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**Item No. 16**  
**Halifax Regional Council**  
**September 22, 2020**

**TO:** Mayor Savage and Members of Halifax Regional Council

**SUBMITTED BY:** Original Signed  
Kelly Denty, Director Planning and Development  
Original Signed by   
Jacques Dubé, Chief Administrative Officer

**DATE:** August 6, 2020

**SUBJECT:** Update on JustFOOD: Action Plan for the Halifax Region

**INFORMATION REPORT**

**ORIGIN**

On December 3, 2019, the following motion of Regional Council was put and passed:

“That Regional Council:

- 1. Affirm HRM’s membership on the Halifax Food Policy Alliance (HFPA) Steering Committee and endorse the HFPA terms of reference, as contained in Attachment A of the staff report dated October 21, 2019;*
- 2. Endorse in principle the Halifax Food Charter, as set out in Attachment B of the staff report dated October 21, 2019, as the guiding direction for preparing a Halifax Food Action Plan;*
- 3. Direct the Chief Administrative Officer, or designate, to negotiate and execute, on terms acceptable to the Chief Administrative Officer, a contribution agreement with the HFPA (or designated member organization), to provide a financial contribution of up to \$60,000, plus in-kind support, to be used towards the development of a Halifax Food Action Plan, contingent upon the HFPA (or designated member organization) obtaining sufficient commitments from other sources to fund and support the project; Recommendation continued on page 2. Municipal Role in Supporting Food Security Council Report - 2 - December 3, 2019*
- 4. Direct the Chief Administrative Officer to consider community food security as part of the 2019/2020 Council Priority Outcome: Healthy, Liveable Communities deliverable to develop a community well-being index; and*
- 5. Direct the Chief Administrative Officer to include funds in the 2020/21 operating budget to support initiatives flowing from the Halifax Food Action Plan.”*

On March 30, 2020 the CAO and Ecology Action Centre, the designate organization of the Halifax Food Policy Alliance, entered into a Contribution Agreement, which requires an interim report on the Framework and Engagement Plan for the food action plan.

## LEGISLATIVE AUTHORITY

### *Halifax Regional Municipality Charter*

#### **Section 7A Purposes of Municipality**

"The purposes of the Municipality are to ...

- (a) provide good government,
- (b) provide services, facilities and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality, and
- (c) develop and maintain safe and viable communities."

#### **Section 228 Purpose of Municipal Planning Strategy**

"The purpose of a municipal planning strategy is to provide statements of policy to guide the development and management of the Municipality and, to further this purpose, to establish

- (a) policies that address problems and opportunities concerning the development of land and the effects of the development;
- (b) policies to provide a framework for the environmental, social and economic development within the Municipality;"

## BACKGROUND

Regional Council's December 3, 2019 motion formalized the partnership with the Halifax Food Policy Alliance (HFPA), endorsed the Halifax Food Charter and committed resources to work collectively to increase access to good food and strengthen the local food system. This kick-started the food action plan, branded as **JustFOOD: Action Plan for the Halifax Region**. This update was written in collaboration with the HFPA, highlighting the progress of JustFOOD and satisfying the interim reporting requirement of the contribution agreement.

Information on the origins of JustFOOD, the rationale for HRM's championing of the Plan and the relationship with HFPA, is available in the October 21, 2019 initiating staff [report](#). The October 21<sup>st</sup> report highlights numerous municipal initiatives and priorities which align with and support the development of JustFOOD. Since endorsement in December 2019, significant municipal initiatives such as [HalifACT 2050](#) (June 2020, see 5.3.3) and [Social Policy](#) (May 2020, food security is 1 of 3 focus areas), have further prioritized the need for JustFOOD. The promotion of food security is also an important component of HRM's COVID-19 emergency response, economic recovery plan and was endorsed and retained in the amended 2020/21 budget.

