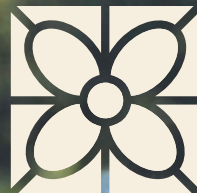


Arcadia Strategic Priorities

2025–2027



ARCADIA



Healthy Land. Healthy Food. Healthy Communities. From the Farm Forward.



A Message from the Executive Director

I'm honored to share Arcadia's new Strategic Plan—a vision rooted in our past, grounded in the present, and reaching resolutely toward a future where healthy land and healthy food anchor and support healthy communities.

Arcadia's farm at Woodlawn Pope-Leighey, a national historic site, holds a powerful legacy. Almost 170 years before we began our work here, and 20 years before Emancipation, Quakers, Black free farmers, and European immigrants defiantly and courageously tended these acres as a cooperative free farm. They were surrounded by slave plantations hostile to their quiet, radical work to advance freedom and self-determination, with food and agriculture as their tools. That history calls to us now. In Arcadia's work to help bend the arc of history toward justice, we draw from these acres an unflinching commitment to justice, community, and the promise of food to change the world.

Our farm straddles historic Route 1 and is the beating heart of Arcadia. From our Mobile Markets in Washington, D.C., to neighborhood children harvesting and tasting just-picked food for the first time, to high school students discovering their passion for the environment, public health,

and justice while learning to farm, to veterans finding meaningful careers in the soil, this historic corridor is the pathway that links our disparate experiences, resources, and histories around one thing we all need: good food.

And this strategic plan is our roadmap for the next three years. It reflects our belief that food and farming are transformational — the source of health, justice, joy, and connection. With community at the heart of everything we do, we invite you to join us on this bold journey to rebuild the pathways between people, land, and good food — where nourishment, equity, and belonging take root.

Pamela Hess
Executive Director



Our Mission

Arcadia is a nonprofit organization rooted in the National Capital Region. We cultivate vibrant regional food systems that build the health of our land, food, and communities — from the farm forward. Grounded in equity and guided by history, we are creating sustainable, just, and regenerative solutions to a broken food system.

Our Vision

Healthy land, healthy food, and healthy communities.

