

DILLON
CONSULTING



**DILLON CONSULTING
LIMITED**

MILLION MEALS CAMPAIGN

**Category I: Community Outreach/
In-House Initiatives**



ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES | CANADA

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DE GÉNIE-CONSEIL | CANADA



The Edmonton's Ronald McDonald House volunteer night



PROJECT SUMMARY

Dillon launched The Million Meals Campaign in October 2020 to help combat food insecurity across Canada and support the United Nations Sustainable Development Goal #2 - Zero Hunger. As a signatory to the United Nations Global Compact, the Million Meals Campaign is part of our commitment to work to transform our world through principled business practices. Our goal was to provide the equivalent of one million meals throughout the communities where we live and work. **As of March 2022, we met this goal. Together, we've helped over 250 organizations across the country.**

In addition to providing one million meals, we also worked to help solve some of the problems associated with the root causes of food insecurity and in doing so contribute to a transformation of the system for generations. In 2021, we solicited pro bono consulting applications from non-profits in our communities to support their immediate needs relating to food security. The applications were evaluated on several factors, including feasibility, impact, geographical diversity, and the ability to address the root causes

of food insecurity. **We awarded nine non-profit food organizations with pro bono services to help further their impact and remove barriers in their communities.** These projects and services included the following:

Outflow Farm - Engineering Support

Outflow Ministry Inc. is a faith-based charity that helps people in Saint John, New Brunswick, who live in poverty by addressing unemployment, hunger, homelessness, and medical costs.

Outflow is currently developing the "Outflow Farm" on a piece of land that they own in Kars Parish, Kings County, NB. The Farm will include cabins, ponds, vegetable gardens, hiking trails, and gathering space. A big component of the vision for the farm is to provide a place where members of the Catapult Training and Employment program can put their training and skills to use, as well as provide a work/retreat space for people in need who would likely not have the opportunity otherwise.

Dillon provided support with site engineering and design for their overall site layout (including three tiny homes/



Outflow Farms Aerial

cabins), septic system, cabin plans, as well as a structural assessment for an old barn that is in desperate need of repair. Dillon is also designing an accessibility ramp for Outflow's main shelter in Saint John, NB.

This project is helping to empower the community through skill development and job security; directly impacting poverty and food insecurity in the community.

Everdale Learning Centre - Good Food Forest

Everdale is a farm-based registered charity that provides hands-on, solution-based food and farming education to build and engage healthy local communities.

Everdale asked for Dillon's help in designing a "Good Food Forest" - which is a new component of their ongoing

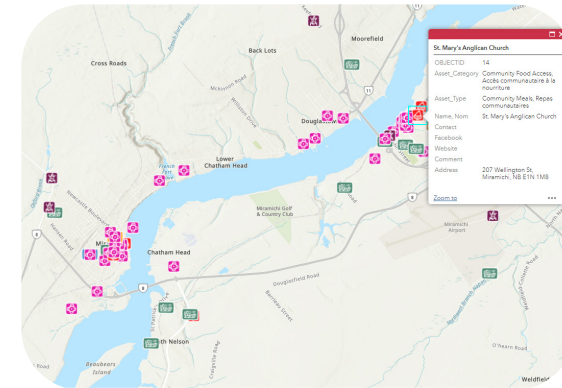
Good Food Project. The objective of the Good Food Forest project is to design and provide a conceptual layout for a food forest/permaculture orchard that will be approximately 10 acres in size, and located on existing vacant areas of the Everdale property. The design will be focused on eventually producing 250,000 lbs of fresh, sustainable produce annually for Everdale's agency partners (Seed and East Wellington Community Services). It will also act as a carbon sink, support other food growing activities at the farm, and serve as an educational resource for students, schools, new farmers, and others who see the value of locally produced food.



Greenhouse at Everdale Learning Centre

To assist with this project, Dillon provided landscape architecture, planning, hydrogeology, and water resources professionals.

The Round Table Co-op - Food Hub Feasibility Study and Food System Assessment



Dillon created an interactive GIS mapping tool to better understand community food assets.

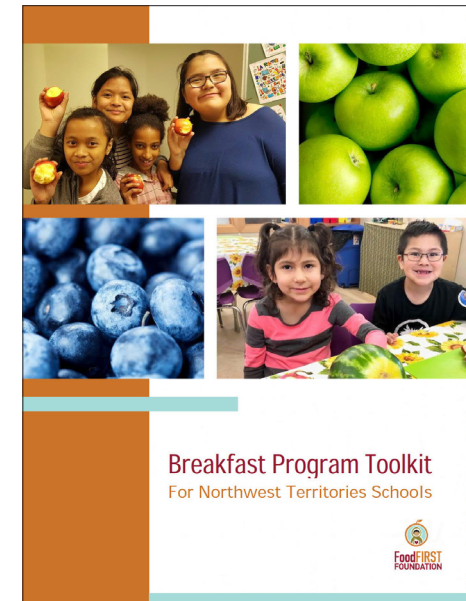
The Round Table Co-operative/La Table Ronde Ltd. is a bilingual community economic development (CED) project management and consulting agency based in Miramichi, New Brunswick. A social purpose organization (SPO), it works specifically to engage diverse groups of people and deliver high levels of social, environmental, and cultural impact.

