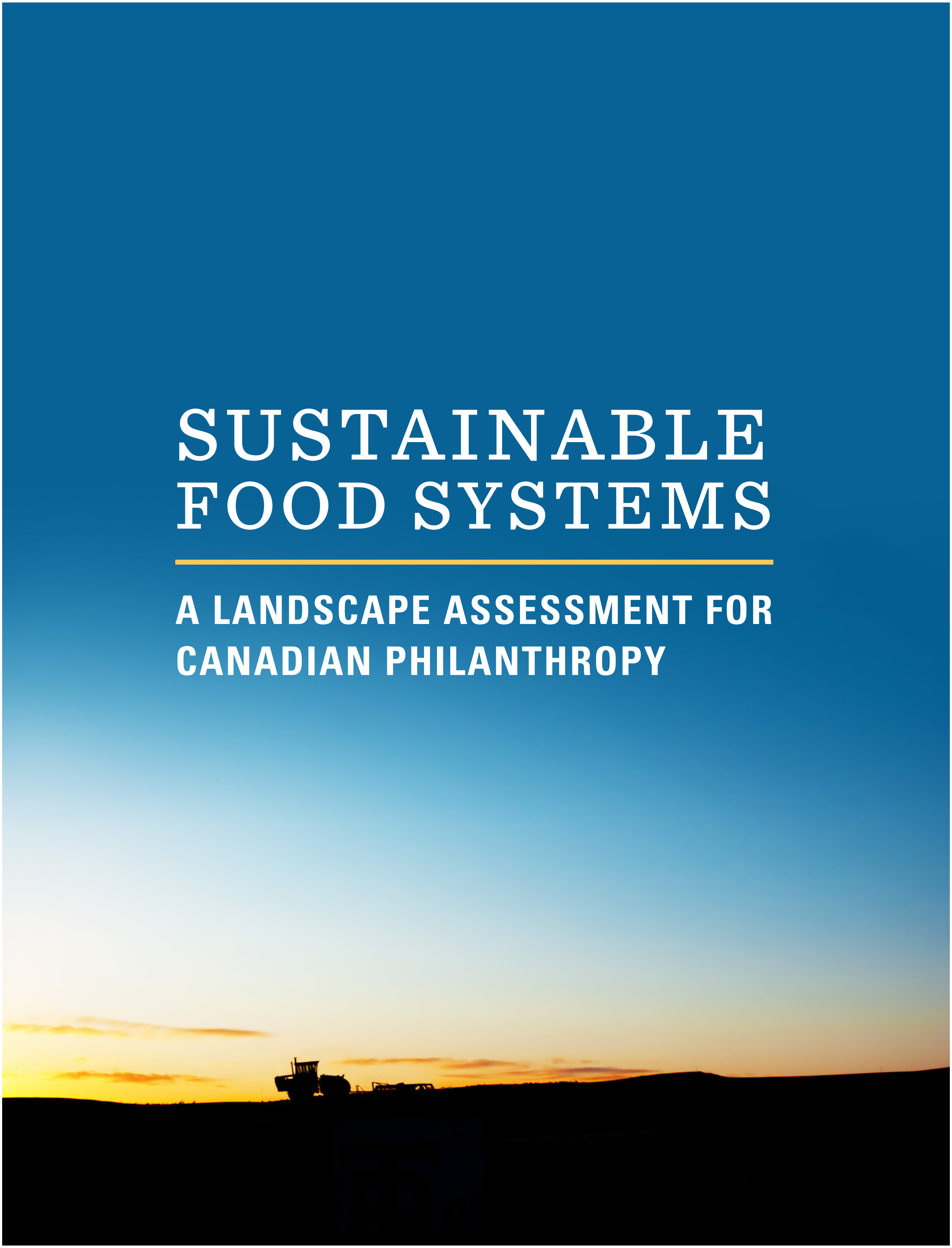
SUSTAINABLE FOOD SYSTEMS

A LANDSCAPE ASSESSMENT FOR CANADIAN PHILANTHROPY



FOREWORD

April 2016

Food affects us all and touches a wide range of issues, including health and nutrition, economic development, cultural identities, food insecurity and environmental degradation. While these are often addressed in silos - health, agriculture, environment - we know that they are interconnected. Real progress will require integrated solutions, but the past decade has seen little progress toward an integrated sustainable food policy in Canada.

The interviews and surveys on which this report was based were carried out in the spring and summer of 2015. In the wake of recent transitions in the federal government, hopes and expectations for more fundamental food-related policy changes have risen. Federal mandate letters included welcome references to a national food policy focused on healthy, Canadian-produced food, restrictions on the commercial marketing of unhealthy food and beverages to children, a poverty reduction strategy, and an emphasis on Indigenous issues and rights.

Simultaneously, the current financial downturn and devaluation of the Canadian dollar as well as the growing global impetus to price carbon have thrown into sharp relief the economic implications of over-dependence on imported produce, in particular from the US. This has created both opportunities for increased local food production and competition for local products.

As funders working on food systems issues from diverse perspectives and geographies in Canada, we recognize the need to better inform and align our efforts in the face of unacceptably high food insecurity in some populations, growing rates of diet-related chronic disease, and serious environmental threats. Our intention is for this report to help catalyze more effective, strategic and collaborative work to overcome these problems and create more resilient and sustainable food systems.

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EXECUTIVE SUMMARY

This report explores the current Canadian food system and highlights key opportunities for funders to support work to drive significant and systemic impact in this field. The report contains three sections: an overview of the Canadian food system based on the perspective of select stakeholders, an assessment of the current national funding landscape through analysis of survey data, and detailed profiles of individual Canadian funding organizations. The stakeholder interviews represent a diverse set of perspectives, but cannot be wholly representative of the vast spectrum of food system actors.

Interview responses from 20 actors in the Canadian food system, representing a variety of perspectives and sectors, suggest a number of trends, gaps, and opportunities for action. The report offers recommendations for future funding, organized according to the prevalent themes that emerged from the interviews.

Key areas for intervention included policy and advocacy, with interviewees noting in particular the importance of a national food policy and "greening" conventional agriculture, including investment in innovations to promote transitions to large-scale sustainable production practices. Scaling up alternative market models, in particular supporting hubs and supporting local, sustainable food procurement in institutions were also commonly cited areas for future funder involvement.

Respondents highlighted the importance of developing collective action and enhancing capacity building efforts vital to the future success of a cohesive food movement. Many interviewees cited Indigenous food security and the implications of climate change in particular on food access in the North as crucial issue areas around which to concentrate collective funding and development efforts. Respondents also noted promoting food literacy and nutrition education as prominent leverage points.

The first section of this report concludes with a set of funding recommendations distilled from the results of the key stakeholder interviews. Some interviewees noted an over-abundance of funding for "big crop" research, such as corn and soy and "commodity markets." Interviewees encouraged funders to rethink project timelines to encourage deeper, longer-term investment in a project to reflect the systemic nature of many of the most pressing issues in the food sector today. Some respondents also suggested that budgets for communications and advocacy be carefully evaluated and disbursed to ensure capacity in the event of a sudden opportunity to capitalize on relevant current events.

The next section of the report provides both an outline of key funder assets and illuminates in detail the work of multiple organizations that have food-centric-funding programs based on an analysis of survey results from these 15 organizations. Together, the surveyed organizations represent a total of approximately $16.5 million in annual granting to food work.

Among the funding organizations surveyed, the most commonly funded areas of work include food access and nutrition, education, and social enterprise development, and food distribution and storage. In addition to grant making, 40% of surveyed organizations reported engagement in food-related mission-driven investments, and 80% indicated that they are currently involved in collaborative funding efforts.

The report also contains detailed individual funder profiles, which aggregate information including mission, annual granting, and preferred type of collaboration by funder. The report concludes with several next steps for the food funder collaborative group.

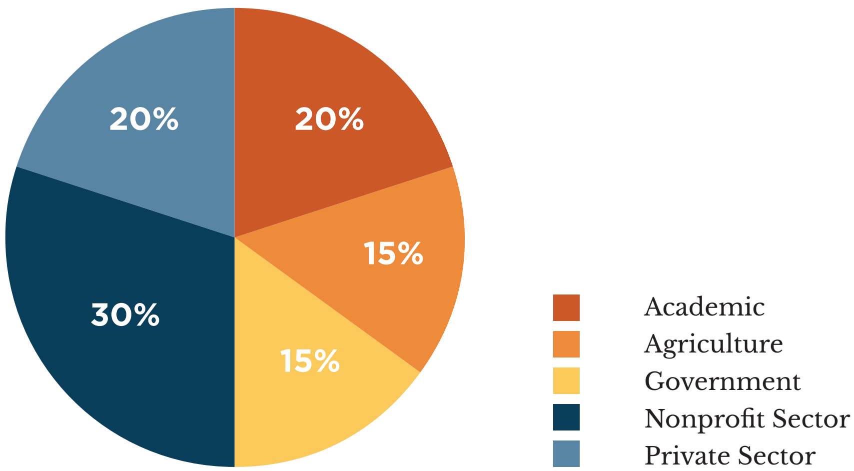
PART 1 LANDSCAPE ASSESSMENT

METHODOLOGY

A landscape assessment based on a series of 20 interviews with leaders and key actors in the food system was undertaken in May-August 2015, from which key themes and leverage points were distilled.

The intention was to curate a diverse and balanced group of interviewees to ensure as much representation across the spectrum of actors and stakeholders as possible. The breakdown of interviewees by sector is as follows, and a complete list of all individuals interviewed can be found in the “Participant Interviews” section:

SECTORS REPRESENTED IN KEY INFORMANT INTERVIEWS



The basic interview format consisted of the following questions, which were selected from a larger group of questions intended to cover sector trends, collective action, funding priorities, and future-gazing:

1. By way of introduction–please share a brief personal and professional background, including a history of your organization or business.
2. When you consider the food system today in Canada broadly, what catches your attention? What energizes you–and what keeps you up at night?
3. What important upcoming decisions will Canada have to make? What are some upcoming forks in the road?
4. Which aspect of achieving a sustainable food system would be easiest to accomplish in collaboration amongst sectors and regions?
5. Which aspect of achieving a sustainable food system would be the most difficult to achieve in collaboration amongst sectors and regions?
6. What key levers and pressure points currently exist within Canada’s food system to bring about lasting and significant impact?
7. What important Canadian food sector work is currently over-funded or over-supported?
8. What important Canadian food sector work is currently under-funded or under-supported?
9. What funding work should be continued?

