

Community Kitchen Best Practices Toolkit:

A Guide for Community Organizations in
Newfoundland and Labrador



Prepared by Kristen Lowitt for the Food Security Network of Newfoundland and
Labrador

In collaboration with the Poverty Reduction Division, Department of Human
Resources, Labour and Employment and the Health Promotion & Wellness
Division, Department of Health and Community Services

Updated May, 2011

Table of Contents

Preface	4
Acknowledgements	5
Introduction	6
What is a Community Kitchen?	6
Why Start a Community Kitchen?	6
Getting Started: Steps for Success	7
Step 1: Identify a Group	7
Step 2: Find a Coordinator	8
Step 3: Establish Partnerships	9
Step 4: Find a Location	10
Step 5: Look for Funding and Sponsors	11
Step 6: Hold a Kitchen Orientation Meeting	13
Step 7: Obtain Supplies	14
Step 8: Hold Your First Community Kitchen	14
How to Lead a Community Kitchen	15
Planning	15
Shopping	18
Cooking	20
Healthy Eating	22
Canada's Food Guide	22
Key messages from Canada's Food Guide	22
Canada's Food Guide for First Nations, Inuit and Métis	23
Healthy Eating Lessons	23
Recipes	24
Recipe Analyzer Tool	24
Local Foods	25
Desserts	25
Using Recipes in the Kitchen	25
Food Safety	26
Evaluation	28
Appendix A: Are You Ready? Checklist	29
Appendix B: Community Kitchen Flyer	30
Appendix C: Adult Learning Principles	31
Appendix D: Kitchen Equipment List	32

Appendix E: Incorporation for Non-Profit Organizations.....	33
Appendix F: Member Registration Form.....	34
Appendix G: Sample Kitchen Policy	35
Appendix H: Basic Kitchen Supplies.....	36
Appendix I: Shopping List for Recipes	37
Appendix J: Food Safety Guidelines	38
Appendix K: Plan Your Healthy Plate	40
Appendix L: Portion Control.....	41
Appendix M: Food Labels	42
Appendix N: Making Recipes Healthy	44
Appendix O: Sample Evaluation Form	45
Appendix P: Pre-Test Community Kitchen Evaluation Form	46
Appendix Q: Post-Test Community Kitchen Evaluation Form.....	47
Appendix R: Important Links and Resources.....	48
Annotated Bibliography.....	52

Preface

This toolkit is designed to assist community organizations in Newfoundland and Labrador in starting a community kitchen. It outlines key steps to starting a kitchen, and provides a range of tools and support materials to help you along the way.

This toolkit is based on best practices research about community kitchens. Best practices were identified through a review of existing reports, resources, and guides on community kitchens in Canada, with particular attention to resources from Newfoundland and Labrador. The bibliography at the end of this toolkit lists the materials consulted in this review. This research was enhanced by consultations with community kitchen leaders and organizers from across Newfoundland and Labrador and elsewhere in Canada.

The research, development, and writing of this toolkit was completed by Kristen Lowitt on behalf of the Food Security Network of Newfoundland and Labrador. This toolkit is one in a series of best practices toolkits, which also cover community gardens, farmers' markets, and bulk buying clubs, available through the Food Security Network of Newfoundland and Labrador.

Acknowledgements

The author would like to thank everyone who participated in consultations and focus groups, as well as those who provided important feedback on earlier drafts of this toolkit. A special thank you to:

- **Maxine Boyde**, Program Director, Salvation Army New Hope Community Centre, St John's, NL
- **Stephanie Buckle**, Regional Nutritionist, Western Health, Corner Brook, NL
- **Margaret Coombes**, Regional Nutritionist, Eastern Health, St John's, NL
- **Suzanne Galesloot**, Nutrition Services, Alberta Health Services
- **Kelly Janes**, Health Promotion and Wellness Coordinator, Labrador-Grenfell Health, Goose Bay, NL
- **Laurie Pinhorn**, Program Coordinator, Naomi Centre, Stella Burry Community Services, St John's, NL
- **Yvette Walton** Single Parent Association of Newfoundland, St John's, NL
- **Jill Wheaton**, Regional Nutritionist, Central Health, Gander, NL

Photo contributions:

- Page 21: Community Kitchen in Gander, **Central Health**
- Page 27: Community Kitchen in Gander, **Central Health**

The author would also like to thank the advisory committee for this project:

- **Glendora Boland**, Department of Health and Community Services, Health Promotion and Wellness Division
- **Stephanie Buckle**, Western Health
- **Barbara Case**, Rural Secretariat
- **Sarah Frank** and **Linda Hillier**, Labrador-Grenfell Health
- **Douglas Howse**, Department of Health and Community Services, Public Health Division
- **Melodie Kelly**, Department of Human Resources, Labour, and Employment, Poverty Reduction Strategy
- **Dena Parsons**, Department of Natural Resources, Forestry and Agrifoods Agency

Editing support was provided by staff of the Food Security Network NL, including:

- **Kristie Jameson**, Executive Director
- **Rick Kelly**, Communications Coordinator
- **Janna Rosales**, Project Support
- **Sarah Ferber**, Project Coordinator

Introduction

What is a Community Kitchen?

Community kitchens (also called 'collective kitchens') are community-based cooking programs where small groups of people come together to prepare meals and take food home to their families. In a community kitchen every member contributes by planning, preparing, and cooking food. Community kitchens are great opportunities for learning about the importance of healthy eating and developing the skills to prepare healthy and affordable meals.



Did you know?

Research shows that community kitchens can have positive impacts on social support networks, education, and personal health practices.

Why Start a Community Kitchen?

A community kitchen can help improve food security for participants by increasing physical and economic access to adequate amounts of healthy food. By being involved in a community kitchen, participants can:

- Learn how to prepare healthy, tasty and nutritious meals on a budget
- Develop food knowledge and cooking skills
- Learn to plan meals using Canada's Food Guide
- Become more skilled in budgeting and shopping
- Save money on food by learning cost-effective shopping skills
- Try new foods
- Take home tasty and nutritious meals
- Learn how to read food labels
- Build confidence cooking and feel more comfortable in the kitchen
- Cook in a social atmosphere and meet new friends!

Getting Started: Steps for Success



There are many different models of community kitchens and although there is no one best way to start a kitchen, the following is a list of steps your organization will want to consider when starting your own community kitchen.

Appendix A: Are you Ready? Checklist (page 29) provides a checklist based on the following steps. This will allow you to evaluate your readiness when starting a community kitchen.

Step 1: Identify a Group

The first step is to identify a group of people that your community kitchen will serve. Many community organizations already have a group of participants who can join a kitchen, such as single parents, a youth group, the elderly at a senior's complex, or members of a church. Keep in mind that the ideal size for a community kitchen is usually between four to eight participants.

Remember

Many participants will be cooking for several family members, so the number of “mouths to feed” will be greater than the actual number of people in the kitchen. Twelve “mouths to feed” has been a common comfortable size for many successful community kitchens.

If you do not already have a group, you will need to recruit participants. It is a good idea to hold a community meeting to discuss the idea of a community kitchen and recruit participants. **Appendix B: Community Kitchen Flyer** (page 30) provides a sample flyer that you may use to advertise your community meeting, promote the kitchen, and find participants.

Take the time to get to know the group you will be working with and think about how you will design and structure your kitchen to meet your participants' unique needs and circumstances. For example, if your community kitchen is for single parents, you will want to design a cooking schedule that takes into account their work and child-care schedules, and prepare meals that are appropriate for them to take home to their children.

Step 2: Find a Coordinator

You will need to identify a coordinator for the kitchen. The coordinator can help with getting the kitchen started, as well as facilitating ongoing activities. They will provide mentorship and support to participants and will be a “go-to” person when any difficulties arise.

Coordinators may be volunteers from the community, or they may work with the community kitchen as a paid employee. If the group has participants with special needs it can be helpful to have a coordinator with professional experience or training. Your organization will need to provide appropriate support and training to the coordinator. This toolkit is one resource to familiarize a coordinator with some of the best practices for community kitchens.

See **Appendix R: Important Links and Resources** (page 48) for employment and funding links that could assist in establishing a kitchen coordinator position.

At a Glance: Tips for Selecting a Coordinator

What to look for in a kitchen coordinator:

- The ability to work with diverse groups of people
- The ability to teach, advise, listen and encourage
- Interest in cooking, food, and nutrition
- Knowledge of adult learning principles (for an overview see **Appendix C: Adult Learning Principles**, page 31)
- The ability to multi-task and work in a busy atmosphere
- Knowledge of Canada's Food Guide
- The ability to budget and manage funds

The kitchen coordinator can help with:

- Finding a location
- Putting kitchen partners in place & promoting the kitchen
- Assisting in establishing and maintaining harmony of the group
- Shopping for food & keeping a budget
- Keeping an inventory of supplies, organizing storage areas, etc.
- Planning and facilitating kitchen sessions
- Ensuring health and safety practices are followed in the kitchen

Step 3: Establish Partnerships

It will be important to bring together a group of partners who can support your community kitchen. These are people or organizations that can act as resources by providing information, support and guidance. Examples of potential partners include:

- A **Regional Nutritionist** with your **Regional Health Authority** (RHA) can assist you in starting and leading a community kitchen and provide information on food and nutrition. There are also registered dietitians in your community who may be found in hospitals, private clinics, senior residences, or school and university food service operations. See **Appendix R: Important Links and Resources** (page 48) for contact information for the RHAs.
- An **Environmental Health Officer** can advise on safe food practices and can be found at your Regional Health Authority.
- You may also consider finding an **adult educator** or **professional facilitator** to provide support on group facilitation and/or education techniques, although being aware of the basic adult education principles would also suffice; see **Appendix C: Adult Learning Principles** (page 31) for a list of core adult learning principles.

When looking for partners think about the skills and resources that are required to successfully run a community kitchen, and what skills and resources already exist in your group.

Working with a partner organization can offer the benefits of accessing space, staff, storage, participants, experience, and resources that already exist within the organization. There are many local clubs, societies, and community centres across the province which you can contact for more information about partnerships and current programming. **Step 5: Look for Funding and Sponsors** (page 11) has more details on organizational sponsorship.

Step 4: Find a Location

The success of your community kitchen will depend on choosing a location that is accessible to participants and has the equipment you need. Kitchen facilities in your community will vary from small and domestic (like your kitchen at home) to large and commercial. You do not need a licensed industrial kitchen so long as the kitchen you choose has everything in it you need. You may want to partner with a local agency or community organization so that rental costs can be waived or reduced.



