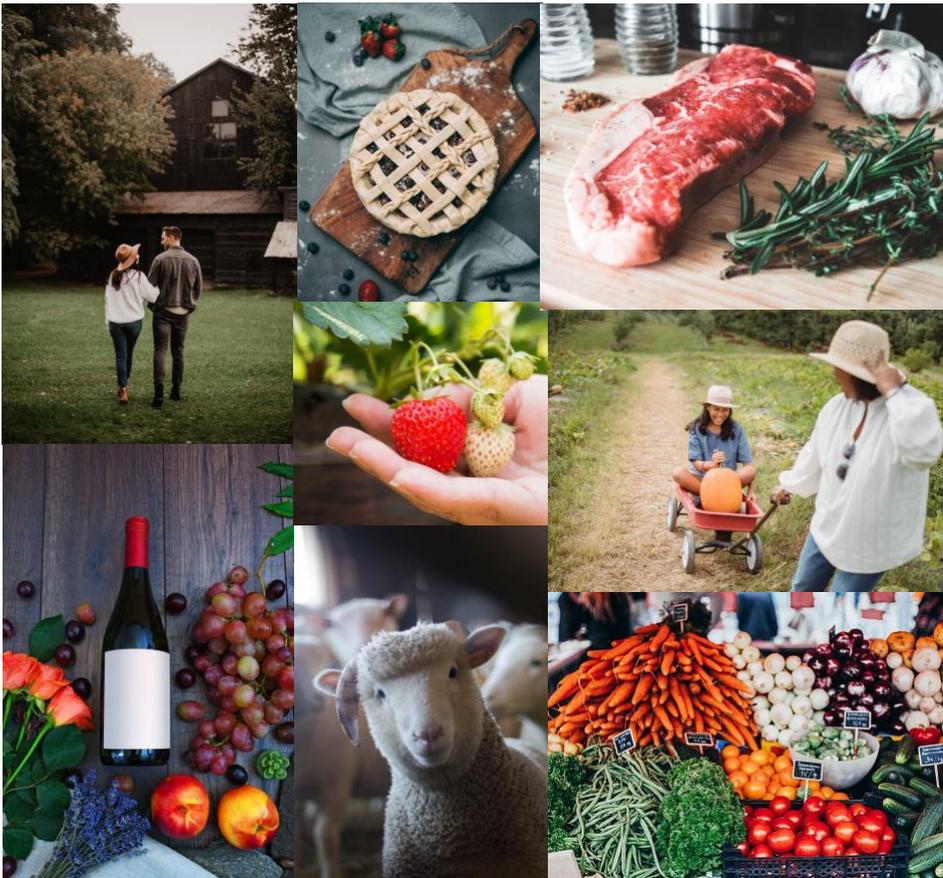


ONTARIO FARM FRESH MARKETING ASSOCIATION

# 5-Year Strategic Plan

## 2020-2025



## Executive Summary

The Ontario Farm Fresh Marketing Association (OFFMA) is a provincial organization committed to helping direct farm marketers increase their business success. Through networking and educational opportunities, members learn and develop best practices that ultimately drive industry innovation and elevate on-farm experiences for consumers.

The role of OFFMA members has become increasingly important. They provide the public a vital connection to agriculture, its people and local products. OFFMA believes and advocates that lives are truly enriched through on-farm experiences. Whether it's to access local food and beverages, participate in fun activities on the farm, or simply reconnect with nature, OFFMA and its members strive to elevate those experience.

Over the next 5 years, OFFMA will focus on the following four strategic priorities to enhance its ability to provide long-term support to its membership and to this invaluable industry.

Vision	Lives are enriched through on-farm experiences.			
Mission	To empowers its members' success through leadership, connection and education.			
Strategic Priorities	<b>1</b> Elevate the OFFMA Brand	<b>2</b> Increase Membership Engagement	<b>3</b> Become Financially Self-sufficient	<b>4</b> Advocate for Industry Interests
Why?	Succinctly convey the value of membership, to attract and retain members	More involvement by more members will increase the collective breadth of knowledge, enhance networking value and expand impact	Secure long-term viability and enable OFFMA to pursue its highest priority activities	Influence action for the betterment of all direct farm marketers
5-Year Goals	Increase Net Promoter Score (NPS)  Increase membership to 500 in 5 years	Increase participation of member farms by 10% annually	100% of operating budget is supported by non-government funds	Further develop 5 strategic partnerships to collaborate for the better of the industry.

