



FEED BC RESOURCE GUIDE

FOR POST-SECONDARY
INSTITUTIONS

feed **BC**

Bringing B.C. food to public institutions



BRITISH
COLUMBIA



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Feed BC Resource Guide: Increasing Local Food in B.C.'s Post-Secondary Institutions

Introduction

Building a strong, sustainable local food system is front of mind for British Columbians. B.C.'s public post-secondary institutions (PSIs) are large buyers of food and, through their purchasing power, have the opportunity to support local jobs and businesses for farmers, fishers and food processors, benefit regional economies and build the provincial food supply.

The interest in B.C. food is shared across the post-secondary sector, as institutions respond to the students, staff and faculty's requests for more local food choices. Many institutions have embedded local food as a key strategy to achieve their sustainability and environmental priorities. Local food also presents opportunities to advance other procurement and food service goals, such as student satisfaction, cultural diversity, health and nutrition, and Indigenous reconciliation.

In addition to offering more B.C. foods on the menu, many PSIs have introduced innovative food initiatives to bring more local food to campus. These include farmers markets and community gardens through campus sustainability programs, and student engagement activities and awareness with student associations. Many PSIs are also using sustainability reporting frameworks that incorporate reporting on local food, such as the Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment & Rating System (STARS) and Good Food Calculator. Together, these activities and focused efforts on B.C. food are helping shape a culture shift that, over time, can help lead to a food system transformation.

This guide has been developed with B.C. PSIs, in collaboration and partnership with the Ministry of Agriculture, Food and Fisheries and the Ministry of Advanced Education and Skills Training (AEST) and is a complement to the [Feed BC Partner Guide](#). The guidance in this document is not a substitution for legal advice and does not replace any PSI procurement-related obligations under domestic and international trade agreements.

The following six actions in this guide describe opportunities PSIs can take to increase procurement and use of B.C. foods drawing on Feed BC research, resources and real-life examples from institutions to inspire change. By embedding local food in an institution's policies and operational practices, and making these public, local food will remain a priority even if food service operations are challenged, constrained or champions move on.

1. Set a Clear Definition For 'Local' Food

A clear definition of 'local' food is a fundamental step for institutions to ensure local food procurement goals, values and intentions are well described and communicated. Endorsing a definition for "local food" will help clarify your values and communicate your intentions with supply chain partners.

[Feed BC's definition of B.C. food](#) can be used as a starting point when setting a new definition of local foods. Using a shared definition across Feed BC partner institutions and their supply chain companies helps to align efforts, support tracking, and ensures that a broad range of B.C. products (both raw and processed) are included. Your institution may choose to have a more ambitious goal for B.C. foods and Feed BC partners are encouraged to meet or exceed the B.C. food definition provided here.

Some PSIs in B.C. go further than the Feed BC definition, and have defined "local" using geographic terms (e.g. within B.C. or a set radius, such as 100 km around the institution). Other definitions have different considerations for different product categories (e.g. produce comes from within local region, while coffee is grown overseas but processed in B.C.). Your institution's definition should reflect your own interests and goals and, if possible, align with Feed BC's definition and metrics to make it easier to advance your local food efforts with food service partners and other PSIs.

2. Track Local Food Expenditures and Set Procurement Goals

Assessing and tracking your local food purchases over time helps to build excitement and encourage buy-in from students, faculty and institution leadership, and build the case for resources to increase local food procurement. Currently, few PSIs in B.C. track or set targets or other goals for local food. This limits their ability to properly identify procurement opportunities, and measure and celebrate progress over time.

Setting clear local food goals, such as the percentage of the food budget spent on B.C. foods, can help all parties involved in institutional food purchasing strive towards, and evaluate, clear, measurable goals. There are many food procurement measures that could be considered, such as targets for different product categories (e.g. volume of fresh produce, dairy, bakery); business types (number of local small or medium sized processors); or the number of new local food products added to inventories.

Your institution may also want to consider measuring the timelines for achieving local food procurement benchmarks; and establish targets for incremental increases in local products or B.C. food expenditures over time.

FEED B.C. DEFINITION

B.C. FOOD:
A FINAL PRODUCT
PRODUCED AND/OR
PROCESSED WITHIN
BRITISH COLUMBIA¹

¹ For more detail see [Feed BC Standards: Definitions of B.C. Food](#).

2.1 Begin with a Local Foods Baseline Assessment

Starting with a baseline assessment of your local food expenditures and the number of B.C. products in your existing inventory can help to identify key opportunities to switch to B.C. products and measure the impact of food procurement changes over time.

Begin by reaching out to your contracted food provider or broadline distributor to ask them to provide the location of origin on your product purchases, as these companies should retain and track this information from their suppliers. Ensure that you provide your institution's definition of local food, as your distributor or food service management company may have a different definition for "local".