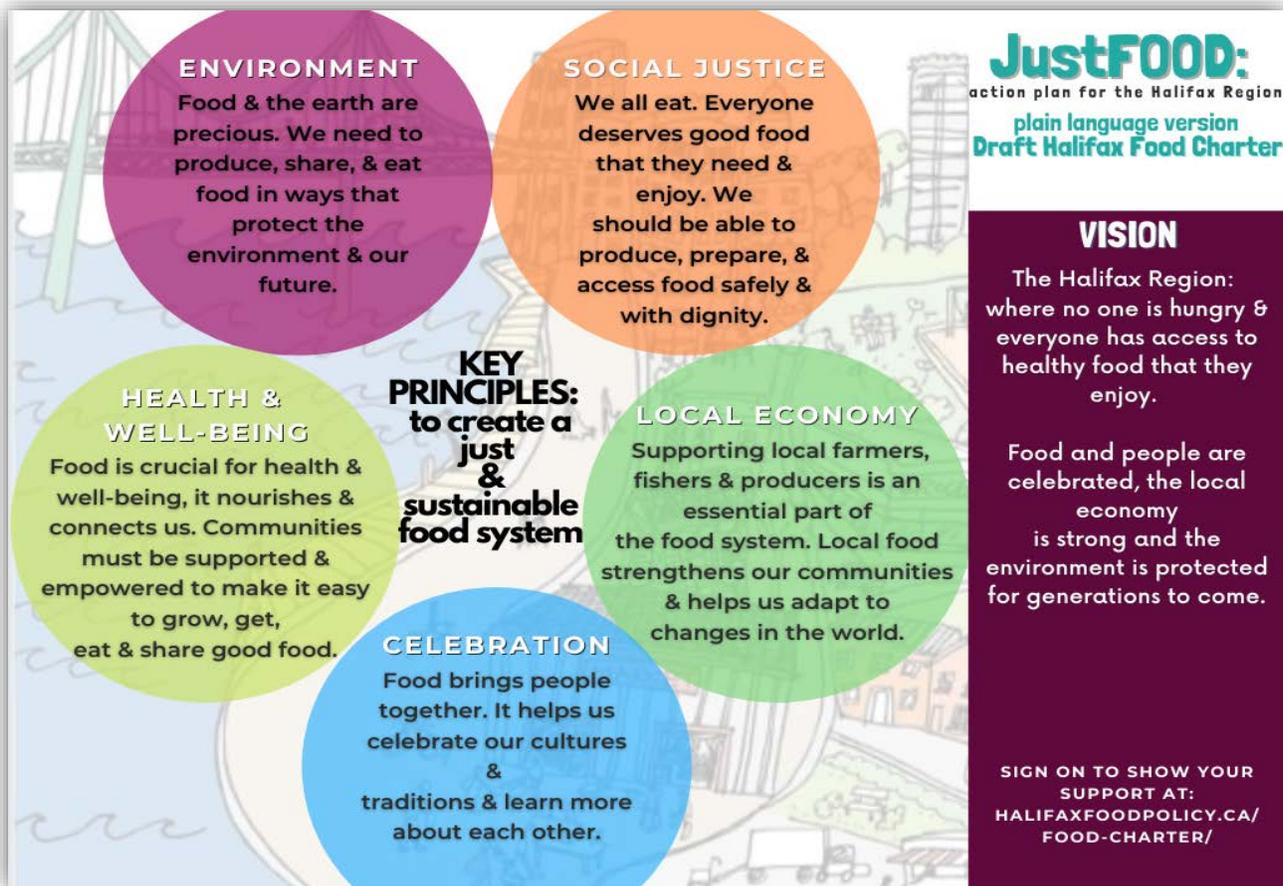
Since initiation, staff and the HFPA have been engaging with stakeholders and creating the foundations of JustFOOD. COVID-19 has affected the Plan's progress as members of the HFPA have been redeployed to focus on the pandemic response. The team has also needed to rethink the approach to engagement and reframe issues around COVID-19. This update provides timelines and engagement planning with the caveat that the evolution of the pandemic may require additional adjustments and delays.

As endorsed by Council, JustFOOD is based on the principles established in the Halifax Food Charter: Social Justice, Local Economy, Celebration, Health & Well-being, and Environment. The HFPA Engagement Task Team have created a plain language version of the Charter and are working towards an animated version. As food is a universal right and engaging as many people as possible is crucial to success, JustFOOD will offer plain language and visual supports that invite everyone to join in working together for positive change. A more detailed version of the Charter can be found [here](#).<sup>1</sup>

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<sup>1</sup> <https://halifaxfoodpolicy.ca/food-charter/read-the-hrm-food-charter/#:~:text=The%20HRM%20Food%20Charter%20presents,sustainable%20food%20system%20for%20HRM.>

Figure 1: Plain Language version of the Halifax Food Charter



## DISCUSSION

### **Background Report and Plan Rationale**

HFGPA has produced a draft background report highlighting work to date, challenges/opportunities and establishing the rationale for JustFOOD. The executive summary of the background report and more insight into JustFOOD can be found in Attachment A. A more detailed examination of our local food system can be found in HFGPA's 2014 [Food Counts](#).

