

*A Possibility
Conversation –
Activating Change
Together*

ONTARIO FOOD AND NUTRITION STRATEGY

*A debriefing report from proceedings of the June 23, 2011 Think Tank hosted
by the Ontario Collaborative Group on Healthy Eating and Physical Activity*

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Dietitians of Canada

Liz Rykert, Meta Strategies

D'Arcy Farlow, Ontario Healthy Communities Coalition – Healthy Communities Consortium

Laura Tousaw, University of Guelph, MHP candidate and proceedings report author

Ontario Collaborative Group on Healthy Eating and Physical Activity – OFNS planning group (Lynn Roblin, Rebecca Truscott, Rhona Hanning, Carol Dombrow, Leslie Whittington-Carter, Sharon Zeiler, Fatima Jorge)

“Behaviour change is the recipe for Canada to get ahead. **Collectively**, we need to change the way we collaborate, the way we work together and the way we set policy.”

- Gaëtan Lussier, Canadian Agri-Food Policy Institute Chair

Introduction

Background on the Ontario Collaborative Group on Healthy Eating and Physical Activity

Lynn Roblin, Chair of the Ontario Collaborative Group on Healthy Eating and Physical Activity (OCGHEPA) provided background on the collaborative group's involvement with an Ontario Food and Nutrition Strategy and the purpose of the think tank.

Important evidence links poor diet, physical inactivity and obesity in the population to several chronic diseases such as cardiovascular disease, some cancers and type 2 diabetes. The Ontario Collaborative Group on Healthy Eating and Physical Activity (OCGHEPA) addresses the individual, cultural, social, economic and environmental determinants of healthy eating, physical activity and healthy weights. Translating this evidence to impact the health of all Ontarians requires the coordination of research, surveillance, intervention, development, advocacy and healthy public policy to ensure that these components are in place.

Our mission is to improve the health of all Ontarians by advancing healthy eating and active living initiatives through strategic partnerships, knowledge exchange and collective action.

Our vision for 2015 is an Ontario that supports healthy eating and active living for all.

We envision Ontario becoming the healthiest province in Canada through an inclusive participatory approach that leverages the strengths, energy and resources of the various ministries within government and other important health partners and stakeholders.

A population-based framework guides the work of the Ontario Collaborative Group on Healthy Eating and Physical Activity. Population-level approaches are intended to shift the risk of entire populations by focusing on the upstream causal factors which account for the distribution of risk in society and on all people, rather than targeting only those individuals most at risk. However, the group recognizes that special consideration needs to also be given to reduce inequities in health. The Ontario Collaborative Group on Healthy Eating and Physical Activity is a forum to advocate for comprehensive approaches to address these issues, achieved by meeting to discuss key issues, providing advice, and supporting concerted action. The Canadian Cancer Society, Ontario Division provides Secretariat support to the Ontario Collaborative Group on Healthy Eating and Physical Activity.

See Appendix A for list of member organizations.

Introduction

History of the Ontario Food and Nutrition Strategy

Work towards a comprehensive provincial food and nutrition strategy commenced in response to the alarming health, economic and social statistics related to the burden of chronic disease in Ontario and Canada, of which unhealthy eating and physical inactivity are strong risk factors. Ontario's health care costs reached 46% of the province's total operating budget (\$44.6 billion) in 2008/09. By 2022, they are projected to reach 70%. Moreover, the number of Ontarians over 65, the most frequent users of the health care system, is expected to double to 8 million over the next 20 years. At the same time, childhood obesity has tripled since 1981 (Sparling, 2010).

At least 80% of premature heart disease, stroke and type 2 diabetes, and 40% of cancer could be prevented through healthy diet, regular physical activity and avoidance of tobacco products (World Health Organization [WHO], 2005). Cost-effective interventions exist – the most successful strategies have employed a range of population-wide approaches combined with interventions for individuals. Using these approaches, Canada has already made important gains in reducing chronic disease death rates. The World Health Organization estimates that from 1970 to 2000, over 1 million cardiovascular disease deaths were averted in Canada (WHO, 2005).

Numerous programs and initiatives are currently offered by many different ministries and organizations within the province without the coordination of a broad based provincial action plan. Improved linkages with emphasis on multi-sectoral planning through an overall food and nutrition strategy may improve the outcomes of all of these initiatives. This, in turn, may contribute to a population that is better nourished, healthier and more productive, while at the same time lowering health care and social costs.

In May of 2009 the OCGHEPA recognized the need for a more comprehensive approach in the area of food and nutrition to promote the health and wellness of all Ontarians. By the fall of 2009, a small working group had been formed to discuss a strategy and the need for a consultant. By March of 2010 a consultant was hired and supported by Cancer Care Ontario to assess Ontario's current capacity to take action on a comprehensive food and nutrition strategy. The tangible result of this endeavour was the creation of the *Phase 1, Development of a Food and Nutrition Strategy: Background Document*, released in September 2010, which identified opportunities, priorities and recommendations for action. The Phase 1 document was shared widely with OCGHEPA members, the Ontario Chronic Disease Prevention Alliance and key ministry representatives. Subsequently, a Phase 2 discussion paper titled *A Collaborative Inter-ministerial Approach to Developing an Ontario Food and Nutrition Action Plan for Population Health* was prepared that summarized the opportunities, priorities and recommendations for action in the Phase 1 document. This report was intended to initiate the development process by generating and facilitating dialogue surrounding a comprehensive food and nutrition strategy.

