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Best Practices for Sustainable Food Purchasing at McGill

Managament Proposal

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Introduction and Problem Statement

Research on McGill's food supply chain and results of our initial analysis report showed that McGill does have the capacity to institutionalize sustainable food purchasing practices, but is clear that the existing system lacks the resources necessary to development a sustainable system alone. Although there is considerable support from decision-makers in McGill's food system, many practicalities need to be researched and systems need to be redesigned. Specifically, McGill's food system must remain adaptable. Key features include resilience to shocks such as turnover in staff, students, suppliers or primary producers, and the ability to adjust according to the changing needs of the McGill community.

Rather than design a new system, we believe it is most effective to work with the university's current administrators, staff and suppliers to attempt to transform McGill's existing purchasing system by enhancing capacity and addressing key pressures. Instead of designing this transformation on our own, we can benefit from the successes and lessons of the models that peer institutions have already created to implement sustainable food purchasing standards and mechanisms on their own campuses

Therefore, we decided to pursue the question "How McGill can institutionalize sustainable food purchasing?" More specifically, how can McGill address its lack of capacity to gather, compile and synthesize food sustainability information in order to empower and mandate its decision-makers to choose sustainable food options. Additionally, how can it be ensured that this process is adaptive (involving continual feedback, evaluation and revisioning) and resilient (to turnover in staff, students and other stakeholders; changes in food supply patterns; changes in food supply or health regulations; etc).

In the course of this management plan, we outline key stakeholders and discuss our proposed management approach (Integrated Environmental Assessment) including different models from case studies and the options best suited to McGill's context. We conclude by laying out an implementation timeline and highlighting the next steps that will be undertaken by the management plan team.

Identification of Stakeholders

This management proposal will be presented to Director of McGill Food and Hospitality Services, Contracts Administrator for McGill Food and Dining Services, Executive Chef of McGill Food and Dining Services, Director of the McGill Office of Sustainability, the McGill Food Systems Project, McGill Environmental Residence Council, and Equiterre. We believe the models and recommendations raised in this document offer significant opportunity for, and must involve the collaboration of, each of these stakeholders.We hope they will be active participants in working together and with their own networks, staff, and suppliers, to develop and implement the following management plan.

Description of the Proposed Management Approach

We chose to use the Integrated Environmental Assessment Framework to analyze McGill's food purchasing system. The system has many actors, variables and feedback loops. This framework appears to offer the best approach to break this system down into its interrelated components towards creating a feasible and useful management plan. We are also incorporating this framework into our research concerning other universities because we recognize that understanding the driving forces, pressures, state, impact and response of other university food systems could be instrumental to finding solutions for McGill's food system.

The driving forces include various actors in the supply chain (overworked food services staff, students who prioritize cost only, etc), the extreme separation between the cafeterias and the farms from which they order (both spatially and through supply chain networks) and the considerable fluidity in the ordering system, which can result in significant changes of origin for the same products from week to week. Pressures include the lack of product information (except for price) flowing through the supply chain and the lack of staff, time or an external organization to research and compile this information. This results in the current state of uninformed decision makers, most prominently the chefs ordering food and the students choosing meals in the cafeteria. The impact of the current state is difficult to quantify, but contributes to an unsustainable food system tied to monoculture, pesticides and herbicides, soil and water degradation, greenhouse gas emissions from both production and distribution systems, poor labour standards and alienation of consumers from the sources of their food.

The creation of the McGill Food Systems Project (MFSP) is a response to this current state. Since its creation in Fall 2008, the MFSP has been coordinating both the identification of, and response to, this problem. Led by students, the MFSP is using stakeholder collaboration to (re)design McGill's involvement in its own food supply chain—bringing students, professors, administrators and staff together to research and implement improvements to the sustainability of our residence dining halls' purchasing practices. However, for the sustainable purchasing standards, which it is currently developing to be put into practice, the adaptability of McGill's supply chain needs to be evaluated and both McGill's decision-making and information flow capacity need to be increased.

This project will address the need for increased capacity by focusing specifically on the process by which information about sustainability characteristics of food (local, organic, ethically-produced, etc.) is currently passed through the supply chain. It will allow McGill's decision makers, both administrators and students, to take these factors into consideration when planning their purchases.

Our case analysis is primarily based on results from two data sources – first, the local research and experience of the McGill Food Systems Project and second, a review of the broader academic literature. Through the MFSP we were able to garner input from Mathieu Laperle, Director of McGill Food and Hospitality Services, Bill Pageau, Contracts Administrator for McGill Food and Dining Services, and Oliver de Volpi, Executive Chef of McGill Food and Dining Services. We have identified key gaps in McGill's capacity to institutionalize sustainable food purchasing practices.

The McGill Food Systems Project's summer research identified two primary pressures in McGill's food supply chain that prevent all actors at our institution from knowing where our food comes from and how it is produced. The first pressure is that from day to day, week to week, the source of our produce changes quite dramatically. The food service industry's supply chain is set up so that during a week of bad weather in Québec, an order of strawberries for the entire province can be moved 5000 kilometers away, all in a matter of a few phone calls between distributors and brokers. The frequency of these changes and the adaptability of the system make it extremely difficult to trace the origins of our food to the specific plot of land from which it came.

The second pressure is that the system is only set up to track the origins of the food in detail during situations of crisis or recall: barcodes on the boxes of produce allow for tracking the produce directly to the farm from which it came, but it is a very long and energy-intensive exercise. Hector Larivée was able to provide this information on request, but only for a small number of items requested by MFSP on a single occasion. It is simply not viable to trace the origins of our food using these barcodes for the 3000+ items we order and consume on campus. The most detailed information the MFSP was able to obtain for fresh fruits and vegetables sourcing, despite full cooperation of McGill's primary produce distributor, Hector Larivée, was an excel sheet which they provide to their clients that outlines the seasonal availability of all fruits and vegetables they order, by region (province, state, or country).

