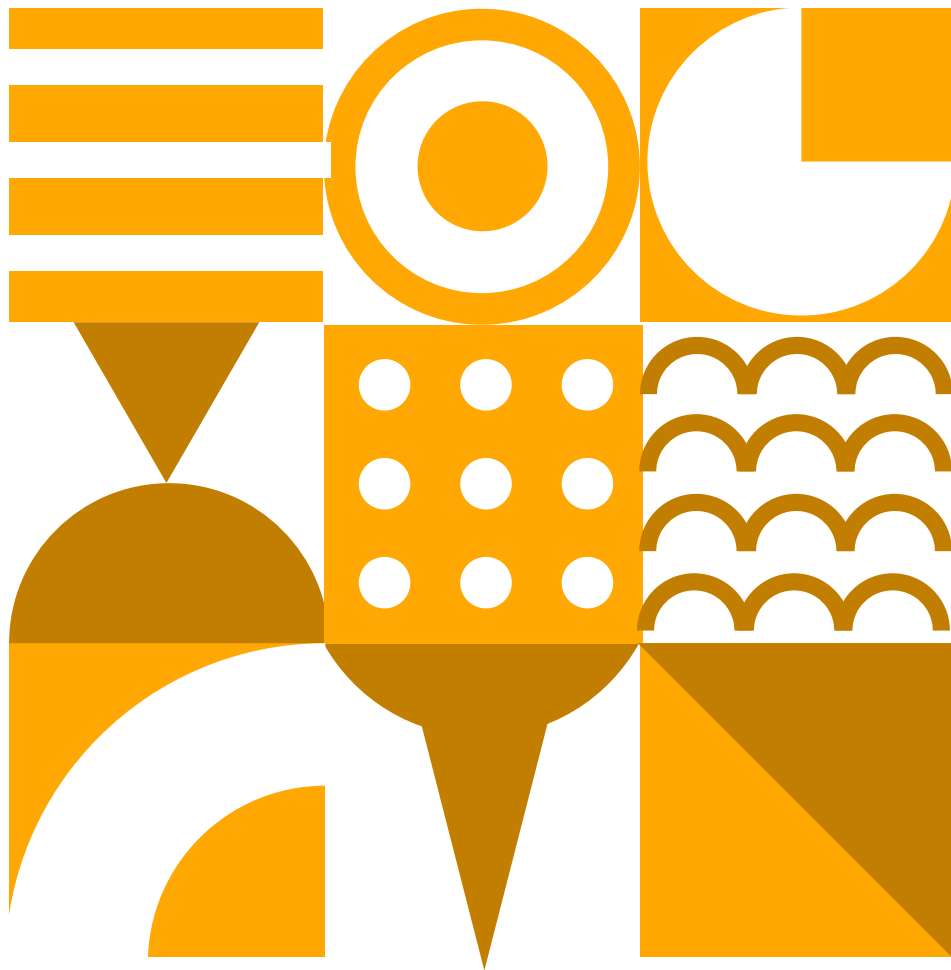


Developing your Community's Food Strategy

A Toolkit from
Food Communities Network -
Réseau Communauté Nourricières
(FCN-RCN)



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FCN-RCN is a project on MakeWay's Shared Platform



Big thanks!

Thank you to **ALL** people, paid and unpaid, who have been part of developing their community food strategies and making them publicly accessible. Your work inspires other communities to continue working towards just, sustainable and resilient food systems that nourish all. Communities do have a significant impact on creating transformative change.

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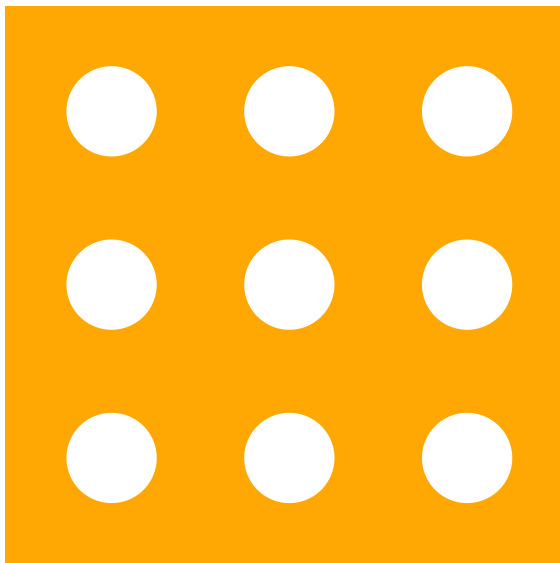


Please become part of this Toolkit!

Food strategy research and development is an ongoing process and is always evolving. Let's take time to share work across our communities, so we can move further faster to build genuine food resilience for all. (Please send to info@fcn-rcn.ca).

We hope this toolkit will spark discussions and actions for more sustainable, resilient, and just food systems.

About the toolkit



The main goal of this toolkit is to support every community coast-to-coast-to-coast to develop and use a complete Food Strategy.



This toolkit will provide guidance on developing a new strategy, or renewing existing/outdated strategies. It will also provide guidance on how to monitor and assess work done by food communities or food policy groups across Indigenous Territories/Canada.

This toolkit was written under the following assumptions:

- Food insecurity is a growing issue coast-to-coast-to-coast
 - Not all communities experience food insecurity in the same way
 - Racism, colourism and colonialism influence who has access to land and who can access food
 - Our food systems need to thoroughly change to preserve human and planetary health
 - Each community has the right to define the priorities of its own community
-

What does this Toolkit do?

The Food Strategy Toolkit:

1. Highlights a wide range of food policy and programs that are taking place coast-to-coast-to coast as inspiration.
2. Offers communities and FPGs some useful frameworks, practices and lessons learned, regionally and internationally, that will support FPGs to develop/adapt inclusive, comprehensive, just Food Strategies.
3. Encourages all communities coast-to-coast-to-coast to develop/enhance Food Strategies by Summer 2023 and have your community leadership sign the Milan Urban Food Policy Pact.

The toolkit includes:

1. A range of frameworks, guidelines, and tools that communities can use in developing or improving food strategies.
2. A list of food strategies developed by communities and food policy groups across the country, compiled only in the languages provided by each community. (Appendix A). This can be used as a reference and as a way to follow-up with the community of interest.
3. An analysis of how food strategies coast-to-coast-to-coast fit into the Milan Urban Food Policy Pact core themes, with encouragement for all communities to assess their work to this recognized international standard for the lower-tier, community level (Appendix A).

Your Community's Food Strategy is Unique

The toolkit captures some tools and frameworks thought useful and applicable to communities in Indigenous Territories/Canada.

Developing a Food Strategy is not a one-size-fits-all approach. Each neighbourhood, community, town, region and city has a different local context.

The demographic, social, cultural, political, economical, and ecological contexts within your community must be taken into account when developing food strategies. All strategies and programming will need to be adapted for individual communities and territories.

As an expert in your community, it is important to use an approach that builds consensus and accurately reflects the needs of residents.

Although different frameworks and priority-setting tools are suggested in this toolkit, it is important to acknowledge there are different ways of knowing and learning. A general goal of food strategies is to enact food systems change. It is up to you and your community to define how you will enact the changes outlined in your food strategy. Feel free to use whichever sections in the toolkit that make the most sense for you and in the order that suits your work best.

Terms Used

While different terms are defined throughout the toolkit, we wish to discuss these four main terms:

- **Food Policy Groups (FPGs):** is used by FCN-RCN to refer to a formal or informal group or network of residents, not-for-profit organizations, businesses, and government working together to actively address issues across the food system, primarily through policy or programs at the local, community-wide level. FPGs have many names, including food policy councils, food coalitions, food system committees, food system alliances, food networks, food justice initiatives, etc. We use the broader term FPGs to cover all of this.
 - **Communities:** We use communities in the FCN-RCN network to refer to lower-tier governance, whether in a band, city, municipality, township, county, territory, region, etc. While FPGs also address policy issues at other government levels which impact them, FPGs referred to within FCN-RCN are rooted in, and impacting policy largely at, a community-wide level.
 - **Indigenous Territories/Canada:** The language and framing of geography as Indigenous Territories/Canada is used by FCN-RCN in recognition of the co-governance on the lands of both Indigenous and settler/Canadian governments. While the network includes Indigenous actors working within both Indigenous and settler communities, this term is not in reference to FCN-RCN taking leadership on Indigenous Food Sovereignty, as we seek to continuously learn from, and refer to, Indigenous leadership. FCN-RCN recognizes the historical and on-going manifestations of colonialism, racism and white supremacy within our food systems. FCN-RCN supporting team is committed to advancing this work in ways that highlight and challenge colonialism, racial injustices and other forms of discrimination.
 - **Food Strategy:** An approved plan that helps community-level governments and communities integrate a full spectrum of food system issues within a single policy framework, relevant to their jurisdiction and roles. Food strategies include a wide range of food policies and programming and have different formats, but they all aim to integrate, coordinate and transform food systems at local levels to reach shared goals of equity, community food resilience and sustainability. Food strategies are more than simple reports or a set of recommendations. They are about actions that go beyond a simple to-do list, and constantly change and evolve according to emerging priorities.
-

About FCN-RCN

Food Communities Network – Réseau Communautés Nourricières (FCN-RCN) facilitates sharing ideas, knowledge, tools and experiences around building food resiliency and decreasing food insecurity, networking a wide diversity of communities coast-to-coast-to-coast, in both French and English.

FCN-RCN connects four core groups of actors working on community-wide solutions in their large, small, rural and remote cities/municipalities/towns/regions/territories:

- Food policy groups (FPGs) working at local levels (informal or formal)
- Leadership and staff within Indigenous and settler governance tables
- Public Health workers
- Community-wide, non-profit, social purpose groups working on broader food system and/or governance issues

In seeking ways to build community-wide resilience and reduce food insecurity, one key goal of FCN-RCN is to support every community in Indigenous Territories/Canada having a new or updated Food Strategy. We believe this is critical to achieving broader and global goals.



For more info, and to become a member, please see foodcommunities.ca

Acknowledging responsibilities:

FCN-RCN recognizes that the land on which we live, has a devastating history and continuation of colonialization, discrimination, and inequality. The history included the theft of land, ecological destruction, racism, and genocide. Colonialism is ongoing and discrimination, inequality, and injustice against Indigenous peoples continue today.

From coast-to-coast-to-coast, we acknowledge the ancestral and unceded territory of all the Inuit, Métis and First Nations people that call this land home. Acknowledging the colonial history is just one step in a larger process of reconciliation between non-Indigenous and Indigenous peoples. As settlers, no matter when we arrived onto the land, we must acknowledge the harms and mistakes of the past and the impacts today, and consider how we can move forward in the spirit of reconciliation and collaboration. As an organization, we are committed to deepening our understanding of Indigenous histories and cultures. The commitment to continual learning will help us reframe our responsibilities to land and community. The language in this report attempts to acknowledge the colonial history and the heartfelt desire to contribute to respectful relations.

Table of contents

09 | Section 1: Frameworks

Broader frameworks

Food Systems Approach
Indigenous Framework
Equity Framework

International Frameworks

Sustainable Development Goals (SDGs)
Milan Urban Food Policy Pact (MUFPP)
C40 cities - Food Systems Network
Urban Food Agenda

22 | Section 2: Common Tools

Food Guide
Food Policy Groups
Food Charters / Values
Food System Assessments
Food Strategy

29 | Section 3: Analysis of Milan Urban Food Policy Pact Framework

Food governance
Sustainable diets and nutrition
Social and economic equity
Food production including urban rural linkages
Food supply and distribution
Food waste prevention, reduction, and management

46 | Section 4: Tips for developing your community's Food Strategy

55 | Appendix A - Compilation and Analysis of Food Policies tied to MUFPP core themes

56 | Appendix B - References

Frameworks

Broader Frameworks



Definition

Food Systems Approach:
All the activities and processes involved in the ways that people produce, obtain, consume, and dispose of their food, including the inputs and outputs required to make the system run. The food systems approach encompasses the social, political, economic, and environmental context of food production, distribution, consumption, and disposal.



