

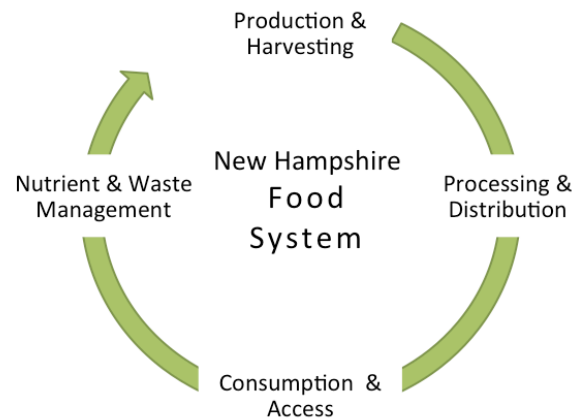
A food system that works for all in New Hampshire:

*Designing and Developing a Food System Network and Food Strategy for the
Granite State*

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A food system that works for all in New Hampshire:



Designing and Developing a Food System Network and Food Strategy for the Granite State

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, this network will create a **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 promote health, well-being, thriving local economies, 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 and fishing enterprises. From farmers markets to community gardens, and community-supported farms and fishers to farm-to-school and-institution programs, we are making new food connections across NH and New England. We recognize the real and potential economic, social, and environmental benefits of supporting local and regional food systems from farm (and sea) to fork, including revitalizing rural economies, improving nutrition and health, and ensuring equitable access to food.

Numerous innovative efforts are already underway to support community and regional food systems in our state and realize the benefits described above. Now is the time to link all of the good work around the state and create a coordinated vision for New Hampshire's food future. By building a strong network of engaged participants who create a common vision, learn from one another and collaborate strategically, we can enhance our collective capacity to achieve measurable, positive impact across the NH food system. Together we will identify opportunities and strategies for realizing a future food system that strengthens our economy, responsibly stewards our cultural and natural resources and contributes to the health and wellbeing of all NH citizens.

Benefits of a NH Food System Network and Strategy

Leveraging Opportunities

- Increase production, processing & marketing activities 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
- Encourage citizens to actively seek information to make reasoned food choices

Did you know?

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

1 in 10 NH children live in poverty².

25% of NH citizens are at risk for food insecurity³.

2 out of 3 adults and 1 out of 4 high school students are overweight or obese in NH⁴.

Since 1982, NH has lost over 20% of cropland and 28% of pastureland⁵.

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
- Create opportunities to add value to local products and increase food sector jobs

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 a 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 System Network will support existing programs, projects and organizations; advance new ideas; and coordinate actions among members.
- **Continuous communication:** Network participants 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 University of New Hampshire Sustainability Institute (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 [John Merck Foundation](#) 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.

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.

