



# Hacienda CDC's Mercado Empresarios

Equitable Economic  
Development Action Plan

*Portland, Oregon*

*Developed in partnership with*

**HACIENDA**  
COMMUNITY DEVELOPMENT CORP.

# Mission

*Hacienda CDC is a Latino Community Development Corporation that strengthens families by providing affordable housing, homeownership support, economic advancement and educational opportunities.*

# Hacienda CDC's Mercado Empresarios

## Equitable Economic Development Action Plan

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*Our vision for advancing equitable economic development within the Portland metropolitan area is through ensuring our Latina/Latino/Latinx individuals and families are economically secure and have an active role in making decisions that shape their lives.*

# 01 | Introduction



Hacienda CDC is a Latino Community Development Corporation that strengthens families by providing affordable housing, homeownership support, economic advancement

and educational opportunities. Our vision for advancing equitable economic development within the Portland metropolitan area is through ensuring our Latina/Latino/Latinx<sup>1</sup> individuals and families are economically secure and have an active role in making decisions that shape their lives. We plan to achieve this through Hacienda's signature program, Mercado Empresarios, a comprehensive incubator model and economic development initiative that is a hub for Latinx culture in Portland, including the Portland Mercado site, Mercado Cocina and one-on-one business technical assistance.

*Both Hacienda and Mercado Empresarios programming focus on the strength of our Latinx community, our diversity and our spirit of entrepreneurship.*

Hacienda was formed to provide necessary housing and supportive services in a low-income, predominantly Latinx community. Our work started in the Cully Neighborhood in NE Portland, a neighborhood that was home to the largest Latinx neighborhood in Oregon. As our programming evolved to serve both the Cully neighborhood as well as Southeast Portland, where the Portland Mercado site is currently located, we noticed clients were coming through our doors from all over the Portland Metro area as well as neighboring Washington County.

<sup>1</sup> Latinx is defined as a person of Latin American origin or descent (used as a gender-neutral or nonbinary alternative to Latino or Latina). In this article, we will be using the term Latinx. <https://www.vox.com/the-highlight/2019/10/15/20914347/latin-latina-latino-latinx-means>

While our focus is not a traditional anti-gentrification approach—in the sense that our areas of focus are not embedded in a predominantly Latinx community—Hacienda seeks to create an economic foothold and opportunity for our clients in a rapidly growing, historically white neighborhood. This is especially crucial as cost of living increases and an influx of new residents begin to unintentionally displace historically POC neighborhoods.<sup>2</sup>

**The Action Plan that follows serves as a road map for supporting low-income, minority and women owned businesses to grow, thrive, and be the centerpiece of prosperity in a city going through substantial transition.**



<sup>2</sup> <https://www.oregonlive.com/realestate/2019/12/portland-area-homebuyers-face-even-fewer-choices-as-prices-rise-25-over-last-year.html>

## 02 | About the Community

*Portland Oregon is one of the least diverse major cities in America.*

According to the Census, approximately 70% of residents are non-Hispanic White and only 9% of the population in Portland is Latinx.<sup>3</sup> Given the racial and ethnic wealth disparities that persist,<sup>4</sup> it is imperative for Hacienda to provide wealth generating services for Latinx entrepreneurs through our small business development program. For businesses to build wealth they must target and cater services where there are customers with purchasing power and the Mercado is a prime location for successfully achieving this. The Mercado is located within a historically white and burgeoning “up and coming” neighborhood. This location well positions our entrepreneurs to sell their products at competitive prices and as a result generate more jobs, increase revenues and ultimately build wealth for POC entrepreneurs.

The Portland Mercado opened in 2015 and was the first Latinx-themed public market in the City; its development highlighted a grassroots model that included community partners and an organized group of Latinx entrepreneurs. Although the Portland

Mercado is a relatively new project, just now celebrating its 5th-year anniversary, it has made a significant impact on the neighborhood with a thriving community of 19 permanent businesses and a fully licensed, affordable, and accessible incubator commercial kitchen, supporting 90+ food businesses.

