



Your Local Farmers Market Society

Growing Farmers Markets in Vancouver's Neighbourhoods

Strategic Plan 2006-2010

*Pam Cooley of Choosethical Ventures Inc.
November 2006*



Letter from the Board Chair

On behalf of the current YLFMS Board of Directors, I am very pleased to present the "Your Local Farmers Market Society's strategic plan for 2006-2010.

Our markets and organization have come along way in the last eleven years. From a group of impassioned community members with a great idea to a thriving network of Farmers Markets and a growing maturing organization, we have a lot to be proud of.

Rather than simply be pleased of what has been achieved through the hard work of many, YLFMS is building on our success and continuing to grow opportunities in Vancouver for local producers and community members to meet, build connections, and support sustainable agriculture and business.

We are increasing our profile and the leadership role we play in the areas of food security and community economic development. We continue to increase the ways and level that YLFMS already supports the exchange of local, healthy food and products from local producers to the residents of Vancouver.

This is not a simple feat to achieve. We realize this and have put together the following plan to help us define our goals, achieve results, and monitor the outcomes. And as we carry out this plan of *Growing Farmers Markets in Vancouver's Neighbourhoods*, we look forward to sharing our success with you.

Many people have been part of this on-going process, too many to list. We thank you. Here are the 2006/2007 Board Members and current staff members:

Board:

Sarah Murdoch, Chair
Kevin Klippenstein
DonSchultz
Amy Robertson
Liz Whitton
Joni Sherman
Andrew Hale
Andrea Reimer

Staff:

Tara McDonald, Executive Director
Roberta LaQuaglia, Supervising Market Mgr.
Erin Nichols, Vendor Business Development
Coordinator
Pam Cooley, Strategic Planner/Facilitator



Table of Contents

<u>Background to Your Local Farmer’s Market Society</u>	3
<u>Definition of a Farmers Market</u>	3
<u>Vision</u>	3
<u>Mission</u>	4
<u>Values</u>	4
<u>Present Markets</u>	5
<u>Market data (for benchmarks)</u>	6
<u>Connections</u>	6
<u>Positive factors</u>	7
<u>Internal and External Influences</u>	7
<u>Strategic Directions</u>	10
<u>Strategic Goals</u>	10
<u>Structure and Implementation</u>	13
<u>Market Benchmarks</u>	15
<u>Appendix 1: Strategic Goals: Projects and Action Items</u>	i
<u>Appendix 2: Operating Plans</u>	v
<u>Appendix 3: Projects and Committees 2006/2007</u>	ix



Background to Your Local Farmer's Market Society

Your Local Farmers Market Society (YLFMS) was founded in 1995 in order to bring locally grown, prepared and crafted products into Vancouver's neighbourhoods. YLFMS currently operates three seasonal Farmers Markets (Spring to Fall), a once-monthly indoor-outdoor Winter Farmers Market, and a single weekend indoor holiday market in December. The programs and services YLFMS offers educate all ages as to the importance and value of local, accessible produce delivered directly from the farmers themselves. The society is a leading agent in the alternative, sustainable food distribution movement in British Columbia.

To move forward over the next five years YLFMS must continue to keep its integrity of being authentically local Farmers Markets (i.e. import-free zone), strengthen and expand the local growers economies and opportunities and develop more ways to bring local, healthy food from the farmers to more Vancouver residents.

Definition of a Farmers Market

A Farmers Market is defined by the BC Association of Farmers Markets as having on average 60% of market vendors who grow agricultural products and offer them for sale to the public. Farmers Markets will generally also feature locally prepared foods and artisan crafts, as well as ready-to-eat foods and beverages, entertainment, community information and education.

Vision

To foster alternative, sustainable food systems that enhance the way food is grown, distributed, purchased and consumed in this region by establishing and building a new model for economic, social and decidedly local relationships and partnerships about food and agriculture.



Mission

- a) To contribute to the economic viability of small farms and local cottage industries by providing ready markets and creating long term opportunities for them to retail their products at a fair return;
- b) To provide consumers with a choice of fresh, quality produce and other agricultural goods in settings that allow them to interact with the people who grow the food they eat and to thereby foster stronger connections between urban and rural dwellers;
- c) To help create a sense of community in the urban neighbourhoods where markets are held;
- d) To help preserve rural communities and farmland by fostering sustainable small-scale agriculture. and,
- e) To serve as a practical and accessible medium for public education and mobilization around nutrition, agricultural and food policy issues.

