



PORTLAND  
FARMERS MARKET

# STRATEGIC PLAN

2019-2021



# MISSION + WHO WE ARE

Portland Farmers Market 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
- Residents are welcomed and have access to farm fresh food
- Farmers' 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**

Proactive personal connections and cooperation underlie our dedication to vendor success and engagement with communities.

## **EXCELLENCE**

By combining innovation and industriousness we achieve our best while making farmers' markets a fun, accessible and beautiful experience.

## **ORGANIZATIONAL INTEGRITY**

We maintain financial strength and professional fulfillment in a lively team environment that celebrates cultural and personal differences.

## **MARKET INTEGRITY**

We are accountable to our shoppers by requiring our vendors to produce what they sell and source what they can from local growers.

# GOALS

## 1 ROBUST AND VITAL MARKETS

PFM manages financially robust markets while providing opportunities for farmers and food artisans to connect with Portland communities.

### STRATEGIES

- Develop and implement analytical approaches to assess each market's ability to thrive using financial and community impact measures
- Explore, broaden, evaluate and project revenue streams to exceed anticipated expenses.
- Connect farmers and vendors with local community in diverse and balanced markets to achieve the highest customer and vendor satisfaction.

## 2 LEADER IN THE FOOD MOVEMENT

PFM is respected as an established food leader by partners due to mutually beneficial relationships and powerful, consistent messaging.

### STRATEGIES

- Build sustainable relationships with critical partners to ensure successful market sites and local champions.
- Differentiate ourselves by consistently sharing key messages to increase shoppers and vendor sales.
- Build meaningful relationships and partnerships with food systems networks at all levels to lead and incorporate trends.
- Maintain clarity and benefit in relationship with Farmers Market Fund.

## 3 STRONG TEAM WITH INTENTIONAL CULTURE

PFM is an inspiring, transparent and inclusive learning organization and fun place to work.

### STRATEGIES

- Integrate our equity philosophy into all decision making, policy development and systems with guidance from our equity lens.
- Assess and revise organizational culture and structure to ensure capacity to achieve goals.
- Clarify and communicate PFM's compensation philosophy and adjust systems to reflect it.
- Develop and implement comprehensive onboarding/training programs for staff, board and volunteers that embeds our equity philosophy.



# EQUITY PHILOSOPHY

Portland Farmers Market offers inclusive marketplaces for farmers and food entrepreneurs to thrive and for food to nourish our communities. We celebrate a diverse range of social identities through the voices of our vendors, shoppers, employees, and volunteers.

We understand we are a part of inequities in the food system based on institutional and systemic racism, and forms of oppression that intersect and impact those who are marginalized.

In our communities, at our markets, and within our organization, we are committed to addressing inequities as a critical step in sustaining our mission. To that end, we provide and promote access to business opportunities and nutritious food in many communities, including those impacted by injustice, oppression, and poverty.

Because we operate from a position of privilege we cannot do this work alone. We intentionally develop reciprocal relationships that allow us to build on the strengths of us all. Internally, we seek volunteers and employees with diverse cultural experiences and maintain an inclusive and welcoming culture.

Sustaining equitable and inclusive farmers' markets allows us to thrive and achieve our mission. This work is ongoing. We will learn, have setbacks, and strive to learn even more.





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### ABOUT PORTLAND FARMERS MARKET

Celebrating its 28th season in 2019, Portland Farmers Market operates world-class farmers markets that contribute to the success of local food growers and producers, and create vibrant community gatherings. The independently-run nonprofit organization manages five weekly farmers markets in Portland, including the flagship, year-round market on Saturdays at Portland State University. More than 700,000 shoppers purchased farm-fresh produce, meats, cheeses, seafood, baked goods and other specialty foods from more than 190 vendors generating more than \$8 million in sales annually. Through operating markets, Portland Farmers Market serves as an incubator for emerging businesses, a leader in the local food movement, a culinary focal point, a cultural destination and a beacon for Portland's sustainability movement. To learn more about how Portland Farmers Market aims to grow, nourish and inspire the community, become a Twitter and Instagram follower, Facebook fan, blog reader, and visit [portlandfarmersmarket.org](http://portlandfarmersmarket.org).

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