



Local & Sustainable Food Procurement:

A Case Study of
Diversity Food Services





This resource was created by Food Matters Manitoba in partnership with Diversity Food Services.

The **Manitoba on the Menu** project is a two-year pilot initiative funded by the Province of Manitoba to better understand the opportunities that exist to increase procurement of local, sustainable foods in Manitoba institutions.

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Executive Summary

In Canada, interest in locally sourced food has become one of the largest movements shaping consumer food behaviour. Locally sourced meat, seafood and produce, and environmental sustainability were identified as the top trends in the National Restaurant Associations “What’s Hot” Culinary forecast for 2015. Another recent study done by the Business Development Bank of Canada identified the buy-local movement as one of the five trends shaping the retail market in Canada.

In response to this growing demand, institutions have sought to increase their local food purchases. Schools, universities and healthcare facilities have begun to transform the way they procure food by establishing direct relationships with local producers, growing gardens, and by shifting contracts to make local, sustainable food a main priority.

Local and sustainable food procurement has become a way for institutions to differentiate themselves from their competitors and demonstrate their commitment to their local community. It has become an important selling feature for customers and has been linked to increased food sales, local economic development and creating a sense of pride and trust within institutions. More importantly, institutions offering local and sustainable food are showing us that this can be a good business strategy.

This case study is a resource for kitchen managers, staff, and educators within institutions with an interest in local and sustainable food procurement.

In this case study we learn from a leading food service in Manitoba, Diversity Food Services, who has demonstrated that procuring local and sustainable food in an institution is not only possible, but it is good for business. The case study is framed around key challenges and barriers identified by institutions in Manitoba, including budget, and supply, and explores how Diversity has addressed these challenges.

Getting Manitoba on the Menu

This resource is a case study reflecting a unique food service operator in a post-secondary institution, Diversity Food Services. While food service operations may look different in other institutions, Diversity Food Services is an important example of what a food service dedicated to local, sustainable food procurement can look like, and there is much that others can learn from how they have overcome common challenges seen in other institutions.

Who is Doing It?

Across Canada, institutions have taken numerous steps to increase local and sustainable procurement. The University of British Columbia developed an on-campus farm to provide fresh, local and sustainable food to students, residents and campus dining services. Ryerson University wanted to rebuild the culture of food on campus by focusing on healthy, affordable food and scratch cooking. They have since brought on 29 new, mainly local, suppliers. Ross Memorial Hospital in Ontario switched five of their ingredients to local food and found that the meat and vegetables sourced locally were either less expensive, cost neutral or only slightly more expensive than the previously purchased imported items.

Students in line to get food from Pangea's Kitchen at the University of Winnipeg.



Why Purchase Locally and Sustainably?

Purchasing local and sustainable food has numerous benefits, including:

- **Keeping food dollars circulating** within the community and supporting local business.
- **Building positive relationships** between buyer and producer, and being proud of the diverse array of foods our region offers.
- **Supporting agricultural practices** that reduce or eliminate harm to the environment.
- **Eating healthier, fresher food**, such as whole-foods and minimally processed foods.
- **Building an equitable food system** where farmers and labourers are paid fairly.
- **Creating a sense of pride, satisfaction and trust** within institutions.



Are You Ready?

Key Readiness Factors for Supporting Local, Sustainable Food:

- Having a supportive staff, including kitchen managers, kitchen staff, administration and overall community.
- Prioritizing food and recognizing the value it has in your institution. Food service is much more than a revenue stream, it should act as an important role for improving the health and well-being of your customers and community.
- A willingness to start small and build on your success.
- A commitment to setting long-term goals and targets for your institution. For example, committing to purchasing a minimum of 20 percent local and sustainable food annually and increasing that percentage overtime.
- A commitment to building relationships with local producers, retailers or distributors in your region that can offer local and sustainable foods. This can involve a change in how procurement occurs, such as buying from more than one food operator.
- A willingness to be adaptable. For example, integrating adaptable menu planning to include seasonal, local foods.
- A commitment to devoting more money and resources on purchasing local food, whether this means allocating more time to purchasing food from more than one supplier, investing more resources into training and labour for staff to process local foods from scratch, or investing in awareness campaigns to create a culture of food at your institution. In other words, this may mean re-shaping the way you currently do business.