Members of OCGHEPA met with numerous government officials, staff and other health partners and stakeholders to discuss the work accomplished to date and gauge interest and support towards the creation of a provincial food and nutrition strategy. The next step in the process was to host a think tank event where numerous partners and stakeholders were invited to participate in a working day devoted to defining strategic next steps. The *Ontario Food and Nutrition Strategy: a Possibility Conversation – Activating Change Together* think tank was held on June 23, 2011 at the Canadian Cancer Society. This report summarizes the proceedings from the day.

Introduction

Purpose of the Think Tank

The objectives of the think tank were threefold:

- To begin to activate momentum for the creation of an Ontario Food and Nutrition Strategy that will align the common goals of government representatives and key stakeholders to stimulate significant positive change for healthy individuals and communities;
- To initiate the discussion on working collaboratively on establishing overall goals and actionable next steps in the development of a comprehensive Ontario Food and Nutrition Strategy;

To start to engage participants in opportunities for further collaboration and identify potential leaders for Ontario Food and Nutrition Strategy development.

Proceedings

National Initiatives

Rebecca Truscott, Vice Chair of OCGHEPA, provided an overview of recent initiatives happening at the national level addressing food and nutrition issues. These included, but are not limited to:

- ***The People's Food Policy Project and Food Secure Canada's 'Resetting the Table: A People's Food Policy for Canada', April 2011***

This initiative was a collaborative process in which thousands of citizens came together to create a food policy that reflects the perspectives of Canadians. Ideas and visions for a healthy, just and ecological Canadian food system were identified.

www.peoplesfoodpolicy.ca/home

- ***Canada's Agri-food Policy Institute's 'Canada's Agri-food Destination: A New Strategic Approach', February 2010***

This report emphasizes the need for commonly held, long-term goals with precise targets to maximize Canada's agri-food sector potential. This will promote nutritious and safe food, responsibly produced food and a reliable food supply.

www.capi-icpa.ca/destinations/CAPi-Destination_ExecSumm.pdf

- ***Canadian Federation of Agriculture's 'National Food Strategy', February 2010***

This strategy is an industry led initiative with an objective to develop a mission and long-term strategy for the food system together with all players along the food chain – from primary producers, input, distributors, processors, retailers and consumers.

www.nationalfoodstrategy.ca/

- ***Food Policies of the Federal Political Parties***

For the first time ever, food and food policy was in the political platforms of the New Democratic and Liberal parties of Canada leading up to the May 2011 federal election. Unfortunately, the present governing party, the Conservative party, did not present a food policy, nor are they currently working on one.

Liberal Party National Food Policy:

www.liberal.ca/newsroom/news-release/michael-ignatieff-commits-to-canadas-first-national-food-policy/

New Democratic Party (NDP) Canadian Food Strategy:

www.ndp.ca/press/new-democrats-call-for-national-food-security-policy

- ***Conference Board of Canada's 'Centre for Food in Canada', 2010-2011***

This multi-year initiative will address the major issues surrounding the many impacts of food on Canadians and work towards the creation of a shared vision for the future of food in Canada.

www.conferenceboard.ca/cfic/default.aspx

- ***University of Guelph's 'Loblaw Chair in Sustainable Food Production', April 2010***

This position will be the center of University of Guelph's research focus on creating robust food production systems through education, research, practice and outreach within the context of the essential elements of sustainability.

www.uoguelph.ca/news/2011/03/loblaw_u_of_g_a_1.html

- ***Richard Ivey's School of Business' 'Food and Health Advancing the Policy Agenda: Workshop Report', March 2010***

Participants of this workshop identified creating a Canadian food strategy and addressing childhood obesity as the two most important health and food priorities to address Canada's current health crisis.

www.ivey.ca/agri-food

- ***'Curbing Childhood Obesity: A Federal/Provincial/Territorial Framework for Action to Promote Healthy Weights' endorsed by all FPT Ministers of Health and/or Ministers of Health Promotion/Healthy Living, 2010***

Building on work already underway across the country, this framework is comprised of three integrated strategies including 1) making childhood overweight and obesity a collective priority for action; 2) coordinating efforts on supportive environments, early action and nutritious foods priority areas; and 3) measuring and reporting on collective progress. The Canadian Partnership Against Cancer had been identified as important leader and key partner for this work.

The Canadian Partnership Against Cancer has partnered with the Public Health Agency of Canada in March 2011 to hold a meeting of the Canadian prevention community to facilitate knowledge exchange and explore where collective action can advance policy recommendations into practice in the fight against childhood obesity.

www.phac-aspc.gc.ca/hp-ps/hl-mvs/framework-cadre/index-eng.php

- ***Joint Consortium for School Health, 2005***

This national partnership of federal, provincial and territorial governments across Canada work together to promote the health of children and youth in the school setting.

www.jcsh-cces.ca/

- ***Chronic Disease Prevention Alliance of Canada's Collaborative Action on Childhood Obesity***

This coalition is funded through the Canadian Partnership Against Cancer's Coalition Linking Action and Science for Prevention (CLASP) program. Its goal is to contribute to a reversal in the escalating trend of child and youth obesity by reducing the consumption of sugar-sweetened beverages and screen-time by Canadian youth, and decreasing the appeal and accessibility of unhealthy food choices while improving the availability of healthy alternatives at participating schools.

www.cdpac.ca/content.php?doc=168

Proceedings

Functional Areas of Capacity and Priority Mapping

Laura Tousaw, Master of Public Health Candidate from the University of Guelph, presented the results of a project that was completed for OCGHEPA. The project involved collecting, analyzing and synthesizing all think tank attendees' organizational goals, objectives and strategic priorities that align with the content priority areas that OCGHEPA identified as critical to the strategy – namely, chronic disease prevention, childhood obesity and food security. The purpose of the project was to identify areas in which capacities and priority areas overlap, and, in doing so, highlight opportunities for cohesive action in the creation of an Ontario Food and Nutrition Strategy.