The food systems approach:

- extends beyond the food supply chain.
 - addresses and analyses food-related issues in a holistic way
 - examines all the processes, institutions, and regulations that shape the production, distribution, and consumption of food, including within local government, individual school, public facilities, etc.
 - looks at food within social, economic, political, and environmental contexts.
 - recognizes the interdependence across diverse actors, activities, and interactions
 - recognizes that eaters' choices do not occur in a vacuum and are shaped by broader issues, such as fair employment, food access, land access, prices, marketing, and food literacy.
 - does not address issues individually or separately from other parts or actors in the food system.
-

For example, if we want to improve people's health, we will consider the external conditions that impact people's food choices, such as their social, physical, and economic access to food of choice. We would also examine marketing strategies and policies that encourage people to purchase less nutritious foods.

If we want to create change, we have to accept that our food systems are complex and work in an integrated manner.

We have to address several interlinked challenges at the same time.

This way not only does the specific issue get addressed, but it also addresses the challenges of the food system as a whole.

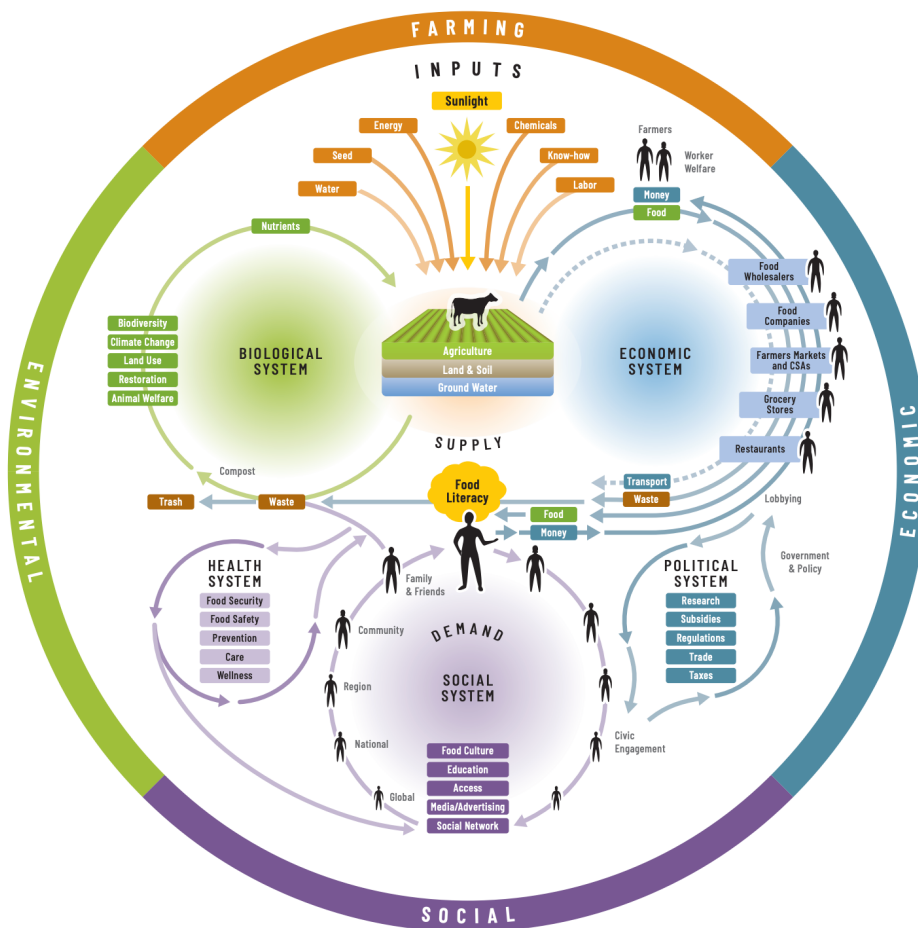


Image: [Food System Map](#) graphic courtesy of Nourish Initiative. Copyright WordLink, all rights reserved.

Indigenous Food Sovereignty Framework

Information and a webinar will be forthcoming for this section in 2022.

Indigenous Food Sovereignty is a specific approach to addressing the underlying issues faced by Indigenous peoples. It asserts self-determination to develop culturally relevant food systems.

If you are Indigenous, and would like to connect to Indigenous-led groups working on various aspects of Indigenous Food Sovereignty, but don't know how to connect in, please contact info@fcn-rcn.ca and we can connect you to Indigenous leadership coast-to-coast-to-coast.

If you are Indigenous, leading food sovereignty work within Indigenous-only groups, or as part of allied groups/structures along with settlers, and are open to being connected to other Indigenous people working in other communities on food strategy that we could refer to, please also contact info@fcn-rcn.ca.

Equity Framework

An equity framework recognizes that the food system is fundamentally inequitable and volatile. It acknowledges that different individuals, people, communities, regions, and nations experience the food system differently. This framework also acknowledges that some actors in the food system benefit from the presence of inequality, poverty, and hunger of others.

An equitable food system prioritizes justice, equality, and equity. The food system can be a vehicle for positive change, social cohesion, community development and a celebration of diversity. Dismantling various types of inequalities in the food system, including racial, economic, and social, requires structural changes, policy shifts, and community led solutions.

Equity work requires continuous learning and self-reflection.

Some goals of an equity framework are to:

- Use it as a lens to inform the development of strategies, processes, and activities.
- Create spaces where people who have been, and continue to be, disadvantaged, can thrive.
- Hold a mirror to our own work, including culture, internal structures, policies, and their impacts.
- Normalize the application of an equity framework.
- Keep focused on the goal to build capacity, systemic change and a world where all people are equal decision-makers and equitably benefit within the food system.

*Equity work
requires
continuous
learning and
self-reflection.*



**Case Study:
Toronto Black Food
Sovereignty Plan**

Toronto City Council has approved the Toronto Black Food Sovereignty Plan as a response to the immediate need for addressing food insecurity among Black Torontonians. The Toronto Black Food Sovereignty Plan is a 5-year plan that is community-led and supported by an interdivisional team. The plan is to increase access to healthy, affordable and culturally appropriate food; address root causes of food insecurity and build resilience among Black communities.

This five-year plan is a community-led, municipally-supported initiative, supported by an interdivisional team working toward achieving three primary objectives:

- Develop City-supported, Black-led initiatives dedicated to addressing food insecurity issues that disproportionately impact Black communities.
- Identify and establish sustained supports and funding for Black-led, Black-serving, and Black-mandated food organizations and Black food sovereignty community infrastructure.
- Engage, align, and leverage new and existing City strategies and initiatives to advance systems change and shared goals to realize Black food sovereignty outcomes in neighbourhoods with high Black populations.



[Find the Toronto Black Food Sovereignty Plan here.](#)



[Find the City briefing note here.](#)

**Case Study:
Michigan State
University**

Michigan State University's (MSU's) Measuring Racial Equity in the Food System: Established and Suggested Metrics: MSU developed a framework that identifies metrics related to racial equity in the food system. The MSU report presents a set of metrics that are both meaningful and useful and can provide a foundation for community organizations in developing or tracking progress as it relates to racial equity in the agri-food system. The metrics are divided into four themes, which include:

- Food Access
- Food and Farm Business
- Food Chain Labour
- Food Movement

This is important for strategies to deliberately aim to promote just and equitable food system outcomes. Measuring success in promoting racial equity in the food system may be an integral and principled part of your strategy. Consider adapting the MSU framework for this purpose.

Excerpt #1 from [MSU Framework](#), p.6 (2018):

NOTES OF CAUTION

Racism is real but race is a social construct.

There are no inherent or biological differences between races. Race is a social construct—it has changed over time and will continue to change. Because our society treats people of different races differently, lots of outcomes vary by race. When we see differences between races, we are seeing the result of current and historical injustices.

People are more than their race.

While metrics broken down by race can provide a picture of inequities in the food system, categories of race obscure differences within races. These metrics should not be used to treat entire races of people homogenously. All of the metrics presented here should be considered in conjunction with intersectional analyses of inequities based also on factors such as immigration status, primary language, class, culture, and gender.

Isolated data points are not the whole story.

Metrics data should be situated within people's actual lived experiences through qualitative data or other modes that show the ways in which the issue is experienced in people's lives.

Research can be a distraction.

The extent and impact of racism is well-documented; it does not need to be proven further. Gathering data on these or other metrics should be used to inform action or hold ourselves accountable for action, but not as a stalling tactic for taking action.

This unique framework helps to document, measure and deeply examine the intersection of food and race even in areas such as the food movement itself.

Excerpt #2 from [MSU Framework](#), p.30 (2018):

FOOD MOVEMENT

| | Metric | Metric Purpose/Description | Example | Scale (granularity) | Unit of Analysis | Data Type | Data Source or Methodology |
|----|--|---|--|--|------------------|--------------|---|
| 78 | Percentage of food movement organizations with policies to ensure representation by people of color in paid and/or leadership positions. | Measures how organizations in the food movement may serve communities of color but not adequately represent or empower people of color. | "Indeed, a 2013 survey of food justice organizations confirms that only 16% of respondents work for organizations that "have policies that ensure representation of community members in paid and/or leadership positions" yet 79% of respondents indicated that issues of racial, ethnic, socio-economic, gender, sexuality, political, and generational inequalities affect their organizations." ¹⁴⁴ | 105 surveys were collected from across the U.S. | Organization | Primary data | National survey of self-identified food justice organizations, recruited through emails, listservs, etc. ¹⁴⁵ |
| 79 | Percentage of staff in leadership positions in food movement organizations, by race | Measures who holds power in influencing the direction of the food movement. | "Of the 13 organizations in the North East [sic] with a staff of 10–35, the leadership positions are 84% white to 16% people of color and their board members are 11% people of color and 89% white." ¹⁴⁶ | 36 interviews were conducted with leaders of community food organizations in New York and Massachusetts. | Worker | Primary data | Interviews with community food organizations ¹⁴⁷ |
| 80 | Percentage of board members for food movement organizations, by race | Measures who holds power in influencing the direction of the food movement. | | 36 interviews were conducted with leaders of community food organizations in New York and Massachusetts. | Board member | Primary data | Interviews with community food organizations ¹⁴⁸ |



See the [MSU Framework](#) for the full report.

Case Study:
PolicyLink

PolicyLink, a national research and action institute in the US, developed a resource that provides communities, advocates and other stakeholders in the food system with a clear and actionable framework to advance equitable food systems through a food system and policy lens. Although examples are US based, (mainly California), the provided examples deepen our understanding of historical and current barriers to a more just and equitable food system.

The resource is divided into 5 key food system sectors:

- Production
- Processing
- Distribution
- Retail
- Recovery, recycling and waste

Each section includes:

- an overview of the sector
- examples of policies that advance justice and equity
- on the ground equity driven efforts
- additional resources and tools communities can use



[See the PolicyLink website for more details.](#)

International Frameworks

Communities small and large are at the forefront of dealing with the complex and intersectional issues of hunger, food insecurity, poverty, land decisions, water quality, housing and development, stewarding greenspaces, impacts of climate change, supporting businesses, and strengthening local economies. Several international bodies are now focused on supporting cities/communities in their critical front-line roles with the food system.

Below are some frameworks, many with case studies from other cities, to draw inspiration from for your own community Food Strategy development.

Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) were developed in 2015. SDGs are a blueprint that countries are encouraged to adopt to help address a variety of issues around poverty and environmental concerns, now and in the future. SDGs are a call for action among all countries, with many roles for communities to take on.



There are 17 goals, each one accompanied by targets, with indicators for measuring progress. For example, SDG #2 is Zero Hunger. Specifically, this SDG aims to end hunger, achieve food security, improve nutrition and promote sustainable agriculture.



