



*The recipe for*

# local and environmentally responsible food procurement

*in Quebec institutions*



Workplace sector fact sheet

## On the menu

Overview of the sector

Food service management in this sector

A Basic Recipe:

- Ingredients
- Instructions

Good to know

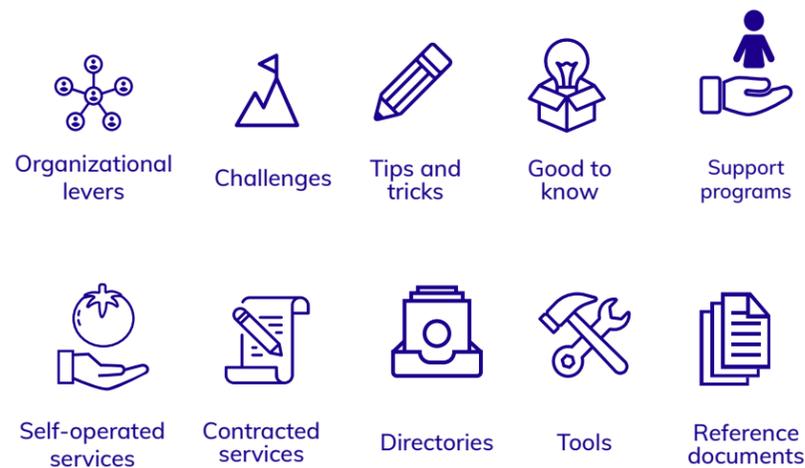
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# Preamble



This fact sheet is intended as a practical tool to support food service managers and employees in the workplace sector in their efforts to transition to a more sustainable food system that prioritizes healthy, local and environmentally responsible food. The step-by-step guide is based on best practices that have been implemented by workplaces offering on-site food services to their employees. To learn more about the fact sheet project, see [The Recipe for Local and Environmentally Responsible Food Procurement In Quebec Institutions](#).

Food services within the workplace have the capacity to innovate and respond to a growing trend in public opinion which favours healthy, fresh, local, and environmentally responsible food in order to contribute to building a more sustainable population. With the large number of businesses and organizations across the province, this sector has the flexibility and potential to undertake multiple initiatives and expand the movement. In doing so, they are meeting the growing demand of employees, who are also consumers interested in local and sustainable food and who can help raise awareness in their workplaces.

## Overview of the sector

The workplace sector is made up of private, public, and para-public companies and organizations of all sizes. Many of the businesses and organizations in this sector offer on-site meal purchasing options to their employees. In 2019, workplace food service sales represented

4% or **\$95 million** of total sales in institutional settings<sup>1</sup>  
**(\$2,375 million)**<sup>2</sup>.

One of the advantages of food services in the workplace sector is that they serve a clientele comprised of wage-earning consumers who have substantial purchasing power. In this sector, the cost of the meal is often of less importance than in commercial food services. In addition, this cost is often subsidized by the company or organization as part of the benefits offered to employees. Whether in public, para-public or private organizations, workplace food services typically reflect the values of the employer.

## Food service management in this sector

The majority of organizations that offer their employees on-site food services typically use a contracted food service provider for its management and the required expertise. Very few workplaces run their own in-house kitchen/bistro. Large national or international restaurant chains can also be found in some companies. In 2019, 90% of the food sales in this sector came from externally managed food services (contracted management), compared to 10% for internally managed (self-operated) food services.



10% self-operated food services



90% contracted management food services

Workplace food services are often considered and operated more like a restaurant than a cafeteria, particularly in large urban centres. These services must compete with nearby restaurants by offering similar attributes to their customers.

Many food service providers are choosing to distinguish themselves from the competition by embracing sustainable development characteristics, whether it be through local procurement initiatives, the adoption of sustainable practices, waste-reduction efforts, etc. This allows food service providers to meet the requirements of the organizations that contract them, and in turn allows the organizations to satisfy the demands of their customers.

