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# **ENVISIONING A PHYSICAL FOOD HUB AT UBCO**

**REPORT BY: SARAH CLEMENT, UBC SUSTAINABILITY SCHOLAR 2020  
PREPARED FOR: CASEY HAMILTON RD, MSC, CAMPUS HEALTH SPECIALIST,  
CAMPUS HEALTH UBC OKANAGAN**



## Acknowledgements

The UBC Okanagan campus is situated on the unceded territory of the Syilx Okanagan Nation.

*“Consisting of a multitude of natural communities, Indigenous food systems include all of the: land, soil, water, air and culturally important plant, fungi and animal species that have sustained Indigenous peoples over thousands of years of participating in the natural world. All parts of Indigenous food systems are inseparable and ideally function in healthy interdependent relationships to transfer energy through Indigenous ecosystems and economies. In addition, Indigenous food systems also support both directly and indirectly, the transfer of energy through the present day agriculture based economy that has been developed and industrialized by settlers through the process of colonization.”*

(BC Food Systems Network Working Group on Indigenous Food Sovereignty, 2008, p. 5)

I acknowledge my privilege as a white settler and guest on the unceded territory of the Syilx Okanagan Nation. Our food systems cannot be considered just until Indigenous Food Sovereignty is prioritized, granted, and truthfully reconciled. Our hope is that this project can meaningfully contribute to the creation of equitable, decolonized, and anti-oppressive food systems, rather than participate in the ongoing institutionalization of land dispossession and colonial food systems.

I would like to thank my mentor and supervisor, Casey Hamilton, for providing me with guidance, support, insight, and friendship throughout the duration of this project. I would also like to thank all of the representatives from food security initiatives, programs, and projects from across Canada who took the time to speak with me regarding their operations, visions, and ongoing work. You have inspired me and helped me see the vastness of opportunity we have to create just food systems. I would also like to thank all of the folks at UBC Okanagan, students, staff, and faculty alike, who participated in our consultation process, offered feedback and advice, and provided staunch support throughout this process. Lastly, I would like to thank every individual, community, and organization working to create equitable, just, inclusive, and accessible food systems. Your ongoing work is invaluable and our vision would absolutely not be possible without it.

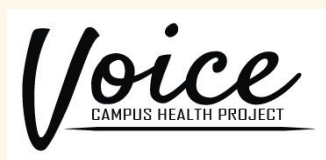
This report was produced as part of the UBC Sustainability Scholars Program, a partnership between the University of British Columbia and various local governments and organisations in support of providing graduate students with opportunities to do applied research on projects that advance sustainability across the region.

This project was conducted under the mentorship of UBC Okanagan Campus Health staff. The opinions and recommendations in this report and any errors are those of the author and do not necessarily reflect the views of Campus Health or the University of British Columbia.

This report is a collaboration between Campus Health and the UBC Sustainability Scholars Program. It has been compiled by Sarah Clement (MSW Candidate; Sustainability Scholar) and Casey Hamilton (RD, MSc; Campus Health Specialist). Sarah has many years of experience working in food security and food systems work, first as an organic farmer and then as a community programmer and advocate. Casey has worked in community food security and food policy for many years. Casey is a Registered Dietitian in addition to executive director of the Okanagan Fruit Tree Project Society and co-founder of the Central Okanagan Food Policy Council.

We arrive at this project with multifaceted experiences with food and food systems. Our love of food and our passion for creating healthy, equitable, sustainable, inclusive, decolonized food systems that benefit people and the environment underpins the whole of this project. We are thrilled by the opportunity to envision a physical food hub at UBCO and to be moving forward in addressing the growing rates of student food insecurity at our campus.

