



Finding Common Ground Forum

Summary Report

Vancouver, BC | November 19, 2015

Prepared by Andrew Stegemann

Supported by:

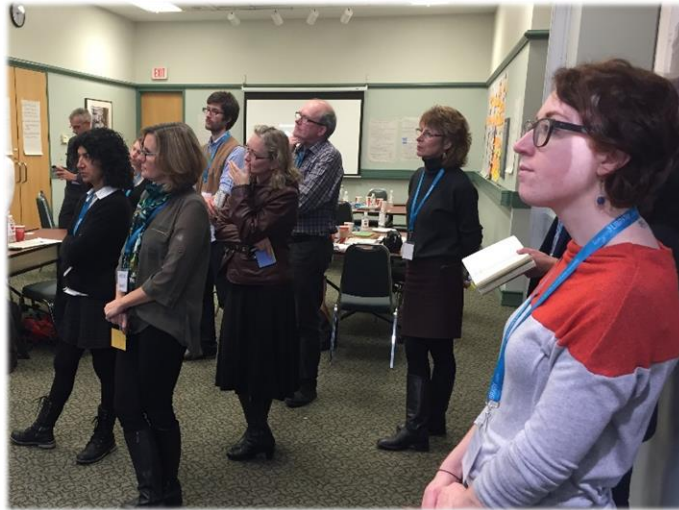


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1. Introduction

The Finding Common Ground Forum, held in Vancouver, BC on November 19, 2015, brought together 23 thought leaders from key sectors of the BC agri-food system to build a shared understanding, explore common interests and find opportunities to move forward together on initiatives that foster local and sustainable food systems.



The forum was convened by the Sustainable Food Systems Working Group¹, with financial support from the Real Estate Foundation of British Columbia.

The purpose of the forum was to determine actions that can be taken to move towards more local and sustainable food systems in BC. Specifically, to gain:

1. A shared understanding of where groups within BC’s agri-food system have sufficient common interest to take collective action on initiatives that foster local and sustainable food systems in BC.
2. A list of concrete actions we can take within the following five province-wide priorities for action (below), and a sense of which ones have the most likelihood of getting implemented.

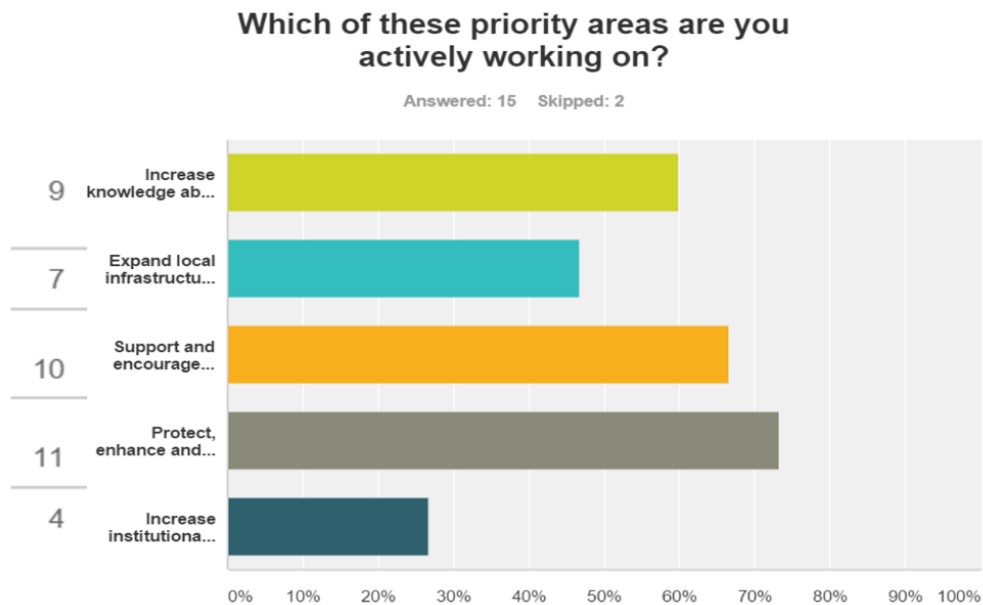
Province-wide priorities for action ²
1. Increase knowledge about sustainable local food systems among the general public and policy makers
2. Expand local infrastructure for food processing, storage, and distribution
3. Support and encourage established farmers and new entrants to all food system industries
4. Protect, enhance and maintain access to agricultural land (foodland) and water
5. Increase institutional procurement of local, sustainable food

Before the forum, a survey was sent to participants. One question asked was, “Which of the five priority areas are you working on?” The results (below) demonstrate that there

¹ Working Group member organizations: BC Food Systems Network, Capital Region Food and Agriculture Initiatives, FarmFolk CityFolk Institute for Sustainable Food Systems, Kwantlen Polytechnic University, Real Estate Foundation of BC, Vancity EnviroFund and the Vancouver Foundation.