## TABLE OF CONTENTS

<b>VISION</b> .....	4
<b>MISSION</b> .....	4
<b>SWOT ANALYSIS</b> .....	4
<b>Strengths</b> .....	4
<b>Networking Events</b> .....	4
<b>Our Members</b> .....	4
<b>Our Leaders</b> .....	4

<b>Weaknesses</b> .....	<b>4</b>
<b>Membership Decline in Numbers &amp; Engagement</b> .....	<b>5</b>
<b>Marketing</b> .....	<b>5</b>
<b>Opportunities</b> .....	<b>5</b>
<b>Learning Opportunities for Members</b> .....	<b>5</b>
<b>Population Growth</b> .....	<b>5</b>
<b>New Partnerships</b> .....	<b>5</b>
<b>Threats</b> .....	<b>6</b>
<b>Relevancy to the Membership</b> .....	<b>6</b>
<b>Government Relations</b> .....	<b>6</b>
<b>Government Funding</b> .....	<b>6</b>
<b>SWOT Summary</b> .....	<b>6</b>
<b>STRATEGIC PRIORITIES, GOALS &amp; TACTICS</b> .....	<b>7</b>
<b>Strategic Priority #1: Elevate the OFFMA Brand</b> .....	<b>7</b>
<b>Strategic Priority #2: Increase Membership Engagement</b> .....	<b>8</b>
<b>Strategic Priority #3: Become Financially Self-Sufficient</b> .....	<b>8</b>
<b>Strategic Priority #4: Advocate for Industry Interests</b> .....	<b>9</b>
<b>ACTION PLAN</b> .....	<b>10</b>
<b>APPENDICES</b> .....	<b>11</b>
<b>SWOT Summary</b> .....	<b>11</b>
<b>May 26<sup>th</sup> Board Meeting Notes</b> .....	<b>11</b>
<b>February 24<sup>th</sup> Planning Meeting Notes</b> .....	<b>16</b>



## VISION<sup>1</sup>

Lives are enriched through exceptional on-farm experiences.

## MISSION<sup>2</sup>

OFFMA empowers its members' success through leadership, connection and education.

## SWOT ANALYSIS

Priority areas are determined by reviewing OFFMA's strengths, weaknesses, opportunities and threats. These priority areas become the foundation for OFFMAS's strategic priorities, goals and activities that will help reach its mission.

### Strengths

To reach its mission, OFFMA must continue to build upon its current strengths of their networking events, its members and the leadership of the organization.

#### Networking Events

A key strength of OFFMA is the networking opportunities it provides for learning and discovering innovative ideas that strengthens the members' business. OFFMA events build community and a vital support system amongst members. Both in-person and online events are tangible means of providing value for membership and supporting members in their journey of continued business improvement.

#### Our Members

The OFFMA membership is comprised of entrepreneurial leaders from several sectors and geographic regions of the direct farm marketing industry, with notable presence of the younger generation. This diverse membership enables OFFMA to access an array of expertise and gather insight to the needs of various sectors. For marketing, our diverse membership provides a broad network for outbound communication.

#### Our Leaders

The strength of the membership is mirrored at the board level. The board consists of dedicated members representing diverse sector interests, demographics and business experience. The Executive Director has a long history with OFFMA, providing industry knowledge, stability and efficiency of project implementation.

### Weaknesses

The weaknesses of OFFMA fall into two broad categories of membership activity and marketing. Both areas must be addressed to improve organizational health.

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<sup>1</sup> "A vision is about the future your organization wishes to create for the community and stakeholders you wish to impact" (Source: [www.conscious-governance.com](http://www.conscious-governance.com)). It is a statement that describes what the organization is ultimately trying to achieve, uniting all employees regardless of position.

<sup>2</sup> A mission statement describes how the organization will achieve its vision.

### **Membership Decline in Numbers & Engagement**

Total membership has declined from 282 in 2017 to 267 in 2019. This decline is related to the aging membership and those selling or retiring from the business. Engagement levels are perceived to be declining as indicated by the small percentage of member farms participating in OFFMA events (estimated at 30%). Reasons may be due to: topics are considered irrelevant or low value (lacking new ideas), members are located in remote parts of the province, and timeliness of the events (conflicting with other business priorities).

### **Marketing**

Marketing/communication has been directed to both consumers (to encourage visiting and buying from local farms) and farmers (to become a member or to engage in an OFFMA activity). Given the diversity of farms and large geographic region, it has been challenging to effectively market to both audiences. The need for improved marketing to members has been identified, to increase engagement and the overall perceived value of an OFFMA membership. Attention is needed to improve the association's brand among members; developing compelling messages to specific target audiences, and using the right channels (and technology), and the timeliness of communication (leading rather than lagging information).

## **Opportunities**

Industry trends and projected population growth provide opportunities for OFFMA to develop partnerships, offering unique value to its members.

### **Learning Opportunities for Members**

The most significant opportunity for OFFMA is to continue providing learning opportunities. Staying abreast of trends and their impact on members will be important. A library of information and listing of who to contact for mentoring purposes would be of great value to members. Potential topics are:

- Technology: how to use technology to improve your business or to understand your customer better, learning platforms and tools to plan and manage the business, how to educate in fun ways.
- Customer Experience: Best practices, understanding consumer profiles and respective experience development (i.e. seniors, mom groups, special needs), themes (i.e. red-carpet event), workshops for customers, using music and other entertainment.
- Event management: creating "instagrammable" moments, pricing, ticketing, event promotion
- Media: how to get your story or brand conveyed
- Human Resources: compliance, best practices to hire-interview-onboard, defining roles, coaching/motivating.

