ASSESSMENT OF KAMLOOPS FOOD SYSTEM

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TERRITORIAL ACKNOWLEDGMENT

We would like to acknowledge that our learning and research takes place on the traditional territory of the Secwépemc Peoples, within the unceded lands of Secwepemcul'ecw. Secwépemc Peoples have cared for and nourished this land since time immemorial. As guests on this land, we commit to learning from and walking alongside those who have always called this land home.

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We would like to acknowledge the work of two nursing practicum students Tina Schult and Shida Nyirenda for their contribution. The knowledge briefs created by these students informed our process and acted as a guide in addressing the systems level change necessary to build a regenerative, sovereign and just food system.

We would like to acknowledge the historical work of the Kamloops Food Policy Council; their work has made a significant impact in our community. We are grateful for all that has been accomplished, today we continue forward building off this work. We would like to thank all community organizations that were involved in making this research possible, and to the interviewees for your time and insights. We appreciate the thoughtful work happening within our community, and to those organizations, growers, farmers and community members that are working to build a more regenerative, sovereign and just food system.

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INTRODUCTION

The Kamloops Food Policy Council (KFPC) received funding as part of the Community Food Action Initiative (CFAI) of Interior Health. This project is focused on understanding to what extent are we achieving the vision and values for the Kamloops food system, as defined by the Kamloops Food Policy Council and what actions need to be taken in building our ideal food system, one that is regenerative, sovereign and just.

Each value statement is rated, comparing our ideal food system to where we currently are in meeting this vision. Both areas of future research and gaps in knowledge are identified. Two themes are presented as being crucial to change; mindsets and power dynamics. Different ways to approach these shifts are discussed.

Figure 1. Kamloops Food System Assessment Rubric Ratings

THEORY OF CHANGE

As we were working on the assessment of the food sector, we were also working to understand the theory of change for KFPC as an organization. This visual (seen in Figure 1 below) describes how we believe change can be made in the Kamloops food system through education, programs, policy and partnerships. The theory of change graphic was presented at the December 2019 KFPC monthly network meeting, attendees engaged with the graphic and provided input on how they believe change can happen.

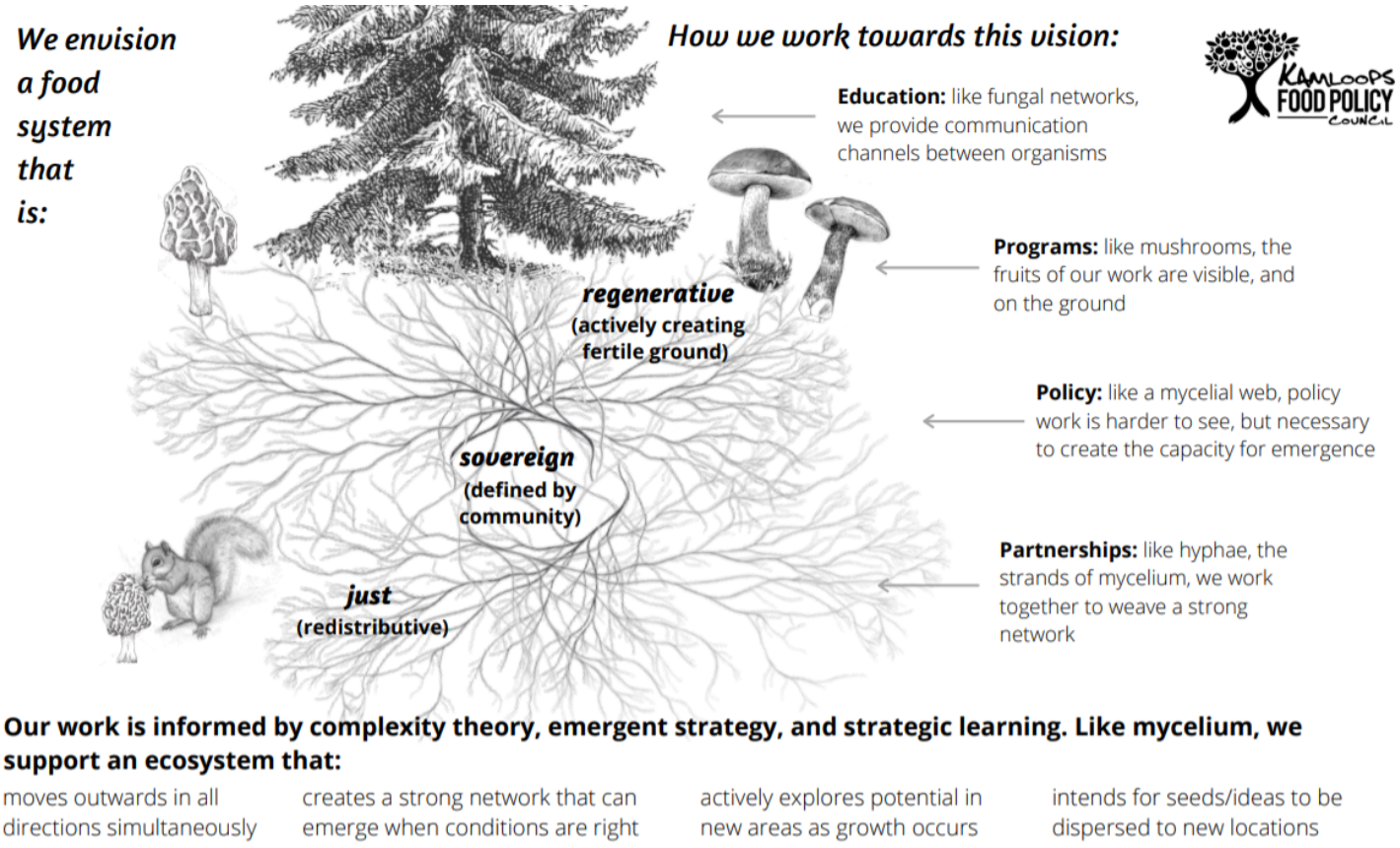

Figure 2. Theory of Change for Kamloops Food Policy Council

KNOWLEDGE BRIEFS

We also worked with two nursing students, Tina Schult and Shida Nyirenda to prepare knowledge briefs on the subjects of Indigenous food sovereignty and decolonization, systems change, complexity theory, emergent strategy and strategic learning. Their summaries have informed our approach to this work, how we interpreted the evidence we collected, and what research questions and next steps we identified. Full knowledge briefs prepared by Tina Schult and Shida Nyirenda can be viewed in the appendix.

METHODS

In August 2018, the Kamloops Food Policy Council Board updated their strategic plan, which included the organization's values. The team decided to collaboratively engage with others in building this vision and creating a tool for assessing to what extent we are working toward that vision. During the 2018 November and December network meetings, attendees shared what an ideal food system looks like. The visionary work collected was helpful in defining how the seven value statements could translate into our ideal food system.

To assess the value statements, we worked with Terry Kading to bring in Emily Pletsch as a work study student for the 2020 winter semester. We had worked with Emily on previous projects and knew that she would be an excellent fit for this project. We contracted Robyn McLean from Tapestry Evaluation and Strategy to supervise Emily along with the KFPC strategic planning committee, since she had worked with KFPC to develop the assessment tool used in the research.

Emily used multiple methods of review and research, including web based research, semi-structured interviews, informal inquiries, program analysis and qualitative data collection during a monthly network meeting. For each method of assessment and review, the food system was rated by state of development. These ratings include seed, sprout, plant, flower and fruit. Seed being little to no development and fruit being the area is very strong and gaps are well managed. Data was collected at the April 2019 monthly network meeting, participants provided feedback on key strengths and shortcomings within the food system. All aspects of the food system identified were then rated from seed to flower.

A program database was created to assess how the value statements are being met by the work of local programs and organizations. In assessing local programs, the work being done to meet the value statements was better understood, along with gaps in programming. The research focused on local initiatives (i.e. mainly within the City of Kamloops), but value statements and assessments acknowledge a need to expand to a more regional focus. Web based research was conducted to collect information on local programs, policies, public documents, past studies and approaches to strengthening food systems. Four semi-structured interviews were conducted to deepen our understanding of gaps within our food system, specifically related to alleviation of poverty. Informal inquiries were made throughout the research period to gain greater insight into work being done in the community. Some barriers were faced in collecting data from community members due to COVID-19.

At the KFPC June 2020 monthly network meeting, the initial assessment results were presented and discussed. Two emerging themes that act as barriers to change are mindsets and power dynamics. These two barriers were discussed at the June network meeting, specifically ways to shift industrial mindsets that view food as a commodity and oppressive power dynamics within the food system. A collaborative white board was created to explore how we create these fundamental shifts.

