



FSC

Food Secure Canada

**Building Resilience
and Amplifying the
Power of Diverse
Voices in the
Food Movements**

**STRATEGIC
PLAN**

2024 - 2027

Acknowledgements

Food Secure Canada would like to thank our community, partners, staff, and board of directors for their contributions to our work and planned actions.

We facilitate and enable work in communities through out Turtle Island (commonly known as Canada) on historic, traditional, and many unceded territories of First Nations, Inuit, and Métis Peoples. Food Secure Canada respects and affirms the inherent and treaty rights of all Indigenous Peoples across this land. We will continue to honour the commitments to self-determination and sovereignty we have made to Indigenous Nations and Peoples.





ABOUT FOOD SECURE CANADA

Who we are

Food Secure Canada is a pan-Canadian alliance of organizations and individuals working together to advance food security and food sovereignty through three interlocking goals: zero hunger, healthy and safe food, and sustainable food systems.



Our Story

Building on the People's Food Commission from 1977-80 - an exercise that brought together thousands of citizens concerned about food and food systems- the concept of FSC emerged 20 years ago. The Working Together conference in Toronto gathered individuals, organizations, and networks from coast to coast to coast to develop strategies for increasing Canada's commitment to food security both domestically and internationally in light of the United Nations World Food Summit.



OUR COMMITMENT TO DISMANTLING SYSTEMIC OPPRESSION

We commit to recognizing and working to dismantle systemic oppressions in society and the food-system, which are intersectional and include gender, class, race, and disability, among other dimensions. We specifically commit to:

Embed reconciliation, decolonization, racial justice, and broader food justice principles in everything we do

Improve food movement engagement, and deepen relationships and capacity of food actors

Strengthen our federal policy advocacy efforts.

Hence, these commitments will frame our work and decisions so that our actions and efforts improve the rights, autonomy, and conditions of those most adversely impacted by systemic oppression, as well as increase the number of food movement actors able to contribute and participate at the decision making table. Our goal is to build deeper relationships to understand the challenges, opportunities, and general and diverse local contexts, and share knowledge and learning to increase the capacity of food actors for food systems transformation.



We continue to be informed by the policy platform of the People's Food Policy project, Section 35 of the Canadian Constitution; the Truth and Reconciliation Recommendations; our Food Policy for Canada proposals; our evergreen Growing Resilience and Equity: A Food Policy Action Plan in the Context of Covid-19, launched in May 2020; as well as the learnings of Cultivating Change: A Just Transition to a Regenerative Food System gathering in November 2020.

TRANSFORMING THE FOOD SYSTEMS



Current situation on Turtle Island (aka Canada)

The COVID-19 crisis, extreme weather, food price volatility and inflation, and supply chain shocks have, in recent years, revealed the challenges we face in responding to food (in)security, food sovereignty, and the need for sustainable food systems, as well as some potential solutions. Food movement gains are being held back by the dominance of the industrial, conventional food system under control of a handful of large, multinational corporations. Canada continues to be excessively dependent on food imports and exports and volatile global markets which leads to high vulnerability in the disruption of the food chain and the need to build more domestic, regional, and particularly local, resilient food systems.

Food insecurity and the need for more food sovereignty has been in the forefront in the media, both during the pandemic and in the years following as retail prices soar. People are realizing the need for long lasting sustainable solutions that are not confined to a charitable perspective. Food movements' actors are concerned that the root cause of food insecurity is not addressed, only band-aid solutions will be presented and talked about. Canada is not yet properly addressing issues of poverty, decolonization, prevailing systemic racism, and the challenge of ensuring accessibility to healthy, sustainably, and locally produced food relative to the cost of living, such as the housing crisis, food unaffordability, insufficient incomes, and the ongoing impacts of colonialism.

The ongoing impacts of colonialism

Our global
responsibility

Environmental Scan

In the context of these crises, the public has become more familiar with the weaknesses of our food systems, such as the corporate control over supply chains, over dependence on imports, the vulnerability of Indigenous communities and racialized groups, the issue of migrant labour, and others. Environmental degradation is rampant and destroying Mother Earth is no longer acceptable if we are to think of our own survival and that of future generations. The time for food systems transformation is now.

International Context

Staying close to home is not enough. Transforming the food systems is a globally connected challenge and we are part of an international movement. Our work needs to be seen in that evolving planetary context.

Civil society continues to organize and advocate on the global level. Examples include URGENCI, La Via Campesina, Global Alliance on the Future of Food, and IPES Food.

Major issues on the international agenda include the UN commitment to the Sustainable Development Goals, climate change and related environmental challenges such as biodiversity and soil health (see the 2023 IPCC synthesis report), and the Kunming-Montreal Global Biodiversity Framework. The experience of the global COVID-19 pandemic and geopolitical aggression and conflicts have added extra urgency.