Together, these two pressures have significant impact on McGill's food system. They make it very difficult not only to track, but also to choose where we source our food from and what agricultural practices we support. This limits our capacity to respond to the current state of the system. From interviews with the distributor and the chefs who order from them, the MFSP established that when multiple sources are available in the same month, capacity, price and quality are the determining factors. Although Québec produce is always given priority when it is available by both the chefs at McGill who place the order and buyers at the distributor who make the purchase, that doesn't mean that either the chefs or the distributors are always able to choose from which Quebec farm the produce originates. In its current state, the industry simply isn't structured to allow more than basic information on price, safety, and region to travel through the supply chain all the way from farm to dining halls. Brokers, farmer cooperatives and other mediators which allow the incredible response-speed and flexibility of the produce supply chain unintentionally halt the information flow. At best, this means that setting specific purchasing criteria—for example, distance of farms, quantity or type of pesticides used, or labour standards—is going to require extra work from actors somewhere along the supply chain. At worst, it could limit the specificity and strength of the standards developed or the ability to regulate certain sourcing decisions at all. In short, the food purchasing system of which McGill is a part lacks the capacity to institutionalize sustainable purchasing decisions

Case Study Models

After interviewing other universities about their efforts to institutionalize sustainable food purchasing, two dominant strategies emerged. Defining sustainability standards, accumulating product and producer information, and relaying this to purchasers is a significant amount of work. It appears that other universities have chosen to either hire an individual, the "Forager Framework" or use an organization, the "Outsourcing Model."

The "Forager Framework"

The "Forager Framework" is derived from Yale's newly established position dubbed the "Forager." Rather than acquire information through external means, they chose to extend these responsibilities to a grant-funded position in their Sustainability Office. This individual is hired to research and inform the university about opportunities to increase the quantity of their local food purchasing. Within the university, this position is designed to identify Yale's food purchasing needs, call attention to areas where the use of sustainable practices can be increased and modify cafeteria menus to be more inclusive of local produce. He is the liaison between Yale and local farms. Additionally, he researches their locations, standards and capabilities in order to design a system that will connect the farms with the cafeterias.

University of Massachussets at Amherst adopted a similar method. UMass Dining hired one Executive Director and several other specialized staff members (including a "purchasing manager" and a "sustainability officer") to deal with such issues. While UMass Dining does not have a published mandate or a specific goal to be more sustainable, well-informed staff members have the ability to make menu-changing decisions in a resilient system. Once UMass was no longer reliant upon a static menu, the executive chef could make decisions based on the availability and sustainability of foods without relying on suppliers and distributors. This causes a "ripple effect" that allows all decisions to be made at an informed and personal level, through dialogue with staff, suppliers, farmers and students.

McGill could integrate these processes into McGill's food system. A new grant-funded position could be created, similar to Yale's "Forager," who is responsible for accumulating information, acquiring and maintaining contact with farms, and providing executive chefs and cafeteria managers with this information. Using UMass' system as an example, this staff member could work together with dining hall managers and chefs to apply changes in McGill's menu, depending on the availability and sustainability of certain goods throughout the year. Working on an administrative, policy-making and personal level, the "Forager" would also serve as coordinator between the different actors involved in sustainable food sourcing at McGill. In sum, this model addresses the problem of information flow for sustainable sourcing by providing the coordinating capacity to work directly with all stakeholders, from farmers and distributors to chefs and administrators.

The challenges of the "Forager Framework" include ensuring that this position has access to reliable funding, which requires obtaining a grant or the creation of a salaried position. This individual must able to maintain the connection between farms and food services, which necessitates cooperation from McGill's staff and the involved farms. However, an internal position grants control. Sustainability and local standards would be up to McGill to decide, and not mandated by an institution or organization. Furthermore, this framework allows for direct cooperation between McGill staff and local farmers. It provides the coordinating capacity to work with students in courses to perform in-depth studies of local farms. It also allows for this individual to work directly with chefs to change their menus according to availability and sustainability of products.

The "Outsourcing Model"

The "Outsourcing Model" is modeled after efforts at UC Berkeley and University of Toronto. These universities acknowledge that they do not have the time or personnel necessary to personally research product information or establish contacts with producers. Instead, they decided to work with external organizations who have predefined sustainability requirements, established relationships with producers and periodically assess their products. Community Alliance with Family Farmers (CAFF) and Local Foods Plus (LFP) provide a list of farms and their available products to UC Berkeley and University of Toronto, respectively. This information is relayed to the person responsible for purchasing food. At UC Berkeley, Charles (Chuck) Davies, the Associate Director for Residential Dining, distributes the information CAFF provides to the various kitchens and executive chefs on campus. At University of Toronto, it is relayed to the unit manager of each eating facility. Both universities maintain that the chefs must decide for themselves which foods they can purchase and in what quantities. Although their chefs appear to be committed to sustainable purchasing, they also must take quantity and budget into account. Additionally, certain foods that are not in season must be purchased through supplementary vendors.

Though the "Outsourcing" model relieves the majority of the research, networking and coordinating work for local purchasing from McGill, it requires the existence of an external organization that would be able to act as an intermediary. It also creates a dependence on the continuing work of that external organization. Furthermore, it doesn't build McGill's own capacity to research or define standards. Complying with standards set by an external organization can limit McGill's ability to specify important criteria or adapt to future concerns without that organization's consent.

Options: McGill's Context

McGill could create a partnership with a comparable organization. This organization would be responsible for defining regional sustainability criteria, establishing relationships with local farms which meet this criteria, and providing product lists to McGill to chefs and managers at McGill's residence dining halls, who would then work with their existing distributors to order these local products and incorporate them into daily menus.

McGill couldn't currently subscribe to an entirely external organization like CAFF or LFP because one doesn't exist. However, instead of waiting for one to be created, McGill could be more involved in tailoring exterior services to fit its needs. For example, one organization that already exists in Montreal is Equiterre. A well-established Quebec NGO founded in 1993, Equiterre works on a broad range of sustainability issues at the community level and "develops projects that empower citizens to make environmentally and socially responsible choices" (Equiterre). Although they do not yet have the structure of LFP or CAFF that would allow them to supply McGill directly, Equiterre already has strong connections with local farms through its position coordinating the local Community Shared Agriculture (CSA) network, and they are building farm-to-cafeteria sourcing through the A La Soupe program. In its first stage, A La Soupe was a pilot project to connect local daycares, primary and secondary schools, and hospitals with local farms. However, the second stage of A La Soupe, scheduled to begin as soon as possible, is planned to analyze current institutional food distribution systems and work directly with the large-scale corporate food providers, focusing on Chartwells and Sodexo, to design new distribution systems for local sourcing.

An external organization willing to cooperate with McGill students could be ideal. Students can be a valuable resource to research local farms and work with Equiterre through the coordination of the McGill Food Systems Project. Jointly defining sustainable food standards would allow food to directly reflect McGill's concerns and Equiterre's capabilities.