JustFOOD will inform and shape municipal decision-making and activity over the next ten years. It will guide food related activities of HRM and the HFGPA, and it will influence and align stakeholders to build a stronger, more resilient food system for the region. It will outline goals and targets, with associated actions that require resources for implementation. Success will depend on collaboration among governments, individuals, businesses, and agencies, each understanding their unique role and contribution to food systems change.

The food action plan has been branded *JustFOOD: Action Plan for the Halifax Region*, in recognition that while food is a universal [right](#), structural inequities impact "food sovereignty" and "food justice". The local context and communities' experiences will be better understood and defined through community engagement and evolution of the Plan. The project team is using the following working definitions:

*Food Justice* seeks to ensure that the benefits and risks of where, what and how food is grown, produced, transported, distributed, accessed and eaten are shared fairly. Food justice represents

a transformation of the current food system, including but not limited to eliminating disparities and inequities.” Robert Gottlieb & Joshi Anupama, Food Justice

*Food Sovereignty* is the rights 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 system. [La Via Campesina](#) <sup>2</sup>

The background report identifies key success factors to the systems change required to achieve JustFOOD:

- Centering Food Justice: increasing understanding and building capacity for food sovereignty
- A Framework for Action: diverse stakeholders owning actions
- Place-Based Governance: local leadership and collaborative governance to link experience and influence across sectors and inform actions
- Progress on the Goals: stakeholders work together to collect relevant data and assess progress on an on-going basis
- Adaptive Process: While principles remain constant, goals, strategies, and indicators adapt to shifting contexts and are regularly reviewed

### **Plan Structure and Framework**

The draft Framework in Figure 2 lays out the key concepts and an over-arching structure for JustFOOD. The Framework identifies food system goals, building upon the principles of the Halifax Food Charter. It is intended as a guiding document to communicate ideas and generate further discussion. While some elements in the framework have already been informed by community input (i.e. Vision and Principles), many of the elements will be built-upon or adapted through engagement. Specifically, it is intended that our collective interpretation of Food Justice will be discussed through questions and dialogue on this concept and, that food system goals and their associated strategies will be further developed and refined.

As a starting place for dialogue, the Framework will also be used to drill down into more specific categories (actions, actors and resources) that will ultimately bring JustFOOD to life. Like the recent Integrated Mobility Plan and HalifACT 2050, JustFOOD will move from high level principles and goals to actions and indicators of success. Figure 3 contains a mock-up of this drill down from vision to reality; the Plan will also include timeframes for action and performance measurement. Actions will be assigned to key “actors” who will commit to their role in progressing the action. These actions will be supported by resources such as budgets, programs, policies, partnerships, etc.

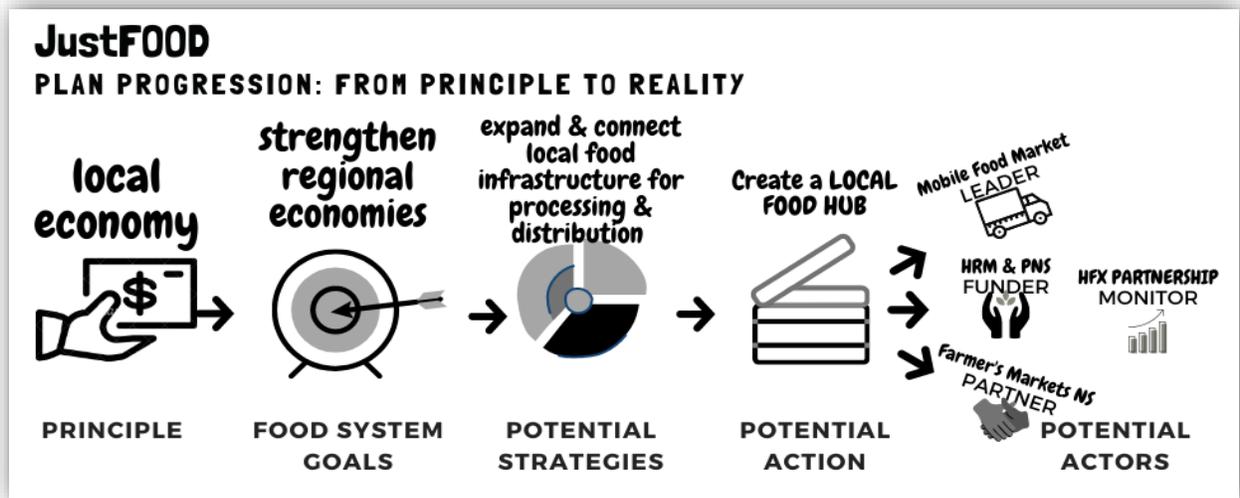
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<sup>2</sup> Food Secure Canada. Definitions retrieved from: [foodsecurecanada.org](http://foodsecurecanada.org)

