
Report of the Commissioner of Corporate Services
2024-2027 Agriculture and Agri-Food Sector Strategy

1. Recommendations

1. Council approve the 2024-2027 Agriculture and Agri-Food Sector Strategy as shown in Attachment 1.
2. Commissioner of Corporate Services be authorized to execute any agreements necessary, together with ancillary documents as required, to implement the programs and partnerships outlined in the 2024-2027 Agriculture and Agri-Food Sector Strategy, on business terms satisfactory to the Commissioner of Corporate Services and in a legal form satisfactory to the Regional Solicitor.
3. 2024-2027 Agriculture and Agri-Food Sector Strategy be circulated to local municipalities, Agriculture and Agri-food Advisory Committee, and the Ontario Ministry of Agriculture, Food and Agribusiness.

2. Purpose

This report presents a 2024-2027 Agriculture and Agri-Food Sector Strategy (Strategy) for Council's approval. It reviews the development process and highlights recommended actions in the Strategy (Attachment 1).

Key Points:

- York Region's agriculture and agri-food sector is a significant contributor to the local economy, accounting for \$3.8 billion in gross domestic product
- Implementation of the first Agriculture and Agri-Food Sector Strategy was successful, with all the actions either completed or mobilized, prompting development of a new Strategy

- 2024-2027 Strategy contains 27 action items organized under three pillars: Business, Entrepreneurship, and Innovation; Resilient and Diverse Local Agri-food Value Chain; and Outreach, Education, and Communication
- Stakeholder engagement with 200 participants, including agri-food businesses, local municipal and community partners, contributed to the direction of the new Strategy
- Partnerships are key to effective delivery of actions and achieving results that will continue contributing to growth of the Region's agriculture and agri-food sector

3. Background

York Region's agriculture and agri-food sector is a significant contributor to the local economy

York Region's agriculture and agri-food sector includes nearly 5,000 agri-food businesses contributing to York Region's economic vitality. The sector's direct contribution in York Region, including farms, processors, food retailers and restaurants, creates \$3.8 billion in economic output (up 41% from \$2.7 billion in 2016) and provides approximately 67,000 jobs (up 17% from 57,000 jobs in 2016).

Based on the [2021 Census of Agriculture](#), there are 604 farms (a 15% decrease from 712 farms in 2016) in York Region. This is a continuation of the trend since 2011 and a similar trend across the Golden Horseshoe area. The average farm size increased by 11% to 223 acres since 2016. Overall, the Region's agriculture sector remains strong, with total operating farm revenue of \$2,903 per acre, ranking first in the Greater Toronto Area and third highest in the Golden Horseshoe. York Region is the fourth-largest food and beverage processing sector in Canada, with over 300 food and beverage manufacturers. Figure 1 highlights York Region's agriculture and agri-food sector as a significant contributor to the local economy.

As one of Canada's fastest growing communities, the Region's population is projected to reach over 1.4 million by 2028. While the growing population will increase pressure on the existing land base, it will also provide agri-food businesses with access to a larger, diverse, and growing consumer market.

Figure 1
York Region Agriculture and Agri-Food Sector Highlights



Source: 2021 Census of Agriculture and OMAFA County Data / Lightcast Analyst, Canadian Business Counts, 2023

Council approved York Region’s first Agriculture and Agri-Food Sector Strategy in 2017 to guide long-term growth of the agriculture and agri-food sector

The Region’s first [Agriculture and Agri-Food Sector Strategy](#) approved by Council in [October 2017](#), set direction for the development of program initiatives for long-term growth of the sector. The Strategy included five strategic goals with [45 action items](#), implemented over five years from 2018 to 2023.