² These priorities were generated from a series of Regional Dialogues that took place in 2014. For more details, see <http://www.refbc.com/local-food-futures-british-columbia-%E2%80%93-regional-dialogues-and-report>

are a fair amount of individuals and organizations actively working on these areas. Of the 17 respondents, 15 answered the question, and many are working on more than one priority area.



The forum began with David Hendrickson (Real Estate Foundation of BC) and Brent Mansfield (BC Food Systems Network) setting the stage for the group by providing the context (see presentation slides in Appendix A). Participants then gathered to give further input into a map of stakeholders of the agri-food system in British Columbia, which was created from ideas put forward in the pre-survey.

Most of the day focused on discussing areas of action needed to work towards more local and sustainable food systems. Through two sessions, participants chose a specific priority areas and responded to: 1) what is the most important action needed to move forward this priority area? and, 2) what are specific challenges or barriers to implement the identified actions?



The day concluded in plenary, where priority area dialogues were summarized, and participants identified specific actions which they had interest in collaborating on. Participants also identified other people or institutions they believed were doing something around a specific action, or that they believed should be involved.

Mapping out the BC Food System

In this session, participants identified numerous organizations that make up the agri-food system in BC. While it is only a preliminary snapshot, the exercise was undertaken for a number of reasons:

- To visualize, however briefly, the large and complicated system at multiple levels and components.
- To make the system more tangible, recognizing it is a continual work in progress.
- To help create a shared understanding of the agri-food system in BC as a broader context in which to consider actions needed.

A re-creation of the map developed at the Forum is available in Appendix B, and is also available as an [interactive online map](#). Once the map was created, there was a brief discussion where three key points were noted:

- Ranchers and farmers are the key players - they are the 'base of the pyramid' in this whole system
- Connection between producers and local governments is critical
- Communication is the bridge of the entire map - it's an overarching necessity

2. Finding Common Ground Dialogues

2.1. Priority Area 1: Increase knowledge about sustainable local food systems among the general public and policy makers

2.1.1. Action: Examining and sharing the evidence on how local food systems influence health (individual and community) as well as the economy, jobs, businesses, etc.

- There is a gap in research/evidence in this area
- increase knowledge on the role that local food systems plays in health, economy, jobs, business, etc., and how this compares to non-local food
- For example, labeling food (in a fun and easy to read way) to clarify what's in the food, or using videos, etc.

2.1.2. Action: Public education campaign (e.g. like smoking and recycling)

2.1.3. Action: Including agriculture in the training of teachers

- Interdisciplinary studies at university to include food systems as well
- Strengthening Agriculture in the Classroom, and include professional development to teachers
- Professional development credits for teachers who visit farms, etc.
- Potential inspiration: Ontario Agriculture College (specifically the Liaison Program) <https://www.uoguelph.ca/oac/outreach>

2.1.4. Action: Develop evidence-based messaging on the benefits of local, sustainable food systems. The "why"

- Use plain language
- Develop common messages

- Reach out beyond 'the tribe', but also within the agri-food system
- Explain the relationship and connection between producers and consumers, noting that this relationship was drastically changed with the industrial food system.
- Determine the different delivery needed depending on the audience

2.1.5. Action: Knowledge translation and dissemination from research to decision-makers

- University researchers working with industry and government to bring evidence to the impacts of promoting, and making 'cheap' food (noting that, historically, cheap food was widely supported, and largely facilitated, by researchers working with industry and government)
- The end user (policy makers, elected officials, etc.) requires information (and create a demand for it), which the researchers then support and translate back to the end user.



2.1.6. Barriers identified under this priority area

- The local, sustainable food system can be an exclusive one with respect to affordability
- Lack of political will
 - The economic driver is exports, so local, sustainable food systems often fall below this priority
- Capacity within communities to make things happen locally
- Collaborative approach has not happened to date
 - Lack of common messaging, etc.
- There are a many organizations and individuals who are part of a local, sustainable food system; however, they do not recognize this and are, therefore, less engaged than needed. We need to raise awareness of actors within the sustainable food system who do not recognize they are actually part of it.
 - We have a diverse food system and everyone is welcome to it.
- The questions we need answered are not easily answered. There is complexity.
- Lack of clear, plain language.
- What is perceived as the common understanding of ideas, aren't always the reality; e.g. "urban agriculture"
- Integrating the health lens into the wider conversation on food systems. The barrier is a lack of collaboration between sectors.
- Lack of local (BC-based) food system researchers and people able to translate knowledge in the province, plus the funding for this
 - Funding is mostly linked to industry right now
- Lack of understanding of the nuances of the food system- understanding how all sectors fit into a local, sustainable system

- There is a need to focus on what 'we' (in this room) can actually do.

