

ONTARIO FOOD COLLABORATIVE

Strategic Plan 2016 - 2018







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Introduction and Background

The Ontario Food Collaborative was launched at a meeting convened by the Regional Municipality of York in November 2014. Thirty nine participating leaders from across the food system expressed a keen interest in the potential for taking joint action to decrease wasted food at the residential level through public education and shared messaging.

The Collaborative has a unique focus; that is, on the link between post consumer food waste reduction and healthy eating attitudes and behaviours.

This is the first strategic plan for the Ontario Food Collaborative for the period of 2016-2018.

Vision and Mission

VISION

All Ontarians eat well and no food is wasted.

MISSION

The Ontario Food Collaborative will bring together stakeholders to take a holistic food systems approach in supporting individuals and families to eat well and reduce food waste.

STATEMENT OF CORE PRINCIPLES

1. The Collaborative strives to be a multi-stakeholder group representing diverse food system stakeholders.
2. Collaborative members are committed to reducing food waste, promoting healthy eating, and improving the systems of support to positively affect these changes.
3. The Collaborative recognizes the important role of key food system stakeholders in encouraging and supporting decreased food waste and healthy and food choices by consumers and seeks to engage these stakeholders in the work of the Collaborative.
4. Shared leadership, collaboration and learning are core to achieving the mutually agreed upon objectives of the group. Collaborative members will share information, effective practices, resources, programs and work together on pilot projects where appropriate.

Collaborative Members

Core organizations that have been actively engaged throughout 2015 are:

City of London
City of Toronto
County of Simcoe
Durham Region
Halton Region
Middlesex-London Health Unit
Regional Municipality of York
Niagara Region
Province of Ontario (OMAFRA)
Provision Coalition
Region of Peel
Sustain Ontario
University of Guelph
York Region Food Network

A list of these founding members and their representatives is found in Appendix A.



Collaborative Objectives and Core Strategies

The objectives and strategies that will shape activities for the Collaborative and its Working Groups from 2016 – 2018 are outlined below. Detail on actions planned for the first year of implementation is included in Appendix C.

1. To develop a multi-stakeholder collaborative committed to food waste reduction and healthy eating by:
 - a. Building Relationships and Engaging Key Stakeholders
 - b. Ensuring Effective Internal and External Communication
 - c. Providing Planning and Operational Support
 - d. Engaging with Policy Makers and Identifying Policy Change Opportunities
 - e. Documenting Outcomes and Successes
2. To engage value chain stakeholders in partnerships and opportunities that are mutually beneficial and support the vision of the Collaborative by:
 - a. Researching and Mapping Value Chain Stakeholders
 - b. Identifying Strategic Partnerships and Pilots Across the Value Chain
3. To educate and empower citizens through collaborative cross-promotion of food waste reduction and healthy eating strategies by:
 - a. Researching and Documenting Promising Practices
 - b. Sharing Information on Promising Practices with Key Audiences
 - c. Creating Collaborative Messaging Opportunities
4. To build consensus around categories, and act as a clearinghouse, for data and methodologies to measure food waste, healthy eating and contributing factors by:
 - a. Sharing Information across Municipality on Food Waste and Healthy Eating Metrics
 - b. Creating a Platform for Data Hosting
 - c. Engaging in Municipal Pilot Projects for Data Collection and Sharing
 - d. Identifying and Capitalizing on Research Partnerships

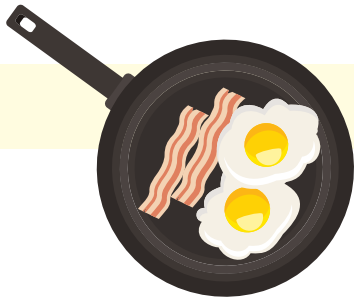


Intermediate Outcomes: Targets for 2016 - 2018



An Effective Collaborative

- Membership is diverse and reflects a balance of groups and individuals committed to food waste reduction and healthy eating
- Members are actively engaged and benefit from the added value of belonging to the collaborative
- A platform for communication with members and other stakeholders is in place
- Policy makers are engaged and understand how their portfolios link to food waste reduction and healthy eating issues



Effective Partnerships

- Stakeholders across the value chain share effective practices on food waste and health eating
- Consumer-focused food waste pilot projects are implemented with diverse food system stakeholders



Effective Messaging

- Promising practices in food waste reduction and healthy eating are documented and shared
- Collaborative partners are sharing and using common messaging and objectives



Effective Metrics

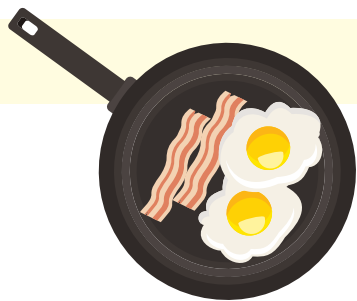
- A culture of collaboration exists among municipalities and a common platform is available to input and share data in common
- Members are aggregating, using, sharing and comparing data
- Research partnerships are initiated