*Sarah Clement & Casey Hamilton*



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## Table of Contents

<b>Executive Summary</b>	<b>4</b>
<b>Introduction</b>	<b>6</b>
<b>Background</b>	<b>7</b>
<b>Environmental Scan</b>	<b>9</b>
<b>Results</b>	<b>11</b>
<b>Recommendations: Next Steps</b>	<b>14</b>
<b>References</b>	<b>15</b>
<b>Appendices</b>	<b>16</b>
Appendix A: UBC Strategic Planning	16
Appendix B: interviews with postsecondary and community food projects	17
Appendix C: UBCO Engagement	19
Appendix D: Consultation Questions	22

## Executive Summary

This project, *Envisioning a Physical Food Hub*, is a collaboration between the UBC Sustainability Scholars Program and UBCO Campus Health. Sarah Clement's position was funded by the UBC Sustainability Scholars Program, and Casey Hamilton's work on this project was supported by the UBCO Office of the Provost. We obtained funding for this project after the Campus Health VOICE 5 Research Project revealed strong support for the development of a physical food hub on campus. This project has received another round of funding from the UBC Sustainability Scholars Program, and will be hiring another scholar in Fall 2020 in order to investigate and initiate possible community partnerships for the physical food hub on campus.

The project entailed: a literature review, an environmental scan, a community consultation process with students and key stakeholders at UBCO, documentation of the entire process, and the creation of a list of recommendations for moving this project forward into the next phase. Throughout the process, UBC Strategic Planning was prioritized, with specific focus on the Inclusion Action Plan, the Wellbeing Strategic Framework, the Indigenous Strategic Plan, and the Climate Action Plan. The research areas in the literature review, and the questions we posed in the environmental scan and UBCO consultation process were directly influenced and informed by these four strategic plans. The literature review explored a number of topics: the food hub model, food security, student food security, community health and well-being, healthy built environment, placemaking, climate change and sustainability with regards to food systems and food security, and COVID-19 and food security. In the environmental scan, we examined 25 food security initiatives across Canada; 12 of which we purely researched online, and 13 of which we engaged over Zoom, Google Hangouts, or phone-call for hour-long conversations. As part of the environmental scan, we spoke with representatives from 8 university food security and food systems initiatives. The following topics were discussed in the environmental scan: funding, student union involvement, internal and external partnerships, programs and services, physical space, employment, inclusion, equity, accessibility, sustainability, advocacy, policy, student activism, and COVID-19. The UBCO community consultation process consisted of 23 consultations with 109 key stakeholders and students. Each consultation involved a presentation of our research and the physical food hub concept, and an in-depth discussion based on questions regarding the following: funding, food procurement, governance structure, physical space, internal and external partnerships, programs and services, student and faculty involvement, inclusion, equity, accessibility, sustainability, advocacy, and decolonization. We summarized our results according to these categories. The consultation process revealed that the three central areas of focus for the development of a physical food hub on campus are: governance structure, funding, and physical space.

In order to move this project forward, we recommend the following:

- 1) The formation of a multi-stakeholder committee for the planning and development of a physical food hub at UBCO. The committee is to include students, staff, and faculty. Based on our consultations, we advise representation from the following: UBCSUO, Student Experience Office, International Programs & Services, Aboriginal Programs & Services, Institute of Community Engaged Research, Nutrition Education Centre, Campus Health, the Food Strategy Committee.
- 2) We suggest that the first priority of this committee is to determine the high-level governance structure of the physical food hub. Multiple consultation sessions have revealed that the Physical Food Hub may be best housed within the Associate Vice President Students portfolio with appropriate staffing. The consultation process also revealed that staffing is essential. Physical space and funding are the next priorities after governance.

3) The university administration and planning departments must prioritize the physical food hub in development and construction on campus; the construction of new buildings on campus and/or renovations of existing buildings. The university administration must also prioritize allocating outdoor space for the outdoor component of the food hub.

## Introduction

Food Security is a growing priority area at UBCO; the 2019 Undergraduate Experience Survey revealed that 42.3% of students self-reported experiencing low to very low household food insecurity, indicating that they are either not getting enough to eat, or that the stress of worrying that they won't get enough to eat is severely impacting them. This shockingly high statistic is the reason why we are so incredibly passionate about supporting student food security. Students must be nourished in order to thrive in a postsecondary education setting. UBCO Campus Health and the UBC Sustainability Scholars Program collaborated on this project, *Envisioning a Physical Food Hub*, in order to investigate best practice in supporting student food security on our campus. This project substantiates and supports the development of a physical food hub at UBCO in order to support student food security. This report details our methodology, presents our results, and proposes recommendations for next steps. This report contains: a literature review, environmental scan results, UBCO community consultation results, and recommendations. We conducted a literature review at the outset of this research project in order to determine what type of supports exist for household food insecurity.



