

## **ACKNOWLEDGEMENTS**

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The Culinary Tourism Alliance (CTA) is a not-for-profit organization devoted to connecting taste-makers, sharing their stories, and sparking delicious developments in food tourism.

This report was prepared, written, and edited by the Grow Food Tourism team at the CTA, including Trevor Benson, Nalisha Sankreacha, and Caroline Morrow. Grow Food Tourism works with destinations near and far to bridge the gap between the food and travel industries.

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## 1 KEY TERMS AND CONCEPTS

## **Agri-tourism**

Agriculturally-based experiences that connect the public to not only what is grown and harvested in a particular area but also the people behind this production. Agri-tourism is typically marketed to locals interested in exploring their backyard, but as a subset of rural tourism, it also attracts visitors who appreciate and want to learn about the connection between their food and agriculture.

Many agri-tourism operations are considered to be part of the food tourism value chain. Examples include: farm stays; farm tours; u-pick experiences; farm-gate businesses; roadside stands; fall fairs; and farmers' markets.

## **Foodscape**

The places and spaces where food and drink are prepared, shared, consumed and talked about by community members. The features in a foodscape (e.g. grocery stores, farmers' markets, restaurants, farm-gate stalls, etc.) influence how people interact with and understand their local food system.

#### **Food tourism**

Food-based experiences where a person learns about, appreciates, or consumes food that reflects the history, heritage, and culture of a place.

This includes the active pursuit of unique and memorable eating and drinking experiences as well as agritourism activities that connect what is being produced in an area to what is being prepared, served, and enjoyed by locals.

Craft beverage producers, including brewers, distilleries, cideries, and meaderies, are all included in the food tourism value chain, so when the term food tourism is used, it is implied that drink is included.

## **Food tourism development**

The process by which a destination seeks to maximize the economic impact of its local food system through tourism-related activities. At its core, food tourism development is a community-based effort that includes businesses on the food tourism value chain who work together to attract locals and visitors alike to experience the destination's taste of place.

## **Food tourism product**

A collection of taste of place experiences that are packaged for use or consumption by a local or visitor to an area. Successful food tourism products are the outcome of community efforts that see everyone who will benefit from the final product involved in the development process.

In Greater Sudbury some examples of existing food tourism products include The Market, Elgin Street Craft Beer Festival, Northern Ontario Microbrew Festival, Blueberry Festival, and Italian Festival.



#### **Food tourism value chain**

Visitor-facing businesses that have the potential to contribute to and benefit from the development of food tourism, including: accommodations; attractions; beverage producers; culinary schools; farmers' markets; festivals and events; growers, producers and suppliers; restaurants; retailers; and tour operators.

Typical value chains are designed to increase the competitive advantage of a group of businesses through working in collaboration to deliver a combined value to the customer that is beyond their individual capacity to do so. This inter-dependence allows for operators to focus on what they do best while benefiting from the increased efficiency and effectiveness of working as a collective.

Visitor experiences are enriched with each layer of value they receive while exploring a destination. This means that food tourism businesses can work together to deliver multisensory high-quality experiences that exceed the expectations of visitors.

#### **Foodways**

The history, heritage, and culture behind the food and drink that is grown, harvested, prepared, and consumed in a particular area. In other words, foodways address who, what, where, when, why, and how specific food or drink becomes part of the fabric of a community, and shed light on the physical, social, cultural, economic, and spiritual factors that inform their experience of food and drink.

Food tourism experiences have more integrity when they provide "tastes of place" that draw from the foodways of an area. This mean foodways should be the focus and foundation of food tourism development.

In Greater Sudbury, foodways are strongly influenced by the region's physical geography, mining and immigration history, and cultural diversity.

#### **Local food**

Local food is generally used to describe the connection between food producers and consumers within a specific geographic area. The term is highly politicized and has no single definition because there is no universal agreement on the maximum distance between a producer and consumer for something to be called local.

For some, local food includes only what is grown in the backyard or community, for others it is what is produced in the region or beyond. In Ontario, anything that is grown, raised or harvested in the province or made from ingredients that are grown, raised or harvested here is considered to be local.

In Greater Sudbury, anything that is grown, raised, harvested, or produced in the region brings more value to the food tourism development process because it can more easily be tied to the foodways of the area and its taste of place.

#### **Market-readiness**

A business is market-ready when it meets the food and drink expectations of the visitors it attracts. Becoming market-ready involves such things as having a functional website, accessible hours of operation, and basic information posted about the business. It also includes showcasing foodways, aligning with taste of place, collaborating with other businesses, participating in festivals and events, sourcing local food, amongst many other initiatives. Becoming market-ready requires not only stakeholder investment but also support for making the changes needed to attract visitors using food and drink.



## **Taste of place**

Taste of place includes memorable eating and drinking experiences that bring to life the story behind the food of a specific geographic area, i.e. its foodways.

In addition to food that is grown and produced in an area, the natural, material, and intangible elements that contribute to the experience of food in that area are all part of its taste of place.





## **2 GROWING FOOD TOURISM IN GREATER SUDBURY**

## **VISION 2021**



Greater Sudbury has worked cooperatively to develop an inclusive taste of place. It has become a destination that combines outdoor experiences, urban amenities and unique food tourism experiences, and leverages these assets in order to attract visitors from outside the region.



Greater Sudbury is Northern Ontario's largest city. It is also home to an array of culturally diverse communities. The region's rich geographic history influenced a resource-based economy that has transformed into a vibrant regional hub for medicine, education, arts, and sciences. Greater Sudbury has the potential to become a destination for food tourism, but several steps need to be taken for this to happen; for example, integrating unique food and drink experiences into its current asset base.

Growing Food Tourism in Greater Sudbury is focussed on harnessing the community's collective strengths to position the region as a place for memorable food experiences. As a strategic document it identifies specific actions for moving forward, such as working cooperatively to develop an inclusive taste of place, along with anticipated outcomes, like fostering pride in place.

By focussing on specific areas of opportunity this strategy will assist food tourism stakeholders in overcoming shared challenges while developing high quality food tourism experiences that are unique to the region. The areas of opportunity identified for Greater Sudbury include building capacity within the food tourism value chain, sharing Sudbury's food and drink story, and enhancing existing products and experiences.

New product development is not identified as an initial area of opportunity because many businesses in the food tourism value chain are not market-ready. This does not mean product development should not be pursued in the future. Rather, at this time it is more strategic to add value to current demand drivers and assets throughout the region by integrating unique food and drink experiences. This will allow businesses that are not yet market-ready time to grow, and key decision-making to take place around what product to develop.

## 2.1. Background and Context

Growing Food Tourism in Greater Sudbury is a three-year strategy focussed on capacity-building, storytelling, and enhancing existing assets. It is grounded by two related initiatives: Greater Sudbury's Forum on Food Tourism and the Greater Sudbury Food Strategy. These two initiatives are important for growing food tourism because they spurred stakeholder conversations around the role of food and drink as a facet of tourism, and for building a more sustainable, accessible, and healthy food system.

## 1. Greater Sudbury's Forum on Food Tourism

In January 2017, Greater Sudbury hosted a forum on food tourism that was facilitated by the Culinary Tourism Alliance. This event brought together businesses in the food tourism value chain from across the region. Along with an introduction to food tourism, it began an important conversation around what developing food tourism in Greater Sudbury could look like.

## 2. The Greater Sudbury Food Strategy

In November 2017, a food strategy was completed by the Greater Sudbury Food Policy Council. Along with a working group that was created, many stakeholders from across the region contributed their insights, input, and feedback to the strategy development process. Importantly, action 4.1 in this strategy, under the theme of Food Retail, Service and Tourism, is the development and implementation of a culinary tourism strategy for the region.

## 2.2. Project Overview

## 2.2.1. Objectives

At the outset of this project, an initial briefing meeting took place between the Grow Food Tourism team, the City of Greater Sudbury, and Tourism Northern Ontario. During this briefing the operational team identified several project objectives, and these were confirmed in discussion with the Working Group. The objectives for the project were:

- To inventory businesses along the food tourism value chain in a way that allows for their performance to be measured;
- To allow best practice research to inform strategic planning and decision-making;
- To work towards developing high quality food tourism products and experiences that are unique to the region;
- To increase awareness of and enthusiasm around Greater Sudbury as a destination;
- To work towards positioning Greater Sudbury as a hub for regional tourism; and
- To equip Sudbury's Tourism staff with the tools necessary to encourage culinary tourism development with its stakeholders.



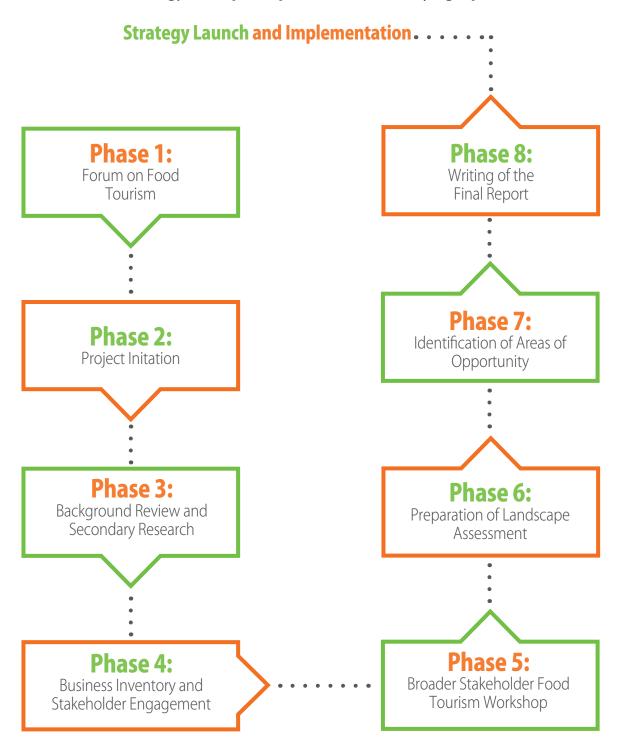
## 2.2.2. Approach and Methodology

A community-based participatory research approach was used throughout the strategy development process. This was beneficial as it allowed stakeholders to work collaboratively, learn about each other's strengths and limitations as well as collectively come up with solutions to shared challenges. In alignment with this research approach, this strategy does not call out specific businesses across the food tourism value chain in Greater Sudbury. This is because the region is viewed as a community, where all businesses are working toward a shared vision.

