

# A Vibrant Future



**Golden Horseshoe Food and Farming Alliance**  
Action Plan 2021-2026

# Acknowledgements

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## **Project Team**

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# Why the Golden Horseshoe Matters

Wrapped around the western edge of Lake Ontario lies one of Canada's most dynamic and flourishing regions—the Golden Horseshoe. Spanning from Niagara in the southwest to Durham in the northeast, the region contains over half of Ontario's population and over 60% of the province's businesses.<sup>1</sup> Among the many industries in the region, the Golden Horseshoe supports one of Canada's largest agri-food clusters.

Thanks to an abundant supply of fresh water, large swaths of fertile soil, and a diverse and ever-growing population, the Golden Horseshoe boasts a concentration of farming, food processing, and distribution capacity.

The region plays a major role in Ontario's local food system as well as providing a significant number of commodities for export.



## The Vision

The Golden Horseshoe is globally renowned as a vibrant and sustainable agri-food cluster, characterized by profitable farming operations of all sizes, a thriving hub of food processing and food retail, extensive research capacity, and innovative technology.



52% of Ontario's agri-food jobs are in the Golden Horseshoe.



The Golden Horseshoe has over 70% of Ontario's acreage for peaches, plums, grapes & pears.



Farmland prices in the Golden Horseshoe were among the highest in Ontario in 2016.



The Golden Horseshoe is home to 61% of Ontario's food and beverage business



The number of farms in the Golden Horseshoe have fallen by 30% since 1996.



The province recognizes 2 Specialty Crop Areas within the Golden Horseshoe

# How We Will Achieve the Vision

## GOAL A:

**The GHFFA is recognized as the leading organization with expertise on food and farming issues and opportunities in the Golden Horseshoe Region of Ontario.**

- Achieve organizational excellence.
- Advocate on behalf of the food and farming sector in the Golden Horseshoe

## GOAL B:

**Establish the Golden Horseshoe as Canada's leading innovative agriculture and agri-food cluster.**

- Grow the cluster via networking and relationship building.
- Enable municipal and other agri-food cluster stakeholders to enhance data-driven decision making across the Golden Horseshoe.
- Foster research and innovation.

## GOAL C:

**Enable the agri-food cluster to support sustainability outcomes.**

- Enhance the economic capacity of agriculture and agri-food cluster in the Golden Horseshoe.
- Enhance the capacity for the agri-food cluster in the Golden Horseshoe to contribute to public health outcomes.
- Support ongoing climate change adaptation and mitigation initiatives and foster collaborations that position the agriculture and food and beverage manufacturing sectors as leaders in sustainability.

# HIGHLIGHT

## Foodvalley, Netherlands

### Leading the World in Agri-food Innovation

Around the turn of the 21st century, the Netherlands made an ambitious decision to make significant investment in its agricultural sector. Despite its small size and limited resources, the country is now the second-largest food exporter in the world, thanks to its forward-thinking development strategy and access to regional markets. This work has been accelerated by the creation of Foodvalley, a knowledge-driven agri-food ecosystem in 2004.

Foodvalley connects entrepreneurs and innovators with global networks to spark sectoral growth. It is comprised of 185 member companies from Asia, Europe, and North America. At the center of Foodvalley is Wageningen University & Research, one of the largest research and education centers in agri-food. Today, Foodvalley consists of 8,000 scientists, 70 science companies, and 20 research institutes. The ecosystem facilitates cooperation between companies, knowledge institutions, and governments to drive innovation and development.

# Why the Alliance is Needed: Current & Future Trends in Agri-Food

## Agri-food Cluster Growth and Resilience

### KEY TAKEAWAYS

- The **COVID-19** pandemic has highlighted the importance of the resiliency of Canada's agri-food sector and sectoral coordination is necessary for a robust recovery that builds a better industry for the future.
- **Exports** play a key role for Ontario's agri-food sector and hold potential for further growth.
- **Innovative practices** across the value chain may help address several challenges within the sector.
- There are ongoing questions related to **labour supply** within both agriculture and food production.
- **Planning policy** needs to protect the agri-food sector's present assets without limiting the potential for new innovations and business growth.