There were several projects carried out before and at the same time that supported this research and will help to ensure that findings are implemented. This includes a draft theory of change done by KFPC staff, a series of knowledge briefs carried out by nursing students, complexity and systems change supervised by KFPC staff, and a decision making tool drafted by Robyn McLean to help prioritize and clarify which pieces of work are most important or meaningful to help contribute to the vision of the KFPC.

ASSESSMENT

Seed-Little to no development; lots of potential

Sprout-Area is beginning to develop

Plant-Moderate development

Flower- Area is strong; some gaps remain

Fruit- Area is very strong; gaps are well managed

A resilient food system: healthy land and water

Food System Vision

The food system in Kamloops and area is resilient and adaptive in the face of potential climate and economic upsets, and functions in a way that promotes biodiversity and soil health. Habitat is protected to strengthen the vitality of local pollinators. Food grown through agriculture or collected through traditional harvesting methods protects land, water, animals and humans now and in future generations. Pesticide/herbicide use is reduced and eventually eliminated, and no contaminants or toxic materials are applied to the land. The scale of food production and harvesting does not overly tax the land. There is an integrated waste management system. The cost of food properly reflects the true value of inputs like human labour and water, while recognizing the environmental impacts of growing and transporting food. The KFPC and its network works regionally, provincially and beyond as required to promote conditions needed for a resilient food system, advocating for policy change, incubating programs, working with farmers and building partnerships.

Current Status: Sprout

Area is beginning to develop

Some aspects of the value statement are developing which include; dedication to local pollinators (Kamloops is first Bee City in British Columbia), some farms use environmentally protective methods with a growing local interest in regenerative farming and KFPC works regionally to create change through advocacy, education, programs and building partnerships.

Although some work is being done to promote healthy land and water, ongoing exploitation of land, water and resources remains a key economic driver. The impacts of anthropogenic climate change are seen and felt throughout the region. Mitigation efforts remain limited. Land and water continue to be polluted by industry and the use of pesticides. There remains no city wide organic waste management system.

Indigenous food sovereignty: decolonizing relations and the restoration of ecological food systems

Food System Vision

Food is recognized as a sacred gift that cannot be commodified. Food is produced in a sustainable, balanced way that reflects and respects the interconnectedness of food, people, and nature. Traditional practices and cultural harvesting strategies are a living reality, with widespread participation and guaranteed access to culturally-adapted foods. Access to traditional land is ensured, by returning it or creating Indigenous protected areas that do not restrict traditional land uses. Policies are put in place that ensure the integrity and health of Indigenous food systems for future generations. These policies are developed using a cross cultural approach that emphasizes Indigenous self-determination, respects Indigenous legal orders and works with natural systems/laws. Non-Indigenous members work to minimize their impacts on unceded lands, educate themselves about colonization and its impacts, and seek points of complementarity with an Indigenous-led decolonization movement.

Current Status: Seed

Little to no development, lots off potential

Food and land is widely still viewed as a commodity. Indigenous lands continue to be exploited, polluted and used for economic gain. Until Indigenous peoples are key decision makers regarding land, water and environmental justice Indigenous food sovereignty cannot be fully achieved. There are increased efforts in our community and within the KFPC to promote Indigenous food sovereignty. Significant projects and groups focused on Indigenous food sovereignty include the Working Group on Indigenous Food Sovereignty, the Indigenous Food and Freedom School, Wild Salmon Caravan, Q'wemtsin Health Society Food Sovereignty Team and the "Knowing Our Roots" Advisory Committee in Skeetchestn. The work of these groups is significant and has the potential to lead great change. This work also faces complex barriers due to ongoing acts of colonization and violation of Indigenous rights. For this work to be fully encompassed and vastly expanded, the motives of our systems need to shift and decolonization must become a primary focus.

Alleviation of poverty: equitable access to healthy, culturally appropriate food

Food System Vision

The food system in Kamloops and area is inclusive of all voices and meets the diversity of needs found in our community. All people living in Kamloops have access to healthy, culturally appropriate food. Many people are growing their own food, and a variety of fresh, healthy and local food is available to buy or trade. Where gaps exist in household level food security, including amongst individuals experiencing homelessness, there are enough regular meals provided throughout Kamloops to address that need. This is supported through collective urban farms and reducing food waste by gleaning from places where it is abundant. Members of the food system are advocates and facilitators of change, addressing barriers to food accessibility (i.e., living wage, costs for housing, transportation, dependence on processed food and agribusiness, dependence on other regions/countries).

Current Status: Sprout

Area is beginning to develop

The current food system does not meet the needs of all citizens, and community members continue to face food insecurity. There is a disconnect between service providers and a lack of knowledge sharing among organizations related to community meals. Current meals are not meeting all needs; both public awareness and geography remain a barrier in accessing meals. Access to culturally appropriate food is limited, the majority of donations lack diversity and do not meet the needs of all community members. Fresh and local produce is only available during the growing season, community meals often do not meet the nutritional needs of citizens. Those impacted by food insecurity are not involved in decision making. A lot of efforts are focused on downstream approaches/emergency food, significantly less focus on upstream approaches/root causes. The current upstream programs with a “hand up” approach make an impact in the community, but would have to significantly increase in scale to transform the food system.

There is some collaboration and knowledge sharing among organizations working toward this value statement, and collaboration may deepen through recent developments and supports. The KFPC recently volunteered to convene emergency food providers and those looking to address household food security in the longer term, and was awarded a contract from the City of Kamloops to continue with facilitation support under the banner of the “Changing the Face of Poverty” group. The initial meetings of this group showed a lot of excitement for building on the work done through this collaboration to make more strides toward addressing poverty and food security.

Our network: celebrating people as gifts and the cultivation of connections

Food System Vision

The Kamloops Food Policy Council acts as a hub and a leader, inspiring people throughout the region to work together toward a common vision. The council is inclusive, with few or no barriers to participation, and proactively reaches out to under-represented groups, listening to their needs when setting priorities. Members of the network, and the food system more generally, are aware of one another and work to collaborate with each other, reduce redundancies and address gaps. The network is a way to connect with food, fun and friendship, as well as being a venue for making effective changes in the community.

Current Status: Flower

Area is strong, some gaps remain

Kamloops Food Policy Council has worked to significantly increase their reach and partnerships throughout the region. KFPC currently works with groups from a variety of different sectors. The voices of the KFPC network are heard and involved in developing the organization's direction. Attendance is consistent among those who regularly attend the monthly network meeting, although diversity among sectors and groups remains limited within the network and there is a need for more proactive approaches to engage under-represented groups.

The KFPC seems to be a respected voice in Kamloops and beyond, both in terms of their knowledge of the food system and their ability to foster collaboration among diverse groups. There is potential to build on their role even further, by expanding and deepening partnerships within the food sector, with organizations working on issues that affect the food system but are not directly within it, and with food policy councils and related organizations outside of Kamloops (i.e. throughout the Thompson-Nicola region/ Secwépemcúl'ecw and the province as appropriate). These partnerships will help the KFPC broaden its reach and effectiveness in addressing their broad vision and value statements.

Local economic vitality: support for regional food providers

Food System Vision

The food system prioritizes solidarity and sovereignty over competition and profit, and ensures a good livelihood for producers with safe and equitable labour conditions for all. For example, business models like worker-owned cooperatives are favoured over profit-driven corporations. Food and agriculture sectors are key economic drivers in Kamloops and region. There is good demand for food grown in the region from residents, chefs and institutions. Food producers, processors and distributors have the capacity to scale their operations to meet increasing demand and incubator farms and shared kitchens reduce barriers for new entrants. The necessary infrastructure (dry and cold storage, commercial kitchens, abattoirs) is in place to support the food system along the value chain, and there are multiple venues where local food can be purchased year-round. Regulations support safe, healthy food but do not create unnecessary barriers for local food providers to enter the food system or innovate with their products.

Current Status: Sprout

Area is beginning to develop

The corporate food industry continues to be a dominating food source in the community. The purchasing of local food is limited within the service sector, though when certain foods are in season service providers will purchase more locally produced foods. Large gaps still exist in the availability of local processing facilities, community kitchens and locally produced food availability in grocery stores. The farmers market continues to expand, but food deserts remain throughout the community. Equitable labor conditions and wages for farmers continue to be problematic. Current regulatory bodies act as a difficult barrier to local food production for both farmers and entrepreneurs.

The KFPC hopes to secure funding for a few major initiatives and potential collaborations that if realized would bring major advances in this value statement. These include: a food hub for the Kamloops region focusing on processing and distribution, reducing barriers to local food aggregation, encouragement of pop-up farmers markets, developing neighbourhood based trading and selling platforms and changes in the Interior Health policies to allow for more local buying.