OUR VISION, MISSION AND MANDATE

VISION

*What we wish to
achieve*

A just, healthy, and
sustainable food
system honouring
our relationship to
the earth and each
other

Supporting an
equitable and
empowered food
movement

MISSION

Our purpose



MANDATE

What we do

Amplify the power of diverse voices to transform the food system through dialogue, advocacy, and capacity building



**OUR
VALUES**



Food is sacred

Equity and Justice

(Un)learning

**Respect, compassion,
and patience**

**Balanced and
grounded**

Courage

Interdependance

OUR STRATEGIC OBJECTIVES

2024-2027





**Enhance the
culture of
dialogue and
shared
governance**

**Further
strengthen
organizational
resilience**

**Renew the role of
FSC as a hub and
shared platform
of analysis and
cohesion of the
food movement**

**Advance policy
dialogue in
support of just,
healthy, and
sustainable food
systems**

**Strengthen
the capacity of civil
society actors in the
food movement to
realize just, healthy, and
sustainable food
systems**



**STRATEGIC
OBJECTIVE**

Enhance the culture of
dialogue and shared
governance

1

Enhance the culture of dialogue and shared governance

Reinforce the culture and concrete mechanisms for open dialogue and shared governance to amplify the power of diverse voices in the food movement, particularly from a decolonial and anti-racist perspective, bearing in mind other intersectional aspects of privilege.

Partnership with Indigenous Peoples is fundamental. FSC has a responsibility to contribute to a process of decolonisation that is based both on concrete action and new forms of collaboration and governance including a commitment to “ethical space”.



Commitment to the Black food sovereignty movement

Through its work in coordinating the development of the Black and Indigenous Food Sovereignty Caucuses in 2022-23, FSC was able to strengthen its relationship with leaders within these communities. And while FSC will continue to maintain communication with the goal of amplifying their voices and learning from their experiences, FSC is also in need of more direct oversight in its efforts at decolonization, anti-racism, and ethical space.

To this end, FSC will work with its Indigenous and racialized directors and other stakeholders in the development of a diversity, equity, and inclusion (DEI) and ethical space committee that will guide FSC in its (un)learnings. FSC will also, through its Indigenous directors and other key Indigenous leaders, work to develop an Indigenous Food Advisory Council to help inform the vision of FSC towards a food systems future that anchors Indigenous food sovereignty and decolonialism.



**STRATEGIC
OBJECTIVE**

2

RENEW THE ROLE OF FSC AS
A HUB AND SHARED
PLATFORM OF ANALYSIS AND
COHESION OF THE FOOD
MOVEMENT.

A social movement is, by definition, broad and diversified, with many voices and points of view. However, the need to work in a coordinated and cohesive way among civil society organizations in defense of public interest and the common good is essential if we want to transform the food system.



Food movement analysis and information sharing

Maintain and communicate an ongoing analysis of the food movement to guide capacity building and federal policy advocacy.

To advance its mission of building a democratic and diverse food movement, FSC will maintain an ongoing analysis in collaboration with partner organizations of what is going on in communities across the country, to understand the needs and aspirations of those involved in transforming the food system in order to orient its work at all levels and to maintain and communicate an ongoing analysis of the food movement.

Enhance strategic alliance

Concretely, FSC must implement agile ways to continuously follow the pulse of the food movements in collaboration with provincial and territorial organizations and affiliated networks (P/T network) as well as Indigenous Leaders, FSC Youth Caucus, Coalition for Healthy School Food, and the Food Communities Network.


FSC will also work to create strong strategic alliances with organizations in the food movement, with researchers in the field, with allies within government, and international partners to better understand and communicate trends, analyses and perspectives for the future of the food movements, and the transformation of our food system



**STRATEGIC
OBJECTIVE**

3

**STRENGTHEN THE CAPACITY
OF CIVIL SOCIETY ACTORS OF
THE FOOD MOVEMENT TO
HELP REALIZE JUST,
HEALTHY, AND SUSTAINABLE
FOOD SYSTEMS**



In order to carry out its mission, FSC must reinforce ongoing collaborations and continuously initiate new ones, such as the ongoing collaboration with Black and Indigenous Leaders and the P/T network.

Partners in the spotlight

Coalition for Healthy School Food; FSC Youth Caucus;

FSC will continue to support the Coalition for Healthy School Food and the FSC Youth Caucus. The Food Communities Network of municipal and other food policy councils are other key partners as are many organizations associated with the food movement. Collaborations with related social movements in general is paramount, and in particular those in the environmental movement and in the movement for economic democratization will be essential.



