

Appendix 10

Clackamas County Agriculture and Foodshed Strategic Plan Implementation Matrix



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Appendix A. Implementation Matrix

Prioritization: H (high importance), M (moderate importance), and L (low importance).
 Timeline: 1 (within 6 months), 2 (6 months to 1 years), 3 (1-2 years), 4 (2-3 years), 5 (more than 3 years).

	Implementation Strategy	Recommended Action	Lead Agency	Partnering Agencies	Priority	Timeline
A	Agricultural Economic Cluster Strategy:					
A-1	Regional Marketing/Branding	Develop a regional brand and explore how this would complement and bring value to existing brands within the region, Willamette Valley and Oregon.	Clackamas County BCS-Natural Resource & Ag Program Mgr Clackamas County Business & Economic Development	Clackamas County Tourism & Cultural Affairs Multnomah County No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture Oregon Association of Nurseries	H	3
A-2	Economic Landscape Analysis	Continue to expand upon Clackamas County's <i>Economic Landscape Analysis</i> of the food system; possibly in cooperation with Multnomah County or Greater Portland, Inc.	Clackamas County Business & Economic Development	Multnomah County	M	3
A-3	Resources	Define key links necessary to expand markets for local foods through local regional processors, distributors and consumer outlets. Focus initially on institutional purchases, wholesaler–distributors and small and regional commercial markets.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Office of Sustainability Multnomah County No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture Oregon Association of Nurseries	H	2
A-4	Research, Development and Innovation	Work closely with the Food Innovation Center and North Willamette Research and Extension Center to help develop value-added food products.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Multnomah County No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture	M	3
A-5	Business Retention, Recruitment, Expansion of Food Processing Industry	Develop a strategy to attract and grow more food processing companies.	Clackamas County Business & Economic Development	Clackamas County BCS-Natural Resources & Ag Program Manager	H	1
A-6	Engagement	Consider how the diverse food and agricultural interests can be engaged and assisted regionally in the future.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Office of Sustainability Multnomah County No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture Oregon Association of Nurseries		
A-7	Funding	Conduct a feasibility analysis of reforming property tax farm deferrals to provide a funding stream for the County's Agricultural Investment Plan.	Clackamas County BCS-Natural Resource & Ag Program Mgr	No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture		
B	Import Substitution and Exports:					
B-1	Import Substitution Strategy	Identify opportunities for local producers to increase production and sales of local food products within the region. Identify opportunities to expand local food consumption. An import substitution strategy can be developed in cooperation with Multnomah County.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Multnomah County No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture Oregon Association of Nurseries	H	2
B-2	Demand and Production Capacity	Increase local grower incomes by providing information on potential target markets such as regional distributors (e.g. Organically Grown Company) and products (e.g. carrots) where there are clear opportunities to substitute locally grown products for those currently imported into the region.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Multnomah County No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture Oregon Association of Nurseries	H	2



