

Simcoe County Food Security Framework

A blueprint for community stakeholders to guide coordinated actions that reduce household food insecurity and enhance community food security.

2019



ecoETHONOMICS
NEW VALUES • NEW WORLD

The Simcoe County Food Security Framework was developed by Eco-Ethonomics Inc. in collaboration with the County of Simcoe through the consultation of the following organizations and individuals:

Project Advisory Committee

Brittany Doner-Gilroy, County of Simcoe Social and Community Services Division
Courtney O’Neill, South Georgian Bay Community Health Centre
Craig Stevens, Downtown Barrie Business Association
Doriano Calvano, County of Simcoe Social & Community Services Division
Erin Chapelle, the Karma Project
Jane Shrestha, Public Health Nutritionist
Jenna Zardo, Urban Pantry Barrie
Laura Forget, Barrie Area Native Advisory Circle
Michelle Fisher, 211 - Community Connection
Michelle Henderson, County of Simcoe Social and Community Services Division
Quentin Evans, Georgian’s Centre for Changemaking & Social Innovation
Rosslyn Junke, United Way Simcoe Muskoka

Participating Organizations

211 - Community Connection
Barrie Community Health Centre
Barrie Food Bank
Bass Lake Farms
Beausoleil First Nation Community Health Centre
Beaver Valley Outreach
Catulpa Community Support Services
Chigamik Community Health Centre
Christian Farmers Association
Community Action Program for Children
Community Development Corp.
Community Living Association for South Simcoe
Edible Essa
Elizabeth Fry of Simcoe County

Food Co-op
Food Partners Alliance
FruitShare Barrie
Georgian Bay Food Alliance
Georgian Bay Native Friendship Centre
Georgian’s Centre for Changemaking & Social Innovation
Georgian Good Food Box
Golden Horseshoe Farming Alliance
Guesthouse Shelter
Heart and Sol Farms
Helping Hands Food Bank
Holland Marsh Grower’s Association
Huronian Transitional Homes
Karma Project
Kitchen Garden Farm
La Clé de la Baie
Living for Jesus
Local Immigration Partnership
MayCourt Club
Moondance Organic Gardens
MotherCare
National Farmers Union
Ontario Early Years Centre
Ontario Fruit and Vegetable Growers Association
Orillia Community Kitchen & Orillia Food Council
Orillia Farmer’s Market
Orillia Food Council
Orillia Lighthouse
Orillia Native Women’s Group
Orillia Ojibwe Women’s Native Group
Patient/Client and Family Services, Waypoint
Red Cross
Salvation Army Barrie Bayside Mission
Sharing Place
Simcoe Alternative Secondary School, Collinwood Campus
Simcoe County Circles
Simcoe County Federation of Agriculture
Simcoe Manor Long Term Care
Simcoe Muskoka Catholic District School Board
South Georgian Bay Community Health Center
South Georgian Bay Food Champions
South Georgian Bay Good Food Box
St. Vincent de Paul Victoria Harbour
Stone Horse Farm

Sunningdale Farms
The Women’s Institute
United Way Simcoe Muskoka
Wendat Community Programs

Councillors and Mayors

Joe Belanger, Wasaga Beach Councillor
Steve Clark, City of Orillia Mayor
Scott Jermy, Township of Oro-Medonte Councillor
Jeff Lehman, City of Barrie Mayor
Gerry Marshall, County of Simcoe Warden

Government

City of Barrie
City of Orillia
Development Services and Engineering Department
Economic Development Department
Parks, Recreation and Culture Department
County of Simcoe
Engineering, Planning and Environment Division
Economic Development Office
Health and Emergency Services Division
Social and Community Services Division
Children and Community Services Department
Local Immigration Partnership
Ontario Works
Social Housing Department
Simcoe Muskoka District Health Unit
Ministry of Agriculture, Food and Rural Affairs

Other Jurisdictions (Comparators)

Environmental Planning Initiatives, City of Sudbury
Councillor Rebecca Johnson, City of Thunder Bay
Middlesex-London Health Unit
City Health Unit, City of Peterborough
Public Health, City of Peterborough
Wellington-Dufferin-Guelph Public Health
Public Health Services, City of Hamilton

Contents

1. Context and Background	4
2. Methodology	5
3. Engagement-to-Action Plan	7
3.1 Vision	7
3.2 Principles	7
3.3 Goals of the Food Security Framework	8
3.4 Glossary of Terms	9
3.5 Action Plan	12
4. Communication and Knowledge Mobilization Strategy	28
5. Recommendations for the Implementation of a Simcoe County Food Council	32
5.1 Existing Networks	32
5.2 Action-Oriented Governance Model	34
5.3 Role and Importance of the Community Coordinator	37
5.4 Engaging People with Lived Experience	37
5.5 Implementation of the Governance Model	37
5.6 Developing an Evaluation Framework and Collecting Available Baseline Data	39
6. Appendices	40

How to Read this Framework

The present Food Security Framework was developed by a variety of stakeholders across Simcoe County, including members of community organizations, stakeholders within the food system, industry groups, public sector institutions, representatives of the Indigenous and Francophone communities, and interested citizens.

The Food Security Framework is a blueprint for community stakeholders to guide coordinated actions that reduce household food insecurity and enhance community food security. Rather than a municipally owned document, the Framework is co-owned by the community and is created with the intention that many cross-sector stakeholders will work collaboratively to implement the Framework.

1. Context and Background

The County of Simcoe's Social and Community Services Division provides essential social services across the region through an integrated model of service delivery. The division supports local networks and organizations working to alleviate poverty in Simcoe County. As an extension of this work, the County embarked in late 2017 upon the process of developing a Simcoe County Food Security¹ Framework.

The goal of the Framework is to increase awareness, coordination, and development of approaches designed to enhance food security for all residents in Simcoe County. The Framework informs the public of food security initiatives already underway and builds upon key achievements such as the 2013 endorsement of the Simcoe County Food and Agriculture Charter. It aims to strengthen local food security both at the community and at the household level across Simcoe County. One specific aspect of the Framework is that it seeks alignment with the consultation results of the provincial Food Security Strategy and is designed to further enhance and support the work undertaken by the previous provincial government.

In February 2018, the County of Simcoe contracted Eco-Ethnomics to facilitate the development of the Food Security Framework. The scope of the work included: progressing in partnership with community members through a multi-stakeholder consultation process, using insights collected during the consultation to draft a Food Security Framework, providing recommendations for implementing a Simcoe County Food Council and developing a communication strategy.

Development of the Framework was guided by input from a Project Advisory Committee that consisted of representatives from 211 - Community Connection, Barrie Area Native Advisory Circle, Downtown Barrie Business Association, Food Partners Alliance, Georgian's Centre for Changemaking and Social Innovation, Simcoe Muskoka District Health Unit, South Georgian Bay Community Health Centre, The Karma Project, The Urban Pantry Barrie, United Way Simcoe Muskoka, and designated staff.

The Simcoe County Food Security Framework aligns with the County's Vision of "Working Together to Build Vibrant, Healthy, and Sustainable Communities", its corporate long-term strategic directions, and other regional plans such as:

- Strategic Plan 2015-2025
- Our Community 10-year Affordable Housing and Homelessness Prevention Strategy
- Positive Aging Strategy
- Transportation Master Plan

The Framework was built on the Simcoe County Food and Agriculture Charter. The Charter was created by the community for the community to create awareness and foster participation to ensure a food secure for Simcoe County.

¹ See glossary for definition of "Food Security"

2. Methodology

The project started by identifying community stakeholders² that provide services related to improving community food security³ and eliminating household food insecurity⁴. A database of programs and service providers, originally developed by 211 - Community Connection, was supplemented and updated by conducting ten short telephone interviews with key informants in February of 2018. An additional 42 telephone interviews were conducted with members of community organizations, stakeholders within the food system⁵, industry groups, public sector institutions, and representatives of Indigenous and Francophone communities throughout the month of March 2018. Data collected as a result of these interviews covered stakeholders understanding of the problem of food insecurity, barriers to action, proposed solutions, collaboration and engagement, community assets, and pre-conditions for a successful Food Security Framework.

Results of these interviews were analyzed and consolidated on April 16, 17, and 26, and focus groups were held in five communities across Simcoe County: Beeton, Collingwood, Midhurst, Orillia, and Penetanguishene. The purpose of these consultations was to build on the data collected during the interviews and to seek additional opinions about the content and direction of the Framework. A total of 74 community stakeholders attended focus groups. All feedback and information was then consolidated, and key themes were identified and used to create the Framework. To complement the information obtained through community consultation, six interviews were completed with representatives of other jurisdictions who had experience developing and implementing a successful food security strategy in their own community. The resulting draft Food Security Framework was then refined with input from the Project Advisory Committee.

² See glossary for definition of “stakeholders”

³ See glossary for definition of “Community Food Security”

Once the Framework was drafted a new phase of research aimed to link the Framework with current policies that are in place or in development within Simcoe County or the province of Ontario. In June and July of 2018, eleven interviews were conducted with agricultural associations and senior managers at the municipal or provincial levels, as well as, each of the mayors from the separated cities (i.e. Barrie and Orillia). A list of related policies were identified and completed in July and August as a result of three online focus groups: the first with County managers, the second with public health, education, and Indigenous stakeholders, and the third with City managers and Economic Development Offices.

The focus group analysis was used to compile a new version of the Food Security Framework with a comprehensive list of policies that provide intentional interconnections, supported and enhanced by the Framework. The final phase

Share Your Feedback

The Food Security Framework is a living document that needs to remain up to date in order to be most effective.

To provide your feedback, insights and critiques, or to update any information that may change over time, please email email@simcoe.ca.

⁴ See glossary for definition of “Household Food Insecurity”

⁵ See glossary for definition of “Food System”



What is Food Security?

The definitions below are definitions agreed upon by the Project Advisory Committee. It must be noted that food security is not the exact opposite of food insecurity, as developed in the definitions below. Please refer to the glossary (section 3.4) for references and other key definitions.

FOOD SECURITY

Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.

(HOUSEHOLD) FOOD INSECURITY

Household food insecurity is experienced when an individual or household lacks the financial resources to access food. Addressing household food insecurity requires specific income-related interventions. Household food insecurity is influenced by:

- Cost of living, including housing and rent
- Cost of heat, hydro, food, and other basic necessities
- Social assistance rates
- Job security and income
- Access to transportation
- Cost of fuel and equipment required for hunting and fishing

COMMUNITY FOOD SECURITY

Community food security is a measure of food access and availability at the community level; it studies the local food system to measure the production and provision of food available to the public through retailers, farmer's markets, community gardens, food programs and emergency food services.

3. Engagement-to-Action Plan

The following section results from consultations with community stakeholders including community organizations, industry groups, public sector institutions and policy advisors. It describes a shared vision for a food secure Simcoe County, principles to guide community efforts, and seven overarching goals under which action and assets can be organized. The section ends with a glossary of terms.

3.1 Vision

We envision a sustainable⁶, equitable⁷ and secure local food⁸ system in Simcoe County that recognizes food as a human right. It is an inter-connected food system where safe, sufficient, nutritious, culturally appropriate food is financially and physically accessible to everyone through dignified means, and where the people are actively working toward realizing a more food secure Simcoe County.