## Securing the Region's Agricultural System for Long-term Viability

### KEY TAKEAWAYS

- **Farmland Prices** have become increasingly expensive in recent decades.
- There is constant pressure to convert farmland to other uses in areas across the Golden Horseshoe outside of the Greenbelt, resulting in **farmland loss**.
- Many farm and food business owners are approaching retirement and are facing challenges related to business **transition/succession**.
- In near-urban areas, there may be agricultural business opportunities that can use **smaller farm lots** for high-revenue activities engaging urban residents.
- Growth of **urban agriculture** (such as community gardens and controlled environment agriculture) may create opportunities to grow the sector while posing challenges for policymakers.
- **Agritourism** creates opportunities for farms across the Golden Horseshoe and requires ongoing policy attention.

## Food, Farming, and Sustainability

### KEY TAKEAWAYS

- **Climate change** will impact agriculture in Canada, and municipalities will need to be forward-thinking in how they address this challenge.
- A changing climate may pose problems for agricultural operations but may also create new opportunities in Ontario, making agricultural planning and economic development key tasks in the coming years for **climate change adaption and mitigation**.
- Farms play an important role in the local ecosystem, and there are opportunities to foster **sustainable farming practices** in the Golden Horseshoe.
- **Food insecurity** is an ongoing concern in the Golden Horseshoe, and the local food sector has a part to play in addressing this issue.



# HIGHLIGHT

## The Golden Horseshoe Food and Farming Alliance

### Opportunities to Drive Cluster Development

Like Foodvalley, the Alliance has much to offer to drive agri-food cluster development. The Golden Horseshoe region contains a network of innovative research spaces and expertise, a healthy agri-food business environment, and access to domestic and international markets.

The Alliance's efforts over the past ten years have fostered a municipal environment for planning and development that is ready to accelerate agri-food innovation and business development. The Alliance's collaborative and regional nature positions it to be the facilitating force for agri-food cluster development in the region.

# 4.0 Action Plan

This Action Plan includes a set of goals, objectives, and actions that will guide the core activities of the Alliance over the 2021-2026 timeframe. Alliance staff, in collaboration with Working Group members, are responsible for implementing this plan. Ultimately, they are accountable to the Board of the Alliance, and then back to member municipalities. The Alliance reports on the progress towards the Action Plan annually to their board, the five regional Councils, City of Hamilton Council and City of Toronto Council.

## ***How to Read this Action Plan***

The action plan is broken down into 3 overarching goals. The goals are derived from engagement results with key stakeholders about where they think the Alliance should be in 5 years. Each goal has its own roadmap to demonstrate how the Alliance will work towards desired outcomes. The goals are broken down into objectives that help meet that goal, and actions that complete the objective. Beside each action in the table, there are columns that indicate how success will be measured. This includes when an action should be completed by, who the lead should be, and partners and collaborators to consider.





The actions under each objective are broken down into three key Alliance roles. The Alliance roles are identified throughout the Action Plan using these three icons:



Knowledge sharing



Strengthening regional policy  
and opportunities for sector  
growth



Expanding/  
strengthening networks



In some instances, partnerships should be sought to lead the action items. An Alliance lead action item is indicated with a checkmark; however, it is implied that there will be some level of collaboration in most of the action items. To indicate seeking out a potential partner to lead the action item, a handshake icon is used.



Alliance leadership



Partnership or  
collaboration

A black and white cow is visible in a stall, partially obscured by a teal overlay. The cow has a yellow tag with the number 4567. The background shows the metal bars of the stall and some hay on the floor.

## GOAL A:

The GHFFA is recognized as the leading organization with expertise on food and farming issues and opportunities in the Golden Horseshoe Region of Ontario.

Over the past decade, the Alliance has built a strong foundation of expertise on the food and farming sectors within the Golden Horseshoe Region. In late 2019, the organization shifted to an independent, incorporated model. It is now poised to embrace a more formalized organizational structure, which can help the Alliance to achieve its goals more quickly and efficiently. Refining the roles within the Alliance will increase accountability and clarify the group's responsibilities.

Currently, the Alliance has a strong network base which includes upper-tier municipalities, the provincial government, educational organizations, and farm advocacy groups.