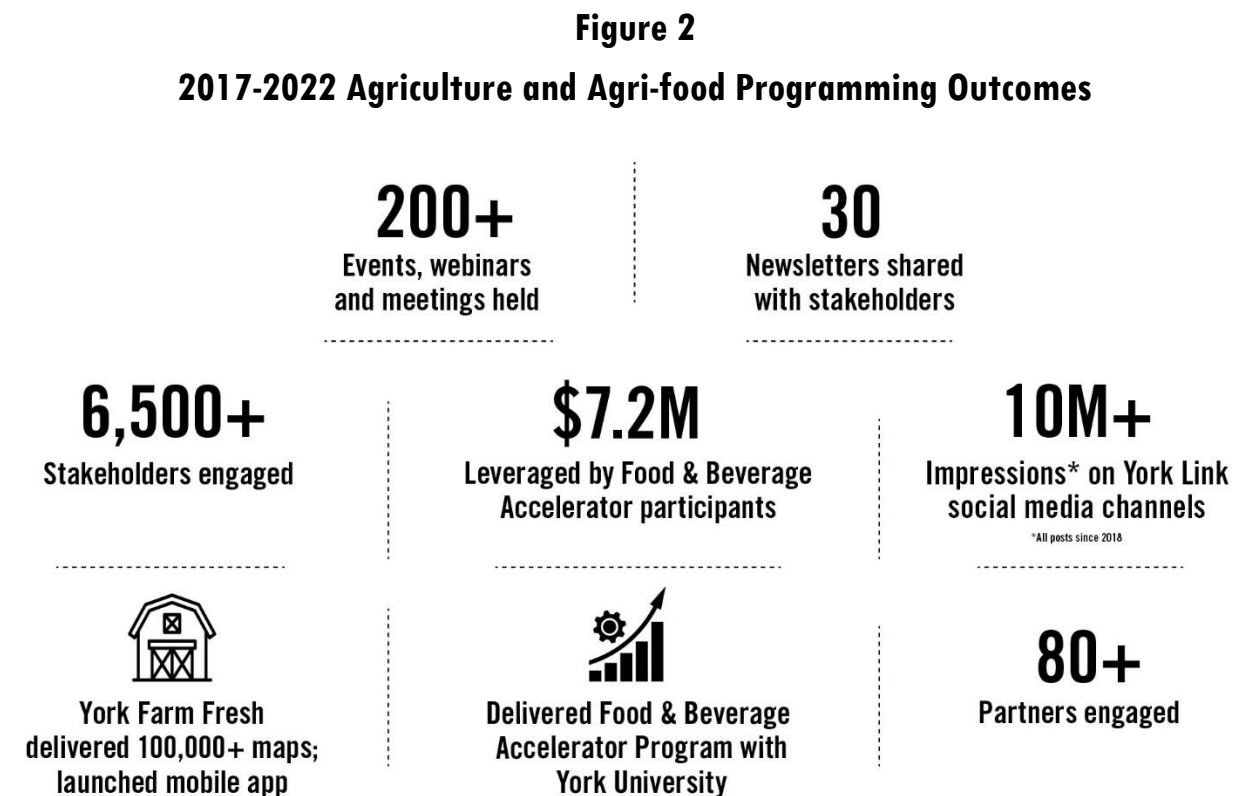
To support the Strategy, the Agriculture and Agri-Food Advisory Committee (Advisory Committee) was established by Regional Council in 2019 to provide advice to Council and staff on agriculture, agri-food and rural matters. Members provide a balanced representation across the agri-food value chain, including producers, urban farmers, food organizations, and more.

The Advisory Committee held 15 meetings during the 2019-2022 term, providing input on initiatives such as the Municipal Comprehensive Review, Farm 911 project, and agri-food education workshops. Advisory Committee members provided leadership and guidance in delivering the first Strategy.

Implementation of the first Strategy was successful with several tangible outcomes

In addition to the Advisory Committee, local municipal partners and agri-food stakeholders were instrumental in implementing the first Strategy, resulting in all the actions either completed or

mobilized. A summarized list of action items by status is provided in [Appendix A of the Agriculture and Agri-Food Strategy Update from June 2023](#). Figure 2 highlights key outcomes from the first Strategy.



The first Strategy has expired, prompting development of a new Strategy. The new Strategy provides a framework to continue supporting the sector while positioning the Region as an agri-food hub. Accomplishments from the first Strategy have built the foundation of the new Strategy.