Values

As a society that oversees and administers multiple neighbourhood farmers markets in Vancouver, YLFMS operates with the following set of defined values

Local

The shortest distance between the producer and the consumer for seasonal and value-added items grown and made in B.C., or for those products that are “uniquely Canadian” and are brought to market by the producer. No out-of-Canada imports are allowed and nothing is re-sold.

Sustainability

Sustainability is defined by a self-sufficient non-profit society (where outputs do not exceed inputs on any resource level including human, financial, creative, environmental, etc) with: clear governance policies that define the nature of full participation from its main stakeholder groups; clear recognition, endorsement and support from the municipality; fair and clear working standards for all staff; simple, user-friendly working systems in office and at markets; well-



articulated, realizable plan for growth and development in all areas.

Community approach

A community approach actively seeks participation from, and development with, community members including neighbourhood market residents and supporters, area businesses, and institutions. A community approach also operates with an awareness of who is not participating, evaluates why this is and if and how those left-out can be included.

Present Markets

East Vancouver Farmers Market

- The East Vancouver Farmers Market was the first market to be established, beginning in the summer of 1995. It was established in the parking lot of the Croatian Centre on Commercial Drive.
- At present located at 15th Ave and Victoria Drive in a portion of the Trout Lake Community Centre parking lot
- Saturdays from the mid-May to Thanksgiving weekend
- 9:00 a.m. to 2:00 p.m.
- Visited by 3 500 people each Saturday

West End Farmers Market

- The West End Farmers Market started in 1998 at Lord Roberts School on Pendrell at Bidwell
- Moved in 2004 to Nelson Park on Comox Street between Bute and Thurlow on Saturdays
- Saturdays from mid-June to Thanksgiving weekend
- 9:00 am to 2:00 p.m.
- Visited by 2 200 people each Saturday

Riley Park Farmers Market

- The Riley Park Farmers Market started in 2002.
- 30th Ave and Ontario Street on Wednesdays afternoons
- Wednesdays from first week in June to last week in October
- 1:00 p.m. – 6:30 p.m.
- Visited by 800 – 1 000 people each Wednesday

Holiday Market

- Started in 1996 to feature local artisan gift items and holiday season prepared foods



- Held on the second weekend of December at Heritage Hall on Main St
- Saturday and Sunday from 10:00 a.m. to 5:00 p.m.
- Visited by 2 500-3 000 people over the weekend

Winter Farmers Market

- Piloted in 2006 to feature extended season crops, fish, meat, eggs, cheeses and locally-prepared food products
- Located at the WISE Hall in East Vancouver, 2 blocks from Commercial Drive on Adanac St at Victoria
- Held on the first Saturday of each month, November 2006 to April 2007
- Saturdays from 10:00 a.m. to 2:00 p.m.
- Visited by 1300 – 1500 people on a Saturday

Market data (for benchmarks)

	<i>2004 Gross sales</i>	<i>Avg. # vendors</i>	<i>Avg. # of shoppers per wk</i>
East Van	\$966,470	44	3 500
West End	\$225,991	17	2 200
Riley Park	\$234,794	20	900

	<i>2005 Gross sales</i>	<i>Avg. # vendors</i>	<i>Avg. # of shoppers per wk</i>
East Van	\$1,100,000	44	3, 500
West End	\$242,000	17	750
Riley Park	\$303,425	20	1,000

Connections

YLFMS is a multi-stakeholder organization communicating and partnering year-round with a large number of individuals, groups, organizations and institutions. These include:

Operations, Policy, Funding

The City of Vancouver (various departments)
Vancouver Parks Board
Vancouver Coastal Health
Municipal, Provincial and Federal politicians
BC Ministry of Agriculture and Lands
Local, provincial and federal funders



Operations & Directional Support

YLFMS staff and on site market volunteers
YLFMS Vendors
YLFMS Board of Directors, committees
Food & Beverage Service providers
Local chefs, community non-profits, entertainers

Community support and advocacy work

Non-profit community groups (esp. food security-related)
UBC, UBC Farm
SFU – CED & Food Security Centres
Vancouver Food Policy Council
BC Association of Farmers Markets
Neighbourhood Residents Associations
Local Business Improvement Associations
Local businesses

Positive factors

In 2005 vendor sales soared to \$1.75 million (\$250 000 more than in 2004). The general public is becoming more aware of the benefits of eating locally, supporting local businesses and farmers alike. Also in 2005, YLFMS was the proud recipient of \$139, 000 in local and federal grants to support the growth and development of YLFMS' vendors, consumers and organization. Governments and funding agencies are now acknowledging the growing support for local products and are favourable in their support of farmers markets as social enterprises which are making a real economic and social impact.