SDG #2 includes 8 targets including:

- ensure access to food by all people
- end all forms of malnutrition
- double the agricultural productivity and incomes of small-scale producers
- increase investment in agricultural research and extension services

There are 14 indicators in total including:

- prevalence of undernourishment
- average income of small-scale food producers, by sex and Indigenous status
- total official flows to the agricultural sector

Addressing the food system is vital to meeting SDGs. Achieving SDGs is ambitious and food systems provide an opportunity for governments (including local governments) to address numerous SDGs through strengthening regional food systems. Many food policy groups have used SDGs as a guide to developing the objectives, themes and action plans. SDGs focusing on issues like hunger, health, climate directly benefit from a shift towards a sustainable food system.

However, the food system also relates to other SDGs, including:

- SDG 1: No Poverty
- SDG 3: Good Health and Well-being
- SDG 5: Gender Equality
- SDG 8: Decent Work and Economic Growth
- SDG 11: Sustainable Cities and Communities
- SDG 12: Responsible Consumption and Production
- SDG 13: Climate Change
- SDG 16: Peace, Justice and Strong Institutions and
- SDG 17: Partnerships for the Goals



SDG 8: Decent Work and Economic Growth, is extremely relevant within agriculture and food sectors, known for often minimum-waged work and unsafe working conditions. Focus on decent work is required to improve the working conditions within the agri-food system, including processing plants, butchers, retail, and food service sectors. Food systems can create decent jobs, strengthen local economies, and significantly contribute to economic growth and sustainable livelihoods.

Strengthening rural-urban linkages and investing and empowering rural people, small-scale farmers, fisher-folk and foresters, rural women, rural youth, and Indigenous people has the potential to have long term effects on food production and food systems as a whole.

How can communities support SDG 8 and help build a more resilient food system?

- support the development for agri-food infrastructure, to help small farmers create value added products and help them diversify their production and income
- develop incentivizing policies and invest in incubator farms and other tools to support youth entering farming, which may minimize youth migration from rural areas
- support farmers' and producers' participation in associations, networking and cooperatives which can help them gain access to more resources and knowledge



Read more about the [UN's Sustainable Development Goals here](#).

Case Study: Toronto

The Toronto Food Strategy is a great example of how to implement SDGs. The table below summarizes how SDGs are utilized in the Toronto Food Strategy.

| SDGs | Theme | Indicators in Toronto Food Strategy |
|--|--|--|
| SDG 2: End hunger | Food assistance programs | Number of food assistance programs |
| | Physical infrastructure and access | Number of community kitchens |
| | Sustainable agriculture | Number of urban agriculture projects using efficient watering practices |
| SDG 3: Good health and well-being | Healthy nutrition and living practices | Number of people participating in urban agriculture; Amount of time spent in urban agriculture activities |
| SDG 4: Quality education | Effective learning environment | Number of students served per day in student nutrition programs; Number of locations offering student nutrition programs |
| | Job-ready skills and training | Number of urban agriculture programs offering training in employment-related skills; Number of types of skills taught by urban agriculture projects |
| SDG 6: Clean water and sanitation | Potential sources of water pollution | Number of urban agricultural projects using organic pest control methods |
| | Prevention practices | Number of urban agriculture projects collecting rainwater |
| SDG 8: Decent work and economic growth | Thriving businesses | Number of food business incubators |
| | Market | Total revenue generated from sales of food grown through urban agriculture |
| | Short supply chains | Number of urban agriculture growers supplementing their income with produce sales; Number of food co-ops; Number of city-wide food box programs; Number of food festivals. |
| SDG 9: Industry, innovation and Infrastructure | Production | Number of different urban agriculture facilities; Number of people waiting to access urban agriculture programs and plots |
| | Retail | Number of farmers' markets |
| SDG 11: Sustainable cities and communities | Leadership | Percent of marginalized people represented in leadership or decision-making roles; Number of urban agriculture participants in leadership roles. |
| | Social cohesion | Number of people from marginalized communities employed in urban agriculture; Number of opportunities for diverse people to work or socialize together |
| SDG 13: Climate action | Productive green infrastructure | Number of unused/underused land placed into food production; number of different types of urban agriculture practiced. |

Continued on next page.

| SDGs | Theme | Indicators in Toronto Food Strategy |
|------------------------------------|--------------------------|---|
| SDG 14: Life below water | Education | Extent of outreach and education on responsible fish consumption in the city |
| SDG 15: Life and Land | Healthy soils | Number of urban agriculture projects using organic soil amendments |
| | Biodiversity | Number of urban agriculture projects that grow native or pollinator plants; Number of products grow by urban agriculture projects |
| SDG 17: Partnerships for the goals | Organizational structure | Number of community food agencies; Number of different types of urban agriculture organizations; Percent of people in types of urban agriculture programs; Number of collaborations formed through urban agriculture projects; Duration of collaborations |
| | Participation | Number of people participating in urban agriculture in different roles; number of urban agriculture projects maintaining wait lists |
| | Implementation | Number of organizational or program objectives achieved through collaborations |

Source: This table is a summary of research done by Ilieva, R.T. (2017). Urban food system strategies: A promising tool for implementing the SDGs in practice. Sustainability 9(10), 1707-1742.

The Milan Urban Food Policy Pact (MUFPP)

One of the most prominent global examples of a framework for community food policies is the Milan Urban Food Policy Pact Monitoring Framework. This framework was developed out of the work to support the [Milan Urban Food Policy Pact \(MUFPP\)](#), a commitment released in 2015 for cities around the world to develop sustainable and resilient food systems.



In 2014, the Mayor of Milan launched an international agreement with the goal of addressing food related issues in urban centres. The aim is that as many communities as possible will sign and adopt the agreement. Signing the pact is not only a declaration, it is a working tool for cities to develop food-related strategies, policies, and programming.

Three cities in Indigenous Territories/Canada - Montreal, Toronto and Vancouver - have signed the pact. Over two hundred cities from every continent have now signed the MUFPP, a non-binding agreement on urban food policies “designed by cities for cities”.

FCN-RCN has a goal to support cities/communities, coast-to-coast-to-coast, large and small, urban and rural, to have Food Strategies in place for Summer 2023, and one way to achieve this is to encourage your local leadership to sign onto the MUFPP.



For more information on how the pact works and can be signed [visit the page here](#).

Section 3 will outline the six core themes more explicitly, and how food strategies have lined up against this framework.

BENEFITS:

- Provides a comprehensive food systems approach
- Provides set of 44 indicators to allow FPGs to monitor and assess their progress
- Created by cities internationally and collaboratively for use by cities
- Good starting point for community organizations working within other frameworks, or a framework that can be fully used to structure your final Food Strategy

Food communities can engage with food systems in various ways. These core themes are only one way to group a wide range of food strategies, policies, and programming, but are useful as a shared framework. In most cases, food strategies and programs will involve several actions in more than one theme and will have an impact on several dimensions. In fact, this holistic and integrated approach is actually an indicator of success when assessing the performance of a community's food system.

Case Study: Toronto

The Toronto Food Strategy is closely aligned with the goals of the MUFPP. Toronto Food Strategy team within Toronto Public Health adopted the MUFPP indicator framework to measure the city's progress towards a more sustainable and resilient food system. MUFPP provides a series of indicators and metrics but also helps highlight the gaps in a city's food strategy. Below is a chart that exemplifies how Toronto utilized MUFPP in measuring progress.

| MUFPP Theme | MUFPP Action | MUFPP Indicator | City Initiative |
|---|--|--|---|
| Governance | Facilitate collaboration across agencies and departments that will help develop policies and programming that impact the food system across multiple sectors and levels. | Presence of a municipal interdepartmental government body such as an interdepartmental food working group or a food policy office. | Toronto Food Strategy; Toronto Food Policy Council; Toronto Youth Food Policy Council Food Innovation Lab |
| Sustainable Diets and Nutrition | Address non-communicable disease associated with poor diets. | The prevalence of people with overweight and obesity. | Diabetes Prevention Strategy; Healthy Eating Series; Leading Healthy Eating Programs Grant Food Innovation Lab |
| Social and Economic Equity | Encourage and support social and solidarity in economic activities. | Number of formal paid jobs that the food sector provides at or above national minimum wage or living wage. | Food Starter; Food and Beverage Sector specialist; Food Launch; Incoming Buyer's Mission |
| Food Production and Urban Linkages | Promote and strengthen urban and peri-urban food production and processing. | Presence of policies and regulations that allow and promote agriculture and processing within the community boundary. | Urban Hens TO Pilot; Pollinator's Strategy |
| Food Supply and Distribution | Assess the flows of food to and through your community. | Existence of policies and programs that address the reduction of GHG emissions in different parts of the food supply chain. | Food Vulnerability Assessment |
| Food Waste | Assess the flows of food to and through your community. | Annual number of events and campaigns aimed at decreasing food loss and waste. | Live Green; Rethink Food; Campaign on Food Waste |

C40 Cities – Food Systems Network

C40 Cities is a network of large cities around the world committed to addressing climate change. C40 encourages cities to share knowledge, collaborate and take meaningful, measurable and sustainable action towards reducing greenhouse gas emissions and climate risks. The network was developed in 2005. Currently there are over 97 cities across the world that are part of the network. Vancouver, Toronto and Montréal are currently the only Canadian cities taking part of C40 Cities (or is your community also taking part? Please let us know!). By being part of the network, mayors of these cities are committed to taking bold action towards the Paris Agreement at local levels. The Paris Agreement, a legally binding international treaty on climate change was ratified in 2016 and was adopted by 196 nations. C40's aim is that every city will develop and implement a climate action plan. C40 Cities provides a wide range of resources to support climate planners so they can deliver actions consistent with the Paris Agreement. Many communities coast-to-coast-to-coast are presently developing community-wide climate strategies and this is often an excellent umbrella under which elements of Food Strategy can be embedded into policy and action.



[For more information about C40 Cities focus on Food Systems and case studies of what other cities are doing, click here.](#)

FAO Framework – Urban Food Agenda

“The overall goal of the framework for the Urban Food Agenda is to guide the Food and Agriculture Organization (FAO) of the United Nations’s work in supporting decision-makers at global, national, territorial and urban levels to recognize the role of cities and sub-national governments as key strategic sites and actors to address the complex socio-economic and ecological issues that constrain food security and nutrition.” (p. 7)

It is significant that there is international recognition for the critical role that community-level food strategies play in transforming food systems.

FAO has been a partner in the Milan Urban Food Policy Pact process.



[For more information on the FAO Urban Food Agenda, click here.](#)

Common Tools



Before embarking on the development of a community food strategy, numerous activities and initiatives may have already occurred, along with years or even decades of building relationships and trust across different sectors of your community. These relationships and trust are foundational in moving forward with the development and implementation of a food strategy.

Some activities that have commonly occurred coast-to-coast-to-coast in communities before developing a comprehensive food strategy include the following:

- Food Charter/Values Statement development and endorsement by local government and/or other stakeholders. Neighbouring municipalities, businesses, non-profit organizations and public sector agencies may all endorse a community Food Charter/Values Statement.
 - Development of a Strategic Plan, Sustainability Plan, Environmental Action Plan, Economic Development Plan, Green City Plan, Climate Change Plan, Emergency Management Plan, Poverty Reduction Plan and/or Health Strategy that does one or more of the following:
 - identifies food security and/or food systems lens as a priority
 - incorporates enabling food policies within them
 - identifies the creation of a Food Strategy as an action item.
 - Food Summit or Food Conference to bring awareness to food systems issues, build relationships and galvanize support for a Food Strategy.
 - Existence of grassroots group(s) focused on food systems, facilitating community-wide and/or across neighbourhood food action plans and networks.
 - Existence of a lead Food Policy Group that is engaged in food systems issues and is ready to work collaboratively on a food strategy and/or has already been working on policy pieces geared towards an overall strategy
 - Existing food-related bylaws or initiatives that demonstrate food systems interest, including: food surplus/waste collection, backyard hen bylaws, community gardens, and farmers' markets.
-

Food Guides

Food guides are basic educational tools that are designed to help people make healthier food choices. Food guides consider dietary analysis, data from food consumption surveys as well as considerations from food production and supply. Canada's first food guide was developed in 1942. Since then, there has been 8 revisions of the Canada's Food Guide. Historically, Canada's Food Guides have focused on outlining specific portions, servings, or specific foods that one should consume. Guidelines are often provided for children, adolescence, adults, and pregnant and nursing women.