3.2 Principles

Food is a Human Right	Recognize that financial and physical access to safe, sufficient, nutritious and culturally appropriate food is a basic human right for all residents. Financial access to food is made possible through adequate and stable income.
Continuous Engagement and Cross Sector Collaboration	Foster ongoing dialogue and collaboration between communities, government and all sectors of the food system, and leverage existing strengths.
Food Policies Serve Multiple Purposes	Use a food system lens ⁹ to enhance policies/Recognize that food is a tool to further other policy agendas.
Empower Community Action	Empower and enable communities to act and develop innovative solutions that support the vision for a food secure county.
Unique Farm and Food Culture	Celebrate and strengthen Simcoe County’s unique farming and food culture.
Food is Multi-Functional	Emphasize the essential role food plays in building a healthy, social fabric and economy, across all cultures and ethnicities.
Indigenous Food Sovereignty ¹⁰	Acknowledge and enable Indigenous food sovereignty, recognizing that food is sacred, participatory, self-determined and restorative to the environment.
Environment and Land Stewardship	Acknowledge and work towards environmental and land stewardship to support a sustainable food system.
Sustained Resourcing	Provide financial and non-financial resources on an ongoing basis, to allow organizations to plan and sustain efforts to eradicate food insecurity in the long term.

⁶ See glossary for definition of “Sustainable”

⁷ See glossary for definition of “Equitable”

⁸ See glossary for definition of “Local Food”

⁹ See glossary for definition of “Food System Lens”

¹⁰ See glossary for definition of “Indigenous Food Sovereignty”

3.3 Goals of the Food Security Framework

1. Raise awareness and understanding about household food insecurity in Simcoe County
2. Support income and housing solutions to reduce household food insecurity for households who are underserved and/or marginalized
3. Increase physical access to enough nutritious food for all
4. Improve community food literacy
5. Improve community food infrastructure and policy to support the local agri-food sector and ensure a sustainable local food system in Simcoe County
6. Foster Simcoe County's food traditions and Indigenous food knowledge and culture
7. Support county-wide collaboration toward a food secure Simcoe County



¹¹ See glossary for definition of “Food Literacy”

3.4 Glossary of Terms

The following glossary was developed in consultation with the Project Advisory Committee and borrows from recognized sources, such as the Ontario Food and Nutrition Strategy (2017), the Ontario Public Health Association, or the Food and Agriculture Organization of the United Nations, when available.

COMMUNITY FOOD CENTRE

A Community Food Centre is a welcoming space in a low-income neighbourhood where people come together to grow, cook, share, and advocate for good food.¹²

COMMUNITY FOOD SECURITY

Community food security is a measure of food access and availability at the community level; it studies the local food system to measure the production and provision of food available to the public through retailers, farmer's markets, community gardens, food programs and emergency food services.¹³

EQUITABLE

Actions that result in human well-being and access to opportunity for all people.¹⁴

FOOD ACCESS

Having sufficient economic, physical and relational resources to obtain appropriate food for a nutritious diet.¹⁵

FOOD BANK

A not-for-profit, charitable organization that distributes food items to people and families requiring assistance to ensure they have adequate food to avoid hunger. Food Banks typically distribute food to be consumed off their premises and do not process or serve prepared food, however some Food Banks offer food programs.¹⁶

FOOD AGENCY

Any not-for-profit or charitable organization that offers food programming, such as meals for seniors, food for shelters, snacks for after school programs, or items for student nutrition programs, drop-in centres, food banks, or food hampers at no cost or low cost to the individuals and families accessing them.

FOOD LITERACY

A set of skills and attributes that help people sustain the daily preparation of healthy, tasty, affordable meals for themselves and their families.¹⁷

¹² As defined by Community Food Centers Canada.

Retrieved from: <https://cfccanada.ca/en/Our-Work/Community-Food-Centres>

¹³ Definition developed and agreed upon by the Project Advisory Committee

¹⁴ The Danish 92 Group. *Building an Equitable Green Economy: Forum for Sustainable Development*. 2012. Available from: <https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=660&menu=1515>.

¹⁵ Adapted from: World Health Organization. Glossary. 2016. Available from: <http://www.who.int/trade/glossary/story028/en/>.

¹⁶ Definition by Second Harvest. Retrieved from: <https://www.foodrescue.ca/public/about-food-rescue>

¹⁷ Desjardins E et al. (2013). *Making Something out of Nothing: Food literacy among youth, young pregnant women and young parents who are at risk for poor health*.

FOOD SECURITY

Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.¹⁸

FOOD SOVEREIGNTY

Food Sovereignty is the right of peoples to healthy and culturally appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agriculture systems. The seven pillars of food sovereignty:

- Focuses on food for people (puts people's need for food at the center of policies)
- Builds knowledge and skills
- Works with nature
- Values food providers
- Localizes food systems
- Puts control locally
- Recognizes "food is sacred" ("food is a gift of life, and not to be squandered, and cannot be commodified").¹⁹

FOOD SYSTEM

A food system encompasses all the stages of keeping us fed: growing, harvesting, packing, processing, transforming, marketing, consuming and disposing of food.²⁰

¹⁸ FAO Agricultural and Development Economics Division. World Food Summit, 1996: *Rome declaration on world food security*. 1996.

¹⁹ As defined by Food Secure Canada. Retrieved from <https://foodsecurecanada.org/who-we-are/what-food-sovereignty>

²⁰ Food and Agriculture Organization of the United Nations <http://www.fao.org/home/en/>

FOOD SYSTEM LENS

A discussion of food systems refers to the web of actors, processes, and interactions involved in growing, processing, distributing, consuming, and disposing of foods, from the provision of inputs and farmer training, to product packaging and marketing, to waste recycling. A holistic food systems lens is concerned with how these processes interact with one another, and with the environmental, social, political and economic context.²¹

HOUSEHOLD FOOD INSECURITY

Household food insecurity is experienced when an individual or household lacks the financial resources to access food. Addressing household food insecurity requires specific income-related interventions. Household food insecurity is influenced by:

- Cost of living, including housing and rent
- Cost of heat, hydro, food, and other basic necessities
- Social assistance rates
- Job security and income
- Access to transportation
- Cost of fuel and equipment required for hunting and fishing²²

²¹ Ericksen, P. J., Stewart, B., Dixon, J., Barling, D., Loring, P., Anderson, M., & Ingram, J. (2010). *The value of a food system approach. Food security, food systems and global environmental change*, 25-45.

²² Definition developed and agreed upon by the Project Advisory Committee

INDIGENOUS FOOD SOVEREIGNTY

Pillars of Indigenous Food Sovereignty include:

- Sacred or divine sovereignty - “Food is a gift from the Creator...Indigenous food sovereignty is fundamentally achieved by upholding our sacred responsibility to nurture healthy, interdependent relationships with the land, plants and animals that provide us with our food.”
- Participatory - fundamentally based on “the day to day practice of maintaining cultural harvesting strategies.”
- Self-determination – “The ability to respond to our own needs for healthy, culturally adapted Indigenous foods. The ability to make decisions over the amount and quality of food hunted, fished, gathered, grown and eaten. Freedom from dependence on grocery stores or corporately controlled food production, distribution and consumption in industrialized economies.”
- Policy - providing “a restorative framework for policy reform in forestry, fisheries, rangeland, environmental conservation, health, agriculture, and rural and community development.”²³

LOCAL FOOD

Food that has been grown or caught, processed and distributed as close to the point of consumption as possible, including the community, municipality, bio-region, province or country where the food is consumed.²⁴

LOCAL FOOD (as defined by the local food act)

(a) Food produced or harvested in Ontario, including forest or freshwater food, and (b) subject to any limitations in the regulations, food and beverages made in Ontario if they include ingredients produced or harvested in Ontario.²⁵

STAKEHOLDERS

Stakeholders include any person who resides or works in Simcoe County with an interest or concern in issues related to food security and food insecurity.

SUSTAINABLE

Does not compromise the environmental, economic, health or social well-being of present and future generations.²⁶



²³ <http://www.indigenousfoodsystems.org/food-sovereignty>

²⁴ Adapted from Local Food Plus. www.localfoodplus.ca.

²⁵ Legislative Assembly of Ontario (2013). Bill 36, *Local Food Act*, 2013. Available from: http://www.ontla.on.ca/web/bills/bills_detail.do?locale=en&Intranet=&BillID=2754.

²⁶ Adapted from: American Dietetic Association Sustainable Food System Task Force. *Healthy Land, Healthy People: building a better understanding of sustainable food systems for food and nutrition professionals: a primer on sustainable food systems and emerging roles for food and nutrition professionals*. Chicago, IL: American Dietetic Association.

3.5 Action Plan

The action plan below was divided into core strategies to achieve seven overarching goals. The goals and core strategies were identified during the community focus groups in Beeton, Collingwood, Midhurst, Orillia, and Penetanguishene and in-depth interviews with agricultural associations, senior managers at the municipal or provincial levels, County of Simcoe Warden, and each of the mayors from the separated cities. The goals and core strategies were refined throughout the process by the Project Advisory Committee. The action plan framework lists existing actions, resources and assets currently available in Simcoe County, as well as desired actions, as heard in interviews and focus groups.

GOAL 1 - Raise Awareness and Understanding about Household Food Insecurity in Simcoe County

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Raise awareness and understanding about the definition, extent of the problem, causes and consequences (health and otherwise) of food insecurity</p>	<ul style="list-style-type: none"> • Annual Nutritious Food Basket survey data • Barrie Food Forums (3) • Barrie Food Security Report Card • Collingwood Food Forums (2) • Deputations to Council (municipal and County) on healthy community design • (by the Simcoe Muskoka District Health Unit) “No Money for Food is Cent\$less” campaign • One Bowl, One Spoon, food insecurity conference (organized by Enaahtig Healing Lodge and Learning Centre) • Orillia Canadian Index of Well-being Study (Information Orillia) • Wasaga Beach Food Assessment 	<ul style="list-style-type: none"> • Children Youth and Family Services Coalition of Simcoe County • Faith-based organizations • Food Partners Alliance and other existing food related committees and organizations • Local media • Municipal and provincial staff and politicians • Municipal Liaison’s Group for city of Orillia (for the Plan for the Public Good, Strategic Opportunity 4 of the Housing Strategy) • Poverty Reduction Task Group • Primary care and health care organizations • PROOF research²⁷ • Simcoe Muskoka District Health Unit 	<ul style="list-style-type: none"> • Engage post-secondary students in discourse about food insecurity • Monitor household food insecurity participation in the Canadian community health survey and reinstate support for the Nutritional Food Basket • More agencies collaborate with the Health Unit on the “No Money for Food is Cent\$less” campaign • More agencies work together to increase awareness on food insecurity • More presentations to community organizations, for-profit businesses, schools, etc. • Seek more engagement of individuals with lived experience

²⁷ PROOF is a CIHR-funded, interdisciplinary research program working to identify effective policy interventions to reduce household food insecurity in Canada

GOAL 2 - Support Income and Housing Solutions to Reduce Household Food Insecurity for Households Who are Underserved and/or Marginalized

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Advocate to the Province for income security, increase in social assistance rates indexed to inflation, job protection, improvement of job conditions (hours, wages, benefits), and affordable and adequate housing</p>	<ul style="list-style-type: none"> • Affordable and subsidized housing • Fair Workplaces, Better Jobs Act (Bill 2017) • Licensed Child Care Fee Subsidy • Housing First/Rapid Re-Housing • Improving access to post-secondary education (2016 Budget) • Living Wage • Social Housing • Rent supplements 	<ul style="list-style-type: none"> • Children Youth and Family Services Coalition • Data and evidence • Faith-based organizations • Local media • Municipalities • Poverty Reduction Task Group • Primary care and health care organizations • Simcoe County Alliance to End Homelessness (SCATEH) and Regional Chapters • Simcoe Muskoka District Health Unit/ “No Money for Food is Cent\$less” campaign 	<ul style="list-style-type: none"> • Advocacy for Living Wage, income security, and reduction of precarious employment • Advocate for a basic income guarantee (and against the cancellation of the Ontario Basic Income Pilot) • Advocate to the province for increased social assistance rate to cover actual living costs and index to inflation • Develop policies to support jobs with better hours, wages and benefits



GOAL 2 - Continued...

