



Wallace Center
AT WINROCK INTERNATIONAL



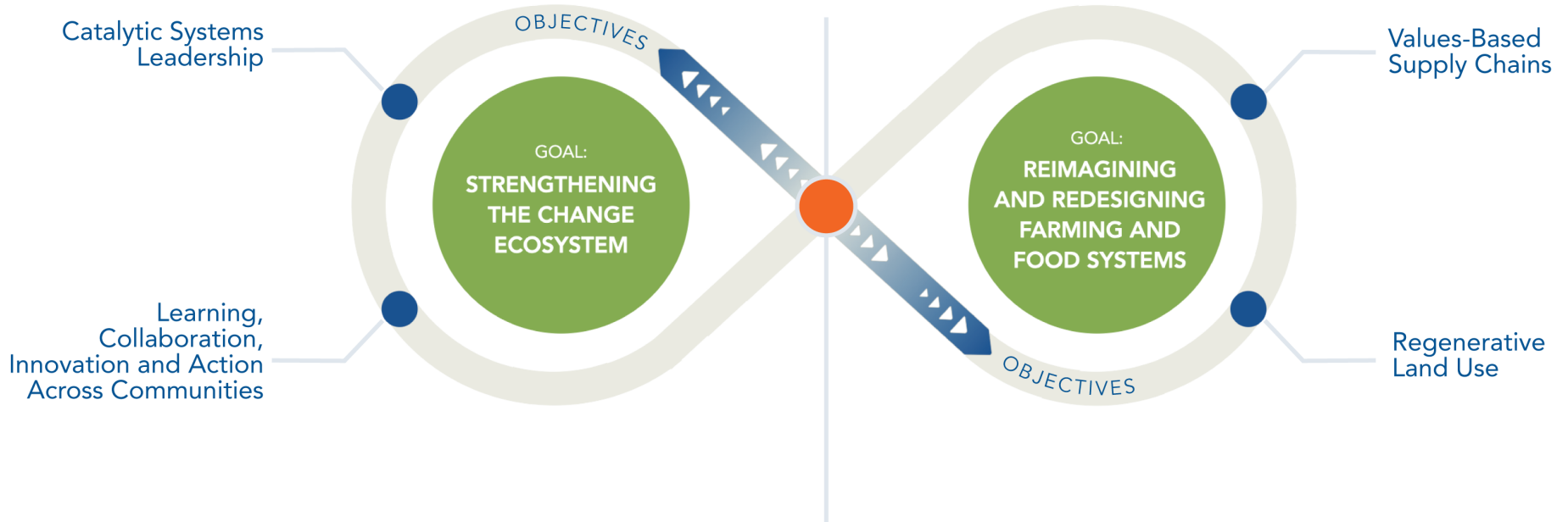
STRATEGIC PLAN 2021 – 2023





PURPOSE

CORE ANCHOR: FORGING EQUITY AND JUSTICE IN FARMING AND FOOD SYSTEMS



OUR VISION

All communities have the power to nourish themselves and regenerate ecosystems through just food and agriculture systems. At the heart of these systems are dynamic networks of people connected through interdependent relationships with each other and the land.

OUR MISSION

The Wallace Center brings together diverse people and ideas to co-create solutions that build healthy farms, equitable economies, and resilient food systems.

OUR VALUES

THE WALLACE CENTER USES THESE NAVIGATION POINTS TO DO GOOD WORK:

- Systems-based and intersectional approaches
- Practitioner knowledge and leadership
- Anti-racism, equity, and multi-culturalism
- Ecological resiliency and regeneration
- Economic justice and fair markets
- Local and regional solutions and self-determination
- Human-centered and joyful organizational culture

Photo (top): Black Futures Farm (credit: Noah E. Thomas)

Photos (center, bottom): 7 Waters Food Sovereignty Project (credit: Noah E. Thomas)