Based on the needs and aspirations of FSC and its partners in the food movement, FSC will seek out resources and mobilize its existing resources when possible to:

Accelerate knowledge sharing

A priority theme for knowledge sharing will be supporting the creation and development of sustainable local and regional food systems. Drawing on the multitude of initiatives in Black and Indigenous communities, urban, and rural areas, a diversity of strategies will be deployed to foster mutual learning within the movement. Themes such as social finance, social enterprise, the social economy, and community economic development - among others - will be examined with the expressed goal of reinforcing their contribution to building sustainable food systems for all

Establish partnerships and incubate new networks

Identify and develop different forms of collaboration with networks and organizations to develop responses to identified needs or aspirations. This includes but is not limited to provincial/territorial organizations, actors involved in social and ecological transition, social finance, social economy, social enterprise, labour, and the environmental, anti-poverty, and women's movements.

Convening

Organizing events is part of the DNA of this organization. While both building on and learning from the Assemblies of the past, Cultivating Change enhanced capacity in the food movement for anti-racist and decolonized approaches as well as consciousness raising on intersectional questions of privilege in the food system. We will continue to organize ongoing thematic events and gatherings with the mission of capacity building while keeping in mind the need for adequate resourcing, generous lead times, and clear roles and responsibilities.

Mobilization

Develop a clear communications strategy with a plan for a continuous funnel of engagement for information sharing and knowledge translation platforms. This includes the new website, webinars, newsletter, social media engagement (Facebook, X, Instagram, and LinkedIn), etc.

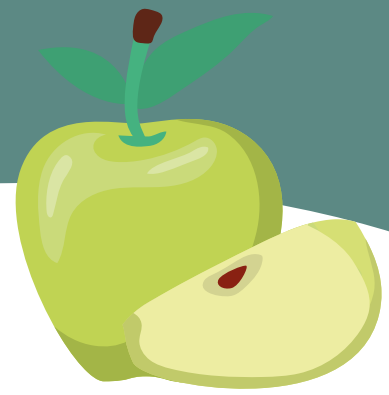




**STRATEGIC
OBJECTIVE**

ADVANCE POLICY DIALOGUE
IN SUPPORT OF JUST,
HEALTHY, AND SUSTAINABLE
FOOD SYSTEMS

4



Propose policy directions, principally at the federal level that create just, healthy, and sustainable food systems.

Collaboration with the academic community

FSC will continue its collaboration with researchers and institutions of higher learning based on partnerships that recognise the contribution of practitioners to knowledge creation and the importance for research to be pertinent for transformative action within the food system.



Policy dialogue

Through dialogue as well as research, FSC will continue to develop its understanding and positions on policy issues. It will build on previous work such as the results of the SDG programs of work, Growing Resilience and Equity, which builds on Resetting the Table, the policy platform that came out of the People's Food Policy Process adopted by FSC, and continue to engage and update current policy priorities and policy gaps