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<ul style="list-style-type: none"> • Develop municipal policies and actions towards increasing housing, income, food security, and decreasing household food insecurity 	<ul style="list-style-type: none"> • “Eat the Math” campaign • “No Money for Food is Cent\$less” campaign – includes deputations and follow up with municipalities • Back to Basics Social Development • County of Simcoe Master Transportation and Transit Plan • Economic Development working towards attracting and promoting skilled trades • Licensed Child Care Fee Subsidy • Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy • SCATEH’s 20K Homes Campaign • Simcoe County Positive Aging Strategy • Simcoe County Homeless Enumeration 	<ul style="list-style-type: none"> • Children, Youth and Family Services Coalition • Community food security stakeholders • Food Partners Alliance and other existing food related committees and organizations²⁸ • Municipal and provincial staff and politicians • Municipalities • Poverty Reduction Task Group • SCATEH • Simcoe County 10-year Affordable Housing and Homelessness Prevention Strategy • Simcoe Muskoka District Health Unit 	<ul style="list-style-type: none"> • Build community gardens and rooftop gardens into new affordable housing units • Continue to attract employers that provide higher paying jobs, especially in high growth potential sectors • Continue to create a climate for entrepreneurship • Grow leadership and support for community coalition-building to address food insecurity • Grow local support for the Living Wage • Propose policies that result in more income for people struggling with food insecurity • Support for affordable housing • Take poverty into consideration in local planning

²⁹ Refer to section 5.1 for a full list of community food security networks in Simcoe County

GOAL 3 - Increase Physical Access to Enough Nutritious Food for All

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Reduce barriers and stigma to accessing emergency food and to increase participation in community food initiatives</p>	<ul style="list-style-type: none"> • Anonymous intake/"no questions asked" policies in development with the Sharing Place • Georgian College's Center for Changemaking and Social Innovation: student project to address stigma of accessing emergency food • Outreach and referral system between multiple support agencies 	<ul style="list-style-type: none"> • 211 - Community Connection • Best Start Network • CMHA offices • Community Action Program for Children (outreach) • Community Health Centres • Correctional facilities • Georgian Food Locker • Hospitals • Ontario Disability Support Program • Ontario Works • Simcoe Muskoka District Health Unit • Faith-based organizations 	<ul style="list-style-type: none"> • Continue to collaborate between support agencies to direct people at risk to the right services, create coordinated and common point of access for people at risk • Design dignified services (i.e. favor autonomy, empowerment, inclusion, self-esteem and equity) • Develop inclusive services (for the community as a whole) • Provide after hours (including weekends) access to emergency food programs • Remove income-related and other barriers (transportation, childcare, language, etc.) to participation in all community food programs/initiatives

GOAL 3 - Continued...

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Boost and increase food capacity and assets in communities</p>	<ul style="list-style-type: none"> • Backyard Hen Pilot (Orillia, 2017-2018) • Chigamik Market Green Healthy Food program (affordable produce market) • Community Action Program for Children • Community gardens • Community kitchens • County of Simcoe Social Housing units with community gardens and common areas • Farmer’s markets • Free Spirit Gardens • Good Food Box programs • Health Unit study on under-utilized commercial kitchens • Healthy Kids Community Challenge • Karma Marketplace, Farm to Table Market and Kitchen (Food coops) • MotherCare/Early Years program • Operation Grow (vertical farming social enterprise) • School food programs • Seed libraries • Small scale farms (selling to local market) 	<ul style="list-style-type: none"> • Bass Lake Farms • Catulpa Community Support Services • Chigamik Community Health Centre • CMHA kitchens • Community Gardens²⁹ • Cultivating Cultures³⁰ • ESL class networks (could be a pick-up location for fresh produce) • Faith-based organizations • Funders • Greater Golden Horseshoe asset map • Huronia Transition Homes • OMAFRA’s Agri-Food asset map (Feeding Our Curiosity) • Orillia COmmunity Garden Policy (2016) • Primary care and healthcare organizations • Private businesses (could become pick-up locations) • Simcoe County Public Libraries • Simcoe Muskoka District Health Unit 	<ul style="list-style-type: none"> • Develop additional retail food outlets in food deserts (supermarket, farmer’s market, or other) • Develop Community Food Centres³¹ in key communities (Wasaga Beach, Orillia, and Barrie) • Develop customer education and adapted strategies to bring healthier/more diverse food in rural food stores • Foster, support, and prioritize innovative ideas coming from communities • Increase common areas and garden spaces in existing and new Social Housing builds • Raise awareness around available community-level asset maps (e.g. 211 – Community Connection directory) • Remove barriers to access all community food assets

²⁹ A list of community garden locations can be found on the 211 – Community Connection database website: <https://www.simcoe.ca/SocialServices/Pages/211-ontario.aspx>

³⁰ An initiative to promote urban agriculture, food security & poverty reduction in Barrie & Simcoe County. Facebook Group: <https://www.facebook.com/Cultivating-Culture-827044780792928/>

³¹ See glossary for definition of “Community Food Centre”

³² See Glossary of Terms, section 3.4

GOAL 3 - Continued...

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p><i>CONTINUED...</i></p> <p>Boost and increase food capacity and assets in communities</p>	<ul style="list-style-type: none"> • Tower gardens (indoor) • Upcoming farmer’s market at the Barrie Bus Terminal • Urban Pantry project 	<ul style="list-style-type: none"> • South Georgian Bay Community Food Champions • The Karma Project • Wasaga Beach Community Food Assessment (2015) • YMCA centers 	<ul style="list-style-type: none"> • Renovate/build capacity of existing food agencies³² (e.g. community kitchens) • Seek more engagement/inut of people with lived experience
<p>Move people to food and food to people</p>	<ul style="list-style-type: none"> • Active transportation policy development and infrastructure improvements • Emergency food organizations such as food banks³³, food charities³⁴ • Good Food Box programs³⁵ • Meal delivery (Meals on Wheels, Helping Hands Orillia) • Municipal transit system • Simcoe Muskoka District Health Unit review of official plans re transportation and transit 	<ul style="list-style-type: none"> • Canadian Red Cross (delivers Meals on Wheels) • Community Transportation Portal • County of Simcoe Transportation Master Plan • David Busby Centre’s outreach van • Local farms 	<ul style="list-style-type: none"> • Better equip food banks to accept or pick up donated food from farmers (e.g. increase logistical and storage capacity) • Continue work on development of transit and active transportation options • Develop more affordable food delivery options for seniors, students, and other isolated segments of the population • Develop partnerships around community-level food distribution • Implement an affordable mobile food market³⁶ • Look into integrating food in places where current social services are delivered (e.g. services for people on ODSP or Ontario Works)

³³ See glossary, section 3.4

³⁴ See glossary, section 3.4

³⁵ A full list of Good Food Box programs can be found on the 211 – Community Connection database website: <https://www.simcoe.ca/SocialServices/Pages/211-ontario.aspx>

³⁶ The Halifax model was referenced as a best practice during the consultation. More information can be found at <http://www.mobilefoodmarket.ca/>

GOAL 3 - Continued...

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Develop interim strategies to meet emergency food needs</p> <p><i>*Note: Food must be affordable for consumers and producers to ensure food security and food system sustainability</i></p>	<ul style="list-style-type: none"> • Barrie Food Bank model • (3-week supply, 10 months/year) • Chigamik Market Green Healthy Food Program (giving 20 weeks of market dollars to 80 families with children 0-6) • Community gardens • Cooking programs for ODSP and Ontario Works recipients • Food agencies utilizing food donations from farmers • Food banks/emergency food/community meals • Gleaning through FruitShare Barrie • Grocery vouchers (Community Action Program for Children gives \$100 grocery cards, Community Living Association in Alliston) • Partnership between food agencies and grocery stores to utilize unsold food • School Nutrition Programs • Second Helping (Barrie) • St Vincent de Paul/North Simcoe Council (coordinated food distribution to food banks, food vouchers) • Urban orchard (Barrie) 	<ul style="list-style-type: none"> • 211 – Community Connection – Food Calendar • Emergency Baby Needs Depot • FoodRescue.ca³⁷ • Funders (MayCourt Club Barrie) • Multiple churches/assets of faith organizations³⁸ • Multiple food banks and food charities³⁹ • Ontario 2018 Budget includes \$1 million in 2018–19, to reduce and prevent food waste⁴⁰ • Orillia Garden to Groceries • Salvation Army • YMCA centers (cooking program) 	<ul style="list-style-type: none"> • Better equip food banks to receive donated food • Develop a produce market/co-op for low income families • Food agencies collaborate to purchase food in bulk, reducing food expenditure • Food insecure families collaborate to purchase food in bulk, reducing food expenditure

³⁷ An online platform and App launched in Fall 2018 that facilitate safe donation of food from businesses to social service programs in their own communities. <https://www.foodrescue.ca/>

³⁸ A list of assets of faith organizations can be found on the 211 – Community Connection database website: <https://www.simcoe.ca/SocialServices/Pages/211-ontario.aspx>

³⁹ A list of food banks and food charities can be found on the 211 – Community Connection database website: <https://www.simcoe.ca/SocialServices/Pages/211-ontario.aspx>

⁴⁰ View progress report at: <https://www.ontario.ca/page/budget-talks-project-tracker>

GOAL 4 - Improve Community Food Literacy

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Increase opportunities in the education system to develop healthy eating habits, and to learn about the role of food as a community builder</p>	<ul style="list-style-type: none"> • EarlyON Centres working with Public Health Unit on outdoor learning, and nutrition resources • Eat Well to Excel program • Food education initiatives (rewards, contests around food, wellness fairs, composting) • Fresh food basket in school offices • Grow your Green Bin Campaign • Growing food at Stayner Collegiate Institute • Healthy Kids Community Challenge (Town of Collingwood and Chigamik Community Health Centre) – ended Sept 2018 • Ontario Ministry of Agriculture, Food and Rural Affairs working with Friends of Utopia Mill to develop literacy • SCDSB school food and beverage policy • Sip Smart Ontario • SMDHU school staff and teacher resources • The Great Big Crunch events • You’re the Chef 	<ul style="list-style-type: none"> • Conseil Scolaire de District Catholique Centre-Sud • Conseil Scolaire Viamonde • Lakehead University • Liaison College • Ministry of Education • Ontario 2018 budget offered \$1 million to start edible garden programs in Ontario elementary schools⁴¹ • Ontario Fruit and Vegetable Growers offer Fresh from the Farm school fundraising pilot program • Orillia Youth Opportunities Committee • Protestant Separate School Board • Simcoe Alternative Secondary School • Simcoe County District School Board • Simcoe County Food and Agriculture Charter • Simcoe Muskoka Catholic District School Board • Simcoe Muskoka District Health Unit • Stayner Collegiate Institute 	<ul style="list-style-type: none"> • Continue and further incorporate the development of healthy eating habits and nutrition knowledge into curriculums • Further develop school gardens and other innovations in partnership with school boards and adult learning centers • Work in collaboration with school boards to further promote and communicate about programs being currently offered

⁴¹ View progress report at: <https://www.ontario.ca/page/budget-talks-project-tracker>

GOAL 4 - Continued...

