



Portland Farmers Market Strategic Plan 2015-2018

Mission and Who We Are

PFM operates world-class farmers markets that contribute to the success of local food growers and producers and create vibrant community gatherings. As a trade association, success for our vendors is our primary objective. Listening and learning from vendors and shoppers produces outstanding farmers markets where vendors prosper and communities thrive.

Vision

PFM is a catalyst for the nation's most prosperous, healthy and sustainable food system.

- Food producers thrive and expand
- All residents have access to farm fresh food
- Farmer's markets build, nourish and inspire community

Values

- **Nourishment:** food is the heart and soul of our lives. Access to fresh nutritious food is a foundation for health and human dignity.
- **Sustainability:** our markets and operations model social, economic and ecological sustainability.
- **Relationships:** positive personal connections and cooperation underlie our contributions to the community.
- **Excellence:** by combining innovation and industriousness we achieve our best while making farmers markets fun, functional and beautiful.
- **Organizational Integrity:** we maintain financial strength and professional fulfillment in a lively team environment.
- **Authenticity & Transparency:** we are accountable to our community by requiring our vendors to produce and source what they sell with integrity.

Goals & Strategies

Goal 1 – Our markets offer a meaningful experience that supports the success and prosperity of vendors.

Curate and sculpt each market to meet quality standards and attract shoppers.

Strategies and Key Actions

- A. **Design markets with vendors that bring a balance** of variety and competition while reflecting vendor and community needs
 - a. Expand relations with surrounding business and residential communities
 - b. Assess, educate and implement cultural competencies to attract new partners and shoppers
 - c. Exchange ideas with vendors to curate ideal market composition
- B. Develop each market with **customer-focused services and programs** that increase dollars spent
 - a. Customize vendor offerings and programs for shopper base, such as: tourists, families, seniors, etc.
 - b. Select best methods for engaging and building customer loyalty, such as: advisory committees, local sponsorships, listening sessions, etc.
- C. Create a **targeted marketing plan** to increase community engagement and attract new shoppers
 - a. Capitalize on 25th anniversary and cookbook as marketing tools in 2016-17
 - b. Conduct research to understand consumer preferences and ways to attract new shoppers
 - c. Utilize various and targeted media to deliver key messages that resonate with communities of shoppers

Goal 2 – Our vendors have the opportunities and support they desire.

Offer a pathway for farmers and food entrepreneurs to help them grow from incubation to independent success based on their individual needs.

Strategies and Key Actions

- A. **Align PFM programs**, policies, philosophies and practices to the best benefit of vendors and PFM
 - a. Design systems and practices to include the voice of vendors in PFM decisions, engage a vendor advisory committee
 - b. Refine market policies, vendor selection and enforcement practices to assure best mix at each market and open opportunities for new vendors
- B. Offer **business acceleration** programs that pattern success of others around the nation and address our vendors' needs.
 - a. Develop a comprehensive business acceleration program based on survey of vendor needs, include technical assistance elements, budget, evaluation and intended outcomes

- b. Seek emerging farmers and food entrepreneurs for entry into our markets, define entry and graduation criteria
 - c. Offer workshops to provide expert advice, education and support
 - d. Offer scholarships, emergency funds, access to other financial options support for vendors as resources allow
- C. Combine business acceleration efforts with **social equity/inclusion awareness** to expand PFM’s ability to support a diversity of vendors and develop programs accordingly
- a. Outreach to entrepreneurs in underrepresented culture groups to vend at PFM
 - b. Develop PFM’s capacity and ability to support new vendors with needs assessment, training and institutional shifts
- D. **Expand market place** offerings to new venues, retail locations, and other styles of farmers markets
- a. Seek and remain open to opportunities such as pop-up markets, new markets, retailing, wholesaling, veggie Rx, etc.

Goal 3. PFM is a leader in advancing the local food system.

Position PFM within the food systems community to promote consumption of locally grown food.

Strategies and Key Actions

- A. Position PFM as a leader by regular delivery of **key messages in public media**.
 - a. Maintain brand awareness and authenticity
 - b. Distribute messages such as: economic impact, business incubation, sustainability, social justice, market practices, vendor news and key events
- B. Proudly promote the shared vision and successes of **PFM and FMF**.
 - a. Include FMF successes and needs in PFM communications
 - b. Support FMF with PFM staff and in alignment with contracted services
 - c. Maintain clarity on respective roles based on respective missions
- C. Engage in food, farm and small business **policy issues** relevant to our vendors.
- D. **Participate with food systems organizations** that support farmers and food artisans to enhance PFM’s unique role in the food system.
 - a. Convene such groups for collaboration, coordination and relationship building
 - b. Network and attend events of other groups to learn and stay connected

Goal 4. PFM is a sustainable organization with capacity to accomplish its mission.

Align organizational capacity and structure to achieve goals. Sustain a culture that supports staff, assures resilience and seeks opportunities.

Strategies and Key Actions

- A. Embrace a cultural **equity philosophy** that permeates PFM to broaden recruitment of vendors and PFM staff and attract diversity in shoppers.
 - a. Engage a consultant to help develop a comprehensive plan, training and ongoing implementation
 - b. Set equity goals for market operations, staff and community relations

- B. Determine strengths and identify gaps in **staff capacity** in order to implement strategic plan activities
 - a. Match skills needed to implement plans with board and staff strengths, note and fill gaps as needed
 - b. Determine changes needed and budget impact
 - c. Create professional development plans for staff as needed

- C. **Financial philosophies** align with strategic directions and anticipate income and investment opportunities.
 - a. Assure budgets support strategic priorities
 - b. Dedicate effort toward sponsorship and other revenue generation