Defining Terms

When institutions begin local, sustainable procurement initiatives, one of the key questions is how to define those two terms. What does it mean to be “local”? And what does it mean to be “sustainable”?

Definitions of “local” tend to be based on either provincial boundaries or a radius around the institution. For example, an institution could focus on foods grown within the province or 200 km from the institution. Resources exist, such as the Buy Manitoba program, to identify locally produced and/or processed foods from Manitoba.

Sustainability can be a difficult term to define. Most food purchasers do not have the time or expertise to investigate the practices of their food sources, although some food buyers do. As a result, it can be very useful to use third-party criteria to measure sustainability, such as Certified Organic. This can make purchasing decisions clearer- an item is either certified or it is not.



A Diversity Food Services staff member using a grinder to make lentil and mushroom veggie burgers from scratch.



Case Study:

DIVERSITY

food services

Diversity Food Services is a Manitoba example of a food service operator within an institution (the University of Winnipeg) that has become a leader in local, sustainable and healthy food purchasing. In 2009, Diversity Food Services was created when the University of Winnipeg's Community Renewal Corporation (UWCRC) partnered with a community economic development organization, SEED Winnipeg, to create a social enterprise that aims to provide food in a socially responsible manner for the well-being of their customers, community and the environment.

Their vision is to produce nutritious, authentic and quality food that supports all those who contribute, from the farmer to the chef to the service staff. In order to celebrate the bounty of each season and enhance the quality of food, Diversity Food Services offers seasonal, local and organic whole ingredients as a first choice and makes nearly all their meals from scratch, including sauces, dressings and stocks. They are a social enterprise that has invested in labour in their foodservice operation and provides quality jobs for people who face barriers to employment. By building strong relationships with local producers, they have been able to procure over 60% of their purchases from local or local, sustainable suppliers.

Although Diversity's business model is different than most institutions, and not every institution will be able to overhaul their entire operation as they have, there is much that can be learned from this Manitoba success story. We sat down with Kirsten Godbout, Manager of Food Operations, and Ben Kramer, Executive Chef at Diversity Food Services, to find out what their food operation looks like and how they have overcome common constraints such as supply. This conversation also covers budget, sourcing food, food awareness and education, as well as institutional support.

Ben Kramer (Executive Chef) and Kirsten Godbout (Manager of Food Operations), Diversity Food Services.



Budget

Budget is a key constraint for many institutions who are considering local and sustainable procurement due to factors such as purchasing more costly ingredients and purchasing different kitchen equipment to prepare and preserve local foods. Food costs are dependent on many factors including time of year, the relationship a food buyer has with a food provider (such as producer, distributor or business), market fluctuations and the volume purchased. Typically, the larger the institution, the more purchasing power they have to buy food items in bulk at a lower cost.

Local and sustainable food can be more expensive in cases where a smaller volume is produced, the cost of production is higher than larger or conventional agricultural systems or because of the seasonal availability of a food item. However, local food is not necessarily always more expensive. Purchasing food during peak harvest season, for example, is often price

competitive with imported foods. Diversity proves that purchasing local and sustainable food doesn't have to break the bank. By cooking from scratch and purchasing whole, raw ingredients, purchasing local and sustainable foods in bulk and preserving seasonal ingredients for later use, Diversity is able to buy a high percentage of local or local, sustainable ingredients.

Q: What is the cost of your food ingredients and labour?

