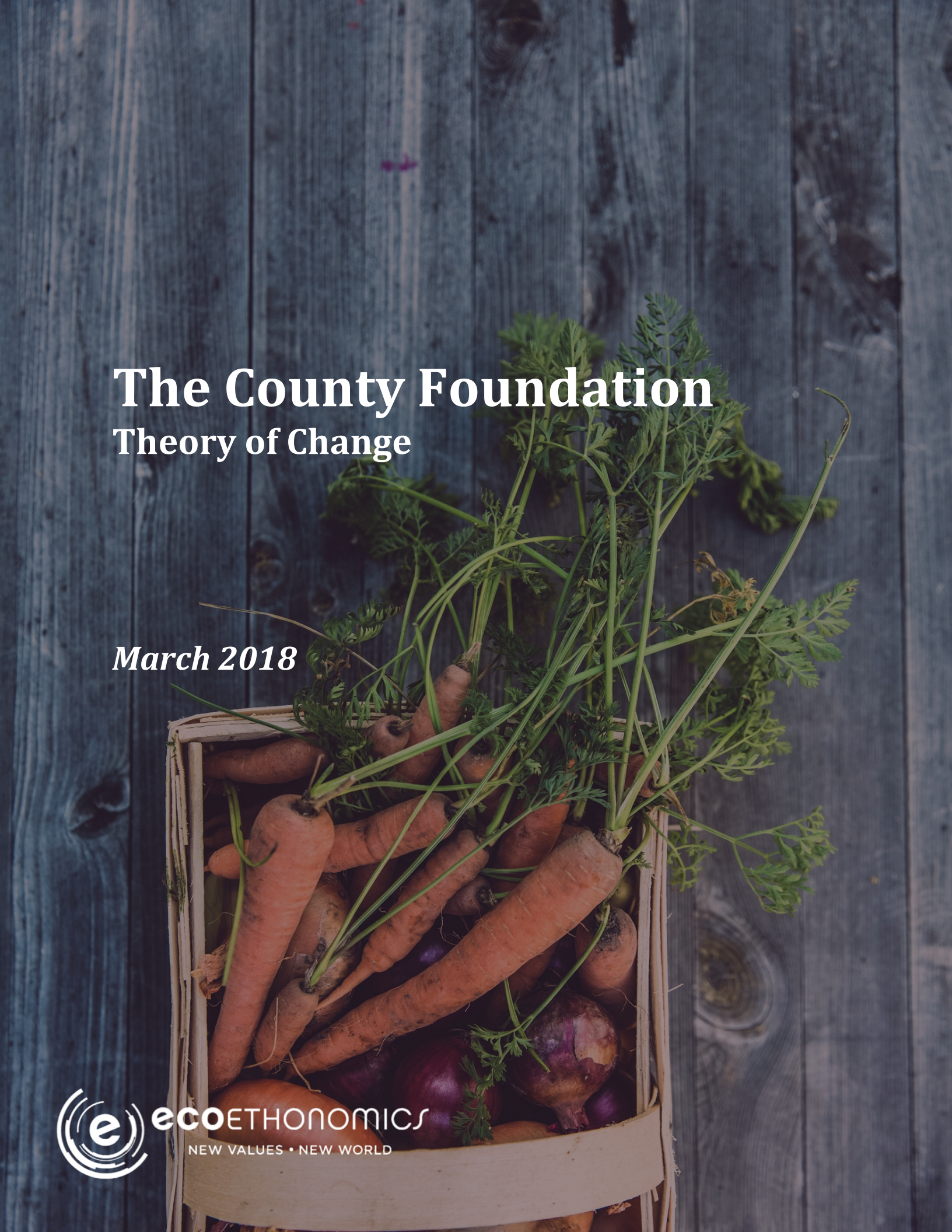

# The County Foundation

## Theory of Change

*March 2018*

ecoETHONOMICS

NEW VALUES • NEW WORLD

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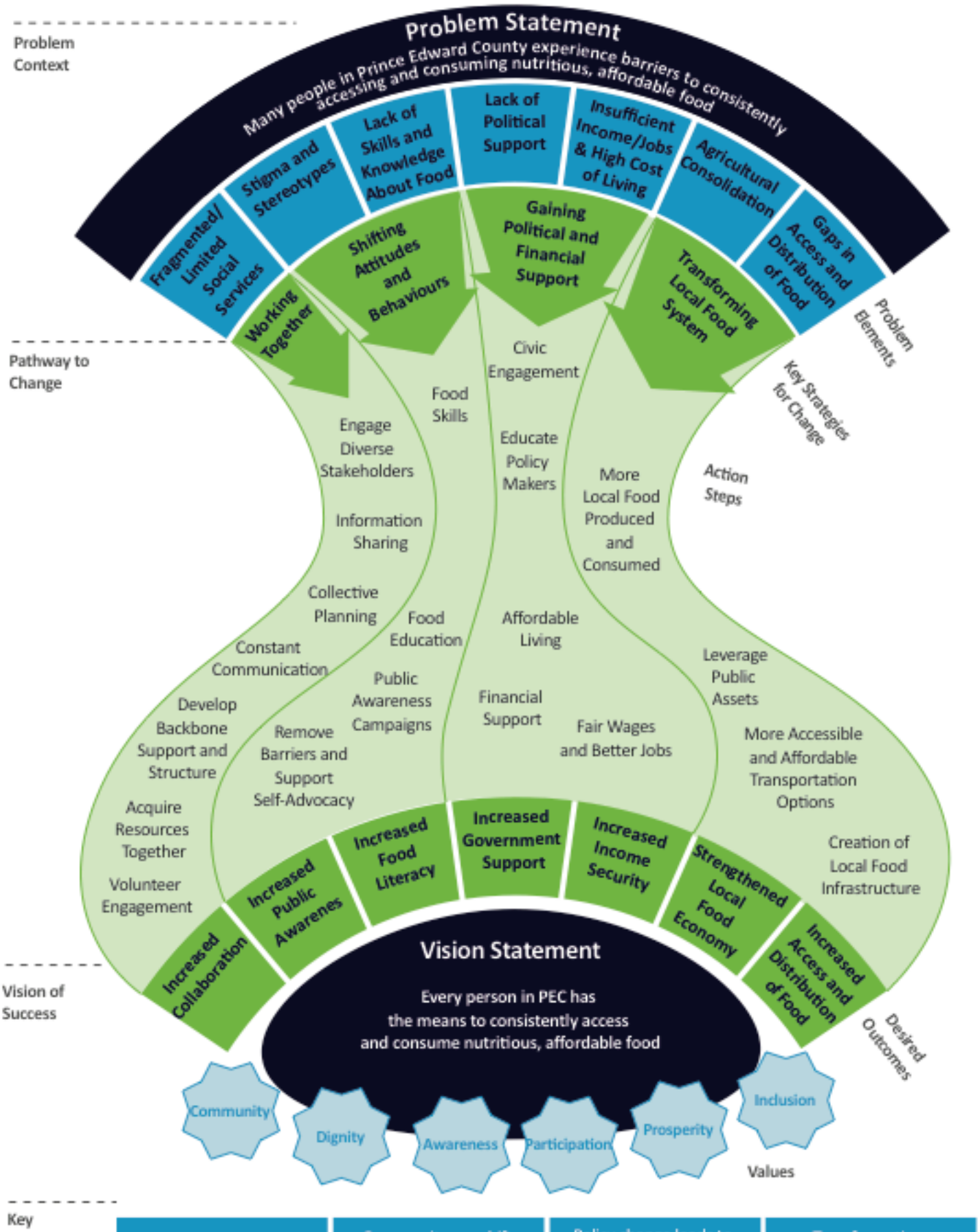
# THEORY OF CHANGE FOR FOOD SECURITY IN PRINCE EDWARD COUNTY