Locations to consider:

- Community centres
- Community halls
- Churches
- Grocery stores with cooking facilities
- Seniors' residences
- Schools
- University residences
- Neighbourhood houses
- Family Resource Centres

At a Glance: Tips for Choosing a Location

- **Size:** Make sure there will be enough room in the kitchen for all group members to work comfortably.
- **Cost:** Try to find a location with a low rental fee. Don't be afraid to ask for a reduced rate or a donation of space.
- **Availability:** Ensure that the days and hours of availability are in-line with the group's schedule.
- **Hot and cold water supply:** A constant supply of both is necessary.
- **Equipment and furniture:** The kitchen you select should have the basic kitchen appliances (e.g. stove, fridge, microwave oven, two-compartment sink), cooking equipment (e.g. pots, pans, baking trays, utensils, etc.), and furniture (e.g. table/chairs) that you will need. See **Appendix D: Kitchen Equipment List** (page 32) for a list of additional kitchen equipment to consider. Try to find a kitchen with as many of these items as possible already provided.
- **Facility manager:** Support of a facility manager is helpful in case you have any questions of need assistance while using the space

Step 5: Look for Funding and Sponsors

Many community kitchens prepare meals costing a total of \$4 - \$6 per family member per session. Community kitchens use a number of different ways to access the financial resources they need to run their program. Two commonly used approaches are sponsorships and grants.



1. Sponsorships

Sponsors can provide both monetary and in-kind support. Many community kitchen programs in Newfoundland & Labrador require financial contributions from their members and then seek sponsors to provide matching funds to go towards the costs of preparing meals. This contribution is usually around \$2 to \$3 per family member per cooking session, matching donations are then sought in the same amount, doubling the budget for the kitchen program. For example, a participant cooking for a family of four may contribute \$8 to \$12 for each cooking session (\$2 - \$3 per family member multiplied by 4 family members), and have a total budget of \$16 to \$24 after receiving matching funds.

Other ways that sponsors may contribute include:

- Providing money to purchase equipment or food.
- Donating staple food items. If a local grocery store is able to provide staple items (e.g. cooking oil, flour, salt, etc.) participants' contributions or other funding can be devoted to purchasing fresh items like fruits, vegetables, dairy, fish, or meat.
- Providing kitchen space to cook and store food.
- Lending volunteers to drive participants or provide childcare.

Potential sponsors in Newfoundland and Labrador include:

- Single Parent Association of Newfoundland and Labrador
- Community and recreation centres
- Local clubs such as the Lion's Club and Women's Institutes
- Church groups
- Neighbourhood businesses including supermarkets and grocery stores
- Town councils
- Banks and credit unions

2. Grants

Some community kitchens also receive funding from external sources, such as grants. There are numerous agencies, both governmental and non-governmental, that provide funding to non-profit organizations. These opportunities generally require an organization to submit an application for funding, maintain financial and activity records, and provide a final report at the end of the funding period. If your community kitchen is not part of an already incorporated agency, you may need to consider incorporation in order to apply for grants. **Appendix E: Incorporation for Non-Profit Organizations** (page 33) provides information on incorporation in Newfoundland & Labrador.

When approaching sponsors and applying for funding it is good practice to demonstrate that you already have your project partners in place (see **Step 3: Establish Kitchen Partners**, page 9).

Funders that may offer grants to community kitchens in Newfoundland and Labrador include:

- Regional Health Authorities
- Regional Wellness Coalitions
- Department of Health and Community Services
- Department of Human Resources, Labour and Employment
- Human Resources and Skills Development Canada
- Private foundations
- Corporations

See **Appendix R: Important Links and Resources** (page 48) for a list of Regional Health Authorities, Regional Wellness Coalitions, and funding and employment resources.

Step 6: Hold a Kitchen Orientation Meeting

Now that you have the basics in place, you are ready to host an orientation meeting. Your kitchen coordinator may lead the meeting and all participants, sponsors, and partners should be invited to attend.

The purpose of an orientation meeting is to facilitate introductions, talk about the purpose of the community kitchen, and make collective decisions about some aspects of kitchen organization (such as developing a planning and cooking schedule, a kitchen policy, etc.).

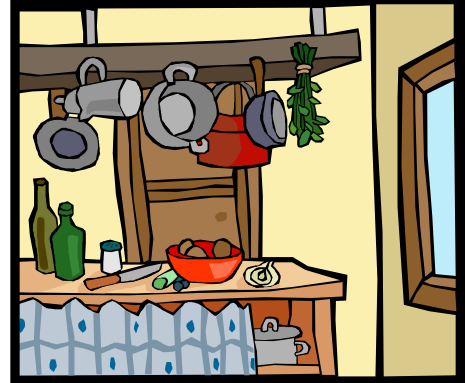
At this meeting members should fill out a registration form and submit it to your coordinator in order to sign up for the kitchen program. See **Appendix F: Member Registration Form** (page 34) for a sample registration form.

At a Glance: What to Cover at your Orientation Meeting

1. Introductions of kitchen coordinator, partners, sponsors, and members.
2. Overview of Canada's Food Guide. If one of your partners is a dietitian, invite them to give a short presentation on the guide and healthy eating.
3. Items to be discussed by members:
 - a. **Kitchen policy:** As a group you will need to develop a policy to guide behaviour and conduct in the kitchen. **Appendix G: Sample Kitchen Policy** (page 35) provides an example of a kitchen policy.
 - b. **Planning and cooking schedule:** How often do you want to cook? Most kitchens meet twice a month—first for a planning session followed by a cooking session a few days later.
 - c. **Finances:** How will the kitchen program be funded? Determine if participants will contribute money and what funding or sponsorship opportunities exist.
 - d. **Recipes:** How will these be chosen? See the **Recipes** section (page 24) of this toolkit for further guidance.
 - e. **Shopping:** Who will do the shopping? Where will the shopping be done? What arrangements will be made at the grocery store for payment? What transportation and delivery resources are available?
 - f. **Childcare and transportation plans:** Will the kitchen offer childcare? Does a kitchen car pool need to be started?

Step 7: Obtain Supplies

You will need to obtain basic food staples for your kitchen. Many community kitchens have success getting support for staples from local grocery stores. These items include baking ingredients, seasonings, cooking oils, and cleaning supplies. Contact your local grocery store to see if any staple items can be donated. See **Appendix H: Basic Kitchen Supplies** (page 36) for a list of staple food items that are important to keep on hand in your kitchen.



These staples will be supplemented with fresh items like fruits, vegetables, dairy, fish, and meats according to the recipes you are preparing at each cooking session.

Refer to **Appendix D: Kitchen Equipment List** (page 32) and the recipes you plan to use to determine if you need to stock your kitchen with additional pots, pans, and utensils.

Step 8: Hold Your First Community Kitchen

You are now ready to host your first community kitchen session! To help you in this process, see the next section: **How to Lead a Community Kitchen** (page 15).

How to Lead a Community Kitchen

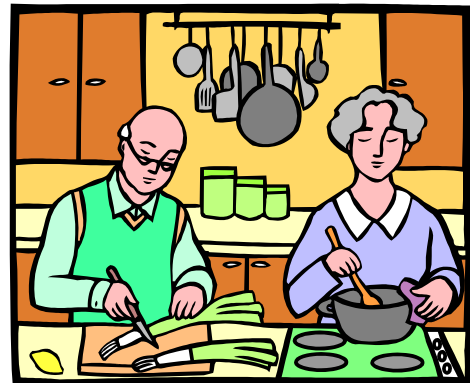
There are many ways a community kitchen can work. To find a model that works for your group, you will need to determine how often the group will meet. It is most common for members of a community kitchen to meet twice a month—first to plan, then to cook. Most community kitchens prepare between three and five meals at each cooking session. Participants divide the meals equally and take them home for their families. A shopping session also needs to take place before the group can cook. The shopping usually happens the day before or the day of the cooking session.

This section presents some key steps and considerations for planning, shopping and cooking, adapted from Alberta Health Services (2009) *Collective Kitchen Coordinator's Manual*.

Planning

A planning session is an important opportunity to review your last cooking session and plan your next one.

For your first planning session your group won't have the benefit of hindsight. Plan your first budget carefully and try to choose easier recipes. Some groups may choose to have their first planning session immediately following the orientation session, when they already have all the members gathered together.



Key Topics for your Planning Session:

- 1. Review the last cooking session:** Discuss what worked well and what could be done better. Ask participants the following questions:
 - How did the recipes taste?
 - Were the tasks well divided?
 - Was an appropriate amount of food prepared?
 - Did you go over or under budget?
 - Do you have leftover supplies from the last session?
 - Are there staples that need to be replenished?
- 2. Review the funds available:** You need to know how much money you are able to spend on food for each cooking session. Here is the basic formula:

Participant fees (if applicable) + sponsorships + surplus from last session = Total cash

If participants are contributing money, calculate how much this is. (Note: the contribution is usually \$2-\$3 per family member per session. Remember that a participant may be cooking for several family members; for instance, someone cooking for a family of four contributes \$8-\$12.) Also, be sure to include any funding or support from sponsors in your calculations, as well as any extra money from previous months. You will use the total cash amount when choosing a recipe. If a recipe is too expensive to make for all participants, it may need to be modified or simply not used.

- 3. Choose recipes:** As a group, the participants will need to choose 3-5 recipes they would like to prepare. The coordinator should work with the dietitian to develop a list of recipes that are healthy and low-cost. Participants may also bring in their own healthy recipes. However, these should be adapted according to *Canada's Food Guide* to make them as healthy as possible (e.g., use whole wheat instead of white pasta). See the **Recipes** section (page 24) for further resources.

Some key question to ask when selecting recipes include:

- What equipment do you need for each recipe?
- How long will it take to prepare each recipe?
- What skills do you need to cook each recipe?
- Are there any food allergies or other dietary requirements in the group?
- Are there any foods the participants or their family members do and do not like?
- Can you reduce the food costs for any of the recipes? See **At a Glance: Shopping Tips** (page 19) for tips on reducing food costs.

- 4. Make the recipes larger:** Most recipes will need to be doubled or tripled to be adequate to feed all the participants plus their family members to whom they will be taking home food. These calculations should be done before the shopping session.
- 5. Write out a shopping list and devise a budget:** Based on your recipe selections, you will need to write out a shopping list of items to buy. Go through store flyers (and keep an eye out for items on sale) and use the memory of participants and previous shopping records to find the 'estimated cost' for each food item on your shopping list, which is not listed in the store flyers. See **Appendix I: Shopping List for Recipes** (page 37) for a sample shopping list.

The estimated costs will make up your budget. If the cost of the meal you are planning to prepare is higher than your available cash, then you may have to revise the recipe or choose a different one.

Once you are in the store doing the shopping, record the 'actual' cost for each item on the shopping list. As the group becomes more experienced at estimating the cost of groceries, it will get easier to stay within your budget.

