

Contents

3-Year Plan	2
Executive Summary	2
Key Initiatives and Challenges	2
Proposal – Phase 1	2
Moving Forward – Phases 2-5	2
Mandate	2
Background	3
1. Kitchen Facilities and Appliance Upgrade in Schools	3
2. Implementation of Snack Tables in Schools	3
3. Streamlining Food Procurement	3
4. Baked Goods Provision to Elementary schools	3
5. Breakfast Programs Evaluation	3
6. Lunch Programs Overview	4
Proposal	4
Phase 1	4
Moving Forward	8
Phase 2	8
Phase 3	8
Phase 4	8
Phase 5	8
Conclusion	9

3-Year Plan

Executive Summary

The Feeding Futures Program, in collaboration with the Ministry of Education, has undertaken a comprehensive 3-year plan to address food and nutrition insecurity among students in Mission schools. With a mandate to provide stigma-free access to healthy, local meals and snacks, the program aims to alleviate immediate needs while fostering sustainable food environments.

Key Initiatives and Challenges:

1. **Upgrading Kitchen Facilities:** Despite successes in upgrading equipment, challenges persist due to infrastructure limitations, necessitating creative solutions like shelf-stable products and strategic delivery schedules.
2. **Providing Snack Tables:** While successful in offering a variety of snacks, challenges arise in inventory management and volunteer reliability.
3. **Purchasing Food:** Efforts to streamline food procurement encounter challenges with delivery reliability and storage constraints.
4. **Supplying Baked Goods:** Though well-received, challenges include time-consuming packaging and volunteer inconsistency.
5. **Breakfast and Lunch Programs:** While most schools offer these programs, challenges include staffing shortages and financial constraints.

Proposal – Phase 1:

Focus on elementary schools with a subsidized lunch program running on Mondays, Wednesdays, and Fridays. External caterers will be engaged to address space and infrastructure limitations. Subsidies aim to make meals accessible to all students, with budget allocations based on school populations.

Moving Forward – Phases 2-5:

Subsequent phases aim to increase program reach, transition to in-house food preparation, involve middle and high schools, and foster community engagement. Ultimately, the program envisions a holistic approach to food security, integrating food production, cultural education, and community involvement.

Mandate

The Ministry of Education provided funding to support access to healthy meals and snacks at school. This mandate includes:

- Address the immediate need of feeding students
- Stigma free access to healthy, local food
- 30% of food should be locally sourced (local meaning within British Columbia)
- The ability to offer culturally relevant food

The funds can be used for the following:

- Building and expanding local school food programs
- Purchasing food and hiring dedicated staff to coordinate providing meals and snacks to students
- In the first year only, there is flexibility to purchase equipment and appliances

Background

The school district received \$800,105 to support the Feeding Futures program. In December 2023, the school district hired the Feeding Futures manager, initiating the use of the funds for the program. Since then, various initiatives have been undertaken to evaluate needs and implement solutions across Mission schools. The following information summarizes these activities.

1. Kitchen Facilities and Appliance Upgrade in Schools:

- **Achievements:** Numerous schools enhanced their kitchen facilities by procuring upgrades fridges, freezers, and stoves. Some schools also acquired additional items such as bowls, cutlery, and packaging materials.
- **Challenges:** Many schools lacked the necessary infrastructure for requested upgrades, such as dedicated electrical circuits for high-amperage appliances like commercial toasters and waffle makers. Inadequate plumbing hindered dishwasher installations, posing challenges in food preparation and storage.

2. Implementation of Snack Tables in Schools:

- **Successes:** A variety of snacks, including bottled shelf-stable milk, fruits, baked goods, and savory snacks, were provided to students.
- **Challenges:** Managing inventory, ordering, sorting, and delivering snacks proved labor-intensive, exacerbated by unreliable volunteer support.

3. Streamlining Food Procurement:

- **Achievements:** All schools were equipped with Save on More cards for free delivery with a purchase of \$40 or more, though long-term sustainability was questioned due to pricing concerns.
- **Challenges:** Ordering from Costco and Sysco present logistical challenges such as unpredictable deliveries and minimum order requirements. Donations from the Food Bank were inconsistent in quality and quantity, often requiring preparation beyond available resources.

4. Baked Goods Provision to Elementary schools:

- **Successes:** Positive feedback was received for freshly baked goods, utilizing existing commercial equipment.
- **Challenges:** Limited capacity and unreliable volunteers hindered distribution. Some stakeholders raised concerns about the suitability and environmental impact of packaging.

5. Breakfast Programs Evaluation:

- **Successes:** High attendance rates demonstrated community demand for breakfast programs.
- **Challenges:** Staffing, infrastructure and space constraints remained significant hurdles.

6. Lunch Programs Overview:

- **Successes:** Some schools offered grab-and-go lunch options or subsidized programs managed by volunteers.
- **Challenges:** Infrastructure limitations, staffing shortages, and access constraints impeded the expansion of lunch programs. Reducing food stigma while ensuring equitable access remained challenging.