Food literacy: intergenerational knowledge transfer and sharing best practices and research

Food System Vision

People in Kamloops and area have appreciation, knowledge and skills for growing, preserving, and cooking food. Community members feel encouraged to choose healthy foods that are culturally, regionally and seasonally appropriate. Regular sharing of knowledge and practices takes place between and within different generations and different members of society (gardeners, farmers, researchers, organizations, etc.). Area schools, including post-secondary institutions, are involved in research and education around food. Common spaces such as community gardens and tool libraries are supported so that community members have places to spend time, share and learn from each other.

Current Status: Plant
Moderate development

Educational food literacy opportunities have expanded in community. Programs and workshops offered through KFPC, Mount Paul Food Centre and Farm to School among others are crucial in supporting food literacy in the community. Current 'hand up' programs make a significant impact, although multiple 'hand out' approach programs remain.* Collective spaces for engaging in activities related to food are very limited.

There remains no ongoing school curriculum focused on food related skills, growing food, preparing food, promoting local food production, organic food or regenerative production. However, Interior Health in partnership with School District 73 are in the process of drafting curriculum and working with Farm to School BC to plan for provincial roll out. There is a growing interest in expanding educational opportunities through the proposed farm hub project.

The grower's community is expanding but many groups are not actively involved. The young agrarians U-Map acts as a great source for sharing information related to agriculture and gardening, the U-Map has the potential to enhance collaboration and networking among local growers. Community gardens are continually increasing but they are currently at capacity so there may be a need for more.

*A "hand up, hand out" approach is often used in context in literature but not defined. For this paper, a "hand up" approach is a type of support that provides lasting impacts by providing people with opportunity through skill building, education and more. A "hand out" is a support that is provided on a one-time basis, such as a meal.

Food Commons: the revitalization of local food assets and the sharing economy

Food System Vision

People in Kamloops are regularly growing, cooking and eating together and sharing the food they have grown or prepared. Kamloops has many venues and processes in place to support the sharing economy (common gardens, shared kitchens, a platform for bartering, etc.). This encourages more local food, more variety and more equal distribution of resources while reducing food waste. These activities promote a feeling of abundance and remind us to care for our community and for each other. An interconnected and caring community helps meet people's needs and complements programming to address household food insecurity. People recognize the importance of sharing as an alternative to the current economic system and are empowered to advocate for a more inclusive and respectful system.

Current status: Seed

Little to no development, lots of potential

Food commons have increased throughout the community. Food spaces such as community gardens, the farmers market, commercial kitchen space and the organic buying club have all increased. Platforms for supporting each other such as Caremongering Kamloops gained traction during the COVID-19 pandemic.

Despite this potential, current food commons do not reflect a sharing economy, and demonstrate the widespread mindsets of food and land as commodity, scarcity and individualism. Platforms for bartering and trade remain extremely limited.

SUMMARY AND REFLECTION

There is a lot of potential for working toward the vision of a local food system that is regenerative, sovereign and just, and there is also a lot of need to build on this potential in order to achieve this vision. The KFPC acknowledges how powerful it is to define a broad and courageous vision like they have done, and to begin research like this that takes an honest look at the gap between where we are and where we want to be. This report will serve as helpful jumping off points for future work, including prioritizing potential funding opportunities and partnerships and providing good groundwork that can be used to shape, frame and draft funding proposals.

Two major gaps that stood out are Indigenous food sovereignty and food commons. Both of these value statements were identified as having the "seed" rating, mainly because these value statements reveal a need to shift deep mindsets both individually and at a cultural level in order to see meaningful change. In particular, there is deep work needed to 'decolonize' how we view our land, food, and each other. We need to move away from viewing food and land as a commodity to be extracted and consumed, and toward a view that that sees food as gift; reflects and respects the interconnectedness of food, people, and nature; and promote a feeling of abundance and remind us to care for our community and for each other. We also need to find ways of working that meaningfully address the power dynamics in the sector - in terms of economics, race, and more.

The KFPC reflected during this research project that working towards these shifts in mindsets and culture may be some of the most effective ways to meaningfully work towards all of the different pieces of the vision and value statements.* Working towards this level of culture change also feels challenging and at times unclear, and a departure from working in the realm of education, programs and even policy.

FURTHER QUESTIONS AND NEXT STEPS

This research will serve as a jumping off point for future research and initiatives, and will be used as a basis for funding applications. In combination with supporting documents such as the theory of change and decision-making tool, the findings will help guide decisions around where the KFPC and the network should concentrate its efforts in order to see the most meaningful impact. This research could also be considered a baseline for understanding the Kamloops food system, allowing us to understand and communicate about any changes to the system over the coming years.

*See https://www.fsg.org/publications/water_of_systems_change

Some of the key questions that stood out during this research project, which we may be addressed through continued research and experimentation, include:

- How do we plan our work from the point of view of meaningfully shifting mindsets, power dynamics and cultivating deep connection among partners and community members?
- What would an initiative look like that combines education/awareness and action?
- What are the barriers Indigenous communities face in accessing traditional food and medicines? How often are Indigenous communities harvesting food and medicines? To what extent does the growing interest in foraged food and medicine undermine access by Indigenous communities?
- How have food commons and a culture of sharing worked in other communities, can they be brought to Kamloops?
- How can we work towards a larger proportion of our diets coming from growing and sharing rather than purchasing?
- What educational centers are highlighting food literacy and introducing skill building opportunities?
- When addressing broad issues that affect the food system but are not directly within it, (in particular healthy land and water, Indigenous food sovereignty, and our economic system), how might we:
    - Expand our reach to assess and act at more of a regional level?
    - Meaningfully learn from and partner with organizations working on issues that affect the food system but are not directly within it?

Some specific measurement-related questions we identified included:

- How to assess the proportion of land devoted to industrial agriculture versus natural vs. regenerative agriculture?
- How to assess our level of resilience in terms of regional food security, changes in climate and severe weather events, and potential upsets in economic and social systems?
- How to assess the extent to which there is accessible food outside of the emergency food system and outside of the industrial food system?

We are also working on identifying specific calls to action that would address how we can achieve a food system driven by these shifting conditions. These calls to action will outline what needs to be done by the community at large, related organizations and non- profits, Kamloops Food Policy Council and all levels of government. We will use the findings of this report to engage key stakeholders in a collaborative process to identify and validate these calls to action.

APPENDIX

Knowledge Brief: Indigenous Food Sovereignty and Decolonization

What does literature include about this concept?
Food sovereignty as a movement for Indigenous people worldwide was set in motion in 1996 by a group of peasants called La Via Campesina (Cote, 2016; Grey & Patel, 2016). It aims to give people the chance to culturally define their own food and exercise their right for "healthy and culturally appropriate foods" (Cote, 2016, p. 1). Sovereignty refers to groups of people being able to exert their own decision-making power in the structures that they are moving in (Grey & Patel, 2015). Due to different cultures and people, this looks very different (Grey & Patel, 2015). It is necessary to acknowledge that in colonized nations ``peoples' and countries' rights are not the same" (Grey & Patel, 2015, p. 432) and Indigenous people are therefore concerned with self-determination and self-governance over a system that was provided to them via colonialism. The problem in Canada is described as being embedded in the structures of Indigenous governance laid out by the federal government (Grey & Patel, 2015). This makes it unlikely "that empowering governance structures forged in the crucible of colonialism" (Grey & Patel, 2015, p. 434) can properly result in self-determination. To address these concerns, the food movement has to go beyond the usual implementations and actions that usually focus on aspects such as production and consumption (Grey & Patel, 2015).

Tuck and Yang (2012) describe how the term decolonization has become an easily applicable term to describe approaches to change such as in society or school systems, often also applied to issues in an attempt to decrease settlers' guilt. This may run the risk of pushing actual issues and concerns, which have arisen as a result of over 200 years of colonization, into the background (Tuck & Yang, 2012). Individuals must also be reminded that decolonization is not a process that can be achieved overnight, it may take generations and only concerns itself with ways to return Indigenous land and way of living to their respective cultures (Tuck & Yang, 2012).

How has it taken up in the "food" movement?
Indigenous food sovereignty challenges the structure of the current corporate, industrial and profit-oriented food system people in Canada move in (Cote, 2016). These structures, which can be seen as forced cultural assimilation, removed cultural lands and got rid of most practices that had been fostered sustainably over many generations (Cote, 2016). This dependence on the system threatens the knowledge that still exists about cultural practices and disconnects communities from their land (Cote, 2016).