Thriving community of  
**19**  
**permanent businesses**

Accessible incubator  
commercial kitchen, supporting  
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**food businesses**

<sup>3</sup> <https://www.census.gov/quickfacts/portlandcityoregon>

<sup>4</sup> <https://apps.urban.org/features/wealth-inequality-charts/>









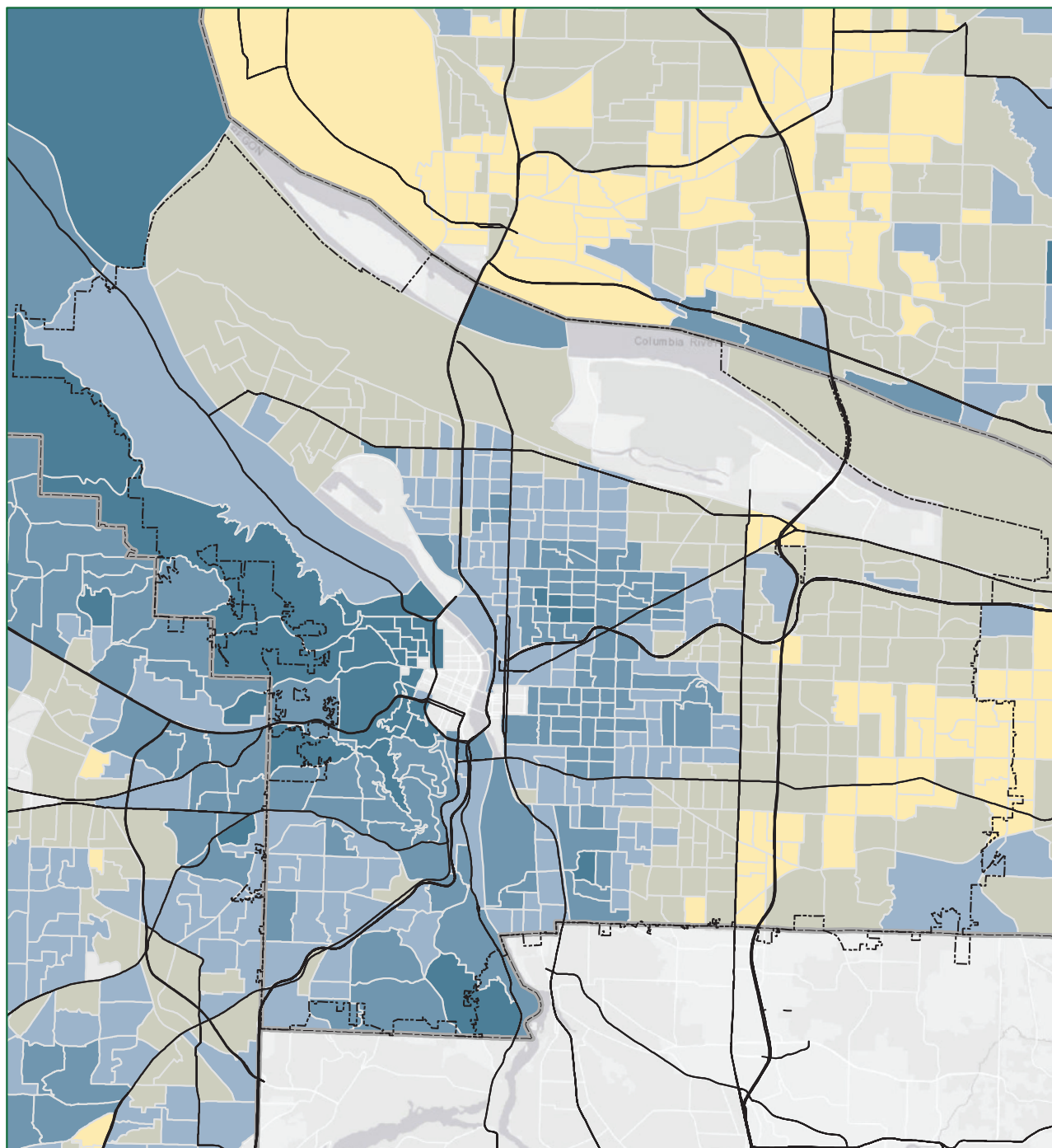
The Portland Mercado is located on Foster Road within the Foster-Powell neighborhood, southeast of Downtown Portland. Over the past decade, the neighborhood has undergone significant investment. Between 1998 to 2010, Prosper Portland, the city's urban renewal agency, invested \$90 million in infrastructure, facilities, transportation and business development.<sup>5</sup> Investments have focused on developing the Lents neighborhood in SE Portland and the Foster Rd. commercial corridor into a more walkable, bike friendly neighborhood which has made the neighborhood more attractive to families, working professionals and ultimately increased property values.