Throughout the strategy development process, various research methods were used to ensure that intimate knowledge, key insights, and perspectives of stakeholders were gathered throughout the strategy development process<sup>1</sup>. These include:

- **Background document scan**: Greater Sudbury's strategic plans, cultural plans, economic development plans, and municipal reports were reviewed to establish context around key plans and policies.
- **Inventory assessment**: The Experience Assessment Tool (EAT) contains over 50+ data-entry fields for inputting fundamental business information and way-finding to measure levels of online presence. EAT contains product-specific fields for capturing information on the unique food statements and experiences that help to define each business; for instance, menu and beverage offerings. Based on assigned category-specific weightings across the relevant fields, EAT generates a score out of 100 for each business. This numerical value is a rating that corresponds to where businesses fall on the market-readiness continuum. Using this tool, businesses in the food tourism value chain were inventoried to assess market-readiness.
- **Secondary research**: Secondary research explored the geographic, historical, social, and cultural history of the region.
- **Stakeholder survey**: Surveys were disseminated to businesses in the food tourism value chain in Greater Sudbury. These surveys captured insights about foodways, information about local food procurement, challenges, and opportunities to growing food tourism.
- **Key informant interviews**: Working Group members were interviewed to gather insights about the current state of the food tourism offerings in Greater Sudbury.
- **In-market research**: To corroborate initial findings and gather additional data, several businesses in the food tourism value chain were visited in-person by the Culinary Tourism Alliance using the mystery shopper technique.
- **Food tourism workshop**: On February 7 2018, a workshop was held at the Durham Hall to bring together stakeholders from across the region, learn about food tourism concepts, introduce stakeholders to one of Northern Ontario's food tourism best practices, provide an overview of the initial findings and research, gather insights and feedback for the project, and work towards solutions to shared problems all while cultivating pride in place.

## The Strategy development process was defined by eight phases.







# **► 3 LANDSCAPE ASSESSMENT**

Understanding the food tourism landscape of Greater Sudbury is key for growing food tourism in the area. This landscape assessment weaves a picture of the region's foodways. It also begins to unearth the elements that underlie its taste of place. Included in this assessment are highlights of the strengths and challenges for growing food tourism in the region. These helped to inform the areas of opportunity identified and the strategic recommendations made.

## 3.1. Overview of Northern Ontario

Northern Ontario is the largest geographic region in Ontario and comprises several districts, including: Algoma, Cochrane, Kenora, Manitoulin, Nipissing, Parry Sound, Rainy River, Sudbury, Temiskaming, and Thunder Bay<sup>2</sup>. Northern Ontario's unique characteristics are noteworthy as they are likely to influence how food tourism development occurs at the regional level. As such, to understand the potential for food tourism development in Greater Sudbury, it is important to see how it fits within the broader regional context.

#### **3.1.1. Tourism**

Northern Ontario is characterized by expansive wilderness and remoteness, and it is known for outdoor activities including fishing, hunting, camping, snowmobiling, and motorcycling, to name a few<sup>3</sup>. Approximately 50% of visitors travel to Northern Ontario for the purposes of enjoying the outdoors and

## **Total Population, 2016:**

Northeastern Ontario,

2016: 548,449

(Algoma, Cochrane, Manitoulin, Nipissing, Parry Sound, Timiskaming, Sudbury)

Northwestern Ontario,

2016: 231,691

(Kenora, Thunder Bay, Rainy River)

(Source Statistics Canada 2016)

outdoor activities, engaging in sports activities, or visiting friends and relatives<sup>4</sup>. As a first step to growing food tourism, such travel motivators can be paired with food and drink experiences to create new food tourism products. Furthermore, as other northern regions grow food tourism, there is the potential to work in partnership to increase the total number of market-ready food and drink businesses, and to build an overarching food identity for Northern Ontario.

Tourism Northern Ontario (TNO) is the largest regional tourism organization (RTO 13) in the province, and is divided into three sub-regions (13a, 13b, and 13c). TNO focusses on Marketing, Partnership Initiatives, Workforce and Industry Training, and Product Development. Specifically, their product development work across the regions focusses on: Nature and Adventure, Snowmobiling, Angling, Cycling, Gateways and Communities, and Auto and RV Touring. The strategic focus of this product development is to establish the region's role as an industry leader, to provide high quality products and experiences through strong partnerships, to generate industry research, as well as to monitor industry performance.

## 3.1.2. Agriculture and Aquaculture



Dairy, beef, grain, oilseed, potato, fruit and vegetable, and rainbow trout<sup>5</sup>.



Northern Ontario's agricultural landscape is partly influenced by the Great Clay Belt, which consists of soils enriched by glacial silt and clay deposits<sup>6</sup>, and covers approximately 66 percent of Northeastern Ontario. The Ontario Ministry of Agriculture, Food and Rural Affairs notes that the Great Clay Belt consists of potentially arable land, but to date only 1.4 percent of 4.4 million acres of suitable agricultural land has been cultivated due to environmental limitations (e.g. tile drainage and climate), and human capacity constraints (e.g. aging farmers). These limitations and constraints should be kept in mind, as they impact agricultural productivity and the availability of hyper-local food throughout Northern Ontario.



The **food tourism value chain** includes: accommodations, attractions, beverage producers, culinary schools, growers, producers, farmers' markets, festivals & events, restaurants, retailers, and tour operators.



Hyper-local food (food grown, raised, or harvested in specific, smaller geographic areas or communities) is important for food tourism development because it connects regional producers with other businesses in the food tourism value chain and celebrates food and drink that is specific to the area. In spite of these challenges, there are a variety of agricultural programs (e.g. Beef North, Beef Farmers of Ontario – Cow Herd Expansion in the North) and alliances (e.g. Northern Ontario Farm Innovation Alliance) that support expanding new agricultural production systems and that advance the interests of people working in agriculture in Northern Ontario. Though these programs and alliances are beneficial and should continue to be leveraged to confront challenges and limitations of agriculture production, there are still many regions within Northern Ontario that do not have agricultural support programs such as Sudbury, Manitoulin, Nipissing. Moving forward, there should be an effort to work to develop programs and alliances that target and represent these regions.

In addition to agriculture, aquaculture also plays a key role in supporting the local economy in Northern Ontario. In 2016, Ontario produced 5.1 million kilograms of trout, valued at \$26.8 million, with over 85 percent of the production coming from the North (specifically Georgian Bay, Manitoulin Island, and the North Channel of Lake Huron) through open water cage aquaculture<sup>7</sup>. This is significant as trout has the potential to become an identifiable product associated with Northern Ontario.

Though not everything can be grown and raised in Northern Ontario due to factors such as climate, soil, and human resource challenges, many products thrive in this region including forest foods such as wild mushrooms, fiddleheads, blueberries, boreal teas, and boreal birch syrup<sup>8</sup>. Along with current agriculture and aquaculture products, these forest products must be leveraged to strengthen the overall culinary identity of Northern Ontario.



In addition to what is grown, raised, and harvested in a specific geographic area, **taste of place** includes memorable eating and drinking experiences that showcase a region's foodways; in other words, the story behind its food and drink.



## 3.1.3. Greater Sudbury and Northern Ontario

Northern Ontario's geography, agriculture, aquaculture, and tourism are important to consider as Greater Sudbury begins the first stages of food tourism development. Although Northern Ontario's many regions have their own defining features, identity, and challenges, there are different assets in each region that can be collectively pooled, referenced, and leveraged to support shared challenges. As Greater Sudbury is on the forefront of food tourism development in Northern Ontario, the region has the potential to situate itself and to take the lead in championing regional partnership development and identifying shared, overarching taste of place elements.

## 3.2. Greater Sudbury's Foodways

Foodways encompass the historical, economic, social, and cultural practices associated with food<sup>9</sup>. In other words, foodways address who, what, where, when, why, and how specific foods and drinks become part of the fabric of a community, and shed light on the physical, social, cultural, economic, and spiritual factors that inform people's experience of food and drink. Food tourism products have more integrity when they provide tastes of place that draw from the foodways of an area. This mean foodways should be the focus and foundation for food tourism development. The following section addresses different elements of the foodways of Greater Sudbury.

## **3.2.1.** History

Greater Sudbury's landscape has been influenced by the Boreal Forest and the Sudbury Basin, which is the world's second-largest impact crater, created by a meteorite that hit the area over 1.8 billion years ago<sup>10</sup>. This impact led to the formation of accessible deposits of copper, nickel, and palladium, and the region has flourished economically through mining. The Basin's structure also permitted an active agricultural sector through the flat, fertile land that formed in its centre<sup>11</sup>. Greater Sudbury's landscape is also characterized by its many forests and the 330 lakes that cover 12 percent of the 3,637 square kilometers of the city<sup>12</sup>. In 2001, the Regional Municipality of Sudbury and several unincorporated townships were amalgamated to form the City of Greater Sudbury, making it Ontario's largest municipality based on total area<sup>13</sup>.

Greater Sudbury is located on the traditional territory of the Anishnawbek who have "lived along the region's plentiful lakes, rivers, and forests<sup>14</sup>" for thousands of years and thrived off forest and freshwater foods.

Atikameksheng Anishnawbek (formerly known as Whitefish Lake First Nation) and Wahnapitae First Nation are also located adjacent to the City of Greater Sudbury. First Nations in Sudbury have an important cultural connection to forest and freshwater foods, and many stakeholders have identified wild food, blueberries, and fish as elements of taste of place.

In spite of this, there are few to no educational or experiential opportunities to learn about the importance and relevance of forest and freshwater foods. There should be efforts to realize the significance of these foods and how to sustainably harvest them as part of showcasing taste of place.

## **3.2.2. Economy**

European settlement occurred in the late nineteenth century and the local economy began to grow with the construction of the transnational railway<sup>15</sup>. The railway increased access to the area and made mineral exploration and extraction more feasible. With the access to minerals, such as copper and nickel, Greater Sudbury's economy began to focus on the mining industry. The region became a global mining center, attracting job seekers from around the world and drastically increasing in population<sup>16</sup>. Mining brought largescale cultural and environmental changes that resulted in a two-fold impact on the region's foodways.

First, Greater Sudbury's foodways were influenced by the population growth associated with the flourishing mining industry. As many immigrants moved to Sudbury to work in the industry, the cultural landscape transformed, adding diversity to the region's food offerings (see Culture).

Second, as mining thrived, there were also ecological complications that affected the region's soils, lakes, and atmosphere. The environmental impacts of the mining and smelting industries altered the "chemical and biological composition of the area's glacial lakes¹8" and the pH levels of the soil. This change in the soil acidity from acid rain and industrial run-off seriously limited vegetation growth but did allow lowbush blueberries to thrive and become part of the region's taste of place.

