



**Farmers' Markets New Zealand**

**(FMNZ) Strategic Plan**

**Jan 2021 – Dec 2023**

This document has been prepared following an FMNZ Executive workshop in Nelson (26 Jan 2021) with Executive members: Jonathan Walker (Waikato), Maggie Asplet (Gisborne), Wendy Wilson (Nelson), Cam Booker (Christchurch), Sue Lowe (Nelson) and Dave Kennedy (Southern)

## **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 25 member markets as of Jan 2021.

## **Mission:**

To foster the ongoing development of Farmers' Markets in New Zealand.

## **Aims:**

- 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 local, fresh food produce.
- Act as a mentor/facilitator to 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 :**

To provide the support needed by Farmers' Markets to ensure the long term sustainability and success of local food production throughout New Zealand.

## Values:

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

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

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

**Value** – Supporting Farmers' Markets with pertinent and relevant information to ensure self-sufficiency and sustainability.

## SWOT Analysis

### Internal:

#### Strengths

- Established November 2005
- Passion and commitment of FMNZ Executive
- Growing National awareness of need for local food resilience
- Public want to support local businesses
- Increasing demand for fresh local healthy food
- FMNZ representative on MPI Food & Beverage Forum
- National Farmers' Market Week
- Annual National Conference
- Support and advice during crisis

#### Weaknesses

- Brand awareness of Farmers' Markets at consumer level · What is a FM?
- Engagement with social media is poor
- Volunteers have limited time available
- Lack of finance
- Communication with markets difficult due to changing committee members and contacts
- Small voice in large food industry - hard to be heard
- Lack of primary producers, especially vegetables
- Regional inconsistencies in FM culture

### Internal:

#### Opportunities

- Farmers' Markets are being embraced by NZ consumers
- People are becoming more aware of what goes into their food and want to learn more
- Educating people that farmers' market produce is very good value for money
- A resource for member markets looking for quality help, information, resources, advice, etc
- Being established on a professional footing with paid contractors delivering specific project outcomes
- Promoting the "Farmers Market Movement" at a National level

- Partnership with HortNZ and other relevant organisations

## **Threats**

- Food safety rules inconsistently applied throughout the country
- Farmers Markets not seen as the place to buy staple foods - elitist/expensive
- Lack of outside funding and resources for the FMNZ organisation
- Not recognised as an essential service
- Legislators / public not understanding Farmers Market definition
- Supermarket dominance putting pressure on local markets and small growers
- Authentic farmers markets becoming either general markets or allowing onselling to survive due to lack of growers

## **Strategic Priorities for next three years**

### **1. Plan for Executive succession**

- Ensure the executive sustain a good skill set
- Encourage new executive members to make a minimum 2 year commitment
- Executive to have clear roles and responsibilities
- Ensure good use of Google Drive to protect association's documents and records

### **2. Membership of FMNZ**

- Maintain and grow FMNZ membership
- Ensure FMNZ provides valued support to members
- Engage with non-member Farmers Markets
- Maintain up to date member contact details

### **3. To build and sustain the Farmers Market community through the delivery of a quality national Conference**

- To have 75% of markets represented at Conference
- Secure sufficient funding to support Conference
- Ensure stimulating and engaging speakers
- Provide relevant workshops
- Develop links with overseas FM associations

### **4. Plan and execute a successful National Farmers Market Week in early autumn**

- To raise awareness and celebrate Farmers' Markets nationally
- Theme for NFMW "Food Resilience in Times of Crisis"
- Farmers markets are backbone of food resilience - encourage markets to celebrate regional distinctiveness
- Use Zoom to communicate, share ideas and to strengthen national market community
- Engage with social media
- Provide press release to markets and other resources
- Celebrate relationship between farmer and consumer, and value for money at Farmers Markets
- Our pricing is competitive, our quality is outstanding

### **5. Build Links with Government and Industry Bodies**

- List and prioritise relevant bodies
- Develop a strategy of engagement based on priorities
- Create a timeline of implementation

## **6. Farmers Markets to be Recognised as an Essential Service**

- Build relationships with government advisors/ministers
- To get a representative on the Industry Transformation Plan panel
- To identify Farmers Markets as key providers of local food

## **7. To Investigate the Lack of Small Growers in the Industry**

- What has caused the drop in the number of growers?
- Seek funding to engage a researcher
- What are the barriers to new start ups?
- What is needed to overcome this?

