

**BOARD OF EDUCATION
SD NO. 40 (NEW WESTMINSTER)**

Operations Policy and Planning Committee

Tuesday, January 16, 2018 – 7:30 pm

School Board Office

Location: 811 Ontario Street, New Westminister

AGENDA

Item	Action	Info	Presenter	Attachment
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The New Westminister School District recognizes and acknowledges the Qayqayt First Nations, as well as all Coast Salish peoples, on whose traditional and unceded territories we live, we learn, we play and we do our work.

- | | | | | |
|---------------------------------------|---|---|-----------|--------------------|
| 1. Approval of the Agenda | X | | J. Janzen | |
| 2. Correspondence | | | | |
| 3. Reports from Senior Management | | | | |
| a. Financial Update | | X | J. Pocher | <i>Encl. Pg. 1</i> |
| b. Operations Update: | | X | K. Lorenz | <i>Encl. Pg. 3</i> |
| • Revised Budget Planning | | | | |
| • 2018 – 2019 Budget Planning Process | | | | |

Recommendation: THAT the Operations Policy and Planning Committee recommend to the Board of Education for School District No. 40 (New Westminister) that the Budget Process timelines for the 2018 – 2019 Annual Budget be approved.

- | | | | | |
|--------------------------------|--|---|----------|--------------------|
| • Capital Projects Update | | | | |
| c. School Nourishment Programs | | X | B. Scott | <i>Encl. Pg. 8</i> |
| 4. General Announcements | | | | |

Item	Action	Info	Presenter	Attachment
5. New Business				
a. Duty to Document – Letter from Office of the Information and Privacy Commissioner				<i>Encl. Pg. 127</i>
b. Audit Committee		X	K. Lorenz	
c. Resource Planning	X		M. Ewen	<i>Encl. Pg. 129</i>

Recommendation: THAT the Operations Policy and Planning Committee recommend to the Board of Education for School District No. 40 (New Westminster) that the Board of Education direct the Superintendent to survey all staff regarding what resources and material are needed in classrooms and schools in the District.

I further move that we direct the Superintendent to, in collaboration with both teaching and administrative staff, establish a list of expected materials that every classroom should have to support learning.

And further that the Superintendent bring forward these lists to the Board, so that the Board can decide on the allocation of funds to support the purchase of these resources and materials.

6. Adjournment

Operating Fund - Year to Date Revenue to Budget Summary

G.L. Period Selection: 201805 End Date: NOVEMBER 30, 2017

	<u>Description</u>	<u>Revenues</u>	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Bud Remain \$</u>	<u>Bud Remain %</u>
621	OPERATING GRANT MINISTRY OF EDUCAT	-18,823,328	-60,746,601	-60,746,601	-41,923,273	69
629	OTHER MINISTRY OF EDUCATION GRANTS	-209,701	-911,673	-911,673	-701,972	77
641	PROVINCIAL GRANTS OTHER	-64,100	0	0	64,100	0
643	SUMMER SCHOOL FEES	-140,561	-120,000	-120,000	20,561	-17
644	CONTINUING EDUCATION	-101,520	-240,000	-240,000	-138,480	58
645	INSTRUCTIONAL CAFETERIA REVENUE	-38,572	-130,000	-130,000	-91,428	70
647	OFFSHORE TUITION FEES	-4,847,373	-4,800,000	-4,800,000	47,373	-1
649	MISCELLANEOUS REVENUE	-49,592	-230,000	-230,000	-180,408	79
651	COMMUNITY USE OF FACILITIES	-130,071	-170,000	-170,000	-39,929	23
661	INTEREST ON SHORT TERM INVESTMENT	-136,603	-100,000	-100,000	36,603	-37
	Grand Total	-24,541,421	-67,448,274	-67,448,274	-42,906,853	64

