

Royal City Farmers Market Strategic Plan

2016 - 2019

Mission (existing):

The Royal City Farmers Market Association focuses on environmentally sustainable food product by bringing local grown and produced food to the community, thereby contributing local economic development, healthy eating, and food security, while connecting with our heritage of having a vibrant city market.

Purpose (existing):

- To provide a seasonal open air produce market to New Westminster and environs;
- To provide educational opportunities and information about healthy living, nutrition, and wellness issues, and to support local sustainable food initiatives;
- As determined by the community, the Royal City Farmers Market Association and its membership, to undertake events, projects, and involvements, which speak to the furtherance of the purposes, stated herein by the Association.

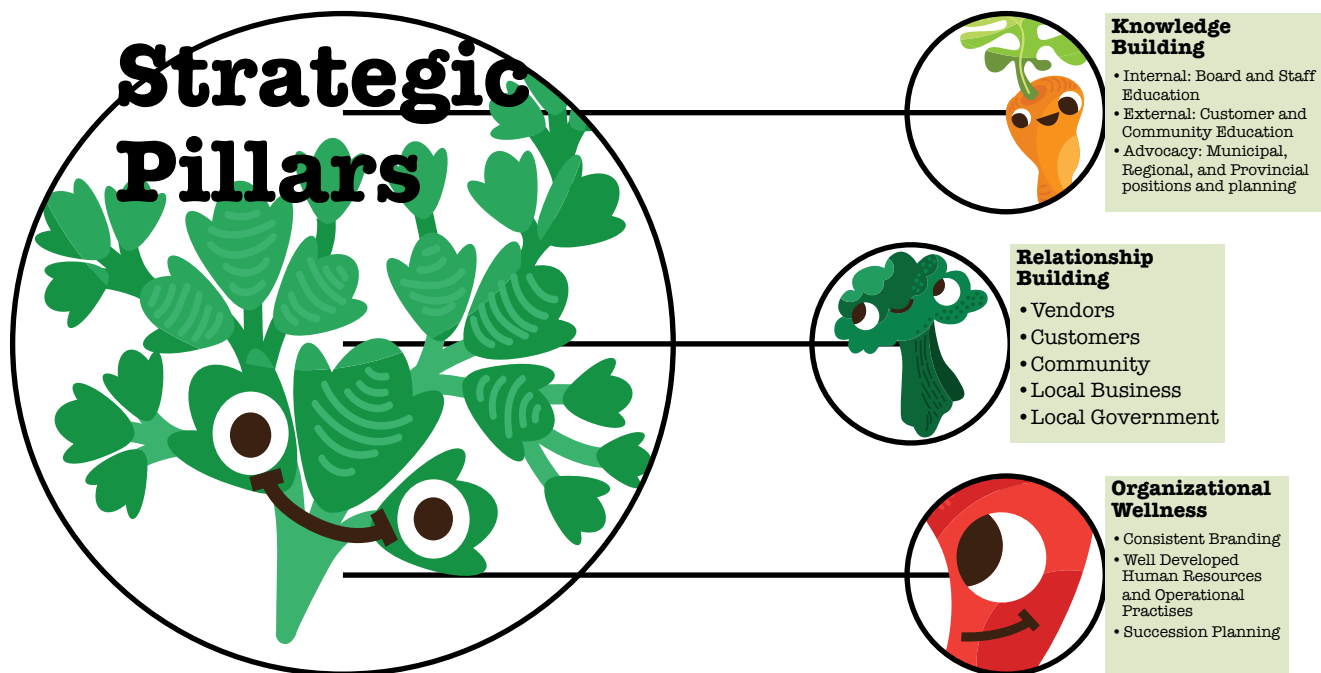
Vision Statement (new):

A diverse and welcoming lovely, year round farmers market that promotes social and economic wellness in our city.

Values (new):

- Progressiveness
- Openness
- Reliability
- Sustainability

Strategic Pillars (new):



Possible Tactics

Relationship Building

1. Vendors:
 - Board members consistently reaching out to vendors
 - Promoting vendors publicly
 - Board to jury new vendors
 - Provide opportunities for improvement as available such as merchandising workshops
 - Provide a communications channel direct from vendor to board

2. Customers:
 - Provide value in marketing
 - Promote and seek to expand the membership benefits

3. Community:
 - Consistent marketing
 - Invite opportunities to experience the market

4. Local Business:
 - Develop sponsorship guidelines and clear process
 - Outreach with like-minded businesses for mutual benefit

5. Local Government:
 - Designate directors for health authority liaison
 - Designate director for City of New Westminster liaison

Knowledge Building

1. Internal:
 - Allocate budget for education
 - Develop an approval process that includes a report-back guideline
 - Investigate free options for directors, staff, and volunteers
 - Consider best practises locally

2. External:
 - Provide educational opportunities for vendors, customers, and the community, and seek funding for more
 - Investigate how to connect will all levels of school children at age appropriate levels of skill building
 - Better communication to broadcast ourselves through a marketing plan and coordinated activities

3. Advocacy:
 - Seek opportunities for advocating for RCFM at all levels, and promote the work we do
 - Develop policy/process for how to craft a position statement

Organizational Wellness

1. Consistent Branding:

- Undergo a process to re-confirm brand and refine as required (logo, tagline, brand icons, templates, and style guide)
- Redevelop assets on a rolling change based on need and priority

2. Well Developed Human Resources and Operational Practises

- Health and Safety Committee as part of the Human Resources Committee
- Annual Performance Evaluation for all staff
- Consistency in hiring and evaluation practises
- Volunteer and Board expectations and guidelines developed
- Connecting with Members via newsletter
- Cloud-Based document and data retention

3. Succession Planning:

- Develop a list of benefits and expectations including professional development opportunities
- Develop timeline for succession planning
- Allocate resources to recruitment of volunteers and replacement board members