- 6. Designate cooking tasks:** It is a good practice to designate cooking tasks ahead of the actual cooking session. This will save you time on the cooking day and let everyone arrive prepared and ready to get started. Often it works well to have one or two participants responsible for planning and preparing each of the chosen recipes. For example: if there are 8 kitchen participants and 4 recipes to prepare, 2 participants can work on each recipe. This will give participants an opportunity to take part in all of the tasks involved in preparing the recipe.

At a Glance: Planning Session Checklist

Prior to the meeting, the Coordinator will:

- Confirm facility arrangements
- Contact participants to remind them about the meeting
- Confirm childcare and transportation if necessary

Coordinator brings to the session:

- Recipes
- Store flyers
- Calculators
- Shopping list (see **Appendix I: Shopping List for Recipes**, page 37)
- Paper and pens

All group members bring:

- Recipes
- Money (if contributing)

Shopping

It is important to be organized for your shopping trip. Be sure to keep in mind:

Who?

Sometimes the coordinator will do the shopping on behalf of the group. In other cases, one or more of the community kitchen participants will do the shopping. It's a good practice, especially early on in the program, to have the coordinator assist the participants with shopping. Shopping trips can be important opportunities for participants to learn about making healthy, economical food choices and how to read food labels.

When?

Shopping is usually completed the day before or the day of the cooking session to help make sure the food is as fresh as possible.

Where?

Shopping usually takes place in a large grocery store where food prices may be least expensive. Also think about featuring fresh, in-season foods in your kitchen, such as local berries and vegetables that can be obtained from farmers' markets, roadside stands, community gardens, or bulk buying clubs in your local area.

What to bring?

Remember to bring your money and grocery list, along with a pen and calculator, to the store -- and only buy what is on the list. Payment is usually made in cash from the sponsors and/or participants' pool of money.



At a Glance: Shopping Tips

- **Vegetables:**
 - Weigh fresh vegetables so that the cost can be estimated.
 - Choose frozen vegetables instead of tinned; they are less expensive, lower in sodium, and it reduces waste.
 - Substitute less expensive vegetables for more costly ones (e.g., green instead of red pepper).
 - Try vegetarian recipes that call for less expensive sources of protein such as beans, lentils or eggs.
- **Meats, Fish, and Poultry:**
 - Check the price per kilogram and the amount of bone and fat in meat and choose less expensive cuts of meats.
- **Look for deals:**
 - Take advantage of store specials and sales.
 - Generic and in-store brands are usually cheaper than major brand names.
 - Buy in bulk whenever possible. Dry foods can be bought in the bulk food sections, or at bulk food stores. Weigh bulk items so that you only purchase the amount you need.
 - If you have access to a freezer, items can be bought in larger quantities on sale and frozen for future use. This works well for meats and for locally grown produce that is cheaper when in season.
 - Consider also preserving and canning bulk items. It can be a useful skill for participants to learn and gives the group access to healthy vegetables and fruits when they are out of season and more expensive.
- **Read labels:**
 - Ingredients are listed in descending order of proportion by weight, meaning that the main ingredients are listed first. Choose products that are lower in sugar, fat, and salt. Also check ingredients lists for ingredients your participants are allergic to. Where possible, choose whole foods or foods with fewer ingredients.
 - To learn more about nutrition labels, find a link to a resource on Health Canada's website in **Appendix R: Important Links and Resources** (page 48).

Cooking

You are now ready to have your cooking session.

Suggested steps for a cooking session:

- 1. Prepare to cook:** All members must put on an apron and a hair net and wash their hands. Work surfaces and cutting boards should be sanitized. The coordinator can help the participants find the necessary equipment and ingredients.
- 2. Cook:** Everyone participates in the preparation of the recipes. If one person's task is done, he or she may help out others. Throughout the cooking session the coordinator should encourage participants to learn from one another and share ideas.
- 3. Divide the cooked dishes:** Each group member brings his or her own containers for taking home the food. The dishes are divided up and generally portioned out according to the number of people the participant is cooking for in his or her family. To keep food safe, remind participants to put food in the fridge when they arrive home, and indicate the length of time the food can be stored safely and how to properly re-heat it.
- 4. Clean up:** Everyone helps to clean up the kitchen. Remember to :
 - Put away all staple foods in designated storage areas.
 - Wash all dishes, pots, pans and utensils using the **two-sink method** (use plastic tubs if you don't have access to two separate sinks).
 - Sink 1: Wash dishes with detergent and rinse with clean water.
 - Sink 2: Sanitize dishes for 2 minutes in water that is at least 75° C, or use sanitizing chemicals (such as a chlorine solution).
 - For complete Steps to Manual Dishwashing visit the Department of Health and Community Services website. See **Appendix R: Important Links and Resources** (page 48) for details.
 - Make sure all small appliances and burners are turned off.
 - Scrub and sanitize all sinks, counters and stove tops.
 - Take out the garbage.



5. **Decide on the date of the next planning session:** While everyone is together, you should set a date for your next planning session.

At a Glance: Cooking Session Checklist

Prior to cooking, the Coordinator should:

- Phone participants to confirm attendance
- Ensure the necessary ingredients for the cooking session have been purchased
- Confirm facility, childcare and/or transportation as required
- Make sure all the necessary equipment is available
- Make copies of the recipes to distribute to group members

All participants bring:

- Containers for taking home food

Shopping members bring:

- Food
- Money left over from grocery shopping

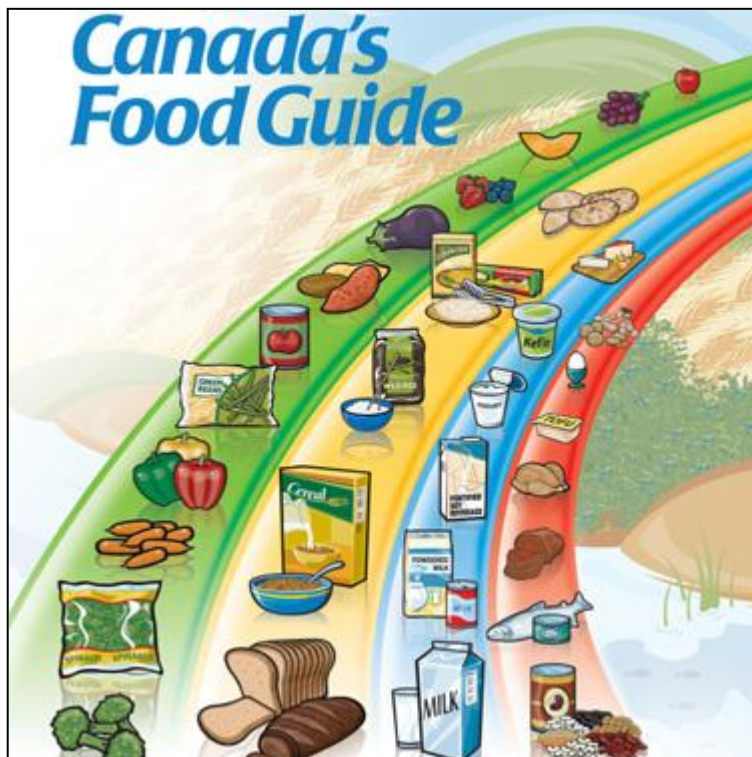
Coordinator brings:

- Pens, paper, calculators
- Copies of recipes
- Any nutrition handouts for participants
- Copy of food safety guidelines to be kept in the kitchen while cooking (see **Appendix J: Food Safety Guidelines**, page 38)

Healthy Eating

Learning about affordable, healthy eating is one of the main benefits of community kitchens. All meals prepared in community kitchens should follow *Canada's Food Guide*. The skills and knowledge that participants learn in a community kitchen can be used in everyday life to make healthy, tasty and affordable meals.

Canada's Food Guide



Canada's Food Guide provides recommendations on daily consumption from each of the four food groups: Vegetables and Fruit, Grain Products, Milk and Alternatives, and Meat and Alternatives.

To download or print your own copy of Canada's Food Guide visit the Health Canada website. For a paper copy visit your local health promotion resource centre/literature depot. See **Appendix R: Important Links and Resources** (page 48) for more details.

Key messages from Canada's Food Guide

- Eat at least one dark green and one orange vegetable each day.
- Choose vegetables and fruit prepared with little or no added fat, sugar or salt.
- Have vegetables and fruit more often than juice.
- Make at least half of your grain products whole grain each day.
- Choose grain products that are lower in fat, sugar or salt.
- Select lower fat milk alternatives.
- Have meat alternatives such as beans, lentils and tofu often.
- Eat at least two Food Guide Servings of fish each week.
- Select lean meat and alternatives prepared with little or no added fat or salt.

Canada's Food Guide for First Nations, Inuit and Métis

Health Canada also produces a food guide tailored to reflect the food traditions and choices of First Nations, Inuit and Métis. It is a complement to the 2007 *Canada's Food Guide* and can also be found at the Health Canada website. See **Appendix R: Important Links and Resources** (page 48) for more details.

If you are living in a First Nations, Inuit, or Métis community, a conventional community kitchen approach may need to be adapted to better reflect the particular needs, skills and food traditions of your community.

Healthy Eating Lessons

To help build participants' knowledge about nutrition and healthy eating, some community kitchens offer one short food-related lesson or "message" at each cooking session. The following is a sample of healthy eating lessons. Some of these have accompanying supports provided in the **Appendices** section of this toolkit. Invite your kitchen partners (e.g., registered dietitian and environmental health officer) to help teach the lessons.

Also, think about when in the cooking session you will discuss the lesson. Try to choose a time when participants may not be as busy, such as when the food is in the oven cooking.

- Lesson 1: Basics of healthy eating (see **Appendix K: Plan Your Healthy Plate**, page 40, and **Appendix L: Portion Control**, page 41)
- Lesson 2: Food safety (see **Food Safety**, page 26)
- Lesson 3: How to read recipes
- Lesson 4: Label reading (see **Appendix M: Food Labels**, page 42)
- Lesson 5: Meal planning and budgeting
- Lesson 6: Making recipes healthy (See **Appendix N: Making Recipes Healthy**, page 44)
- Lesson 7: Healthy snack ideas
- Lesson 8: How to properly store and freeze foods

Quick Tip

Provide nutrition education materials to participants that are user-friendly, visual, and easy to read. Some examples are included in the **Appendices**.

Recipes



You will need to compile a set of healthy recipes to use in your kitchen. You can work with your partnering dietitian to put together a collection of healthy and low-cost recipes.

Some widely-used recipe books for community kitchens include: *The Basic Shelf*, *Eat to Your Heart's Content*, *Many Hands Cookbook*, and the Dietitians of Canada's *Cook Great Food* and *Simply Great Food*. These recipe books are listed in the bibliography at the end of this toolkit along with purchase information.