Additionally, it is important to assess the degree to which sustainable purchasing can be institutionalized at McGill. McGill must decide when and where sustainable purchasing is mandated or voluntary. Various factors must be taken into account including the breadth and volume of supplying farms' products, the price of these products, ordering and delivery logistics from these farms, the processing capabilities of chefs and kitchen staff preparing the food and the desires of students eating at the dining halls.

McGill must ask, at what level is this necessary to put these policies into its governance structure? Should it be implemented as a mandatory policy for all food providers or should self operated and corporate food service providers be targeted separately? As an alternative, should food service providers be mandated to uphold defined university standards or be encouraged to follow a set of guidelines? These questions have to be considered for both the self-operated dining halls run by the university itself, and dining halls run by sub-contracted corporate food service providers (primarily Chartwells and Sodexo).

Instituting a sustainable purchasing policy can bring about results. A mandated policy has the advantage of creating numerical goals and demanding they be met. Additionally, policy allows for measurement, which provides visible space for improvement and marketing. However, resources are required to meet the coordination needs of policy or measurement. However, voluntary purchaser recommendations can be effective as well. Anne Macdonald from the University of Toronto described a meeting process in which all food vendors on campus gather to discuss their operations. She explained that despite voluntary standards, this actually increased sustainability efforts due to peer pressure and the fear of being appearing unsustainable. It may also be beneficial to begin by targeting certain food groups, such as produce or categories of produce, because produce can be most easily traced and directly sourced. Furthermore, due to weather and McGill's geographic locations, only certain foods will be available during the Fall or Winter semesters. Encouraging chefs to include these products in their menus could allow for easier compliance and flexibility. Finally, time goals can be set to encourage compliance and serve as motivation for future goals. Either way, we need coordination for communication of new products.

Expected Results

While our specific expected results are outlined in our indicator and timeline sections, we would like to outline the many broader effects of implementation of this management plan.

Strengthening the McGill Community

From our research, we anticipate that implementation would lead to greater consumer health and satisfaction with their food, in addition to a greater sense of worth and empowerment for staff involved in the food chain. The opportunity for students to participate in applied research will enhance the quality of the education offered by McGill and attract students interested in policy implementation to enroll at the University. Students' greater awareness of from where their food comes should also help to mitigate the "McGill Bubble" syndrome of disconnection between McGill students and the surrounding Montréal community. Opportunities to reduce costs should be easily to recognize and take advantage of by dedicating resources to facilitate excellent information flow and storage. The proven use of multistakeholder processes embodying adaptive management and resilience thinking can facilitate the use of this methodology for other aspects of decision making and sustainability governance on campus, thus building capacity on campus.

Giving Back to the Local and Global Community

Implementation would also make McGill a leader in food sustainability. McGill would help to develop the capacity of local producers and suppliers to bring sustainable food to institutions throughout Montréal and building stronger ties with community organizations such as Equiterre. Beyond Montréal, the McGill model could be used in other post-secondary institutions across Canada and internationally. Consequently, McGill's rankings (both sustainability-specific and general) should climb.

Recommendations

The following recommendations are drawn from an analysis of the current situation at McGill and the best practices identified at UC Berkley, UMASS, UToronto, and Yale. To effectively implement a framework for sustainable sourcing, McGill needs capacity for research, networking, and coordination of stakeholders. Based upon interviews with administrators at McGill and our four peer institutions, it is suggested that McGill combine existing approaches to create a new "Community Connections Model". This combination of both "Forager" and "Outsourcing" models will avoid the weaknesses of each and provide the most effective and resilient strategy for McGill.

We recommend that McGill hire a new position, assign a current position or divide the work among several existing positions to coordinate local food research and purchasing (Forager model). However, this individual or team will work specifically with students and Equiterre to coordinate targets, definitions and measurements (Outsourcing model). This will involve developing a relationship with Equiterre, possibly offering research assistance and testing ground, to establish the communication between food venues and suppliers.

This policy would be most feasibily achieved if first tested with McGill's self-operated residences, before being implemented institution-wide, targeting all residence foodservice providers at McGill, and communicating food supply information to all residence students and food supply chain staff.

We propose that McGill hire a full-time Food Sustainability Coordinator (FSC), initially using a grant from the Sustainability Projects Fund and later a more sustainable financing model including contributions from each food operator. This individual will facilitate the flow and storage of information between stakeholders, coordinating the sustainable food purchasing for food vendors and work with diverse stakeholders to develop the capacity for increased sustainable food purchasing on campus. The FSC would work with Equiterre to develop sustainable criteria and definitions, relationships with local farmers and access to their products. Additionally the FSC would work with Hector Larvée to distribute the products to McGill. More in depth information is included in the timeline below and the job description located in the appendices.

Indicators

Creating the System

- ✓ Have clear definitions for "local," "organic," and "sustainable" food been agreed upon by a multi-stakeholder committee?
- ✓ Has an information system been put into place that relays local farm information to McGill purchasers? Is this system sustainable? (eg- Can this system be perpetuated in future years? Is there a mechanism to continually reevaluate farms, incorporate new farms, and adjust for changes in farm capacity or vender needs without creating a new system? Can the money invested in the system be sustained in future years?)
- ✓ Has the position of Food Sustainability Coordinator been created? Has it obtained multi-year, sustainable funding? Have a clear set of the position's objectives and responsibilities been outlined? Are these objectives and responsibilities able to be modified according to McGill's future needs and ambitions?
- ✓ Is the system addressed in McGill's food purchasing policy?

Implementing the System

- ✓ To what extent does the food purchased for McGill venues adhere to the definitions of "local," "organic," and "sustainable" food?
- ✓ Are purchasers at McGill given access to the information produce by the system?
- ✓ To what extent are purchases being made through the system?
- ✓ Has a qualified candidate been employed as the Food Sustainability Coordinator?
- ✓ Have criteria documents been created for all fresh produce by April 2013?
- ✓ Have criteria documents been created for all non-processed foods by April 2015?
- ✓ Have percentage targets for produce meeting Equiterre-McGill sustainability standards been achieved (years three-five)?

Project Management Plan Implementation Timeline

We have set out an implementation structure for this management plan.