The Indigenous worldview concerning food sovereignty does not concern itself with unanimous control over every aspect of food, rather it focuses on the relationship that exists in the system (Morrison, 2015a). These relationships can exist across cultures, between people and the land, plants, and animals that all provide food (Morrison, 2015a). It is a way of living that embraces these relationships and works "with natural systems in ethical and spiritual ways" (Morrison, 2015a, p. 3).

The strategies within this food system consist of fishing, hunting, and gathering and are aimed to be respectful with the environment and sustainable to be available to individuals for a long time (Morrison, 2015a).

Dawn Morrison describes four guiding principles for Indigenous food sovereignty implementation (Morrison, 2015a; Cote, 2016)

- Sacredness and divine sovereignty - recognizing that sovereignty comes from the creator
- Participatory - engaging actively in sustainable Indigenous food activities.
- Self-determination - independent decision making not bound to corporate or policy control.
- Policy - colonial policies are holding the development of Indigenous food sovereignty back and therefore influencing these policies is required.

Indigenous food perspectives are also different from the colonist perspective that mostly gives only a nutritious value to it. For example, the Indigenous perspective may consider "food as a medicine, food as a teacher and food as a relative" which are described as the three pillars of Indigenous belief in relation to food (Penner, Longboat & Kevany, 2019, p. 2). This highlights the importance of food sovereignty as it is giving people the right to culturally appropriate foods through sustainable methods as well as the ability to produce food their own way (Grey & Patel, 2015).

How does it impact public health?

Through a public health perspective, food sovereignty and food security may be addressed through the social determinants of health (SDOH). Although all SDOH should be considered, for this population, through the public health perspective are income, race, culture. Indigenous communities face higher rates of obesity and health disparities, such as obesity, as a result of the relationship with food and food availability (Kolahdooz, Sadeghirad, Corriveau, & Sharma, 2017; Rotenburg, 2016). In public health, addressing culture as the SDOH is one way to promote Indigenous sovereignty by addressing the nutritional value of traditional indigenous foods compared to commercially bought foods (Welham, 2018,p.64). Traditional food is generally lower in fats, sugars, and is higher in vitamins and minerals. Addressing an unhealthy relationship to food is another approach, highlighting the importance of symbolic values food has with spirituality and cultural identity (Welham, 2018, p64). The healthcare providers should advocate for indigenous communities to practice food sovereignty to address their health disparities and reconnect their relationship with food with its spiritual values. To advocate decolonization of the food system enables the population to harvest their healthy food and engage in physical activities to cultivate their lands. Implementation of physical activity by working to cultivate their lands may reduce the risk of obesity and other health disparities.

Implications of the theory on the work of the KFPC?

The Seven Pillars of food sovereignty were first described by the International Forum for Food Sovereignty and the Indigenous Circle during the People's Food Policy process added the seventh (Kamloops Food Policy Council, 2019). These pillars are the values that the KFPC is inspired by (Kamloops Food Policy Council, 2019). With these pillars in mind, the KFPC has participated in community projects as well as workshops to act on these values.

Food sovereignty allows the community to govern over their own foods and is the right for communities to be able to define their cultural needs (Cote, 2016, p,1). Food sovereignty has been acknowledged by KFPC and their partners through projects such as the "Food Hub" which includes initiatives such as the food forest project (Kamloops Food Policy Council, 2019) which contributes to Indigenous food sovereignty. The KFPC has also engaged in co-hosting a 2-day workshop in Vancouver on unpacking white privilege in the food movement, along with the Vancouver Food Policy Council and the Hua Foundation. The learning continued in Kamloops through a series of workshops with Dawn Morrison on the colonial history of agriculture and using a Cross-Cultural Interface Framework to align the vision of the KFPC with the Working Group on Indigenous Food Sovereignty. The KFPC has invested in learning and education of the Board and staff but is at a point where further action needs to be taken that truly addresses Indigenous food sovereignty as allowing Indigenous communities to govern food and define their cultural needs, as Cote (2016) suggests..

As Food Secure Canada (FSC) (2018) describes, food security is the goal while food sovereignty is the action to achieve the goal. FSC (2018) mentioned how "food sovereignty is rooted in the grassroots food movement". It is recommended to further their reach into the Kamloops community with the Unpacking White Privilege workshops as a step to start the decolonization process in Kamloops. With this step, it may address racism as one of the SODH that may hinder the achievement of true Indigenous food Sovereignty. Decolonization may not be possible without both Indigenous and non-Indigenous people working towards a common goal (Kits, 2019).

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Knowledge Brief: Systems Change

What does literature include about this theory?
Systems change is "an intentional process designed to alter the status quo by shifting and realigning the form and function of a targeted system" (Foster-Fisherman, Nowell, & Yang, 2007, p. 197). Systems themselves are described as "inanimate entities" (Kendrick, Jones, Bezanson, & Petty, 2006, p. 6) in which people move in and but can also alter if they wish too. Systems themselves are complex and involve systems and subsystems which are all connected (Kendrick et al., 2006).

A parable can be used to describe the work of systems change: Two fish swim past each other and one asks the second: How is the water? The second fish looks at the first fish and asks: What is water? (Kania, Kramer, & Senge, 2018). To promote long term systems change organizations must recognize the "water" they are swimming (Kania et al., 2018). This encompasses the ability to look at the many parts and layers of the system and how they influence the issue whose structure they are aiming to alter (Kania et al., 2019). These structures hold the issue in place and must be shifted to achieve a sustainable result (Kania et al., 2018). In the "Water of Systems Change" by Kania et al. (2018) these structures are described as conditions of systems change and are shown in relation to one another in the diagram below:

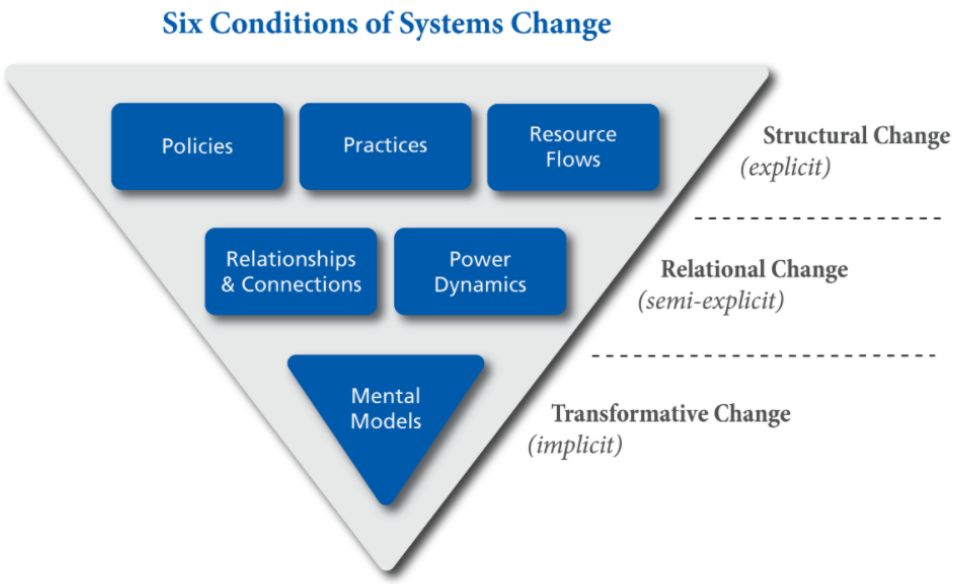

Figure 3. Six Conditions of Systems Change
(Kania et al., 2018)

Systems change efforts are most effective when actors work on all three levels (Kania et al., 2018). The explicit level (structural change) can influence the large picture, while the semi-explicit level concerns itself rather with internal relationships between people (Kania et al., 2018). The goal of the semi explicit level is to bring people together and to strengthen collective action (Kania et al., 2018). The implicit level focuses on the mental models as they shape and guide the approaches that influence the other levels ((Kania et al., 2018; Foster-Fisherman et al., 2007).

External dynamics (ex. external policies, public perception) need to be considered as well as internal dynamics (ex. organizational policies and power dynamics), as they may constrain the ability to promote change (Kania et al., 2018; Foster-Fisherman, 2007). Often change efforts focus only on specific components of the system such as policies only (Foster-Fisherman et al., 2007). This is not as effective as focusing on multiple components of systems change, as many interdependent parts shape a system (Foster-Fisherman et al., 2007). A systems change approach must also look at the "values, attitudes and beliefs" (Senge et al., 2015, p.8) as these form the backbone of the whole system.

How has it taken up in the "food" movement?