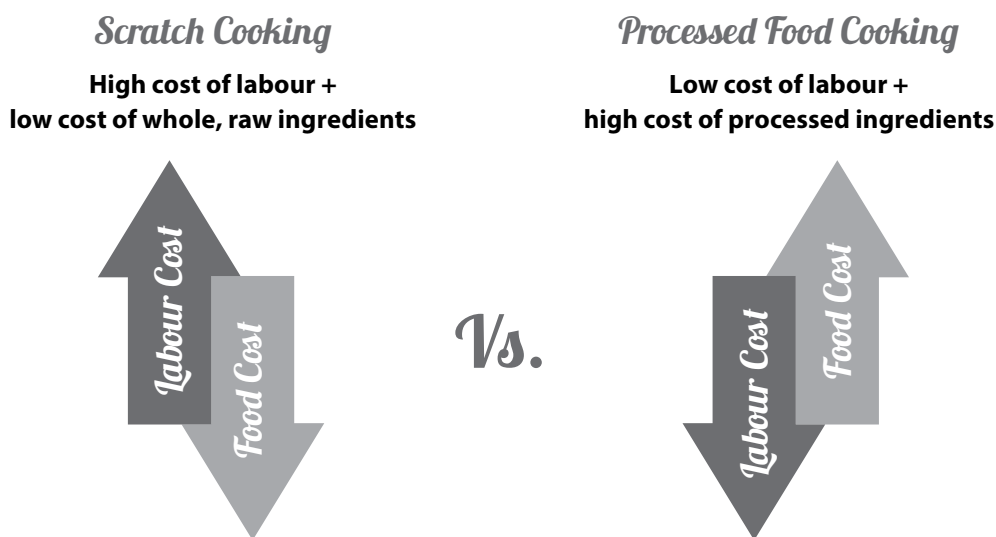
The projected goal of Diversity is to spend 32% of food revenue on the cost of ingredients. On every dollar of food revenue, 32 cents goes towards the purchasing of raw ingredients. It's an ebb and flow because of seasonal differences in cost. In the winter, the cost of ingredients will be slightly more than that. In the summer the cost can be slightly less. Often we increase purchases in summer to take advantage of these prices and store foods till the winter months. Labour costs account for 34% of expenses with the remaining 34% going towards our operational costs like rent, utilities, licenses, health plans, management salaries, office staff, equipment leases, profit and taxes.

Food and Labour Costs at Diversity Food Services



Q: *Local, sustainable foods are often seen as expensive. How do you afford to buy local, sustainable foods?*

This is a balancing act between labour costs and ingredients. We have the same budget as before but we spend more money on labour so that we can reduce the money spent on food. Our food is less costly because we are buying whole, raw ingredients. Local, organic potatoes are cheaper than buying packaged and processed french fries, but labour is required to peel and cut the potatoes.



Q: *Are there ever times when you cannot afford to buy a local product?*

We have found that it is a myth that local food is unaffordable. It can be cost effective. We have the purchasing power to buy larger volumes of food which usually reduces the price. There are times when food prices go up, depending on the market and what is going on in the world, but we have the ability to change our prices four times a year. If a product becomes too expensive we will consider that when we re-write our menus.

Q: *What local items are the most cost effective? What is one of the easiest changes people can make?*

One of the best examples of the economic impact of buying local can be demonstrated through purchasing meat. Buying a whole cow is a lot cheaper than buying cuts of meat. Buying local eggs, beans, or local, organic, all-purpose flour are easy places to start.

Q: Students are known to be budget conscious. Have people complained about the higher cost of meals or food items?

Most people here are willing to spend six dollars for something filling and healthy, instead of five dollars for something that is not filling or healthy. However, the cost of our meals typically range between six and nine dollars, which is comparable to the costs of meals at other institutions in Manitoba. In our society we have all been conditioned to think “cheaper, cheaper, cheaper” when we purchase food, but we don’t always think about the true cost associated with buying cheap food. We all need to be thinking about the impact of our spending choices and being located on a university campus is a great place to have dialogue about the ethics of our food.

Q: Have you had to invest a lot of money into new kitchen equipment?

The kitchen equipment is the exact same as it was under the previous supplier. We just use the equipment differently because we are cooking from scratch rather than warming up prepared foods. The one piece of equipment we purchased was a Cryovac machine so that we could have the ability to package meat for temporary storage. The kitchen already had a lot of existing equipment like storage and freezer space.

Q: How has this worked from a business perspective?

We need to make sure that we cover our business and operation costs but there isn’t a specific obligation to achieve a certain profit margin for each meal, for example.

However, we have seen really strong growth. This past year (year five), our revenue was almost \$3 million. The largest annual revenue under the previous contract was \$900,000.

There are two big reasons for this change. First of all, people really want to eat here. Secondly, our meal plan also explains some of the additional revenue. Diversity came to the university the same year that McFeetor’s Hall opened, which was the first residence at the university to require a meal plan. There are between 150 and 170 students on our meal plan who are expected to eat ten meals per week on campus.