## Background

As rates of student household food insecurity on postsecondary campuses mount across North America, the imperative to promote food and financial security continues to become increasingly vital for the health and wellbeing of student populations. 42.3% of undergraduate students at the University of British Columbia Okanagan Campus reported low to very low household food security (Hamilton, Taylor, Huiskens, & Bottorff, 2020). Wellbeing Strategic Framework, 2019), a rate similar to postsecondary institutions across Canada (Silverthorn, 2016). Student household food insecurity disproportionately affects “Aboriginal and racialized peoples, off campus dwellers, and students that primarily fund their education through government student financial assistance programs” (Silverthorn, 2016, p. 1).

Food security research has evolved over the last decade to show that food insecurity is tightly linked to financial insecurity and household income (Che & Che, 2001). Food banks and other emergency food services are now recognized as a last resort, with emphasis currently being placed on other types of community responses, policy reforms, and social supports (Tarasuk, Fafard St-Germain, & Loopstra, 2019). Research shows only around 20% of food insecure households access food banks (Che & Che, 2001). Research supports the essential need for social policies that improve the stability of household income as a method of reducing food insecurity in Canada (Tarasuk et al., 2019). Although emergency food services are important for the temporary relief of acute hunger, these services do not address systemic root causes of household food insecurity, nor do they recognize the complexity of food security. Scharf et al. (2010) state:

[T]he problem is much broader than hunger and touches on social issues and related policies in the areas of poverty, health, social cohesion, and the food economy. We propose an alternative view: to see food as a public good, one that is key to human health and an equitable society — and as such, one in which society as a whole has an interest. (p.12)

Research typically discusses three unique yet interrelated components of food security: household food insecurity, capacity, and food systems. Household food insecurity occurs at the individual level; it is the inability for households to meet nutritional needs, primarily as a result of low income (Dietitians of Canada & Power, 2011). Capacity is represented by knowledge and competence related to food, nutrition, and the broader food system (Tarasuk et al., 2014). Food systems includes policies, processes and systems that impact food production, distribution, consumption, and disposal (Burlingame & Dernini, 2010). Each component of food security is addressed through unique policy, programming, and service approaches. A physical food hub at UBCO will address all three components of food security through the provision of emergency food services, educational programming and services, and research, advocacy, and policy. The physical food hub at UBCO will be a locale for the temporary alleviation of hunger as well as long-term improvements in social determinants of health<sup>1</sup> for our students and our community.

A Food Hub on campus is a thriving, bright, and welcoming community space where the campus community can access a wide range of programs, services, and opportunities that increase health and wellbeing by providing healthy affordable food, social connection, food skills, within a sustainable and equitable food system. A food hub is an inviting space in which students feel respected and dignified in accessing food security services. A food hub within a university setting prioritizes student engagement in research, advocacy, and community building, empowering students through leadership opportunities related to our campus food system. A campus food hub at UBCO is inclusive of the entire campus

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<sup>1</sup> The Canadian Public Health Association defines social determinants of health as “the social and economic factors that influence people’s lives” for example: income, education, unemployment and job security, housing, Aboriginal Status, gender, race, and disability (Canadian Public Health Association).

community including staff and faculty in addition to undergraduate, graduate, and mature students. The Physical Food Hub at UBCO will be a leading example for postsecondary institutions across North America; this is an unprecedented opportunity to develop one of the first campus spaces in North America to offer wraparound services focused on food security and student wellness.

We conducted a literature review, an environmental scan, and 23 consultations with students and key stakeholders at UBCO. Research involved a literature review of the following topics: the food hub model, food security, student food security, community health and well-being, healthy built environment, placemaking, climate change and sustainability with regards to food systems and food security, and COVID-19 and food security. The environmental scan consisted of 13 interviews over Zoom, Google Hangout, and phone-call with community and postsecondary food security initiatives. Please see Appendix B for a complete listing. The environmental scan also included an online component in which 12 additional food security initiatives were researched. The UBCO consultation process, held over Zoom, included 23 sessions with 109 students, staff, and faculty. Please see Appendix C for a complete listing.

