



2022-2024 Strategic Plan Development

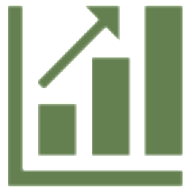




Overview of key findings from listening and discovery



BUILDING A FARMER-DRIVEN APPROACH



EXPAND APPLICABILITY OF OUR METRICS



ESTABLISH PRINCIPLES & CRITERIA



CATALYZE INNOVATION THRU LANDSCAPE LEVEL PILOTS



HARNESS DATA & TECHNOLOGY TO SOLVE BARRIERS



EDUCATING MEMBERS ON POLICY SOLUTIONS



EVALUATING ECONOMIC FEASIBILITY



DEEPENING ENGAGEMENT WITH FINANCE COMMUNITY



DESIGNING EFFECTIVE INCENTIVE STRATEGIES



Overview of key findings

- As Field to Market considers key opportunities to increase our impact over the next three years, several themes have emerged:
 - Nimbler governance to enable members to focus on topics that are most timely and relevant
 - Greater opportunities for shared learning and support for pre-competitive collaboration at a landscape level
 - Stronger focus on the necessary enabling conditions for farmers to transition to more sustainable/regenerative production systems





Preliminary Staff Recommendations: Five Pillars

- **Convene Diverse Stakeholders** - Convene diverse stakeholders to facilitate multi-sector collaboration, advance shared learning, and drive collective action in accelerating sustainable outcomes for nature and farmers.
- **Provide Science-Based Leadership** - Develop and strengthen Field to Market's science- and outcomes-based resources for measuring sustainability performance, assessing opportunities for improvement and bridging environmental and social science to catalyze positive change.
- **Identify and Promote Innovative Incentive Strategies** – Strengthen capacity across the value chain to deploy effective incentive strategies to support farmers in scaling conservation adoption by addressing agronomic and financial risk of transition
- **Scale Impact Through Partnerships** – Facilitate and scale pre-competitive partnerships across the value chain that deliver continuous improvement at the field, farm and landscape levels.
- **Enable Credible Communications** - Enable credible stakeholder communications that facilitate and improve supply chain and industry reporting, showcase leaders in sustainability, and strengthen public confidence in the food and agriculture system.



WHAT'S NEW: Proposed Updates and Changes to the 2019-2021 Plan





I. Convene Diverse Stakeholders

- **STANDING COMMITTEE REORGANIZATION:**
 - Restructure Standing Committees by absorbing Awards & Recognition Committee functions into the Education & Outreach Committee with a broader scope of work, including: a) develop member education/training opportunities, b) build capacity within trusted adviser community, c) leverage social/behavioral science research within supply chain sustainability initiatives, d) and recognize sustainability champions.
 - Establish a permanent Innovative Finance Committee tasked with identifying and promoting effective incentive strategies, including blended approaches to conservation finance.
 - Change the name and focus of the Verification Committee to a Standards Committee, with additional responsibilities pertaining to harmonizing/aligning with other standards and protocols.
 - Shift Standing Committee selection process to board appointments (via member applications) rather than elections, while maintaining sector-balanced approach.
 - Lastly, Board to consider additional temporary, ad hoc workgroups to be established each year on a temporary basis to address specific topics that are timely/relevant but fall outside the Standing Committee structure.



I. Convene Diverse Stakeholders

- **DIVERSITY AND INCLUSION:** Develop strategic partnerships that leads to collaborative solutions for how the agricultural value chain can advance equity and inclusion for Black, Indigenous and other farmers of color, especially within sustainability initiatives.
- **PUBLIC POLICY EDUCATION:** Facilitate multi-stakeholder convening and educational opportunities regarding voluntary, incentive-based conservation policies at the federal and state levels.



II. Provide Science-Based Leadership

- **TECHNOLOGY ROADMAP:** Update Field to Market's technology roadmap to identify key developments in agricultural data and technology while recommending new strategies for streamlined sustainability analysis, reporting and validation.
- **NEW CROPS:** Support sustainability assessment across more diverse rotations by incorporating small grains and pulses into Field to Market's tools and program.
- **SOCIAL/BEHAVIORAL SCIENCE:** Translate and apply social/behavioral science research to supply chain sustainability initiatives to better support farmers in scaling conservation adoption.



III. Identify and Promote Innovative Incentive Strategies

- **ECONOMIC ASSESSMENT:** Create a standardized approach for how the broader industry can support farmers in evaluating the economic feasibility of the types of practices that may improve environmental outcomes.
- **CAPACITY BUILDING:** Strengthen knowledge and capacity across Field to Market's membership to adopt the right blend of incentives – financial, technical assistance and peer support – to meet farmers' unique needs, risk tolerance and motivations. This includes hosting workshops, developing resources and commissioning research as needed.
- **CAPITAL MOBILIZATION:** Deepen engagement with the financial community to strengthen relationships in service of mobilizing more catalytic capital and explore the development and deployment of innovative finance mechanisms that leverage matching funds from private sector, philanthropic organizations and government.



IV. Scale Impact Through Partnerships

- **LANDSCAPE LEVEL COLLABORATION:** Expand staff support and digital tools for project design, implementation and reporting, and encourage companies with interest in shared geographies to pursue landscape-based approaches to collaboration.
- **CAPACITY BUILDING:** Cultivate additional local partners and trusted advisers through outreach and training to support Continuous Improvement Projects and landscape level collaborations across supply chains.
- **SHARED LEARNING:** Increase documentation of Continuous Improvement Project learnings through case studies and make available through regular publications and educational opportunities for Field to Market members.



V. Enable Credible Communications

- **PRINCIPLES AND CRITERIA (OPTION 1):** Pursue strategic alignment with other sustainable/regenerative ag programs and standards to provide opportunities for additional recognition for participating farmers and supply chain entities.
- **PRINCIPLES AND CRITERIA (OPTION 2):** Develop a novel set of clearly defined principles and criteria for sustainable/regenerative agriculture at a farm and landscape level, including mapping how existing metrics and additional indicators can evaluate progress toward regenerative ag commitments.

Updated Business Plan and Technology Roadmap

- As an extension of our strategic planning process, Field to Market will update its Business Plan and Technology Roadmap, which were last published in 2015 and 2014, respectively.
- Key themes to explore include asset evaluation, revenue model, future technology considerations for Fieldprint Platform, and a landscape assessment of other sustainable/regenerative/carbon initiatives with competitive differentiation.
- RFP to be released on September 9 with proposals due on October 4. Consultant selected to October 11 with final report/recommendations due to the Board of Directors on January 14, 2022.