The County FOUNDATION



# Narrative

## Problem Context

Food insecurity is a growing concern in Prince Edward County (PEC). Residents of PEC face barriers that prevent consistent access to, and consumption of, affordable and nutritious food due to a range of factors that relate to personal financial limitations, cost of living, job availability, limited income, transportation, local processing and distribution options, and availability of services and supports for people who are food insecure. In addition, gaps in the local food supply chain exist, which limit access to, and distribution of, food within PEC. Similarly, gaps in social services exist, which result from the fragmentation across the sector. The social service sector is also limited by outdated service delivery models that are often tied closely to norms reinforced by many actors, including, funders, government, community organizations, and others. Gaps in access and distribution, as well as fragmented and limited social services, has led to the development of food deserts, in which there is limited access to healthy food.

Insufficient income and/or jobs combined with the high cost of living leave individuals unable to purchase adequate nutritious food. Other elements contributing to the problem include the prevailing stigma and stereotypes of people who are food insecure. These negative stereotypes can cause people to be reluctant to seek help or prevent them from getting involved with implementing solutions. Skills and knowledge gaps related to food can prevent people from purchasing and preparing food in a cost-efficient and/or healthy manner. Agricultural consolidation in Prince Edward County has also decreased the availability of affordable nutritious food that is locally grown. A lack of political support from local politicians and public service staff in general is another part of why the problem of food insecurity continues to persist. Lastly, limited chances of finding affordable living in PEC compounds the issue for many people, as they don't experience food insecurity in isolation from housing shortages, limited income earning opportunities, and significant increases in the prices associated with rent, utilities and food.

## Vision of Success

A strong commitment exists amongst many members of the Prince Edward County community to address the issue of food insecurity. Collectively, the community envisions a future in which "Every person in PEC has the means to access and consume nutritious, affordable food." The PEC community aims to take steps to support true cross-sector and multi-stakeholder collaboration to work together in designing and implementing interventions that genuinely work to build a more food secure PEC. The vision of a food secure PEC requires considerable change in peoples' attitudes and behaviours at multiple levels, and part of the strategy to achieve that vision is to build awareness of food insecurity through public education campaigns. Another key step toward this end is to develop food skills and food-related knowledge through programs that train and educate all people across the county. Emphasis is being placed on food skills and education for children and youth, as well as prioritizing the integration of food literacy into curriculum. In addition, PEC community members will work to gain political and financial support by getting buy-in from elected officials and policymakers to bring about changes

related to public transportation, affordable housing, economic development and income security. Special prioritization will be placed on addressing areas deemed as food deserts, as they are particularly vulnerable to food insecurity. Strengthening the local food economy and increasing access and distribution of local food are other strategies that will be implemented to achieve the necessary food system changes to allow for greater access to affordable, nutritious food for all people in PEC.

## Pathway to Change

Action Steps are at the center of the path forward to reach the desired outcomes that support the PEC Vision. To facilitate organizations working together, the PEC community will establish a backbone support organization and working group structure to ensure efforts to eradicate food insecurity are well-coordinated. This backbone support will help facilitate efforts to engage a more diverse set of stakeholders and will increase information-sharing between stakeholders, building stronger working relationships. Collective planning around community-based solutions/initiatives and larger system-level changes will be completed and then efforts to acquire resources for PEC specific solutions/initiatives will lead to preparing consortium bids or joint grant proposals to acquire funds. Increasing volunteer engagement for existing and newly designed collaborative solutions/initiatives and ensuring regular, constant communication will also provide further support for working together effectively and maximizing impact.

Stigma and stereotypes can stop people from seeking assistance or prevent others from getting involved in solutions, while a lack of skills and knowledge about food can affect individual food-purchasing habits. The PEC community will provide food education and food skills development programs to teach individuals how to grow, purchase, prepare and store food in the most cost-effective manner so as to maximize their resources and achieve substantial health benefits. Public awareness campaigns will be launched for the purpose of reducing stigma and educating the public on the issue. Reducing barriers for individuals who are experiencing food insecurity involves changing organizational policies that create undignified experiences for people and thereby create obstacles to accessing food and food programs through the shame and helplessness that they feel. These actions and initiatives also aim to support individuals in self-advocating for greater access and helping empower people to actively lead the resolution of their own food insecurity. In combination, these efforts will be implemented with a view to shift attitudes and behaviours related to food insecurity and begin to support a paradigm that is strength-based, empowering and reflects the vision and values of the PEC community.