Figure 2: JustFOOD Plan Framework



Figure 3: Plan Drill-down



**Phase 1 Engagement Plan: *defining food justice & sovereignty, testing the framework, and moving to action***

A draft Plan for the first major round of engagement was developed in consultation with the HFPA Engagement Task Team. This Task Team includes members of the HFPA Steering Committee plus representatives from key engagement partners including Public Health, Halifax Public Libraries, Community Health Boards, students, HRM Diversity & Inclusion and HRM Community Developers.

The Engagement Plan prioritizes inclusive engagement and decision-making. Attachment B provides the overall goals, guiding principles and potential limitations/considerations from the engagement plan. Figure 4 below provides a summary of the purpose, tools & activities envisioned under the four different categories of engagement:

- Virtual engagement designed to reach as many people as possible through a variety of online tools,
- Hosted conversations where partners are given the resources to engage and report back from their networks,
- Targeted engagements to hear from diverse voices and sectors in the food system through channels they're already using, and
- Lived experience circles and storytelling, supporting people to share their experiences, lead engagements and influence the Plan.

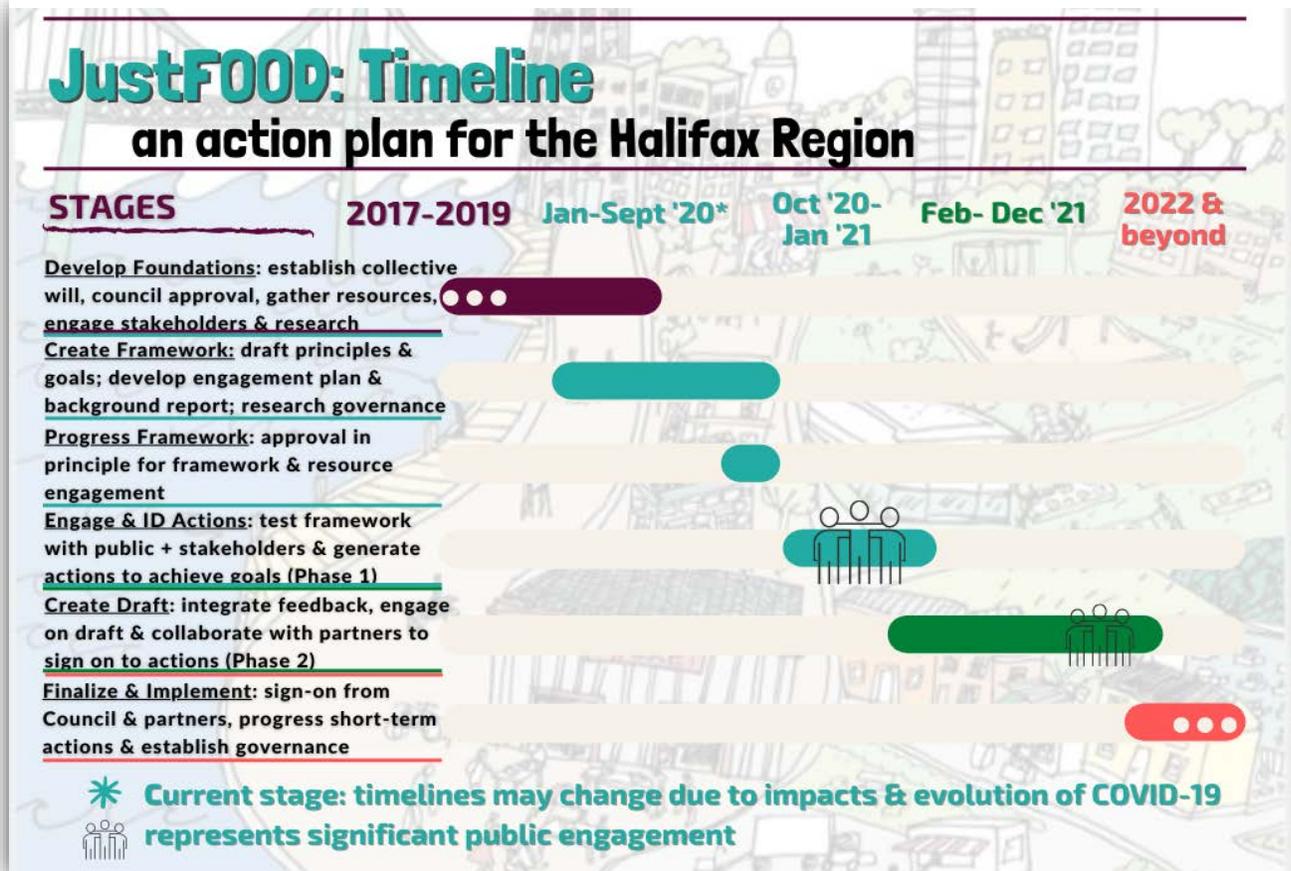
While Phase 1 engagement will offer a broad range of different engagement methods, they will follow a similar format. Engagements will begin with an opportunity for participants to speak to what food justice and sovereignty means to them and the groups they represent. Clear and carefully designed questions will then be used to test the foundational principles and goals of the Framework (Fig. 2). These questions will then lead to creative sharing of action and ideas to progress the goals, moving from principles to action (Fig 3).

