



FSC

Food Secure Canada

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

**STRATEGIC
PLAN | 2021-2024**

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 throughout 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

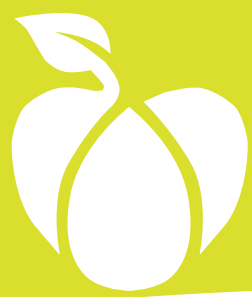
Who we are

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, organisations 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

TRANSFORMING THE FOOD SYSTEM



We commit to recognizing the right to food and committing to work to dismantle systemic oppressions in society and the food system. These are numerous and include gender and class and many other dimensions but 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; and

Strengthen our federal policy advocacy efforts.

We have begun the journey of exploring “ethical space” as a way to bridge and heal the chasm, as we collectively learn and unlearn how to work together as an organization. This in itself is not a simple nor straightforward exercise but is absolutely necessary given our commitment to decolonization and also to learn from the sons and daughters of the land. For example, on a global level, “up to 80% of biodiversity is located on indigenous peoples’ lands, while at least a quarter of all land is traditionally owned or managed by Indigenous peoples”. The world needs the richness of Indigenous knowledge and practices now more than ever and should be informed by concepts like “Dish with one spoon,” “Two-eyed seeing” (Etuaptmumk) and Ginawaydaganuc (loosely translated as the interconnectedness of all things).



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 as well as our evergreen Growing Resilience and Equity: A Food Policy Action Plan in the Context of Covid-19 launched in May 2020 and learnings of Cultivating Change: a just transition to a regenerative food system gathering in November 2020.

Current situation on “Turtle Island” State of the Movement: 2020 Environmental scan

In February 2020, FSC embarked on a mission to better understand what is happening on the ground in communities and organizations from coast-to-coast-to-coast: where is there momentum in the work for healthy, just and sustainable food in different communities, and what are the challenges? The results were incredibly informative and enabled FSC to better support the voices of foods movements. Read more about the survey and its results here.

The international food sovereignty movement has developed seven principles which define food sovereignty as: focused on food for people; valuing food providers; localising food systems; putting control locally; building knowledge and skills; and working with nature. The seventh pillar – Food is Sacred – was added by members of the Indigenous Circle during the People’s Food Policy process. Read more about them here.

Our global responsibility The Seven Pillars of Food Sovereignty

Our global responsibility Alignment with the Sustainable Development Goals and Action Areas

The United Nations Sustainable Development Goals (SDGs) are a blueprint to achieve better and more sustainable futures for all, and food systems are at the heart of Canada’s 2030 Agenda for Sustainable Development. FSC is working with its members and networks to identify, analyse and document food systems approaches and innovations that meet multiple SDGs -especially Goal 2, Zero Hunger, Goal 3, Good Health and Well-being., Goal 12, Responsible Consumption and Production, and Goal 13, Climate Action.

Staying close to home is not enough. Transforming the food system 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 organise 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 (SDGs), climate change and related environmental challenges

such as biodiversity and soil health as per the work of the IPCC, the growth of the Milan Urban Policy Pact, and the UN Decade for Family Farming to name but a few examples. The global COVID-19 pandemic has added extra urgency.

Environmental degradation - much of it related to the global food system - is rampant and destroying the planet is no longer acceptable if we are to think of our own survival and that of future generations. The time for food system transformation is now.



OUR VISION, MISSION AND MANDATE

VISION

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

(why we exist)
Supporting an equitable and empowered food movement

MISSION

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

INTERDEPENDENCE

OUR STRATEGIC OBJECTIVES

2021-2024



STRATEGIC OBJECTIVE

1

EMBODY THE CULTURE OF DIALOGUE AND SHARED GOVERNANCE

Build the culture and concrete mechanisms for open dialogue and shared governance to amplify the power of diverse voices in the food movement from a decolonial and anti-racist perspective as well as other intersectional aspects of privilege.

Collaboration with the Indigenous Circle

In order to carry out our commitment to the decolonization of food systems, FSC will closely work with Indigenous partners. With our support, the Indigenous Circle will conduct a comprehensive social network mapping exercise to identify the needs and aspirations of First Nations, Métis and Inuit communities in terms of Indigenous Food Sovereignty. We will work together to achieve the following goals:

Ensure that a decolonization lens is applied to all aspects of FSC's work.

