



Farmers' Markets New Zealand (FMNZ) Strategic Plan February 2024 - December 2026

This document has been prepared following an FMNZ Executive workshop in Ngaruawahia (6 February 2024) with executive members: Jonathan Walker (Waikato), Wendy Wilson (Nelson), Michele Driscoll (Dunedin), Dave Kennedy (Southern) and Kathryn Hunter (Waikato).

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 26 member markets as of February 2024.

Mission:

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

Aims:

- Communicate and promote the value of fresh, local, seasonal food.

- Protect and develop the Farmers' Markets 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.
- Build strong relationships with outside agencies and organisations
- Network with other global Farmers' Market organisations 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 and encouraging locally produced seasonal food.

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

Education – Educating communities on the importance of local food resilience, embracing seasonal eating, and the preparation and cooking of food

Collegiality – To support the viable and sustainable operation of farmers' markets through the sharing of information and resources..

SWOT Analysis:

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' Markets Week
- National or biannual conference
- Support and advice during crisis
- Membership of World Farmers Market Coalition (WFMC)

Weaknesses

- Brand awareness of Farmers' Markets at consumer level poor
- Volunteers have limited time available
- Lack of a strong financial base within the organisation
- Lack of outside funding and resources for the FMNZ organisation
- 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
- Authenticity challenges
- Static membership

Opportunities

- Educating people that farmers' market produce is very good value for money
- A resource for member markets looking for help, information, resources, advice, etc
- Farmers' Markets are being embraced by NZ consumers
- People are becoming more aware of what goes into their food
- Engaging with paid contractors to deliver specific project outcomes
- Promoting the "Farmers Markets Movement" at a national level
- Partnership with relevant organisations at a national and international level

Threats

- Food safety rules inconsistently applied throughout the country
- Farmers Markets not generally seen as the place to buy staple foods
- Not recognised as an essential service
- Legislators / public not understanding Farmers' Markets definition
- Supermarket duopoly centralising food supply and shifting dominance to large industrial growers
- Authentic farmers markets becoming either general markets or allowing onselling to survive due to lack of growers
- Compliance costs
- New general markets branding as farmers' markets

Strategic Priorities for next three years

1. Plan for Executive succession

- Maintain part time administrator role
- Jono, Wendy and Kathryn - first year of 2 year term; Dave and Michele - second year of 2 year term
- Investigate funding opportunities to help with operating costs
- Executive to have clear roles and responsibilities
- Ensure good use of Google Drive to protect association's documents and records
- Ensure good social media responsibility handed over
- Look outside membership to co-opt useful skills

2. Membership of FMNZ

- Maintain current members and actively seek new membership opportunities
- Visit member markets regularly
- Visit non member markets
- Maintain up to date member contact details

3. Communications

- Maintain and expand internal and external communications
- To run occasional Webinar events

4. To build and sustain the Farmers' Market community through the delivery of a conference

- Deliver an annual or bi-annual conference
- To increase number of delegates attending - aiming for 50% representation of member markets
- Secure funding to support conference
- Ensure relevant, stimulating speakers
- Provide relevant workshops ie for small growers and HortNZ
- Invite overseas organisations to attend conference

5. Plan and execute a successful National Farmers Markets Week(NFMW) in early autumn

- Contract relevant skill set to manage promotion
- To raise awareness and celebrate National Farmers' Markets nationally
- To develop a theme for NFMW
- To 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

6. Build links with Government and industry bodies

- Continue links with MPI, VegNZ, Organic NZ, Eat NZ, WCFM

7. Farmers' markets to be recognised as an essential service

- Build relationships with government bodies on issues affecting farmers' markets
- To identify authentic farmers' markets as key providers of local food
- Organise a group of like minded people to meet with Minister of Agriculture
- To promote farmers' markets as a competitor of the supermarket industry

8. Advocate for and encourage small growers

- Identify the barriers for new growers

Review of Year 1 - February to December 2024

1. Plan for Executive succession

- Unable to maintain role with falling income
- Jono, Wendy and Kathryn - first year of 2 year term; Dave and Michele - second year of 2 year term
- No progress with funding opportunities
- Have clear roles and job descriptions for office holders
- Google Drive updated for access, in good shape
- Social Media - updates mostly daily, shared local stories from member markets; followers have increased - Instagram - from 31 March - 934 followers; FB - up to 2 February 1,006 followers
- Continue to look outside membership to co-opt useful skills

