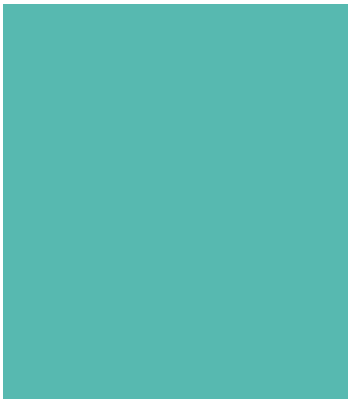


de la ferme  
à la Cafétéria  
Canada



farm to Cafeteria  
Canada



Strategic Plan (2013-2016): A Living Document  
Farm to Cafeteria Canada  
OCTOBER 2012



FARM TO CAFETERIA CANADA  
STRATEGIC PLAN (2013-2016): A LIVING DOCUMENT

PHOTOGRAPHS ON THE COVER OF THIS PLAN ARE FROM: THE JANUARY STRATEGIC PLANNING RETREAT ON BOWEN ISLAND, THE SEPTEMBER STRATEGIC PLANNING SESSION IN TORONTO, AND GRAPHIC ILLUSTRATIONS OF FARM TO CAFETERIA CANADA STRATEGIC PLANNING BY JOANNE CHEUNG ([WWW.BABYELEPHANTDESIGNS.TUMBLR.COM](http://WWW.BABYELEPHANTDESIGNS.TUMBLR.COM)).

PREPARED BY THE SOCIAL PLANNING AND RESEARCH COUNCIL OF BRITISH COLUMBIA (SPARC BC)

OCTOBER 2012



# FARM TO CAFETERIA CANADA

STRATEGIC PLAN (2013-2016): A LIVING DOCUMENT

OCTOBER 2012



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# 1. Where we fit in the field

Farm to Cafeteria programs connect farm to fork bringing local, nutritious and sustainably produced foods into public agencies - places where we learn, work, are healed and play. Farm to School, Farm to Campus, and Farm to Hospital are all Farm to Cafeteria programs (differentiated primarily by their settings). These programs are an essential component of strong, resilient, and sustainable regional food systems; systems that contribute to the health of people, place, and the planet.

Linking farms to health care facilities, campuses and schools is a simple idea that has inspired the spread of Farm to Cafeteria programs. These programs offer great potential to address two of the major challenges of our society: concern about the diet and health of our population, and concern about the sustainability of current regional and institutional food systems.

Several international groups have taken up the call to connect farm to tray. These include the National Farm to School Network in the US which currently includes more than 2,500 programs in 50 states and the US Department of Agriculture's Farm to School program. Other initiatives in the US include the Real Food Challenge, Health Care without Harm's Healthy Food in Health Care and Kaiser Permanente's Farmers' Markets and Sustainable Food Sourcing. Perhaps most widely broadcast is UK chef/TV personality Jamie Oliver's "Food Revolution".

Interest in programs that connect local farms to public agencies is growing in Canada. This is fuelled in part by concerns about rising fuel prices, food costs, and the capacity of our food systems to provide the basic nutrition needs of the population, as well as the understanding that these issues are symptoms of deeper structural and policy problems inherent in the global food system. Interest is also fuelled by the knowledge that collective actions that demand structural and policy transformation towards sustainable, healthy, resilient and economically viable regional food systems are making a difference.

*Farm to Cafeteria Canada* is a national network that promotes, supports and links farm to cafeteria programs, policy and practice from coast to coast to coast. *Farm to Cafeteria Canada* is comprised of diverse regional and sub-regional agencies who are already working to bridge the gap between farm and tray. Together we have developed a strategy to link and further the Farm to Cafeteria movement in Canada.



*Farm to Cafeteria Canada* Advisory Committee and Liaison Members currently include:

Karen Archibald, Child Hunger Education Project, SK  
Ken Babich, Canadian Public Procurement Council, BC  
Michael Barnes, Public Health Association of BC, BC  
Joanne Bays, Farm to Cafeteria Canada, BC  
Alison Bell, BC Culinary Arts Specialists Association, BC  
Paul Chorney, Food Matters Manitoba, MB  
Caitlin Colson, Meal Exchange, ON  
Brenda Kent, Farm to Cafeteria British Columbia, BC  
Meredith Hayes, FoodShare Toronto, ON  
Elaine Horne, Armstrong Foods, NS  
Kristie Jameson, Food Security Network Newfoundland and Labrador, NL  
Melanie Kurrein, BC Ministry of Health, BC  
Dana Lahey, Sierra Youth Coalition, ON  
Dr. Mary McKenna, University of New Brunswick, NB  
Don Mills, Local Food Plus and National Farmers Union, ON  
Ravenna Nuaimy-Barker, Sustain Ontario, ON  
Susan Roberts, Growing Food Security In Alberta, AB  
Amanda Sheedy, Food Secure Canada, QU  
Isabelle St.Germaine, Equiterre, QU  
Roxana Suchurolsky, University of New Brunswick, New Brunswick Food Security Action Network, NB  
Catherine White, Alberta Health Services, AB  
Brendan Wylie Toal, Canadian Coalition For Green Health Care, ON