2.2. Priority Area 2: Expand local infrastructure for food processing, storage, and distribution

Notes from discussion

- Clarify what products are in scope - perhaps it's more about fresh products than meat and dairy?
- Key question: Do we have a good sense of the state of infrastructure: provincially? Regionally? Is there an inventory?
 - Challenge of fragmentation and isolation of producers and processors, as well as the support system
 - Coordinating capacity needed to make best use of existing resources (trucks, kitchens, co-packers, etc.)
 - Getting the funding for this a challenge
 - Need to identify support systems for government and industry associations
- Creation of infrastructure is often done through partnerships between profit (farmers, processors) and non-profit organizations, such as has been the case with several regional food hubs
 - There is often also a role for public partners, whether through funding, expertise or planning and zoning (for example, leveraging community amenity contributions (CACs) related to new developments)
- Business planning and business cases are needed around new infrastructure and partnership models
- Local labelling at a municipal/regional level
- Opportunities in addressing food waste
 - On farm? In processing?
- More federally inspected facilities needed (e.g. abattoirs)
- Regulatory harmonization
 - Scale appropriate regulations & outcome-based regulations
- Local labelling at a municipal/regional level
- Dealing with processors and farmers as entrepreneurs (venture capital process supports)
 - Risk and reward balance in food system enterprises
 - Engaging financial institutions- joint funding (who brokers?) & sector supports
 - Impact investing
 - Community Economic Development Investment Funds (CEDIFs), local investment funds (e.g. Knives & Forks Investment Coop)
- Government should be guiding the processes- proactive government support in the regulatory environment
- Providing turnkey support for producers/ processors
 - Making regulations easier to navigate

- Increased (and coordinated) centralization and capacity of industry support (both processing and farming)
 - Both industry and government
 - Especially for businesses in transition
 - E.g. former MoA Food Industry Development Program (cut in 1989)
 - Now would be a third party
 - The problem is not knowing what the programs are- fragmentation, awareness, timelines
- Need for an “extension” role in these areas
- New food processing specialist (in MoA) to be hired soon
- Virtual food hub/ online marketplace (e.g. soil mate, we ‘heart’ local)
 - Buy local program and labelling
 - Industry level
 - Consumer level

Some challenges or barriers identified

- Barrier / need for more research: Do we have a good sense of the state of infrastructure: provincially? Regionally? Is there an inventory?
- Barrier / need for more research: Are there regulatory constraints (local, provincial and/or federal) that affect businesses in transition, and for which there could be great harmonization?
- There are many challenges related to businesses being in transition as they face constraints (freezer space, trucks, etc.) as they grow
 - Logistics constraints (economies of scale, food safety, labelling)
- Cost of negotiating regulations is high
- Investing in capital in scaling up (big cost)

2.2.1. Action: Increase coordination and capacity of industry support systems (both government and industry)

2.2.2. Action: Support for businesses in transition with scaling challenges (financial, regulatory, legal, etc.). Broadly, this is dealing with food processors as entrepreneurs

2.2.3. Action: Harmonization of regulatory environment and scale-appropriate, outcomes-based regulation

2.2.4. Action: Inventory of infrastructure and gaps (provincial and regional)

2.2.5. Action: Increase profile of and knowledge about food processing sectors among the public and decision-makers as second largest manufacturing sector in BC (in line with Priority Area # 1)

2.3. Priority Area 3: Support and encourage established farmers and new entrants to all food system industries

Notes from discussion

- Increasing access to land (challenge for new entrants and existing farmers)
 - Differences across regions
 - Inventory of landowners willing to lease (Young Agrarians and others exploring)
- New entrants need access to facilities/infrastructure/tools (especially for new entrants)
- Increasing agriculture extension and research (nutrients, farm, business, etc.) to support new and existing farmers
 - Where would such extension services be housed? Could be in Ministry of Agriculture or academic institutions, as long as it's resourced
- Explore incentives to attract new farmers (e.g. Quebec granting up to \$50,000 for agriculture student graduates to start a farm; discount loan for young farmers offered in Alberta)
- Need for policy/economic environment that allows farmers to succeed (e.g. supply management)
- Need for formal education programs (to train new entrants)
- Apprenticeship/ mentorship programs - agriculture students need the opportunity to do a practicum (similar to how it happens in the culinary arts or even trades)
 - Could be more formally associated with an academic program or more informally through mentorship networks, farmer-to-farmer, farmer institutes
 - Can be hard to get people to participate in apprenticeships
 - Involvement of industry training associations
- Need better coordination of education, research, and extension
 - For education and research (there is some)
 - There is no formal extension
- Telling/communicating a better narrative (agriculture often sells itself as a not profitable business)
 - Agriculture needs to be branded as a successful & viable industry
 - Matching passion for growing things with passion for business
- Increased paperwork, plans and regulatory hurdles (admin burden) deters farmers (both new entrants and existing farmers)
 - Software to streamline (e.g. Icycle for food safety)
 - Some way to decrease the amount of paperwork
 - Harmonization, simplification, synchronization of various requirements
 - Industry implemented

- Retail requirements (demand from the consumers trickles down the value chain; the burden is on the producers)
- Regulatory/public