The results of the project were two visual representations of the information collected. One demonstrates the shared capacities that attendee organizations, ministries and coalition groups possess that can be harnessed towards the creation of an Ontario Food and Nutrition Strategy (see Appendix B). The other demonstrates common priority areas of attendee organizations, ministries and coalition groups (see Appendix B). Only those organizations, ministries and coalition groups present at the think tank are displayed in the results. OCGHEPA certainly acknowledges that other key stakeholders are critical to the success of the Ontario Food and Nutrition Strategy and could contribute relevant capacities through common priorities.

The framework used to assess capacities of organizations, ministries and coalition groups was sourced from the Chronic Disease Prevention Alliance of Canada (CDPAC). The *Primary Prevention of Chronic Diseases in Canada: A Framework for Action* (CDPAC, 2008) document outlines critical functional areas of capacity that are required for the implementation of a comprehensive, chronic disease prevention model. While there are 11 capacities identified, only those deemed critical for the implementation of the 'next steps' outlined in the OCGHEPA's Background Document were discussed. Adjacent to all functional areas of capacity in the diagram are the attendee organization types that possess each respective capacity for potential contribution to an Ontario Food and Nutrition Strategy.

Priority areas of attendee organizations, ministries and coalition groups were mapped in a Venn diagram by the degree to which they align with the OCGHEPA's content priority areas identified for a comprehensive strategy. See Appendix C for a guide to all organizational acronyms in this diagram.

Lessons learned from these diagrams include:

- All stakeholders bring unique but equally important and needed capacities to the table
- Much of the work being done by stakeholders is quite interconnected
- Within shared priorities and interests are a diversity of perspectives and methods for addressing chronic disease prevention, childhood obesity and food security
- Champions exist in all priority areas whose experience and expertise can be drawn upon
- The potential exists to work together as an effective network

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Why is a Comprehensive Strategy Important?

Heather Manson, Director of Health Promotion, Chronic Disease and Injury Prevention at Public Health Ontario, spoke of the benefits, important elements and challenges of an Ontario Food and Nutrition Strategy.

There is considerable potential for a comprehensive food and nutrition strategy to improve population health outcomes and decrease health care costs. Nutrition is a major modifiable determinant of chronic disease and there is considerable evidence supporting the view that changes in diet have strong effects, both positive and negative, on health throughout life. The strategy should incorporate elements of accessible food, nutritious food and safe food while empowering people with food skills and information. It should be economically, environmentally, socially and culturally sustainable. Collaboration is needed among stakeholders in agriculture, food and health, including governments, food industry and local health organization. Challenges include leadership and coordination for a health outcome oriented vision that encompasses goal and objective setting, interventions, accountability and sustainability.

Relevant and existing chronic disease prevention, healthy eating and other frameworks were presented including:

- McAmmond, D. (2001). Promotion and Support of Healthy Eating: An Initial Overview of Knowledge Gaps and Research Needs. Ottawa: Office of Nutrition Policy and Promotion, Health Canada.
- Chronic Disease Prevention Alliance of Canada (2008). Primary Prevention of Chronic Diseases in Canada: A Framework for Action. Retrieved June 1, 2011 from <http://www.cdpac.ca/media.php?mid=451>
- Public Health Ontario Adaptation of CDPAC Core Capacity Framework: Utilization of a Primary Prevention Framework for Chronic Diseases in Ontario, Challenges and Opportunities, presented at the Canadian Public Health Association Centennial Conference, 2010
- Example of Application: Smoke-Free Ontario Scientific Advisory Committee, Strategy for Comprehensive Tobacco Control in Ontario
- Ontario Ministry of Agriculture, Food and Rural Affairs (2008). Food for Health, Figure 1: Core Components of OMAFRA's Food for Health Theme, and Figure 2: Conceptual Model of Relationship Between Food and Health. Retrieved June 1, 2011 from <http://www.omafra.gov.on.ca/english/research/priorities/foodforhealth.htm#figure1>
- Canadian Agri-Food Policy Institute (2009). Building Convergence: Toward an Integrated Health and Agri-Food Strategy for Canada. Retrieved June 1, 2011 from http://www.capi-icpa.ca/pdfs/BuildingConvergence_Summary.pdf

Questions for the group to consider were posed as follows:

1. What is the scope of a comprehensive food and nutrition strategy?
2. What are the key inputs into a comprehensive food and nutrition strategy?
3. What are the key intervention approaches?
4. How do we include settings, priority populations and a life-course approach?
5. Who needs to be engaged?
6. What are the key outcomes/impacts?

