



ANNUAL REPORT



GOLDEN HORSESHOE FOODS



Who We Are	4
Message From The Chair	6
Message From Executive Director	8
Our Partners	10
Our Projects	12
Serving Up Local:	
An Economic Assessment	14
ConnectON Project Report	16
Our Research	20
Ontario Food Terminal Study	21
Carrot Value Chain	22
Our Stories	24
Monthly Newsletter Clips	25
Financial Statement	26
Our Board	36
Our Staff	38





WHO WE ARE



The Golden Horseshoe Food and Farming Alliance (GHFFA), a not-for-profit organization, is a partnership between the Regional Municipalities and Federations of Agriculture of Durham, York, Peel, Halton and Niagara and the Cities of Toronto and Hamilton, Durham College and Niagara College, Friends of the Greenbelt, Holland Marsh Growers, the University of Guelph, the Ontario Federation of Agriculture, Conservation Authorities and the Ontario Ministry of Agriculture, Food and Rural Affairs.

In 2012, the GHFFA released the Golden Horseshoe Food and Farming Action Plan 2021 which identifies pathways for a more integrated and coordinated approach to food and farming viability in the area to ensure that the Golden Horseshoe retains, enhances and expands its role as a leading food and farming cluster.

MESSAGE FROM THE CHAIR

This year our organization took its' first steps as a fully incorporated body. From 2005, the Greater Toronto Area Agricultural Action Committee and later Golden Horseshoe Food and Farming Alliance, had operated as a project under the auspices of the Toronto and Region Conservation Authority.

This arrangement suited both parties in the early days. The Alliance was provided "back office" support for meetings and financial affairs and the TRCA developed a deeper understanding of the urban agriculture opportunities on their lands and the importance of positive agricultural tenant relationships on conservation lands.

As the activities and projects of the Alliance became more complex, it became apparent that our organization would be better served with a different administrative model. The Board voted to incorporate and subsequently worked on our new Terms of Reference. 2019 is the first year of operations under our new model.

Our office moved from TRCA to Country Heritage Park in Milton. Monies were transferred to our own bank account and Julie Wilson became Secretary/Bookkeeper for the Alliance. The move went with very few bumps encountered in the transfer.

Following the fall 2018 provincial election, we also welcomed several new members to the Alliance Board. We are pleased that the Regional and City governments continue to support the work of the Alliance by the regular attendance of the appointed Mayors and Councilors. Our table provides a unique opportunity for sharing and policy development for agriculture across the Golden Horseshoe for elected officials, farmers and staff.

As we look to the future, it is apparent that our Action Plan will have to be updated to reflect the ways that we can keep the food and farming sector in the Golden Horseshoe strong and growing.

In late 2019, we chose Wilton Consulting to help us draft the Alliance roadmap for the the next 5 year period. Many of the items in our first Action Plan have been accomplished and crossed off the list. Our next plan will have a greater emphasis on measuring our successes, climate change, innovation in food processing, the future agrifood workforce and on-farm diversification. It is our hope that you will provide input to the process during 2020.

It has been a privilege to serve the Alliance during this time of change. We have emerged stronger and ready to take on the challenges that lie ahead.

Sincerely,

Johanna Downey

Chair GHFFA, Peel Regional Councillor





EXECUTIVE DIRECTORS REPORT

2019 marked a significant milestone in the growth of our organization as a project under the auspices of the TRCA to a stand-alone, not-for-profit organization. The move demonstrated our Board believed our work was not yet done and would continue beyond our current 2021 Action Plan.

In our first year, we stepped cautiously into our new structure. Without a track record of how much more our costs might be, it was difficult to take many risks. Significant time was spent with Revenue Canada in trying to determine our classification. Our organization and Directors are now protected by

insurance and we now sign all our own contracts, some of which were still with the Toronto and Region Conservation Authority.

We have matured!

I would like to thank Nancy Gaffney from the TRCA for working over many months to wind up the accounts and files from their organization and transfer to ours. We were well served by the TRCA as our backbone but as our operations became more complex, it became evident to both parties that we needed to find a different operating model.

Thanks also goes to Julie Wilson, our new Secretary-Bookkeeper, who has worked to untangle the files that came to her. She has been able to work through our first audit process providing documentation and answers to all questions asked of her. Our sincere thanks to Julie and Jamie Reaume from Country Heritage Park for the oversight and guidance with our financial affairs.

Our Board have been very supportive during this transition time and continue to attend our meetings to learn about issues and share information from the

municipalities. In addition, the Working Group of staff ensures that our projects are relevant and policies are developed that meet the needs of the food and farming communities in each jurisdiction. Our work is often referenced as best practice outside the Golden Horseshoe.