The high cost of living and the need for income security are intertwined, and together have a direct impact on food insecurity. Economic development efforts, job opportunities and legislation related to living wages are also critical pieces of the puzzle. Thus, PEC community members have chosen to take steps to gain political and financial support by increasing civic engagement and educating policy makers around what food insecurity looks like and how it affects individuals, families, and communities. In order to increase income security, the PEC community will work to gain support for affordable living options such as housing, heat subsidies and public transportation. Advocacy for government support to ensure a basic income guarantee, fair wages and better jobs is also a part of this pathway forward. Many of these jobs

may be created and supported by a stronger, local, small-scale, sustainable food economy in PEC.

Local food production has changed in PEC over the last 30 years and access to local food produced in the county has become more limited. This trend is due to agricultural consolidation and changing land use policies. The food that is produced locally is not always consumed locally nor is it available to residents. Thus, the PEC community has chosen to take action to transform the local food system by building out local food infrastructure that is needed to expand the local market. This can include investing in small-scale food processing, distribution and storage options, and the creation of local food hubs and food co-ops to support short supply chains. Steps to make accessible and reasonably-priced transportation more widely available are identified as critical to enable residents to travel to locations where affordable local food is available for purchase. To increase local food production and consumption, the PEC community will also make use of public assets such as vacant land, schools, municipal buildings and shared storage facilities with a view to ensure that these assets are held in "common" and utilized to support community well-being. All these steps will contribute to a strengthened local food economy and increased access and distribution of local food will be a welcome result that supports a food secure PEC.

## Guiding Values

The path selected by members of the PEC community is guided by the following values:

- **Community** – the collaborative efforts of multiple stakeholders seek to create and strengthen community bonds contributing to the social fabric of the community. This will be done by overcoming barriers and working together to achieve results that are in the community's interest and remain community-driven.
- **Dignity** – the cross-sector stakeholders wish their work to be grounded in preserving dignity for all people. Changing widely held misconceptions about people who are food insecure will help to preserve their dignity. Ensuring that the underrepresented or marginalized voices are prioritized, and constant efforts are made to bring these voices to the center of the dialogue and learning process.
- **Awareness** – the collaborative will seek to build a greater awareness of food insecurity in the community. Individuals involved will seek to educate themselves and become more aware of the issue and its many facets, so as to be able to engage others and help raise their awareness.
- **Participation** – having 'agency' in the food system is important to reducing food insecurity and citizens will be regularly invited to participate in events, programming, advocacy efforts, program delivery, and many others that create opportunities for their participation. Participatory methods will be used in processes to ensure that an empowering context is created for this collaborative work.
- **Prosperity** – the collaborative efforts of the food security project stakeholders will continue to subscribe to a notion of shared prosperity, where organizations involved will aim to achieve "win-win-win-win" solutions. This means that the collaborative members will aim to support a viable food economy for all people in PEC. Priorities will

also center on addressing the needs of people who are low income or experiencing the severest forms of food insecurity.

- **Inclusion** – the collective will actively strive to be inclusive of all diverse perspectives and values in the community, while ensuring people with lived experience of food insecurity are engaged. All kinds of stakeholders that have been traditionally under-represented, marginalized or excluded will be prioritized on an ongoing basis.

## Key Assumptions

A number of key assumptions play a role at every stage in the pathway to change. The assumptions made are that communities are stronger when members work in unison/together, that a community can have a measurable impact on shifting attitudes and behaviours, that governmental policy change is necessary —and will lead to— greater financial support, and that transformation of any system is intricately connected to policy change. If any one of these assumptions turns out to be false, then the theory of change will need to be revisited and revised.

## Target Groups and Assets

| Action Step | Target Groups | Assets |
|---|---|---|
| **Key Strategy for Change: Working Together** | | |
| Engage Diverse Stakeholders | • Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs<br>• Transportation providers<br>• Individuals who reside in PEC<br>• Individuals with lived experience of food insecurity<br>• Municipal/Regional Government staff and elected officials<br>• Food banks<br>• Food producers and farmers<br>• Food processors, manufacturers, distributors/retailers<br>• Criminal lawyers and judicial system representatives<br>• Medical and Healthcare Professionals<br>• Local business owners and industry groups<br>• Social service departments (through local municipality)<br>• Schools and/or school board representatives<br>• Economic development representatives<br>• Food event organizers - such as "Countylicious" | • Community spaces/Town Halls/Faith-based buildings (Churches)<br>• Funders such as TD Friends of the Environment, Start, New Horizons, Municipal, Rotary Club of Wellington Grants, OTF Phase 2 CI grants, Feed Opportunity Grant<br>• Media- print, radio and television<br>• Sophiasburgh Hub Steering Committee<br>• Community Development Council<br>• Libraries and community information-sharing opportunities (such as community centre bulletin boards)<br>• Chamber of Commerce<br>• Health Unit and Health Providers (Doctors and medical community in general, Prince Edward Family Health team) |

| Action Step | Target Groups | Assets |
|---|---|---|
| Information Sharing | • Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs<br>• Schools and/or school board representatives, board liaisons and parent groups<br>• Social service departments (through local municipality)<br>• Medical and healthcare professionals<br>• Food Security Working Group<br>• Meal sharing organizations such as Food Not Bombs | • Media- print, radio and television<br>• Community group Facebook pages and other social media channels<br>• Libraries and community information-sharing opportunities (such as community centre bulletin boards)<br>• Sophiasburgh Hub Steering Committee<br>• Family Enrichment Network<br>• Prenatal Network<br>• Technology, shared free platforms<br>• Websites of all stakeholders engaged<br>• Live events<br>• Chamber of Commerce members and communications (weekly e-blast and targeted messages)<br>• Prince Edward Learning Centre (literacy and basic skills program)<br>• Community Development newsletter |
| Collective Planning | • Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs<br>• Transportation providers/planners<br>• Housing developers/planners<br>• Individuals on social assistance and/or experience of food insecurity<br>• Advocates for poverty reduction and affordable housing and others | • Community Development Council<br>• Family Enrichment Network<br>• Health unit groups<br>• Prenatal Network<br>• Sophiasburgh Hub Steering Committee<br>• The County Foundation<br>• Town halls (Essroc Center, Picton and Wellington Community Halls)<br>• Poverty Round Table<br>• Food banks |