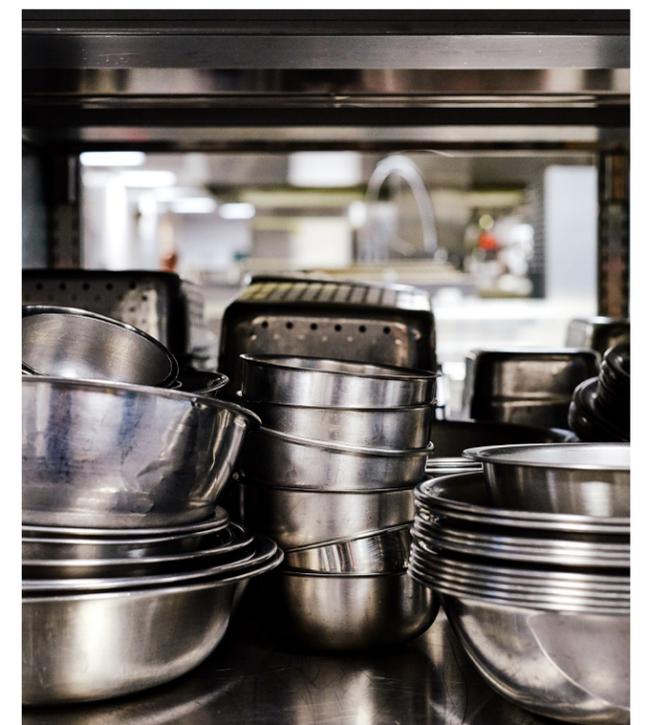


Photo: Aliments du Québec au menu



# The basic recipe



For local and environmentally responsible food in workplaces

## Ingredients

### Organizational levers

There are a number of organizational levers that facilitate the transition to local and environmentally responsible food procurement within workplace settings:



- A highly motivated company manager and food service manager;
- Customer demand (employees);
- The existence of **policies on food and/or sustainable development** within the organization in which elements related to local and environmentally responsible food procurement can be added;
- **Organizational values** that are shared by the manager and staff;
- **Participation in an assistance program** (*Aliments du Québec au menu*, LEAF for self-operated food services).

### Challenges

The workplace sector also faces several constraints that can potentially impede the transition to local and environmentally responsible food procurement:



- The food offering is not a priority for the organization;
- The current food service provider has no plans to engage in a local and environmentally responsible food initiative in the short term;
- **A tendering system favouring the lowest bidder** (in some cases), which results in most products offered being from countries with lower production costs;
- Poor knowledge of the local and sustainable foods that are available;
- Lack of experience integrating sustainable development criteria in tender requirements;
- Lack of time;
- Poor **kitchen facilities and equipment** available to the food service provider (storage, freezing, etc.);
- **Competition** with neighbouring dining options (pressure to reduce their prices).

## Instructions

This step-by-step guide provides an example of identified best practices. Feel free to adapt it to reflect the situation of your organization. It is mainly intended for workplaces that have a contracted food service operation. The solution for increasing local and environmentally responsible food procurement in the context of the workplace lies in integrating these values and principles within the contracts of food service providers in the form of specific clauses and benchmarks. Choosing a food service provider that is already committed to local purchasing values and principles guarantees a successful project. This approach is at the centre of this step-by-step guide. For an internally managed (self-operated) food service, please refer to the [fact sheet for the childcare sector](#) or to the fact sheet that best reflects your situation.



### Collaborate with your food service provider

You are locked into an existing food service contract that isn't due to be renegotiated anytime in the near future? Start a conversation with your current service provider on the services already in place through your usual communication and follow-up tools.

Depending on how open they are to the idea, encourage them to sign up for a [recognition or certification program](#).



You can also share the [Step-by-Step Guide for Food Services](#) to help them get started.

### 1. Create a working committee

Drafting a call for tenders (either public or by invitation) and following up on the implementation of a contract is a large task that is best suited for experts that are responsible

for contract management. However, including new values in the contract in the form of carefully worded clauses also requires the collaboration of other professionals and users who can offer additional expertise.

- **Bring together experts and stakeholders:**
  - Company managers, contract managers (for the drafting of calls for tenders for service contracts);
  - The person in charge of sustainable development or the green committee (where applicable);
  - Staff members.

### 2. Define needs and priorities

In order to formulate clear and concise statements that communicate your expectations of your service provider, some thought and research are essential. Other companies and organizations have already taken the leap, so why not take advantage of the lessons they've learned?! Don't hesitate to talk to your peers and learn from their unique experiences.

- **Use the values of your company or organization and its food policies or sustainable development policies, if applicable, as your starting point;**
- **Poll the users of your food services** to get a sense of their priorities and take them into account in your call for tenders;
- **Compare and draw inspiration from others around you:**
  - Network and share your experience with other companies, organizations or institutions to get inspired;
  - Contact [Aliments du Québec au menu](#), [Équiterre](#) or [LEAF](#) and ask to be put in contact with organizations and companies that have experience in local food procurement;
  - Consult [quotes](#) that incorporate the principles of local and environmentally responsible procurement.