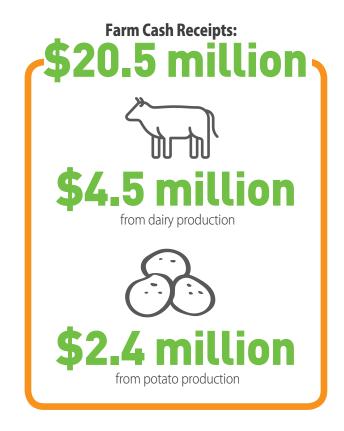
Similarly, local fish stocks in the 1970s were severely depleted by acidification and metal pollution. Furthermore, the smelting process also produced sulphurous gasses and other harmful by-products. To counteract this, the Sudbury Superstack was developed and became a defining feature and reduced ground-level pollution in the City.

The Superstack also became part of the town's identity as a mining community. As a result of stronger environmental regulations and significant remediation efforts through the City's Regreening Program, Sudbury's landscape and watersheds have been rehabilitated and reclaimed. As a result, fish have returned to the lakes around the region and farming has become possible again, adding back important elements to Greater Sudbury's taste of place

## **Greater Sudbury Agricultural Profile (2016)**<sup>19</sup>



Main Commodities: Potatoes, floriculture and nursery, fruit and vegetable, hogs, wheat, calves and cattle, poultry, maple products<sup>20</sup>.



For food tourism development, it is crucial to leverage components of foodways, and the abovementioned historical and cultural changes provide context for Greater Sudbury. Many stakeholders have indicated that blueberries, wild food, fish, locally owned businesses, and cultural diversity are key elements of the region's foodways and subsequently its taste of place. However, there are few products or experiences that allow visitors to experience these elements. Presently, businesses across the food tourism value chain are not capitalizing on their history, heritage, and culture by making foodways a key part of their product and/or service. As a result, it is difficult for visitors to become aware of the unique flavours in Greater Sudbury.



**87%** of survey respondents **AGREE or STRONGLY AGREE** that heritage, history, and culture are important for memorable and meaningful food and drink experiences.





## **3.2.3. Society**

While most communities in Northern Ontario have populations that are either plateauing or in decline, Greater Sudbury has seen a slight population increase as well as the largest, and most diverse, population in the North compared to Sault Ste. Marie, North Bay, Timmins, and Thunder Bay<sup>21</sup>. This is important as the presence of different people and cultures has transformed the food landscape in Greater Sudbury. In fact, many stakeholders have noted that in the past ten years, there are a range of dining options and cuisines that were not previously available. Furthermore, as there are a significant number of people living within both a 160 km and 300 km radius of the region, respectively; consequently, Greater Sudbury, as the largest urban centre in Northern Ontario, is well-positioned to attract visitors from the surrounding catchment area, and beyond for the purposes of eating and drinking.

## **Greater Sudbury Population Demographics: 22**



Population within a 160 km radius:

363,054

Population within a 300 km radius: **656,26** 

**Population with Northern American Aboriginal Origins** 

(including First Nation, Métis, and Inuit Heritage

**Primary Age** 

people between 15 – 64 years 23



## **Countries of Origin (Highest Concentration):**

English, Finnish, French, German, Italian, Irish, Polish, Scottish, Ukrainian



Greater Sudbury also has the highest population of visible minorities, recent immigrants, and urban Indigenous population. This cultural diversity is important as it is a point of differentiation as it is not apparent elsewhere within Northern Ontario. In Sudbury food tourism can be made stronger by encouraging participation from these communities, who need to share their diverse stories in order to help to create "meaningful connections<sup>24</sup>" with visitors. When visitors form these connections and enjoy taste of place experiences that reflect the people who live in the area, they are more likely to share these experiences with peers and on social media. In so doing,

## **Greater Sudbury Food Expenditures:**25,26



Sudburians spend **11%** of their household income on food (**\$10,326**), with **8%** (**\$7,406**) of the average household income being spent on food purchased from stores and **3%** (**\$2,920**) being spent on food purchased from restaurants.

#### 3.2.4. **Culture**

The thriving resource and mining industries persuaded many immigrants to move to Greater Sudbury (see Economy). As English, Finnish, Polish, Italian, Ukrainian, and Croatian immigrants arrived, they formed some of the core cultural communities in Sudbury<sup>27</sup>. French Canadians also had and continue to have a strong cultural presence in the region<sup>28</sup>. To this day these groups, and the Indigenous communities, continue play an important role as they have influenced the food and drink products and experiences currently available in Greater Sudbury. In fact, stakeholders have specifically referenced this cultural diversity as a key influence of the food and drink landscape.



**65%** of survey respondents **AGREE** or **STRONGLY AGREE** that Greater Sudbury's cultural landscape has evolved over the past ten years.



Education also plays an important cultural role in the region, with Greater Sudbury having identified itself as the education capital of Northern Ontario<sup>29</sup>. Sudbury has three post-secondary institutions, including Cambrian College, Collège Boréal, and Laurentian University. Colleges and universities are conduits into the workforce. As such, they can be strategic partners in preparing the next generation of food tourism champions. These educational institutions are also home to a diverse group of domestic and international students. Millennial students may not have large disposable incomes, but this key demographic has a strong impact on food tourism because of their significant social media presence. When millennials are interested in food and drink products and experiences they often create digital content (e.g. social media posts) and can act as ambassadors for a region. Millennials can also build awareness around the growing culinary landscape.



The design of any food tourism offering will not be viable if it does not take into account the cultural characteristics of the territory.

Gastronomy allows tourists to access the cultural and historical heritage of destinations through tasting, experiencing and purchasing. That is, it makes it possible to approach culture in a more experiential and participatory way that is not purely contemplative.<sup>30</sup>

- United Nations World Tourism Organization, Global Report on Food Tourism

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Greater Sudbury has a range of businesses in the food tourism value chain (see 4.4 Greater Sudbury Food Tourism Value Chain), which puts the region in a strong position for food tourism development. However, there is an overall impression from stakeholders that Greater Sudbury's cultural diversity is underrepresented in the region's food offerings. For example, despite large French Canadian and First Nation populations, there are few products or experiences that celebrate or showcase these groups and their cuisine. Moreover, of the operators who do represent specific cultural groups, few are sharing their culture and heritage through storytelling

An interesting feature of Greater Sudbury's food tourism landscape is that stakeholders typically associated taste of place with restaurant experiences. Again, the vibrant cultural diversity of the region is not being captured by the current spread of locally-owned restaurants, which are predominantly Italian, North American (fast food), and Greek. Leveraging Sudbury's cultural diversity in the restaurant industry can be an important first step, but since restaurants are only one part of the food tourism value chain, concentrating on diversifying products and experiences all across the food tourism value chain is equally important. A culturally diverse food tourism offering would allow visitors to experience a truly inclusive culinary experience.



When asked about the region's changing food landscape, stakeholders focused on the **restaurant scene** (increased number, diversity of cuisine, price point, etc.)



Storytelling is another important facet of growing food tourism. While some operators describe their food and drink offering as "homemade" or "made-from-scratch", there is often no consumer-facing story associated with what they're serving or the recipes used. Visitors who travel to destinations for food and drink seek compelling stories so it's important to underscore why and how specific food and drink offerings are "homemade" or "made-from-scratch". This will strengthen the value propositions being made to potential customers. Stakeholders also highlighted that locals often seek food and drink that is accessible, comfortable, and familiar, and chains and franchises are happy to meet this demand. However, by sharing personal history and heritage through food and drink, locals may shift their support and align with businesses who serve food and drink that they would prepare and serve in their homes.

## 3.3. Greater Sudbury's Taste of Place

Transitioning a region's landscape into a foodscape involves connecting its foodways to its food and drink products and experiences. When this is done, these products and experiences become key elements in that region's taste of place, which can be used to attract visitors. In some destinations, foodways are easily recognized in specific food and drink products and experiences, but in others there is a disconnect between the two.



When asked what stakeholders would serve to visiting friends and relatives to express the region's taste of place, common responses included:

## blueberries, pierogi, pickerel, and/or potatoes.



In Greater Sudbury this disconnect is apparent with many stakeholders identifying elements of their foodways that are not incorporated into the consumer-ready food and drink experiences that can be found in the region. For example, stakeholders stated that local wild foods and fish are part of the region's taste of place, but there are few products and experiences that allow visitors to enjoy these foods. Forest and freshwater foods are natural resources that need to be managed sustainably; therefore, if they are considered to be key elements

In Greater Sudbury this disconnect is apparent with many stakeholders identifying elements of their foodways that are not incorporated into the consumer-ready food and drink experiences that can be found in the region. For example, stakeholders stated that local wild foods and fish are part of the region's taste of place, but there are few products and experiences that allow visitors to enjoy these foods. Forest and freshwater foods are natural resources that need to be managed sustainably; therefore, if they are considered to be key elements of Greater Sudbury's taste of place, then businesses in the food tourism value chain need to ensure they are sourced, secured, prepared, and presented with the utmost respect. The Greater Sudbury Food Strategy has included forest and freshwater foods as a vital part of the community and its local food system. It has also identified specific goals and actions for this theme, so any food tourism development activities that include forest and freshwater foods should seek to align with the food strategy. <sup>31</sup>



**75%** of survey respondents **AGREE or STRONGLY AGREE** that forest and freshwater foods are a part of Greater Sudbury's food identity and should be leveraged.

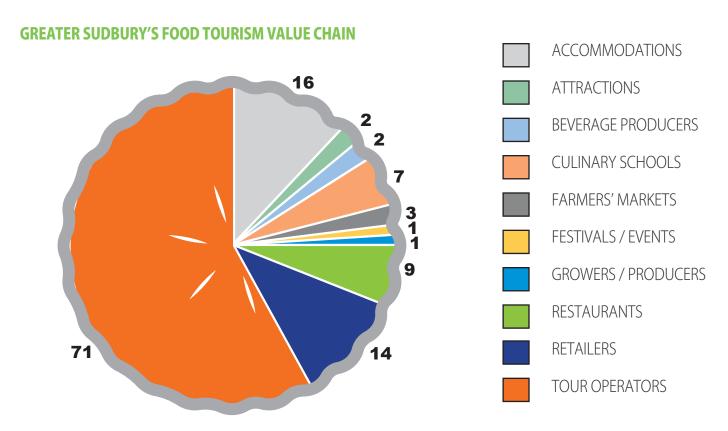


Stakeholders in Greater Sudbury need to work towards identifying the elements that define their taste of place and that all businesses in the food tourism value chain can leverage. Remember, taste of place experiences do not need to connect with specific ingredients or dishes but can focus on common themes, feelings, and values that reflect the foodways of an area. It is imperative that stakeholders provide insight, input, and feedback when identifying elements that tie their products and experiences together as this is also an exercise in cultivating pride in place.