| Action Step | Target Groups | Assets |
|---|---|---|
| | • Municipal/Regional Government staff and elected officials<br>• Food producers and farmers<br>• Food producers and all members of the food supply chain | • Fresh for All |
| Constant Communication | • Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs<br>• Food producers and farmers<br>• Social service departments (through municipal governments)<br>• Individuals on social assistance and/or experience of Food Insecurity<br>• Medical and healthcare Professionals<br>• Municipal/Regional Government staff and elected officials | • Ontario Works and social service agencies providing direct service<br>• Existing informal social networks<br>• Social Media<br>• The County Foundation<br>• Vital Signs Coordinator<br>• Media: radio, print media, posters, community centre communication<br>• Poverty Round Table (to host web-hub)<br>• Network of organizations that have expressed an interest in continuing the work<br>• Food to Share<br>• Wellington Storehouse food bank<br>• Rick Hotson Collaborative<br>• School communication (in lunch bags) |
| Develop Backbone Support | • Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs<br>• Potential funders | • Funders such as TD Friends of the Environment, Start, New Horizons, Municipal, Rotary Club of Wellington Grants, OTF Phase 2 CI grants, Feed Opportunity Grant<br>• Municipal and federal government<br>• The County Foundation |

| Action Step | Target Groups | Assets |
|---|---|---|
| | | • Future Food Policy Council |
| Acquire Resources Together | • Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs<br>• Municipal/Regional Government staff and elected officials<br>• Transportation providers<br>• Individuals who reside in PEC<br>• Individuals with lived experience of food insecurity<br>• Food banks<br>• Food producers and farmers<br>• Food processors, manufacturers, distributors and retailers<br>• Criminal lawyers and judicial system representatives<br>• Medical and Healthcare professionals<br>• Local business owners and industry groups<br>• Social service departments (through municipal government)<br>• Schools and/or school board representatives<br>• Economic development representatives<br>• Food event organizers - such as "Countylicious" | • Trillium Foundation<br>• Community Development Council<br>• Feed Opportunity (Maple Leaf Foods) and others |
| Volunteer Engagement | • Schools and/or school board representatives<br>• Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs | • VIQ - Volunteer Information Quinte<br>• High school teachers<br>• Existing food programs such as food banks and FoodShare |

| Action Step | Target Groups | Assets |
|---|---|---|
| | • Community Development Council<br>• Student groups<br>• Parent groups<br>• Community members | • Faith-based community |
| **Key Strategy for Change: Shifting Attitudes and Behaviours** | | |
| Food Skills | • Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs<br>• Food retailers<br>• Food producers and farmers<br>• Gardeners<br>• Health units, medical and healthcare professionals<br>• Individuals who reside in PEC<br>• Individuals with lived experience of Food Insecurity | • Community kitchens (Picton, Bloomfield, Wellington, Ameliasburgh, Athol, Hillier, North Marysburgh, Sophiasburgh, South Marysburgh, Essroc Centre, Prince Edward Community Centre)<br>• County Farm Centre/kitchens in public and private buildings<br>• The Learning Centre<br>• Food to Share<br>• Community meals and events<br>• Community gardens<br>• Local chefs<br>• Health Unit groups and programs |
| Food Education | • Individuals who reside in PEC<br>• Individuals with lived experience of Food Insecurity<br>• Individuals interested in building agricultural skills<br>• Teachers, principals, school staff<br>• Ministry of Education<br>• Community child and youth programming | • Those with knowledge of farming/gardening practices.<br>• Grow a Row, hydroponics, edible plants, herbs, beef, cattle, free range chickens, eggs, native crops, reintroduction of heirloom crops, seed sharing<br>• Community Food Centres Canada |

| Action Step | Target Groups | Assets |
|---|---|---|
| | • Childcare operators | • Health Unit groups and programs<br>• Community gardens (Disaraeli Street, Macaulay Village, Picton and Wellington)<br>• The ROC<br>• Vicki's Veggie Farm<br>• Cynthia Peters<br>• Learn how to make pasta from scratch<br>• Food to Share |
| Public Awareness Campaign | • Community groups and charity groups<br>• Faith-based organizations<br>• Service clubs<br>• Schools and/or school board representatives<br>• Social service departments (through municipal government<br>• Individuals who reside in PEC<br>• Individuals with lived experience of Food Insecurity<br>• Medical and healthcare Professionals | • Libraries and other public information-sharing space (i.e. community centre bulletin board)<br>• Current information distribution channels of partnering organizations (i.e. Newsletters)<br>• Social media channels (of existing partner groups and new channels)<br>• Media, print, radio and television<br>• Vital Signs Research, Poverty Roundtable Research<br>• Music/comedy festivals, community events |
| Remove Barriers and Support Self-Advocacy | • Individuals who reside in PEC<br>• Individuals with lived experience of Food Insecurity<br>• Local business owners and industry groups<br>• Community groups and charity groups<br>• Faith-based organizations | • Alternative retail outlets including mobile food centres, pop up stores, Hagermans, Landry<br>• Ride Sharing app such as Uber, Lyft<br>• Complimentary service providers (i.e.; food education, employment support) |

| Action Step | Target Groups | Assets |
|---|---|---|
| | • Service clubs<br>• Social service departments (through Municipal government)<br>• Schools and/or school board representatives | • Common gardens/community gardens/seed sharing and nurseries |
| **Key Strategy for Change: Gaining Political and Financial Support** | | |
| Civic Engagement | • Municipal/Regional government staff and elected officials<br>• Schools and/or school board representatives<br>• Service clubs<br>• Community groups and charity groups<br>• Faith-based organizations<br>• Local business owners and industry groups<br>• Housing and poverty advocates | • Social justice groups<br>• Poverty Round Table<br>• Food Security Working Group<br>• Sense of community-mindedness |
| Educate Policy Makers | • Municipal/Regional government staff and elected officials<br>• Community groups and charity groups<br>• Faith-based organizations | • Existing research including: Vital Signs, Poverty Roundtable, Affordable Housing<br>• The County Foundation<br>• Advocacy groups |
| Financial Support | • Social service departments (through municipal government)<br>• Housing and poverty advocates<br>• Municipal/Regional government staff and elected officials<br>• Local business owners and industry groups<br>• Provincial and federal government representatives<br>• Potential funders and private donors | • "Countylicious" donations for food for these events, community garden harvest festival<br>• Community Futures Self-Employment Assistance Program<br>• Social assistance available for those in need<br>• Subsidized programs for Good Food Boxes and Baby Box program |

