From Hierarchy to Panarchy:

Case Study of a Ten Year Transition Towards More Sustainable Supply Networks

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University of Toronto 2006

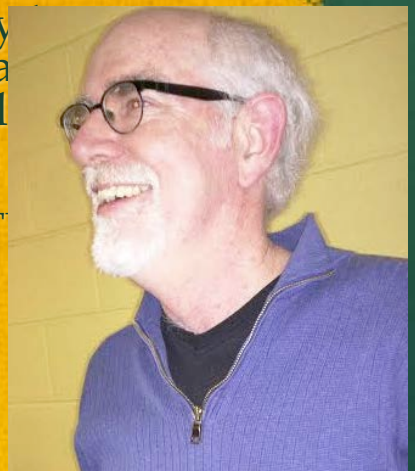
LFP Makes a Splash in North America

Toronto university begins dance with "local and sustainable" food

Biggest school on the continent agrees to buy good food from the biggest protected chunk of farmland in North America, in a signal that universities everywhere may
movers and sha
sustainabil

RODALE INSTIT

Lori Stahlbrand, President



Rod MacRae, Consultant on Standards

Mike Schreiner, VP

Three Goals:

1. Civil Society

LFP: Public procurement or "the Public Plate" (Morgan and Sonnino)

as a means to "scale up" local food networks of sustainable farmers, artisans, chefs, distributors, services, retail…and eaters

Therefore, to reconstruct territorial infrastructures marginalized by corporate long distance logistics

Implicitly, this implies: to marginalize de-territorialized corporate suppliers and logistics (and food)

Three Goals:

2. Public University

Rankings Among Universities : Quality of Student Life

Student Activism about food quality and sustainability

Champions

Three Goals:

3. Transnational Food Service Corporations

Do what is necessary to win the contract

Find out what LFP required in its certifications

Ten Year Later: 2016

LFP:

LAND FOOD PEOPLE Foundation

From the LFP website (Nov.20, 2016):

"Having enjoyed almost a decade of groundbreaking achievements, it is time for the organization to enter a new chapter. While continuing to support our current farm certifications, we will be taking some time to reassess LFP's certification and market facilitation programming..."

University of Toronto

Jaco Lokker
Director of Culinary Operations and Executive Chef

"U of T downtown campus to use kitchen, not supplier, to provide fresh food for students

University to cut ties with food service provider, Aramark, as schools aim to satisfy growing appetite for fresh meals among post-secondary students."

- **TORONTO STAR**, Tues., June 7, 2016

End of Lock-In: From Hierarchical to Distributed Supply Networks

2005: all food services in exclusive 10-year contract with transnational corporation winning RFP

2016: corporations are out of the supply chain; University now gets good prices by centralizing its own purchases for its many decentralized food services;

Many purchases made through networks of chefs and VP Lokker with local farmers

What Changed for University?

University could not monitor daily resistance of Aramark

Lokker was consistent champion who

- gradually took over monitoring of contract
- eventually became head of food services

Network of suppliers built up over 10 years: 65% local, of which 17% LFP (existing certification continues)

University food services learned to

- reskill and pay cooks,
- reduce waste,
- work with suppliers to control costs while giving them stable market

University took over reconstructed territorial connections (vegetables, fruit, dairy…) to self-cater

Source: Stahlbrand 2016 (ms)

What changed for Sustainable, Territorial Suppliers?

Norfolk Fruit Growers coop shifted from Europe to 80% Ontario

Harmony Organic Dairy (already Ontario) could improve animal welfare because of U of T sales

Carron Farms (Holland Marsh) diversified and shifted to local markets, including U of T

Other institutions moved to LFP and to better food

LFP's dozens of staff carry their experiences and knowledge into the community of food practice

Source: Stahlbrand 2016 (ms)

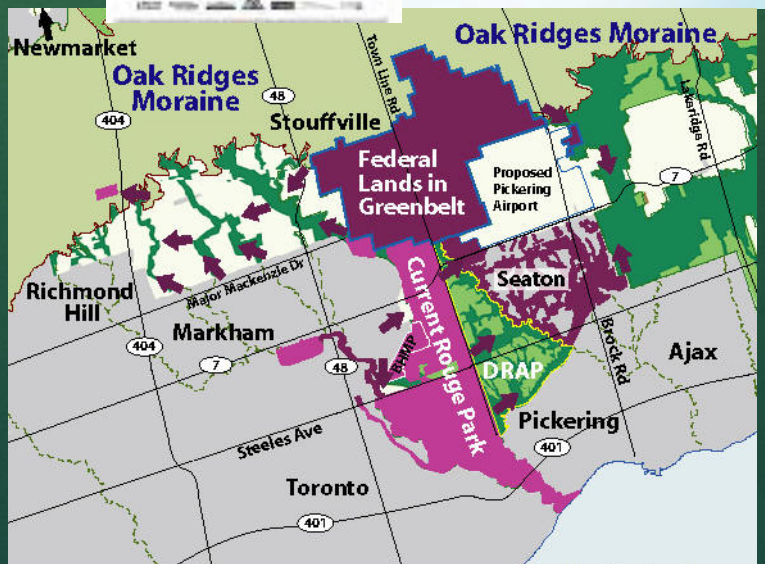
What Changed for the Public Sector?