People are looking for fresher options, looking to re-connect with their communities, to meet those who grow their food, and looking for experiences that are authentic and real. YLFMS Farmers Markets embody this reality. The time has never been better for building on the capacity and profile of the Farmers Markets and their governing society in the City of Vancouver.

Internal and External Influences

In its work to develop long-term, sustainable and effective markets and its on-going organization, YLFMS is faced with a number of current opportunities and challenges. Among the most important of these opportunities is timeliness. The general public is demanding B.C. products at an unprecedented rate, B.C.'s government is committed to the goal of developing the healthiest population to host the Olympics, food and food

YLFMS Strategic Plan 2006 – 2010



security is a pervasive concern and Vancouver now has a Food Policy Council and staff to promote this cause.

Current Issues and Opportunities:

Agricultural Lands & Farmer Recruitment

The Agricultural Land Reserve (ALR) in B.C. continues to lose land to industrial and urban development. As cities and regions opt to remove land from the ALR and as farmers are driven to sell their land, the capacity for Vancouver to feed itself through local sources, is vastly diminished. With the average age of the BC farmer being 52 years, farmer succession is also a prevailing problem and contributes to farm's decision to sell-off their land. YLFMS farmers are coming from further and further away, from Vancouver Island & Gulf Islands, the Okanagan and east and from northern B.C., up to 8 hours away.

Despite this it is estimated that B.C. has approximately 20,000 small and family farms, with young families breathing new life into small organic farming. YLFMS is developing recruiting mechanisms to better reach-out to farms existing near-by, encourage collective and cooperative marketing and encourage farmers to engage in value-added/niche/season-extension product development. There is also an opportunity to track the loss of farm and other vendors from the markets and assist in vendor retention when and wherever possible.

Local Bylaws & Long-term Security: City and Parks Board

While the markets are 12, 8 and 4 years old, nothing guarantees their on-going access to their present locations in the city from year-to-year. At the City and Parks Board level, there are no bylaws that secure farmers markets as a valued feature of the city or declare that farmers markets are included among the rightful public uses of public parklands or city space. Currently YLFMS pays for single year seasonal-use permits at East Vancouver and Riley Park. West End Farmers Market exists by virtue of a street-closure (no fee) permitted by the city, and all exist without long-term lease guarantees or other similar arrangements in those locations. Permits can be altered mid-season if the Parks Board requires the space and there is no official sense of what farmers markets are and how they can be made into permanent resource for city residents and rural producers. For the hundreds of vendors who rely on the markets for their annual



livelihood, no security beyond the current operating year can be offered to them.

Policy: Province, Vancouver Coastal Health (VCH), City and Parks recognition

Vancouver Coastal Health's policies that pertain to food safety and farmers markets are confusing and outdated. This leads to continuous re-interpretation of what is permissible with each new inspector and with every new season. Many YLFMS vendors sell their food products outside VCH jurisdiction where different, sometimes less stringent rules apply.

The lack of bylaws, institutional recognition and up-to-date policies creates a sense of insecurity for vendors, their products and their livelihoods and a generally unsustainable position for YLFMS to continue in.

Therefore there is an immediate opportunity for YLFMS to be proactive and to show the mutual benefits to being an essential organization recognized within the City and Parks Board, and to partner with VCH to create food safety policies that are both *pro-active (allowing for all B.C.-produced goods to be sold in a safe way)* enforceable and responsive to VCH's and YLFMS' vendors needs.

Funding: Moving to Multi-stream Funding

YLFMS' core budget is generated through stall rentals, administration fees and market sales revenue. In the past this produced just enough to maintain barely status quo operations, with no money left over for development or growth. Some small grants were obtained for new market start-up.

