**At the SF Market, we make things grow – for farmers, merchants, customers, and the community.**

For decades, we have built the relationships, programs, and critical infrastructure that help the Bay Area food community thrive. We have changed with times and tastes, helping to create the central role that food plays in the health of our community, in our economy and in our enjoyment of everyday life.

We created The SF Market’s first strategic plan after incorporating as a nonprofit in 2013 and securing a 60-year lease renewal on our space from the City of San Francisco. This plan laid the groundwork for our success of the last several years.

Our newest Strategic Plan looks ahead through 2022. It builds on our goals to provide healthy food to our community, to serve as a growth engine for jobs and small businesses, and to deliver as much value as possible from our perfect San Francisco location.

The heart of our strategy is our $100 million Reinvestment Plan, which will upgrade and expand The SF Market to ensure that we meet customer demand and continue to serve as an anchor for quality jobs in San Francisco. By updating our storage and distribution facilities, we will be able to incubate new businesses, provide space for our merchants to grow, reduce our environmental footprint, and deliver state-of-the-art food safety.

**In the next four years The SF Market will pursue four critical and intertwined goals:**

1. **Continue to Build a Thriving and Effective Nonprofit Organization**
   We will develop and strengthen The SF Market and ensure its future by maintaining a financially sound operating model and building fundraising capacity to deliver on our $100M Reinvestment Plan.

2. **Maintain and Improve Market Facilities and Operations**
   Our plan sustains The SF Market by maintaining and continuously upgrading our facilities and operations to provide current and future merchants with the space and amenities to grow their businesses. Our Reinvestment Plan will benefit the community, customers and employees by improving our roads and building new LEED-certified space that provides for a state-of-the-art wholesale produce market.

3. **Make The SF Market a Destination: Grow Business and Attract Merchants Tenants**
   The SF Market will continue to grow – and to help others grow – leveraging our award-winning branding to build awareness of the Market among customers, growers and the community. We will continue improving the customer and merchant experience as well as pilot programs for our stakeholders such supporting local farmers as they seek to identify new selling opportunities.

4. **Support a Healthier, Sustainable and Fair Food System**
   The SF Market will continue serving the community by growing our robust Food Recovery Program, which is already providing the ingredients for 500,000 meals served throughout San Francisco and reducing waste by 300 tons a year. We will expand our Educational Tour Program and continue to support San Francisco’s Healthy Retail Program, increasing access to healthy food in neighborhoods most in need. We will work closely with our merchants and the community, using our multi-tenant perspective to help The SF Market continue to be a place that provides low barrier entry jobs for San Franciscans.

We invite you to learn about our accomplishments to date through our most recent annual report on sfproduce.org and to join us in continuing to make things grow.
Vision: The vision of the San Francisco Market Corporation is to make The SF Market a vibrant, thriving and sustainable food center.

Mission: The mission of the San Francisco Market Corporation is to link the produce and food communities of SF and beyond, through the successful operation and development of the San Francisco Wholesale Produce Market (The SF Market).

Thrive

Goal 1. Continue to Build a Thriving and Effective Nonprofit Organization

1A. Manage The SF Market efficiently and effectively. Grow the human capital and resources needed to build a sustainable organization.

1B. Ensure The SF Market secures adequate funding and stays financially sound. Develop 3 year rolling budgets; create and maintain a long-term financial planning model; and identify & secure additional sources of earned and contributed income to support the long-term financial health of The SF Market.

1C. Implement Fundraising Plan. Build fundraising capacity; apply and receive public and private funding; lay groundwork and secure foundation funding.

1D. Maintain effective working relationships between merchants and The SF Market Staff and Board. Continue to employ various engagement strategies and survey merchants annually to assess progress.

Grow

Goal 2. Maintain and Improve The SF Market Facilities and Operations

2A. Maintain and upgrade facilities and operations. Ensure every building remains a functionally operational food facility and provide an efficient operating environment within our urban campus.

2B. Complete the next phase of the Reinvestment Plan with a new building ready for tenant occupancy by the end of 2022. Raise funds; ensure there is sufficient transportation and robust road access for the Market community; build new building; make plans for waste management consolidation; and secure tenants.

2C. Advocate for the needs of The SF Market with neighboring development projects.

Sustain

Goal 3. Make The SF Market a Destination: Grow Business and Attract Tenants

3A. Increase visibility of The SF Market among key stakeholders including growers/suppliers, customers, policymakers, funders and other supporters. Implement new brand and social media strategy; establish educational tour program; pilot local farmer program; and increase our engagement and visibility in Bay Area food world.

3B. Create reasons why businesses would come to The SF Market. Increase tenancy desirability; become a greater food experience for customers; and continue to identify gaps in tenant business types.

3C. Provide technical assistance that supports all Merchants. Provide support to Merchants to become and stay FSMA compliant and respond to requests for additional training.

Do Good

Goal 4. Use The SF Market’s Scale and Unique Industry Position to Support a Healthier, Sustainable, and Fair Food System

4A. Continue and expand Food Recovery Program. Establish volunteer/intern program, distribute 95% of donated produce, and secure funding to fully support program.

4B. Implement Educational Tour Strategy. Organize tours for key audiences; continue to respond to requests from culinary schools and organizations supporting farmers selling into distribution; offer tours to City Leaders and funders; and identify funding to support tours.

4C. Develop and pilot a Local Farmer Program. Leverage partnerships with organizations that support California growers to educate them about opportunities at The SF Market and identify funding to support program.

4D. Identify The SF Market’s role in supporting Merchants’ workforce development needs and facilitating job opportunities for San Francisco residents.

4E. Continue to be a good neighbor and strengthen ties to the Bayview Hunters Point community. Focus produce donation program to support strategic goals; support Healthy Retail efforts in SF; participate in Bayview Hunters Point healthy food access coalition; and cultivate committee and board members with connections to Bayview Hunters Point communities.
The SF Market 2019-2022 Strategic Plan

MISSION
Link the produce and food communities of SF and beyond, through the successful operation and development of the San Francisco Wholesale Produce Market.

VISION
The San Francisco Wholesale Produce Market is a vibrant, thriving and sustainable food center.

Do Good
Support a Healthier, Sustainable, and Fair Food System.

Grow
Make The SF Market a Destination: Grow Business and Attract Tenants

Thrive
Continue to Build a Thriving and Effective Nonprofit Organization

Sustain
Maintain and Improve Market Facilities and Operations