

SUSTAINABLE FOOD SYSTEMS PLAN

Committee Membership¹

Chair: Sabrina Lavoie (Executive Director, Budget Planning and Control, Office of VP Services)

Coordinator: Claudette Torbey (Administrator Food Services, Sustainability & Quality, Hospitality Concordia)

Membership: Food Advisory Working Group 2018-2019

- Akira De Carlos (Sustainability Coordinator, CSU)
- Alison Rowley (Resident Student, Grey Nuns Residence)
- Andrew Woodall (Dean of Students, Office of the Dean of Students)
- Chesley Walsh/Jackie Martin (Coordinator, City Farm School)
As of April 2019: Megan Mericle (Outreach and Administrative Coordinator, Concordia Greenhouse)
- Chiranjeevi Koduri (Representative, GSA)
- Chloë Williams (Café Coordinator, Hive Café Solidarity Co-operative)
- Donna Craven (Assistant to Associate Dean, Planning and Academic Facilities, FAS; Loyola Staff Representative)
- Erik Chevrier (PhD student; Part-time Instructor, Sociology and Anthropology)
- Johanne de Cubellis (Associate Director, Hospitality Concordia)
- Marie-Josée Allard (Director, Hospitality Concordia)
- Owen Moran (Health Promotion Specialist, Health Services)
- Ryan Douglass (Manager, Grey Nuns Residence, West Wing, Residence Life Concordia)
- Sebastián Di Poi (Internal Coordinator, Concordia Food Coalition)

Our Vision for 2040

Concerning its on-campus food offer, Concordia's goal is to provide food choices that are healthy, affordable and sustainable. We are committed to providing our community with increased access to supportive resources for healthy and sustainable lifestyles.

By 2040 Concordia will:

- Become recognized as a leader in sourcing food that supports an environmentally and socially sustainable food system
- Enhance the capacity to grow and to transform food on campus and maximize related learning opportunities
- Provide healthy and affordable food options in every main University building where there are teaching activities taking place

¹ Note that titles reflect members' designated roles at the time of their work on the committee.

Current Situation at Concordia

On Concordia’s SGW and Loyola campuses, there are currently:

- Nine Concordia Food Services-run locations: Concordia’s current Food Services contract with Aramark began in 2015 and ended in 2020, and was renewed for one year. There is the possibility of one (1) one-year extension, which would extend the current contract until June 2022 at the latest.
- Three student-run café/bars: The Hive Café Solidarity Coop (SGW and Loyola); Reggie’s Coop
- Four student-run soup kitchens: People’s Potato; Hive Free Lunch; Mother Hubbard’s Cupboard; Food Against Fascism
- Eight student-run initiatives that either grow produce, sell produce or sell/offer groceries: Concordia Greenhouse; City Farm School; Concordia Farmer’s Market; Campus Potager Pop-up Market; mind.heart.mouth collective garden; Mother Hubbard’s Cupboard grocery vouchers; Concordia Food Coalition Emergency Food Baskets
- Eight student-run initiatives that provide support & advocacy services related to food systems: Sustainable Concordia; Sustainability Action Fund; Concordia Student Union; Graduate Students Association; Concordia Food Coalition; Centre for Gender Advocacy; Q-PIRG Concordia
- Multiple food vendors who rent space on campus

