

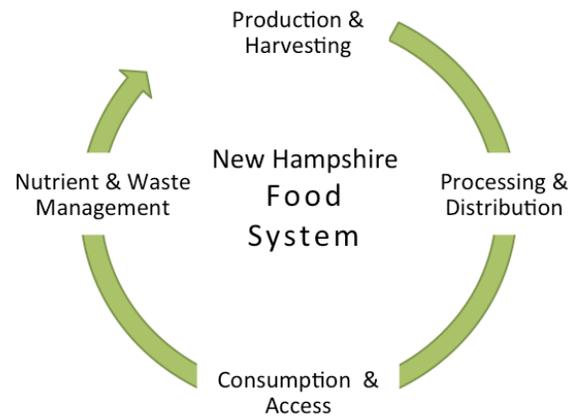
Developing a Food System Network and Strategy for New Hampshire

A description of the strategy development process and network structure designed by the NH Network Design Team

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Developing a Food System Network and Strategy for New Hampshire



A description of network structure and strategy design process developed by the New Hampshire Network Design Team

The overall goal of this effort is to develop a strong and connected network of organizations, institutions, agencies, businesses, and individuals that contribute to the NH food system. Through a statewide participatory process, we aim to create a NH Food Strategy that will identify shared goals and actions that will contribute to a robust, equitable, and healthy food system in NH. We aspire to build community, make connections across sectors, and leverage resources in order to ensure health, well-being, and access to food for NH citizens for generations to come.

Why do we need a food system network and strategy for NH?

During the past decade, NH has experienced a dramatic rediscovery of land, local foods and farm enterprises. From farmers markets, community gardens, farm shares and farm-to-school and-institution programs, new food connections are being made across New England and the United States. Citizens are recognizing the real and potential economic, social, and environmental benefits of supporting local and regional food systems from farm to fork, including revitalizing rural economies, improving nutrition and health, and ensuring equitable access to food.

While numerous efforts are underway to support local and regional food systems in our state and realize the benefits described above, these disparate initiatives do not have a coordinated vision for New Hampshire's food future. By building a strong network of engaged participants who share a common vision, learn from one another and collaborate strategically, we can achieve measurable, positive impact across the NH food system. Now is the time to link all of the good work around the state together and for NH citizens to identify opportunities and strategies for realizing a future food system that strengthens our economy, stewards our cultural and natural resources and contributes to the health and well-being of all NH citizens.

Benefits of a NH Food System Network and Strategy

Leveraging Opportunities

- Increase production & economic activity in the food/farm/fishing sectors
- Improve health, nutrition & food security for all NH citizens while decreasing societal costs of diet-related disease
- Create desirable, rewarding jobs throughout the food sector
- Maintain & enhance the natural resource base underlying a productive food economy
- Connect the good work of many groups across the state and the New England region already underway

Addressing Challenges & Managing Risk

- Buffer against disruptions in national/global food supply due to weather or other issues
- Resolve infrastructure needs such as processing capacity and local distribution
- Address policies that slow down the development of our local food economy
- Build opportunities to add value to raw local products and increase job opportunities rather than simply exporting raw materials

Did you know?

Current agricultural production in NH supports only 6% of our population¹.

Since 1982, NH has lost over 20% of cropland and 28% of pastureland².

1 in 10 NH children live in poverty³.

25% of NH citizens are at risk for food insecurity⁴.

2 out of 3 adults and 1 out of 4 high school students are overweight and undernourished in NH⁵.

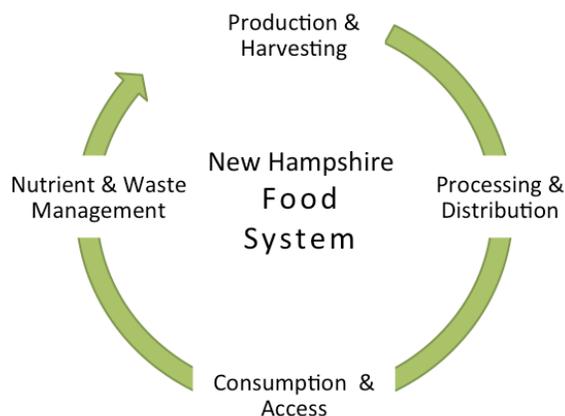
A Food Plan vs. a Food Strategy

A food system strategy for NH will serve as a road-map and guide for collaboration and action among citizens and stakeholders throughout the food system. A strategy is not a plan, just as the process we will use to design the strategy will look very different from traditional strategic planning. Whereas traditional strategic planning can be described as “making a plan and sticking to it”, our process of developing an adaptive, flexible food system strategy can be seen as “setting a direction and testing to it” by continually measuring progress and modifying the strategies and actions as needed in order to reach our goals.

Strategic Plan	vs.	Strategy
Static written document		Evolving, flexible text
Top-down directives		Broad stakeholder input and participation
Data collected before planning and after implementation to measure success		Ongoing data collection informs strategy adaptation and evolution
Specific and set time horizons		Variable and adaptable time horizons

Cultivating a collaborative network to create change

Over the last decade, a number of groups and coalitions in NH have put forth comprehensive plans and policy recommendations related to the food system⁶. Our current effort seeks to learn from and build upon this valuable work, while creating a strong and extended network of citizens that will contribute to the NH Food Strategy development process and help to ensure its advancement.



The NH Food System Network includes all of the citizens, groups, initiatives, institutions and businesses that contribute to the NH Food System from farm to plate. The simple diagram above illustrates basic food system activities; the producers, entrepreneurs, institutions, citizens, initiatives, and agencies that support these processes make up the food system network. While many of these groups cooperate and coordinate through networks of their own, our effort aims to strengthen the connections across communities, regions and sectors in order to promote more effective collaboration and action throughout the food system.

Collective Impact in the NH Food System

This dual focus on network building and participatory strategy development stems from the concept of **'collective impact'** or the idea that greater connectivity and goal alignment between stakeholders (in any complex system) ultimately leads to more effective action and impactful change⁷. As diverse groups and individuals build relationships and learn from one another, they reduce redundancy, share resources, and collaborate more effectively. The Food System Network we build in NH will embrace the 5 conditions necessary to achieve collective impact including:

- **Common agenda:** The NH Food Strategy will articulate a shared vision and identify ways to strengthen the NH Food System in the next 5-10 years.
- **Mutually reinforcing activities:** The NH Food Network will support existing programs, projects and organizations; advance new ideas; and coordinate actions among members.
- **Continuous communication:** Network members will communicate, share resources, learn from one another and coordinate initiatives through easily accessible communication channels such as a list-serve and a collaborative website platform.
- **Shared measurement:** The NH Food Strategy will develop a set of indicators and metrics, consistent with others in New England, for measuring progress towards goals and monitoring strategy effectiveness.
- **Backbone support:** The UNHSI will provide logistical and administrative support to coordinate the network building and strategy development process. This role may change if other, more appropriate backbone structures are found in the future.