As a social enterprise non-profit, YLFMS is fortunate to have a steady stream of self-generating revenue and a solid foundation of customer support in Vancouver. But the organization cannot grow with the current, limited revenue stream that has only barely managed to support the core budget. There is tremendous opportunity to build on the foundation of support and awareness by diversifying YLFMS' bottom-line and building in partnerships with local funders and supporters (e.g. development grants, donor development and local business partnerships). This long-term, sustainable social enterprise approach to funding ensures its capacity for growth and moves the



organization's work more squarely into the public realm, cultivating a sense of shared responsibility for YLFMS' mission and ownership of its successes.

Strategic Directions

Description of where the organization is going over the next 3 –5 years.

Market Development

In the next five years there will be tremendous growth for the Your Local Farmers Market Society. We will see more markets, an increase in numbers of vendors, more variety in products and rising popularity with all Vancouverites. There will be confirmed plans for permanent locations in at least three market sites, potentially as part of the 2010 Olympic Legacies plan. As well as a significant increase in markets there will be more educational programs, policy changes and vendor business development to permit more healthy food to be brought and sold from farms to residents. Our goal is to see annual market revenues reach \$2,000,000.00 by 2008.

Raising Profile and Visibility

YLFMS aims to be a household word in Vancouver, part of this city's "places to go" for residents and tourists alike. People will associate the Farmers Markets with health, fun and community values. As a leader, YLFMS will be called upon for expertise in food system issues and will be seen as a model social enterprise.

Healthy, Sustainable Organization

Each market will be self-sustaining in terms of finances and human and physical resources. There will be a consistent clarity of staff roles and responsibilities and financial growth. Staff will have excellent time/work ratios and contracts with medical and dental benefits. There will be appropriate use of technology to develop efficiencies to save time and human effort.

Strategic Goals

The following is a list of 6 major strategic goals that YLFMS accomplish over the next 3-5 years. The points under each goal are the objectives for how YLFMS Strategic Plan 2006 – 2010



each strategic goal will be accomplished. Each point below has been placed with a project group or committee to develop further detailed implementation, timeline and evaluation plan.

YLFMS' strategic goals for the next 3-5 years are to:

Develop and implement strategies to establish a long term, secure Farmer's Market presence in the City of Vancouver.

- Secure permanent site/location for each of the three present markets and establish a fourth market by 2008
- Develop strategy and capacity for a yearlong market by 2007
- Set up "Neighbourhood Market" Teams to work with each geographical area plan where markets are at present or will be established.
- Increase number of vendors and new products to meet demand.
- To have the Farmers Market firmly part of the City of Vancouver's "Sustainability Plan" in 10 neighbourhoods by December 2011.

Raise the Farmers Markets' Profile

- Create a new image and consistent high profile public relations marketing strategy for telling the YLFMS and the Farmer's Market story.
- Increase society membership to 2,500 in five years.
 - Membership engagement plan developed including affiliates program
 - Develop "Friends of the Market" program (nominal fee) to connect us with a larger number of supporters
- Develop Board member capacity for future leadership
- Our partnership with the City of Vancouver: City logo on materials, on the City of Vancouver website, opening of Spring farmers market be a city event.

Establish relationships, partnerships and networks with government, regulatory bodies and other relevant organizations to improve the accessibility of local, healthy food for residents in Vancouver and regionally including:

- City of Vancouver staff, council and food policy council members



- Parks Board Commissioners and staff
- VANOC 2010 Legacies Now
- Translink
- Vancouver Coastal Health
- Environmental and Community Economic Development organizations
- Local businesses

Develop relevant, strategic programs to engage and educate citizens of all ages that includes

Strategy Programs:

- Policy creation and/or policy change initiatives as needed: Vancouver Coastal Health and Provincial food safety guidelines, City Council bylaws and policies concerning farmers markets and the Parks Board special events permitting process and appropriate use definitions (see above content)

Educational Programs:

- Farmers to Market
- Children/school education
- Market support of local Urban Agriculture initiatives
- Producer Direct (Adopt a farm)
- Outreach to other events

Strong, healthy, sustainable organization:

- Revise established terms of governance of Society re: membership, staff and Board
- Develop a human resource policies and guidelines manual established and accessible
- Board member development program outlined and implemented.
- All committees understand roles and direction via mandate and 2-year action plans

Markets self-sustaining financially and organizationally

- Each market site to be self – sustaining financially
- To increase the number of vendors by 10% each year.
- Consistent grant monies to help support market development initiatives and to contribute to 15% of administrative costs
- Corporate sponsorship/partnership policy



- Create a Social Enterprise business development plan
- Obtain and use appropriate technology to implement operations
- Obtain a charitable tax number

Structure and Implementation

To implement the above 6 strategic goals and related objectives, YLFMS' Board will employ a traditional committee structure along with project teams.