First we recommend that the stakeholders be brought into contact and that the position of a "Food Sustainability Coordinator" be discussed and developed before the year is over. By April 2010, the hiring process for the position should be initiated, and the Food Sustainability Coordinator should begin working for a trial year by May 2010. This first year would include doing research, improving relationships with stakeholders, and working closely with Equiterre. Funding and proposals for the second year should also be completed. In the second year (May 2011-April 2012), the Coordinator would evaluate and complete a report of the period of May 2010-August 2011. By this time, a sustainable food purchasing policy should be developed and implemented.

Years three to five should be dedicated to the further concretization of the position, the facilitation of dialogue between stakeholders, and the institutionalization of a sustainable purchasing policy should be in full swing. By this time, more long-term goals can be made, and benchmarks can be met.

A more detailed version of this timeline can be found in Appendix E.

Conclusion and Next Steps

This report is intended to provide our stakeholders with the information they need to build the capacity required to institutionalize sustainable food purchasing at McGill. It contains an outline of our "Community Connection" model (a fusion of the "Forager" and "Outsourcing" models from our case studies) for such a system, examples of its practical application and suggested indicators of success. The next step involves our stakeholders reviewing these recommendations and deciding which strategy can be most effectively implemented at McGill. The management plan team is dedicated to facilitating this process for the duration of the Fall 2009 semester (as outlined in the timeline).

A fully-developed plan to incorporate their chosen strategy into McGill food system should be tailored to meet McGill's specific food providers capacities and demands. A set of standards and definitions describing what it means to be a sustainable food system needs to be created and feasible goals should be outlined in detail. Additionally, a method should be designed to bring product information from local farms to McGill food purchasers. This information should also be made accessible to consumers through social marketing. Furthermore, we acknowledge this is a long term project that will encounter a variety of shifting challenges throughout its implementation. Therefore, it is necessary that the system and the process of implementing it at McGill be flexible. It must be able to adapt to exterior adjustments such as climate change or varying farm production, in addition to internal changes such as changing purchaser needs or staff and student turnover.

As outlined in the "Expected Results" section, we believe that the collaboration of diverse stakeholders to fully implement this management plan would strengthen the McGill community, give back to the local and global communities, and act as a model for other processes of change at McGill University.

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Appendices

Appendix A: Case Studies of Universities

McGill University

Setting

Climate	Size	Public or Privately Funded	Self-operating or Corporate Food Providers
Located in Montreal, QC. Two campuses Downtown campus in an urban environment Macdonald Campus in a peri-urban environment Long, harsh winters, farms yield produce until fall Surrounded by a fertile agricultural region	Approximately 34 000 students 18 000 undergraduate students 16 000 graduate and post graduate students Total population of 40 000 including staff Approximately 3 000 students in residence served by self operated and contracted food service providers	Public Canadian University Operating budget similar to those in other case studies except Yale	Self operated cafeterias: Douglass Hall Bishop Mountain Hall Royal Victoria College Subcontracted corporately operated cafeterias: New Residence Hall, Carrefour Sherbrooke (operated by Chartwells) Macdonald Campus Dining Halls (operated by Sodexo) Several corporate franchises on downtown campus including Subway, Pizza Pizza, Tim Hortons *For a detailed map of McGill's food service locations, refer to the McGill Food Map located in the appendix*

Definitions

Organic	Local	Sustainable
None Chartwells national sustainability policy includes organic fair-trade coffee and some processed organic products (eg. Soymilk)	None	None Chartwells national sustainability policy includes SeaChoice standards for all seafood and Cage free eggs

Policy

Food providers at McGill can be categorized as one of three models; self-operated providers, corporate food service providers and corporate franchises. Besides deciding which franchises it sub-contracts, McGill has little control over the supply chain of these outlets because their purchasing is tightly controlled and standardized for each brand. In contrast, though the corporate food service providers do have their own company-wide purchasing policies - and the strictness of these policies varies between providers (see Glencross, 2009, for full explanation) - they are responsible for working with McGill to integrate purchasing changes which it would like to test or require. However, the purchasing of the self-operated dining halls which McGill administrators and staff run directly is the most flexible. As one of the few universities in Canada to still have a self-operated food services (Glencross, 2009), McGill has the relatively unique opportunity of having complete control of the ordering practices for Bishop Mountain Hall, Douglas Hall, and Royal Victoria College. In this project, we consider both the self operated and corporate food service providers. Serving over three thousand students in residence, they are the largest single food providers on campus and they also have the most flexibility in purchasing policy.

Executive Chef Oliver de Volpi works with the individual chefs at McGill's self-operated residences to coordinate menu and sourcing. Similarly, Chartwells' Food Service Director Tazim Mohammed works with the New Residence Hall and Carrefour Sherbrooke chefs and at Macdonald Campus, Sodexo manager Joe Martins oversees chefs preparing food for both John Abbot College and McGill's dining halls. Once the menu has been set, the chefs must decide from whom to order their food. They often rely on the networks of their distributors to find the cheapest and highest quality products, instead of having to locate producers themselves. These networks are very complex and in some cases, choosing to order from distributors effectively limits the chefs' ability to have further direct choice in the sourcing of the products. An example of one of these distributors is Hector Larivée from whom McGill's dining halls, both self-operated and sub-contracted, order fresh produce. A family-owned business and the largest independent fresh produce distributor in Quebec, Hector Larivée intentionally supports local farmers, preferring to order local farms when their produce is in season. However, their business is not focused on providing local food; it is to provide food which meets the price and quality expectations of its customers. As a result of this, if Quebec produce is not in season or is otherwise unfavourable, sourcing shifts immediately to imported sources.

The extent to which McGill Dining Services offers sustainable food is determined by its cost and demand. The additional cost of sustainable food is passed directly to students because the meal halls now operate with a model where students pay individual prices for each item (not on a per-meal basis). Thus, the dining hall chefs would be willing to order organic produce and local meat if they were sure that students wanted it and would pay the extra cost. Students are able to communicate with McGill Food and Dining Services though the "TALK2US" board for comments. In addition, the McGill Food and Dining Services website has a feedback function.

Furthermore, passing sustainable food information on to students, the final consumers is an issue. As of now, there is no standard labeling system across McGill's dining halls. Labels which do exist are for price or ingredients solely, with occasional addition of general sourcing location. On residence Local Food Days, additional labels are added to denote Quebec products or farm name and location, but these are specific to each cafeteria and are still under development. No labels ever contain detailed information on agriculture practices of supplying farms.