Expanding this network by building relationships with new partners will open avenues to support the agri-food sector in new ways. The Alliance is positioned to enhance its capacity to respond to new developments in the agri-food sector, potentially increasing its influence within higher levels of government and society. These steps, taken over the next 5 years, will help to maintain momentum gathered over the last ten years, and establish the Alliance as a recognized leader in supporting the agri-food sector.

## ACTIONS | A.1 - Achieve Organizational Excellence



### ACTION | A.1.1

**Lead/Support**

GHFFA Staff and Board

**Potential Partners & Collaborators**

Greenbelt Foundation

**Timeline**

Jan 2021- Jun 2021

Develop an operational manual to refine and confirm the governance structure, financial sustainability, and organizational roles and responsibilities. The operational manual should include updates to the Board and Working Group Terms of Reference and incorporate equity, diversity, and inclusion goals.



### ACTION | A.1.2

**Lead/Support**

GHFFA Staff and Working Group

**Potential Partners & Collaborators**

Greenbelt Foundation

**Timeline**

Jul 2021- Dec 2021

Develop and execute a Communications Strategy, subdivided for 3 audiences: Internal Stakeholders (the working group and board), External Stakeholders, and Government Relations. Ensure that communication continues to be a core component of Alliance operations.



### ACTION | A.1.3

**Lead/Support**

GHFFA Staff and Board

**Potential Partners & Collaborators**

Alliance Board

**Timeline**

Jan 2021- Dec 2021

Develop a formal letter of commitment template to be signed by each member municipality and partner. This letter should demonstrate commitment to the agri-food sector through involvement in the Alliance. Signatories should include the Chair of the Board of the Alliance, and the appropriate signatory (i.e. the Mayor, Executive Director of partner organizations, etc.)



### ACTION | A.1.4

**Lead/Support**

GHFFA Staff

**Potential Partners & Collaborators**

Working Group

**Timeline**

Each AGM from 2021-2026

Use the Annual General Meeting as an opportunity to celebrate wins, report on outcomes and enhance relationship building with existing and new collaborators by expanding attendance to over 100 people representing a broad range of stakeholders across the Golden Horseshoe, from researchers, to innovators and investors, municipal partners, conservation authorities, other ministries and provincial leaders, farmers, and more.





## ACTIONS | A.2 - Advocate on behalf of the agri-food cluster in the Golden Horseshoe



### ACTION | A.2.1

**Lead/Support**

GHFFA Staff and Working Group

**Potential Partners & Collaborators**

Greenbelt Foundation, OMAFRA

**Timeline**

Anually beginning March 2022

Collaborate with Alliance members to design and implement a series of workshops (up to 5) and roundtables (2) to elevate the agri-food cluster in the Golden Horseshoe. (See action items, B.1.1, B.1.2, B.1.3, B.2.3, C.1.5).



### ACTION | A.2.2

**Lead/Support**

GHFFA Staff and Working Group

**Potential Partners & Collaborators**

Greenbelt Foundation

**Timeline**

Anually beginning Jan 2021

Collaborate with Alliance members to develop short, plain language position papers to be published annually to support the agri-food sector in the Golden Horseshoe (up to 5). These position papers should bring forward the latest research and examples of innovative policies aimed at supporting a thriving and dynamic agri-food supply chain. They may include papers responding to policy challenges, or proactive papers based on emerging opportunities. For example, one of the position papers should explore land tenure agreements that provide entrepreneurial opportunities for new entrants to the farm and food sector.



### ACTION | A.2.3

**Lead/Support**

GHFFA Staff

**Potential Partners & Collaborators**

**Timeline**

Jan 2021 - Dec 2022

Engage with the **Canadian Chamber of Commerce Agriculture and Agri-food Policy Committee, Canadian Agri-food Policy Institute, Arrell Food Institute, Bioenterprise, the TCI Network, Agriculture and Agri-food Canada** and other similar organizations to enhance the national presence of the Golden Horseshoe agri-food cluster. For example, **Foodvalley** in the Netherlands is a nationally-recognized agri-food cluster.