Long Term Outcomes - 2018 and Beyond



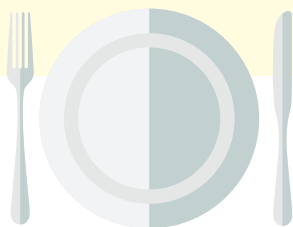
An Effective Collaborative

- The collaborative will be recognized as a collective and influential voice on issues of food waste reduction and healthy eating
- Key audiences will have a broader awareness of the issues related to food waste and healthy eating
- The collaborative is seen as an idea lab and source of innovative information and effective practice
- There is a clear case for policy change based on collective practice and common data
- Policy changes will result in reduced food waste and positively impact contributing factors related to healthy eating



Effective Partnerships

- Key stakeholders across the value chain will be actively engaged in the Collaborative
- There will be alignment of food waste and healthy eating work across municipalities and stakeholders
- Value chain stakeholders will achieve triple bottom line benefits
- Members will meet food waste reduction and health related goals
- There will be stronger local food systems



Effective Messaging

- Common messaging will be created using shared approaches to data collection
- Common messaging will influence promotion strategies and outcomes across food system stakeholders
- The value of food and food waste will be redefined
- Consumers will improve their health, save money on food and municipal infrastructure, and reduce food waste



Effective Metrics

- There will be greater consistency in definitions and data collection approaches
- Stakeholders will have greater confidence in the data
- Municipalities will have the capacity to compare and adapt practice based on data
- There will be greater understanding of the links between healthy eating and food waste reduction
- New links will be made using data and research to make the case for food waste reduction and healthy eating

APPENDICES





Appendix A: Founding Members

CITY OF LONDON

Anne Boyd

CITY OF TORONTO

Charlotte Ueta

COUNTY OF SIMCOE

Willma Bureau

DURHAM REGION

Kristy Brooks

HALTON REGION

Nicole Watt

Shirley McLean

Jessica MacKay

MIDDLESEX-LONDON HEALTH UNIT

Ellen Lakusiak

REGIONAL MUNICIPALITY OF YORK

Tracey Carrigan

Lindsay Milne

Vicki Puterbough

Julie Hordowick

Becky Hester

Candice Einstoss

Rita Foscarini

NIAGARA REGION

Sherri Tait

Kim Ouelette

PROVINCE OF ONTARIO (OMAFRA)

Don Mills

PROVISION COALITION

Meena Hassanali

REGION OF PEEL

Erwin Pascual

Karyn Hogan

Sahra Nalayeh

SUSTAIN ONTARIO

Phil Groff

UNIVERSITY OF GUELPH

Kate Parizeau

YORK REGION FOOD NETWORK

Joan Stonehocker



Appendix B: Strategic Planning and Collaborative Development

COLLABORATIVE FORMATION

- An initial meeting of key stakeholders was convened by the Regional Municipality of York in November 2014 resulting in a decision to proceed with the development of the Collaborative

OUTCOMES MAPPING AND COLLABORATIVE STRUCTURING

- A meeting in April 2015 resulted in the following:
 - » Vision and principles documented in 2014 were reviewed and revised
 - » Common interests of founding members and the proposed benefits of the Collaborative were detailed
 - » Working back from benefits and outcomes identified, objectives were articulated into a logic model
 - » A Steering Committee was appointed
 - » Three initial Working Groups were formed (Strategic Messaging, Food System Stakeholders, and Metrics and Indicators)
 - » Templates were developed for Working Group and Steering Committee terms of references, action planning and reporting

STEERING GROUP AND WORKING GROUP ACTION PLANNING

- From April through September 2015, the Steering Committee and Working Groups were convened in conference calls to develop their Terms of References and action plans
- An accountability structure for communication across Working Groups was created
- Leads for each Working Group and a liaison to each on the Steering Committee were assigned
- The Collaborative logic model was further refined

STRATEGIC PLANNING

- A draft Strategic Plan and Member Agreement was drafted in Fall 2015
- In January 2016 the Collaborative met to map food system stakeholders and potential partnerships and discuss definitions of food waste
- Strategic plan was presented and approved by the Collaborative
- A draft Member Agreement was reviewed

OPERATIONALIZING THE PLAN

- In 2016 – 2017, the Steering Committee and Collaborative Working Groups will be self managed
- Administrative support will be provided by the Regional Municipality of York, with co-ordination through the Steering Committee, and in-kind leadership and resources contributed by other Collaborative members
- An information sharing platform will be developed to facilitate communication among members
- A meeting of the Collaborative is planned fall 2016 to assess progress on the plan