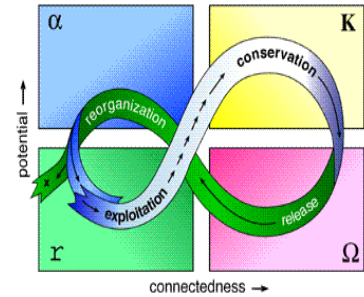
Proceedings

How do Dynamic Systems Thrive?

Liz Rykert, President of Meta Strategies and think tank co-facilitator, presented on the power of connections in complex systems. Current methods of addressing population health have produced bleak statistics. Disciplinary silos often work in isolation from others that share in many of the same interests (e.g. healthy population). This speaks to the need to rethink the approach taken in addressing population health issues in the complex adaptive systems within which we all operate.

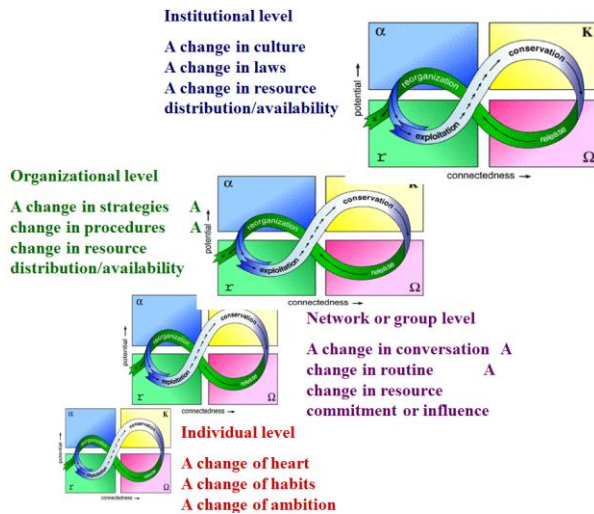
Working together as an effective network can bring about the emergent property of improved performance. Networks reflect the sets of relationships between stakeholders and patterns these relationships create. These patterns influence the quality of communication and the likelihood of collaboration and innovation within the network. We are all influenced by the actions of individuals within our networks. Nurturing interactions and relationships can harness the power to work well together, while not focusing on 'fixing' parts of the system or the individuals within.

Complex Adaptive Cycle



of Development Quadrant

The concept of relevant work being done across various scales, both horizontally (e.g. within different ministries) and vertically (e.g. municipal to provincial), was discussed. This creates a nested hierarchy, or panarchy, of cross-scale interactions and transformations that are both creative (quicker to take action, inventive, able to experiment and test) and conserving (more stable and tend toward conservation). All systems embedded within the broader system are essential to the cross-scale



Panarchy

interactions and functioning of the network. See figure below. Additionally, non-linearity is a characteristic of complex systems, meaning solutions to problems aren't always as simple as $a + b = c$.

There is a need for both bottom-up and top-down approaches to engage all parts of the system in the efforts ahead. Working more effectively together will promote the novel recombination of expertise and resources that can drive innovation towards a comprehensive Ontario Food and Nutrition Strategy. If we can tap into our differences we may be able to tap into some exciting new opportunities.

Finally, to create change and sustain innovation change is needed across three elements including;

1. Change in common behaviours and routines among stakeholders;
2. Change in common values and beliefs among stakeholders; and
3. Change in how resources flow within the network (Giddens, 1976).

These will be essential underpinnings to a successful strategy.

Discussion Points

There was group discernment regarding where the current Ontario Food and Nutrition Strategy effort lies on the complex adaptive cycle of development quadrant (Westley, 2002). Further discussion might assist the group to determine where different aspects of the change effort may lie at different levels of the hierarchy and hence assist them to determine effective strategies for different groups such as individuals versus policy makers.

It was noted that the external context that impacts the internal system must be taken into account. Looking 'up' one level (national, international) and 'down' one level (municipal, local) from where the strategy will operate can help in understanding the external context and direct development. The use of the ecological cycle as a metaphor for understanding systems change is useful when we are looking at such a diverse range of potential participants and interests.

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Sense-making Reflections

Liz Rykert engaged the group in a sense-making reflection to absorb and discuss the information presented thus far.

There was a general realization of the complexity inherent in the creation of an Ontario Food and Nutrition Strategy. This is given the widespread stakeholder group and diverse sector involvement required to address the broad content priority areas identified by OCGHEPA. The challenge will lie in the agreement on *one* Strategy – in identifying common goals and objectives that will serve stakeholders' self-interests while also contributing to the shared vision and defined outcomes of the strategy. The strategy could be composed of various smaller focus areas that address the diverse and multiple issues at hand. This will allow stakeholders to contribute in ways that are meaningful to them as organizations and that play on their strengths, expertise, capacity and priorities.

Another discussion point revolved around who should be involved in the Strategy (i.e. who is missing from the conversation?) and the need to build rich relationships amongst all stakeholders. It was noted that industry, agriculture, ethno-cultural, and other 'front-line' representation such as food banks were absent from the conversation. Their input and perspective, in addition to that of the general public, was deemed essential in the creation of a truly comprehensive strategy. Momentum and interest can be garnered through building a social movement with messaging and a non-professional lexicon that resonates with the general public and stakeholders alike. An example might be the creation of an Ontario Food and Nutrition Strategy Manifesto that stakeholders and the general public can sign that demonstrates support for the effort.