The guides have often been criticized for a variety of reasons. The 2019 food guide moved away from industry influence in the decision-making process and moved away from outlining specific quantities of food, rather focusing on the choices we make around food - reminding people to cook more often, eat meals with others and enjoy food. Food guides can be used as an educational tool, but also as policy tool to promote healthy eating.

It is important to recognize that not all food guides in Indigenous Territories/Canada are ones commissioned by the federal government. Indigenous communities continue to develop frameworks and guides to capture the culture, teachings, and knowledge of Indigenous communities regarding growing, harvesting and eating practices. Often integrated into these frameworks and guides are cultural, social, historical, and environmental components. Guiding principles of harmony, respect and balance are most often incorporated. These values hold significant importance for our relationship with food and yet are missing from Canada's Food Guide.

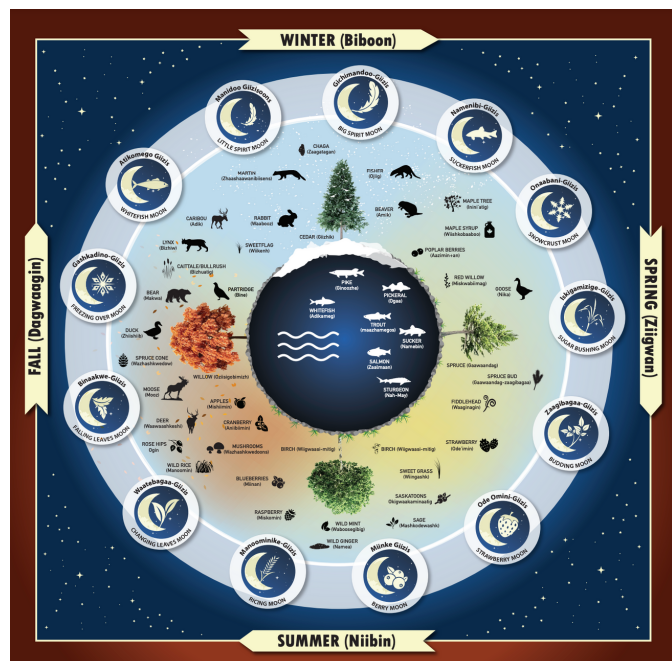
Case Study: Indigenous Food Circle

The Indigenous Food Circle, in partnership with the Thunder Bay District Health Unit and The Sustainable Food Systems Lab at Lakehead University, has developed one such food guide for their broad region. The overall project is described at the website: [Understanding Our Food Systems](#).

Is this bioregional, cultural work that can be supported in your region through partnerships?



Read more about the traditional and ancestral harvesting in and around [Animbiigo Zaagi'igan and Anishinaabewi Gitchi-Gami](#) here.



Food Charters / Values Statements

In past years, communities have developed documents that outline a community's commitment to their food system. **Food charters** are statements made by communities to outline key values, priorities and responsibilities around how the community will interact with the food system. Food charters have the potential to be tools that can further food policy development by bringing community members together to articulate values, raise awareness and get to know each other, however Food Charters in and of themselves do not often lead to ongoing policy outcomes, leading often to communities asking 'Now what?'. Food Strategy is the answer, focusing on concrete steps to develop enabling food policy and programming in the community, monitoring for success.

Definition *Food charter: A document that expresses key values and priorities for improving a community's food system. Typically, a food charter includes vision statements, principles, and actions that can support a community's food strategy.*



Several communities, including Kamloops, Merritt, Vancouver, Saskatoon, Prince Albert, Toronto, and Sudbury have food charters that were adopted in earlier years. The participatory process of creating the food charter is just as important as, or sometimes more important than, the charter itself. Food charters are often created by numerous actors in the food system. As such food charters can build skills and precedence towards good participatory governance.

CAUTIONS:

- Sometimes communities have stopped the work upon completing a Food Charter, leaving a critical gap in implementation of the vision outlined.
- You don't need to have a charter to move to a Food Strategy. Values can be shared in the process of doing the work, and documented more as a living process that is revisited throughout the development and monitoring stages.



Communities can use the [*Sustainable Food Places tool*](#) as a guide for developing a Food Charter if they do not have one yet and see it as an important step.

Case Study: Ottawa

[See the value statement here.](#)

Community stakeholders in Ottawa developed a Values Statement across a community-led food policy process entitled *Food For All*, co-facilitated by Just Food and University of Ottawa, between 2009-2012. Based on city-wide kitchen table talks among residents, often with challenging conversations across diverse viewpoints, consensus was created on a values statement in 2010, informed the development of the Ottawa Food Plan, was continually adapted through the process, and was adopted by the Ottawa Food Policy Council as a foundational document in 2013.

Food System Assessments

An **assessment of the current food system** in a community is helpful in identifying key assets, challenges and opportunities that will set the stage for the priorities in the food strategy, eventual decision-making around policy goals and identifying baseline data and indicators that will be monitored as the food strategy progresses (Moragues et al., 2013).

The collection of data and doing research is important but can also be time-consuming and resource intensive. More cost effective and efficient ways to build an understanding of the current food system include looking at existing relevant local research, reviewing documents and reports already produced, and conducting interviews with key stakeholders across the food system. Using evidence available from sector experts, academics, government, and community partners can more quickly inform decisions. Finding opportunities to move forward with priority issues, like racial equity, food access, access to land, before waiting for further long studies and reports, can address the most pressing food system issues.

Additional research is often conducted by the food strategy coordinator, hired consultants and/or in collaboration with local university researchers and students. Published literature and grey literature may be reviewed, along with talking with other communities who have gone through the process of developing their own food strategy and adapting existing tools (see list of communities in Appendix A).

A key deliverable many communities produce is providing access to information garnered by Food Assessments/Food Mapping through a public portal of information for residents.



Resource: Sustainable Food Places provides a [Food System Mapping tool](#) that can be adapted to each community (SFP, 2020). Yellowknife used the [Placespeak platform](#) to identify food assets in its community.

Food Policy Groups

Some **Food Policy Groups (FPGs)** are embedded into local governance. Increasingly, there are many initiatives that are independent grassroots/community coalitions or initiatives that are housed in not-for-profit organizations or operate independently with support and participation from both local government and community organizations.

The main function of FPGs is to create working collaborations between citizens, community agencies and government officials that give voice and create solutions to food related concerns and interests. FPGs are popular vehicles for transforming the food system at the community level. They involve a participatory and democratic approach that allows people to contribute to political organizing of the food system - increasing food sovereignty.

Some examples:

Food Policy Councils: Usually officially sanctioned advisory bodies, composed of residents, politicians and business representatives, that meet to develop food policies or programming related to food systems development.

Neighbourhood/Community Food Networks: Initiatives that originate from the local communities they serve. In many cases, it is individuals, community groups or local non-profit organizations that spearhead food policy efforts "in their own backyard".

Case Study: Saskatoon Food Charter to Assessment to Council



Read the [Saskatoon regional food assessment here](#).



Read more about the [Saskatoon Food Policy Council](#).

In 2002, the City Council adopted in principle a food charter. The vision of the charter is to nourish the city with healthy and tasty food produced regionally. The charter recognizes the traditions of prairie people, including Indigenous peoples and settlers, and acknowledges that all people are stewards of the land, water, and ecosystem.

The **Saskatoon Food Charter** was the foundation for moving forward with several actions, such as creating a **Saskatoon Food Council**, expanding capacity in urban agriculture, increasing school meals and snacks, reducing food waste, and preserving water and land for the future.

In 2013, organizations conducted a 1-year assessment of the regional food system, as well as an action plan. This led to the establishment of the Saskatoon Food Policy Council.

Food Strategy

A **Food Strategy** is an ongoing process of engagement to identify and build positive, long-standing connections between various actors in a community's food system, in order to collectively set forth policy and programming, monitor its implementation, and continually evaluate... ultimately transforming the food system to best serve the community's goals.

A powerful idea that can be integrated into food strategy is that food is embedded in all policies. Policy actors are encouraged to use a food lens to think about where food already connects into existing mandates.

The [2018 Toronto Food Strategy Report](#) states, "food [is] a 'lever' to solve seemingly non-food related problems of the city, such as job creation, community development and waste management. Developing deep collaborative relationships with multiple partners is key to this approach." (p. 19). As was the case in Toronto, food strategies can help demonstrate that food problems are linked to other aspects of a community and that food solutions can help address a wide range of different issues in a community.

A powerful idea that can be integrated into food strategy is that food is embedded in all policies.



Case Study: Toronto Food Strategy

The Board of Health approved the Food Strategy of Toronto in 2010, with the goal of developing a healthier and more sustainable food system. The Food Strategy team is housed within the Strategic Support Directorate and works with the Toronto Food Policy Council, other city staff, institutions, community organizations and the private sector.

The vision of the Food Strategy of Toronto is a food system that:

- Nourishes people and the environment
- Protects against climate change
- Promotes social justice
- Creates local and diverse economic development
- Builds community

Lessons learned from this process include:

- Food can be used as a lever to improve health but also achieve other city goals
- Food strategies work best with a broad range of partners
- Leverage existing resources and partnerships
- Weave food into a wide range of conversations
- Food strategies can manifest in different ways:
 - Subtle or incremental changes to existing policies
 - Instrumental redesign to planning
 - Challenging existing policies or implementing new ones



Read more about the [Toronto Food Strategy](#).



Read the [Toronto Food Strategy's 2018 Report](#).

Case Study: Hamilton

In 2012, the City Council of Hamilton requested the development of a comprehensive food strategy over the next 10 years. Public Health Services, Planning and Economic Development, Community and Emergency Services and Public Works, along with an extensive community engagement process, developed a food strategy. It includes four overarching goals, 14 recommendations and 46 actions. Hamilton considers their food strategy a living document, which is open to review with the goal of ensuring Hamilton has a healthy, sustainable, and just food system.

Hamilton used a food systems framework to form the basis for community consultations and as a guide for the development of the food strategy. The image below exemplifies Hamilton's food strategy that lists examples of actions across the food system:

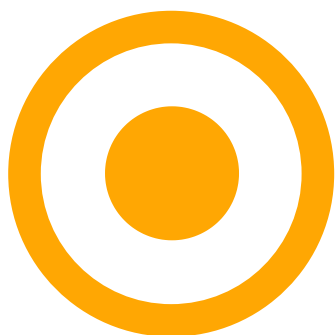
Examples of Hamilton Food Actions across the Food System, 2016

| Production | Processing & Distribution | Buying & Selling | Consumption | Waste Management |
|---|---|---|--|--|
| <ul style="list-style-type: none"> • Rural Farms • Community Gardens • McQuesten Urban Farm • Victory Gardens • School Gardens • Farm Map • Farm Tours | <ul style="list-style-type: none"> • Food Processors • Artisanal Food Processors • Kitchen Incubators • Grain Terminal • Bike Delivery • Shipping | <ul style="list-style-type: none"> • Farmers' Markets • Mustard Seed Coop Grocery Store • Good Food Box • CSA • Independent, locally owned restaurants & cafes | <ul style="list-style-type: none"> • Community Kitchens • Food Literacy • Community Food Advisors • Nutritious Food Basket | <ul style="list-style-type: none"> • Green Bin Program • Backyard Compost Program • Multi-residential Waste Diversion Program |
|  |  |  |  |  |



Read more about the [Hamilton Food Strategy](#).

Breaking Down a Food Strategy



Connecting to the Milan Urban Food Policy Pact

The section will highlight the six core themes of the **Milan Urban Food Policy Pact (MUFPP)**. A description of each theme will be provided, highlighting possible actions, processes and indicators. Each theme will also showcase a practical example of how a local community applied the theme into action.