The research revealed the recurring theme of a systems approach to promote change in a food system (Neff, Merrigan, & Wallinga, 2009; Neff, Palmer, McKenzie, & Lawrence, 2015; FAO, 2018). Systems change is reflected in the conceptual framework that is a food systems approach or FSA (van Berkum, Dengerink, & Ruben, 2018). It focuses on the relationships existing between the elements of the food system and the outcomes of these relationships (van Berkum, et al., 2018). It aims to focus on activities that create sustainable solutions strategies for food-related issues and concerns (van Berkum et al., 2018). A food systems approach focuses on "multilevel strategies" (Neff et al., 2009, p. 297) to influence health risks and disparities in a food system.

A systems approach recognizes that the food system is not static and is therefore always open to new ideas and strategies (Neff et al., 2015). It also embraces the complexity of the food system and encourages interdisciplinary collaboration to create effective responses (Neff et al., 2015). The Food and Agricultural Organization of the United Nations FAO (2018) recommends a holistic approach that considers the totality of the food systems and the many elements and relationships that are part of it. Interventions are often focused too much on one sector and do not incorporate the whole picture. The FAO (2018) presents the food system wheel framework which contains poverty reduction, food security, and nutrition. These, in turn, are embedded into large systems which shape their outcomes (FAO, 2018).

Food systems are complex in nature and consist of many interrelated components such as production, processing, accessing, consumption and disposal (Neff et al., 2009). It is, therefore, a system that consists of internal and external levels (Kania et al., 2018) or informal and formal components (Senge et al., 2015). Neff et al. (2009) describe the internal levels as the individual level which encompasses knowledge and behavior, but also culture and time.

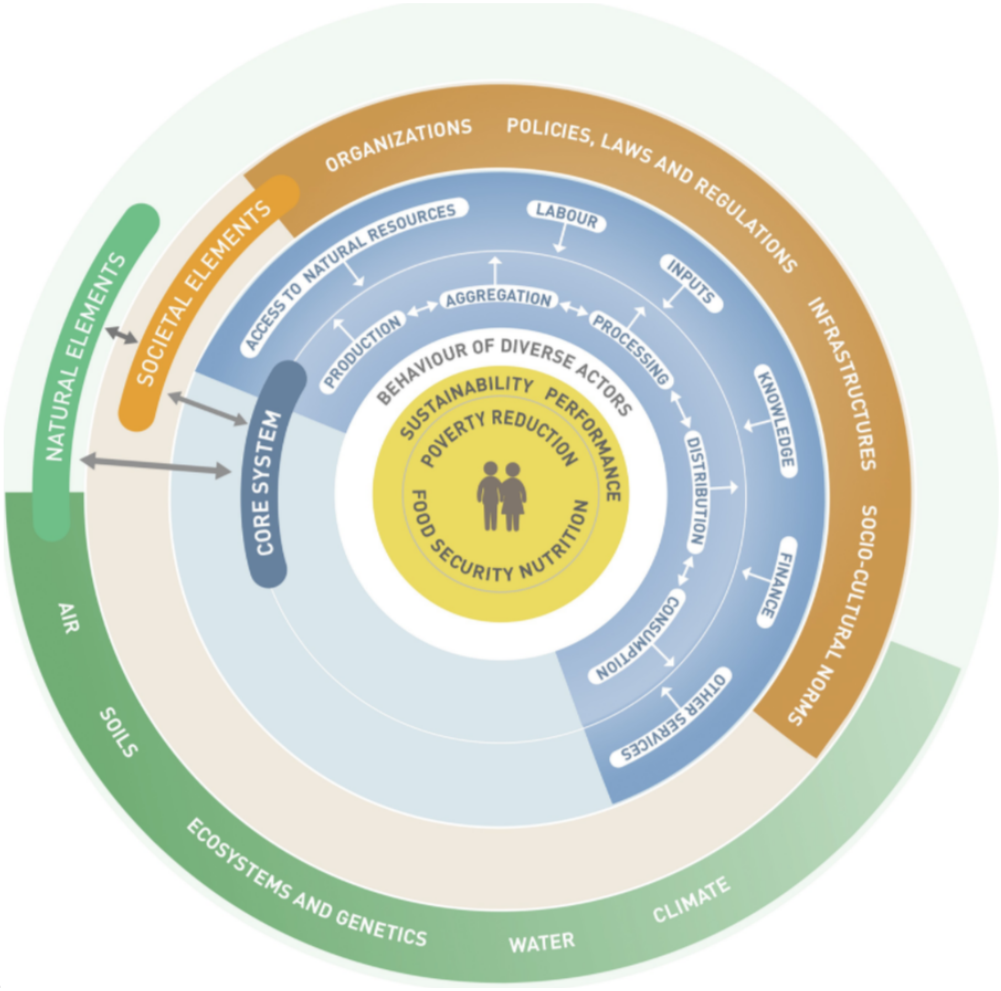

Figure 4. Food System Wheel Framework
(FAO, 2018)

How does it impact public health?
The complexity of public health and other health care systems, with its categories and subcategories, suggests the incorporation of systems thinking to address internal and external concerns (Sims & Aboelata, 2019; Leischow et al., 2007). Health care workers are increasingly coming to the conclusion that people make their health choices "not in a vacuum, but based on the social, physical and economic environments surrounding them and the resources available to them" (Sims & Aboelata, 2019, p. 476). Systems thinking in this regard can assist in developing strategies for health care interventions. Sims and Aboelata (2019) present a Systems of Prevention framework which makes recommendations to address the multiple relationships that exist in already established systems and how these can be redesigned to provide improved health outcomes. The elements of this system include (Sims & Aboelata, 2019, p. 477-470):

- Develop a shared vision
- Engage in multilevel action
- Elevate community voices and leadership
- Community partnerships
- Prevention and equity
- Gathering and sharing of data

The ultimate focus in this is on primary prevention that fosters an upstream approach to create long term and sustainable public health systems (Sims & Aboelata, 2019).

Yu (2020) describes the BUILD Health Challenge systems change understanding for public health, this includes components such as enhanced knowledge, strengthening relationships, and organizational capacity which can result in systems change that includes transformative norms, organizational shifts, re-allocation of funding streams and implementation of supportive regulatory bodies (Yu, 2020, p. 196).

Neff et al. (2015) suggest that public health sectors and the agricultural sector mostly still operate separately from each other. However, spaces should be created that allow the collaboration of both sectors due to both aspects being linked closely to health (Neff et al., 2015). This transformative process may cause initial discomfort, however through time, both sides may have the capacity to create effective collaborative relationships (Neff et al., 2015).

Implications of the theory on the work of the KFPC?

Looking at the KFPC visions statement the organization is considering its ability for impact on multiple levels which aligns with systems change. The KFPC has outlined its vision and strategies specifically to explain their work which reflect the procedures and guidelines part of the explicit level in systems change (Kania et al., 2018). Moving to the semi explicit level, the organization aims to bring multiple players in Kamloops together to share and transfer knowledge of diverse practices. This directly translates into the mental models part of the implicit level (Kania et al., 2018) as the policy council intends to act as a hub to connect multiple views and give everyone a chance to voice their ideas in a respectful and open minded environment. This system's approach therefore is reflected in the vision statements and the goals of the KFPC as it considers all players in the system and understands the importance of impact on multiple levels to achieve their vision of a just and sustainable food system.

A gap identified in communication with the social work student surrounding the value statement: “Alleviation of poverty: equitable access to healthy, culturally appropriate food”, is that most agencies and service providers have a downstream, emergency focused approach. Meaning that concerns are addressed as they happen, rather than being prevented and thinking long term which would be the case with an upstream approach. Incorporation of an upstream approach instead of a downstream approach connects with systems change (systems thinking) (Kania et al., 2018). Systems thinking encourages an organization to look at the multiple layers and levels of a system which hold the issue in place. Sustainability can only be achieved if action occurs on multiple layers that hold the problem in place, not only on one layer as this will not lead to successful solutions for the community. Systems change is useful because it looks at the problem itself, but also considers the skills and internal abilities of the organization and how these positively and negatively impact the problem.

The KFPC consists of a collaborative leadership structure distributed between three individuals. A distribution of leadership allows each person to bring their strengths to the position and guide collective decision-making processes. In systems change a good system leader has certain characteristics such as being able to self reflect on one's own values, asking questions continuously and fostering collective action (Senge et al., 2015). Part of being the leader in a system is to recognize that the organization is a component of the system as well, awareness of this is necessary to foster change. Good leaders learn on the job, via constant reflection and are open to other opinions and approaches which enhance their own way of thinking (Senge et al., 2015).

