





# Strategic Plan

2021

# FACILITY GOALS

- A. Build a second storage facility for increased revenue
- B. Work to either secure grant monies or funding through the district to outfit and created a centralized freezing and cold storage facility for the Syracuse City School District, Work to outfit the other half of the space and convert space to updated wholesale warehouse space, Update/ Replace Roof, Rework and meter utilities
- C. Acquire these facilities - use this space partially for commercial real estate and the rest for updated wholesale warehouse space for our current wholesale tenants, and opening the opportunity to work with new larger tenants as well.
- D. Acquire this space for development and potential land lease opportunities
- E. Acquire this space for development and potential land lease opportunities
- F. Develop this space and explore land lease opportunities such as gas stations, etc.
- G. Repair and possibly pave this driveway - currently transitioning to use this road only primarily for market days (for safety and security reasons)
- H. Restore and develop area for paid storage (once vacated of maintenance related items)
- I. Develop for additional parking
- J. Repair trench drains on back dock area as well as along farmers market drive, upper window and roof repairs, long term-potential for conversion of space for use as event space, restaurant space, or office/ warehouse combination space (once updated space is created elsewhere for wholesale market tenants)
- K. Possible development for Byrne Dairy Expansion
- L. Upper window repairs, updated overhead doors (possibly clear glass or plastic to resemble C-Shed), update and improve solar system
- M. Install pergola style coverings over walkways and possibly stalls
- N. Complete solar system to get it up and running
- O. Centralized Food Court (possible location) - Additionally, update all food sheds to new storage containers
- P. Renovate or relocate bathrooms, updated overhead doors (possibly clear glass or plastic to remember C-Shed)
- Q. Repair roof and rework sprinkler system to avoid future roof failures
- R. Require updates and improvements to the Buda's Meats and Produce facility, or explore other options for development
- S. Repair roof over one story section of the building, repair and replace metal window and door frames, Brick and Mortar repair, internal drainage and deterioration repair, relocate/ renovate office space, Repair or replace skylights over commons
- T. Pavement improvements, re-stripe parking asphalt, determine and repair infrastructure issues, repair holes and uneven sidewalks, resolve issues with drainage basins, new and improved lighting in retail and parking areas
- U. Repair pavement, determine and repair infrastructure issues
- V. Nothing at this time
- W. Remove old foundation and clean up the space for development of possible parking or land lease
- X. Relocate storage in basement to centralized maintenance shop, and rent out basement space for additional revenue
- Y. Develop for additional parking
- Z. Develop for additional parking

**\*\*Image found on next page for letter referencing\*\***



## ADDITIONAL FACILITY GOALS

- Convert all lighting to LED
- Brick and mortar repairs to all brick buildings
- New area for roll off with concrete pad and permanent fence
- Repair and improve all fencing issues around the facility for increased security
- Fix or replace all window canopies on all buildings
- Create a centralized maintenance shop to include: a shower, lockers, work space, storage space with adequate tools and inventory, and a bull pen - in turn, rent out all spaces that are currently occupied for maintenance, salt storage, and cardboard/ scrap recycling (to include possible paid tow motor storage in current shop space)
- Repair or replace guard shack
- Repair or replace heaters throughout the retail area
- Finish installing fire protection systems throughout the retail area
- Security camera system in retail area, behind truck court, and in front of Administration Building
- Update facility to utilize a key fab system for improved security and accountability
- Replace metal window and door frames around entire facility

# PROGRAM GOALS

- Creative Marketing Opportunities
  - Improve upon and continue to grow: website, Facebook, Instagram, YouTube
  - Reach out into: Pinterest, TikTok, YouTube Shorts, Instagram Reels, blog posts etc.
  - Potential for paid opportunities on Website and blog posts
- Vendor Outreach and Growth Opportunities
  - Create monthly vendor newsletter and grow our email campaigns to get information to vendors on a regular basis, and to keep everyone informed and involved
  - Build Community through vendor events
  - Develop opportunities or establish connections for both new and established vendors, with business development tools
  - Address issues with vendors claiming the wrong category, and develop a policy with strict and lasting effects to discourage violations of this rule
  - Continued growth of marketing initiatives, highlighting tenants and vendors to include possible paid opportunities in blog and website posts (as listed above)
  - Collaborate with vendors to offer weekly or monthly raffles to increase awareness of both product availability and the market media that highlights vendors, tenants, products, and programming
- Increase opportunities for community education on products via usage of demo kitchen for not only live demos, but also guest chef opportunities, live web broadcasts on Instagram, YouTube, Facebook, and TikTok - include product education as well as recipes and product tips
- Improve Commons
  - Possible NY Grown store - look into opportunities to collaborate with vendors or find a tenant willing to collaborate with vendors on this project
  - Possibility for Community Room available for rental
- Increase Outreach
  - Walking tour program with taking points (history, food systems, market operations, perks of buying local, etc.)
  - Provide classes for customers on topics such as: tips for shopping at the market, storing and freezing product, product education etc.
  - Events to draw a crowd during Thursday markets
  - Continue to grow collaborations with educators working booths on the Market for customer education opportunities
  - Continued growth and distribution of benefits provided through many levels and programming (WIC, Sr. Nutrition, SNAP, FreshConnect, etc.)
  - Possibility of evolving on the idea of the mobile market, through reinstatement of the program or creating a similar program with pre-packaged boxes to get healthy food into the food desert areas surrounding the Market