Food
Governance

Social and
Economic
Equity

Food Supply
and
Distribution

Sustainable
Diets and
Nutrition

Food
Production

Food Waste

Of critical importance to overall success, the MUFPP has developed a monitoring framework to assess the progress cities are making towards more sustainable food systems.



New Resource! 2021 Monitoring Framework: A practical handbook for implementation –

Breaks down how to choose indicators, with each indicator having a corresponding worksheet that provides detailed information about units of measurement, analysis, expertise and resources required to gather information for that indicator.

There are 37 actions and 44 indicators under the 6 core themes.

These indicators bridge global targets, food metrics and local city goals. Although the MUFPP outlines a common framework, cities must adapt the actions and indicators to the local context.

A single indicator framework will never capture the wide diversity of food systems coast-to-coast-to-coast here, let alone worldwide, but the MUFPP outlines important steps to take towards healthy and sustainable food systems and allows cities to measure their progress in a shared way.

Remember: The mere presence of policies does not produce change if those policies are not implemented or enforced. Each table below outlines the actions for that theme and how communities might implement them in practice.

Actions listed below are direct from the MUFPP.

Suggestions have been added Processes and Indicators, based on lessons learned across communities.



Tip: Each MUFPP indicator has a corresponding worksheet that provides detailed information on the unit of measurement, analysis, expertise, and resources required to gather information for that indicator.

Food Governance

The actions that fall under this category are intended to help assess if governance structures and processes exist to enable effective food systems actions at the community-wide level.

| | Action | Process | Indicators |
|---|--|---|---|
| 1 | Facilitate collaboration across agencies and departments that will help develop policies and programming that impact the food system across multiple sectors and levels. | Adopt a rights-based approach. Dedicate/invest in permanent staff position(s) in both municipal governance and in the community. Review tasks and procedures. Reallocate resources to develop collaborations. | Presence of a municipal interdepartmental government body such as an interdepartmental food working group or a food policy position/office. |
| 2 | Enhance stakeholder participation through political dialogue. | Incorporate education and awareness training. Invest and participate in co-governance models. | Presence of an active multi-stakeholder food policy team such as food policy advisors, a food policy council, or a food policy strategy team. |
| 3 | Identify, map and evaluate local initiatives and local food movements. | Work with community organizations and academia to map and evaluate, with goal to develop shared understanding of transforming current practices. | Presence of an inventory of local food initiatives, programs and practices in the community that is available to the public. |

| | Action | Process | Indicators |
|---|--|---|---|
| 4 | Develop or revise food policies and plans and ensure allocation of appropriate resources for food-related policies and programmes. | Review, harmonize and strengthen municipal regulations using a food systems lens (focus on food security and food resilience). Build up strategic capacities and shared objectives across stakeholders for a more sustainable, healthy and equitable food systems. | Presence of a comprehensive food policy or food strategy with responsibilities across departments, across sectors, across institutions, across businesses, etc. |
| 5 | Develop or improve multisectoral information systems for policy development and accountability. | Enhance the availability, quality, quantity, coverage and management and exchange of data related to food systems. Include both formal data collection and data generated by civil society and other partners. | Presence of a mechanism for assembling, analysing, monitoring, evaluating food system data that includes an equity lens. |
| 6 | Develop a disaster risk reduction strategy to enhance the resilience of food systems. | Identify how diverse issues, including climate change or another protracted crisis like the pandemic, may impact your community. | Existence of a food resilience management plan. |

Case Study: Thunder Bay

The Thunder Bay and Area Food Strategy was developed based on years of community-led efforts to develop a more resilient food system in the Thunder Bay area. The vision of Thunder Bay and Area Food Strategy is creating a healthy, equitable and sustainable food system that contributes to the economic, ecological, health, and social well-being of the City of Thunder Bay and Area.



The strategy was developed in collaboration with a wide diversity of members, including representatives from farming, health, education, business, and government. The Thunder Bay and Area Food Strategy sought endorsement from numerous municipal councils, including Indigenous communities. The strategy includes a Steering Committee and working groups that also represent the broad community.

The strategy has developed two important tools that can facilitate governance:

1. The Community Food Security Report Card: outlines 7 baseline pillars that allows progress and involvement to be measured. Each pillar is accompanied by a set of indicators, allowing for analysis, monitoring and evaluation of the food strategy progress.

2. The Thunder Bay and Area Food and Agricultural Market Study: outlined the potential market for local food in the Thunder Bay area to assist in the development of the local agri-food sector.



Learn more about the [Thunder Bay and Area Food Strategy](#), and read their [Food Strategy](#).

Things to keep in mind:

- The presence of an active body focusing on food policy and programming is one indicator under the 'Governance' themes. Taking these steps moves your community one step closer to creating an environment for taking effective action.
- Evaluating this in your community requires self-assessment of the presence (yes or no) of various aspects or processes of governing.
- Self-assessment is not objective by nature. It is important to include diverse stakeholders in the learning process. Doing so will enhance dialogue, policy integration and impacts.
- The mere presence of an advisory or governing body does not provide sufficient indication of actual coordination and impacts in the community.

Sustainable Diets & Nutrition

This theme helps communities develop and promote sustainable consumption, diets, and nutrition. The indicators here are mainly quantitative in nature, but require the collaboration of numerous and diverse actors in the food system to assess and improve.

| | Action | Process | Indicators |
|---|--|---|---|
| 7 | Promote sustainable diets, including healthy, safe, culturally relevant, environmentally friendly and ethical. | Some measures will require a compilation of lists of food markets, food products, and food prices. Annual nutritional food basket reporting, shared with community. Special programming for schools and care centres. | Number of households living in food deserts. Assessment of the minimum cost of a nutritious food basket at the community level. Assessment of dietary quality at an individual level, specifically among women of a reproductive age. |
| 8 | Address non-communicable disease associated with poor diets. | Focus on salt, sugar, trans-fat intake. Promote consumption of fresh fruits, vegetables and minimally-processed foods. Some measures may require disaggregation by age. Partner with schools and primary healthcare professionals for data collection. | Number of adults with type 2 and type 3 diabetes. The prevalence of people who are overweight and obese. |
| 9 | Develop sustainable dietary guidelines. | Guidelines are not only to inform consumers, but also planners, food service providers, retailers, producers, and processors. Work with community organizations to gather data, and develop guidelines, specific to region, cultural-relevancy. | Number of community-led supported activities that promote sustainable diets. The existence of policies and programs that address unhealthy consumption in specific target groups (general public, hospitals, schools). Individual average daily consumption of fruit/vegetables, of meat. |

| | Action | Process | Indicators |
|----|---|---|---|
| 10 | Adapt standards and regulations to increase accessibility to sustainable diets and safe drinking water. | Ensure all people have access to safe drinking water, including homeless, pedestrians while walking, and communities with contaminated waters. Ensure access to both nutritious and locally produced foods. Focus on accessibility in the public sector, such as hospitals, health and childcare facilities, schools, universities. | Presence of programs and policies that promote the availability of access to safe drinking water and access to nutritious and diversified food in communities, including public facilities. Presence of public procurement policies with relevant targets. |
| 11 | Explore regulatory and voluntary instruments to promote sustainable diets. | Streamlining regulations regarding marketing of food and non-alcoholic beverages to children. Work with private and public sectors to develop clear while comprehensive labelling policies. | Number of adults with type 2 and type 3 diabetes. |
| 12 | Encourage joint action by health and food sectors. | Implement integrated people-centred strategies for healthy lifestyles and social inclusion. | Existence of public health strategy with food systems approach. |
| 13 | Invest in the commitment to achieving universal to safe drinking water and adequate sanitation. | Work with civil society and various partnerships. Data to be disaggregated for place of residence and income. | Percentage of population with access to safe drinking water and adequate sanitation. |

Case Study: Newfoundland and Labrador



Food First^{NL}

Food First NL works with various communities in Newfoundland and Labrador to ensure everyone has access to affordable, healthy and culturally appropriate food. Food First NL is a provincial non-profit organization that works with about 300 organizations and individuals across the province. Food First NL promotes community-based solutions to improve food security. They aim to achieve this by:

- Raising awareness
- Strengthening partnerships
- Catalyzing action

One of the projects that Food First NL is currently working on is Farm to School with the goal of increasing healthy and local food into schools. With the support of the federal government, Food First NL provides up to \$10,000 and hands-on support to schools to develop a new food program. Food First NL also has a similar program focused on hospitals.

What does this look like in practice?

- Direct connections between schools and farmers
- Farm-to-school salad bars
- Food based learning activities

Outcomes

- Multiple Food First NL goals are addressed with this program.
- Increased number of connections and partnerships.
- Momentum was built for further actions
- Improved food literacy
- Improves student interest in food systems
- Improved youth diet
- A new source of income to local farmers and food producers
- Increased demand for local food, driving local agriculture, fisheries and other local food industries.

This Farm to School program directly relates to:

- **Action 10:** Adapt standards and regulations to increase accessibility to sustainable diets and safe drinking water.
- **Indicator 16:** Presence of programs and policies that promote the availability of nutritious and diversified food in public facilities.

MUFPP provides a 3-point scale system for assessing this action:

1. Presence of policies and programs – Do such policies and programs exist?
2. Level of implementation – Are the programs and policies implemented or enforced?
3. Information and communication – Are the policies and programs built with and shared among stakeholders?

Based on the scoring of the three points above, a community can think about the following:

1. How can existing policies and programmes be better implemented and communicated?
2. What new or revised policies and programmes are proposed?
3. What process should be followed to implement these changes? Steps to be taken? Stakeholders to be involved? Critical timelines? Resources required?



Learn more about the [Farm to School program](#).

Social & Economic Equity

The actions under this theme aim to address inequality and poverty related to food systems. These actions involve addressing broader social and economic issues that stem beyond, and significantly impact, the food system.