The research, information, and recommendations in this report have been compiled from many sources and draw on a variety of concepts in order to innovate the proposal for a physical food hub at a postsecondary institution. Despite the absence of existing physical food hubs at postsecondary institutions across Canada, there are numerous examples of campus food security programs and services that are yet to be centralized or organized in a physical hub space. However, food hubs, sometimes referred to as food centres, exist within the community. The recommendations found in this report integrate aspects of campus food security programs and services with the model of the community food hub. This report is also informed by our literature review, environmental scan, consultations with students and key stakeholders at UBCO, and previous food security research conducted at UBCO by the Campus Health VOICE 5 Research Project.



## Environmental Scan

**Methodology:** We conducted an environmental scan of existing food security and wellness services and programs within Canada (See Appendix B), establishing connections with a variety of representatives from community organizations as well as postsecondary institutions through email, obtaining contact information through an online search of relevant initiatives and organizations. The environmental scan included 13 virtual consultations with postsecondary institutions and community organizations over Zoom, Google Hangouts, or via phone-call. In some cases, a snowball sampling method was used as individuals we spoke with connected us to other initiatives. We conducted an online environmental scan, collecting information about 12 additional postsecondary institutions and community organizations. In total, we collected information on 25 food security initiatives. The following sections highlight the most relevant and successful programs and services, as well as observed trends and similarities. An online search revealed evidence of no current models of food hubs at postsecondary institutions in Canada excluding Lakehead University, which is in the beginning stages of renovating the Lakehead University Student Union Food Bank, transforming it into a multipurpose food hub designed to promote food security. All of the postsecondary institutions and community organizations that we corresponded with supported the development of a physical food hub, and in many cases, expressed interest in designing and implementing similar models in the future.

**Student Union:** We consulted with 8 food initiatives at postsecondary institutions as part of the environmental scan, all of which are student union fee-levy groups. All 8 groups are reliant on funding from the student union fee-levy. Partnership with the student union and subsequent fee-levy funding enables the overall functioning and effectiveness of campus food initiatives across Canada. The student union plays an essential role in the ability of these services to exist.

**Funding:** Student union fee-levies comprise the bulk of funding for all 8 food initiatives at postsecondary institutions that participated in the environmental scan. Some groups receive supplemental financing in a variety of ways, including: cooperative cafes/restaurants, fundraising, grants, and donations. Concordia University provides in-kind support through the provision of physical space for the People's Potato Collective. The People's Potato Collective operated out of an older industrial kitchen for many years until recently, when Concordia University undertook a million-dollar budget renovation to construct a brand new kitchen space for the group, beside the student wellness centre. The senior administration at Concordia University doesn't collect rent or money for electricity, etc. from the group. At McGill University, the Midnight Kitchen is provided free garden space to establish a community garden each year. Groups that didn't receive in-kind support from the university senior administration often expressed worry over the precariousness of funding and space. Again, although many food groups on campus encouraged donations and other forms of fundraising, the essential base funding for each initiative was provided through student union fee-levies.

**Internal Partnerships:** The food security groups at postsecondary institutions that we spoke with participated in a wide array of internal partnerships within the university setting, including: faculty, food service providers, student services, and the university library.

**External Partnerships:** Both community organizations and postsecondary institutions repeatedly reaffirmed that external partnerships are essential to the establishment and maintenance of their initiatives. It was recommended to foster partnerships with local and regional politicians, national food security organizations, and national student organizations such as Meal Exchange. It was also recommended to partner with local community and food-based organizations. Many

groups had partnerships with other local postsecondary institutions. Every campus food initiative had partnerships for food procurement for services and programs, such as local farmers, grocery stores, and food banks.

**Programs and Services:** 7 campuses facilitate a food bank service. All 8 campuses operate programs and services that go above and beyond the typical services provided by food banks. 6 campuses operate a by-donation or free, no barrier (no request for identification, no means testing, etc.), daily or weekly meal programs. 7 campuses offer a Good Food Box, host a Good Food Market, or provide another reliable way for students to access affordable fresh fruits and vegetables such as a farmer's market; a way for students to access affordable, healthy food. All 8 postsecondary institutions we spoke with have a campus garden or farm where students and community members are able to grow and glean food. All groups conducted community kitchen programs, cooking classes, and other food and/or finance based workshops, some on a regular basis and others, less frequently. Other innovative programs include: a grocery bus service at, an independent grocery store that sets up a mobile weekly market, a library of food-related resources.