UNH Sustainability Institute (UNHSI)

The UNH Sustainability Institute (UNHSI) with support from the [Henry P. Kendall Foundation](#), the [New Hampshire Charitable Foundation](#), The [James Merck Family Fund](#), and [Share Our Strength](#), serves as the 'backbone' organization for the NH Food System Network and Strategy development initiative. As the backbone organization for the NH effort, UNHSI does not direct or dictate outcomes, but provides administrative and research support and facilitates meetings and communications among stakeholder representatives across the state.

The University of New Hampshire Sustainability Institute (UNHSI) has provided critical leadership in advancing sustainable food systems in NH, the region, and beyond (Figure 2). Some of the UNHSI food system initiatives and activities include:

- Supporting and contributing to the work of other food system networks such as the Northeast Sustainable Agriculture Working Group (NESAWG);
- Initiating public discussions such as the Soul of Agriculture Conference series (2001-2004);
- Conducting listening sessions throughout NH to better understand food system challenges facing food insecure residents and other vulnerable citizens in 2006;
- Partnering with the UNH Whittemore School of Business and Economics and the NH Department of Agriculture in 2010 to develop the statewide *Home Grown Report*,⁸ which examines the economic impact of local food systems in NH.

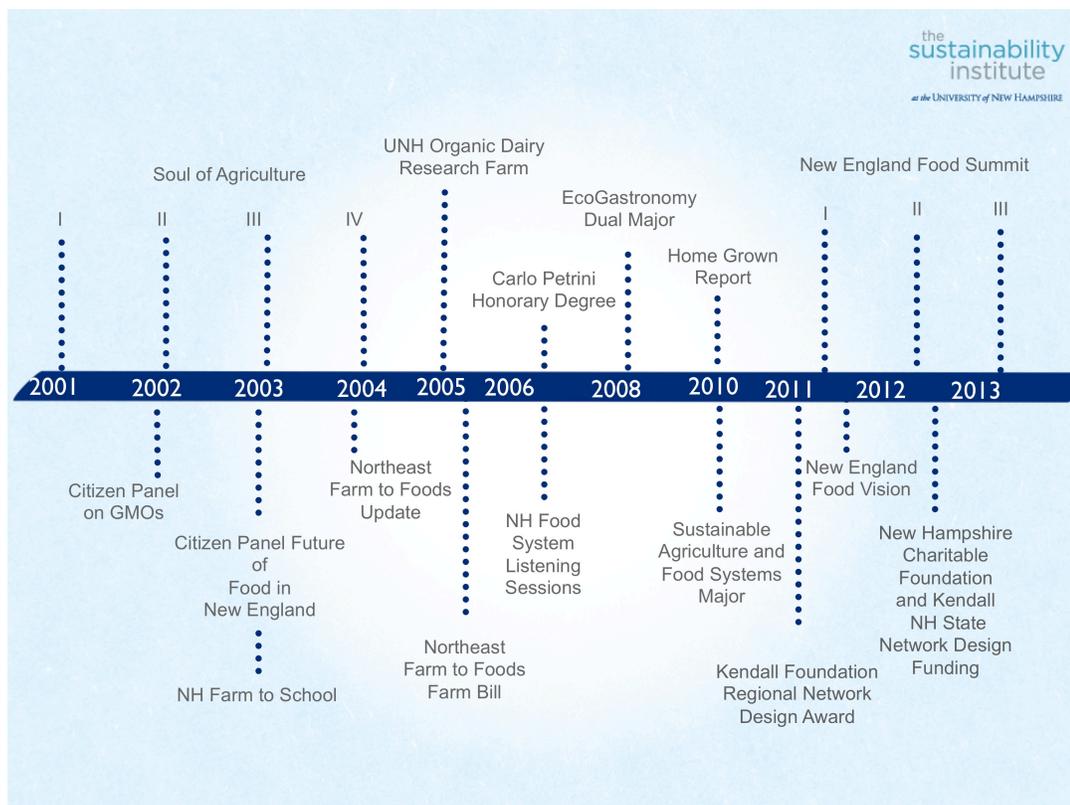


Figure 2. Timeline of selected UNHSI Food System Initiatives and Activities

Food Solutions New England (FSNE)

UNHSI also initiated, and serves as the backbone organization for, [Food Solutions New England \(FSNE\)](#), an emergent learning and action network organizing around a single goal: to transform the New England food system into a resilient driver of healthy food, sustainable farming and fishing, and thriving communities.

Our work in NH will be informed and enhanced by FSNE's ongoing efforts build a regional food system network and weave together food system initiatives throughout New England. Core UNHSI staff are part of both the regional and statewide efforts and encourage collaboration and communication between groups at multiple scales, leveraging enormous opportunity for learning and knowledge exchange.

FSNE is organized around four interrelated activities:

1. Championing the New England Food Vision, a bold future scenario that calls for our region to build the capacity to produce up to 70% of clean, fair, just, and accessible for all New Englanders by 2060.
2. Facilitating New Hampshire state food planning and connectivity across food planning initiatives in all six New England states.
3. Convening annual New England food summits and topical workshops.
4. Providing communication, analysis and staff support for all FSNE activities.

Phases of Network Building and Strategy Development

Our statewide process of network building and food strategy development will occur in three main phases:

Phase I: Design - September 2012-2013

A diverse team of food system leaders and stakeholders known as the NH Network Design Team (NHNDT) will design the food system network structure and strategic development process.

Phase II: Strategy Development – October 2013-December 2014

Strategy and Process teams will carry forward the network building and strategy development processes designed in Phase I.

The New England Food Vision

Citizens across New England are creating a **shared vision** for meeting the majority of the region's food needs from within borders of the six states within fifty years. This vision sees growth in the food system as a basis for a strong, resilient regional economy in collaboration with other industries, and a future where people can make a viable living and find satisfying and meaningful employment growing, processing, and distributing food while contributing to the vitality and health of their communities. By joining in this broad, regional conversation, there is opportunity to expand New Hampshire's role in the agricultural and food sectors in neighboring states and to build on each state's strengths.

Phase III: Implementation and Adaptation - January 2014 and beyond

A robust, well-connected NH Food System Network will ensure that the goals and strategies identified in the NH Food Strategy are implemented, monitored, evaluated and refined on an ongoing basis. Network members will continue to build and nurture the network, work toward collaborative action and learn from successes and challenges, making sure that the NH Food Strategy becomes a living document, responsive and adaptive to changing circumstances.