Once all necessary stakeholders are engaged, tension and conflict may arise given the diversity of interests, however this should not be avoided as these situations can often serve as a source of creativity in working towards solutions to complex problems. Additionally, multiple perspectives may generate new and complimentary ways of thinking and acting, which is essential for a comprehensive approach. Building relationships will be foundational to the collaborative nature and success of an Ontario Food and Nutrition Strategy.

Finally, a leading organization that possesses the necessary capacity to champion the Ontario Food and Nutrition Strategy will be needed. Given the breadth of the strategy there was strong suggestion by numerous participants on the need for a government ministry or agency to lead this effort.

Proceedings

Goal Setting

D'Arcy Farlow, consultant with the Ontario Healthy Communities Coalition and co-facilitator of the think tank, led the group in a goal setting activity, called 'One, two, four, whole group'. It involved each participant personally reflecting and recording on the following points:

- The two or three most compelling strategic priorities for a collaborative Ontario Food and Nutrition Strategy by 2015 (high level)
- The values that the strategy should embrace
- The benefits and most important aspects for you and your organization

Individual participants then met and discussed their reflections with one other person and synthesized their most important and compelling points. Pairs joined to form groups of four and repeated the process. The whole group then came together to discuss what goals emerged from the exercise for a comprehensive Ontario Food and Nutrition Strategy.

Goal Setting Activity Results

Process Goals – the 'how' of the Ontario Food and Nutrition Strategy

- The Strategy will embody significant political leadership and will align with government priorities (e.g. Ontario Public Health Standards and other municipal, provincial, federal and international directives) to augment political buy-in and increase sustainability.
- The Strategy will identify a central organizing principle to engage the interest and investment of multiple sectors and stakeholders.
- The Strategy will embody a system-wide approach with broad scale, horizontal and vertical participation. It will engage all sectors, work towards cross-sector policy implications and ensure local public engagement to high-level policy makers and urban to rural involvement.
- The Strategy will foster rich relationships between all stakeholders that are built on trust.
- The Strategy will link champions from various sectors together and form unlikely allies for a strong collaborative effort. It will emphasize the many ways in which food connects various sectors' work (e.g. Ministry of Education and healthy food for improved learning in school-aged children).
- The Strategy will emphasize comprehensive evaluation and learning components (e.g. what will be indicators of success?). Consider and explore non-traditional forms of evidence and

innovative models to tackle the complex issues at hand. Experimentation in the initial stages is part of the 'try-fail-try-fail-learn' process.

- The Strategy will require financial resources to move forward.

Content Goals – the 'what' of the Ontario Food and Nutrition Strategy

- The Strategy will be outcome-focused with emphasis on monitoring and evaluation.
- The Strategy will work towards health impact assessment of all policies.
- The Strategy will achieve multiple social, economic and environmental objectives surrounding food, nutrition and health.
- The Strategy will improve population health outcomes. This may not be immediately evident in the short-term as the process itself will require considerable time and effort to get off the ground.
- The Strategy will embrace the values listed below.

Values

- Accessibility
- Equity
- Inclusivity
- Diversity
- Accountability
- Sustainability
- Leadership
- Collaboration
- Trust
- Practicality

Benefits

- Value added for every stakeholder.
- Shared objectives that are mutually supportive of stakeholders' self-interests.
- Connections with other networks and sectors.

Proceedings

Priority Setting

The priority setting activity, called '25 gets you 10', involved each participant personally reflecting on the best idea they heard at the think tank for a collaborative Ontario Food and Nutrition Strategy. Participants were also asked what action might help move that idea forward. Ideas were written on recipe cards and subsequently traded amongst participants. Ideas were read and given a score out of 5 based on the perceived strength of the idea in the creation of an Ontario Food and Nutrition Strategy. Ideas with the highest cumulative scores were collected and considered priorities for moving forward with the process of creating a strategy. In no specific order they are:

1. Identify a coordinating body to champion the development of an Ontario Food and Nutrition Strategy (e.g. Provincial Food Policy Council or Premier's Council on Food and Nutrition).
2. Identify a central organizing principle (e.g. healthy children, local food, food security) as a rallying point to engage the interest and investment of multiple sectors and stakeholders.
3. Define the desired outcomes of the Ontario Food and Nutrition Strategy. This will help determine scope. What will be included in the strategy and focused on? What issues will be considered beyond the scope of the strategy (e.g. poverty)?

4. Proceedings

Inspirations from the Field

The 'Fishbowl' activity involved experts from various disciplines engaging in a semi-structured discussion regarding their expertise in food and nutrition policy and strategies. This allowed the broader audience to observe and reflect on the diversity of perspectives being shared, lessons learned from initiatives currently underway and the strategic alliances required for an Ontario Food and Nutrition Strategy.

'Fishbowl' participants included:

Name	Organization
Lauren Baker	Toronto Food Policy Council
Wayne Caldwell	University of Guelph Ontario Professional Planners Institute
Melody Roberts	Public Health Ontario
Cathy Mah	Ontario Tobacco Research Unit
Ellen Desjardins	University of Waterloo
Lynn Roblin	Dietitians of Canada/OCGHEPA

General discussions were had around the following topics:

- The field of urban and rural planning's connections to food, nutrition and health – e.g. public transit, walk-ability and food access (i.e. food deserts), zoning bylaws and amendments that support places to grow local food, built environment. This is becoming more important as arable land is lost to erosion and urban sprawl while the world's population increases at an alarming rate.