2.3.1. Action: Better coordinate research, education and extension

2.3.2. Action: Training programs

2.3.3. Action: Extension Services - MoA, models, funding

2.3.4. Action: Apprenticeship/ mentorship programs (formal and informal)

2.3.5. Action: Inventory and coordination of farmland available for lease

2.3.6. Action: Reducing / streamlining administrative burden

2.3.7. Action: Telling/communicating a better narrative around farming as a business that is viable and dynamic

2.3.8. Action: Financial support for new farmers & agricultural program graduates (e.g. \$50,000 grant or low-interest loans for new graduates)

2.4. Priority Area 4: Protect, enhance and maintain access to agricultural land (foodland) and water

2.4.1. Action: Acquire land and place into trust for food production (various mechanisms, e.g. donating land), and reduce the amount of land from the ALR that gets taken out of the ALR.

- ALR boundaries need to be protected and maintained
 - Remove mechanisms for individuals to be able to exclude ALR land
 - Mechanisms for enabling land use changes and sub-divisions should be reduced or removed
- Reduce ALR land speculation
- Campaign to educate landowners and real estate professionals about the ALR
- Clarify how much ALR land is on First Nations land and policy implications.

2.4.2. Action: “Farm Home Plate Bylaw” embedded into provincial legislation

- Municipalities currently have a hard time adopting the Farm Home Plate bylaw (often regarding resistance from land owners due to private property rights).
- Municipalities need more direction on implementing land use policies in relation to ALR land – through better alignment of local government zoning and bylaws. Best management practices should be documented and shared with other local governments.
- Farm Home Plate bylaws need to be fair and not implemented on an ad-hoc basis – Provincial legislation may be the most appropriate scale for legislation.



2.4.3. Action: Reduce non-farm use of the ALR

- The best way to maintain foodland is to farm it!
 - Farming farmland - proponents need to get more proactive.
- Better understand and define “non-use” definitions of the ALR.
- More diligence is needed on illegal dumping that is occurring on the ALR.
- Need to better define and articulate what kind of processing makes sense on the ALR.

2.4.4. Action: Encourage local government zoning to more closely align with Provincial objectives to better protect agricultural land and support farmers to farm it.

- Develop and share model zoning bylaws
- Develop and share an inventory of Local Government zoning of municipalities in BC
 - Identify municipalities not aligned and work with them to modify and improve.
- Ministry of Agriculture - committed to examine agriculture potential on crown land?
- Need greater support from other stakeholders
- Support leasing opportunities – identify and provide information on leasing pros and cons by way of:
 - Word of mouth
 - Liaise and improve communication with Ministry of Ag
- Promote Incubator farms as a demonstration model for 1-5 years to build a foundation for new farmers.

2.4.5. Action: Tax implications on ALR

- BC Assessment- Need longer lease terms than what is currently offered.
- Increase taxes for non-farmers on ALR. See work Metro Vancouver is undertaking.

2.4.6. Action: Education- Real Estate Industry Assessment Notices

- Need to provide disclosure during sales transactions.
- [Min of Ag New farm start-up guide](#) (is a good reference that needs to be promoted)
- More clarity on housing regulations on ALR is needed.
 - Currently is confusing- Need further definitions and clarity.

2.4.7. Action: Review the process of production quotas- in particular production transfers. Create better access to production quotas for producers.

- Re-examine how quotas are managed and how quotas are grandparented and transferred between farms.
 - One example - the Gradual Entrance Program

Other notes from the discussion

- Water - how to deal with too much water? (wetlands/drainage issues)
 - Infrastructure issues
- Regional water governance planning needed – there is an opportunity to support organizations on Water Sustainability Act (WSA) regulations and pilot projects.
- Climate adaptations to water models
 - E.g. Drought and flooding occurrences.
- Water capture for utilizing in agriculture techniques needed.
- Some barriers and challenges identified regarding water – agriculture nexus:
 - Need government involvement – provide clear policies.
 - The cost of water supply/systems.
 - How to deal with water surplus and drainage?

2.5. Priority Area 5: Increase institutional procurement of local, sustainable food

Notes from discussion

- Need to expand local production.
 - A first step could be to define what is available within the local economy (conduct an inventory).
 - This would also help producers determine opportunities and identify demand.
 - Can then create market opportunities by sharing this information with producers.
 - The Ministry of Finance may be the best government ministry situated to share this information with institutions initially.
- Need to build capacity of institutions to produce and process more food on-site (e.g. hospital grounds, school yards).



