

# Increasing Local Food Procurement at Ontario Colleges

*The Evolution of College Foodservices*

Pilot Project Partner Application Package



Possibility grows here.



## Introduction

Increasing the amount of local food served on college campuses across Ontario is an important opportunity for colleges to better serve their students and communities. By offering more local food options, colleges can increase student satisfaction, campus sustainability and their regional economic impact – all while enhancing the quality of campus foodservices.

In partnership with the Greenbelt Fund and the Ontario Ministry of Agriculture, Food and Rural Affairs, Mohawk College is leading a research project that will create a scalable, transferable framework to increase local food procurement at Ontario's 24 colleges.

This local food project is comprised of three phases: industry research (Phase 1), pilot projects (Phase 2), and the development of a local food procurement framework (Phase 3).

### Phase 1:

Industry research was completed in January 2017 and consisted of a targeted literature review, in-depth interviews with stakeholders from across the college foodservices supply chain, and a province-wide student survey aimed at gauging current perceptions of food on college campuses across Ontario. The [final report on the research phase](#) identifies a set of common challenges to local food procurement in the Ontario college system, and lays out a series of opportunities with recommended actions that will support increased local food procurement at Ontario colleges.

Based on the opportunities highlighted in the research report, the second phase of the project involves pilot programs at three partner colleges in Ontario. These on-campus pilot programs will be designed to address challenges to local food procurement by replicating and validating models established at Mohawk, and by creating new solutions that respond to the research findings. The results of the pilot projects will be presented at a province-wide research summit hosted in November 2017, and included in the final procurement framework to be published in early 2018.

### Join us

To support the creation of a local food procurement framework that can be adopted at all 24 Ontario colleges, Mohawk is seeking three partner colleges to participate in this project by implementing pilot projects on their campuses.

Up to \$10,000 in matching funds is available for each pilot project, along with training and resources from the Mohawk project team. Mohawk College will work with the partner colleges to design, implement and evaluate the pilot programs. Partner colleges are expected to contribute dollar for dollar matching funds for pilot implementation. In-kind contributions are not eligible for matching funds.

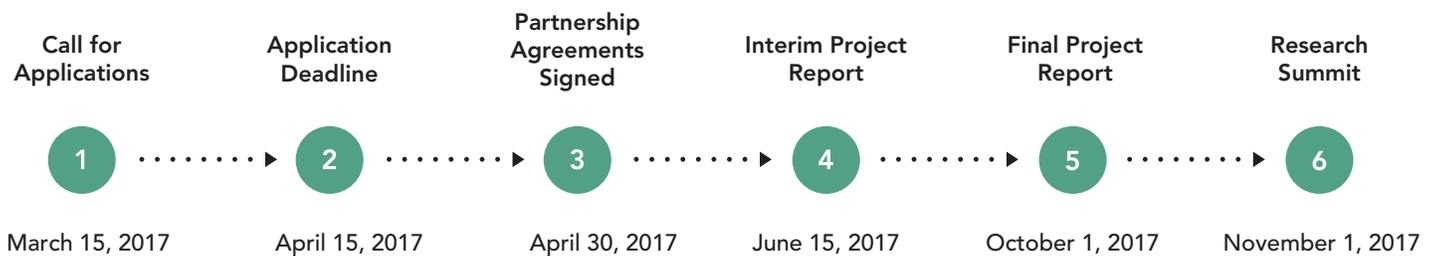
Projects will launch in April 2017 and end in October 2017. All Ontario colleges are eligible and encouraged to apply for participation in pilot programs. Applications are due by 5:00 p.m. on Saturday, April 15, 2017.

This opportunity is only open to Ontario's 24 colleges. A full list of eligible applicants can be found [here](#).

## About the Pilot Projects

The research report, [Increasing Local Food Procurement at Ontario Colleges: The Evolution of College Foodservices](#) identifies a set of systemic barriers to purchasing, serving and advertising local food on college campuses across the province. These challenges present opportunities for colleges to take meaningful action in ways that will support increased local food procurement.

From April to October 2017, partner colleges will work with their third-party foodservices operators to implement pilot projects that address barriers to local food procurement identified in the research report. Partner colleges will report to Mohawk on the progress and outcomes of the pilot projects. The results of the pilots will inform the final procurement framework, which will be released to each of Ontario’s 24 colleges and presented at the research summit in November 2017.