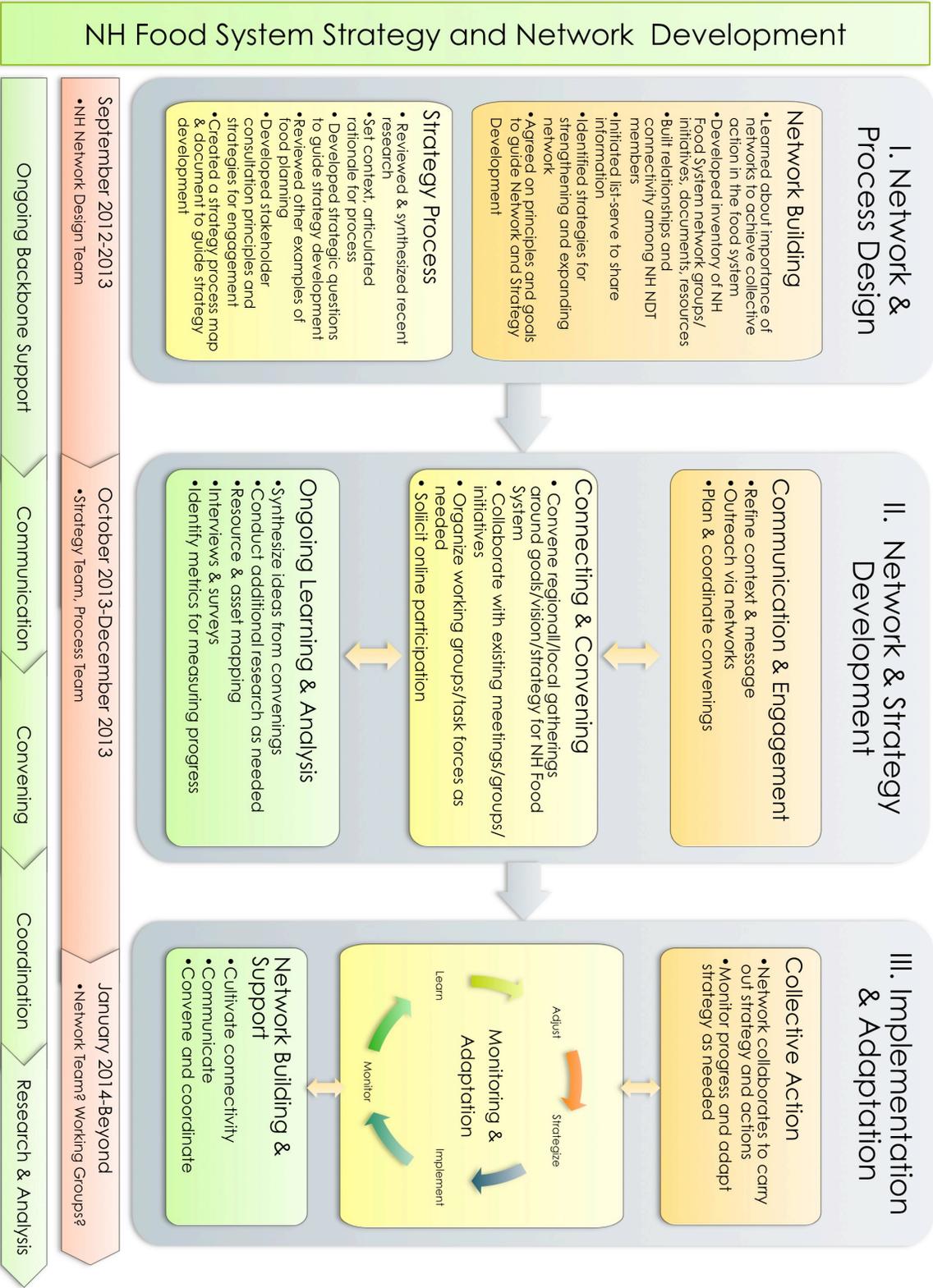


Figure 3. NH Food System Strategy and Network Development Process Map

Phase I: Designing the Food System Network and Strategy Development Process

September 2012-2013

Main Activities and Goals

- UNHSI core staff, in collaboration with facilitators from the [Interaction Institute for Social Change](#) (IISC), developed a preliminary strategy for facilitating statewide network building and food strategy process design. NHSI and IISC conducted stakeholder analyses to identify 30+ representatives from diverse sectors of the food system across the state to participate in the [NH Network Design Team \(NHNDT\)](#).
- NHNDT members met for one day per month beginning in February 2013 to accomplish 2 main goals:
 1. Design a network structure to facilitate communication and collaboration across the food system and to support the development and implementation of a food strategy for NH.
 2. Design a participatory, transparent process to develop a state food strategy for NH
- Using the IISC “Framework for Change”, NHNDT members worked during meetings answer 3 main questions: *Where are we now? Where are we going? How do we get there?* Grappling with these questions helped the group to develop a shared understanding about the underpinnings of the collaborative effort, including building alignment about what is influencing the effort, what the current state of affairs is, and where the effort wants to go.

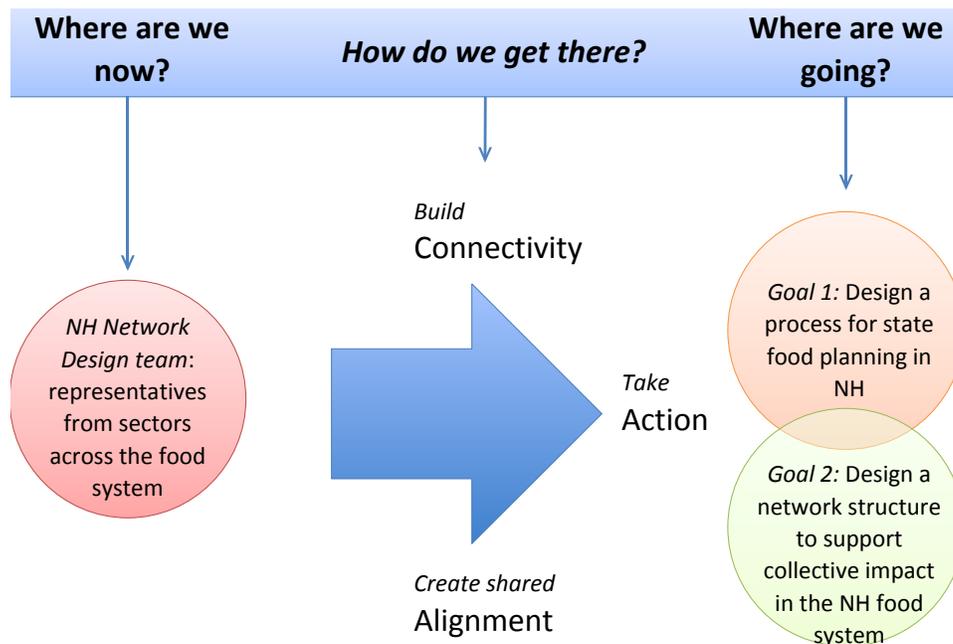


Figure 4. Guiding questions, activities, and goals of the NHNDT

- The team also focused on understanding how building a strong foundation of network connectivity and alignment BEFORE moving to action, results in greater effectiveness and collective impact (Figure 4).