Committees operate on an ongoing basis with Board member liaisons to complete action items with measurable targets.

Board Project Teams work on a short-term basis as ad hoc teams created as required for a specific task and are developed with Board and community members according to skill, experience, interest and time, and are accountable to the Board of Directors. They will designate a Board point person for each Project Team. This project approach allows for flexibility, an "organic-ness" which permits creativity, flexibility and capacity to engage in opportunities when they arise and an efficiency of time.

Strategic Plan Evaluation & Reporting

At each Board meeting there will be a brief time for reporting on each committee and ad hoc team. The reporting will consist of how benchmarks are being met and, if not, how to rectify the time and resources needed.

An annual in-depth evaluation of the plan as a whole by the Board will take place at a special meeting held in late January after the previous year's data is in and before the Annual General Meeting, typically held in March.

YLFMS Committees

Executive Committee

This committee will be responsible for maintaining the health and good standing of the society and Board. They are responsible for the documentation of society and legal tasks, maintaining charitable status (when obtained), assigning executive positions i.e. President/Chair, Secretary, Treasurer, communication and adherence to Society's by-laws, and for reviewing and maintaining Board and Society.



The Executive Committee supports the ongoing work of the Board of Directors in ensuring the financial health of YLFMS, develop annual operational budget and review budget quarterly.

The Executive Committee is responsible for personnel issues, contract development and evaluations with Executive Director and consultants, development and adherence to personnel policies.

Vendor Advisory Committee

The Vendor Committee provides an ongoing exchange of information between the Board, staff and the vendors to analyze and implement what works best for the vendors and for the society's mandate as a whole.

Membership Committee

The membership committee is responsible for recruiting, engaging, communicating and maintaining relationships with YLFMS members.

Board Project Teams

Neighbourhood Market Teams

"Neighbourhood Market" Team Projects are crucial to the development of the community development value of the society. For each of the areas where the markets are at present (and one team for False Creek South) there will be a team consisting of at least one Board member, a staff member and three to four community members. These teams will develop strategies to increase the neighbourhood profile of the markets and the society, their importance to the residents of the neighbourhoods and develop legitimacy and a supporting strength to accomplish the goals of the society. There will be a fundraising component to this project that will secure funds for a community developer to establish and develop the capacity of the neighbourhood teams.

Policy Teams

Ad hoc teams will form as required in relation to specific projects that have a goal of changing policy at a governmental agency, city, Parks Board level in order to reach our strategic goal.

Fundraising Teams

Ad hoc teams for fundraising projects secure funds for operations and implementation of all Board agreed upon projects. They are responsible for



gathering the data required and creating grant proposals for projects. They are accountable to the Board.

Food Security and Educational Teams

Ad hoc teams for food security and educational program development are responsible for developing programs that raise awareness about where and how local food is grown and who grows it. The Board will direct them to the priorities and timelines.

Profile Project Team

The Profile Project will concentrate on tasks that will raise the profile of the market to become “a household name” over the next few years. This includes the marketing development project that is currently underway with creating a new advertising image for the society and its farmers markets and a strategy for increasing positive public relations.

Market Benchmarks

- Year 2006/7: summer market/monthly winter market pilot
- 2007 milestone: Four markets total
- Year 2008: Have a yearlong market (every two weeks)
- Year 2009: Five markets
- Year 2010: market year long every week
- Ongoing each year: Maintain and develop Holiday Market



Appendix 1: Strategic Goals: Projects and Action Items

There will be consistent development, refinement and measurement of this strategic plan (see "Structure and Implementation" section in above plan). See the next section (Appendix 2) for full matrix of goal, project by year timeline for evaluation.

