



*The recipe for*

# local and environmentally responsible food procurement

*in Quebec institutions*



CEGEP sector fact sheet

## On the menu

Overview of the sector

Food service management  
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A Basic Recipe:

- Ingredients
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Good to know

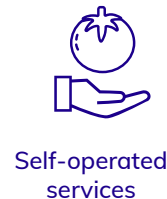
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# Preamble



Photo: Aliments du Québec au menu

This fact sheet is intended as a practical tool to guide and support institutional managers and food service managers in the CEGEP 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 implemented by CEGEPs in Quebec. To learn more about the fact sheet project, see the fact sheet [The Recipe for Local and Environmentally Responsible Food Procurement In Quebec Institutions.](#)

The CEGEP sector is a dynamic and proactive community. This is largely thanks to a progressive student body that is deeply committed to the values associated with local and environmentally responsible food procurement. It is important to note that, in 2020, 15 CEGEPs had already earned [Aliments du Québec au menu](#) certification and 28 establishments had received, or were about to receive, certification under the [Cégep vert du Québec](#) program, which includes a sustainable food component.

## Overview of the sector

Quebec's CEGEP network is composed of 124 establishments, including:

- **48** CEGEPs, 5 of them English-speaking;<sup>1</sup>
- **65** private colleges;<sup>2</sup>
- **11** government schools.

These establishments are distributed over the territory of Quebec. In 2018, there were 195,725 students in public school, 22,274 in private school, and 1,797 in government schools, for a total of 219,796 students.<sup>3</sup>



**219 796 students**

## Food service management in this sector

Most CEGEPs offer their students cafeteria-style dining services, and some also have a student café. Many of these institutions have intentionally chosen not to include fast food franchises in their food services. In addition, the vast majority of institutions in this sector contract out their food services to one or more food service providers (contracted management and student management). Based on the overall figures for the global education sector,<sup>4</sup> in 2019,<sup>5</sup> 71% of all food services in the education community were contract-managed and 29% were self-operated.



**29% self-operated food services**



**71% contracted food services**

There are different processes in place for selecting a food service provider (public call for tenders, invitation to tender or contract by mutual agreement). The duration of contracts varies from one establishment to another (ranging from one year to over four years, often with the possibility of extending the contract).







# The basic recipe



For local and environmentally responsible food procurement in CEGEPs

## Ingredients

### Organizational levers

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



- **Internal policies** containing guidelines to support local and environmentally responsible food procurement;
- Access to **resources** that offer support within the institution, such as a sustainable development (SD) technician or a student life advisor;
- Potential to establish **local purchasing targets in food concession contracts**;
- Student pressure and mobilization;
- Vitality of the community.

### Challenges

Several constraints that can potentially impede the transition to local and environmentally responsible procurement have been identified within the CEGEP sector:



- **Absence of clauses** or requirements related to local and environmentally responsible food procurement in the contracts of existing food service providers;
- A tendering system favouring the lowest bidder (in certain cases), with the result that the products offered are often sourced from countries with very low production costs;
- The sustainable development technician, student life advisor or other support employee responsible for this type of initiative have their own challenges;
- **Limited time** to spend on special projects and frequency of part-time employment:
  - Limited financial resources;
  - An annual budget with little or no flexibility, approved once or twice a year and requiring a **timed action plan**;
  - Rapid student turnover (two to three years on average), leading to weaker commitment, involvement and project durability;
- **Inability to take advantage of most of the peak harvesting season** due to an academic calendar that runs from September to May;
- Meal pricing that respects **students' ability to pay**;
- Depending on the establishment, a student body that may not be aware of, or interested in, this type of approach.

# Instructions

## Collaborate with your food service provider

You have 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 using the communication and follow-up tools with them.

Depending on their openness to the idea, encourage them to sign up for a [recognition or certification program](#).



Share the [Step-by-Step Guide for Food Services](#) to help them get started.