# PROGRAM GOALS

- Collaboration with the Syracuse City School District, City, and County to establish relationships and aid in the process of getting fresh and local foods into the meals and the hands of the youth in the Syracuse area and encourage education and interest in local food and local food systems
- Reestablish use of trolley on the retail market once safe to do so - use this as an opportunity to create a farm like atmosphere through the use of farm tractors
- Collaborate with community members and organizations for special events to include: Center for the Aging, heritage based community groups, youth based community groups, etc.
- Increased and Updated Signage in and around the retail market facility with possible paid opportunities for advertisement
- Looking into options of in-house event planning to increase events and event revenue
- Continued wholesale market growth - explore opportunities for additional revenue through land lease opportunities, parking agreements, and other collaborations
- Continue to encourage growth of current tenants such as Byrne Dairy and other wholesale tenants, while exploring opportunities for providing increased and updated space for such tenants



- masonry repairs \* very important

- regular maintenance facility - comprehensive - maybe section I \* very important

## FACILITY GOALS

- |    |   |            |    |   |            |
|----|---|------------|----|---|------------|
| A. | Build a second storage facility for increased revenue   | Long term  | O. | Centralized Food Court (possible location) - Additionally, update all food sheds to new storage containers  | long term  |
| B. | Work to either secure grant monies or funding through the district to outfit and create a centralized freezing and cold storage facility for the Syracuse City School District. Work to outfit the other half of the space and convert space to updated wholesale warehouse space, Update/ Replace Roof, Rework and meter utilities | Short term | P. | Renovate or relocate bathrooms, updated overhead doors (possibly clear glass or plastic to resemble C-Shed)   | long term  |
| C. | Acquire these facilities - use this space partially for commercial real estate and the rest for updated wholesale warehouse space for our current wholesale tenants, and opening the opportunity to work with new larger tenants as well.   | long term  | Q. | Repair roof and rework sprinkler system to avoid future roof failures   | short term |
| D. | Acquire this space for development and potential land lease opportunities   | long term  | R. | Require updates and improvements to the Buda's Meats and Produce facility, or explore other options for development   | Short term |
| E. | Acquire this space for development and potential land lease opportunities   | long term  | S. | Repair roof over one story section of the building, repair and replace metal window and door frames, Brick and Mortar repair, internal drainage and deterioration repair, relocate/ renovate office space, Repair or replace skylights over commons | Short term |
| F. | Develop this space and explore land lease opportunities such as gas stations, etc.  | long term  | T. | Pavement improvements, re-stripe parking asphalt, determine and repair infrastructure issues, repair holes and uneven sidewalks, resolve issues with drainage basins, new and improved lighting in retail and parking areas                         | Short term |
| G. | Repair and possibly pave this driveway - currently transitioning to use this road only primarily for market days (for safety and security reasons)  | Short term | U. | Repair pavement, determine and repair infrastructure issues   | short term |
| H. | Restore and develop area for paid storage (once vacated of maintenance related items)   | long term  | V. | Nothing at this time  |            |
| I. | Develop for additional parking  | long term  | W. | Remove old foundation and clean up the space for development of possible parking or land lease  | long term  |
| J. | Repair trench drains on back dock area as well as along farmers market drive, upper window and roof repairs, long term-potential for conversion of space for use as event space, restaurant space, or office/ warehouse combination space (once updated space is created elsewhere for wholesale market tenants)                    | Short term | X. | Relocate storage in basement to centralized maintenance shop, and rent out basement space for additional revenue  | short term |
| K. | Possible development for Byrne Dairy Expansion  | Short term | Y. | Develop for additional parking  | long term  |
| L. | Upper window repairs, updated overhead doors (possibly clear glass or plastic to resemble C-Shed), update and improve solar system  | short term | Z. | Develop for additional parking  | long term  |
| M. | Install pergola style coverings over walkways and possibly stalls   | long term  |    |   |            |
| N. | Complete solar system to get it up and running  | Short term |    |   |            |