It has been a privilege to be your Executive Director for the past 10 years and the organizational growth in 2019 has been particularly gratifying.

Janet Horner
Executive Director



OUR PARTNERS

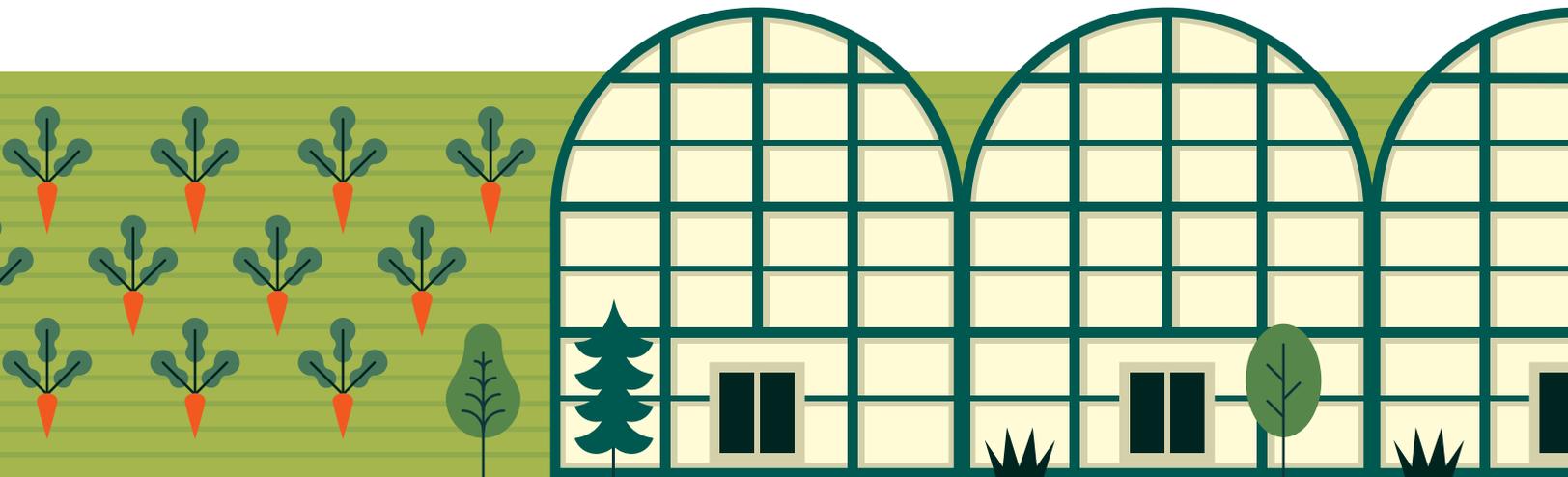




Possibility grows here.



OUR PROJECTS



**SERVING UP LOCAL II:
An Economic Assessment**

**ConnectON
PROJECT REPORT**

SERVING UP LOCAL II:

An Economic Assessment

The Serving Up Local II: Economic Assessment (SULEA) project launched in January 2019.

This 3-year research partnership between the GHFFA and the University of Guelph's Agricultural School of Economic Studies, is funded by the Research Fund of the Ontario Ministry of Agriculture Food and Rural Affairs and the GHFFA. The research is a follow up and provides more in-depth analysis to our first Serving Up Local projects in the Regions of Durham, Halton and the City of Hamilton. The research will look carefully into

factors influencing the procurement of local food in Long Term Care homes including costs and impacts. The results will help other Broader Public Sector organizations understand the costs and benefits of including local food in their foodservice operations.

It's been a busy first year in the project, with a new research partner in the University of Guelph and coordination with our original three partners plus the addition of the Regions of Peel and Niagara. In total, 22 LTC homes from the Greater Golden Horseshoe Area are participating in the project.

The University of Guelph's Research Ethics Board (REB) Application required a lot of attention. The sensitive and proprietary nature of the purchasing data we are collecting and analyzing resulted in new components in the REB application including Data Sharing Agreements, Consent letters from Regional

procurement and legal departments, interviewing guides, and mandatory research ethics training for the research team. We are grateful to Dr. Andreas Boecker, Department Chair of FARE at the University of Guelph his guidance through the complex research requirements.