The Round Table Co-operative was seeking to create New Brunswick's first official food hub. To support this initiative, the Dillon team conducted community engagement sessions and developed an interactive mapping tool (ArcGIS web map

and a Story Map) to better understand community food assets. This is a critical first step in understanding and informing the broader feasibility of a food hub in the province of New Brunswick.

Food First Foundation - School Breakfast Program Toolkit

Food First is a registered charity in Yellowknife whose mission is to support food and nutrition education programs in schools with the goal of encouraging a healthy population of children and youth for future generations.



Dillon assisted with the development of a NWT-specific breakfast program toolkit.

"We are so happy our project was chosen for the Million Meals Campaign. This toolkit was something schools had been asking for, and Dillon made it a reality. Working with Dustin [Martin] and his team at Dillon was great - they were so helpful with pulling everything together and guiding the process. We are certain this toolkit will help busy NWT schools run their breakfast programs more efficiently. Thank you Dillon!"

- Tess Ondrack, Food First Foundation Coordinator (coordinator@foodfirst.ca)

Food First requested Dillon's help in developing an NWT-specific toolkit for its school partners to assist in delivering in-school breakfast programs. The toolkit was designed to help school breakfast program coordinators with meal preparation, food safety, nutrition, and incorporating local and country foods where feasible.

Dillon worked with Food First Foundation to provide support for:

- Reviewing existing information and literature relating to the toolkit
- Designing engagement tools to gather feedback from people currently working with breakfast programs
- Summarizing and analyzing information from the engagement to inform the design of the toolkit
- Creating, revising, finalizing, and circulating the toolkit.

Food Rescue Yellowknife - Structure Feasibility Study

Food Rescue Yellowknife is a non-profit organization that receives safe, nutritious and usable food from local grocers which would otherwise be discarded, and distributes it to non-profit organizations, schools and daycares throughout the city.

The Food Rescue currently operates out of canvas tents that are over 10 years old. Their heating costs are high, as the tents are not insulated. They need to decide whether to move to a permanent site and building, or to remain where they are and invest in new canvas tents. They want to make the facility greener, and think that funding may be available to help accomplish this.



Kitchener office staff at the Waterloo Food bank

To assist Food Rescue Yellowknife, Dillon is conducting a Feasibility Study (temporary vs. permanent structure) and exploring opportunities to help:

- Identify grants
- Develop a strategy to rejuvenate the organization
- Assist with developing SOPs, policies, management model, governing practices and food contamination.

Other projects

- Training for numerous not-for-profit organizations to learn the basics of greenhouse gas accounting as it relates to the food system.
- Community food system assessment to better understand opportunities that may be available locally to support their food security efforts so that the organization has sustainability for the long term.
- Structural engineering review of an interior wall to be removed to upgrade its existing servery into an educational kitchen. A number of programs are planned for the educational kitchen, with a take-away breakfast program already slated to begin when the renovations are complete. That program

alone is expected to generate a minimum of 120 meals per week.

- Tender support for the procurement of new waste receptacles to reduce the significant effort currently spent deadline with garbage collection. Effort which will be reallocated for food intake and preparing and serving meals.

All services provided included:

- **Engineering design and support services**
- **Landscape architecture**
- **Planning**
- **Hydrogeology, and water resources expertise**
- **Engagement**
- **Feasibility study**
- **GIS mapping**
- **Project Management and coordination**
- **Manual labor through volunteer hours**
- **Cash donations**
- **Tender support**



Dillon staff volunteer at Vancouver's Heart Tattoo Society which supports marginalized individuals in the Downtown Eastside through community meal programs.

EFFORT & COMPLEXITY

The cost of one meal for a Canadian ranges between \$2.42-\$5.49. That means, we would have needed to donate up to \$5.5M to create one million meals using cash donations only! However, we knew through our discussions with not-profit organizations that cash donations can only get them so far. We heard that funds to pay for things like technical assistance such as engineering project support were needed to remove barriers ingrained in food security systems. We realized we could offer our technical support pro bono to deliver on our commitment. So, we leveraged Dillon employee time.



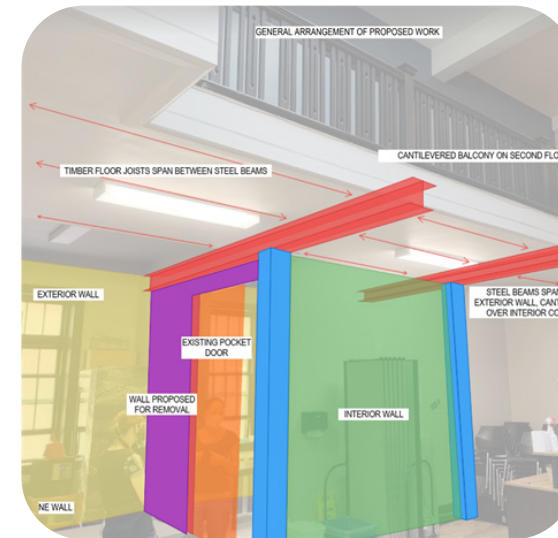
Planting at the Everdale Learning Centre

We continued to encourage our staff to volunteer in their communities and further offered Dillon sponsorship for their time, as well as offering our technical expertise towards larger projects that required input from staff across the country - our Dillon sponsored pro bono Cornerstone projects. We also challenged our staff to target not-for-profit food organizations when allocating our annual Environment and Community Impact Fund (more than 1% of pre-tax profits).

