

Poll

Before we begin the 10 Lessons on Leveraging Institutional Food Purchasing Power webinar, please share with us the type of institutions you are working with to shift to more local, sustainable food procurement

10 Lessons on Leveraging Institutional Food Purchasing Power

— Webinar June 7, 12:00 - 1:30 pm —

Welcome and project background

Institutional Food Fund, 8 projects funded by McConnell Foundation from 2014 - 2016

Learning Group - in person meetings, videoconferences

Projects sourced \$3.1 million local and/or sustainable food



Key questions

How can institutional food help to **shift supply chains to greater sustainability?**

What are the **supports, incentives, learning opportunities and policies** needed for systems change and scaling out, up and deep?

Webinar outline

How institutions buy food

Intro to 3 of the Institutional Food Fund Projects:
Concordia, Edmonton Northlands, Équiterre

10 Lessons:
Overview & Field Experience

Discussion

Presenters

Isabelle Mailhot-Leduc, Sustainable Food System Coordinator, Concordia University

Vanessa D'Antico, Health, Wellness and Sustainability Coordinator, Aramark

Jessie Radies, Local Food Associate, Edmonton Northlands

Murielle Vrins, Institutional Food Project Officer, Équiterre

Jennifer Reynolds, Institutional Food Program Manager, Food Secure Canada

Beth Hunter, Program Manager, J.W. McConnell Family Foundation

In this webinar you'll learn

- The basics of institutional food procurement
- Strategies for redesigning menus and procurement processes
- Ideas for how to begin engaging with stakeholders along the value chain: producers, distributors, food service management providers, and institutional decision-makers, staff and eaters

How institutions buy food

Food service management

Contracted

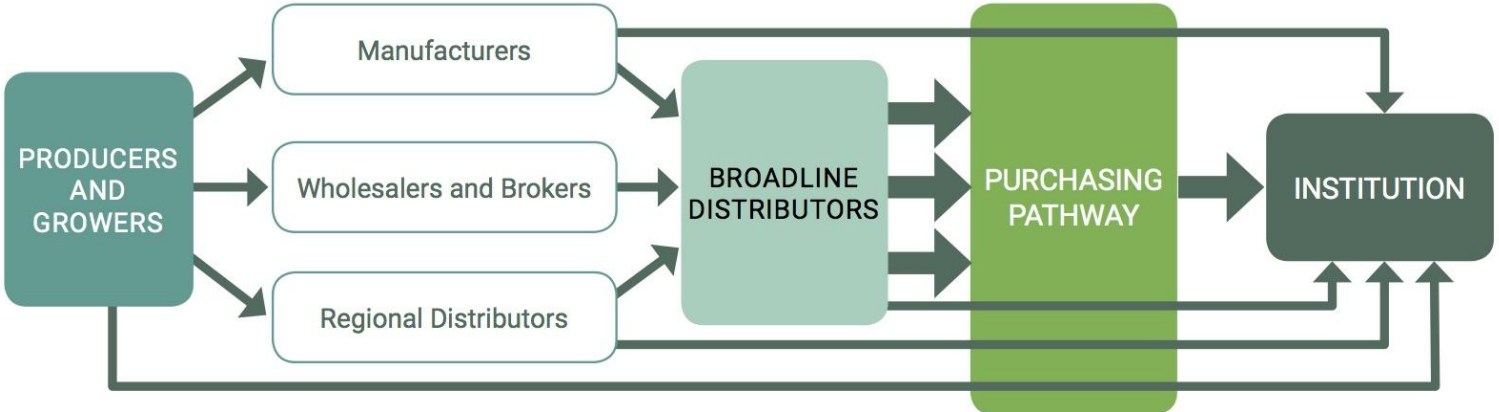
The top three **contracted food service management companies** in Canada are Compass (parent company of Chartwells for education and Morrison for health care), Sodexo and Aramark. Also smaller independent contract caterers.

Self-operated

Self-operated food services are managed by institutionally staffed positions.

Food service management arrangements impact food purchasing.