Photo: Équiterre

Did you know that Aliments du Québec and Équiterre developed a recognition program designed specifically for institutions called *Aliments du Québec au menu*? This program recognizes innovative institutions by highlighting their efforts to incorporate more local food into their procurement processes. Have a look at these videos that highlight six participating institutions, including a workplace, [here](#).



### 3. Formalize your requirements: Drafting the tender documents

This is a crucial step. Having a detailed list of tender requirements will make it easier to screen the proposals and attract suppliers that are more likely to share your values and meet your requirements. The criteria and conditions set out in the tender documents will form the basis of the contract with the chosen food service provider. In addition to serving as a reference document, the tender documents will help you ensure adequate follow-up of your service provider.

- **Define your requirements (targets to attain) and transpose them into the language of the tenders.**
  - You can include technical specifications in the call for tenders that reflect the institution's food and sustainable development policies;
  - You can include the conditions under which the contract must be carried out in the call for tenders (these requirements must then be transposed into the contract language); ex., food must be delivered in bulk, in reusable containers, during off-peak hours, etc.;
  - Don't hesitate to include open-ended clauses that allow you to tighten certain requirements throughout the duration of the contract: specific requirements – "or in accordance with the instructions of the institution." Make sure that this flexibility cannot be used to go back on any conditions.

Example of local procurement goals to achieve:<sup>3</sup>

- 25% from November to May;
  - 50% in June and July;
  - 75% from August to October.
- **Work with qualified experts who can facilitate this step:** contract manager, purchaser, sustainable development coordinator, or even a nutritionist.
  - **Include in the tender documents all information related to the communication and follow-up mechanisms to be implemented with your food service provider:** specify the person who will be responsible for follow-up (manager, sustainable development coordinator, etc.) and provide details of the auditing process;
  - **Encourage your future food service provider to sign up for a structured process such as the *Aliments du Québec au menu* program.** Offer a preferential margin to bidders who participate in this type of recognition program.<sup>4</sup> A

preferential margin can also be granted in the case of public calls for tender that stipulate criteria related specifically to sustainable development. For example, the document can set out requirements relating to the nutritional quality of a product, the quality of its ingredients, its freshness, etc.<sup>5</sup>

### 4. Select the new food services provider

**Choose the selection process that best suits your specific situation.** Ask your institution's contract manager for information on the different possibilities, advantages, disadvantages and processes applicable to your situation. It's also important to take into account your institution's internal procurement policies and any other relevant policies or regulations (financial, etc.), even if the contract is not subject to the Act Respecting Contracting by Public Bodies (LCOP). Make an informed choice.

If your process is subject to the Act Respecting Contracting by Public Bodies (LCOP), please refer to the instructions of the Conseil du trésor for the [bid solicitation procedures](#). [in French]

### Food service management companies and local and environmentally responsible food procurement

There is a growing awareness among local, national and even international food service management companies for the demand for local food and environmentally responsible practices. To date, local companies such as Bleu Lotus service de cafétéria, Services alimentaires Laniel St-Laurent and Laliberté, as well as the Quebec divisions of international companies such as Aramark, Compas, Excelso and Sodexo, all have at least one concession that has obtained *Aliments du Québec au menu* recognition. By seeking such recognition, these companies are sending the message that they are aware of and open to the values and requirements of local and environmentally responsible food procurement. In the search for a food service provider, don't hesitate to ask for and quantify your local food and product requirements in your tender documents and contracts.



Photo: Équiterre

## Bid solicitation method

Even if your procurement process is not subject to the Act, it is still important to consider the most appropriate method of soliciting proposals. A competitive bidding process is the best way to obtain the most advantageous offer.

- **Public call for tenders:** Gives you access to a larger pool of potential suppliers;
- **Invitation to tender:** Allows you to target the companies most likely to meet your criteria and invite them to submit a bid;
- **Contract by mutual agreement:** Allows you to negotiate the next contract with your current service provider or directly approach another company of your choosing.

Regardless of the option you choose, public bodies are required to comply with the following main principles for the management of procurement contracts:

- Public confidence in the public procurement process by attesting to the integrity of tenderers;
- Transparency in the contract process;
- Honest and fair treatment of tenderers;
- Promoting accessibility to public bodies;
- Careful and thorough evaluation of procurement requirements;

- Implementing quality assurance systems;
- Accountability reporting by the chief executive officer of public bodies to verify the proper use of public funds.