University of California at Berkeley

Setting

Climate	Size	Public or Privately Funded	Self-operating or Corporate Food Providers
Located in Berkeley, CA Urban, but close to many farms Fertile environment, produce grown year round	Approximately 35 000 students. 25 000 undergraduate students 10 000 graduate and post-graduate students	Public American University	3 Self operated all-you-can-eat dining halls 15 Self operated eateries in total 1 Corporately run coffee shop Approximately 30 000 meals served per day

Definitions

Organic	Local	Sustainable
Food must be certified as organic by a USDA certifying agency.	Defined by Community Alliance with Family Farmers (CAFF) Primarily between 50 and 250 miles from Berkeley	CAFF is working to develop a definition Some products are LEED certified

Policy - The Outsourcing Approach

The university has identified that they do not have the economic resources, time or personnel to acquire information about sustainable local farms, maintain the accuracy of their data and bring their products to campus. Instead, they decided to collaborate with the Community Alliance with Family Farmers (CAFF). Their cafeteria directors and a variety of staff members at the UC Berkeley Sustainability Office do have personal relationships with local farmers. Chuck Davies explained that it is not uncommon for a local farmer to contact them if the farm has a surplus of apples or something similar. Primarily, CAFF provides the university with a list of farms and products that meet CAFF's sustainability criteria. Chuck Davies, the Associate Director Residential Dining, then forwards the list to the executive chefs who select the products that best fit their menus. This leaves it up to the individual executive chefs to decide to what degree their food comes from CAFF farms. However, selected side items are guaranteed to be organic. One large order is formed and finally the CAFF collects and distributes the desired products.

Due to high student demand, the university offers a labeled, entirely organic salad bar with cage free eggs. Organic was a convenient certification because it has a standardized criteria that is certified by the USDA. Student demand is highly influential, however, a balance must be found between this demand and the increased cost of more sustainable products. Although they want to support smaller farms, the high volumes of food that the require makes CAFF a dependable compromise. Additionally, all California schools are asked to have 20% "REAL" food by 2012. Berkeley currently has set its goal at 10%.

University Massachusetts Amherst

Setting

Climate	Size	Public or Privately Funded	Self-operating or Corporate Food Providers
Located in Amherst, MA In a town surrounded by farms Climate is similar to that of Montreal	26 360 students 20 500 undergraduate students Approximately 40 000 meals served per day Approximately 10 000 mandatory meal-plan diners 3 000 optional meal-plan diners	Public American University	6 kitchens run by UMass Dining, which works independently from UMass Several student-run co-ops The "Campus Center" offers several corporate dining places.

Definitions

Organic	Local	Sustainable
None	None	None (except for seafood, for which they use Monterey Bay Aquarium Seafood Watch guidelines and/or Marine Stewardship Council standards)

Additional data

23% of produce was local in 2008
Purchases from 15 farms directly
Purchases from 20 farms through a distributor, Fowling and Huntting
Spends $300,000 annually on local produce.
Most food processing contracts (10/16) are local, the rest is through a distributor, Thurston
Spends $2.5 million annually on locally processed food
Milk is purchased from local dairies, Mapleline and Garelick
New herb garden on campus in use this Fall
Farm-to-school program: weekly local specials, farmer's market.
Purchases organically grown food
Meat and eggs are less than 1% grass-fed or confinement free
Meat is 50% free hormone or antibiotics
Dairy products are 100% free of hormones and antibiotics
100% of seafood meets Monterey Bay Aquarium Seafood Watch guidelines or Marine Stewardship Council standards
Offers vegan options everyday at all locations
Some fair trade coffee
Their strength is in waste management, composting, and disposal, while food does not function under any strict guidelines.

Policy - The Forager Approach

UMass Dining steadily improved once they brought in Ken Toong, executive director of dining and retail services, 11 years ago. Once menu control was transferred from the school dietitian to an executive chef, Willie Sng, UMass Dining was able to exhibit more control over its food and what went in it. Specialised positions, like a "purchasing manager and sustainability officer" allow UMass to have greater control of its own food and a good relationship with its distributors. UMass attributes its success to Ken Toong, who has decided all the changes in the last decade. Since UMass Dining runs independently from UMass and is not a privatized corporation, it relies on its annual budget of $52 million, of which $2.5 million is spent on locally processed food and $300,000 is spent on local produce. UMass Dining was able to provide local and sometimes sustainable food without much pressure from the student body--the well-chosen staff initiated most developments themselves. Still, UMass Dining prides itself on its close relationships with students--staff are personable and involved, which makes students more willing to eat from and work for their cafetarias. Ken Toong describes this as a "ripple effect".

Essentially, UMass Dining chose to hire capable people to take care of specific positions with the direction of one very capable executive director. The downside is that UMass never defined "local", "organic", and "sustaibable", which made it pretty much up to the staff to decide what gets those labels. Its success, (20% of its food is local, 100% of its dairy products are free of hormones and antibiotics, and 100% of its seafood is defined by sustainability standards) is largely due to personal choices and close relationships with food providers, namely, local farmers, a Connecticut-based produce distributor, and a local dairy provider. On top of that, since much of it's food is processed on-site, UMass Dining is able to be resilient in any changes of market prices or availability, allowing food to be purchased by certain quota that involve market prices, location, and availability--not just price or a rigid menu. It's ever-changing menu is an asset, because it allows chefs to be resilient to any change of those variability.

In short, UMass Dining is resilient because it allows for personal choices of staff influenced by an awareness of environmental issues and the possibility of a changing menu. This makes the infrastructure of the system open to changes, causing a ripple effect that improves relationships between staff and the student body.

University of Toronto

Setting

Climate	Size	Public or Privately Funded	Self-operating or Corporate Food Providers
Located in Toronto Urban environment Climate similar to Montreal	Approximately 45 000 students. 33 000+ undergraduate students 11 500+ graduate and post graduate students 15% of students live in residence	Public Canadian University $29-30 million annual gross revenue	2 Large self-operating cafeterias serving Chestnut and University serving 1000 and 750 students respectively Other eateries like Hart House, both self-operating and corporate

Definitions

Organic	Local	Sustainable
Defined by Local Foods Plus	Defined by Local Foods Plus. They hope for within 100km of Toronto, but go by the phrase "reasonably local"	Defined by Local Foods Plus They created a point system based on the following criteria: energy conservation, low pesticide use, soil and water conservation, humane treatment of animals, and labor conditions.