Development process of the new Strategy engaged a range of agri-food stakeholders

In 2023, [Wilton Consulting Group](#), a consulting firm with expertise in the agri-food sector, was contracted to assist with developing the Strategy. A phased approach was used to engage a range of stakeholders including representatives from local municipal partners, agri-food businesses, Advisory Committee, OMAFA, post-secondary institutions, innovation facilitators, Indigenous communities, equity-deserving groups, and industry associations.

Input was received from 200 participants through five focus group sessions, 21 one-on-one interviews, and an agri-food business survey to gather diverse perspectives. Table 1 outlines a roadmap for development of the new Strategy.

Table 1
2024-2027 Agriculture and Agri-Food Sector Strategy Development Process

Phase	Timing	Description
Phase 1	October 2023 – January 2024	Kickoff, Background Research and Data Analysis
Phase 2	January – March 2024	Stakeholder Consultations and Analysis (focus groups, one-on-one interviews, business survey)
Phase 3	April – September 2024	Draft Strategy with Pillars, Goals, and Actions
Phase 4	October 2024	Council Review and Approval of 2024-2027 Strategy

4. Analysis

Background research guided alignment of the Strategy with broader trends

A review of agri-food sector priorities at global, national, provincial and local levels helped to inform direction of the Strategy with broader trends. Globally, the focus is on sustainable agriculture, climate adaptation and building resilient food systems through frameworks such as the Conference of the Parties 28 UAE Declaration (COP28) and the United Nations Sustainable Development Goals (SDGs).

Nationally, key priorities include sustainable practices, emissions reduction, circular economy initiatives, and rural development, as highlighted in policies such as the Sustainable Canadian Agricultural Partnership. Provincially, strategies like Grow Ontario and the Made in Ontario Environment Plan target workforce enhancement, agri-food innovation and local food production.

Regionally and locally, efforts aim to support sector entrepreneurship, expand agri-tourism, and align with strategic priorities like the Region’s [Economic Development Action Plan](#) and [Climate Change Action Plan](#).

Stakeholder engagement revealed strengths, challenges and opportunities to address in the new Strategy

Stakeholder engagement provided valuable insights contributing to the direction of the Strategy. Focus group attendees, interviewees, and survey respondents highlighted key strengths, challenges, opportunities, and threats facing York Region’s agriculture and agri-foods sector.

The sector's strengths include its proximity to local markets with robust infrastructure such as transportation and utilities, diverse commodities and people, and strong regional and local government support for agri-food business development. However, climate change risks, labour shortages and difficulties in attracting and retaining skilled workers, along with supply chain disruptions pose significant challenges for the sector. In addition, the ongoing urbanization of the Region with balance between housing and preservation of farmland also contributes to the challenges for the sector.

Opportunities lie in fostering innovation and entrepreneurship, particularly in the agri-tech sector, and leveraging circular economy initiatives. Succession planning and skills development also emerge as opportunities for ensuring a sustainable workforce. The sector must navigate challenges while capitalizing on these opportunities to remain competitive and sustainable in the long run.

Local municipalities are interested in growing the agri-food sector with expanded rural economic development and innovation support

The Strategy was developed to align with and support local municipal economic development plans. This will ensure delivery of best-in-class agri-food programs contributing to economic prosperity. Through engagement with local municipalities and a review of municipal economic development plans, key priorities emerged, including rural economic development, and support for agri-tourism and local food initiatives. Additionally, municipalities emphasized the importance of investment attraction, business retention and expansion, and enabling agri-food innovation.