The data and maps provided by the National Association for Latino Community Asset Builders (NALCAB), depict the changing landscape at the census tract level as the city becomes increasingly unaffordable for our community. These changes show a chilling pattern of displacement, with Latinx families moving further east, outside Portland city limits to East Multnomah County and Washington County, to live in more affordable areas. This is concentrating and increasing the racial and ethnic wealth gap that already exists in Portland.

<sup>5</sup> Prosper Portland, Lents Town Center. <https://prosperportland.us/portfolio-items/lents-town-center/?portfolioCats=30>



# Median Home Value—2018



0 1 2 4 Miles

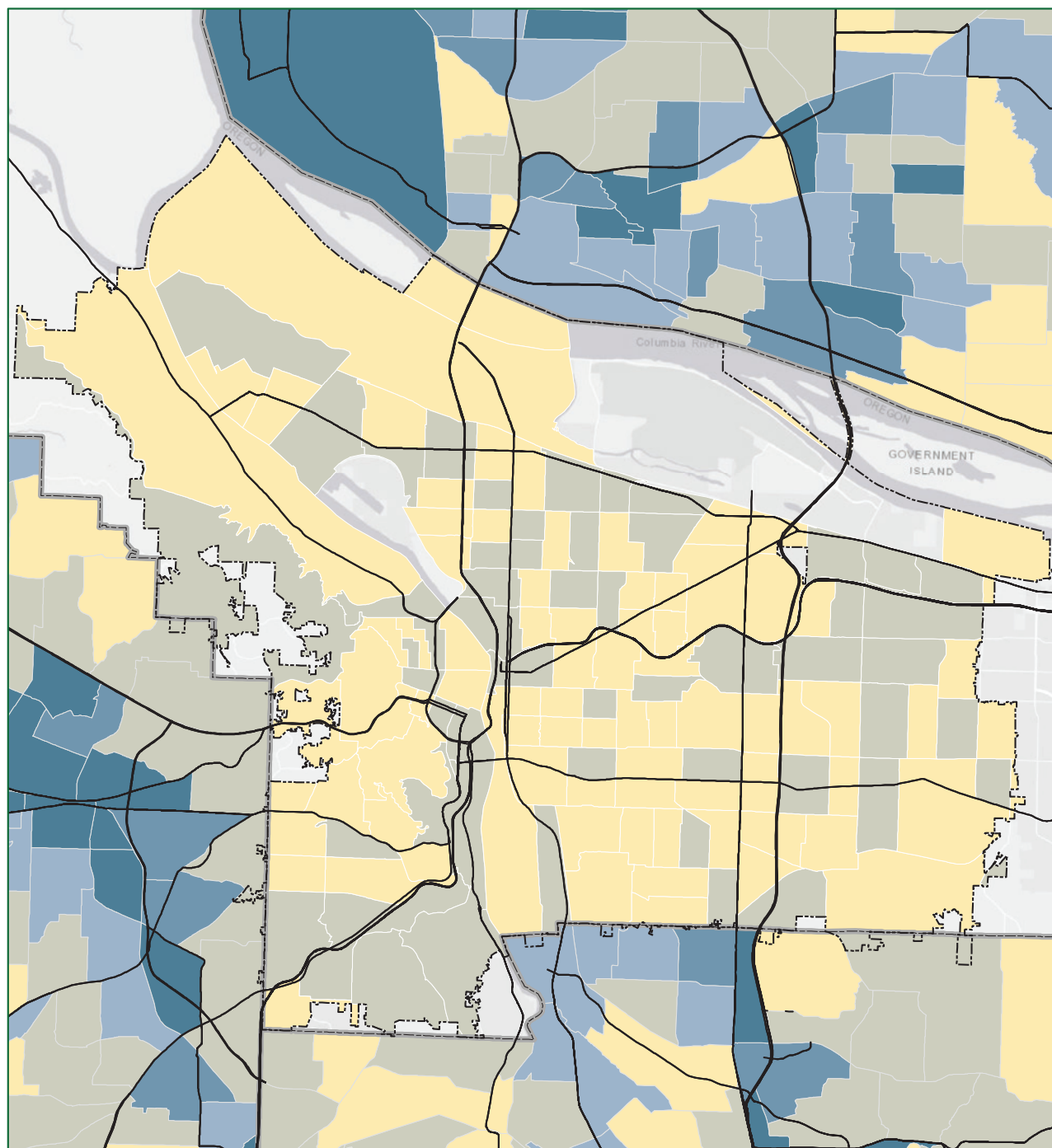
## Median Home Value



Source: HouseCanary



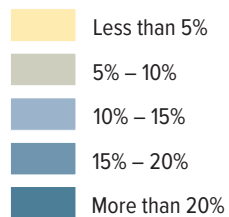
# Hispanic/Latino Population—2017



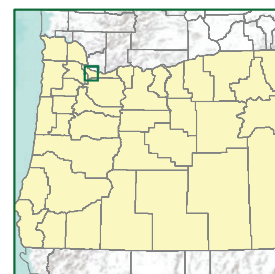
0 1 2 4 Miles



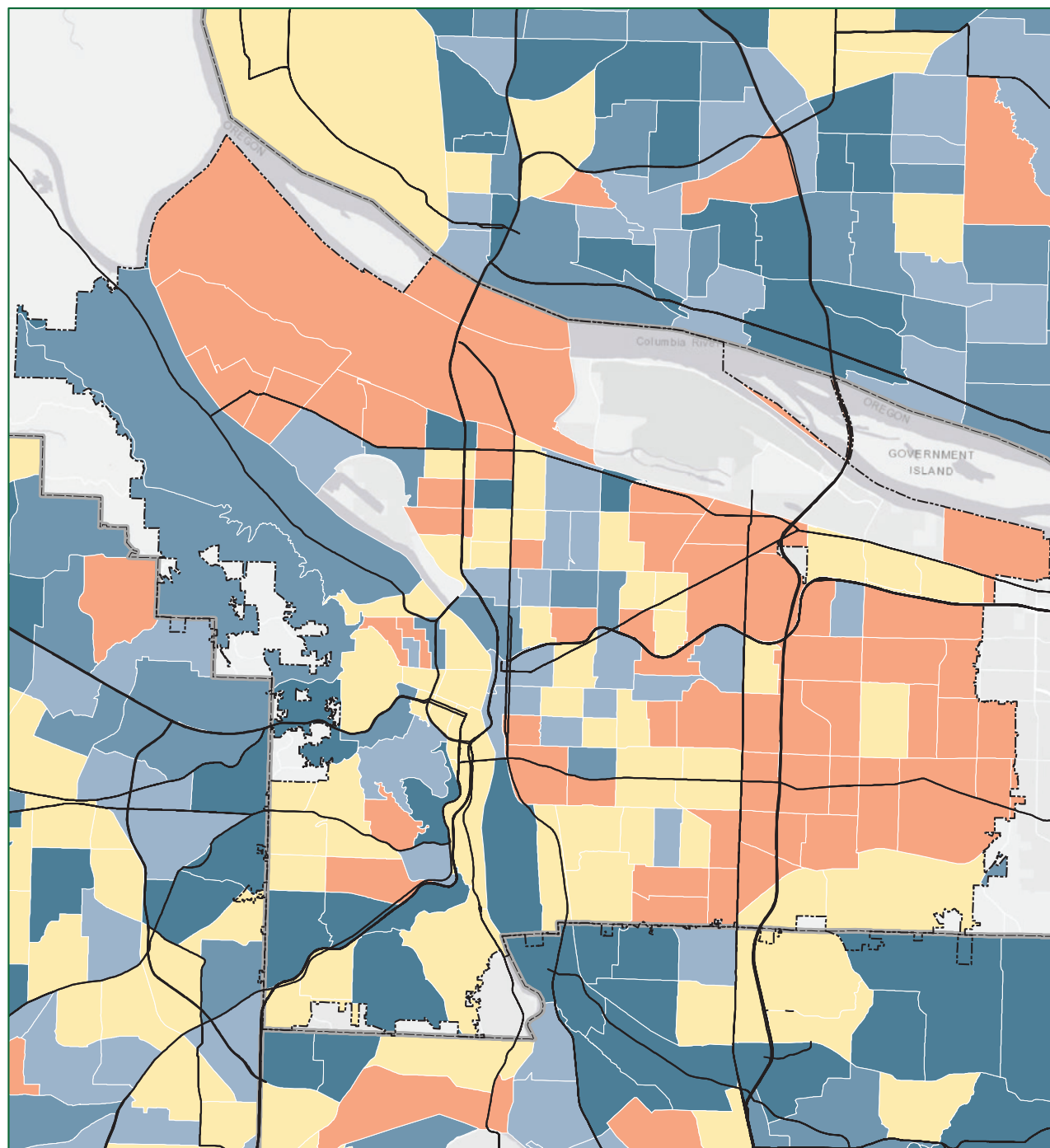
## Percent Hispanic/Latino



Source: ACS 5-Year Estimates



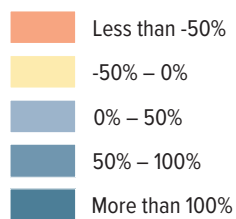
# Hispanic/Latino Population Change—2010 to 2017



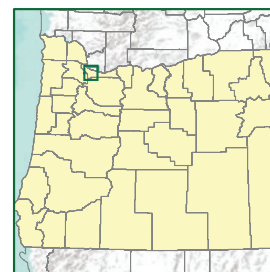
0 1 2 4 Miles



## Percent Change



Source: ACS 5-Year Estimates





# 03 | Our Vision

**Hacienda's vision is to develop a sustainable plan that continues to grow economic mobility opportunities for Latinx entrepreneurs in this rapidly changing neighborhood and throughout our region.