Our Values

Holistic

Equitable

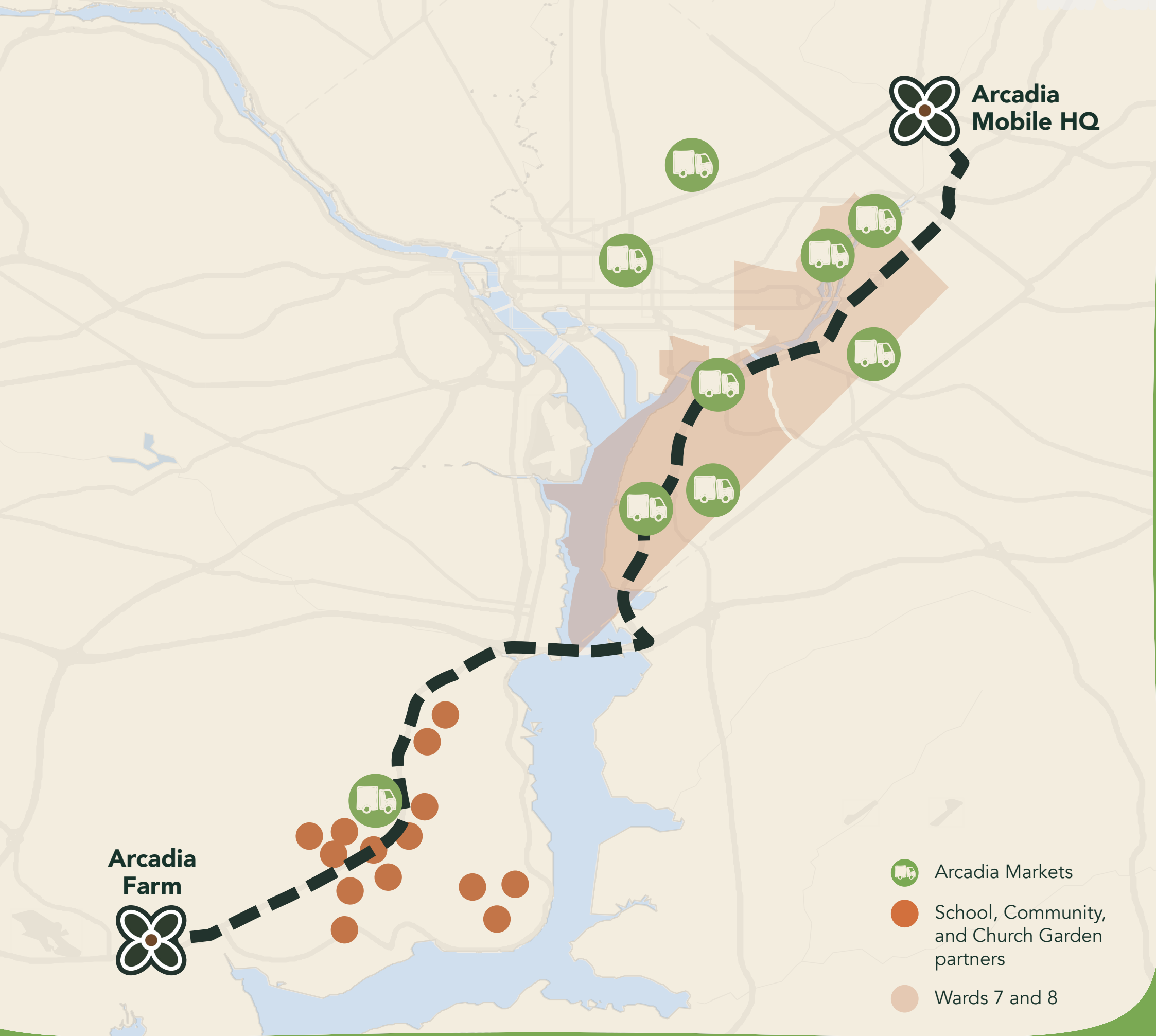
Active

Land-based

Trustworthy

Harmonious





The Need & Opportunity

In the National Capital region — particularly Wards 7 and 8 of Washington D.C. and along Route 1 in Fairfax County, Virginia — communities face significant, systemic food insecurity. Arcadia operates at the intersection of these challenges, offering hands-on education, sustainable farming, land access and training, and direct-to-community distribution models that are responsive, rooted, and regenerative.

The prevailing food system excels at producing vast quantities of calories that are cheap at the point of sale but devastating to public health, the environment, and human well-being. Low-income communities bear the heaviest burden, though all of us are affected. Diet-related diseases such as obesity and diabetes cost the U.S. nearly \$1 trillion annually, while soil erosion, biodiversity loss, water pollution, and labor exploitation add billions more each year—eroding the natural and human resources on which life depends.



It starts with just one bite.

That bite grows into an appetite for more –

A connection

to the farm

to the food

to the community

The farm to community pathway makes that transformation possible for thousands.

"I've been shopping with Arcadia for 5 years now and I wanted to let you know that, and I don't say this lightly, but Arcadia saved my life," said Dan, a Mobile Market customer.

"Arcadia caught me when I was in a low mental place and was having a hard time taking care of myself. You all taught me how to cook, what to buy, and how to take care of myself.

"I'm calling because I've decided to pursue a career in public health and nutrition. I'll be working with a group this spring and was wondering if we could start up a partnership. I still have the cookbook you all gave me many years ago- would it be possible to get some for my class coming up?"

Farm-to-Community Pathways

Our Transformative Approach:

Our location at the historic Woodlawn-Pope-Leighey estate in Virginia is not only geographically significant but also deeply meaningful, inspiring our commitment to justice, land stewardship and community health.