## ACTIONS | A.2 - Advocate on behalf of the agri-food cluster in the Golden Horseshoe



### ACTION | A.2.4

**Lead/Support**

GHFFA Staff and Working Group

**Potential Partners & Collaborators**

Alliance Board

**Timeline**

Annually beginning in 2021

Organize regular Queen's Park Days or similar events to highlight how the agri-food sector in the Golden Horseshoe is an economic driver in Ontario.



### ACTION | A.2.5

**Lead/Support**

Alliance Board

**Potential Partners & Collaborators**

Working Group

**Timeline**

Jan 2021 - Dec 2026

Advocate for expanding access to high-speed internet to enhance equity in economic opportunity linking rural and urban communities in the Golden Horseshoe.



### ACTION | A.2.6

**Lead/Support**

Alliance Board & Working Group

**Potential Partners & Collaborators**

GHFFA Staff

**Timeline**

Jan 2021 - Dec 2026

Continue to ensure municipal partners (including single, upper and lower-tier municipalities) in the Golden Horseshoe have committed planning and economic development staff roles with a focus on the agri-food sector. Encourage interdepartmental collaboration at the municipal level beyond economic development and planning to support the agri-food cluster and continue to collaborate across municipalities.



## GOAL B:

Establish the Golden Horseshoe as Canada's leading innovative agriculture and agri-food cluster.

The Golden Horseshoe provides significant contributions to the agri-food sector in Ontario. The Golden Horseshoe region is home to over one million acres of prime farmland including two important specialty crop areas.

It is also home to 52% of Ontario's agri-food sector jobs and 61% of Ontario's food and beverage processing businesses. The Alliance has a role to play in positioning Canada's agriculture and agri-food sector as a leading innovator.



## ACTIONS | B.1 - Grow the cluster via networking and relationship building



### ACTION | B.1.1

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Jan 2022 - Dec 2026

Collaborate to convene and host roundtable discussions with Golden Horseshoe municipalities, the Ministry of Agriculture, Food and Rural Affairs, and food manufacturing industry leaders on the opportunities and challenges to expand agri-food manufacturing in the Golden Horseshoe.

**Potential Partners & Collaborators**

Food and Consumer Products Canada  
Hamilton-Oshawa Port Authority (HOPA)  
OMAFRA  
Food manufacturing companies



### ACTION | B.1.2

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Dec 2023 - Dec 2026

Host roundtable discussions on the opportunities for agri-food entrepreneurship “centres of excellence” across the Golden Horseshoe.

**Potential Partners & Collaborators**

Durham College	Vineland Research and Innovation Centre
Niagara College	Holland Marsh Research Station
The University of Guelph	Meat and Poultry Ontario, Canadian Food Innovation Network
George Brown College	District Ventures Kitchen
York University Yspace	Other groups spurring innovation in the agri-food sector.



### ACTION | B.1.3

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Dec 2023 - Dec 2026

Host a workshop to bring together automation engineers, software developers, and primary production to network and expand opportunities to develop innovative food and on-farm technologies (e.g. robotics, artificial intelligence, sensors, etc.).

**Potential Partners & Collaborators**

Vineland Research and Innovation Centre  
Farm Organizations  
Post-secondary institutions



## ACTIONS | B.1 - Grow the cluster via networking and relationship building



### ACTION | B.1.4

Lead/Support  
Working Group

Potential Partners & Collaborators  
See Below

Timeline  
Jan 2022 - Dec 2026

Host 2-3 cross-municipal business to business networking events resulting in partnership opportunities for farm, agri-food, and restaurants/food service businesses across the Golden Horseshoe. Consider inviting an engaging speaker of interest to farm businesses and retailers to attract interest.

#### Potential Partners & Collaborators

Chambers of Commerce across the Golden Horseshoe and Greater Golden Horseshoe  
Business development stakeholders representing Black, Indigenous and people of colour (BIPOC) in the Golden Horseshoe  
Municipal Economic Development Staff



### ACTION | B.1.5

Lead/Support  
Working Group

Potential Partners & Collaborators  
Durham College Centre for Food

Timeline  
Jan 2022 - Mar 2023

Showcase opportunities in the Golden Horseshoe for intensive market garden, urban agriculture and urban farming business development. Begin by hosting an Alliance Board and Working Group meeting at Durham College Centre for Food.