Figure 4 provides a rough timeline for the evolution of JustFOOD, with the goal of hosting the first major engagements from October 2020 to January 2021, with engagement and refinement of the draft Plan in the fall of 2021. While COVID-19 has delayed and challenged engagement planning, the Task Team has tried to be creative with moving the Plan forward while still moving "at the speed of trust". Should there be a second wave of the pandemic and further loss of resources for engagement, there may be additional delays.

Figure 4: Ph.1 Engagement Plan Activities & Tools



Figure 5: JustFOOD Timeline



### Food Action during COVID-19

While COVID-19 has created challenges in progressing JustFOOD, it has also reinforced the importance of food to our wellbeing and further exposed the many vulnerabilities in accessing good food across economic, cultural and social strata. Struggles with supply chains, the hero status of food producers and workers, the adaptability of local food providers and the reconnection to growing, cooking, and sharing of food have become part of our everyday conversations.

At the advent of COVID-19, the Public Safety Office and the Planning and Development business units worked with the CAO's office to resource an emergency food response. This intervention has two foci:

#### Supports for Emergency Food Distribution:

- HRM is supporting the Halifax Mobile Food Market (MFM) in pivoting from in-person markets to emergency food distribution. YouthLive staff were redeployed to help with the MFM and other emergency food responses. Space at the YouthLive warehouse has also been provided to support the preparation and distribution of emergency food. YouthLive's support has been crucial to MFM's interventions. The initial redeployment has been extended to continue access to preparation space and utilize a small portion of the Federation of Canadian Municipalities' COVID-19 funding for stipends to recent YouthLive grads. This collaboration has created many opportunities for program cross-overs, knowledge sharing and skill building; staff are exploring options for continuing and strengthening the relationship.
- By July, since the start of the Pandemic, the MFM has distributed 4,200 produce packs; 1,100 emergency food hampers with enough food for a week for a family of 4; \$32,500 in grocery gift cards and have reach 39 of the 42 Metro Regional Housing Authority seniors' buildings (from Sheet Harbour to Hubbards, to Musquodoboit Valley and Sackville).

#### Supports for Growing Food at Home:

- In June, HRM supported the growing of food at home by distributing veggie seeds, garden packs, container gardens and simple planting guides to more than 700 households throughout HRM. These supports were distributed in partnership with FeedNS and HRM's YouthLive, Public Libraries, Community Mobilization Teams and Parks & Rec. Figure 6 provides a summary of these supports.
- These supports were also used as a soft launch of JustFOOD, introducing residents to the plan and inviting them to a survey and storytelling campaign to share their food experiences during COVID-19.

While COVID-19 affects everyone, impacts vary depending on the resources you can access. This time is uncovering strengths, vulnerabilities, and room for growth in our food system. The survey on food experiences during COVID-19 was developed to learn from this time. It will increase understanding of people's experience with food, how to build on strengths and address challenges so we can improve access to good food and be more resilient and better prepared for future events. It seeks to learn more on how food experiences have changed, such as, new ways to access food; new food skills; and challenges to the way you normally access food.

The survey will remain live for the next few months to learn more about experiences during the height of the pandemic and as a new "normal" slowly emerges. It is being promoted through social media and community partners and will remain live through the Pandemic and as we transition to next phase, access it at <https://www.shapeyourcityhalifax.ca/foodaction><sup>3</sup>.

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<sup>3</sup> <https://www.shapeyourcityhalifax.ca/foodaction>



HRM's FoodAction [webpage](#) is active, highlighting municipal initiatives like the MFM, linking to partners in food work, and offering tools & resources to support food action. The Shape Your City project page is also being developed and expanded. Alongside the survey, HRM has launched a [storytelling](#) campaign where residents can share their stories, pictures, videos and other food tales.

