Cornucopia Strategic Plan for 2021-2022

1. **Educate**

   **VISION:** Diverse groups of people are engaging with Cornucopia’s work to co-create a more sustainable and just food system.

   **GOAL:** Compel consumers to think critically about their role (it’s about taking action) and the impact of their food choices.

   **STRATEGIES:**
   a. Provide evidence-based and digestible communications to inspire diverse stakeholders to deepen understanding of, and take action in support of, organic issues
   b. Share evidence-based tools that enable stakeholders to understand and engage in the organic marketplace to financially support authentic organic farmers
   c. Create a process for gathering input from policy advisors and other outside experts, including other NGOs.
   d. Intentionally develop communications that customize language, format, tools, and content to begin to make our work accessible to more diverse audiences

2. **Safeguard**

   **VISION:** The certified organic marketplace thrives as a sustainable option for ethical farmers, eaters, and brands.

   **GOAL:** Tenaciously uphold the foundational and legislated principle of continuous improvement in organic policy and practice.

   **STRATEGIES:**
   a. Engage consumers and other stakeholders in co-creating a food system that aligns with their values
   b. Investigate and analyze all facets of the industry so we understand what we are protecting, guarding against, and working toward
   c. Hold bad actors and institutions accountable

3. **Shift Market**

   **VISION:** Cornucopia has influenced the collective conversation regarding agriculture, food, and the value organic brings to food systems.

   **GOAL:** To increase US participation in authentic organic agricultural systems and decrease participation and reliance on industrial agricultural systems.

   **STRATEGIES**
   a. To strategically shift policy (through critical analysis of existing laws, culture, and practice) to benefit authentic organic farmers and encourage production of authentic organic foods
b. Better understand regional and local food systems

c. Engage consumers, retailers, and wholesalers in marketplace activism (advocacy and informed purchasing) to apply pressure within the organic industry

4. Movement Building

**VISION**: Cornucopia collaborates with and is sought out by organizations as a partner in the good food movement.

**GOAL**: Strengthen the role of Cornucopia as a valued partner in the good food movement.

**STRATEGIES**

a. Reputation building: Consistently reaching out and following through in relationships, building trust in order to build our reputation to one that is positive and more inclusive

b. Actively seek out and foster interconnectedness and the flow of information between Cornucopia and an expanding diversity of groups and individuals in the good food movement

5. Financial Stability

**VISION**: Cornucopia is financially stable with pre-transition levels of fundraising and reserve funds are above minimum levels, with an improved culture of philanthropy.

**GOAL**: Strengthen and diversify funding sources to reach a stable financial foundation where annual income covers expenses, while maintaining organizational capacity and allowing for growth of program goals identified in the planning process.

**STRATEGIES**

a. Develop and implement a comprehensive development plan

b. Diversify our donor base

c. Continue journey of becoming more data literate

d. Improve culture of philanthropy on staff and board

6. Improved Workplace

**VISION**: Cornucopia has efficient and stable internal systems, a healthy workplace, and a healthy and engaged board and advisory group.

**GOAL**: Strengthen systems and align the organizational culture with values.

**STRATEGIES**

a. Define and build a collaborative, healthy, and effective workplace and organizational culture

b. Continue ongoing commitment to diversity, equity, and inclusion