Participating colleges will implement one of the three following options:

| Option # | Pilot project description   | Matching funding available |
|----------|---|----------------------------|
| 1        | Implement local food literacy training for foodservices staff to replicate and validate the workshop template established and trialed at Mohawk College<br><i>or</i>  | \$5,000                    |
| 2        | Conduct a food origin audit using Mohawk-tested materials and resources to replicate and validate the process established and trialed at Mohawk College<br><i>or</i>  | \$5,000                    |
| 3        | Select one option from the following list: <ol style="list-style-type: none"> <li>1. Work with your college’s third-party foodservices provider to create a seasonal menu promotion that uses primarily local ingredients</li> <li>2. Host a vendor fair to facilitate connections between foodservices operators and local food suppliers/producers</li> <li>3. Conduct research and develop a fact sheet and corresponding calendar for common local food items that can inform marketing campaigns and seasonal promotions on campus</li> <li>4. Identify and implement changes to current menu portals that support local food procurement</li> <li>5. Establish an annual local food reporting process for third-party foodservices operators that could be used in contracts between colleges and foodservices providers going forward</li> <li>6. Develop and trial a local food literacy workshop or course module that is tailored for a student audience</li> </ol> | \$10,000                   |

## Application Process

Mohawk College and the Greenbelt Fund welcome applications from all Ontario colleges interested in participating in the pilot projects.

The application process is designed to help colleges shape their proposals in way that allows them to demonstrate their ability to successfully implement and evaluate a pilot project on their campus. In the application form, a college must:

- **Select *one* pilot project** from the options listed.
- **Designate a project lead** at the college who will be responsible for leading the pilot projects and communicating with the project team at Mohawk.
- **Include a letter of support from participating third-party foodservices providers.** The letter should demonstrate that your on-campus foodservice provider is a committed project participant and will provide necessary support.
- **Include a letter of endorsement from your college's senior management.** The letter should demonstrate support for your participation from a member of your college's senior leadership team.
- **Develop a work plan** that demonstrates the college's ability to perform the selected pilot projects, evaluate the results, and submit a final report to Mohawk College in October 2017.
- **Develop a proposed project budget** that breaks down project costs and illustrates how each cost will be divided between the partner college and Mohawk College/the Greenbelt Fund
- **Provide an impact statement** that describes the positives effects of implementing your selected pilot project and summarizes communications tactics that you will use to share results of the pilot project with stakeholders and the general public.

### Submissions:

Colleges interested in participating in the pilot projects are required to submit a completed application and letters of support by email to [sustainability@mohawkcollege.ca](mailto:sustainability@mohawkcollege.ca) by 5:00 p.m. on April 15, 2017.

### Evaluation Process

Applications will be evaluated based on the following criteria:

1. **Demonstrated ability to successfully implement the pilot project** as shown in the letters of support and proposed work plan.
2. **Strength of the work plan** demonstrated by a measurable, achievable plan to execute on project deliverables in a timely manner.
3. **Potential impact** demonstrated through the number of students, staff and faculty that will be impacted through pilot project activities and communications.

## Pilot Project Option #1: Provide local food literacy training for foodservices staff

Matching funding up to: \$5,000

*Action: Provide local food literacy training for frontline foodservices staff*

*Outcome: Increase foodservices staff members' ability to prepare and promote local food options*

### *Application requirements:*

- Justification for option selection
- Work plan
- Impact statement
- Letters of support from participating foodservices provider(s) and college senior management

Foodservices staff are the frontline workers who interact with students, and prepare and serve the food available on campus. In order to better serve and celebrate Ontario-grown food, foodservice staff need to be able to identify, prepare and promote local food options on campus. However, foodservice staff often lack these basic “local food literacy skills.”

To address this, partner colleges will implement local food literacy training workshops for their foodservices staff. This training will educate foodservices staff on the importance of local food and how to identify, incorporate and promote local food on campus. The training will give foodservices staff the knowledge they need to advocate for local food choices both in the kitchen and to the students, faculty and staff they serve each day.

The workshops will be based on materials and resources developed by the Mohawk College Sustainability Office. The purpose of this pilot project is to replicate and validate the model for local food literacy training that was designed and implemented at Mohawk College. Partner colleges will be required to work with their foodservices operators to schedule training at a time when staff can attend. Matching funds up to \$5,000 will be made available for materials and equipment, chef demonstrations, and honorariums for participating foodservice staff.

## Pilot Project Option #2: Conduct a food origin audit

Matching funding up to: \$5,000

*Action: Complete a food origin audit*

*Outcome: Establish local food procurement baseline to inform future procurement goals*

### *Application requirements:*

- Justification for option selection
- Work plan
- Impact statement
- Letters of support from participating foodservices provider(s) and college senior management

In order to increase local food procurement, it is important to first establish a benchmark for how much local food is currently being served on campus.