Figure 6: HRM Supports for Food Production @ Home

**GROWING FOOD @ HOME**  
HRM GARDENING SUPPORTS DURING COVID-19

**700+ MORE THAN 700 HOUSEHOLDS ACROSS HRM**

**2000+ SEED & PLANTING GUIDES**  
Image based, simple guides on starting seeds indoors & planting seedlings. Suitable for broad range of ages, languages and abilities.

**350+ VEGGIE SEED PACKETS**  
Quick to sprout, easy to grow, harvest as micro-greens or grow to full plant, packed with nutrition

**260+ GARDEN PACKS**  
Kits to start seeds at home including seeds, peat pots & soil

**80+ CONTAINER GARDENS**  
Self contained gardens for those without access to land, including seeds & soil

**SUPPORTS FOR NEW GARDENS & SUMMER CAMPS**  
Labour, equipment & supplies to 2 new community gardens. Seeds, soil & guides to support a summer camp program.

**STORYTELLING & INTRO TO FOOD ACTION PLAN**  
Used supports to intro the Plan and launch survey & storytelling about food experiences during COVID-19

WWW.HALIFAX.CA/FOODACTION

**GROWING FOOD @ HOME**  
HRM GARDENING SUPPORTS DURING COVID-19

*thank you!*  
**DISTRIBUTION PARTNERS**

**feed nova scotia**

- Seed packs & guides in COVID-19 food boxes
- Seed packs, garden packs & guides at Bayers Westwood, St. Paul's Church and The North Grove
- Seed packs, garden packs & container gardens at Christ Church frozen food pop-up

**North End Parent Resource Centre**

**Garden packs distributed through the Parent Resource Centre and Community Mobilization Team**

**CMT**

**Halifax Public Libraries**

**Seeds, garden packs, container gardens & guides distributed through snack pack program**

WWW.HALIFAX.CA/FOODACTION

### **FINANCIAL IMPLICATIONS**

This update does not represent additional financial implications beyond those approved through Regional Council in December 2019 and in the 2020/21 Budget. The 2020/21 Budget allocated \$100,000 for the food action plan, earmarked for supporting the lived experience circle, development of specialized communication tools and additional engagement resources.

### **COMMUNITY ENGAGEMENT**

The October staff report provides a detailed description of the significant community engagement involved in developing the Halifax Food Charter and foundation principles of JustFOOD. Since this time, the HFPA has engaged with many stakeholders on how they want to be involved in the plan and recommendations for engagement. This report provides an overview of the engagement plan to test the proposed Plan Framework and work with residents and stakeholders to identify key actions for positive change. A “*What We Heard Report*” on the results of the Phase 1 Engagements will form part of the next report to Council.

### **ATTACHMENTS**

Attachment A: Executive Summary of JustFOOD Background Report

Attachment B: Excerpts from Engagement Plan

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A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Leticia Smillie, Planner III, 902-266-4958

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## Attachment A: JUSTFood: An Action Plan for the Halifax Region

Food connects us all. It nourishes and sustains us and is a centerpiece of celebration across diverse cultures and traditions. The way we grow and harvest our food can promote ecological resilience, protect us in times of crisis, and provide fulfilling livelihoods for many people. *Food Justice* seeks to unravel the historical injustices embedded in our food system, such as inequitable food access or unfair labour practices.<sup>1</sup> When applying this lens, food can be a powerful tool to achieve forms of social, economic and environmental justice.

### Why JUSTFood Matters:

Nova Scotia is rich in food resources and diverse communities with strong traditions of farming, fishing, foraging, and stewardship.<sup>2</sup> Despite this, Nova Scotia has one of the highest rates of food insecurity in Canada with even higher rates in Mi'kmaq and other racialized communities.<sup>3</sup> Issues related to food insecurity and inequities are linked to broader food system issues such as a loss of ecosystem health, an aging farm population, out-migration of youth from rural areas and issues of poverty and vulnerability. While there are many actors working to improve our food system in HRM, there is a need for more focused investments and stronger coordination, particularly in connecting food to other social policy and sustainability issues.