FOOD SERVICES AT THE UNIVERSITY OF BRITISH COLUMBIA (UBC) VANCOUVER CAMPUS DEFINES ITS LOCAL FOOD AS FOOD THAT IS GROWN, RAISED, CAUGHT, OR PROCESSED WITHIN 400 KILOMETERS OF THE VANCOUVER POINT GREY CAMPUS. FOOD FROM BRITISH COLUMBIA, AND CANADA ARE PRIORITIZED AS CLOSE TO UBC AS POSSIBLE.

"During the creation of our [Food, Vision & Values](#) one of the more debated and discussed topics was our definition of local. While the basics of the definition was fairly straight forward there was much debate about a simple choice of word between and/or as this would have significant impacts on what counted as local or not. We landed on committing to a definition that we were currently using in our reporting as a part of STARS. STARS (Sustainability Tracking, Assessment & Rating System) is a transparent, self-reporting framework for colleges and universities to measure sustainability performance. By aligning our definition for local with the STARS definition it has made tracking and reporting a smoother process."

DAVID SPEIGHT | UBC

While distributors and food service companies have improved their tracking of local foods in recent years, based on demand from customers, there may still be some limitations to accessing complete location of origin information for all products. If you need to fill in the gaps by calling suppliers directly for this information, begin by focusing on your top food product expenditures. Note that, in some cases, companies often carry multiple products with different origins, so it cannot be assumed that if one product is from B.C., another item from the same company would be from B.C. as well. For example, a dairy company may make its yogurt in B.C., while its ice cream is produced and processed in Alberta. When uncertain, it is best to confirm with a company directly.

For more information see Feed BC Program Standards: Methodology for Tracking B.C. Food Expenditures and Product Purchases on page 21.

2.2 Set Realistic, Progressive and Measurable Goals

Setting local food procurement goal(s) for your institution creates accountability and serves as a tool to measure progress and success. Use your baseline assessment of local foods and consider other factors such as your institution's operating model (self-operated, contracted, etc.), financial situation, business objectives and your institution's engagement and commitment to local food.

In healthcare, Feed BC set an aspirational goal for 30% B.C. food expenditures in 2019. 2020, most health authorities were at or close to achieving the target within existing food budgets.

A 30% target for B.C. food expenditures is a Feed BC recommended minimum starting point for government institutions, including PSIs. Depending on the results of your baseline assessment, your institution may consider a higher target. Local food goals should be measured at least annually, and targets can be increased incrementally over time.

3. Strategically Build Your Inventory and Menu to Feature Local Foods

Your approach to increasing local procurement will depend on your institution's food service model. PSIs with self-operated food services often have the greatest autonomy when selecting products and distributors; however, contracted food service companies have extensive supply chain and labour resources to identify potential local sourcing opportunities, especially when partnerships and shared goals have been established with the PSIs.

3.1 Begin by Substituting Commonly Used Products Available in B.C.

When beginning to explore opportunities to increase local sourcing, begin strategically by focusing on commonly purchased food products that are already available in the B.C. supply chain.

The following 20 common food products used by PSIs can all be sourced within the province, in the volumes and product specifications typically needed by PSIs:

PROTEIN

Chicken • Turkey
Cheese • Eggs • Fish
Beef* • Pork*

DAIRY

Milk • Yogurt

PRODUCE

Peppers • Tomatoes
Cheese • Lettuce
Frozen Berries • Kale
Root Crops
(Carrots, Beets,
Potatoes)

GROCERY

Fresh/Frozen Soup
Honey • Sugar

BEVERAGES

Coffee • Beer
Wine • Specialty
Non-alcoholic
Beverages

SPECIALTY/ SNACKS

Plant-based Proteins
(e.g. Burgers)
Potato Chips • Cookies
Granola Bars

*Many sources of provincially inspected pork and beef are available in B.C. Check with your supply chain partners as your contract, or their business policies, may require federal inspection or HACCP-level assurance programs for meat products. If federally inspected meat is required, you could use this as an opportunity to let your supply chain partners know that you are interested in purchasing B.C. meats, and offering to work together on some solutions.



Many products used by PSIs are processed in some way. New B.C. food companies and products are coming on the market all the time. There is a growing number of new B.C. processors every year across the province. In 2018, there were 113 new processing businesses alone, according to BC Stats. Discuss new product options regularly with your contracted food service provider, distributors or other suppliers or [contact a Feed BC B.C. Food Specialist](#) about available products and other opportunities.

THE UNIVERSITY OF THE FRASER VALLEY ('UFV') ARE LEADERS WITH DANA HOSPITALITY TO DEVELOP PROCUREMENT POLICIES AND CERTIFICATION REQUIREMENTS THAT ENSURE AND SUPPORT MARKET OPPORTUNITIES FOR B.C. PRODUCERS AND PROCESSORS INCLUDING THE USE OF PROVINCIALLY INSPECTED MEAT.