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Knowledge Brief: Complexity Theory

What does literature include about this theory?
Complexity theory does not have one concrete definition because it is rooted in multiple disciplinary areas (MacDonald, 2019). Therefore, from the perspective of public policy-making, complexity theory is seen as "not only complex because of social construct, but also because the natural processes that the public policies interact with are also complex... the [greater] number of [components] involved, the higher the complexity" (Morçöl, 2012, p.23). Complexity theory is given its name due to the many acting parts such as government, social service agencies and the public (Morçöl, 2012, p.22). Organizations themselves are also complex systems that are dynamic, unpredictable and multidimensional and have interconnective parts (PHABC, 2019).

Using this theory when navigating systems that are "non-linear, unpredictable or non-controllable" improves evaluation and understanding of the needs of a social sector an organization is aiming to serve (Preskill, Gopal, Mack, Cook, 2015). Evaluating complexity for social change means considering all parts of the system, adaptation to the local context, relationships within the systems and their interdependencies, and emerging patterns (Preskill, Gopal, Mack, Cook, 2015).

Complex Adaptive Systems (CAS) is a science that "occurs within the paradigm" of complexity theory (PHABC, 2019). CAS is "made of small, unpredictable, components that are related to one another" and analyzing a situation at this level is a useful tool to see how one part of the system influences the other (MacDonald, 2019)". It is good to note how the components of complex systems, although related, each work individually in their area of expertise (MacDonald, 2019), such as a doctor working on a health issue regarding a policy, non-profit organization working to gather information to better serve the community and lawyers ensuring the policies are not violating any laws. The components are interdependent, meaning one part cannot be understood without understanding the other parts. When looking at CAS, a few things must be taken into consideration such as the type of relationships involved such as co-workers, the relationship among agencies and the relationship between the agencies and the community. Acknowledging outliers and thinking of the system as something that is becoming rather than something that is in its current state for it is unpredictable and always changing.

Complexity theory should be considered when evaluating whether organizations are remaining oriented to the unique qualities that separate them from others and maintaining key objectives and goals. Organizations should be stable and resist outside influence, however, being able to change and transform is also crucial (Devereux, Melewar, Dinnie, & Lange, 2020).

Complexity theory aids organizations to see if they have become disoriented from outside influences and provides insight into adapting and changing while keeping their company and workers oriented to their goals and purposes. To remain oriented is to remain true to the "identity" or purpose of the organization (Devereux, Melewar, Dinnie, & Lange, 2020). Organizations must work in cohesion to achieve their goals, thus within the complex system, each part of the system have similar characteristics to the larger group, finding patterns among the parts may lead to a cohesive unit obtain the identity and maintain it (Devereux, Melewar, Dinnie, & Lange, 2020).

How has it taken up in the "food" movement?

The decision making processes for community food policies are complex because the food system is made of the human population, institutions, the environment and other factors (Nesheim, Oria, Yih, Resources, & National Research Council, 2015). Foody systems are in part driven by supply and demand, consumers and producers. On the other hand, health, environmental and social and economic aspects also influence public policy decision-making of a food system, regarding what is produced how it is produced and how they are consumed by the human body (Nesheim, Oria, Yih, Resources, & National Research Council, 2015). Larger companies and institutions such as grocery stores, schools, restaurants and agricultural companies have the potential for economic gains, however, government leaders may intervene by implementing policies such as developing taxes (Nesheim, Oria, Yih, Resources, & National Research Council, 2015).

Complexity theory has a role in the food movement when it comes to decision-making because it involves producers (farmers) and their workers, consumers, health care sectors, institutions, government, and food retailers to name a few. As an interrelated system, the decisions of the government affect the consumers and farmers and all other parts of the system.

As mentioned above, while adhering to the main goal, complex systems must adapt to change (Devereux, Melewar, Dinnie, & Lange, 2020). This is important for the complex food system, which consists of various interrelated parts, where one section's actions affect the entire system such as a development in the health sector the policies must adapt to accommodate the change.

How does it impact public health?

Complexity theory may be utilized for public health workers to approach difficult situations. The Public Health Association of BC (PHABC, 2019), defines complexity theory as: "the study of systems and problems that are dynamic, unpredictable and multidimensional and have interconnective parts". Complex problems should not be made simple and should not be handled by individuals. As public health workers, complex problems should remain complex to involve a variety of individuals that have different expertise and backgrounds to each tackle one of the many components of the problem.

This can be demonstrated by caring for a patient that is recently out of surgery, the patient requires doctors to see how he is healing, a nurse to help him take care of his wound and assist in his activities of daily living, a dietitian who may formulate a meal plan to encourage healing may be adjusted for comorbidity, and a physiotherapist to help rehabilitate after surgery to be able to perform his activities of daily living as he once did. This way the problem is being handled by multiple individuals who are strong in different areas and bring everything together to handle the situation. It is written that the CAS helps with (1) defining the problem, such as a need for surgery (2) implementing interventions, the surgery, and a team to help rehabilitate him and (3) evaluating the outcomes, such as how is he healing, is he able to walk as he did before surgery, what is working and what is not working in his routine to get him back to where he was before surgery (PHABC, 2019).

Implications of the theory on the work of the KFPC?

The KFPC has undertaken an analysis of the assets and gaps in each of the seven value areas that are included in the strategic plan. The analysis has identified a gap in the value area: "Alleviation of poverty: equitable access to healthy, culturally appropriate food" in terms of the intersectoral collaboration between the agencies and service providers who aim to address household food insecurity. It was communicated that the complex systems are working in silos, rather than as a collective group. There are few or weak systems in place to allow the transmission of information from one agency or service provider to another, this may lead to different priorities between them, and they may be unaware of who is doing what and how they are doing it.

To address this gap, the complexity theory should be considered by the KFPC. As mentioned, complexity theory is complex because there are various parts to a system, such as in making food policies, it includes government, non-profit organizations, for-profit organizations, and the communities affected by household food insecurity (PHAB, 2019; Devereux, Melewar, Dinnie, & Lange, 2020). The KFPC could play a further role in facilitating the relay of information among system actors, particularly regarding who is responsible for what aspect of a project and to determine if everyone is on the same page. For the communities experiencing household food insecurity, it is important that their concerns are being addressed and reported to all the components of the complex system for each of them to alter their approach. KFPC should employ tools such as systems mapping, networking, interviews, and memos for data collection to aid in the evaluation of the complexity of the system (Preskill, Gopal, Mack, Cook, 2015).

Complexity theory can be used for social change by considering all parts of the system used in making decisions for policies. The system should be adaptable to the local context, acknowledge the relationships within the systems and their interdependencies, and identify any patterns (Preskill, Gopal, Mack, Cook, 2015).

Nourish was an event held by the KFPC which invited attendees of various backgrounds and areas of employment to participate in the discussion of "Indigenous food sovereignty and poverty as the root cause of household food insecurity" (Tapestry Evaluation and Strategy, Interior Health & Kamloops Food Policy Council, 2019). The majority of attendees were food security nonprofits, community members and others (Tapestry Evaluation and Strategy, Interior Health & Kamloops Food Policy Council, 2019). The "others" category was a collection of education and government, Health Authorities and a very small portion of business representatives (Tapestry Evaluation and Strategy, Interior Health & Kamloops Food Policy Council, 2019). It was an environment that encouraged connections among individuals and agencies to collaborate on future projects. KFPC has stated that they would like to hold a similar event with a higher turn out of business representatives to build a bridge between the business sector, nonprofits and community members (Tapestry Evaluation and Strategy, Interior Health & Kamloops Food Policy Council, 2019). Marketing and reaching out to the business community may be possible by inviting a guest speaker at the event who is of the business sector may lead to more businesses showing interest in partaking in the conversation if a like-minded representative spoke of the issues from their perspectives. Complex systems are held steady with an identity (Devereux, Melewar, Dinnie, & Lange, 2020) , and thus a business speaker may be the bridge to connect the business sector with the food security movement. It is recommended to possibly reach out to grocery retailers and restaurants who are already directly involved with food policies that dictate their business, or smaller businesses that may be looking to be more involved with the community.