Goal 1	<i>Develop and implement strategies to establish a long-term, secure Farmers Market presence in City of Vancouver</i>	Committee or Project Team	Year
Project	Secure written arrangements i.e. a sub lease, an on-going agreement with Parks for the interim until the decisions are being made re: the final places for the developments.	Policy Team: Tara and ?	2007
Project	Develop strategy and implement for a yearlong market.	Vendor Committee, Erin and staff	2007
Project	Develop "Neighbourhood Market" teams to drive inclusion in 2010 Legacies planning and development of the Trout lake and Riley Parks as well as (possibly) South False Creek to secure sites.	Neighbourhood market teams	2006
Action item	Increase number of vendors by 10% each year and an increase in new products to meet demand by completing the vendor development project by 2007.	Vendor Development Contract, staff	2008
Project	Inclusion as appropriate usage for public and park support.	Tara and Policy team	2008
Project	Feasibility study for other Vancouver neighbourhoods areas for fourth market.	Staff/contract	2006
Action item	To have the Farmers Market firmly part of the City of Vancouver "Sustainability Plan" in 10 neighbourhoods by December 2011.	Neighbourhood market Teams	2008



Goal 2	<i>Raise Profile/Public Relations</i>	Committee or Project Team	Year
Project	Create a new image and consistent high profile public relations marketing strategy for telling the Farmer's Market story.	Profile Project Tara and Pam	Stage I-Dec. 2006
Action item	Increase society membership to 2,500 in five years.	Membership Committee	Yearly goals
Action item	Hold minimum annual briefing meeting to inform stakeholders of YLFMS work every year.	Board and Membership Committee	April 2007
Project	Gain a seat on the Food Policy Council of the City of Vancouver.	Profile Project	Dec. 2006
Action item	Membership engagement plan developed including affiliates program and criteria.	Membership Committee	Dec. 2006
Action item	Develop Board member capacity for leadership.	Executive Committee	Plan: Dec. 2007
Project	Identify and work with an official office and/or VIP to "champion" the Market's goals.	Profile Project	April 2007

Goal 3	<i>Establish relationships, partnerships and networks with government, regulatory bodies and other relevant organizations to improve the accessibility of local, healthy food for residents in Vancouver and regionally including</i>	Committee or Project Team	Year
Project	City of Vancouver staff and Council members re: Establishing mechanism for securing sites for markets and integrating into social plan.	"Neighbourhood Market" Teams and policy project	2007
Project	Parks Board Commissioners and staff re: establishing mechanism for securing sites for markets	Part of policy project	2007
Project	VANOC 2010 Legacies Now re: inclusion in plans for Trout Lake, Riley and False Creek South	Part of Neighbourhood Market Team Plan	2007



Action item	GVRD, Translink re: establish program for transportation alternatives	Educational Project	2008
Action item	Vancouver Coastal Health Authority re: establish formal mechanism for policy development work	Staff	2007
Action item	Other environmental and social policy organizations re: advocacy	Staff	On going

Goal 4	<i>Develop relevant, strategic programs and research to engage and educate citizens of all ages that includes:</i>	Committee or Project Team	Year
Project	Food security committee formed	Program Project	Oct 2007
Project	Research data on the economic value of Farmer's markets to cities.	Profile Project	June 2007
Project	Food security: Strategize policy change initiatives	Program Project	Mar 2007
Project	Public education campaigns (Eatlocal 2007), Children/school education, events	Program Project	2007
Project	Urban Agriculture (supporting urban growers at market, 2010 community gardens)	Program Project	2008
Project	Producer Direct (Farm to local store partnerships, farm supported stores/communities, Adopt a farm)	Program Project	2007

Goal 5	<i>Clear roles and responsibilities.</i>	Committee or Project Team	Year
Project	Establish terms of governance of Society.	Executive Committee	Feb. 2007
Project	Human Resource policies and guidelines manual established and accessible.	Executive Committee	Dec. 2006
Project	Board development program plan outlined	Pam and Tara	Dec. 2006
Project	Committees and projects understand roles and direction via mandate and 1.5 year action plan.	Tara and Pam	Sept. 2006



Goal 6	<i>Self-sustaining financially and organizationally.</i>	Committee or Project Team	Year
Project	Corporate sponsorship/affiliates plan and participation	Membership Committee	Dec 2006
Project	Marketing Project proposal - Phase II	Fundraising project	Dec 2006
Project	Proposal for CED Grant to begin "Neighbourhood Market Teams"	Fundraising project	Sept 2006
Action item	To increase the number of vendors by 10% each year.	Vendor Ctte	Dec 2006
Action item	Consistent grant monies – three more FTE staff on in three years.	Fundraising Project	Dec 2006
Action item	Obtain and use appropriate technology to implement operations. Database for membership refined.	Staff	Dec 2006
Project	Social enterprise business development plan.	Staff	2007
Action item	Each market site self – sustaining financially.	Staff	2008
Project	Obtain a charitable tax number.	Executive Committee	2008