CAMOSUN COLLEGE CULINARY ARTS DEPARTMENT

Camosun College Culinary Arts Department are among one of the early clients of the new South Island Farm Hub distribution network which operates as part of the Victoria Community Food Hub Society. This innovative distribution system directly connects farms with consumers, including Camosun, through a food hub that coordinates farm supply with consumer demand. Commercial and private users can purchase fresh farm produce online. www.sifarmhub.ca

NORTH ROAST COFFEE ON CAMPUS AT THE UNIVERSITY OF NORTHERN BRITISH COLUMBIA

North Roast Coffee is a small-batch coffee roaster, located in Prince George, B.C. Dana Hospitality has partnered with North Roast Coffee to serve fair-trade, organic coffee at the Prince George Campus of the University of Northern British Columbia.

3.2 Review and Redesign Your Menu to Incorporate B.C. Foods

Once a local foods baseline assessment is complete, review your food service menu to look for opportunities to feature or incorporate more B.C. foods. Examples and other ideas can be:

- Showcase seasonal or time-limited B.C. food products, such as B.C. chicken substituted for beef in a stir fry; B.C. blueberries in muffins.
- Value-added or partially finished products from B.C. such as soups, samosas, or veggie-based burgers can be used to decrease overall labour costs.
- Use a local growing guide to plan your menu based on when foods are in season in your area.
- Engage students in menu development and design. Create local product testing events to increase awareness, collect first-hand feedback, spread the story of locally sourced products and producers and allow the campus community to be involved in the menu planning process.
- Create menu items that showcase local ingredients (e.g. B.C. squash soup, or B.C. salmon pilaf).
- Substitute one or two local ingredients into baked goods or other recipes. Look for opportunities to use lower grade products (e.g. Grade B frozen berries) that come from B.C.
- Incorporate side dishes that allow you to take advantage of seasonal products when they are lower in cost (e.g., B.C./local seasonal vegetables as a side dish, a daily soup using local ingredients) and avoid require formal menu changes.
- Incorporate customizable menu items to provide students with greater food variety and pricing options (e.g., adding local mushrooms to a pizza or pasta for an extra \$0.25), which may be of interest to some customers.

4. Tell Your Story: Use Education and Marketing to Drive Local Food Sales

As you build and expand your local food products and initiatives, market and promote your local foods to your campus community. Students are increasingly interested in where their food comes from and transparency in the supply chain. Promoting your local menu items increases education and awareness on local food procurement goals which, in turn, can help increase sales and demand. Here are some ideas of ways to market local food procurement and other initiatives to your campus community:

- point-of-sale signage and local product identification (e.g. B.C. food identifiers);
- signage to highlight your percentage of local purchases and/or the number of products or menu items with local products (featuring positive attributes of the local menu items);
- a local and sustainable food dashboard on the campus foodservices website;
- an annual local and sustainable food report;
- produce source maps and images of quality B.C. local products in the cafeteria;
- farm, family business and other profiles providing a connection to community;
- social media images and videos can make these messages accessible to students, parents and other members of the community; and
- signage and other materials that identify your institution as a Feed BC partner.

5. Achieve Local Food Goals Through RFP and Contracts

Many PSIs have contracts with food service management and distribution companies to prepare and deliver food services. Food service management companies can offer advantages to PSIs but may also affect an institutions' decision-making around food purchasing, particularly local procurement, or the use of alternate suppliers outside of the company's procurement structure and system. While all the major contract food service companies serving PSIs in Canada have made efforts toward enhancing environmental and sustainable practices in their food service operations, which includes sourcing of local food, it is important that a client institution clearly articulates its interests and goals so the contractors can adjust procurement structures accordingly to meet these goals (e.g., seek out local suppliers, waive broadline distributor order book restrictions, etc.). For this reason, **it is recommended that specific, measurable local procurement definitions and benchmarks be embedded in contracts as well as requirements for regular monitoring and reporting over the course of the contract.**

The Request for Proposal ("RFP") and contract process require a unique set of skills, and outside support may be helpful. An experienced procurement contractor can advise on opportunities to ensure that your food service values and goals are represented in the final contract.



5.1 Consider Contract Types When Seeking Local Food Procurement Opportunities

The willingness of contracted food services to work towards a PSI's local food goals often relates to the nature of the contract agreement. Typically, food service contracts are either management fee agreements or profit and loss agreements.

Under a management fee agreement, the contractor is paid a fee to manage food services and all operating costs, less the revenues collected from operations, are charged to the PSI. The PSI is typically responsible for any losses and realizes any profits. Sometimes, under such agreements, profits are shared with the contractor. Under profit and loss agreements, the contractor controls food services, assumes the financial risks and typically pays the PSI a commission on revenues generated.

Management fee agreements offer the greatest level of control to a PSI but typically result in additional costs or financial risks. Contractors with a management fee agreement will likely be more willing to adjust operational practices to meet the PSI's needs, including increasing the procurement of local food.

Under a profit and loss agreement, PSIs have less influence over operations (menus, foods purchased, hours, price point, etc.) as the contractor must maintain a business case to operate food services as well as pay a commission to the PSI. PSIs can still negotiate key performance indicators and B.C. sourced food goals under these agreements, but concessions may be required in commissions or other areas to maintain the business case for the contractor.