## **Review of Year One 2021**

### **1. Plan for Executive succession**

- Looking at future executive possibilities
- Jono, Maggie and Wendy in first year of 2 year term
- Dave in second year of 2 year term
- Executive working on roles and responsibilities
- Making good use of Google Drive to protect association's documents and records

### **2. Membership of FMNZ**

- Kaikoura FM, Rotorua FM and Rolleston FM to be followed up. Also Riccarton FM, Opawa FM, Ohoka FM who have pulled out
- Three zoom meetings, Covid bulletins, Food Safety questions, mask use, compliance issues with vendors
- To follow up with markets calling themselves FM's - Masterton, Carterton, Featherston, Taupo
- To contact markets to check that we have correct contact details

### **3. To build and sustain the Farmers Market community through the delivery of a quality National Conference**

- 55% of markets represented at Conference
- Funding and items from FMG, other applications weren't successful, did manage to break even
- Had stimulating and engaging speakers present, and an overseas speaker on zoom
- No workshops this year

### **4. Plan and execute a successful National Farmers Market Week in early autumn**

- Timing let down due to Covid Level 2. More difficult to celebrate due to black cloud of Covid
- Theme for NFMW "Food Resilience in Times of Crisis"
- Used zoom to celebrate regional diversity
- Completed several price comparisons of food sold at market compared to same food sold in 2x supermarkets, approximately 12 markets took part

### **5. Build Links with Government and Industry Bodies**

- Associate member of HortNZ
- New Member World FM Coalition
- Continuing to work with MPI

### **6. Farmers Markets to be Recognised as an Essential Service**

- Made contact with MP's/Ministers to lobby for us
- Will follow up contact with MP re Industry Transformation Plan panel
- Lobbied and moved by Govt from "event" to "retail" in Covid levels

## **7. To Investigate the Lack of Small Growers in the Industry**

- Prepared and submitted an application to MPI's SF&FF and have found a researcher keen to do it
- What has caused the drop in the number of growers?
- What are the barriers to new start ups?
- What is needed to overcome this?

## **Strategic Priorities for 2022**

### **1. Plan for Executive succession**

- Ensure the executive sustain a good skill set
- Encourage new executive members to make a minimum 2 year commitment
- Executive to have clear roles and responsibilities
- Ensure good use of Google Drive to protect association's documents and records

### **2. Membership of FMNZ**

- Maintain and grow FMNZ membership
- Ensure FMNZ provides valued support to members
- Engage with non-member Farmers Markets
- Maintain up to date member contact details

### **3. To build and sustain the Farmers Market community through the delivery of a quality national Conference**

- To have 75% of markets represented at Conference
- Secure sufficient funding to support Conference
- Ensure stimulating and engaging speakers
- Provide relevant workshops
- Develop links with overseas FM associations

### **4. Plan and execute a successful National Farmers Market Week in early autumn**

- To raise awareness and celebrate Farmers' Markets nationally
- Develop a theme for NFMW
- Encourage markets to celebrate regional distinctiveness
- Use Zoom to communicate, share ideas and to strengthen national market community
- Engage with social media
- Provide press release to markets and other resources
- Celebrate relationship between farmer and consumer, and value for money at Farmers Markets

### **5. Build Links with Government and Industry Bodies**

- Lobby Govt on issues affecting small businesses eg Egg farmers and costs of Salmonella testing
- Develop a strategy of engagement based on priorities
- Create a timeline of implementation

## **6. Farmers Markets to be Recognised as an Essential Service**

- Build relationships with government advisors/ministers
- To get a representative on the Industry Transformation Plan panel
- To identify Authentic Farmers Markets as key providers of local food

## **7. To Investigate the Lack of Small Growers in the Industry**

- Subject to successful MPI's SF&FF funding:
- Engage a researcher
- What has caused the drop in the number of growers?
- What are the barriers to new start ups?
- What is needed to overcome this?