Proposal

Phase 1

Introduce a lunch program to elementary schools that is accessible to all students. Initially, the focus will be on elementary schools due to budget constraints, with plans to expand to middle and high schools later. Middle and high schools currently operate revenue-generating cafeterias and food programs, using the proceeds to cover various school expenses such as field trips and supplies. To address affordability concerns, the new Student Affordability Fund could subsidize these expenses, while cafeteria revenues could be directed towards providing cafeteria cards for students in need. Additionally, funding appears to be allocated to the ILW program to support food initiatives in middle and high schools.

We have received proposals from both Lunch Lady and Simply Foods to provide external lunch preparation services, which appears to be the most suitable option considering our limitations with space, infrastructure, cold storage, staffing, and delivery. Both companies offer lunches at a rate of \$5.75 per day. However, after gathering feedback from parents and schools, it is evident that it would be challenging to justify a price higher than \$3.50 per lunch, which aligns with the pricing at Heritage Middle School Cafeteria. I believe that by utilizing Funding Futures funds to partially subsidize lunches to the \$3.50 price point, more families will be able to participate without requiring a full subsidy.

Based on data gathered from New Westminster, which also operates a hot lunch program, and interviews with participants in Christine Morrison's daily hot lunch program, it is estimated that approximately 50% of the elementary school population would participate in the program daily (a conservative estimate). The program is scheduled to run on Mondays, Wednesdays, and Fridays for several reasons:

1. Providing relief for students who may experience food insecurity over the weekend.
2. Ensuring the program can cover the cost of \$2.25 per meal without exceeding the budget.
3. Allowing Parent Advisory Councils (PACs) to continue offering their hot lunch days on Tuesdays and Thursdays alongside our program, or run their programs concurrently with ours on Mondays, Wednesdays and Fridays.
4. Taking into account holidays and Professional Development (Pro-D) days, which often occur on Mondays and Fridays. This scheduling avoids PACs feeling that multiple hot lunch days are being displaced. Additionally, with many Mondays and Fridays not being instructional days, it simplifies budget management.

Due to existing programs and other considerations, at this stage the current budget does not include provisions for Christine Morrison, ES Richards, and Hillside but may be included in the

lunch program at a later phase. Based on the projected participation numbers, calculations were performed to determine the portion of the budget allocated to subsidizing the lunch price to \$3.50

After budgeting, it was determined that 20% of each participating school's population would receive a fully subsidized lunch. The table below outlines the numbers of students per school allocated to receive the full subsidy, and the daily costs of both the partial subsidies and the full subsidies to the school district.

	Estimated Participation Numbers	Estimated Full Subsidies Amounts	Partially Subsidized (\$2.25 per meal)	Fully Subsidized (\$5.75 per meal)
Albert McMahon	218	87	\$490.50	\$304.50
Cherry Hill	137	55	\$308.25	\$192.50
Deroche	46	18	\$103.50	\$63
Dewdney	74	29	\$166.50	\$101.50
Hatzic Elem	133	53	\$299.25	\$185.50
Central	174	69	\$391.50	\$241.50
Silverdale	67	27	\$150.75	\$94.50
Stave Falls	54	21	\$121.50	\$73.50
West Heights	121	48	\$272.25	\$168
Windebank	200	80	\$450	\$280
Daily Totals	1224	487	\$2754	\$1704.50

Type of Subsidy	Cost for 24/25 year (99 service days)
Partial Subsidy	\$272, 646
Full Subsidy	\$168, 745.50
Total Annual Cost	\$441,391.50

Schools with existing breakfast or snack programs will have the option to continue participating with a monthly budgeted amount. They can choose to allocate this budget towards purchasing either snacks or breakfast items as per their preference.

The district office will facilitate procurement of some breakfast and snack items upon request from the schools within the allocated budget. This procurement will be centralized to optimize efficiency, thereby minimizing the necessity of purchasing minimum quantities of 15 cases at a time.

Budget allocations for individual schools were determined based on their student population, calculated as a percentage of the elementary student body.

An allocation of **\$100,000** has been designated for the breakfast and snack programs across the following schools:

	Adjusted Population (if applicable)	% of participating schools population	School Year Budget	Monthly Budget
Albert McMahon	436	13.99%	\$13 988	\$1398.80
Cherry Hill	243	7.80%	\$7 796	\$779.60
Christine Morrison	385	12.35%	\$12 352	\$1235.20
Deroche	92	2.95%	\$2 952	\$295.20
Dewdney	147	4.72%	\$4 716	\$471.60
Hatzic	216	6.93%	\$6 930	\$693.00
Hillside	424	13.60%	\$13 603	\$1360.30
Central	292	9.37%	\$9 368	\$936.80
Silverdale	133	4.27%	\$4 267	\$426.70
Stave Falls	107	3.43%	\$3 433	\$343.30
West Heights	242	7.76%	\$7 764	\$776.40
Windebank	400	12.83%	\$12 833	\$1283.30

If a school is presently receiving the Breakfast club of Canada Grant, the school's population has been adjusted to account for the number of students covered by the grant. Specifically, Cherry Hill is receiving support for 30 students, Central for 55 students, and Hatzic Elementary for 50 students. Consequently, the figures provided earlier have been adjusted accordingly to reflect these deductions.