Network Outcomes

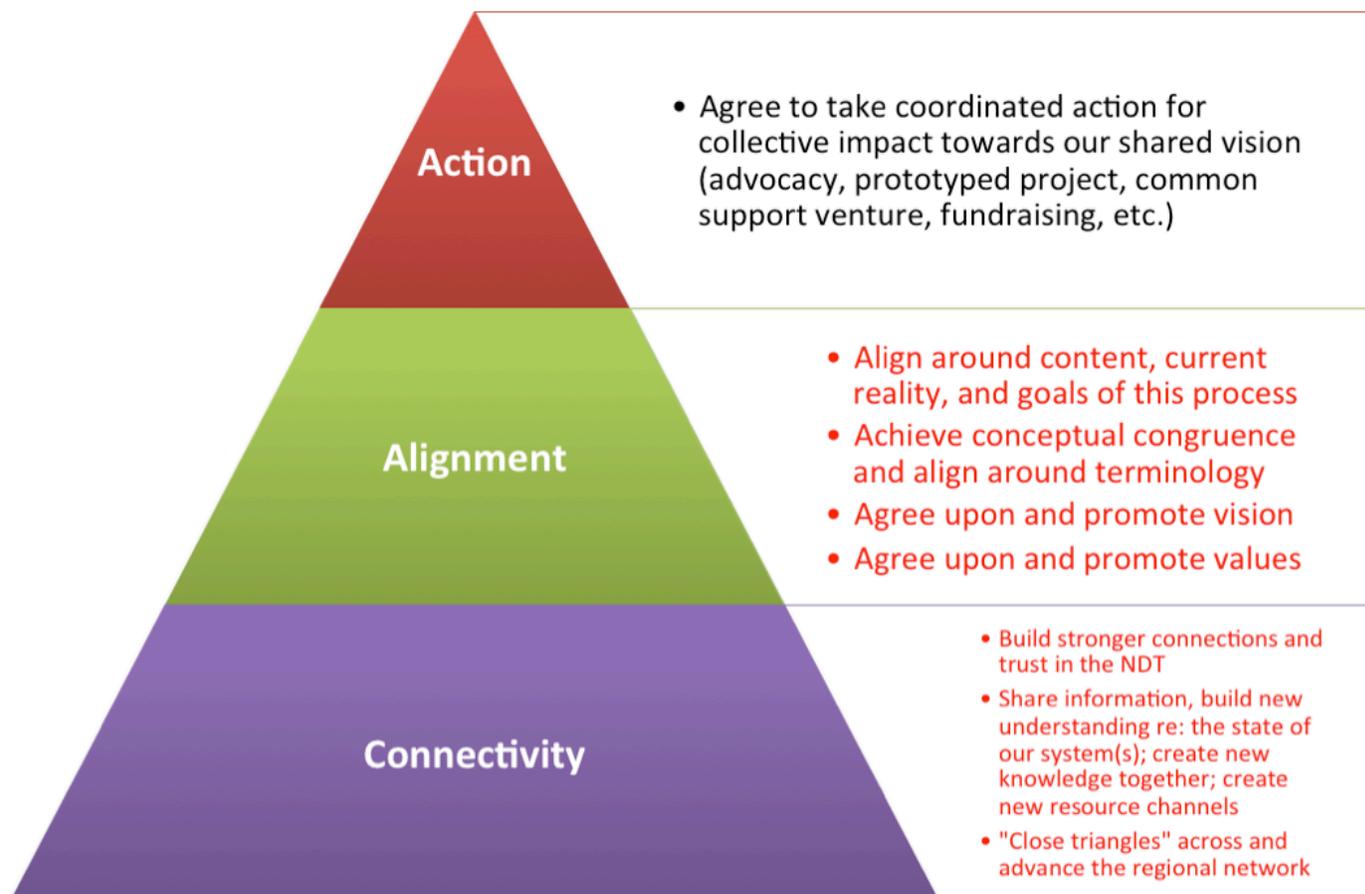


Figure 4. The Network Triangle. This diagram describes how a foundation of connectivity and alignment between network members is critical to achieving effective, coordinated action and collective impact.

- IISC also introduced the team to their framework for measuring success, which includes Results, Process, and Relationships. This framework emphasizes that there are multiple dimensions of success and ways to measure success that go beyond the action orientation or results (illustrated in the Triangle above). These other dimensions include: Process – how the work gets done, designed and managed, monitored and evaluated, and Relationships – how people interact, relate to the team, organization, and feel about involvement.