| Action Step | Target Groups | Assets |
|---|---|---|
| | | • Potential funders: Rotary Club of Wellington, Salvation Army, Trillium Foundation, Stark, Parrot Foundation, Community Foundation, Service clubs, Lions clubs, Farm subsidies, Food security funds and bursaries managed by the County Foundation, Women's Institutes and other organizations |
| **Key Strategies for Change: Transforming Local Food System** | | |
| More Local Food Produced and Consumed | • Food producers and farmers<br>• Community garden organizers<br>• Food processors including restaurants, institutions, processing plants<br>• Food retailers and distributors including farmer's markets, pop up stores, grocery stores, butchers<br>• Food marketing organizations, food tourism groups<br>• Ontario Farmland Trust | • Local spaces such as Benson Park and community gardens, unused agricultural land<br>• Seed donations, seed sharing and nurseries<br>• Cold storage facilities and empty not-for-profit or private buildings<br>• Local farmers/ farm subsidies<br>• Good Food Box |
| Leverage Public Assets | • Local farms<br>• Municipal representatives<br>• Faith-based organizations<br>• School boards<br>• Post-secondary institutions (Queen's College, Loyalist College)<br>• Business community<br>• National Farmers Union | • Food processing plants<br>• Community buildings, libraries (kitchens and gardens) and public spaces/undeveloped land<br>• Empty not-for-profit or private Buildings<br>• Cold storage facilities<br>• Community knowledge about food production/food-based culture |

| Action Step | Target Groups | Assets |
|---|---|---|
| More Accessible and Affordable Transportation Options | • Municipal/Regional Government Staff and Elected Officials including transportation planners<br>• Local transportation providers such as Deseronto Transit<br>• School bus owners/operators<br>• Individuals who reside in PEC<br>• Individuals with lived experience of Food Insecurity | • Municipal vehicles and gas<br>• School buses during summer when not in use<br>• Locals travelling to work<br>• Ride Sharing app: Uber, Lyft<br>• Mobile food centres and insulated vehicles |
| Creation of Local Food Infrastructure | • Farmers' Market and community market organizers<br>• Food producers and farmers<br>• Food processors<br>• Ontario Farmland Trust<br>• Restaurants, caterers and institutions | • Community Development Council<br>• Economic development departments<br>• Food tourism<br>• Cold storage facilities<br>• Indoor and outdoor community markets |

## Evaluation Framework

| Category | Goals | Outcomes | Indicators |
|---|---|---|---|
| Theory of Change Priority One: Working Together | | | |
| Engage Diverse Stakeholders | Engage new and diverse stakeholders in addressing food insecurity in PEC | Increased stakeholder diversity in the collaborative | # of unconventional stakeholder* groups actively engaged in the collaborative |
| | Engage individuals with lived experience of food insecurity in addressing food insecurity in PEC | Increased number of people with lived experience engaged in addressing food insecurity in PEC | # of people with lived experience who are engaged in addressing food insecurity in PEC |
| Information Sharing | Make and distribute hard copies of the community food access guide | Increased knowledge of existing food access points | # of people accessing food through the access points on the food access guide |
| | Develop a communications hub for helping agencies share information | Increased access to information | # of resources and datasets shared/downloaded |
| Collective Planning | Hold a community forum on food security | Strengthened community connections | # of attendees at the community forum |
| | Create a comprehensive food security community action plan | Increased clarity on where stakeholders can contribute (at multiple levels consistent with their capacity) to addressing food insecurity in PEC | # of stakeholder contributions to food security initiatives or strategic actions (by level of engagement) |
| Develop Backbone Support and Structure | Establish a governance structure, including a steering committee (or stewardship group) for the food security collaborative | Increased confidence in decision making as a collaborative | Degree of confidence that steering committee members attribute to their decisions |

* Unconventional stakeholders are stakeholders that represent groups that are not traditionally mandated to address food insecurity. An example of an unconventional stakeholder is a private sector courier company or a public sector service like community policing.

| Category | Goals | Outcomes | Indicators |
|---|---|---|---|
| | Identify a lead agency and backbone organization | Increased capacity to coordinate and administrate the collaborative | # of hours dedicated to coordinating and administrating the collaborative[1] |
| Constant Communication | Develop common messaging | Increased consistency in messages disseminated about Food Insecurity | # of local media articles referencing or using common messaging |
| | Develop a communications strategy | Increased communications among people and organizations participating in the collaborative | Degree of formal and informal communications between people and organizations participating in the collaborative |
| Acquire Resources Together | Complete collaborative proposals for funding | Increased number of collaborative projects that are proposed by people and organizations | # of collaborative (or consortium) funding applications submitted |
| | Explore financial incentives for agencies that demonstrate their commitment to collaboration | Increased financial resources to people and organizations working in collaboration on addressing food insecurity in PEC | Total dollars ($) acquired for collaborative projects from people and organizations in the food security collaborative |
| Volunteer Engagement | Get students involved in volunteering | Increased student involvement in community food programs and initiatives | # of students involved in community programs and initiatives |
| | Provide training for volunteers | Increased number of trained volunteers contributing to | # of trained volunteers involved in community programs and initiatives |

[1] The hours dedicated to coordinating the collaborative will increase proportional to the effectiveness of the collaborative in continuing to engage a broad base of the population. The greater the number of people engaged the more the collaborative will take to coordinate/administrate (or animate). Note: animating the network or collaborative is an essential function to support members and maintain momentum, and without this role being fulfilled, the collaborative will dissipate.