Appendix 2: Operating Plans

Operating Plan for June 2006 – December 2006

<i>Goal ref #</i>	<i>Project or Action item</i>	<i>Projects and action Items Checklist December 2006</i>	<i>Committee or Project Team</i>	<i>Due</i>	<i>Result</i>
5	Project	All committees and projects understand roles and direction via mandate and 1.5 year action plan.	Tara and Pam	Sept. 2006	
1	Project	Develop "Neighbourhood Market" teams to drive inclusion in 2010 Legacies planning and development of the Trout lake and Riley Parks as well as (possibly) South False Creek to secure sites.	Neighbourhood Market Teams Fundraising project	Nov. 2006	
2	Project	Create a new image and consistent high profile public relations marketing strategy for telling the Farmer's Market story.	Profile Project Tara and Pam	Dec. 2006	
2	Project	Gain a seat on the Food Policy Council of the City of Vancouver.	Profile Project	Dec. 2006	
2	Project	Identify and work with an official office and/or VIP to "champion" the Market's goals.	Profile Project w/ Marketing project	Dec. 2006	
5	Project	Human Resource policies and guidelines manual established and accessible.	Executive Committee/ Pam Cooley	Dec. 2006	
2	Project	Membership engagement plan developed including affiliates program and criteria.	Membership Committee	Dec. 2006	
2	Project	Develop Board member capacity for leadership plan.	Executive Committee	Dec. 2006	



6	Project	Funds proposal for Marketing Project Phase II	Fundraising Project	Grant: Dec. 2006	
1	Project	Feasibility study for other Vancouver neighbourhoods areas for fourth market.	Staff/contract	Dec. 2006	
3	Project	Inform City of Vancouver staff and Council members re: YLFMS goals	Neighbourhood Market Teams and Policy project	On going	
2	Action item	Increase society membership to 2,500 in five years.	Membership Committee	Yearly goals	
1	Action item	Increase number of vendors to 10 % annually and an increase in new products to meet demand by completing the vendor development project by 2007.	Erin, Vendor Development Contract	Update	
3	Action item	Develop relations: GVRD, Translink re: transportation alternatives	Profile Project	On going	
3	Action item	Vancouver Coastal Health Authority re: establish formal mechanism for policy development work	Staff	On going	
3	Action item	Other environmental and social policy organizations re: advocacy	Staff	On going	
3	Action item	Corporate sponsorship/affiliates plan and participation	Membership Committee	On going	



Operating Plan for January 2007 – December 2007

<i>Goal ref #</i>	<i>Project or Action item</i>	<i>Projects and action Items Checklist December 2007</i>	<i>Committee or Project Team</i>	<i>Due</i>	<i>Result</i>
1	Project	Develop strategy and implement for a yearlong market.	Vendor Committee	April	
2	Action item	Hold minimum annual briefing meeting to inform stakeholders of YLFMS work every year.	Board and membership ctte.	April	
1	Action item	Increase number of vendors to 10 % annually and an increase in new products to meet demand by completing the vendor development project by 2007.	Erin, Vendor Development Contract	Dec.	
6	Project	Social enterprise business development plan.	Staff	Dec.	
1	Project	Secure written arrangements i.e. a sub lease, an on-going agreement with Parks for the interim until the decisions are being made re: the final places for the developments.	Policy Team: Tara and	Dec.	
1	Action item	Increase society membership to 2,500 in five years.	Membership Committee	Yearly goals	
3	Action item	Develop relations: GVRD, Translink re: transportation alternatives	Program Project	On going	
3	Action item	Vancouver Coastal Health Authority re: establish formal mechanism for policy development work	Staff	On going	
3	Action item	Other environmental and social policy organizations re: advocacy	Staff	On going	
3	Action item	Corporate sponsorship/affiliates plan and participation	Membership Committee	On going	
4	Action Item	Food security committee formed	Staff, board	Apr2007	



4	Action Item	Producer Direct (Farm to local store partnerships, farm supported stores/communities, Adopt a farm)	Food Security-Ed. Committee	Dec	
4		Research data on the economic value of Farmer's markets to cities.	Food Security-Ed. Committee	June	
4		Food security: Strategize policy change initiatives	Food Security-Ed. Committee	Mar	
4		Public education campaigns (Eatlocal 2007), Children/school education, events	Food Security-Ed. Committee & Eatlocal partnership	Dec	