Category	Goal	Food Services efforts and achievements
Reporting & Auditing	Monitor local and sustainable food purchases	Concordia Food Services submit three seasonal procurement reports and one annual Sustainability and Nutrition Report
	Create a multi stakeholder advisory committee	The Sustainable Food Service Advisory Committee, facilitated by Hospitality Concordia’s Sustainable & Quality Food System Coordinator (“Administrator Food Services, Sustainability & Quality” as of June 2019), meets 3 times per year. Regular participants include Aramark, Hospitality Concordia, CSU, GSA, and CFC. The Food Advisory Working Group (FAWG) is a multi-stakeholder group, coordinated through the Office of VP Services, that meets every Fall and Winter semester to share ideas and set targets that better serve the Concordia community.
	Offer more sustainable events on campus	Hospitality Concordia collaborates with their approved caterers to participate in the Concordia Sustainable Event Certification pilot project, a program designed to increase the sustainability of events, including sustainability indicators for food and beverage offered at the event
Local and Sustainable Procurement	Meet the proportion of local/sustainable food as per contract	Current targets, as written in the current Food Service Contract, are: local produce (75% in the summer, 50% in the fall and 25% in the winter/spring), beef (18% Quebec, 100% Canadian), Quebec pork (73%), Quebec poultry (18%), organic poultry (6%), sustainable seafood (93%), dairy products (100% Canadian), fair trade tea and coffee (90%), local soy products and organic products (reasonable efforts). Currently, Concordia procures a total of 38% local/sustainable foods in the summer and fall (34% in the winter and spring). The menu was reworked to better reflect seasonality.

	Become a Fair Trade Campus	Concordia earned the Fairtrade Campus designation in August 2016. All residence dining halls, non-franchised campus cafés and student-run cafés at Concordia offer at least 3 types of fair trade tea, 100% fair trade coffee and 1 fair trade chocolate bar (where chocolate is available). Concordia was the first Canadian campus to offer 100% fair trade bananas and sugar in all its University Food Services outlets.
	Labelling of local/sustainable products	Ingredients lists are placed close to the corresponding dishes in dining halls, with the appropriate “Halal”, “vegetarian”, “vegan”, “gluten free” and “ sustainable seafood” icons. Recipes made of 50% or more Quebec ingredients are labelled as “Aliment du Québec”.
	Plant-based options	A minimum of one vegan meal is offered at all times in the dining halls. Other vegetarian options are often also available.
Waste reduction/ management	Meet an overall rate of 90% waste diversion by 2040 (Zero Waste Plan)	The two dining halls have a “zero waste” setup, with only compost bins available to diners and with all reusable dishware. Kitchen workers use a system called Leanpath to track the weight of kitchen food waste produced from trimming, spoilage, overproduction, quality requirements or expiry dates. They make monthly waste reduction goals and track progress. Hospitality Concordia donates food leftovers from events through La tablee des chefs food recovery program.
	Meet an overall rate of 50% waste reduction by 2040 (Zero Waste Plan)	Concordia has eliminated the sale of plastic water bottles in all but a few remaining points of sale on campus
Raising Awareness	Organize events that showcase local and sustainable food	Local Food Days are organized once a month in dining halls. Events like Fair Trade Campus Week are also organized to raise awareness around food sustainability issues.

Five-year Targets and Strategies

2020-2025 | FOOD PROCUREMENT

Increase sourcing of **local /sustainable** foods to 50% of total purchases in the summer and fall and 40% in the winter and spring

Strategy 1 In collaboration with food service providers, seek vendors that can provide **local** and **sustainable** food and liaise them with Concordia Food Services and student-run cafés

Strategy 2 In each new Food Services Request For Proposals (RFP), increase the requirement for the proportion of total food purchases that qualify as **local / sustainable** food, including consequences for failure to meet contractual targets

2020-2025 | AGREEMENTS MEASURES AND METRICS

Ensure that **environmental and social sustainability** is factored into all tenders/agreements/contracts concerning the food system

Strategy 3 For each new approved caterers' contract request for proposals, increase the sustainability requirements. Ensure that these requirements that are aligned with the Sustainable Event Certification. ([Waste Strategy 12](#)) ([Research Strategy 17](#))

Strategy 4 Formulate recommendations for the next Beverage request for proposal, including the complete elimination of plastic water bottles from remaining locations on campus, and include consequences for failure to meet contractual targets ([Waste Strategies 6, 8, 12](#))

Strategy 5 Collaborate on recommendations for targets and goals (i.e. **local, sustainable**) for student-run cafés

2020-2025 | URBAN AGRICULTURE

Recognize and reinforce the role of urban agriculture in advancing hands on learning, **placemaking**, and beneficial social impacts

Strategy 6 Form a committee to develop procedures and guidelines that support existing urban agriculture projects and to develop a collaborative framework for the evaluation and implementation of new urban agriculture projects

Strategy 7 Form a multi-stakeholder working group chaired by the Concordia Greenhouse representatives and comprised of student, faculty and administrative partners to develop a plan and funding model for the future of the Concordia Greenhouse.

