



**Farmers' Markets New Zealand
(FMNZ)
Strategic Plan
Jan 2018 – Dec 2020**

This document has been prepared following an FMNZ Executive workshop in Nelson with Executive members: Maggie Asplet (Gisborne), Wendy Wilson (Nelson), Raewyn Loader (Fielding), Cam Booker (Christchurch), Jonathan Walker (Waikato) and non-Executive member Richard Sheldrake (Taranaki)

Background

Farmers' Markets New Zealand became an Incorporated Society in November 2005. The set up of a national body coincided with an agreement with, and seed funding from, New Zealand Trade and Enterprise with the purpose of establishing a network of Farmers' Markets around New Zealand.

Following funding received from Buy Kiwi Made in 2006 a National Authenticity Scheme was developed and launched as markets valued the importance of identifying themselves as authentic Farmers' Markets.

The association currently has 21 member markets as of Jan 2018.

Mission

Farmers' Markets New Zealand's Mission is to:

Foster the ongoing development of Farmers' Markets in New Zealand.

As part of this overall mission, the national organisation (FMNZ) exists to:

- Spread passion for fresh, local, seasonal food, by educating people and groups and engaging with (or lobbying) local government or national bodies.
- Protect and develop the Farmers' Market brand, and brand values of authenticity, local, fresh food produce.
- Act as a mentor to local Farmers' Markets, sharing knowledge and information.
- Progress the common interests of FM members.
- Facilitate excellent communication between markets and with consumers.
- Support market managers to help markets throughout New Zealand to be successful.
- Network with other global Farmers' Market organisations (e.g. Australia, U.S., U.K.) to identify opportunities and to benchmark best practice.

Vision

Our vision is to:

Create a clear distinction between Authentic Farmers' Markets and other markets; providing the support needed by Farmers' Markets to ensure the long term sustainability of local food production throughout New Zealand.

For FMNZ specifically, this means:

- Working towards certification - showing each market does indeed meet the definition and standards of a "Farmers Market".
- Working towards certification of stallholders who meet "Authentic" criteria so they become front-line communicators for Authenticity.
- Being a source for member Markets looking for quality help, information, resources, advice etc.
- FMNZ being established on a professional footing – with a paid coordinator and paid contractors delivering specific project outcomes.
- FMNZ promoting the "Farmers Market movement" at a national level
- FMNZ liaising with Economic Development Agencies, funding sources and national organisations with like interests.

Values

Local Food – Farmers' Markets New Zealand believe in supporting, encouraging, and growing sustainable, authentic, and locally produced fresh food markets.

Strong Communities - Building and strengthening the social capital in our communities.

Education – Educating local communities on the importance of our ability to produce food locally, to embrace local foods, and to understand good quality food, nutrition and how to cook these foods.

Value for money – Ensuring the services we provide are valued by our member Farmers' Markets.

Support – Supporting Farmers' Markets to ensure they are self-sufficient and sustainably run.

Assets

- Websites – www.farmersmarkets.org.nz
- Facebook page
- Market members nationwide from Invercargill to Bay of Islands
- Network of media and likeminded people who actively promote Farmers' Markets
- National goodwill of consumers who support local food producers
- Monthly newsletter
- Annual national conference
- Authenticity program implemented in late 2009
- National representation at NZFSA
- FMNZ Food Awards
- National Farmers' Markets week

Current Issues

- Limited financial resources
- Brand strength/weakness – the FMNZ brand is becoming well known amongst government authorities, but is still not well recognised by consumers, and in some cases, local authorities who can facilitate the development of local Farmers' Markets and indirectly, FMNZ
- Volunteer work; time constraints & burnout – level of professionalism is limited because of lack of dedicated paid staff to focus on the tasks required
- Not all new markets are buying into FMNZ membership. FMNZ also needs better "radar" for early identification of these markets
- Some established markets have disengaged from the National organisation – currently some of the largest and most successful Farmers' Markets in NZ are not members of FMNZ
- Authenticity has been initiated but not fully implemented with a shared understanding by stakeholders and is therefore not yet established as a well recognised programme
- Communication to markets and some other stakeholders is not effective.