Data collection has been the other main drive in the first year of the project. Our research team has been working with four Group Purchasing Organizations (GPOs) and seven different broadline distributors to assemble annual velocity/purchasing reports for the 22 homes. Included in this data collection has been the laborious work of correctly identifying food purchases that meet the Ontario Foodland definition of “local.” Velocity report entries have been categorized into 60 different food categories. This categorization creates a consistency in the data to be able to analyze purchasing between homes and Regions, before and after a 5% local food purchasing goal was implemented. In the Regions of Peel and Niagara, the project was

launched with the LTC teams. Their 2018 purchasing data was collected and analyzed to create first draft substitution reports highlighting opportunities to increase local purchasing by a minimum of 5%. The groups were enthusiastically embracing the challenge.

In December, we kicked off the Knowledge Translation and Transfer webinar series. The team from Halton LTC presented their experience in Serving Up Local I and identified three facets of their strategy to increased local food purchasing.

Soni Craik Christie
Long Term Care Research

Stephanie Crocker
Long Term Care Research

**“5% local food
purchasing
goal”**

ConnectON PROJECT REPORT

ConnectON is an economic development tool created to support decision making and growth. Building on the successful Golden Horseshoe Food and Farming Alliance (GHFFA) 2014 pilot project, and with support from partners including the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), The Ontario East Economic Development Commission (OEECD) and the Economic Developers Council of Ontario (EDCO), the project continues to grow and evolve.

Municipalities, cities and regions in the Golden Horseshoe, Greater Golden Horseshoe, and Eastern Ontario are participating in asset mapping for the agri-food and manufacturing sectors. There are 43 agri-food sector municipal partners with over 73,000 business from across the value chain included in the data base. The manufacturing sector has 24 municipal partners and over 47,000 records from production to distribution.

In 2019, the follow results were achieved:

Communications: The decision to “brand” our asset mapping work resulted in a name, logo and tagline and “ConnectON” was born! A public facing website was developed in-house and the link was promoted through various channels. Go to www.connecton.ca and check out information, examples and testimonials. Three editions of ConnectON News, a digital newsletter providing updates and information, case use examples and tips and tricks, were written and sent. A banner was created and online and print resources were developed and distributed at events, training sessions and meetings.

Marketing and Promotion: Key objectives were to create awareness, drive business to our website and to position ConnectON as “a go to” source for

economic development, policy and research. We participated at the EDCO Conference with a trade show booth and as a program speaker. Resources were distributed and new contacts were made.

ConnectON was used to support and inform the following policy and research initiatives:

- **Eastern Ontario Local Food Aggregation and Distribution Study**
- **Ontario Food Terminal Study**
- **Carrot Value Chain Study**
- **Guelph/Wellington Smart Cities Project**
- **Business Retention and Expansion Projects (5 municipal projects)**

Our project was submitted as an example of a collaborative initiative to address rural data challenges and was included in the report State of Rural Canada III - Bridging Rural Data Gaps, (2019) Canadian Rural Revitalization Foundation: ConnectON Case Study (Full Report: <http://sorc.crrf.ca/>) The report that was presented at the national 2019 Sustainable Communities Conference.

Training and Presentations: Education and awareness were achieved through over 20 individual and group presentations, resulting in a new municipal partnership with the City of Ottawa, and leading to ongoing discussions with the Western Ontario Warden's Caucus, SCOR, Anishinabek First Nations, and the Canadian Organic Growers.

Data and System Upgrades: We moved forward with the addition of new data sources, while harmonizing and updating current data. Farm Business Registration data was updated, new data from Friends of the Greenbelt was added and Golden Horseshoe municipalities were a focus for data refresh. York and Niagara completed a refresh representing 18,000+ data points. Halton, Durham, Peel and the City of Toronto are underway. New features to the system include 29 infrastructure layers such as telecommunications coverage, border crossings, tourism points of interest, lower tier municipal mapping and many more. A drawing tool was added so users can query

data by drawing a box or a circle on the map page, and sort by NAICS code.