Q: Have you explored other revenue generating opportunities?

We host a lot of events and we’re expanding our catering operation. It helps us to hire more staff during the peak seasons but unfortunately, given the seasonal nature of the university schedule, we have to lay off a majority of our employees in the summer months.

Q: Since the model is more labour intensive, what does your staff schedule look like?

Our schedule for staff time is based on need. Our employees work on different tasks at different times. We have people in the kitchen making soups, sauces and spreads. We have people in the kitchen cutting up onions, we have people packing the meat and making sausages. When there is a lot of fresh local food available we use some staff time for processing to have that food through the winter months. It’s a group effort and our staff is trained to do everything.



Cucumbers waiting to be pickled.

Sourcing Food

Many institutions believe it is can be challenging to source a high amount of local, sustainable food for a variety of reasons including uncertainty around volume and consistency, difficulty identifying local items, and the seasonality of particular local foods. Diversity has been able to purchase a high amount of local food because they have made it a priority to build relationships with local producers and distributors that offer local and sustainable food, seasonally or year round.

Q: When purchasing items, what is your main priority?

Local and organic food is our first priority. If we can't get local and organic, we get local. If we can't get local, we try to get organic starting with regions closest to Manitoba.

Q: How many different vendors do you purchase food from?

In total we have 130 vendors, including buying signage and take-out containers. We regularly use 12 vendors for purchasing food, but we make multiple orders per week. We do not have any ongoing contracts with suppliers, which gives us flexibility to use a diversity of vendors.

We use as much farm direct purchasing as possible, but only if it really works for the farmer. We also try to purchase through local, independent suppliers. By purchasing from distributors who focus on local, sustainable foods like Fresh Option Organic Delivery, it allows them to have items in stock that other customers can purchase as well. If one farmer is supplying their potatoes to Fresh Option Organic Delivery, a local distributor, it makes it easier for that farmer because they can make one trip to Winnipeg instead of three or four.

Q: How many hours a week do you spend ordering food?

It depends on the season, but on average we spend eight hours per week ordering food. We set up which producer and products to purchase, and three to four staff help to spend that time ordering.

Q: What is important to consider when working with a producer or supplier?

We consider the company, who they are and what they support. We consider the ingredients they use and who they employ. We consider quality. We consider earth stewardship and if they are acting in an environmentally responsible way as a business. It takes a lot of time and money to look into producers and place trust in their product. We also put our trust into distributors who we believe can offer products that match our values.

Q: Do you require products to have particular certifications?

When we purchase from large suppliers we use certain criteria. For example, does their product have Ocean Wise certification, organic certification, do they sell antibiotic-free chicken? It's different when we're working directly with producers. A local farmer may not have organic certification for their product but if we have built a relationship, we can see what they are doing and we trust what they are doing, we'll still purchase from them. With local, small farmers it is completely relationship driven. We often visit local farms to meet our farmers where they work. It allows us first-hand knowledge of their practices and helps us to build quality relationships.

Q: When you work directly with farmers, what questions do you ask them?

It's a constant conversation and they are all different. Two farmers could be selling the same product but have different prices, two different styles, two different personalities. We talk about each other's needs in terms of price, volumes, and production practices. It's important to us to spend time building relationships with local farmers.

Q: What are ways that you are able to serve seasonally grown local foods year round?

Planning is key. For example, when tomatoes are in abundance during summer months, we take advantage by making smoked tomato sauce, chutney or freezing tomatoes for later use. Investing in freezer space is important. See **Appendix A** to view some of the seasonal foods that exist in Manitoba.

Q: What do you do when the supply and or quality of local food supply is affected by constraints like weather?

We're working directly with local producers, we're dealing with weather. If a farmer gets hail damage the night before, there's a risk we might not get lettuce the next day, week, or month. In those cases, we have other food suppliers, so if we don't receive a product from a local farmer then we can go somewhere in the city to purchase it the next day. The key when you're committing to local purchasing is to repeatedly make the commitment to call the local farmer first even if she was not able to meet your order the last time you called.

Q: Does produce that is sourced locally need to be managed differently than imported produce?

Managing locally sourced food is actually easier. If we get a fresh head of lettuce from Manitoba, it's going to have a better shelf life than something imported from California.