Operating Fund - Year to Date Expense to Budget Summary

G.L. Period Selection: 201805 End Date: NOVEMBER 30, 2017

	<u>Description</u>	<u>YTD Exp</u>	<u>YTD Com</u>	<u>YTD Exp + Com</u>	<u>Budget</u>	<u>Bud Remain \$</u>	<u>Bud Remain %</u>
105	PRINCIPALS & VP SALARIES	1,381,326	0	1,381,326	3,021,732	1,640,406	54
110	TEACHERS SALARIES	8,576,397	0	8,576,397	31,682,876	23,106,479	73
120	SUPPORT STAFF SALARIES	2,095,139	0	2,095,139	5,540,166	3,445,027	62
123	EDUCATIONAL ASSISTANTS SALARIES	1,368,694	0	1,368,694	4,405,334	3,036,640	69
130	OTHER PROFESSIONAL SALARIES	1,022,183	0	1,022,183	2,118,648	1,096,465	52
140	SUBSTITUTE SALARIES	513,304	0	513,304	1,496,354	983,050	66
200	EMPLOYEE BENEFITS	3,724,124	0	3,724,124	12,347,653	8,623,529	70
310	SERVICES	798,850	218,818	1,017,668	1,563,800	546,132	35
312	LEGAL COSTS	3,473	0	3,473	30,000	26,527	88
330	STUDENT TRANSPORTATION	34,455	21,720	56,175	137,800	81,625	59
340	PROFESSIONAL DEVELOPMENT & TRAVEL	397,207	4,659	401,866	493,100	91,234	19
360	RENTALS & LEASES	124,840	35,094	159,934	260,000	100,066	38
370	DUES & FEES	86,053	13	86,066	129,000	42,934	33
390	INSURANCE	83,738	0	83,738	111,000	27,262	25
510	SUPPLIES	708,043	724,671	1,432,714	2,433,431	1,000,717	41
540	UTILITIES	159,265	5,506	164,771	466,100	301,329	65
551	GAS - HEAT	45,437	0	45,437	278,500	233,063	84
555	CARBON TAX EXP	0	0	0	50,000	50,000	100
560	WATER & SEWAGE	85,783	0	85,783	270,900	185,117	68
570	GARBAGE & RECYCLE	21,185	10,086	31,271	73,000	41,729	57
580	FURNITURE & EQUIPMENT REPLACEMENT	32,071	22,577	54,648	86,150	31,502	37
590	COMPUTER & EQUIPMENT REPLACEMENT	545,253	127,075	672,328	981,354	309,026	31
591	TANGIBLE CAPITAL ASSETS PURCHASED	51,496	24,167	75,663	0	-75,663	0
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	Grand Total	21,858,316	1,194,386	23,052,702	67,976,898	44,924,196	66

Revised Budget

Staff are currently working on preparation of the revised budget for the 2017 – 2018 Fiscal year. This budget will reflect increased enrollment in both its revenue and expense projections. Although work has just begun, current expenses and revenues are tracking within a reasonable variance and it is not expected that any significant adjustments to the budget will be required beyond recognizing and planning for the increased student enrollment. A draft of the revised budget along with a recommended motion and a summary of the differences between it and the initial annual budget will be presented to the Operations committee in February for consideration and recommendation to the board.

2018/19 Budget Planning

Attached as Appendix A is a copy of the budget process – timelines document. The timeline outlines the major elements and key dates for the 2018 – 2019 Annual Budget preparation and consultation process. A recommended motion to forward the timelines document to the Board for approval has been included in the Committees Agenda.

Capital projects and Planning

McBride Elementary

In December 2017 The Ministry made a request for an update to the McBride Project Definition Report using the latest enrollment projections available. Staff have been working with a consultant to revise the PDR and anticipate having the revised version into the ministry by the end of January. We expect that the revised enrollment numbers will result in the addition of 3 classrooms to the proposed replacement option outlined in the PDR.