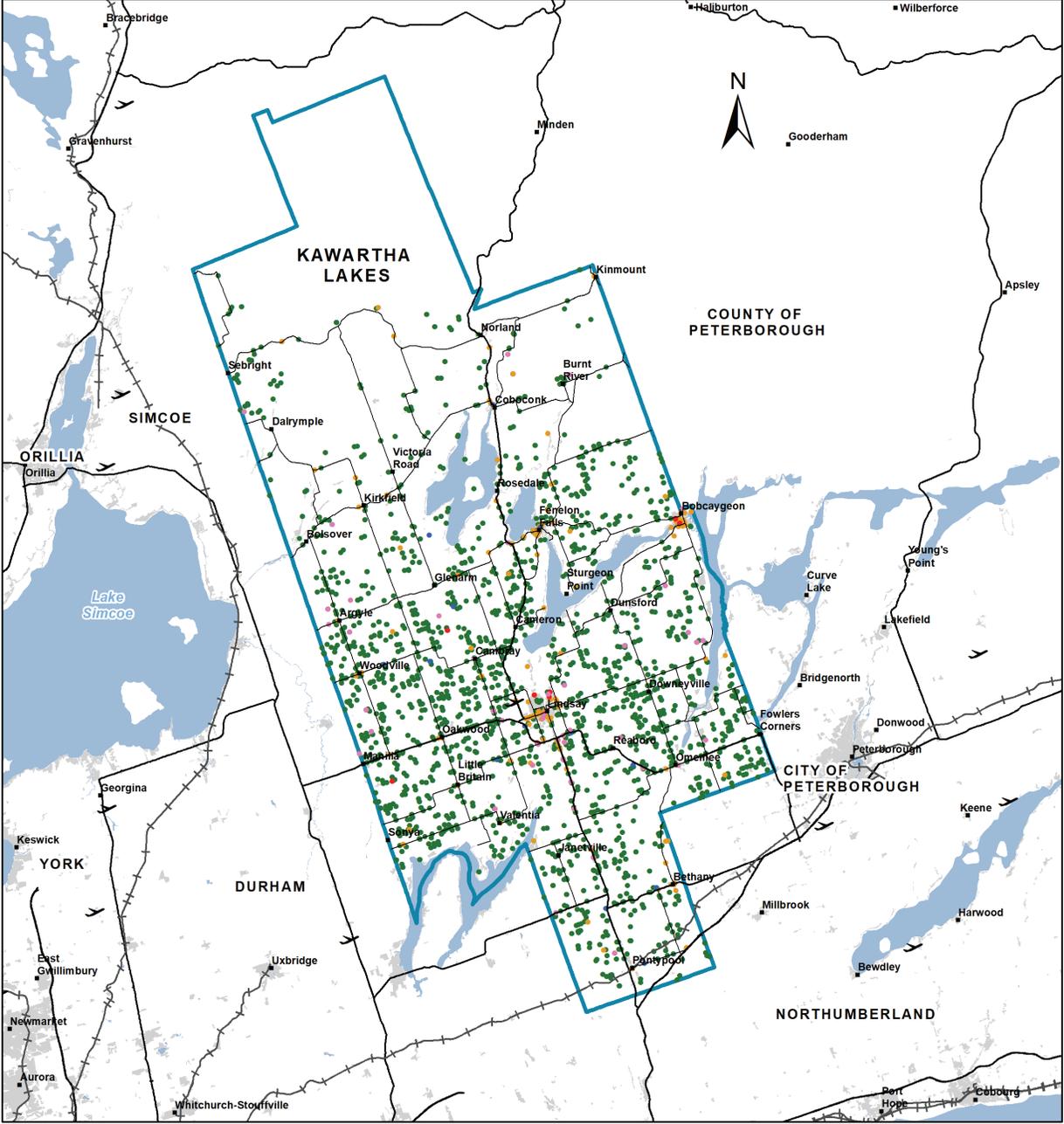
Funding and Revenue Generation: A funding application submitted to the CAP program was unsuccessful. A population based funding model was identified for new partners and current partners who are not covered through their membership in the GHFFA or Ontario East. Income has been received from both new and existing partners.

While much has been accomplished in 2019, there is more work to be done. We are encouraged by the continued interest in expanding geographic areas, adding sectors and new partnerships.

Asset Mapping

City of Kawartha Lakes illustrates importance of agrifood sector and cluster.

Marilyn Bidgood
Project Manager



NAICS Codes

- Farming Assets (111, 112)
- Support Activity (115, 4171, 4183, 49313)
- Processing Assets (311)
- Distribution Assets (411, 413, 493)
- Access Assets (445, 712, 713, 721, 722)

- Railway
- Roads
- Highways
- Airport
- Settlements
- Built-Up Area
- Municipal Boundary

Types of Agri-Food Assets

Agri-Food Asset Mapping
City of Kawartha Lakes

Projection: NAD 1983 UTM Zone 17N

Copyright Queen's Printer for Ontario 2018.
December 2018

RESEARCH

In addition to our Long Term Care research at the University of Guelph, the Golden Horseshoe Food and Farming Alliance commissioned two additional pieces of research in 2019.



ONTARIO FOOD TERMINAL

In January 2019, the Ontario government commissioned the accounting firm MNP LLP to carry out a comprehensive review of the operations of the Ontario Food Terminal (OFT).

The Minister of Ontario Ministry of Agriculture, Food and Rural Affairs (OMFRA) also made a number of statements that led stakeholders to believe that the Terminal might be closed, relocated or recreated in some form, elsewhere in the region.