Some examples of focus areas identified in local economic development strategies/plans include:

- [East Gwillimbury Economic Development Strategy \(2021-2026\)](#) outlines the presence of food growers and agricultural assets with ready access to urban centres.
- [Georgina Economic Development and Tourism Strategy \(2024\)](#) highlights its agricultural sector with opportunities in agri-tourism. The Georgina Agricultural Advisory Committee has local Council representatives including Regional Councillor Naomi Davison, who also sits on York Region's Agriculture and Agri-food Advisory Committee.
- [King Economic Development Strategy Update \(2018-2022\)](#) highlights support for resilient and diversified agriculture sector growth, with a focus on leveraging innovation.
- [Town of Whitchurch-Stouffville Economic Development Strategy \(2021-2025\)](#) reflects a strong history of agricultural excellence, with support for artisan food production, craft beverages, agri-tourism and farm markets.
- [Vaughan Economic Development Action Plan \(2023-2027\)](#) identifies advanced manufacturing, led by agri-food processing, as a key sector of interest. Nearly half of York Region's food and beverage processing companies are located in Vaughan.

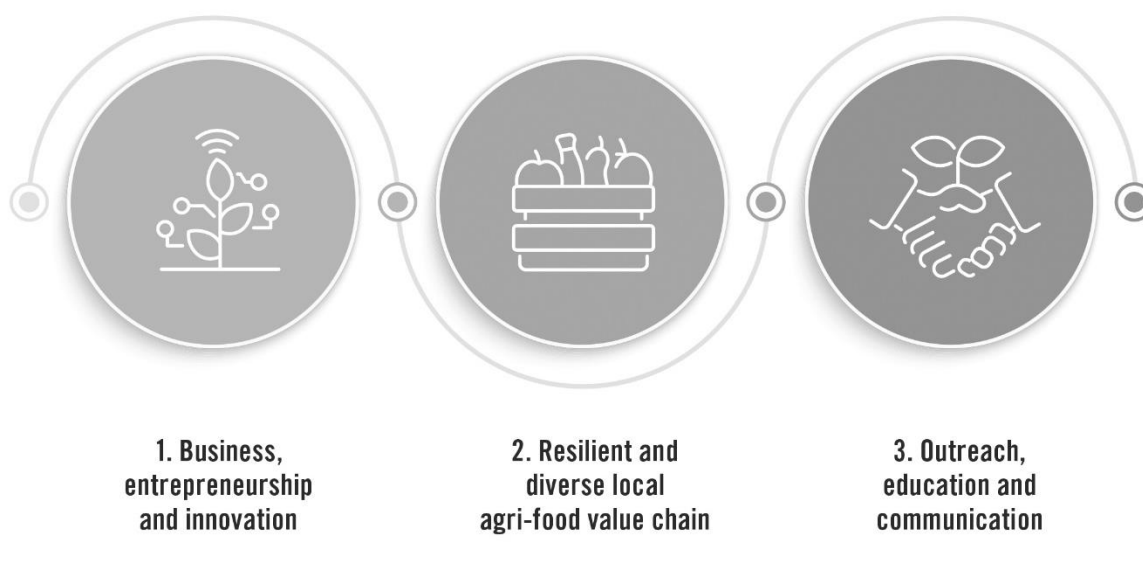
The 2024-2027 Strategy is guided by three strategic pillars

The 2024-2027 Agriculture and Agri-food Strategy builds on initiatives already mobilized to enhance business entrepreneurship support, facilitate agri-food innovation, strengthen stakeholder collaboration, and build capacity in the industry. Opportunities identified through stakeholder consultations have led to the development of nine goals, organized under three pillars: Business, entrepreneurship, and innovation; Resilient and diverse local agri-food value chain; and Outreach, education, and communication, as shown in Figure 3.

The new strategy incorporates a climate change perspective, creating opportunities to build a resilient local food system. The goals and actions also integrate the Region's commitment to inclusivity, diversity, equity, accessibility and Indigenous relations.

Figure 3

2024-2027 Agriculture and Agri-Food Sector Strategy – Three Pillars



The goals are summarized under each pillar below:

1. **Business, entrepreneurship and innovation:** Strengthen business, entrepreneurship and innovation services; Enable a supportive ecosystem for innovation to drive sector growth; Support skills development and labour force attraction in the sector.
2. **Resilient and diverse local agri-food value chain:** Facilitate growth of a diversified and connected local agri-food value chain; Foster a supportive environment for equity-deserving and Indigenous communities in the sector; Promote climate resilience in the sector.