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Knowledge Brief: Emergent Strategy

What does literature include about this theory?
The concept of emergence is defined by Brown as the ability of minor and simple interactions to create complex patterns and systems (Brown, 2017). Emergence uses all the components present in a system, it is never wasteful (Brown, 2017). Brown describes emergent strategy, inspired by the science fiction works of the late author Octavia Butler, as providing a manual to individuals or organizations who would like to engage in change. In emergent strategy it is important to recognize and be appreciative of the many emergent patterns which surround a system and that these can be used as a tool to effectively influence change (Brown, 2017). One of the elements of emergent strategy are fractals. Fractals are patterns that are continuously repeated in a feedback loop and "what we practice at the small scale sets the patterns for the whole system" (Brown, 2017, p. 53). This demonstrates that change on a small level can have a tremendous impact on a large level, and that what happens personally, individually, as a group or organization will translate out into larger scale change, whether good or bad. Organizations therefore need to look at these small scale, internal patterns and consider how collaboration and community can be used to set new patterns to shape the large level into a positive societal change (Brown, 2017). Collaboration does not rely solely on one person, but relies on the interwoven skills and abilities of everyone, ultimately resulting in positive community action at the small level which carries over into the large level (Brown, 2017).

Emergent strategy is also discussed in economic and business literature, referring to a business strategy that can be applied by organizations and individuals (Edwards, 2014; Liebhart & Garcia-Lorenzo, 2010). Edwards (2014) describes three strategies to business students: intended, emergent and realized. The intended strategy is the original well organized and laid out plan, while emergent strategy is unplanned and "arises in response to unexpected opportunities and challenges" (Edwards, 2014, p. 16). Ultimately the realized strategy combines intended and emergent components to achieve a goal (Edwards, 2014).

Many systems today are very diverse and unpredictable and therefore it is important to recognize their complexity (Liebhart & Garcia Lorenzo, 2010). Literature suggests that solely a planned approach is not sustainable, rather an emergent approach is preferred due to its ability to be more adaptable to unexpected challenges and developments in every system (Liebhart & Garcia-Lorenzo, 2010). Neugebauer, Figge, and Hall (2015) also looked at the planned and emergent strategy and the benefits associated with both. A strategy itself is informed by both planned and emergent components (Neugebauer et al., 2015). Planned strategy is well organized and structured, while emergent strategy is more flexible to change (Neugebauer et al., 2015).

Hernandez-Betancour et al. (2017) used a game to understand the relationship between deliberate and emergent strategy and the moment which leads individuals to change from one strategy to the other. The game ended abruptly on purpose, to the surprise of the participants (Hernadez-Betancour, Montoya-Restrepo, & Montoya-Restrepo, 2017), forcing them to abandon their original strategy.

This resulted in anger initially but also led them to realize that in the next game their strategies would have to include situations that would leave room for the incorporation of emergent strategies (Hernadez-Betancour, 2017). The article concluded that the incorporation of unpredictability, the premature interruption of the game, in this case, lead participants to seek other strategies and the original plan failing (Hernadez-Betancour et al., 2017). However, a combination of the situation and its unpredictable nature would have led to the development of a more successful solution strategy and increased their success in the game (Hernadez-Betancour et al., 2017).

How has it taken up in the "food" movement?

A direct mention of emergent strategy as a tool to promote change in the food system was not found. Nonetheless, elements were found that correlated with the definitions of emergence and emergent strategy. The food system must be recognized as static but adaptive systems (Meter, 2010) to recognize the many actors that are moving within it to promote change (Meter, 2010). This relates to complex adaptive systems where a controlled and linear approach is not always the best strategy (Meter, 2010). The food system is contained within economic, societal and natural environments (FAO, 2018, p. 1) and incorporates many interconnected elements such as production, processing, and consumption (FAO, 2018). Change in one part of the system may originate from or influence change in another system (FAO, 2018) due to the many categories and subcategories making up the food system, for example, agriculture, farming, waste management and transportation (FAO, 2018).

Therefore it is important to use the synergy which consists between these interrelated elements to implement policy changes and engage in effective action (Meter, 2010). Multiple perspectives are needed to analyze these patterns (Meter, 2010), suggesting a collective action approach is best. A collective approach is necessary to recognize the emerging patterns part of the food system.

The food system is in constant motion with many unexpected and surprising elements that are part of its nature (PHBC, 2019). Within this are frequent emergent patterns that are part of the food movement and part of the dynamics in the system which make up the hole (PHBC, 2019). Brown (2014) recommends incorporating these patterns to promote change and business literature recommends making room for unpredictability in planning as the best approach to achieve sustainable solutions (Neugebauer et al., 2015) which is also the main goal in the food movement (Hassanein, 2003).

How does it impact public health?

A research study analyzed the effectiveness of deliberate strategies and emergent strategies as a framework for patient-centered care (PCC) (Naldemirci et al., 2017). It was found that deliberate strategies are effective in providing baseline knowledge and plan for patient care, however, the incorporation of emergent strategy allowed for better decision making (Naldemirci et al., 2017).. his consisted of providing the hospital units with an information package that contained specific information on PCC however left room for interpretation and included spontaneous team meetings as the emergent component (Naldemirci et al., 2017). This was able to enhance the collective action of health service workers and resulted in improved "co-operation, inter-professional teamwork and communication with patients" (Naldemirci et al., 2017, p. 8).

Marjorie MacDonald (2019) presents Complex Adaptive Systems (CAS) as an approach to public health. A complex adaptive system like the health system is a collection of individual components that are not always predictable (MacDonald, 2019). However, all elements are interconnected with each other meaning that a change in one element has an impact on the other ones. This highlights how a public health system is non-linear and as explained in CAS, is informed by the emergent nature of the relationships that are part of it (MacDonald, 2019).

A planned approach is often not suitable to address the dynamic pathways which are part of public health itself and the health concerns within it (Paina & Peters, 2012). CAS, however, can foster and recognize the emergent patterns and networks that inform its structure (Paina & Peters, 2012). It, therefore, incorporates flexibility into its planning which can create a more effective public health impact (Paina & Peters, 2012) which draws similarities with emergent strategy.

Emergent strategy is not a concept that was found in direct correlation to public health during research. However, strategies that are informed by components of emergent strategy such as CAS are incorporated increasingly into health system planning (Paina & Peters. 2012) or as part of workplace strategies (Naldemirci et al., 2017).

Implications of the theory on the work of the KFPC?
The KFPC used an emergent strategy framework for a collective impact project that brought local governments and community partners together to identify patterns in adopting food policy and then work towards goals that emerged from the process (KFPC, 2019). This project presented an emergent process design which had some set goals, however also flexibility to allow participants to bring in their ideas and concerns. A finding revealed that this collective impact required participants to work outside of what they were used to, accepting and tolerating the uncertainty (KFPC, 2019). Emergent strategy encourages organizations to embrace this uncertainty and work with it, instead of against it (Brown, 2017). Adapting to the unknown and working with it will aid in finding better intervention strategies. Collaboration is also encouraged by emergent strategy, suggesting that the impact is much more effective because it uses the individual strengths of its members to shape the whole (Brown, 2017). As it was already highlighted in the collective impact report, the process of accepting the uncertainty can sometimes be very uncomfortable, but when time is provided for discussion, mutual learning can occur in the collective which can positively translate into effective community action (KFPC, 2019).

Uncertainty sometimes also can be introduced with multiple viewpoints in an organization. In communication with the gaps and assets part of the project a gap was identified: Decision makers and members of the community do not have enough voices represented in the organization and because the people are not represented accordingly, it is difficult for the KFPC to determine the actual needs in the community. Fractals, an element of emergent strategy looks also at collaboration and how the different strengths of organizational members can positively contribute to change (Brown, 2017).

Suggesting the more viewpoints are involved, the better the interventions. Food democracy requires us to engage in collaboration with each other and to act on multiple levels. The strength of food movements in any organizational approach is diversity, as it allows members to participate in many different ways (Hassanein, 2003). Because every member has strengths that can be contributed to the whole (Brown, 2017). A potential suggestion to increase community voices would be to engage in open discussions, which occur in the introduction time of the monthly meetings anyway or over social media channels, and to identify topics that people are interested in. If there is a topic that receives lots of attention for example: sustainability and environment, speakers could be invited who focus their research on this particular topic. An example of this is Dawn Morrison at the March 4th meeting. The topic of water and climate crisis had a great audience/member turnout. Therefore focussing on topics that the community is interested in, could potentially increase the turnout and introduce a wide variety of individuals that would help the KFPC to incorporate more points of view.

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Knowledge Brief: Strategic Learning

What does literature include about this theory?
Strategic learning allows organizations to learn, in real-time, how to adapt their strategies to changing circumstances (Leahy, Wegmann, & Nolen, 2016). It is a framework for decision making, where strategies or approaches are revised based on the feedback (Leahy, Wegmann, & Nolen, 2016). For an organization to be successful with strategic learning, it requires an understanding of how to plan, hold and act on conversations that are based on collective thinking. It requires an environment or culture that is supportive of learning and practicing new skills (Leahy, Wegmann, & Nolen, 2016). Learning is dependent on the willingness to change, admit mistakes, and to take responsibility as a group. Collective learning must be negotiated, refined and tested. Strategic learning is useful to address the organization's approach to a complex problem by seeing what has worked, what has not worked and any limitations (Leahy, Wegmann, & Nolen, 2016). Taking the context into consideration, learning from previous approaches enhances the system's decision-making skills for the future. (Leahy, Wegmann, & Nolen, 2016).