### **Population Growth**

Communities are experiencing population growth, often including new Canadians. Increased urbanization will reinforce or bolster the need for consumers to have a direct connection to agriculture and nature (amazing experiences can be created simply by visiting a forest or sitting by a fire). Mentorship could be provided to help members overcome growth and capacity challenges. There may be a need for cultural training or new food trends (expanding the plate) associated with the changing demographics.

### **New Partnerships**

OFFMA can access additional resources and expand its reach by developing strategic partnerships. There are two primary purposes to partner:

- i. To increase resources available to serve members. Partners can help OFFMA stay ahead of the trend by offering new ideas and resources that add value to member businesses. This may include access to new speakers, access to new customers by co-presenting events, and insight to offering unique experiences.

- ii. To expand OFFMA's sphere of influence. Connecting with other industry organizations should also be considered, to increase OFFMA's influence in areas of policy development and dispelling common misperceptions of agriculture.

## **Threats**

The primary threats lie in the areas of maintaining relevancy, working with government and financial resources.

### **Relevancy to the Membership**

Though a diverse membership is a strength, the vast array of interests and needs threaten OFFMA's ability to remain relevant. The industry and its segments within are constantly changing. This creates a challenge in prioritizing topics and providing meaningful networking and learning opportunities. The association needs to determine if it can improve its ability to bring value to all or specialize and serve specific audiences.

### **Government Relations**

Increased regulations and lack of cooperation with municipal planning departments are making it more challenging for members to grow or improve their business. Combined with the growing urban population, the voice of the farmer is less represented, and their needs are less understood. This poses a threat to new entrants to the industry and inhibits current members from making improvements to adapt to a rapidly changing consumer environment.

### **Government Funding**

Government funding has been declining. Future funding amounts and terms are uncertain, threatening long-term organizational sustainability. Funding programs are often contingent on meeting government priorities, which may not align with those of OFFMA and the needs of the industry.

## **SWOT Summary**

The assessment of strengths, weaknesses, opportunities and threats emphasizes the need for OFFMA to become laser-focused on providing value to its members, leading to organic growth in overall membership numbers. Building on the current strengths of its people and events, OFFMA is poised to provide the support members need to continuously evolve in response to market changes and consumer needs. Improving content and delivery of learning opportunities and networking events, both in-person and online is the top opportunity to capitalize. OFFMA can overcome its weaknesses and mitigate threats through targeted marketing and communication with members, non-members and key government bodies.

**Focus, relevancy and timeliness should be prioritized for all OFFMA initiatives.**

## STRATEGIC PRIORITIES, GOALS & TACTICS

To ensure OFFMA achieves its desired vision and mission, the board of directors and staff will focus on the following strategic priorities over the next 5 years. Each priority will help build upon current strengths, address a weakness, help leverage opportunities or mitigate threats.

Goals will be achieved by implementing tactics (to be further developed by staff and board members) and monitored on an ongoing basis.

### Strategic Priority #1: Elevate the OFFMA Brand

Elevate OFFMA's brand as the leading organization for the on-farm food, beverage and entertainment industry. Purpose of updating the brand is to reverse the declining trend in membership, and attract industry leaders to join and engage in OFFMA activities. Branding and communication to be 100% dedicated to current and targeted future members. This priority should be implemented in tandem with Priority #2 (Increase Membership Engagement).



#### Goals:

##### By March 31, 2025:

- **Increase Net Promoter Score (NPS)<sup>3</sup> by 50% of 2020 baseline score**
- **Increase membership to 500 farm businesses (10% annual increase)**

##### Tactic A: Identify top prospective members

- Maintain a list of top 100 prospective members. (Need 36 new members to achieve 2021 goal).
- Identify commonalities among targeted non-members.

##### Tactic B: Define OFFMA's desired brand.

- Clearly state how the organization is to be perceived by members, targeted non-members (Tactic A) and industry partners. Specify the value that an OFFMA membership provides (value proposition).
- Identify 3-5 key messages, to be consistently conveyed in all events and publications
- Update logo and related marketing materials (website, newsletter, promotion materials etc.) to reflect desired brand
- Develop an annual Activities & Communication Plan that conveys desired brand. Plan is to include topics (See Priority 2A), format (events, resource lists, member profiles, case studies, blogs, social media) and timing.

##### Tactic C: Create succession plan for Board and Staff

- Project annual requirements for board members/staff and gaps in skills/sector representation. Identify potential board/staff members that would continue to uphold OFFMA's brand. Proactively request their consideration to maintain the high level of expertise and diversity at board level.