### ACTION | B.1.6

Lead/Support  
Working Group

Potential Partners & Collaborators  
Feed Your Future, Golden Horseshoe Workforce  
Development Boards

Timeline  
Jan 2021- Dec 2024

Support initiatives that promote agri-food sector employment by hosting 2-4 series of Feeding Your Future career fairs within each of the Golden Horseshoe regions/cities.



### ACTION | B.1.7

Lead/Support  
Working Group

Potential Partners & Collaborators  
Ministry of Labour, Training, Skills & Development

Timeline  
Jan 2021- Dec 2024

Explore funding and/or training/skills development opportunities that exist within the Ministry of Labour, Training and Skills Development relevant for agri-food cluster development.



## ACTIONS | B.2 Enable municipal and other agri-food cluster stakeholders to enhance data-driven decision making across the Golden Horseshoe.



### ACTION | B.2.1

Lead/Support  
ConnectON

Potential Partners & Collaborators  
Food & Consumer Products of Canada

Timeline  
Jan 2022 - Dec 2023

Develop an economic snapshot of the agri-food sector in the Golden Horseshoe that includes labour market data to attract agri-food manufacturing opportunities to the Golden Horseshoe.



### ACTION | B.2.2

Lead/Support  
ConnectON

Potential Partners & Collaborators  
Working Group, OMAFRA

Timeline  
Jan 2021 - Dec 2026

Explore the opportunity to develop open and/or fee-based access portals within the ConnectON tool. Continue to build on opportunities for collaboration with the Agricultural System Portal.



### ACTION | B.2.3

Lead/Support  
ConnectON

Potential Partners & Collaborators  
Working Group, OMAFRA

Timeline  
Jan 2021- Dec 2026

Host 1-2 mapping workshops by 2026 to teach interested municipal partners about the full suite of ConnectON asset mapping capabilities to foster economic development activity. Workshops may be virtual and consist of a combination of formal presentations and hands-on peer-to-peer learning opportunities. Municipal partners can include those within the Golden Horseshoe and elsewhere in Ontario.



### ACTION | B.2.4

Lead/Support  
ConnectON

Potential Partners & Collaborators  
Working Group, OMAFRA

Timeline  
Jan 2021- Dec 2026

Showcase a series of aggregated data products for the Golden Horseshoe region, and Ontario more broadly. This may include labour market data (see also action item B.2.1), incubator/innovation spaces, or data pulled to inform timely policy conversations. The aggregated data products could be turned into infographics or briefs for GHFFA members to share with their networks.





## ACTIONS | B.3 - Foster Research & Relationship Building



### ACTION | B.3.1

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Jan 2022 - Dec 2026

Foster research that facilitates import replacement opportunities and market development strategies by enabling regional farms to experiment with growing culturally relevant foods.

**Potential Partners & Collaborators**  
Greenbelt Foundation  
Farmers and farm organizations  
Vineland Research and Innovation Centre



### ACTION | B.3.2

**Lead/Support**  
GHFFA Staff & Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Jan 2021 - Dec 2026

Grow the uptake of the Serving Up Local project by expanding the project within long term care facilities across the Golden Horseshoe and including other broader public sector opportunities.

**Potential Partners & Collaborators**  
Greenbelt Fund  
Other municipal partners (i.e. long-term care facilities, University of Guelph and other post-secondary institutions)



### ACTION | B.3.3

**Lead/Support**  
Greenbelt Foundation & Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Jan 2021- Dec 2026

Support the expansion of locally grown and processed fruits and vegetables in the Golden Horseshoe by enabling progress towards the actions identified in the 2020 Plant the Seeds report.

**Potential Partners & Collaborators**  
Agriculture and Agri-Food Canada  
Ontario Ministry of Agriculture Food and Rural Affairs  
Vineland Research  
And others



## ACTIONS | B.3 - Foster Research & Relationship Building



### ACTION | B.3.4

Lead/Support  
Working Group

Potential Partners & Collaborators  
Meat & Poultry Ontario

Timeline  
Jan 2022 - Dec 2026

Support activities that offer opportunities to grow the meat and poultry processing capacity in the Golden Horseshoe and surrounding areas, focusing on small and medium enterprises.