Strategy 8 Enhance promotion, support and education around the sale of campus and community-grown food through farmers markets

Strategy 9 In collaboration with the community (including interested faculty and their students), develop protocol to integrate perennial native species, pollinator gardens, and edible landscapes in University's landscaping ([Climate Strategy 19](#))

2020-2025 | FOOD VARIETY, HEALTHY & PLANT-BASED OPTIONS

Support the adoption of healthy, **plant-based**, **allergen-free**, and **culturally inclusive** food choices on campus

Reduce animal product (meat, poultry, fish/seafood, eggs, dairy) purchases to 30% of the total food budget

Strategy 10 Consult with our community to improve access to **culturally inclusive** food options on campus and to support Indigenous food sovereignty

Strategy 11 Provide increased educational opportunities on campus about the benefits of **plant-based** eating

Strategy 12 Increase the number and diversity of **plant-based** recipes offered in dining halls, and provide training for chefs and staff in **plant-based**, **allergen-free**, and **culturally inclusive** foods. Ensure proper labelling of all of these foods on campus.

2020-2025 | FOOD WASTE AND SOLIDARITY

Reduce food waste and contribute to food security in our community

Achieve **Fairtrade** Silver status

Strategy 13 Develop procedures and implement a Concordia-wide system for food leftovers donation ([Waste Strategies 10, 12](#))

Strategy 14 Increase **Fair trade** food options on campus and education around **Fair trade** purchasing

Strategy 15 Collaborate with the appropriate on-campus organizations and consult with our community in order to assess barriers and determine the best ways to increase access to food security and **emergency food resources** for the Concordia community

2020-2025 | EXPERIENTIAL LEARNING

Create an environment where community members can learn about food, from seed to plate, and offer students hands-on learning opportunities through projects that improve the campus food system

Strategy 16 Provide space on the **FAWG** to focus on the needs of student-led food initiatives. Develop logistical support, space use protocols, and communications strategies for the fortification and scaling up of campus food groups.

Strategy 17 Link faculty research and expertise in food systems with University operations and programming, ensuring ample opportunities for student involvement

2020-2025 | PROGRESS MEASUREMENT PLAN

Measure progress of food indicators and initiatives

A	On an annual basis, track progress of all sustainability targets in third party food & beverage service tenders, agreements, and contracts. Third-party food service providers will additionally provide three seasonal procurement reports (summer, fall and winter-spring) tracking local, sustainable and plant-based food/beverage purchases. These reports will be shared with the community and conducted alongside regular dialogue opportunities with stakeholders.
B	Track and map use of campus green space for urban agriculture projects; track successes and lessons learnt from collaborative greening projects on campus
C	Monitor, on a quarterly basis, participation rates of the farmers market (through vendor reports) as well as application of learning outcomes (through the student Sustainability Ambassadors Program)
D	Track the quantity of food leftovers donated from events annually
E	Track the number of users of emergency food resources on campus annually and assess community awareness, uptake rates, and barriers to the successful optimization of these services

