

# **Broad Street Market Alliance**

A community-driven initiative to grow the historic Broad Street Market into a sustainable Food Hub serving the City of Harrisburg and beyond.

The following proposal offers a vision of a new non-profit membership organization to govern the Broad Street Market. By fully enfranchising both vendors and consumers, engaging local and regional stakeholders and industry experts, and clarifying the goals of the organization, the new Alliance will position the Broad Street Market for community buy-in and success for years to come.

**[www.BroadStreetMarketAlliance.org](http://www.BroadStreetMarketAlliance.org)**

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# Broad Street Market Alliance

A non-profit membership organization

## Board of Directors

Year	1	2	3	4	5	6	7	8
New members	11	5	5	5	5	5	5	5
Community-appointed	1	2	3	4	5	6	7	8
Vendor-appointed	3	4	5	6	7	8	9	10
City-appointed	5	6	7	8	9	10	11	
Agricultural-appointed (3 years)	7	8	9	10	11			
Agricultural-appointed (2 years)	10	11						

Eleven members appointed for staggered terms

### Agricultural Committee

Represents high-level stakeholders with expertise directly related to Market interests

Appoints five members to Board of Directors

### Vendor Committee

All standing Market vendors

Appoints two members to Board of Directors

## Community Membership

**Membership of the corporation.** Meets annually. Appoints two members to Board of Directors.

Between meetings, a Consumer Committee represents the interests of the community to the Board, and conducts community-oriented events throughout the year.

**Automatic members**  
Mayor, members of Board, members of Agricultural Committee

**Opt-in members**  
1) Residents of Hbg, age 16+, signed member agreement  
2) Residents of PA, age 16+, annual dues, signed member agreement

## Key principles

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- As stewards of a city asset, Market governance must be transparent, responsive, and accountable to its various and varied constituents, including city government, residents of Harrisburg and the surrounding area, vendors, and the farm and market communities at large.
- To be sustainable, the Market must be operated as a professional and profitable business.
- Day-to-day operations of the Market must be managed by a skilled and experienced professional who is both directly accountable to the Market's governing body and sufficiently empowered to carry out the organization's objectives.
- The Market must be governed and operated under a clear mission statement which guides the organization as a whole toward explicitly stated shared ends.

## Overview of proposed structure

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- Market is operated by the Broad Street Market Alliance, a non-profit membership organization governed by a Board of Directors appointed by key stakeholders, including Market consumers and the local community, Market vendors, an Agricultural Committee comprising leaders from the agricultural and agriculture-related communities, and the Mayor of Harrisburg.
- A professional Market Director, hired by and accountable to the Board of Directors, is responsible for day-to-day operations of the Market.
- Three core committees are ensconced in bylaws to ensure engagement and representation of stakeholders: Agricultural Committee, Vendor Committee, and Consumer Committee.

## Board of Directors

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- The Board stewards the Market through hiring and oversight of Market management, and advancement of the Market's mission both supporting and beyond daily operations.
- Eleven volunteer members appointed as follows:
  - Two appointed by the Alliance community membership for two-year staggered terms
  - Two appointed by the Vendor Committee for two-year staggered terms
  - Two appointed by the Mayor for two-year staggered terms
  - Five appointed by the Agricultural Committee: Two for two-year staggered terms; three for three-year staggered terms
- Staggered terms balance needs for continuity, stability, and accumulation of institutional wisdom with needs for responsiveness, innovation, and accountability. No more than five members change during any one year.

- Meetings are open to the public unless closed by vote of the Board. Generally, representatives of the Agricultural, Vendor, and Consumer Committees will attend all meetings.
- Business conducted by affirmative vote of no fewer than six members.
- Conducts an annual meeting for the full Alliance membership.
- Nominates one Director per year for election by the Alliance/Community membership (additional nominations may come from Alliance/Community members of the prior to the Annual Meeting).
- Sets budget and presents current year budget and prior year financials at Annual Meeting, and on-demand to Agricultural Committee.
- May appoint purpose-driven committees (e.g., development, design/facilities, marketing) beyond the constituency committees established in bylaws. Such Board committees may include non-Board members.

### **Alliance/Community membership**

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- Membership of the corporation made up of interested and engaged community members.
- Meets annually to elect one member to the Board of Directors, hear “State of the Market” reports from the Board, and socialize.
- The Mayor, members of the Board, and members of the Agricultural Committee are automatic members.
- Others may opt-in as follows:
  - Residents of Harrisburg, at least 16 years of age, may become members by signing a membership agreement stating that they agree to uphold the Market mission statement.
  - Residents of Pennsylvania, at least 16 years of age, may become members by paying nominal annual dues and signing a membership agreement stating that they agree to uphold the Market mission.
  - The Board may establish criteria for non-PA residents to become members if it chooses.

### **Consumer Committee**

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- All non-vendor Alliance/Community members are eligible for Consumer Committee membership; committee chair appointed by the Board.
- Represents consumer interests to Board between Alliance membership meetings.
- Generally, an appointed representative of the Consumer Committee attends all open Board meetings.
- Primary pool for volunteer needs, and conduit for community engagement with the Market – hosts dinners at the Market, tours of vendor farms, etc.

## **Agricultural Committee**

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- Advisory body comprising “industry experts” – high-level stakeholders in directly related industries with expert knowledge and understanding of various aspects of market operations.
- Appoints five Board members, two each year (one for a three-year term, one for a two-year term).
- Ensures Board composition includes necessary and relevant skills and perspectives, including market operations experience and food and beverage experience.
- Voting members specified in bylaws include representatives of the PA Department of Agriculture, PASA, the PA Farmers Union, Farmers Market Coalition, Tuscarora Organic Growers Cooperative, Lancaster Farm Fresh Cooperative, PA Farm Bureau, PA Department of Health, Penn State Extension.
- Additional non-voting members appointed by the committee or by the Board. Ideally includes high-revenue or longstanding vendors, managers or Board members of sister markets, local farmers, local community leaders, local farm-to-table chefs, etc.
- Committee elects its own chair.
- Generally, an appointed representative of the Agricultural Committee attends all open Board meetings.

## **Vendor Committee**

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- Comprising all standing vendors of the Market.
- Committee elects its own chair.
- Vendors must be current on rent at the time of a vote to be eligible to vote.
- Appoints one Board member each year for a two-year term.
- Generally, an appointed representative of the Vendor Committee attends all open Board meetings.
- Distinction between standing vendors and weekly or seasonal vendors should be included in bylaws, along with provisions for weekly or seasonal vendors to participate in the Vendor Committee if desired.