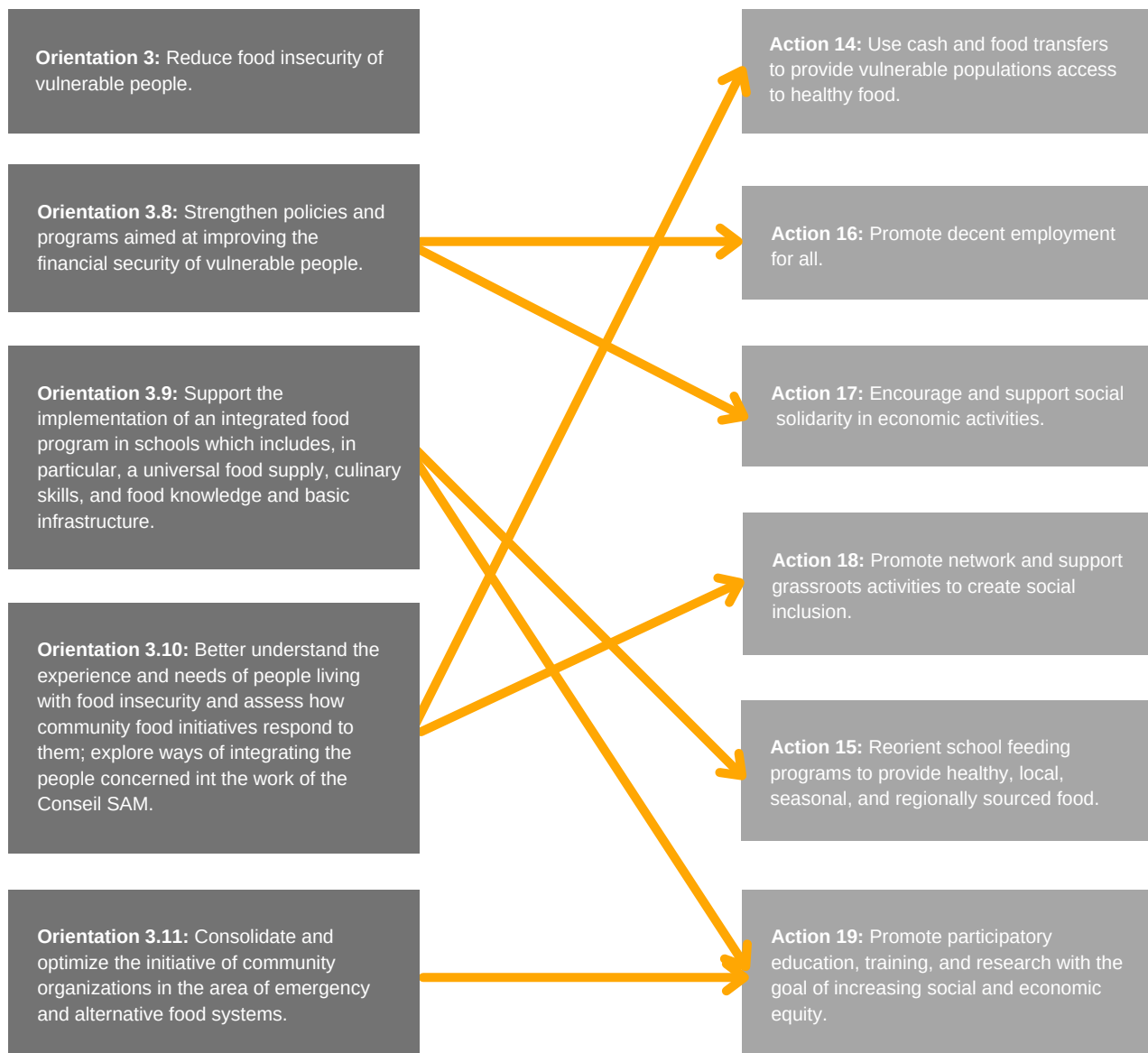
| | Action | Process | Indicators |
|----|---|--|--|
| 14 | Use cash and food transfers to provide vulnerable populations access to healthy food. | Work with food banks, community kitchens, emergency food pantries/grocery sharing programs to gather data and lessons learned towards more equitable, respectful processes. Consider beliefs, culture, traditions, historical impacts of discrimination, dietary habits and preference of diverse communities to redesign programs to co-design new ways to create access healthy food within community and municipal mandates. | Percentage of food insecure households based on the Food Insecurity Experience Scale (FIES) - noting FIES is an indicator of food access, not food or diet quality. Annual reporting of percentage of people supported by food/financial assistance programs. Percentage of children and youth benefitting from school food initiatives. |
| 15 | Promote decent employment for all. | Focus on fair economic relations, fair wages, improved labour conditions within the food and agricultural sector locally; inclusion of underrepresented and marginalized communities. Support incubator programs for food and farming businesses. | Number of formal paid jobs that the food sector provides above national minimum wage or living wage. |
| 16 | Encourage and support social and solidarity in economic activities. | Pay attention to food-related activities that support sustainable livelihoods for marginalized populations at different levels of the food chain and facilitate access to safe and healthy foods in both urban and rural areas. | Number of formal paid jobs that the food sector provides at or above national minimum wage or living wage. Presence of food-related policies and targets with a specific focus on socially vulnerable groups. Presence of public directory of food and farming social enterprises in community to be supported. |
| 17 | Promote network and support grassroots activities to create social inclusion. | Focus on community gardens, community kitchens, social pantries to provide food to marginalized groups. | Number of community-based food assets. Presence of food-related policies and targets with a specific focus on socially vulnerable groups. |
| 18 | Reorient school feeding programs to provide healthy, local, seasonal, and regionally sourced food. | Can incorporate other institutional food service programs. | Presence of fresh food provided in school cafeterias. Number of farm-to-school contracts. |
| 19 | Promote participatory education, training, and research with the goal of increasing social and economic equity. | Promote/support existing, and create new, formal and informal education/training Promote rights-based, food-systems approaches to food literacy. | Number of training opportunities and incubation spots existing annually. Number of classes and courses on food and nutrition literacy, employment and training and leadership. |

Case Study: Montréal



The **Conseil du Système Alimentaire Montréalais (Conseil SAM)**, or the Montreal Food System Council was established in 2019 as the first food policy council in Quebec. The vision is to ensure healthy, diversified, local, affordable and sustainable food for everyone in Montréal. Inspired by the United Nations Sustainable Development Goals (SDGs), Conseil SAM identified 5 orientations which will be of focus. Orientation 3 is food insecurity.

Below is a chart that depicts how Conseil SAM's Orientation 3 on Food Insecurity relates to MUFPP's theme of Social & Economic Equity.



Conseil SAM's orientations also addresses numerous indicators beyond MUFPP's Social and Economic Equity theme. Several actions in the Sustainable Diets & Nutrition and Food Supply & Distribution are also addressed.

Let's look more closely at one of Conseil SAM's objectives. Objective 3.9 includes 3 sub-goals.

Objective 3.9: Support the implementation of an integrated food program in schools which includes providing food for all, culinary skills and food literacy, and basic infrastructure.

- **3.9.1: Implement an integrated food program in public elementary schools in Montréal and assess its impacts.**
- **3.9.2: Provide food, local and affordable to all Montréal students.**
- **3.9.3: Provide opportunities for Montréal students to increase their culinary skills and food knowledge.**

To address the sub-goal 3.9.3 Conseil SAM co-developed a project titled "The Culinary Brigades". This project includes 16 collaborators including municipal and provincial representatives, not-for-profit sectors, private industry, and academia. It is operated by a not-for-profit organization called La Tablée des Chefs (Chef's Table). The project offers extracurricular activities in high schools as part of a series of 24 workshops on diet and healthy lifestyle. This workshop series will be delivered to about 60 secondary schools in Greater Montréal.

La Tablée des Chefs relates to action 19 under the MUFPP. Indicators for this action include:

- Number of opportunities for food-related learning and skills development in
 - Food and nutrition literacy
 - Employment training
 - Leadership supported by the community
- Assess the extent to which such learning and training opportunities are provided.
- Quantify the numbers and type of people gaining new skills and knowledge
- Assess how they use their training in employment or activities that strengthen the community.

As La Tablée des Chefs demonstrates, it is important to work with various actors in the community. It is also important to understand and support the role that different organization and institutions play.



Learn more about the [Conseil SAM and their projects here.](#)

Food Production

The recommended actions under this core theme aims to strengthen sustainable food production, (with a focus on rural-urban linkages for those communities without rural lands within them).

Food Strategies must integrate these realities:

1. The diverse ways that households and communities grow food. Food production can take various forms, including:

- household/subsistence food
- gathering plants, fruit, nuts, mushrooms, hunting/trapping/fishing
- community growing/gardening
- indoor 4-season solutions
- farming diverse plants, animals and insects in urban, rural and remote contexts for sale

2. The land. Unresolved land and property rights issues create a context of conflict stretching over generations, including stolen land, unfulfilled treaties and disrespect on unceded lands

3. Community food sovereignty. A wide range of people are required to design regenerative and supportive ways to protect water, foodlands and forests that will provide food for people in our communities for generations to come.

4. Some communities are fully urban, fully rural, fully remote, or a combination thereof.

Access to the means to produce and gather food is critical to all communities, in all neighbourhoods.

The wording below and in other MUFPP resources does not yet fully capture the above critical pieces.

| | Action | Process | Indicators |
|----|---|--|--|
| 20 | Promote and strengthen urban and peri-urban food production and processing. | Integrate urban, peri-urban, rural, remote (context specific to your community) with sustainable growing and gathering initiatives throughout resilience plans and policies. | Number of residents with access to land for household food production. Presence of policies and regulations that allow and promote agriculture and processing within the community boundary. |
| 21 | Seek coherence between urban and rural food production, processing, and distribution. | Focus on smallholder, family and/or community-based producers, paying attention to empowering women, BIPOC, youth and other underrepresented peoples. | Number of BIPOC, women and youth participating in food production, processing and distribution in your community, reported annually. |

| | Action | Process | Indicators |
|----|--|--|---|
| 22 | Apply an ecosystem approach to guide holistic and integrated land use planning and management. | Work with urban and rural authorities and natural resource managers to develop landscape features that will enhance opportunities for agroecological production, conservation of biodiversity and foodlands, climate change, adaptation, tourism, and leisure. | Total area in the community under sustainable production. Extent of foodlands stewarded using ecological approaches. |
| 23 | Protect and enable secure access and tenure to land for sustainable production. | Land for community gardens and smallholder producers through land banks, community land trusts. Integrate land use with development plans. | Presence of policies and regulations that allow and promote agriculture production and processing in the community. Presence of foodland preservation policies, halting development on foodlands. Surface area of land used for, zoned for, or has potential for food production. Proportion of total agriculture population with ownership or rights to agricultural land for production, by race and gender. |
| 24 | Help provide services to food producers in and around communities. | Provide technical training and financial assistance. Build a multigenerational and economically viable food system with inputs such as clean compost from community food waste, grey water from post-consumer use and energy from waste. | Number of producers that benefit from technical training and assistance in a given time period (ex. past 12 months). Presence of circular economy initiatives tied to food production. |
| 25 | Support short food chains, producer organizations, producer-to-consumer networks. | Support civil society-led social and solidarity economy initiatives and alternative market systems. Disaggregate further by type of infrastructure. | Number of municipal food processing and distribution infrastructure available to food producers in the area. Proportion of local food producers that sell their products to public markets in the community. Volume of food produced locally, processed locally per year into local market channels. |
| 26 | Improve (waste) water management and reuse in agri-food production. | Develop policies and programs using participatory approaches to conserve water use. | Annual proportion of water that is recycled and re-used and recycled for local agriculture production. |

Case Study: Edmonton



The City of Edmonton's 'fresh – Food and Urban Agriculture Strategy' aims to build a resilient food and agricultural food system that will address cultural, financial, social and environmental sustainability in Edmonton. The strategy was developed in consultation with citizens, businesses, organizations and other stakeholders. Its implementation began in 2012.

Below is a short list of some of what has been accomplished under the 'fresh' strategy:

- Edmonton Food Council
- Urban beekeeping
- Urban hens program
- Working with University of Alberta to conduct research on food waste
- Changes to zoning bylaw to enable more urban agriculture activities in the city

The last accomplishment relates to Action 23: Protect and enable secure access and tenure to land for sustainable production and these two indicators:

- Presence of municipal policies and regulations that allow and promote agriculture production and processing in the community.
- Surface area of land used for, zoned for, or has potential for agriculture.

Zoning bylaw changes allowed for more urban agriculture and local production across the city. As a result of the bylaw changes, Edmonton experienced an increase in the greening of vacant lots, community gardens and local food businesses in commercial spaces.

The process included the following steps:

1. Gathering information – meetings with the Edmonton Food Council, focus groups with external stakeholders, focus group with internal staff and online survey, public hearing
2. Draft amendments – amendments were given to 255 stakeholders for review
3. Proposed amendments – including new land use classes to special residential zones, regulations and standards in place for design, maintenance and operation of urban agriculture, excluding gardening from permit requirements
4. City Council decision

The City of Edmonton's 'fresh – Food and Urban Agriculture Strategy' provides the following recommendation for protecting agricultural land (Actions 23 in MUFPP):

1. Examine establishing municipal Agricultural Land Reserve (ALR) designations to accommodate urban and peri-urban farmland.

2. Examine the costs and benefits of available tools to secure agricultural land.

3. Adopt and apply a framework that will help guide decisions around agricultural land access and land use.

4. Work with stakeholders to develop regional agricultural land use policy.



Read more about [fresh - Edmonton's Food and Urban Agriculture Strategy](#).

