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| DEPARTMENT NAME | Farmers' Market |
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| DEPARTMENT MISSION | The mission of the Farmers' Market is to promote the Farmers' Market and provide retail space and educational products to regional farmers, local food merchants and retail entrepreneurs so they can supply the highest quality products for the Nashville and regional shopping community. |
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ISSUE STATEMENTS

Issue Statement One

Over the last several years the overall physical appearance of the property has declined to below current retail standards, resulting in:

- A loss of a wider range of customers
- Complaints regarding cleanliness and appearance
- A decrease in sales
- A negative image
- Difficulty in finding higher quality tenants/merchants
- A decrease in merchant morale

Issue Statement Two

Over the past few years the customer demographics and competition have changed in the Nashville area, while the Farmers' Market and its merchants have not kept pace with those changes, resulting in:

- Decrease in sales
- Decrease in the number of customers
- Lack of direction of the Farmers' Market
- Increase in animosity among merchants
- Lack of ability of Farmers' Market to attract better quality merchants

STRATEGIC GOALS

Goal One

Serve to enrich & enhance our communities and the entire city through focused efforts in outreach & education as evidenced in both Marketing & Facility programming:

- Build greater partnerships with city & state departments & agencies; conduct at least 6 meetings during the year & attend at least 6 meetings as a liaison or presenter.
- Increase community engagement during off-site events & on-site hosting targeted to/with neighborhood groups; at least 2 per quarter.
- Conduct survey evaluations of meetings/presentations & track results of perceptions as well as bounce-back attendance.
- Work to decrease our environmental footprint as a facility by hosting at least 2 “greening our market” events for current vendors educating & encouraging them regarding green practices & materials, explaining new green Market initiatives.

Goal Two

Revenue Generation: Identify and develop opportunities to create additional streams of revenue for the Nashville Farmer’s Market. Work to become financially self-sufficient by 2014 through creating additional streams of revenue while working to minimize current costs through efficiency & innovative initiatives. In 2010, Director & Marketing will create a promotional plan, guidelines, signage, advertising, and other materials to support the following revenue generating initiatives below:

- MEETINGS/EVENT RENTAL: By February 2010, the above listed materials to promote NFM as a meeting/event venue ready to be launched by May, 2010. This includes a fee structure to our 2nd floor Community Room/Meeting space. Last year, \$4k was generated through this method. In 2010, NFM’s goal for revenue generation in this category is \$15,000.
- KITCHEN CLASSES & RENTAL: By March 2010, Marketing will create a promotional plan, curriculum, guidelines, signage, advertising, & other materials to promote NFM as a center for culinary & lifestyle classes, demonstrations, and kitchen space rental. NFM’s revenue goal for this new profit center is \$5k.
- FULL MARKET RENTAL: By March 2010, Director & Marketing will create the above listed materials along with enhanced rules, regulations, & guidelines to attract and retain current and future NFM vendors throughout the Market. Specifically, we are looking to ensure the Market space is on average 85% full Friday-Sunday; 70% full on Thursday’s and a minimum of 60% full Monday-Wednesday. Formal tracking for analysis will begin in

fiscal 2009 in preparation for formal tracking in 2010. By 2011, have all Farm Shed spaces full every day during growing season. Successful fulfillment of this goal would result in a 20% increase in annual revenue.

- **AUCTION GRANT FULFILLMENT:** By April 2010, Director & Marketing will create the above listed materials to promote an NFM-based auction-site and program in compliance with state-funded grant (awarded October, 2009 and grant fulfillment to be complete by 2012). Our goal for this new potential profit center is \$5k.
- **MONTHLY CALENDAR OF EVENTS PLANNING & PROMOTION:** Marketing will submit a broad 2010 marketing plan by December 2010, and timely quarterly & monthly refinements thereafter in support of attracting current customers to the market more often and new customers throughout the year. Events and highlights will feature all areas of the market (Farm sheds, Market House, and Flea Market) as well as outreach partners, local non-profits, music/arts-focused initiatives, and other Metro and community-based events happening both in & outside the Market throughout the year.
- **REMOTE MARKET EXPANSION:** By January 2010, Director & Marketing will submit a plan to attract and retain current and future vendors to the Vanderbilt Market as well as customers. Projected revenue through remote market expansion is \$10k.
- **OUTREACH/PARTNERSHIP:** Work to increase the number of events/partnerships with organizations that can assist with cooperative fundraising efforts beginning in late 2009. Some targeted groups include (though are not limited to) Friends of the Nashville Farmers Market, Nashville Convention & Visitors Bureau, Nashville Originals, Tennessee Organic Growers Association, Wine Grower's Association, Local Table, Nashville Scene, Food Security Partners, Team Green, the Nashville Film Festival, Nashville Public Television, Nashville Public Radio etc. By 2012, increase the number of bus tours visiting the Market by 20%. 2010 overall fundraising goal is \$20k.
- **FARMER'S MARKET STUDIES:** Research, visit, and communicate with other Farmer's Market's outside the region who are currently financially self-sufficient. Director & Marketing will present a report with recommendations to the Board, no later than November 2010.
- **MARKETING LOCAL** as the best choice for consumer purchasing through a "Grow Local" campaign thus increasing traffic & sales of Market vendors who sell local products; it follows that this will attract new tenants to NFM.

