



**Food Secure Canada  
Local & Sustainable Food Systems Network meeting**

5 November 2012  
Edmonton's Food Bank

The first formal meeting of Food Secure Canada's *Local & Sustainable Food Systems Network* took place in Edmonton, Alberta, immediately following FSC's Assembly. 41 people met for the day at Edmonton's Food Bank (see Appendix A for the list of participants).

The day began with a round of introductions where people answered the question "what are you committed to doing that would work as well or even better as part of a food systems network?" The round quickly demonstrated that the Network is populated by people dedicated to their work, who bring a wealth of knowledge and experience to the Network, and a diversity that represents well the complexity of our food systems.

One of the core goals of the Network is to link people and organizations in ways that can catalyze and support their respective work. After the round of introductions, people were invited to self-select into affinity groups, drawing on the information exchanged during the introductory round. Each group chose an animal or plant to represent their group and embarked on a stakeholder analysis exercise in the small groups. In the context of the systems change identified by each small group, the stakeholder analysis entailed identifying the various actors and then locating them in an influence / impact table (see image below for an example). The exercise of categorizing actors from low to high influence cross-referenced with whether they will be most positively or negatively influenced by the proposed change generated a lot of useful dialogue. It also evolved into a visual of the degree to which actors are invested in resisting or promoting food systems change.

After a report back from each of the affinity groups, Erica Barbosa and Beth Hunter from the McConnell Foundation provided an overview of impact mapping and the development of indicators. Eight organizations have worked McConnell and Social Asset Measurement consultants to develop indicators on their work that are still being refined. Representatives of three of the organizations that have worked with impact mapping presented their experience with the process: Caitlin Colson (Meal Exchange), Jordan Nikoloyuk (Ecology Action Centre), and Christie Young (FarmStart).

The meeting wrapped up with a discussion of next steps for the Network and the ways in which the members can engage and be served. Members don't want extra work but to have the Network Co-ordinator take leadership on identified actions and priorities, be they information gathering and dissemination or advocacy and policy change strategies.

#### Next Steps

The Network is a community of practice of organizations working on strengthening local and sustainable food systems with an interest in structural change. Therefore, the Network will continue to expand and evolve as we learn from each other and identify priorities for advocacy and policy change.

The Network Coordinator will provide opportunities (e-list, virtual meetings etc) to any of the affinity groups that wish to continue to the stakeholder analysis process. Other constellations or ad hoc groups that want to collaborate or learn together will be encouraged and provided with the means to do so to the degree that Food Secure Canada is able. Given the wealth of knowledge, activities, and resources amongst Network members, it is expected that some of the learning opportunities will simply be to participate in the offerings of our individual members.

Ricardo and Daniel will continue to work alongside the Network as developmental evaluator practitioners, helping to guide and adjust our evolution as a Network to best suit our needs.

The Network Coordinator will develop an Action Plan that will serve as a guide for Network activities. This will be circulated to the meeting participants for feedback.



## Appendix A: Meeting Participants

Aart Schuurman Hess	Greater Vancouver Food Bank Society
Abra Brynne	Food Secure Canada
Alisha Grant	Antagonish Regional Development Authority
Amanda Sheedy	Food Secure Canada
Barbara Emanuel	Toronto Public Health
Bernadette Goguen	United Way Greater Moncton Southeastern NB / La Recolte de