Participants may also be invited to bring in and share recipes. Some recipes may need to be adapted to follow *Canada's Food Guide to Healthy Eating* so that you know the meals you are preparing in your kitchen are as healthy and nutritious as possible.

See **Appendix N: Making Recipes Healthy** (page 44) for a quick overview of how to adapt recipes to make them healthier. You may also use the Recipe Analyzer Tool on the Dietitians of Canada's website to assist you in adapting recipes.

Quick Tip

Provide participants with an easy-to-read copy of the recipe to take home. If possible, buy a recipe box for each participant. This will help them keep their recipes organized and easy to find.

Recipe Analyzer Tool

The Dietitians of Canada have a recipe analyzer tool on their website. You can use the *Recipe Analyzer* to find out the nutrients in your recipes and how many Canada's Food Guide Servings your recipe provides. The tool also provides ingredient substitution tips that can be used to make recipes healthier (e.g. lower in calories, fat, sugar, or salt). You can compare your new recipe to your original recipe to see the difference. When you're done, you can print your recipe analysis. You can also register online to create and save your recipes to your own recipe box on the Dietitians of Canada website. See **Appendix R: Important Links and Resources** (page 48) for details on how to access this tool.

Local Foods

When selecting recipes, try to think about what foods you may be able to get locally. Farmers' markets, roadside stands, and community gardens are all potential sources of fresh, local food.

You may consider establishing partnerships with other local food projects in your community. For example, a community garden may be able to provide fresh, local produce for your kitchen. Even better, kitchen participants may be able to have a plot at the community garden to grow fresh food for the kitchen!



Other foods such as partridgeberries, bakeapples, and blueberries are available seasonally and participants may be able to pick their own and use them in the kitchen. Participants may also want to organize a berry picking afternoon to learn harvesting techniques together.

To locate some local food outlets and projects in your area, consult the Food Security Network of Newfoundland and Labrador's 'Food Security Initiative Inventory.' See **Appendix R: Important Links and Resources** (page 48) for details on how to access this resource.

Desserts

Desserts are not an emphasis in community kitchens. Consider offering fresh fruit as dessert, or using in-season fresh berries, yogurt and granola parfaits.

Using Recipes in the Kitchen

You may want to put recipes into protective plastic covers so they are safe from spills. This allows you to tape the recipes onto the walls of the kitchen so that they are easy for all participants to see. The plastic cover can also be written on with erasable markers to allow participants to check off ingredients as they are used. Multiple copies of a recipe may be helpful if there are several work areas.

Food Safety

Food-borne illness is a widespread and potentially dangerous threat to all of us. Awareness and education are key to reducing the possibility of food-borne illness. At each cooking session, the coordinator should review important food safety practices with kitchen participants.



In Newfoundland and Labrador, not-for-profit community kitchens are exempt from the *Food Premises Regulations* of the *Food and Drug Act*. However, community kitchens do need to meet the *Standard Health Guidelines for Not-For-Profit Organizations* established by the Department of Health and Community Services. These guidelines are designed to assist not-for-profit organizations in the preparation of safe food. See **Appendix J: Food Safety Guidelines** (page 38) for a food safety brochure based on these guidelines.

To obtain a copy of the brochure and complete guidelines see **Appendix R: Important Links and Resources** (page 48) for a link to the division of Health Promotion and Wellness of the Department of Health and Community Services. Copies are available online or from your local Health Promotion Resource Centre/Literature Depot.

At a Glance: Food Safety Tips

- Post the *Food Safety Guidelines* brochure in a visible place in your kitchen where all participants can refer to it while cooking. Provide participants with their own copy to take home.
- Always wear a hair net and apron.
- Always wash hands before touching food.
- Sanitize work surfaces prior to cooking.
- Wash cutting boards, counter tops and knives right after working with raw meat, poultry or fish.
- Keep meats and other perishable foods properly sealed and refrigerated until you are ready to use them. Store raw meat on a lower shelf in the fridge than fresh produce and ready to eat items.
- Keep raw and cooked foods separate.
- Never thaw food on the counter -- always thaw food in the refrigerator or by running it under cold water.
- Keep thermometers in all fridges and freezers to make sure food is properly cooled.
- Use a meat thermometer to ensure that meat is properly cooked.
- Store food in properly sealed containers off the ground so there is no threat from moths, fruit flies, or rodents.
- Know how to spot the signs of food spoilage. Keep watch for mold, freezer burn, curdling, fermentation, and stale foods.
- Pay attention to canned goods for any sign of damage, especially if they have been donated from unknown sources or are seconds. Dents and damage to cans may cause the contents to be unsafe.
- Adhere to best before dates, particularly on staple items that may be stored for a long time.

Evaluation



It is a good practice to check with participants regularly to find out if the community kitchen is meeting their needs.

A simple evaluation form for participants to complete at the end of each cooking session can provide useful feedback. **Appendix O: Sample Evaluation Form** (page 45) contains a form you may use directly or for ideas to create your own.

Evaluation can also allow you to measure the success of your kitchen. For example, do participants feel that their food skills have improved since participating in the kitchen? A pre and post-test evaluation form can be a very useful way to look at changes in participants' behaviour and knowledge before they started the program and again at the end of (or part way through) the program. For sample evaluation tools you may use in your kitchen see **Appendix P: Pre-Test Community Kitchen Evaluation Form** (page 46) and **Appendix Q: Post-Test Community Kitchen Evaluation Form** (page 47).

It can be good practice for the kitchen coordinator to complete the evaluation form individually with each participant. This can be particularly important for participants depending upon the reading and writing skills of the group with whom you are working. This practice also provides an opportunity for the coordinator to have a conversation with participants about their experiences in the kitchen and to get a fuller idea of their impressions. This could be done in person or over the phone.

Appendix A: Are You Ready? Checklist

Use this checklist to find out how ready you are to start a community kitchen. As you complete each step, check it off.

1. Identify a Group

- Have you identified who your participants will be?
- Do you understand the needs of the group you will be working with?

2. Find a Coordinator

- Do you have a kitchen coordinator in place?
- Do they have the skills you need?
- Are they familiar with adult learning principles?
- Do they understand the needs of your kitchen participants?

3. Establish Partnerships

- Do you have kitchen partners in place?
- Do they share a common vision for the project?

4. Find a Location

- Do you have a location in place?
- Is it accessible?
- Does it have the equipment you need?

5. Look for Funding

- Do you have financial resources in place?
 - Do you have sponsors for your kitchen?
 - Do you have potential funders?

6. Hold a Kitchen Orientation Meeting

- Have you hosted an orientation meeting for kitchen participants?
- Have you made collective decisions on matters of concern to all participants?
 - Kitchen policy
 - Planning and cooking schedule
 - Recipe selection
 - Shopping arrangements
 - Childcare and transportation plans
- Have all participants completed a registration form?
- Have participants had a Canada's Food Guide orientation?

7. Obtain Supplies

- Have you purchased all your basic kitchen supplies?
- Are your food staples clearly labeled and stored properly?

8. Hold Your First Community Kitchen!

Community Kitchen Meeting



Would you like to:

- Cook healthy, low-cost meals?
- Take home tasty meals for your family?
- Meet new friends?

Come to the Community Kitchen Meeting

Snacks & Refreshments will be served!

Where: _____

When: _____

Please pre-register by phoning: _____

For more information contact: _____

Appendix C: Adult Learning Principles

The following is a list of core adult learning principles that should be kept in mind by the community kitchen coordinator.

Draw upon learners' experiences as a resource. Adults have a wide experience base and have learned much from life. They learn most from their peers. The Coordinator can help them share their own experiences and create a situation where they are encouraged to talk to each other. By focusing on the strengths learners bring to the classroom, rather than their gaps in knowledge, learners are able to connect new learning with prior knowledge.

Foster a spirit of collaboration. Collaborative learning focuses on the interdependence of each member. Learners collaborate with instructors and with each other.

Involve learners in the planning and implementation of learning activities. Adults are interested and learn quickly about those things that are relevant to their lives. Adults' past experiences, their current learning goals and their sense of self will influence what they want to learn and how they learn it. The Coordinator can create a situation in which they can share in the planning, choose the topics and participate in regular evaluation of what they are doing.

Create a climate that encourages and supports learning. Adults have a sense of personal dignity. They must be treated with respect at all times and never feel humiliated or laughed at before others. A safe atmosphere where learners can admit confusion and express different opinions is one that enhances learner self-esteem and reduces fear.

Cultivate self-direction in learners. In a supportive and safe learning environment, the Coordinator can become a mentor to adult learners. They can help learners to develop skills that lead to self-direction, independent learning, and empowerment.

Adapted from the Basic Adult Education Program, Advanced Education, Employment, and Labour Ministry, Government of Saskatchewan (2007) and Alberta Health Services (2009) Collective Kitchen Coordinator's Manual.

Appendix D: Kitchen Equipment List

This is a list of some basic equipment to consider for your kitchen.

- Whisks (small and large)
- Spatulas
- Peeler
- Tongs (small and large)
- Wooden spoons
- Slotted spoons
- Pasta fork
- Potato masher
- Cooking and pastry brushes
- Can opener
- Graters (cheese, lemon/orange)
- Salad spinner
- Colander
- Sieve
- Cutting boards
- Knives
- Blender
- Food processor
- Hand mixer
- Hot plates
- Kettle
- Drip coffee maker
- Pots:
 - 10 qt stock pot
 - 8 qt stock pot
 - 5 qt dutch oven
 - 2 qt saucepan
 - 1 qt saucepan
- Frying pans:
 - 12 inch open
 - 10 inch deep covered
 - 10 inch open
 - 8 inch open
- Measuring cups and spoons
- Funnels
- Mixing bowls (variety)
- Cooling racks
- Baking sheets
- Pie plates
- Loaf pans
- Muffins tins
- Roasting pan (large)
- Rolling pins
- Pepper and salt shakers
- Serving ladles
- Serving spoons
- Serving bowls
- Serving platters
- Juice jugs
- Plates
- Cutlery
- Glasses
- Mugs
- Cutlery dividers
- First Aid Kit
- Rubber gloves
- Pot scrubbers
- Multipurpose spray
- Spray-on oven cleaner
- Baking soda and vinegar
- Bleach
- Tea towels
- Dish clothes
- Dish detergent
- Hand soap
- Garbage bags
- Paper towels
- Thermometers – for oven, freezer, fridge
- Oven mitts
- Apron
- Hair Nets
- Hand soap
- Casserole dishes
- Containers to bring meals home
- Large plastic/metal storage containers to hold flour, sugar, oats, etc.

Appendix E: Incorporation for Non-Profit Organizations

If your community kitchen initiative is not a program of an already incorporated organization, you may want to consider becoming incorporated. It is important to review the benefits and expectations of incorporated organizations prior to incorporating, to ensure that incorporation is a good fit for your group.