## 2. Our Vision

Vibrant local sustainable food systems that support the health of people, place and planet

## 3. Our Mission

Together we educate, build capacity, strengthen partnerships and influence policy to bring local, healthy and sustainable foods into all public institutions.

Photo: Graphic representation of the *Farm to Cafeteria Canada* Strategic Planning Session in Toronto on September 27, 28 and 29, 2012. Illustration by Joanne Cheung.



### 3. Goals, Objectives and Strategies

*Farm to Cafeteria Canada* is guided by goals that describe what we do to carry out our mission and realize our vision. Each goal is supported by a set of objectives that we aim to achieve through the implementation of specific strategies.

**Goal 1: Catalyze, support and sustain organizations<sup>1</sup> in their work to develop knowledge, build skills and operate Farm to Cafeteria activities and programs**

Objectives	Strategies
1.1. Recognize leadership and identify and disseminate information about promising sustainable practices in the Farm to Cafeteria field	<ul style="list-style-type: none"> <li>• Conduct an assessment of the Farm to Cafeteria landscape in Canada</li> <li>• Identify and operationalize best practices in local contexts (i.e., learning lab, salad bar, fundraisers)</li> </ul>
1.2. Connect with organizations to support and promote the re-design of <i>institutional</i> and <i>regional</i> food systems toward the production, procurement and serving of local, healthy and sustainable food, as well as a focus on environmentally friendly food waste disposal.	<ul style="list-style-type: none"> <li>• Work with <i>Farm to Cafeteria Canada</i> member organizations to develop “how to” guides for public agencies interested in diversifying their food sources using existing resources</li> <li>• Develop training and technical assistance tools and resources, including shared measurement tools</li> <li>• Coordinate hands on knowledge exchanges between communities and programs, including a mentorship program among regions, provinces or institution types</li> </ul>
1.3. Identify and/or develop resources to meet resource gaps	
1.4. Establish relationships and connections among groups working in Farm to Cafeteria and between public agencies and food suppliers	

<sup>1</sup> “Organizations” includes public and private institutions, government agencies, non-profit organizations and ad-hoc grassroots groups.





Goal 2: Influence policy, conduct research and advocate to make it easier for public agencies to acquire and serve local, healthy and sustainable food

Objectives	Strategies
2.1. Identify, share and develop policy approaches and tools to influence policy directions	<ul style="list-style-type: none"> <li>Recruit researchers in national and/or regional policy groups to identify research gaps and directions, develop policy positions and provide government officials with technical expertise and information</li> <li>Compile and share existing policies, policy tools and approaches on the <i>Farm to Cafeteria Canada</i> website</li> <li>Establish conversations with existing policy organizations to inform them of <i>Farm to Cafeteria Canada</i>'s goals and objectives and see what policy positions they take that might support <i>Farm to Cafeteria Canada</i> work</li> <li>Expand and strengthen working relationships with key contacts in government to advance federal and provincial policies that support Farm to Cafeteria work</li> <li>Share our survey results across Canada</li> <li>Develop common templates and methods for data collection and use the compiled data to develop reports, report cards, or other research dissemination tools</li> </ul>
2.2. Identify, share and develop Farm to Cafeteria research	
2.3. Prioritize policy areas for <i>Farm to Cafeteria Canada</i>	
2.4. Work independently and in partnership with other policy and research bodies to influence policy	



Goal 3: Raise awareness about farm to cafeteria work and *Farm to Cafeteria Canada*

Objectives	Strategies
3.1. Develop a public profile for Farm to Cafeteria and <i>Farm to Cafeteria Canada</i>	<ul style="list-style-type: none"><li>• Develop and implement a communications strategy that: shores up brand identity, develops key message points and communication strategies, and identifies target audience and strategic partnerships, as well as other related matters.</li></ul>
3.2. Educate the public and key stakeholders about Farm to Cafeteria and <i>Farm to Cafeteria Canada</i>	<ul style="list-style-type: none"><li>• Develop a public education strategy that aims to educate target audiences about the need for and benefits of Farm to Cafeteria programs</li><li>• Establish and maintain the <i>Farm to Cafeteria Canada</i> website</li><li>• Host the first National <i>Farm to Cafeteria Canada</i> Conference</li></ul>