	chez nous
Beth Hunter	J.W. McConnell Family Foundation
Bob Wildfong	Seeds of Diversity
Brendan Wylie-Toal	Farm to Cafeteria / The Canadian Coalition for Green Health Care
Caitlin Colson	Meal Exchange
Christie Young	FarmStart
Dana Kittle	All Things Food Network
Dana Lahey	Sierra Youth Coalition / Meal Exchange
Daniel Buckles	SAS2
Diana Bronson	Food Secure Canada
Diane Collis	Greater Vancouver Food Bank Society / Community Kitchens
Don Mills	Local Food Plus
Erica Barbosa	J.W. McConnell Family Foundation
Franco Naccarato	Greenbelt Foundation
Gerardo Barrios	Nature Action Quebec
Hannah Renglich	Ontario Local Organic Food Co-ops Network
Isabelle Lemieux	Saveurs des Cantons
Jane Rabinowicz	The Bauta Initiative / USC Canada
Janice Sanford Beck	CHEP Good Food Inc. Saskatoon
Jordan Nikoloyuk	Ecology Action Centre
Katherine Pigott	Region of Waterloo Public Health
Kathleen Gibson	CRFAIR
Kathryn Scharf	Community Food Centres Canada
Lauren Baker	Toronto Food Policy Council
Mary Lindsay	Living Oceans Society
Moe Garahan	Just Food Ottawa
Natasha Sutcliffe	Ecotrust
Nydia Dauphin	Food Secure Canada
Peter Kapler	Meal Exchange
Rene Michalak	Growing Food Security in Alberta - SELRS
Ricardo Ramirez	Ricardo Ramirez Communication Consulting
Slav Heller	Alberta Rural Sustainable Alternatives Network
Stefan Epp-Koop	Food Matters Manitoba
Stephen Huddart	J.W. McConnell Family Foundation
Susan Machum	Moncton/ St Thomas U
Susie Walsh	USC Canada
Tara McDonald	Vancouver Farmers Markets

## Appendix B – Small Group Stakeholder Analysis diagrams<sup>1</sup>

Proposed actions around which further strategizing could happen (informed by additional stakeholder analysis and fact-finding activities). Each group statement of a proposed action made during the workshop (below) is followed by a tentative interpretation of each figure in the following pages. This is a working document, to be revisited and ratings revised by those who are interested. The diagrams of each group's stakeholder analysis are appended below.

**Wolves Proposed Action:** Create policies/regulations that enable regional food systems to develop, particularly in the processing sector. Figure interpretation: Solid block of dominant allies, some of whom strongly oppose the proposed action. Large group of loosely connected supporters, with modest to low power. Need to strengthen relationships and empower some groups.

**Moose Proposed Action:** Build, support, strengthen authentic connections between food communities and decision-makers through enabling principles and structural mechanisms and with a municipal focus. Figure interpretation: Strong conflict of interests between dominant (high power) opposition to the proposed action and relatively vulnerable (low power) supporters. Community organizations are highly marginalized. Many moderately powerful neutral stakeholders that could be allies.

**Beavers Proposed Action:** Empowering food producers and enabling sustainable livelihoods through social finance initiatives. Figure interpretation: Highly fragmented/scattered stakeholder structure, with powerful actors on opposite sides of the proposed action and many medium-power supporters. Assess history of collaboration and conflict to determine potential allies and empowering strategies.