**Physical Space:** Many groups experienced precariousness with regards to space; most groups did not have a permanent space, renting from the university or granted temporary access to campus spaces. As well, they noted that they didn't have enough space to support the type and amount of programming and services needed on campus. Many of the campus food initiatives we spoke with had a kitchen, and if they didn't, they expressed a desire for kitchen space for programs and services. Most groups noted the importance of having a comfortable space or lounge area for students to eat and relax in. Many groups spoke about the importance of having a space that is wheelchair accessible. Community groups as well as groups at postsecondary institutions acknowledged the importance of having an outdoor space for growing food.

**Employment:** All 8 campus initiatives were governed by non-student employees, student employees, and volunteers. All 8 groups employed non-student trained staff for program oversight, kitchen management, student care, ensuring safety, and other responsibilities that require full-time hours and previous training. All 8 groups also hired part-time student employees to manage specific areas such as web-design or event coordination.

**Inclusion, Equity, and Accessibility:** All food initiatives discussed the importance of having a space that is accessible for folks with physical disabilities or other mobility issues. Diverse representation amongst staff and volunteers was noted as important. Many groups discussed the importance of respecting the dignity and self-determination of participants and clients when providing programs and services. Providing barrier-free, de-stigmatizing programs and services was mentioned in every discussion.

**Sustainability Initiatives:** Many of the food initiatives identified sustainability and climate change resiliency as important values; however, due to inadequate funding and under-resourcing, most initiatives were not able to directly incorporate sustainability objectives. Most initiatives were, however, closely linked with sustainability initiatives on campus. They noted these partnerships as beneficial and desirable, but the compartmentalization of food and sustainability as preventing truly holistic approaches to wellness on campus. Groups discussed their farming and gardening operations, food rescue programs, and local-focused food procurement strategies as strong contributions to their sustainability objectives.

**Advocacy, Policy, and Student Activism:** Many groups expressed a desire to engage in more advocacy and policy work than they currently are, but expressed frustration regarding under-resourcing. Groups discussed how occupied they were with daily operations of programs and services, leaving little time to be able to actively participate in advocacy, policy reform, or other forms of activism on campus and within the community. Enabling other like minded organizations to have a gathering space is one way that campus groups identified promoting their values and engaging in student activism.

COVID-19 Response: As food security becomes even more prevalent during this time as employment, income, and food systems become increasingly precarious, all campus food initiatives discussed their responses to the situation caused by COVID-19. Some initiatives are, unfortunately, unable to operate because of an inability to access facilities on campus. In this case, many groups partnered with other campus groups and/or community groups to ensure food security for students.

## Results

We held 23 consultation sessions with 109 people; a diverse group of student, staff, and faculty representatives from UBCO (see Appendix C). Support for this project was unanimous, with some variation of opinion regarding funding, space, and programming. These consultations were inspiring and validating. We received strong encouragement in addition to important recommendations, and enthusiastic interest in pursuing further involvement with the food hub project. All groups expressed belief in the crucial need for a physical food hub at UBCO. Each consultation took the same format, held over Zoom. Sarah delivered a presentation in which she defined food security, detailed student household food insecurity at UBCO, discussed the literature review and environmental scan, and presented the concept of the physical food hub. We asked the same set of questions during each consultation (See Appendix D), with a number of additional questions directed to the specific group with which we were consulting. The subsections that follow summarize themes that arose in consultation, and include some of the advice, suggestions, concerns, and opinions received. This feedback informs the recommendations found within this proposal.

**Funding:** We were given a multitude of recommendations regarding funding both for the initial development of the food hub as well as for ongoing programming and services. Most groups expressed that this either needs to be a university-financed project, or that the SUO must provide the majority of funding. Those that advocated for funding by the university recommended that responsibility for the food hub be under jurisdiction of the student services portfolio. Those that supported SUO involvement discussed the possibility of a one time larger student levy for the construction of the food hub (similar to the Commons building) in addition to a smaller ongoing student union fee-levy for operating ongoing programs and services. Other recommendations for funding included: alumni donors, private donors to fund specific programs e.g. free breakfast, collaboration with collegium program to access existing funding, collaboration with faculty for research grants, corporate sponsorship, collaboration with campus groups, clubs, and unions for expanded funding avenues, alternative market systems such as a campus farm that supplies produce to the food hub, a small drop-in fee for some programs and services, a cooperative model in which all members pay a fee.