It's easy for stakeholders to focus on shared challenges. For instance, many stakeholders focused on negative attributes associated with the Greater Sudbury's current food and drink offering, such as "uninteresting, lacking, and commercial." Rather than challenging this sentiment, stakeholders would benefit from focusing on what makes Sudbury's taste of place interesting, diverse, and unique.

## 3.4. Food Tourism Value Chain

The following is a breakdown of the number and type of businesses in the food tourism value chain.\* This inventory identifies three prominent parts of the food tourism value chain, specifically: restaurants (71), retailers (16), and growers/producers (14). In spite of this, there remains a range of businesses in each category of the food tourism value chain in Greater Sudbury. Many destinations can have diversity along the food tourism value chain. However, in order for it to be effectively leveraged, the value chain needs to see partnership development between different businesses, as well as a range of products and experiences that visitors can connect with and



<sup>\*</sup> Note: the inventory does not include chains and franchises, local businesses that have little to no web presence, or local businesses that have no visitor-facing product or experience.



## 3.5. Market-readiness

A business is market-ready when it meets the food and drink expectations of the visitors it attracts. Some examples of visitor expectations include: offering what is promoted on various platforms, adhering to hours of operation, providing excellent customer service, and having knowledgeable front-line staff, to name a few.

Food tourism development requires a critical mass of market-ready businesses that can deliver on the food and drink expectations of the visitors it attracts. Becoming market-ready involves having a functional website, accessible hours of operation, and posting basic business details. It also includes showcasing foodways, aligning with a regional taste of place, collaborating with other businesses, participating in festivals and events, sourcing local food, amongst many other initiatives. Becoming market-ready requires stakeholder buy-in and support to make the necessary changes needed to attract visitors for the purposes of enjoying memorable food and drink products and experiences.

#### **CHAMPION**

- Offer a depth of experience as well as a unique reflection of a region's food identity
- Primary drivers for visitors (across North America and internationally)
- A champion has also achieved recognition outside their province and is generally operated by a recognized industry leader and/or change maker in the local food community

#### **MARKET-READY**

- Offer a depth and authenticity of experience that is a unique reflection of the region's food identity
- These businesses are leaders in local food tourism, and offer experiences with considerable breadth
- Market-ready
  businesses are often
  missing one or two
  of the elements
  possessed by
  champions

## NEAR MARKET- READY

- Offer some commitment to offering visitors a taste of place
- Not consistently strong in all areas of market-readiness and may not have developed a food experience beyond their core offering
- Participation in new or enhanced food tourism products, may incentivize these businesses to increase their marketreadiness, and in doing so become market-ready or even a champion

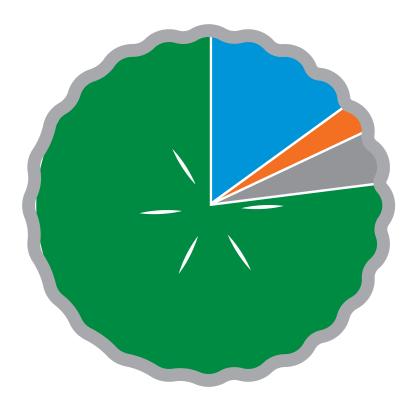
## NOT MARKET- READY

- Offer a very limited food tourism experience
- May just be starting to offer local food and drink at their establishment or demonstrate only a marginal amount of local sourcing
- This rating is also associated with businesses that have poor web presence and low visibility to tourists

The following chart identifies the number of businesses that are categorized as: "not rated", "not market-ready", "near market-ready", and "market-ready" in Greater Sudbury. As illustrated by the chart, approximately 80 percent of businesses on the food tourism value chain in Greater Sudbury are not market-ready. The first stages of food tourism development need to focus on creating a critical mass of products and experiences for visitors. Currently, there are only two market-ready businesses in the region, and this is not enough to push visitors looking for food and drink to travel to Greater Sudbury.

#### **MARKET-READINESS IN GREATER SUDBURY**

MARKET READINESS CATEGORY	NUMBER OF BUSINESSES
NOT RATED (i.e. businesses that do not have a visitor-facing component, e.g. wholesalers)	4
NOT MARKET READY	100
NEAR MARKET READY	17
MARKET READY	2



Consequently, to begin attracting visitors seeking quality food and drink, businesses first need to work on increasing their level of market-readiness.

## 3.6. Challenges

Northern Ontario's sparsely populated communities, distance from major urban centres, limited transportation corridors, environmental landscape, and climate<sup>32</sup> are some challenges that influence the development of food tourism across the North. These challenges are made more complex by an overall lack of consumer familiarity of the geography and regional boundaries<sup>33</sup>. Northern Ontario needs to assert its identity as "the North" (which is often associated with Southern Ontario's "cottage country" e.g. Muskoka, Haliburton, Georgian Bay, etc.), and develop a compelling, unified value proposition for potential visitors.

Greater Sudbury is also affected by these challenges but is particularly well-positioned to grow food tourism due to its proximity to the GTA, and because it is the most populated and diverse region within Northern Ontario. Yet, to transition Greater Sudbury's foodscape there are other key challenges that require creative solutions and action from various stakeholders to ensure that food and drink experiences can successfully be positioned as demand drivers for the region. In summary, the following challenges for growing food tourism in have been identified for Sudbury throughout the landscape assessment and have been connected to different solutions and goals in Section 4.

**Local Food Procurement and Supply:** Environmental factors, including the climate and soil composition, limit the production of food in Greater Sudbury. However, there remains a small, diverse, and dedicated group of growers and producers that supply a variety of produce, meat, and dairy. There are also several community gardens in the region. Unfortunately, Eat Local Sudbury, a local food asset in the region, recently dissolved due to significant financial challenges. The Market, run by the municipality, does fill this gap as it provides some access to locally-grown produce and food and drink in the region, but it currently seasonal.

From a broader viewpoint, there are some key challenges in local food procurement and supply. There is a misunderstanding between growers and producers and other businesses in the food tourism value chain around capacity to supply. On the one hand, growers and producers state that they do not receive support from local businesses, which is in turn met by the sentiment from local businesses that growers and producers are unable to supply at the amount of product required. As a result, businesses are opting to source food from large food service suppliers. This challenge is made more complicated because although stakeholders believe it is important to source locally, they do not use local food in their products and offerings. To reconcile this, there needs to be clear conversations and flexibility from both parties to begin to understand how using local food can foster regional economic development (see Goals 1.2, 2.1, 2.2).



Over **50%** of stakeholders believe that sourcing local food (anything grown, raised, or harvested in Ontario), is **EXTREMELY IMPORTANT** to their product and/or service offering.



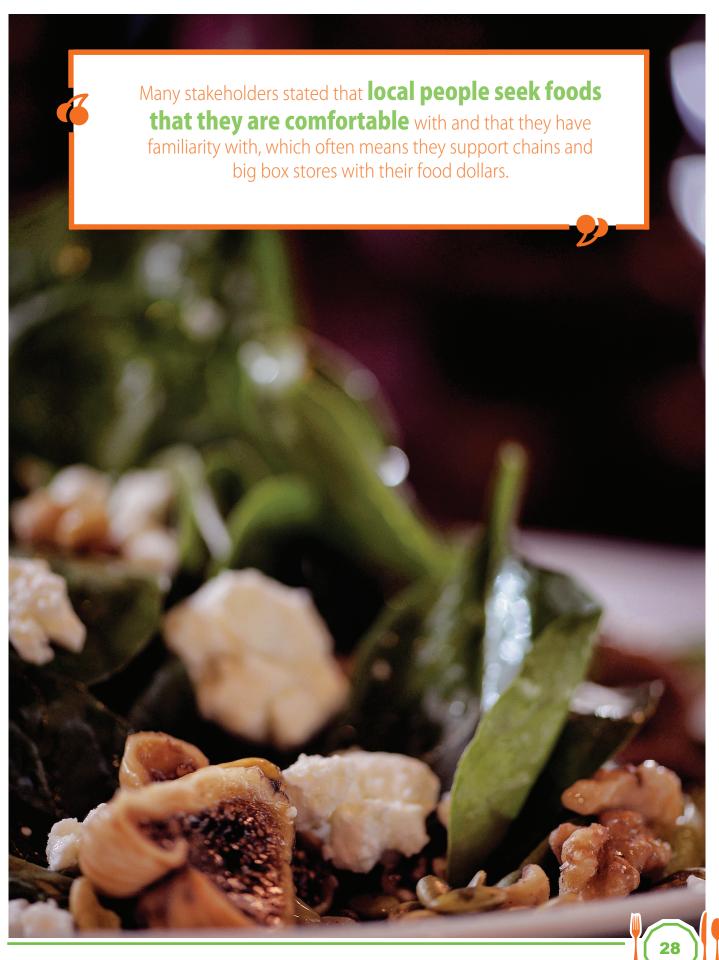
**Local Food Awareness and Education:** There is a general sentiment that there is a lack of awareness from locals and visitors alike of what is grown, raised, and harvested ("a food inventory" – see Goal 1.2) in Greater Sudbury. Stakeholders also believe that there needs to be more awareness created about the growers and producers in the region. Alongside local food awareness, local food education is also lacking, and stakeholders believe that there needs to be more resources and tools to communicate information about the importance of seasonality to businesses and locals alike. Moreover, there is an overarching need to see local food education programs integrated into school curriculums. Currently, these items are being addressed through the theme of "Heathy Food Access and Food Literacy" in the Greater Sudbury Food Strategy. Through market-readiness workshops, developments regarding this challenge should be incorporated to help build local food awareness for businesses on the food tourism value chain.

**Storytelling:** Greater Sudbury has a rich, diverse cultural landscape and is home to numerous families that have been operating their food-related businesses for many years. In spite of this, businesses in the food tourism value chain are not sharing their stories or cultural heritage in their products or experiences. For these stories to maintain their authenticity it is vital for operators to share their history and heritage with locals and visitors alike. Storytelling and showcasing foodways are important for identity-building, developing taste of place, and transitioning into a foodscape (see Goals 1.2, 2.1, 2.2). By forging a connection between their personal culture and the food and drink products that they offer, operators build a narrative that is meaningful for visitors.

**Pride in Place:** Currently many stakeholders describe Greater Sudbury's foodscape from a challenge-oriented, negative perspective. Locals play an important role as regional ambassadors. Often, it is through word of mouth and conversations with locals that visitors discover new food and drink experiences or learn about a region's foodways. Consequently, it is crucial that locals, especially operators, begin to cultivate pride in place, and transform negative perceptions about food and drink in Sudbury (see Goals 1.2, 2.1. and 2.2).