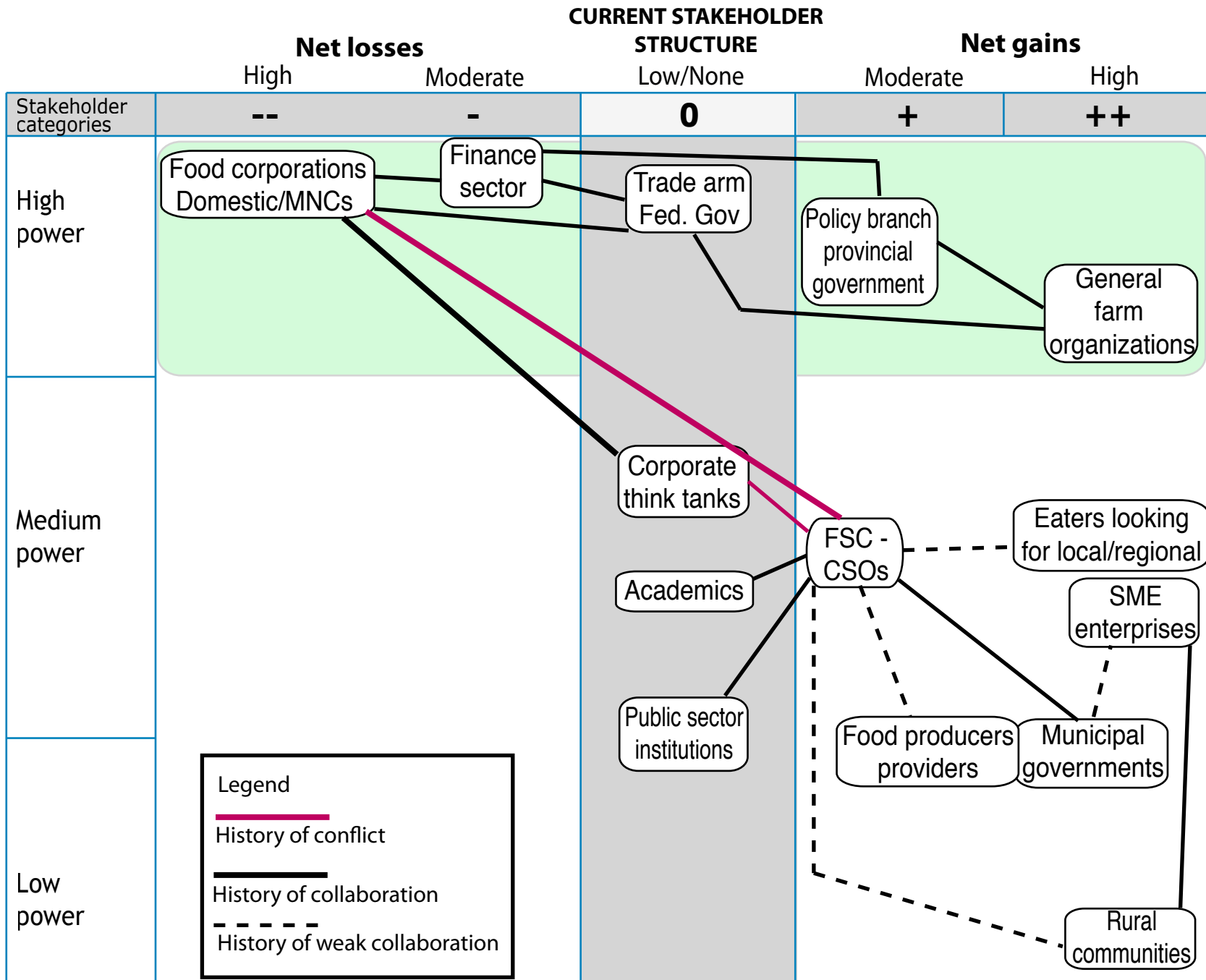
**L'escargots Proposed Action:** Catalyze changes in commercial food systems (food hubs) so they better link local and sustainable food producers with local eaters. Figure interpretation: A polarized situation, with powerful actors opposed to the proposed action and low power actors in favor. No neutral parties to help shift perspectives or increase the power of vulnerable groups.

**The Lotus Guild Proposed Action:** Shift the food system to advance food citizenship in support of a regenerative economy. Figure interpretation: Many high power actors, some moderately opposed to the proposed action and others uncertain or neutral. A block of low power (vulnerable) actors that can be empowered to help support the proposed action.