The Ontario Professional Planners Institute (OPPI) recently released a document titled *Healthy Communities and Planning for Food: Planning for Food Systems in Ontario, A call to Action*. This document calls on OPPI, planners, citizens and all stakeholders to make healthy community planning, and in particular, planning for healthy food systems, a priority. See the following link for the complete report:

www.ontarioplanners.on.ca/pdf/a_call_to_action_from_oppi_june_24_2011.pdf

- Japan has a national, inter-ministerial food strategy called '*Shokuiku*' (food education) currently in place that is coordinated by a division of the Cabinet Office. This initiative is legislation driven, based in the 2005 Food Education Basic Law, with core goals articulated and five-year national implementation plans that are to be adapted by localities. Individual citizens are expected to play a major role in the adoption of the policy. Key areas of focus include over and underweight, agriculture, education, and cultural promotion. Driving forces for the creation of this plan were declining public trust in the food system, changing social and cultural dynamics related to food, and concerns about domestic agricultural self-sufficiency.
- Lessons learned from tobacco cessation efforts include the significant time commitment needed to create a social movement regarding the health risk of a particular behaviour and the need for sufficient and reliable monetary resources and political buy-in to effect change.

Call to Action & Next Steps

A tag line for the Ontario Food and Nutrition Strategy was suggested: ***'Food to Grow ON – Healthy, Sustainable Access for All'***.

A Design Team was assembled on a voluntary basis to carry this work forward. Members are outlined in the table below.

Table 1. Ontario Food and Nutrition Strategy Design Team Membership

Name	Organization
Lauren Baker	Toronto Food Policy Council
Florentina G. Stancu-Soare /Joanne DiNardo	Canadian Cancer Society (Ontario Division)
Carol Dombrow	Heart and Stroke Foundation
Heather Manson	Public Health Ontario
Rhona Hanning	University of Waterloo
Jessica Wegener	University of Waterloo
Ellen Desjardins	University of Waterloo
Ravenna Nuaimy-Barker	Sustain Ontario
Cathy Mah	Ontario Tobacco Research Unit
Rebecca Truscott	Cancer Care Ontario, OCGHEPA
Lynn Roblin	Dietitians of Canada, OCGHEPA
Sarah Cox	Chief Medical Officer of Health's Office
Loretta Ryan	Ontario Professional Planner's Institute
Cindy Scythes	Ontario Public Health Association Nutrition Resource Centre
Pat Vanderkooy	Ontario Public Health Association Food Security Workgroup
Leslie Whittington-Carter	Dietitians of Canada

Ravenna Nuaimy-Barker from Sustain Ontario volunteered to convene the first follow-up meeting with the Design Team. It was agreed that rapid action within the next 90 days must be taken to maintain the momentum, interest and sense of urgency of the Ontario Food and Nutrition Strategy. An opportunity to share the Design Team's work is at Sustain Ontario's biennial conference titled 'Bring Food Home', held October 27-29, 2011 at Trent University in Peterborough. The upcoming provincial election being held October 6, 2011 also serves as an important deadline for readying an action plan for the incoming cabinet.

The Design Team will work towards the 'what' of the strategy. In addition to the three priorities for action mentioned on page 15, next steps might include the following:

- Build a social movement to garner further interest of all stakeholders, including the general public, in a comprehensive strategy (e.g. create an Ontario Food and Nutrition Strategy Manifesto that supporters can sign)

- Identify whose voice is missing in discussions surrounding the strategy, engage them and build relationships
- Define and gain consensus on the issues at hand as this will help direct appropriate solutions
- Identify who can provide needed human and financial resources
- Differentiate between work needed on the 'how' (process) and the 'what' (content) of the strategy – should one precede the other?
- Develop a prototype, 'straw dog' or concrete goals that the strategy might embody to serve as a starting point and stimulate discussion around the best approach to action in the initial stages of strategy development
- Determine smaller areas of focus within a broader, system-wide strategy for ease of management and stakeholder buy-in where their interests, expertise and priorities lie
- Leverage the strategy on current similar efforts within and across sectors (e.g. Toronto 2015 Pan/Parapan American Games, Healthiest Province campaign)
- Learn from other successful initiatives of this scale, both nationally and internationally (e.g. Japan)
- Engage academia for research support and funding opportunities