Identify how FSC and the food movement can support the Indigenous Circle's policy priorities.

Enable non-indigenous actors within the food movement to learn from Indigenous Peoples.

Facilitate Indigenous community access to knowledge and tools held in non-Indigenous communities.



Partners in the spotlight The Indigenous Circle

The Indigenous Food Sovereignty Learning Circle (Circle) is an ad hoc collaborative of Indigenous food activists who come together to advise on the development of policies and strategies which will support Indigenous food sovereignty and security.

Commitment to the Black food sovereignty movement

We will also collaborate with leaders from the Black food sovereignty movement and offer support as part of our overall commitment to adopting an anti-racist perspective.

Another key condition to achieve this strategic goal is to assure the creation of a cross-cultural framework of ethical space along FSC's entire chain of governance, collaborations, partnerships and networking.


Ethical Space is a means for accommodating Indigenous and Settler relationships in a meaningful and effective way and, more broadly, recognizing different world views. One concrete implication is the need to review FSC'S governance structure (see below in the Strategic Objective #5 Building organisation resilience) to have a place at the table for collective voices and various forms of participatory democracy, including Indigenous approaches.

STRATEGIC OBJECTIVE

2

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

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



While the food movement is broad and diverse, we acknowledge that we also need to work in a coordinated and cohesive manner to achieve transformation of the food system. FSC will continue to work closely with other organisations and various networks to build a democratic and diverse food movement.

Food movement analysis and information sharing

As a platform for diverse voices, FSC will collaborate with provincial and territorial organisations and affiliated networks such as the Indigenous Circle, the Youth Caucus, the Coalition for Healthy School Food and the Food Communities Network to stay informed and share knowledge about the food movement across the country as well as coordinate efforts.

As a knowledge hub, we will identify and disseminate the best available information, connecting dots across all our communications platforms: attending gatherings, convening stakeholders, fostering dialogue and sharing information through social media. FSC will also create a new bilingual web-based knowledge hub to support knowledge gathering and sharing activities. This is one of the ways in which we want to exemplify our values and co-create a hopeful future.

Enhanced strategic alliances

FSC will create national and international strategic alliances with organisations and actors across movements, including groups working in environment, biodiversity and climate action, housing, anti-poverty as well as social economy, innovation and finance to strengthen opportunities for a broader understanding of trends and perspectives and concrete actions that lead to the transformation of our food system. These alliances are about creating more joined-up, intersectional food policy that reflect the now globally recognized complexity of human lives and ecological systems within food-systems.

STRATEGIC OBJECTIVE

3

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

Strengthen the capacity of the food movement through knowledge sharing, convening, partnerships and mobilisation

FSC will reinforce existing collaborations and will seek new partnerships as needed. We will continue to support key actors of the food movement such as the Coalition for Healthy School Food, the FSC Youth Caucus, and the Food Communities Network.

Partners in the spotlight The Coalition for Healthy School Food

The Coalition for Healthy School Food is a growing network of over 170 non-profit member organizations calling on the federal government to make a cost-shared investment in healthy, universal school food programs, which would build on the investments of our provinces, municipalities and communities. The Coalition recently celebrated years of efforts and advocacy work coming to fruition through the incoming government's very first financial commitment towards a universal healthy school food program.

We will expand connections with organisations working in climate action and anti-poverty to advance a food system that supports social, cultural, environmental, and economic sustainability.

To achieve this strategic objective, we will pursue work in four areas.



Accelerate knowledge sharing

Our priority is to support the development of sustainable local and regional food systems. We will actively highlight best practices and foster mutual learning from diverse initiatives across the country: for example, the use of community land trusts; the development of agricultural and community land trusts, and other strategies in urban and rural areas to advance social enterprise models.

