



Strategic Plan 2024-2029

Mission statement

Clatskanie Farmer Collective cultivates a resilient local agricultural system by increasing market opportunities, community engagement, and producer support.

*Approved by the Board of Directors in Consultation with the Staff
April 17th 2024*

Our Vision

The vision of Clatskanie Farmer Collective is for our community to experience access to an abundant agricultural web sustained by local partnerships and regenerative culture. We believe diverse relationships facilitate community building and the prolific growth of agricultural offerings. We work to build a resilient food system that brings exponential improvement to our community's quality of life and collective health.

Values

Resiliency:

We believe access to responsibly sourced local food is the foundation of a resilient community and a basic human right. CFC strengthens local community resiliency by building a network of food system partnerships throughout Oregon's North Coast region. Our programs prioritize crucial assistance to bolster the resilience of those most vulnerable in our community.

Holistic Stewardship:

Our recognition that the health of our environment is inseparable from the health of our community drives our holistic approach to resource management. As stewards, we listen to and observe the needs of both our community and the land to make responsible, regenerative choices that foster a complete and harmonious balance in consideration of the next seven generations.

Innovation:

We embrace collaboration, creativity, and continuing education to create positive impact and value for our community. In navigating a complex agricultural system affected by social, economic, political, and ecological influences, we look for opportunities to improve outcomes and address unmet needs. Our acknowledgement that "new" is not always better inspires us to integrate elder and ancestral wisdom into strategic innovations.

Accountability:

We understand honesty and transparency are essential for building strong relationships and strive to maintain open communication with community members, stakeholders, and partners. We value the trust placed in our organization and take responsibility for delivering on our commitments to address the unique needs of our community.

Who We Serve

We primarily serve local, agriculturally-based small businesses and members of our regional community that benefit from and support our mission.

Core Program Areas

We work toward our mission through:

1. Market Opportunities (flagship program)

- a. Clatskanie Food Hub & Pop-ups
- b. Clatskanie Farmers Market
- c. Season Extension Series (Spring Market, Winter Bazaar, Fall Fill Your Pantry)
- d. Festivals (Sproutsfest, Pollination Celebration, Garlic Festival, Harvest Festival)
- e. Food assistance programs

2. Producer Support

- a. Technical Assistance
- b. Marketing/Advertising
- c. Distribution

3. Community Engagement

- a. Community Garden
- b. Classes
- c. Special Events (Seed Swap, F2T dinner, concerts)
- d. Youth Education (Teen Ambassador, CMHS Ag Mentorship, Power of Produce)

1-5 Year Goals

Programmatic Goals

In 2024

- Identify gaps in product offerings annually according to seasonality, with an emphasis on expanding late winter-early spring products
- Increase hours of food hub 20% each year until open 7 days a week 8 hours per day
- Increase utilization of food assistance programs by 20% or equivalent to overall county use rates
- Increase community engagement with CFC programs by 15% YOY
- Increase # of total CFC vendors by 10% YOY
- Increase # of full time Farmers Market vendors by 10% YOY
- Increase vendor sales by 25% YOY

By 2025

- Develop channel for moving “seconds” and “bumper crops” to local schools with consideration for reduced wholesale pricing and/or donations
- Open commercial kitchen
- Expand Food Hub retail footprint into main room
- Paid distribution from Astoria to Clatskanie to Scappoose
- 25% of identified product gaps have been filled
- Staff/board member visits to 50% of CFC vendors’ farms

By 2026

- Offer at least 1 class per month; 2 classes on farm per year
- Facilitate monthly Farm to School sales for producers
- Develop curriculum to engage students during school meals and in school gardens
- Develop curriculum for annual producer training on cutting-edge regenerative farming practices with a focus on increasing yields, nutrient density, and shelf life

By 2027

- Develop business incubation program and classroom curriculum that addresses gaps in product offerings (i.e. processing, packaging, labeling, “farm to market”)

By 2028

- Work with producers to achieve zero-waste packaging and deposit programs (ie. bulk offerings, reusable containers, recyclable as last resort)
- Expand local infrastructure to transform waste products into marketable products, including compost, soil amendments, fiber, and fuel
- Work with producers on ingredient sourcing to achieve 80% regionally grown ingredients

Operational Goals

- Increase our program revenue each year by 10%
- Increase our grant funding each year by 25%
- Increase donation income each year by 5%
- Grow email database, social followers by 15% each year
- Fund Grants Manager by 2025
- Fund Executive Director \$40,000 by 2026
- Fund Hub Operations \$30,000 by 2026
- Fund Farmers Market Manager \$20,000 by 2026
- Create Producer Support Position (including tool share) by 2027
- By 2029 we have 6 months of our annual budget in a reserve fund with clear policies and procedures for reserve funds
- Ensure that the CFC is a good place to work with employee benefits and healthy compensation.
- Implement an annual staff satisfaction survey conducted by the Executive Director and annual review of Executive Director conducted by Board of Directors

Strategy Screening Questions

We use these agreed-upon screening questions to help guide our decision making at least once per year or if/when something new is proposed throughout the year.

- Do we have the capacity and resources to support? (time, people, money)
- Does it align with our mission, values, and goals?
- Do we have community buy-in and support?
- Will it draw in more people? How many people will it serve, and does it reflect a need in our community?

- Is it inclusive? Do/will people think it's "for them"?
- Are we the right organization to do this?
- Will it increase our capacity?
- Does it serve the greater good in a holistic way?
- Does it consider our current partners / stakeholders or will it attract more partners / stakeholders?
- Does it support access to local food?
- Is it fundable, profitable or advantageous?
- What is the level of risk?
- Will it be sustainable year over year?

Financial Model

By 2029, we envision a diverse and stable funding model for the Clatskanie Farmer Collective. Because our work ranks highly in being "public good" work, we feel it is appropriate for more than half of our funding to come from government and foundation grants. Clatskanie is a small rural underserved community with 50% low to moderate income. While we would like to increase community donations, we believe the majority of our funding should come from grants and program income. The bulk of our program income is passed directly to producers, and the remaining allows us to increase our community engagement activities.

By 2029 we would like our funding to be distributed as follows:

55% grants, from governments and foundations

25% programs, with the bulk of that still pass through to producers

20% community support, from individual community members and local businesses