## **Review of Year Two 2022**

### **1. Plan for Executive succession**

- Full executive with an increased skill set and a part time paid administrator (Kathryn)
- Encouraged new executive members to make a minimum 2 year commitment
- Executive to have clear roles and responsibilities - Dave - SFF&F application; Juanita - Social Media; Michele - drove new Logo; Jono - World Coalition partnership.
- Good use of Google Drive to protect association's documents and records

### **2. Membership of FMNZ**

- Membership grown by 1 market; enquiries from Hokianga market, Taupo Craft & FM, Riccarton House; Local Markets NZ - has member markets in directory
- Provided valued support to members - Covid support around rules of opening, Chairs visits to most markets
- Engage with non-member Farmers Markets - Ohoka FM, Oamaru FM
- Maintained up to date member market contact details

### **3. To build and sustain the Farmers Market community through the delivery of a quality National Conference**

- Theme - Where Does Our Food Come From
- To have 75% of markets represented at Conference
- Secure funding for Conference - possible name in title if sufficient given
- Ensure relevant and stimulating speakers
- Provide relevant workshops
- Further develop links with like overseas associations

### **4. Plan and execute a successful National Farmers Market Week in early autumn**

- Employed Fleur Forman (contractor) to develop & promote NFMW but unfortunately this was not completed however information given out was well received
- Theme was ??????
- Encouraged markets to celebrate regional distinctiveness
- Held Zoom meetings to communicate, share ideas and to strengthen national market



community

- Engaged with social media
- Resource package sent out to member markets
- Celebrated relationship between farmer and consumer, and value for money at Farmers Markets

## **5. Build Links with Government and Industry Bodies**

- Lobby Govt on issues affecting small businesses eg Egg farmers and costs of Salmonella testing - not followed up
- Continued links with MPI, VegNZ, Organics NZ
- Jono attended MPI Awards Ceremony

## **6. Farmers Markets to be Recognised as an Essential Service**

- Build relationships with government advisors/ministers
- To get a representative on the Industry Transformation Plan panel
- To identify Authentic Farmers Markets as key providers of local food
- These are all a work in progress - moved from being seen as an event to retail

## **7. To Investigate the Lack of Small Growers in the Industry**

- A lot of work was done by Dave on SFF&F funding application, along with VegNZ but has not progressed. Possible research project being done by another that may provide some insight

## **Strategic Priorities for 2023**

### **1. Plan for Executive succession**

- Maintain part time paid administrator role
- Jono, Maggie & Wendy - first year 2 year term; Dave, Michele & Juanita - second year 2 year term
- Maggie to retire 2023-24 AGM; Dave possibly off exec 2023-24
- Investigate funding opportunities to help with operating costs
- Update the website - logo, content, members section

### **2. Membership of FMNZ**

- Follow up enquiries from Hokianga market, Taupo Craft & FM, Riccarton House
- Continue visits to member markets
- Follow up with Ohoka FM, Oamaru FM
- Maintain up to date member market contact details

### **3. To build and sustain the Farmers Market community through the delivery of a quality National Conference**

- To have 75% of markets represented at Conference
- Secure funding to support Conference - name in title if sufficient given
- Ensure relevant and stimulating speakers
- Provided relevant workshops
- Develop further links with like overseas organisations

#### **4. Plan and execute a successful National Farmers Market Week in early autumn**

- To raise awareness and celebrate Farmers' Markets nationally
- Develop a theme for NFMW
- Encourage markets to celebrate regional distinctiveness
- Use Zoom to communicate, share ideas and to strengthen national market community
- Engage with social media
- Provide press release to markets and other resources
- Celebrate relationship between farmer and consumer, and value for money at Farmers Markets

#### **5. Build Links with Government and Industry Bodies**

- Lobby Govt on issues affecting small businesses eg Egg farmers and costs of Salmonella testing eg Michael Brooks PIANZ
- Continue links with MPI, VegNZ, Organics NZ

#### **6. Farmers Markets to be Recognised as an Essential Service**

- Organise a group of like-minded people to meet with Minister of Agriculture Damien O'Connor
- To get a representative on the Industry Transformation Plan panel
- To identify Authentic Farmers Markets as key providers of local food

#### **7. To Investigate the Lack of Small Growers in the Industry**

- Egg Producers
- Support local systems into growing
- Investigate where funding would come from
- Conversations with local Councils
- To work with Plant & Crop Research on a survey of Farmers Market vendors and customers