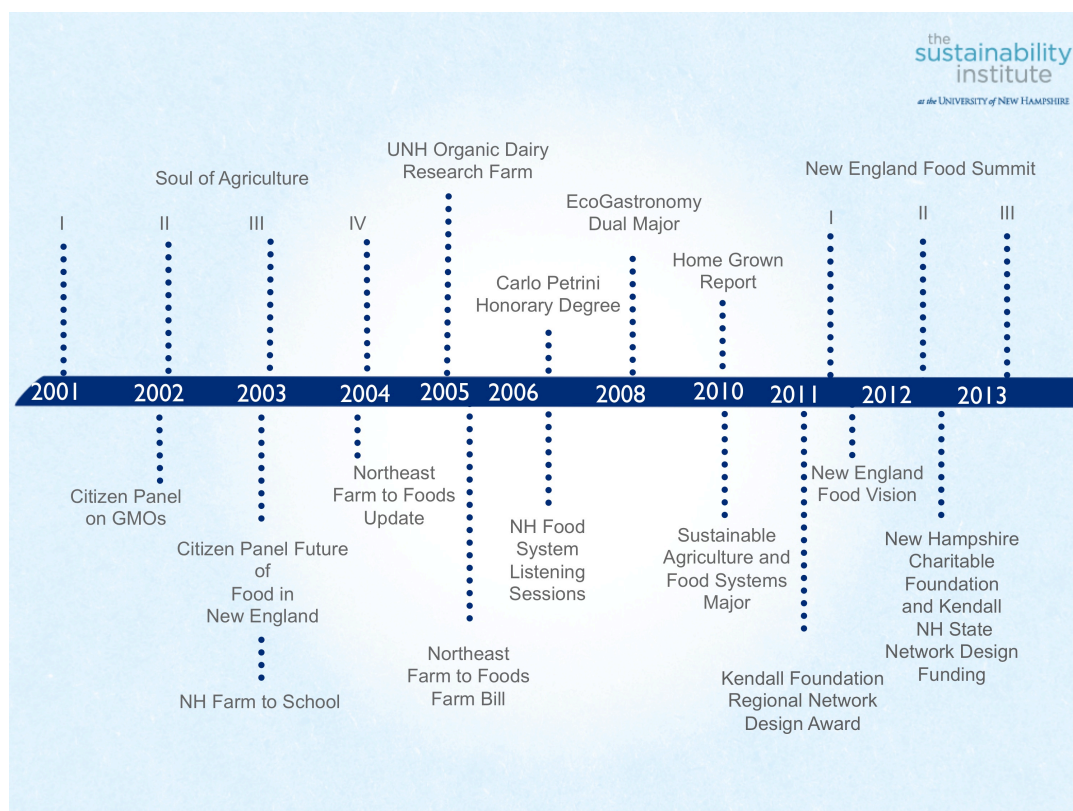


Figure 2. Timeline of selected food system activities initiated or supported by UNHSI

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 is occurring 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.

Phase III: Implementation and Adaptation - January 2015 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.

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.