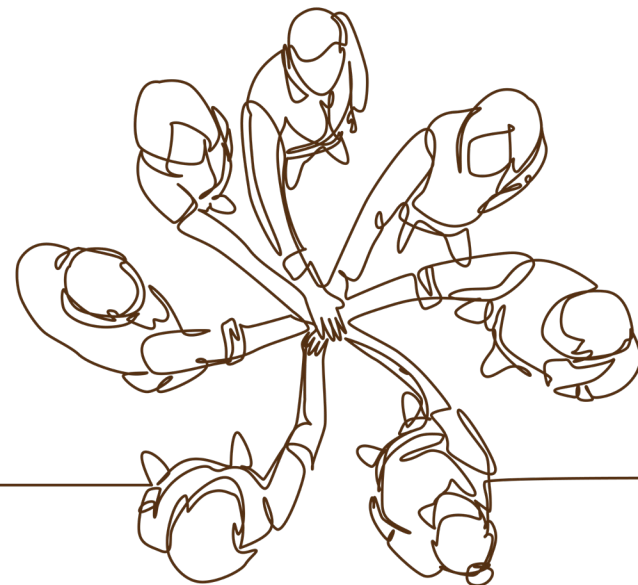


RACIAL EQUITY COMMITMENTS

Current mainstream farming and food systems in the U.S. are built on generations of inequities that continue today - prioritizing the consolidation of wealth over the health of individuals, communities, and the environment. These externalities disproportionately impact Black, Indigenous, and People of Color, whose land, labor, and cultures have been unfairly taken to build and maintain these systems.

THE WALLACE CENTER IS COMMITTED TO CENTERING RACIAL JUSTICE, EQUITY, AND MULTICULTURALISM IN OUR ORGANIZATION, RELATIONSHIPS, AND WORK THROUGH THESE COMMITMENTS:

- **Deepening our understanding** of the history and enduring impacts of racism on our farming, fishing, and food systems,
- **Identifying and naming** our own biases and blind spots,
- **Creating spaces** for open dialogue, feedback, discovery, and shared learning on race and racism,
- **Intentionally challenging** detrimental power structures and centering the leadership of disenfranchised communities, particularly communities of color,
- **Respecting and learning** from the vision, voices, and leadership of people of color,
- **Upholding** an intersectional approach to diversity including recruiting across race, class, and other identities within all levels of our organization,
- **Naming and supporting** the disruption of cycles of disinvestment,
- **Creating** an institutional culture that celebrates our shared humanity and cultivates empathy, humility, and accountability,
- **Recognizing and celebrating** the food cultures, traditions, and contributions of diverse communities to the U.S. farming, fishing and food system.



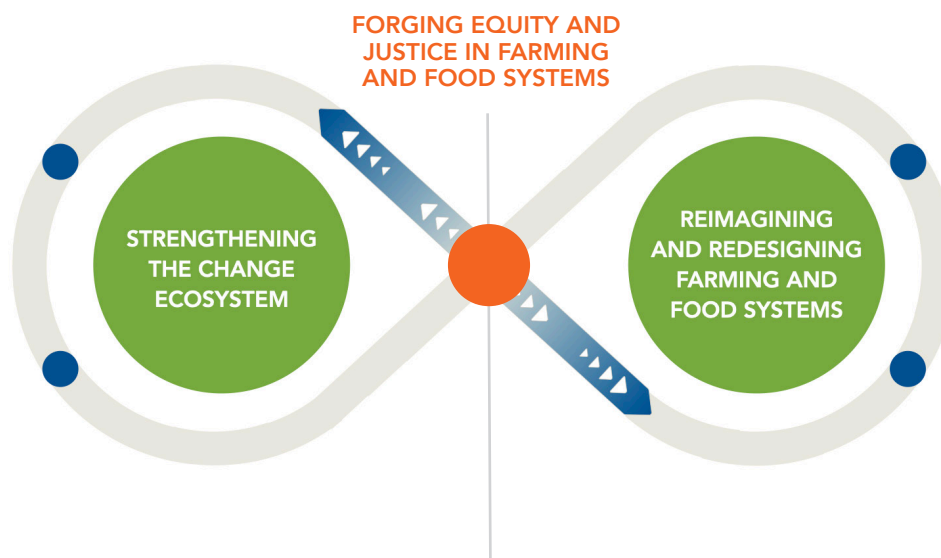


CORE ANCHOR



Equity and Justice in Farming and Food Systems is the anchor that grounds our work, and that serves as the foundation for our goals of **Strengthening the Change Ecosystem** and **Reimagining and Redesigning Farming and Food Systems**.

We recognize the role that race and racism play in the modern food system and commit to dismantling racism through our work. We are continuing to learn, and consider this a starting point. We welcome your questions, ideas and input.