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<sup>3</sup> "The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand." Source: [www.Medallia.com](http://www.Medallia.com) . It is calculated by asking "On a scale of 0 to 10, how likely are you to recommend this company's product or service to a friend or a colleague?"

## Strategic Priority #2: Increase Membership Engagement

Participation from more members will boost the vitality of the organization, provide a better networking experience for all, and lead to developing innovative ideas that add value to members' businesses. To increase engagement, focused efforts are needed to improve relevance, quality and timeliness of events and information offered.



### Goal: Increase participation of member farms by 10% annually

(engagement measured as participating in at least one service/event per year. Estimated at 30% in 2019)

#### Tactic A: Segment Membership and Identify Highest Business Needs

- Divide membership into segments of similar characteristics (such as products/services offered or gross sales). Proactively seek detailed feedback on current offerings.
- Develop a profile for each segment. Identify: highest priority needs, value drivers, and the channels in which they communicate. Delegate 1 board member per audience to maintain each audience profile.
- Identify common topics that OFFMA will/can address and by which channel(s)

#### Tactic B: Create process for curating and maintaining industry-leading ideas and innovative resources.

As per common needs identified in Tactic A:

- Identify top sources
- Identify and develop 3-5 strategic partnerships, that complement OFFMA offering and fill gaps
- Determine standard channels for sharing information in an efficient and timely manner, targeted to member segments when required.

#### Tactic C: Offer Advanced Learning Opportunities

- Create standards for OFFMA "advanced" learning opportunities. Consider use of technology, speaker qualifications, topic selection process, promotion, facilitated networking activities, creating and communicating a post-event summary of best practices.
- Develop a project planning template to standardize and facilitate implementation.

## Strategic Priority #3: Become Financially Self-Sufficient

A strategy is needed to position OFFMA for long-term organizational success, and to enable OFFMA to pursue its highest priorities (rather than meeting government funding requirements). Increased financial security will provide confidence to weather any storms.



### Goal: 100% of operating budget is supported by non-government funds by March 31, 2025.

#### Tactic A: Reassess Membership Fees

- Develop tiered categories of membership fees, based on service/benefit bundles
- Convey value in alignment with elevated brand and highlight the potential return on investment
- Review associate member fees develop prospect list for new associate members and communicate value to attract new associate members.

#### Tactic B: Identify Sources of Increased Revenue

- Research opportunities, such as:

- Acquiring Charitable status / donations
- Buying groups or other services
- Increased event fees
- Sponsorship from private sector
- Create 5-year projected cashflow to demonstrate financial independence with declining government funding (funding will continue to be sourced as opportunities arise or per project eligibility).
- Track projected versus actual, to be reviewed semi-annually

Tactic C: Track profitability of activities

- Develop a system to track time, costs and revenue for each activity
- Review annually to calculate
  - Net profit per activity
  - Relative Return on time invested (ROTI); calculated as Revenue or Net Profit divided by Total Time Spent

**Strategic Priority #4: Advocate for Industry Interests**

Proactively seek opportunities to influence government policy for the betterment of the industry. With increased challenges in navigating regulations, members will value efforts made by OFFMA to represent their collective interests. The goal is to develop strategic partnerships that can expand OFFMA's circle of influence.



**Goals: Enhance a minimum of 5 strategic partnerships to collaborate for the betterment of the industry by March 31, 2025.**

**As evidenced by:**

- **They seek input from OFFMA**
- **Reciprocal attendance at AGMs (on the agenda),**
- **Joint recognition on projects/communication**

Tactic A: Identify priority regulations/issues that inhibit member businesses.

- Determine priority areas as per member segment profiles (Tactic 2A)
- Determine how members are affected and impact on broader economy or other stakeholders
- Identify possible/ideal solutions that would improve/support members

Tactic B: Develop contact plan with strategic partners

- Identify organizations that have resources and capabilities to influence policy regarding priority areas
- Become an associate member (if required)
- Attend relevant meetings, or request meetings, to understand policies and procedures, provide insight and awareness on behalf of members, and to collaborate on win-win solutions
- Delegate 1 board member to maintain each relationship

Tactic C: Proactively provide policy-related updates to the membership

- Provide a quarterly update on industry policies and regulations
  - Knowledge that has been gathered
  - best practices or actions members can take (i.e. letter to MPP and counselors)
  - Expert lists or "Who to Contact" when navigating various policy (such as building, washrooms etc.).