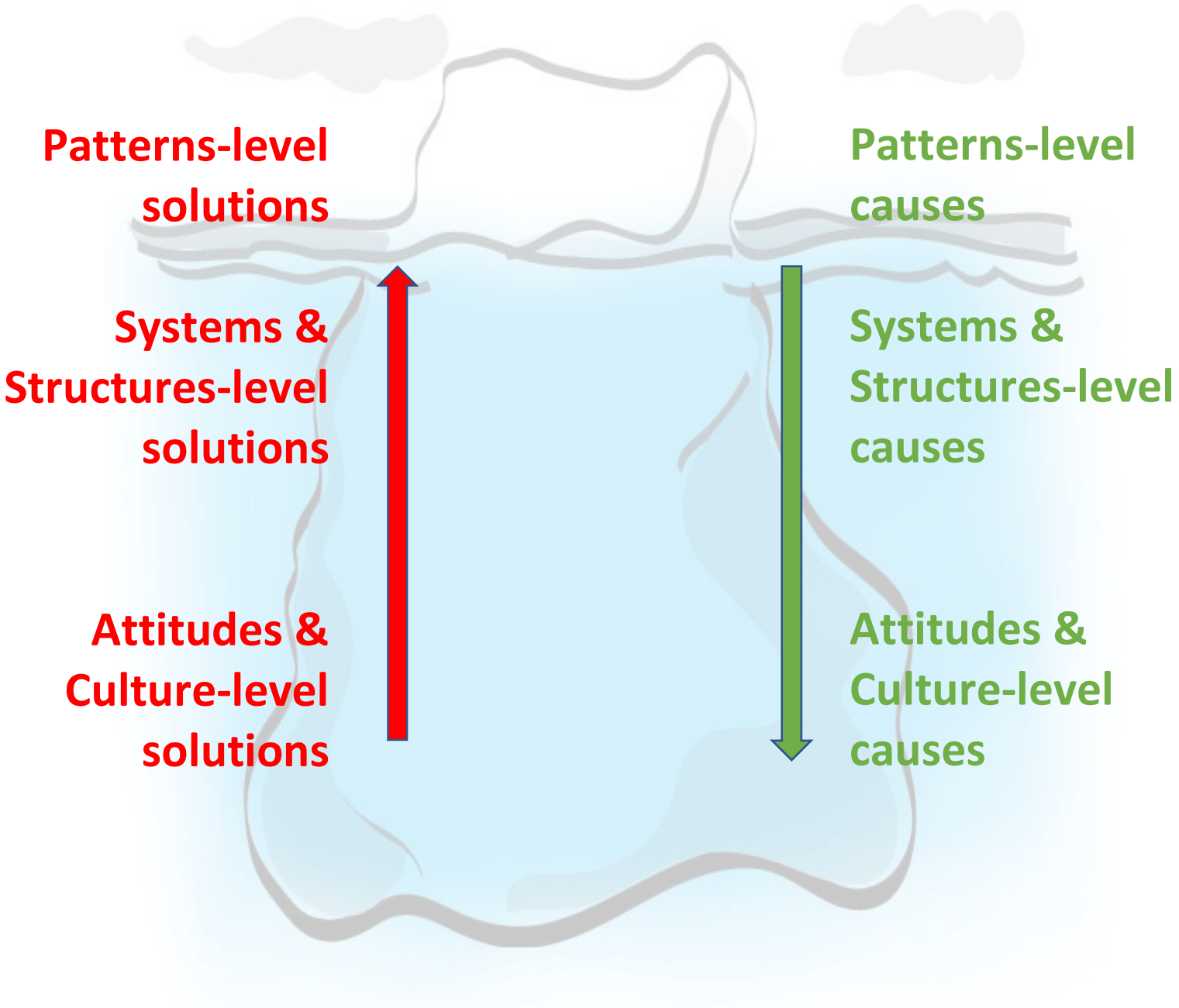
| Category | Goals | Outcomes | Indicators |
|---|---|---|---|
| | | community programs and initiatives | |
| Theory of Change Priority Two: Shifting Attitudes and Behaviours | | | |
| Public Awareness Campaigns | Design and launch a community-wide public awareness campaign | Increased number of people who are aware of the problem of food insecurity | # of people who are aware of the food insecurity problem |
| Food Education | Design and implement collaborative food literacy programming | Increased numbers of people from all demographics participating in food literacy programming | # of people participating in food literacy programming (disaggregated by demographics) |
| | Integrate food literacy programming into the school curriculum | Increased numbers of children and youth with knowledge of where food comes from, how to prepare it, and purchase it, etc. | # of children and youth who report an increase in knowledge on where food comes from, how to prepare it and purchase it, etc. |
| Food Skills | Implement gardening and cooking classes in schools | Increased number of schools in PEC that integrate gardening and cooking classes into their curriculum | # of schools in PEC that offer gardening<br># of schools in PEC that offer cooking classes |
| Remove Barriers and Support Self-Advocacy | Eliminate barriers to accessing current food programming and supports | Increased number of people accessing available food programming and supports | # of people accessing food programming and supports (monthly) |
| | Reduce the stigma and stereotypes | People who access food programming and supports feel more dignified and empowered | # of people reporting a change in how they feel, from less dignified to more dignified, when accessing food programming and supports |
| Theory of Change Priority Three: Acquiring Policy and Funding Support | | | |

| Category | Goals | Outcomes | Indicators |
|---|---|---|---|
| Civic Engagement | Educate children and youth on working with local government | Increased ability of children and youth to participate in influencing policy (i.e. democratic food system) | # of children and youth participating in policy-making and consultation processes with local government |
| | Organize and encourage community participation in food policy change | Increased participation in food policy making processes (i.e. organizing a food policy council) | # of people participating in food policy making processes |
| | Get food security integrated into Municipal Strategic Development Goals | Increased understanding of how food security can be integrated into municipal plans and goals | # of people who understand how food can be integrated into municipal plans and goals |
| Affordable Living | Advocate for supportive land-use policy and investment in affordable housing | Increased community support for land-use policy and investment for affordable housing | # of community members that express support for policy change and investment of resources into affordable housing |
| Educate Policy Makers | Meet with and inform local government officials about the problem of food insecurity | Increased awareness of food insecurity among PEC government officials | # of local government officials who report being more aware of the problem of food insecurity in PEC |
| Financial Support | Acquire municipal funding for food security programming and supports | Increased funding for food security programming and supports | Total dollars allocated for food security programming and supports (for all programming in PEC) |
| Fair Wages and Better Jobs | Advocate for a living wage | Increased knowledge and support for employers to pay a living wage | # of citizens of PEC supporting a living wage agenda |
| | Advocate for a basic income guarantee | Increased knowledge and support for a basic income | # of citizens of PEC supporting a basic income guarantee (as a |