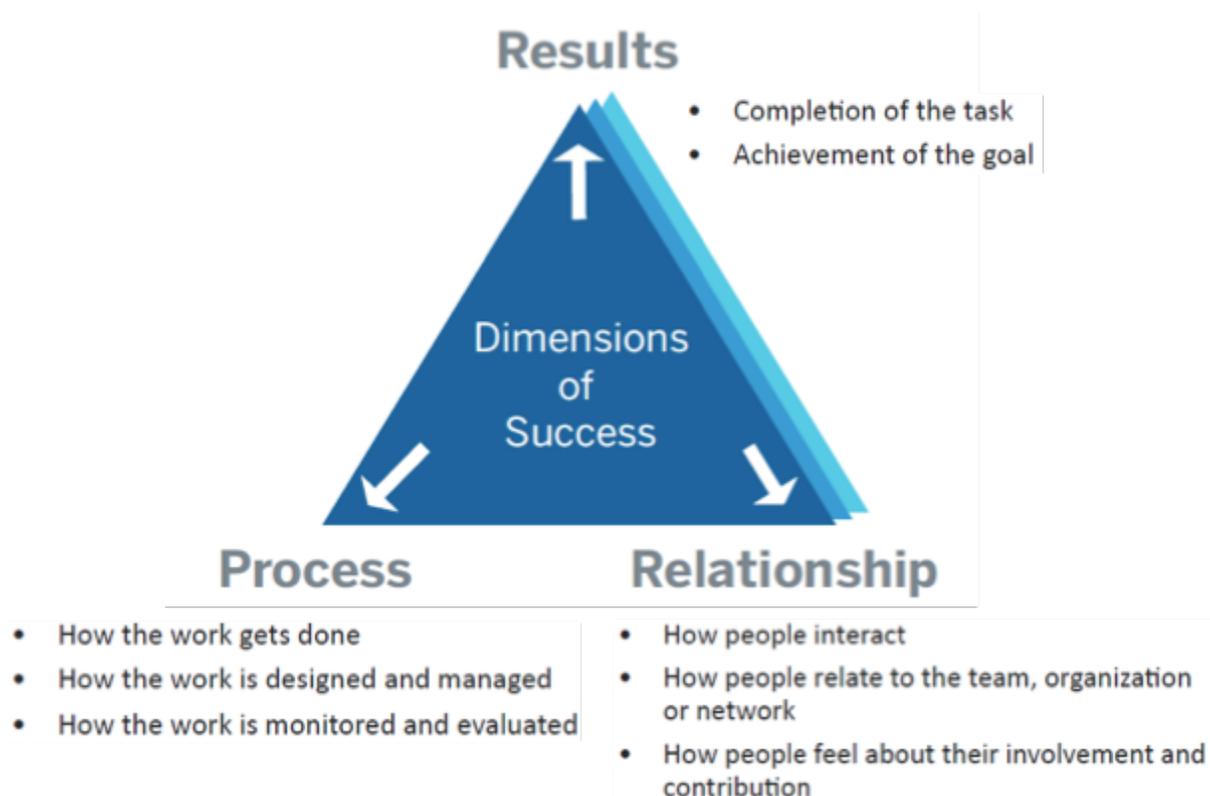


Figure 4. Dimensions of Success: Results, Process, Relationship

- Detailed notes or “group memories” from each of the design team meetings are available on the [NHNDT website](#).

Phase I Outcomes: Network building and design

- Developed a shared vocabulary and understanding among NHNDT members about the importance of network building to advancing food system goals;
- Developed an inventory and database of organizations, initiatives, resources, and other key groups that contribute to a vibrant [NH Food System Network](#);
- Created an [online clearinghouse](#) for food system related reports, documents, and other relevant data;
- Piloted a NH Food System list-serve to improve connectivity throughout the state;
- Built trust, social ties, and connectivity among NHNDT members by sharing experiences, information, and ideas;
- Identified key strategies for strengthening and expanding the network in the future such as creating an online communications platform to facilitate collaboration and resource sharing;

- Agreed upon a common set of principles, values and goals for the NH Food System Network that would guide the NH Food Strategy development (Appendix 1).

Phase I Outcomes: Strategy process design

- Summarized and synthesized recent research and initiatives related to food system planning in NH;
- Reviewed and assessed examples of other food planning and food strategy initiatives and their relevance to the NH context (Appendix 2);
- Developed a series of strategic questions to guide process design and strategy development (Appendix 3);
- Developed a series of Guiding Principles for engaging citizens and food system groups and networks in developing the Food Strategy (See Phase II);
- Identified key citizen groups and strategies for engaging and encouraging diverse participation (Appendix 4);
- Created a Strategy Process map illustrating the main phases, activities, and leadership teams responsible for each stage of the strategy development process (Figure 3);
- Identified a Process Team to help facilitate the process moving forward, and a Strategy Team to help synthesize and refine input gathered at convenings throughout Phase II of the strategy development process.

Phase II: Developing the NH Food Strategy and the NH Food System Network

October 2013 – December 2014

Who will facilitate the process?

- Funding support – Funding proposals pending for NHCF, Jane’s Trust, Kendall Foundation, John Merck Fund for 2014
- **Convening Team** (Backbone administrative support provided by UNHSI/FSNE and IISC) – **Main roles:** convening, coordinating, communicating, curating
- **Process Team** (Convening Team + 3-5 members of Strategy Team)– **Main roles:** process design, agenda setting, etc.
- **Strategy Team** (Approx. 25 representatives from NH Food System) – **Main roles:** network building and weaving, content development and synthesis, engagement
- **Network ambassadors** – **Main roles:** network building and weaving, information sharing, collaborating

Who	Roles and Responsibilities	Qualifications
Convening/Backbone team: - UNH/SI - Process Facilitator from IISC	-NH Food System Network facilitation -Capturing the ‘group memory’ from all meetings -Communications between NH Food Network and Strategy Team/Process Team as well as with the general public via website,	-Expertise in and knowledge of the NH food system, analysis of the system, data and resources relevant to the project -Excellent oral, written and electronic communication, organization and research skills -Strong facilitation skills

	<p>Facebook, Twitter and listserve; also between state and region</p> <ul style="list-style-type: none"> -Compiling all information and details from meetings and Regional Convenings (or other events) and sharing with all food network members via weebly, e-mail, listserve or other avenues deemed appropriate -Acquiring funding to support NH Food Strategy Process facilitation, meetings and future planning -Meet on a weekly basis 	<ul style="list-style-type: none"> -Current food systems work experience required -Ability to meet on a weekly basis via phone or in person
<p>Process Team</p> <ul style="list-style-type: none"> -Members of the Convening/Backbone Team -3-5 members of the Strategy Team (as decided by the Strategy Team) 	<ul style="list-style-type: none"> -Shape the public engagement and research process for developing the NH Food Strategy (overall process and individual agenda designs) - Help to identify gaps in strategies and content of the NH Food Strategy -Help to shape and grow the NH Food System Network by developing communications and outreach strategies -Facilitate communications between Strategy Team and possible Working Groups and/or Task Forces -Draft documents and establish resources as identified by the Strategy Team -Identify potential funding sources - Attend meetings of Process and Strategy teams and complete work outside of meetings as necessary 	<ul style="list-style-type: none"> -Ability to meet on a monthly or twice-monthly basis in-person or via phone call and do work outside of team meetings -Strong interest in process design -Ability to work and think on a 'systems' level with a strong emphasis on collaboration -Access to a phone and the internet a must -Knowledge of and experience with food systems or components thereof -Representative of networks relevant to this work -Ability to think strategically and "hold the whole" food system in view
<p>Strategy Team</p> <ul style="list-style-type: none"> -Interested members of the NH NDT - Process Team -Other people or parties as identified by the NH NDT 	<ul style="list-style-type: none"> -Establish communications/outreach plan and mechanism for engaging citizens and other networks from around the state -Help to mobilize various state networks and convene citizens to come together around food system strategies, goals and vision in order to inform a NH Food System Strategy and build the NH Food System network -Synthesize information and ideas gathered from citizens and other networks from around the state -Strategize and contribute to additional research/information 	<ul style="list-style-type: none"> -Ability to meet on a monthly basis in person or via phone call -Ability to work and think on a 'systems' level with a strong emphasis on collaboration -Strong interest in or experience with the NH food system -Representative of an identified sector of the NH food system -Access to a phone and the internet is a must -Knowledge of and experience with food systems or components thereof -Ability to think strategically and "hold the whole" food system in

	<p>gathering needed for informing a NH Food System Strategy</p> <ul style="list-style-type: none"> -Continue to build the NH Food System Network via outreach at in-person meetings and gatherings and by developing and contributing to various online platforms -Consider relevant policies and policy next steps for strategy and network development -Develop targeted Working Groups or Task Forces as needed for Strategy Development with assistance from the Process Team -Meet on a monthly or bi-monthly basis as identified by the Process Team and/or members of the Strategy Team 	<p>view</p> <ul style="list-style-type: none"> -Aptitude to collaborate in and foster a win-win environment, where we deeply listen to and consider the opinions of others, striving for the best possible thinking -Readiness (willingness and capacity) to collaborate as peers -Willingness and flexibility to schedule and attend meetings and to do work outside of Team meetings
<p>NH Food System Network ambassadors</p>	<ul style="list-style-type: none"> -Help to connect and engage individuals, institutions, communities and other groups in the network and strategy development process - Stay informed and share information and resources with others in the network -Collaborate with others in the network 	

Core Elements of the Strategy Development and Network Building Processes

These core elements are a key part of the strategy development and will inform all phases and aspects of the process.