## ACTION PLAN

STRATEGIC PRIORITIES	TACTICS	TIMEFRAME	GOALS By March 31, 2025
<p><b>1. Elevate OFFMA Brand</b></p> <p><b>Lead Contact:</b></p>	<p>A. Identify top prospective members            B. Define OFFMA’s desired brand.            C. Create succession plan for Board and Staff</p>	<p>A.            B.            C.</p>	<p>Increase Net Promoter Score</p> <p>Increase membership to 500 farms businesses (10% annually)</p>
<p><b>2. Increase Membership Engagement</b></p> <p><b>Lead Contact:</b></p>	<p>A. Segment Membership and Identify Highest Business Needs            B. Create process for curating and maintaining industry-leading ideas and innovative resources.            C. Offer Advanced Learning Opportunities</p>	<p>A.            B.            C.</p>	<p>Increase participation of member farms from 30% to 60%.</p>
<p><b>3. Become Financially Self-Sufficient</b></p> <p><b>Lead Contact:</b></p>	<p>A. Reassess Membership Fees            B. Identify Sources of Increased Revenue            C. Track profitability of activities</p>	<p>A.            B.            C.</p>	<p>100% of operating budget is supported by non-government funds</p>
<p><b>4. Advocate for Industry Interests</b></p> <p><b>Lead Contact:</b></p>	<p>A. Identify priority regulations/issues that inhibit member businesses            B. Develop contact plan with strategic partners            C. Proactively provide policy-related updates to the membership</p>	<p>A.            B.            C.</p>	<p>Enhance a minimum of 5 strategic partnerships to collaborate for the betterment of the industry</p>

## APPENDICES

### SWOT Summary

(as per Evaluations completed during planning Session)

	Weighted Score
<b>Opportunities</b>	
Training Members	185
Brand Recognition	83
Partnerships	78
Understanding Consumer Profiles / Experience Development	45
Policy – Define message	33
Capitalize on current/future trends	30
Members - Long time members, using for training	30
Technology	20
Information sharing - between members	20
<b>Threats</b>	
Being Relevant / Diversity of Membership	160
Funding / Not enough staff support / resources	117
Organizational direction	40
Geographic spread of members	38
Changing Markets / values of our guests (i.e. activists)	23
Regulations / lobbying	20
Chain Stores	5
Other Associations	5
<b>Strengths</b>	
Networking	300
Our members: diversity, entrepreneurial	186
Board	150
Workshops / Training	135
Ability to implement, staff	75
Young Demographics / changing demographics	40
Government Relationships	30
History, well established	15
FB, Online training	15
<b>Weaknesses</b>	
Low member engagement	79
Uncertainty of long-term funding / access to resources	44
Marketing / communicating to members	38
Efficient on priorities for Cathy & Gary	30
Not relevant / meeting diverse needs	30
Voice to government	23
Declining membership	20
low consumer awareness	20
website	15
Leadership - in the industry, not the go-to	10
Ability to let "bricks" go	10

### May 26<sup>th</sup> Board Meeting Notes

Attendance: Cathy Bartolic, Meghan Snyder, Darlene Downey, Jordan, Shane VanCasteren, Tom Wilson, Erin McLean

The objectives of Tuesday's board meeting are:

- A. to make decisions on specific questions that have been discussed but not yet finalized. Process will be:
- i. Initial poll of the question (each board member to answer yes or no)
  - ii. Results shared and discussed. Those that answered yes, why? Those that answered no, Why?
  - iii. Final poll (same question as initial). Majority rule (caveat: change may require a resolution to membership as per bylaws)

The poll results and discussions will have a direct impact on the priorities and activities that OFFMA implement over the next 5 years. Results of these discussions will be summarized and included as an appendix of the strategic plan.

- B. Identify top 4 strategic priorities for the next 5 years.

Based on discussions to date, I propose the following priorities (in no particular order, and they are all interconnected). Please focus on the intent of the priority (in green), rather than the words (that will continue to evolve).

<b>STRATEGIC PRIORITIES</b> (What OFFMA needs to do over the next 5 years)	WHY IS IT IMPORTANT?
<p><b>1. Become financially self-sufficient.</b></p> <p>Goal: By March 31, 2025, 90% of operating budget is supported by non-government funds.</p> <p>How?</p> <ul style="list-style-type: none"> <li>• Membership fees</li> <li>• Buying Group</li> <li>• Farmers Market</li> <li>• Charitable Status</li> </ul>	<ul style="list-style-type: none"> <li>• sustain OFFMA for long-term</li> <li>• enable OFFMA to pursue highest priorities (vs meeting gov't funding requirements)</li> </ul>
<p><b>2. Identify &amp; Serve the diverse needs of the membership</b></p>	<ul style="list-style-type: none"> <li>• Support members in strengthening their business operations</li> <li>• increase engagement of current members</li> <li>• attract new members</li> <li>• help OFFMA to focus on projects that will have highest impact on specific segments</li> </ul>
<p><b>3. Elevate the Brand of OFFMA</b></p>	<ul style="list-style-type: none"> <li>• attract new members</li> <li>• increase engagement of current members</li> <li>• attract partners (financially or in-kind services)</li> </ul>
<p><b>4. Inform Influence government policy</b></p>	<ul style="list-style-type: none"> <li>• extend the reach and the value that OFFMA can offer, such as:               <ul style="list-style-type: none"> <li>• Access more channels for communication/marketing purposes</li> <li>• Access to new expertise on new and diverse trends and topics</li> <li>• join forces to effectively influence gov't policy</li> </ul> </li> <li>• Betterment of the industry</li> </ul>