Long Range Facility Plan

The District is renewing its Long range facility plan. We have received a proposed scope of work from Cascade Facilities Management Consultants Ltd, and are in the process of reviewing the outlined activities. We are aiming to have the Long range plan completed in time to inform the 5 year Capital plan that we will be submitting to the ministry in June.

Respectfully,

Kevin Lorenz
Secretary-Treasurer

Preparation of Student projections

As part of the annual reporting supplied to the ministry, the District gathers enrollment projections for all schools using historical data, student projections based on census and other data, staff knowledge and expertise, consultation with city planning, and other resources as appropriate. Deadlines for the various tasks are as follows:

<i>Initial projections submitted by principals</i>	<i>Due January 26th</i>
<i>Revised projections to Secretary-Treasurer</i>	<i>Due Feb 2nd</i>
<i>Final Projections Submitted to the ministry</i>	<i>Due Feb 15th</i>

These projections will form the Basis of the revenue projections for the District's upcoming Fiscal year.

Staff Consultation and Planning

The senior management team will review current service levels, programs and activities against the goals and priorities established by the Board. Any changes to service levels or program delivery will be reviewed with staff responsible for program delivery to identify the impact of potential changes. Staff with budget responsibility will be asked to review their requirements for the coming year based on the assumptions identified in the review of current activities. Budget managers will then provide budget recommendations to the Secretary-Treasurer by the end of February for inclusion in the draft Budget. Deadlines for the various tasks are as follows:

<i>Review of current programming by Sr. Management</i>	<i>Due January 26th</i>
<i>Revised budget estimates provided to Secretary-Treasurer</i>	<i>Due Feb 23rd</i>

These projections will form the basis of the expense projections for the districts upcoming fiscal year.

Community and Stakeholder Consultation

All members of the public will be invited to share their thoughts with the District. A simplified survey and/or comment form will be made available on the District's web site throughout February to

facilitate this feedback. The District's employee groups will also be invited to provide any priorities or feedback from their members in written submissions that will be shared with the Board as part of the draft budget review. If the District's enrollment and revenue projections indicate a need for reduced service levels, this will be communicated as part of the initial consultation. In this case, additional opportunities for feedback will be scheduled in March and April after the draft budget has been prepared.

Report to the Board – Recommendations on Budget Priorities

Sr. Staff will provide the board with a summary of the feedback received from consultations with staff and stakeholders along with recommendations on how this feedback can be incorporated into the budget.

All Draft Budget Preparation

The Ministry of Education will provide districts with revenue projections in March based on their assessment of the District's enrollment projections and the ministries current funding formula. The Secretary-Treasurer will prepare a draft budget based on the Ministry of Education's funding estimates and the revised expense estimates prepared by staff. Feedback from stakeholders will be incorporated into the draft budget where appropriate in consultation with department managers.

Board Review and Approval

The draft budget will be shared with the Operations Planning and Policy Committee in April, along with all feedback received from the various stakeholders. If the Committee identifies significant concerns where the budget does not reflect the District's established goals and priorities, the budget will be referred back to staff. If the committee is in agreement that the budget accurately reflects the District's priorities, the budget will be brought forward to the April Regular Board Meeting for 3 readings. Once the Board has approved the budget it will be submitted to the Ministry of Education no later than June 30th as required by the School Act.

Respectfully Submitted,

Kevin Lorenz,
Secretary Treasurer

Supplement to: OPERATIONS POLICY & PLANNING COMMITTEE

Date: January 16, 2018

Submitted by: Belinda Scott, Director of Programs & Planning

Item: **Requiring Action** **For Information**

SUBJECT: School Nourishment Programs

Background:

On June 27, 2017, the following Board motion was passed:

THAT the Board of Education for School District No. 40 (New Westminster) direct staff to provide a report by January 2018 on the steps to be taken and costs associated with a district-wide plan to address food security and healthy eating, that will make available food programs to all of our schools so that no child is hungry and every child eats healthy.

Based on the motion, the School District and Fraser Health worked together to develop a strategy to conduct a food review. As part of the review, an environmental scan was conducted, that included both an internal and external review.