Joshna Maharaj, Activist Chef

collaborative infrastructure and alliances for the future;—project ended after two years, but moved on to Ryerson University, Public Television……

A decade of (still small) changes in food culture and food policy

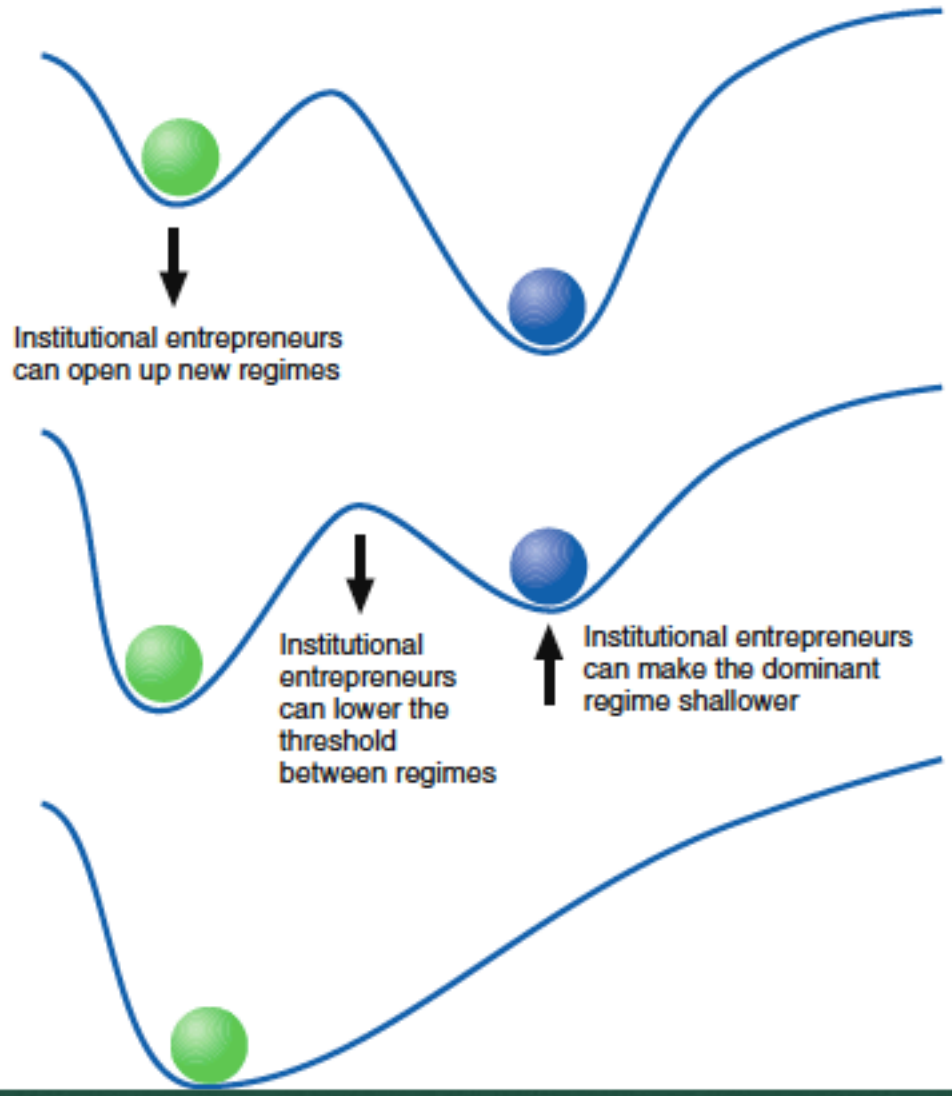
- Bill 36 2013
- An Act to enact the Local Food Act, 2013, and to amend the Taxation Act, 2007 to provide for a tax credit to farmers for donating certain agricultural products that they have produced



Resilience: Linking Ecology and Society/Politics

- Adaptability = old definition of resilience as ability to withstand shocks
- New approaches redefine resilience as adaptability and transformability: capacity to shift to a different equilibrium state
- Lock-ins (traps) = "bad resilience" when a system is prevented from transforming or renewing