**Food Procurement:** Food procurement was a popular theme in consultation sessions, with participants expressing opinions around what types of food to offer, and where to locate and purchase food. Participants strongly recommended the availability of nutritious, fresh food including vegetables, fruits, eggs, dairy, and meats, with one participant suggesting that a requirement of nutritious food procurement be written into food hub policy. Many groups prioritized local purchasing, creating connections with local producers, farmers, and grocers, thereby supporting local economies and small-scale producers. Recommendations for food procurement also included partnerships with local food and community organizations. Participants expressed unanimous excitement regarding a UBCO farm operation.

**Governance:** There was consistent agreement that hired employees would be mandatory in the food hub, just like all of the other student services offices, which have university staff. Responsibilities would include program and service management, ensuring cleanliness and safety standards, administration and coordination, volunteer and student employee coordination, discussion mediation, support students with disabilities, and conflict resolution. Many groups suggested the importance of including student volunteers and student employees in the governance model of the food hub. Participants also proposed that the food hub have an advisory board composed of representatives from key areas of the university.

**Physical Space:** Recommendations for a physical space included: the new downtown campus, the innovation precinct buildings currently under construction, the UNC building at the Okanagan campus, the new ICI buildings for Indigenous

studies and research. Regardless of location, many participants noted the importance of visibility and centrality. Participants uniformly suggested that the food hub contain both indoor and outdoor components. There were numerous recommendations for the indoor component to be bright, vibrant, window-laden, well-organized, comfortable, and open-concept. In sessions, the need was expressed for an outdoor garden space including learning gardens, food forests, edible landscaping, outdoor seating areas, community garden space, and a UBCO market garden/farm.

**Internal Partnerships:** The importance of developing and maintaining internal partnerships at UBCO shone through as a major theme in our consultation discussions. Suggestions included collaboration with: the Nutrition Education Centre, The Pantry, Community Service Learning, Campus Health, the new greenhouse on campus, the sustainability and geography departments, student clubs, and food services.

**External Partnerships:** Many groups expressed the belief in the essential need for external and community partnerships for funding, food procurement, and programs and services. Some suggestions for community partnerships included: the City of Kelowna, the Okanagan Fruit Tree Project, Summer camps for children, Helen's Acres, and the Sikh Okanagan Temple.

**Programs and Services:** There was unanimous agreement on the need for: reliable and consistent programming, a focus on food skills capacity-building, availability of nutrition information, communal cooking and meal preparation, opportunities for students to cook meals for themselves, outside space for gardening and growing food, and the dignified provision of free food. More specific program recommendations included: classes on food storage, preservation, and budgeting, recipe exchange, a kitchen equipment library/loan program, and a cupboard filled with free food for students to access as needed. Many people discussed the importance of having the food hub maintain long hours of operation, with the possibility of remaining open 24 hours. Other suggestions included: grocery shopping options, programming regarding body image and disordered eating, cultural food programming, and an event space.

**Student Involvement:** There were many ideas expressed regarding the food hub as providing opportunities for students to learn about the food system, how to grow food, where food comes from, how to cook, etc. Many viewed the food hub as an educational and recreational centre for food programs and activities. Other recommendations included: student volunteers, peer mentorship, student employment, directed studies, practicum placements, course-work, a student advisory board.

**Faculty Involvement:** Faculty expressed keen interest in involvement with the food hub in a variety of ways such as research, teaching, and engaging in recreational programs in order to build community and relationships with students. They discussed the possible opportunity for leveraging funding for the food hub through research as well as bringing in community partnerships with which they are already connected.

**Inclusion, Equity:** There was unanimous agreement regarding the importance of ensuring ongoing inclusion and equity in the food hub. Participants expressed that the food hub must be a safe space, community-oriented, and use a holistic approach in addition to ensuring dignity when accessing free food and normalizing experiences of household food insecurity.