**

Equitable development is at the heart of Hacienda CDC and its Mercado Empresarios programs. To us, equitable development is not the prevention of change or growth, but the practice of allowing communities impacted by change to be true beneficiaries of growth. Through a holistic approach of providing affordable spaces for production and retail, paired with long-term technical assistance, our program seeks to better prepare clients to plan for and adapt to an increasingly competitive local business landscape.

Hacienda's Mercado Empresarios program is an economic development initiative to support small businesses in Multnomah and Washington Counties to launch and grow. Mercado Empresarios programs envision and support successful Latinx entrepreneurs to authentically represent their respective cultures

while successfully competing with business that face considerably fewer systemic barriers to business success. For example, access to capital, language barriers, and the digital divide.

The centerpiece of Mercado Empresarios is the Portland Mercado, where we assist small businesses through below-market rents, business advising, marketing, activating the space with events to draw customers, and creating a space to unite our cultural communities. In addition to the 19 vendors at the Mercado, our team of business advisors works with nearly 70 small, POC-owned businesses, providing one-on-one technical assistance, and an additional 90+ businesses who rent the Commissary Kitchen (a sliding scale commercial kitchen).

Our technical assistance is delivered by a bilingual/bicultural team who are uniquely qualified to serve Latinx entrepreneurs. We serve Empresarios with one on one business advising, bilingual business bootcamp, individual development accounts (IDAs) and a monthly seminar Café y Pláticas in Portland and Hillsboro.