The government's comments and decision to review the Terminal's operations cast doubt on the future of the Terminal, which prompted strong statements of concern from organizations such as the Toronto Wholesale Producers, the Canadian Association of Independent Grocers, the City of Toronto

and a wide variety of other stakeholders.

In early June, the Golden Horseshoe Food and Farming Alliance commissioned the Canadian Urban Institute (CUI) to update a 2004 CUI report that had identified the OFT as a 'unique asset in the central Ontario economy,' with the goal of adding a qualitative dimension to the debate about the role of the OFT. The City of Toronto, as the host municipality for the Terminal with specific economic development and land use concerns, also provided funds for the update.

The report takes a comprehensive look at the history of the Ontario Food Terminal and the impact that it has within and without the City of Toronto. It also makes recommendations for modernization of the Food Terminal operations and designation of the area as a Provincially Significant Employment land which has subsequently occurred.

The body of the report can be seen under Research on our website foodandfarming.ca

CARROT CHAIN STUDY

What happens to the carrots grown in Ontario? Are they consumed domestically or exported? Are there opportunities within the carrot value chain to further process the raw product?

These were the questions addressed by Synthesis Consulting in the Ontario Carrot Value Chain Analysis. Nine Hundred and sixteen farmers in Ontario grow 42% of carrots consumed in Canada. This accounts for \$43.4 Million dollars in farm gate revenue. Half of the Ontario carrots are grown in the Holland Marsh area of the Golden Horseshoe.

In addition to the carrots produced domestically, Canada imports an additional 18% of our consumption from California, Georgia and Texas, half of which is in the form of baby carrots. While the consumption of carrots has remained stable, baby carrot consumption has been increasing steadily. The report identifies some opportunities in further processing, marketing and research for this competitive industry.

Check out the whole report and the infographic at foodandfarming.ca

916 Farmers



42% Canadian Carrots



43.4 Million at Farm Gate





OUR STORIES



MONTHLY NEWSLETTERS CLIPS



Cheers to Ontario Craft Cider Month!

June 2019

The Ontario Craft Cider Association has deemed this June our first-ever Cider Month , a time to celebrate and highlight the quality and diversity of Ontario ciders...

Greenbelt Farmers Sustaining Soil Health

May 2019

The Friends of the Greenbelt Foundation have released a comprehensive report on the importance of soil health...

Three generations of growth and success at Beverley Greenhouse

April 2019

Farm Credit Canada (FCC) has published a great article on Beverley Greenhouses, located near Hamilton, Ontario, where the VanderHouts have been growing greenhouse vegetables in Canada for almost six decades...

A Guide for Reducing Food Loss & Waste

March 2019

A new practical guide and technical report for measuring food loss and waste across the food supply chain has been released by the Commission for Environmental Cooperation...