Communication & Engagement

- A primary objective of the strategy development process is to engage NH citizens and communities in order to learn about their concerns, visions and ideas for the NH Food System.
- In addition to learning from citizens and other groups, the process of creating a food strategy for NH presents a perfect opportunity for raising awareness, among the general public, state and municipal officials, and others about the challenges and opportunities inherent in the NH Food System.
- **What does this look like in action?**
 - Strategy and Process teams will refine outreach messaging and set the context for the effort;
 - Citizens will be invited to engage in the strategy development and network building process via convenings, existing meetings, and web-based platforms.

Connecting & Convening

- Building connectivity among members of the NH Food System will be a key feature of the entire strategy development process because relationships will enable collaboration and co-learning during both the strategy development and implementation phases.
- Convenings will happen at different scales throughout the state, focusing both on cross-sector connectivity (at community and regional gatherings) and engaging existing networks, initiatives, organizations and groups focused on specific food system sectors and stakeholders.
- **What does this look like in action?**
 - Convenings will focus on developing social ties, building trust, and learning from each other; participants will have a chance to share stories, experiences and information both in person and via on-line platforms;
 - Strategy and Process Teams will facilitate visioning, values alignment, priority setting and opportunity/solution development at convenings to inform the NH Food Strategy.

Ongoing Learning & Analysis

- Understanding more about the current realities in the state and determining appropriate strategies to address challenges and opportunities will require an iterative process of information gathering as well as resource and asset mapping.
- Data collection will be targeted and specific and efficient methods developed to ensure and enable continual monitoring and adaptation of the strategy into the future.
- Articulate actions/strategies for addressing food system challenges and opportunities at multiple systemic scales: state, region, community and individual.
- Benchmarks and indicators will be developed that align with other regional food strategy plans to measure progress.
- **What does this look like in action?**
 - An iterative process of synthesizing stakeholder ideas from convenings;
 - Synthesizing existing data and research;
 - Key informant interviews;
 - On-line surveys and storytelling.

Guiding Principles for Engaging NH Citizens in Developing the NH Food Strategy

- We will emphasize collaboration, partnerships, and integration with groups and initiatives already working on food system issues throughout the state. Our goal is to build on and help to coordinate the many efforts already underway, not to reinvent the wheel.
- The NH Food Strategy will be created in collaboration WITH citizens, communities and existing networks not merely based on input FROM them. Ownership and meaningful participation in the process will lead to more successful implementation in the future.
- Broad and diverse food system sectors, including citizens, communities and groups working at different scales in diverse geographic areas, will be engaged and represented in the process.

- We will strive to ensure that groups and individuals who do not often have a voice, are underrepresented in public policy conversations, or are most vulnerable, are included and involved in culturally appropriate ways. This means that participants will be socio-economically diverse, age-diverse and ethnically diverse. The Strategy and Process teams will need to educate themselves about how to include diverse voices effectively and meaningfully.
- The process will be as transparent as possible to all citizens and communicated in plain language.
- Messaging will be as be POSITIVE, as possible, not alarmist; communication will be focused on opportunities and resources, rather than challenges and deficits, although sharing facts and information about those challenges will be as important as well.

Phase III: Implementing and Adapting the NH Food Strategy

January 2014 and beyond

A robust, well-connected NH Food System Network will ensure that the goals and strategies identified in the NH Food Strategy are implemented, monitored, evaluated and refined on an ongoing basis. Network members will continue to build and nurture the network, work toward collaborative action and learn from successes and challenges so that the NH Food Strategy becomes a living document, responsive and adaptive to changing circumstances.

To be determined during the strategy development process:

- Groups/Leaders may need to take responsibility for specific actions within the strategy; this may include working groups.
- Strategies for monitoring progress will need to be developed, including benchmarks and metrics to assess food system and network health; these will tie into regional metrics as well.
- Members of the NH Food System Network and Convening teams will maintain close working relationships with those developing food strategies in other states, ensuring that we learn from their experiences.
- Roles, responsibilities and membership of the Convening, Process and Strategy teams will change as the process moves forward.



Appendices

Appendix 1. Principles of a Healthy, Sustainable Food System

Principles of a Healthy, Sustainable Food System

In June 2010, the Academy of Nutrition and Dietetics (formerly American Dietetics Association), American Nurses Association, American Planning Association, and American Public Health Association initiated a collaborative process to develop a set of shared food system principles. The following principles are a result of this process and have been collectively endorsed by these organizations.

We support socially, economically, and ecologically sustainable food systems that promote health — the current and future health of individuals, communities, and the natural environment. A sustainable food system is:

Health-Promoting

- Supports the physical and mental health of all farmers, workers, and eaters
- Accounts for the public health impacts across the entire lifecycle of how food is produced, processed, packaged, labeled, distributed, marketed, consumed, and disposed

Sustainable

- Conserves, protects, and regenerates natural resources, landscapes, and biodiversity
- Meets our current food and nutrition needs without compromising the ability of the system to meet the needs of future generations

Resilient

- Thrives in the face of challenges, such as unpredictable climate, increased pest resistance, and declining, increasingly expensive water and energy supplies

Diverse in

- Size and scale — includes a diverse range of food production, transformation, distribution, marketing, consumption, and disposal practices, occurring at diverse scales, from local and regional to national and global
- Geography — considers geographic differences in natural resources, climate, customs, and heritage
- Culture — appreciates and supports a diversity of cultures, socio-demographics, and lifestyles
- Choice — provides a variety of health-promoting food choices for all

Fair

- Supports fair and just communities and conditions for all farmers, workers, and eaters
- Provides equitable physical access to affordable food that is health promoting and culturally appropriate

Economically Balanced

- Provides economic opportunities that are balanced across geographic regions of the country and at different scales of activity, from local to global, for a diverse range of food system stakeholders
- Affords farmers and workers in all sectors of the system a living wage