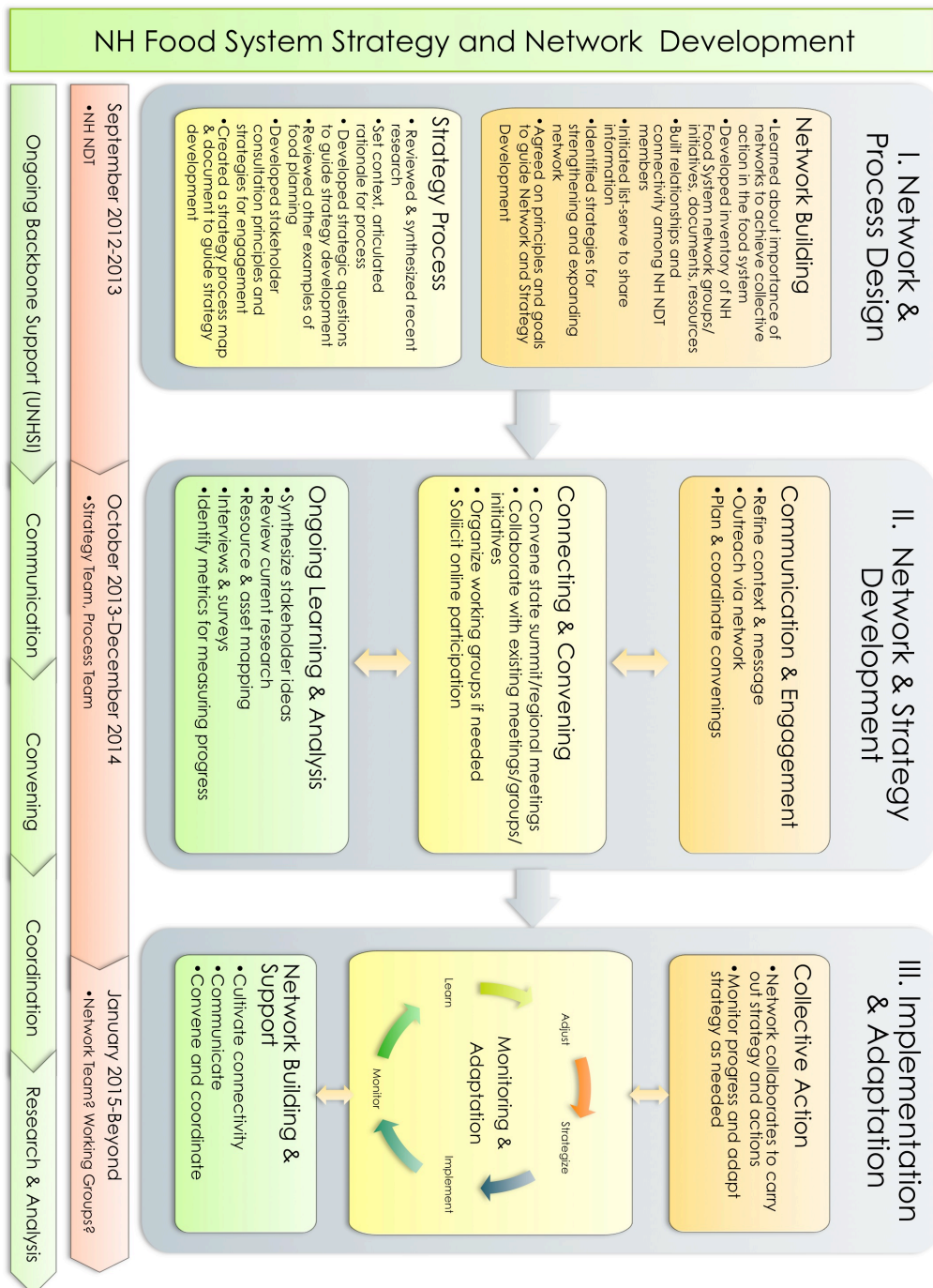


Figure 3. NH Food System Strategy and Network Development Process Map

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.