This step-by-step guide provides an example of best practices in Quebec. Feel free to adapt it to reflect the situation of your establishment. It is mainly intended for CEGEPs and colleges that outsource their food services (contracted food service management). Given that this is the predominant model in the majority of CEGEPs, the solution for increasing local and environmentally responsible food procurement in these establishments 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 university sector](#).



## 1. Create a working committee

Drafting a call for tenders (either public or by invitation) and following up on the implementation of a contract resulting from the tender process is a large task that is best

suited for the experts 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:**
  - Managers (contract manager, the institution's Conseil du trésor representative);
  - Sustainable development technician or student life advisor;
  - Members of the user committee, if applicable, or student representatives;
  - Professionals having complementary expertise (ex., a nutritionist from the Public Health Department);
  - Non-student personnel members involved in food procurement.
- **Determine your approach and define each person's role;**
- **Establish your work method.**

## 2. Take advantage of available resources

**Sign up for a recognition or assistance program** to help organize your initiative and obtain support. Experience shows that these types of programs can lead to a more structured approach, while offering significant visibility for your project and raising awareness in the community.



In addition to the learning, training and networking opportunities they offer, they can also help you reflect on and plan each step of your process. Your affiliation with these programs adds weight to the requests you make to your food service providers.

Several existing programs are presented in the [Resources](#) section of this fact sheet. Check them out! 

- **Aliments du Québec au menu** (through your service provider)
- **Cégep vert du Québec** created by **Environnement Jeunesse**
- **LEAF** (through your service provider)

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 [here](#).



### 3. Define needs and priorities

In order to be able to formulate clear and concise statements that communicate your expectations of your service provider, careful reflection and research are essential. Other establishments 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 diverse experiences.

- **Use the values of your establishment 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 institutions to get inspired;
  - Contact the Fédération des Cégeps, Aliments du Québec au menu or Cégep vert du Québec and ask to be put in contact with institutions that have gone through a local food procurement process;
  - Refer to examples of tender documents that incorporate the principles of local and environmentally responsible procurement.



### 4. 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 received 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, they 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 global local procurement goals to be achieved:<sup>6</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:** nutritionist, purchaser, contract manager;
  - **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 (employee, committee, other) and provide details of audit steps;

- **Encourage your future food service provider** to sign up for a structuring process such as the Aliments du Québec au menu program. Offer a preferential margin to bidders who demonstrate their participation in this type of recognition program. 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>7</sup>



## 5. *Select the new food service provider*

**Use the most appropriate selection process for 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),<sup>8</sup> please refer to the instructions of the *Conseil du trésor* for the [bid solicitation procedures](#) applicable to your situation.

### Bid solicitation method

Even if your procurement process is not subject to the Act (if it is a contract that generates revenue for the organization), it's 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 engage in a discussion with your current service provider to negotiate the next contract or to 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 officers 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 intend to apply; 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 proposes the lowest price;
- **Minimal quality and price:** The bid chosen proposes 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 include 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 compliant bid obtains the highest final score.

Matching the method of soliciting bids and awarding contracts to your institution's specific situation will enable you to select the best service provider for your needs, while respecting your budget, schedule and available resources.

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

- **Establish a close working relationship with your food service provider:**
  - Assemble a cafeteria management committee that includes food service managers and institutional representatives;
  - Propose the creation of a user committee including managers of the institution's cafeteria and members of the CEGEP community (students, professors, employees, etc.);
  - Keep your food service provider informed of all activities or events related to themes on food and sustainable development.
- **Start with a pilot project:**
  - Target certain product categories;
  - Once the project is up and running, promote it to food service users;
  - Inform users about the project's progress and 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 and promotional activities for users that highlight your food service provider's commitment to local and environmentally responsible food procurement.
- **Conduct audits to evaluate compliance with contract clauses:**
  - Respect the audit timetable specified in the contract;
  - Make the necessary reports to the service provider.