Policy - The Outsourcing Approach

At the time when efforts to develop sustainability criteria were being designed at the University of Toronto, a professor was spearheading an organization, Local Foods Plus, which aimed to supply local, sustainable food. She proposed they form a partnership. Local Foods Plus, has taken on the task of establishing sustainability criteria, certifying producers and maintaining relationships with these farmers. They are able to supply the university, who in turn supplies the individual unit managers, with list of their available farm products. LFP then purchases these products directly from the producers and transports them to the univeristy.

The university has found that it is difficult to balance cost factors and volume with sustainability. Their biggest sucesses have been where they can have better economics of scale such as at the residence cafeterias and Hart House. Cash and Carry food vendors have a more difficult time selling sustainable products because students are very price conscious and will generally choose the cheaper product over the more sustainable. One example Anne Macdonald gave was milk. They located a local, organic dairy that could supply the volume of milk necessary for their food vendors. It appeared to be perfect because milk could be sustained year round (school is primarily in session during the fall and winter months, which makes the majority of local produce unaccessible) and is a common drink. However, the price factor severely impacted sales in retail venues so they had to stop selling in. In contrast, the bigger cafeterias were able to sustain this milk use because of better economics of scale.

Additionally, they aim to improve their marketing of sustainable products. They currently attempt to label sustainable products, but it is not as prevalent as they hope.

Yale University

Setting

Climate	Size	Public or Privately Funded	Self-operating or Corporate Food Providers
Located in New Haven, CT. Urban environment Yale located downtown Climate is slightly warmer than Montreal Farms yield produce until late fall	Approximately 12 000 students. 5000+ undergraduate students 6000+ graduate and post graduate students Most students eat 3 meals a day	Private American University Operating budget $2.3 billion	14 self-operating cafeterias 8 Corporate run eateries on campus Corporate providers use sustainable food purchasing guide at their discretion

Definitions

Organic	Local	Sustainable
Food must be certified as organic by a USDA certifying agency.	A strict definition is not set. Buying locally means buying from as close a source as possible.	"A practice can be called sustainable if and only if it can be continued indefinitely without degrading the systems and resources upon which it relies." A tier system is used to rank products in order of preference. An example for vegetables is found online *http://www.yale.edu/sustainablefood/food_purchasing.html

Policy - The Forager Approach

Initially, the Sustainable Food Project (SFP) proposed local farms for the procurement office at Yale to buy from. Since then, interest has grown and Yale has developed a grant position that they call the Forager Coordinator. In brief, the forager' purpose is to collect and provide the information required to allow managers at Yale's dining services to increase the quantity of local produce purchased. This includes both menu planning as well as establishing relationships between Yale and local farmers.

When Yale Dining Services first began to purchase from local farms they found that their food costs increased by three quarters. Since then they have been able to but the increase in cost down to thirty five percent, which corresponds to a seven percent increase in overall dining costs. Despite increased cost, Yale plans to increase their sustainable procurement to sixty percent by the year 2013. A full list of sustainability goals by the year 2013 is available online at http://www.yale.edu/dining/about/sustainability.html. This shows that the benefits of sustainable purchasing outweigh the disadvantages.

The sustainability department at Yale regularly works with students to propose sustainable meals to the chefs. Information about these meals is displayed using "Table Tents" which contain information from the SFP. This information includes information about the sustainable food offered as well as upcoming special events. Local foods which are served regularly are labeled so that consumers know where they are from.

A form of assessment to ensure that sustainability policy is followed is not yet developed but is in progress.

Appendix B: McGill's Food Map

Where to eat on campus Où manger sur le campus

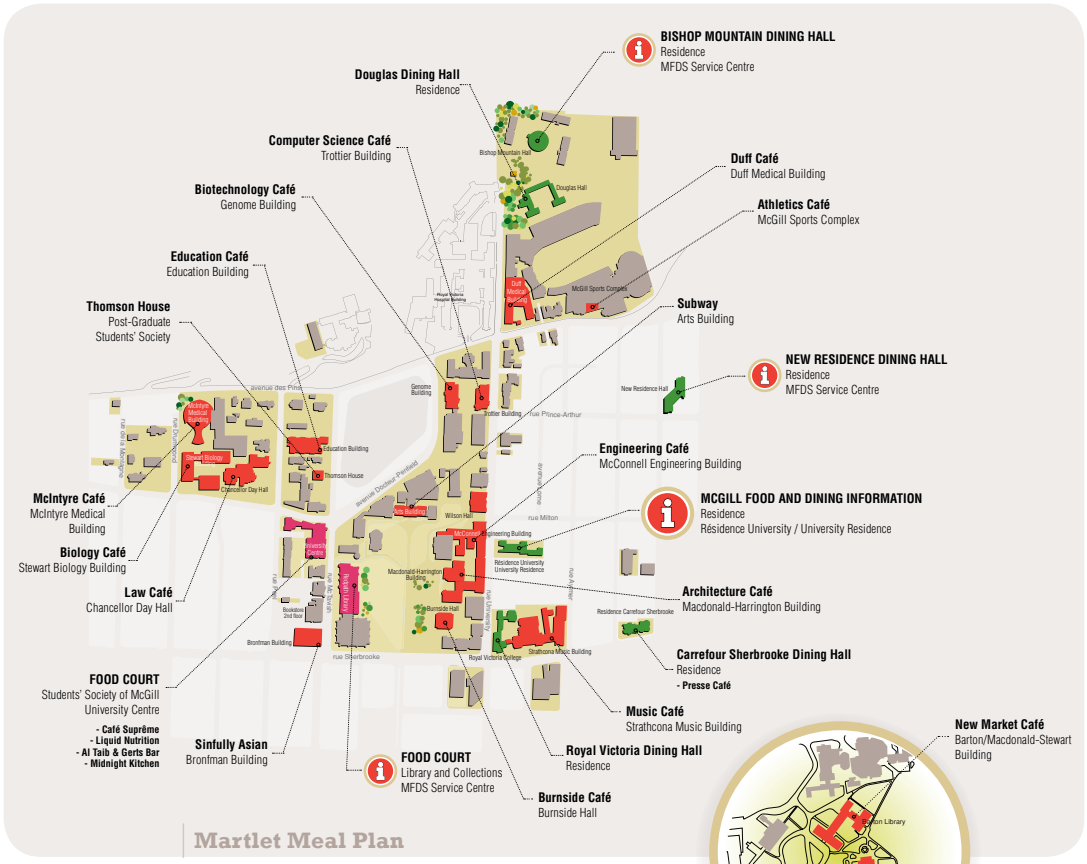
Food and Dining Services
Service de restauration

A Great choice!

