

# Pemberton Farmers' Market Association Strategic Plan 2017-2020



Growing the heart of our community through  
the Pemberton Farmers' Market

## Introduction

The Pemberton Farmers Market Association (PFMA) has experienced much growth over the years. In order to assist in managing and nurturing market growth, the PFMA chose to embark on its first strategic planning process. This first strategic plan covers the years 2017-2020, and will guide staff and the Board of Directors through those growth years. The staff and Board of Directors of the PFMA met in February of 2017 to begin the strategic planning process by completing a thorough environmental scan and discussion of the mission, vision, values and goals for the Association.

## Organizational Structure

The Pemberton Farmers Market Association currently employs one market manager and one administrative manager, and is guided by a dedicated group of volunteer Board members.

The logo is a circular seal. The outer ring contains the text "PEMBERTON FARMERS MARKET" at the top and "pembertonfarmersmarket.com" at the bottom. The inner circle features a stylized landscape with a sun rising over hills, a body of water, and a farm with a barn and silos.

Market Manager	Molli Reynolds
Administrative Manager	Dawn Johnson
Board Chair	Elizabeth Lefevre
Vice Chair/Secretary	Erin Baumeister
Treasurer	Matt Prescott
Director	Naomi Martz
Director	Eileen Keenan

## Implementation

The Strategic Plan will guide the workplan developed annually by the managers of the Association, and approved by the Board of Directors. The strategic plan will be reviewed semi-annually by the Board of Directors, with support from staff, to determine the progress and development of the strategic areas and goals determined within the plan.

The background of the page features a large, faded watermark of the Pemberton Farmers' Market logo. The logo is circular, with the text "PEMBERTON FARMERS MARKET" at the top and "pembertonfarmersmarket.com" at the bottom. The center of the logo depicts a stylized landscape with a sun rising over mountains and a field.

## **Vision**

**Growing the heart of our community through the Pemberton Farmers' Market.**

## **Mission**

**Cultivating a vibrant market for local growers & makers.**

## **Guiding Principles**

**Welcoming**

**Quality**

**Integrity**

## Strategic Areas & Goals

### 1. Funding

- (a) Maintain and grow relationships with current funders.
- (b) Search for new funding opportunities to support Market growth initiatives.
- (c) Explore sustainable funding sources.
- (d) Continue to strive towards financial self-sustainability through the operation of the social enterprise.

### 2. Marketing

- (a) Increase social media presence
- (b) Continue to assess, strengthen and implement comprehensive plans for:
  - branding
  - marketing
  - advertising
- (c) Explore engagement of MarketWerks support.

### 3. Enhanced Programming

- (a) Vendors
  - i) Support mentorship opportunities for emerging growers and makers.
  - ii) Aid in the distribution of educational materials regarding Vancouver Coastal Health regulations.
- (b) Consumers
  - i) Continue to promote community table as both a draw & resource for consumers and local community groups.
  - ii) Develop educational series supporting consumer knowledge.

### 4. Growth

- (a) Continue to encourage and support farm vendors and agriculture in our community.
- (b) Maintain and expand current vendor opportunities/programs.
  - i) Promote attendance for early season vendors.

- ii) Continue to promote current incentive programs: Pioneer Program, Community Table, Coupon Program, Local Artist, and Farmer table incentive.
  - iii) Explore further incentive programs.
  - iv) Develop policy regarding shared tables.
- (c) Diversify market offerings.
  - i) Provide vendors with feedback on items missing from the market's diversity, (ie. Honey, vinegars, fruit, eggs).
  - ii) Recruit vendors that produce goods enhancing current offerings.
- (d) Continue to grow social atmosphere.
  - i) Explore opportunities to expand programming beyond current market hours (e.g further into Friday evenings, Seedy Saturday, etc).
  - ii) Attract and retain quality entertainers.

## **5. Building relationships**

- (a) Continue to forge and grow relationships with other community groups with aligned goals and values.
- (b) Explore opportunities to develop cross-promotions with other Sea to Sky Corridor Farmers Markets.
- (c) Facilitate external vending opportunities that may benefit members.
- (d) Foster relationships with organizations that promote local economic development opportunities.

## **6. Administration**

- (a) Governance.
  - i) Build on current strong staff and Board development.
  - ii) Continue to recruit diverse and experienced Board members as needed.
  - iii) Acknowledge the importance of succession planning for the organization.