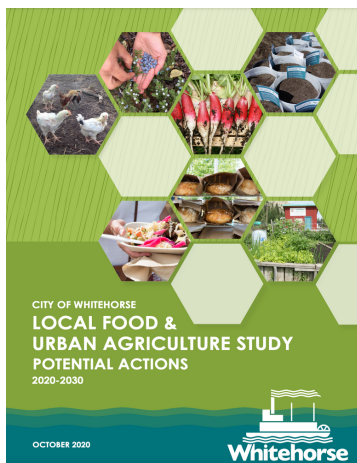
Food Supply & Distribution

This theme outlines actions that promote a sustainable, safe, fair, continuous and efficient supply and distribution of food. The actions propose ambitions towards resilience, procurement, markets and reducing greenhouse gas emissions.

| | Action | Process | Indicators |
|----|--|--|--|
| 27 | Support improved food storage, processing, transport and distribution technologies and infrastructure. | Make links across urban, peri-urban, rural, remote areas (as relevant to your community) to ensure seasonal food consumption with the goals of reducing food insecurity while supporting small and medium scale producers. | Presence of a development plan to strengthen resilience and efficiency of local food supply chains logistics. |
| 28 | Assess, review and/or strengthen food control systems. | Implement local food safety legislation and regulations, with the following focus: 1. Producers and suppliers operate responsibly, including training, gear and supports for employees 2. Eliminate barriers to market access for family farmers and small farmers 3. Integrate food safety, health and environmental dimensions. | Presence of food safety legislation, with implementation and monitoring/enforcement procedures. |
| 29 | Promote public procurement and trade policy that support short food supply chains. | Encourage fair production conditions and sustainable production for the more vulnerable producers and consumers. | Presence of local food procurement policies. Proportion of food procurement expenditure by public institutions on food from local supply chains. |
| 30 | Provide policy and program support for public markets. | Initiatives designed with/by community for farmers' markets, informal markets, retail and wholesale markets, restaurants and other food distributors to use local food. Set a target for outlets per 1,000 inhabitants. | Number of fresh food outlets mapped to neighbourhoods. Number of local food outlets. Number of such outlets with community engagement in governance. Number of vendors who are women, BIPOC, New Canadian, new farmers. |

| | Action | Process | Indicators |
|----|--|--|---|
| 31 | Improve and expand support for infrastructure related to market systems. | Provide policy and program support for public food markets, with focus on participation of underrepresented communities both as vendors and access as buyers. | Annual investment in food markets or retail outlets providing fresh food to residents, as a portion of total budget. |
| 32 | Acknowledge the informal sector's contributions to food systems. (We will define informal sector for this toolkit as a) household food production, b) bartering or sharing food, c) training programs to build skills to start a business, etc.) | Provide appropriate support and training on food safety, sustainable diets, waste prevention and management. | Existence of support services for the informal food sector providing technical advice, business planning advice. |
| 33 | Assess the flows of food to and through your community. | Address sustainable transportation and logistics to ensure physical access to fresh, affordable foods in underserved neighbourhoods while reducing carbon emissions. | Existence of policies and programs that address the reduction of GHG emissions in different parts of the food supply chain. |

Case Study: Whitehorse



In 2020, the City of Whitehorse published a report titled '**Local Food and Urban Agriculture Study (LFUAS)**'. This was a 4-year study with an extensive engagement process. LFUAS provides a 10-year work plan that includes 8 goals and 67 actions. The report is structured around 7 local food system components:

- Production
- Wild harvesting
- Processing and preservation
- Distribution and retailing
- Nutrition support
- Consumption
- Resource recovery

The report considers the Whitehorse City Council declaration of Climate Change Emergency to acknowledge the importance of reducing carbon emissions and building resilience to address climate change. LFUAS states that climate change is the most significant factor influencing the food system. Climate change will impact soil conditions, access to roads critical for food supply and distribution, and availability of wild foods and their sources. By declaring a climate change emergency, it will allow the city to access more resources and develop new initiatives.

Indicator 34: Existence of policies or programs that address the reduction of GHG emissions in different parts of the food supply chain

Some questions to consider as you delve into this indicator include:

- Does your city/region have a climate action plan?
- Does the plan include production and/or consumption based emissions?
- Does it explicitly include food?
- Has your city/region declared a climate emergency?

If your city/region does not have a formal climate change plan, consider what current programs and policies address the reduction of greenhouse gas emissions in different parts of the food system (processing, storage, transport, packaging, retail, cooking, waste disposal etc.).

These programs need to also support the recommended action to "assess the flows of food to and through cities to ensure physical access to fresh, affordable foods in low-income or underserved neighbourhoods". They also address sustainable transportation and logistics planning to reduce carbon emissions with alternative fuels or means of transport.

If your city/region does not have a formal climate change plan, consider what current programs and policies address the reduction of greenhouse gas emissions in different parts of the food system.



Read more about the [Local Food and Urban Agriculture Study here](#).

Food Waste

This theme focuses on how food loss and waste can be reduced or reused throughout the supply chain by adopting a circular economy approach, noting food waste occurs at various levels of the food system and does not occur in a vacuum. Strategies will transform the concept of food waste into food assets.

| | Action | Process | Indicators |
|----|---|--|--|
| 34 | Convene food system actors to assess and monitor food loss and waste reduction for all stages of the food supply chain. | Ensure holistic planning and design, transparency, accountability, and policy integration. | Total annual volume of food losses and waste. |
| 35 | Raise awareness about food and waste. | Create targeted events and campaigns. Identify focal points such as educational institutions, community markets and supportive businesses for circular economy initiatives. | Annual number of events and campaigns aimed at decreasing food loss and waste. Number of residents participating in circular economy soil building initiatives. |
| 36 | Collaborate with the private sector along with research, educational and community- based organizations to develop and review policies and regulations. | Review and develop processes to prevent food waste and foster food 'waste' into clean compost for use in food production. | Presence of policies, regulations and programs that address food waste prevention and clean compost/soil building initiatives for food production. |
| 37 | Save food by facilitating recovery and redistribution for human consumption of safe and nutritious food. | Work with producers, manufacturing, retail, catering, wholesale and hospitality to support food recovery initiatives. | Total annual volume of surplus food recovery and redistributed for direct human consumption. |

Case Study: Yellowknife

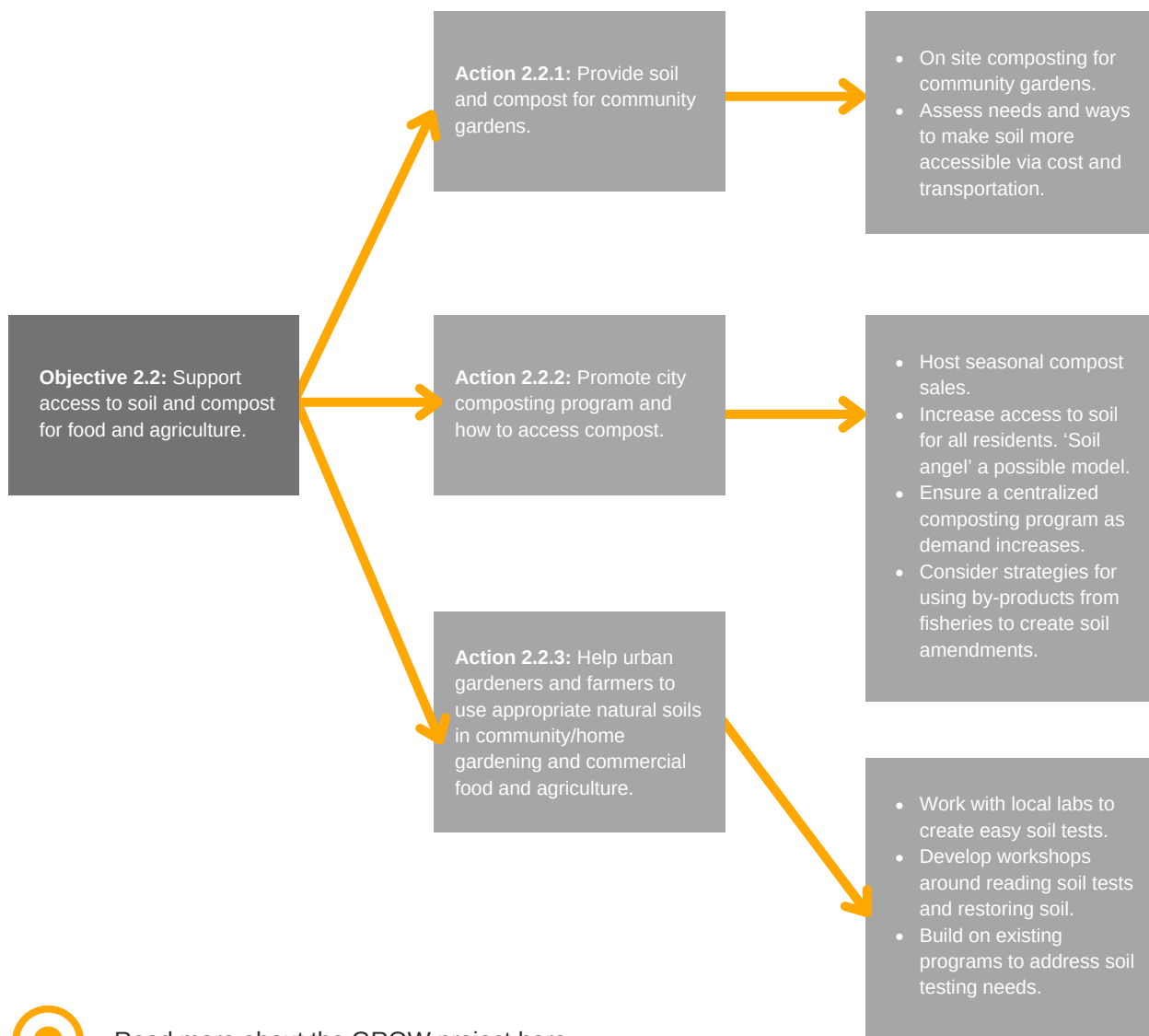


GROW is the short-form name for the **Yellowknife Food and Agricultural Strategy**, initiated in 2018, with the first version developed in 2019. The main goal of GROW is to increase community and commercial opportunities for Yellowknife's urban food and agricultural system. GROW is based on the vision and principles of the Yellowknife Food Charter, which was developed in 2015. GROW outlines a plan for how the city of Yellowknife can support food and agricultural activities.

The 5 goals are:

- Goal 1: Support the sustainable growth of urban agriculture and related activities.
- Goal 2: Enhance access to urban agriculture basics.
- Goal 3: Support community learning opportunities around food and agriculture.
- Goal 4: Encourage the growth of the Yellowknife food and agriculture economy.
- Goal 5: Build internal capacity for successful implementation.

Each goal includes objectives, actions and further implementations. Let's examine an objective under Goal 2 related to integrating food 'waste' into soil assets.



Read more about the [GROW project](#) here.

Tips for developing Your Community's Food Strategy



Setting Up For Success

1. Identify and financially support lead facilitator(s)
2. Identify ALL relevant stakeholders in the food system.
3. Create a collaborative governance structure

1. Identify and financially support lead facilitator(s)

An important first step for a strong food strategy development process is to identify and financially support a core facilitation lead/team. Facilitating this work successfully requires a combination of expertise:

- Expertise in your community's food system.
- Expertise in facilitating discussion among diverse stakeholders and managing difficult conversations and tensions.
- Expertise in your local government's jurisdiction and policy processes.

In some communities, a community-based coordinator is financially supported in the coordinating/facilitating role, funded by the City or a specific grant. In other communities, local governance has led development of a food strategy, with City staff identified to coordinate the process.

Given success rests on both diverse input and widespread support for the food strategy at the local governance level AND across community groups, a co-governance model is strongly recommended, with a position identified, and financially supported, in both the community and within local government, who then work together in a non-hierarchical way, within agreed upon roles that reflect the expertise.

2. Identify ALL relevant stakeholders in the food system.

This can be accomplished by a Stakeholder Mapping exercise if necessary.

What are possible incentives for participation?

What barriers exist to participation?

What are the best ways to engage with different groups of people in different sectors?

What are possible incentives for participation?

What barriers exist to participation?

What are the best ways to engage with different groups of people in different sectors?

Please note: Steps 2 and 3 are iterative processes, given barriers to participation be assessed before formalizing a governance structure, however a collaborative process must determine who should be involved.