Transparent

- Provides opportunities for farmers, workers, and eaters to gain the knowledge necessary to understand how food is produced, transformed, distributed, marketed, consumed, and disposed
- Empowers farmers, workers and eaters to actively participate in decision making in all sectors of the system

Appendix 2. Review of State Food System Planning Efforts

Initiative	Initiator/Convenor	Budget/ Funding	Stakeholders Involved	Planning "Product(s)"
Vermont Farm to Plate	VT Sustainable Jobs Fund and the Secretary of Agriculture are partners in this venture since 2009. The VT Farm to Plate initiative was approved by the legislature and is an initiative of VSFJ. Current governance is under the VT Farm to Plate Network structure.	\$320K per year for staffing (3.5 FTE), stipends, training, gatherings, and funding pool; one third comes from the State and two thirds from private foundations	Hundreds of stakeholders gave input to the strategic plan; current VT Farm to Plate Network includes 225 organizational members on Work Groups and Task Teams focused on several key focus areas.	10-year strategic plan with 33 goals and 60 high priority strategies; VT Farm to Plate Network launched in 2011; Work Groups are now implementing and adjusting the goals set out by the plan, which overall seek to double "local" food production in 10 years; also about to launch the "Food Atlas" which will showcase stories, videos, job listings, news, events, resources, the F2P Strategic Plan, people, and organizations that are strengthening Vermont's food system.
Rhode Island Food Policy Council Rhode Island Agricultural Partnership	Southside Community Land Trust initially sought funding and convened a "Design Committee" in 2011 to create a mission, vision, and structure for a "food policy council." SCLT now serves as the fiscal sponsor of the initiative. It is intentionally independent from the state and governed by the formal RI Food Policy Council structure.	Not known	A few hundred stakeholders have been engaged through gathering input on the mission, vision, and goals of the Council, public meetings, research gathered for the food assessment, and now via the formal Council structure. A couple hundred people (farmers, service providers, public entities) involved in listening sessions to create strategic plan. Ongoing advisory board.	Engaged the services of Karp Resources to conduct a "community food assessment," which gave an overview of the state of the RI food system and suggested 15 "leverage points" for strengthening the system and improving food security. Using this, the Council created four overarching and long-term goals , around which Work Groups have formed and are articulating strategies. The Council was instrumental in having Food Day officially recognized in the state by the Governor, and it maintains ongoing communication with the Interagency Food and Nutrition Policy Advisory Council. Five-Year Strategic Plan for Rhode Island Agriculture. Focus is on services and technical support to farmers, business support, marketing and product distribution, agricultural policy and regulations, education land availability and protection, food safety and security, and sustainable locally produced food system.
Connecticut Food System Alliance Governor's Council on Agricultural	Core group of people from around CT, passionate about food systems and security, including staff person with UConn Extension , who has provided resources including a listserv through university.	Less than \$15K between funding from one foundation and in-kind support from members. 0\$ directly;	Roughly 125 stakeholders who have come to the four convenings since 2011 and others on the listserv. Meetings have been open to those who are interested. A couple hundred stakeholders engaged by "listening sessions" in	Shared vision and values along with a set of strategic questions around which Task Teams have organically formed. The Alliance is in the midst of considering whether it wants to pursue more significant funding to support a more formal structure and action agenda. Currently working on a strategic plan that encompasses 10

Development	Enacted by the General Assembly. Commissioner of Agriculture oversees the Council.	some funding for convening from FINE (\$2K); specialty crop block grant for research (less than \$20K); in-kind support from UConn for space and staff time.	2012. GCAD Council comprised of 12 members appointed by Gov. Advisory Group consists of "not more than 30 members," all appointed by the Commissioner.	different areas, including food systems and access. Overall focus is "the development, diversification and promotion of agricultural products, programs and enterprises in this state."
Michigan Good Food Policy Initiative	In 2009, the C. S. Mott Group for Sustainable Food Systems , the Food Bank Council of Michigan and the Michigan Food Policy Council came together to coordinate a grassroots process of developing specific goals for Michigan's food system that would promote equity, sustainability and a thriving economy.	Kellogg Foundation currently funds this work; waiting on current budget figures	Roughly 320 organizations have signed on to the Good Food Charter. Recently a Steering Committee has been formed made up of 19 organizations from across Michigan to advance the initiative (forming an infrastructure to support the work as it moves forward).	The Michigan Good Food Charter outlines a vision for the food system in Michigan, including 6 goals to achieve by 2020 and 25 agenda priorities to move us towards those goals.
Roots of Change (California)	In 2002, CA foundations recruited an advisory group, the Roots of Change Council , to define the environmental, social, and economic problems related to food and agriculture in California and to take action. ROC is governed by the Stewardship Council, made up of food system leaders. The Stewardship Council is currently composed of 13 members selected from various sectors, which reflect the diversity of the population and food system in California.	In 2009, ROC received \$750,000 in government grants for implementation of projects related to food access, sustainable foodshed policy development and small farm viability. ROC currently has 5 full time staff.	Initially interviews with 150 leaders from the food system around the state to create "The New Mainstream" report. Network now includes 40,000 members from 6 distinct groups: entrepreneurs, farmers and ranchers, funders, nonprofits, public agencies, and individuals.	" The New Mainstream: A Sustainable Food Agenda for California " - describes a vision for the food system in 2030, 1,000 pages of supporting research, and identifies 11 values, 22 goals, 3 initiatives, and 75 indicators that would move the state toward the vision. Two grants launched the coalescing of a network of Californians who could create the new Mainstream. In 2006, the Council hired its first executive tasked to redesign Roots of Change as a service entity in support of the network seeking healthy food and agriculture. Since 2004, ROC has invested nearly \$7.2 million directly in projects to transform the system.
Vancouver Food Strategy	Vancouver Food Policy Council City of Vancouver The two worked together to develop stakeholder engagement opportunities and	Unknown	Gathered input from Summer 2011-Spring 2012 from an estimated 2,200 people through a process called 'Talk food with us': <ul style="list-style-type: none"> • Roundtable discussions • Storytelling 	"The strategy begins with history, context, and consultation process . It then reaffirms the food charter vision and principles , presents (5) mid-level goals that delve deeper into the vision and principles, and shows what a resilient food system contributes to creating a healthy

	<p>brought together organizations, individuals and more to contribute to the development of this strategy.</p>		<p>and dialogue events</p> <ul style="list-style-type: none"> • Toolkits and exercises • Workshops and focus groups 	<p>and sustainable city. Finally, it details the specific actions or ingredients that will be necessary to achieve the vision, principles and goals. The Vancouver Food Strategy concludes with information about food strategy implementation, including monitoring and evaluating our progress."</p>
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Appendix 3. Strategic Questions to Guide Network and Strategy Development

The NHNDT developed these questions at their meeting on March 25, 2013. Questions have been organized according to the following categories: (1) Process Design, (2) System Mapping, (3) Vision and Values, (4) Strengths/Opportunities/Assets, (5) Problems/Challenges/Obstacles, (6) Solutions, (7) Implementation.