HOW TO READ THIS SYNTHESIS

This interview synthesis is a distillation of all interview participants' responses, and is structured in terms of "themes". Each theme is divided into two sub-areas: "issues", a summary of perceived gaps and difficulties within a given theme based on all interview responses, and "opportunities", an aggregation of the various key levers for change and points of interest for moving action forward and addressing the prominent issues within each theme. The quoted segments below are directly from interviewees. Each quote, while anonymous, originates from an individual and may not represent the whole group.

The purpose of the interviews was to illuminate the complexities of the Canadian food system from various angles. The interview results were also meant to inform the work of the funder group and other food system actors, individual funders, organizations and individuals to better understand the variety of entry points, levers and broad issues that we are currently facing in the Canadian food system.

The diversity of participants ensured that we had an array of responses, and fittingly, a lack of consensus on many critical issues. The hope is that this synthesis serves as a catalyst for reflection and action to support further work toward a resilient, prosperous and sustainable Canadian food system.

INTERVIEW SYNTHESIS: KEY THEMES

POLICY AND ADVOCACY

ISSUES

Notably, many respondents pointed to the need for a National Food Policy to weave together all efforts to achieving greater sustainability in the food system.

> "Most of the decision-making about what is going wrong in the food system is happening in the deep bowels of bureaucracy. You have to be ready to work on it [food systems transformation] for 10 years, and there aren't many foundations out there who are willing to commit to a 10-year campaign."

To some interviewees, trade agreements present a particular challenge: how can we live within the existing export-oriented trade framework while still creating support for growing local food economies in this country? Several respondents suggested that the volume and importance of international trade in agricultural goods and food products may distract policymakers from focusing on strengthening local food economies.

While some respondents held that the current national food safety regulations are critical components of a trustworthy food system, others argued that demands on traceability and safety are too stringent. The cost of compliance for smaller-scale producers was identified as often simply too high to offer viable competition to conventional agriculture–or cheaply produced international goods.

Furthermore, several respondents felt that food safety regulations outside of Canada are not as stringent as Canadian ones, and therefore that Canada is at a disadvantage in both competing internationally and developing greater support for its own local food movement. Major health crises and disease breakouts seemed to be a point of contention for those interviewed, with some suggesting that major food-related health crises were indicative of the dangers in large-scale food production and processing, whereas others claimed that smaller-scale operations that do not regulate themselves as closely or stringently may run the risk of causing similar outbreaks and damaging the reputation of Canadian food safety.

Finally, interviewees indicated a strong need for increased collaboration between government and funding organizations.

OPPORTUNITIES

In terms of specific windows of opportunity for policy development, some respondents suggested that the renewal of the Health Accord as well as the review of the Canadian Agriculture Policy Framework–in addition to the aforementioned establishment of a National Food Policy–are of critical importance to the vision of a sustainable food future in Canada. If created or revised using principles of sustainability and an integrated approach, would represent significant wins for the food system.

> “Really effective policy is very sharp, very narrow and very precise. If you are supported by a good lobby and good data, you will stand a chance at creating small changes, which add up.”

Similarly, several respondents noted that an updated version of Canada’s Food Guide is imperative insofar as the Guide influences the way food dollars are spent in our public institutions, spending in local markets, and fundamentally shapes how Canadians understand nutrition, health, and food. It was also proposed that adoption of a National School Food Program should become a key policy priority. A coherent poverty reduction strategy could begin to address the systemic roots of hunger and food insecurity nationally.

Respondents also noted that land protection policies for vulnerable food-lands, notably in areas facing significant real estate development, are crucial. Finally, ensuring political representation for and protective policies to ensure the safety, health and fair treatment of migrant workers in the agricultural sector is also a key policy priority to ensure Canada’s long-term viability as a leader in ethical, sustainable food production.

GREENING CONVENTIONAL AGRICULTURE AND SCALING UP ALTERNATIVES

ISSUES

Several interviewees mentioned a dichotomy between conventional industrial agriculture and local, small-scale, community-centric production. This divide has implications for policy, research, and funding prioritization: is it better to focus energy on "greening conventional agriculture," or to "scale up alternatives"? There was some dissent around this question, with some respondents noting that the technology propelling "industrial agriculture" forward had "served to distance us further from the roots of our food" and instilled in us an appetite for hyper-efficiency of agricultural systems at the expense of our natural and human resources.

> "We're caught in an old, industrial model of food where we've allowed a lot of corporate concentration to take place and to dictate norms, policies, and regulations... the old industrial corporate tank is unable to change directions."

This efficiency was argued by many to be a result of rapid post-war agricultural industrialization which evolved at a rate that far exceeded our understanding of how to cope with the externalities of the new production systems. This is made evident by extreme soil depletion, water pollution from agricultural runoff, excessive use of antibiotics and hormones in livestock, and unjust labour practices, among other things.

> "The land has become a commodity that you farm until its efficiency falls, and then you use technology to bump up efficiency. Technology has served to distance us further from the roots of our food."

Many interviewees emphasized the importance of supporting innovation in smaller-scale, sustainable food production, while acknowledging this alternative food system's inherent limitations of scale, including the farmers' market and community supported agriculture models.

Other interviewees highlighted an over-abundance of "cheerleaders" - vocal proponents of the local food movement - and a deficit of producers capable of providing adequate supply at the volume and with the degree of consistency needed.

Based on the interviews, another missing piece in scaling sustainable production is the lack of a mid-size processing industry. Some argued that this "missing middle" has led to a reduction in crop diversity as well as a loss of infrastructure and subsequent economic downturn in rural Canada.

> "We've basically wiped out the local abattoir and [overall, the] local processor. Local businesses are disappearing quickly because of [excessive food safety] regulation. And, in a perfect world, it would be nice

to find a middle ground where the person who is raising food could build their business around the fact that a local distributor will make sure that the product will get sold. ”

Finally, interviewees broadly mentioned excessive food waste as an issue of particular concern throughout the supply chain and in both conventional and alternative operations.

OPPORTUNITIES

Some respondents indicated that we have an opportunity to develop and implement sustainable production practices in conjunction with “big science, big industry, and big agriculture” to minimize the environmental impacts of corn, wheat, soy, chicken, and beef production. One example of an innovative model of sustainable, large-scale production that could be further supported is precision agriculture.

Others countered that these large commodity crops receive a disproportionate amount of investment, and that this should shift to funding innovation in smaller-scale sustainable agriculture operations to help develop viable alternatives to the resource-intensive, protein-focused industrial agricultural model.

Broadly, interviewees recognized that in times of transition–e.g. to sustainable farming techniques, to waste reduction, to transparency in supply chain – accessible knowledge resources and peer networks can enhance the capacity and scale of both conventional and alternative food systems.

“ We should be supporting the small family farm, especially the one that is using the model that retains the best soil quality, least water pollution and encourages biodiversity. We should support the supply chain and the innovation that is swirling around that...everything from direct economic support along the supply chain, having branding support. ”

“ The market’s going to do a lot of the lifting; policymakers and foundations can look for pinch-points where capital can be deployed. ”

In terms of supporting the scaling efforts of alternative food system models, to build on the increasing popularity of the local food movement, it is imperative to create the conditions to support the entry of new “local” producers in the marketplace. This could look like financial support for shifts to sustainable agricultural practices in small and medium-sized farmers, capacity-building for scaling efforts or incentives for new farmers.

Many interviewees mentioned that investment in the re-development of a mid-size processing industry could help grow rural economies and to reinforce local food systems. Support of food hubs and direct-to-consumer online platforms could help to aggregate supply and enable more retail outlets, individuals, restaurants and institutions to shift their procurement. Focusing efforts on increasing the number of local, sustainable producers, working with retailers to develop strong branding and marketing support, and harnessing new technology platforms were all referenced as potential next steps to rebuild the mid-size processing and aggregation industry.

SUSTAINABLE FOOD PROCUREMENT IN INSTITUTIONS

ISSUES

Interviewees noted that institutional food procurement would be an important lever for food systems transformation and corresponding policy change. Currently, procurement in institutional settings does not incentivize food service providers to source local, sustainable products. Outlets and institutions that are beginning to shift their procurement practices are doing so within silos; there is neither a wealth of applicable information available nor a network of successful peers to support transitions to sustainable procurement and to help amplify success stories.

Identification of local, sustainable products was cited as a major barrier to shifting procurement practices in food service providers. Similarly, the high price points of organic and local food were noted as deterrents, as well as a lack of information on seasonality. Furthermore, in terms of health institutions, one interviewee noted that lack of adequate volume, appropriate cost and product consistency are issues that can prevent increased business with local producers. Consistency of product in particular is an issue in health institutions because many patients have rigorous dietary requirements that cannot shift when menus change suddenly depending on local and seasonal availability.

OPPORTUNITIES

The creation of new incentive structures for food service providers would help boost purchasing of local, sustainable foods. There is an opportunity to begin a responsible food-centric business group to share strategy, networks and success stories to motivate continued progress.

Similarly, standardized certification systems (local, sustainable, ethical supply chain, even certified "traceable") in theory would help retailers to identify food products aligned with these values, as noted by certain interviewees. However, it is important to note previous difficulties in an endeavour to standardize "local and sustainable food" through a certification program.

Building relationships and developing cohesive networks including school boards, municipalities, hospital boards and other institutional bodies would help support efforts at broadly shifting procurement practices. Many respondents believed that a local food procurement policy, provincially based and stipulating a mandatory percentage of local procurement in public institutions, could catalyze permanent, systemic change in the food system broadly.