Appendix A. Table of information

Category of strategies		Strategy	Unit(s) Responsible	Status	Project start year
Food Procurement	1	In collaboration with food service providers, seek vendors that can provide local and sustainable food and liaise them with Concordia Food Services and student-run cafés	Hospitality Concordia	Ongoing	2020-2021
	2	In each new Food Services Request For Proposals (RFP), increase the requirement for the proportion of total food purchases that qualify as local / sustainable food, including consequences for failure to meet contractual targets	Hospitality Concordia; Food Advisory Working Group (FAWG); Legal Services	Not started	2021-2022
Agreement Measures and Metrics	3	For each new approved caterers' contract request for proposals, increase the sustainability requirements. Ensure that these requirements that are aligned with the Sustainable Event Certification.	Hospitality Concordia; Legal Services	Ongoing	2023-2024
	4	Formulate recommendations for the next Beverage request for proposal, including the complete elimination of plastic water bottles from remaining locations on campus, and include consequences for failure to meet contractual targets	FAWG; Hospitality Concordia; Legal services	Not started	2021-2022
	5	Collaborate on recommendations for targets and goals (i.e. local, sustainable) for student-run cafés	FAWG	Not started	2021-2022
Urban Agriculture	6	Form a committee to develop procedures and guidelines that support existing urban agriculture projects and to develop a collaborative framework for the evaluation and implementation of new urban agriculture projects.	VPS	Not started	2020-2021
	7	Form a multi-stakeholder working group chaired by the Concordia Greenhouse representatives and comprised of student, faculty and administrative partners to develop a plan for the future of the Concordia Greenhouse. Based on the outcome, develop a funding model.	VPS; Facilities Management	Not started	2021-2022
	8	Enhance promotion, support and education around the sale of campus and community-grown food through farmers markets	UCS; VPS	Ongoing	2021-2022
	9	In collaboration with the community (including student groups as well as interested faculty and their students), develop protocol to integrate perennial native species, pollinator gardens, and edible landscapes in University's	Facilities Management; Property Management; Biology faculty	Ongoing	2021-2022

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Category of strategies		Strategy	Unit(s) Responsible	Status	Project start year
		landscaping			
Food Variety, Healthy and Plant-based Options	10	Consult with our community to improve access to culturally inclusive food options on campus and to support Indigenous food sovereignty	Hospitality Concordia in consultation with Aboriginal Student Resource Center and Concordia Working Group on Equity, Diversity and Inclusion	Not started	2021-2022
	11	Provide increased educational opportunities on campus about the benefits of plant-based eating	Hospitality Concordia; Concordia Food Services	Ongoing	2021-2022
	12	Increase the number and diversity of plant-based recipes offered in dining halls, and provide training for chefs and staff in plant-based, allergen-free, and culturally inclusive foods. Ensure proper labelling of all of these foods on campus.	Hospitality Concordia; Concordia Food Services	Ongoing	2021-2022
Food Waste and Solidarity	13	Develop procedures and implement a Concordia-wide system for food leftovers donation	Hospitality Concordia	Ongoing	2020-2021
	14	Increase Fair trade food options on campus and education around Fair trade purchasing	Hospitality Concordia; Fair trade Steering Committee	Ongoing	2021-2022
	15	Collaborate with the appropriate on-campus organizations and consult with our community in order to assess barriers and determine the best ways to increase access to food security and emergency food resources for the Concordia community	Hospitality Concordia	Ongoing	2021-2022
Experiential Learning	16	Provide space on the FAWG to focus on the needs of student-led food initiatives. Develop logistical support, space use protocols, and communications strategies for the fortification and scaling up of campus food groups.	FAWG	Not started	2021-2022
	17	Link faculty research and expertise in food systems with University operations and programming, ensuring ample opportunities for student involvement	Hospitality Concordia	Not started	2020-2021
Progress Measurement Plan	A	On an annual basis, track progress of all sustainability targets in third party food & beverage service tenders, agreements, and contracts. Third-party food service providers will additionally provide three seasonal procurement reports (summer, fall and winter-spring) tracking local, sustainable and animal-based food/beverage purchases. These reports will be shared with the community and conducted alongside regular dialogue	Hospitality Concordia	Ongoing	2021-2022 to 2024-2025