2. Membership of FMNZ

- Lost Rotorua FM, gained Katikati FM; following up with Longwood Loop, Gore, Upper Clutha, Pukekohe for new FM members
- Visited Bay of Islands, Tauranga, Southern, Hawkes Bay, Waikato, Katikati FM's
- Haven't managed to visit non member markets
- Phoned/sent out newsletter to update member contact details

3. Communications

- Monthly newsletter
- Occasional Webinar events - zoom meeting for AGM, small growers group, market managers group

4. To build and sustain the Farmers' Market community through the delivery of a conference

- No Conference in 2024, insufficient funds to cover this as prioritised NFMW March 2025
- To increase number of delegates attending - aiming for 50% representation of member markets
- Unable to secure funding to support conference
- Ensure relevant, stimulating speakers - n/a
- Provide relevant workshops ie for small growers and HortNZ - n/a
- Invite overseas organisations to attend conference - n/a

5. Plan and execute a successful National Farmers Markets Week(NFMW) in early autumn

- Contracted Jane Adams to promote NFMW \$6k
- TV (Nelson FM Manager), 6 interviews & podcasts, 14 print articles, 10 newspaper articles
- To develop a theme for NFMW
- Some markets celebrated regional distinctiveness
- Used Zoom to communicate, share ideas and to strengthen national market community
- Engaged with social media in lead up to NFMW, shared what markets were planning
- Provided press release & tiles to markets
- Celebrated relationship between farmer and consumer, and value for money at farmers' markets
- Conducted a feedback survey re NFMW through phone contacts

6. Build links with Government and industry bodies

- No communications with VegNZ, Organic NZ, Eat NZ this period, Joining MPI meetings when able, regular communication with HortNZ, WFMC, new link (executive member) with Village Agrarians (small growers)

7. Farmers' markets to be recognised as an essential service

- Input into Green Party Food Policy, continued relationship with MPI
- No progress with efforts to identify authentic farmers' markets as key providers of local food
- No progress with organising a group of like minded people to meet with Minister of Agriculture
- No progress with promoting farmers' markets as a competitor of the supermarket

industry

8. Advocate for and encourage small growers

- Small growers don't get a lot of support from Industry groups
- Organised and held a zoom meeting for small growers to meet and determine interest with a good response

Strategic Priorities for 2025

1. Plan for Executive succession

- Jono, Wendy and Kathryn - second year of 2 year term; Dave and Michele - first year of 2 year term
- Investigate funding opportunities to help with operating costs
- Include possibility of a grower representative
- Ensure good use of Google Drive to protect association's documents and records
- Ensure good social media responsibility handed over
- Look outside membership to co-opt useful skills

2. Membership of FMNZ

- Maintain current members and actively seek new membership opportunities
- Visit member markets when in their area
- Visit non member markets
- Maintain up to date member contact details

3. Communications

- Aim for a press release each month
- Regular Market Managers zoom meetings to continue
- Make a google docs site available to Market Managers/Executive for templates, etc
- To run occasional Webinar events

4. To build and sustain the Farmers' Market community through the delivery of a conference

- Deliver an annual or bi-annual conference
- To increase number of delegates attending - aiming for 50% representation of member markets
- Secure funding to support conference
- Ensure relevant, stimulating speakers
- Provide relevant workshops ie for small growers and HortNZ
- Invite overseas organisations to attend conference

5. Plan and execute a successful National Farmers Markets Week(NFMW) in early autumn

- Contract relevant skill set to manage promotion with reduced funding
- Promote who FMNZ members are. Impact of Covid resulted in continuation of Vege boxes, online sales, more gate sales
- To develop a theme for NFMW
- To 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 updated tiles with package
- Celebrate relationship between farmer and consumer, and value for money at farmers' markets.

6. Build links with Government and industry bodies

- Continue links with MPI, Eat NZ, WCFM
- Revisit links with Organic NZ

7. Farmers' markets to be recognised as an essential service

- Attempt to maintain government links
- Encourage markets to be authentic however markets have to survive
- Keep farmers markets front and centre in the media, enterprise incubator
- To promote farmers' markets as a competitor of the supermarket industry
- Invite agricultural spokesperson

8. Advocate for and encourage small growers

- Start an advocacy Smallgrowers Group under FMNZ banner