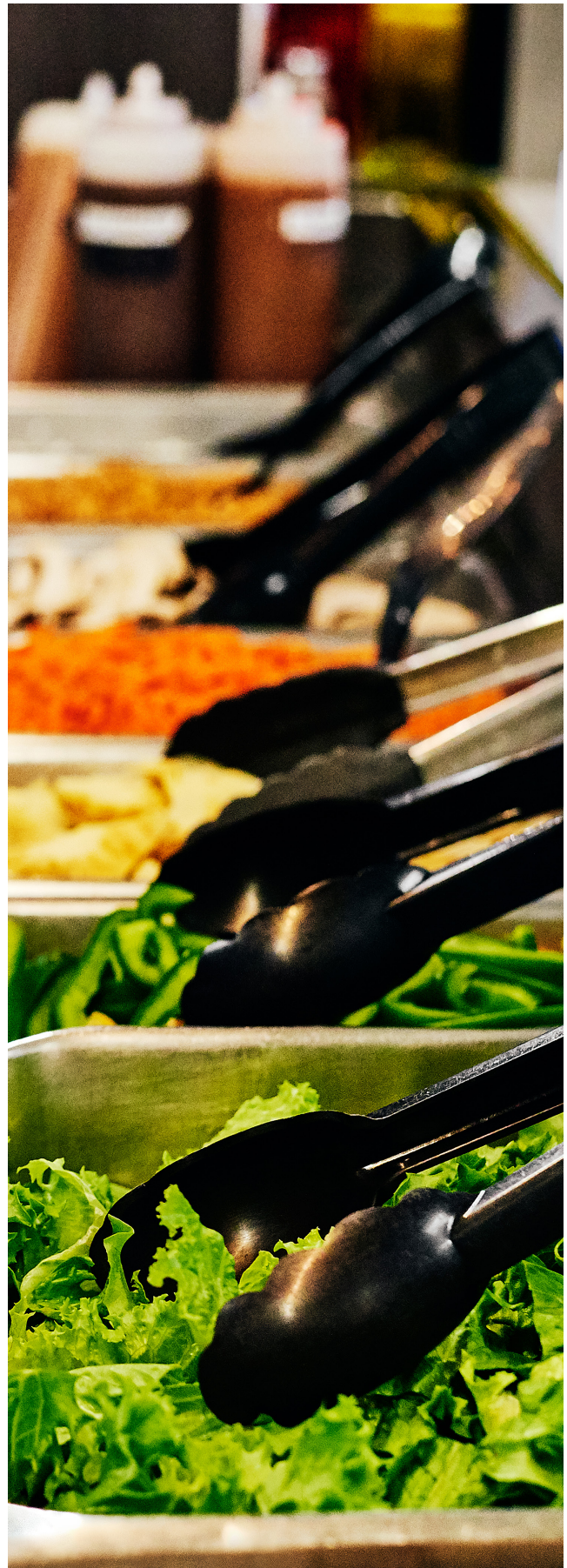


Photo: Aliments du Québec au menu



## *Good to know*



### *Be consistent!*

**The tender documents typically contain a series of clauses setting out requirements aimed at meeting nutritional, economic, material, environmental, social or civic 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: Cégep Saint-Jean sur-Richelieu

## *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 plant-based options by making half-vegetarian/half-meat recipes;
- **Reduce purchases of 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 farm-direct procurement, 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. These types of requirements can also be incorporated in tender documents and the contract.

- **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, etc.).