(1) Process Design

- What's the problem we're addressing? What are we trying to accomplish here? How is what we're doing here (designing a food plan process and network) leading to addressing that problem?
- What are the hard data/statistics to back up our assertions in the context/current reality?
- More about states more advanced in the planning process – What did they do? How did they decide?
- More about states more advanced in the planning process – What did they do? How did they decide?
- Who should be involved in the planning process, including non-food groups or network in NH?
- How do we get farmers engaged in this process?
- What is the 'hook' to get larger corporations to become part of the conversation?
- What strategies have been used to build inclusive networks?
- How can we ensure that a diversity of stakeholders are authentically engaged in the process of creating 'the plan'?

(2) System Mapping

- What does map of NH food system look like?
- Understand inputs better – where are they from?
- Who is doing what in our state to build our local food system?
- What are people's goals at different organizations relative to the food system?
- Can we develop a map that overlays food, forestry and consumption needs in NH?
- How much of the food processed in New England exported?
- How much local food is bought by whom and where?
- What are the external factors that influence/impact the growth of agriculture in New England? (like commodity pricing, federal and state regulations, cost of living for farmers and so on)
- How does the average person in NH perceive or see "the food system"?

(3) Vision and Values

- What is our vision for NH through the development of its food system? What outcomes do we want?
- What are the shared values (i.e. equity, jobs, building community, land stewardship, etc.) that we hold going into this process?
- What are the interests and values of disenfranchised populations in NH?
- If more of our food were grown locally, what would be the multiplier effect/potential for strengthening local economies?
- What is/are the economic development, public health benefits (including savings and cost avoidance), ecosystem services benefits, of an enhanced NH food system?

(4) Strengths/Opportunities/Assets

- What is going well in our food system? What does "success" look like right now?
- Where are all the skilled butchers and how many are USDA certified?
- What aspects of our current food system can be leveraged to create better access for the underserved?
- What funding opportunities exist?
- What is our land potential? (i.e. to bring back into production and for what soil, grazing, crops?)
- From a NE perspective what are the strengths/ attributes of NH in the food system that we ought to build upon?
- What is NH uniquely positioned to do? (i.e. agricultural production and process that we ought to build upon?)
- Which crops are most effectively grown here?
- What is the potential power of our network and those that reside in it?
- What are the key drivers (best picture) from other communities that can help drive this plan?
- What are the strengths of disenfranchised populations in NH?
- How do the changing demographics in NH create opportunities for our vision of a sustainable food system?
- What are the clear motivators to engage consumers?

(5) Problems/Challenges/Obstacles

- What is NOT going well in our food system?
- What do NH Residents want? What is it that they feel they're lacking?
- What is the interest of high school students and what skills do they need?
- Are there enough experienced farmers to produce the food the market is now demanding?
- What is NOT going well in our food system?
- If we used more land where would labor come from?
- What infrastructure is missing? (USDA slaughterhouses, food processing)
- Will the public accept more farms? (changes in regulations, farmers as neighbors)
- How does food safety regulation affect increasing access to local food? Is the public willing to accept reduced regulation?
- How do changing demographics in NH create challenges to our vision of a sustainable food system?
- What problems do we want to solve?

(6) Solutions

- What skills do we need to develop and train for?
- What changes in land use need to occur to support the goal of 60% local food?
- What listening posts should we establish to get early warning on threats? (in a dynamic system)
- How do you reach the large majority of consumers? How do you produce enough food and make the food affordable?
- Recognizing that much of the population buys groceries based on cost, how can local food be cost competitive?

- What are the key lessons and info about food systems that we need to share/communicate/ educate the broader constituency?
- If we assume that we will need more farmers, who will do this work? (there are many reasons why people have gone away from farming)
- Policies and regulations that are needed?

(7) Implementation

- What are our benchmarks and metrics?
- What resources will we need for implementation?

Appendix 4. Priority Citizens, Sectors and Networks

Priority Citizens and Sectors	Specified Organizations, Associations or Networks to Engage
New Americans	<ul style="list-style-type: none"> ▪ International Institute, NH ▪ Fresh Start Farms
Health	<ul style="list-style-type: none"> ▪ Hospitals ▪ Community Health Centers ▪ NH Hospital Association (NHHA) ▪ Citizen's Health Initiative (CHI) ▪ Mental Health Agencies ▪ Support Groups – weight loss/chronic conditions/rehab ▪ Health clubs – YMCA's, etc ▪ Insurance – via health promotion representatives ▪ State-based professional associations – ie: School Nutrition Association, NH Nurses ▪ School nurses ▪ NH Dietetics Association ▪ Fitness professionals ▪ Regional Network Coordinators ▪ NH Public Health Department ▪ NH HEAL ▪ Secondary School programs – ie: nursing/dietetics, public health, health admin
Planning	<ul style="list-style-type: none"> ▪ Regional Planning Commissions ▪ Planning Boards/Departments ▪ NH Municipal Association ▪ NH Planners Association ▪ Local Agricultural Commissions ▪ NH Coalition for Sustaining Agriculture
Economic Development	<ul style="list-style-type: none"> ▪ Business and Industry Association (BIA) ▪ Regional Development Corporation ▪ Department of Resources and Economic Development (DRED) ▪ Hannah Grimes Center – and the counterparts found in other regions ▪ Incubators across the state ▪ Small Business Institutions – ie: Plymouth State University ▪ Center for Rural Partnerships – PSU ▪ Small Business Administration (SBA) ▪ USDA Rural Development ▪ Buy Local groups
Distributors	<ul style="list-style-type: none"> ▪ Food Service Directors ▪ Distribution companies that operate in the state ▪ Connect with hospitals, schools and other institutions
Producers	<ul style="list-style-type: none"> ▪ Producers themselves

**Food Insecurity/Low
Income**

- UNH Cooperative Extension (UNHCE)
 - Conservation Districts
 - NOFA NH
 - Small Beginner Farmers of NH (SBFNH)
 - Farm Bureau
 - Farmers Market Association
 - Seacoast Growers
 - Seacoast Eat Local
 - Vegetable and Berry Producers
 - New England Farmers Union
 - Natural Resources Conservation Service (NRCS)
 - NH Department of Agriculture
 - NH Maple Producers
 - Granite State Dairy Promotion
- Boys and Girls clubs
 - Schools
 - Regional welfare directors
 - Lutheran social services
 - Court Appointed Special Advocates (CASA)
 - Local churches, town governments, community centers, foster families
 - Finding and engaging community leaders

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