	<ul style="list-style-type: none"> <li>• Will be highly valued by businesses seeking to grow (therefore a compelling reason to be an OFFMA member)</li> <li>• Support members when issues come up</li> <li>• Be a resource</li> </ul>
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**After this meeting,** I (Angela) will update the strategic plan that reflects our discussions to date and my recommendations on how to address the priorities over the next 5 years. The board will be asked to individually review the draft plan and provide feedback. Feedback can be given via the comments feature in Word, or verbally by telephone.

Poll Questions: Notes

**1. Should OFFMA continue marketing to consumers on behalf of members?**

Yes (1):

- We have a lot of members who join for this reason.
- Smaller businesses are not as savvy in marketing. We can help them get there.
- Technically part of our name.
- We need to do some marketing to consumers so that OFFMA means something when consumers see the sign.

No (5):

- When it comes to resources, it's tough to market both to consumers and marketers to do both well.
- Foodland Ontario is promoting buy local. Let them focus on it. We can help them market. The goal is to make our members better marketers
- We're a huge region and wide audience, that would actually help. Would rather teach them to do it themselves.

Impact

- Bylaws need to be amended. Needs to go to membership for a vote.
- Website: No longer find a farm component
- Stop social media targeted to consumers
- Our marketing is solely focused on farmers. But we will help them market to consumers
- We still keep merchandising items that members can purchase

**2. Should OFFMA revisit membership fees?**

Yes (5)

No (1). No right now when no change in program. But yes if over time.

Tiered?

Yes (6)

No (0)

Based on services they want to use (not gross sales). Larger members are using us the least, so we don't want to price them out. Don't penalize for being successful. Bundle the benefits. Larger members typically give back, in time and resources. You're called on more.

Example: Tier 1: \$225, Tier 2: \$500, Tier 3 \$1000

Tier 1 \$225, Tier 2 \$499

Messaging: If you execute on new ideas, it's a quick return on investment.

3. Should OFFMA increase its focus on lobbying efforts, to influence government regulations?

Yes (5) : Based on what's been happening with COVID has shown the importance of having a voice.

No (1) Can easily be persuaded, just not sure how to go about it. Plus hard to focus based on diverse needs of membership

What does this look like?

- Annual proposal to Ontario Budget committee
- press releases to news, organise letters for our members to send to their local MP, MPP on different ag issues, being a resource for making policy decisions (farm zoning)
- Invite to OMAFRA Minister to members operation once a year for photo op
- Can be as simple as...coordinate writing letters to create one voice.
- subscribing to multiple organizations info sharing so can relay to members/making sure not missing important news, similar letters to government that OFA generates for members
- Be a resource for media
- Becoming the voice of the industry
- Share new planning policy to local municipalities to assist with secondary farm use Support members at planning and zoning meetings

Discussion

- Do we need to put money aside, to work with a lobbyist? Minimum \$3000/month retainer
- We need metrics for our membership / industry. Give ammunition to listen. Economic impact study.
- Develop a strategic plan for the industry. OMAFRA may have this information.
- Proactive approach to sharing information to municipalities/planning department
- Can we further build partnerships like OFA rather than reinvent the wheel? Be one voice.

4. Should OFFMA continue to participate in farmers' markets?

Yes (2) . It takes little time for Cathy's and makes money. Would hate for it to turn into a flea market if managed by someone else

No (3)

Questions directed at Cathy:

Why keep it?

1. They are a money-maker
2. We get members from it (they must be an OFFMA member)
3. Provides another channel for members to sell their products

Do the markets prevent us from other activities?

Only at the beginning of the year. Market managers run them throughout the year. Cathy does not attend (except perhaps the first one).

Comment regarding whether we want members who only become a member to participate in a Farmers Market.

Response: We have a lot of members who do nothing but 1 offering: such as bus tour, farmers' market, buying merchandising

Decision: Keep doing Farmers' Markets and Review annually. In the interim, build upon it. For example: How can it help OFFMA build its brand with current and potential markets?