Generic outline of institutional food supply chain



THREE MAIN PURCHASING PATHWAYS		
PURCHASING PATHWAY	FOOD SERVICE OPERATION	TYPE OF INSTITUTION
PREFERRED SUPPLIERS (FSMC pools the purchasing power of all of their clients to obtain volume discounts from vendors, and typically institutions are required to purchase 80% from these vendors)	Contracted food services	Campus School Healthcare
GPO (negotiate majority of food contracts for aggregated purchasing volumes of members, primarily through RFP)	Self-operated food services	Healthcare
PUBLIC PROCUREMENT (using RFP, Invitations to bid, contracts)	Self-operated food services	Campus School Healthcare* <small>*For product categories "Off contract" with GPO</small>

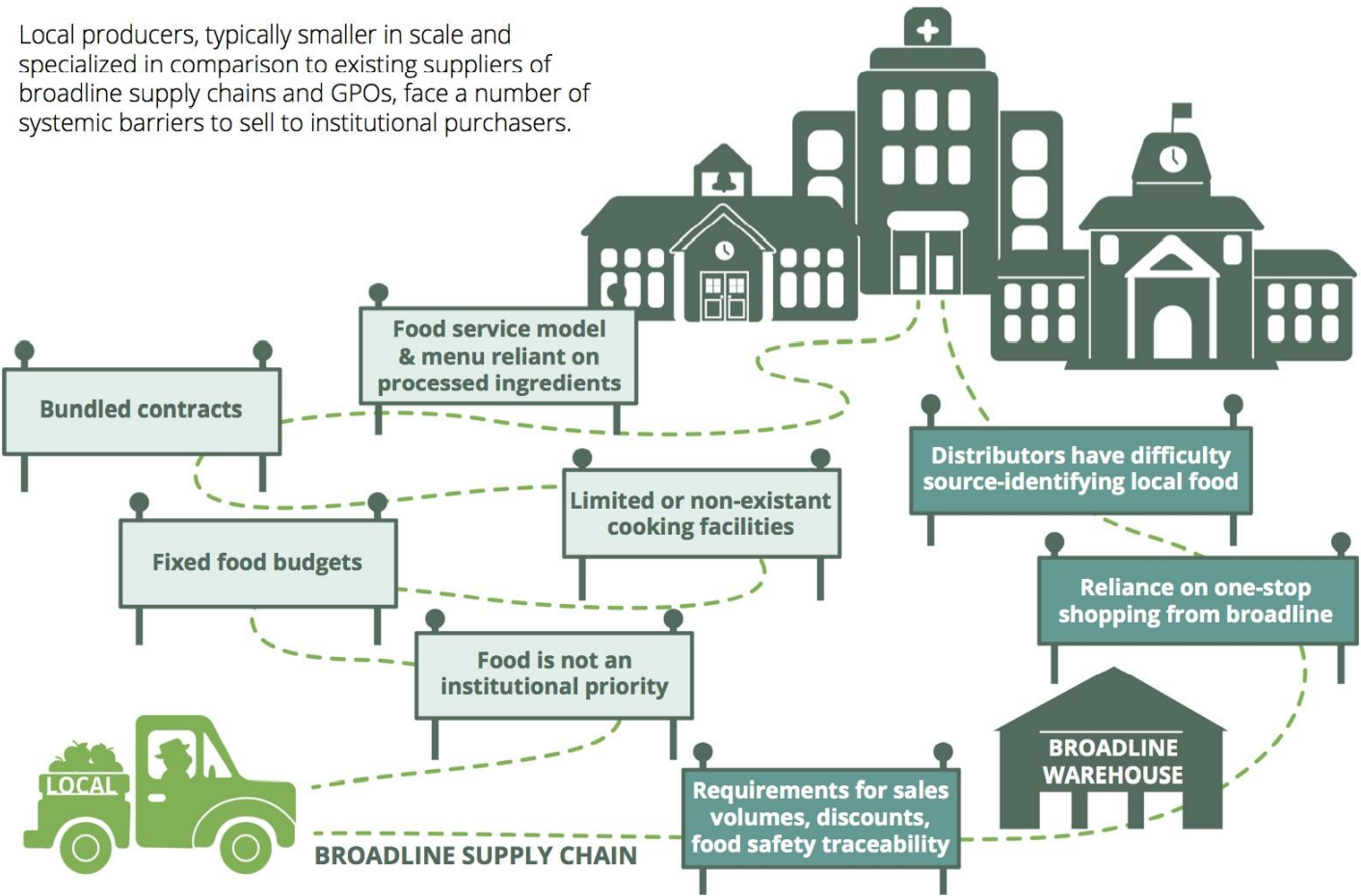
Who are the decision-makers?

