

2019-2024

# Strategic Plan







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## *Our Vision*

We envision a community where all people have access to fresh, nutritious, affordable, and culturally appropriate food; where the food system is more reliant on local production and, just as important, there is a parity of opportunity for those who wish to grow, make, or sell healthy food; where the food supply chain respects all workers; and where there is a robust public demand for healthy food.



# Our Mission

Crossroads Community Food Network is building a healthier, more inclusive food system in the Takoma/Langley Crossroads, a primarily immigrant, low-income community just outside Washington, DC. At the heart of this integrated network of food growers, makers, and consumers is Crossroads Farmers Market, where an innovative nutrition incentive program makes it easier to bring home more healthy food, and at the same time helps support local farmers and vendors—the majority of whom are also immigrants. Crossroads also encompasses community-based healthy eating education, microenterprise training for aspiring food entrepreneurs, and the Takoma Park Silver Spring Community Kitchen geared toward helping them succeed.

While there are other area organizations that feed the hungry, promote healthy eating, or support local farmers or start-up food businesses, Crossroads is unique because its programs touch on all these necessary components of a sustainable local food system. The benefits are interrelated and multifold: increasing access to healthy food and knowledge about making healthy food choices contribute to improved overall public health; creating a consistent demand for fresh fruits and vegetables has helped make local, small-scale farming more economically viable; and facilitating the transition to self-employment via entrepreneurship fosters financial stability. By connecting and empowering those who grow, make, and eat healthy food, Crossroads is helping an underserved community attain food equity and self-sufficiency.







## Our Core Values

These are the core values that our staff, board, and volunteers strive to weave into all aspects of Crossroads' programs and operations:

### FOOD SOVEREIGNTY

We acknowledge the deep-rooted inequities that exist in our local food system and the resulting poor health outcomes that disproportionately affect immigrants, people of color, and those from lower socioeconomic backgrounds. We believe that those who have been traditionally excluded should have the power to define and control their own culturally appropriate food policies, processes, and activities.

### CULTURAL RESPECT

We believe in a free and open exchange of ideas and the fostering of relationships among people of different races, cultures, ages, incomes, and backgrounds. Our work is respectful of and responsive to the cultural practices and linguistic needs of diverse community members.

### WELLNESS

We believe there's more to being healthy than just the absence of illness. Wellness embodies the power of choice and freedom from anxiety, particularly around food, nourishment, and income inequality.

### COMMUNITY & COLLABORATION

We believe in an asset-based approach, and strive to leverage the abundant skills, experiences, and resources that already exist in the communities we serve. We recognize that we are stronger when we work together to dismantle racism, bias, and inequities in our local food system. We build and maintain strong partnerships with community members, other nonprofit organizations, businesses, governments, and funders with intention and integrity.



# Theory of Change

## Situation:

Extreme health and wealth disparities exist in Maryland's Takoma/Langley Crossroads community