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Category of strategies		Strategy	Unit(s) Responsible	Status	Project start year
		opportunities with stakeholders.			
	B	Track and map use of campus green space for urban agriculture projects; track successes and lessons learnt from collaborative greening projects on campus	New Campus Greening Committee; Facilities Management	Not started	2020-2021 to 2024-2025
	C	Monitor, on a quarterly basis, participation rates of the farmers market (through vendor reports) as well as application of learning outcomes (through the student Sustainability Ambassadors Program)	CFC; Hospitality Concordia; Office of Sustainability	Not started	2021-2022 to 2024-2025
	D	Track the quantity of food leftovers donated from events annually	Hospitality Concordia; Food Cycle	Not started	2021-2022 to 2024-2025
	E	Track the number of users of emergency food resources on campus annually	Multiple units (coordinated by Hospitality Concordia)	Ongoing for some groups	2021-2022 to 2024-2025

Appendix B. Glossary of terms

Allergen-free foods

Foods that are free of the priority allergens in Canada:

- [Eggs](#)
- [Milk](#)
- [Mustard](#)
- [Peanuts](#)
- [Crustaceans and molluscs](#)
- [Fish](#)
- [Sesame seeds](#)
- [Soy](#)
- [Sulphites](#)
- [Tree Nuts](#) (almonds, Brazil nuts, cashews, hazelnuts, macadamia nuts, pecans, pine nuts, pistachios and walnuts)
- [Wheat and triticale](#)

Culturally inclusive food

These are foods that hold special importance for a particular culture. Common certifications related to culturally inclusive foods are Halal and Kosher. Culturally inclusive choices could also include key staples from different Indigenous cultures that are represented at Concordia.

Culturally inclusive food offerings can also signify an institution's overall sensitivity to the cultural food practices of different groups. For instance, any campaign to encourage plant-based food choices for health or environmental benefits needs to be mindful of cultural practices involving animal-based foods.

Fair trade

"Fair trade" refers to products certified through the Fairtrade International system. For products, it means that the Fairtrade ingredients in the product have been produced by small-scale farmer organizations or plantations that meet Fairtrade social, economic and environmental standards. The standards include protection of workers' rights and the environment, payment of the Fairtrade Minimum Price and an additional Fairtrade Premium to invest in business or community projects.

In this plan all the products we refer to as fair trade have been Fairtrade certified.

Food Advisory Working Group (FAWG)

Originally, the Food Advisory Working Group (FAWG) was formed by the Office of the Vice-President, Services, to formulate recommendations in preparation for the new food service and beverage contracts beginning in June 2015. The FAWG consists of representatives from the following areas: The Office of the Vice-President, Services, Dean of Students Office, Concordia Student Union, Graduate Students' Association, Faculty, Staff, Concordia Food Coalition, The Hive, City Farm School, Hospitality Concordia,

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Residence Life and Health Services. Currently, the FAWG is being used as a platform for food stakeholders to share ideas and set targets to better serve the Concordia community.

Emergency food resources

Emergency food resources include programs or initiatives that provide access to free or affordable food to those in need. This can take the form of free/low-cost meals, food parcels, or gift cards/vouchers that can be exchanged for food at designated places.

At Concordia, food emergency resource providers include:

- Concordia Food Services: Emergency Meal Plan
- CSU: Emergency Food Vouchers
- Concordia Food Coalition and Multi-Faith Spirituality Centre: Mother Hubbard's Cupboard
- Concordia Food Coalition: Emergency Food Baskets (a program that emerged in response to COVID-19)
- Food Against Fascism: Free meals on Saturdays
- Hive Café Coop: Emergency Meal Vouchers
- Hive Café Coop: Hive Free Lunch at Loyola
- Hive Café Coop: Solidarity Food Movement
- Le Frigo Vert: PWYC Café
- Multi-Faith and Spirituality Centre: Food Emergency and Food Fund
- People's Potato: Vegan soup kitchen
- People's Potato: Food Assistance Service

La tablée des chefs

La tablée des chefs is a Montreal-based non-profit organization that serves as a liaison between food surplus producers, particularly the donors from the HRI (Hotels, Restaurants and Institutions) sector and the organizations that distribute them to people in need.

Local

In general, food is considered local when it is sourced from *or* processed in Quebec. However, a stricter standard applies to produce, meat, poultry and seafood, which requires that food is grown or raised, *and* processed in the province.