COLLECTIVE ACTION AND CAPACITY BUILDING

ISSUES

One of the most commonly cited impediments among respondents to systems change in the food sector was the lack of national, even provincial cohesion in policy-making priorities, advocacy efforts and overall strategy. While there is an impressive diversity of actors working on initiatives from the extremely niche to international, Canada lacks a cohesive architecture for propelling all the myriad food systems movements, organizations and efforts forward in concert. As a result, organizations work independently of one another developing solutions to problems that replicate themselves at a provincial and national scale.

> “Each organization runs into trouble with continuity of funding– it's so linked to individuals and individual relationships. [We need] more creative partnerships between NGOs and universities.”

A disconnect was noted between the “food sector” (those directly implicated in production, processing, distribution, etc.) and the “food movement,” (advocates) making it difficult to shift on-the-ground practices. One interviewee cited the food movement's lack of understanding of the inner workings of the sector itself as a major impediment to developing viable alternatives to current practices and behaviours.

> “People working around food security and food sovereignty have brought a new way of looking at poverty and inequality...[at the same time] the food movement seems to be middle-class focused and can ignore or misunderstand the influence of the food system and the policies that they recommend on lower-income Canadians.”

In particular, producers, food service providers and the food service sector indicated that a lack of professional development, networking and educational opportunities make efforts to shift toward more sustainable practices extremely challenging.

OPPORTUNITIES

Currently, there are several platforms around which different actors of food system organizations convene. Among others, these include meetings of numerous producer organizations and industry groups, academic convenings, meetings of non-profit networks, and cross-cutting convenings by the Canadian Agri-Food Policy Institute, The Conference Board of Canada, Food Secure Canada, and others. Support for cross-sectoral convenings with participation opportunities for a variety of actors, including civil society, youth, farmers and small business, is also important.

Capacity building through programs like Innoweave can help to provide movement participants with the skills needed to deepen and broaden their influence with governments and others.

INDIGENOUS FOOD SECURITY AND CLIMATE CHANGE

ISSUES

Responses from many interviewees point to the lack of Indigenous representation within policy-making bodies, enabling an exclusionary policy-making environment that is not representative of Canada's Indigenous population. Indigenous communities in the North experience disproportionately high rates of poverty, food insecurity, and subsequently excessively detrimental health effects.

> "It's time to act on the Canadian duty to consult and reasonably accommodate Native people into new policies. Broadly, there must be a shift away from a focus on doing things because of "laws and rights" and toward doing things because of "responsibility"."

Interviewees referenced often the fundamental link between climate change and food systems sustainability. Specifically, many referenced the fact that Indigenous communities in northern Canada face a particularly dire circumstance in terms of food access and food security: commodity prices are often prohibitively high, frigid climates limit production and access to fresh fruits and vegetables.

> "A dichotomy has emerged between those who view the environment as ecological goods and services, and those who view it as an 'earth museum,' to be strictly preserved."

Climate change will only exacerbate issues of food access in these communities, several interviewees emphasized, and Canada is not doing enough to learn about the nuances of Indigenous food systems, particularly those in the North and those in urban areas.

Interviewees identified species invasion, loss of habitat, deterioration, soil degradation, and leaching from lands near food production areas as climate-driven food system issues of particular importance.

OPPORTUNITIES

Interviewees reported that it is of critical importance to enact provisions to protect "foodlands", particularly in Indigenous communities.

One respondent suggested that protecting the legal right of Indigenous communities to hunt, gather and fish in urban or semi-urban settings could help to establish Indigenous food security and autonomy. Broadly, a destigmatization of hunting, gathering and fishing through public outreach and educational campaigning could work to both encourage responsible resource use as well as encourage cultural understanding and inclusion. A corresponding increase in support of research and public engagement with Indigenous food production and procurement techniques would help to both preserve and resituate this knowledge within the Canadian perception of diverse food systems.

One interviewee suggested that policy should focus specifically on supporting work where Indigenous communities can collaborate with local environmental groups to both support community autonomy and environmental sustainability: for example, by encouraging hunting in areas with over-concentrated deer populations.

Interviewees also suggested that an exploration of alternative food production methods could help mitigate the effects of climate change on food security in Northern Indigenous communities.

> “How do we talk about land? We can say “foodlands” instead of “farmlands” [which describes land for hunting and gathering, not just farming] to be inclusive of Indigenous communities and efforts at food sovereignty.”

COMMUNICATIONS, FOOD LITERACY AND EDUCATION

ISSUES

There was a strong perception among interviewees that the food movement is fragmented because work happens largely within silos, without a centralized communications strategy or platform. This in turn undermines the larger movement's efficiency and dilutes its principal messages.

Similarly, there was a sense that consumer interest is one of the most powerful levers for food systems transformation and should therefore be activated. Interviewees cited the recent increase in consumer interest in local, sustainable and organic food products as an important turning point to capitalize on. One interviewee cited the campaign for labeling genetically modified food and the subsequent proliferation of controversial information around the health implications of GMOs as a prime example of the power of social media platforms to amplify consumer-driven messages.

> “Consumer pressure won't work unless you have a way of actually telling your customers that what you're doing is good.”

Information on the benefits of local, healthy, sustainable, and fresh food is not necessarily accessible, nor is it necessarily packaged in a way that seems relevant. In order to leverage consumer preference, information about the health, financial and ecological benefits of consuming local and sustainable products must be communicated clearly and widely.

> How do we systematically leverage the nutrient quality, sustainability, ecosystem footprint and innovativeness of the whole product supply chain to turn that into an advantage so that when people think of Canada, they really think of the quality of our food and the calibre of our governance processes?

OPPORTUNITIES

Many respondents thought that the adoption of a common marketing language around local, sustainable food (as one interviewee put it, like "grown closer to home") that makes it seem approachable as opposed to something niche and overly "artisanal" may help to shift demand toward more local and sustainable food in conventional retail outlets.

> [We need to] share history, stories, and recipes... illuminate commonalities and connections between all users to develop a deep and personal understanding of our connection and responsibility to maintaining a sustainable food system. Our policies should reflect the vital importance of these stories and communities, and emphasize sharing and collaboration.

This shift in language combined with a shift in discourse–a public awareness campaign, as one interviewee suggested–would make strides to both empowering consumers to identify certain food products in grocery stores and other retail outlets as well as understand the various benefits of making sustainable food purchases. To inform campaigns like this, interviewees made a call for "nutrition and consumption studies," in other words, studies on Canadian food consumption patterns in retail locations, to better understand both broad and niche eating habits of Canadians to better shape communications and marketing strategies.

> The consumption of Canadians... is changing more quickly than the time period that is spent assessing it. If we had data points here [study of food consumption patterns], we could see real change sparked.

Respondents indicated that it is critical to reintroduce traditional cooking and food preparation skillsets in culinary schools, in addition to introducing more broad curriculums on food (origins, sustainability, nutrition, supply chain, etc.) across schools.

> Institutional chefs might not even really be trained in what food is, how it is prepared–just opening packages. This disconnects the chef from the producer and the consumer.

OVERALL FUNDING TRENDS, GAPS AND PRIORITIES

ISSUES

Drawing on the interviews, we identified key areas where funding seemed to be over-concentrated in the food sector. Several interviewees indicated that there is a current excess of funding for big agriculture overall, including corn, soy, and other large "commodity markets." Meat, in particular beef and pork, was also cited as an over-emphasized funding priority based on its overall economic clout as a result of its significant contributions to Canada's export economy. Similarly, there is a perception that funders are constantly re-inventing the wheel with short-term financing arrangements for research and instead of investing in long-term strategic action.

> "I wish foundations would be less starry-eyed. We see people with great salesperson skillsets getting funding...but it's often propositions for work of 5-10 years [that can really change things]."

Though more contentious and certainly a viewpoint not shared by all interviewees, it was also suggested that funding can tend to be overly-focused on food banks as opposed to exploring the root causes of hunger and poverty.

OPPORTUNITIES

A number of opportunities are identified specifically in the sections above. In addition to these, opportunities identified for future funding priorities included the financing of platforms to support a broad shift toward sustainable agriculture, incentive structures that reduce the cost of switching to cleaner technologies and reductions of inputs, and internal capacity building processes. Specifically, some interviewees recommend a renewed focus on communications and advocacy skills.

> "Fundamentally, we as a society have decided not to be interested in food. If we're going to be realistic about reforming the food system, we're going to need an unbelievable public relations campaign which engages kids and their parents in food literacy."

Some interviewees suggest that protection of human rights along the supply chain is a critical action area in need of refreshed funding.

One interviewee cited VanCity's emphasis on funding "sector development"– cross-cutting, collaborative projects to de-silo work in the food sector – as an exciting example of innovative funding structures worth exploring. Additionally, some respondents reported an interest in seeing more public-private partnerships funded within the food systems space.

RECOMMENDATIONS FOR FUNDERS

Throughout the interviews, the following key recommendations for funders emerged:

- Funding should focus on longer-term work as opposed to short-term, project by project investment. When funding cycles are short, interviewees noted that grantee organizations can feel compelled to propose projects on a smaller scale than what may be necessary, omit certain administrative costs, and project unrealistic timelines. Interviewees encouraged funders to consider longer project timelines and include adequate budget for administrative and communications costs for a greater ultimate impact.

- There may be opportunities for funders to co-develop initiatives with government or industry and strengthen their efforts at true systems transformation.

- Interviewees noted a particularly relevant opportunity to focus funding on reestablishing mid-size processing, local distribution hubs, smaller family farms in addition to conventional farms in transition to sustainable production practices.

- Overall, interviewees were encouraged at the idea of a food funder "collaborative," and indicated that deeper partnerships among funding organizations could increase impact and help to de-silo and streamline work.