- Local producing, processing, consumption = increased food literacy
- BC food processors campaign- buy local has been very successful (e.g. with Safeway)
 - However, campaign doesn't focus on growers/processors (and retailers won't provide proprietary information)
 - E.g. BC Ferries (quasi-crown corporation - who do they report to?) have a \$50M per year food budget – big market opportunity. How to facilitate discussion?
 - E.g. five universities in BC (have a ~\$60M food budget)
 - Where is the "low hanging fruit" to substitute local food for imported food?
- Barrier - no one is identifying where food is procured.
- BC government- who manages the BC government food budget - we don't know? Big opportunity to start working in government food procurement circles.
- An immediate focus could be on hospitals/health authorities in BC.
- If institutions could start talking to each other and sharing local food procurement strategies, more local product could be consumed.
- Some specific challenges/barriers to local procurement (in general) include:
 - Price points/profitability (need to be profitable).
 - Farmer's capacity to increase supply? We are faced with an aging profession, slow capacity for change with a long-term outlook for growth potential. Is there a sufficient number of producers to expand if there is an opportunity to increase supply of particular products?
 - Need appropriate government lead (Ministry of Finance?) to better understand the procurement processes/policies of institutions more clearly and identify areas of opportunity.
- Investment Agriculture Foundation has been working on:
 - Eat BC – worked with the Restaurant Association, Chef's Association.
 - Worked with Community Futures trying to match institutions (hospitals, schools, prisons, etc.) with producers and processors.
 - Limitations: they discovered that producers were reluctant or didn't have capacity to consistently provide sufficient produce (e.g. dealing with seasonal products creates inconsistent product demand). Servicing institutions is a huge opportunity to meet growing demand.

2.5.1. Action: Expand local production through identifying what food is currently available in BC (e.g. develop a Provincial inventory of food produced in BC). If we had this information as baseline data we could then:

- Target menu items in region to produce/consume and greater a larger market.
- Obtain Institutional commitments to purchase x% of BC food to ensure continued demand is there.
- What is needed is a platform and inventory system to identify BC food that is readily accessible.
 - Who grows, how much inventory; e.g. BC beef (abattoirs). Right now we don't have this information readily available.

2.5.2. Action: Need to define “local” & “sustainable” food (through each phase of production, processing, distribution, consumption, diversion)

- Processed products are more problematic for defining local so we need to work out a definition.
- Processing and “local” food.
 - Need to define and qualify “local”- local is normally equated to the raw materials (e.g. sugar, wheat), but where products are processed are important too.
 - Packaging may be local while products are from outside of BC. Does this equate with “local processing?”
- Processing- need to define what constitutes “local” and tell the local story to connect food to the plate. The storytelling is as important as the definition!

2.5.3. Action: Request BC Government to provide information/data on local food (supply & demand) within government institutions, such as hospitals, universities and correctional facilities that would start to identify opportunities to develop locally-produced food markets (Need to identify appropriate ministry, department, point person).

2.5.4. ACTION: Demonstrate farming is a viable business. Need to share and promote more success stories (e.g. Curtis Stone in the Okanagan).

- Farming on small plots can be viable (e.g. SPIN farming)
 - Older producers are ready to retire and more tools are needed to demonstrate to new farmers that farming is a viable business.
- Farmers need additional assistance to identify (new and expanding) markets for new farmers
- Need additional training on barriers to procurement:
 - E.g. Expanding volume
 - E.g. Increasing profitability
 - E.g. wineries can be integrated with other commodities for higher profit margins.
 - Cost of land is high!
- BC Government MoA Mandate \$15B by 2020
 - \$15 B - not topline \$ (net profit)
 - No sub-section on local targets mandated by BC Government. This could be developed in the future.

2.5.5. ACTION: Need econometrics study on the role of local food in the BC economy.

- Need more studies on economic multiplier effects with local products
 - We don’t know how much local food benefits the local economy (import substitution and multipliers). Buy local studies in BC are available.

3. Conclusion and Next Steps

The Finding Common Ground Forum represents a next step in working towards a more local and sustainable food system in BC. Both mapping out this complex system and identifying a number of key actions are great steps; however, more action is needed.

To this end, the SFSWG will be meeting regularly to strategize next steps. This is to include a follow-up forum to occur in the spring of 2016, in addition to webinars in 2016 to support further learning and collaboration around these actions. The SFSWG also looks forward to ongoing conversations to advance actions within these areas in the next year and beyond.

We look forward to working with all likeminded organizations and individuals to foster a more local and sustainable food system in BC. If you have any comments or ideas on ways you can partner with us, please contact Andrew Stegemann, Facilitator of the SFSWG at stegemann.andrew@gmail.com.



Appendix A: Setting the Stage Presentations

Presentation from David Hendrickson

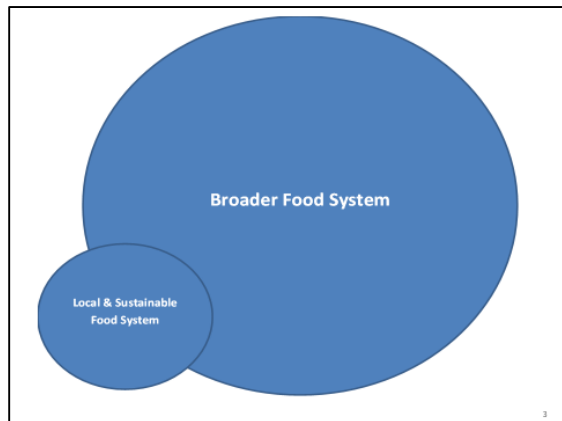
Finding Common Ground



November 19, 2015
David Hendrickson PhD MCIP




- \$70+ million in grants
- Over 100 communities
- 27 years of grantmaking


Production Processing Distribution

Consumption Diversion



« In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities: [...] Develop a food policy that promotes healthy living and safe food by putting more healthy, high-quality food, produced by Canadian ranchers and farmers, on the tables of families across the country.»
Justin Trudeau's Minister of Agriculture and Agri-Food Mandate Letter



Who are we?