There are three main steps when becoming incorporated:

- 1. Get the information and Forms:** The Companies and Deeds Online website of the Department of Government Services, Commercial Registration Division provides the required forms for incorporation. Visit <https://cado.eservices.gov.nl.ca/Company/ArticlesOfIncorporationMain.aspx>

Staff of the Registry can help go through the forms and requirements:

Department of Government Services

P.O. Box 8700

Confederation Building

St. John's, NL A1B 4J6

Telephone: (709) 729-3316

Fax: (709) 729-0232

<https://cado.eservices.gov.nl.ca/Company/CompanyMain.aspx>

- 2. Select a Name:** Prior to incorporation, a name for the organization will need to be selected and cleared with the Registry of Companies. There are a few conditions that apply to name selection. Contact the Registry of Companies for more information.
- 3. Fill out Incorporation Documents:** In order to become incorporated, the group will need to fill out **Articles of Incorporation**, **Notice of Directors**, and **Notice of Registered Office** forms and submit them to the Commercial Registrations Division along with the organization's by-laws. All documents must be signed by the directors and submitted in hard copy.

Once incorporated, an organization must complete an annual return with the Registry to update its information including its address and directors.

The Community Sector Council of NL (CSC) is a great resource for information on incorporation and grant opportunities. Find out more about CSC and get in touch with your regional office by visiting their website at: communitysector.nl.ca

Adapted from the Community Sector Council NL website at:

<http://communitysector.nl.ca/voluntary-sector-resources/starting-nonprofit-or-charity/how-incorporate-non-profit-organization> accessed on Dec. 17th 2010

Appendix F: Member Registration Form

Basic information

Name: _____

Address: _____

Telephone: (Home) _____ (Other) _____

Do you need a ride to the kitchen? _____

Family details

Number of adults in your household _____ Number of children _____

Do you need childcare? Yes No

If yes, for how many children? _____

Does anyone in your family have a food allergy or other dietary restrictions?

Yes No If yes, describe: _____

Why are you joining the community kitchen? _____

Preference for meeting times: M – F days M – F evenings

Weekends

Other comments: _____

Appendix G: Sample Kitchen Policy

1. We will show respect for each other: patience, positive attitudes, and equal opportunities.
2. Everyone will pay the same amount for the meals.
3. There will be no uninvited guests (talk to your kitchen leader in advance if you want to invite an extra person).
4. Everyone will participate in all areas of the kitchen from menu planning to, cooking, to clean-up.
5. If there are any food allergies are present, the kitchen will avoid these foods entirely.
6. If a participant is sick, that person will not handle any food and will be assigned to another task.
7. If a participant is too sick to attend the kitchen, that person should contact the kitchen leader in advance.
8. All participants must wear a hair net.
9. All participants must wear an apron when handling food.
10. All participants will wash their hands thoroughly and often.
11. If participants have cuts or sores on their hands, gloves may be necessary, or it may not be appropriate for that person to handle food that day.
12. Any problems or conflicts should be directed to your community kitchen leader.
13. The kitchen will be left sparkling clean.
14. All participants will make it a practice to be in the right place at the right time.
15. We agree to make all meals healthy and nutritious using Canada's Food Guide.

Adapted from the Sharing our Future Community Kitchen Program, Burnaby Association for the Mentally Handicapped (2002).

Appendix H: Basic Kitchen Supplies

This is a list of some suggested food staples to have on hand in your kitchen.

Grain Products:

White and brown rice
Whole grain pasta
Barley
White and whole wheat flour
Rolled oats

Vegetables

Tomato paste
Canned tomatoes (crushed
and diced)

Meat and Alternatives

Canned or dried beans, peas,
lentils

Milk Products

Skim milk powder

Fats and Oils

Margarine
Vegetable oil
Cooking spray

Baking Ingredients:

White and brown sugar
Vanilla
Baking soda
Cornstarch
Baking powder

Seasonings:

Salt
Pepper
Garlic powder
Dry mustard
Low-sodium bouillon cubes
(Chicken, Beef, and Vegetable)
Soy sauce (low sodium)
Vinegar
Worcestershire sauce
Bottle lemon juice
Ketchup

Herbs & Spices:

Basil
Oregano
Sage
Thyme
Bay leaves
Cayenne
Chili powder
Paprika
Cinnamon
Nutmeg
Curry powder

Other

Cleaning supplies
Hair nets
Aprons
Paper towels
Garbage bags

Quick Tip

Have designated storage areas for food and label all foods clearly so they can be easily identified and so that best before dates are known.

Appendix I: Shopping List for Recipes

Food Group	Quantity	Item	Estimated Cost	Actual Cost
Basic Supplies				
Vegetables & Fruit				
Grain Products				
Milk and Alternatives				
Meat and Alternatives				
Total:				

Appendix J: Food Safety Guidelines

<h2>CONSTRUCTION OF FOOD PREMISES</h2> <p>The location used for food preparation should be constructed with:</p> <ul style="list-style-type: none"> • Walls, ceilings and floors in the food preparation and storage areas made of tight, smooth, non-absorbent, easily cleanable material and should be kept clean at all times. • Surfaces on which food is prepared made of a smooth, non-absorbing material, that contains no cracks or crevices and is easy to clean and sanitize. • Openings to the outside screened or fitted with devices to keep out flies, insects, and rodents. • Dishware and cutlery stored in closed cupboards. 	<h2>EQUIPMENT</h2> <p>To safely prepare food for the public, the premises you use to prepare food should have:</p> <ul style="list-style-type: none"> • dishwashing equipment consisting of either a mechanical dishwasher or a sink with 2 or 3 compartments.  <ul style="list-style-type: none"> • ample refrigeration space with the ability to keep foods at or below 4 °C. • hand washing facilities in the food preparation area that consist of : <ol style="list-style-type: none"> i) a sink with hot and cold running water ii) liquid soap dispenser iii) paper towel dispenser • appropriate cooking equipment • washroom facilities for guests (if catering is performed on the premises). • an adequate supply of hot and cold running water from a source approved by the Government Service Centre. 	<h2>FOR MORE INFORMATION</h2> <p>If you have any questions about food safety, please contact an Environmental Health Officer at the Government Service Centre, or the regional Health and Community Services Board nearest you.</p> <p>Government Service Centre Locations:</p> <p>Happy Valley-Goose Bay Corner Brook Grand Falls-Windsor Gander Clarenville Harbour Grace St. John's</p> <p>Regional Health & Community Services Board Locations:</p> <p>St. John's Holyrood Gander Corner Brook St. Anthony Happy Valley-Goose Bay</p>  <p>Department of Health and Community Services Department of Government Services Regional Health and Community Services Boards</p> <p>July 2004</p>	<h1>Food Safety</h1> <hr/> <h2>HEALTH GUIDELINES</h2> <hr/> <p>FOR THE OPERATORS OF</p> <h2>Not-for-Profit ORGANIZATIONS</h2>  <p>GOVERNMENT OF NEWFOUNDLAND AND LABRADOR</p>
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PURPOSE

Food can make people ill, if it has not been prepared in a way that prevents contamination. Contamination can be from germs, chemicals, or objects. Information in this pamphlet will help you and others in your not-for-profit group prepare food that is safe to eat.

REGISTRATION

Your not-for-profit group should register with the Government Service Centre. Please fill out a registration form. This helps us:

- monitor food preparation that may impact upon the health of people in our province.
- respond to any problems or complaints that may be received.

FOOD HYGIENE

The following tips are useful for protecting food and preventing illness:

- Cook and prepare all food in one location, preferably a licensed food premises.
- All ingredients and food should be from approved sources.
- Ample refrigeration space should be provided to separate raw foods and cooked foods.

THE DANGER ZONE

Do not store any perishable foods in the danger zone between 4 °C and 60 °C, where bacteria can grow.

- Cold foods need to be stored at or below 4 °C (40 °F). (e.g., keep cold plates in refrigerator until ready to serve).
- Hot foods need to be stored at or above 60 °C (140 °F).
- Chill all leftovers quickly to 4 °C or less. Shallow pans, and stirring can help speed up the chilling time.



- Cook all meats, poultry and eggs to proper internal temperatures: e.g. 85 °C for poultry, 71 °C for ground meat, and 63 °C for eggs.

- Use thermometers to check food and storage temperatures.

- Cook all roasts and poultry in one step. Avoid partial cooking on different days.

- Cook dressing outside of poultry.

- Keep cooked and ready-to-eat foods separate from raw foods, and surfaces that come into contact with raw foods.

- Sanitize surfaces after they come into contact with raw food. Use a mild bleach and water solution.

- Fruits and vegetables should be washed before being eaten.

- All prepackaged food should be labeled, naming ingredients and manufacturer.

- All food should be stored at least 15 cm (6") off the floor.

- All foods and utensils should be kept covered.

- Meals being delivered should be kept covered in hinged, Styrofoam containers, and out of the 'danger zone'. Insulated coolers or ice may be used. Deliver within 1 hour of preparation.

THAWING

Thaw frozen foods in one of these ways:

- in a refrigerator at 4° C or less

- under cold running water

- in cold water that is changed often

- in a microwave



PERSONAL HYGIENE

All food handlers must wash their hands with soap and hot water

before:

- ✓ setting tables
- ✓ preparing or serving food

and after:

- ✓ using the toilet
- ✓ smoking
- ✓ handling raw food
- ✓ cleaning & wiping tables
- ✓ sneezing and coughing



- No person should work with food if he/she has an illness which can be spread through food.

- Whenever possible use utensils to handle food.

- Wear clean clothing and a hair covering.