3. **Outreach, education and communication:** Raise the profile of the local agriculture and agri-food sector; Strengthen communication and collaboration to support sector growth; Build capacity and prioritize impactful education for sector growth.

The new Strategy outlines 27 action items designed to address opportunities and challenges, with a goal of making a significant impact on businesses to support and grow the sector over the next four years and beyond.

Comprehensive actions, timelines and key performance indicators are provided in Appendix A and Attachment 1.

Partnerships are key for successful implementation of the Strategy

A focus of the Strategy is to strengthen partnerships and leverage resources to deliver agri-food programming. This includes leveraging the knowledge and expertise of agri-food stakeholders and community partners. Collaboration extends beyond local economic development offices into the Chambers of Commerce, Boards of Trade, industry associations like York Region Federation of Agriculture, broader innovation ecosystem, post-secondary institutions, and all levels of government. York Region will work closely with local municipal partners, the Advisory Committee, and agri-food stakeholders to implement the 27 actions in the Strategy.

Strategy supports economic vitality and fosters economic prosperity in the Region

The Strategy aligns with the Vision and 2023-2027 Strategic Plan's focus on economic vitality and fostering economic prosperity in the Region. The Strategy aims to have a meaningful impact on agri-food businesses by providing support services for business retention, expansion, and attraction. It positions York Region as the agri-food hub for businesses, driving sector growth, and contributing to economic vitality in the Region. It also aligns with other regional approved plans including the 2024-2027 Economic Development Action Plan and Climate Change Action Plan.

5. Financial Considerations

This report does not present current or anticipated financial changes to the Region's budget or fiscal position. Funds required to deliver the Strategy are included in the annual Economic and Development Services operating budget.

6. Local Impact

The 2024-2027 Agriculture and Agri-Food Sector Strategy supports and aligns with agri-food priorities outlined in local economic development strategies and plans. Staff from local municipalities participated and provided input for the development of the Strategy. The Region will continue to partner with local municipalities to deliver agri-food programs and execute the

Strategy. The new Strategy can be leveraged by local municipalities with the development of respective agri-food initiatives.

7. Conclusion

Through development of the Strategy, York Region continues to demonstrate a strong commitment to support the agriculture and agri-food sector. The 2024-2027 Agriculture and Agri-Food Sector Strategy builds on initiatives already mobilized to enhance business entrepreneurship support, facilitate agri-food innovation, strengthen stakeholder collaboration, and build capacity in the industry. Once approved, York Region will work closely with local municipal partners, the Advisory Committee, and agri-food stakeholders to implement the 27 actions in the Strategy. Staff will report on progress of the new Strategy initiatives annually.

For more information on this report, please contact Jonathan Wheatle, Director, Economic Strategy at 1-877-464-9675 ext. 71503. Accessible formats or communication supports are available upon request.



Recommended by:

Dino Basso

Commissioner of Corporate Services



Approved for Submission:

Erin Mahoney

Chief Administrative Officer

September 25, 2024
#16303317

Appendix A – Action Items

Attachment 1 – 2024-2027 Agriculture and Agri-Food Sector Strategy #16305405

APPENDIX A

PILLAR	GOAL	ACTION ITEMS	POTENTIAL PARTNERS	TIMELINE	KPI / EXPECTED OUTCOMES
BUSINESS, ENTREPRENEURSHIP AND INNOVATION	1A. Strengthen business, entrepreneurship and innovation services in York Region	1A.1 Provide business services and strategic sector support with partners to facilitate retention, expansion and attraction of agri-food businesses in York Region.	Partners: York Small Business Enterprise Centre, Nine local cities and towns, Economic Development stakeholders	Ongoing (2024-2027)	<ul style="list-style-type: none"> Number of engagements per year Increased growth of agri-food businesses in York Region
		1A.2 Support nine local cities and towns with investment attraction and readiness initiatives in the agri-food sector.	Partners: Nine local cities and towns, Ontario Food Cluster, Foreign Direct Investment agencies, business community	Ongoing (2024-2027)	<ul style="list-style-type: none"> Development of agri-food resources to support investment readiness and attraction Business opportunities are shared with local municipalities in collaboration with the Ontario Food Cluster
		1A.3 Promote and support agri-food business entrepreneurship and innovation programs. This includes agriculture and agri-food incubators and accelerators.	Partners: York University YSpace, VentureLAB, Seneca Polytechnic, Foodpreneurlab	Ongoing (2024-2027)	<ul style="list-style-type: none"> Programs promoted via York Link Channels and bi-monthly agri-food newsletter Number of partnerships and programs supported Local agri-food business start-ups and expansions resulting from programs
		1A.4 Strengthen the agriculture and agri-food innovation network in York Region by enhancing the regional map of resources to support growth and promote the network.	Partners: York Region Public Health, York Region Food Network, Nine local cities and towns	Ongoing (2024-2027)	<ul style="list-style-type: none"> Enhanced regional map with more agri-food innovation assets