## Decision process

If you decide to issue a public call for tenders, it is important to consider the decision process that you will apply in awarding the contract; that is, the procedures and criteria on which you will base your decision.

- **Price alone:** The bid chosen meets all the requirements set out in the tender documents and has the lowest price;
- **Minimal quality and price:** The bid chosen has the lowest price among the compliant tenderers and meets all criteria related to quality;
- **Lowest adjusted price:** The quality of the bids is evaluated, the price is adjusted according to the mathematical formula associated with the preferential margin (maximum 10%) and the tenderer whose bid complies with the contract rules and has the lowest adjusted price is selected. A preferential margin may be granted, for example, in cases where the criteria included requirements related to sustainable development (organic certification, fair trade products,

sustainable fishery, free of growth hormones, no packaging or recyclable packaging, proximity (km travelled), etc.);

- **Quality alone:** Applied if there is no competition for who has the best price. Where price is not the most important competitive factor, the contract is awarded to the service provider whose bid obtains the highest final score.

The combination of soliciting bids and awarding contracts based on your organization's specific situation will enable you to select the best service provider for your needs, while respecting your budget, schedule and available resources.

## 5. Integrate the service provider and implement communication and follow-up mechanisms

- **Establish a close working relationship with your food service provider:**
  - Form a cafeteria management committee that includes food service managers and representatives of your company or organization.
- **Start with a pilot project:**
  - Target certain product categories;
  - Once the project is up and running, promote it to food service users;
  - Share the results with users about the project's progress and inform them of upcoming steps.
- **Offer your food service provider assistance and resources to help them understand and attain your goals:**
  - Offer awareness-raising and training activities for the food service managers and employees;
  - Organize awareness-raising activities for users that highlight your food service provider's commitment to local and environmentally responsible food procurement.



Photo: Équiterre

- **Conduct audits to evaluate progress and compliance with contract clauses:**
  - Respect the audit timetable specified in the contract;
  - Make the necessary reports to the service provider.



Photo: Aliments du Québec au menu



## Good to know



### *Be consistent!*

The tender documents typically contain a series of clauses which set out requirements aimed at meeting nutritional, economic, material, environmental, social or citizen objectives.

Although unintentional, it sometimes happens that certain clauses contradict each other. For example, a clause with a nutritional focus (food diversity) may require that the same vegetable not be served more than once in two weeks, or that only fresh produce be served, or that preference be given to dark-coloured vegetables. Another clause, this time with an economic and environmental aim, may call for preference to be given to local food. The problem is that it will be very difficult during the winter season to offer vegetables that are both local, fresh and dark-coloured for a period of two weeks!

As such, it is important to give consideration to the overall consistency of the different objectives.



Photo: Myriam Baril-Tessier

### *An investment that pays off!*

It's important to keep in mind that these steps will require a number of changes to the food service team's routine in the short and medium term.

- Investment of **time** (analysis, research, recipe and menu development, establishment of new partnerships, etc.);
- Increase in the **number of suppliers**;
- Increase in the **number of purchase orders, deliveries and invoices**;
- Heavier **workload** (ex., new preparation routine and tasks related to food preservation and optimization, surplus management, etc.).

In return, the steps you take are a great opportunity to offer the very best to your community!

Not to mention the positive impact on your food service.

- They send a **positive perception** of your food services to your clients and both the internal and external communities;
- They offer you an opportunity to **stand out and boost your visibility**;
- They raise awareness about the close links between food and the health of individuals, communities and the planet.



# Tips and tricks



## *Change your practices and generate long-term savings!*

In addition to their positive environmental impact, each of the following actions allows you to save money in the long run that can be reinvested in the purchase of local and environmentally responsible food.

- **Offer more vegetarian meals** to increase your purchasing power, reduce your environmental footprint and add more diversity to your menu:
  - Increase the number of meatless meals served each week;
  - Foster familiarity with legumes by making half-legumes/half-meat recipes;
- **Reduce purchases of processed and highly processed food** to lower costs and improve the quality of the ingredients in your dishes;
- **Vary procurement sources** by supporting local food systems (short supply chain), such as direct procurement from farmers, farmers' markets, public markets, organic baskets, purchasing groups, etc.;
- **Reduce food waste** by storing food in optimal conditions, planning portions and needs and making better use of leftovers;
- **Eliminate disposable containers** to reduce purchase costs and environmental impacts.