Operating Plan for January 2008 – December 2008

	<i>Goal or Action item</i>	<i>Projects and action Items Checklist December 2008</i>	<i>Committee or Project Team</i>	<i>Due</i>	<i>Result</i>
6	Project	Charitable Tax number	Fundraising Project		
1	Action item	To have the Farmers Market firmly part of the City of Vancouver "Sustainability Plan" in 10 neighbourhoods by December 2011.	Adopt a market Teams	2008	
1	Project	Inclusion as appropriate usage for public and park support.	Policy team: Tara, Board	2008	
2	Action item	Increase society membership to 2,500 in five years.	Membership Committee	Yearly goals	
1	Action item	Increase number of vendors to 30% and an increase in new products to meet demand by completing the vendor development project by 2007.	Vendor Development Contract	Update	



3	Action item	Develop relations: GVRD, Translink re: transportation alternatives	Program Project	On going	
3	Action item	Vancouver Coastal Health Authority re:	Staff	On going	
3	Action item	Other environmental and social policy organizations re: advocacy	Staff	On going	
3	Action item	Corporate sponsorship/affiliates plan and participation	Membership Committee	On going	
4	Action Item	Urban Agriculture (supporting urban growers at market, 2010 community gardens)	Food Security/Education	2008	

Appendix 3: Projects and Committees 2006/2007

Committees

Executive Committee:

1. Develop Board member capacity for leadership.
2. Human Resource policies and guidelines manual established and accessible.
 - Sarah Murdoch - Chair
 - Kevin Klippenstein – Vice -Chair
 - Don Schultz – Secretary/Treasurer
 - Tara McDonald (staff)

Vendor Advisory Committee:

1. Increase in new products, season extension, to meet demand by completing the vendor development project by 2007.
 - Roberta La Quaglia (staff)
 - Erin Nichols (contract staff)
 - Amy Robertson (Board Liaison)
 - Joni (Board Liaison)
 - Andrew Hale (Board Liaison)

Membership Committee:

1. Membership engagement plan developed including affiliates program and criteria.
2. Increase society membership to 2,500 in five years.



3. Local business re: Affiliate program and potential sponsorship

- Amy Robertson (Board Liaison)
- Liz Whitton
- Joni Sherman
- Pam Cooley
- Roberta La Quaglia (staff)
- Andrea (strategy planning only)

Project Teams

Adopt A Market Teams:

- Trout Lake
 - Andrea Reimer /Sarah Murdoch
- West End
 - Andrew Hale
- Riley Park
 - Amy Robertson
- West Side
 - Liz Whitton
- South False Creek
 - Amy Robertson, Sarah Murdoch

Inform City of Vancouver staff and Council members re: YLFMS goals.

- Andrea Reimer, Tara McDonald

Profile Project Team:

1. Gain a seat on the Food Policy Council of the City of Vancouver.
 - Tara McDonald
1. Identify and work with an official office and/or VIP to “champion” the Market’s goals.
 - Marketing Project Ctte.
3. Hold minimum annual briefing meeting to inform stakeholders of YLFMS work every year.
 - staff

Policy Teams:

1. Inclusion as appropriate usage for public and/or park space.
(2008)
 - Tara McDonald



- Andrea Reimer
2. Secure written agreement: a sub lease, an on-going agreement with Parks (2007)
 - Tara McDonald
 - Andrea Reimer

Fundraising Teams

1. Feasibility study for other Vancouver neighbourhoods areas for fourth market. (2006/07)
 - Tara McDonald
 - Liz Whitton
2. Adopt a Market Community Development Grant (2006/07).
 - Tara McDonald
 - Andrew Hale
 - Melanie Conn
2. Marketing Phase II (Recruitment and Vendor Development, 2007).
 - Tara McDonald
 - Pam Cooley
3. Vendor Business Development project (Evaluation and documentation).
 - Tara McDonald
 - Melanie Conn
 - Sarah Murdoch
4. Organizational Development Project
 - Executive Committee
5. Research Charitable Tax number and feasibility (2008)
 - Don Schultz
 - Sarah Murdoch

Food Security - Education Team

Draft proposal Education Program (GVRD, Translink re: transportation alternatives, Chef to Market, Eat Local, etc.)

- Tara McDonald

Other projects:

Social Enterprise business development plan.

- Erin Nichols