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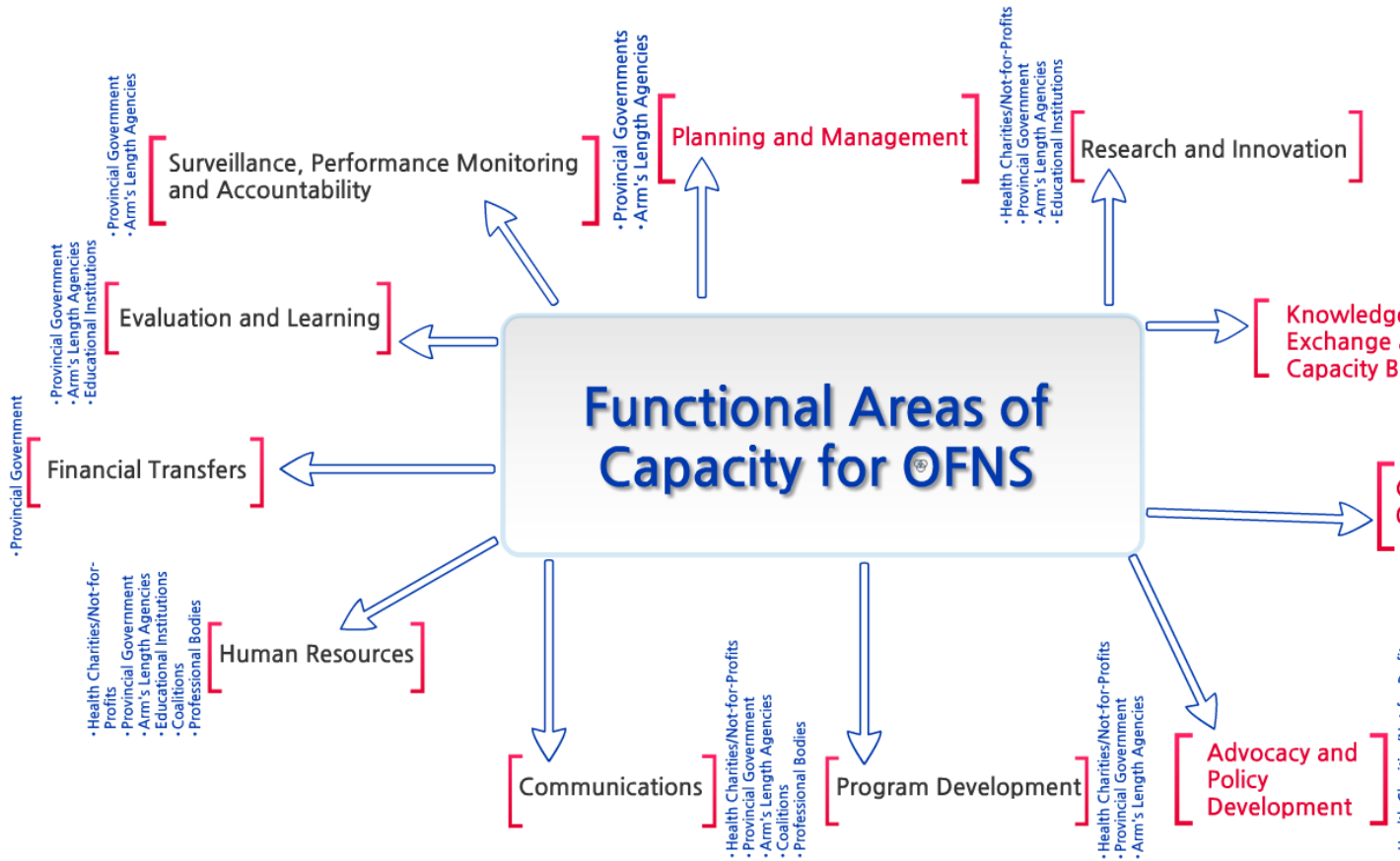
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Appendix A

Ontario Collaborative Group on Healthy Eating and Physical Activity Member Organizations