## *Opt for seasonal menus!*

To facilitate the use of seasonal local food and take advantage of volume discounts, the following practices should be considered.

- **Increase the amount of cold room space** for fruits and vegetables that store well, such as apples, squash, onions, potatoes, root vegetables, etc.;
- **Increase freezer space** for the storage of seasonal local products (ex., fruits, vegetables, fish, etc.);
- **Do your own processing and/or freezing** of seasonal products while they are available in abundance (ex., berries, herbs, tomatoes, bell peppers, squash, leafy vegetables, etc.).

By adopting these practices, you can order larger quantities and reduce the number of deliveries.



Photo: Aliments du Québec au menu



# Inspiring Institution

A recipe personalized by  
Campus SAQ



Photo: Université Concordia

## Montreal (head office)

The Société des alcools du Québec (SAQ) is a government corporation, and therefore a public institution. The distribution centre in Montreal, known as Campus SAQ, receives products and distributes them to the organization's various stores and permit holders (restaurants, festivals, etc.). In total, Campus SAQ has over one thousand employees working in three shifts (day, evening and night). Office and warehouse employees have the option of purchasing meals prepared on-site by the self-operated food service. As a **good corporate citizen**, the food service team listens to and responds to the concerns of its clients.

In the fall of 2019, the public institution's food service team decided to collaborate with the sustainable development team to make the **shift towards more environmentally responsible food practices**. Several initiatives were rapidly implemented:

- Non-compostable and non-recyclable (single-use) containers were eliminated;
- Efforts were made to obtain alternative products from suppliers;
- Reusable cups were distributed to all employees;
- The cost of take-out containers was increased from \$0.50 to \$1.00;
- Employees were allowed to bring reusable containers from home.

At the same time, the ITHQ's expertise centre, in partnership with the Aliments du Québec au menu recognition program, proposed a pilot project aimed at developing and implementing **standardized seasonal recipes** using local products. These recipes were first prepared and tested at the ITHQ before being implemented in the real-world setting of the SAQ. The ITHQ's joint research unit, the GastronomiQc Lab, joined the project in the early stages to help quantify and increase the food service's capacity for local food procurement. The ITHQ offered to assist the food service team and to document each step towards meeting the criteria to obtain **Aliments du Québec au menu** recognition for using a majority of Quebec-sourced products. These steps included:

- Performing an audit of purchases (analysis of menu cycles and recipes);
- Working with the existing suppliers to increase local food procurement and find substitutes for non-local products when possible;
- Quantifying procurement before and after by developing an adapted and transferable tool;
- Developing a five-week menu cycle (instead of eight weeks);
- Developing 50 recipes that promote local procurement;
- Testing the new menu and making adjustments if necessary.

**The audit proved to be a key element of the project.** For this purpose, an adapted tool was developed that made it possible to re-evaluate the share of local procurement at different intervals and to track its progression. It is also a versatile tool that allows for the quantification of additional criteria (organic foods, fair trade products, etc.) while building a product database that can facilitate initiatives taken by other institutions.

To support the SAQ's cafeteria initiative, the ITHQ contributed the work of one person for a total of 120 hours, under the supervision of the principal investigator. Through the food service team, this person worked with the existing suppliers, whose collaboration was vital to the project. The time and expertise provided by the ITHQ made it possible to **greatly expand the search for local products and the identification of their origin** (for example, extending even to spices). As for the development of the recipes, the main challenge was to create a menu that could meet the needs of the food service's diverse clientele.

Thanks to the improvements that were implemented, the share of Quebec-sourced products rose to 50% and it is expected that this proportion will increase to **70%** once the new menu has been integrated and approved. There does not seem to be any impact on costs so far, but the company would be able to absorb an increase of up to 5%.

The types of changes made by Campus SAQ require a significant investment of time and resources. The external support of the ITHQ made it possible to complete the work in a short period of time. In addition, the food service team was able to contribute to the project without seeing a significant increase in their workload. The SAQ's experience and the support it received make for an inspiring model that can be replicated in other institutions.

## Key ingredients for success

- ✓ A willingness within the food service to improve its practices;
- ✓ The ITHQ's assistance and contribution to the work, in partnership with Aliments du Québec au menu;
- ✓ The openness and motivation of the company and its food service manager;
- ✓ Interest on the part of customers.