5.2 Use RFPs to Select a Contracted Food Service Best Aligned with Your Local Food Goals

The ideal opportunity for a PSI to signal its institution goals for local food with contracted food service operators is during the RFP process. Most RFPs include environmental and sustainability practices and such practices are given increasingly significant weighting in the evaluation of contractor proposals.

When selecting a contractor, consider the following questions in the RFP and/or interview phase to ensure the company can provide a sufficient supply of local products, and track local food:

- Can your company provide a detailed list of the local food recipes and products (be clear in your PSI's definition) currently available in your food service menu and inventory? Are local foods marked on ordering guides/systems?



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- Does your company track product origin for the products you offer? Is this provided on invoices or reports? Are reports tracking purchases available upon request?
- What requirements must a local producer or processor meet to be listed as a vendor with your company (inspections, certifications, levels of liability insurance, etc.)?
- What are your company's current plans to expand the availability of local B.C. products?
- What education and other initiatives will your company undertake to support our institution to increase and celebrate local foods?

Consider requesting a local or B.C. foods sourcing plan as part of the RFP process with detailed definitions, targets and samples of marketing, including how the local food items will be promoted on campus. At the conclusion of the RFP process, the local food, including goals and targets, should be included in the contract to set the terms for the tenure of the contract.

One B.C. PSI has embedded local food language into its RFP under its Sustainability and Fair-Trade Practices section indicating clear goal expectations of local food as well as how to source and promote.

"Proponent must develop a 'farm to market' program with local agricultural community including student garden initiatives and explain program in detail. Local produce should be sourced 25% – 50% locally. Program should include annual summary of measurable goals for assessment. It is important that Proponent propose a comprehensive corporate program to engage the local community for purchasing. This program should include using the local farmers' market for menu offerings. This program should also include clear goals indicating what percentage of the food inventory will be purchased from the local area. Initiative should be promoted in a way that ensures that the community is aware of the efforts (e.g. labeling the produce's origin: B.C. Blueberries, Okanagan Gala Apples, Student Garden Carrots)."



IN THE UNIVERSITY OF NORTHERN BRITISH COLUMBIA'S (UNBC) CAMPUS FOOD SERVICE RFP, THEY HAVE INCORPORATED AND DETAILED A PHILOSOPHY FOR THE PROVISION OF FOOD, SETTING POSITIVE STUDENT EXPERIENCES AS A SHARED PRIORITY BETWEEN UNBC AND ITS EVENTUAL FOOD SERVICE PROVIDER (FSP). UNBC INTEGRATES A FIVE-PILLAR APPROACH THROUGHOUT THE RFP AND COMMITS TO SETTING ASSOCIATED METRICS AND TARGETS WITH THE FSP, INCLUDING LOCAL FOOD PURCHASES. BELOW IS A SAMPLE SECTION OF THE RFP:

FIVE PILLARS

1) Indigenous Priorities

Students, faculty and employees at UNBC recognize and acknowledge the ancestors and the traditional territories of the First Nations upon whose lands we offer education and learning.

The UNBC motto is 'En cha huná, which means 'respect for all living things' in the Dakelh language. This motto encapsulates UNBC's spirit and the principles of academic freedom, respect for others, and the willingness to recognize different perspectives.

Northern British Columbia is unique in that 17.4% of its residents are of First Nations descent, compared to 4.8% for the province as a whole. Approximately 12% of UNBC's student population self-identify as Indigenous. Needs of these students include specific and respectful food options and associated cultural components. Substantial consultation with campus Indigenous communities is necessary for implementation of any and all Indigenous food components.

The food service provider (FSP) will be expected to actively consider Indigenous needs, consistently provide food options that align with needs and hold high levels of cultural competency, as it relates to Indigenous and other cultural service practices.

2) Local and Sustainable

The food service provider will be required to work with the University community to expand its use of locally raised, grown, produced, and processed food. It is important for the FSP to be an engaged partner as the University continues to develop and grow capacity within its region.

As Canada's "Green University", UNBC values sustainability in its many forms, including environmental and social.

Reduction of single use plastics, waste reduction, and sustainably, ethically and locally sourced food is important to the UNBC community. Food insecurity is also a community concern and UNBC Food Services plays a role in providing solutions.

There exists a tremendous appetite for further sustainability initiatives to be implemented.

3) Variety / Quality / Value

The UNBC campus community wants variety, quality and value from its Food Services. Quality of food offerings, variety of healthy choices, price and the ability to handle special requests related to dietary restrictions are of utmost importance.

4) Nutrition and Dietary Restriction Awareness

Approximately 47% of the UNBC campus community reports having dietary restrictions based primarily on food-sensitivities, lifestyle choices, or allergies. Nutritional support, education tools, best practice in menu planning, and clear labelling are important to UNBC, especially as these topics relate to dietary restrictions.