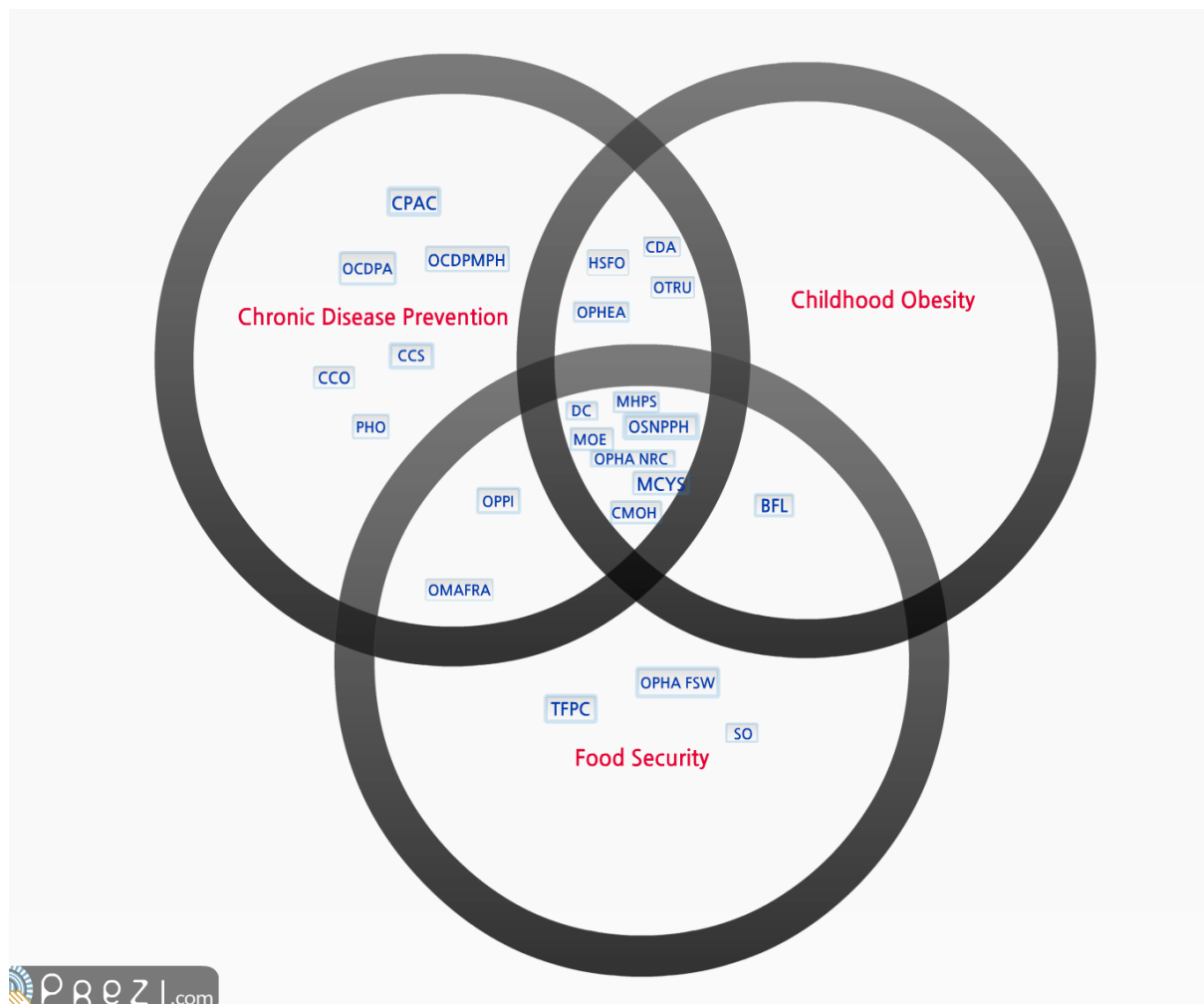
- Canadian Cancer Society (Ontario Division)
- Cancer Care Ontario
- Canadian Diabetes Association
- Dietitians of Canada
- Heart and Stroke Foundation of Ontario
- Ontario Chronic Disease Prevention Management in Public Health
- Ontario Ministry of Agriculture, Food and Rural Affairs
- Ontario Ministry of Health Promotion and Sport
- Ontario Public Health Association – Nutrition Resource Centre & Food Security Workgroup
- Ontario Society of Nutrition Professionals in Public Health
- Ontario Society of Physical Activity Promoters in Public Health
- Ontario Physical and Health Education Association
- Parks and Recreation Ontario
- Breakfast for Learning
- Participaction
- University of Guelph, Human Health and Nutritional Sciences
- University of Waterloo, Health Studies and Gerontology

Appendix B



Appendix B

Attendee Organization Priority Area Mapping



Appendix C

Ontario Food and Nutrition Strategy Think Tank: Participant Representation

Health Charities/Not-for-Profits	Acronym	Name of Representative(s)
Heart and Stroke Foundation of Ontario	HSFO	Sharon Brodovsky, Carol Dombrow
Canadian Diabetes Association	CDA	Sharon Zeiler
Canadian Cancer Society	CCS	Florentina Stancu-Soare, Fatima Jorge, Salima Allibhai-Hussein
Ontario Physical and Health Education Association	OPHEA	Chris Markham
Breakfast for Learning	BFL	Rebecca Noseworthy
Government Ministries	Acronym	Name of Representative(s)
Ontario Ministry of Agriculture, Food and Rural Affairs	OMAFRA	Tammy Tondevold, Jeff O'Donnell
Ministry of Education	MOE	Helen Moroz, Jennifer Munro-Galloway
Ministry of Children and Youth Services	MCYS	Julie Kerr
Ministry of Health Promotion and Sport	MHPS	Judith Wong, Colleen Kiel
Chief Medical Officer of Health's Office	CMOH	Sarah Cox
Arm's Length Agencies	Acronym	Name of Representative(s)
Cancer Care Ontario	CCO	Rebecca Truscott, Dafna Carr
Public Health Ontario	PHO	Heather Manson, Melody Roberts
Ontario Public Health Association Food Security Workgroup, Nutrition Resource Centre	OPHA FSW, NRC	Kim Ouellette, Pat Vanderkooy, Cindy Scythes
Ontario Tobacco Research Unit	OTRU	Catherine Mah
Canadian Partnership Against Cancer	CPAC	Deb Keen
Education Institutions	Acronym	Name of Representative(s)
University of Guelph	UG	Wayne Caldwell
University of Waterloo	UW	Rhona Hanning, Jessica Wegener, Ellen Desjardins
Coalitions	Acronym	Name of Representative(s)
Ontario Collaborative Group on Healthy Eating and Physical Activity	OCGHEPA	Lynn Roblin, Laura Tousaw
Ontario Society of Nutrition Professionals in Public Health	OSNPPH	Kathy Page
Ontario Chronic Disease Prevention Management in Public Health	OCDPMPH	Sari Simkins
Toronto Food Policy Council	TFPC	Lauren Baker

Sustain Ontario	SO	Ravenna Nuaimy-Barker
Professional Bodies	Acronym	Name of Representative(s)
Dietitians of Canada	DC	Leslie Whittington-Carter, Lynn Roblin
Ontario Professional Planners Institute	OPPI	Wayne Caldwell, Loretta Ryan
Other	Acronym	Name of Representative
Ontario Healthy Communities Coalition, Healthy Communities Consortium	OHCC	D'Arcy Farlow, co-facilitator
Meta Strategies		Liz Rykert, co-facilitator Robin Buyers