Cunningham (1999) stated that there are two orders to change. The first is changing within parameters, this is doing better than previous attempts. The second is a change that goes beyond the parameters. This is changing your approach to change, an example given by Cunningham (1999) is changing your mindset from "flying an aircraft" to "flying people." Change is always happening, and to remain static may result in losing track. Organizations need to live with the pace of change and welcome it. Change consists of a pattern change and changing accustomed habits to new ones (Cunningham, 1999). On the other hand, Carbaj (2019) explains strategic learning as the "extent to which efforts uncover key insights into future progress". This involves learning about what the system or organization is doing, their way of thinking and the way they are as a system. When confronting a challenge, the outcome is learning from the approach; what worked and what did not, as well as any strengths and weaknesses.

Both Carbaj and Cunningham's approaches look at learning from their strategies, evaluating the feedback and determining where changes in the approach need to be made. However, Carbaj takes it beyond the two orders of change and looks at three ways of learning from your feedback. Carbaj explains three ways of learning as 1) Single-loop learning is about what the system is doing such as limitations to core practices, relationships, and resources. 2) The double-loop is learning about the systems assumptions, understanding and thinking on the current challenge, the context and of the challenge and the system and any strengths, weaknesses, and limitations on the strategies. 3) Triple-loop learning is about the system as a whole such as triggers, habits and group dynamics.

Cunningham (1999) explains that training and learning are two separate things, and most organizations take ineffective approaches to learn such as forecasting the future, treating change as all one process and relying on textbook knowledge. Strategic learning is an ongoing process, and in organizations, it is learning that is done among each individual in the system to work as one supporting one another.

Strategic learning and the evaluation of an organization provide guidelines for decision making, confidence within an organization and a strategy to increase the value of an organization. Evaluation of strategic learning takes into account the impact and outcomes, the organization must determine how to communicate the results of the learning, adaptation, and change (Preskill, & Mack,2014).

How has it taken up in the "food" movement?
Strategic learning is seen in the food movement through various agencies and approaches. One example is a Comox valley area food security assessment among disadvantaged communities, which included taking surveys and to assess the gaps in the current system. This initiative resulted in action plans such as Dad's night out where men gather and have dinners, cooking classes for mothers and children. These strategies helped to address the gaps for families that had barriers to accessibility of food (Prato & Cupelli, pp.6).

How does it impact public health?
Strategic learning is seen in public health in the changes health authorities make to better serve their communities. As seen in a study based in the UK, health authorities used public engagement to identify gaps in the health system. This approach allowed the public to take control of their health and the issues that affect their health rather than the healthcare system taking the lead. It helped to shift the power from the healthcare system to the communities, which encouraged engagement in health outcomes (South et al, 2019). Hospitals and healthcare systems generate feedback from patients, such as surveys to evaluate their strategies and learn from the community it serves.

Another way public health has demonstrated strategic learning is through the threat of the Ebola outbreak. From the outbreak, the feedback was taken in on what worked, what did not work and possible changes. It was determined that there needed to be better communication among the different acting parts of the health system, better screening protocols and methods (Carney, & Weber, 2015). In regards to surveillance, they took the approach mentioned by Cunningham (1999) of shifting your mindset from doing "public surveillance of the people" to doing "public surveillance for the people (Carney, & Weber, 2015)." Health authorities and systems look at the feedback of their approaches to address health issues and constantly change policies such as handwashing, ambulating after surgeries and even addressing patient to caregiver ratio for the different levels of required care.

Implications of the theory on the work of the KFPC

The KFPC has been involved in various projects such as Nourish, Social Enterprise, Food Policy Implementation and Gleaning Abundance Program (GAP). These four projects have utilized the strategic learning theory when evaluating their approach and reviewing feedback from attendees on seeing what has worked and what has not.

Nourish was an event that was held in 2019 that involved guest speakers to shed light on "Indigenous food sovereignty and poverty as the root cause of household food insecurities (Tapestry Evaluation and Strategy, Interior Health & Kamloops Food Policy Council, 2019)". They asked the attendees to give feedback on the event itself such to determine what worked, what did not and any suggestions for the future. They gained valuable feedback such as the event was an environment that encouraged meeting new people to network with, the "Open space" concept welcomed open discussion to express ideas for their communities (Tapestry Evaluation and Strategy, Interior Health & Kamloops Food Policy Council, 2019). What did not work for them was the informal presentation and length of speakers and they did not like the lack of interaction between the attendees and the speakers. Also the" lack of tangible steps towards actions" was expressed in the feedback. Some suggestions were to include workshops on food literacy, community education on causes of poverty, food sovereignty and the meaning of upstream (Tapestry Evaluation and Strategy, Interior Health & Kamloops Food Policy Council, 2019). The approach of gaining feedback from the attendees model the shift in strategy from "flying an aircraft" to "flying the people ". This feedback can change the KFPC's strategies for their next meeting to cater to the requests of the attendees.

Social Enterprise was a project that was to create preserved foods and use the profits to increase food security and access to healthy fresh foods in the community (Klohn, Unger, & Cryderman, 2019). The process itself taught them valuable lessons of which they used as helpful suggestions for other non-profit organizations in search of starting their social enterprise (Klohn, Unger, & Cryderman, 2019). There are determining factors such as the budget that must be considered to determine a realistic pace to develop the program, and therefore it is recommended to start with a focus on a "minimum viable product" to directly sell to customers and receive immediate feedback, in this case, it was the farmers market (Klohn, Unger, & Cryderman, 2019). Strategic learning is ongoing, thus anticipating changing and adjusting plans and systems. This is using strategic learning as a decision-making tool within the organization, adapting to unforeseen obstacles and changing the strategy to progress further (Preskill, & Mack,2014).

The Food Policy Implementation Project was used to bring government, Indigenous communities, community partners and educational agencies and researchers to work together to address mutual objectives among them and determine how they can achieve their goals together (Kamloops Food Policy Council, 2019).

The evaluation of the collective approach was determined effective to address gaps in the implementation of food policies (Kamloops Food Policy Council, 2019). It was noted through the importance of leadership and organization to keep the group on track, that it is necessary to accept uncertainty and be able to adapt to the group needs, for people in the group all reacted differently to this approach (Kamloops Food Policy Council, 2019). This is similar to a triple loop learning described by Carbaj (2019) which takes into account the group as a whole as triggers, habits and group dynamics.

The GAP project is one that addresses food security by receiving donated fruits from producers to volunteers as well as agencies such as the Kamloops Food Bank (Candole, 2018). The Evaluation of the system looked at how to improve the project to meet the objectives set out by the KFPC as well as how the project is viewed from the perspective of the clients that use the service. The Evaluation was completed by obtaining feedback from the clients, literature reviews (Candole, 2018). It was concluded that there was a need to emphasize on food literacy and education on the program itself. To improve communications among the clients, improve the promotion of the GAP program as well as gradually expand the program at a sustainable pace with regular evaluations on the progress (Candole, 2018). Strategic learning is an ongoing process, and with the regular evaluations allows the program to understand the impacts and outcomes, the data may allow the program to learn from previous years adapt and change to increase the value of GAP (Preskill & Mack, 2014).

All these programs used strategic learning by taking clients' feedback or feedback within the organization to look at what worked and what did not work with their previous approach. However, there was a lack of diversity among those involved in the feedback. A noted diverse group in age, profession, ethnicity, religion, and culture to name a few are recommended to determine if a portion of the community is being heard or if the whole community is involved in the discussion. The lack of diverse representation makes it difficult for KFPC to determine what the needs are in the community.

KFPC may try to hold monthly meetings that would encourage groups that are outside the usual KFPC organization. It is ideal to invite people of different ages, religions, cultures, economic status and ethnic groups to participate and have their voices heard. Another method to reach more diverse groups is to possibly hold quarterly surveys in the community to determine if KFPC's core values are being addressed, this in term may advise them on their strategic learning on how to approach their communities to adhere closely to their values as well as improve or change their ways regarding decision making for policies and community projects (Carbaj, 2019; Preskill & Mack, 2014). With this approach they may highlight patterns, determine their weaknesses and strengths and learn what worked and what did not. With society constantly changing, the needs of communities and individuals will also change, therefore strategic learning is once again needed to maintain the pace with this change.

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