SWOT Analysis

Internal:

Strengths

- Association well established – 12+years
- Passion and commitment of FMNZ Executive
- Comprehensive Market Management Handbook and Stallholders Handbook
- National media awareness of the benefits of Localism
- Promotional and Marketing Collateral (Market Bags, Logos, Books)
- An FMNZ representative on the NZFSA board
- FMNZ Food Awards
- National Farmers' Market Week

Weaknesses

- Brand awareness of Farmers' Markets at the market and consumer level
- Out of date and poorly maintained website
- Ineffective use of our Facebook page
- Authenticity is not fully established
- Time available from volunteers; lack of ability to do the work required
- Lack of finances
- Communication to markets and stallholders, and between markets is poor
- Different market set-ups (committee or private) means things take time to communicate and be decided upon

Internal:

Opportunities

- Farmers' Markets are being embraced by NZ consumers
- People are becoming aware of what goes into their food and wanting to learn more
- Food Safety at National and Local government levels – people are wanting to know the origin of their food
- Lack of produce available – new business opportunities for young horticulturalists – encourage new growers
- Nationwide exposure from events – Food Awards and National Farmers' Market week

Threats

- Pseudo markets popping up around the country
- Older, more established markets asking "what's in it for us?"
- Older, more established markets leaving the national association
- Food safety rules too tight and inconsistently implemented throughout the country
- FM's have an elitist appearance; assumptions from consumers potentially turning away customers
- The need for outside funding and resources for the FMNZ organisation

Strategic Priorities for next three years

Year 1 Objectives – 2018

1. **Executive succession**
 - To have a full FMNZ Executive (6 + 2 co-opted members if needed) and to plan for members stepping down.
2. **Increase membership of FMNZ**
 - To re-engage with those markets who have withdrawn from FMNZ in recent years or who have never been members
 - Gain another 5 member markets and 30 Individual members from non-member or member markets
 - Create an individual Authentic certificate for individual members who comply
 - To update the database of member markets, with contact details.
3. **Increase the number of delegates attending the National Conference July 30-31 2018, Mount Pleasant, Christchurch.**
 - Aim for at least one representative from each member market at conference
 - Secure funding to subsidize / pay for speakers' expenses
4. **Improve communication to members and the public**
 - Increase and improve all internal and external communications through social media
 - Issue a monthly newsletter to member markets with news items, upcoming events, interesting articles etc
 - Replace and update the FMNZ website
 - Revitalise the Facebook page and increase likes to 5000.
 - Encourage markets and individual stallholders to link to and use FMNZ Facebook page.
 - Secure funding for regular website and Facebook maintenance and updating
 - Approach one or more market managers to coordinate improved networking between market managers
 - Print a general FMNZ leaflet for Executive members to hand out when visiting markets
 - Update the FMNZ Stallholders Handbook and Management Handbook
5. **Launch National Farmers' Market Week**
 - Plan and execute a successful National Farmers' Market Week in March to help raise awareness of Farmers' markets around the country
 - Develop templates for markets to use to help with press releases, media involvement etc
 - To approach the Minister for Agriculture, Damian O'Connor to ask if he will issue a press release about NFMW
 - To secure funding from Rabodirect to help promote and attract member markets into NFMW through national advertising, promotional bags, t-shirts and temporary tattoos.
 - To work with TV and radio shows to do live link ups from markets during NFMW
 - To approach a well known chef (Al Brown) to be the face of NFMW.
6. **Funding**
 - To actively search for funding to assist with general FMNZ promotion and administration, specific projects such as the Food Awards or National Farmers' Market week or with conference expenses
7. **Overseas links**
 - To develop links with Farmers' Markets associations in other countries such as Australia or the USA.