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C	By-Product Resources Business Models:					
C-1	Biomass Opportunities	Conduct outreach on biomass opportunities.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Business & Economic Development Clackamas County Office of Sustainability	M	2
C-2	Model Farms	Prepare case studies of model farms, such as Stahlbush Island Farms in Corvallis, Oregon (http://www.stahlbush.com), to identify successful models of bi-fuel and bio-product production.	OSU/Clackamas County Extension Office	Clackamas County BCS-Natural Resource & Ag Program Mgr Clackamas County Soil & Water Conservation No. Willamette Research & Extension Center Oregon Department of Agriculture	M	3
C-3	Bio-Generation Projects	Provide information to farmers on potential bio-generation opportunities, including wood pellets for heating, manure for methane, bio-based fertilizers, soil amendments and other bi-products.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Office of Sustainability No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture Clackamas County Business & Economic Development	M	3
D	Specialty and Organic Agriculture:					
D-1	Productive Capacity/Alternative Crops and Farm Suitability	Expand Ecotrust work to develop a database on crop suitability in the County and regional crop demand. This database would allow growers to understand the size of regional markets and select crops that would be suitable for their farm's location.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Office of Sustainability Clackamas County Soil & Water Conservation Multnomah County No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture USDA Natural Resources Conservation Services	H	2
D-2	Organic and Sustainable Certification	Work with partnering agencies to provide information on a variety of organic certification systems and processes.	OSU/Clackamas County Extension Office	Clackamas County Office of Sustainability No. Willamette Research & Extension Center Oregon Department of Agriculture	H	1
D-3	Incubation	Recruit and support incubation of industrial food production businesses in aquaculture, hydroponics, aquaponics, Spanish Tunnels and large-scale greenhouses.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Office of Sustainability No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture	M	3
D-4	National/global demand trends	Identify major national and global demand trends, such as flax production that can stimulate new specialty crop production.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Office of Sustainability No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture	M	3
E	Aggregation:					
E-1	Producers' Cooperative	Explore cooperative or Limited Liability Company to support small growers produce, improve business and food handling practices, process and distribute food in the region.	OSU/Clackamas County Extension Office	Clackamas County Office of Sustainability Multnomah County No. Willamette Research & Extension Center Oregon Department of Agriculture Private Industry	M	3
E-2	CSA Cooperative	Explore formation of a CSA cooperative. CSAs currently have an informal organization for mutual support and sharing information in the region. This organization can be formalized to support the needs of the CSAs in the region.	OSU/Clackamas County Extension Office	Clackamas County Office of Sustainability Multnomah County No. Willamette Research & Extension Center Oregon Department of Agriculture Private Industry	M	2
E-3	Farmers' Markets Expansion	Strengthen and/or expand farmers markets throughout Clackamas County. Explore the value of a supporting organization.	Clackamas County Office of Sustainability	Clackamas County Soil & Water Conservation Farmers Market Association Friends of Family Farmers No. Willamette Research & Extension Center Oregon Department of Agriculture	M	3



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E-4	Marketing	Work with groups that promote <i>farm-to-fork</i> dining and buy local opportunities (e.g. Farm to Table-Portland) to expand direct sales to restaurants, bars, chain markets and cafes.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Office of Sustainability Farmers Market Association Multnomah County OSU/Clackamas County Extension Office Oregon Department of Agriculture	M	3
F	New Markets:					
F-1	Growers' Website	Develop a growers' website for farmers to contact customers. This website can facilitate the sharing/ exchange of services and equipment among growers in the region.	OSU/Clackamas County Extension Office	Clackamas County Soil & Water Conservation Friends of Family Farmers Oregon Department of Agriculture	M	3
F-2	Target Markets	Work with Multnomah County to identify target markets with health care, social services and educational institutions to expand demand for local healthy and nutritious food and address obesity and hunger.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Business & Economic Development Clackamas County Community Health Multnomah County Oregon Department of Agriculture	M	2
F-3	Link Institutional Purchasers and Farmers	Develop a program or organization to link large employers and institutions in the County to farmers and local product distributors in the County.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Business & Economic Development Clackamas County Community Health Multnomah County Oregon Department of Agriculture	M	2
F-4	Specialty Product Development	Work with Food Alliance, Burgerville, New Seasons, Bon Appétit, and others, to support development of new businesses in organically and humane raised pork, chickens and turkeys and four season vegetable crops, especially tomatoes and lettuce.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Food Innovation Center Multnomah County OSU/Clackamas County Extension Office Oregon Department of Agriculture Oregon Restaurant Association	M	3
F-5	Expanding Markets (Exporting)	Pursue expanding markets (Asia, west coast, food chains, fast food). Develop targeted plans to expand markets for producers including institutional purchasers, regional markets, major west coast distributors and fast food companies.	Clackamas County BCS-Natural Resource & Ag Program Mgr Clackamas County Business & Economic Development	Oregon Department of Agriculture	M	3
G	Farm Ownership, Succession and New Farmers:					
G-1	Training	Develop online training program designed to address succession planning options and contacts for assistance.	OSU/Clackamas County Extension Office	American Farmland Trust Oregon Department of Agriculture	M	3
G-2	Educational Materials	Develop a set of educational materials for distribution to producers in need of assistance in planning farm ownership succession.	OSU/Clackamas County Extension Office	American Farmland Trust Oregon Department of Agriculture	H	1
G-3	Capital Sources / Models	Identify capital sources/models for farm transfers (e.g. transfer farm assets over time through an exchange of equity for labor and payments).	OSU/Clackamas County Extension Office	American Farmland Trust Oregon Department of Agriculture	H	2
G-4	Succession Planning Capacity Building	Build capacity of family counselors to assist farmers in succession and/or transition planning.	OSU/Clackamas County Extension Office	American Farmland Trust Oregon Department of Agriculture	M	4
H	Small Business Assistance and Training:					
H-1	Capital Sources	Develop a contact database of funding sources for growers.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Business & Economic Development Oregon Department of Agriculture USDA Food Hub	H	2
H-2	Assistance and Information	Develop and maintain an online list of agencies providing assistance to agricultural businesses, including financial resources.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Business & Economic Development Oregon Department of Agriculture Small Business Development Center USDA Food Hub	H	1