To determine the allocation of the \$100,000 budget for the 10-month school year, the percentage of each school's population relative to the total student body was calculated. The resulting amounts represent each school's annual budget, which will be divided by 10 to provide a monthly budget limit. Schools will have autonomy in deciding whether to allocate these funds towards breakfast, snack items, or both.

Several schools have expressed concerns regarding staffing shortages to administer food programs effectively. With lunch production occurring off-site and food delivery to schools, the revised labor requirements include:

- Assistance with breakfast program: food preparation and student supervision
- Potential inventory pickups from Dlugosh
- Potential assistance in food distribution during lunchtime
- Potential sandwich preparation on non-lunch program days (Tuesdays and Thursdays)

Given the revised labor needs, it is estimated that one Educational Assistant (EA) could extend their daily schedule by an additional hour, dedicating 45 minutes to breakfast activities and 15 minutes to either lunch food delivery or supervising grade 6 students assisting in delivery. Accordingly, budgetary provisions have been made for one EA to receive an additional hour at eight locations, selected based on:

- Schools already running breakfast or lunch programs
- Responses from the principal survey indicating need
- School population size justifying additional assistance

As such, the following schools were budgeted to have one hour of help:

- Cherry Hill
- Dewdney
- West Heights
- Silverdale
- Hatzic Elementary
- Windebank
- Albert McMahon
- Mission Central

If these 8 schools accept the help of one EA for an additional hour, the annual rate for this increase would be **\$65,000**.

After accounting for various expenses including wages and benefits for proposed staffing, the lunch, snack, and breakfast programs, as well as my own wage and benefits, **our budget is estimated to have approximately \$93,608.50 remaining by year-end**. To explore the feasibility of implementing a pilot lunch program and to assess potential reallocations, adjustments, or additional funding needs, I propose allocating resources as follows:

1. Conducting a pilot lunch program from April 1st to June 30th, allowing July for data collection, analysis, and reflection.
2. Implementing Phase 1 of the pilot program for a minimum duration of one school year to thoroughly evaluate its effectiveness and identify areas requiring adjustments.

Notably, the current budget does not include provisions for Fraserview, Riverside, ES Richards, the Middle Schools, MSS, or the StrongStart Program (which has also requested snacks). Therefore, further financial considerations may be necessary to accommodate these entities.

Throughout the pilot phase and Phase 1, close monitoring of expenditure and outcomes will inform future budgetary decisions. Adjustments may be needed to allocate more resources towards snacks and breakfast, staffing requirements, or the budgeted lunch program.

By adopting a phased approach and collecting comprehensive data, we can make informed decisions to optimize resource allocation and enhance the effectiveness of our school food programs.

Moving Forward

Here is a structured outline of the envisioned five phases for the program:

Phase 2:

- Continued operation of the pilot program with a 10% increase in the number of students served.
- Begin sourcing food from community donations and recruiting volunteers for assistance in food delivery and preparation during breakfast and lunch programs.
- Expand lunch availability to five days per week, potentially through parental contributions and increased donations for breakfast and snack programs.
- Reevaluate the need for Educational Assistants (EAs) at eight locations as the volunteer base grows, potentially reallocating budget towards food procurement.

Phase 3:

- Transition away from external catering services to in-house food production at churches, community centers, and other local venues.
- Intensify efforts to increase food availability within schools for breakfast, snack, and lunch programs.

Phase 4:

- Incorporate middle schools and high schools into the program, emphasizing student involvement in growing and preparing meals.
- Expand food production programming and foster greater community involvement, resulting in increased donations and volunteer engagement.
- Initiate school garden/farm projects with volunteer assistance and programming.

Phase 5:

- Integrate all schools into food production initiatives, emphasizing student involvement in growing and preparing meals.
- Promote healthy eating habits through locally made meals, including sandwiches and wraps, supplemented by school-grown produce for families.
- Establish traditional smokehouses and provide students with education on traditional food harvesting, procurement, and processing methods.
- Facilitate involvement of external community members in food programs and culinary education for students.
- Organize monthly cultural celebrations centered around food at schools.

Each phase represents a progression towards greater self-sustainability, community involvement, and cultural enrichment within the school food programs. Regular evaluations and adjustments will be made to ensure the successful implementation of each phase.

Conclusion

The Feeding Futures Program's 3-year plan outlines a strategic pathway to address food and nutrition insecurity in Mission schools. Through phased initiatives and community collaboration, the program aims to not only provide immediate relief but to also foster sustainable, culturally enriched food environments for students.