Through the Mercado Empresarios program, we plan to continue supporting low-income, minority and women-owned businesses by connecting them with direct sales opportunities, technical assistance

in the commercial kitchen to scale their family recipes, and provide business coaching to allow clients the flexibility to reach their personal and business goals.



# 04 | Action Plan

## Goals, Strategies, and Actions

At the completion of our action plan, Hacienda shifted focus on our goals, strategies, and actions to respond to the world health pandemic known as COVID-19. Though this action plan has been modified slightly to adapt to the new reality of a health and economic pandemic, the goals remain the same, it is merely the strategies and actions that have been modified to fit the current climate.

**The impact of COVID-19 on our clients has made our work more important than ever.**

### Goal #1

Assist Latinx-owned businesses in Portland with incubation, stabilization, and growth

**Strategy 1:** Remove barriers for Latinx-owned businesses to start and recover

- **Action:** Improve bilingual small business bootcamp by prioritizing Spanish-speaking presenters to present content in Spanish while having simultaneous English interpretation
- **Action:** Work with food entrepreneurs in the Portland Mercado kitchen on recipe development



**Strategy 2:** Connect entrepreneurs with direct sales opportunities

- **Action:** leverage Portland Mercado brand to field sales opportunities and pair them with appropriate businesses (act as a connector and convener)
- **Action:** host ‘meet & greets’ with local retail buyers to connect both parties