PILLAR	GOAL	ACTION ITEMS	POTENTIAL PARTNERS	TIMELINE	KPI / EXPECTED OUTCOMES
	1B. Enable a supportive ecosystem for innovation to drive sector growth	1B.5 Facilitate adoption of agri-tech and food-tech solutions by making connections, profiling solutions, and supporting pilots.	Partners: Nine local cities and towns, ventureLAB, BioEnterprise, Ontario Centre of Innovation, OMAFA, University of Guelph Muck Crops Research Station, Seneca Polytechnic, the Ontario Ministry of Rural Affairs, YorkNet	Ongoing (2024-2027)	<ul style="list-style-type: none"> Number of agri-tech and food-tech solutions profiled/success stories Increased awareness of agri-tech and food-tech solutions
		1B.6 Explore opportunities to enable urban agriculture in York Region by reviewing existing policies and sharing best practices.	Partners: Nine local cities and towns, OMAFA, GHFFA, The Barret Centre of Innovation in Sustainable Urban Agriculture	Ongoing (2024-2027)	<ul style="list-style-type: none"> Number of urban agriculture case studies Number of participants engaged in education sessions
	1C. Support skills development and labour force attraction in the sector	1C.7 Leverage industry expertise and promote resources to help employers in the agriculture and agri-food sector better understand and engage newcomer and immigrant talent.	Partners: York Region Community and Health Services, Canadian Agricultural Human Resources Council (CAHRC), Golden Horseshoe Food and Farming Alliance (GHFFA), Food Processing Skills Canada and Newcomer Inclusion Table of York Region, Agcareers, Food and Beverage – CareersNow, Workforce Planning Board of York Region	Ongoing (2024-2027)	<ul style="list-style-type: none"> Promote resources via York Link and related channels

PILLAR	GOAL	ACTION ITEMS	POTENTIAL PARTNERS	TIMELINE	KPI / EXPECTED OUTCOMES
		1C.8 Continue to foster partnerships with educational institutions (i.e. post-secondary) to support skills development in the sector.	Partners: York University, Seneca Polytechnic, York Region District School Board, CAHRC, AgScape, OMAFA	Ongoing (2024-2027)	<ul style="list-style-type: none"> Number of participants engaged through delivery of skills development workshops with partners
		1C.9 Support business succession planning initiatives for the agriculture and agri-food sector.	Partners: York Region Small Business Enterprise Centre, Treefrog Inc., Farm Management Canada, Nine local cities and towns, Business Development Bank of Canada, local municipal Chamber of Commerce stakeholders	Ongoing (2024-2027)	<ul style="list-style-type: none"> Number of participants engaged in business succession planning workshops
RESILIENT AND DIVERSE LOCAL AGRI-FOOD VALUE CHAIN	2A. Facilitate growth of a diversified and connected local agri-food value chain.	2A.1 Support and promote locally grown food and agriculture products made in York Region.	Partners: York Farm Fresh	Ongoing (2024-2027)	<ul style="list-style-type: none"> Annual York Farm Fresh Map developed Promotion of local food via York Link and related channels
		2A.2 Facilitate networking opportunities and collaboration between local production, processing and market channels.	Partners: York Farm Fresh, GHFFA, OMAFA, Nine local cities and towns and Chamber of Commerce stakeholders, Holland Marsh Growers Association	2027	<ul style="list-style-type: none"> Number of networking events and outreach efforts to facilitate connections between producers, processors, and market channels
		2A.3 Support the York Region Food Council activities for enhanced coordination, alignment and collaboration of the	Partners: York Region Community and Health Services, York Region Food Network, York Region Food	Ongoing (2024-2027)	<ul style="list-style-type: none"> Participate in York Region Food Council meetings Promote York Region Food Council resources