CORE ANCHOR:

FORGING EQUITY AND JUSTICE IN FARMING & FOOD SYSTEMS

STRATEGIES:

- Prioritize racial equity awareness of food systems leaders, partners, and general public to transform their racial equity commitments, take action, and shift narratives.
- Invest and engage in projects and partnerships that prioritize BIPOC leadership, businesses, and communities - including aligning our resources and relationships to support their efforts.
- Encourage deep, intersectional analysis of racial equity - internally and externally - to build equitable partnerships, improve programming, and deepen capacity for meaningful change.
- Challenge the consolidations of power (in the food system and in change movement) that reduce opportunities for farmers, workers, and communities to create prosperity and shape their own future.



GOAL:

REIMAGINING AND REDESIGNING FARMING AND FOOD SYSTEMS



OBJECTIVE:

VALUES-BASED SUPPLY CHAINS

STRATEGIES:

- Advance the practices of value chain coordination, sharing knowledge and technical best practice to build trust and transparency within and between value chains.
- Develop strategic value-chain assessments and relationships in target geographies to identify opportunities, obstacles and gaps for building local/regional food economies and community wealth.
- Collaboratively identify and address technical and systemic challenges that limit the participation of farm and food businesses - particularly BIPOC-owned - in values-based supply chains and markets.
- Support and advocate for the critical function and role of businesses and enterprises, especially intermediaries (food hubs, processors, kitchens, etc.), in building values-based supply chains and equitable food systems.
- Strengthen the pipeline for institutional procurement as high-volume market for local/regional foods and leverage institutions' resources to build community wealth and food security.
- Center and advocate for racial equity and community wealth building as critical metrics and outcomes of successful value chains and relationships.
- Secure and deliver flexible financial capital to strengthen values-based supply chains.



OBJECTIVE:

REGENERATIVE LAND USE

STRATEGIES:

- Advance awareness, coordination, technical assistance, and implementation to expand regenerative livestock grazing and associated agriculture practices, prioritizing the Upper Midwest.
- Support well-structured ecosystem services quantification related to regenerative livestock grazing and agriculture practices, including associated social benefits.
- Promote opportunities for land leasing, cooperative purchasing, and other land access/transfer and restoration - especially to historically disenfranchised and marginalized groups.
- Make the case for regenerative practices on working lands as key components of climate change mitigation and adaptation.
- Acknowledge, advocate, and align with BIPOC leadership and legacy in regenerative agriculture and land use movement
- Advocate for regenerative agriculture in rural, peri-urban, and urban landscapes, supporting planning for equitable land access and best use for community economic development.

GOAL:
STRENGTHENING THE CHANGE ECOSYSTEM



OBJECTIVE:

**CATALYTIC
SYSTEMS
LEADERSHIP**

STRATEGIES:

- Advance the field and practice of systems leadership by creating resources and opportunities for farming and food systems practitioners.
- Support allied organizations - especially member-based and grassroots organizations- to build their understanding and capacity to lead systems change related to farming and food systems.
- Spotlight and amplify the voices and innovative work of leaders creating/changing farming and food systems.
- Strengthen collaborative capacity of farm and food systems leaders - locally, regionally, and nationally.



OBJECTIVE:

**LEARNING,
COLLABORATION,
INNOVATION AND
ACTION ACROSS
COMMUNITIES**

STRATEGIES:

- Develop, convene, and participate in robust and interconnected learning networks and communities of practice - including learning from global movements.
- Align and coordinate strategy, services, and products with other organizations, networks, public agencies, and philanthropic partners.
- Foster active collaborations with farming and food system change efforts by creating/incentivizing opportunities for diverse stakeholders to learn and work together.
- Facilitate dialogue between different/divergent groups to build shared understanding and drive equitable innovation across sectors.
- Collaboratively identify and advocate for public policy, programming, and regulation (current and potential) that support local and regional food economies.

HOW WE WORK

THE WALLACE CENTER USES THESE TOOLS TO IMPLEMENT OUR WORK:

- **Foster authentic partnerships and collaborations**
We develop and maintain long-term, trusted, reciprocal relationships with strategic partners across sectors and geographies through servant leadership and followership.
- **Identify and share emerging innovations and best practices**
We cultivate shifts in thinking and practice by lifting up and normalizing equity-based strategies and solutions that build healthy economies and ecosystems.
- **Cultivate peer-to-peer learning networks and communities of practice**
We connect public and private practitioners to transform individual efforts into shared intellectual and social capital to scale impact.
- **Strengthen fields of practice through targeted support**
We develop and deliver technical assistance, trainings, mentorship opportunities, and resources that build the skills and capacities necessary for successful farms, food businesses, and community-based organizations.