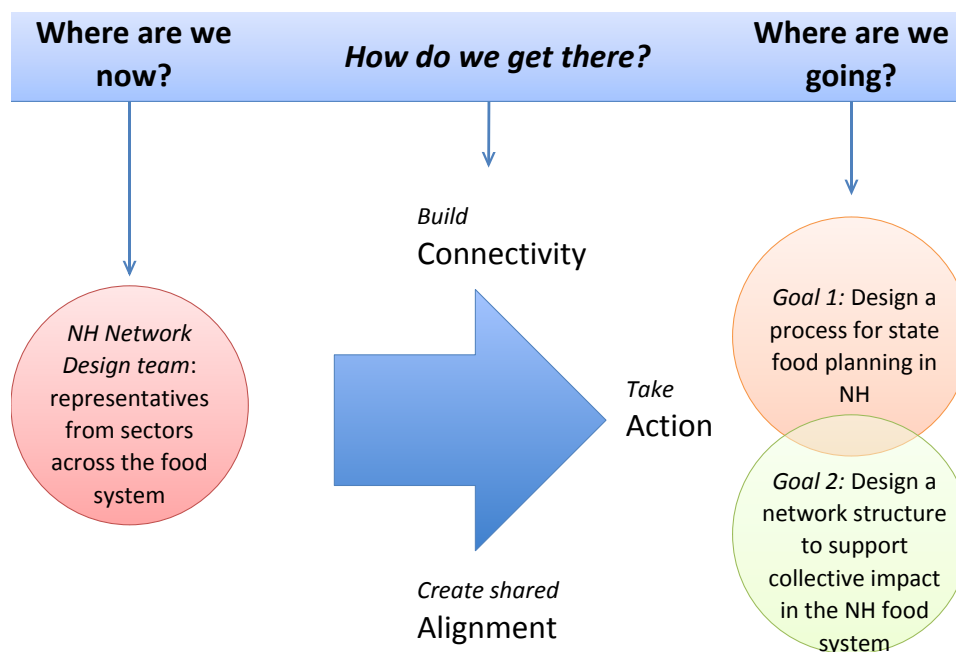


Figure 4. Guiding questions, activities, and goals of the NHNDT

- 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

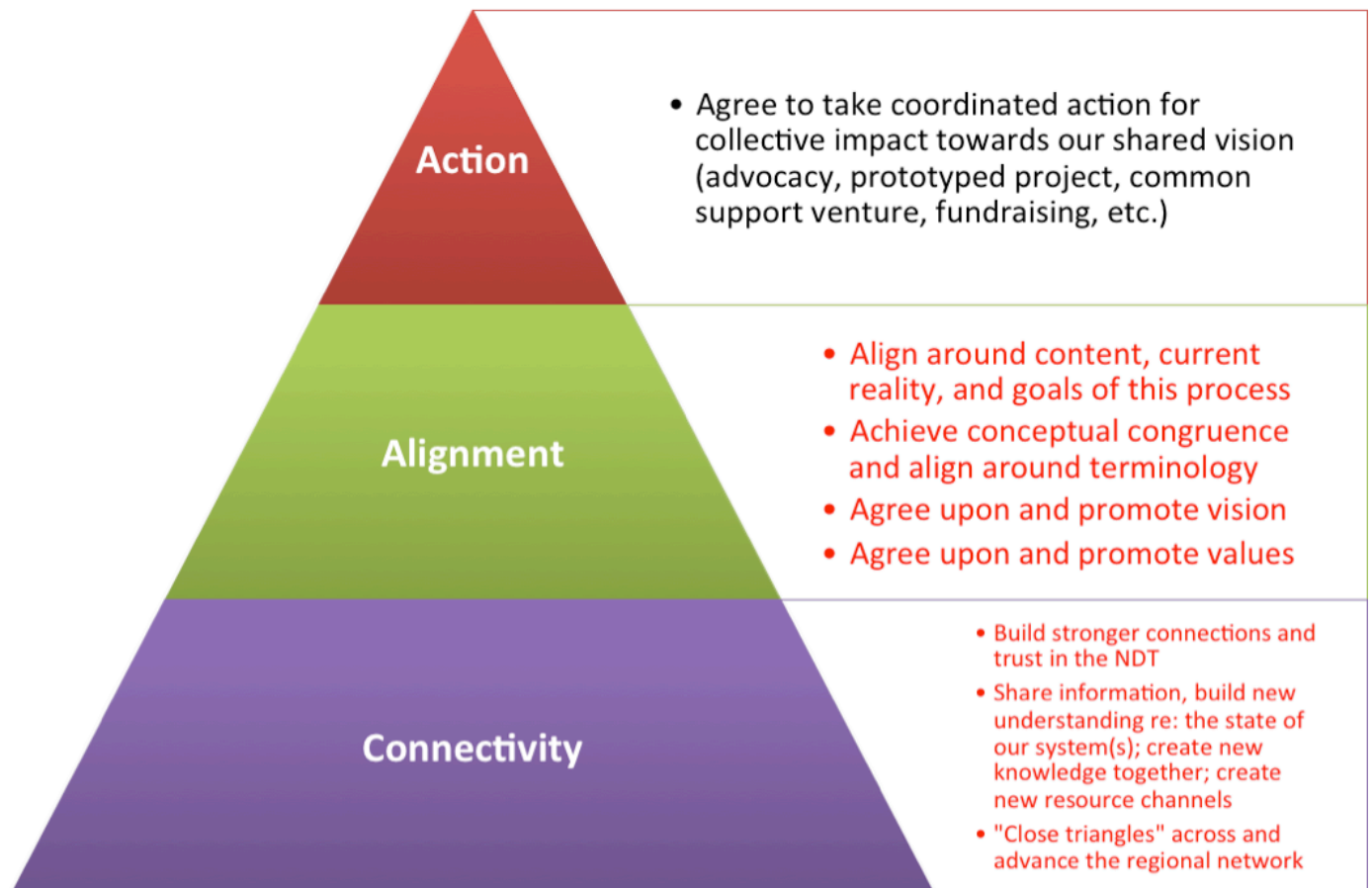


Figure 4. The Network Triangle. This diagram describes how a foundation of connectivity and alignment between network members is critical to achieving effective, coordinated action and collective impact.