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





A recipe personalized by:  
Collège de Rosemont

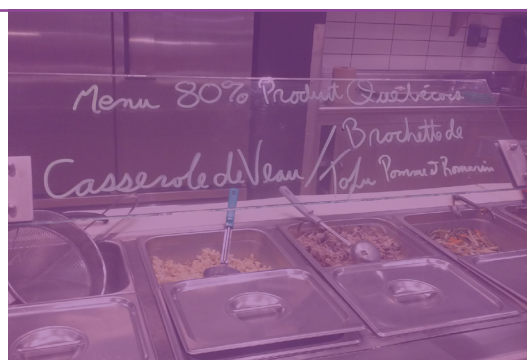


Photo: Collège de Rosemont

## Rosemont - La Petite-Patrie, Montreal

College de Rosemont's local food procurement initiatives are closely aligned with this institution's broader actions in support of environmental sustainability. Their main priority is to actively pursue a commitment to promoting strong environmental citizenship, a commitment which is reflected in the CEGEP's strategic plan and sustainable development policy. In fact, in 2005, Collège de Rosemont became the first institution to obtain the excellence level from the Cégep vert certification program! They are also committed to enhancing the "Rosemont experience" by offering the student body **a healthy and interesting menu that reflects the institution's values of environmental citizenship.**

Collège de Rosemont has a single food service provider that is operated by an external service provider, Laniel St-Laurent (since 2019). In 2013, a **sustainable procurement policy** was implemented by the institution's material resource manager. The call for tenders for a food service provider began in 2014 and required the creation of two monitoring committees in order to oversee supplier compliance with the contract: **a cafeteria management committee and a user committee.** Measures encouraging local and environmentally responsible food procurement were added to the menu by the cafeteria management committee, of which the sustainable development technician was a member.



Photo: Myriam Baril-Tessier

Despite efforts to educate the previous food service provider on local procurement issues, the institution had to wait until the 2019 call for tenders before they were able to incorporate clauses that would allow them to target a service provider who was up for the challenges of providing healthy, local, environmentally responsible food. To achieve this, the contract manager and the sustainable development technician worked closely together, in collaboration with a nutritionist from Montreal's regional public health department. They were quick to draw inspiration from the tender documents of the Commission scolaire de la Rive-Sud, which were similar in scope. Even though it was not required to do so, Collège de Rosemont chose to issue an invitation to tender in order to ensure a larger pool of quality proposals. As a result of this, a contract was signed with a new vendor in the summer of 2019.

## Key ingredient for success

- ✓ It's interesting to note that, at Collège de Rosemont, the sustainable development technician is part of the Physical Resources Department, which is responsible for all types of procurement. This proximity facilitated discussions and the integration of the principles for local and environmentally responsible procurement in the factors considered by buyers and the contract manager. (In most CEGEPs, the sustainable development technician comes under the student life office.)

## Word of advice from the contract manager

*“Be prepared to invest the necessary time for this type of project and to make the compromises required to translate expectations into contract management language that will be understood and approved by the finance department, the material resources department and the tenderers.”*

Maxime Robert, Manager of Contracted Services,  
Collège de Rosemont



Photo: Équiterre

## Recap



### ***Food services***

- 3,303 students
- 555 employees

### ***Food service analyzed***

- 1 cafeteria operated by an external food service provider (Laniel St-Laurent)
- 12 employees
- 250 meals per day, on average (including hot table, snack bar, stir-fry, ready-to-serve meals, paninis, etc.)

### ***Main suppliers***

- Broadline distributor (Dubé-Loiselle)
- Different local niche product suppliers

### ***Certifications and recognition***

- Aliments du Québec au menu (via Laniel St-Laurent)
- Cégep vert du Québec
- Ici on recycle plus





# Inspiring Institution



A recipe personalized by:  
Cégep de Sainte-Foy



Photo: Cégep de Sainte-Foy

## Sainte-Foy, Québec

Following a presentation of the *Aliments du Québec au menu* program by Équiterre and Aliments du Québec in the spring of 2019, the student life advisor of this CEGEP approached the head of its food service management, Coopsco Ste-Foy, to encourage them to seek recognition for these procurement efforts.

The food service manager was already open to working with **fresh, local and seasonal products**. Immediately upon taking up this position in 2015, they naturally began integrating local products into the menu, in addition to offering vegetarian dishes in response to demand. These initial changes were made based on the food service manager's personal values.