Key Themes Arising From the Environmental Scan

Difficulty identifying hungry students

- There was difficulty determining the number of students who were food insecure at each school.
- Number of students estimated to need full (127) and partial (190) subsidies (these figures are used in the calculation of the proposed model costs).

Stigma

- Both students and staff felt stigma was the key reason why some felt students were not accessing or comfortable accessing the food supports provided.

Relationships

- Relationships between staff and students were identified by both students and staff as critical when it comes to accessing food.
- Staff acknowledged that they use food to build relationships, and a sense of community with students.

Inconsistencies and Inefficiencies

- Resources need to be re-aligned to meet district needs as there is an inequity in access, staffing and funding. There are numerous inefficiencies and inconsistencies between schools.
- The anonymous sealed envelope payment process for the in-house lunch program makes it difficult to identify who is using the programs for convenience versus for need. If it is for convenience, parents may not be paying the full fee.

Alternate programs

- Alternate programs have high food needs due to their high level of vulnerable students and rely on fundraising and donations to meet their food needs.

Access to food programming

- Students stated that there is a need to better advertise food supports available in schools and in a way that is non-stigmatizing.
- Students would like to see food available in multiple locations. If food is only available in one place it is easier to identify those in need. It will also reach a wider variety of students because of the relationships they have with different staff.
- The majority of staff want food programming to happen outside of the classroom.

Flexible programming

- There needs to be flexibility in programming so that schools can take an approach that responds to their unique needs.
- PAC's and some schools already provide paid lunch programs and a district program should align with existing offerings.
- Staff were more supportive of a breakfast or snack program, rather than a lunch program but some did say that any program or a combination of programs would work.

Support for a daily program at all schools

- Parents would like a daily pay lunch program, for convenience, but meals must offer choice, be healthy and be reasonably priced.
- A majority of parents would be willing to pay \$ 4.00 to \$ 5.00, as well as having \$ 0.50 automatically added to the price of a meal to support vulnerable students.
- The majority of staff surveyed felt that there was a need for a daily school nourishment program at their school because children did not have adequate food.

Designated Staffing

- A lot of food programming relies on non-food designated staff and on many staff volunteering their own time, and in some cases community volunteers.

Proposed Models

Model 1: Redevelopment of School Nourishment Programs Based on Need

The first model requires a slight increase in the cost of programming and the reallocation of existing CommunityLINK funding.

Goals: Support food programming based on need; address inconsistencies across the District; and, create efficiencies.

Estimated cost for lunch program, breakfast program and snacks (model 1):

	Staffing	Supplies/ Yearly Capital Costs	Cost of Subsidies	Revenue (paid lunches, surcharges, raised funds)	Net Cost from Community LINK	Total Cost
Current lunch program	\$105,000	\$110,000	n/a (Included in cost of supplies)	(\$70,000)	\$145,000	\$191,000
Current breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Proposed Lunch Program (998 paid surcharge / 97 full subsidy & 145 partial subsidy/75 in house at LK	\$90,000	\$37,500	\$153,398	(\$105,319)	\$175,578	\$221,579
Proposed breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Difference in cost between current program and proposed program (estimate)						\$30,579

Model 2: Expansion of School Nourishment Programs

This model will eliminate all in-house lunch programs, move to an external catering system, and shift food coordination to the District level.

Goals: Develop a universal model for lunch programs at the elementary and middle school level that includes a subsidy program; centralize food purchasing; and, develop a comprehensive strategy for NWSS that includes a subsidy program.