Online Agriculture Economic Development Training

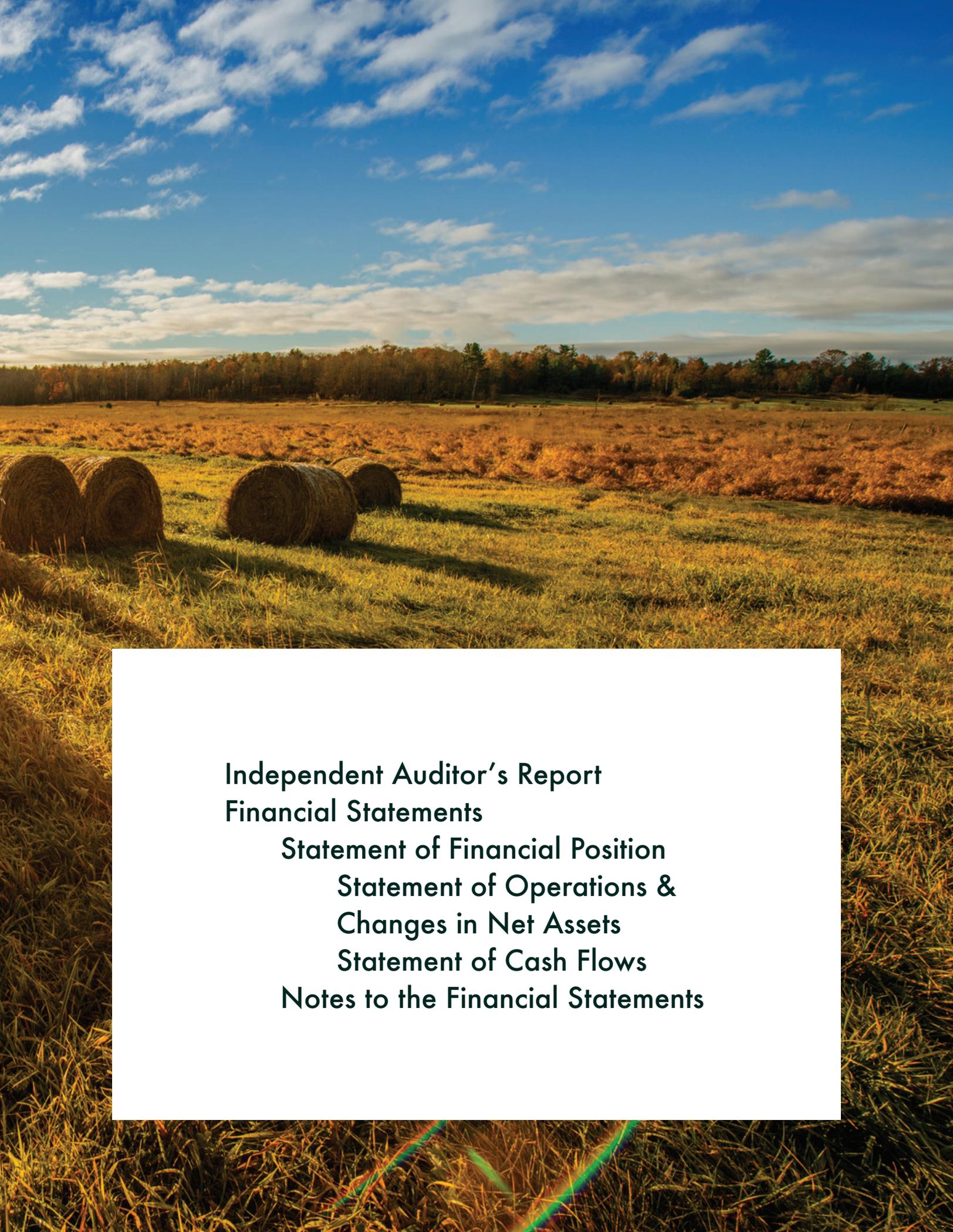
February 2019

OMAFRA has launched a new online Agriculture Economic Development Training course...

For more stories please visit foodandfarming.ca

**GOLDEN HORSESHOE FOOD AND
FARMING ALLIANCE FINANCIAL
STATEMENTS**

for the year ended December 31, 2019



**Independent Auditor's Report
Financial Statements**

Statement of Financial Position

**Statement of Operations &
Changes in Net Assets**

Statement of Cash Flows

Notes to the Financial Statements

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of: Golden Horseshoe Food and Farming Alliance

Opinion: We have audited the accompanying financial statements of Golden Horseshoe Food and Farming Alliance, which comprise the statement of financial position as at December 31, 2019 and the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, these financial statements present fairly, in all material respects, the financial position of Golden Horseshoe Food and Farming Alliance as at December 31, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

Basis of Opinion: We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Golden Horseshoe Food and Farming Alliance in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements: Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not for profit organizations and for such internal control as management determines is necessary to enable the preparation of

financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements: Our objectives are to obtain reasonable assurance about whether the financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located at RLB LLP's website at: www.rlb.ca/additional-auditor-responsibilities. This description forms part of our auditor's report

RLB LLP

Guelph, Ontario

May 28, 2020

Chartered Professional Accountants

Licensed Public Accountants



Chartered
Professional
Accountants

Statement of Financial Position 2019

ASSETS

CURRENT

Cash.....	\$250,015
Accounts Receivable.....	53,332
	303,347
ASSET MAPPING DATABASE (Note4).....	22,315
	325,662

LIABILITIES

CURRENT

Accounts Payable & Accrued Liabilities.....	17,978
Defferred Contributions (Note6).....	41,452
	59,430

NET ASSETS

UNRESTRICTE NET ASSETS.....	266,232
	325,662

Statement of Operations & Changes in Net Assets 2019

REVENUES

Municipal Partnership.....	\$210,000
LTC Project.....	87,310
ConnectON Services.....	31,000
Food Terminal Project.....	20,000
Friends of the Greenbelt.....	7,738
Donations.....	25
	358,073

EXPENDITURES

Subcontractors.....	93,166
LTC Project.....	87,310
Food Terminal Project.....	25,985
General & Administrative.....	21,805
Professional Fees.....	10,094
Value Chain Analysis.....	7,738
Telephone.....	4,395
Rent.....	3,846
Amortization.....	2,480
	256,819