In order to obtain *Aliments du Québec sur le menu* recognition for their dishes, the food service team had to analyze the content of the food served. To meet the program's criteria, 50% or more of the ingredients in the dishes had to be sourced from Quebec. The food service manager noticed that when the menu contained a protein from Quebec and had a side dish of local vegetables, the requirement for 50% of the food to be local per dish was easily achieved. To address the lack of local fruits and vegetables available during the winter, the team considered incorporating locally produced frozen vegetables. They also informed suppliers of their food service targets and expectations regarding the use of local products.

In fall 2019, the CEGEP took part in the Institutions Eat Local! event, which they used as an opportunity to inform students of the new initiatives undertaken by the food service. The response was very positive, notably because the actions taken by the CEGEP and its food service directly address the concerns of many students as well as those of the broader CEGEP community.



Photo: Aliments du Québec au menu

## Key ingredients for success

- ✓ The values related to local food procurement are proudly held by the food service manager, a service that was attentive to the needs and concerns of students and that worked collaboratively with the Student Affairs and Communication Department;
- ✓ The support of the Coopsco network of cooperatives, which opens access to more volume and pricing opportunities, thereby facilitating local purchasing.

## Word of advice from the food service manager

“Perceptions about the cost and availability of local food can slow things down right off the bat. But once you get the ball rolling, you realize that it’s not so difficult.”

*“Joining the Aliment du Québec au menu program is worth the effort – it’s what our customers want and it’s aligned with our values.”*

Sébastien DeGuise,  
Food Service Manager,  
Coopsco Sainte-Foy

### Recap



#### **Food services**

- 9,800 students
- 1,500 employees, including 775 professors

#### **Food service analyzed**

- 1 cafeteria, 1 snack bar, 4 bistros, a catering service (managed by COOPSCO Sainte-Foy)
- 35 employees
- 1,000+ meals per day (cafeteria alone)

#### **Main suppliers**

- Broadline distributors (COOPSCO network, Gordon Food Service, Colabor, Distributeurs de fruits et légumes, Allard! Fruits et légumes)
- Dairy products (LJ Déry Parmalat)
- Specialized distributor (Viandex)
- Small niche product suppliers

#### **Certifications and recognition**

- Aliments du Québec au menu
- Cégep vert du Québec
- Établissement vert Brundtland
- LEAF certification





A recipe personalized by  
Cégep St-Jean-sur-Richelieu



Photo: Équiterre

## Montérégie

Since 2015, Cégep Saint-Jean has been working with a **food service provider that is aware of the issue of local procurement** and the CEGEP itself is actively committed to buying local. Since 2006, one of the guiding principles of this service provider has been **to support the local economy** by choosing Quebec products. In addition to taking steps to integrate more local suppliers, it has made strong efforts to raise awareness among its distributors. At one point, the company even changed its distributors in order to obtain greater collaboration in its efforts to identify and integrate more local products. In 2016, the CEGEP and its food service providers took part in the pilot project to implement the *Aliments du Québec* au menu recognition program.

Meanwhile, they hired a nutritionist, who was responsible for developing menus and implementing a standardized recipe system within the institution. This made it possible for the food service team to conduct an audit of the menu and to screen the recipes, keeping those made with mostly **Quebec-sourced ingredients** and gradually eliminating ones with no local food content. To maximize the quantity of Quebec vegetables served in all four seasons, local frozen vegetables were given preference for hot meals, while cold storage and fresh vegetables were reserved for stir-fry recipes and salads.

In 2019, 45 out of 100 recipes **had earned *Aliments du Québec* au menu recognition**. The company observed an increase in costs which was reflected in the price of its dishes, while still respecting its contract. This increase can be attributed not only to the origin of the food, but also to the quality of the products. This experience reflects that fact that it can be difficult for the local market to compete with the international market, therefore a slight increase is to be expected for certain local products.