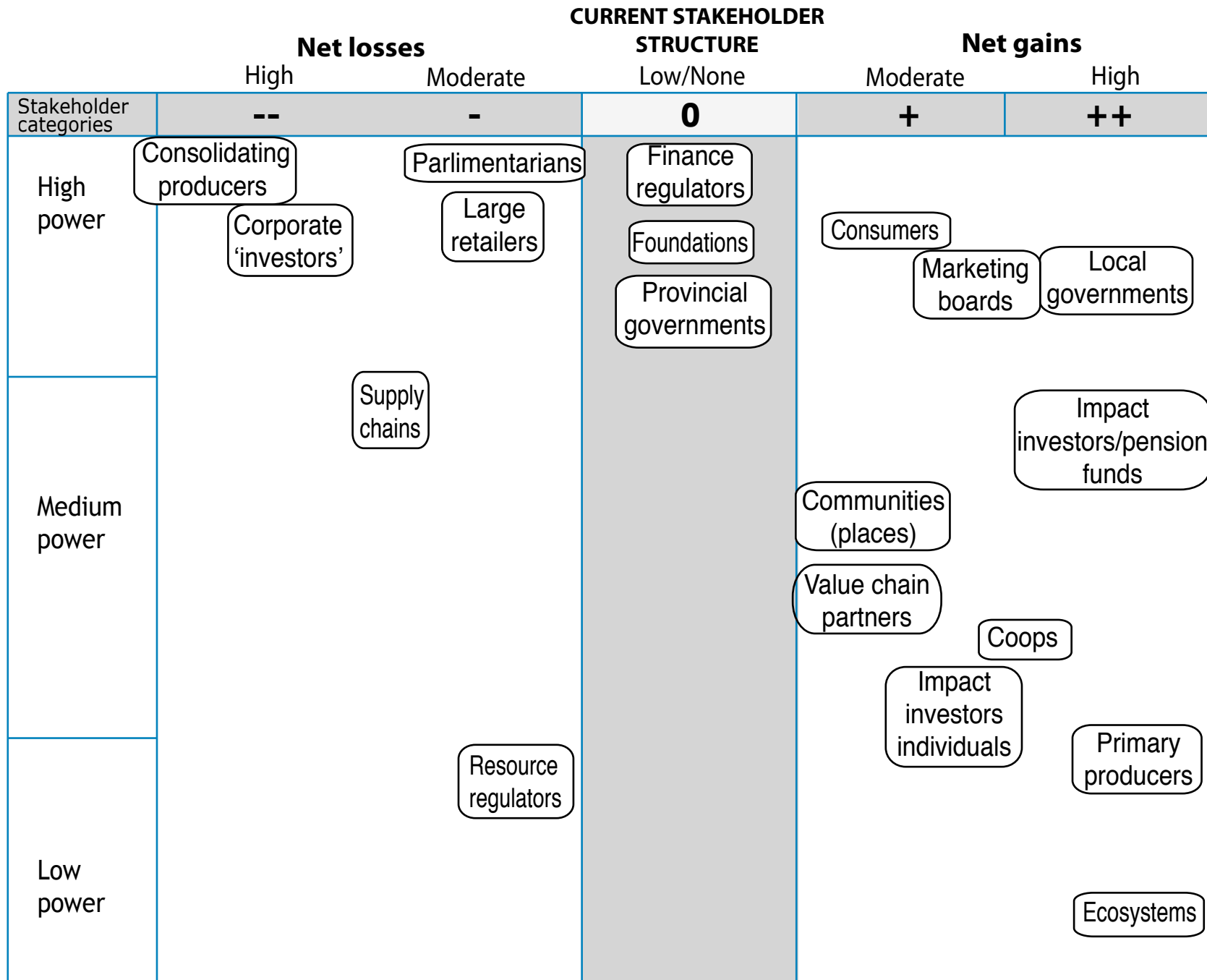
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<sup>1</sup> Provided by Daniel Buckles and Ricardo Ramirez

**Proposed action by Wolves:** Create policies/regulations that enable regional food systems to develop, particularly in the processing sector



**Proposed action by the Beavers:** Empowering food producers and enabling sustainable livelihoods through social finance initiatives



**Proposed action by L'escargots:** Catalyze changes in commercial food systems (food hubs) so they better link local and sustainable food producers with local eaters.

Stakeholder categories	CURRENT STAKEHOLDER STRUCTURE				
	Net losses		Low/None	Net gains	
	High	Moderate		Moderate	High
	--	-	0	+	++
High power	Big retailers	Food actors outside of Canada	Large producers Large processors	Large distributors Large food services	Governments Change makers
Medium power				Institutions Independent food services	
Low power				Small processors Small retailers Small distributors	Small producers Citizens

**Proposed action by The Lotus Guild:** Shift the food system to advance food citizenship in support of a regenerative economy.

Stakeholder categories	CURRENT STAKEHOLDER STRUCTURE				
	Net losses		Low/None	Net gains	
	High	Moderate		Moderate	High
	--	-	0	+	++
High power		Corporate media Corporate food sector Big agriculture	Educators Philanthropists	Social Service ministries Municipal government planning offices	Health care system
Medium power		Old school food banks	Non-food corporations Agriculture ministries First Nations leadership	Middle class	Progressive food banks Food security NGOs
Low power				Local growers First Nations people	Alternative media Low-income communities Children (future gens)



**Proposed action by Moose:** Build, support, strengthen authentic connections between food communities and decision-makers through enabling principles and structural mechanisms.

Stakeholder categories	CURRENT STAKEHOLDER STRUCTURE				
	Net losses		Low/None	Net gains	
	High	Moderate		Moderate	High
	--	-	0	+	++
High power	Federal government Chain Restaurants	Food Industry Large Agri-corp Producers Public Institutions (hospitals, schools)	Provincial government		
Medium power			Grant givers Organized consumers Religious organizations		
Low power			Municipal government Consumers	Food banks Engaged citizens	Independent restaurants Small-med food producers Cultural groups Community non-profits