INTERVIEW PARTICIPANTS

NAME	POSITION	ORGANIZATION
Evan Fraser	Canada Research Chair in Global Food Security, Department of Geography	University of Guelph
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David McInnes	President and CEO	Canadian Agri-Food Policy Council
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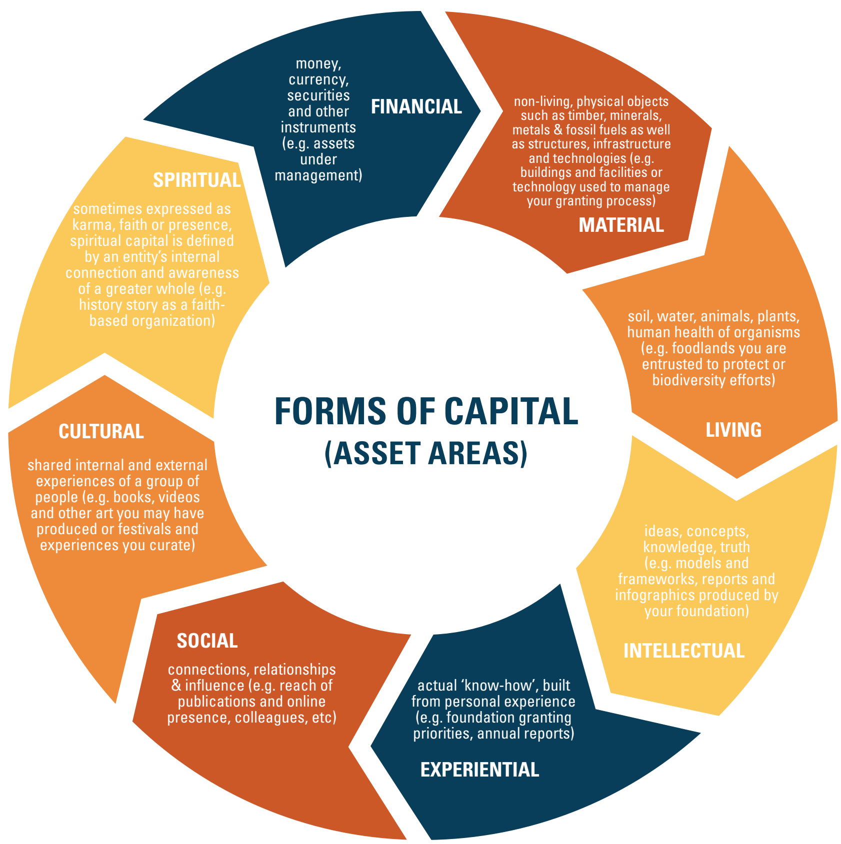
Lauren Baker	Health Policy Specialist	Toronto Food Policy Council, Toronto Public Health
Hannah Wittman	Academic Director, Centre for Sustainable Food Systems Associate, Institute for Resources, Environment and Sustainability (IRES)	University of British Columbia
Denis Boutin	Advisor on policy analysis and sustainable development	Ministry of Agriculture (MAPAQ)
Henry Lickers	Executive Director	Mohawk Council of Akwesasne Department of the Environment
Diana Bronson	Executive Director	Food Secure Canada
Kreesta Doucette	Executive Director	Food Matters Manitoba
Brent Mansfield	Executive Director	BC Food Systems Network
Colleen Thorpe	Project Manager	Equiterre
Shawn Pegg	Director, Policy and Research	Food Banks Canada
Donna Bottrell	formerly Director of Wellness and Sustainability (*Current: owner of Donna Bottrell Food Consulting*)	formerly Compass Group
Andrew Heintzman	President	InvestEco
Kristen Godbout	Manager of Food Operations	Diversity Food Services
Peter Smalley	ESG Analyst	NEI Investments

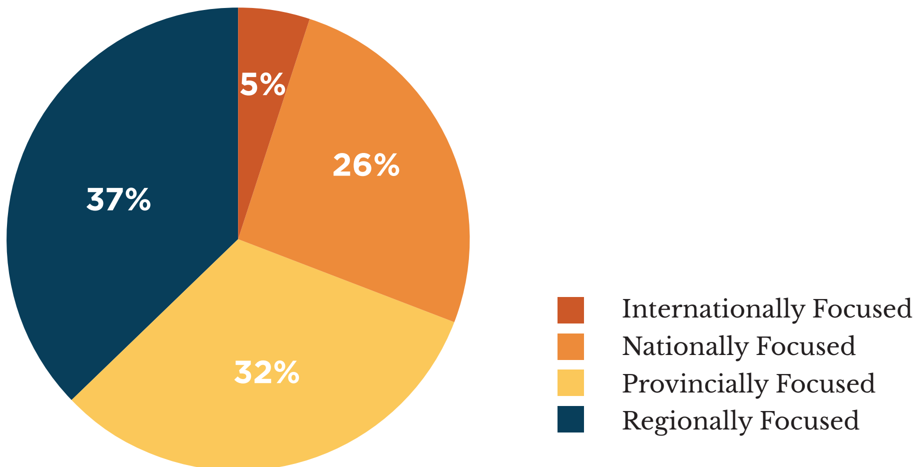
AGGREGATED FOOD FUNDER INFORMATION

As part of the landscape assessment, Eco-Ethonomics Inc. designed and developed an online survey to gather information from approximately 20-30 food funders that had participated in an informal collaboration for the past few years. The online survey was designed to produce food funder profiles that could help inform the decisions of collaborative members, and potentially serve as a tool for defining future activities or priorities. The online survey was distributed (in late May of 2015) to approximately 27 different funders who are involved in grantmaking activities within the food sector. Of those 27, a total of 19 respondents completed the survey, including 13 foundations (five private, five public, and three community foundations), one regional crown corporation, one cooperative credit union, three networks, and one alliance. These organizations represent a variety of experience levels and focus areas, and range in establishment date from 1936 to 2013.

Though the survey focused predominantly on organizations' allocation of financial capital, it is critical to note that funders each bring diverse assets that fall within the following eight categories of capital: **material, social, financial, living, intellectual, experiential, cultural and spiritual**. These categories are listed below with examples, and can be used to identify and most strategically leverage all varieties of capital within the food system.



Each of the 19 respondents identified their geographical focus as regional, provincial, national, or international. Seven respondents identified as regionally focused in Northern Manitoba, Toronto and the GTA, Greater Quebec City, Columbia River Basin, Vancouver Lower Mainland, Fraser Valley, and Greater Victoria. Six respondents identified as provincially focused, in British Columbia, Ontario, and Québec. Five respondents identified as nationally focused, in every province and territory. One respondent identified as internationally focused. The chart below depicts these findings.



Food funders were asked about annual granting, food sector granting, funded areas of the food sector, impact investing, and "forward thinking." This analysis does not include data from the Canadian Environmental Grantmakers' Network, Community Foundations of Canada, and Québec en Forme, or the Global Alliance for the Future of Food because either they are not involved in grantmaking themselves, or were unable to provide annual granting information. Unless otherwise indicated, the total number of respondents used to calculate the aggregated food funder data is 15 (n = 15).

ANNUAL GRANTING

The combined total assets of those food funders who declared assets (n = 13) is approximately $25,381,130,000. Of this total amount, it should be noted that one funder, Vancity, cooperative credit union, has $22.4 billion in total assets. The combined total annual grantmaking amount for the food funder respondents is about $252,670,000. The total average number of grants that food funders (n = 14) distribute per year is around 8,395 and the range in the number of annual grants that they distribute per year is from 13 to 5,000. The community foundations were unable to specify the percentage of their total assets under management allocated to grantmaking and the Columbia Basin Trust's percentage is based on revenue generated from investments. However, for those funders who did identify the percentage of their total assets under management allocated to grantmaking, the range is very wide, from 3.5% to 99%. The table below captures the range in percentage of total assets allocated to grantmaking by type of food funder.

TYPE	LOW	HIGH
Private Foundation	3.5%	99%
Public Foundation	3.5%	17.5%
Cooperative Credit Union	30%	

FOOD SECTOR GRANTING

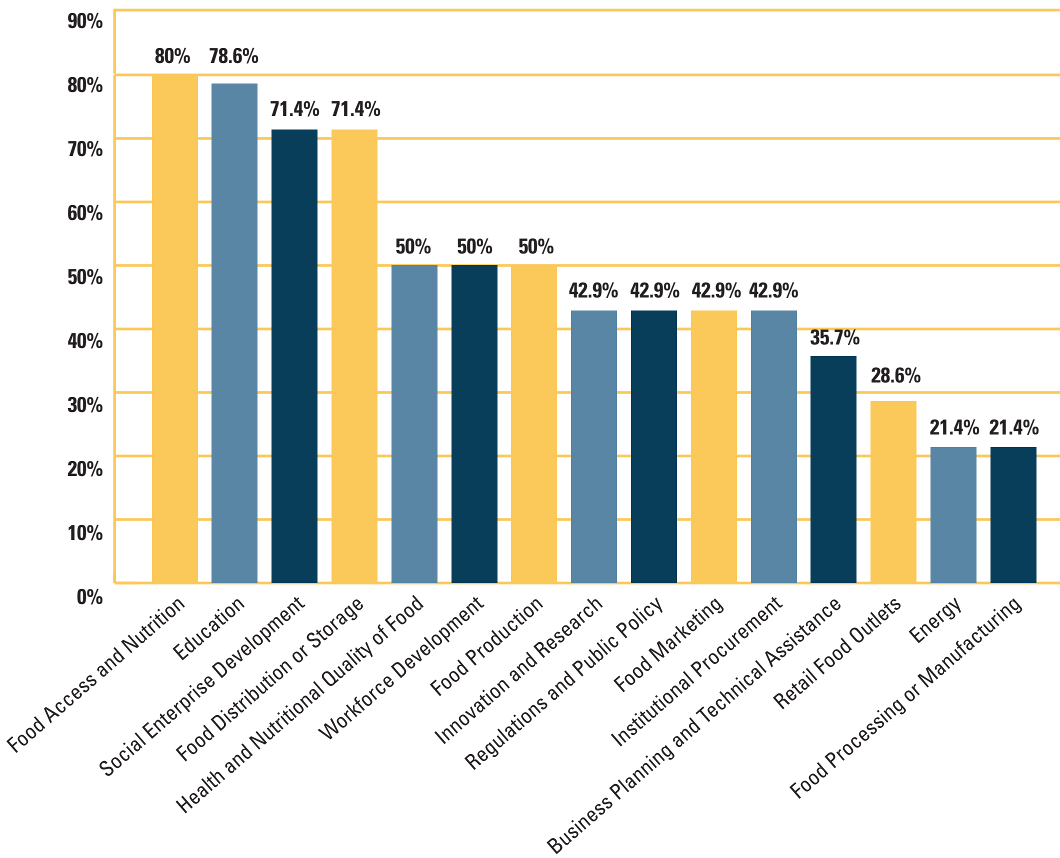
The total annual grantmaking amount made to the food sector by food funder respondents (n = 12) was approximately $16,523,192, and the range in their annual grantmaking amount to the food sector was from $100,000 to $7.4 million. On average, food funders (n = 12) distribute a total of approximately 225 grants per year to the food sector, and the average number of food sector grants that individual funders distribute ranges from two to 60.