**Accessibility:** Every group agreed that the food hub must prioritize physical accessibility; we received specific instruction and recommendations from the Disability Resource Centre (DRC) and the DRC's Student Advisory Board.

**Sustainability:** There was consistent agreement that sustainability must be incorporated into the food hub. Suggestion included: incorporating sustainable design principles into the construction of the physical food hub, focusing some

programs and services in sustainability e.g. compost program, and ensuring sustainable food procurement such as emphasizing local purchasing, preserving food through the winter, and prioritizing food rescue. Other suggestions included: solar energy, greywater systems, hydroponics, recycling, compost, vermicomposting, and responsible waste management.

**Advocacy:** A number of students, staff, and faculty touched on the importance of prioritizing research and advocacy at the food hub. Participants regarded the food hub as a place for education and action on food justice and food systems. Other suggestions included: the food hub as a location for continued research on food security at UBCO, and the food hub as a space for student activism.

**Decolonization:** Any effort in reconciliation and decolonization will first be discussed with Aboriginal Programs and Services, and anyone else that they recommend we consult. Participants voiced that a decolonized space for cooking prioritizes community and access to traditional foods for Indigenous students. One suggestion included forming an Indigenous students advisory board for the food hub. The Institute of Community Engaged Research currently has a number of projects focused in decolonization and reconciliation of food systems; they suggested potential collaboration with the food hub.

## Recommendations: Next Steps

The consultation process revealed strong support in favour of the development of a physical food hub at UBCO. Not only did students and stakeholders confirm the essentiality of this project, they advocated that it be a top priority for the university at present. They recommended that this project move quickly in order to begin addressing growing rates of student household food insecurity on campus. What's more is that students and stakeholders, faculty and staff alike, are eager to dive into this project and increase their personal and professional involvement with food security and wellbeing on campus. Desire for involvement was practically unanimous. Our campus wants this project to become a reality, and soon.

All of our consultations indicated that the development of a physical food hub must adhere to the enacted values of reconciliation, inclusion, equity, accessibility, and sustainability. The overarching message was that our campus community wants a space that is built upon a strong foundation of articulated and embodied values. Specific recommendations concerning these fundamental values can be found in the Results section of this report. In all of our discussions, students and stakeholders communicated that the physical food hub must be host to a plethora of programs and services that advance food security by uniquely and simultaneously addressing household food insecurity, capacity, and food systems. Student, staff, and faculty involvement is a key factor to the success of creating, activating, and maintaining this project; numerous representatives from these three groups picture themselves involved with this project on an ongoing basis. In order to move this project forward, campus stakeholders firmly advised that we secure endorsement from senior administration. They also identified external partners as equally important to this project, with community involvement and support as essential. The crux of discussion in consultation often pivoted on governance, funding, and physical space. Based on consultations with key stakeholders, we have formed clear recommendations for these operational priorities:

- 1) The formation of a multi-stakeholder committee for the planning and development of a physical food hub at UBCO. The committee is to include students, staff, and faculty. Based on our consultations, we advise representation from the following groups: UBCSUO, Student Experience Office, International Programs and Services, Aboriginal Programs and Services, Institute of Community Engaged Research, Nutrition Education Centre, Campus Health, and the Food Strategy Committee.
- 2) The first priority of this committee must be to design the governance structure of the physical food hub. After this is decided, physical space and funding can be addressed.
- 3) The Student Services Portfolio should include the physical food hub project, with the expressed mandate for this project to be a cross-campus collaboration involving partners from other departments and faculties.
- 4) The university administration and planning departments must prioritize the physical food hub in the development and construction of new buildings on campus.



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## Appendices

### Appendix A: UBC Strategic Planning

#### Okanagan Charter

Okanagan Charter Call to Action 1: Embed health into all aspects of campus culture, across the administration, operations, and academic mandates. It specifically demonstrates principles:

- 1.2 Create supportive campus environments. Enhance the campus environment as a living laboratory, identifying opportunities to study and support health and well-being, as well as sustainability and resilience in the built, natural, social, economic, cultural, academic, organizational and learning environments;
- 1.3 Generate thriving communities and a culture of wellbeing. Be proactive and intentional in creating empowered, connected and resilient campus communities that foster an ethic of care, compassion, collaboration and community action, and;
- 1.4 Support personal development. Develop and create opportunities to build student, staff and faculty resilience, competence, personal capacity and life enhancing skills – and so support them to thrive and achieve their full potential and become engaged local and global citizens while respecting the environment.