- BC Food Systems Network
- Capital Region Food & Agriculture Initiatives
- FarmFolk CityFolk
- Institute for Sustainable Food Systems: KPU
- Real Estate Foundation of BC
- Vancity EnviroFund
- Vancouver Foundation



What We'd Like to Accomplish...

Our Vision

- Thriving sustainable, local food systems that steward land and water, providing healthy food for all British Columbians.

Our Goal

- Foster healthy, resilient food systems in BC in ways that benefit communities, individuals, ecosystems, and local and provincial economies.



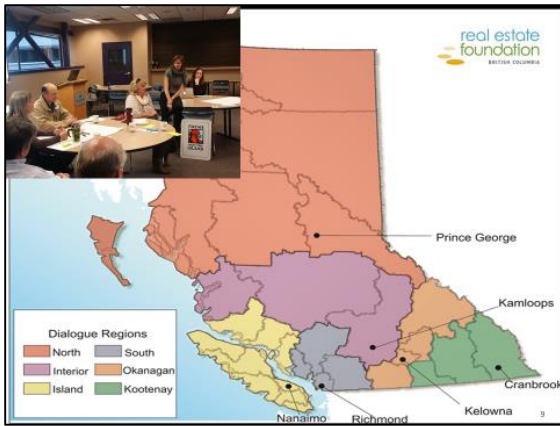
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Pillars

- Understand & value sustainable, local food systems
- Enhance community well-being, ecosystem health & regional food self-sufficiency
- Economically & socially viable
- Land and water are protected for growing food
- Indigenous land and water rights are respected
- Collaboration occurs across sectors
- Gov policy & planning support sustainable food systems



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Today's Purpose

- Increase knowledge about sustainable local food systems
- Expand local infrastructure: food processing, storage & distribution
- Support new farmers to food system industries
- Access to agricultural land & water
- Institutional procurement of local, sustainable food



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Thank you!

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Presentation from Brent Mansfield

Setting the ... Table?

Finding Common Ground Forum

Brent Mansfield

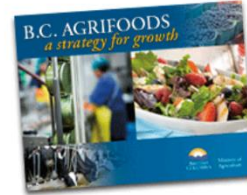
Director, BC Food Systems Network



Provincial Strategies

Mandate Letter to Minister of Agriculture: July 30, 2015

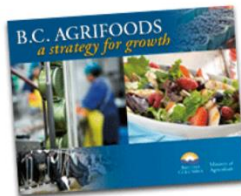
- "Update and release BC Agrifoods and Seafood Strategic Growth Plan to reflect growth in the industry and identify opportunities that lie ahead."



Provincial Strategies

Mandate Letter to Minister of Agriculture: July 30, 2015

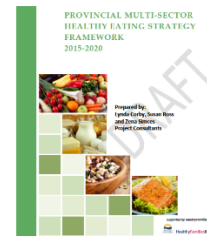
- "Identify options and present to Cabinet opportunities to develop a longer-term Buy Local strategy to encourage British Columbians to purchase local agricultural products and develop long term food supply security for the province."



Provincial Strategies

Multi-Sectoral Provincial Healthy Eating Strategy

- Access to and Availability of Healthy, Safe Food Action Group
- "Work collaboratively with the Ministry of Agriculture, local governments and other partners to enhance the capacity and resilience of BC's food system"



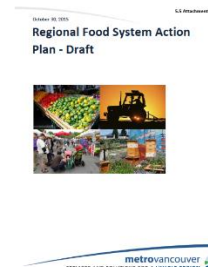
Regional Strategies

- The BC Agriculture and Food Climate Action Initiative – Regional Adaptation Strategies



Local/Regional Strategies

- Municipal and Regional Government:
 - Agriculture Planning
 - Food System Policy and Planning



Cultivating Food Systems Connections for Collective Impact

Goals:

- Provide opportunities for experiential and peer learning, while exploring how food organizations and food funders can work together towards shared goals and sense of direction;
- Identify such critical factors as interest, readiness, barriers, opportunities, priorities and resources related to working together;