A food origin audit helps determine the current proportion of local versus imported food procurement and establishes a baseline from which colleges can track their progress in purchasing more local food. It also helps a college and its foodservices operator to determine categories (such as dairy, meat or produce) where sourcing changes can make significant strides in increasing overall local food purchasing levels.

The food origin audit will use materials and resources developed by Mohawk College based on established best practices for food origin audits. The purpose of this pilot project is to replicate and validate the method for conducting a food origin audit that was designed and implemented at Mohawk College.

Partner colleges will be required to work with their foodservices operator to collect the data required to complete the audit. Matching funds up to \$5,000 will be made available for staffing and administrative support. It is recommended that pilot project partners use the funding to support a student position to undertake the food origin audit.

## Pilot Project Option #3: Design and implement a new action

Matching funding up to: \$10,000

**Action:** Design and implement a research-based solution (selected from the list below) to increase local food procurement

**Outcome:** Establish and share best practices for this method

### Application requirements:

- Justification for option selection
- Work plan
- Impact statement
- Letters of support from participating foodservice(s) and college senior management

The following list of pilot projects represent key opportunities for colleges to address barriers to local food procurement by applying innovative solutions in partnership with their foodservices providers:

| Options for Pilot Project #3 (Select 1) |   |
|---|---|
| 1.                                      | <p><b>Work with your college’s third-party foodservices provider to create a seasonal menu promotion that uses primarily local ingredients</b></p> <p>Celebrate Ontario-grown food by pairing seasonally-appropriate menu items with a dynamic marketing campaign that can be implemented annually.</p>   |
| 2.                                      | <p><b>Host a vendor fair to facilitate connections between foodservices operators and local food suppliers/producers</b></p> <p>Plan and execute an event that connects local food suppliers/producers with the distributors that sell to the college and the purchasers from your on-campus foodservices operator.</p>                             |
| 3.                                      | <p><b>Conduct research and develop a fact sheet and corresponding calendar for common local food items that can inform marketing campaigns and seasonal promotions on campus</b></p> <p>Develop materials and templates that will help foodservices staff identify local food purchasing options and plan for promotional opportunities.</p>        |
| 4.                                      | <p><b>Identify and implement changes to current menu portals that support local food procurement</b></p> <p>Work with your college’s foodservice provider(s) to identify changes to the current online menu portal that will support the purchasing of local food items.</p>  |
| 5.                                      | <p><b>Establish an annual local food reporting process for third-party foodservices operators that could be used in contracts between colleges and foodservices providers</b></p> <p>Work with your college’s foodservices provider(s) to establish a reporting system in which the operator provides regular reports on local food purchasing.</p> |
| 6.                                      | <p><b>Develop and trial a local food literacy workshop that is tailored for a student audience</b></p> <p>Create local food literacy learning opportunities for students that can be implemented at colleges throughout Ontario.</p>  |

If selecting this option, colleges must choose from the above list of actions.

The Mohawk College project team will support the implementation of this project by providing strategic direction and guidance. Partner colleges will be required to work with their foodservices operators to implement their selected action. Matching funds up to \$10,000 will be made available to support implementation, with details of fund allocation laid out in the budget proposal.

## Financial Reporting

As a pilot project partner, participating colleges will be required to submit two reports on project milestones and related expenses to Mohawk College. The interim report is due July 15, 2017. The second and final report is due October 31, 2017.

These reports will be based on templates provided by the Greenbelt Fund. Both reports will require the partner college to provide a detailed summary of project activities and submit a claims report outlining all eligible expenses. In addition, copies of all project-related invoices and receipts must be sent to Mohawk College with the reports.

