Organised generic Farmers Market workshop (date unknown)	Prior relationships on other issues	Possible overlap with other community group interests.
Living Centres NSW		Co-badged Sustainable Agriculture Roundtable process	
Byron Shire Echo	Newspaper editorials, advertising, letters pages	Reports on Council activities	Local newspaper: main vehicle for public comment, advertising and PR
Bay FM	Key support from presenter of environment programme, advertising, community service announcements	Reports on Council activities	Local radio: vehicle for public comment, advertising and PR
General Manager, Byron Shire Council	In principle support, mediated early meeting June 2001	General Manager	Heads council staff responsible for approvals and planning
Mayor, Byron Shire Council	In principle support of concept	Elected Mayor	Political appointment and so needs to maintain relationships with all stakeholders
Market Managers	Antagonistic: concerned at impact on monthly markets	BSC regulatory authority for markets. Landholders, ratepayers, voters. Prior engagement on Market Policy development	Consumers, market stallholders key relationships
Market Stallholders	Ambivalent response. Some may be members, potential members	Landholders, ratepayers, voters	Consumers, market managers key relationships
Professional Facilitator	Supporter	Contractor in other capacities, voter	Wide involvement in community processes, strong networks

Table 1: Power Map

			particularly in environment and sustainability.
Consumers	Strong support indicated, potential customers, key relationship	Residents, landholders, ratepayers, voters	Supermarket, retailers, monthly markets
Retailers, Chambers of Commerce	Ambivalent – some strong opposition	BSC regulatory authority, ratepayers, voters. Lobbyists for business	Consumers key relationship. Little produce sourced from farmers
Private Landholder	Potential offer of privately owned site before public land compromise brokered	Ratepayer, voter. Prominent businessman and landholder	Employer. High profile, some strong feelings expressed by community
Helena Norberg-Hodge/ISEC	Supporter and instigator of the idea.		Links to local environmentalists, researchers, media, global movement
Sustainable Agriculture Roundtable (SART)	Supporter of local agricultural initiatives	Appointed to develop Byron Shire Sustainable Agriculture Strategy	Cross section of community representatives appointed after participation in focus groups.
Community Cauldron	Supporter. Provided forum for debate	Commentary on local issues. Residents, landholders, ratepayers, voters	Now defunct important early forum for supporters