3. Create a collaborative governance structure

Creating a collaborative governance structure with diverse stakeholders from the beginning of the food strategy process will result in a community food strategy that can be embedded in local government policies and budgets as well as the practices of civil society groups, institutions and agencies that are connected to food system issues. Considering the links to regional, provincial and even national policies will also strengthen local initiatives (Moragues et al., 2013).

Community Engagement

Decision-Oriented Engagement:
Community stakeholders participate in engagement activities because they believe that their opinions will help shape the decisions being made. Effective community engagement clearly states what decision is being made, and how stakeholder participation has shaped the decision.

Source: City of Guelph [Community Engagement Framework](#), Bishop et al., 2015, p. 7



Community engagement should follow a process that is consistent and transparent, and that lets community members understand how and why a decision is made. The best way to do this is to integrate community engagement into the decision-making process throughout the development of a food strategy (Bishop et al., 2015).

Communities with robust food strategies have emphasized the importance of taking sufficient time to include diverse community voices in the development of their food strategy and making community engagement a part of the entire process, using a variety of engagement tools:

- When beginning the food strategy process, engagement may be used to share information, gain support for the food strategy, and encourage participation.
 - Along the way the community can be engaged in activities that allow for collaborative decision-making, including smaller groups who can contribute expertise on specific topics.
 - Diverse stakeholders can be engaged to provide feedback on draft versions of the food strategy, online and in workshops.
 - Community engagement can be used to share and disseminate the final food strategy, for community endorsement and to build further participation in bringing all actions to life.
 - Broader engagement can be part of monitoring and evaluating all strategy actions.
-

Several local governments have used the International Association for Public Participation (IAP2), which provides suggestions on the foundations of effective public participation.

The City of Vancouver used the IAP2 to develop its Consultation Principles for the Vancouver Food Strategy (Box 2), and to create general Public Participation Core Values and Guiding Principles to Community Engagement for the City as a whole. The City used these values and guiding principles in the development of their food strategy.

Box 2 - Vancouver Food Strategy - Consultation principles

- Engage ethno-culturally diverse communities (including through translation of materials into multiple languages)
- Engage socio-economically diverse, age-diverse, and harder-to-reach communities through storytelling
- Emphasize collaboration and partnerships
- Create tools and resources that can be used beyond the consultation process



Read more about how Vancouver did this: [Vancouver Food Strategy, 2013 p.18](#)

Opportunities to openly share knowledge and experiences are essential to reaching a common understanding of the direction the municipality will take (Moragues et al., 2013).

This also sets the stage for continued collaboration in the implementation of the food strategy.

Allowing enough time for the engagement process is of utmost importance. Communities have taken 18 months to 4 years to develop their food strategy, with most needing roughly two years for the whole process. Not allowing enough time can lead to lack of buy-in once the food strategy is finalized (Beckie et al 2013, 25).

Engagement Tools

Online Surveys

- **Public Opinion survey:** A survey for the general public could ask a variety of questions to start building a picture of the local food system. Questions may include:
 - How do residents participate in the local food system?
 - What challenges have been encountered with policies and regulations related to food?
 - What food initiatives are residents interested in (i.e. food compost, community gardens)?
 - What foods are consumed and where are they accessed?
-

- **Target Population Survey:** Thunder Bay shared a survey with people living on low incomes to ask about their experience accessing food. This contributed to a section of the food strategy on food access. Edmonton distributed a survey targeting land owners and also included this in the development of their food and agriculture strategy.
- **Online Survey in conjunction with other activity:** Edmonton used an online survey in conjunction with an Open House to allow residents to share their comments on a draft version of the food strategy strategic directions and recommendations that were presented at the Open House.

Focus groups and workshops

- Communities may want to hear from residents who have strong expertise or interest in particular policy issues, and by those who are most impacted by actions the food strategy may take.
- Workshops can be used to present food strategy goals, discuss how to make goals actionable and how to approach and implement a food strategy at the local government level.
- Communities have used round tables, or kitchen table talks, to target specific groups of people they want to hear from.

Storytelling

Storytelling-themed events or online opportunities can be used to include specific communities.

In collaboration with community organizations who already have well established relationships, food strategy engagement can involve ethno-culturally diverse communities, age-specific groups and harder-to-reach communities, to ensure their voices and experiences are present in the development of the food strategy. In their 'Talk Food With Us' community engagement activities, the City of Vancouver used storytelling to hear and document the lived experience of specific communities, which they incorporated into parts of their food strategy.

The **Leap Frog tool** can be used for listening to communities and gathering their stories.



Source: [Vancouver Food Strategy 2013, p.19](#)

Events

Public and invite-only events can be used to share and collect information from the general public and specific groups of people. Food Forums, Food Summits, or Food Conferences may be held to raise awareness, build networks, and create buy-in about a food strategy and food issues.

An open house can be used as a 'community check-in' to present what was heard through other community engagement activities. In Hamilton this method was used and participants were given an 'Idea Rating Sheet' to share their comments. Thunder Bay used an open house after their draft food strategy was presented to gain feedback, as well as input on goals and recommendations. Yellowknife used an open house as a Community Forum to share the second version of their food strategy and gather feedback for the final document.

Resident Panel

Engaging residents through a resident panel was used by Edmonton to engage sixty-five residents who participated in weekly sessions over a period of six weeks. The residents were selected randomly and came together in smaller groups to discuss food related issues. The City collaborated with the University of Alberta's Centre for Public Involvement to evaluate what was shared and consider recommendations from the residents for their evolving food and agriculture strategy.

Online engagement & Social media

An online presence for the development of a community food strategy allows a home for online surveys, raising awareness, and sharing information about engagement activities. Yellowknife posted their draft food strategy online to collect feedback, which was then incorporated into the final strategy. Social media has become an essential part of our lives and can play an important role in engaging different populations throughout the development of a food strategy.

Lessons Learned

- Not everyone has to, nor can, meet with everyone across the food system, to get this work done. It is inefficient, and people will lose interest.
 - Engaging stakeholders to provide input in ways other than meetings is critical.
 - Each section of the Food Strategy needs to have its own distinct participation/engagement plan that connects to the ways this work is already done in your community.
 - In some issue areas, depending on the size of your community and number of stakeholders, a network of networks can be considered to contribute to governance, acknowledging and building upon existing structures in your community.
 - While it is ideal to develop a complete Food Strategy in your community, if your resources and interest allow for only one core theme to be tackled right now, do that!
-

Case Study: San Diego Food Vision 2030



San Diego Food System Alliance is an absolutely inspirational example of centering inclusive community engagement to lead to a powerful food strategy. This community built an interactive website for both developing and monitoring the actions decided by their community. Neighbourhood-level participation was fostered by partnering with community agencies that already worked within each neighbourhood. Storytelling was a strong tool, with stories also shared online. This community structured the food strategy to deliver not only a plan, but a transforming movement.



Inspire yourself with the [San Diego Food System Alliance's approach here](#).

Summary of Lessons Learned

Communities involved with food strategies have found it helpful when they do the following:

- Ensure good co-governance and funding across local government and community
- Invest sufficient time in the process
- Orient work towards building relationships and partnerships
- Cultivate leadership and champions from diverse stakeholder groups
- Work from multiple angles at the same time (engage wherever possible)
- Acknowledge that strong community engagement is an ongoing process and crucial
- Conduct stakeholder analysis regularly to ensure all those involved in, and impacted by, the food system are participating; voices are heard and ideas are incorporated.
- Use stories as part of the strategy and in the evaluation
- Evaluate and monitor the work
- Keep work action-focused
- Keep the implementation plan adaptable, including short and long term goals
- Collect and share data
- Monitor and track economic and social impact as part of the metrics

(Including ideas from MacRae, R., & Donahue, K., 2013; Halliday et al., 2019, Shapiro et al., 2015)

Common Challenges

Dependence on a single stakeholder

While clear responsibilities for facilitation and governance of the food strategy must be established, over dependence on a single person, single political figure, single department or single agency to provide input or to implement actions from the food strategy can make a food strategy vulnerable to shifts that occur in personnel and mandate. This highlights the importance of multi-stakeholder involvement and funding support, as well as the importance of embedding a food strategy approach into interdepartmental priorities and involvement at the local governance level.

This challenge is separate from the individual people, politicians or agencies in all our communities who have been the champions for developing a food strategy in the first place.

Relationships among stakeholders

Disagreement and difficult relationships between stakeholders can impede food strategy development and implementation. In an interdepartmental and multi-stakeholder environment these challenges can be handled through strong facilitation processes, and mediation or other creative means of conflict resolution when necessary.

Co-governance models and limits to terms within food policy groups can support transitions of leadership.

Uncertainty due to political change

Uncertainty can be caused by shifts in local government. These changes can be positive, if a new administration is supportive of food systems planning, but can also be problematic if support is diminished and priorities or funding change. Embedding this work within mandates for each term of local government, and within successive terms of leadership at the community level, is critical to maintain strong succession, required for effective, sustained and transformative change.

Where does the Food Strategy fit?

Food strategies are complex and need to find the right 'position' within a local government structure that will allow for a balance between specific food policies that may need their own planning, and broader plans and policies. For example, planning around food waste/surplus disposal or food procurement may also fit within broader environmental or economic development plans.

Some food system issues and policies will extend beyond the direct mandate of local government. Close and ongoing collaboration with a Food Policy Group where there is representation from diverse sectors and interests, can facilitate this complex work. In addition, local government can play a leadership role in advocating to provincial and national government and other food system stakeholders for issues that fall outside of their jurisdiction.

Communities are recognizing that they can no longer address food systems challenges through a single sector such as agriculture or health. Communities are now taking an integrated approach to food systems governance at the local level and creating opportunities to work across departments and jurisdictions and through co-governance with the community. This is consistent with the call of the MUFPP, for municipalities to develop integrated and collaborative approaches to meet the complex needs of today's food systems challenges.

Institutional Support

Local government must be ready to support the food strategy and allow staff and elected members the ability to address food issues effectively in all relevant positions and departments. Staff and interdepartmental teams should understand how their roles and responsibilities relate to both the food system and the food strategy.

Signing the MUFPP

Another tool to engage institutional leadership is to request them to sign your community onto the Milan Urban Food Policy Pact, as Vancouver, Toronto and Montreal have.



To learn more about how to do this, [please see here](#).

Sustainability

Facilitating an ongoing collaborative approach among diverse stakeholders, from design through to implementation and monitoring, can safeguard the food strategy from shifts in local political administration and provincial policy, as well as economic downturns or unexpected events, such as the recent global pandemic.

Staff resources and funding need to remain available at both the local government level and the community level to implement action items. Communities have struggled to do this when the funding for a food strategy coordinator position ends, and no one is directly responsible for continuing to move the action items forward.

Some food strategies have begun their development and implementation with time limited funds through grants, have built credibility and later received renewable funding through the local government and other community funders.

Ensuring that funds and human resources are available for the implementation of a food strategy is more possible when key stakeholders and funders are collectively invested. Regular engagement with stakeholders and funders allows them to recognize the value of the food strategy work.

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Compilation and Analysis of Food Policies tied to MUFPP core themes

As part of this toolkit, FCN-RCN has developed an excel sheet that outlines in detail food strategies found coast-to-coast-to-coast. The first page in the appendix outlines food strategies that have been found during the development of this toolkit.

The spreadsheet represents the 6 core MUFPP themes, with actions and indicators for each theme. We then provide examples of how food strategies coast-to-coast-to-coast are implementing and acting upon those actions and indicators. [Please see document here.](#)

If your community also has a food strategy that is not included yet, please contact info@fcn-rcn.ca and we can include it.

Here are the communities across Indigenous Territories/Canada that have been included to date:

Calgary
Edmonton
Halton Region
Hamilton
Kamloops
Lil'wat First Nations
Markham
Montreal

Nunavut
Peterborough
Revelstoke
Saanich, Vancouver Island - District
Saskatoon
Thunder Bay and Area
Toronto
Vancouver

Vancouver Metro
Vancouver Neighbourhood Food Network (VNFN)
Victoria and Area
Whitehorse
Yellowknife
York Region

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