Using a menu planning cycle:

- Menus are created by *dietitian*
- Food volumes and budgets are forecast from menus
- Contracts for food suppliers are negotiated by *procurement staff*
- Inventory, ordering, budgeting done by an *executive chef*, or in health care by a *food and nutrition manager*
- Reports on food service spend are prepared for *upper management* who forecast food service budgets for coming year

What are the systemic barriers for local food?

Local producers, typically smaller in scale and specialized in comparison to existing suppliers of broadline supply chains and GPOs, face a number of systemic barriers to sell to institutional purchasers.



Intro to 3 Institutional Food Fund Projects

Concordia University

Concordia's Food System:

- Concordia Food Services (operated by Hospitality Concordia, contract with Aramark)
 - University-approved caterers
 - Tenants (franchises who rent space on campus)
 - Student-run food initiatives (cafés, urban agriculture projects, food co-op)
-
- Food Advisory Group (2013)
 - J.W. McConnell Foundation's Institutional Food Fund (2014)
 - Hiring of Sustainable Food System Coordinator (2015)
 - New food service contract (2015)



Concordia University

- Health, Wellness & Sustainability Coordinator
- Concordia Food Services operates in 11 different locations (2 residences, 9 retail locations) along with a separate catering service
- What we have accomplished since June 2015:
 - Identified origins of ingredients
 - Selected/purchased local products
 - Integrated new vendors
 - Purchased produce directly from Macdonald Campus Farm
 - Designed menu to include local ingredients
 - Fair Trade Campus, ADQM
 - Local Food Days



**CONCORDIA:
FIRST CAMPUS IN CANADA CARRYING
100% FAIRTRADE BANANAS**



Edmonton Northlands

Agricultural Society incorporated in 1879. Currently operate a convention center, arena, and horse racing track

Located on 160 acres in north central Edmonton

Urban Farm with bees and chickens, agriculture education, beekeeping club, food skill workshops

Surplus commercial kitchen space rented to food start-ups



Edmonton Northlands

Total food sales approximately \$22M/year (internal and external)

Self-operate convention center, 600 seat restaurant, food truck and numerous concession

Temporary Food Vendors - event based, and dependent on event requirements and needs

Definition, monthly measurement and annual targets

Collaboration with several regional partners



Équiterre

Rich collaboration between partners:

- Équiterre
- CIUSSS de l'Est de l'Île de Montréal (4 long term facility centers of Pointe-de-l'Île - CHSLD)
- Pointe-de-l'Île School Board (professional education - culinary school)

Collaboration with the CISSS des Laurentides project

Video and project page:

<http://equiterre.org/projet/approvisionnement-alimentaire/fruits-et-legumes-locaux-au-menu-du-jour-des-etablissements-de->



Centre intégré
universitaire de santé
et de services sociaux
de l'Est-de-
l'Île-de-Montréal



Commission scolaire
de la Pointe-de-l'Île



Équiterre

Local food procurement - increasing local products:

- Direct relation with local producers
- Quantification of local food products
- Identification of local products to be prioritize
- Mobilisation of distributors in order to identify product's origin

Staff training - cooking with local food:

- Culinary workshops on local fruits and vegetables

Consumer education - making local products visible:

- Themed meals - 2 star fruits or vegetables each month



BETTERAVE LOCALE
au menu du jour!

BETTERAVE LOCALE

Pourquoi l'adopter?

Parce qu'elle colore notre vie! La betterave embellit tous les plats. Rouge, jaune ou blanche, la betterave est versatile et s'incorpore dans une panoplie de plats : salade, dessert, potage, grillade, marinade... De plus, ses feuilles, qu'on peut consommer crues ou cuites comme les épinards, sont particulièrement riches en vitamines et minéraux.

Parce qu'elle est multi-fonctions! Riche en potassium, antioxydants et nutriments, la betterave protège contre les maladies cardiovasculaires. Pleine de bêtaïne, elle possède aussi des propriétés relaxantes. Hors de son usage alimentaire, elle est utilisée comme colorant naturel et on peut même en produire du bioéthanol!

Disponibilité : à l'année!

Pourquoi manger local?
Pour le plaisir, pour la santé, pour soutenir l'économie locale, pour les impacts sociaux positifs, pour l'environnement.

Centre de santé et de services sociaux
de la Pointe-de-l'Île

Une démarche en collaboration avec

équiterre



Dr J.R. McCreesh
Fondateur Fondateur
La mission de la
Pointe de l'Île

Questions?