Q: How do you design your menu to include local, sustainable items?

We have staple meals on our menus that do not change, like burgers for example. We won't advertise that we are suddenly using local lettuce or tomatoes on our burgers but we will use local ingredients for those staple items when we can.

When we make purchasing orders, we control the purchasing of consistent ingredients but we will also add new ingredients based on their seasonality. When we know that we can purchase local, seasonal items, we will change the menu to include items that will feature those ingredients. For example, when squash are ripe in Manitoba we will make items that include squash in the recipe.



**Cooking
home-made
stock.**



A delicious burger made with local beef, including a side of kale and seasonal greens.

Awareness and Education

With increasing awareness, Diversity has been able to position themselves to connect to a market that supports local, sustainable procurement. However, although it is becoming increasingly common for consumers to understand and support the local food movement in Manitoba, a lot can still be done in terms of informing food buyers, staff and consumers about where our food comes from and why such knowledge is important. Diversity has focused on intentional, hands-on training for their staff to cook from scratch, as well as awareness campaigns, to help promote food-related education within the community.

Q: How do you want to influence your customers?

We want to impact and have discussions with young people as they are developing their food spending habits. We hope that as a company we can educate and inform people. Can we encourage people to spend four of every ten dollars making ethical choices? Can we encourage them to shop at farmers' markets? Can we educate people to consider earth stewardship and impact on the local economy when they are choosing where to spend their food dollars?

Q: How is working with a customer base in an educational facility different than working with a customer base in restaurants?

In our previous jobs, our customer base was composed of people who were already making good choices so there wasn't a strong focus on education. Working in a university, we have the opportunity to challenge students to change the way they think about food and purchasing.

Q: How have you seen changes in student awareness?

In some ways we've seen change, but we'd like to see more. There are a lot of students that appreciate that we're here on campus. Since we've been at the University, more restaurants and fast food franchises have opened in this area which has been challenging. Starbucks affected us because we don't sell caramel lattes like they do. Some students aren't willing to spend \$5.50 for a tuna sandwich made from tuna that meets Ocean Wise standards, but they'll happily pay \$6.00 for a latte. Kids are brand addicted and like to follow food trends.

Q: Have you done a lot of education surrounding food issues?

Yes, we have done a lot in terms of educating our customers. We put out five articles at the beginning of the year in the Uniter student newspaper. We featured five different articles, challenging students to think about their food. The campaign was titled "Eat like you give a damn" and talked about topics such as why we should be supporting local farmers, compostable and plant-based take-out containers and who we employ at Diversity.

A lot of students have done projects on Diversity Foods in business and environmental studies courses. Those students are probably the best informed because we sit down with them and we discuss everything.

Q: Internally, what kind of training have you had to provide your staff to do cooking from scratch?

Our primary training opportunity for staff is learning on-site. We use intentional, hands on learning; we do not frequently use formal training programs. It's a constant learning experience and we try to explain our reason for doing everything. Many of our staff are familiar with cooking from scratch, but there is also much to learn.

Q: Have other food service providers shown interest in what you do?

We have had interest from organizations both within Manitoba and throughout Canada and internationally. Locally, there has been a lot of interest, particularly from restaurants interested in doing more local food.



Local herbs drying.

Institutional Support

Adopting local and sustainable food procurement requires a lot of support from the community, including staff, customers and administration. Diversity has been able to receive and offer support to the broader community. With this strong support, Diversity has been able to stay true to their goals of purchasing quality, healthy, local and sustainable food in an institution.

Q: How important is it to have support from administrative staff?

It is 100% important. We receive a lot of positive reinforcement from our higher administration at the UWCRC and SEED Winnipeg. We also have been very fortunate to have support from the University of Winnipeg's administration.

Q: Were the students on board with the changes or were people resistant to change?

There was a bit of confusion at first. Students would come up to us and ask where the Kraft Ranch dressing went. We had to explain that the only dressings we have are homemade, there's no reason to buy pre-packaged salad dressing. A lot of kids miss that bacon, chicken, ranch wrap from the old supplier but students can still get similar food, like burgers, quesadillas, and tacos. The difference is that it's all made from scratch now.

Q: What have been some of your greatest successes within your community?