## Word of advice

*"In the summer, the effort to buy local fruits and vegetables should be automatic. For other products and seasons, the positive feedback we've received reflects the enthusiasm generated by the new practices that have been implemented. In the current situation, the impact will be even greater: local purchasing will be a crucial lever for our economic recovery. Quality is also an undeniable factor: we have great products here in Quebec!"*

Frédéric Allard, Food Service Manager, SAQ

## Recap



- 1,200 employees (day, evening and night shift)

### Food service analyzed

- 1 dining area, 1 preparation area
- 4 refrigerated vending machines
- 5 employees (day shift), 2 employees (evening shift)
- 275 hot meals + 65 portions/sandwiches per day (including vending machines)

### Main suppliers

- Broadline distributors: Gordon Food Service, Natrel, Canada Bread
- Distributors of fresh fruits and vegetables: J-G Rive-Sud

### Certifications and recognition

- Aliments du Québec au menu (recognition process in progress)





A recipe personalized by Sid Lee



### Montreal

Sid Lee is a global, multidisciplinary creative agency with offices in Montreal, Paris, Los Angeles and Toronto. Social responsibility is an integral part of its mission to create what matters, and this mission extends to the food service offered to its employees. The Montreal office has its own self-operated bistro. The meals and snacks served on the premises reflect not only the company's values, but also the tastes and preferences of its employees, who are consulted on a regular basis. The food options are part of the benefits offered by the company and appear to be an important factor when it comes to retaining its employees. The meals are partly financed by the company, giving employees access to high-quality food for a fixed cost (\$7 in 2019). The company has chosen to invest in the overall health of its employees and to support environmentally responsible practices as well as local producers and artisans.

In 2016, the bistro team first consulted with a nutritionist to develop its menu and to plan its long-term objectives of integrating a social and environmental component in its food offering by favouring local, organic, fair trade and vegan food. In addition, they developed partnerships with social integration organizations and small, local and environmentally sustainable companies.

Upon arrival in 2017, the operations consultant was given the mandate of implementing this vision into practice. They worked with the food service team to maximize the number of Montreal-based or local suppliers and to increase the procurement of environmentally responsible food products. They initially attempted to work with the company's existing

distributor, but in order to make it easier to access information and, therefore, more local food, they ultimately chose another distributor who was more open to this process. The operations consultant quickly established direct relationships with small suppliers in order to obtain several niche products. The bi-weekly menu cycle was developed based on the seasons and the food preferences of clients for in-season produce. For example, the summer menu was built around the availability of foods procured directly from local farmers, which made it



Photo: Aliments du Québec au menu

possible to prepare meals using freshly harvested produce. By going through each of the recipes, the food service team was able to identify foods that matched the categories they wanted to prioritize, which helped them in their search for suppliers. The operations consultant acknowledges the important investment of time that was required to find new products and develop new relationships with farmers and suppliers. But the appreciation and enthusiasm of the company's employees, the pride felt by the bistro team and the quality of the partnerships established with suppliers all helped generate the necessary motivation. Working with a larger number of suppliers and more fresh products also brought on another significant challenge in that it required careful planning of deliveries and storage, particularly since the kitchen was located on the 10th floor of a building in downtown Montreal!

To raise awareness about this initiative and to make the new menu offerings known to its clients, the bistro team had some **30 dishes on its menu recognized by the Aliments du Québec au menu program**. In each of these dishes, **at least 50% of the ingredients are sourced from Quebec**. To encourage employees to continue the experience at home, the company created a multi-functional application that allows them to reserve their meal in advance, explore the recipes being offered and make them at home, and easily find the related food products and their local suppliers when shopping at the grocery store.

To enhance the experience, Sid Lee drew up a list of "commandments" aimed at guiding the company's future procurement choices. The management team at the Montreal office have noted the positive impact of the food service initiative and now intend to promote and export the company's local and environmentally responsible food procurement practices to Sid Lee's other offices.

### Key ingredients for success

- ✓ The company's willingness to invest in the social and environmental component of the project;
- ✓ The selection of a distributor who was open to facilitating access to information on the origin of products;
- ✓ The positive response of employees.

### Word of advice from the operations manager

*"The resources are all around us. We have a lot of local farmers. If you take the time to do the research, it becomes easy to pick these low-hanging fruits."*

Martin Cusson, Operations Manager, Sid Lee

## Recap



- 460 employees + freelancers, subcontractors, etc.