10 Lessons

Lesson 1 - Defining local

Institutions need to define what local food means *to them* in order to begin engaging with supply chains



THE J.W. McCONNELL
FAMILY FOUNDATION



PURCHASING POWER:

10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses

Edmonton Northlands

Defining Local

Critical step for measurement and inventory development

Ensure definition appropriate for scale of institutions

Align definition to shared desired outcomes

Two out of three originate in Alberta: Ingredients grown/raised, Processing location and business ownership

Lesson 2 - Defining sustainability

Certifications are only one part of sustainable food sourcing



PURCHASING POWER:

10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses



THE J.W. McCONNELL
FAMILY FOUNDATION

Ecology Action Centre

Sustainability beyond
third-party certifiers

Examples of different dimensions of sustainability that are not recognized by third-party certifiers or CFIA label claims:

- Ecosystem benefits of hook and line fish harvesting
- Impacts of local value-chain development (processing, freezing, distribution)
- Supply from small scale, independent fishers

Strategies: Educational activities, introducing new fish species

Lesson 3 - Uncovering local

Local food is often already available,

FSC
Food Secure Canada

THE J.W. MCCONNELL
FAMILY FOUNDATION

but takes coordinated
work to uncover

PURCHASING POWER:
10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses

Équiterre

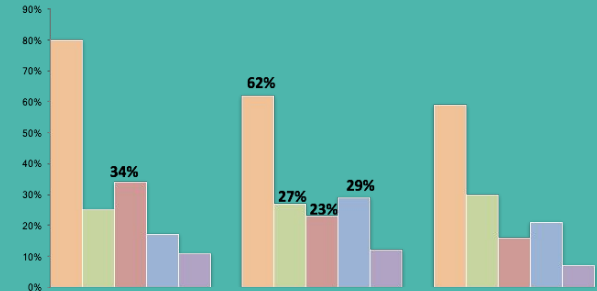
Uncovering local

Quantification of local food:

- Give you a situational analysis
- Allow you to better know local products
- Set ambitious target
- Bring structural changes from distributor behaviors

26% of the food purchased by four health care facilities in the Pointe-de-l'Île network was produced in Quebec

Pourcentage des aliments locaux par CHSLD au CSSS PDI pour l'année 2014 par catégorie (montant \$)



Edmonton Northlands

Uncovering local

Clear definition of Local

Work with distributors to uncover existing local options - from 0 to 1500 SKU's after agreeing on definition

Share existing direct relationships that are working in a single institution to try and grow them into another institution

Lesson 4 - Pooling demand

Pooling institutional purchasing power can create relationships with new suppliers



THE J.W. MCCONNELL
FAMILY FOUNDATION



PURCHASING POWER:

10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses



Edmonton Northlands

Pooling demand

Start with items that have successful direct relationships

Sample and test products, meet the business owner and learn their story

Utilize collective volume to create a new listing with a distributor

Start with non-perishable, shelf stable, low volume items - not included in manufacturing contracts

Lesson 5 - Changing rules of food procurement



THE J.W. MCCONNELL
FAMILY FOUNDATION

The rules of food procurement can be changed
to help level the playing field for
small producers



PURCHASING POWER:

10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses

Concordia University

Changing rules of food
procurement

Challenge: Federal inspection norms
for meat purchases

Broadline distributors require
federal meat inspection to facilitate
their business model

Has become the default of
institutional procurement

More rare in this case to find a
“local/community-based” meat
supply

Example: QC beef

Possible solution? Revisiting current
norms

FEED Comox

Changing rules of food
procurement

Challenge: Supplying large
bundled contracts of health
authority

Opportunity: “Grow to order”
contracts offer stability of
demand providing important and
secure markets for the next
generation of farmers to scale for
institutional market, e.g.

- Production & marketing
capacity
- Food safety traceability like
——CanadaGAP

Lesson 6 - Food service contracts



Food service management contracts are powerful but underused levers for change



THE J.W. MCCONNELL
FAMILY FOUNDATION



PURCHASING POWER:

10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses

Concordia University

Food service contracts

Institutions should be using their food service contracts to set sustainability targets for each food category

These targets should be revised throughout the year, follow-up is necessary to know where the problem areas lie i.e., which targets are hard to meet, but most importantly, why?

Flexibility to expand recipe database to include more that respond to individual institutional needs

Next step: % community-based?