With 30 food service locations, in addition to food and cold beverage vending machines across campus, you are sure to find what you are looking for. Visit our Web site at **www.mcgill.ca/foodservices**

Beaucoup de choix !

Vous trouverez sûrement quelque chose qui vous plaira dans l'un des quelque **30 points de service** ou dans les distributrices sur le campus. Consultez le **www.mcgill.ca/foodservices**



McGill Food and Dining Information Centre

MFDS Service Centre	Résidence University / University Residence
Service Centre	Bishop Mountain Hall
Service Centre	3625 avenue du parc
Service Centre	Library and Collections Redpath Library
Service Centre	Macdonald Campus

Retail Campus Locations

Al Taib & Gerts Bar	University Centre	
Architecture Café	Macdonald-Harrington Building	
Athletics Café	McGill Sports Complex	
Biology Café	Stewart Biology Building	•
Biotechnology Café	Genome Building	•
Burnside Café	Burnside Hall	•
Café Suprême	University Centre	
Computer Science Café	Trottier Building	•
Duff Café	Duff Medical Building	•
Education Café	Education Building	•
Engineering Café	McConnell Engineering Building	•
Law Café	Chancellor Day Hall	•
Link Café	Barton/Macdonald Stewart Building	•
Liquid Nutrition	University Centre	
McIntyre Café	McIntyre Medical Building	•
Midnight Kitchen	University Centre	
Music Café	Strathcona Music Building	•
New Market Café	Centennial Centre	•
Nursing Café	Wilson Hall	•
Presse Café	Résidence Carrefour Sherbrooke	
Sinfully Asian	Bronfman Building	•
Subway	Arts Building	•
Thomson House Post-Graduate Students' Society	3650 McTavish	

Residence Dining Halls

Bishop Mountain Dining Hall	Bishop Mountain Hall	•
Douglas Dining Hall	Douglas Hall	•
Royal Victoria Dining Hall	Royal Victoria College	•
Résidence Carrefour Sherbrooke	475 Sherbrooke Street	•
New Residence Dining Hall	3625 Avenue du parc	•

Food Courts

Food Court / Library and Collections	Redpath Library	•
Students' Society of McGill University Food Court	University Centre	

• MEAL PLAN / FORFAIT ALIMENTAIRE

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MARTLET MEAL PLANS

www.mcgill.ca/foodservices

Appendix C: Food Sustainability Coordinator Job Description

While recognizing that the job description for the Food Sustainability Coordinator (FSC) will require considerable consultation, refinement and formalization, we wish to present some suggestions for consideration by stakeholders in McGill's Food System.

Governance Structure

- It must be clearly outlined who the FSC reports to and who is responsible for assisting and supporting the FSC
- The FSC must have some decision-making power and official mandate so that his/her work is not obstructed or go unheeded

Key Skills

- Knowledge of food sustainability issues, preferably in the Montreal context
- Knowledge of decision-making structures at McGill, preferably in the food systems context
- Knowledge of university context, e.g. timelines, capacities, and schedules of different stakeholders (administrators, stu dents, profs, staff, etc.)
- Communications
  - Multistakeholder process facilitation and engagement
  - Knowledge of social marketing necessary for communicating with diverse consumer populations
- Project Administration – experience running projects and campaigns, chairing meetings, writing reports, meeting deliver ables, strategic planning, etc.
- Fundraising experience (grants, donors, etc.)

Key Responsibilities

- Facilitate the flow and storage of information between stakeholders
- Facilitate growth of partnerships with Equiterre and corporate food providers
- Coordinate and incorporate student research projects
- Organize a community forum once a year (suggested in February)
- Compile an annual report once a year (suggested in August), including measuring and reporting on indicators
- Write funding proposals and grant applications
- Identify cost savings opportunities for local sourcing
- Perform administrative tasks

Appendix D: Yale University Foraging Coordinator Job Description

Position General Purpose

Recommend opportunities for significantly increasing the quantity of locally-grown sustainable food purchased by Yale Dining for the next fiscal year and the foreseeable future. Work with Yale Dining, local farmers, processors, and distributors to develop local supply, and to increase the percentage of local, sustainable food in the dining halls through both sourcing and menu planning.

Essential Duties

1. Work closely with Yale Dining to align Yale's menus and purchasing requirements with Connecticut farmers' supply and crop plans
2. Identify and quantify Yale's annual needs, highlight where Yale's demand is not met by local supply and generate a "wish list" for local farmers to help them meet Yale's needs.
3. Determine key areas where processing or new product development would help Yale Dining to use more locally-grown food (e.g. just-in-time produce peeling and cutting, IQF processing, sauces and fruit preserves).
4. Hold collaborative conversations with farmers to convey Yale's needs and solicit farmer input about what they can best grow.
5. Aid culinary team with creating menus that take advantage of local produce availability and Connecticut growers' production capabilities.
6. Identify cost savings opportunities for local sourcing and balance increased costs of other local sourcing opportunities.
7. Track deviations (+/-) in cost of locally sourced product verses conventional product.
8. Aid local farmers in exploring new production techniques and with financial planning needs.
9. Provide access to information and expertise for farmers regarding crop varieties, planting calendars, season extension, pastured livestock production, processing and crop storage.
10. Discuss opportunities for conversion to organic practices with farmers.
11. Assist growers with financial services and planning needed to meet Yale's future produce demands.
12. Work with local farmers, processors and distributors to measurably increase the amount of local food available for cost effective purchase by Yale.
13. Find ways to assist farmers' with product consolidation and redistribution.
14. Evaluate and facilitate the creation of relationships between farmers, processors and distributors to create new products like jams, sauces or frozen produce where financially feasible.
15. Manage logistics, trouble shoot and make certain that growers, processors, distributors and chefs have access to necessary information and expertise to solve any problems that arise.
16. Oversee the measurement and tracking of Yale's local purchasing in concert with the Yale Dining Culinary Director and Assistant Director of Sustainability and Supply Management
17. Create a basic work plan/calendar of activities to drive purchasing conversations in future years and to serve as a potential aid to other institutions attempting similar endeavors.
18. Create a measurement tool to allow Yale Dining to quantify results in the current Fiscal Year and in future years.