#### 20 Year Sustainability Strategy

Operations and Infrastructure:

Strategic goal 4. The built environment demonstrates regenerative design and operation throughout the UBC Community. UBC Community:

Strategic goal 2. Integration of social sustainability demonstrates improvements in health, productivity and quality of life of the UBC community.

Strategic goal 3. Innovative engagement programs strengthen linkages across the campus to generate a sense of place and support the creation of a vibrant, animated, and sustainable live-work-learn community.

Strategic goal 5. UBC models a sustainable and integrated food systems that equally values environmental, social, and economic outcomes and assesses impacts of food production, transformation, and consumption on environmental, personal, and community health.

#### UBC Wellbeing Strategic Framework

Food and Nutrition, Mental Health and Resilience

#### UBC Strategic Plan: People and Place

Strategy 2: Inspiring spaces

Strategy 3: Thriving Communities Strategy 4: Inclusive Excellence

**Appendix B: interviews with postsecondary and community food projects**

<i># Participants</i>	<i>Role</i>	<i>Organization</i>	<i>Location</i>	<i>Date contacted</i>
1	Coordinator, Civic and Community Engagement	Simon Fraser University	Burnaby, BC	May 15, 2020
1	External Coordinator	Concordia Food Coalition	Montreal, QC	May 15, 2020
3	Sociology, Food Security Committee  LUSU VP Finance and Operations Student Outreach Officer	Lakehead University	Thunder Bay, ON	May 14, 2020
1	Manager, Partnership Development	Community Food Centres of Canada	Toronto, ON/Canada	May 13, 2020
1	Executive Director, Office of Social Innovation	Office of Social Innovation, Ryerson University	Toronto, ON	May 12, 2020
1	N/A	People's Potato, Concordia University	Montreal, QC	May 12, 2020
1	N/A	Midnight Kitchen, McGill University	Montreal, QC	
1	Programs Manager	Embark, Simon Fraser University	Burnaby, BC	May 7, 2020
2	Good Food Campus Lead- West  Engagement and Communications Lead	Meal Exchange	Canada	May 6, 2020

1	Interim Executive Director	The Seasoned Spoon, Trent University	Peterborough, ON	May 6, 2020
3	Director, Student Services  Peer Support Coordinator  Manager, Student Services	Student Union/Peer Support Centre, Mount Royal University	Calgary, AB	May 1, 2020
1	Coordinator, Good Food Centre	Ryerson Good Food Centre, Ryerson University	Toronto, ON	May 1, 2020

## Appendix C: UBCO Engagement

<i>Department/Group</i>	<i># Participants</i>	<i>Date</i>
Library Services	1	August 10
Operations and Planning	4	July 17
Funds and Development	10	July 16
Aboriginal Programs & Services	2	July 7
Alma Mater Society, UBCV	1	July 7
Student Union Okanagan, UBCO	17	July 2
Equity Inclusion Office	4	July 2
Institute of Community Engaged Research	2	July 2
Food Strategy Committee	12	June 24
Students (open consultation)	1	June 23
Graduate students	1	June 23
Disability Resource Centre	3	June 23
Campus Health and Wellbeing - Students	13	June 22
Student Development & Advising	1	June 19
International Programs & Services	3	June 18
Health & Wellness	8	June 18
Faculty	3	June 18
Disability Resource Centre Student Advisory Committee	2	June 17
Sexual Violence Prevention and Response Office	3	June 17
Students (open consult)	3	June 16

Student Experience Office	6	June 16
Students (open consult)	4	June 9

## Appendix D: Consultation Questions

What does your ideal food hub look like?

How might students/staff/faculty use this space?

Advocacy, policy work, and research in this space?

How can this space support sustainability and climate change?

How can this space be inclusive and equitable?

How can this space support wellbeing?

Sources of funding?

What are your concerns? Recommendations?

How can we decolonize this space?