FUNDED AREAS OF THE FOOD SECTOR

Funders were asked to select areas of the food system, from the list below, that they currently (in the last 5 years) fund:

- Food Marketing (e.g. Agriculture and local food tourism)
- Food Production (e.g. Animal, vegetable, vineyards, etc.)
- Food Processing or Manufacturing (e.g. Bakeries, meat processing, etc.)
- Food Distribution or Storage (e.g. Food hubs/aggregation facilities, distribution)
- Retail Food Outlets (e.g. Co-ops, CSAs, farmers markets, restaurants, etc.)
- Food Access and Nutrition (e.g. Food banks, community gardens, meal programs, transition towns)
- Education (e.g. Continuing education, technical education centres, out of school programs, food skills programs, etc.)
- Health & Nutritional Quality of Food (e.g. food supply quality, children's nutrition, etc.)
- Workforce Development (e.g. Internship, apprenticeship, mentor programs, etc.)
- Business Planning and Technical Assistance (e.g. Access to capital, feasibility and planning, land access, packaging and safety, regulation and permits, human resources, etc.)
- Energy (e.g. Biodiesel, methane digester site, solar, wind, etc.)
- Institutional Procurement (e.g. Hospital purchasing policies, etc.)
- Regulations and Public Policy (e.g. Advocacy organizations, regulation authorities)
- Innovation & Research (e.g. R&D support)
- Social Enterprise Development (e.g. Food system-related social enterprises)

The chart below captures the percentage of funders that currently (in the last five years) fund each area of the food system.



In addition to these areas, food funders identified other areas of the food system that they currently (in the last five years) fund, including:

- Food Economics
- Agro-Ecology
- Wellbeing
- Issues-based Network
- Collaborations
- Aquaculture

IMPACT INVESTING

Food funders were asked if their organization currently makes any mission-related investments—defined as any activity that generates both social and financial returns—into food sector ventures. 40% (n = 6) of respondents declared that they do make mission-related investments into the food sector, 20% (n = 3) responded that they do not, and the remaining 40% did not indicate if they make mission-related investments. Some of the specific goals related to mission-related investments listed include:

- Creating socially and environmentally positive impacts
- Developing sustainable food systems and enterprises
- Supporting the local and organic food sectors

COLLABORATION

CURRENTLY COLLABORATING

The total number of food funder respondents currently collaborating with other funders is 12. This makes up 80% of the respondent base.

INTEREST IN COLLABORATING

When asked to rate their overall level of interest in collaborating with other food funders (from 1 = Not interested to 5 = Very interested), the average rating by respondents was 4.2, which indicates a high level of interest in collaboration.

CAPACITY TO COLLABORATE

When asked to rate their overall capacity to collaborate with other food funders (from 1 = None to 5 = Very high), the average rating by respondents was 3.6. This indicates that while food funders show a high interest in collaborating they may on average have less capacity to do so, although the overall capacity of food funders to collaborate is still moderate.

PREFERRED TYPE OF COLLABORATION

When respondents were asked to rank from 1 to 5 (from 1 = Most interested to 5 = Least interested) the types of collaboration that they were most interested in pursuing, Strategic Collaboration received the highest number of “most interested” rankings and Alignment received the least number of “most interested” rankings.

INDIVIDUAL FUNDER PROFILES

THE BRIAN AND JOANNAH LAWSON FAMILY FOUNDATION

FOUNDED IN: 2010

WEBSITE: none

GEOGRAPHIC FOCUS: Global mandate but currently Canadian focused

KIND OF FUNDER: Private Foundation

MISSION

Address chronic disease through nutrition.

ANNUAL GRANTS

Total Assets:	$40M in Foundation and personal resources
Percentage Allocated to Grantmaking:	100%
Total Annual Grantmaking Amount:	$1.5 million
Average Number of Grants per year:	3-5

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	80%
Total Annual Grantmaking Amount to the Food Sector:	$1.4 million
Average Number of Food Sector Grants per year	3-4
Average Grant Duration:	4 years
Average Grant Size:	$450,000
Maximum Grant Size:	$5 million
Minimum Grant Size:	$35,000

FUNDED AREAS OF THE FOOD SECTOR

Education	Food Access and Nutrition	Institutional Procurement
Social Enterprise Development		

CURRENT GRANTING STRATEGY

Our granting strategy aimed at the food sector is to support new initiatives that might be less likely to be funded by others.

FUTURE GRANTING STRATEGY

We are looking to increase our joint ventures and collaboration.

IMPACT INVESTING

We have no specific guidelines regarding impact investing, however the existence of beneficial social or environmental impact is a favorable attribute in making investment decisions.

PREFERRED TYPE OF COLLABORATION

Collective Impact

CANADIAN ENVIRONMENTAL GRANTMAKERS' NETWORK

FOUNDED IN: 2001

WEBSITE: www.cegn.org

GEOGRAPHIC FOCUS: Nationally Focused (in every province and territory)

KIND OF FUNDER: Funder Affinity Group

MISSION

The mission of the Canadian Environmental Grantmakers' Network (CEGN) is to strengthen the impact of philanthropy in support of an environmentally sound and sustainable future for Canadians. Our membership is comprised of private and community foundations, as well as corporate and government environmental funding programs. While many of CEGN's members provide grants in the food sector, CEGN, itself, does not do any grantmaking.

ANNUAL GRANTS

Total Assets:	N/A
Percentage Allocated to Grantmaking:	N/A
Total Annual Grantmaking Amount:	N/A
Average Number of Grants per year:	N/A

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	N/A
Total Annual Grantmaking Amount to the Food Sector:	N/A
Average Number of Food Sector Grants per year	N/A
Average Grant Duration:	N/A
Average Grant Size:	N/A
Maximum Grant Size:	N/A
Minimum Grant Size:	N/A

FUNDED AREAS OF THE FOOD SECTOR

N/A

CURRENT GRANTING STRATEGY

N/A

FUTURE GRANTING STRATEGY

N/A

IMPACT INVESTING

N/A

PREFERRED TYPE OF COLLABORATION

Coordination

COLUMBIA BASIN TRUST

FOUNDED IN: 1995	
WEBSITE: www.cbt.org	
GEOGRAPHIC FOCUS: Regionally Focused – Columbia Basin	
KIND OF FUNDER: Regional Crown Corporation	

MISSION

The Trust supports efforts by the people of the Basin to create a legacy of social, economic and environmental wellbeing and to achieve greater self-sufficiency for present and future generations.

ANNUAL GRANTS

Total Assets:	$419,130,000
Percentage Allocated to Grantmaking:	Percentage Allocated to Grantmaking: Based on revenue generated from investments
Total Annual Grantmaking Amount:	~ $10 million
Average Number of Grants per year:	Varies depending on granting programs, applicants, yearly revenue, etc.

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	Not tracked
Total Annual Grantmaking Amount to the Food Sector:	Not tracked on an annual basis
Average Number of Food Sector Grants per year	Not tracked on an annual basis
Average Grant Duration:	Information not available at this time, as it would require more detailed analysis and criteria to determine the definition of "food sector"
Average Grant Size:	
Maximum Grant Size:	
Minimum Grant Size:	

FUNDED AREAS OF THE FOOD SECTOR

Food Production	Retail Food Outlets	Education
Food Distribution or Storage	Food Access & Nutrition	Food Access & Nutrition

CURRENT GRANTING STRATEGY

The Trust does not have an articulated granting strategy aimed at food sector development. Food sector development projects are eligible for grants through our various granting programs, such as Environment Grants, Community Development Program (CDP), Social Grants, and the Community Initiatives Programs (CIP).

FUTURE GRANTING STRATEGY

The Trust recently has undertaken a Basin-wide engagement process with residents to inform how the Trust could best support the Basin's wellbeing into the future. The outcome of the engagement process will inform where the Trust will focus over the next five years. Public and Basin residents input will help inform the future direction of the Trust's work, including granting programs. The final decisions will be made in September 2015.

IMPACT INVESTING

The Trust's current investment program is very different from our granting program and operates on a commercial basis, but funds many projects that have social and financial returns.

PREFERRED TYPE OF COLLABORATION

Strategic Collaboration

COMMUNITY FOUNDATIONS OF CANADA (CFC)

FOUNDED IN: 1992

WEBSITE: www.communityfoundations.ca

GEOGRAPHIC FOCUS: Nationally Focused (in every province and territory)

KIND OF FUNDER: Network of 191 Community Foundations

COMMUNITY FOUNDATIONS OF CANADA

MISSION

To build stronger communities by enhancing the philanthropic leadership of community foundations. Community Foundations of Canada (CFC) is the national network for Canada's 191 community foundations from coast to coast to coast. Together, we help Canadians invest in building strong and resilient places to live, work and play, contributing more than $189 million to local organizations in 2014.