| Category | Goals | Outcomes | Indicators |
|---|---|---|---|
| | | guarantee (as a measure to greatly reduce food insecurity) | measure to greatly reduce food insecurity) |
| Theory of Change Priority Four: Transforming the Local Food System | | | |
| More Local Food Produced and Consumed | Help establish more small farms, market gardens and urban agriculture projects | Increased number of small farms, market gardens, and urban agriculture projects | # of new small farms, market gardens, and urban agriculture projects |
| | Market and promote purchasing from local farms | Increased purchasing from local farms | # of local farms (both new and existing) who report increased sales |
| | Develop and coordinate a community garden network | Increased support and collaboration among new and existing community gardens | # of community gardens reporting support and collaborative activity with other community gardens |
| Leverage Public Assets | Map municipally owned assets for the production, processing, distribution and/or retail of local food | Increased knowledge of municipally owned property and their potential use for supporting a sustainable local food system | An updated map or database of municipally owned property has been created |
| | | Increased number of proposals for using public assets to operate viable food enterprises that help create needed local food infrastructure (i.e. processing and distribution) and jobs | # of proposals to municipal council for utilizing existing assets for viable food enterprises |
| Creation of Local Food Infrastructure | Establish a social purpose grocery store | Increased number of discounted purchases of local food | # of low-income people that report being able to access healthy food at affordable prices |

| Category | Goals | Outcomes | Indicators |
|---|---|---|---|
| | Develop a local food processing facility | Increased number of value-added products for local purchasing made from local food | # of new local value-added products available in PEC and beyond |
| | Build a regional food hub for local food storage and distribution | Increased availability of needed cold storage and distribution of local products | Volume of local food stored and distributed through a regional food hub facility |
| More Accessible and Affordable Transportation Options | Integrate low-cost, accessible public transportation solutions (by working with the Vital Signs Transportation Working Group and implementing its initiatives) | Increased number of people who have access to affordable transportation options | # of people who are using new and affordable transportation options<br><br># of people who report an improved ability to 'get around' PEC, including accessing food |

## Iceberg Systems Map




### Patterns Pertaining to The Problem

- More precarious and seasonal employment
- Increased mental health issues
- Increased crime activity
- Burnout volunteers
- Increased outward migration
- More homelessness
- High housing costs

- Increased childhood illness
- Increased provincial medical costs/spending
- Increased taxes
- Ongoing stigma
- Increased reliance on community programming (food bank)
- Continued high rates of teenage pregnancy
- Increase in family violence
- Food banks closing
- Lack of volunteers (burn out)
- Hunger
- Impact on dental health
- Lack of self-esteem in children
- Decrease in school success
- Seniors being forced out of their home

## Systems & Structures That Support & Sustain the Problem

- Restrictive eligibility criteria for food alleviation programs
- Education options in school
- Lack of national housing strategy
- Reliance on volatile government programming
- CAS is not concerned with or about food insecurity until it is an emergency
- Ontario Works + ODSP rates and rules
- Social Assistance rates; ODSP diet allowance (limitations, doctors unaware)
- Zoning/by-laws that prohibit select food distribution activities
- Corporate donation food policy
- Lack of funding and political will
- Trade agreements impact local economy sovereignty
- Privatization of public assets
- Lack of unions
- Rigid rules of social assistance programs when trying to reenter employment
- Lack of coordination between government ministries
- Policies that support cash-crop farms vs. small farms
- Lack of a national food strategy
- Access to the internet
- Lack of physicians/healthcare systems including food insecurity and malnutrition in assessment/cause of illness
- No municipal interest
- Reliance on what already exists
- High land costs create barriers to farmland access for new farmers
- Low literacy; tech skills – high tech government apps; library/ride pride
- Employers that don't pay a living wage
- Air BNB regulations
- Ontario opting out of reporting on FI stats in 2015/16; hide problem
- Promoted retirement community/tourist community
- Lack of broad community will
- Lack of food processing systems (local)

## Cultural Beliefs & Attitudes That Support & Sustain the Problem

- Frustration
- Personal responsibility and ownership of own problems
- Concept that family is only biologically driven
- Abandonment of communal living approach

- Attitude of “Don’t know how or have time to help”
- Concept that the person who has the most wins (i.e. Land, more than they need)
- Generational stigma
- Assumption: If people get too many things for free they will take advantage of the system/blow their money
- Assumption: Give people too much money and they won’t work
- Industrial food is food
- No sense of helping your neighbour
- Stigma and discrimination
- 1 dimensional vs. 3D holistic approach; health and wellness, well-being
- Hierarchy among people
- Prove how poor you are so we can see if you deserve food
- Nihilism (we can’t do anything and poverty is natural)
- Trickledown economy theory
- It couldn’t happen to me
- People bring problems on themselves
- Bigger farms are better farms
- People who are food insecure are not like me
- The government is providing for people in need
- If you are unemployed you are not worth anything
- General antipathy for government rules and regulations
- Flipside – general over-reliance on government
- Individuals cannot change things
- Theory that we don’t need real people to assist, navigate – digital can do it all for everyone
- Food is food; there is no difference in one tomato to another; how it is grown is irrelevant
- There is no connection between nutrition and mental health
- Lack of public awareness and understanding = lack of demand for change
- People are poor; it’s their own fault
- I will help later
- Over-reliance on drug prescriptions vs. food/dietary prescriptions
- Talking about mental health issues
- That the Canadian social security net will ensure people don’t have to live in poverty
- Everyone wants a “quick fix”
- Denial that the problem exist