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H-3	Business Practices Training	Provide farmers' access to education and training resources for business practices, including business expansion.	OSU/Clackamas County Extension Office	Clackamas County Business & Economic Development Clackamas County Office of Sustainability Oregon Department of Agriculture Small Business Development Center	H	2
H-4	Industry Incubator	Determine the feasibility of attracting and incubating local processing and other industry needs to support regional cluster sales and exports.	Clackamas County Business & Economic Development	Business Oregon Clackamas County BCS - Natural Resource & Ag Program Manager No. Willamette Research & Extension Center OSU/Clackamas County Extension Office	M	3
H-5	Marketing / Customer Relations	Develop a specific training package for growers on customer relations. This training package can define various customer targets (e.g., personal, CSA, institutional, processor, distributor, major market, restaurants, and fast food) and tailored customer relations strategies for these targets.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Clackamas County Office of Sustainability No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture Oregon Restaurant Association Small Business Development Center	H	2
I	Labor:					
I-1	Agricultural Workforce Training	Develop programs tailored to address the specific workforce needs of agricultural producers.	Workforce Investment Council of Clackamas County (WICCO)	Clackamas County BCS - Natural Resource & Ag Program Manager OSU/Clackamas County Extension Office	H	2
I-2	Shared Labor Opportunities	Work with a small group of growers to determine the feasibility of sharing farm workers given seasonal needs.	Workforce Investment Council of Clackamas County (WICCO)	Clackamas County BCS - Natural Resource & Ag Program Manager OSU/Clackamas County Extension Office	H	2
I-3	Food Safety and Handling	Develop a food safety and handling education package for growers recognizing new state and federal legislation.	Clackamas County Community Health	OSU/Clackamas County Extension Office Oregon Department of Agriculture	H	1
I-4	Farmworker Housing	Support the development of farmworker housing in communities (e.g., Farm Worker Housing Development Corporation in Woodburn) with support services focused on early childhood development, education and incubation of new agricultural and other businesses.	Clackamas County Housing & Community Services	OSU/Clackamas County Extension Office	M	3
J	Diversification/Agri-Tourism:					
J-1	Clackamas County Agri-Tourism	Develop programs, materials and packages to support agri-tourism activities, such as wine-tasting, farm stays, farm dinners, farmers markets and equine activities.	Clackamas County Tourism & Cultural Affairs	Clackamas County Planning Department Clackamas County Office of Sustainability Clackamas County Soil & Water Conservation Multnomah County	H	2
J-2	Land-Use Policies	Review and make recommendations for change in the County's land use, zoning and development codes to allow more farm-focused economic development in rural zones.	Clackamas County Tourism & Cultural Affairs	Clackamas County Planning Department Clackamas County Office of Sustainability Multnomah County	H	2
J-3	Agri-Tourism Resource Materials/Farm Models	Develop pre-approval packages for on-farm economic development permitted uses (e.g. Portland has a similar program for "skinny" houses).	Clackamas County Tourism & Cultural Affairs	Clackamas County Planning Department Multnomah County	M	2
K	Regulatory:					
K-1	Review Land Use Policies	Review and update land use regulations to remove barriers to agricultural production. Advocate for changes to state regulations as needed.	Clackamas County BCS-Natural Resource & Ag Program Mgr	Soil & Water Conservation Multnomah County No. Willamette Research & Extension Center OSU/Clackamas County Extension Office Oregon Department of Agriculture USDA Natural Resources Conservation Services	H	2