A Transformability Model

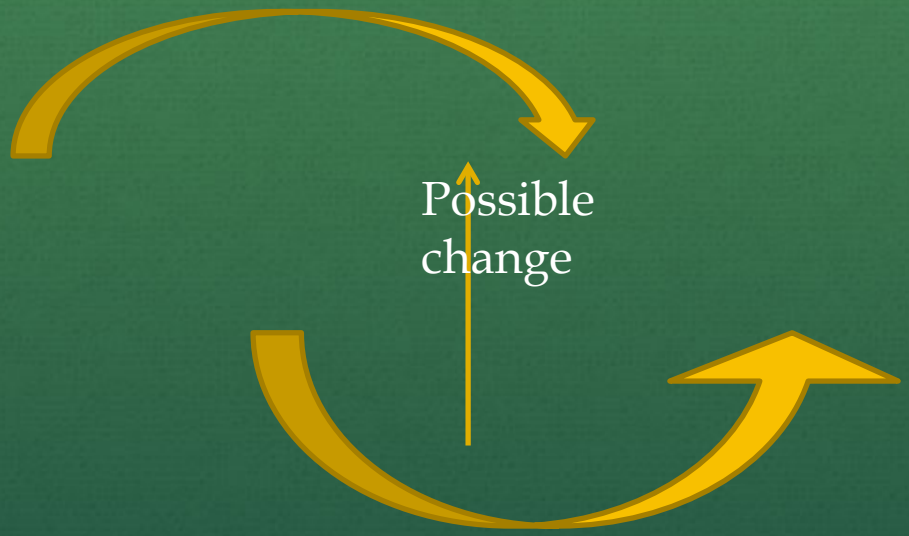


TIME 1 – Innovation regime (left) is shallow and unstable, dominant regime (right) is deep and stable.

TIME 2 – Innovation regime's basin of attraction is deeper and more stable, dominant regime's basin becoming shallower and less stable

TIME 3 – Innovation regime's basin of attraction is deep and stable; resources of previous dominant regime now drawn into innovation regime to create a transformed system

Strategic Timing



Understanding Transformability

- "how to understand the sequence of events that led to a new governance mode, overcoming path dependence ("lock-in"), and transforming into a different trajectory with changed human-environmental interactions and feedbacks." (Olsson et.al. 2014).

- Scales of change: not up-down but inside-out and outside-in (Wendt)

- "Institutional entrepreneurs" are both inside and outside, and need not survive the transformation they have initiated and guided

ADAPTIVE CYCLE

The adaptive cycle exhibits two major phases (or transitions).

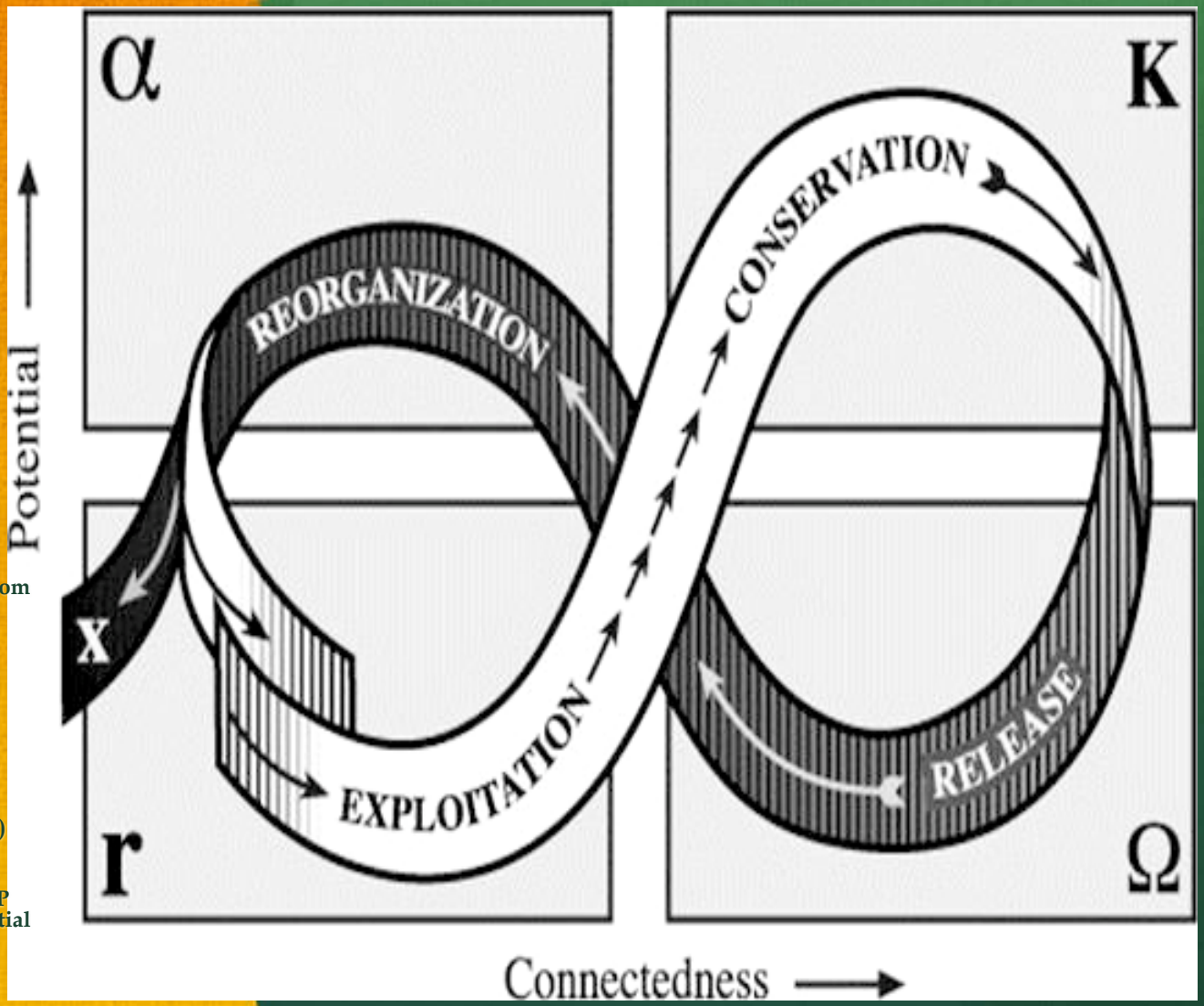
The first, often referred to as the foreloop, from r to K, is the slow, incremental phase of growth and accumulation.