We're here. We still talk to each other. We still exist. A lot of people said it wasn't possible to do what we're doing in an institutional setting. You can do things in another way, and we're finding those other ways. Catering has and continues to increase. We are looking for other revenue streams to be less susceptible to the ebbs and flows of the university season. We're in the public eye more; we are a part of the dialogue. We're having dialogue about food with others in the community.

When money gets tight, the way people run their business changes. We have kept the way that we want to procure food the same. We are still a part of the urban environment and we are still improving the local economy. But we have a constant drive to succeed. Can we do it better? We're always trying to improve and that makes us work harder.

Getting Started at Your Institution

Transitioning towards a local and sustainable food system takes time. It is likely that you're not going to overhaul your kitchen overnight. Finding new products and assessing what will work for your institution will depend on the scale, budget and type of institution. Below are a number of ways to begin highlighting and incorporating local food in your institution:

Initial Steps:

1. Start by purchasing local, sustainable food items, such as eggs, that are cost effective, less seasonal, and don't need to be handled any differently;
2. Work with your distributor to increase local, sustainable food purchases or find a distributor who can supply these foods;
3. Incorporate seasonal foods onto your menu (Appendix A, B, C).
4. Highlight and celebrate local and sustainable foods within your institution

Working with Distributors:

Common food distributors like Sysco, To-le-do foods, Independent Fish, Mariner Neptune, and Northern Meats can supply local and/or sustainable products from Manitoba. Let your distributor know what types of products and practices you're interested in. If there is a local, sustainable product you would really like to see on their purchasing list, talk to your supplier. Larger institutions with greater purchasing power can not only help to make local, sustainable items available through their distributor for themselves, but can also help make these foods available for others.

Work with a Distributor that Specializes in Local and Organic Foods:

There are local distributors who currently supply a wide array of local and/or sustainable food products to institutions in Manitoba. Fresh Option Organic Delivery (F.O.O.D) sells produce from local farms and certified organic foods, and sells to both residential and commercial clients, such

as institutional buyers. World Wise Distributors can provide local meats, such as beef and poultry, whole raw ingredients, gluten-free products, organic items and dry grocery goods.

Questions to Ask Your Supplier:

- What food items do they sell that are produced and processed in Manitoba? Do they offer foods made by a Manitoba owned business?
- Can they offer products that are important to your institution (example: products that reduce waste and use less packaging or sustainably caught seafood)?
- What products do they offer that are certified Organic?
- What products are seasonally available from Manitoba? Are these items labelled or identified? If not, can they identify these for you?
- Do they offer provincially inspected meat or federally inspected meat that has been produced in Manitoba?

Buy Directly from Local Farmers:

If it works for the farmer and for your institution, buying food directly from a local farmer can be very rewarding and in some cases can reduce costs. Because many local producers offer minimally processed or unprocessed food it's important to recognize that purchasing whole, unprocessed local ingredients may mean allocating more resource time to labour and staff training. It can also help you build relationships with the people that are growing your food as well as your understanding of their practices. Understanding their needs as well as your own is important for establishing a positive relationship.

Top Ten Items to Buy From Manitoba



Below is a list of the top ten food items that can be purchased in Manitoba year-round, are cost-effective and are available for purchase through existing retail and distribution channels. These local items are also easy to purchase because they do not have to be handled any differently from the same items that have been imported.

1. **Dairy**, such as milk, cheese, and butter
2. **Eggs**
3. **Breads** and baked goods
4. **Pasta**
5. **Produce**, such as seasonally grown or greenhouse grown vegetables
6. **Condiments**, such as jam, honey and mustard
7. **Grains**, such as flour, oats, wild rice
8. **Beans**, such as pinto, red and navy beans
9. **Meat**, such as beef, poultry, pork and bison
10. **Seafood**, such as walleye and whitefish

Locally produced and processed beans, Harvest Time beans.