NET SURPLUS (for the year).....	99,254
---------------------------------	--------

CONTRIBUTIONS FROM TRCA

See Notes to the Financial Statement.....	166,978
NET ASSETS (end of year).....	266,232

Statement of Cash Flow 2019

CASH PROVIDED BY (used in) OPERATING ACTIVITIES	
Net Surplus (for the year).....	\$99,510
Contributions from TRCA.....	166,978
Items not requiring an outlay of cash	
Amorization.....	2,480
.....	268,712
Changes in non-cash Working Capital	
Accounts Receivable.....	(53,332)
Accounts Payable & Accured Liabilites.....	17,978
Deffered Contributions.....	41,452
.....	274,810
CASH PROVIDED BY (used in) INVESTING ACTIVITIES	
Addiona to Capital Assets	
.....	(24,795)
INCREASE IN CASH, BEING NET CASH, END OF YEAR	
.....	250,015

Notes to the Financial Statements

1. Nature of Operations

Golden Horseshoe Food and Farming Alliance is a not-for-profit organization incorporated under the laws of Ontario without share capital in December 2018. The organization commenced operating in January 2019 with the transfer of operations and net assets from the Toronto Region Conservation Authority. Golden Horseshoe Food and Farming Alliance is exempt from income tax.

Its purpose is to identify pathways for a more integrated and coordinated approach to food and farming viability in the area to ensure that the Golden Horseshoe enhances and expands its role as a leading food and farming cluster.

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Canadian accounting standards for not for profit organizations and include the following significant accounting policies:

a. Use of Estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles for not for profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant areas requiring management's estimates include collectability of accounts receivable and the useful life of the asset mapping database. Actual results could differ from those estimates.

b. Financial Instruments:

Measurement of financial instruments the organization initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions. The organization subsequently measures all its financial assets and financial liabilities at amortized cost.

Impairment Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. If an impairment has occurred, the carrying amount of financial assets measured at amortized cost is reduced to the greater of the discounted future cash flows expected or the proceeds that could be realized from the sale of the financial asset. The amount of the write-down is recognized in net surplus. The previously

recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net surplus.

Transaction costs: The organization recognizes its transaction costs in net income in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

c. Revenue Recognition:

The organization follows the deferral method of accounting for contributions. Externally restricted contributions, is recognized as revenue in the year in which the related expenditures are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

d. Asset Mapping Database:

The asset mapping database is recorded at cost and amortized on the basis of its estimated useful life: 20% declining balance basis. Amortization is recorded at 50% of the above rates in the year of addition.

e. Impairment of Long Lived Assets:

Long lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when the carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

3. Financial Instruments

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, credit, currency, liquidity, or other price risks arising from the financial instruments.

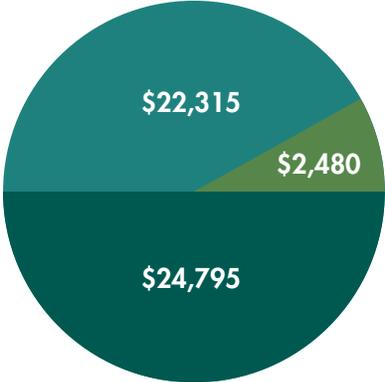
The organization does not have a significant exposure to any individual customer or counterpart. Transacting in financial instruments exposes the organization to certain financial risks and uncertainties.

These risks include: Credit risk

Credit risk is the risk that one party to a financial asset will cause a financial loss for the company by failing to discharge an obligation. The company's credit risk is mainly related to accounts receivable. The company provides credit to its clients in the normal course of its operations.

4. Asset Mapping Database

- Asset Mapping Database Cost
- Accumulated Amortization
- Net 2019



In 2013, the Golden Horseshoe Food and Farming Alliance, which was at the time part of the Toronto Region Conservation Authority, developed a tool, as a pilot project, that defined a process for collecting available information about food and farming assets from municipal partners in the Golden Horseshoe. More than 15,000 records were collected in the pilot phase. Phase 2 of Asset Mapping, conducted in 2014/2015 with the support of Growing Forward 2 funding, resulted in an enhanced database structure, a template for data provision to streamline the process, data sharing agreements and protocols for housing and maintaining the database into the future. Existing data was cleaned and refined, and secondary data was also imported to the database, resulting in almost 20,000 database records. The database was transferred from the Toronto Region Conservation Authority to the newly incorporated Golden Horseshoe Food and Farming Alliance when it commenced operations in January 2019.