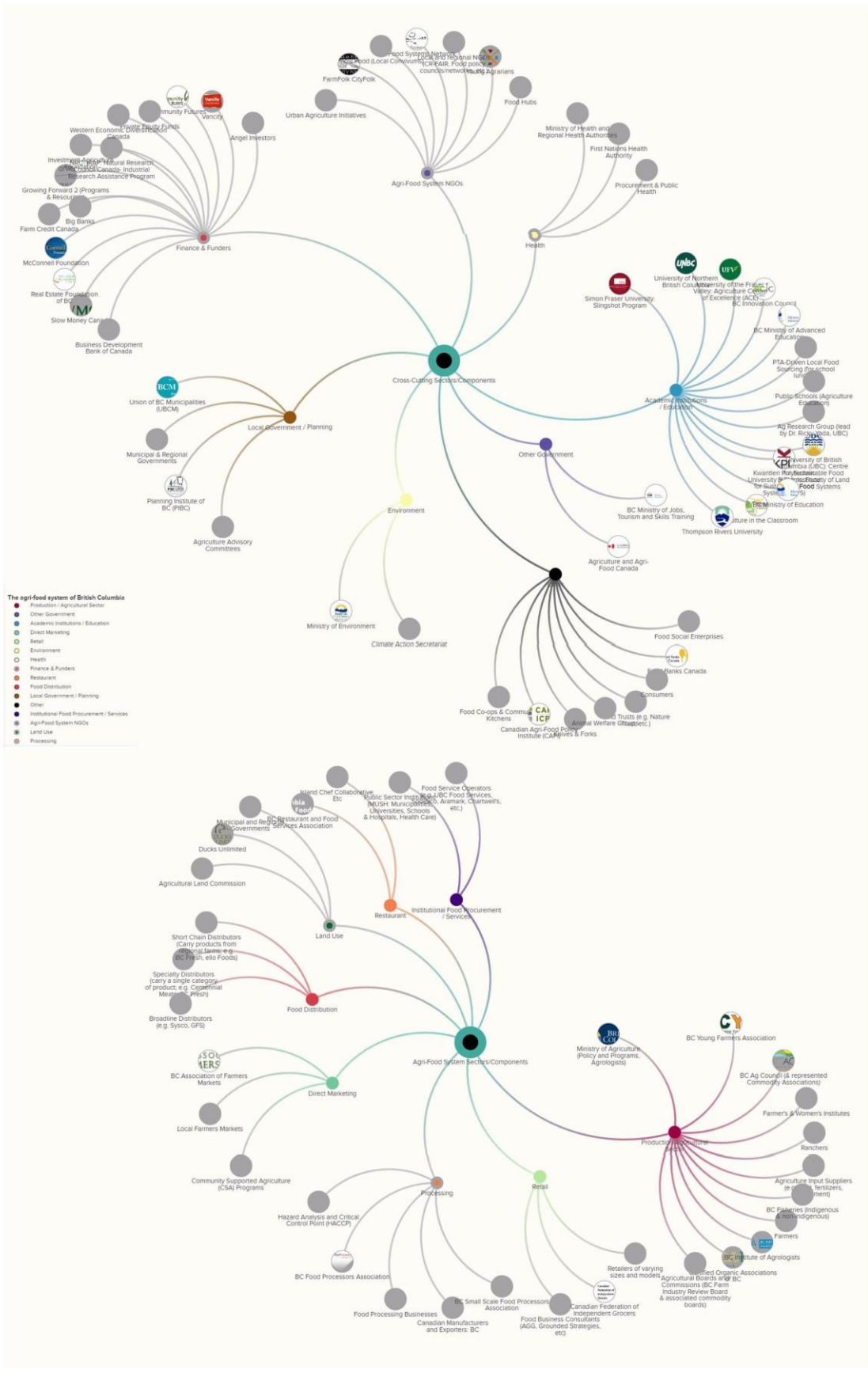
EVENT REPORT

What Did I Miss?

Brent Mansfield
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Appendix B: Map of the agri-food system in BC

The map of the agri-food system in BC is also available as an online interactive map that can be accessed [here](#) (and seen in the static image on the next page).



Agri-Food System Sectors/Components					
Processing			Production/ Agricultural Sector		
Food processing businesses	BC Food Processors Association	BC Small Scale Food Processors Association	Farmers	Ranchers	BC Agriculture Council (and represented Commodity Associations, e.g. BC Fruit Growers' Association, BC Cattlemen's Association, etc.)
Hazard Analysis and Critical Control Point (HACCP)	Canadian Manufacturers and Exporters: BC		BC Institute of Agrologists	Farmers & Women's Institutes	Ministry of Agriculture: policy and programs, agrologists
			Agricultural Boards and Commissions: BC Farm Industry Review Board with associated commodity boards (e.g. marketing boards/commissions such as BC Milk Marketing Board)	BC Young Farmers Association	Certified Organic Associations of BC
			Agriculture Input Suppliers: E.g. Feed, fertilizers, equipment	BC Fisheries (Indigenous and non-indigenous)	
Land Use			Food Distribution		
Agricultural Land Commission	Municipal and regional governments	Ducks Unlimited	Broadline distributors (e.g. Sysco, GFS)	Specialty distributors (carry a single category of product, e.g. Centennial Meats, BC Fresh)	Short chain distributors (carry products from regional farms, e.g. BC Fresh, ello Foods)
Retail			Direct Marketing		
Retailers of varying sizes and models	Canadian Federation of Independent Grocers	Food Business Consultants (AGG, Grounded Strategies, etc.)	Local farmer's markets	BC Association of Farmers Markets	Community supported agriculture (CSA) programs
Restaurants			Institutional Food Procurement / Service		