5) Engagement & Marketing

At UNBC, community is a top priority. Much emphasis is placed on positive relationships, transparency and proactive communication and consultation with the campus population. Problems and challenges are best addressed through a process of collaboration, and every part of a team delivering food services at UNBC has responsibility to maximize these engagement processes.

An innovative and informed marketing strategy, combined with a minimum dollar spend, will strengthen UNBC food services and maximize lead conversion and campus alignment. There exists room for growth in Food Services participation by commuter students, staff and faculty. With effective marketing the FSP could increase engagement and participation by this segment.

SUMMARY

It will be with this spirit that Proposals are reviewed. Further, aligned with these principles, the on-going operation of Food Services at UNBC will be monitored, measured and directed by UNBC Business Services. Measurable key performance indicators (KPIs) to be collaboratively established at the start of the Agreement for operational evaluations such as:

- Sales Increases (Meal Plans, Retail Food Services, Catering Services)
- Increases in Number of Non-Mandatory Meal Plans
- Labelling
- Indigenous Components
- Local Purchasing

5.3 Set Quantitative Local Purchasing Measures in Contracts

Establishing quantitative targets or other commitments in a contract allows for the PSI to hold the contractor accountable to local food goals. Use measurable indicators instead of loose contract terms such as “using as much local procurement as possible or feasible”. Including an overall local food purchasing Key Performance Indicator (KPI), expressed as a percentage of total purchases (e.g. 30% B.C. food expenditures) in contracts, is important to ensure local food procurement goals are realized.

Contracts may be agreed between both parties to include progressive targets, for example “over the course of the first five (5) years of the contract term, the percentage of purchases required to be sourced from B.C. producers should increase by x% a year of total food purchases”. The contract should include regular annual or bi-annual reviews of KPIs and progress.

FOOD SERVICE CONTRACTS CAN INCLUDE A WIDE RANGE OF REQUIREMENTS RELATED TO LOCAL FOOD AND SUSTAINABLE FOOD SYSTEMS. FOR EXAMPLE, ONE B.C. INSTITUTION HAS INCLUDED THE FOLLOWING DIRECTION IN ITS FOOD SERVICE PROVIDER CONTRACT FOR ITS FOOD SERVICE DINING HALL;

- source a minimum of 25% of produce locally
- source a minimum of 30% of all products locally
- collaborate with the Sustainability Office and Representative to continuously increase the quantity and variety of local and organic products
- report quarterly on local and organic purchases
- add local and organic products and suppliers as and when requested
- strive to employ and participate in training programs for marginalized populations in the community
- be culturally aware and sensitive to ethnic diversity in our community including Indigenous Peoples
- introduce seasonal and local B.C. ingredients

KPIs and overall food service operations should be reported and discussed during regular contract management meetings between both PSIs and contractors. This allows for any issues to be identified and action plans created to correct any variances between contract terms and practice.

5.4 Actively Manage Existing Contracts to Advance Local Food

If your PSI is already in a contracted agreement term, as is the case for most institutions, meaningful opportunities still exist to advance local food goals within these terms. Nearing the end of a contract or a contract extension period, contractors may be even more willing to adjust practices.

It is recommended that PSIs view the contractor as a partner with each party fulfilling their contractual obligations. If a collaborative approach is fostered, introducing goals such as local sourcing under an existing contract can be possible, provided the contractor is able to do so without adversely affecting its business case.

As the PSI's goals and priorities change, active contract management can include amending and adjusting terms of the agreement to meet these new goals and priorities. If a PSI is interested in increasing local food, it should initiate a discussion with its contractor to discuss how they can work together to meet the local procurement goal and track success in meeting the goal. If both parties are willing, modifications can be made to an existing contract to direct contractors to increase B.C. local food sourcing. If these changes will increase contractor expenses as a percentage of revenue, an amendment to the initial agreement will likely be required and may include commission concessions. However, if expenses as a percentage of revenue do not increase (i.e., prices are adjusted to accommodate any incremental cost change), an amendment might not be necessary.

6. Build a Local Food Culture

Local food procurement will be most successful when it is part of a larger institutional culture that values and celebrates local food. Building a food culture that prioritizes local food can help your institution attract, engage and connect with students and the campus community, who are often strong supporters of local food. Food services are at the heart of this culture shift.

When local food is encouraged, supported and celebrated by a PSI, and an investment is made in developing clear and informative marketing and promotional campaigns on-site, a strong food culture can be established. Consider ways your institution can build a local food culture and show your commitment to local food by celebrating progress or “wins”, promoting new products and partnerships, and connecting to other campus activities that enhance the visibility of your food services local food commitment on-campus.

1. Articulate Your Food Services Vision and Values

Create a statement or plan to clearly communicate your local food values and vision to food services, suppliers, supply chain partners and wider campus community. This can be developed collaboratively with these different groups and used to guide purchasing decisions and other initiatives. A food vision may include local food as well as how food purchasing will support other priorities such as social justice, regional economic development or animal welfare.