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Increase opportunities to learn about food and agriculture occupations and employment pathways</p>	<ul style="list-style-type: none"> • County of Simcoe Economic Development training and workshops • Farmers Feed Families – agricultural education for 800 grade 3 or 4 students • Grey County’s one-off course for agriculture • High school major courses in agriculture and culinary skills – Specialty High Skills Major • Local farms offering tours • Nicholyn Farms’ school lunch program 	<ul style="list-style-type: none"> • Agscape workshops about food system carriers available free to schools • Georgian College’s Food Entrepreneurship program • High Schools • Liaison College • Local farms currently offering tours (see Simcoe County Farm to Table Agri-Culinary Guide Map) • Ministry of Education • Stayner Collegiate Institute 	<ul style="list-style-type: none"> • Build relationship and capacity for co-op opportunities in the food and agriculture sector • Further incorporate food system into school curriculum • Promote the Food and Agriculture Charter Champion Awards
<p>Increase opportunities for all residents to develop food skills, nutritional knowledge, understanding of the food system, and the essential role food plays in building a healthy, social fabric</p>	<ul style="list-style-type: none"> • Catulpa Programs; including MotherCare and Community Action Program for Children • Community gardens • Edible Essa • Farm to Table Market and Kitchen • Farmer’s market • Food Freedom Day • Karma Marketplace • National Local Food Day (private member’s Bill C-281, passed May 30th 2018) • Ontario Local Food Week • Simcoe County Food and Agriculture Charter • South Georgian Bay Community Health Centre’s Food Fit Program • Urban Pantry Barrie 	<ul style="list-style-type: none"> • Community gardens • Community kitchen in large grocery stores (e.g. Loblaw’s) • Community kitchens • Faith-based organizations • Farm to Table Coop • Karma Project Community Food Coop • Orillia Food Council public events • Orillia Youth Opportunities Committee • Primary care and health care facilities • Public libraries • Willow Trace B&B Collingwood Cooking Academy (business) 	<ul style="list-style-type: none"> • Continue to encourage food literacy programs; foods skills, nutritional food, and seasonal eating • Continue to promote and support MotherCare program • Educate about best before date

GOAL 5 - Improve Community Food Infrastructure and Policy to Support the Local Agri-food Sector, and Ensure a Sustainable Local Food System in Simcoe County

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Support short food supply chains through policies and development for local food and farming businesses</p>	<ul style="list-style-type: none"> • Business Retention and Expansion study (2018-2019) • Christian Farmers Association’s advocacy for protection farmland • County of Simcoe’s Economic Development Office connecting restaurants with local farmers • Greater Golden Horseshoe Farming Alliance holding workshop later in 2018 on how to support smaller plot farmers • Industry training for aspiring food entrepreneurs by economic development organizations • Simcoe County In-Market Special Project Fund 	<ul style="list-style-type: none"> • 4 community development corporations • Christian Farmers Federation of Ontario, including local chapter • Community gardens • County of Simcoe Economic Development Office • County of Simcoe Waste Management • Downtown Barrie Business Association • Ecological Farmers Association of Ontario, local chapter • Federated Women’s Institute of Ontario, local branches • Food entrepreneurs in Simcoe County • FoodRescue.ca • Healthy Community Design: Policy Statement for Official Plans, section on food access⁴² • Holland Marsh Growers’ Association • National Farmers Union • OMAFRA/Social Enterprise Network of Central Ontario: Business Value Chain Interviews • Simcoe County Federation of Agriculture • South Georgian Bay Small Business Enterprise Centre 	<ul style="list-style-type: none"> • Advocate for policy change at the provincial level to favor access to affordable land/smaller farm parcels • Assess and provide transportation infrastructure and policies (Share the Road, making room for agricultural equipment, rail transport, etc.) • Continue to develop food business support system, as part of existing networks • Explore interest to develop farm cooperatives to share farming equipment • Explore pilots in social and values-based procurement in the public and broader public sector institutions⁴³ • Foster, support, and prioritize innovative ideas coming from communities • Increase opportunities for farmers to sell produce in local stores

⁴² See glossary for definition of “Food Access”

⁴³ The Ontario government is supporting Ontario Buys program, to facilitate and accelerate the adoption of integrated supply chain and back office leading practices in Ontario’s broader public sector (BPS). (retrieved from: <https://www.doingbusiness.mgs.gov.on.ca/mbs/psb/psb.nsf/English/bps-aboutontariobuys>)

GOAL 5 - Continued...

Core Strategies	Existing Actions	Existing Assets/ Resources	Desired Actions/ Resources
CONTINUED...		<ul style="list-style-type: none"> • The Center for Business and Economic Development • Venture lab at Georgian College 	
<p>Enable small-scale food processing and distribution</p>	<ul style="list-style-type: none"> • Community kitchen mapping study • Complete Purchasing Services is working with suppliers to help increase awareness of local products availability through distribution as well as promote product utilization in Senior Living • County of Simcoe Economic Development training and workshops • Greater Golden Horseshoe Farming Alliance project to increase local procurement in 9 Long Term Care facilities by 23% 	<ul style="list-style-type: none"> • Community kitchens • Greater Golden Horseshoe Agricultural Asset Mapping Initiative • Simcoe Muskoka District Health Unit • The Pack commercial kitchen 	<ul style="list-style-type: none"> • Continue to provide support for local food product development and market testing (e.g. farmers' market) • Support community food hubs and food centres • Encourage continuation, renovation, and expansion of community kitchens • Encourage the development of small-scale community-based food hubs • Support policies enabling small scale processing (e.g. abattoirs, produce, etc.), including advocacy for Ontario food safety policies to adapt to multiple size of operations



⁴⁴ Further description in County Council report CCW 15-235 (June 23, 2015), *Greater Golden Horseshoe Agricultural Asset Mapping Initiative*, retrieved from <https://simcoe.civicweb.net/>

GOAL 5 - Continued...

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Increase and enhance opportunities for community organizations/members to grow food</p>	<ul style="list-style-type: none"> • Backyard hen pilot in Orillia • By-law for Backyard Hens in Orillia • Caja Container Boxes • Community gardens • Food Not Lawns program (home owners use portion of lawn to grow food) • Orillia Native Women’s Group Foraging programs • Tower Gardens in schools 	<ul style="list-style-type: none"> • Catulpa Community Support Services • MNR tree seed greenhouse (currently on hold) • Municipalities • Orillia Native Women’s Group • Upcoming Barrie development plan (could integrate agricultural neighbourhoods or “agrihoods”) • Vertical growing equipment confiscated from grow-ops 	<ul style="list-style-type: none"> • Develop a community garden/urban agriculture strategy • Develop edible landscaping and related educational opportunities • Encourage further development of community gardens • Identify vacant land to be utilized for urban agriculture • Continue to open school grounds for food production (policy and school board level) • Remove policy barriers to growing food (i.e. land use, health regulations, growing in public spaces) • Support an urban agriculture coordinator

GOAL 6 - Foster Simcoe County's Food Traditions and Indigenous Food Knowledge and Culture

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Support Indigenous food knowledge and practices</p>	<ul style="list-style-type: none"> • 3 Sisters Garden at Scout Valley • 3 Sisters planting ceremonies at 2 schools (including Lakehead University) • Canadian Prenatal and Nutrition Program • Community garden networks⁴⁵ • Food-to-table program series on Indigenous food and foraging, by Orillia Native Women's Group • Georgian Food Locker • Get Out and Grow at the Orillia Native Women's Centre • Market Greens Healthy Food Program in Beausoleil First Nation (Market vouchers) • Operation Grow (programming around Indigenous food) • Student breakfast program • The Kitchen Garden Farm Oro 	<ul style="list-style-type: none"> • Aboriginal Health Circle • Barrie Area Native Advisory Circle (BANAC) • Barrie Native Friendship Centre • Beausoleil Family Health Center -Beausoleil First Nations • Chigamik Community Health Centre • Enaahtig Healing Lodge and Learning Centre • Georgian Bay Native Friendship Centre • Indigenous Resource Centre - Georgian College • Lakehead University • Métis Nation of Ontario – Midland office • Orillia Native Women's Group • Rama First Nation • Wendat community programs 	<ul style="list-style-type: none"> • Foster, support, and prioritize innovative ideas coming from communities • Remove policy barriers to the provision and consumption of traditional foods • Support programs that teach wild crafting • Traditional foods available in food agencies

⁴⁵ A list of community garden locations can be found on the 211 – Community Connection database website: <https://www.simcoe.ca/SocialServices/Pages/211-ontario.aspx>

GOAL 6 - Continued...

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Celebrate food in community and grow food citizenry</p>	<ul style="list-style-type: none"> • Alliston Potato Festival • Barrie Fall Fishing Festival • Beeton Honey Festival • Bradford West Gwillimbury Carrot Festival • Community dinners • Downtown Farm to Table Diner (Orillia) • Eat Well to Excel program • Elmvale Maple Syrup Festival • Essa Salmon Derby • Fall and Agricultural Fairs • Farm to Table Market and Kitchen • Heart and Sol Farm Midland • Holland Marsh Soup Festival • Integration of bee culture in food tourism • La Clé de la Baie – Eat Well program (French daycare and primary school) • Local Food Festival (Orillia) 	<ul style="list-style-type: none"> • Community infrastructure • County of Simcoe’s Economic Development Office • County of Simcoe’s Tourism annual plans for agri-tourism and culinary tourism • Downtown Barrie Business Association • Faith-based organizations • Local Immigration Partnership Council • Primary care and health care organizations • Simcoe County farms • Simcoe County’s local food tourism map/trail (Tap into Maple) 	<ul style="list-style-type: none"> • Continue ongoing promotion of Simcoe County food maps • Develop a food tourism strategy • Promote/celebrate the use of “ugly” fruits and vegetables • Encourage community shared agriculture farms • Support the establishment of community food centres

GOAL 6 - Continued...



Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Increase access to a diversity of culturally appropriate food</p>	<ul style="list-style-type: none"> • Backyard Hen pilot (Orillia, 2017-2018) • Diversified crops in Holland Marsh • Increased international products in main stream grocery stores, including dedicated shelf space to ethnic products • Tower gardens initiatives (CMHA) • Urban Pantry, Barrie 	<ul style="list-style-type: none"> • Centra Foods, Barrie • Community gardens • Community kitchens • Education facilities • Faith-based organizations • Farmers' Market • Local Immigration Partnership Council • Long term care facilities in Simcoe County • Primary care and health care organizations • Simcoe County farmers 	<ul style="list-style-type: none"> • Foster, support, and prioritize innovative ideas coming from communities • Include more diverse food in small food stores • Continue to support food tradition workshops, e.g. canning

GOAL 7 - Support County-Wide Collaboration Toward a Food Secure Simcoe County

Core Strategies	Existing Actions	Existing Assets/Resources	Desired Actions/Resources
<p>Develop and support a Simcoe County food system network or council</p>	<ul style="list-style-type: none"> • Agricultural Liaison Committee • BANAC • Food Partners Alliance • Georgian Bay Food Alliance • Orillia Food Council • Poverty Reduction Task Group • Simcoe County Federation of Agriculture • South Georgian Bay Food Champions 	<ul style="list-style-type: none"> • County involvement 	<ul style="list-style-type: none"> • Develop a governance model that supports all networks and groups • Develop Simcoe County’s food system network or council • Ensure that the Food Security Framework is understood among the members of the network or council • Provide core financial support for backbone coordination
<p>Enhance multi-sector and inter-regional collaboration on key food system issues and initiatives</p>	<ul style="list-style-type: none"> • Employers supporting volunteering • Network of support agencies leveraging the capacity of well-established organizations 	<ul style="list-style-type: none"> • 211 - Community Connection • County of Simcoe Social and Community Investment Fund • Ontario Food Security and Climate Change fund 	<ul style="list-style-type: none"> • Develop and implement a communication strategy for keeping people informed and engaged about initiatives • Host events and open public meetings to plan and coordinate key actions • Monitor and track ongoing progress towards food security goals using a yearly report card • Seek more engagement from the private sector • Seek more engagement of individuals with lived experience

4. Communication and Knowledge Mobilization Strategy

Stakeholders involved in improving food security in Simcoe County must be able to rely on a strong communication and knowledge mobilization strategy in order to implement the Food Security Framework. We recommend that the communication and knowledge mobilization strategy accomplish four goals as described below. The following tables develop activities and timelines to achieve each goal.