**Collaboration:** Developing successful food tourism products requires industry collaboration. Partnerships allow resources and ideas to be shared, and also enable businesses with limited capacity to grow and develop new products with support and assistance from the community. S.H.A.R.E. (Sudbury Hospitality Association of Restaurant Entrepreneurs) is an example of a current collaboration between local restaurant owners in Sudbury. S.H.A.R.E.'s mission is to give back to the community through events that support local charities. This is a great initiative, but it only focusses on one part of the food tourism value chain. Alternatively, Sudbury needs to leverage its entire value chain (see Goals 1.1, 1.2, 3.1), which is "designed to increase competitive advantage through collaboration and strategic partnership development," to ensure that food tourism development is viable and sustainable<sup>34</sup>.

**Market-readiness:** Becoming market-ready is a way for tourism-related businesses to increase the quality of their product and service offering. Currently, Greater Sudbury has 100 businesses that are not market-ready. This means, 80% of businesses on the food tourism business are currently unable to deliver on the food and drink expectations of visitors they attract and receive. To form a critical mass of businesses and to begin new product development, these businesses need to participate in capacity-building workshops to become market-ready (see Goals 1.1, 1.2).



## **4 AREAS OF OPPORTUNITY**

## 4.1. Strategic Framework

High		2018		2019				2020				2021	
Medium													
	Low	3	4	1	2	3	4	1	2	3	4	1	2
AREA OF OPPORTUNITY 1.0 – Build	Capacity within the Food Tourism Value	<b>Cha</b>	in					_					
<b>Goal 1.1</b> – Reach a critical mass of	Action 1.1.1 – Develop a series of market-readiness workshops.												
market-ready businesses.	Action 1.1.2 – Develop coaching and mentorship programs.												
<b>Goal 1.2</b> – Grow awareness about	Action 1.2.1 – Develop local food inventories.												
the food and drink that is grown, raised, harvested, and produced in	Action 1.2.2 – Establish regular industry networking sessions.												
Greater Sudbury	Action 1.2.3 – Create a local food and drink ambassador program.												
AREA OF OPPORTUNITY 2.0 – Share	Sudbury's Food and Drink Story												
<b>Goal 2.1</b> – Promote collectively shared elements of taste of place.	Action 2.1.1 – Conduct an industry consultation to form consensus around shared taste of place elements in Greater Sudbury.												
	Action 2.2.1 – Develop and share new and resources related to food and drink storytelling.												
<b>Goal 2.2</b> – Leverage local history and culture to tell compelling and relevant food and drink stories.	Action 2.2.2 – Create a new web platform (or use an existing web platform) to collect and share local food and drink stories and/or vignettes.												
	Action 2.2.4 – Animate local non-food places and spaces with food and drink.												
AREA OF OPPORTUNITY 3.0 – Enhance Existing Products and Experiences													
Goal 3.1 – Evolve Greater	Action 3.1.1 – Form partnerships across the tourism value chain and between different organizations.												
Sudbury's natural and cultural assets in a creative way.	Action 3.1.2 – Enhance festivals and events by integrating unique food and drink experiences.												

Three areas of opportunity have been identified for Growing Food Tourism in Greater Sudbury Within these areas, specific objectives and priority actions have been outlined against a three-year timeline.

## 4.2. Recommendations

The following section addresses the challenges identified in the landscape assessment (see section 3). It outlines specific areas of opportunity, related goals, and actions that will begin to position food and drink as a demand generator for Greater Sudbury.

## 4.2.1. Area of Opportunity 1.0

Build Capacity within the Food Tourism Value Chain				
Goal 1.1	Reach a critical mass of market-ready businesses.			
Policy Alignment	<ul> <li>Greater Sudbury Food Strategy</li> <li>4.0 Food Retail, Service and Tourism</li> <li>Increased business competitiveness and partnerships within our food system</li> <li>4.6 – Increase support to Greater Sudbury restaurant collaborations to enhance shared marketing and events, build training partnerships and coordinate local food procurement</li> <li>4.7 – Create and encourage use of business training programs for food entrepreneurs such as financial, human resource management, developing new products, or finding operational efficiencies</li> <li>4.8 – Organize regular networking opportunities to bring together chefs, farmers, retailers, processors.</li> </ul>			
	Greater Sudbury Official Plan 17.0 Economic Development 17.1.e. – Enhance the conditions that encourage economic development by fostering a culture of entrepreneurship, encouraging lifelong learning and innovation, establishing a standard of excellence in all endeavors, nurturing human capital, and constantly improving the quality of life of the community.			
Challenges Addressed	<ul> <li>Market-readiness</li> <li>Local Food Sourcing and Procurement</li> <li>Collaboration</li> </ul>			
Action 1.1.1	Develop a series of market-readiness workshops.			
Description	In Greater Sudbury, 80% of businesses on the food tourism value chain are not market-ready. Many businesses are visitor-ready, meaning they possess the required licences, permits, and insurance to operate legally; however, to become market-ready, these businesses must go beyond basic business requirements. Having a functional website and accessible hours of operation is not sufficient. To be market-ready, businesses must also position themselves as destinations for compelling food and drink experiences that meet the expectations of visitors. In order to position themselves this way, businesses need to be active on social media, showcase shared elements of taste of place, collaborate with other businesses, participate in festivals and events, and source/promote local food, amongst many other initiatives.			
	Some owners and operators may not possess the knowledge, skills, and resources to position their businesses as food and drink destinations, which is why it is crucial to provide market-readiness training. Based on the barriers identified in the inventory assessment, the following are themes for potential market-readiness workshops in Greater Sudbury:  Increasing Web Presence Storytelling on Social Media Partnerships and Collaboration Local Food Sourcing and Procurement Farmer-Chef Networking			

Anticipated Outcomes	<ul> <li>Increased number of market-ready businesses</li> <li>Increased number of stakeholders who understand market-readiness fundamentals</li> <li>Increased potential for collaboration between businesses for new product development</li> <li>Increased number of businesses that source and promote local food</li> <li>Increased visitor awareness of businesses on the food tourism value chain</li> <li>Development of a culture that fosters learning and business growth</li> </ul>		
Related Example (8)	Farmer + Chef Connection and Arizona Food 8	Farm Forum – Tucson, United States of America	
	economies through supporting, maintaining, an Arizona hosted the region's first Farmer + Chef ( wholesalers, and food purchasers from around t currently hosts the Arizona Food & Farm Forum.	ocal First Arizona Foundation is a non-profit organization that works to strengthen communities and local conomies through supporting, maintaining, and celebrating locally owned businesses. In 2017, Local First zona hosted the region's first Farmer + Chef Connection event to bring together local food producers, solesalers, and food purchasers from around the state. In addition to this initiative, the organization crently hosts the Arizona Food & Farm Forum. This conference has keynote speakers and offers workshop bring together producers, food entrepreneurs, and local food advocates in order to grow the local food mmunity.	
Potential Strategic Partners	<ul> <li>City of Greater Sudbury</li> <li>Tourism Northern Ontario</li> <li>Northeastern Ontario Tourism</li> <li>Culinary Tourism Alliance</li> <li>Greater Sudbury Chamber of Commerce</li> </ul>	<ul> <li>The Market</li> <li>Ontario Tourism Education Corporation</li> <li>Ontario Ministry of Agriculture and Rural Affairs</li> <li>Greater Sudbury Food Policy Council</li> <li>EarthCare Sudbury</li> </ul>	

#### Develop coaching and mentorship programs. Action 1.1.2 Though many businesses in Greater Sudbury are not market-ready, approximately 18% of businesses on the Description food tourism value chain are near market-ready or market-ready. Near market-ready businesses often require only a few "guick fixes" to become market-ready, and these businesses can work to address required fixes through market-readiness workshops (See Action 1.1.1). Once near market-ready business owners/operators have attended capacity building workshops, they (along with market-ready businesses) would be strong candidates to mentor other businesses that are not yet market-ready. Mentorship and coaching programs are beneficial as they contribute to the development of an engaged stakeholder network, where peers can learn from each other. When businesses work collaboratively there are also opportunities for partnerships and new product development. Understanding that near market-ready and market-ready business owners/operators may have their own capacity issues, mentorship and coaching can also be achieved by leveraging Sudbury's large student population. Business and hospitality students from the region's educational institutions could be engaged through the development of new cooperative education programs. These programs could use student capacity to assist not market-ready business owners/operators with skills development (e.g. technological or marketing skills) and resource challenges (e.g. limited access to a computer). Through their work with owners and operators, students would gain hands-on work experience and benefit from an increased understanding of business operations. Increased number of market-ready businesses **Anticipated Outcomes** Increased number of stakeholders who understand market-readiness fundamentals Increased collaboration between businesses across the food tourism value chain Increased communication across the food tourism value chain Cross-sectoral collaboration (e.g. hospitality businesses and educational institutes)

Related Example(s)	Business Information Officer (BIO) – Ottawa, Canad	a			
	The City of Ottawa's Business Information Officers (BIO) are ambassadors for new food establishments. The BIOs act as a point of contact between new food service business owners and/or operators and the City. BIO's specifically help with the following tasks:  Applying for licences and permits and follow-up as required  Outlining estimated business time and costs  Creating personalized road maps for new food service establishments  Connecting owners and operators with the correct city departments				
	Business Ambassador Program – Cambridge, Canada				
	seeks to leverage the expertise and talent of key lead desirable place to live, work, and play. These ambass through:  Promoting Cambridge and its business successe: Helping to create connections between busines: Identifying opportunities for increased investments. Though these ambassadors do not necessary coach	adors support Cambridge's economic development s ses and potential investors			
Potential Strategic Partners	<ul> <li>City of Greater Sudbury</li> <li>Tourism Northern Ontario</li> <li>Laurentian University</li> <li>Cambrian College</li> <li>Collège Boréal</li> </ul>	<ul> <li>Sudbury Regional Business Centre</li> <li>Food Policy Council</li> <li>Earthcare Sudbury</li> <li>Northeastern Ontario Tourism</li> <li>Chamber of Commerce</li> </ul>			

Goal 1.2	Grow awareness about the food and drink that is grown, raised, harvested, and produced in Greater Sudbury.
Policy Alignment	1.0 Healthy Food Access and Food Literacy o Strengthened procurement policies and opportunities to include healthy and local food in institutional and public settings 1.9 - Review policies and explore opportunity for publicly funded facilities to increase percentage of healthy, local food purchased. 1.10 - Provide training to food service institutions and businesses on how to work with fresh seasonal foods.
	<ul> <li>5.0 Agriculture and Food Processing         <ul> <li>Increased opportunities and appreciation for local food producers in Greater Sudbury</li> <li>5.1 – Use regional branding to allow customers and retailers to better identify authentic local products including farm products. Celebrate and promote food grown and processed in the area through various avenues such as local food events, marketing campaigns, and branding.</li> <li>5.7 – Conduct a community assessment of the need and opportunities for co-operative marketing between local producers to better service wholesale, retail, institutions and restaurants.</li> </ul> </li> </ul>
	<ul> <li>Destination Sudbury</li> <li>Organization Development</li> <li>Strategic Goal: Enhance Organizational Capacity and Effectiveness</li> <li>Objective 5: Focus on the Customer</li> <li>Action 1: Establish a formal ambassador program</li> </ul>
Challenges Addressed	<ul> <li>Local Food Sourcing and Procurement</li> <li>Local Food Awareness and Education</li> <li>Collaboration</li> <li>Market-readiness</li> </ul>