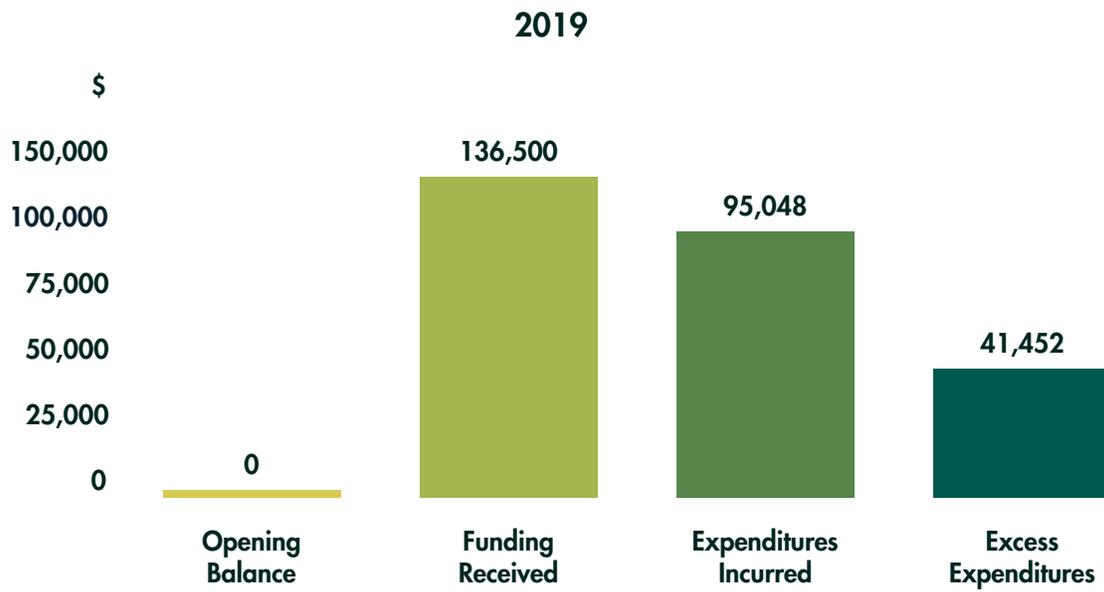
As the asset mapping database's estimated fair value at the time of transfer was indeterminable, the asset and related contribution were recognized at a nominal value. Subsequent expenditures are included in property, plant and equipment.

5. Subsequent Event

Subsequent to year end, the impact of the Novel Coronavirus (COVID-19) in Canada and on the global economy increased significantly. This global pandemic has disrupted economic activities and has resulted in the cancellation of events and delay of certain projects. Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of business disruption and the related financial impact cannot be reasonably estimated at this time. Further, the timing and amounts realized on the organization's assets as well as its future ability to deliver all programming may be impacted by the evolving circumstances of the virus.

6. Deferred Contributions

Deferred contributions consist of funding received in excess of expenditures for specific projects:



OUR BOARD



Durham Region

Mayor Debbie Bath-Hadden
Regional Councillor

Ken Lamb
Durham Federation of
Agriculture

Tony Doyle
Durham College

York Region

Councillor Avia Eek
Township of King

Kim Empringham
York Federation of Agriculture

Peel Region

Councillor Johanna Downey
Regional Councillor (Chair)

No Appointee
Peel Federation of Agriculture

Halton Region

Councillor Mike Cluett
Regional Councillor

Meaghan Richardson
Halton Federation of Agriculture

City of Hamilton

Councillor Judy Partridge
City Councillor

Clair Lechner
Public Health

No Appointee
Hamilton Federation of
Agriculture

Niagara Region

Councillor Albert Whittiven
Regional Councillor

Cathy Mous
Niagara Federation of
Agriculture

Patrick Robson
Niagara College

City of Toronto

Michael Wolfson
Economic Development

Kathy MacPherson
Friends of the Greenbelt

No Appointee
Conservation Authority

University of Guelph
Wayne Caldwell

Mark Reusser
Ontario Federation of
Agriculture

OUR STAFF





Janet Horner
Executive Director



Julie Wilson
Accounting & Minutes



Lorna Wilson
Working Group Support



Taylor Black
Data Specialist



Marilyn Bidgood
Project Manager
ConnectOn



Soni Craik Christie
Long Term Care
Research



Stephanie Crocker
Long Term Care
Research



Josie Difelice
Social Media & Website

CONTACT

Janet Horner
Executive Director,
Golden Horseshoe Food and Farming Alliance
519-925-5975
janet@whitfieldfarms.com
foodandfarming.ca

Find us on Twitter!
Golden Horseshoe Food and Farming Alliance
@GHFoodFarming

Designed & Illustrated by Ruth Ann Pearce ruthannpearce.com