Arcadia grows farm-to-community pathways that transform how people relate to food—from passive consumers of anonymous, industrial products to active participants in a local, just, and nourishing food system for everyone.

These pathways reconnect communities with the source of their food—the land, the farmers, and the seasons. They transform food from a commodity into a relationship of care: with the soil that grows it, the hands that cultivate it, the natural world that it sustains, and the communities it nourishes.

Along this pathway:



Customers

shift from **passive consumers** to **engaged stewards**—supporting farmers, choosing nourishing food, and caring for the land in which it grows.



Communities

build toward food sovereignty, gaining the knowledge and resources to grow, prepare, and advocate for their own nourishment.



Farmers

become local heroes, not only feeding people but restoring ecosystems, economies, and trust.



Children

grow up digging in the soil, tasting the seasons, and discovering how food can shape their health, environment, and enjoyment of life.

Our Programs



Field Trips



Farm Camps



Veteran Farmer Training Program



Mobile & Community Markets



Live Eat Grow



Route 1 Community Farm

	On the Farm	In the Community
Grow Good Food	- Dogue Farm - Hilltop Farm - Route 1 Community Farm - Veteran Farm Incubator	21 School, Church & Community Center Gardens
Train Farmers	- Veteran Farmer Fellowship - Route 1 Community Farm - Veteran Farmer Reserve	Live Eat Grow Garden Training
Build Farmer Capacity	- Veteran Farmer Incubator - Route 1 Community Farm	Farmer-Chef Sourcing
Create Good Food Access	Route 1 Community Farm	- Hybla Valley Market - DC Mobile Markets - Pop Up Markets
Cultivate Community Connection	- Annual Farm Dinner - Fall Funtacular - Summer & Winter Solstice Walks - Open Volunteer Program	- Hybla Valley Market - DC Mobile Markets
Educate & Engage Youth	- Field Trips - Summer Camps	- LEG School Internships - LEG School Garden Network
Educate & Engage Program and Policymakers	- Arcadia Visits - Corporate Volunteers	Food Policy Councils Advocacy

Our Process

In 2024, Arcadia started a year-long strategic planning process to define our aims and navigate 2025-2027. After thorough review, we adopted our plan in the Spring of 2025 and expect implementation through Q1 of 2028. We extend our gratitude to the following contributors for lending their time, resources and subject matter expertise to the development of this plan and are forever grateful for your support.

Community Subject Matter Experts & Contributors

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Strategic Priorities

2025–2027

Arcadia's 2025–2027 Strategic Plan outlines five interwoven priorities designed to advance our mission of cultivating healthy land, food, and communities. These priorities focus on strengthening equitable food economies, ensuring financial sustainability, establishing a permanent headquarters and transformational farm hub, deepening organizational capacity, and expanding community engagement and advocacy.

Together, they provide a clear and actionable roadmap for scaling our impact and serving as a model for regional food system transformation.

Goal 1

Strengthen Community-Responsive Farm-to-Market Economies

Arcadia is committed to connecting nutrient-dense, sustainably grown food from local farms — including Arcadia — to communities with the greatest barriers to access—particularly in Washington, D.C.'s Wards 7 and 8, and Southeast Fairfax County. These areas face chronic food insecurity due to systemic transportation, income, and infrastructure disparities. Our Mobile Markets offer a low-cost, high-impact solution by bringing fresh food directly into neighborhoods that traditional food retailers do not adequately serve.

Over the next three years, we will refine our market business model, increase farm production to meet demand, and ensure our distribution efforts are efficient, community-driven, and financially sustainable.