Partners in the spotlight The Canadian Food Policy Advisory Council

One of Food Secure Canada's key proposals for almost two decades, the Nation Food Policy Advisory Council was announced in February 2021. The purpose of the Council was to be a tool for diverse perspectives, especially from civil society, to participate in policymaking. Today, the Council brings stakeholders from across the food system — drawing from non-profit organizations, academia, health professionals, Indigenous organizations, and agriculture industries — for food policy and program development.

Establish partnerships and incubate new networks

We will actively seek new collaborations with actors and organisations involved in ecological transition, climate action, social finance, anti-poverty, and others as needed to amplify the diverse voices of the movements that contribute to the transformation of food systems. We will place an emphasis on provincial and territorial organisations and will fill gaps with respect to francophone networks.

Convening

Organising events has always been part of the FSC's DNA and capacity building. We will continue to convene gatherings with a focus on anti-racist and decolonized approaches. We will also aim to build collective strength to ensure the strong implementation of the Food Policy for Canada on the ground, including the commitment for a national school food program and the priorities set by the Canadian Food Policy Advisory Council.

Mobilize

Mobilization is a powerful tool to shift behaviours and influence policy to drive systematic change in food systems. We will facilitate mobilization of the food movement by providing relevant resources on our new website, organising webinars, engaging audiences through social media platforms and conducting targeted digital outreach. We will review our communications strategy on a regular basis to ensure that we quickly respond to needs and aspirations.



STRATEGIC OBJECTIVE 4

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

Propose policy directions that create a sustainable, just and healthy food system

FSC plays a strategic role in advancing the food policy agenda at the federal level and is a critical hub, engaging with a broad range of civil society actors within the food movement. Many of these actors have lived experience and are linked to local realities on the ground. Their voices are essential for effective policymaking and program design. We aim to maintain an ongoing dialogue with our various constituencies and partners to ensure that we truly reflect the voices of the food movement as a whole.

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Collaboration with the academic community

We recognize the importance of knowledge creation and will continue to collaborate with institutions of higher learning and practitioners to produce original research that informs policy dialogue and inspires transformative action within the food system.



Eat Think Vote Campaign

Eat Think Vote (ETV) is a non-partisan campaign that gives community members the opportunity to talk with their federal candidates ahead of the upcoming election and ensure that food is an election issue. The third iteration of Eat Think Vote took place during the 2021 Canadian federal election, during which dedicated individuals and organizations from coast-to-coast-to-coast organized virtual and in-person events, interviewed their MP candidates and wrote influential articles on what food policy means to them.

Policy dialogue

FSC will continue to maintain contact with relevant policymakers - particularly at the federal level - and community leaders and will actively engage with contacts through meetings, participation in parliamentary committees and targeted mailings. We will also use representation on the Canadian Food Policy Advisory Council to advance policy dialogue.

Media engagement

FSC maintains media contacts and uses press releases to obtain coverage on major events and publications. Media engagement is a critical part of the role FSC plays as a voice for the movement and allows us to reach out to government officials, elected representatives, and the general public.

STRATEGIC OBJECTIVE 5

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

Propose policy directions that create a sustainable, just and healthy food system

In order to advance its mission, FSC can count on the strengths and achievements that have been built up since its inception. However, the needs of a rapidly expanding and ambitious food movement requires our organisation to adjust at several levels, including governance, management mechanisms, and financial consolidation. For 2021-2024, we will focus our efforts on three areas.

Redefining membership, engagement and governance

The FSC Board acknowledges that our current membership model no longer meets the needs of the organisation and the movement we serve. In conversation with our various constituencies as well as affiliated networks, we will transition to a more supple and appropriate model of governance and engagement as a more effective framework to effectively collaborate with our various constituencies and to reflect our exploration of an ethical space, which we wish to embody in all aspects of our work and organization.