### Food service analyzed

- 1 preparation area and 3 dining areas (self-operated)
- 3 full-time employees
- 100 meals per day (lunchtime)
- Snacks (250 portions) per day

### Main suppliers

- Distributors: Dubé-Loiselle, Agropur
- Organic and local fruits and vegetables: Jardins Carya (Island of Montreal)
- Small niche product suppliers: St-Viateur Bagels, Automne boulangerie (baked goods made on site using local ingredients sourced directly from producers)

### Certifications and recognition

- Aliments du Québec au menu





Photo: Myriam Baril-Tessier

# Resources



## Support, recognition, certification and accreditation programs

- **Équiterre** is an environmental organization that offers concrete solutions in order to foster ecological choices that are both healthy and equitable. In the area of food procurement, Équiterre is committed to facilitating the implementation of a sustainable food system by developing joint projects with partners and offering consulting services.
- **Aliments du Québec au menu** a recognition program created by Aliments du Québec and Équiterre to promote the use of Quebec products in institutional menus.
- **LEAF** (Leaders in Environmentally Accountable Foodservice) is a national environmental certification program targeting food services. LEAF's aim is to help businesses of all sizes acquire the knowledge, tools and confidence they need to pursue their environmental actions.
- **MSC** (Marine Stewardship Council) is a traceability certification program promoting sustainable fish products. It offers a certification program for companies and organizations that sell directly to consumers.
- The **Tables de concertation bioalimentaire du Québec** co-facilitate, mobilize and coordinate the efforts of various actors in the regional biofood sector (ex., producers, processors, restaurant owners, retailers, development organizations, regional county municipalities [MRC], etc.). [in French]



Note: For support from nutritionists or dietary technicians when developing your menus, don't hesitate to get in touch with CEGEPs and universities that offer training programs in this field. This type of applied project can be extremely beneficial both for interns and your food service!



## Directories, lists and networks for finding local products

- [Directory of local and organic food providers](#) (Équiterre)
- [List of livestock and crop producers in Quebec](#) (MAPAQ) [in French]
- [Aliments du Québec directory](#)
- [Quebec Seasonal Produce Calendar](#) (Équiterre)
- [Manufacturers, Wholesalers, Industrial-Related Service Companies search engine](#) (ICRIQ)
- [Pêchés ici, mangés ici: Répertoire des poissons et fruits de mer du Québec](#) (MAPAQ) [in French]
- [Fraîcheur Québec](#) [in French]
- [Family Farmers Network](#)
- [Arrivage: approvisionnement professionnel responsable, local et direct](#) [in French]



## Useful tools

- Example of [specifications](#) (Collège de Rosemont)
- Example of [Normes relatives au développement durable](#) (Université Concordia)
- [Guide to Sustainable Menus](#)
- [Aliments du Québec au menu quantification table](#)
- Standardized local recipes developed by the ITHQ  (look for online recipes on the [Aliments du Québec au menu website](#)) (surveiller les recettes en ligne sur le site [Aliments du Québec au menu](#))
- [CAPÉ: technical guide](#): For information on the effective storage and conservation of local and organic products, contact: [info@capecoop.org](mailto:info@capecoop.org)



## Reference documents

- [Cadre de référence pour l'achat d'aliments dans le marché institutionnel: règles applicables et modalités de prise en compte du développement durable et de l'environnement](#), Ministère de l'Agriculture, des Pêcheries et de l'Alimentation, March 2018 [in French].

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Food Secure Canada (FSC), "Purchasing Power: 10 Lessons on Getting More Local, Sustainable, and Delicious Food in Schools, Hospitals and Campuses," March 2017.

### Websites

Chapter C-65.1 - Loi sur les contrats des organismes publics, accessed May 2020

## Credits

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## Notes

- 1 The institutional sector includes education, healthcare, childcare services, workplaces, correctional services, transportation, and remote sites.
- 2 According to the most recent MAPAQ data, 2019.
- 3 Targets set by Concordia University in its contract with a food service provider.
- 4 This only applies to private workplaces and non-governmental organizations.
- 5 MAPAQ, Cadre de référence pour l'achat d'aliments dans le marché institutionnel, chapter 7 starting on page 35.

If you use the print version of this fact sheet, all of the websites identified can be accessed by clicking on the link provided in the fact sheet.

# équiterre

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