Estimated cost for lunch program, breakfast program and snacks (model 2):

	Staffing	Supplies/ Yearly Capital Costs	Cost of Subsidies	Revenue (surcharges and raised funds)	Net Cost from Community LINK	Total Cost
Current Program	\$105,000	\$110,000	n/a (Included in cost of supplies)	(\$70,000)	\$145,000	\$191,000
Current Breakfast & Snack program		\$56,000		(\$10,000)	\$46,000	
Proposed Lunch Program <i>(1073 paid surcharge and 127 full subsidy; 190 partial subsidy)</i>	\$81,000	\$7,500	\$200,910	(\$97,107)	\$192,303	\$238,303
Proposed breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Difference in cost between current program and proposed program (estimate)						\$47,303

Model 3: Food Service Coordination, Expansion and Advocacy

Similar to model two, this model will eliminate all in-house lunch programs, move to an external catering system, shift coordination to the District level, as well as introduce a food literacy education and advocacy component.

Goals: Develop a universal model for lunch programs at the elementary and middle school level that includes a subsidy program; hire a Food Services Coordinator with Dietitian credentials and expertise in food service coordination, education and advocacy; centralize food purchasing; and, develop a Comprehensive Food Strategy for NWSS that includes a subsidy program.

Estimated cost for lunch program, breakfast program and snacks (model 3):

	Staffing	Supplies/ Yearly capital costs	Cost of subsidies	Revenue (surcharges and raised funds)	Net Cost from Community LINK	Total Cost
Current Program	\$105,000	\$110,000	n/a (Incl. cost of supplies)	(\$70,000)	\$145,000	\$191,000
Current breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Proposed Lunch Program (1073 paid surcharge and 127 full subsidy; 190 partial subsidy)	\$87,000	\$7,500	\$200,910	(\$97,107)	\$198,303	\$244,303
Proposed breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Difference in cost between current program and proposed program (estimate)						\$53,303

	Model 1	Model 2	Model 3
In House Lunch Program	x		
Catered Lunch Program	x	x	x
Subsidies	x	x	x
Additional Food Supports	x	x	x
Food Coordination School Level	x	x	x
Food Coordination District Level		x	x
Centralized Purchasing		x	x
Formal Evaluation			x
Advocacy (Funding)			x
Nutrition Education			x



School Nourishment Program



New
Westminster
Schools

Board Motion – June 27, 2017

THAT the Board of Education for School District No. 40 (New Westminster) direct staff to provide a report by January 2018 on the steps to be taken and costs associated with a district-wide plan to address food security and healthy eating, that will make available food programs to all of our schools so that no child is hungry and every child eats healthy.

Environmental Scan

- Difficulty identifying hungry students
- Stigma
- Relationships
 - Build a sense of community
- Inconsistencies and inefficiencies
 - Inequity in access
 - Inefficiencies in food purchases



Environmental Scan

- Alternate programs
 - High food needs/different needs
- Access to food programming
 - Multiple access points
- Flexible programming
- Support for a daily program at all schools
- Designated staff at all schools



Best Practices for Healthy Meals

- Centralized management across the District to increase purchasing power and quality of food
- Universal access to food
- Provision of breakfast, snack and lunch
- Administrative and staff support
- Evaluation of outcomes
- Increasing uptake of healthy meals (feedback, engaging students, promotion of program)
- Food literacy with parents



Model 1

Goals: Support food programming based on need, address inconsistencies across the District, and create efficiencies

- Reallocation of funds
- CommunityLINK funding to support breakfast/snack programs
- Elementary: option to order catered lunches while retaining Lord Kelvin in-house lunch program



Model 1

- Middle: option to order catered lunches or daily order lunches
- Secondary: introduce subsidy program at NWSS cafeteria
- Subsidies: CommunityLINK funding and a 50¢ surcharge to all catered lunches/lunch program



Model 2

Goals: Develop a universal model for lunch programs at the elementary/middle school level that includes a subsidy program, centralizes food purchasing, and develops a comprehensive strategy for NWSS

Elementary: all schools have option of catered lunches

- Middle: catered lunches or daily order lunch program
- Secondary: Subsidy program at cafeteria and expanded supports