Strategic Business Plan

Goal Three

Work to grow the attractiveness, presence, and promotion of eating & buying local throughout the Market as well as in the community; increase sales & support of local farmers & vendors.

- Implementation of a “Grow Local” marketing signage & demonstration campaign throughout the farm sheds by/in growing season 2010 (this goal’s fulfillment partially pending a grant award-notification in December 2009). Increase projected local vendor sales by 10% over last year when easily identifiable as local.
- Execute a minimum of 2 “in house” demos per month; increasing vendor sales of promoted product by a minimum of 20%.
- Execute a targeted media campaign (including web-site, newsletter, social media, print, etc) to drive traffic to NFM as the open 362 day, city-wide provider of local; increase comparative customer traffic by 20% over last year.

Goal Four

Promote, initiate, and participate in programming that supports the health & wellness of individuals & the community.

Through 2010, NFM will work to support the Nashville Livability Project by engaging with community partners to promote a healthier lifestyle (including diet and exercise).

- Work with other departments & organizations to help design & maintain increased transportation & mobility opportunities to/from NFM including but not limited to MTA, BPAC, Walk/Bike Nashville, Nashville on the Move, YMCA, Community & Economic Development, NCVB, Convention Center, TPAC, and Team Green.
- Have 2 programs per year working with different organizations targeted to/for/with schools (MTA, Food Bank, FSP) in promoting healthier lifestyles.
- Have at least 2 active memberships in organizations promoting health & healthy lifestyles.
- Participate in Get Fit Day to increase awareness & underscore the value & role food plays in individual health.

LINES OF BUSINESS

Line of Business One – Purpose Statement

The purpose of the Facility Management line of business is to provide facility and safety products for our customers so they can shop in a clean and safe environment.

LOB One – Key Results

Percentage of shoppers that feel the Market is a clean and safe environment

Line of Business Two – Purpose Statement

The purpose of the Marketing Service line of business is to provide marketing products to tenants and customers so they can experience the full benefits of doing business at the Farmer's market.

LOB Two – Key Results

Percentage of customers surveyed who say that they spent more money during the current year at the Farmer's Market than they did in the past year.

PROGRAM

Line of Business Purpose Statement

The purpose of the Facility Management line of business is to provide facility and safety products for our customers so they can shop in a clean and safe environment.

Program Name

Facility Management

Program Purpose Statement

The purpose of the Facility Management program is to provide facility and safety products for our customers so they can shop in a clean and safe environment.

Family of Measures: Result Measure(s)

Percentage of shoppers that feel the FM is a clean and safe environment

Family of Measures: Output Measure(s)

Number of building cleaning sessions **(KEY)**
Number of customers expressing satisfaction with their shopping experience

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of building sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

None

Products

- Grounds maintenance sessions
- Building cleaning sessions **(KEY)**
- Space rentals
- Security hours
- Preventative maintenance sessions
- Equipment maintenance repair sessions
- Security services

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Marketing Service line of business is to provide marketing guidance and business development products to Farmers' Market vendors so they can develop their business to their fullest potential to satisfy the Nashville shoppers.

Program Name

Marketing Service

Program Purpose Statement

The purpose of the Marketing Service program is to provide marketing guidance and business development products to Farmers' Market vendors so they can develop their business.

**Family of Measures: Result
Measure(s)**

Percentage of customers surveyed who say that they spent more money during the current year at the Farmer's Market than they did in the past year.

**Family of Measures: Output
Measure(s)**

Number of classes on "satisfying the customer" provided (**KEY**)

Number of positive "secret shopper" experiences

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of classes on "satisfying the customer" requested

Number of "secret shops" requested

Please list measures, if any, for this program that might be determined via a public survey.

None

Products

- Classes on "Satisfying the customer"(key)
- Sessions on setting up a farm booth for optimum sales results
- Press releases
- Advertising: print radio, TV, other
- Website