- 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.

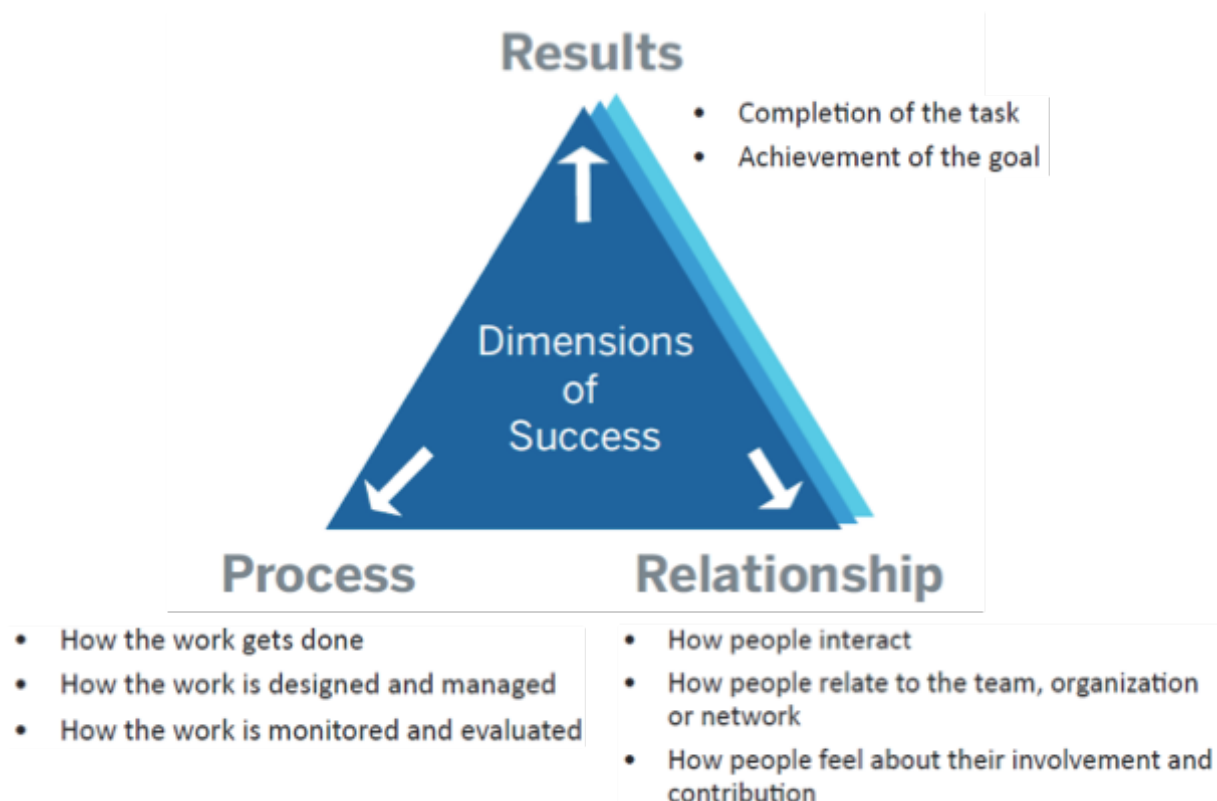


Figure 4. Dimensions of Success: Results, Process, Relationship

- 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 System Network and Food Strategy

October 2013 – December 2014

Core Elements of the Network Building and Strategy Development Processes

The following activities make up the core elements of the network and strategy development processes.