### ACTION | B.3.5

Lead/Support  
Working Group

Potential Partners & Collaborators  
See Below

Timeline  
Jan 2022 - Dec 2026

Explore creative uses of existing serviced land in urban areas in the Golden Horseshoe for production that may include small-scale intensive production opportunities and/or community gardens (e.g. greenhouses, tech-hubs, agri-food corridors, intensive controlled environment gardens, and as regenerative projects in brownfield areas).

Potential Partners & Collaborators  
Greenbelt Foundation  
Municipal Economic Development and planning staff



### ACTION | B.3.6

Lead/Support  
Working Group

Potential Partners & Collaborators  
Greenbelt Foundation & Fund

Timeline  
Jan 2022- Dec 2026

Investigate regional opportunities to develop, invest in and/or incentivize creative re-use of existing infrastructure to support food incubators, accelerators, commercial kitchens<sup>3</sup>, ghost kitchens, and packaging facilities. (See B.1.3)



### ACTION | B.3.7

Lead/Support  
Working Group

Potential Partners & Collaborators

Timeline  
Jan 2024- Dec 2024

Encourage the development of a "catalogue" of definitions for the various creative and innovative uses associated with urban agriculture. Definitions may include urban agriculture, urban farm, urban garden, peri-urban agriculture, vertical farming, etc.<sup>4</sup>



<sup>3</sup> Ghost kitchens are an emerging way for food companies to do business. In this model, restaurants and other food service providers do not have a storefront but rather, prepare foods in a kitchen and deliver straight to your door. This has become particularly popular during the pandemic. For more on ghost kitchens, see this article, [here](#).

<sup>4</sup> The City of Atlanta's "Aglanta" initiative has a webpage describing these definitions and more. There is an opportunity for the Alliance to lead similar work across the Golden Horseshoe. <https://www.aglanta.org/>

## GOAL C:

Enable the agri-food cluster to support sustainability outcomes.

The collaborative, regional nature of the Working Group is one of the strongest components of the Alliance. This collaboration is crucial for implementing planning and economic development policies and activities that support the continued prosperity of the agri-food sector.

This collaboration has the potential to enable the Golden Horseshoe agri-food sector to meet sustainability objectives related to the economy, communities, and the environment. Further, the Alliance can demonstrate progress towards sustainability objectives to demonstrate its leadership and commitment to a prosperous future.



## ACTIONS | C.1 - Enhance the economic capacity of agricultural land in the Golden Horseshoe.



### ACTION | C.1.1

#### Lead/Support

GHFFA Staff & Working Group

#### Potential Partners & Collaborators

#### Timeline

Jan 2021 - Dec 2026

Maintain regular Working Group meetings as a space to collaborate and align land use policy and economic development topics and best practices from a food systems perspective.



### ACTION | C.1.2

#### Lead/Support

Working Group

#### Potential Partners & Collaborators

See Below

#### Timeline

Jan 2021 - Dec 2026

Strengthen collaborative opportunities with OMAFRA to provide expert advice in the review of land use policy tools, documents, and amendments, and develop connections with the Ministry of Municipal Affairs and Housing to ensure Alliance input regarding provincial planning policy.

#### Potential Partners & Collaborators

Ontario Ministry of Agriculture, Food, and Rural Affairs  
Ministry of Municipal Affairs and Housing



### ACTION | C.1.3

#### Lead/Support

Working Group

#### Potential Partners & Collaborators

See Below

#### Timeline

Jan 2021 - Dec 2026

Continue to collaborate with the OMAFRA regional economic development staff to support strong regional-provincial connections and forge new collaborations with other provincial and federal groups such as the Department of Innovation, Science and Economic Development; Ministry of Environment, Conservation and Parks; Environment and Climate Change Canada, Agriculture and Agri-food Canada and Ministry of Finance.