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K-2 Spraying Mitigation Plan	Identify/develop spraying mitigation plan or strategy (e.g. no spray area utilizing GIS, signage, and other techniques).	No. Willamette Research & Extension Center	Clackamas County BCS - Natural Resource & Ag Program Manager Clackamas County Soil & Water Conservation-WeedWise OSU/Clackamas County Extension Office Oregon Department of Agriculture	M	3
K-3 Safe Spraying Support Program	Develop safe spraying support program similar to the WeedWise program to help growers with safe spraying practices.	No. Willamette Research & Extension Center	Clackamas County BCS - Natural Resource & Ag Program Manager Clackamas County Soil & Water Conservation-WeedWise OSU/Clackamas County Extension Office Oregon Department of Agriculture	M	3
K-4 Organic Fertilizers	Develop a proposal to guide best practices and streamline the use of organic fertilizers in the County. In some cases organic fertilizers (e.g. food waste and manure) are more highly regulated than synthetic bio-accumulating pesticides and herbicides.	No. Willamette Research & Extension Center	Clackamas County BCS - Natural Resource & Ag Program Manager Clackamas County Soil & Water Conservation OSU/Clackamas County Extension Office Oregon Department of Agriculture	H	2
L Conservation:					
L-1 Water System Strategy	Develop a model plan for comprehensive water cycle planning and use including rainwater harvesting, storage, irrigation, reuse, in-stream, and well water management.	Clackamas County Soil & Water Conservation	Clackamas County BCS - Natural Resource & Ag Program Manager Clackamas County Office of Sustainability OSU/Clackamas County Extension Office Oregon Department of Agriculture	H	3
L-2 Rainwater Harvest Innovation	Foster rainwater harvesting, efficiency, and reuse on small farms.	Clackamas County Soil & Water Conservation	Clackamas County BCS - Natural Resource & Ag Program Manager Clackamas County Office of Sustainability OSU/Clackamas County Extension Office Oregon Department of Agriculture	H	3
L-3 Agricultural Energy Efficiency	Expand outreach and education on energy efficiency and water conservation assistance to better connect farmers with existing resources and build momentum for implementation.	Clackamas County Office of Sustainability	Clackamas County BCS - Natural Resource & Ag Program Manager Clackamas County Soil & Water Conservation OSU/Clackamas County Extension Office Oregon Department of Agriculture Energy Trust of Oregon USDA Natural Resource Conservation Services	M	3
L-4 Carbon Credits and Ecosystem Services	Explore the potential for producers to gain income from various forms of carbon sequestration and offsets and ecosystem services (e.g. stormwater management, soil management, stream protection, groundwater protection).	Clackamas County Office of Sustainability	Clackamas County BCS - Natural Resource & Ag Program Manager Clackamas County Soil & Water Conservation OSU/Clackamas County Extension Office Oregon Department of Agriculture USDA Natural Resource Conservation Services	M	4
M Food Safety:					
M-1 Food Safety	Provide accurate and timely food safety information to producers and processors in the County.	Clackamas County Community Health	Clackamas County BCS - Natural Resource & Ag Program Manager Multnomah County OSU/Clackamas County Extension Office Oregon Department of Agriculture	H	2



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M-2	Food to Farm Outreach and Training	Include information on obtaining permits and restaurant licenses and about best practices for safe food service on farms.	Clackamas County Community Health	Clackamas County BCS - Natural Resource & Ag Program Manager Multnomah County OSU/Clackamas County Extension Office Oregon Department of Agriculture	M	2
M-3	Partnership for Food Protection Conference	Send a representative to the next "Partnership for Food Protection" conference, and be part of the dialogue about new food safety laws and regulations.	TBD	Clackamas County Office of Sustainability OSU/Clackamas County Extension Office Oregon Department of Agriculture	H	1
M-4	Policy Implementation Trials	Establish a pilot location for policy implementation trials. With the large population of farmers and processors in the county, this would be a proactive way to ensure that the establishing, monitoring and modification of food safety responsibilities were as suitable as possible to the Clackamas County agriculture community.	No. Willamette Research & Extension Center	Clackamas County Office of Sustainability OSU/Clackamas County Extension Office Oregon Department of Agriculture Clackamas County BCS - Natural Resource & Ag Program Manager	M	3
M-5	ODA Best Practices	Disseminate ODA-developed best practices information as it becomes available.	Oregon Department of Agriculture	Clackamas County BCS - Natural Resource & Ag Program Manager Clackamas County Office of Sustainability OSU/Clackamas County Extension Office	H	2
M-6	Clackamas County Department of Community Health	Work with the County Department of Community Health to consider if further County action is required.	Clackamas County Office of Sustainability	Clackamas County BCS - Natural Resource & Ag Program Manager OSU/Clackamas County Extension Office	H	1