## February 24<sup>th</sup> Planning Meeting Notes

<p><u>Industry Opportunities</u></p> <ul style="list-style-type: none"> <li>● Population Growth             <ul style="list-style-type: none"> <li>○ Mentorship to help manage</li> <li>○ Cultural / language training</li> <li>○ Technology to sell faster</li> <li>○ Tools to deal with larger traffic, spread out capacity</li> </ul> </li> <li>● Climate Change-more grow option (sweet potatoes, artichokes), education of opportunities</li> <li>● New Canadians             <ul style="list-style-type: none"> <li>○ Align with their respective associations</li> <li>○ Expanding the plate (i.e. water buffalo milk)</li> <li>○ Increase knowledge regarding their customs – educate which abattoirs meet requirements</li> </ul> </li> <li>● Instagrammable moment             <ul style="list-style-type: none"> <li>○ Photo shoot bookings, personal and commercial</li> </ul> </li> <li>● The next “Corn maze” trend</li> <li>● Urbanization – loss touch, craving connection with agriculture or nature – i.e. sitting by fire, reducing stress, visiting a forest</li> <li>● Technology             <ul style="list-style-type: none"> <li>○ Help us plan or manage business</li> <li>○ Ticket sales</li> <li>○ Training on tools</li> <li>○ Understand our customers</li> <li>○ Hardware, POS systems, overcoming connectivity issues and lower cost options</li> </ul> </li> <li>● New legislation that’s protecting our interests</li> <li>● Cooking classes / experiences</li> <li>● Millennials and Boomers both want experience, pics with kids or grandkids</li> </ul>	<p><u>Industry Threats</u></p> <ul style="list-style-type: none"> <li>● Increased regulations, development charges</li> <li>● Poor rural internet</li> <li>● Alternative food options, convenience factor, will become cheaper – means consumers can bypass farm option</li> <li>● Perception of environmental impact</li> <li>● Home delivery of fresh food</li> <li>● Trends             <ul style="list-style-type: none"> <li>○ JOMO – joy of missing out</li> <li>○ FOGO – fear of going out</li> <li>○ FOMO – Fear of missing out</li> </ul> </li> <li>● Changing demographics             <ul style="list-style-type: none"> <li>○ No cars / don’t drive</li> <li>○ Less disposable income</li> <li>○ Smaller families</li> </ul> </li> <li>● Chain stores looking like on-farm displays             <ul style="list-style-type: none"> <li>○ Doing it faster and bigger</li> <li>○ Costco does fresh well</li> <li>○ Farm boy</li> </ul> </li> <li>● Global sourcing – increased competition for fresh food</li> <li>● Labelling laws: no enforcement, misleading consumers</li> <li>● Animal activists</li> </ul>
<p><u>OFFMA Opportunities</u></p> <ul style="list-style-type: none"> <li>● Training / or tours to see it in action             <ul style="list-style-type: none"> <li>● How to educate in fun way Data management, POS – to understand your customer better</li> <li>● HR – defining roles, hiring, interviews, compliance – best practices</li> <li>● Media – how to get your story or brand conveyed</li> <li>● Event management – pricing, ticketing</li> </ul> </li> <li>● Partnerships – to collaborate, co present their events             <ul style="list-style-type: none"> <li>○ Economic Dev’t Centre</li> <li>○ Cultural centres</li> <li>○ Food and Farm Care</li> <li>○ Cdn Federation of Independent Business</li> <li>○ Tourism industry</li> <li>○ Festival of Small Halls</li> </ul> </li> </ul>	<p><u>OFFMA Threats</u></p> <ul style="list-style-type: none"> <li>● Being irrelevant             <ul style="list-style-type: none"> <li>○ Technology</li> <li>○ Ideas</li> <li>○ The education we provide</li> </ul> </li> <li>● Brand recognition</li> <li>● Other organizations – ofa, berry growers</li> <li>● Funding</li> <li>● Capacity (of staff)</li> <li>● Legal</li> <li>● Membership – physically spread out – less access to networking events (one of our key strengths and value of membership)</li> </ul>

<ul style="list-style-type: none"> <li>● Instagrammable moments – start new trend, how to build a marketing strategy to increase/expand impact <ul style="list-style-type: none"> <li>○ Food fight</li> <li>○ Cookouts</li> <li>○ Bird sightings</li> </ul> </li> <li>● On Farm Events – <ul style="list-style-type: none"> <li>○ Food events – i.e. Cider Master <ul style="list-style-type: none"> <li>▪ Help members to partner with chefs</li> </ul> </li> <li>○ “Red Carpet” theme</li> <li>○ Breakfast on the farm (Food and farm Care) – doubles as industry relation strategy</li> <li>○ Music (connecting with Side Door Access)</li> <li>○ Workshops, featuring felling members, to introduce new topics and expertise</li> <li>○ Yoga, Zumba</li> </ul> </li> <li>● Understanding Customer Profiles – help to identify their specific needs and value drivers <ul style="list-style-type: none"> <li>○ Seniors</li> <li>○ Mom groups</li> <li>○ Special needs</li> </ul> </li> </ul>	
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Our Vision

- Unique, quality experiences
- Relevant to members’ challenges
- Leadership – setting the standards, become the “Go-To” organization, “Stamp of Excellence” – members elevate the brand when all meet standards
- Communicating the value of the farm experience
- Become direct link between farm and consumer
- Efficient, profitable, sustainable members
- Enabling Opportunities
- Professionalism
- Consistently portrayed
- Advanced learning
- Support for members
- Proactive leadership

Our Members: How to define?