UBC wanted to strengthen its commitment to local food and other sustainability values and build them into their food services and campus culture. UBC wanted to ensure these values were a priority and understood by everyone involved in making food-related decisions, from culinary staff and purchasing staff, to senior leadership members. UBC worked with academic classes and the campus community to create [Food Vision & Values](#) for its Food Services to help ensure sustainability – where local and seasonal foods are a core component and helps guide and inform purchasing decisions. Food Vision & Values is public facing, by design, to help encourage all decision-makers to be accountable for their actions.

2. Engage and Train Food Services Staff

It is also important to engage food service staff of an institution to learn about their concerns and the challenges they encounter day-to-day. Through learning their perspective, PSI leaders can assess the need for support such as extended skill development and food education such as cooking from scratch or on-farm visits. Further skill development and education can increase the level of buy-in from food service staff and staff knowledge of local and seasonal food and their impact on people's health, the environment, and local economies.

3. Partner with Other Departments

Beyond food services, many different institutional departments can be engaged in local food efforts, such as sustainability, academic departments, student services, procurement, campus planning and student associations. Building connections across the different parts of your institution can help to share a common message and reinforce your shared goals and aspirations to students and senior leadership.



Involving academic departments, students, faculty and staff in local food related studies and projects can be an effective way to shift practices and build a local food culture on campus. Students often appreciate the opportunity to work on 'real-world' problems. For example, over the last nearly 20 years, UBC has involved Land, Food and Community classes at all levels in studying the campus food system. Projects have been included in its curriculum, and students have analysed velocity reports, participated in the on-campus farm, and made recommendations for food service values and vision.

4. Innovation and Initiatives

Institutions are encouraged to find fresh and innovative ways to bring 'local' initiatives to campus, beyond food service procurement. A direct example of this is the Growcer (Growing Systems) which is a smart shipping container that grows food that has fully automated and remote-control functions. Acadia University in Wolfville, Nova Scotia has partnered with its food service provider Chartwells to bring the hydroponic, vertical growing system housed inside a repurposed shipping container to campus, creating employment for students. This initiative will allow greens and micro-greens to produce year-round.

Conclusion:

Within B.C. PSIs, there is strong momentum and excitement to support B.C. agriculture and food sector and to activate and integrate more local food education, innovation, and purchasing across facilities and programs. These shifts in food procurement priorities are supported by strong student demand for local food and responsive institutional policies and practices that are shifting societal norms towards B.C. food and building food systems resilience for B.C. agriculture. PSIs currently house and educate many students in Generation Z, which is more likely to support local and prefer local food than any other generational group². This coupled with B.C. residents' interest in purchasing and paying more where needed – for local food relative to other provinces places Feed BC in PSIs at a pinnacle opportunity.

² Citation from Dalhousie Study October 2020 Faires, S., S. Charlebois, J. Music (2020). [COVID-19 and food autonomy report](#), Agri-Food Analytics Lab, Rapid Response Research program, Dalhousie University, October 25, 2020, 5 pages.



Guidance for Food Service Operators

The following section of the Resource Guide provides specifications for B.C. food products and information to support comprehensive tracking of B.C. food purchases. A common definition and methodology enable public institutions to track and report across the Feed BC minimum standards and then grow further institutional local food targets that reflect individual interests and priorities above this provincial minimum.

Feed BC Program Standards: Definitions of B.C. Food

B.C. food definition

A final product produced and/or processed within British Columbia.

B.C. produced

Raw food product is grown, caught, harvested or raised in British Columbia.

B.C. processed

Final product undergoes one of the following activities performed in a commercial food and/or beverage manufacturing facility located in B.C., for the purposes of sales and distribution:

1. **General physical alterations:** grinding beef, milling wheat, crushing tomatoes, shredding cheese, chopping cucumbers, etc. and/or
2. **Extending shelf life:** freezing, canning, drying, pickling, smoking, fermenting, etc. and/or
3. **Combining ingredients to make a new product:** baking muffins, making pizza, blending juice, mixing salad greens, etc.

Not considered food processing: cleaning, washing, bagging, packaging and/or wrapping, *unless combined with one of the three activities above.*

Examples B.C. Food

B.C. processed food

- Washington apples that are washed, sliced and packaged in B.C.
- Varieties of California leafy greens that are mixed and bagged in B.C.
- Flour from Alberta that is baked into bread at a commercial bakery in B.C.
- Idaho potatoes combined with Chinese modified milk ingredients, that are baked, mashed, and frozen in a commercial food premise in B.C.

Not considered BC processed food:

- Blueberries from USA that are washed and packaged into smaller containers in B.C.
- Cucumbers from Mexico that are washed and wrapped in B.C.
- Beef that is raised, processed and frozen in Alberta, and packaged into smaller boxes in B.C.