ANNUAL GRANTS

Total Assets:	> $4.6 billion
Percentage Allocated to Grantmaking:	5%
Total Annual Grantmaking Amount:	< $189 million
Average Number of Grants per year:	1 – 100s

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	Community Foundations of Canada is the network of 191 community foundations. While many in this network provide grants to the food sector, CFC does not do any granting.
Total Annual Grantmaking Amount to the Food Sector:	
Average Number of Food Sector Grants per year	
Average Grant Duration:	
Average Grant Size:	
Maximum Grant Size:	
Minimum Grant Size:	

FUNDED AREAS OF THE FOOD SECTOR

Retail Food Outlets	Education	Innovation & Research
Food Access & Nutrition	Health & Nutrition Quality of Food	Social Enterprise Development

CURRENT GRANTING STRATEGY

In 2013, CFC released its national Vital Signs report entitled Fertile Ground: Sowing the seeds of change in Canada's food system, that explored our relationship with food and asked how communities can mobilize locally to build a better food system for the future. Our network has contributed more than $4M towards food system work in 2014 and is engaged in strategies for collective impact across regions and sectors.

FUTURE GRANTING STRATEGY

Continue to build our collective impact strategies to leverage partnerships at the community and national level.

IMPACT INVESTING

CFC has more than $180M in impact and responsible investments but does not have any mission-related investments into food specifically; however, a few community foundations have made food-related investments, in social enterprises for the most part. CFC has also just launched a strategy that will invest in social enterprises that generate employment for youth. Food related ventures may end up being part of that but it's not the specific target. We would be interested in exploring the food specific focus.

PREFERRED TYPE OF COLLABORATION

Strategic Collaboration

DONNER CANADIAN FOUNDATION

FOUNDED IN: 1950

WEBSITE: www.donnerfoundation.org

GEOGRAPHIC FOCUS: Nationally Focused

KIND OF FUNDER: Private Foundation

MISSION

The Donner Canadian Foundation supports public policy research and environmental, international development, and social service projects. Every year, the Donner Book Prize honours the best book on Canadian public policy, and the Foundation's lecture series features some of the world's most influential speakers.

ANNUAL GRANTS

Total Assets:	$125 million
Percentage Allocated to Grantmaking:	3.5%
Total Annual Grantmaking Amount:	$2.8 million
Average Number of Grants per year:	90

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	3.6%
Total Annual Grantmaking Amount to the Food Sector:	$100,000
Average Number of Food Sector Grants per year	4
Average Grant Duration:	1 year
Average Grant Size:	$40,000
Maximum Grant Size:	$100,000
Minimum Grant Size:	$5,000

FUNDED AREAS OF THE FOOD SECTOR

Food Marketing	Food Access and Nutrition	Social Enterprise Development
Food Distribution or Storage	Regulation and Public Policy	

CURRENT GRANTING STRATEGY

The foundation does not have a strategic focus on food per se, but food and food systems are a part of some of its social and environmental granting. For example, in the area of community development, the foundation has supported the creation of Community Food Centres. In the environment, the foundation's marine conservation strategic plan includes a focus on Marine Stewardship Council certification.

FUTURE GRANTING STRATEGY

The foundation's funding focused on food and food systems will likely continue to be embedded in its social and environmental granting strategies.

IMPACT INVESTING

The foundation does not currently engage in impact investing.

PREFERRED TYPE OF COLLABORATION

Information Sharing

FOUNDATION QUÉBEC PHILANTHROPE (FQP)

FOUNDED IN: 1993

WEBSITE: www.quebecphilanthrope.org

GEOGRAPHIC FOCUS: Regionally Focused – Greater Quebec City

KIND OF FUNDER: Public Foundation

FONDATION Québec Philanthrope

INVESTIR POUR DONNER ET PERPÉTUER

MISSION

Promote philanthropy through the creation of endowment funds and the allocation of financial aid.

ANNUAL GRANTS

Total Assets:	$60 million
Percentage Allocated to Grantmaking:	3.5%
Total Annual Grantmaking Amount:	$2 million
Average Number of Grants per year:	250

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	0%
Total Annual Grantmaking Amount to the Food Sector:	$100,000
Average Number of Food Sector Grants per year	N/A
Average Grant Duration:	1 year
Average Grant Size:	$10,000
Maximum Grant Size:	N/A
Minimum Grant Size:	$1,000

FUNDED AREAS OF THE FOOD SECTOR

Food Access and Nutrition	Education	Social Enterprise Development

CURRENT GRANTING STRATEGY

FQP does not have a strategy aimed at food sector development but does have a fund dedicated to community gardens.

FUTURE GRANTING STRATEGY

To first develop a food program.

IMPACT INVESTING

2% of FQP's assets under management are allotted to mission-related investments, none of which are into food sector ventures, but they are currently exploring the development of a mission-related investment strategy.

PREFERRED TYPE OF COLLABORATION

Information Sharing

GREENBELT FUND

FOUNDED IN: 2010

WEBSITE: www.greenbeltfund.ca

GEOGRAPHIC FOCUS: Provincially Focused in Ontario

KIND OF FUNDER: Non-Profit Foundation

Possibility grows here.

MISSION

The Greenbelt Fund's goal is to create systemic change to permanently increase the amount of local food consumed in Ontario through strategic investments, effective education, innovative policy and networking initiatives.

ANNUAL GRANTS

Total Assets:	N/A
Percentage Allocated to Grantmaking:	Funding is allocated on a contract by contract basis
Total Annual Grantmaking Amount:	$1.72 million
Average Number of Grants per year:	22

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	100%
Total Annual Grantmaking Amount to the Food Sector:	$1.72 Million
Average Number of Food Sector Grants per year	22
Average Grant Duration:	6 month – 2 years
Average Grant Size:	$77,477
Maximum Grant Size:	$300,000
Minimum Grant Size:	$5,000

FUNDED AREAS OF THE FOOD SECTOR

Food Marketing	Food Aggregation and Distribution	Institutional Procurement
Food Production	Retail Food Outlets	Regulations and Public Policy
Food Processing or Manufacturing	Education	

CURRENT GRANTING STRATEGY

The Greenbelt Fund supports and enhances the viability, integrity and sustainability of agriculture in the Greenbelt and Ontario. The Fund delivers support to farmers and local food leaders to ensure more of the good things that grow in Ontario are being served and distributed through public institutions, retail and food-service markets.

FUTURE GRANTING STRATEGY

N/A

IMPACT INVESTING

All of the Greenbelt Fund's total assets under management are allocated to mission-related investments, all of which are related to the food sector.

PREFERRED TYPE OF COLLABORATION

Information Sharing

METCALF FOUNDATION

FOUNDED IN: 1960

WEBSITE: www.metcalffoundation.com

GEOGRAPHIC FOCUS: Regionally Focused Toronto Region

KIND OF FUNDER: Private Foundation

METCALF FOUNDATION

MISSION

To enhance the effectiveness of people and organizations working together to help Canadians imagine and build a just, healthy and creative society.

ANNUAL GRANTS

Total Assets:	$150 million
Percentage Allocated to Grantmaking:	3.82%
Total Annual Grantmaking Amount:	$4.7 million
Average Number of Grants per year:	40

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	Not tracked: the Metcalf Foundation is not an explicit food funder, but find that aspects of the food system intersect with a number of their grants, therefore it is difficult to isolate food from the rest of their granting.
Total Annual Grantmaking Amount to the Food Sector:	
Average Number of Food Sector Grants per year	
Average Grant Duration:	
Average Grant Size:	
Maximum Grant Size:	
Minimum Grant Size:	

FUNDED AREAS OF THE FOOD SECTOR

Food Distribution or Storage	Food Access and Nutrition	Workforce Development
Institutional Procurement		

CURRENT GRANTING STRATEGY

Metcalf Foundation's Inclusive Local Economies Program is focused on improving economic outcomes for low-income peoples in Toronto. Food is a reoccurring theme in much of their work, mostly focusing on micro food businesses development, building career ladders for food servers/hospitality workers, improving the quality of jobs of food service workers, and improving access to healthy food for vulnerable people in Toronto through community-based food procurement and distribution.

FUTURE GRANTING STRATEGY

N/A

IMPACT INVESTING

N/A

PREFERRED TYPE OF COLLABORATION

Coordination

ONTARIO TRILLIUM FOUNDATION (OTF)

FOUNDED IN: 1982

WEBSITE: www.otf.ca

GEOGRAPHIC FOCUS: Provincially Focused Ontario

KIND OF FUNDER: Public Foundation

Ontario Trillium Foundation / Fondation Trillium de l'Ontario

An agency of the Government of Ontario.
Relève du gouvernement de l'Ontario.

MISSION

To help build healthy and vibrant communities in Ontario.

ANNUAL GRANTS

Total Assets:	N/A
Percentage Allocated to Grantmaking:	N/A
Total Annual Grantmaking Amount:	$110 million
Average Number of Grants per year:	1,000

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	7%
Total Annual Grantmaking Amount to the Food Sector:	$7.4 million (as an average over last 3 fiscal years)
Average Number of Food Sector Grants per year	≈ 60
Average Grant Duration:	Six months to five years
Average Grant Size:	$129,000 (as an average over last 3 fiscal years)
Maximum Grant Size:	$1.25 million
Minimum Grant Size:	$5,000

FUNDED AREAS OF THE FOOD SECTOR

Food Marketing	Education	Energy
Food Distribution or Storage	Health & Nutritional Quality of Food	Social Enterprise Development
Retail Food Outlets	Workforce Development	Other Issues Based Network and Collaborations
Food Access and Nutrition	Business Planning & Technical Assistance	

CURRENT GRANTING STRATEGY

The Ontario Trillium Foundation (OTF) has recently completed a significant ReDesign initiative that has developed the priority outcomes and results it wants to achieve, and that will help build healthy and vibrant communities. OTF now articulates the results it wants to achieve under six Action Areas which include: 1) Active People; 2) Connected People; 3) Green People; 4) Inspired People; 5) Promising Young People; and 6) Prosperous People. Food system initiatives fit within this strategy based on the alignment to the overall outcomes and results.

FUTURE GRANTING STRATEGY

OTF will continue to support initiatives that align with one or more of the priority outcomes, and that contribute to the collective results it wants to achieve. Specific metrics for each Action Area enable OTF to evaluate and demonstrate its collective impact.