Communication and Knowledge Mobilization Goals

1. Raise awareness about the newly developed Framework and seek political endorsement
2. Seek public support for the Food Security Framework
3. Seek key stakeholder commitment for the Food Security Framework
4. Seek ongoing engagement to implement the Food Security Framework.

1. Raise Awareness About the Newly Developed Framework and Seek Political Endorsement

Objectives	Target Market/Partners	Activities	Timelines
(WHAT)	(WHO)	(HOW)	(WHEN/HOW OFTEN)
<ul style="list-style-type: none"> • Explain why and how the Framework was developed • Further understanding of the issue of food insecurity in Simcoe County, its depth, root causes and consequences • Increase knowledge of key players in the field, and how to contact them • Increase understanding of current activities, existing assets/resources and solutions recommended by community stakeholders • Increase understanding of key regional and sub-regional specificities 	<ul style="list-style-type: none"> • Political representatives, civil servants, policy makers, service providers 	<ul style="list-style-type: none"> • Develop a contact list of internal stakeholders and councillors who should know about the Framework • Engage municipal leadership • Follow up on requests for additional information • Prepare a one-page summary and presentation of the Framework • Provide a mechanism to allow stakeholders to indicate if they want to receive updates on future meetings and progress • Send one-pager to all stakeholders of the contact list (include invitation to launch event, see category 2.) 	<ul style="list-style-type: none"> • Immediately develop and circulate one-pager pending Framework approval • Follow up as required

2. Seek Public Support for the Food Security Framework

Objectives	Target Market/Partners	Activities	Timelines
(WHAT)	(WHO)	(HOW)	(WHEN/HOW OFTEN)
<ul style="list-style-type: none"> Raise awareness of the Food Security Framework amongst members of the public 	<ul style="list-style-type: none"> Members of the public, and more specifically, stakeholders of the food system (including food industry, consumers, service providers, funders, etc.) Potential Partners: Local media, stakeholder’s group (e.g. Food Partners Alliance, Orillia Food Council, Georgian Bay Food Alliance, Federation of Agriculture, 211 – Community Connection, etc.) 	<ul style="list-style-type: none"> Continue to update food assets and programs on 211 - Community Connection website Develop a high-level diagram and brochure of the Framework for public distribution Half-day launch event including presentation of the Framework and showcase of key initiatives (Invite all stakeholders, local politicians and media) Leverage partners social media and contact list to raise awareness about the release of the Framework Prepare and publish a media release to reach all local media: press, radio, TV. Seek exposure opportunities Publish Framework on the County of Simcoe’s website and those of partners Seek opportunities to present to interested groups 	<ul style="list-style-type: none"> Launch event pending Framework approval Public awareness campaign will require ongoing effort

3. Seek Key Stakeholder Commitment for the Food Security Framework

Objectives (WHAT)	Target Market/Partners (WHO)	Activities (HOW)	Timelines (WHEN/HOW OFTEN)
<ul style="list-style-type: none"> Seek commitment for the Food Security Framework on behalf of key stakeholders 	<ul style="list-style-type: none"> Political representatives and key stakeholders (i.e. direct service providers, interested community groups) 	<ul style="list-style-type: none"> Continue outreach to gain community support for the Food Security Framework Host events across Simcoe County to highlight opportunities for collaboration and gain commitment (dates communicated at launch event along with opportunities to pre-register) Make budget submissions (at the County and municipal level) for initiatives that emerge from community engagement activities Make public announcements when a jurisdiction makes a commitment to the Food Security Framework Request County Council and partner municipalities to make a public commitment to the Food Security Framework Seek opportunity to present to County of Simcoe’s Warden and CAO and to discuss budget implications 	<ul style="list-style-type: none"> Budget submissions before the start of/at the beginning of budget negotiations Events to take place after launch Requests made at the launch event, with subsequent follow up



4. Seek Ongoing Engagement to Implement the Food Security Framework

Objectives (WHAT)	Target Market/Partners (WHO)	Activities (HOW)	Timelines (WHEN/HOW OFTEN)
<ul style="list-style-type: none"> • Provide specific opportunities for individuals or groups to contribute (allowing for different levels of available time and commitment) • To engage a wide audience to participate in the implementation of the Food Security Framework 	<ul style="list-style-type: none"> • All stakeholders of the food system 	<ul style="list-style-type: none"> • Develop a Simcoe County Food Council that will support the implementation of the Framework (see section 5) • Host a series of implementation meetings around the key themes of the Framework • Provide ongoing support and follow up with the informal and formal working tables that form • Provide opportunities for individuals to sign onto working tables and to express how they would like to be involved 	<ul style="list-style-type: none"> • Simcoe County Food Council formed • Will require ongoing effort



5. Recommendations for the Implementation of a Simcoe County Food Council

5.1 Existing Networks

Simcoe County has a collaborative mindset amongst its many stakeholders and organizations. Multiple food banks, community organizations and agricultural groups collaborate formally or informally on initiatives to address food insecurity and food system issues in the county. County Council, partner Municipalities and the Simcoe Muskoka Health Unit are core organizations that are well positioned and have historically played a key support role in the development of collaborative initiatives. Networks and collaboratives located in Simcoe County are described below in alphabetical order.

Advisory Committee to the Food Security Framework

Formed in January 2018, this temporary Advisory Committee is composed of appointed advisors, representing various sectors of Simcoe County's Food System. The Advisory Committee worked in collaboration with Eco-Ethonomics on the Framework. It consists of representatives from 211 - Community Connection, Barrie Area Native Advisory Circle, Downtown Barrie Business Association, Food Partners Alliance, Georgian College, Simcoe Muskoka District Health Unit, South Georgian Bay Community Health Centre, The Karma Project, The Urban Pantry Barrie, United Way Simcoe Muskoka and designated staff from the County of Simcoe Social & Community Services Division.

Agricultural Liaison Committee

This corporate service committee reports to the Council Committee of the Whole, itself reporting to County Council. As described in the committee's terms of reference, "the purpose of this special purpose committee is to be a forum to discuss and identify opportunities to promote and develop base agriculture, agri-business, and agri-tourism within Simcoe County"⁴⁶. The Agricultural Liaison Committee is composed of a maximum of 6 members, who live, farm or work within Simcoe County, including two representatives

of the County of Simcoe's Council recommended by the Corporate Services Committee, three primary representatives and two alternate representatives of the Simcoe County Federation of Agriculture, and the Warden of the County of Simcoe.

Barrie Area Native Advisory Circle (BANAC)

The organization collectively serves as a regional social planning organization based upon the concepts of life-long learning, self-determination, and community participation. BANAC works to instill the importance of the Anishinaabe language, wisdom and knowledge in all their endeavors. In addition, the organization serves as a regional social health and planning organization functioning as an incubator of ideas in areas where a strong regional voice is needed. The Aboriginal Health Circle and Bebmintot Family Wellness program focuses on health promotion.

Food Partners Alliance Simcoe County (FPA)

The alliance is a multi-sector organization whose primary purpose is to work together and provide leadership to build a sustainable and equitable food system, from research to field, to table. Since its formation, the FPA has brought organizations together to develop the Simcoe County Food and Agriculture Charter, coordinate the Charter Champion Awards, and to discuss food and agriculture policies. They also produce education materials and articles, maintain a community food calendar and attend community events. Current members include County of Simcoe, Georgian Bay Food Alliance, Orillia Food Policy Council, Simcoe County Federation of Agriculture, South Georgian Bay Food Champions and Simcoe Muskoka District Health Unit.

⁴⁶ Terms of Reference approved at Council on 2017-01-24.
Retrieved from simcoe.civicweb.net

Georgian Bay Food Alliance (GBFA)

Since 2009, members of the GBFA are focused on improving food access, food security and food knowledge in the Georgian Bay community. Achievements of the alliance includes the development of the Cook Community Garden, establishing the Community Food Co-op, hosting a “Food and Water First” event in Collingwood, working co-operatively with other groups to create the “Food for Thought” event in 2013 and participating in planning & organizing “What’s for Dinner” in 2017. In addition, the alliance endorses and informs the Collingwood community about the Simcoe County Food Partner’s Alliance and the Food & Agriculture Charter. The alliance is made of 11 members of local organizations, churches, and farmers.

Orillia Food Council

Started in 2014, the council is a grassroots organization aiming to increase food security in Orillia. To date, the council has hosted a yearly local food festival (passed on to local group in 2018) and farm to table dinner. It has worked on influencing policies development at municipal level, supporting the backyard hen pilot (launched in 2017) and a community garden policy (2016). The council includes community gardeners, poverty activists, charities, farmer’s markets, the health unit and two city councilors.

Poverty Reduction Task Group (PRTG)

The PRTG is a working group of the Child, Youth and Family Services Coalition of Simcoe County with mission to support poverty reduction initiatives, such as sharing information and resources, building sector capacity, involving individuals with lived experience of poverty, and prioritizing action and advocating for equitable policy, community development and system level change. The task group is occasionally involved in food security related issues, such as supporting the household food insecurity campaign “No Money for Food is Cent\$less”. In September 2017, the task group comprised 23 members.

Simcoe County Federation of Agriculture

The Simcoe County Federation of Agriculture is one of 52 county and regional federations supported by the Ontario Federation of Agriculture (OFA). The lobby group represents the voice of agriculture in the local community and advocates on behalf of farm families in Simcoe County on local agricultural issues. Services include scholarships, public relations, investigation into problems with agricultural properties, insurance policies for farm people, consumer awareness, Agri-Food Education, liaison with all levels of governments to improve rural life.

South Georgian Bay Food Champions

The collaborative group of community members, agencies and organization was founded in 2014 and led the Wasaga Beach community food assessment in 2015, to build upon policies and programs that are already happening, to identify community strengths and to explore opportunities for growth. From the result of the community food assessment, the group has been developing food-related actions to shift from charity to community-centered approaches (e.g. Wasaga beach community gardens, development of community food center, food skills programs, social justice theme).

5.2 Action-Oriented Governance Model

The level of collaboration already present in Simcoe County is an important asset that should be leveraged when considering the development of a Simcoe County Food Council (FC). Rather than duplicating efforts, a new governance structure can be applied to existing networks in order to better connect actors and provide more structure for county-wide collaboration and knowledge exchange. Based on the network already in place and Eco-Ethonomics' past experience in helping start new food council, we recommend applying a new governance structure following a constellation governance model with a dual operating system as developed below.