PILLAR	GOAL	ACTION ITEMS	POTENTIAL PARTNERS	TIMELINE	KPI / EXPECTED OUTCOMES
		Regional initiatives, including supporting development of the York Region Food Charter.	Collaborative, Agriculture and Agri-food Advisory Committee		via York Link and related channels
		2A.4 Support agri-tourism, agriculture-related uses, culinary tourism and on-farm diversified uses across York Region.	Partners: Nine local cities and towns, York Farm Fresh, Farm Fresh Ontario, Culinary Tourism Alliance, Aurora Armoury, Seneca Polytechnic	Ongoing (2024-2027)	<ul style="list-style-type: none"> Sharing guidelines and policies for agri-tourism, agriculture-related uses, and on-farm diversified uses across nine cities and towns Annual York Farm Fresh Maps promoted
	2B. Foster a supportive environment for equity-deserving and Indigenous communities in the sector.	2B.5 Explore opportunities to engage and build relationships with Indigenous communities related to agri-food initiatives.	Partners: The Mno Aki Land Trust, Chippewas of Georgina Island First Nation, York Region Food Network, Biindigen Wellness Centre, York University, Black Creek Village, Clearwater Farm, First Nations Agriculture & Finance Ontario	Ongoing (2024-2027)	<ul style="list-style-type: none"> Increased engagement with Indigenous communities
		2B.6 Conduct a research study to understand barriers and opportunities for equity-deserving entrepreneurs in the sector.	Partners: York University, Black Creek Community Farm, Rouge National Urban Park	2025	<ul style="list-style-type: none"> Complete research to understand barriers and opportunities for equity-deserving entrepreneurs in the sector
		2B.7 Enable equity-deserving agri-food entrepreneurs and business owners in York	Partners: Ecological Farmers Association of Ontario (Black farmer network), YSpace Food &	Ongoing (2024-2027)	<ul style="list-style-type: none"> Increased engagement with equity-deserving agri-food entrepreneurs

PILLAR	GOAL	ACTION ITEMS	POTENTIAL PARTNERS	TIMELINE	KPI / EXPECTED OUTCOMES
		Region to have access to entrepreneurship and innovation support services.	Beverage Accelerator, Seneca Polytechnic, VentureLAB, Treefrog Inc., FoodPreneur, Black Entrepreneurship Alliance, Rouge National Urban Park, Clearwater Farm, First Nations Agriculture & Finance Ontario, Sundance Commons		<ul style="list-style-type: none"> Number of programs supported and promoted
	2C. Promote climate resilience in the sector.	2C.8 Conduct research study to identify climate change impacts and programs for the agriculture and agri-food sector in York Region.	Partners: Public Works	2025	<ul style="list-style-type: none"> Complete study that identifies climate change impacts to the agriculture and agri-food sector
		2C.9 Generate awareness and promote climate change and circular economy programs through success stories.	Partners: York Region Public Works, Community and Health Services, Nine local cities and towns, York University YSpace, Seneca Polytechnic, ventureLAB	Ongoing (2024-2027)	<ul style="list-style-type: none"> Promote programs via York Link and bi-monthly agri-food newsletter Participate in the Climate Change Working Group meetings Complete research to identify sectors and businesses that are most vulnerable Quarterly business communications to showcase applicable programs, events and solutions