IMPACT INVESTING

OTF considers its granting, mission-related investing as impact investing because all of the initiatives it funds aligns with realizing healthy and vibrant communities in Ontario. Food sector ventures are one component of realizing that outcome.

PREFERRED TYPE OF COLLABORATION

N/A

QUÉBEC EN FORME

FOUNDED IN: 2002

WEBSITE: www.quebecenforme.org

GEOGRAPHIC FOCUS: Provincially Focused Quebec

Des communautés mobilisées pour des jeunes en forme et en santé

KIND OF FUNDER: Non-Profit Grantmaking Network, as of May 30, 2013, the Québec en Forme network consists of: 157 local partner groups, 21 Aboriginal community, groups, 17 Quebec regions, 2,139 elementary and high schools, 1,074 municipalities, 3,545 local partners, 25 regional projects, and 36 province-wide projects.

MISSION

To mobilize people from all of Québec's society to favour and maintain active living and healthy eating, essential to the full development of Québec's youths.

ANNUAL GRANTS

Total Assets:	Québec en Forme is an organization resulting from a partnership agreement between the Quebec government,represented by the Ministère de la Santé et des Services sociaux, and the Lucie and André Chagnon Foundation. The current mandate of Québec en Forme will be ending in 2017 and will have invested $480 million over a ten year period (2007 to 2017) on projects aimed at promoting healthy lifestyle habits among young Quebecers aged 0 to 17 years. These local, regional and Québec-wide projects are based on mobilization and partnerships around encouraging healthy eating and active lifestyles for youth and their families.
Percentage Allocated to Grantmaking:	
Total Annual Grantmaking Amount:	
Average Number of Grants per year:	

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	Quebec en Forme is not an explicit food funder, but find that aspects of the food system intersect with a number of their grants; therefore, it is difficult to isolate food from the rest of their granting activity.
Total Annual Grantmaking Amount to the Food Sector:	
Average Number of Food Sector Grants per year	
Average Grant Duration:	
Average Grant Size:	
Maximum Grant Size:	
Minimum Grant Size:	

FUNDED AREAS OF THE FOOD SECTOR

Food Access and Nutrition	Education	

CURRENT GRANTING STRATEGY

Their strategy is to support local and regional strategic plans and annual action plans to improve healthy eating and active life styles for youth and their families around Québec. The plans are decided on a local or regional level based on the need. They also fund many projects on a provincial scale that influence a wide scale of actors.

FUTURE GRANTING STRATEGY

Québec en Forme and the fund they manage will be coming to an end in 2017. They will be leaving behind lessons learned and proposals for other foundations and the government of Québec to continue supporting the promotion of healthy active lifestyles for youth and families in Québec.

IMPACT INVESTING

N/A

PREFERRED TYPE OF COLLABORATION

Strategic Collaboration

REAL ESTATE FOUNDATION OF BRITISH COLUMBIA (REFBC)

FOUNDED IN: 1985

WEBSITE: www.refbc.com

GEOGRAPHIC FOCUS: Provincially Focused British Columbia

KIND OF FUNDER: Public Foundation

real estate foundation BRITISH COLUMBIA

MISSION

To transform land use attitudes and practices through innovation, stewardship and learning. Through grants, the Foundation provides funding to nonprofit organizations working to enable positive change in BC communities.

ANNUAL GRANTS

Total Assets:	$20 million
Percentage Allocated to Grantmaking:	17.5%
Total Annual Grantmaking Amount:	$3.5 million
Average Number of Grants per year:	50

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	23%
Total Annual Grantmaking Amount to the Food Sector:	$800,000
Average Number of Food Sector Grants per year	15
Average Grant Duration:	1 year (multi-year funding is also available)
Average Grant Size:	$20,000 - $50,000
Maximum Grant Size:	N/A (grants over $300,000 have been very rare)
Minimum Grant Size:	N/A (usually at least $5,000)

FUNDED AREAS OF THE FOOD SECTOR

Regulations and Public Policy	Education	Innovation & Research

Important note: all funded areas are on the basis of clear connections to sustainable land use and real estate practices.

CURRENT GRANTING STRATEGY

With regard to food, REFBC funds initiatives that contribute to the removal of barriers and/or contribute to innovative approaches and practices for supporting the local and sustainable food systems in BC. Projects may involve land use planning, policy, regulation, design, mapping and feasibility studies, education and raising awareness initiatives that seek to advance more resilient food systems.

FUTURE GRANTING STRATEGY

The REFBC is interested in forming strategic alliances for supporting collective impact and deepening their focus areas as part of an iterative process.

IMPACT INVESTING

N/A

PREFERRED TYPE OF COLLABORATION

Information Sharing

SPROTT FOUNDATION

FOUNDED IN: 1988

WEBSITE: www.sprottfoundation.com

GEOGRAPHIC FOCUS: Nationally Focused (in every province and territory)

KIND OF FUNDER: Private Foundation

MISSION

The Sprott Foundation is dedicated to addressing urgent human need, homelessness and hunger in Canada. It is a leader in providing funding to non-profit ventures that deal with the challenges of hunger and homelessness. The Sprott Foundation has always believed that philanthropy should offer recipients the means to become self sufficient. In this spirit, the Foundation concentrates on focused giving, offering support to well defined projects in its specific area of interest and taking a proactive approach in interacting closely with the grant recipients.

ANNUAL GRANTS

Total Assets:	$60 million
Percentage Allocated to Grantmaking:	99%
Total Annual Grantmaking Amount:	$8 million
Average Number of Grants per year:	65

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	Not set
Total Annual Grantmaking Amount to the Food Sector:	$3.5 million
Average Number of Food Sector Grants per year	25
Average Grant Duration:	3 years
Average Grant Size:	$150,000
Maximum Grant Size:	$1,000,000
Minimum Grant Size:	$15,000

FUNDED AREAS OF THE FOOD SECTOR

Food Production	Food Access and Nutrition	Social Enterprise Development
Food Distribution or Storage	Health & Nutritional Quality of Food	

CURRENT GRANTING STRATEGY

The Sprott Foundation funds interesting and innovative programs that feed people healthy food and that have adjunct educational and empowerment programming.

FUTURE GRANTING STRATEGY

The foundation aims to support programs that increase access to fresh food in remote First Nations areas.

IMPACT INVESTING

N/A

PREFERRED TYPE OF COLLABORATION

Coordination

HELDERLEIGH FOUNDATION

FOUNDED IN: 2002

WEBSITE: N/A

GEOGRAPHIC FOCUS: Provincially Focused – Ontario

KIND OF FUNDER: Private Foundation

MISSION

To improve the diet, physical health and wellness of Canadians

ANNUAL GRANTS

Total Assets:	$10 million
Percentage Allocated to Grantmaking:	3.5%
Total Annual Grantmaking Amount:	$350,000
Average Number of Grants per year:	13

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	85%
Total Annual Grantmaking Amount to the Food Sector:	$300,000
Average Number of Food Sector Grants per year	2
Average Grant Duration:	4 years
Average Grant Size:	$200,000
Maximum Grant Size:	$250,000
Minimum Grant Size:	$80,000

FUNDED AREAS OF THE FOOD SECTOR

Education	Workforce Development	Innovation & Research
Health & Nutritional Quality of Food	Institutional Procurement	

CURRENT GRANTING STRATEGY

The foundation strategy is to improve the diet of Canadians. We focus on applied nutrition. We collaborate with other organizations to undertake research and test pilot programs. We are not in the business of addressing food security needs and concerns.

FUTURE GRANTING STRATEGY

1. Execute on a 4 yr. Gift Agreement with George Brown College in Toronto
2. Collaborate with industry partners in the field of applied nutrition
3. Consider working with others on both Provincial and National Food Policies

IMPACT INVESTING

N/A

PREFERRED TYPE OF COLLABORATION

Coordination

THE J.W. MCCONNELL FAMILY FOUNDATION

FOUNDED IN: 1937

WEBSITE: www.mcconnellfoundation.ca

GEOGRAPHIC FOCUS: Nationally Focused – (in every province and territory)

KIND OF FUNDER: Private Foundation

The J.W. McConnell Family Foundation

La fondation de la famille J.W. McConnell

MISSION

To engage Canadians in building a more innovative, inclusive, sustainable, and resilient society.

ANNUAL GRANTS

Total Assets:	$596 million in 2014
Percentage Allocated to Grantmaking:	3.5 – 4%
Total Annual Grantmaking Amount:	$16 million
Average Number of Grants per year:	150

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	6%
Total Annual Grantmaking Amount to the Food Sector:	$1 million
Average Number of Food Sector Grants per year	10
Average Grant Duration:	2 – 3 years
Average Grant Size:	$200,000
Maximum Grant Size:	$750,000
Minimum Grant Size:	$5,000

FUNDED AREAS OF THE FOOD SECTOR

Food Marketing	Health & Nutritional Quality of Food	Regulations & Public Policy
Food Distribution or Storage	Workforce Development	Innovation & Research
Food Access & Nutrition	Business Planning & Technical Assistance	Social Enterprise Development
Education	Institutional Procurement	

CURRENT GRANTING STRATEGY

The foundation's Sustainable Food Systems initiative aims at systemic change create strong local economies and livelihoods, protect the environment and ensure access to good food for all. The initiative is composed of:

- A number of national grants that work across the food system to deepen or disseminate work that has been successful at a more local level.
- Three programs: 1) Banking on Change, 2) Regional Value Chain, and 3) Institutional Food.
- A number of strategic components to heighten the impact of the initiative, including impact investing, change labs (in partnership with the MaRS Solutions Lab and the Sustainable Food Lab), and capacity building, such as a Food Business Boot Camp (in partnership with Food Secure Canada) and Innoweave.

FUTURE GRANTING STRATEGY

As the Sustainable Food System initiative evolves, the foundation is becoming more focused and specific. The Foundation is putting increasing emphasis on understanding the system and interacting with it, including deepening relationships with the public and private sectors. Granting is only one element in the foundation's toolbox, which also includes research, convening, partnership building and investing.