Constellation Model

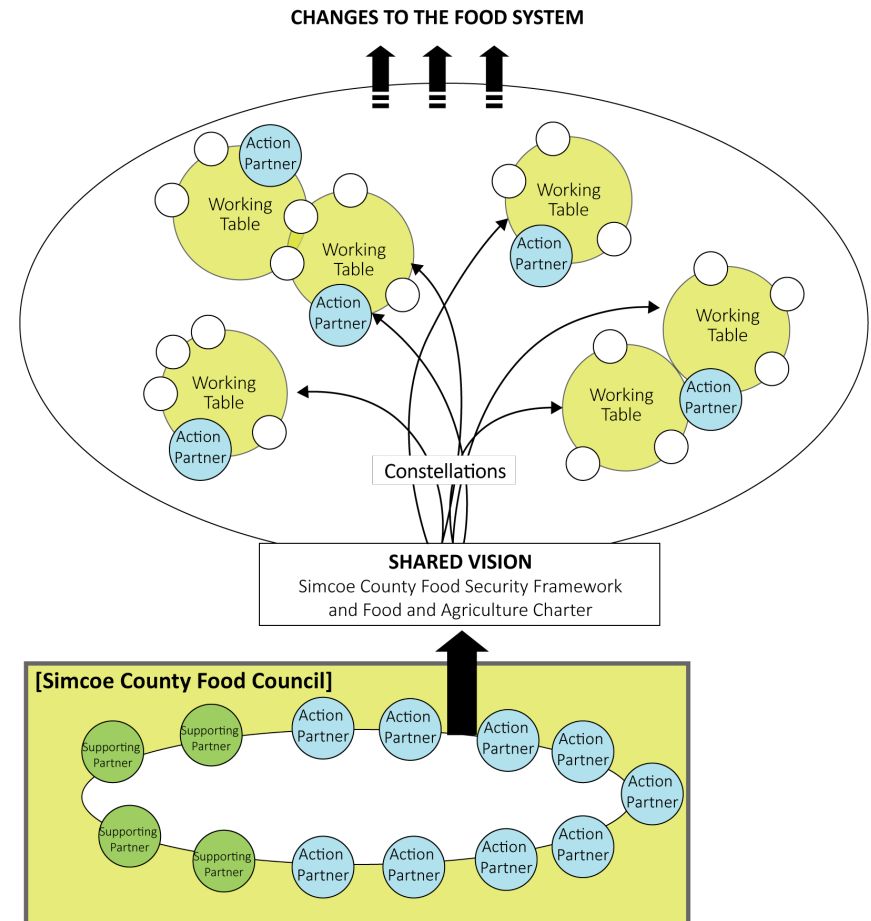
The constellation model is a governance framework inspired from complexity theory that supports the collaboration of multiple organizations. The model was developed in 2006 by Tonya Surman, of the Center for Social Innovation⁴⁷. It has since been applied to multiple partnerships and networks, including the Ontario Non-Profit Network, the Canadian Partnership on Equity, and multiple food councils (e.g. Huron Food Action Network).

In the context of Simcoe County, a constellation model can offer multiple benefits:

- Multiple partners can take part in prioritizing and implementing new and existing initiatives;
- The model is flexible and responsive to adapt to new and changing priorities (as they arise);
- It includes dedicated working tables which can coordinate activities among community stakeholders; and
- It supports the development of community capacity and the sharing of current resources.

Figure 1 represents the constellation model applied to the implementation of the Simcoe County Food Security Framework. The governance structure is

composed of action partners who are primarily action-focused. Each partner typically chairs one or two working table(s). Working tables will be composed of members of the network who are interested in participating in a particular initiative. Given the current stakeholder groups in place, we can anticipate for example that the Poverty Reduction Task Group will take ownership of goals 1 and 2 of the Framework. In this case, the Chair or an active member of the Poverty Reduction Task Group will take a seat at the Simcoe County Food Council's (FC) action partners.



⁴⁷ Surman, T. (2006) Constellation collaboration: A model for multi-organizational partnership. Retrieved from the Center for Social Innovation website

Again as an example, the working table dedicated to raising awareness on household food insecurity will be owned by the Poverty Reduction Task Group and will be reporting on progress to the rest of the FC. Future working tables will be determined and initiated in agreement with all members of the network.

A key component of the FC is the supporting partners, which provides core support to the action partners. The small group is often composed of County or municipal staff, a regional health unit, and an executive director of a non-profit organization that offers to act as a trustee for any funds that the Simcoe County Food Council may receive for their initiatives. The supporting and action partners form the FC.

Dual Operating System

The second characteristic of the governance model is that the FC works at two levels. First, the FC will support an action-based constellation of networks involved in community action planning and implementation, as described in the previous section. The FC ensures that multiple levels of engagement are available to give room for partners to make small and larger contributions. It also builds community capacity by hosting county-wide events sharing best practices and organizing around key themes and initiatives, accelerating innovation, and rallying public and political support for key issues.

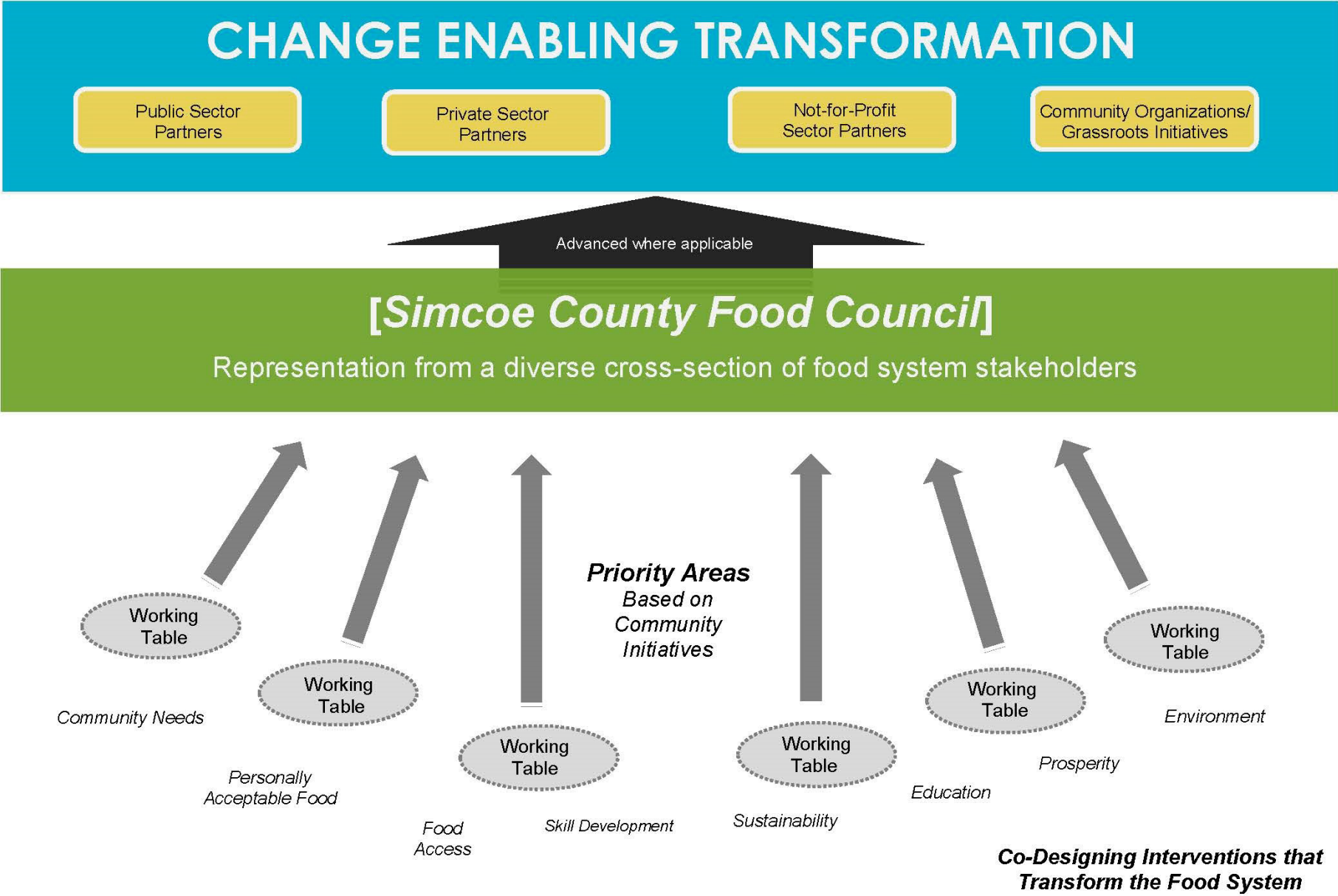
The second, more hierarchical function of the FC is represented in Figure 2, and involves the support of identified high-impact initiatives and discussions of issues that emerge from working tables and propose solutions, which could include policy change, advocacy, investments, or program development. A key benefit of the dual operating system is that it places the strategic function in the network of multiple stakeholders and allows for needs-based community mobilization to bubble up through a formal process to reach the attention of decision makers and inform policy reform. For this reason, it is important that the FC includes influencers who are savvy at amending and writing policy and are familiar with the processes and channels to achieve progressive policy change.

⁴⁷ Surman, T. (2006) Constellation collaboration: A model for multi-organizational partnership. Retrieved from the Center for Social Innovation website

Many food councils struggle to balance the dual operating system and often get caught-up in one or the other function, however hinging these two functions together is key for accomplishing the changes that most food councils envision. As discussed in the next section, the support of a dedicated staff is needed to sustain a thriving network and an active governance body.



Figure 2: Second function of Simcoe County Food Council: sharing of best practices, developing key community partnerships, supporting implementation, policy recommendations



5.3 Role and Importance of the Community Coordinator

Collaboratives are fluid network type structures that most often involve people contributing as volunteers or in addition to their existing job responsibilities. As a result, their interest, capacity and ability to contribute fluctuate. In order to move the working table projects forward, some central coordination is imperative.

The role of the Community Coordinator (CC) is not to handle the work for the collaborative (i.e., not to project manage), but to do what is often referred as “light touch coordination” or “community animation”. If the CC does the work for the collaborative, community members become disengaged and do very little. The opposite scenario is when the coordinator becomes forceful or overbearing in managing the work forward, in which case members may become resentful and disengaged.

In between both extreme is “light touch coordination”. It is a key role for any collaborative to function. Ebbs and flows of stakeholders natural capacity to contribute to the collaborative initiatives requires this light-touch coordination to sustain momentum. People need to see progress in order to stay engaged. The CC is focused on process, while community members focus on what they want to do. The role involves politely prompting stakeholders to complete the work they have committed to, circulating documents, hosting meetings, taking notes and documenting the work. Other roles are to coordinate the writing of grants by members and making sure that evaluation data is being collected.

5.4 Engaging People with Lived Experience

Engaging individuals with lived experience in the problem identification and solution-generating process relies on organizations and programs that interface with those individuals. Their perspective is gathered through anchor relationships that already exist with the people that those with lived experience of food insecurity know and trust. Thus, community agencies

⁴⁷ Surman, T. (2006) Constellation collaboration: A model for multi-organizational partnership. Retrieved from the Center for Social Innovation website

partnerships and involvement of stakeholders are key to facilitating this conversation. Engaging people with lived experience is an important part of a comprehensive, democratic, inclusive and participatory process.

5.5 Implementation of the Governance Model

Implementation Team

We recommend that representation from the Food Partners Alliance and Advisory Committee form an implementation team to get the Simcoe County Food Council up and running. The implementation team will develop the terms of reference, choose a name for the Council, onboard a Community Coordinator, develop a recruitment process for members, and finally establish the Simcoe County Food Council with ten to fourteen members. It is recommended that the process follow this order to ensure that the Community Coordinator supports the higher workload associated with the implementation of a new governance model, and to ensure that the purpose of the council is clearly understood before recruiting its members, as identified in the action plan goal 7.

Terms of Reference

The working table of the Advisory Committee and Food Partners Alliance will then develop the terms of reference for the council. The terms of reference must clarify the role of the council, its desired composition and governance and the frequency of meetings.

Council Name

For the purpose of this report, we have used the name “Simcoe County Food Council” (Food Council and FC) for simplicity.

Recruitment of a Community Coordinator (CC)

Having clear terms of reference and a name for the Simcoe County Food Council facilitates the development of the Community Coordinator's job description. The implementation working table will then initiate a recruitment process, interview, and select a candidate for the position.

Council Member Recruitment

While representation from the Food Partners Alliance and Advisory Committee will be actively involved in the implementation of the Simcoe County Food Council, they will need to apply, as will other community members, to be part of the Food Council. Some may decide that they want to take an active role in the dual operating system by chairing a working table. The work of the Food Partners Alliance will be continued under the umbrella of the Food Security Framework.