Education and Experience

1. Bachelor's Degree and three years of experience on farms or in the sustainable food field; or an equivalent combination of education and experience.
2. Minimum of 2 years experience in agriculture and/or the sustainable food field.

Additional Education and Experience

1. Strong culinary expertise.
2. Preferred: Institutional dining experience.

Skills & Abilities

1. Ability to manage several projects and relationships concurrently;
2. Strong critical thinking skills;
3. Superior interpersonal, written, and oral communication skills;
4. Ability to work independently and collaboratively;
5. Must be able to work well with Yale staff and students, local agriculture community, and food processors and distributors;
6. Knowledge of regional/seasonal eating and grasp of overall food and local agriculture issues;
7. Comfortable with Microsoft Word and Excel.
8. Driver's license and vehicle for transportation to farms and processing/distribution facility.

Appendix E: Project Management Plan Implementation Timeline (Extended)

Please note that the beginning stages are more detailed and later stages include only benchmarks; this is in part to avoid needless repetition (since many tasks will need to be repeated continually, monthly, or annually) and in part to leave considerable flexibility and discretion to the multistakeholder committee and the Food Sustainability Coordinator.

Initial steps

November-December 2009

» Present management plan to stakeholders
» Meet with Equiterre to further discuss their capacity and level of involvement
» Begin development of funding proposal for Food Sustainability Coordinator (FSC)
» Facilitate follow-through on project recommendations by ensuring commitment from diverse stakeholders to proceed with implementation of this management plan via a multistakeholder committee, including practical commitments for facilitating action items beyond 2009

January-February 2010

» Submit funding proposal for FSC salary (May 2010-April 2011) and related costs to the Sustainability Projects Fund
» Develop job description, hiring process and criteria, and governance/oversight structure for FSC

March 2010

» Receive funding confirmation

April 2010

» Hiring process for Food Sustainability Coordinator

Year One (May 2010-April 2011)

May 2010

» Food Sustainability Coordinator begins work

May-August 2010

» FSC compiles knowledge of McGill's Food System and develops relationships with key stakeholders
» FSC works with Equiterre and multistakeholder committee to agree on sustainability definitions
» FSC works with McGill Food Systems Project summer researchers to identify high impact "low hanging fruit" initiatives and comprehensive communications/branding strategy for Sept 2010
» FSC works with Equiterre and multistakeholder committee to develop pilot project for implementation in self-operated cafeterias in September 2010
» FSC works with multistakeholder committee and corporate food providers to lay groundwork for future pilot project in corporate food services for September 2011
» FSC works with chefs to develop year's worth of adaptable seasonal menus
» FSC identifies future funding sources
» FSC develops evaluation matrices for indicators of success
» FSC and MFSP clearly document findings
» FSC submits progress report at end of August

September 2010

» Launch pilot project in self-operated residences in collaboration with Equiterre and Hector Larivée
» Launch communications strategy and host information/awareness events for consumers
» Maintain information flow between stakeholders, particularly corporate food providers
» Begin funding proposal process for Year Two Funding

October 2010

» Submit funding proposals for Year Two

November 2010

» Facilitate evaluation of first 6 months of Year One (including meetings with stakeholders, priority setting for January-May 2011)

January 2011

» Intensify consultations with corporate food providers, Equiterre, and multistakeholder committee to enlarge the pilot project to include corporate food services in September 2011
» Secure funding for Year Two, including contributions from corporate food providers, McGill Food & Dining Services, McGill Office of Sustainability, and external grants

February 2011

» Host campuswide forum regarding pilot project and future of food sustainability at McGill (feedback on progress so far, strategic planning, etc.)

March 2011

» Renew FSC contract or hire new person (April 2011 to act as transition period if necessary)

Year Two (May 2011-April 2012)

May 2011

» Facilitate evaluation of second 6 months of Year One (including meetings with stakeholders, priority setting for June-December 2011)

May-August 2011

» Complete annual report for the period of May 2010-August 2011
» Develop corporate food services pilot project for implementation in September 2011
» Develop expansion model for self-operated cafeterias pilot project
» Develop sustainable food purchasing policy for official adoption during 2011-2012 academic year

September 2011

» Implement corporate food services pilot project and self-operated cafeterias expansion

October 2011

» Submit funding proposals for Year Three

November 2011

» Facilitate evaluation of first 6 months of Year Two (including meetings with stakeholders, priority setting for January-May 2012)

January 2012

» Secure funding for Year Three

February 2012

» Host campuswide forum regarding pilot project and future of food sustainability at McGill

March 2012

» Renew FSC contract or hire new person (April 2012 to act as transition period if necessary)

Years Three-Five

May

» Orient new Food Sustainability Coordinator (if necessary); Facilitate evaluation of second 6 months of previous year (including meetings with stakeholders, priority setting for June-December of current year)

May-August

» Conduct research (e.g. to develop criteria documents), individual stakeholder in-depth consultations, compile figures for evaluation of indicator progress

August

» Complete annual report from previous September to present

September

» Launch expanded program in self-operated cafeterias and corporate food services

October

» Submit funding proposals for subsequent year

November

» Facilitate evaluation of first 6 months of current year (including meetings with stakeholders, priority setting for January-May of current year)

January

» Secure funding for subsequent year

February

» Host campuswide forum regarding pilot project and future of food sustainability at McGill (opportunity for consumer and stakeholder engagement, important way to educate new populations of students, staff, etc., excellent opportunity for strategic planning)

March-April

» Renew FSC contract or hire new person (plus transition period if necessary)

Additional Benchmarks for Years Three-Five

Year Three (May 2012-April 2013)

» 20% of produce on campus meets Equiterre-McGill sustainability standards
» Criteria documents are created and in use for all fresh produce

Year Four (May 2013-April 2014)

» 35% of produce on campus meets Equiterre-McGill sustainability standards
» Share three years' worth of learning with analogous institutions, particularly other universities and CEGEPS in Montréal

Year Five (May 2014-April 2015)

» 50% of produce on campus meets Equiterre-McGill sustainability standards
» Full-time Food Sustainability Coordinator position is permanent, with an economically sustainable, long-term funding mechanism
» Strong multistakeholder process, including evaluation, strategic planning, job description revision, and a campus-wide forum are institutionally entrenched
» Process is adaptive and resilient, incorporating new ideas from students, staff, professors, and administration
» Criteria documents are created and in use for all produce and non-processed foods