Media engagement

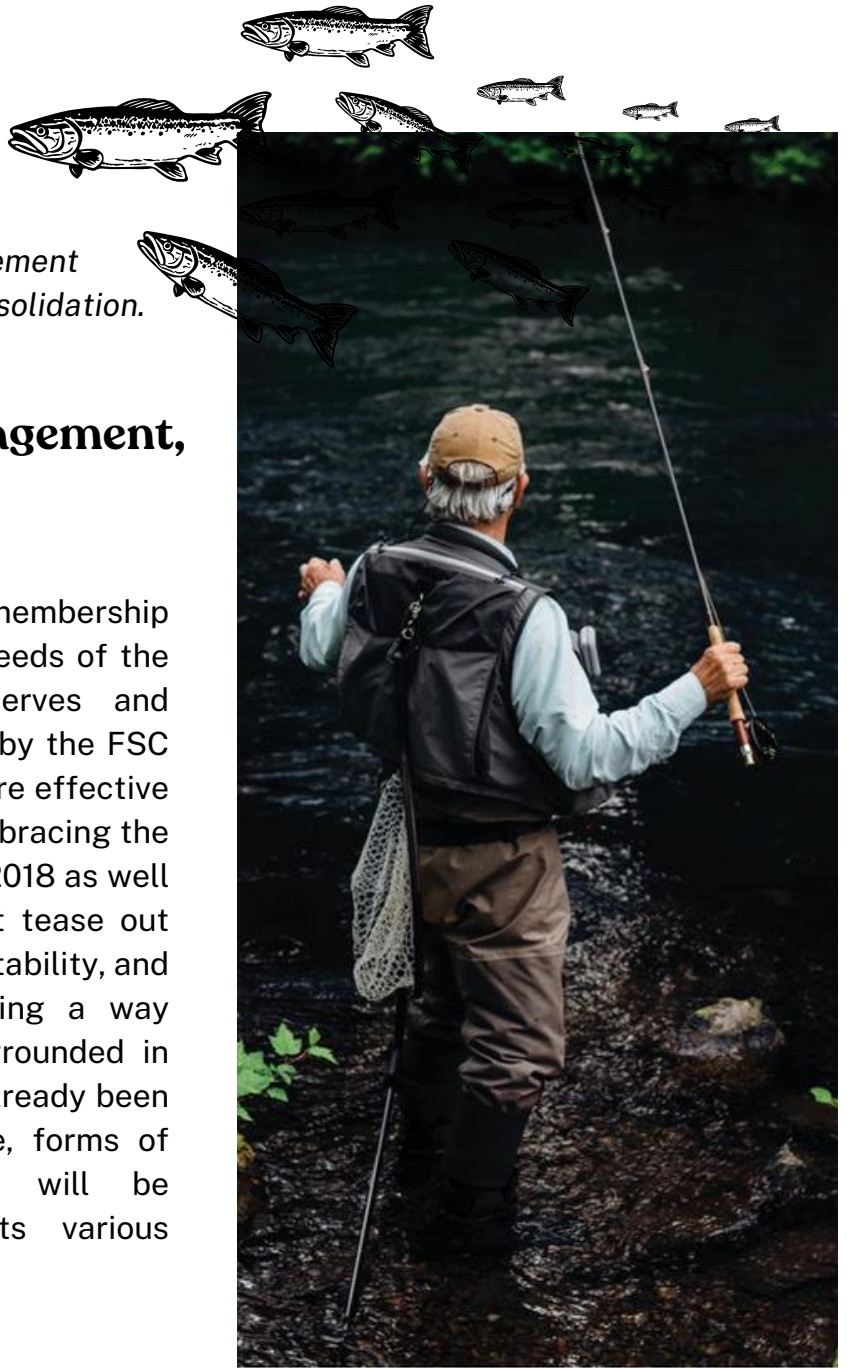
FSC will continue to compile and keep up-to-date targeted lists of relevant policy makers and leaders (MPs and senators of all parties, Ministers and civil servants, as well as community policy leadership). FSC will inform and engage with policy makers through mailings, meetings and parliamentary committees, and via the civil society representation on the Canadian Food Policy Advisory Council.



**STRATEGIC
OBJECTIVE**

**FURTHER STRENGTHEN
ORGANIZATIONAL
RESILIENCE**

5



Improve governance, accountability, management mechanisms, financial stewardship, and consolidation.

Redefining membership, engagement, governance, and resourcing

After many years grappling with a “membership model” that was no longer meeting the needs of the organization and the movement it serves and supports, some key decisions were made by the FSC board to help advance a transition to a more effective framework. The approval in principle of embracing the flexibility of a “food citizenship” model in 2018 as well as three key decisions in May 2020 that tease out questions of funding, engagement, accountability, and governance have been helpful in crafting a way forward and have been fundamentally grounded in explorations of “ethical space”. FSC has already been experimenting with various, more supple, forms of engagement and supportership and will be communicating and engaging with its various constituencies on the path forward.

Developing financial resilience

Building on and maintaining a long term funding strategy that moves FSC away from donor-led projects towards financial resiliency, organization-led projects, and FSC values based work. Utilizing both short and long term activities to achieve this vision, such as short term granting and projects that build toward long term FSC food systems goals. Adapting the fundraising efforts to be flexible and reactive to the current food systems context, for example utilizing the current focus on food affordability in Canada to amplify the whole of food systems changes FSC is advocating for.

Adapting internal management practice to foster resilience

Over the past few years the team has grown, stabilized, and been diversified. Building in agile and participatory management processes with clear decision making procedures that build leadership and capacity within the board and team. Developing agile strategic practices to continue to adapt to the pulse of the food movement and the current ever changing environment.

Conclusion

We are living history at this moment in time. The world is dealing with the ramifications of a global pandemic that has exacerbated issues of inequality and racism, global supply shocks, climate breakdown, and geopolitical turmoil. Food has never been talked about in such an urgent way in political, social, and economic spheres. Every challenge is also a great opportunity and as an organization that has been supporting the food movement, we are feeling hopeful and committed to seize this momentum. We have confidence in the foundations built through the SDG financed work on Indigenous food sovereignty, healthy school food, and equitable access to healthy, sustainable food, the self-determined leadership of the people of African descent and Indigenous Leaders meeting in caucuses, as well as the current OCA contribution that supports our work on food affordability and justice. We are committed to work even more closely with our partners and allies in the field and continue to do the work towards more just, healthy, and sustainable food systems in Canada and beyond

Join us

**Join us to create a
more just, healthy,
and sustainable
system for all**