Action 1.2.1	Develop local food inventories.
Description	To address challenges around local food sourcing, procurement, awareness, and education, it is important that community members understand what local foods are available in Greater Sudbury. Currently there is a misunderstanding about local food seasonality, availability, and volume between the growers, producers, and suppliers, and the other businesses on the food tourism value chain. Similarly, there is a lack of awareness from residents around Greater Sudbury's local food and drink offering.
	To begin a conversation about the local food system in Greater Sudbury, two local food inventories should be developed; one for industry and another for consumers.
	<ul> <li>The industry-facing inventory should identify the following:</li> <li>All growers/producers/suppliers in the region;</li> <li>Products that are available for purchase (through farm-gate sales or wholesale); and</li> <li>Volume that growers/producers/suppliers are able to supply.</li> </ul>
	Businesses on the food tourism value chain should then work in partnership with growers/producers/suppliers to identify how and when they can incorporate local food into their respective products and experiences. Moreover, when these partnerships are established they should be called-out on menus, websites, and other marketing collateral.
	<ul> <li>The consumer-facing inventory should identify the following:</li> <li>Seasonality of products (e.g. products available during different seasons);</li> <li>Variety of products that are able for purchase (through farm-gate sales);</li> <li>Agri-tourism experiences* available (e.g. school/educational tours, farm tours, u-pick, volunteering, etc.) including hours of operation; and</li> <li>Storytelling of the farms and foods produced in the region**</li> </ul>
	The local food inventory does not need to be an entirely new project. EarthCare Sudbury's Food Access Map is a great resource that currently identifies local farms, farmers' markets, food banks, community gardens, and more. This resource could be further developed to include more comprehensive information (e.g. seasonality, availability, and volume) and transitioned to exist on its own micro-site (that can be accessed by industry and consumers). Moreover, a tangible resource (e.g. brochure, handout, poster, etc.) should also be developed and posted at strategic locations (e.g. The Market).
	* Growers and producers should work to become market-ready before promoting agri-tourism experiences. In Greater Sudbury, most growers and producers do not currently have a functional website and/or have not posted basic business details (e.g. hours of operation).
	**The City of Greater Sudbury will conduct a Food and Agriculture Market Study in 2018, which can help to identify current demand for local food and the content for the consumer-facing inventory.
Anticipated Outcomes	<ul> <li>Increased use of local food (when possible) by businesses</li> <li>Improved understanding of grower and producer capacity and production volumes</li> <li>Development of an accessible resource to promote the local food system</li> <li>Increased potential for collaboration across food tourism value chain</li> <li>Increased awareness about what is grown, raised, and harvested in Greater Sudbury</li> </ul>

#### Related Example(s) Taste Real Local Food Map – Guelph-Wellington, Canada In 2011 Wellington County, City of Guelph, Township Economic Development Offices, Guelph Tourism, Waterloo-Wellington Community Futures along with other strategic partners and stakeholders came together to promote and support local food, businesses, farms, and producers in the region by establishing Taste Real. Taste Real has developed a year-round local food map for Guelph-Wellington that is available in various libraries, tourism outlets, retail, and business locations. This local food map is consumer-facing, and identifies farms, farmers' markets, restaurants, retailers, distributors, catering companies, cooking schools, food trucks, craft beverages, and wholesalers. Each listing includes business name, address, hours of operation, description, products, and contact information. "Get Fresh...Eat Local" Food Guide – Middlesex-London, Canada Middlesex Federation of Agriculture in partnership with Middlesex County, Middlesex-London Health Unit, Foodland Ontario, and Farm and Food Care Ontario has worked to develop a consumer-facing local food guide. This guide includes a seasonality chart, an overview of the regional agricultural landscape, and map that highlights markets, mills, growers, producers, and retailers. Each listing includes an address, phone number, products available, hours of operation, and contact information. Potential Strategic Partners City of Greater Sudbury EarthCare Sudbury Public Heath Sudbury & Districts Coalition for a Liveable Sudbury Sudbury District Community Garden Network (Foodshed Project) The Market **Action 1.2.2** Establish regular industry networking sessions. Description Building capacity within the food tourism value chain requires that businesses form partnerships and collaborations to help with sustainable business growth and new product development. When food tourism development is industry-led, there is a higher degree of ownership, responsibility, and accountability to ensure success and businesses are less likely to operate with a silo-mentality. To facilitate conversations around current challenges and opportunities for growing food tourism, regular industry networking sessions should be held at the start and end of the peak-tourist season. These industry networking sessions will allow a broader group of stakeholders to do the following: 1. Gain awareness about relevant food and drink news and general tourism developments (information that they can share with frontline-staff, who in turn can share key information with visitors); 2. Establish a group of industry ambassadors; 3. Group-source solutions to shared industry challenges; and 4. Grow a unified understanding of taste of place through conversation. Furthermore, through these industry networking sessions there is an opportunity for S.H.A.R.E. to become more inclusive and integrate other businesses on the food tourism value chain into the alliance. In so doing, Sudbury's diverse food tourism value chain can be leveraged. Anticipated Outcomes Increased partnership and collaboration within the food tourism value chain

Increased pride and support within the hospitality and tourism community Higher degree of accountability to ensure that food and drink offerings improve Shared stakeholder investment to help the entire industry be successful

goals

Development of a network of likeminded stakeholders who are invested in similar

## Related Example(s) Food and Drink Business Improvement Districts – Scotland, United Kingdom Business Improvement Districts (BID) focus on bringing businesses together, collectively investing in local improvements, and growing the local economy. BID partnerships provide leadership, strategic focus, a unified voice, and exist as many different models and projects (e.g. focusing on local main streets, tourism and visitors, business parks, food and drink, etc.). East Lothian Council in partnership with East Lothian Food and Drink was one of the first to pursue a food and drink BID. Working with the core values of collaboration, communication, commitment, and cooperation, food and drink businesses in the region joined together to showcase locally-made, quality food and drink. The East Lothian BID has delivered on some of the following projects so far: A new website and social media promotion; A members' product portfolio aimed at supporting direct and indirect sales; and A brand promoting partnership, passion, and provenance of member products and **Potential Strategic Partners** Sudbury Regional Business Centre

- Downtown Sudbury BIA
- **Greater Sudbury Chamber of Commerce**
- S.H.A.R.E

#### Action 1.2.3 Create a local food and drink ambassador program.

#### Description

It is important for communities to showcase pride in place, as well as pride in the products and experiences available at a destination. When visitors seek recommendations about a destination, conversations with locals, peers, or industry members often act as motivators to explore specific businesses or to participate in experiences.

Greater Sudbury should establish a local food and drink ambassador program\* that includes key tourism influencers, local food champions, and community leaders to celebrate and share a unified message about local products and experiences in Greater Sudbury. The ambassadors should leverage their social media presence to share positive messaging about the region, and be present at industry networking sessions, workshops, festivals, events, and farmers' markets to share relevant information about the unique foodways and related food and drink offerings in Greater Sudbury. Furthermore, it is key that industry ambassadors create a knowledge pipeline to share pride and transfer information to frontline staff who regularly engage with visitors.

\* Note: An ambassador program should include standardized training and can also be incentivized to offset costs that may be associated with attendance at various festivals and events (see Related Examples).

#### Anticipated Outcomes

- Awareness about what is grown, raised, and harvested in Greater Sudbury
- Increased pride in place, and pride in local food and drink
- Increased focus on promotion, provenance, and use of local ingredients
- Accessible information about the stories, foodways, and experiences in Greater Sudbury

#### Related Example(s)

#### Niagara Ambassador Program – Niagara, Canada

Tourism Partnership of Niagara's Ambassador Program is a web-based learning program that helps build pride in both service and place. This program encourages locals and industry members to share their passion for the region with visiting friends and relatives and customers alike. The Niagara Ambassador Program requires individuals to participate in a sixty-minute course, at no cost, that has been developed by the Ontario Tourism Education Corporation. Furthermore, the program is positioned as a facet of service excellence and professional development.

#### Banff and Lake Louise Tourism Ambassador Program – Banff and Lake Louise, Canada

Banff and Lake Louise Tourism has developed this program to help residents learn about the park's diverse wildlife, history, iconic places, and hidden gems. The ambassador program comprises an informal one-hour classroom session and an interpretive sightseeing tour. Upon completion, ambassadors receive a pass valued at \$500. This program encourages residents to connect with the park, community members, and visitors who come to Banff and Lake Louise.

Potential Strategic	· City of Greater Sudbury
Partners	Downtown Sudbury BIA
	· Coalition for a Liveable Sudbury
	Sudbury Regional Business Centre
	· Tourism Northern Ontario
	· FedNor
	· The Market

## 4.2.2. Area of Opportunity 2.0

	Sharing Sudbury's Food and Drink Story				
Goal 2.1	Promote collectively shared elements of taste of place.				
Policy Alignment	<ul> <li>Greater Sudbury Food Strategy</li> <li>4.0 Food Retail, Service, and Tourism</li> <li>Enhanced Food Culture and Culinary Tourism Opportunities in Greater Sudbury</li> <li>4.3 - Develop a culinary marketing campaign and events such as chef competition events, food tours, recognition of regional FFWF and media that increase pride in local chefs, farmers, regional FFWF and food entrepreneurs.</li> </ul>				
	<ul> <li>5.0 Agriculture and Food Processing         <ul> <li>Increased opportunities and appreciation for local food producers in Greater Sudbury</li> <li>5.1 – Use regional branding to allow customers and retailers to better identify authentic local products including farm products. Celebrate and promote food grown and processed in the area through various avenues such as local food events, marketing campaigns, and branding.</li> </ul> </li> </ul>				
	<ul> <li>Greater Sudbury Cultural Plan</li> <li>Creative Identity: Support the binding effect that culture contributes towards maintaining a shared sense of community and identity</li> </ul>				
Challenges Addressed	<ul> <li>Pride in Place</li> <li>Storytelling</li> <li>Collaboration</li> <li>Market-readiness</li> </ul>				
Action 2.1.1	Conduct an industry consultation to form consensus around shared taste of place elements in Greater Sudbury.				
Description	To showcase taste of place, businesses on the food tourism value chain should present food and drink that comes with a personal story, as well as connect their products and offerings to the regional taste of place.* Taste of place experiences do not necessarily need to connect with specific ingredients or dishes but can focus on common themes, feelings, and values that reflect the foodways of an area.				
	Identifying the elements that comprise Greater Sudbury's taste of place is a community-based activity that requires widespread input, feedback, and general agreement from a variety of stakeholders. It is important that industry is on board, as food tourism businesses are the ones that will be tasked with showcasing taste of place. Through the development of this strategy, the process of identifying Greater Sudbury's taste of place has already begun and many taste of place elements have been identified. However, there is no consensus around the current taste of place elements. As a next step, an industry consultation with a wider group of stakeholders should be conducted to verify and expand on the elements identified during the food tourism strategy development process.				
	* Examples: A beverage producer may create a drink with locally sourced ingredients, like spruce, or alternatively, name the drink after a historical landmark in Greater Sudbury. In either case, these are examples of storytelling and showcasing taste of place.				
	Cultural dishes also offer taste of place experiences, but when traditional dishes incorporate other local taste of place elements, the food experience becomes even more meaningful for visitors. For instance, incorporating local blueberries into Italian panna cotta showcases the region's cultural diversity as well as a regional taste of place element.				