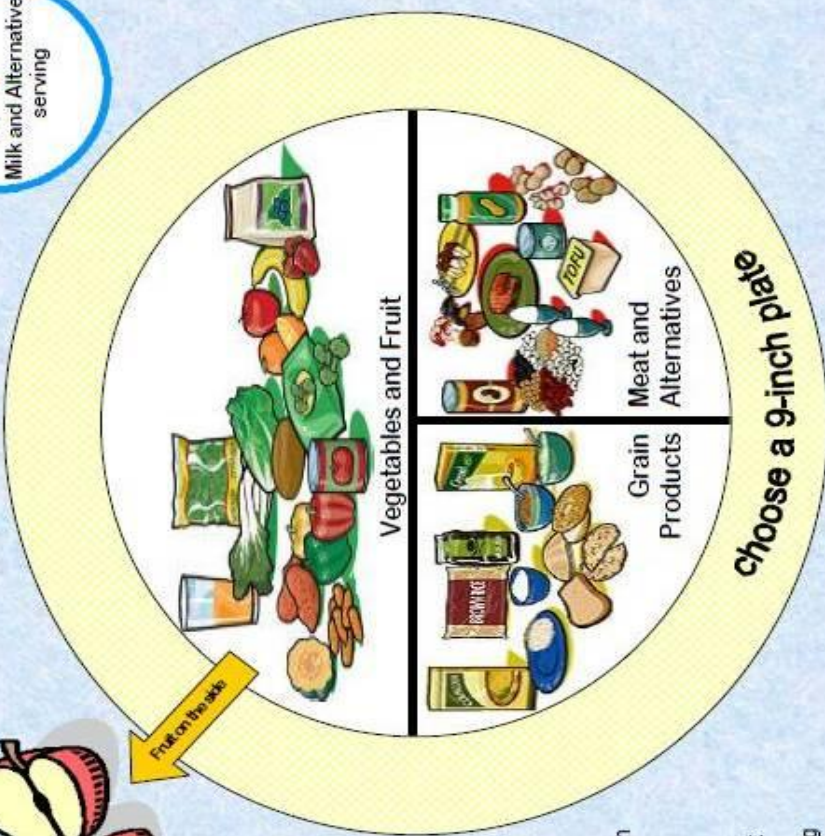
- Do not smoke in food preparation or storage areas.

- Keep all work areas clean.

Appendix K: Plan Your Healthy Plate

Plan Your Healthy Plate

Fill your plate by making healthy choices from Canada's Food Guide (CFG)

Vegetables and Fruit

Grain Products

Meat and Alternatives

Milk and Alternatives serving

choose a 9-inch plate

Fruit on the side

- Fill 1/2 of your plate with vegetables (about 2 CFG servings); try 2 or more colors.
- Add a serving of fruit on the side.
- Fill 1/4 of your plate with Meat and Alternatives (about 1 CFG serving). Choose lean meat, poultry, fish, beans, lentils, etc.
- Fill 1/4 of your plate with Grain Products (1-2 CFG servings, depending on your needs*). Most often choose whole grain breads, cereals and pasta, brown or wild rice, etc.
- Add a serving from the Milk and Alternatives group on the side.
- Add a small amount of unsaturated fat such as oil or non-hydrogenated margarine (to use in cooking/preparing the meal, or to add at the table).

*Refer to Canada's Food Guide for recommended serving sizes and the number of food guide servings that is right for you. For more information visit www.healthcanada.gc.ca/foodguide


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Appendix L: Portion Control




Portion Control...It's in your hands!

Controlling portion sizes of the foods you eat can be a challenge. Using scales, measuring cups and spoons is the most accurate way to control sizes. You might want to try this a few times to get a good idea of how a CFG serving looks. However, it's not necessary, convenient or practical to do this all the time. Your hands are always with you and can provide some guidance when trying to decide how much you should eat.




Your fist size = about 1 cup (250 mL) = 2 CFG Grain Product servings
Use for portioning:

- Grains such as pasta, rice, or breads (like rolls)




Amount, cupped hand = about 1/2 cup (125 mL)
Use for portioning:

- Vegetables, chopped or pieces. Choose as much as you can hold in both hands to fill 1/2 your plate
- Fruit, chopped or pieces, as much as you can hold in one hand
- Cooked legumes, such as lentils, peas and beans (rounded high in hand = about 3/4 cup or 1 CFG Meat and Alternatives serving)
- Nuts and seeds (1/2 of a cupped hand = about 1/4 cup or 1 CFG Meat and Alternatives serving)



Palm size (small hand) = about 90 g (3 oz) which is slightly larger than a CFG Meat and Alternatives serving of 75 g (2.5 oz)
Use for portioning:

- Cooked fish, shellfish, poultry, or lean meat



Your thumb tip = about 1 teaspoon (5 mL)
Use for portioning:

- Fats such as oil, non-hydrogenated margarine, or salad dressing/mayonnaise

Your full thumb = about 1 tablespoon (15 mL) or 25 g

- Fat-reduced salad dressing/mayonnaise
- Cheese (2 thumbs is a 50 g CFG Milk and Alternatives serving)

Tips to help you eat smaller portions:

- Eat breakfast and 2 other well balanced meals a day.
- Don't let yourself get really hungry...have fruit or vegetables for a snack.
- Use smaller plates, bowls and glasses.
- Always portion foods, don't eat directly from the package.
- Try not to eat while distracted, e.g. while watching T.V., surfing the net or reading.
- Take time to chew and enjoy your food. Let your body tell you when you are full.
- If after 20 minutes you really still feel hungry, have a second helping, but try to keep it mostly vegetables and fruit.



Are "portions" and Canada's Food Guide (CFG) "servings" the same thing?

Not always. We often serve portions that are much larger than one CFG serving.

For example, 1 portion of plated spaghetti in a restaurant may contain 2-3 cups of pasta which is equal to 4-6 CFG servings. Many foods are portioned differently than the serving sizes recommended by CFG. It is very important to take a second look at the portion size you normally choose and compare it to CFG to see how many "servings" you are having.

Appendix M: Food Labels



Health Canada / Santé Canada

Your health and safety... our priority. / Votre santé et votre sécurité... notre priorité.

Using the Nutrition Facts Table: % Daily Value

How to CHOOSE

The Nutrition Facts table gives you information on calories and 13 core nutrients. Use the amount of food and the % Daily Value (% DV) to choose healthier food products.

Follow these three steps:

1 LOOK at the amount of food — Nutrition Facts are based on a specific amount of food. Compare this to the amount you actually eat.

2 READ the % DV — The % DV helps you see if a specific amount of food has a little or a lot of a nutrient.

5% DV or less is a **LITTLE**
15% DV or more is a **LOT** } This applies to all nutrients.

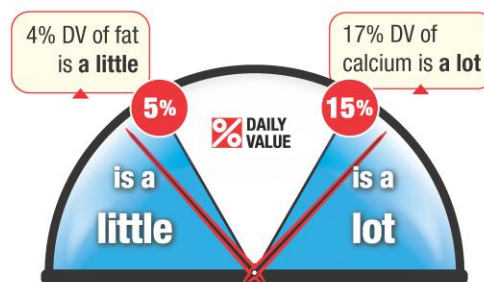
3 CHOOSE
Make a better choice for you. Here are some nutrients you may want...

- | | |
|----------------------------|----------------|
| less of | more of |
| • Fat | • Fibre |
| • Saturated and trans fats | • Vitamin A |
| • Sodium | • Calcium |
| | • Iron |

Here is an example of how to choose:
You are at the grocery store looking at yogurt. The small container (175 g) of yogurt you pick has a **little** fat (4% DV) and a **lot** of calcium (17% DV) – this is a better choice if you are trying to eat less fat and more calcium as part of a healthy lifestyle!

Yogurt

Nutrition Facts	
Per 3/4 cup (175 g)	
Amount	% Daily Value
Calories 160	
Fat 2.5 g	4 %
Saturated 1.5 g	8 %
+ Trans 0 g	
Cholesterol 10 mg	
Sodium 75 mg	3 %
Carbohydrate 25 g	8 %
Fibre 0 g	0 %
Sugars 24 g	
Protein 8 g	
Vitamin A 2 %	Vitamin C 0 %
Calcium 17 %	Iron 0 %



© Her Majesty the Queen in Right of Canada, represented by the Minister of Health, 2010.
Également disponible en français sous le titre: Utilisez le tableau de la valeur nutritive: % de la valeur quotidienne.

HC Pub.: 100539
Cat.: H164-127/2010E-PDF
ISBN: 978-1-100-16994-1



How to COMPARE

Use the amount of food and the % Daily Value (% DV) to compare and choose healthier food products.

Follow these three steps:

1 LOOK at the amounts of food

Compare the amounts of food in the Nutrition Facts tables.

Cracker A has 9 crackers and weighs 23 grams. **Cracker B** has 4 crackers and weighs 20 grams.

Because the weights are similar, you can compare these Nutrition Facts tables.

Cracker A

Nutrition Facts	
Per 9 crackers (23 g)	
Amount	% Daily Value
Calories 90	
Fat 4.5 g	7 %
Saturated 2.5 g	13 %
+Trans 0 g	
Cholesterol 0 mg	
Sodium 275 mg	12 %
Carbohydrate 12 g	4 %
Fibre 1 g	4 %
Sugars 0 g	
Protein 3 g	
Vitamin A 0 %	Vitamin C 0 %
Calcium 2 %	Iron 8 %

Cracker B

Nutrition Facts	
Per 4 crackers (20 g)	
Amount	% Daily Value
Calories 85	
Fat 2 g	3 %
Saturated 0.3 g	2 %
+Trans 0 g	
Cholesterol 0 mg	
Sodium 90 mg	4 %
Carbohydrate 15 g	5 %
Fibre 3 g	12 %
Sugars 1 g	
Protein 2 g	
Vitamin A 0 %	Vitamin C 0 %
Calcium 2 %	Iron 7 %

2 READ the % DVs

Since you are comparing crackers, you may want to look at the % DVs for saturated and trans fats, sodium and fibre.

Cracker A has 13% DV for saturated and trans fats, 12% DV for sodium and 4% DV for fibre.

Cracker B has 2% DV for saturated and trans fats, 4% DV for sodium and 12% DV for fibre.

Remember: 5% DV or less is a little and 15% DV or more is a lot. This applies to all nutrients.

Did you know?

You may be able to compare products that don't have similar amounts of food.

For example, you could compare the % DVs of a bagel (90 g) to the % DVs of 2 slices of bread (70 g) because you would most likely eat either amount of food at one meal.

3 CHOOSE

In this case, **Cracker B** would be a better choice if you are trying to eat less saturated and trans fats, less sodium and more fibre as part of a healthy lifestyle.

Use the Nutrition Facts table and *Eating Well with Canada's Food Guide* to make healthier food choices.