BC Restaurant and Food Services Association	Island Chef Collaborative, etc.		Public sector institutions (MUSH sector: municipalities, universities, schools and hospitals/ health care)	Food service operators (e.g. UBC Food Services, Sodexo, Aramark, Chartwell's, etc.)	
Cross-Cutting Sectors/Components					
Finance & Funders			Academic Institutions / Education		
Investment Agriculture Foundation	Farm Credit Canada	Business Development Bank of Canada	University of the Fraser Valley (UFV): Agriculture Centre of Excellence (ACE)	Kwantlen Polytechnic University (KPU): Institute for Sustainable Food Systems (ISFS)	University of British Columbia (UBC): Centre for Sustainable Food Systems (CSFS), Faculty of Land and Food Systems
Western Economic Diversification Canada	Vancity	Real Estate Foundation of British Columbia	Ag Research Group (being established under leadership of Dr. Ricky Yada from UBC)	Thompson Rivers University	University of Northern British Columbia
McConnell Foundation	Community Futures	Growing Forward 2: Programs and Resources	Simon Fraser University: Slingshot Program	PTA-Driven Local Food Sourcing: for school lunches	Public Schools: Agriculture Education
Slow Money Canada	NRC- IRAP: Natural Research Council Canada-Industrial Research Assistance Program	Angel Investors	Agriculture in the Classroom	BC Innovation Council	BC Ministry of Education
Private Equity Funds	Big Banks		BC Ministry of Advanced Education		
Health			Local Government/ Planning		
Ministry of Health and Regional Health Authorities (through Provincial Healthy Eating Strategy, as well as Core Public Health Programs on Food Security and Food Safety)	Procurement & Public Health	First Nations Health Authority	Municipal and regional governments	Agriculture Advisory Committees (municipal and regional)	Union of BC Municipalities (UBCM)
Provincial Health Services Authority			Planning Institute of BC (PIBC)		
Environment			Other Government		

Ministry of Environment	Climate Action Secretariat		Agriculture and Agri-Food Canada	BC Ministry of Jobs, Tourism and Skills Training	
Agri-Food System NGOs			Other		
FarmFolk CityFolk	BC Food Systems Network	Young Agrarians	Animal welfare groups	Food Social Enterprises	Land Trusts: e.g. Nature Trust
Local and regional NGOs (e.g. CR-FAIR, food policy councils / networks)	Food Hubs	Urban Agriculture Initiatives	Canadian Agri-Food Policy Institute (CAPI)	Food Co-ops & Community Kitchens	Knives & Forks
Slow Food- local conviviums			Consumers	Food Banks Canada	

Appendix C: Participant List

1. Brian Underhill: Retired, Former Deputy Chief Executive Officer, Agricultural Land Commission
2. Jennifer Dyson: Commissioner, Agricultural Land Commission & Coleman Meadows Farm Water Buffalo
3. Garry Fehr: Director, Agricultural Centre of Excellence, University of the Fraser Valley
4. Orlando Schmidt: Regional Manager, Coast, Ministry of Agriculture
5. Mark Robbins: Agrologist & Farmer
6. Scott DiGuistini: Co-Owner, Tree Island Yogurt
7. Dave Eto: CEO, BC Dairy Association
8. James Donaldson: CEO, BC Food Processors Association
9. Meeru Dhalwala: Co-Owner, Vij's Restaurant
10. Theresa Duynstee: Agricultural Planner, Metro Vancouver
11. Melanie Kurrein: Provincial Manager, Food Security, Provincial Health Services Authority
12. Theresa Harris: Dietician Intern
13. Coreen Moroziuk: Senior Program Manager, Investment Agriculture Foundation
14. Brent Mansfield: Director, BC Food Systems Network
15. David Hendrickson: Grants Manager, Real Estate Foundation of British Columbia
16. Heather Pritchard: Farm Program Manager, FarmFolk CityFolk
17. Hedy Rubin: Grants Manager, Real Estate Foundation of British Columbia
18. Kent Mullinix: Director, Institute for Sustainable Food Systems, Kwantlen Polytechnic University
19. Terra Kaethler: Manager, Grants and Community Initiatives, Vancouver Foundation
20. Moira Teevan: Community Investment Manager, Vancity Credit Union
21. Kimiko Johanson: Administrative Coordinator, Real Estate Foundation of British Columbia
22. Nick Davies: Grants Coordinator, Real Estate Foundation of British Columbia

23. Stephanie Butler: Communications Coordinator, Real Estate Foundation of British Columbia
24. Andrew Stegemann: Facilitator