Photo: Field day, Illinois, 2021 (credit: Elisabeth Spratt)



- **Change the narrative on farming and food systems**

We engage broad and diverse audiences to raise awareness of critical issues, challenge prevailing narratives, and ensure the needs and assets of practitioners are understood, represented, and included.

- **Link funders to on-the-ground work**

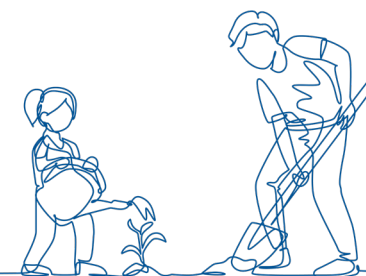
We partner with funders and investors to champion cutting edge trends, disseminate best practices, and regrant private and public funding to accelerate systems change.

- **Advance new ideas through applied research**

We generate knowledge, tools, and actionable frameworks that empower practitioners, catalyze new relationships, and drive progress.

- **Nourish and amplify community leadership**

We offer opportunities to individuals and organizations to cultivate and strengthen their capacities for advancing transformational systems change - elevating the voices of BIPOC leaders.

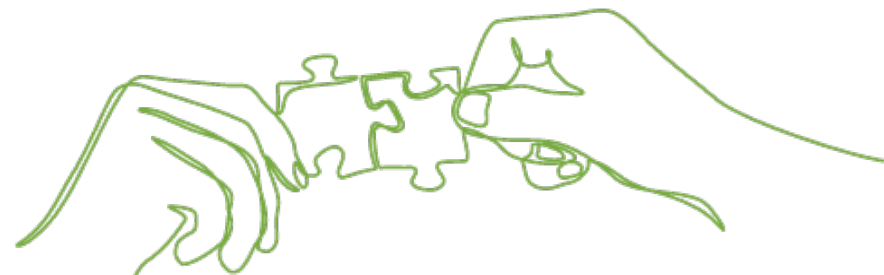


Photos (top to bottom): 2020 National Good Food Network conference participants (credit: Harlin Miller); Grow Dat Youth Farm (credit: Harlin Miller); Soil sampling, Illinois (credit: Elisabeth Spratt)

ORGANIZATIONAL CAPACITIES

FOR WALLACE CENTER TO REALIZE THIS STRATEGIC PLAN, WE WILL WORK TOGETHER TO DEVELOP OUR ORGANIZATIONAL CAPACITY THROUGH:

- Cross Wallace Collaboration
- Operational Efficiency within Winrock International and its subsidiaries
- Organizational Transparency & Accountability
- Deep Staff Capacity & Diverse Talent
- Strong External Positioning, Reputation, & Relationships
- Thought Leadership, Innovation, & Technical Relevance
- Robust & Transparent Fiscal Health
- Strategic Thinking & Doing (Organization & Initiatives)
- Actionable & Operationalized Racial Equity Commitments
- Programmatic Excellence
- Dynamic, Strategic, and Consistent Communications
- Living and Embodied Human-Centered Culture & Wallace Center Values



ACKNOWLEDGEMENTS

We're grateful to the Wallace Center team and advisors who helped to create this plan that represents the direction in which we're headed over the next two years.

The Wallace Center is part of Winrock International, a global development organization whose mission is to empower the disadvantaged, increase economic opportunity, and sustain natural resources. We are grateful for the administrative support of Winrock International and the technical expertise of our colleagues.

Photo (R): Food Systems Leadership Network Retreat, 2019 (credit: Crystie McGrail)

Front cover photos (clockwise from L): Mirabai and Malcolm of Black Futures Farm (credit: Noah E. Thomas); Field day, Illinois (credit: Elisabeth Spratt); Montana Food Box Project (credit: Nicole Tavenner)

Back cover photo: Elisabeth Spratt





Wallace Center
AT WINROCK INTERNATIONAL



wallacecenter.org

© 2021 Wallace Center at Winrock International