In this plan local food also includes community-based foods, which Meal Exchange Canada defines as “foods that can be traced to nearby land, farms, ranches, boats, and businesses that are locally owned and operated. Supporting small and medium-sized food businesses challenges trends toward consolidation in the food industry and supports local relationships and economies.”

Organic

Organic farming and processing is a method of food production that respects environmental balance and fosters soil health, animal welfare and ecosystem preservation. Synthetic fertilizers and pesticides, GMOs, antibiotics, hormones and animal flour are prohibited in organic farming. Organic farms and processors have to be accredited by an authorized certifying body and to go through annual audits.

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Place-making

A multi-faceted approach to the planning, design and care of publicly accessible spaces that realizes a local community's assets, aspirations, and potential, with the intention of creating places that sustain health, happiness, and well being.²

Plant-based

Plant-based foods are defined as “fruits and vegetables (produce); whole grains; beans, other legumes (pulses), and soy foods; nuts and seeds; plant oils; and herbs and spices”. Also included are multi-ingredient, vegetarian products that contain fruits, vegetables, whole grains, legumes, soy foods, and/or nuts/seeds. Soft drinks, candies, and other products that are nominally vegetarian, but do not contain these ingredients in significant proportions are excluded.

Sustainable

Sustainable food refers, in this plan, to foods that have achieved one or more of the following sustainability certifications:

- Organic
- Fair trade
- Marine Stewardship Council (MSC) sustainable seafood certification

This understanding of sustainable food reflects current consensus on trusted certification programs that recognize environmentally and socially sustainable practices. As our food system and knowledge about responsible practices evolves so too will our standards for identifying sustainable food.

Environmental sustainability

Sustainability is understood as defined by the Brundtland Commission’s report, *Our Common Future*, “meet[ing] the needs of the present without compromising the ability of future generations to meet their own needs.”

In the context of environmental sustainability, it refers to minimizing our ecological footprint and managing our use of natural resources, like water and fertile land, to ensure their continuity.

Social sustainability

Social sustainability concerns people’s access to universal human rights and resources to support healthy, safe communities and families. In healthy communities, people’s personal, cultural and working rights are respected and protected from discrimination.

² “What Is Placemaking?” *Project for Public Spaces*, 2007, <https://www.pps.org/article/what-is-placemaking>

Appendix C. Linkages with other stream plans

Waste strategy 6: Zero Waste Policies: Consider the amendment of our Sustainability Policy to include a section on Zero Waste that encourages and restricts activities that have a critical impact on waste (ex: restrict plastic number 6, bottled water sales, hazardous materials). Encourage units, faculties, and student associations and groups to adopt Zero Waste Policies.

Waste strategy 8: Zero Waste Coffee / Beverages: Explore container-share programs, bottle-less beverage vending machines, effective bring-your-own-mug incentive structures, and comprehensive, effective communication measures in order to reduce beverage waste in campus

Waste strategy 10: Zero Waste Food Service & Tenants: Enact timeline for tenants to implement pre-consumer and post-consumer compost and recycling collection, encourage low-waste facilities in space plans (washing facilities, eating in-place options), and participation in food donation programs

Waste strategy 12: Zero Waste Events: Standardize compost bin availability at all event venues and provide training to event coordinators, caterers, event space administrators, and custodial staff on zero waste event management. Encourage groups to adopt policies to exclude non-recyclable/non-compostable packaging while promoting reusable alternatives like the Dish Project. Encourage use of Sustainable Event certification by key stakeholders. Support the integration of volunteer waste-sorting and leftover donation assistance at event into University operations. Encourage bottle-free beverage infrastructure and policies in event spaces.

Climate strategy 19: In collaboration with community, increase on-campus and off-campus greening efforts and educate about the importance of vegetation in sequestering carbon and reducing urban heat island effect

Research strategy 17: Encourage Concordia Sustainable Events certification program for all Concordia research events on and off campus