	Anticipated Outcomes	<ul> <li>Awareness about the foodways of Greater Sudbury</li> <li>Promotion of unified elements related to the region's taste of place</li> <li>Identification of unified taste of place elements that can be used in tourism marketing</li> <li>Increased investment from stakeholders to participate in food tourism development</li> </ul>
	Related Example(s)	Dublin's Food Story Toolkit (Themes) – Dublin, Ireland
		On Fàilte, Ireland's tourism website they have developed a toolkit with many tips and resources for businesses to improve their positioning as food and drink destinations. For instance, to help businesses tell a unified food story they have established a resource that identifies a central food story and taste of place themes. This resource has been created for Fàilte, Dublin, and the Wild Atlantic Way. For Dublin, the toolkit includes themes, inspirations, quotes, and other food story resources. These resources can be leveraged by businesses as they incorporate unified messaging about taste of place into their businesses' marketing platforms
	Potential Strategic Partners	<ul> <li>Downtown Sudbury BIA</li> <li>City of Greater Sudbury</li> <li>Tourism Northern Ontario</li> <li>Northeastern Ontario Tourism</li> <li>Sudbury Living</li> </ul>

	· Sudbury Living
Goal 2.2	Leverage local history and culture to tell compelling and relevant food and drink stories.
Policy Alignment	Greater Sudbury Cultural Plan  Creative Identity: Support the binding effect that culture contributes towards maintaining a shared sense of community and identity  o Goal 3: Celebrate diversity and showcase arts, culture and heritage at CGS events and venues; influence other entities to do likewise.  Downtown Sudbury – A Plan for the Future: Going Downtown Growing Downtown – Executive Summary
	Beauty and Pride: Create a Beautiful Downtown that Celebrates the Spirit of Sudbury     Reflect the Sudbury Story
	<ul> <li>Heritage Museums Strategic Plan</li> <li>Goal 1: Engage the community in the heritage museum experience through volunteerism, program delivery and valued partnerships         <ul> <li>Planned Action: Partner with other community cultural and heritage-based institutions including the aboriginal sector</li> <li>Planned Action: Partner with local businesses and the industry to promote heritage in the community</li> </ul> </li> </ul>
	<ul> <li>Goal 3: Tell the stories of Greater Sudbury to celebrate our rich and diverse history and create a deeper understanding of who we are as a people</li> <li>Planned Action: Utilize social media to encourage community participation in the telling of stories</li> <li>Planned Action: Host public events to tell the stories of the community</li> </ul>
	Goal 4: Promote the uniqueness of museum services making them destinations for tourists and residents
Challenges Addressed	<ul> <li>Pride in Place</li> <li>Storytelling</li> <li>Collaboration</li> <li>Market-readiness</li> <li>Local Food Awareness and Education</li> </ul>

# Develop and share new resources related to food and drink storytelling. Storytelling is a great marketing tool that can be used to highlight and promote unique food and drink products and experiences. Food and drink has the ability to connect people from around the world through shared ingredients, family traditions, cultures, and collective histories. When businesses on the food tourism value chain integrate storytelling into their food and drink products they offer visitors an opportunity to form meaningful connections with the destination, thereby creating memorable experiences. Greater Sudbury has a rich, diverse cultural landscape; however, businesses on the food tourism value chain are not currently sharing their stories or cultural heritage through their products or experiences. As a result, new food and drink storytelling resources should be developed. These resources can provide standardized information about how to share personal stories and content that businesses on the food tourism value chain can repurpose for their websites, social media, menus, product labels, etc.

Anticipated Outcomes	<ul> <li>Greater Sudbury's cultural diversity is reflected in food and drink products and experiences</li> <li>Increased awareness of the cultural diversity present in the region</li> <li>Information and understanding of personal histories, heritages, and cultures</li> <li>Increased pride in place from community and industry</li> </ul>
Related Example(s)	Ireland's Food Story Toolkit – Fàilte, Ireland
neiateu Example(s)	<ul> <li>On Fàilte Ireland's tourism industry website, supports and training are provided that industry members can leverage to align with the region's unified image as a food tourism destination, as well as to develop a business-specific food and drink story. Specifically, the food story toolkit is a resource that features some of the following items:</li> <li>Ireland's Food Story Marketing Toolkit: Focuses on the story, themes and images, what visitors want, top tips, and inspiration for telling a business-specific food story.</li> <li>Ireland's Food Story Themes: Core themes that connect the region, and how a business experience or offering is in alignment with these themes.</li> <li>Food Experiences for Visitors: Six target tourism markets that have the most growth potential for Ireland, and the different food experiences that appeal to each market. How a business can create products and experiences that connect with each target market.</li> <li>Tips on How and Where to Create Your Food Story: How to leverage 'the story' in content and promotional material or linking to 'the story' on business-specific web platforms.</li> </ul>
	Other items include: Food Story Inspiration, Wild Atlantic Way's Food Story Toolkit, Dublin's Food Story Toolkit, Developing your Food Festival, Food Champions, Food Trail Development, Food Heritage, and Food Knowledge Library.
Potential Strategic Partners	<ul> <li>City of Greater Sudbury</li> <li>Greater Sudbury Heritage Museums</li> <li>Greater Sudbury cultural clubs and associations</li> <li>Tourism Northern Ontario</li> </ul>

Action 2.2.2	Create a new web platform (or use an existing web platform) to collect and share local food and drink stories and/or vignettes.
Description	Visitors are increasingly reliant on web sources, ranging from tourism websites to social media posts, to provide information about their travel destinations. Often, a visitor's first point of contact with a business and its brand comes through one, if not several, online channels. While it is important for individual businesses to incorporate storytelling into their web platforms, it is also crucial for tourism organizations or destination marketing organizations to share compelling, relevant, local food and drink stories and/or vignettes that connect and celebrate the destination as a whole.
	To share local food and drink stories and/or vignettes a new web platform should be created, or stories and/or vignettes can be integrated into an existing web platform (e.g. Sudbury Tourism, Tourism Northern Ontario's Travel Portal, Sudbury South Side Story). Web content should focus less on food and drink "where-to guides", and instead weave stories about the region's foodways and local food and drink businesses, growers, and producers. The web platform can also seek to integrate the consumer-facing local food inventory (see Action 1.2.1) and celebrate new collaborations and partnerships between local businesses on the food tourism value chain (see Action 1.2.2).
Anticipated Outcomes	<ul> <li>Centralized resource that can be used by owners and operators in building their narratives</li> <li>Awareness of the cultural diversity and stories in the region</li> <li>Information and understanding of personal histories, heritages, and cultures</li> <li>Increased pride in place from community and industry</li> </ul>
Related Example(s)	Barossa Valley Tourism Website (http://www.barossa.com/) – Barossa Valley, Australia Barossa Valley is a well-known wine producing region in South Australia. On Barossa's tourism website, the following sections help to showcase the region's taste of place and promote the quality food and drink available at the destination:  • The Barossa Food Story – Focussing on the food culture of the region.  • Our History & Culture – A general overview of history and heritage of the region.  • Barossa Food Traditions – An overview food history of the region.  • Barossa Blog – Various blog articles on terroir, producers, and seasonal foods  • Barossa Food Meet the Producer – Profiles of the various producers in the region, along with stories about who they are, their core values, products and product availability, as well as contact information.

1 Steman Strategre 1 artifers	Tourism Northern Ontario     Northeastern Ontario Tourism
Action 2.2.4	Animate local non-food places and spaces with food and drink.
Description	As key parts of the tourism and food tourism value chain, attractions are motivators for visitors. Although some attractions may not feature food and drink as a central part of their product and/or offering, these spaces can be animated with food and drink. Notably, if an attraction focuses on a key element of foodways (e.g. history, culture, etc.) it has the potential to elevate a food and drink experience through a contextualized setting.
	In Greater Sudbury, there are many historically and culturally significant places and spaces, that are both public and private. Notably, when private spaces are opened to the public, there is greater inclination and interest to explore and experience a space that would normally be inaccessible. As a result, both public and private non-food places and spaces should be activated with food and drink. By bringing together local chefs, growers, producers, and the various cultural clubs and associations, there is an opportunity to create themed activations to showcase taste of place elements. The following are some examples of food and drink activations that could occur at non-food places and spaces:  Long Table Dining Series at Sudbury's Heritage Museums  Historical Meal at the Northern Ontario Railroad Museum  Historical Meal at Science North or Dynamic Earth  Learning about Forest and Freshwater Foods at Northern Water Sports Centre  Group of Seven Dinner at the Art Gallery of Sudbury  Learning about Sudbury's Italian Histories at the Copper Cliff Museum (in partnership with the Caruso Club and Copper Cliff Italian Club)  Dinner featuring Local Lake Fish at Laurentian University Living with Lakes Centre
Anticipated Outcomes	<ul> <li>Increased partnership and collaboration between businesses on the tourism value chain</li> <li>Diversity of businesses from the food tourism value chain represented at various events</li> <li>Celebration of local chefs/ingredients that align with the region's taste of place</li> <li>Increased awareness of Greater Sudbury's foodways and taste of place</li> </ul>
Related Example(s)	Underwater Dining at Lock 21 – Peterborough, Canada
	Peterborough and the Kawarthas Tourism in partnership with the Canadian Canoe Museum offered a unique dining experience that allowed visitors to dine beneath the Peterborough Lift Lock. For this exclusive experience, twelve participants paddled a voyageur canoe along the waterway and learned about its history and the function of the lift locks, after which received a meal that focussed on locally-sourced ingredients such as maple syrup, trout, wild rice, duck eggs, and poached rhubarb. Tickets were \$265 per person (plus tax) and sold out in 10 hours after being released in March 2017.
	Hungry for Comfort: A Celebration of Food History, Fort York
	In February 2018, Fork York National Historic Site, in partnership with the Culinary Historians of Canada, hosted a dining event that allowed participants to explore how different people survived and thrived during the winter. This experience offered workshops, demonstrations, and tastings that focussed on the culinary stories of the First Nations, Metis, French, and English. Tickets were \$65 - \$75 per person.
Potential Strategic Partners	<ul> <li>City of Greater Sudbury</li> <li>We Live Up Here</li> <li>Sudbury's Heritage Museums</li> <li>Northern Ontario Railroad Museum</li> <li>Art Gallery of Sudbury</li> </ul> <ul> <li>Science North</li> <li>Dynamic Earth</li> <li>Sudbury's cultural clubs and associations</li> <li>Northern Water Sports Centre</li> </ul>