**Strategy 3:** Strengthen businesses through culturally-specific technical assistance

- **Action:** in-language technical assistance including budgeting, business planning, tailored action plans
- **Action:** leverage trust in the community to assist entrepreneurs with COVID-19 response and help businesses adapt and stay open

**Strategy 4:** Leverage Portland Mercado physical location as place for Latinx entrepreneurship

- **Action:** activate Portland Mercado to accommodate entrepreneurs of color to vend for sliding scale ‘pay what you can’ model



## Goal #2

Assist Latinx-owned businesses in the region with incubation, stabilization, and growth

**Strategy 1:** Expand Café y Pláticas and Spanish technical assistance to Washington County

- **Action:** engage entrepreneurs at M&M marketplace to provide technical assistance
- **Action:** invite entrepreneurs to our Café y Pláticas Hillsboro conducted in Spanish

**Strategy 2:** Engage other organizations doing small business technical assistance

- **Action:** participate in partner events and understand community need
- **Action:** meet with partner organizations to find common ground and complimentary services







# 05 | Metrics of Success

## Goal 1: Assist Latinx-owned businesses in Portland with incubation, stabilization, and growth

Strategy	Actions	Timeline	Outcome
Meet entrepreneurs where they are, physically and metaphorically	Work with food entrepreneurs in the Portland Mercado kitchen for recipe development	Mid-long term: July 2021	12 entrepreneurs received one on one instruction in Portland Mercado kitchen with Microenterprise coach, 5 samples of products for sampling and shelf life stability
Continue to improve bilingual small business bootcamp	Prioritize Spanish-speaking presenters to present content in Spanish while having simultaneous English interpretation	Mid-term: December 2020	Develop new curriculum for virtual bootcamp geared toward COVID19 economic recovery, host 1 virtual business bootcamp series with 15 participants, 15 hours of instruction
Connect entrepreneurs with direct sales opportunities	Leverage Portland Mercado brand to field sales opportunities and pair them with appropriate business (act as a connector and convener)	Short-term: March-June 2020	Connect 8 entrepreneurs with direct sales opportunities during COVID-19 pandemic to increase sales
	Host 'meet & greets' with local retail buyers to connect directly with entrepreneurs	Mid-long term: December 2020	Reevaluate how retail buyers will meet with clients for product demonstrations, 6 entrepreneurs present and receive feedback on products, 2 entrepreneurs established working relationship with retail buyer and onboard product into retail store
Provide culturally-specific technical assistance	In-language technical assistance includes budgeting, business planning, tailored action plans	Long-term: ongoing	60 clients in long-term three year technical assistance program, 3 hours of advising per client per month
	Leverage trust in the community to assist entrepreneurs with COVID-19 response and connect with relevant, specific resources, action plans	Completed	76 clients were reached out to after governor stay at home ban, 28 entrepreneurs applied to City of Portland relief fund, 1 informational zoom call on the CARES Act in Spanish, 45 participants in first ever Virtual Café y Pláticas
Leverage Portland Mercado physical location as place for Latinx entrepreneurship	Activate Portland Mercado to accommodate entrepreneurs of color to vend for low cost and free opportunities	Mid-long term: November 2020	15 entrepreneurs participate in sales opportunities at Portland Mercado, 1 event per month to activate Portland Mercado and generate foot traffic

## Goal 2: Assist Latinx-owned businesses in the region with incubation, stabilization, and growth

Strategy	Actions	Timeline	Outcome
Expand Café y Pláticas and Spanish technical assistance to Washington County, OR	Engage entrepreneurs at M&M marketplace to provide technical assistance	Completed	15 entrepreneurs received one on one technical assistance in Spanish
	Invite entrepreneurs to Café y Pláticas Hillsboro conducted in Spanish	Completed	Merge Café y Pláticas Hillsboro & Portland into one monthly virtual meetings called Encuentros Empresariales, open virtual space for clients outside Multnomah and Washington Counties
Engage organizations doing small business technical assistance and look for ways to collaborate	Participate in partner events and understand community they serve	Mid-term: December 2020	Identify 2 new partnership opportunities with organizations focusing on serving latinx entrepreneurs
	Meet with partner organizations to understand programs and identify mutually complimentary services	Mid-term: December 2020	Identify 2 existing partnerships and collaborate to benefit both client sets

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**HACIENDA**  
COMMUNITY DEVELOPMENT CORP.

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