 **DAILY VALUE** healthcanada.gc.ca/dailyvalue



Appendix N: Making Recipes Healthy

There are many easy ways to make recipes healthier while still keeping them tasty! Here are some basic tips for making your recipes healthier:

Vegetables and Fruit

- Increase the vegetables in stews and casseroles
- Choose dark green and orange vegetables like spinach, kale, swiss chard, sweet potatoes, squash and carrots and fruits like apricots and cantaloupes

Grain Products

- Choose whole grain pastas and breads
- Use whole-wheat or multigrain instead of white flour when you bake
- Try using different whole grains like quinoa, barley, millet, couscous, and wild rice in place of white pasta or white rice in recipes

Milk and Alternatives

- Choose lower-fat cheese (20% milk fat (MF) or less)
- Choose yogurt with 2% MF or less
- In recipes calling for milk or cream, substitute low fat milk or plain yogurt, or use fortified soy beverage

Meat and Alternatives

- Choose lean cuts of meat and trim all visible fats from meat and poultry
- Eat at least two servings of fish each week
- Prepare fish by poaching, broiling, or baking (e.g., fish and vegetables prepared in foil and baked in the oven)
- Have meat alternatives often, such as baked beans, lentil spaghetti sauce, and pea soup without meat

Oils and Fats

- Prepare foods with small amounts of vegetable oils such as canola, olive and soybean
- Use small amounts for stir-frying or sautéing - a teaspoon is usually enough
- Heat oil before frying to help prevent the food from soaking up the oil
- Fill a spray bottle with vegetable oil to spray your pans instead of greasing

Add Flavour without Sodium (Salt)

- Flavour your foods with sodium-free ingredients such as onion, garlic, ginger, herbs, lemon juice, spices and vinegar
- Compare food labels and buy the products lowest in sodium

Limit Sugar

- Use fresh or frozen fruits without added sugar
- When baking use recipes that call for less sugar

Appendix O: Sample Evaluation Form

You can give this short evaluation form to participants at the end of each cooking session.

1. What, if anything, did you like most about the cooking session?

2. What, if anything, did you not like about the cooking session?

3. Did you learn anything new in the cooking session?

4. Did you like the recipes that were used? Why or why not?

5. Is there anything you would like to learn about in future cooking sessions?

6. Any other comments:

Thanks! Please return to the kitchen coordinator when you are finished.

Appendix P: Pre-Test Community Kitchen Evaluation Form

Please put an (X) in a box to show your answer.



1. Are you male or female? Male Female
2. What is your age?
- | | | | |
|---------------|-------|-------|-------------|
| 19 or younger | 20-29 | 30-39 | 40-49 |
| 50-59 | 60-69 | 70-79 | 80 or older |

How often do you do each of the following:

	Never	Rarely	Usually	Always
3. Prepare meals from scratch				
4. Use pre-packaged or ready to eat foods (e.g. microwave dinners or pre-made pizza)				
5. Use Canada's Food Guide to plan or prepare meals				
6. Make a grocery list before shopping				
7. Wash hands before preparing food				
8. Use a thermometer to check the temperature when cooking meats				
9. Choose whole grain foods (e.g. bread, cereal, pasta)				
10. Choose foods that are lower in fat (e.g. lean cuts of meat, low fat cheese)				
11. Eat at least 7 servings of vegetables and fruits a day				

Please indicate whether you agree or disagree with the following:

	Strongly Disagree	Disagree	Agree	Strongly Agree
12. I know how to buy healthy food on a budget				
13. I can cook healthy meals for myself and my family				
14. I know how to use nutrition labels to make healthy food choices				
15. I can handle and prepare food safely				
16. I know how to eat healthy to reduce my risk of obesity, type 2 diabetes, cancer, and heart disease				

17. What makes it hard for you to eat healthy?

18. Why do you want to participate in our Community Kitchen program?

Appendix Q: Post-Test Community Kitchen Evaluation Form

Please put an (X) in a box to show your answer.



1. Are you male or female? Male Female
2. What is your age?
- | | | | |
|---------------|-------|-------|-------------|
| 19 or younger | 20-29 | 30-39 | 40-49 |
| 50-59 | 60-69 | 70-79 | 80 or older |

How often do you do each of the following:

	Never	Rarely	Usually	Always
3. Prepare meals from scratch				
4. Use pre-packaged or ready to eat foods (e.g. microwave dinners or pre-made pizza)				
5. Use Canada's Food Guide to plan or prepare meals				
6. Make a grocery list before shopping				
7. Wash hands before preparing food				
8. Use a thermometer to check the temperature when cooking meats				
9. Choose whole grain foods (e.g. bread, cereal, pasta)				
10. Choose foods that are lower in fat (e.g. lean cuts of meat, low fat cheese)				
11. Eat at least 7 servings of vegetables and fruits a day				

Please indicate whether you agree or disagree with the following:

	Strongly Disagree	Disagree	Agree	Strongly Agree
12. I know how to buy healthy food on a budget				
13. I can cook healthy meals for myself and my family				
14. I know how to use nutrition labels to make healthy food choices				
15. I can handle and prepare food safely				
16. I know how to eat healthy to reduce my risk of obesity, type 2 diabetes, cancer, and heart disease				

17. What did you like most about our Community Kitchen program?

18. How can we improve our Community Kitchen program?

Appendix R: Important Links and Resources

Canada's Food Guide

Health Canada's guide to healthy eating is available for download at:
<http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/order-commander/index-eng.php>

Community Sector Council Newfoundland and Labrador (CSC)

CSC has a number of resources for non-profits including a list of funding sources and tips for writing grant proposals: <http://communitysector.nl.ca/>

Department of Health and Community Services

The Department of Health Community Services website offers many resources related to food safety. <http://www.health.gov.nl.ca/health/>

- Standard Food Safety Guidelines for Not-for-Profit Organizations:
<http://www.health.gov.nl.ca/health/publichealth/envhealth/notforprof.pdf>
- Brochure based on the above guidelines:
http://www.health.gov.nl.ca/health/publichealth/envhealth/not_for_prof_t.pdf
- Detailed overview of proper steps to dishwashing:
<http://www.health.gov.nl.ca/health/publications/manualdishwashingataglance.pdf>
- List of health promotion resource centres/literature depots:
<http://www.health.gov.nl.ca/health/department/contact.html#depots>

Dietitians of Canada

To access the Dietitians of Canada Recipe Analyzer Tool go to

http://ww2.dietitians.ca/public/content/eat_well_live_well/english/recipeanalyzer/recipeanalyzer.asp

Food Security Network of Newfoundland and Labrador

The Food Security Network of Newfoundland and Labrador (FSN) is a provincial non-profit organization with the mission to actively promote comprehensive and community-based solutions to ensure physical and economic access to adequate and healthy food for all. FSN may be able to provide helpful

resources and networking support in the process of establishing a community kitchen. For more information contact:

44 Torbay Rd, Suite 110
St. John's, NL, A1A 2G4
Tel. (709) 237-4126, Fax. (709) 237-4231
Email: info@foodsecuritynews.com
Website: www.foodsecuritynews.com

FSN has developed a Food Security Initiative Inventory which lists community food security initiatives from across the province. Find it online at:

<http://www.foodsecuritynews.com/Publications/FSN%20Inventory.pdf>

Employment and Funding

Career Focus provides funding for employers to help post-secondary graduates obtain work to support the development of advanced skills, to help them make links to the job market, and to assist them in becoming leaders in their field. For more information contact the Service Canada Centre in your area (visit <http://www.servicecanada.gc.ca/> for a list of Service Canada Centres).

Grants to Youth Organizations is a program of the Newfoundland Labrador Department of Human Resources, Labour and Employment that provides funding to support youth-serving organizations in Newfoundland and Labrador whose focus is on self-reliance, leadership and citizenship development. Website: <http://www.hrle.gov.nl.ca/hrle/students/grants.html>

Job Creation Partnership (JCP) is a program of the Newfoundland Labrador Department of Human Resources, Labour and Employment that supports projects that provide eligible individuals with work experience. Website: <http://www.hrle.gov.nl.ca/hrle/lmda/jcp.html>

New Horizons for Seniors is a program of Human Resources and Skills Development Canada that funds projects that help improve the quality of life for seniors and their communities. Website: http://www.hrsdc.gc.ca/eng/community_partnerships/seniors/index.shtml

Student Work and Service Program (SWASP) is a program of the Newfoundland Labrador Department of Human Resources, Labour and Employment that provides funding to organizations to create summer job opportunities for students attending post-secondary institutions. Website: <http://www.hrle.gov.nl.ca/hrle/students/swasp.html>

Targeted Initiative for Older Workers (TIOW) is a program of Human Resources and Skills Development Canada that provides employment assistance services and employability improvement activities (such as skills upgrading and work experience) to unemployed older workers aged 55 to 64. Website: http://www.hrsdc.gc.ca/eng/employment/employment_measures/older_workers/index.shtml

Family Resource Centres

Family resource centres provide a variety of community-based activities and resources for children and families:

<http://www.gov.nl.ca/cyfs/familyresource.html>

Health Canada

- To learn more about nutrition labels visit Health Canada's website at: http://www.hc-sc.gc.ca/fn-an/alt_formats/hpfb-dgpsa/pdf/label-etiquet/inl-eni-eng.pdf
- Download or print your own copy of Canada's Food guide at <http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/index-eng.php>

Regional Health Authorities

To find a Regional Nutritionist in your region contact your Regional Health Authority:

Central Regional Health Authority

Gander: (709) 256-2500

Grand Falls-Windsor: (709) 292-2500

Central Health Corporate Office: (709) 292-2138

Eastern Regional Health Authority

St. John's: (709) 752-4800

Rural Avalon: (709) 759-3354

Bonavista, Clarenville: (709) 468-5243

Burin: (709) 891-5025

Labrador / Grenfell Regional Health Authority

St. Anthony (709) 454-3333

Happy Valley-Goose Bay (709) 897-2000

Labrador City (709) 944-2632

Western Regional Health Authority

Corner Brook: (709) 637-5000 x 5257

Stephenville: (709) 643-8700

Regional Wellness Coalitions

There are six Regional Wellness Coalitions that operate across the province. They provide leadership, coordination and support for local wellness initiatives.

- **Wellness Coalition Avalon East** www.wellnesscoalition-avaloneast.ca
- **Eastern Regional Wellness Coalition** www.easternwellnesscoalition.com
- **Central Regional Wellness Coalition** www.centralwellnesscoalition.com
- **Western Regional Wellness Coalition** www.westernwellnesscoalition.com
- **Northern Regional Wellness Coalition** (not available at time of printing – see <http://www.health.gov.nl.ca/health/wellneshealthyiving/wellnesscoalitions.html> for more information)
- **Labrador Regional Wellness Coalition**
<http://www.labradorregionalwellnesscoalition.ca/>

Annotated Bibliography

Handbooks

Alberta Health Services. (2009). **Collective Kitchen Coordinator's Manual**. Calgary, Alberta.

This is a manual used by Alberta Health Services to train individuals in how to facilitate a community kitchen. It is based on a learner-centered, community development approach, in which the facilitator works with kitchen participants to share and build upon their own knowledge.

Barg, J., Fifer, M., Kozak, M., Ogarank, C., & Ripat, G. (Year not available). **Winnipeg Cooks Together: A handbook for community kitchens**. Winnipeg, MB: Winnipeg Regional Health Authority. Retrieved March 2010 from http://www.wrha.mb.ca/healthinfo/prohealth/nutrition/files/Nutrition_3.pdf

This is a recently-published, thorough handbook that offers advice and instructions on how to operate a community kitchen. The book includes an overview of the key steps to starting a kitchen as well as information on nutrition, shopping tips, food safety, and a compendium of favourite recipes contributed by various community kitchens in Winnipeg. A wide variety of useful kitchen forms are also included, such as membership forms, attendance records, shopping list, and financial reports.