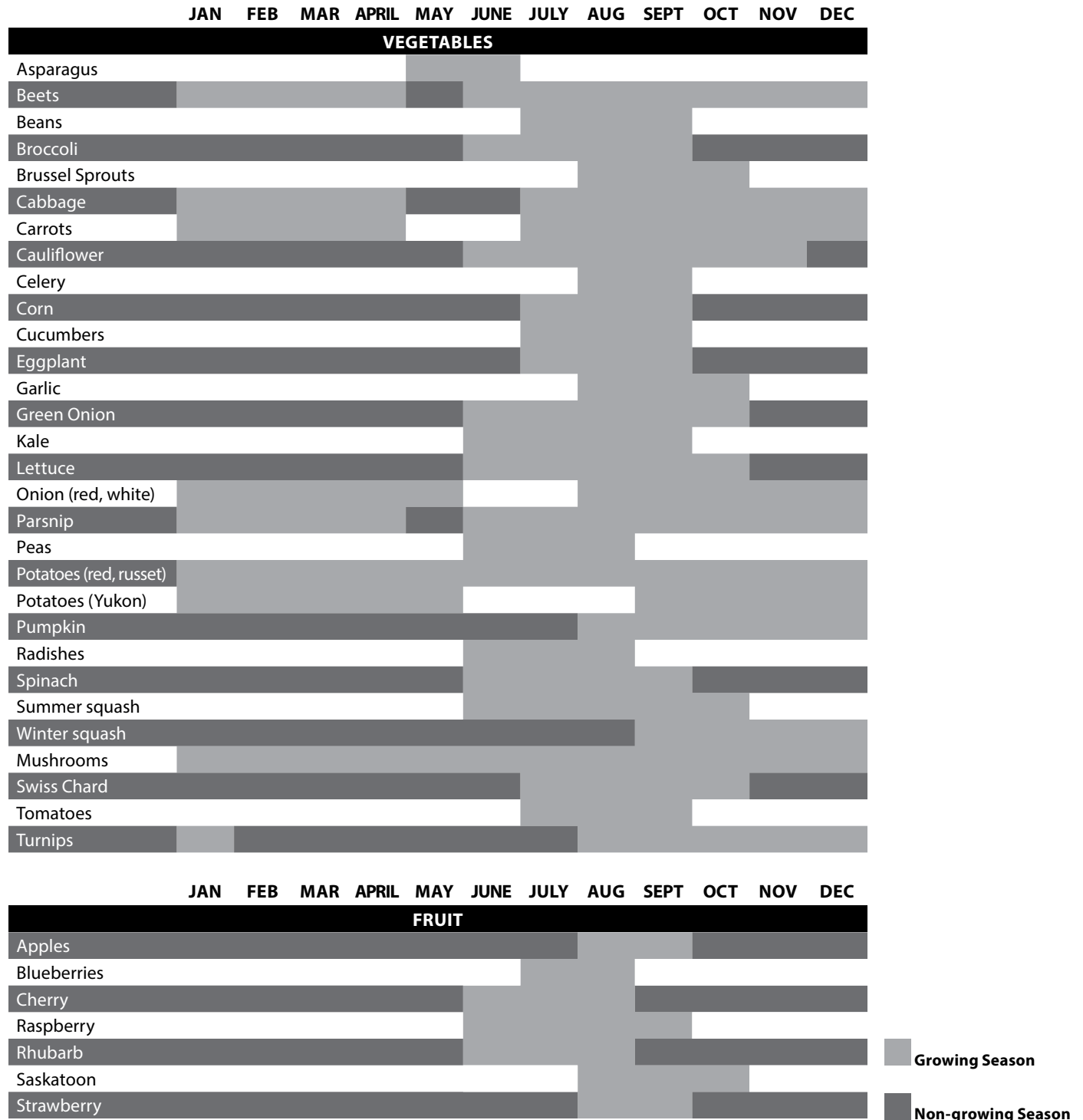
Questions to Ask Your Local Producer:

- Can the institution's demand for a food item be met (by volume)? If not, can it supplement what you currently buy elsewhere?
- What is the seasonal availability of the food item?
- Do they use farming practices that are important to your choice in selecting a product (example: hormone free meat, produce grown without synthetic chemicals)?
- Do they have certifications that you require (example: HACCP)?
- Does the producer require that a minimum order be made?
- What is a fair price for the producer? Can a fair price be agreed upon by both the producer and institution?
- Can a consistent delivery schedule be agreed upon by both parties (day, time)?
- Is there a possibility of visiting their farm to see what they do and how they operate?