Eligible costs are costs determined by the Greenbelt Fund in pursuit of the successful completion of the pilot project. Eligible costs may include:

Project management in the form of:

- Consultant fees
- Business planning development
- Professional fees (legal, architectural, accounting) that are incremental and necessary for the projects
- Sub-contractor fees
- Salaries for personnel to work exclusively on project related activities

Minor capital costs, such as:

- Equipment (refrigeration units, cold-storage, washing) or structural modifications to accommodate the installation of equipment that has demonstrable broad industry application
- Architectural design work and engineering work (studies, environmental assessments)
- Renovations and retrofits to existing structures, including materials or supplies and labour
- Technology upgrades such as computer hardware, software, and network cables
- Production expansion to increase local food sales to local markets

Marketing or promotion, including:

- Travel costs in Ontario necessary to complete the project, subject to the Greenbelt Fund's directives (including but not limited to the Ontario Public Sector Travel, Meal and Hospitality Expenses Directive)
- Studies and research
- The portion of incremental administrative costs (utilities, phone) necessary to complete the project

Ineligible costs include:

- Costs incurred after November 1, 2017
- GST/HST expenses, including the non-refundable portion
- Normal overhead costs associated with carrying out business at the college
- General management costs other than as noted above under eligible expenditures
- Direct income support
- Debt restructuring, fundraising, or financing
- Any costs associated with preparing and submitting the project proposal
- Capital costs for the construction of buildings, or the acquisition of land
- Normal commercial expansion (defined as the acquisition of land, labour, buildings and/or the acquisition and use of conventional equipment/technologies for the exploration of established market opportunities)
- Costs covered under any federal and/or provincial and/or municipal programs
- Costs associated with undertaking basic research (research aimed strictly for the advancement of knowledge)
- On-farm equipment or facility upgrade, unless it is part of a demonstration or applied research project with broad industry application
- Cost of alcohol
- International travel
- Costs of hospitality, per diems or gifts for non-public-facing meetings or events
- Subsidy of food purchases for normal operations.

Partner colleges will incur all upfront costs and submit project expenses with their interim and final reports. Mohawk College will then reimburse colleges for up to 50% of project costs up to the total approved project budget.

## Key Dates

| Date             | Deliverable                       |
|------------------|-----------------------------------|
| April 15, 2017   | Applications due                  |
| April 30, 2017   | Partnership agreements            |
| July 15, 2017    | Interim report due                |
| October 31, 2017 | Final report due/Project complete |



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## Application Form

### Primary Contact:

*This is the person who will be responsible for carrying out project activities, communicating with the Mohawk College project team, and submitting project reports.*

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College Name:

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Current Position at the College:

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Email Address:

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Phone Number:

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## Foodservices Partner(s)

*If an applicant college's foodservices are provided by a third party operator (such as Chartwells, Aramark, Brown's Hospitality Services, or Sodexo) and/or a student association, the college must confirm the foodservice provider(s) as a project partner. Project partners must be actively involved in the project and provide a letter of support. If campus foodservices are self-operated, please write "not applicable."*

Foodservices Operator:

- Third-party provider
- Student Association
- Other (please specify) \_\_\_\_\_

Foodservices Operator:

- Third-party provider
- Student Association
- Other (please specify) \_\_\_\_\_

Organization Name:

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Organization Name:

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Primary Contact:

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Primary Contact:

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Phone Number:

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Phone Number:

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Email:

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Email:

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*As a separate attachment, please provide a letter of support from the participating foodservice provider(s), and from the appropriate member of your college's senior management team.*

## Which pilot project are you applying to undertake?

Option #1: Provide local food literacy training for foodservices staff

Option #2: Conduct a food origin audit

Option #3: Design and implement a new action (please specify):

Work with your college's third-party foodservices provider to create a seasonal menu promotion that uses primarily local ingredients

Host a vendor fair to facilitate connections between foodservices operators and local food suppliers/producers

Conduct research and develop a fact sheet and corresponding calendar for common local food items that can inform marketing campaigns and seasonal promotions on campus

Identify and implement changes to menu portals that support local food procurement

Establish an annual local food reporting process for third-party foodservices operators that could be used in contracts between colleges and foodservices providers

Develop and trial a local food literacy workshop template that is tailored for a student audience

*Please provide a brief explanation for your college's selection and why you are interested in participating as a pilot project partner. (300 words max.)*



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### Work Plan

Please provide a brief work plan that outlines project activities and how you plan to achieve project objectives.

| Activity | Measureable results | Completion Date (DD-MM-YY) |
|----------|---------------------|----------------------------|
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### Impact Statement

How many students, staff, or community members will be positively impacted by implementing this pilot project on your campus? How do you plan to communicate project activities and results to stakeholders and the public? (250 words max.)



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### Proposed Budget

Please ensure that all proposed budget items are included in the list of eligible costs. Budget items should be split 50:50 between the partner college's contribution and the contribution from Mohawk and the Greenbelt Fund.

| Proposed Budget for Pilot Project |                              |                         |
|-----------------------------------|------------------------------|-------------------------|
| Item                              | Partner College Contribution | Mohawk & Greenbelt Fund |
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