When we created this campaign, we did not know when we would meet our goal. Our 1,000 employees rose to the challenge with passion and enthusiasm to help each of their local communities and other communities across the country. **We met our one million meal goal in March 2022 - a short 18 months since the campaign started.** We have supported over 250 not-for-profit organizations across Canada using more than 1,100 hours of staff time on Dillon sponsored pro bono Cornerstone projects and more than 1,500 hours of Dillon sponsored employee time volunteering in our communities.

Staff have made new connections and increased their understanding for food security issues across the country by

working closely with not-for-profit food security organizations. **The solution to the challenges faced by these organizations haven't always been obvious, but we have worked with the organizations to explore their challenges and collaborated to deliver a solution that would have the greatest impact in their communities.** Through our in-kind, pro bono consulting services, we have helped to address some of the many systemic issues around food security in Canada, and have helped our communities to improve food access for those in need.



Dillon provided a structural engineering review of an interior wall to be removed to upgrade its existing servery into an educational kitchen.

SOCIAL, ECONOMIC & OTHER BENEFITS

Dillon is committed to continue pushing the boundaries of corporate sustainability practices. Over 10 years ago, Dillon created a Corporate Sustainability Strategy that incorporates aspects of improving the social well-being of our employees, and minimizing our environmental impact. The vision of our sustainability strategy was to achieve and remain carbon neutral and donate over \$1M to external community and environmental organizations. This strategy has since evolved into a Corporate Sustainability Policy that guides our business operations.



Dillon staff and their families were involved in Harvest Manitoba's Grow a Row Program.



Dillon staff volunteer their time to sort food donations at the Saskatoon Food Bank

As a part of the Corporate Sustainability Strategy, we signed the United Nations Global Compact in 2019. We believe that businesses have an important role in achieving these goals. This step aligns with our corporate sustainability strategy as we help advance the United Nations Sustainable Development Goals for a more sustainable world by 2030. In alignment with the United Nations Global Compact and the 17 Sustainable Development Goals (SDGs), we are continuing to evolve our Corporate Sustainability Strategy programs and targets. In 2020, we decided to focus our efforts on two SDGs, including Zero Hunger. As a focus of community contribution in our 75th year of operation, The Million Meals Campaign was launched to sustainably combat food insecurity across Canada.

The Million Meals Campaign focused on working directly with organizations within our communities through Dillon employee volunteer hours and donations. Cornerstone pro-bono consulting projects were also created across the country. **Instead of a \$5.5M donation, this varied approach helped us to deliver one million meals for just over \$700,000. 38% of this value was contributed by volunteer hours alone. With this success, we have since decided to continue this campaign into 2024 - One Million Meals and Counting.**

We were not only looking to provide as many meals as possible, but we were also looking to **work on solving problems associated with the root causes of food insecurity and seeking to contribute to a transformation of the system for future generations.** We requested applications from our communities for pro bono services to solicit information on their immediate problems or project ideas so that we could partner with those who we were best able to support through our service offerings.



Volunteers from our Fredericton office at Greener Village Food Bank where they prepared raised beds and equipment for winter, weeded, and harvested sweet potatoes.

CHANGING OUR COMMUNITIES

"When we became aware of Dillon's Million Meals Campaign, it was the desire to make a strategic impact on the roots of food insecurity in Canadian communities that aligned with our goals and caught our real interest. We were impressed with their expertise and professionalism, to be sure, but it was authenticity of the team's enthusiasm and excitement and for our project that will remain with us, along with the encouragement to continue and build on what we started."

It is nothing short of an honour to have been selected as a charter Cornerstone Project with the Dillon Million Meals Campaign. The end product, a cutting edge virtual community food asset/story map is a dream; to contribute in any real way to a global Zero Hunger initiative of this nature is inspiring. To collaborate with a knowledgeable, enthusiastic team of humane problem-solvers such as this is the real gift. We look only forward to building our projects and relationship with Dillon as we move forward."

*- Terri, Cheryl and Stéphanie, Founding Members,
The Round Table Ronde Co-op*

"I want to add my thanks, again, for the work you and several of your colleagues did in planning the meal, shopping, preparing the food and dishing it up. The additional funds will go a long way towards feeding hungry folks in our community."

- Kimbourne Staff

"Dillon provided clear guidance on what was required to allow us to make the necessary modifications to the kitchen area, the changes will make a huge difference in our capacity and efficiency in the kitchen."

*- Jaya James, Executive
Director, Hope House*



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