



Aspiring to be a Food Secure Community

Victoria Foundation Food Security Project — Integral Strategy Community of Practice



VICTORIA FOUNDATION
CONNECTING PEOPLE WHO CARE WITH CAUSES THAT MATTER*

The Challenge

In 2009, 6.1% or 18,500 greater Victoria households experienced food insecurity. Food insecurity means that people may be worried about themselves or others in their household going hungry, not being able to access the food they need, or running out of food. Funding agencies like the *Victoria Foundation* work with the many organizations providing a variety of food security programs and services throughout Victoria's Capital Region. A key challenge for funding organizations is the fragmentation, overlap and apparent duplication of programs and services being provided and the lack of formal coordination between the various program and service organizations. The lack of a holistic picture of the entire community food network is a challenge for funders.



Over the past year, the Victoria Foundation has been working with representatives of the Capital Region community food network, including both funding organizations and food security program and service providers. The objective was to identify linkages between program and services organizations, clarify funding opportunities and test the 'appetite' for greater collaboration and coordination. Two workshops were hosted by the Victoria Foundation in late February and early March 2013, at which ideas were developed and the need and desire for greater collaboration and coordination were explored.

Following those workshops, the Victoria Foundation asked the *Victoria Integral Strategy™ Practice (VISP)* to produce a project terms of reference to develop a collaborative community food security strategy for the Capital Regional District.

Scope

The scope of the collaborative community food security strategy involves the complex interaction of...

The community food network, that is:

- Local food production
- Local food storage and processing
- Food distribution network
- Food recovery and waste management
- Food access and consumption
- Food literacy and knowledge

And the required enabling capabilities of:

- Coordination, collaboration and partnerships
- Assets, resources and investments
- Innovation and effective practices

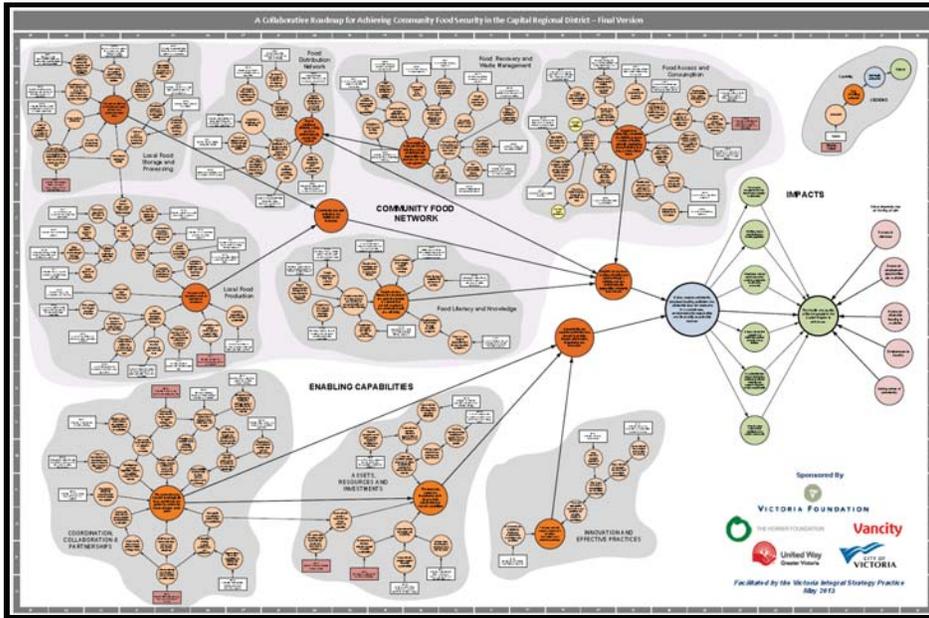
A Collaborative Multi-Stakeholder Approach

Many organizations and public agencies are involved in the Capital Region community food network. A Working Action Group was established to represent the many stakeholders and to participate in the development of the Collaborative Roadmap for Achieving Community Food Security in the Capital Regional District: *Vancouver Island Health Authority, LifeCycles, Capital Region Food & Agriculture Initiatives Roundtable (CR-FAIR), Mustard Seed, Capital Regional District, Horner Foundation, City of Victoria, United Way, and the Victoria Foundation.*

The collaborative community food strategy project was conducted over a six-week period, starting in mid-March and completing in early May, 2013. The Strategy Roadmap was created iteratively by the Working Action Group during two workshops and a final version of the Strategy Roadmap was presented to a larger stakeholder group in a third workshop.

"The food system is very complex and in addressing issues of food security and sustainability we need to find ways to bring people together from different perspectives, interests and needs to better understand opportunities to collaborate and work more strategically. The Strategy Roadmap process was important in allowing us to get a clearer picture and see where each of our work fits in and how we may better align our diversity of capacities and resources."

— Linda Geggie, Coordinator, CR-FAIR



"When we were asked by Integral Strategy to suggest a "wicked problem" for them to tackle, we recommended regional food security. Three months later, we're thrilled with the results. The IS group gently and respectfully modelled an inclusive process that drew upon our network, seeded further collaboration and allowed us to be an active participant in the process. Other funders came to the table through this inclusive approach and we now have a template that will serve us well for the next three years and beyond."

— Sandra Richardson, CEO, Victoria Foundation

Collaborative Strategy Roadmap for Achieving Food Security in the Capital Regional District (above) and final workshop (right) to refine, validate and identify key stakeholder roles in the Roadmap. The detailed and stakeholder-annotated Roadmaps can be viewed and downloaded from <http://www.communitycouncil.ca/initiatives/crfair/>.

Whole System Thinking

The stakeholders, as represented by the Working Action Group, engaged in deep dialogues about a desired future and aligned their efforts to define a shared strategic goal. Through Integral Strategy's facilitated process, the discussions initially centred around food insecurity, but quickly broadened to the integration of local food production and the achievement of community food security in the Capital Regional District.

Products

The key deliverable from this Integral Strategy™ process was a Strategy Roadmap, titled, "A Collaborative Roadmap for Achieving Community Food Security in the Capital Regional District" (see map above). It is a visual strategy and action plan on a single page that clarifies strategic intentions, focuses on the outcomes required to achieve them, aligns actions with the desired outcomes, and provides a framework for managing execution and measuring performance. In addition, a thematic map was created to visually capture the relationship of over 40 organizations involved in the community food network and how they support the community food



network. A companion Food Security Action Planning document was also created to introduce the Integral Strategy™ process and the overall Strategy Roadmap and to be the basis for further planning of the proposed actions and outcomes.

Results

The Integral Strategy™ process and the resulting Strategy Roadmap have initiated a number of immediate actions which most certainly will have positive long term impacts on the community food network, the issue of food insecurity, local food production, and in particular the Capital Regional District's aspiration to be a Food Secure Community. Ownership and responsibility for coordinating the implementation of the Strategy Roadmap has been taken up by the capable hands of the CR-FAIR. CR-FAIR working groups have started meeting with the intent of developing and delivering collaborative projects leading to key outcomes identified in the Strategy Roadmap. The Strategy Roadmap provides a better understanding of the capabilities required to deliver value.

Benefits

The Strategy Roadmap shows how goals, outcomes, and actions connect and work together to create a desired strategic result, enabling the Victoria Foundation and other funders to better evaluate food security proposals and to make more strategic investment decisions.

Sponsors

This project was undertaken by the Victoria IS Integral Strategy™ Community of Practice, coordinated through the Victoria Foundation. Other funders who supported this effort were *Vancity*, *Horner Foundation*, *United Way* and the *City of Victoria*. We are grateful to all of them for the opportunity to work with the community in addressing this important and critical community challenge.