The recruitment process will aim to attract individuals living or working in Simcoe County, who represent key interests and sectors that are relevant to Simcoe County's food system. Candidates will be members of existing networks in Simcoe County. In order to guide the recruitment, a diversity matrix can be created to ensure a diversity of representatives from the food sector, and a range of ages, genders, and cultural backgrounds. A sample diversity matrix is available in Appendix B. Members will represent as many of the following food system sectors as possible: food production, processing, distribution, wholesale, food service, social services, retail, economic development, broader public sector, eater, health sector, waste management, education, environment, and Indigenous communities. In addition, the involvement of elected officials from the County and both separated Cities is imperative to support the work of the FC.

Candidates will be invited to submit their resume and a letter of interest supporting how they endorse the missions, vision, goals and values of the Food Security Framework and the Food and Agriculture Charter. They will need to demonstrate that they have relevant skills, knowledge, experience, and a genuine interest in at least one area of the Food Security Framework or the Food and Agriculture Charter.

Candidates who are part of the working table that takes on launching the Simcoe County Food Council, they will be interviewed by the rest of their team and step out of the room for deliberation.

Formation of Working Tables

Once the FC is in place, we recommend the Food Security Framework be launched in a half-day community event. During the event, participants will be asked to gather around actions selected from the Food Security Framework. FC members will then volunteer to chair one of up to six to eight working tables (assuming there is a full-time Community Coordinator in place – three to five working tables are preferable if the coordinator is part-time). During the process of selecting a chair for each working table, it might be necessary to designate another council or alliance of the network (e.g. the Orillia Food Council, the South Georgian Bay Food Alliance, etc.) to take on the responsibility of a working table. It is recommended that the FC be flexible enough to allow such possibility, however, a co-chair who is a member of the FC will need to be designated in order to report on the progress of the working table.

5.6 Developing an Evaluation Framework and Collecting Available Baseline Data

The Simcoe County Food Council will need to think about how it will evaluate progress for the goals that have been set out in the Framework. A best practice would be to utilize the Results Based Accountability process to generate outcomes associated with each goal and objective, and then to develop a set of indicators corresponding with these outcomes and track progress.

As the Simcoe County Food Council commits to creating change, it will also identify key indicators to monitor and include in annual reports. As indicators are selected, we recommend not relying exclusively on data that is easily available. Tracking outcome achievement requires selection of meaningful and important data. Stakeholders have to be prepared to engage in data collection themselves.

To substantiate the value of the work, it is imperative to have an evaluation framework, a work plan, and tools to collect data. Existing data sources and stakeholder-led indicator measurements will help build a strong case for support, demonstrating the impact of further investment in the Simcoe County Food Council.

Appendix A is a recommended evaluation framework tailored to the action plan developed in section 3.5. It can be used as a basis for stakeholder decision in future community engagement.



6. Appendices

Appendix A: Evaluation Framework

Core Strategy	Outcomes	Indicators	Existing Data Sources	New Evaluation Tools
GOAL 1: Raise awareness and understanding about household food insecurity in Simcoe County				
Raise awareness and understanding about the definition, extent of the problem, causes and consequences (health and otherwise) of food insecurity	Increased access to reliable data on food insecurity	<ul style="list-style-type: none"> • # of reliable and up-to-date datasets available about food insecurity in Simcoe County • # of up-to-date datasets available about the population living in Simcoe County • Income, health, Nutritious Food Basket and food insecurity data is collected on an annual basis in a consistent manner. Data is published openly and is available to everyone 	<ul style="list-style-type: none"> • Canadian Census • Canadian Community Health Survey • Nutritious Food Basket 	<ul style="list-style-type: none"> • Resource and dataset tracking
	Increased exposure to information on food insecurity	<ul style="list-style-type: none"> • # of community attendees given • # of deputations to council • # of information resources distributed (flyers handed out, infographics or report cards) • # of online resources and datasets downloaded 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Resource and dataset tracking
	Increased awareness of food insecurity among government officials and community members	<ul style="list-style-type: none"> • # of local government officials who report being more aware of the problem of food insecurity in Simcoe County • # of media articles and online articles/blogs/social media conversations on Food Security featuring County and City officials • # of people who are aware and understand the food insecurity problem 	<ul style="list-style-type: none"> • Media releases 	<ul style="list-style-type: none"> • List of media articles and social media conversations • Output tracking tool • Public opinion poll

Core Strategy	Outcomes	Indicators	Existing Data Sources	New Evaluation Tools
	Increased engagement of individuals with lived experience	<ul style="list-style-type: none"> # of organizations engaged in addressing food insecurity who report increased engagement of individuals with lived experience 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Data request form to service providers
	Increased opportunity for dialogue and learning on food insecurity	<ul style="list-style-type: none"> # of events, workshops, online dialogues, debates engaging multiple stakeholders in dialogue and learning about food insecurity 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Data request form to service providers
	Increased integration of food security into municipal/regional plans and strategies	<ul style="list-style-type: none"> # of food policies¹ integrated into municipal/regional plans and strategies # of cross-departmental dialogues on municipal/regional food policy 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Policy tracking tool

GOAL 2: Support income and housing solutions to reduce household food insecurity for households who are underserved and/or marginalized

Provincial advocacy for a basic income guarantee, increase in social assistance rates, job protection, improvement of job conditions (hours, wages, benefits), affordable and adequate housing, and rent subsidies and supplements	Increased social assistance rates, supply of rent supplements and subsidies, social housing and affordable units	<ul style="list-style-type: none"> Average cost of a Nutritious Food Basket Average cost of housing per household Average cost of utilities per household Dollar amount (\$) and percentage increase (%) of social assistance to OW clients in Simcoe County (per year) Dollar amount (\$) and percentage increase (%) of social assistance to ODSP clients in Simcoe County (per year) 	<ul style="list-style-type: none"> National household survey Nutritious Food Basket Survey Statistics Canada, Low-Income Measure After Tax (LIM-AT) 	<ul style="list-style-type: none"> No additional data needed
--	--	--	--	---

¹ For examples of US and Canadian municipal food policies, see <http://growingfoodconnections.org/>

	<p>Increased knowledge and support for employers to pay a living wage</p>	<ul style="list-style-type: none"> • # of citizens of Simcoe County supporting a living wage agenda • # of employers that commit to paying a living wage, or sign-on to a living wage protocol 	<ul style="list-style-type: none"> • Ontario Living Wage 	<ul style="list-style-type: none"> • Employer poll • Public opinion poll
	<p>Increased knowledge and support for a basic income guarantee (as a measure to reduce food insecurity)</p>	<ul style="list-style-type: none"> • # of citizens of Simcoe County supporting a basic income guarantee (as a measure to reduce food insecurity) • # of petition signatures in support of a basic income guarantee • # of politicians supporting a basis income guarantee 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Public opinion poll • Output tracking tool
<p>Municipal policies and actions towards increasing housing, income, and food security</p>	<p>Increased understanding of the problem of food insecurity in Simcoe County</p>	<ul style="list-style-type: none"> • # of acknowledgement among County, City and municipal staff and officials that the problem of household food insecurity is an economic problem • \$ investment in food security initiatives • Analysis of how the problem of food insecurity is being framed in the media • List of strategies and content of strategies proposed to alleviate food insecurity and promoting community food security • Prevalence of stakeholder perception around willingness to innovate 	<ul style="list-style-type: none"> • Social and Community Investment Fund quarterly data collection 	<ul style="list-style-type: none"> • Output tracking tool • Survey with Simcoe County Food Council network
	<p>Increased community support for land-use policy and investment in affordable housing</p>	<ul style="list-style-type: none"> • # of citizens of Simcoe County expressing support for policy change and investment of resources into affordable housing initiatives 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Public opinion poll

	Increased community support for community food security initiatives	<ul style="list-style-type: none"> # of citizens donating \$ or in-kind contributions to food security initiatives # of citizens volunteering in food security initiatives # of new, multi-stakeholder food security initiatives widely supported by the Simcoe County Food Council Trillium Manor Soup for Seniors 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Data request form to service providers Output tracking tool
	Improved municipal policy to support food security initiatives	<ul style="list-style-type: none"> Perception of service providers of their policy environment and its impact 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Interview with service providers

GOAL 3: Increase physical access to enough nutritious food for all

Reduce barriers and stigma to accessing emergency food and to participating in community food initiatives	People who access food programs and supports feel more dignified and empowered, and consume more nutritious food	<ul style="list-style-type: none"> # of complaints about the lack of dignifying and empowering services # of people reporting a change in how they feel, from less dignified to more dignified, when accessing food programming and supports # of practices implemented to remove barriers and stigma to access emergency food Examples of how systemic biases that exclude portions of the population have been addressed (e.g. faith, culture, age, marital status, etc) List of amended policies and practices to remove barriers to service access (i.e. eligibility criteria, proof of vulnerability and low-income). 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Data request form to service providers Interviews and surveys with service users
---	--	---	--	---

	<p>Increased accessibility to different food programs and supports</p>	<ul style="list-style-type: none"> • # of food agencies with extended hours of operation to create opportunities for those who work, school age children and others to access emergency food supports • # of service users who report an improved ability to access emergency food • # of service users who report an improved ability to participate in food programs • Average percentage decrease in the length of user intake process to access emergency food and food programs • Maximum number of times a user can access the service/program on a monthly basis (in % of service total) 	<ul style="list-style-type: none"> • Food banks intake data 	<ul style="list-style-type: none"> • Interviews and surveys with service users • Data request form to service providers
	<p>Increased understanding of user needs by service providers</p>	<ul style="list-style-type: none"> • # of service providers who survey user needs • Adequacy of the solutions and efforts put forth by service providers to address issues of access • Perceptions of service providers on user needs 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers • Interviews with service providers
<p>Move people to food and food to people</p>	<p>Increased number of people who use affordable transportation options to access food</p>	<ul style="list-style-type: none"> • # of people who are using new and affordable transportation options • # of people who report an improved ability to 'get around' Simcoe County, including to access food • # of mobile food vendors selling nutritious food 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Transportation client survey (including improved access to food)

	Increased number of food agencies and food programs which are near public transportation routes	<ul style="list-style-type: none"> • Changes to current programming that result in improvements to accessibility via multiple mode of transportation • List of food programs and their distance from public transportation routes (in km and walking time) 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers
	Increased food delivery options by different food programs and supports	<ul style="list-style-type: none"> • # of food programs and supports that offer food delivery • # of households who have food delivered to their homes by different food programs and support • # of food retailers who deliver to individual households 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers • Output tracking tool
Boost and increase food capacity/assets in communities	Increased capacity and number of community food assets (community food centers, food agencies, community gardens, community kitchens, etc.)	<ul style="list-style-type: none"> • # of community food assets² (number and type) • Areas of Simcoe County that are not being served or are underserved by food assets • Geographic areas (service areas/postal codes) of community food assets 	<ul style="list-style-type: none"> • 211 – Community Connection database • Simcoe County local food map • Simcoe County maps, low income prevalence 	<ul style="list-style-type: none"> • Community food asset online map
Develop interim strategies to meet emergency food needs	Increased knowledge of organizations and programs to access food in Simcoe County	<ul style="list-style-type: none"> • # of access points to the 211 – Community Connection database • # of individuals accessing emergency food and food programs • 211 – Community Connection database is updated regularly (yearly) 	<ul style="list-style-type: none"> • 211 – Community Connection database 	<ul style="list-style-type: none"> • Data request form to service providers

² By way of comparison, the Toronto Food Policy Council has documented food assets, such as emergency food programs, community food services and food markets, in the city of Toronto. The assets are organized by ward into an interactive map to make it easier for City staff and officials to see and use community food assets strategically - <http://tfpc.to/food-by-ward>