Cégep St-Jean-sur-Richelieu is extremely proud of the actions taken by its food service provider.



Photo: Aliments du Québec au menu

## Key ingredient for success

- ✓ Choosing a food service provider that is actively engaged in the local procurement process.

## Word of advice from the food service provider

*“Choose partners who promote and support local procurement values, including distributors, suppliers, producers and employees. This will generate the necessary synergy to move forward.”*

Virginie Charbonneau, Director of Human Resources and Development, Laniel Saint-Laurent



Photo: Myriam Baril-Tessier

### Les services alimentaires Laniel Saint-Laurent

Created in 1986, this family-based and local SME, has grown thanks to a strategy of regional development and local purchasing. The values of the local economy at the heart of this company were further affirmed in 2006. Since then, thanks to a major research and integration effort, more and more regional products have been added on a continuous basis. According to Virginie Charbonneau, Director of Human Resources and Development, the proximity and simplicity of working with local producers, businesses and even distributors facilitate the development of partnerships and even adapted products. Laniel St-Laurent earned Aliments du Québec au menu recognition at the very start of the program.

## Recap



### Food services

- 3,200 students
- 400 employees

### Food service analyzed

- 1 cafeteria managed by a food service provider (Laniel Saint-Laurent)
- 12 employees
- 50 meals per day, on average (including hot table, snack bar, stir-fry recipes, ready-to-serve meals, panini, etc.)

### Main suppliers

- Broadline distributor (Dubé-Loiselle)
- Specialized distributors (POM, Agropur)
- Small niche product suppliers

### Certifications and recognition

- Aliments du Québec au menu
- Cégep vert du Québec





# 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](#) is a recognition program created by Aliments du Québec and Équiterre to promote the use of Quebec products in institutional menus.
- [Cégep vert du Québec](#) is a program offering support and certification in the area of sustainable management, specifically in the public and private CEGEP sector. In addition to proposing tools and certification, the program also encourages dialogue and cooperation with a view to facilitating continuous and sustainable improvement.
- [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.
- The [MSC](#) (Marine Stewardship Council) is a non-profit organization that runs the world's leading certification program for sustainable wild seafood. Beyond its environmental certification for fisheries, the program also includes a full verification of the supply chain through its Chain of Custody certification which is applicable to any company that handles seafood.
- 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]

Équiterre



CERTIFICATION  
cégep VERT



TCBQ



## 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](#)
- [Manufacturers, Wholesalers, Industrial-Related Service Companies search engine](#) (ICRIQ)
- [Pêchés ici, mangés ici: Directory of Quebec fish and seafood](#) (MAPAQ) [in French]
- [Fraîcheur Québec](#) [in French]
- [Family Farmers Network](#)
- [Arrivage: Sustainable, local and direct procurement for professionals](#) [in French]



## Useful tools

- Example of [specifications](#) (Collège de Rosemont)
- Example of [Normes relatives au développement durable](#) (Concordia University)
- [Guide to Sustainable Menus](#)
- [Aliments du Québec au menu quantification table](#) [in French]
- Standardized local recipes developed by the ITHQ (look for online recipes on the [Aliments du Québec au menu](#) website)
- [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 document

- [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](#) (MAPAQ) [in French]

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# Notes

- 1 Fédération des cégeps, accessed January 2020.
- 2 Association des collèges privés du Québec, accessed January 2020.
- 3 Rapport annuel du ministère de l'éducation et de l'enseignement supérieur 2018-2019, Government of Quebec, 2019.
- 4 Including primary, secondary and post-secondary (CEGEP and university) education.
- 5 MAPAQ data, 2019.
- 6 Targets set by Concordia University in its contract with a food service provider.
- 7 MAPAQ, *Cadre de référence pour l'achat d'aliments dans le marché institutionnel*, chapter 7 starting on page 35.
- 8 Chapter C-65.1 – Act Respecting Contracting by Public Bodies.

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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