The second, referred to as the backloop, from Omega to Alpha, is the rapid phase of reorganization leading to renewal.

There are two TRAPS:

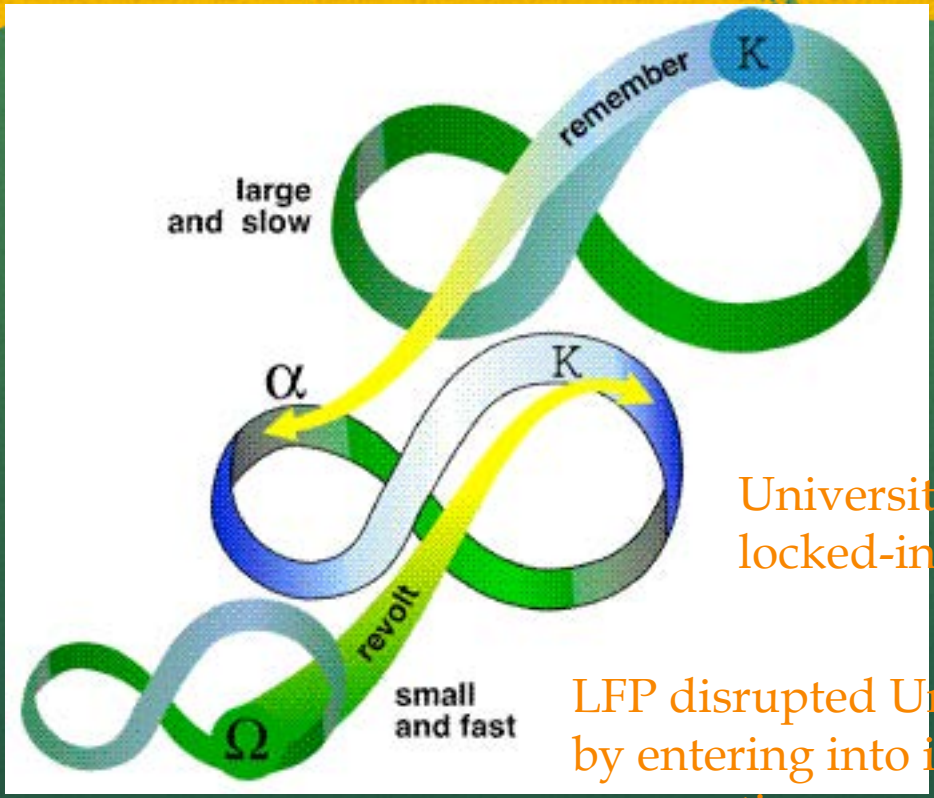
RIGIDITY TRAP (failure of maturity→release of resources)

POVERTY TRAP (failure of emergence from many potential possibilities)



p://www.resalliance.org/adaptive-cycle

PANARCHY



Food landscape is changed

University released resources locked-in by corps

LFP disrupted University-corporate tie by entering into it, but did not survive as an active organization

http://www.resalliance.org/panarchy

The Dance of Creativity, Conservation and Appropriation Continues…