PILLAR	GOAL	ACTION ITEMS	POTENTIAL PARTNERS	TIMELINE	KPI / EXPECTED OUTCOMES
OUTREACH, EDUCATION AND COMMUNICATION	3A. Raise the profile of the local agriculture and agri-food sector.	3A.1 Develop and execute an agri-food communications plan to communicate the impact of York Region's agriculture and agri-food sector and the importance of the land base for sector growth at local and provincial levels.		2025-2027	<ul style="list-style-type: none"> Development and execution of agri-food communications plan Increased awareness and support of local food initiatives
		3A.2 Develop business success stories, spotlights and case studies to showcase the importance of agri-food businesses across the value-chain.	Partners: York Region Federation of Agriculture, Food and Beverage Ontario	2025-2027	<ul style="list-style-type: none"> Number of case studies/success stories per year Promotion via York Link and bi-monthly agri-food newsletter
		3A.3 Collaborate with local, regional and provincial agriculture and agri-food organizations on local food projects, support and participate in related events.	Partners: York Region Food Network, GHFFA, and York Farm Fresh Associations, HMGA, local Fall Fairs (e.g., Markham, Sutton, Woodbridge, Schomberg), Rouge National Urban Park	Ongoing (2024-2027)	<ul style="list-style-type: none"> Number of partners engaged Number of agri-food related events supported
	3B: Strengthen communication and collaboration	3B.4 Communicate and promote funding opportunities to agri-food businesses.	Partners: York University YSpace, Canadian Food Innovation Network, York Soil & Crop Improvement Association	Ongoing (2024-2027)	<ul style="list-style-type: none"> Funding opportunities communicated in bi-monthly newsletters

PILLAR	GOAL	ACTION ITEMS	POTENTIAL PARTNERS	TIMELINE	KPI / EXPECTED OUTCOMES
	to support sector development.	3B.5 Coordinate and collaborate on agriculture and agri-food programming across York Region and nine local cities and towns.	Partners: York Region Public Works, Public Health, Community and Health Services, Nine local cities and towns	Ongoing (2024-2027)	<ul style="list-style-type: none"> Attend York Region Food Collaborative meetings Meetings with local agriculture and agri-food economic development and planning staff to ensure alignment with agriculture and agri-food related programs
		3B.6 Continue to support and administer the Agriculture and Agri-Food Advisory Committee.	Partners: York Regional Clerks, Agriculture and Agri-Food Advisory Committee	Ongoing (2024-2027)	<ul style="list-style-type: none"> Up to five Agriculture and Agri-Food Advisory Committee meetings annually Integrated report to York Regional Council with the Economic Development Action Plan
	3C. Build capacity and prioritize impactful education for sector growth.	3C.7 Collaborate with York Region community health partners to support food skills, food literacy and agricultural education activities.	Partners: York Region Community and Health Services, Public Health, York Region Food Network, York Federation of Agriculture, You're the Chef Food Literacy Program, Local Fall Fairs (e.g., Markham, Sutton, Woodbridge, Schomberg), Rouge National Urban Park, York Region District School Boards	2027	<ul style="list-style-type: none"> Number of presentations/workshops Number of participants attending workshops

PILLAR	GOAL	ACTION ITEMS	POTENTIAL PARTNERS	TIMELINE	KPI / EXPECTED OUTCOMES
		<p>3C.8 Collaborate with industry associations and partners to host education and capacity-building workshops for agri-food businesses in response to emerging business challenges and opportunities.</p>	<p>Partners: OMAFA, the Ontario Ministry of Rural Affairs, agriculture and agri-food sector subject matter experts, York Region Federation of Agriculture, GHFFA, York Region Soil and Crop Improvement Association, local commodity organization representatives</p>	<p>Ongoing (2024-2027)</p>	<ul style="list-style-type: none"> • Number of participants engaged • Number of workshops
		<p>3C.9 Undertake on-going agriculture and agri-food sector analysis to identify sub-sectors of relevance to the Region and develop a list of agriculture and agri-food sector businesses from farms, food processors, retailers to food service.</p>	<p>Partners: OMAFA, GHFFA</p>	<p>Ongoing (2024-2027)</p>	<ul style="list-style-type: none"> • Develop a profile for the agri-food sector • Develop agri-food business list