**15%** of households are food insecure in Nova Scotia



**85%** of food purchased, came from outside Nova Scotia in 2017



**25%** of Halifax adult residents report adequate fruit & vegetable consumption



**17,143** people were supported by food banks in HRM in 2019

### Municipalities and Food:

In 2013, a Canada wide report found that “64 local and regional municipalities are working to improve the food system, using a mix of municipal policies, programs and civil-society interventions”.<sup>4</sup> While municipalities are often thought to have limited jurisdiction over food, they are uniquely positioned to

<sup>1</sup> Food Secure Canada, Food Justice. Retrieved from: [foodsecurecanada.org/community-networks/food-justice](http://foodsecurecanada.org/community-networks/food-justice)

<sup>2</sup> Halifax Food Policy Alliance. Food Counts: Halifax Food Assessment. (2014) Retrieved from [www.halifaxfoodpolicyalliance.ca](http://www.halifaxfoodpolicyalliance.ca)

<sup>3</sup> Tarasuk, V, Mitchell, A, Dachner, N. Household food insecurity in Canada, 2014. Toronto: Research to identify policy options to reduce food insecurity (PROOF). (2016) Retrieved from <http://proof.utoronto.ca>

<sup>4</sup> MacRae R and Donahue, K. (2013) Municipal Food Entrepreneurs: A preliminary analysis of how Canadian cities and regional districts are involved in food systems change.



take an active role in food governance, with their influence far reaching.<sup>5</sup> Their role includes shifting food procurement strategies, promoting healthy diets, reducing food waste, creating urban-rural supply chains, promoting urban agriculture and innovative food retail, and building on municipal assets like libraries and transit systems. Food is also being used successfully as lens through which cities can achieve a range of interrelated priorities from poverty reduction to business development. In co-leading the development of JUSTFood, HRM will commit to advancing food system goals within their sphere of influence while collaborating with diverse stakeholders to champion and take action on systems wide change.

### **Local Contexts, Global Links:**

Across the world, cities and regions are aligning food system priorities with global frameworks that set bold targets related to health, climate change, and sustainable development. Most notably, the Milan Urban Food Pact (MUFPP), signed by over 210 cities across the world, is an international framework structured into six integrated categories, 37 recommended actions, and 44 indicators that help monitor progress on the actions.<sup>6</sup> The MUFPP and other global frameworks identify impact areas, concepts and frameworks that can be adapted to local contexts and help cities big and small align with a global network of practitioners and policy makers who are at the forefront of urban food systems transformation. JUSTFood Halifax will build off the wisdom and rigour of these frameworks to identify areas of impact and align progress indicators with national and international movements.

### **Halifax Food Policy Alliance:**

Since 2013, the Halifax Food Policy Alliance (HFPA) has been working to build a healthier, more resilient food system in HRM. The HFPA steering committee includes a range of food system actors, representing diverse perspectives such as health, agriculture, law, charitable food, food retail, social justice, etc. As an umbrella organization with a wealth of knowledge, expertise and networks, HFPA is well suited to continue as HRM's partner in progressing food security in our region. Since its inception, the HFPA has been co-chaired by staff from Nova Scotia Health Authority, Public Health and the Ecology Action Centre, and has included staff from HRM's Planning and Development office and the Mayor's office. Key milestones to date have included: Developing *Food Counts: Halifax Food Assessment*; Creating knowledge products such policy briefs on urban agriculture, healthy food retail and food procurement; Fostering civic engagement around food through workshops and events; Incubating community food initiatives; Informing municipal policies and plans; and, Drafting the Halifax Food Charter- a document which outlines a vision and guiding principles for JUSTFood Halifax.

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<sup>5</sup> Jamie Baxter and Jessica Rose "Cities in a Time of Uncertainty: Food and Canadian Municipal Law" in Heather McLeod-Kilmurray, Nathalie Chalifour & Angela Lee, eds., *Food Law in Canada* (Markham: Carswell, in press).

<sup>6</sup> Milan Urban Food Policy Pact. Retrieved from [www.milanurbanfoodpolicypact.org](http://www.milanurbanfoodpolicypact.org)



## JUSTFood: A Plan for Action

JUST Food Halifax will inform and shape municipal decision-making and activity over the next ten years. It will guide food related activities of HRM and the HPPA, and it will influence and align stakeholders to build a stronger, more resilient food system for the region. It will outline goals and targets, with associated actions that require resources for implementation. Success will depend on collaboration among government, individuals, businesses, and agencies, each understanding their unique role and contribution to food systems change. The following are also viewed as key success factors:

**Centering Food Justice:** Deepening our awareness, and capacity to act, in the face of structural inequities related to race, class, gender, age, ableism, and other forms of marginalization. These factors influence issues of justice and equity in our food system and call on us to centre the voices of those who have been historically marginalized, prioritizing diverse local leadership and decision-making.