Burnaby Association for the Mentally Handicapped (BAMH) (2002). **Sharing our Future Community Kitchen Program**. Retrieved March 2010 from <http://www.communitykitchens.ca/ckfinder/userfiles/files/pdfs/SharingOurFuture.pdf>

This document provides an overview of the BAMH community kitchen pilot program.

Cowichan Community Kitchens. (2010). **Cowichan Community Kitchens Field to Table Project**. Duncan, BC. Retrieved March 2010 from www.cowichancommunitykitchens.org

This is a comprehensive manual covering getting started, administration, funding, advertising as well as food safety information, nutrition and recipes. It provides a useful 10-point plan for how to start

a kitchen. This handbook is significant in its efforts to link kitchens to other community food projects, such as gardening.

Mackenzie, D. (Year not available). **Raven Song Community Kitchen Handbook**. Vancouver BC: Coastal Health. Retrieved March 2010 from www.communitykitchens.ca

This is a very short handbook designed for participants of the Raven Song Community Kitchen. It offers a useful kitchen equipment inventory list and a sample kitchen clean-up poster.

Community Kitchen Recipes & Participant Handbook. (2008). Corner Brook, NL: Western Health.

This is a short handbook that provides a concise overview of steps to starting a kitchen, including a useful checklist of items to discuss at the first kitchen meeting. It also contains useful tips for healthy shopping on a budget as well as a range of recipes collected from the *Basic Shelf* and *Eat to Your Heart's Content* cookbooks and Dietitians of Canada.

Community Kitchens: Taking affordable action on healthy eating. (1992). Department of Health, Government of Newfoundland and Labrador.

This is a short handbook that provides a brief overview of the steps to starting a community kitchen. This book is still used by some community organizations in the province. Many materials in the book (e.g., food staples list, equipment list, food safety, etc.) have been reprinted from the *Collective Kitchens Handbook* of the Edmonton Board of Health. It offers a helpful list of places to look for funding when establishing a kitchen.

Food Safety

Food Safety Health Guidelines for the Operators of Non-profit Organizations. (2004). Department of Health and Community Services, Newfoundland and Labrador. Retrieved April 2010 from <http://www.health.gov.nl.ca/health/publichealth/envhealth/foodsafetyinfo.htm>

A printable two-page brochure with guidelines on food handling, personal hygiene, equipment, and construction of food premises designed for non-profit organizations in Newfoundland and Labrador.

Food Handlers' Storage Guide. (2008). Department of Health and Community Services, Newfoundland and Labrador. Retrieved April 2010 from <http://www.health.gov.nl.ca/health/publichealth/envhealth/foodsafetyinfo.htm>

This document provides general guidelines for the shelf life of common foods that could be useful for posting in a community kitchen. You may also go to your local Health Promotion Resource Centre/Literature Depot to obtain a copy.

Canadian Partnership for Consumer Food Safety Education offers two websites related to food safety:

- a) **Be Food Safe.** (2010). Canadian Partnership for Consumer Food Safety Education. www.befoodsafe.ca

This website offers a range of resources for consumer food safety, including a printable 'Be Food Safe' brochure and a safe food handling practices checklist.

- b) **Can Fight Bac.** (2010). Canadian Partnership for Consumer Food Safety Education. <http://www.canfightbac.org/cpcfse/en/>

This website lists food safety practices for reducing the risk of food-borne illnesses.

Nutrition and Recipes

Dietitians of Canada. (2007). **Simply Great Food.** Toronto, ON: Robert Rose.

This newest cookbook features 250 outstanding healthy and tasty recipes, as well as 50 pages that answer popular nutrition questions. You can order your own copy from the Dietitians of Canada: <http://www.dietitians.ca/Store.aspx>

Dietitians of Canada. (2002). **Cook Great Food.** Toronto, ON: Robert Rose.

This newest and largest cookbook from the Dietitians of Canada offers a compilation of over 450 recipes from their previous three cookbooks. You can order your own copy from the Dietitians of Canada: <http://www.dietitians.ca/Store.aspx>

A selection of recipes from this cookbook is also available online at:
<http://www.dietitians.ca/Your-Health/Plan-Shop-Cook/Cook-Healthy.aspx>

Harnum, M. (1992). ***Eat to Your Heart's Content***. St John's, NL: Single Parent Association of Newfoundland.

This book offers a large selection of budget, heart healthy recipes based on Newfoundland tastes and favourites. It also provides shopping and menu plans. You can order your own copy from the Single Parent Association of Newfoundland (SPAN):
<http://www.envision.ca/webs/span/>

Basic Shelf Cookbook. (2004). Toronto: City of York Health Unit.

The Basic Shelf Cookbook is significant in that all the recipes are prepared from one list of low cost, nutritious ingredients. The recipes are quick and easy to make, requiring a minimum of cooking experience and equipment. You can order your own copy from the Canadian Public Health Association:
<http://www.cpha.ca/en/publications.aspx>

Tognon, C., Barnaby, K., Collis, D., Robertson, A., Corrigan, E., Eds. (2005). ***Many Hands Cookbook***. Vancouver, BC: Community Kitchens Publishing.

This cookbook contains a large selection of tasty, healthy recipes developed by the Fresh Choice Community Kitchens Program in BC. Because community kitchens cook in quantity, each recipe has been "scaled" to fit the number of servings a group might desire. To order a copy, visit www.communitykitchens.ca.

Health Canada (2007). ***Eating Well with Canada's Food Guide***. Ottawa, ON. Retrieved March 2010 from <http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/index-eng.php>

At the above link, you can obtain a printable pdf version of Canada's Food Guide for use by consumers, organizations, and educators. You may also go to your local Health Promotion Resource Centre/Literature Depot to get a copy of Canada's Food Guide.

Health Canada. (2007). ***Eating Well with Canada's Food Guide: A Resource for Educators and Communicators***. Ottawa, ON. Retrieved March 2010 from http://www.hc-sc.gc.ca/fn-an/alt_formats/hpfb-dgpsa/pdf/pubs/res-educat-eng.pdf

This document provides background information, tips and tools to complement each recommendation in Canada's Food Guide.

Health Canada. (2007). ***Eating Well with Canada's Food Guide – First Nations, Inuit and Métis***. Ottawa, ON. Retrieved March 2010 from <http://www.hc-sc.gc.ca/fn-an/pubs/fnim-pnim/index-eng.php>

This is a national food guide created to reflect the values, traditions and food choices of First Nations, Inuit and Métis.

Nutrition Matters. (2010). Toronto Public Health.

Nutrition Matters is a series of fact sheets that provide current information on a variety of nutrition topics, written by registered dietitians. These factsheets are available online at http://www.toronto.ca/health/nm_index.htm

Adult Learning

Advanced Education, Employment, and Labour Ministry, Government of Saskatchewan. (2007). ***Adult Education Principles***. Retrieved March 2010 from: <http://www.aeel.gov.sk.ca/evergreen/communications/part1/portion02.shtml>

Provides a concise overview of adult education learning principles.

Academic Research

Engler-Stringer, R. and Berenbaum, S. (2007). ***Exploring Food Security with Collective Kitchens Participants in Three Canadian Cities***. *Qualitative Health Research* 17(1), 75-84.

This study explored participants' perceptions of changes in food security since joining a kitchen, focusing on kitchens in Saskatoon, Toronto, and Montreal. Several important themes emerged, including Increased Variety, Making Ends Meet, and Comparisons to Food Banks. Community kitchens were often seen by participants as less stigmatizing than using a food bank.

Engler-Stringer, R. and Berenbaum, S. (2005). **Collective Kitchens in Canada: A review of the literature.** *Canadian Journal of Dietetic Practice and Research* 66(4), 246-251.

This is a well-organized state of the field review of community kitchens research in Canada. It presents the documented impacts of community kitchens on health determinants. Social and learning benefits are most often associated with community kitchens. The extent to which community kitchens have an impact on food resources as a whole is unclear, and there is a clear need to further research in this area.

Fano, T., Tyminski, S., and Flynn, M. (2004). **Evaluation of a Collective Kitchens Program: Using the population health promotion model.** *Canadian Journal of Dietetic Practice and Research* 65, 72-80.

This study used a population health promotion framework to evaluate the impacts of the Calgary Health Region Collective Kitchens Program. Questionnaires suggest that many members experience some form of food insecurity and that the kitchens had positive impacts on several health determinants, namely education, personal health practices, and social support network.

Tarasuk, V. and Reynolds, R. (1999). **A Qualitative Study of Community Kitchens as a Response to Income-related Food Insecurity.** *Canadian Journal of Dietetic Practice and Research* 60(1), 11-16.

This qualitative study examined the potential of kitchens in Toronto to improve food security. They found that some kitchens increase coping skills and social support. However, the study points to the limitations of kitchens to change the economic circumstances of households and to reach those in the most severe poverty.

Food Security and Aboriginal Peoples

Arctic Health Research Network (Fall 2008 – Winter 2009). **Food Security in Nunavut: A knowledge-sharing tool for policy makers.** Iqaluit, NU.

This is a knowledge sharing- tool designed to assist Nunavut policy- and decision-makers working in food security.

Community Food Policy

Atlantic Health Promotion Research Centre. (2006). **Thought About Food? Understanding the relationship between public policy and food security in Nova Scotia. A Background Paper and Policy Lens.** Halifax, NS. Retrieved from www.foodthoughtful.ca

This handbook contains resources and policy development tools for mobilizing communities to work towards improved food security and public policy.

City of Vancouver. (2007). **Vancouver Food Charter.** Vancouver, BC. Retrieved March 2010 from http://vancouver.ca/COMMSVCS/socialplanning/initiatives/foodpolicy/tools/pdf/Van_Food_Charter.pdf

Municipalities across Canada are increasingly drafting food charters to reflect their unique visions for their community's food system that benefits their community and the environment. The Vancouver Food Charter presents a vision for a sustainable food system based on the five principles of community economic development, ecological health, social justice, collaboration and participation, and celebration.

Toronto Food Policy Council. (1994). **Reducing Urban Hunger in Ontario: Policy responses to support the transition from food charity to local food security.** Toronto, ON. Retrieved March 2010 from http://www.toronto.ca/health/tfpc_hunger.pdf

This discussion paper presents an evolutionary series of policy initiatives designed to eliminate the need for food banks and work towards food systems sustainability. The paper discusses three main stages of strategies: efficiency, substitution, and redesign. This policy paper is important to a discussion of community kitchens because it places community kitchens within the broader context of the food system, and situates them along a continuum of food systems strategies for change.