Appendix C: Working Groups and Activity Plans – 2016-17

STEERING COMMITTEE

Immediate Actions – 6 Months

1. Establish protocol for Steering Committee meetings (technology platform, timing, etc.)
2. Confirm core foundational documents
 - a. Vision, mission and principles – done
 - b. Complete strategic plan
3. Develop branding
 - a. Research on names, brand, logo etc.
 - b. Seek buy in from larger Collaborative for branding
4. Confirm structure for the Collaborative
 - a. Confirm Working Groups and leads – done
 - b. Define Collaborative membership levels and benefits
 - c. Identify roles, expectations, commitment, resources
 - d. Create and seek buy in to Memorandum of Understanding
 - e. Confirm Terms of Reference for Collaborative and Working Groups
 - f. Identify where Research/Analysis fits within larger Collaborative
5. Establish approach to monitoring and communicating around work of Working Groups – done
6. Represent Collaborative at key meetings and conferences
7. Invite and engage new stakeholders/members as needed
8. Manage and monitor resource inputs to Collaborative project management

Actions – 2016-2017

1. Identify resources and seek buy in to resource Collaborative from 2016 – 2018
2. Develop and implement Communication Plan
 - a. Determine and seek agreement on core messages to represent Collaborative to external groups/constituencies
 - b. Research and recommendations on approaches and platforms for internal information sharing/communication; seek buy in from Collaborative
3. Represent Collaborative at key meetings and conferences
4. Invite and engage new stakeholders/members as needed
5. Continue to monitor and communicate around work of Working Groups
6. Manage and monitor resource inputs to Collaborative



FOOD SYSTEM STAKEHOLDERS WORKING GROUP

Immediate Action – 6 Months

1. Develop criteria for identifying stakeholders
2. Identify and scope stakeholders
3. Leverage Collaborative member relationships with value chain organizations
4. Work with Metrics and Indicators Working Groups and Steering Committee in establishing a definition for food waste to be used for the Collaborative

Actions – 2016-2017

1. Continue to map the “Who’s Who” of value chain stakeholders involved in food waste reduction initiatives
2. Create list of organizations whose goals align with that of the Collaborative
3. Develop a “sell sheet” of why organizations should be involved in conjunction with the steering working group; What’s in Healthy Food/Food Waste for all stakeholders
4. Identify and seek synergies with value chain stakeholders
5. Where synergies exist, identify strategic partnerships and potential pilots

STRATEGIC MESSAGING

Immediate Action – 6 Months

1. Confirm Working Group membership
2. Define roles related to external communication, messaging and information sharing with Steering Committee
3. Research and document promising practices linking healthy eating with food waste reduction among other Collaborative members, other food system stakeholders (with Food System Stakeholder Working Group) in Ontario, and those in other jurisdictions

Actions – 2016-2017

1. Ensure communication of effective and up to date messaging linking healthy eating with strategies for food waste reduction to Collaborative members and key other stakeholders
2. Clarify target populations and stakeholders
3. Assess indicators of success for common messaging
4. Set up a spreadsheet for those doing work or wanting to do work in common messaging
5. Gather and assess all materials for broader replication
6. Continue to identify, document and share promising practices
7. Develop a plan and approaches for common messaging, using Strategic Framework Analysis and/or other tools



METRICS AND INDICATORS WORKING GROUP

Immediate Actions – 6 months

1. Identify and add or replace Working Group members to ensure representation from both food waste and health representatives
2. Convene meeting of public health representatives from Collaborative and other allies (e.g. PHO and Ontario Epidemiologists) to:
 - a. Discuss current data and indicators related to healthy eating and food waste reduction
 - b. Identify where information is documented (at federal, provincial or municipal level) and which municipalities currently have access to what data
 - c. Identify gaps
 - d. Identify other sources of data (e.g. municipal market research) in Ontario and other jurisdictions linking healthy eating to food waste reduction
 - e. Develop recommendations on key healthy eating indicators that might be monitored and shared across municipalities
3. Convene meeting of municipal food waste and research representatives to discuss the definition of food waste (avoidable/unavoidable/possible) to be adopted for the Collaborative and pilot projects (with members of the Food System Stakeholders Group and SC)
4. Plan a scan of municipal food waste and health data collection methods and indicators

Actions – 2016-2017

1. Identify and agree on a common definition of food waste for further research and data collection
2. Implement and report on the scan of municipal food waste and contributing factors data collection approaches and timelines
3. Identify resources and seek buy in for approaches to sharing/hosting and/or aggregating data
4. Seek buy in and plan a municipal pilot project to collect and contribute baseline data using common measurement approaches and definitions of food waste
5. Identify possibilities for engaging researchers and resourcing a research project with University of Guelph (with Steering Committee)