#### Potential Partners & Collaborators

Ontario Ministry of Agriculture, Food, and Rural Affairs, Innovation, Science and Economic Development  
Ministry of Environment, Conservation, and Parks  
Ministry of Finance



## ACTIONS | C.1 - Enhance the economic capacity of agricultural land in the Golden Horseshoe.



### ACTION | C.1.4

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
Alliance Board, Greenbelt Foundation

**Timeline**  
Jan 2021 - Dec 2026

Share best practices and lessons learned to encourage consistent treatment of the on-farm diversified uses as defined in A Place to Grow, the Greenbelt Plan, and OMAFRA guidelines across the Golden Horseshoe.



### ACTION | C.1.5

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Jan 2023 - Dec 2026

Identify a partner to host 2-3 educational workshops to address farm and business succession/transition issues.

**Potential Partners & Collaborators**  
Farm Management Canada  
Farm Credit Canada  
Canadian Association of Farm Advisors  
Ontario Federation of Agriculture



### ACTION | C.1.6

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Jan 2021 - Dec 2026

Support cross promotion of agritourism activities across the Golden Horseshoe and explore opportunities to develop regional agritourism activities such as 'Farm Fresh' initiatives and 'Culinary Trails'.

**Potential Partners & Collaborators**  
Greenbelt Foundation  
Ontario Farm Fresh Marketing Association  
Local 'farm fresh' organizations  
Regional Tourism Organizations (RTO's) for the Golden Horseshoe



## ACTIONS | C.2 Enhance the capacity for agricultural land in the Golden Horseshoe to contribute to public health outcomes.



### ACTION | C.2.1

Lead/Support  
Working Group

Potential Partners & Collaborators  
Municipal Public Health Stakeholders

Timeline  
Jan 2022 - Dec 2026

Invite public health staff from each member municipality to participate in an annual Working Group meeting to discuss food access initiatives and GHFFA work.



### ACTION | C.2.2

Lead/Support  
Working Group

Potential Partners & Collaborators  
Alliance Board

Timeline  
Jan 2021 - Dec 2026

Monitor the activities of local food policy councils and efforts to enact food charters and strategies from food access and availability perspectives. Participate in regional initiatives as needed and consider the **National Food Policy** priority outcomes in Alliance activities.



### ACTION | C.2.3

Lead/Support  
Working Group

Potential Partners & Collaborators  
See Below

Timeline  
Jan 2022 - Dec 2026

Discuss opportunities for incentives to remove business/enterprise development barriers for small-scale urban agriculture and community gardens across the Golden Horseshoe within urban areas, specifically with respect to publicly-owned land. (See also B.3.5)

#### Potential Partners & Collaborators

Greenbelt Foundation  
Rouge National Urban Park  
Urban agri-businesses  
Other relevant stakeholders



## ACTIONS | C.3

Support ongoing climate change adaptation and mitigation initiatives and foster collaborations that position the agriculture and food and beverage manufacturing sectors as leaders in sustainability.



### ACTION | C.3.1

**Lead/Support**  
GHFFA Staff

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Jan 2021 - Dec 2026

Help position the farm and food sector within the Golden Horseshoe as a leader in meeting sustainability metrics by networking with the National Index Project and the Canadian Agri-food Sustainability Initiative.

**Potential Partners & Collaborators**  
National Index Project  
Canadian Agri-food Sustainability Initiative



### ACTION | C.3.2

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
See Below

**Timeline**  
Jan 2021 - Dec 2026

Continue to support the ongoing activities of organizations such as the OSCIA and Conservation Authorities in their work to promote and encourage the adoption of environmental stewardship best management practices across the Golden Horseshoe. For example, this may include promoting OSCIA environmental farm plan workshops amongst farm businesses in the Golden Horseshoe.

**Potential Partners & Collaborators**  
Ontario Soil and Crop Improvement Association  
Conservation Authorities,  
Ontario Farmland Trust  
Ecological Farmers of Ontario  
Among others



### ACTION | C.3.3

**Lead/Support**  
Working Group

**Potential Partners & Collaborators**  
Greenbelt Foundation

**Timeline**  
Jan 2022 - Dec 2026

Provide support for all municipal partners to develop climate change mitigation and adaptation strategies for agriculture by sharing good practices for developing and implementing climate change adaptation and mitigation strategies in the Working Group priorities for 2022-2026.