**A Framework for Action:** Across the food system, there are many opportunities to act. To achieve transformative change, diverse stakeholders must prioritize and coordinate measurable goals and actions that focus and enhance our collective impact.

**Place-Based Governance:** Regional food systems should reflect the unique assets, gaps, and opportunities of each region. Local leadership and regional collaborative governance are required to link experience and influence across sectors and inform relevant action.

**Progress on the Goals:** Measurement informs progress. Through the adoption of common food system goals and monitoring indicators, stakeholders work together to collect relevant data and assess progress on an on-going basis.

**Adaptive Process:** What is needed now may be different from what is needed later. While the guiding principles that guide remain constant, the goals, strategies, and monitoring indicators should adapt to shifting contexts and be reviewed in regular cycles.

Recently, COVID-19 exposed and exacerbated the many gaps in our food system, making clear the lived realities and extent of food insecurity among families across the region; the essential role played by our food producers and food workers; and their critical role as part of our economic engine. While these are not new challenges, they have taken on new significance and are calling for bold solutions. In facilitating economic recovery across the Halifax Region and Nova Scotia, we have a unique opportunity to invest in regional food systems and coordinate action across actors to achieve multiple, interlocking aims. JUSTFood will build on the expertise of food system innovators, as well as our farmers and fishers, community organisations and residents, as well as regional food networks. Our goal must be oriented towards both community and food system resilience.

## **ATTACHMENT B: Excerpts from Ph.1 Engagement Plan**

### **Overall Engagement Goals:**

- To raise awareness of HFPA's and HRM's efforts and profile the local context
- To raise awareness of the importance and impacts of a regional food action plan
- *To evolve, shift and be creative in engaging in light of COVID-19 and capitalize on the opportunity to learn more about our food system and community resiliency during this time*
- To involve partners and those with lived experience in designing, informing and leading engagements
- To learn what is working, assets we can build on and how to work better together while also being open to frustrations around what's not working. To listen and learn towards identifying gaps in understanding, barriers, power structures and other challenges to progress, across communities and perspectives
- To use visioning to generate excitement and opportunities for people to imagine what could be possible by working together and how a new reality could shape their lives.
- To gain insight into measurable goals, priorities and actions from those with lived experience, from diverse groups in the community, geographic communities, elected officials and those involved with various parts of the food system (i.e. producers, food entrepreneurs, food system workers).
- To strengthen relationships and readiness for action among key local partners
- To motivate people, especially youth, to be part of the positive change
- To surface assets, capacity constraints, and other opportunities and challenges (jurisdictions, data gaps, etc.) that could impact plan implementation
- To clearly report back what we hear during engagements and demonstrate impact on the plan

### **Guiding Principles:**

- Create spaces and platforms where everyone feels welcome to participate in developing the Plan, is heard and sees themselves reflected in the outcomes
- Go to where people are, at the time/place that works for them in ways that they want to be engaged
- Provide a variety of forms and ways to be involved recognizing diverse learners, abilities and languages as well as the need for engagements to be fun and enjoyable to participate in
- Recognize that expertise lies in the community and other stakeholders, our role is to provide space for this to be heard and reflected in outcomes
- Be clear on why we are engaging, on what we are engaging and need to know and how engagement will influence the Plan and what happens next
- Value people's time and build trust and buy-in, by consistently and regularly following up to demonstrate how input has informed the plan and clearly linking feedback to outputs
- Expand capacity and increase ownership through supporting existing/new community champions in leading engagements that build trust, reach diverse audiences and foster relationships
- Identify the different roles that will be required for positive change (advocacy, funding, cultural shift, etc.) and support participants in envisioning themselves in these roles

### **Potential Limitations/Considerations:**

- Capacity (time, staff, funding) to reach out to everyone and do impactful engagement

- Balancing breadth of engagement with depth of engagement needed for buy-in for implementation
- Translating an academic conversation into reality; how could a Plan improve our day to day food experiences
- *Shifting priorities, emerging issues and changing landscape with COVID-19 pandemic. Need to consider how each engagement opportunity could shift in light of COVID-19, both during and after pandemic. Need to think about what is happening during the pandemic but also how people heal from this, moving forward. How can we be creative with moving the Plan forward during this time while still moving “at the speed of trust”.*
- The impact of food insecurity and inequities caused by events like climate change and COVID-19 are felt more deeply in some communities. Should we be weighting and prioritizing input and criteria/actions coming from vulnerable communities? How can their needs be prioritized and elevated for action?