Communication & Engagement

- Design and refine outreach messaging, including setting the context for the effort and developing purposes and priorities for each outreach effort and convening;
- Invite NH citizens and communities to engage in the network and strategy development processes via convenings, outreach at existing meetings, diverse media outlets and online platforms;
- Raise awareness among the general public, state and municipal officials, and others about the challenges and opportunities inherent in the NH food system.

Connecting & Convening

- Build connectivity and alignment within the NH food system in order to foster relationships that will enable collaboration and co-learning during the strategy development and implementation phases;
- Organize convenings at different scales throughout the state, focusing both on connecting individuals and groups across food system sectors (i.e. producers, business community, public health professionals, etc.) and engaging existing

networks, initiatives, organizations and groups focused on specific food system sectors and stakeholders.

- Develop social ties and build trust among individuals in the NH food system via story-telling and information sharing both in person and via online platforms;
- Highlight, showcase, and share examples of success, good work, and ongoing efforts in the NH food system;
- Facilitate visioning, values alignment, priority setting and opportunity/solution development at convenings in order to learn about concerns, visions and ideas for the NH food system and inform the NH food strategy.

Ongoing Learning & Analysis

- Gather information and data from convenings, existing research, interviews and online platforms;
- Map food system resources and assets in order to understand more about the current realities in the state and establish baselines to measure future progress;
- Continually synthesize ideas and information and adapt research activities and strategies as necessary;
- Monitor, evaluate and adapt activities based on an ongoing assessment of success in terms of results (products), process and relationships (see Figure 4. Results Triangle).
- Develop baseline metrics and benchmarks that align with other regional food strategy plans to measure progress;
- Articulate actions/strategies for addressing food system challenges and opportunities at multiple systemic scales: state, region, community and individual in a written NH Food Strategy document

Anticipated Outcomes for Phase II

As a result of our effort to develop a comprehensive network structure and food strategy for NH, we anticipate the following outcomes between October and December 2014:

(1) The NH food strategy will articulate a shared vision, goals and strategies to support coordinated action and collective impact at the local, regional and state levels, with particular emphasis on ensuring access and opportunity for underserved areas and populations of the state;

(2) NH citizens, groups and networks involved in the food system will develop increased connectivity and alignment, improving their capacity to collaborate with one another across diverse sectors on activities that promote learning, advancement of network and strategy goals, and resource sharing;

(3) The NH Food System Network, with backbone support of UNHSI, will develop a dynamic online communications platform in order to cultivate connectivity, coordinated communication, information sharing and collective action throughout the NH food system and New England region and help to ensure the implementation of the NH food strategy;

(4) Leadership teams and participants in the strategy development process will identify and develop metrics that serve as indicators of progress in meeting food system goals

across NH and New England (social, economic and environmental) as well as network health and development (connectivity, trust, relationship building, etc.);

(5) UNHSI will support collective leadership in, ownership of, and commitment to the network and strategy by distributing leadership roles and decision-making responsibilities.

Guiding Principles for Engaging NH in Developing the NH Food Strategy

These guiding principles will inform how the leadership and facilitating teams approach engaging a diverse spectrum of NH citizens, businesses, communities and organizations in the network and strategy development processes.

- 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.
- Create a NH food strategy 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.
- Actively engage broad and diverse food system sectors, including citizens, communities, businesses and groups working at different scales in diverse geographic areas,
- 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.
- Communicate in plain language and be transparent about the process we are using.
- Be POSITIVE, not alarmist in our messaging; focus communication on opportunities and resources, rather than challenges and deficits, although sharing facts and information about those challenges will be as important as well.