## Goal:

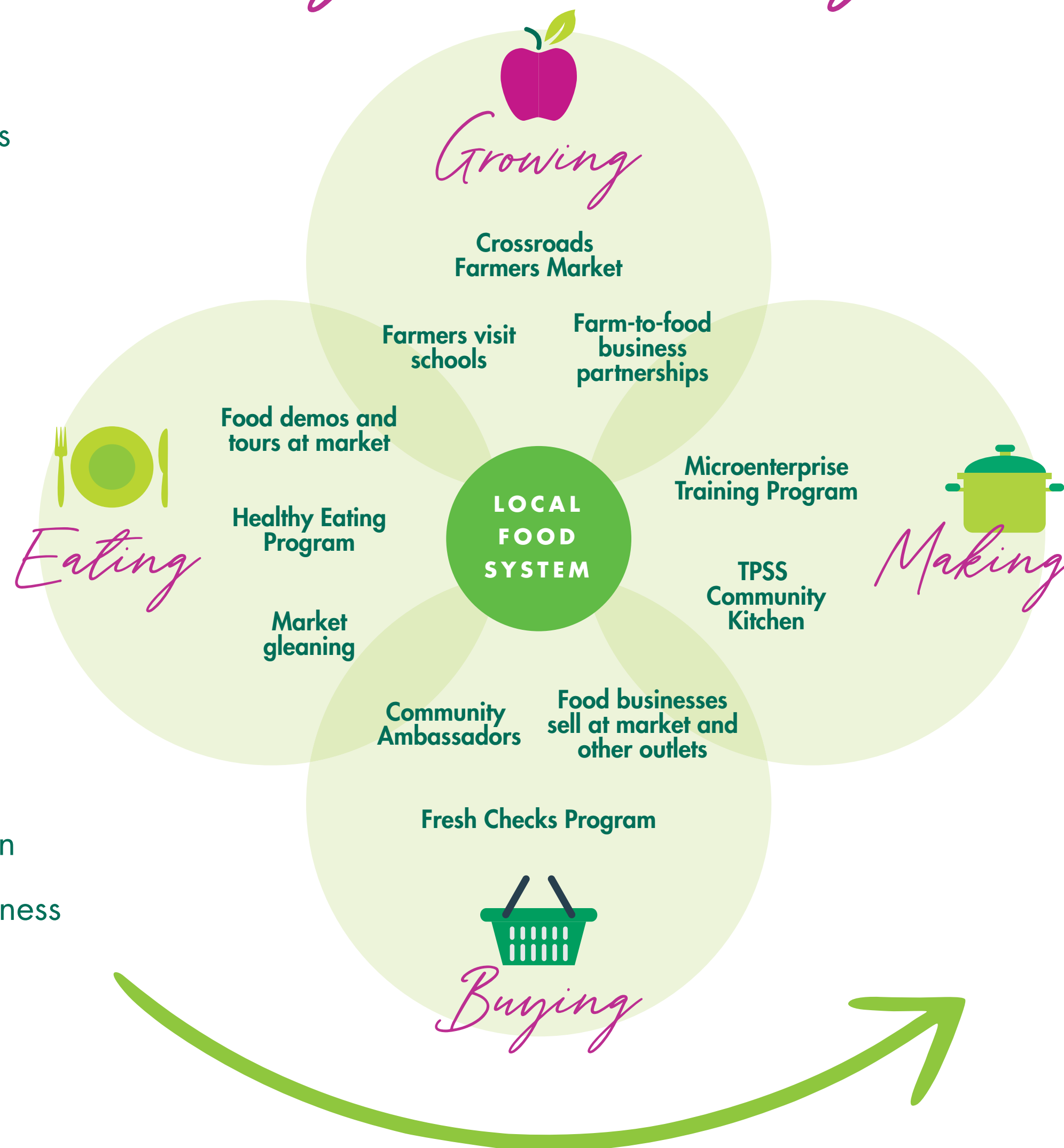
A healthier, more inclusive local food system that connects and empowers community members

## What We Do:

Make fresh, healthy food more accessible

Promote healthy eating and local food system literacy and participation

Provide food entrepreneurs with business training and access to infrastructure



## Short-term Outcomes

Greater access to local, healthy food  
Increased exposure to healthy foods  
More food businesses formed or expanded

## Mid-term Outcomes

More fruits and vegetables consumed  
Healthier food choices  
Increased food business sales

## Long-term Outcomes

Increased food security  
Minimized diet-related diseases  
More economic opportunities  
Greater food system equity



CROSSROAD’S FARMERS MARKET, CSA & FRESH CHECKS

Balanced Scorecard

GOALS	INITIATIVES	MEASURES	TARGETS
Increase healthy food access	Crossroads Farmers Market, CSA & Fresh Checks	\$ in Fresh Checks distributed to # people	\$60,000/market season 2,000 people
		# of market visitors	1,200+ on average/day
Increase economic opportunities for socially disadvantaged farmers and food producers		\$ in total sales among socially disadvantaged producers	\$300,000/market season
Increase knowledge about the local food system	Healthy Eating Program	# of participants/# sites	4,000 participants/year 15 sites
Increase likelihood of healthier food choices		% of participants who show intention	85% of participants report
Increase knowledge about starting/expanding food businesses	Microenterprise Training Program & TPSS Community Kitchen	# of program graduates	40/year
		# of kitchen users	15/year
Provide access to infrastructure and resources to enable socially disadvantaged farmers and food producers to build wealth		\$ in sales among kitchen users	\$300,000/year
Increase economic opportunities for disadvantaged food entrepreneurs		# of jobs created and sustained by participants	10/year







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