Votes	
11	● We Provide
2	○ On-farm experience
4	○ Value added
1	○ Education
4	○ Memories
0	● Direct Marketers (dated term)
2	● Rural
0	● Recreational
1	● Country Property
3	● Support local farms

	<ul style="list-style-type: none"> <li>• Fresh</li> </ul>
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Parking Lot

Our primary role?

- Lobbying
- Marketing OFFMA brand
- Providing education to members

Strategic Priorities: Initial Brainstorm

Consider strategic partnerships in all priority areas

1	<p>Attract New Members</p> <ol style="list-style-type: none"> <li>1. Improving the Brand <ul style="list-style-type: none"> <li>a. Developing an external communications document</li> <li>b. Increasing press releases / public exposure in ag publications</li> <li>c. Revamp logo</li> <li>d. Revamp Relevance</li> </ul> </li> <li>2. Advanced learning Events</li> <li>3. Discounted rates with companies (i.e. insurance, MC/VISA) – <i>(immediate and explicit return on membership fees)</i></li> </ol> <ul style="list-style-type: none"> <li>• Members only Website</li> <li>• Referral program – work with existing members</li> <li>• Support new businesses in industry</li> <li>• Id sector we are missing (i.e. Greenhouses, maple syrup, Christmas trees)</li> <li>• Time and effort into promoting FB events / networking</li> <li>• Increase value to members <ul style="list-style-type: none"> <li>○ Training, tools</li> <li>○ Broadening scope – access to international/ North American groups, resources</li> </ul> </li> </ul>
2	<p>Increase Member Engagement</p> <ul style="list-style-type: none"> <li>◇ Host awesome events – egg 13<sup>th</sup> Street</li> <li>◇ Resources: supplier lists for POS, banking, insurance, software</li> <li>◇ Leadership Development</li> <li>• FB / live group discussions</li> <li>• Podcasts</li> <li>• Increase inclusivity <ul style="list-style-type: none"> <li>○ Peer networking</li> <li>○ Buddy system</li> <li>○ Break down cliques</li> <li>○ Mentorship</li> </ul> </li> <li>• New member social</li> <li>• Workshops for certification: CPR, Food Handler</li> <li>• AED Rentals</li> <li>• Annual Survey Data</li> </ul>
3	<p>Influence Government Policy</p> <p><i>Why? Keeping properties “open” – partner or lobby – reinforce that its valuable for people to be able to visit a farm</i></p> <ol style="list-style-type: none"> <li>1. Associate memberships in other organizations</li> </ol> <ul style="list-style-type: none"> <li>• Need a seat at the table</li> <li>• Leverage those connections / relationships</li> </ul>

	<ul style="list-style-type: none"> <li>• Being involved helps to understand the policy and procedure/process. Provide insight and awareness</li> <li>2. Standardized talking points – encouraging members to meet with their MPP &amp; counselors</li> <li>3. Expert Lists – i.e. zoning, taxes, planning <ul style="list-style-type: none"> <li>• Speaker at ROMA</li> <li>• Member resource – who used planners. <i>Identify OFFMA members who have successful navigated various policy such as building, washrooms etc.</i></li> <li>• Work with key influencers (i.e. Christina Crowley-Arkie)</li> <li>• Share our concerns with other groups – such as OFA, CFIB</li> </ul> </li> </ul>
4	<p>Organizational Sustainability</p> <ul style="list-style-type: none"> <li>◇ Succession Plan – for Board and Staff</li> <li>◇ Seek grants, sponsors (more involvement, more money, member benefits)</li> <li>◇ Analyze time spent vs value to members (money made). Ditch things that don't work for OFFMA</li> <li>• Implement strategic plan. Be accountable, take actions and follow through</li> <li>• Charitable status</li> <li>• Collaborate – learning to work with other organizations to leverage their skill set (i.e. partner with OCTA Farm to Fork)</li> <li>• Analyze all pricing (<i>can we charge more?</i>)</li> <li>• Capturing value – convention</li> <li>• Job descriptions clearly defined and reviewed for staff and directors</li> <li>• On boarding</li> <li>• More vibrant and fun AGM/board meetings: presentations, bus tours (egg Baxters)</li> <li>• Board member profiles</li> <li>• In each newsletter, share the fun stuff</li> </ul>

## Share success stories

- Staying open

- Keeping staff safe and comfortable

- How to open an online store....right now. Don't worry about it being perfect.

- What are we doing for right now? Easter?

- Closed? How do you stay engaged with your customers?

- Packaging needs for this year.

## Forums/Webinar

- Contactless sales, curbside pick up

- Panel

- Ask the Expert on FB

## Trends – have you thought of.....

- People are changing their shopping habits. How will this change after the crisis?

- People want to start growing their own garden. Backyard gardening ideas.

- Virtual component to your experience