IMPACT INVESTING

Currently the Foundation allocates approximately 5% its total assets to impact investing. Impact investments are focused on creating socially and environmentally positive impacts. In addition to investing in several funds with food-related investments, the Food Farm Fish Finance report was commissioned to identify financing gaps for early state food social enterprises.

PREFERRED TYPE OF COLLABORATION

Collective Impact

TIDES CANADA

FOUNDED IN: 2000

WEBSITE: www.tidescanada.org

GEOGRAPHIC FOCUS: Regionally Focused – Northern Manitoba, British Columbia and Southern Ontario

KIND OF FUNDER: Public Foundation

MISSION

To provide uncommon solutions for the common good by helping Canadians secure a healthy environment in ways that promote social equity and economic prosperity.

ANNUAL GRANTS

Total Assets:	$26 million
Percentage Allocated to Grantmaking:	N/A
Total Annual Grantmaking Amount:	$15 million
Average Number of Grants per year:	30

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	1%
Total Annual Grantmaking Amount to the Food Sector:	$250,000
Average Number of Food Sector Grants per year	10
Average Grant Duration:	Annual, often renewed
Average Grant Size:	$15,000
Maximum Grant Size:	$92,000
Minimum Grant Size:	$1,000

FUNDED AREAS OF THE FOOD SECTOR

Food Marketing	Workforce Development	Other - Aquaculture
Food Production	Business Planning & Technical Assistance	Food Access & Nutrition
Social Enterprise Development		

CURRENT GRANTING STRATEGY

Tides Canada supports grassroots work in northern provinces such as the development of food-focused social enterprise development. They also support salmon aquaculture innovation with First Nations communities. Tides Canada has created a shared platform for supporting 48 sustainable food initiatives such as the BC Food Systems Network, Canadian Biotechnology Action Network (CBAN), among others.

FUTURE GRANTING STRATEGY

Tides Canada will continue to focus on grantmaking in its Northern Manitoba Fund, Culture, & Community fund, as well as other geographic focus areas.

IMPACT INVESTING

Through its Change Capital impact donor advised fund, Tides Canada invests in sustainable food system funds and enterprises.

PREFERRED TYPE OF COLLABORATION

Alignment

TORONTO FOUNDATION

FOUNDED IN: 1981

WEBSITE: www.torontofoundation.org

GEOGRAPHIC FOCUS: Regionally Focused – Toronto and the GTA

KIND OF FUNDER: Community Foundation

TORONTO FOUNDATION
The Art of Wise Giving™

MISSION

Connecting philanthropy with community needs and opportunities.

ANNUAL GRANTS

Total Assets:	$280 million
Percentage Allocated to Grantmaking:	N/A
Total Annual Grantmaking Amount:	$9 million
Average Number of Grants per year:	500+

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	1%
Total Annual Grantmaking Amount to the Food Sector:	$100,000
Average Number of Food Sector Grants per year	10
Average Grant Duration:	1 year
Average Grant Size:	N/A
Maximum Grant Size:	$50,000
Minimum Grant Size:	$100

FUNDED AREAS OF THE FOOD SECTOR

Food Production	Education	Social Enterprise Development
Food Access and Nutrition	Health & Nutritional Quality of Food	

CURRENT GRANTING STRATEGY

Toronto Foundation provides support across ten Vital Signs issue areas. Food is not explicitly one of them but it intersects with environment, health and wellness, as well as closing the gap between rich and poor.

FUTURE GRANTING STRATEGY

N/A

IMPACT INVESTING

N/A

PREFERRED TYPE OF COLLABORATION

Alignment

VANCITY ENVIROFUND

FOUNDED IN: 1946

WEBSITE: www.vancity.com

GEOGRAPHIC FOCUS: Regionally focused – Vancouver Lower Mainland, Fraser Valley and Greater Victoria

KIND OF FUNDER: Cooperative Credit Union

MISSION

Vancity's vision is to redefine wealth in a way that furthers the financial, social and environmental wellbeing of their members and the communities.

ANNUAL GRANTS

Total Assets:	$22.4 billion
Percentage Allocated to Grantmaking:	30%
Total Annual Grantmaking Amount:	$8.3 million
Average Number of Grants per year:	319

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	N/A
Total Annual Grantmaking Amount to the Food Sector:	$1 million
Average Number of Food Sector Grants per year	40
Average Grant Duration:	6 months
Average Grant Size:	$25,000
Maximum Grant Size:	$150,000
Minimum Grant Size:	$1,000

FUNDED AREAS OF THE FOOD SECTOR

Food Marketing	Food Access and Nutrition	Institutional Procurement
Food Production	Education	Regulations and Public Policy
Food Processing or Manufacturing	Business Planning & Technical Assistance	Social Enterprise Development
Food Distribution or Storage	Energy	Workforce Development

CURRENT GRANTING STRATEGY

Vancity's current granting strategy is to provide support towards the development of a sustainable, local food system where sustainable food production, processing, distribution and consumption are integrated to enhance the economic, environmental and social health of their operating regions of Metro Vancouver, Greater Victoria and the Fraser Valley.

FUTURE GRANTING STRATEGY

They will continue to adapt to the changing needs of the community they support.

IMPACT INVESTING

Impact loans in the local and organic food sector account for approximately 44% of total loans Vancity distributes to the food sector.

PREFERRED TYPE OF COLLABORATION

Collective Impact

VANCOUVER FOUNDATION

FOUNDED IN: 1943	
WEBSITE: www.vancouverfoundation.ca	
GEOGRAPHIC FOCUS: Provincially focused – British Columbia	
KIND OF FUNDER: Community Foundation	

MISSION

To build healthy, vibrant and livable communities across British Columbia.

ANNUAL GRANTS

Total Assets:	$985 million
Percentage Allocated to Grantmaking:	N/A
Total Annual Grantmaking Amount:	$58 million
Average Number of Grants per year:	5,000

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	N/A
Total Annual Grantmaking Amount to the Food Sector:	N/A
Average Number of Food Sector Grants per year	20
Average Grant Duration:	2 years
Average Grant Size:	$50,000
Maximum Grant Size:	$225,000
Minimum Grant Size:	$1,000

FUNDED AREAS OF THE FOOD SECTOR

Food Distribution or Storage	Education	Regulations and Public Policy
Food Access and Nutrition	Energy	Innovation & Research
Health & Nutritional Quality of Food	Institutional Procurement	Social Enterprise Development

CURRENT GRANTING STRATEGY

Vancouver Foundation provides Field of Interest grants to organizations with socially innovative projects that work towards meaningful outcomes in four specific fields of interest: Arts and Culture; Education and Training; Environment and Animal Welfare; and Health and Social Development.

FUTURE GRANTING STRATEGY

N/A

IMPACT INVESTING

N/A

PREFERRED TYPE OF COLLABORATION

Information Sharing, Collective Impact

VICTORIA FOUNDATION

FOUNDED IN: 1936

WEBSITE: www.victoriafoundation.bc.ca

GEOGRAPHIC FOCUS: Regionally Focused – Greater Victoria and Vancouver Island

KIND OF FUNDER: Community Foundation

VICTORIA FOUNDATION

MISSION

Strengthen community wellbeing by investing in people, opportunities and solutions.

ANNUAL GRANTS

Total Assets:	> $250 Million
Percentage Allocated to Grantmaking:	N/A
Total Annual Grantmaking Amount:	$11.8 Million
Average Number of Grants per year:	1,068

FOOD SECTOR GRANTING

Percentage Allocated to Food Sector:	3.6%
Total Annual Grantmaking Amount to the Food Sector:	$438,278
Average Number of Food Sector Grants per year	63
Average Grant Duration:	1 year
Average Grant Size:	$6,957
Maximum Grant Size:	$62,025
Minimum Grant Size:	$100

FUNDED AREAS OF THE FOOD SECTOR

Food Production	Food Access and Nutrition	Business Planning and Technical Assistance
Food Processing or Manufacturing	Education	Institutional Procurement
Food Distribution or Storage	Health & Nutrition Quality of Food	Innovation and Research
Retail Food Outlets	Workforce Development	Social Enterprise Development

CURRENT GRANTING STRATEGY

In June of 2015, the Board of Directors approved food security one of its two strategic granting priority for next three years.

FUTURE GRANTING STRATEGY

The Victoria Foundation continues to build collective impact strategies to leverage partnerships in the Capital Regional District (CRD) and on Vancouver Island.

IMPACT INVESTING

More than $2 Million is dedicated to impact investing and responsible investments.

PREFERRED TYPE OF COLLABORATION

Collective Impact

OUTREACH TO OTHER FUNDERS

The Canadian food system is complex, ever-changing, and interconnected with many other systems. This landscape assessment highlights many of the broad issues that are most pertinent to those working in and around sustainable food systems across the country. The insights collected from diverse actors in the food system about levers for change, opportunities for collaboration, and areas of high potential for new funding strategies, painted a picture of where funders are best situated to affect lasting change in this system. Greening conventional agriculture, scaling alternative food market models, investment in a mid-sized processing industry, and developing new supply chains particularly for Indigenous communities and other areas grappling with food insecurity, were found to be key areas for intervention.

This report, while a partial snapshot of a complex global system, holds the potential to deepen collective understanding across a range of critical issues, broaden the discussion about what creates sustainable food systems, and inspire collective action.

The Canadian food funders' group is eager to collaborate with each other and other funders not included in this report. The group has a strong desire to learn about each other's work, and explore potential avenues for collaboration. The following areas were identified as high priority for future learning and collaboration:

- Lessons learned from successful organizations working on food systems sustainability
- Lessons learned from other funder collaboratives in the US and abroad
- Indigenous organizations
- Social enterprises
- Impact investing
- Community food security
- Regional strategies
- Health and nutrition(including public procurement)
- Policy opportunities (notably with the federal government)

For more information, please contact Erin Kasungu, Community Foundations of Canada, at **ekasungu@communityfoundations.ca** or Beth Hunter, J.W. McConnell Family Foundation, at **ehunter@mcconnellfoundation.ca**.