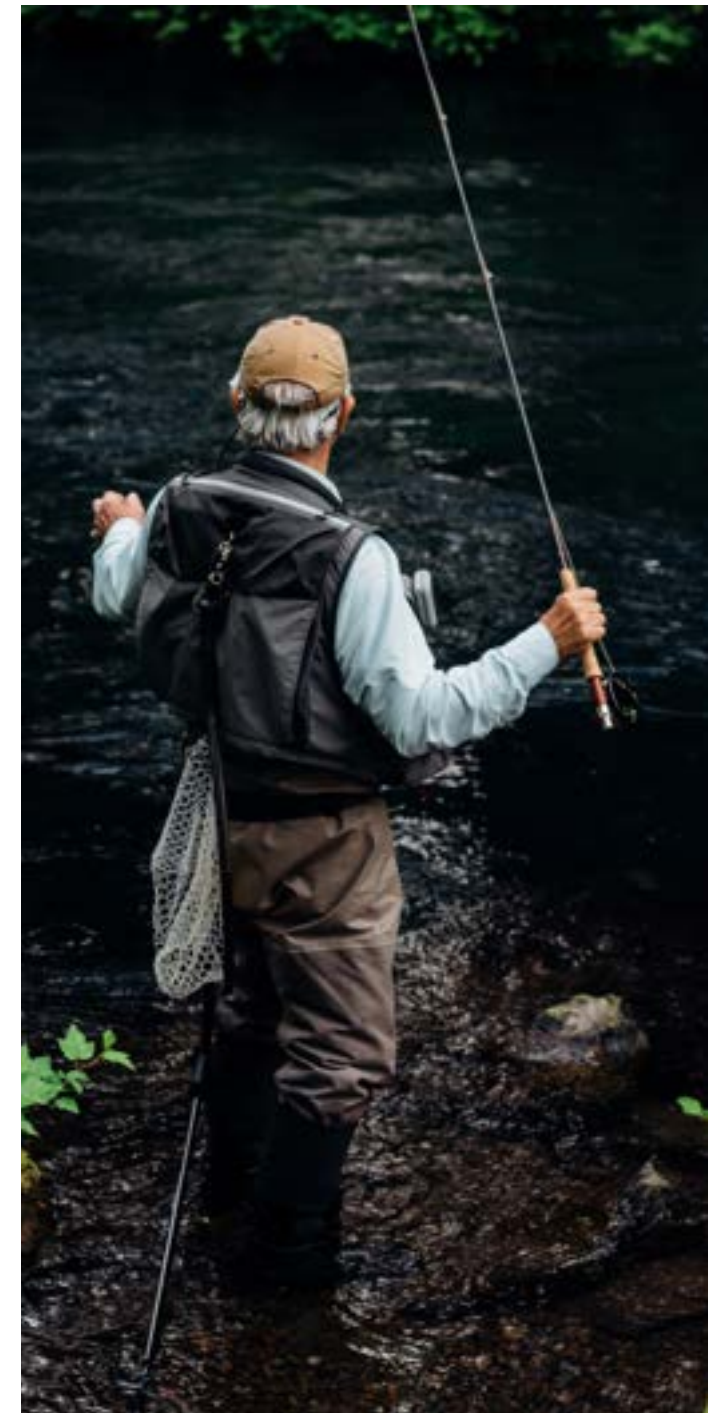
Adapting internal management practices to foster resilience

We seek to build greater capacity, develop more flexibility in light of crises such as COVID-19, and balance internal processes with our external presence. The key principles guiding us in this fundamental exercise are:

Growing and fostering diverse and stable leadership capacity within the team and continuing to strengthen our board and governance.

Building agile and participatory management tools with clear decision-making procedures.

Developing strategic practices to adapt to the diverse needs of the food movement within a rapidly changing environment.



Resourcing and developing financial resilience

We seek to create and maintain a longer-term fundraising strategy informed by our priorities. This strategy will be supported by a three-year business plan and budget for revenue generation and cost-saving opportunities. To achieve ongoing financial sustainability, we will focus on the diversification of our funding streams and will collaborate with the People's Food Institute to implement resource-sharing strategies.

CONCLUSION

This is a historic moment in time. The world is dealing with a global pandemic that has exacerbated issues of inequality, and food has never been talked about in such an urgent way in political, social, environmental 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 seizing this momentum. We have the opportunity to support Indigenous food sovereignty, healthy school food and equitable access to healthy, sustainable food. We are committed to work even more closely with our partners and allies in the field and continue to do the work towards more healthy, just and sustainable food systems in Canada and beyond.

JOIN US

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