- ✕ **Expand and optimize Mobile Markets in D.C.'s under-served neighborhoods.**
- ✕ **Enhance on-farm infrastructure and staffing to increase nutrient-dense food supply.**
- ✕ **Build market models tailored to underserved communities.**

Goal 2

Strengthen and Diversify Revenue Streams

- ✕ **Develop individual donor engagement and tiered membership programs.**
- ✕ **Reduce reliance on federal grants through foundation and corporate support.**
- ✕ **Build a strong fundraising team and Board involvement.**

To ensure long-term organizational resilience, Arcadia will build a diverse portfolio of funding sources. While public grants have been vital, especially for programs like our Veteran Farmer Training and Route 1 Community Farm, we must reduce any reliance on federal funding.

We will cultivate stronger philanthropic support from individuals and foundations, revise our tiered donor membership program, and engage new corporate sponsors. These efforts will be supported by expanded staff capacity and training, empowering our team to create a culture of shared fundraising responsibility and sustainable growth.

Goal 3

Build Infrastructure to Serve as Arcadia’s HQ and Expand Function as a Hub

- ✂ **Launch a \$3.6M capital campaign for a multi-purpose HQ and training facility.**

Arcadia’s farm at the historic Woodlawn Estate will become home to a new Center of Excellence — a centralized hub for training, community programming, and organizational operations. Just miles from Capitol Hill and the region’s most underserved communities, this site is uniquely positioned to serve as a catalyst for food equity and education and support community gathering.
- ✂ **Create a centralized hub for production, education, and operations.**

Through a \$3.6 million capital campaign, we will fund the construction and transition of this multi-purpose head-quarters, increasing our capacity to train new farmers, host public events, and coordinate across our programs with greater efficiency and impact. This is part of a larger plan in partnership with the National trust for Historic Preservation to transform the entire property into the national center and destination for sustainable food and farming.
- ✂ **Increase public programming and community access.**

Goal 4

Build Organizational Capacity and Operational Strength

- To fully realize our mission, Arcadia must strengthen its internal systems and support the people who power our work. We will create standardized processes across programs, implement a tiered leadership structure, and invest in staff wellness and retention. These efforts will reduce burnout, improve accountability, and build institutional continuity. By aligning all our work with clearly defined outcomes, logic models, and evaluation tools, we’ll ensure our programs are not only effective but scalable and replicable across the country.
- ✂ **Implement SOPs and tiered leadership structures.**
 - ✂ **Improve employee wellness and compensation.**
 - ✂ **Align all programs with unified logic models and shared goals.**

Goal 5

Enhance Community Engagement and Advocacy for the Regional Food System’s Farm-to-Community Pathways

- ✂ **Launch integrated marketing campaigns to build awareness.**

Arcadia will deepen its public engagement and policy advocacy to raise awareness and inspire action across the National Capital region. Through targeted marketing, community events, and school partnerships, we will empower individuals and families to become advocates for food equity. At the same time, we’ll elevate Arcadia’s presence in policy spaces — sharing insights from our work to shape decisions that support local farming and food systems, increase food access, and prioritize sustainable agriculture. Together, these efforts will contribute to a broader movement toward a more just and resilient regional food system.
- ✂ **Elevate policy presence in the National Capital Region.**
- ✂ **Use on-farm and in-community programs to build civic engagement and demand for healthy food systems.**

How to Get Involved

- ✂ Shop or volunteer at a Mobile Market or on the farm
- ✂ Sponsor events and spaces
- ✂ Help us build our capital campaign
- ✂ Donate to support community food access and farmer training
- ✂ Attend events like farm dinners, camps, and volunteer days
- ✂ Bring your office out for a Corporate Volunteer Day
- ✂ Apply for our Veteran Farmer Training Program or community garden plots
- ✂ Serve on our board of directors
- ✂ Volunteer with your specialized skills





ARCADIA
CENTER FOR SUSTAINABLE FOOD & AGRICULTURE

Looking Ahead

Arcadia is cultivating a healthier, more just food system — one rooted in history, grown with intention, and built with respect for the land, our community, and our history. With your support, we can nourish people, land, and communities, for generations to come. From the farm forward.

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