	<p>Decreased demand for emergency food services</p>	<ul style="list-style-type: none"> • Amount (lbs.) of food distributed relative to population segment needs • Average cost for a Nutritious Food Basket • Estimated # of food insecure people in each service provider's catchment • Percentage (%) of demand, by demographics 	<ul style="list-style-type: none"> • Nutritious Food Basket survey • Regional/municipal data on food insecurity by demographics at the census tracts/ dissemination areas 	<ul style="list-style-type: none"> • Data request form to service providers
	<p>Increased capacity/assets in communities with the highest level of food insecurity</p>	<ul style="list-style-type: none"> • Areas of Simcoe County that are not being served or are underserved by emergency food • Geographic areas (service areas/postal codes) where emergency food services are not adequate to the level of needs 	<ul style="list-style-type: none"> • 211 – Community Connection database 	<ul style="list-style-type: none"> • Data request form to service providers

GOAL 4: Improve community food literacy

<p>Increase opportunities in the education system to develop healthy eating habits, and to learn about the role of food as a community builder</p>	<p>Increased numbers of children and youth with knowledge of where food comes from, how to prepare it, and purchase it, etc.</p>	<ul style="list-style-type: none"> • # of children and youth attending programs • # of mandatory food education programs held in Simcoe County child care programs, schools, high schools and camps • # of optional food education programs held in Simcoe County child care programs, schools, high schools and camps • # of pre- and post-natal nutrition education, breastfeeding and infant feeding programs • # of school gardens • # of schools that have developed student nutrition programs 	<ul style="list-style-type: none"> • 211 – Community Connection database 	<ul style="list-style-type: none"> • Data request form to service providers • Data request form to daycares and education institutions
--	--	--	---	--

		<ul style="list-style-type: none"> List of core competencies and skills developed in each program 		
	Increased number of educational institutions in Simcoe County that integrate gardening and cooking classes into their curriculum	<ul style="list-style-type: none"> # of schools in Simcoe County that offer cooking classes # of schools in Simcoe County that offer gardening 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Data request form to service providers
Increase opportunities to learn about food and agri-food occupations and employment pathways	Increased number of education institutions that provide information about agriculture occupations and employment pathways	<ul style="list-style-type: none"> # of college and university courses focused on the food system # of continuing education classes offered to adults related to food 		<ul style="list-style-type: none"> Data request form to education institutions
Increase opportunities for all residents to develop food skills, nutritional knowledge, understanding of the food system, and the essential role food plays in building a healthy, social fabric	Increased numbers of people from all demographics participating in food literacy programming (including community meals, gardening programs, and cooking and nutrition programs)	<ul style="list-style-type: none"> # of economically accessible public health, community-based and workplace food literacy programs for individuals and households to develop food skills # of people participating in food literacy programming (disaggregated by demographics, new and repeat attendance) 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Data request form to service providers
	Increased awareness and knowledge about food literacy programs in Simcoe County	<ul style="list-style-type: none"> # of marketing campaigns, leaflets, press take ups and columns promoting food literacy programs in Simcoe County 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Data request form to service providers
	Increased exposure to public information about nutrition and healthy eating	<ul style="list-style-type: none"> # of marketing campaigns, leaflets, press take ups and columns published about nutrition and healthy eating 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Data request form to service providers

GOAL 5: Improve community food infrastructure and policy to support the local Agri-food sector, and ensure a sustainable local food system in Simcoe County

Support community-based food infrastructure through economic development for local food and farming businesses	Increased number of urban agriculture and peri-urban agriculture projects with commercial goals	<ul style="list-style-type: none"> # of micro farms (<10 acres), Community Shared Agriculture (CSA) program # of urban and peri-urban agriculture projects with commercial goals, such as urban farms and vertical farms 	<ul style="list-style-type: none"> No known existing data sources 	<ul style="list-style-type: none"> Output tracking tool
--	---	---	--	--

	<p>Increased support for sustainable food system through local food policies</p>	<ul style="list-style-type: none"> • # of policies and plans that support the development of a sustainable food system • # of programs that support the development of short food supply chains • Example of adopted land use policies that support community food production • Expenditure on local food marketing 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Output tracking tool
<p>Enable small-scale food processing and distribution</p>	<p>Increased number of small-scale food processing and distribution infrastructure</p>	<ul style="list-style-type: none"> • # of alternative distributors (e.g. co-ops, Good Food Box, CSA, etc) • # of farmers' markets • # of small-scale food distribution facilities • # of small-scale food processing facilities • % of market vendors who sell at least some local food (when in season) • Total \$ private investment in community food infrastructure • Total \$ public investment in community food infrastructure 	<ul style="list-style-type: none"> • Greater Golden Horseshoe Asset Map 	<ul style="list-style-type: none"> • Output tracking tool
	<p>Increased number of value-added products for local purchasing made from local food/ingredients</p>	<ul style="list-style-type: none"> • # of new local value-added products available in Simcoe County 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Survey with food businesses
	<p>Increased availability of cold storage and distribution of local products</p>	<ul style="list-style-type: none"> • Volume (lbs) of local food stored and distributed through a regional community-based food hub facility 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers
	<p>Increased local purchases from local farmers</p>	<ul style="list-style-type: none"> • # of local farms who report increased local sales (% of sales) • # of local businesses who report and increase purchases of local food (% of sales) 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Survey with food businesses

Increase and enhance opportunities for community organizations/members to grow food	Increased number of community gardens and urban farms in Simcoe County	<ul style="list-style-type: none"> • # of community gardens, community garden plots • Specific urban agriculture examples in Simcoe County and impact reports 	<ul style="list-style-type: none"> • Barrie Urban Pantry Project (Evaluation Data) • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers
	Increased support and collaboration for the development and ongoing operation of community-based food infrastructure	<ul style="list-style-type: none"> • # of community-based food infrastructure which results from collaboration between multiple stakeholders • Perceived effectiveness of coordination among stakeholders involved in collaborative initiatives implementing the Framework 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers • Interview with service providers

GOAL 6: Foster Simcoe County's food traditions and Indigenous food knowledge

Support Indigenous food knowledge and practices	Increased opportunities to learn about Indigenous food knowledge and food practices	<ul style="list-style-type: none"> • % of first nations and Indigenous people as a proportion of the total population • # of events celebrating Indigenous food traditions • # of programs that integrate Indigenous food traditions and practices 	<ul style="list-style-type: none"> • Barrie Native Friendship Centre • Georgian Bay Native Friendship Centre – program and attendance in food programs • National household survey 	<ul style="list-style-type: none"> • Data request form to service providers
Celebrate food in community and grow food citizenry	Increased opportunities to celebrate food in communities	<ul style="list-style-type: none"> • # of events celebrating local food • # of food programs including the promotion of local food systems • # of municipalities that have adopted the Food and Agriculture Charter • # of individuals and organizations that have pledged their support to the Food and Agriculture Charter 	<ul style="list-style-type: none"> • No known existing data sources • Tourism Simcoe County 	<ul style="list-style-type: none"> • Data request form to service providers

<p>Increase the access to a diversity of culturally appropriate food</p>	<p>Increased availability of a diversity of culturally appropriate food in food agencies</p>	<ul style="list-style-type: none"> • Demographic analysis of the Simcoe County population • Examples of culturally appropriate food being available • Examples of how cultural diversity within food preferences are being addressed • Perception about the importance of culturally appropriate food by the staff of service providers • Perception of how culturally appropriate food programs are by service users 	<ul style="list-style-type: none"> • National household survey 	<ul style="list-style-type: none"> • Interviews and surveys with service users • Interviews with service providers
--	--	--	---	--

GOAL 7: Support county-wide collaboration toward a food secure Simcoe County

<p>Develop and support Simcoe County's food system network or council</p>	<p>A Simcoe County Food Council is established and continually developed</p>	<ul style="list-style-type: none"> • # of active members for each Food Council working table • # of individuals who regularly contribute to the Food Council working tables • # of multi-stakeholder groups or sub-networks connected to the Food Council • # of organizational members in the network • Date of establishment • Diversity of stakeholder groups representing the food system • Leadership roles taken on by members of the council chairing committees and/or action groups 	<ul style="list-style-type: none"> • County Council report 	<ul style="list-style-type: none"> • Output tracking tool
---	--	---	---	--

	<p>A Simcoe County's food system network or council is supported with a budget and a dedicated staff coordinator</p>	<ul style="list-style-type: none"> • Dollar amount (\$) of annual operating budget • Food Council members perception of the effectiveness of coordination • FTE (#) of the coordinating staff 	<ul style="list-style-type: none"> • County Council report 	<ul style="list-style-type: none"> • Output tracking tool
	<p>Increased funding for food security programming and supports</p>	<ul style="list-style-type: none"> • List of grants allocated to community food security projects in Simcoe County (by project type) • Perception by service providers of areas within the community food security sector that are overfunded or underfunded • Total \$ of food security funding in Simcoe County from all sources • Total regional investment in Social and Community Investment Fund 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers • Interview with food service providers • Output tracking tool
<p>Enhance multi-sector and inter-regional collaboration on key food system issues and initiatives</p>	<p>Increased number of initiatives that are collaborative in nature</p>	<ul style="list-style-type: none"> • # of partners and collaborators in the network of the Food Council • Perceived openness to working together by external stakeholders • Perceived openness to working together by internal stakeholders 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Interview with stakeholders
	<p>Increased number of best practices that are shared across the network</p>	<ul style="list-style-type: none"> • # of opportunities for idea exchanges or knowledge sharing on best practices (Date and name of the opportunity) • # of participants in networking, research and knowledge transfer and learning opportunities • List of best practices identified and shared 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers

	<p>Increased stakeholder diversity in collaborative initiatives</p>	<ul style="list-style-type: none"> • # of individuals with lived experience who are engaged in developing solutions to address food insecurity • # of unconventional stakeholder groups (i.e. not traditionally mandated to address food insecurity) engaged in collaborative initiatives 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service providers
	<p>Improved ongoing idea generation and processes for generating innovative solutions that address the root causes of food security</p>	<ul style="list-style-type: none"> • Examples of social innovation that address food system issues/support a more sustainable food system • Examples of technological innovation available to support agri-food based small to medium enterprises (SME) • Perception of service providers regarding their ability to generate new ideas 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Interview with service providers
	<p>Increased ability to attract new funding and generate additional revenues as a result of collaborative initiatives/proposals</p>	<ul style="list-style-type: none"> • Revenue source identified by type, and obtained/earned revenue (\$) of all funding sources as the result of collaborative initiatives/proposals that address food insecurity 	<ul style="list-style-type: none"> • No known existing data sources 	<ul style="list-style-type: none"> • Data request form to service provider • Tracking tools managed by the Simcoe County Food Council

Appendix B: Example for a Diversity Matrix

MATRIX FOR APPLICANTS FOR THE SIMCOE COUNTY FOOD COUNCIL

APPLICANT		MEMBERSHIP*														VALUE CHAIN										OTHER -SKILLS or BOARD BALANCE												
Last Name	First Name	Agricultural (rural)	Agriculture (Urban)	Economic Development/Community Futures	Education	Emergency Food Programs	Food Distribution	Food Processing	Food Retail	Food Service	General Community Member	Indigenous Communities	Institutional Food/Food Procurement	Waste Management	Food Production	Food Acces and Distribution	Food Purchase and Consumption	FoodEducation, Knowledge and Literacy	Food Waste Management	Policy and Advocacy	Risk Management and Food Safety	Innovation and Technology	Funding, Financing and Investment	Community Engagement	rural	urban	gender	age group	multicultural?	Legal	policy expertise	financial	communication	research	graphic -technical ability	Other?		