Scale  $\frac{?}{\circ}$  need advice & update

\*\*Image found on next page for letter referencing\*\*

per John



Maintenance facility tractor Barn

## ADDITIONAL FACILITY GOALS

- Convert all lighting to LED *Short term*
- Brick and mortar repairs to all brick buildings *Short term Very important*
- New area for roll off with concrete pad and permanent fence *long term*
- Repair and improve all fencing issues around the facility for increased security *short term*
- Fix or replace all window canopies on all buildings *Short term very important*
- Create a centralized maintenance shop to include: a shower, lockers, work space, storage space with adequate tools and inventory, and a bull pen - in turn, rent out all spaces that are currently occupied for maintenance, salt storage, and cardboard scrap recycling (to include possible paid tow motor storage in current shop space) *Short term Very important*
- Repair or replace guard shack *Short term*
- Repair or replace heaters throughout the retail area *long term*
- Finish installing fire protection systems throughout the retail area *long term*
- Security camera system in retail area, behind truck court, and in front of Administration Building *long term*
- Update facility to utilize a key fab system for improved security and accountability *Short term*
- Replace metal window and door frames around entire facility *short term very important*

per JoAnn



## PROGRAM GOALS

### Creative Marketing Opportunities

- Improve upon and continue to grow: website, Facebook, Instagram, YouTube
- Reach out into: Pinterest, TikTok, YouTube Shorts, Instagram Reels, blog posts etc.
- Potential for paid opportunities on Website and blog posts

Short term

### Vendor Outreach and Growth Opportunities

- Create monthly vendor newsletter and grow our email campaigns to get information to vendors on a regular basis, and to keep everyone informed and involved
- Build Community through vendor events
- Develop opportunities or establish connections for both new and established vendors, with business development tools
- Address issues with vendors claiming the wrong category, and develop a policy with strict and lasting effects to discourage violations of this rule
- Continued growth of marketing initiatives, highlighting tenants and vendors to include possible paid opportunities in blog and website posts (as listed above)
- Collaborate with vendors to offer weekly or monthly raffles to increase awareness of both product availability and the market media that highlights vendors, tenants, products, and programming

Short term

long term

Increase opportunities for community education on products via usage of demo kitchen for not only live demos, but also guest chef opportunities, live web broadcasts on Instagram, YouTube, Facebook, and TikTok - include product education as well as recipes and product tips

long term

Improve Commons

long term

Possible NY Grown store - look into opportunities to collaborate with vendors or find a tenant willing to collaborate with vendors on this project

long term

Possibility for Community Room available for rental

• Increase Outreach

- Walking tour program with taking points (history, food systems, market operations, perks of buying local, etc.)
- Provide classes for customers on topics such as: tips for shopping at the market, storing and freezing product, product education etc.
- Events to draw a crowd during Thursday markets *and Sunday market*
- Continue to grow collaborations with educators working booths on the Market for customer education opportunities
- Continued growth and distribution of benefits provided through many levels and programming (WIC, Sr. Nutrition, SNAP, FreshConnect, etc.)
- Possibility of evolving on the idea of the mobile market, through reinstatement of the program or creating a similar program with pre-packaged boxes to get healthy food into the food desert areas surrounding the Market

long term

per John

## PROGRAM GOALS

Short term

- Collaboration with the Syracuse City School District, City, and County to establish relationships and aid in the process of getting fresh and local foods into the meals and the hands of the youth in the Syracuse area and encourage education and interest in local food and local food systems

Long term

- Reestablish use of trolley on the retail market once safe to do so - use this as an opportunity to create a farm like atmosphere through the use of farm tractors

Short term

- Collaborate with community members and organizations for special events to include: Center for the Aging, heritage based community groups, youth based community groups, etc.

Short term

- Increased and Updated Signage in and around the retail market facility with possible paid opportunities for advertisement

Long term

- Looking into options of in-house event planning to increase events and event revenue

Short term

- Continued wholesale market growth - explore opportunities for additional revenue through land lease opportunities, parking agreements, and other collaborations

Short term

- Continue to encourage growth of current tenants such as Byrne Dairy and other wholesale tenants, while exploring opportunities for providing increased and updated space for such tenants



per  
golm