Other Considerations and Conditions

- The use of B.C. produced ingredients in B.C.-processed foods is encouraged wherever possible.
- The definition applies to final stage of processing only, due to operational challenges of tracking the many different steps of the supply chain, particularly for multi-ingredient, processed foods.

Feed BC Program Standards: Minimum Recommended Targets for B.C. Food Expenditures

The Feed BC program recommends government-supported institutions, programs and services set a target for a minimum of 30% of their food service expenditures being spent on B.C. food.

In healthcare, Feed BC set an aspirational target for 30% B.C. food expenditures in 2019. By 2020, most health authorities were at, or close to, achieving the target within their existing food budgets. A minimum 30% is recommended for other government-supported institution and is considered both realistic and achievable.

All institutions are encouraged to regularly monitor targets for B.C. food expenditures (e.g. semi-annually or annually) and to consider a target greater than 30% where possible and/or incrementally raise the target over time.

Calculating Target for % B.C. Food Expenditures

$$\% \text{ B.C. Food Expenditure} = (\text{Total Food Expenditure (dollar value)} \div \text{Total B.C. Food Expenditure (dollar value)}) \times 100$$



Feed BC Program Standards: Methodology for Tracking B.C. Food Expenditures and Product Purchases

General Parameters:

- Inclusive of all facilities with food services within an institution
- Total and B.C. food expenditures and purchases are tracked over a one-year period (e.g. fiscal year)
- Food expenditures will be stated as the dollar value of food purchased
- Includes a list of all B.C. food products purchased including seasonal, or limited-time items detailing B.C. source of origin production or processing

Product categories for tracking:

- Baked Goods (e.g., bread, muffins, baked goods)
- Beverages (e.g., juice, pop, coffee, tea, thickened fluids, water)
- Dairy (e.g., fluid and cultured, yogurt, ice cream)
- Produce (e.g., fruit and vegetables – fresh and frozen)
- Grocery (e.g., canned, puddings, Jell-O, jams, sauces, condiments, soup, dry goods, misc. items)
- Protein (e.g., meat, chicken, fish, seafood, eggs, cheese, textures, entrees)

Product vs Supplier Origin Clarification

- The product origin should be tracked, and not the supplier origin.
- A supplier based in B.C. may carry both B.C. and non-B.C. products. Only the B.C. products should be counted in the B.C. food expenditures

Examples:

- ABC Eggs is a B.C. supplier. They carry both B.C. products (fluid eggs) and non-B.C. products (breakfast wraps). Only the fluid eggs should be counted.
- ABC Produce is a wholesale produce company based in B.C. They carry a variety of B.C. and non-B.C. products. Only the B.C. products should be included in the reporting on B.C. food expenditures. This may require distributors or contracted food services requesting more detailed information from wholesalers.
- If the origin of a product is uncertain, institutions should request that distributors and contracted food services contact suppliers to confirm origin of individual products.



Determining Food Expenditures

Total Food Expenditure:

- Each institution works with its Group Purchasing Organization (GPO), suppliers, distributors, and/or contracted food service providers to determine procedures for obtaining an accurate statement of food spends by category and by total food spends.
- The total food spend will be based on the value of all food items purchased in the fiscal year, excluding:
 - › chemicals
 - › pharmaceuticals (enteral feedings/ baby formulas /tube feeds)
 - › paper, plastic, packaging, food containers, small ware

B.C. Food Expenditure

- Each institution will determine its own procedures for obtaining an accurate statement of B.C. food expenditure (definition of B.C. food is noted in Appendix A).
- Each institution will make its best efforts to identify the B.C. food products procured for its facilities by working with its suppliers to identify local sourcing of products. Examples include:
 - › Using velocity reports from suppliers and distributors, determine what food items are considered B.C. food under the definitions.
 - › B.C. grown or processed food may be flagged in the ordering system.

Calculations

- For each category noted above, calculate both the percentage of B.C. food expenditures for that category, and the percentage of B.C. food to the total food expenditures.
- A percentage of all B.C. food expenditures to all food expenditures will also be calculated.
- Percentages will be calculated to two decimal points.



B.C. FOOD TRACKING AND REPORTING TEMPLATE FORM

Completed by: _____ Fiscal Year: _____

Number of sites: _____ (Please attach a list of sites to this report)

Section 1: B.C. and Total Food Spend:

A. Total Food Spend (dollar value):

B. Total B.C. Food Spend (dollar value):

C. % B.C. Food Spend ($B \div A \times 100$)

Sub-Category Breakdowns

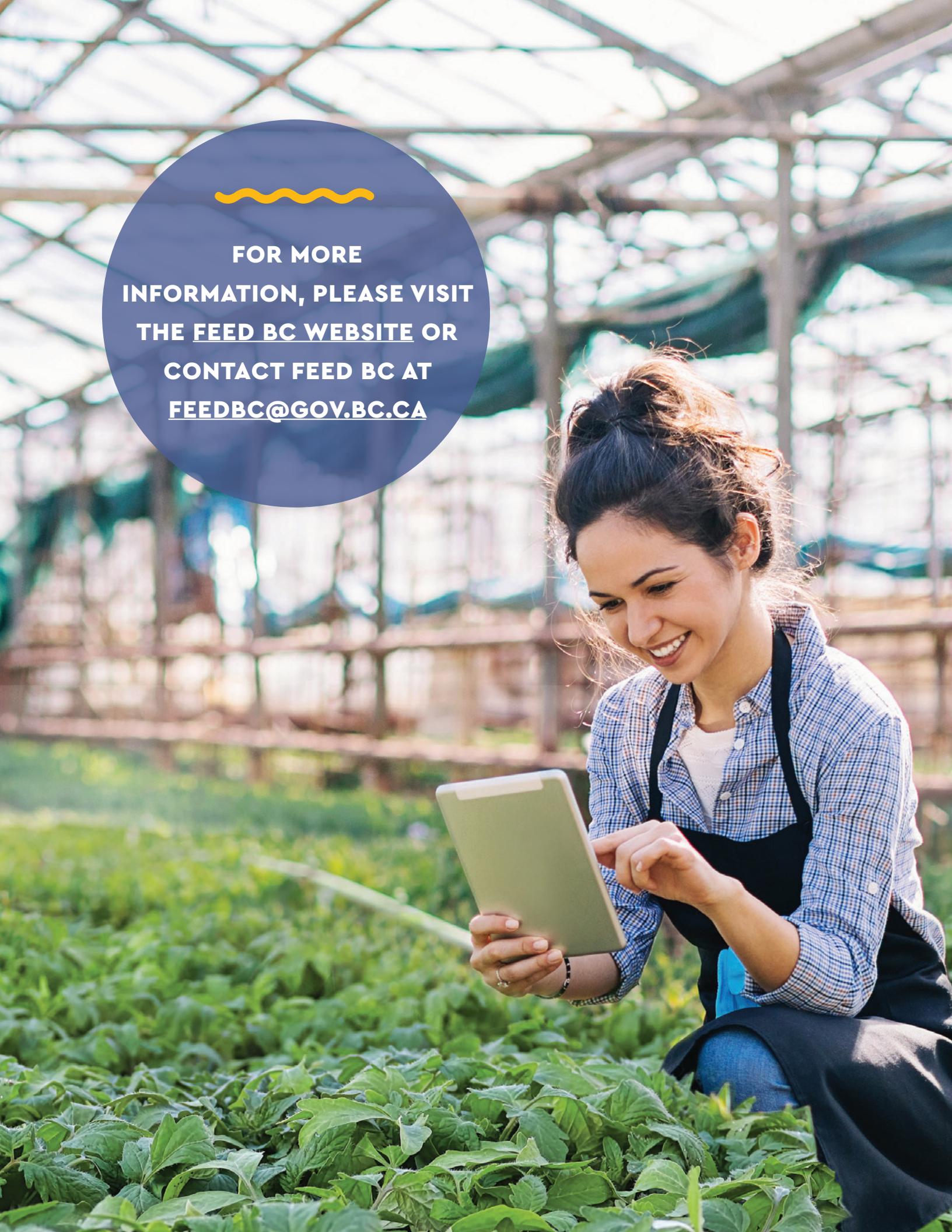
Category	% B.C. of Category	% B.C. of Total Spend
Baked Goods	$B.C. \text{ Baked Goods} \div \text{All Baked Goods} \times 100$	$B.C. \text{ Baked Goods} \div B.C. \text{ Total Food Spend (A above)} \times 100$
Beverages		
Dairy		
Produce		
Grocery		
Protein		

Section 2: B.C. Product Inventory (list B.C. food purchases for all Categories).

Note: Distributors or contracted food services can complete this while compiling expenditure data to identify and detail B.C. food products to inform procurement opportunities, challenges and to monitor and evaluate changes.

Product Category	Producer or Processor Name <i>(not distributor/wholesaler)</i>	B.C. produced	B.C. processed	Notes <i>(e.g. volume, dollar value, changes over previous reporting)</i>
Baked Goods	X Bakery		X	
Beverages				
Dairy				
Produce e.g. Apples, fresh, Gala	X Farms	X		Increased volume from 100 to 200 cases
Produce e.g. Carrots, whole peeled	BC X Wholesaler	X		
Grocery e.g. Soymilk	X Company		X	Contract expired
Protein				

Provide more explanation for any changes to your B.C. food products purchased in this tracking period:

A woman with dark hair tied in a bun, wearing a blue and white checkered shirt and a black apron, is kneeling in a greenhouse. She is smiling and looking at a tablet computer she is holding with both hands. The greenhouse has a wooden frame and a translucent plastic covering. In the background, there are rows of plants and some hanging green netting. The foreground is filled with lush green leafy plants.


FOR MORE
INFORMATION, PLEASE VISIT
THE FEED BC WEBSITE OR
CONTACT FEED BC AT
FEEDBC@GOV.BC.CA

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