

# North Coast Food Web Strategic Plan

Setting our direction for 2023-2028



## OUR MISSION

North Coast Food Web cultivates a resilient and equitable food system by supporting producers and improving access to local food.

Approved by the Board of Directors in Consultation with the Staff  
December 12, 2022

## Our Values

North Coast Food Web believes that cultivating a resilient and just food system is long-term, complex work. We celebrate our capacity to grow and adapt to the evolving environmental and economic crises of our community and our world. Our work is grounded in and guided by our values, which are outlined below.

### **Justice**

We define justice as a system in which equity is the norm. We work in pursuit of justice by acknowledging and dismantling existing racial and class barriers to equitable food access and food production in our community. We value people over profits, and center our work on the needs of vulnerable populations, including low-income consumers and food producers, people of color, and immigrants and refugees.

### **Community**

We understand our community is part of an intricate food system, made up of social, economic, political and ecological systems. We are embedded and invested in our local community, and celebrate the web of connection that growing, making, and sharing food provides. We support farmers and food businesses that strengthen our community's well being. We create opportunities for all community members to access and engage with this local food. We understand that in doing so, we also strengthen our resilience and ability to thrive.

### **Nourishment**

We believe that access to good food is a basic human right. We provide nourishment:

- to individuals through access to good food
- to our local food system through supporting local food businesses to grow and thrive
- to our community through dynamic local partnerships
- and to surroundings through a commitment to land stewardship and resiliency

### **Responsiveness**

We are active listeners and respond to the real needs expressed by our community. We practice transparency about who we are, what we do, and what motivates us. When we make mistakes, we are both clear and responsive in our corrections.

## Who We Serve

**We primarily serve small food businesses and community members who are experiencing food insecurity.** We also rely on and serve all people in our region who share our commitment to creating a resilient and equitable local food system, and value good, fresh food for what it brings to us as individuals, families and communities.

## 2-5 YEAR GOALS

### **Programmatic Goals**

- We see producer sales increase by at least 10% each year through the Online Farmer's Market.
- By last quarter of 2024, the % of SNAP users in our Online Farmers Market matches or exceeds the % of Clatsop County's residents using SNAP.
- NCFW plays a significant and meaningful role in the growth of small farms in the North Coast region, measured by:
  - 5 new small farms selling direct to consumer or wholesale in Clatsop County over the next 5 years.
  - 50% increase in existing farms reporting being able to meet their annual farm goals (via NCFW annual assessments).
  - NCFW directly engages with 50 farms each year in our region (Clatsop, Columbia, Pacific, Tillamook, and Wahkiakum counties), including events, assessments/surveys, technical assistance, market vendors, etc.)
  - Via annual surveys, NCFW identifies top 5 issues in Clatsop County preventing new farmer success.
- We build a robust events program focused for farmer and food producer support, with 5 events in 2023, increasing to 10 events in 2028. We meaningfully engage with 50 producers annually through events by 2028.
- Our Kitchen Incubator program graduates an average of at least 6 businesses per year to their own facilities over the next 5 years, and we directly engage with 10 new or transitioning food production businesses each year.
- Our Regional Food Storage program is established in 2023, and grows at a rate of at least 15% annually, measured in number of participant days using the space, and an estimated average of volume occupied each month.
- We consistently provide leadership energy within the Oregon Community Food Systems Network (serving on statewide committees, hosting network events, and providing support and information-sharing to the network as a whole).

### **Operational goals**

- We have 6 months of our annual budget in general reserves in 5 years, with clear policies and procedures for reserve funds.

- NCFW is a satisfying and enjoyable work environment, with healthy compensation and well-supported professional development, measured by:
  - staff tenures are on average at least 30% longer than the nonprofit sector
  - annual staff satisfaction survey conducted as part of the Executive Director's annual review
- We build individual giving programs in a systematic way over the next 5 years, resulting in a 15% increase in general donations and a 25% increase in the number of monthly donors each year, along with our first planned giving gifts. Individual fundraising grows from 8% of our budget in 2023 to at least 10% in 2028.
- We build awareness of our work & grow our constituent base with an annual actionable Communications Plan. Our email list grows by 15% and engagement with our website and social media platforms increases 15% each year.
- We have an actionable climate response plan that is both programmatic and operational by the end of 2023, and make progress on the goals that it describes steadily each year.

## PROGRAMS OVERVIEW

### **We meet producer and consumer needs through:**

#### **Food Aggregation**

- Online Farmers Market
- Regional Food Storage program

#### **Food Business Incubation**

- Kitchen rentals

#### **Direct Producer Support**

- 1:1 technical support
- Producer events
- Farm Starter Kit

**We work to build accessibility and equity into all of our programs.** In 2023, that includes our ED serving on the Oregon Community Food Systems Network DEI committee, our Spanish Language Initiative, and SNAP-user specific support and outreach.

## **Financial Model**

We have a well-balanced and diverse funding model by 2028. Because our work ranks highly in being “public good” work, we feel it is appropriate to have more than half of our funding come from government and foundation grants. We are wanting to increase the amount of local community support we draw on. Much of our programs income is a pass through to food producers, and our other streams of funding make it possible for us to sustain our equity and justice commitments. By 2028, we’d like to see our funding be distributed as follows:

60% grants, from governmental and foundation sources.

25% programs, with the bulk of that money still being passed through to producers.

15% community support, with most of that coming from individual donors, and the rest from local businesses.

## **Our Strategy Screens**

We use clear, agreed-upon criteria to determine our organizational direction at least annually, called Strategy Screens. Reference the [guide to using screens](#), and the [calculations spreadsheet](#).

### **Strategy Screens for Proposed New Projects within Current Scope or Program Area**

- How well does it fulfill our values? Justice, Community, Nourishment, Responsiveness
- Will it support our organizational development? Does investing in this program increase our capacity for future programs?
- Finances: Is it fundable, sustainable, profitable, risk-free?
- Does it meet identified and validated need(s)?
- Are we the only ones doing this in our area? Are we the best organization to do this in our area?
- Do we have the hours, skills and enthusiastic support for this?
- Do we have the resources and internal infrastructure support for this?
- How much does it serve existing stakeholders and/or a new demographic of stakeholders?
- Does this cultivate a resilient and equitable food system by supporting food producers and/or improving access to local food?
- How well does this meet one or more of our organizational goals?

**For larger new initiatives, we use this modified version of the screens, and pair them with financial analysis. There are notes in the spreadsheet indicating what we changed for this set of screens and why.**

### **Strategy Screens for Speculative Projects:**

- How well does it fulfill our values? Justice, Community, Nourishment, Responsiveness (this is double counted)
- Will it support our organizational development? Does investing in this program increase our capacity for future programs? (this is double counted)
- Do we have enthusiasm for this internally, and is it likely to generate excitement or greater engagement with us externally?
- Does it meet identified and validated need(s)?
- Are we the only ones doing this in our area? Are we the best organization to do this in our area?
- Can we see a clear pathway to getting the resources and internal infrastructure support for this?
- How much does it serve existing stakeholders and/or a new demographic of stakeholders?
- Does this cultivate a resilient and equitable food system by supporting food producers and/or improving access to local food?
- How well does this meet one or more of our organizational goals?