## Patterns-Level Solutions

- Key Themes
  - Transportation
  - Culture of volunteering
  - Education learning classes
  - Engage youth
  - Improve/increase funding for health
  - Self-worth classes
  - Increase community investment
  - Housing employment
  - Integration of programming
  - Break cycle outside of the family home
  - Education and housing
  - Break cycles that influence the main issues of food insecurity – stop the patterns trough classes outside of the family help
  - Reaching for rainbows, alternatives for women – can be better marketed to help others – other programs for access
  - Ask kids about the issues and have an opportunity to teach them- start them early to engage in the problem
  - Breaking the class barrier of when it starts – etc. food programs in school
- Individual Solutions
  - Transportation
  - Tap into schools for volunteer hours
  - Create a culture of volunteering that is an opportunity
  - Safe housing and food need to be a priority
  - Help break the cycle outside of family home
  - More after school programs like reaching for rainbows
  - Publicize food access programs
  - More affordable housing
  - Improve the affordability of housing
  - Collect data on patterns to analyze, identify magnitude of influence – then show widely
  - Food banks other agencies etc. should include looking at housing, health employment when working with the person/family
  - Provide volunteer training – opportunities to volunteer base
  - Remove the stigma through education
  - Teach youth the importance of volunteering
  - Volunteers given access to mental and physical therapy
  - Schools have more funding to offer basic skills classes
  - Teach the younger generation how to cook, grow gardens
  - Integrating all programs – holistic approach of the problem
  - Provide adequate mental health services locally
  - Increase community involvement to decrease stigma
  - Create well-paying year-round jobs

- Education about food insecurity
- Extending food banks hours availability
- Have some self-worth classes being offered free to the public
- Innovative pilot programs
- Lack of support from medical community
- Collaboration between social health- business on program delivering
- More impact, tax discounts for seniors, low income individuals (property and income taxes)
- Get youth volunteer involvement
- National strategy for job sharing so some people can work less, and others can work more, reduce income support
- Costs and redirect savings to other pattern level causes
- Community recognizing the problem
- Service delivering coordination
- Health food available
- Community recognizing it as their problem
- Improve/increase funding to Medicare include basic dental work for all and mental health
- Better programs for children to improve their self-esteem and increase their hope for the future
- Attract fulltime good paying jobs to PEC that have benefits and pension plans
- Access tax supports and entitlements

### Systems-Level Solutions

- Key themes
  - Municipal funds for sustainable food coops
  - Criminalizing sale of public assets
  - More community gardens
  - Bus services for free- affordable public transit
  - Education in schools
  - Communal venues – food hub
  - Longer access times to food programs
  - Change rules for food inclusion in food programs
  - Government support
  - Income security
  - Education
  - Infrastructure (community food hub, center, gardens)
  - Transportation
  - Housing
  - Remove qualification requirements for food programs
- Individual Solutions
  - Community land trust (housing and gardens)
  - Income security roadmap, implemented and provincial policy

- Minimum nutritional standards for children – teachers, doctors, etc. refer to CAS who assist families to access nutritious food
- Higher minimum wage that is enforced
- Universal basic income
- Guaranteed annual income
- Find champions at community level for increase in minimum wage
- More interaction and working among agencies
- Build support- more affordable housing for all groups
- Community gardens and cooking classes at schools
- Teach cooking
- Municipal policies (community gardens, food programs)
- Teach municipal government about how their decisions can make life easier/harder for people
- Open a community food center
- Fund prevention before crisis
- PEC food security committee
- Living wage program
- More government supports
- Food rights- right to food protected – expand human rights
- Mobilize coordinate government systems to address food distribution weaknesses
- Remove qualification requirements for food programs
- More support for municipality
- Asset mapping PEC – what is available to use to run programs
- Change rules for inclusion in food programs
- Longer access (timing) to food programs
- Umbrella organization for all helping agencies to encourage coordination
- Food hubs where cooking classes can be held
- Municipal support for food security initiatives
- Creation of local food processing infrastructure
- Transportation in PEC
- Community gardens near subsidized housing
- Community kitchens
- Municipal policies that encourage development of affordable housing
- Have communal venues for eating and learning
- Streamline social services
- Municipal funds for sustainable permanent food hub/coop
- Educate young- teach in schools
- Teach our children early on about food insecurity
- Food literacy taught in schools
- Free or low-cost bus services
- More geared income housing
- Restrictive language when applying for or discussing means of assistance
- Criminalizing the sale of public assets
- Incentives and education for home and street gardens

- Permanent home economics in high schools
- Lack of food literacy at the school

### Culture-Level Solutions

- Key Themes:
  - Education
  - Present facts
  - More understanding
  - Cooking classes
  - Media spots
  - Collectivism
  - Engagement and Education to Kids and Youth
  - More Awareness
  - More to the general public
  - Breaking down class barriers
- Individual Solutions
  - Pay it forward - help your neighbor
  - Events that bring socially mixed groups together
  - What you eat effects your health and well being
  - Cooking classes for boy and girls from young age
  - Personal responsibility
  - “Please pick your own” signs for curbside gardens
  - Raise awareness for farm to table
  - Stop making people prove their desperation to receive or be eligible for help
  - Stop perpetrating nonperishable donations to food banks
  - Media series radio spots on relationship to food, each other and justice
  - Listen to people’s stories
  - Public awareness campaign
  - Every block has a community garden
  - Change intake at food programs = no proof of poverty
  - Get to know your neighbor outside your income bracket
  - Food is a right
  - Engage with people who have lived experience
  - More understanding before judging
  - Were all in this together
  - Everyone deserves a living wage
  - Contest to submit your idea on how an individual can help
  - Understanding others: spend a day in the life of…
  - Individual modeling of respect and empathy
  - Explain and define the problem, increase awareness among whole community
  - Education
  - Teach kids budgeting in school
  - Cooking classes to increase food literacy
  - Education – use real case studies to show it can happen to anyone

- Community events that are free and are located where people are food insecure
- Show that we are all against the problem
- Create/share volunteer efforts engage a culture of volunteerism
- Seek out younger volunteers to keep program going – high school hours
- Invite people to volunteer at food banks
- Basic income guarantee
- More public awareness, dispel the myths and facts on food insecurity
- Educate about healthy food/eating
- Expand service of community mutual aid
- Educate about food insecurity
- Present facts so all that are aware
- Community supporting their own
- PSA: I can help. We all can make a difference.
- Everyone has a right to food security
- Work on safe, affordable housing
- Educate to reduce stigma
- Increase public awareness about growing food
- Dispel the myths and get the truth out to the public
- More support from PE county municipality to help explain to the public
- Encourage community
- All of us are responsible

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