Roles and Responsibilities: 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** (3 members of convening team + 3-5 members of Strategy Team)– **Main roles:** process design, agenda setting, drafting the food strategy document
- **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 -Capture the 'group memory' from all meetings -Draft documents and materials -Communications between NH Food Network and Strategy Team/Process Team as well as with the general public via website, Facebook, Twitter and listserve; also between state and region -Compile 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 -Acquire funding to support NH Food Strategy Process facilitation, meetings and future planning -Meet on a weekly basis	-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 -Current food systems work experience required -Ability to meet on a weekly basis via phone or in person
Process Team -3 members of the Convening/Backbone Team -3-5 members of the Strategy Team (as decided by the Strategy Team)	-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 - Collect and analyze data -Review and refine documents and materials drafted by Convening Team - Bring resources and expertise as appropriate -Identify potential funding sources - Attend meetings of Process and Strategy teams and complete work outside of meetings as necessary	-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
Strategy Team -Interested members of the NH NDT - Process Team -Other people or parties as identified	-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	-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

by the NH NDT	<p>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</p> <ul style="list-style-type: none"> -Synthesize information and ideas gathered from citizens and other networks from around the state -Strategize and contribute to additional research/information gathering needed for informing a NH Food System Strategy -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>with the NH food system</p> <ul style="list-style-type: none"> -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 view -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
NH Food System Network ambassadors	<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 	

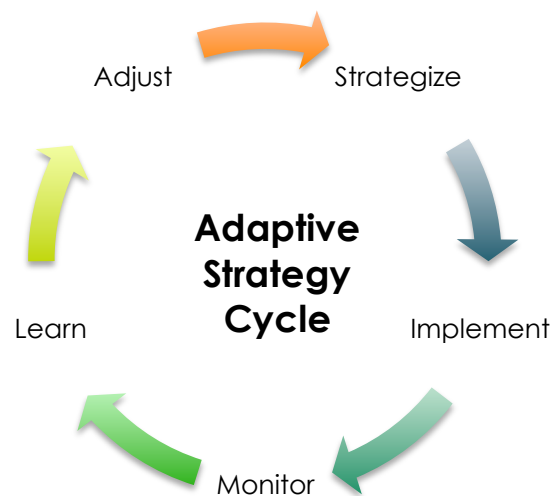
Phase III: Implementing and Adapting the NH Food Strategy

January 2015 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 participants 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.

Some of the outstanding questions related to implementing and adapting the food strategy will be determined during the strategy development process. These questions include (but are not limited to):

- Who will take responsibility for implementing specific actions within the food strategy? Will this include the formation of working groups and/or task forces;
- How will we monitor progress? Which benchmarks should we use to assess food system and network health? How do we tie these benchmarks into regional metrics as well?
- What are targeted, specific and efficient data gathering methods for benchmark indicators we can use to enable continual monitoring and adaptation of the strategy into the future?
- How do we develop and maintain close working relationships with those developing food strategies in other states, ensuring that we learn from their experiences?
- How will the 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 Development	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. Enacted by the General Assembly . Commissioner of	Less than \$15K between funding from one foundation and in-kind support from members. 0\$ directly ; some funding for convening from FINE	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 2012. GCAD Council comprised of 12 members appointed by	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 different areas, including food systems and access. Overall focus is “the development,

	Agriculture oversees the Council.	(\$2K); specialty crop block grant for research (less than \$20K); in-kind support from UConn for space and staff time.	Gov. Advisory Group consists of “not more than 30 members,” all appointed by the Commissioner.	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 brought together organizations, individuals and more to contribute to the	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 and dialogue events • Toolkits and exercises 	“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 and sustainable city. Finally, it details the specific actions or ingredients that will be necessary to achieve the

	development of this strategy.		<ul style="list-style-type: none"> Workshops and focus groups 	vision, principles and goals. The Vancouver Food Strategy concludes with information about food strategy implementation , including monitoring and evaluating our progress.”
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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"> NH Community Loan Fund 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 UNH Cooperative Extension (UNHCE)

Food Insecurity/Low Income

- 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
 - 4H
 - Future Farmers of America
 - North Country Farmers Cooperative
- Food Pantries
 - NH Food Bank
 - WIC
 - NH Catholic Charities Local Offices
 - UNH Cooperative Extension/Nutrition Connections
 - 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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