Lesson 7 - Tracking food spend

Tracking food spend can initially be a challenge,



THE J.W. McCONNELL
FAMILY FOUNDATION



but it is a critical tool

PURCHASING POWER:

10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses

Edmonton Northlands

Tracking food spend

Work with your distributor

Track at supplier level first

Set annual targets

Engage academia to do collective
measurement and evaluation

Lesson 8 - Redesigning menus

Shaking up the menu can open up doors for suppliers to deliver on sustainability goals



THE J.W. MCCONNELL
FAMILY FOUNDATION



PURCHASING POWER:

10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses

Équiterre

Redesigning menus

Thematic activities to highlight local food:

- 32 postcards on local fruits & vegetables
- 171 thematic meals with the 32 local fruits & vegetables

Consumer popularity

Staff valorization and mobilization



équiterre

CAROTTE LOCALE
au menu du jour!

Pourquoi l'adopter?

Pour vos beaux yeux! Le bêta-carotène contenu dans les carottes est transformé par l'organisme en vitamine A, reconnue pour ses bienfaits sur la vue, notamment pour l'adaptation de l'œil à l'obscurité.

Pour être à la mode! La carotte est un des légumes les plus consommés au Québec. Légume racine très convoité pendant l'hiver, il regorge de vitamines et de fibres.

Pourquoi manger local?
Pour le plaisir, pour la santé, pour soutenir l'économie locale, pour les impacts sociaux positifs, pour l'environnement.

Disponibilité : août à mai

Centre de santé et de services sociaux de la Pointe-de-l'Île

Une entreprise à collaboration avec

équiterre

Par le Dr. McQuinn
Bonne Pratique
Et soutenu par le
réseau de McQuinn

Lesson 9 - Cooking from scratch



Cooking from scratch can deliver
on taste...



THE J.W. McCONNELL
FAMILY FOUNDATION



and on price



PURCHASING POWER:

10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses

Équiterre

Cooking from scratch

3 culinary workshops to 24 kitchen staff:

- Staff mobilization to the project
- Encourage to cook local food - inspiration and new recipes
- Valorization of their work and position (autonomy & creativity)



Lesson 10 - Building food culture

Building a food culture
leads to change that
people believe in



THE J.W. McCONNELL
FAMILY FOUNDATION



Photo: ESB Professional/shutterstock.com

PURCHASING POWER:
10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses

Edmonton Northlands

Industry Familiarization

Lack of connection and awareness

Myths about regulations and requirements

- Farm Tours
- Speakers on horticulture
- Speakers on regulation
- Processor tours
- Distributor tours
- Share great stories

See it, touch it and taste it

Concordia University

Engaging student and staff

Structured programs

- Aliments du QC au menu
- Fair Trade Campus

Raising community awareness

- Local Food Days
- Meatless Mondays
- CSA

Creating relationships

Importance of human resources

Importance of a follow-up
committee

Équiterre

Going further...

Recognition program
Aliments du Québec au menu
for Institutions

Recognition program already in place with restaurants

Pilote project with 26 institutions (health care facilities, kidner gardens, schools, universities, business) - 15 000 meals a day!

Two options:

- meal recognition
- local food purchasing recognition

National launch
this spring -
now open to everyone



ALIMENTS DU QUÉBEC
AU MENU
VOLET INSTITUTIONNEL

NOTRE INSTITUTION EST FIÈRE DE VOUS OFFRIR DES PLATS COMPOSÉS PRINCIPALEMENT D'ALIMENTS QUÉBÉCOIS.

Ce programme reconnaît l'effort des institutions qui valorisent les aliments québécois dans l'élaboration de leur menu afin de soutenir l'économie d'ici.

Ce programme de reconnaissance est une initiative d'Aliments du Québec et d'Équiterre.

ALIMENTS DU QUÉBEC
Cultivons l'avenir 2
des aliments locaux pour tous les jours

équiterre

Canada Québec

Discussion

Resource links

REPORT:

[Purchasing Power: 10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses](#)

NETWORKS:

[Coalition for Healthy School Food](#)

[MealExchange](#)

[Nourish: The future of food in health care](#)

[Farm to Cafeteria Canada](#)

[Greenbelt Foundation](#)

Thank you!

A recording of this webinar and slides will be shared with participants, and posted online shortly.

A short evaluation survey will also be sent out shortly - we really appreciate your honest and constructive feedback!

Any questions or to follow-up with presenters please contact:

Jen Reynolds institutions@foodsecurecanada.org