Potential Strategic Partners · City of Greater Sudbury

## 4.2.2. Area of Opportunity 2.0

Enhancing Existing Products and Experiences	
Goal 3.1	Evolve Greater Sudbury's natural and cultural assets in a creative way.
Policy Alignment	<ul> <li>Greater Sudbury Food Strategy</li> <li>3.0 Forest and Freshwater Foods (FFWF)         <ul> <li>Increased public awareness of the cultural, health, ecological, and economic value of FFWF</li> <li>3.1 - Develop an interactive mapping initiative for identifying FFWF zones. Incorporate the Ontario Nature foraging app and Rainbow Routes trail maps.</li> <li>3.5 - Develop and expand FFWF-themed interpretive trails and guided walks.</li> </ul> </li> </ul>
	<ul> <li>Greater Sudbury Cultural Plan</li> <li>Creative Identity: Support the binding effect that culture contributes towards maintaining a shared sense of community and identity         <ul> <li>Goal 3: Celebrate diversity and showcase arts, culture and heritage at CGS events and venues; influence other entities to do likewise.</li> </ul> </li> </ul>
	<ul> <li>Creative People: Foster and promote local talent within the creative cultural sector. Nourish dynamic and diverse cultural experiences for all levels within the community         <ul> <li>Goal 1: Support the formation of strategic partnerships that maximize available resources and creativity.</li> <li>Goal 3: Develop regular communication platforms among stakeholders, including an annual forum for arts, culture and heritage stakeholders to share best practises and build networks</li> </ul> </li> </ul>
Challenges Addressed	<ul> <li>Pride in Place</li> <li>Storytelling</li> <li>Collaboration</li> <li>Market-readiness</li> <li>Local Food Awareness and Education</li> </ul>
Action 3.1.1	Form partnerships across the tourism value chain and between different organizations.
Description	Food and taste education is a core part of food tourism development and involves understanding "food systems, food production, and forming an appreciation for the cultural and social importance of food" (Slow Food International). To develop food and taste education programs, it is important to engage with other businesses on the tourism value chain as well as educational organizations.
	Since forest and freshwater foods were identified by many stakeholders as part of Greater Sudbury's taste of place, programming should be developed to create public awareness about the cultural, ecological, and economic significance of these foods, and how they can be leveraged by the community for the purposes of tourism. This can be accomplished by partnering businesses/organizations on the tourism value chain with educational bodies or advocacy groups. For instance, Rainbow Routes Association could work in partnership with Ontario Nature, Laurentian Outdoor Centre, and local Indigenous communities to develop a sustainable, educational foraging hike. Similarly, Science North could showcase a display on the foods of the boreal forest by working in collaboration with students at Laurentian University.
Anticipated Outcomes	<ul> <li>Awareness about the importance and availability of forest and freshwater foods in the region</li> <li>Broader understanding of region-specific elements of taste of place</li> <li>Increased partnership and collaboration between businesses on the tourism value chain</li> <li>Increased number of resources and tools to cultivate food and taste education</li> </ul>

Related Example(s)	Ontario Nature Foraging Week "Foods of the Boreal" – Thunder Bay, Canada
	In August 2016, Ontario Nature held its third annual foraging week to allow individuals to participate in various workshops that allowed inexperienced and experienced foragers learn about edible wild food and sustainability harvest forest foods. Registration was required to participate, and there was a nominal fee of \$10. The sessions included interpretative hikes, a cooking class, and a processing class. The following are the specific workshops that were offered:  Medicinal Plant Walk with Elder Raphael Moses  Edible Plant Walk and Cooking Class with Karen Stephenson  Wild Mushroom Seminar and Walk with Dr. Leonard Hutchinson  RFDA Kitchen: Dehydrator Workshop
Potential Strategic Partners	<ul> <li>Rainbow Routes Association</li> <li>Ontario Nature</li> <li>Laurentian University</li> <li>Laurentian Outdoor Centre</li> <li>N'Swakamok Native Friendship Centre, Wahnapitae First Nation, Shkagamik-Kwe Youth Hunt Camp, and other regional Indigenous Communities</li> <li>Science North</li> <li>Ministry of Natural Resources and Fisheries</li> </ul>

## **Action 3.1.2** Enhance festivals and events by integrating unique food and drink experiences.

#### Description

The initial stages of food tourism development should not focus on product development and marketing. In fact, with many businesses not yet market-ready, it is more useful to consider current demand-drivers and assets in the region and think about how these can be enhanced by integrating unique food and drink experiences. In so doing, businesses that are not market-ready will have time to transition to market-readiness. This strategy also presents an opportunity to begin delivering on, and even exceeding, the food and drink expectations of visitors.

Greater Sudbury already has many successful festivals and events. In order to develop a baseline, it is important to work with the EATTM Inventory to analyze what food and drink offerings are presently available at each event and develop strategies for establishing a bigger focus on local food and drink where possible. The food and drink offering at festivals and events should seek to align with Greater Sudbury's regional taste of place (See Action 2.1.1). Event organizers may consider establishing vendor criteria for a minimum local food and drink requirement. In cases where local food and drink is already a core part of a festival or event, there should be a focus on linking food and drink to storytelling around region's collective food story. To do this, the following questions should be addressed in consumer-facing marketing material and web platforms:

- Are the marketing materials, web platforms, and social media pages visually appealing, accessible, and updated with current information related to the festival and/or event?
- Are local producers and suppliers clearly highlighted?
- Are there any local collaborations and partnerships?
- What are the unique food and drink experiences at the festival and/or event?
- Why is this festival/event socially or culturally relevant?

Furthermore, the following are some examples of current festivals and events in Greater Sudbury that can be enhanced by integrating and/or focusing on unique food and drink experiences:

- Up Here Festival
- Northern Lights Festival Boréal
- Cinéfest Sudbury International Film Festival
- Downtown Sudbury Ribfest
- Sudbury Blueberry Festival
- Walden Winter Carnival

#### **Anticipated Outcomes**

- Increased partnership and collaboration between businesses on the tourism value chain
- Increased awareness of the food and drink available in Greater Sudbury
- Increased focus on local food provenance and production
- Increased number (#) of market-ready festivals and events

Related Example(s)	Edinburgh Festival Fringe and the Edinburgh Food Festival – Edinburgh, Scotland
	The Edinburgh Festival Fringe is a city-wide arts and culture festival that runs for three weeks in August. The Fringe is preceded by the Edinburgh Food Festival. This festival focuses on debates about food issues, presentations from food innovators, and stories from local food producers. Furthermore, the Edinburgh Food Festival directly ties itself to preparing visitors for the Fringe.
	During the Fringe festival, the focus of is not food and drink, however in recent years many unique food-related shows and food and drink pop-up stalls have appeared in conjunction with the Fringe, showcasing the foodways of Scotland. The following are examples of food-related shows and pop-up stalls at the 2017 Edinburgh Festival Fringe:  • (Fringe Show) Dram and Smoke: "Campfire Feasts and The Campfire Cocktails Experience" - Two unique dining experiences that focussed on campfire food and whisky from the oldest working distillery on the Isle of Skye.  • (Pop-up Stall) Roam – Collaboration between Toasted Radish and LarderBox, this pop-up focussed on locally-sourced venison. The menu will also focus on other local suppliers (e.g. local cheese maker and local farm).
Potential Strategic Partners	<ul> <li>City of Greater Sudbury</li> <li>We Live Up Here</li> <li>Up Here Festival</li> <li>Northern Lights Festival Boréal</li> <li>Cinéfest Sudbury International Film Festival</li> <li>Downtown Sudbury Ribfest</li> <li>Sudbury Blueberry Festival</li> <li>Walden Winter Carnival</li> <li>Local Growers, Producers, and Suppliers</li> </ul>



## **5 CONCLUSION**

Growing Food Tourism in Greater Sudbury is the outcome of a highly-participatory stakeholder-driven process. To ensure the goals that have been identified are achieved, it is vital that food tourism stakeholders work as a collective to achieve the change they want to see. Key stakeholder groups include the municipality, government agencies, tourism and industry organizations, educational institutions, and private businesses. Becoming a food tourism destination requires a significant amount time, energy, and effort, and growing food tourism does not come without its challenges. Greater Sudbury faces several of its own challenges for growing food tourism, but many of these can be overcome by successfully implementing the actions identified.

For example, the region has a diverse food tourism value chain, but the value within this chain is not yet being fully realized. Greater Sudbury's heritage, along with its pool of social, environmental, and cultural capital, among others, is what makes the region's foodways so valuable for tourism generally and food tourism more specifically. By weaving the region's foodways into stories told by and through businesses in the food tourism value chain, Greater Sudbury can benefit from turning an intangible resource (i.e. foodways) into a real demand-driver for the region.

Similarly, as Greater Sudbury's food tourism community collaborates within the areas of opportunity identified, its taste of place will be unearthed, its key points of differentiation will come to the fore, and its competitive advantage will be realized. In other words, the value of the destination's overall tourism offering will be increased through high-quality multisensory experiences that incorporate food and drink that can only be enjoyed in Greater Sudbury.

## **VISION 2021**



Greater Sudbury has worked cooperatively to develop an inclusive taste of place. It has become a destination that combines outdoor experiences, urban amenities and unique food tourism experiences, and leverages these assets in order to attract visitors from outside the region.



## **6 ENDNOTES**

- The following indicates the number of sources consulted for each process: Background Document Scan 126, Inventory Assessment 9, Secondary Research 14, Stakeholder Survey 37, In-market Research 12, Food Tourism Workshop 33
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