Goal 4: Improve the capacity and sustainability of *Farm to Cafeteria Canada*

Objectives	Strategies
4.1. Strengthen the governance of <i>Farm to Cafeteria Canada</i>	<ul style="list-style-type: none"><li>• Develop a strategic and operational framework</li><li>• Create and refine a funding plan that diversifies sources to adequately address strategic priorities and secure funds to grow <i>Farm to Cafeteria Canada</i></li><li>• Decide on <i>Farm to Cafeteria Canada</i> values</li><li>• Promote <i>Farm to Cafeteria Canada</i> membership and continue to hold face-to-face meetings</li><li>• Develop and implement a membership plan and strategy</li><li>• Complete and report on <i>Farm to Cafeteria Canada's</i> developmental evaluation and develop a common set of indicators to guide future evaluations</li></ul>
4.2. Establish regular evaluations that are responsive to the needs and interests of stakeholders	
4.3. Work towards financial sustainability for <i>Farm to Cafeteria Canada</i>	
4.4. Implement outreach activities that grow the number of partners in <i>Farm to Cafeteria Canada</i>	



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## Appendix: About Farm to Cafeteria Programs...

Farm to Cafeteria programs bring healthy, local, and sustainably produced foods - including seafood and wild foods - into public agencies. Farm to School, Farm to Campus, and Farm to Hospital are all Farm to Cafeteria programs. Farm to Cafeteria program development and operations are guided by the vision and mission of *Farm to Cafeteria Canada*.

All Farm to Cafeteria programs share a common goal...

*To increase access to healthy, local and sustainably<sup>2</sup> grown foods in public agencies.*

And all *aspire*<sup>3</sup> to a common set of objectives...

- To close the distance between farm and fork or between farmer/fisher/hunter and eater.
- To support the hunting, growing, harvesting, processing, and delivery of healthy, local and sustainable foods to public agencies using sustainable practices.
- To increase the amount of healthy, local and sustainably produced foods purchased by public agencies and to increase the consumption of these foods.
- To improve knowledge about local foods, the local food system, and healthy eating.
- To enhance skills around hunting, growing, harvesting, preserving, purchasing, cooking and serving healthy, local and sustainably produced foods.
- To contribute to the health of the environment.
- To adopt supportive food policy.

Many Farm to Cafeteria models exist to suit varying community contexts, public agency settings and participant needs. The foods for programs may come from land or sea. Programs differ primarily in the way food is distributed from the local food source to the public agency and in the way the foods are served once they arrive at the agency.

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<sup>2</sup> While programs share this common goal, institutions may need to transition in steps from their current source of foods to more local foods and then to more local, sustainable foods.

<sup>3</sup> While programs aspire to this set of objectives, they may focus on one or two initially and bring in the others as context and capacity permits.



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Common food distribution models include:

- Onsite farm: Food is grown on the premises of the public agency.
- Direct relationship between a local farmer/fisher/hunter and a public agency: The farmer/fisher/hunter agrees to produce a certain volume and type of foods which are then delivered to the agency.
- Cooperative of farms: An aggregate of local farmers come together to provide additional volume and variety of foods that are purchased by the agency.
- Farm to central kitchen: Foods are delivered to a central kitchen where they may be diced and sliced and/or delivered to one or more agencies.
- Farm to food distributor: The agency institutes local food procurement policies requiring the food distributors to provide a certain volume of healthy local sustainable foods. Such policies define local and they may even list the local farms, harvesters and processors they wish the distributor to use.

Common food service models include:

- Farm to salad bar: Healthy, local, and sustainable foods are delivered to the public agency and prepared on-site and served in a salad bar unit.
- Farm to hot lunch program: Healthy, local, and sustainable foods are integrated into a hot meal program within the public agency.
- Farm to snack program: Healthy, local, and sustainable foods are served as part of a snack program in the public agency.
- Farm to fundraiser: Healthy, local, and sustainable foods are delivered to the public agency where they are boxed or bagged up and sold to the community in order to raise funds.

Models common to coastal communities:

- Fish to cafeteria: In communities where fish and other local seafood are a part of the local food system, “Fish to School” or “School to School” programs have emerged. In this model, the institution agrees to purchase and serve local seafood.







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