Seasonal Availability of Manitoba Produce

Table 1: The Seasonal Availability of Fruits and Vegetables Grown in Manitoba*



***Note: Some of these foods are now available year round due to improved storage technology in processing facilities. For example, Canadian Prairie Garden Purees is an innovative local processing business that converts raw local vegetables into purees. In almost all cases, the cost is cheapest when bought in season.**

Create a Buzz!

Tips for Highlighting Local & Sustainable Food in Institutions

1. Highlighting Local Food Items

Highlight where your food comes from each day, each week, or each month. Did you get your tomatoes from a local greenhouse? Is your bread made using local flour? Was your fish caught in Manitoba? This type of promotion can be advertised digitally, through printed advertisement, or through community events. Make your community aware of where their food is coming from and why. It's something to celebrate!

2. Create Awareness

Highlight the benefits of choosing local and sustainable food. Share with your community what you think the benefits are of buying from a local farmer. What are some of the social, environmental and economic benefits to Manitoba? Share this with your customers in person, in your classrooms, on your website, newsletter, or daily menu. This will not only create awareness, but can also create a sense of pride in your community.

3. Special Events

As a way to introduce new foods to your customers, host a "harvest festival" in your cafeteria, showcasing the different locally produced foods at one event. Get feedback from your customers. Is there a taste difference? Is the quality better? Did they know it could be grown locally? Would they eat this dish again? These are easy ways of knowing whether a dish will be popular or not.

4. Catering

Showcase local foods at catering events or offer an "all-local" option on your menu when catering at conferences or group meetings.

5. Salad Bar

Incorporating local foods into a salad bar can be a great way to not only highlight local produce, but healthy food options. Local cheeses, root vegetables, herbs, and seasonal produce can be a great way to highlight what Manitoba has to offer.

6. Partner with Existing Programs

Are there any programs currently at your institution for producing local foods? Do you have an on-site garden or greenhouse, or have you considered building one? An on-site garden can be a great place for people to start growing food and for institutions to purchase excess amounts during the harvest season. Holding cooking classes could be another great way of exploring ways to use local, sustainable food options within your community.

Helpful Resources

Schools

A Fresh Crunch in School Lunch: The BC Farm to School Guide (2nd Ed):

A great resource for schools, including topics such as ensuring food safety, engaging students, farmers and parents, as well as menu development

<http://www.phabc.org/files/farmtoschool/home/F2Sguide-2nd-edition-singles.pdf>

A Toolkit for Organizers: Building Local Food Networks. Lessons Learned from the Farm-Chef Connection and the Guide to Local and Seasonal Products:

This toolkit provides tips and resources for building farm-chef connections through different approaches.

http://www.wisconsinlocalfood.com/olc%20menus/mflf/Building_Local_Food_Networks_Toolkit_final.pdf

Building Local Food Systems: Institutional Purchasing on Vancouver Island:

A case study examining University of Victoria's local food purchasing, including considerations for a request for proposal, as well as challenges and lessons learned

<http://mapping.uvic.ca/vicra/sites/mapping.uvic.ca.vicra/files/Institutional%20Purchasing%20Final.pdf>

Healthcare Facilities

IATP Sustainable Farm-to-Hospital Toolkit (2013):

This resource includes a guide for developing a purchasing protocol, as well as financial strategies for incorporating sustainable food in a hospitals budget

http://www.iatp.org/files/FarmToHospital_Toolkits_web.pdf

Menu of Change: Healthy Food in Healthcare.

A 2008 Survey of Healthy Food in Healthcare Pledge Hospitals

This resource includes a number of case studies of healthcare facilities who have adopted more environmental business practices, including local food procurement

http://noharm.org/lib/downloads/food/Menu_of_Change.pdf

Other

Advancing the Small Scale, Local Food Sector in Manitoba: A Path Forward

An important resource created by a small scale Manitoba working group that addresses current challenges in the small scale food industry and direct farm marketing in Manitoba.

<http://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>

Farm to Cafeteria Canada:

F2CC is a national network that promotes, supports, links farm to cafeteria programs, policy and practice from coast to coast.

<http://www.farmtocafeteriacanada.ca/>



Local & Sustainable

Food Procurement:
A Case Study of
Diversity Food Services