Model 2

- CUPE staff to coordinate ordering of daily lunches and delivery of catered lunches
- District Food Services Coordinator to coordinate catered lunches with external caterer
- Subsidies: CommunityLINK funding and a 50¢ surcharge to all catered lunches/lunch program



Model 3

Goals: Same goals as model 2; however, the role of the Food Services Coordinator would expand to include nutrition education, advocacy, centralize food purchasing, and evaluation of the program

- Elementary: all schools have option of catered lunches
- Middle: catered lunches or daily order lunch program
- Secondary: Subsidy program at cafeteria and expanded supports



Model 3

- CUPE staff to coordinate ordering of daily lunches and delivery of catered lunches
- District Food Services Coordinator to coordinate catered lunches with external caterer, provide nutrition education, advocacy for funding, centralized purchasing, and evaluation of meals program
- Subsidies: CommunityLINK funding and a 50¢ surcharge to all catered lunches/lunch program



Financial Review

Model	Cost
Current Program	\$191,000
Model 1	\$221,579
Model 2	\$238,303
Model 3	\$244,303



Financial Review

- 317 students are estimated to need subsidies: 127 full and 190 partial subsidies based on survey results (304 responses representing 1800 students)
- Survey results may not have captured actual need
- 77% of respondents would be willing to pay a surcharge to help fund subsidies





New
Westminster
Schools

**School Nourishment Program Review
and Recommendations for Moving Forward**

Report Prepared by:

Belinda Scott, Director of Programs and Planning, New Westminster Schools
Betina Wheeler, Community Program Development Officer, New Westminster
Schools

Deanna Tan Francoeur, Dietitian, Fraser Health

Sukhdeep Jassar, Community Health Specialist, Fraser Health

Acknowledgments

New Westminster Schools would like to thank Fraser Health and the City of New Westminster Planning Department for their participation in the development of this report.

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- Appendix 3: Family Survey Results
- Appendix 4: Staff Survey Results
- Appendix 5: NWSS Student Focus Group Results
- Appendix 6: FRMS Student Focus Group Results
- Appendix 7: Financials

EXECUTIVE SUMMARY

On June 27, 2017, the following Board motion was passed:

THAT the Board of Education for School District No. 40 (New Westminster) direct staff to provide a report by January 2018 on the steps to be taken and costs associated with a district-wide plan to address food security and healthy eating, that will make available food programs to all of our schools so that no child is hungry and every child eats healthy.

Based on the motion, the School District and Fraser Health worked together to develop a strategy to conduct a food review. As part of the review, an environmental scan was conducted, that included both an internal and external review.

The internal review included: structured detailed-interviews with each school that review services being provided; online staff survey completed by administrators, teachers, and staff; online family survey; focus group discussion with New Westminster Secondary School students; and focus group discussion with Fraser River Middle School students.

The external review included: In-depth interview with the Manager of Food and Nutrition Services in Surrey; online survey sent to select BC school districts, provincial Public Health dietitians, and the BC Food Systems Network; a review of New Westminster demographics; and a review of best practices in providing food in schools at the provincial, national and international level.

Key Themes Arising From the Environmental Scan

Difficulty identifying hungry students

- There was difficulty determining the number of students who were food insecure at each school.
- Number of students estimated to need full (127) and partial (190) subsidies (these figures are used in the calculation of the proposed model costs).

Stigma

- Both students and staff felt stigma was the key reason why some felt students were not accessing or comfortable accessing the food supports provided.

Relationships

- Relationships between staff and students were identified by both students and staff as critical when it comes to accessing food.
- Staff acknowledged that they use food to build relationships, and a sense of community with students.

Inconsistencies and Inefficiencies

- Resources need to be re-aligned to meet district needs as there is an inequity in access, staffing and funding. There are numerous inefficiencies and inconsistencies between schools.
- The anonymous sealed envelope payment process for the in-house lunch program makes it difficult to identify who is using the programs for convenience versus for need. If it is for convenience, parents may not be paying the full fee.

Alternate programs

- Alternate programs have high food needs due to their high level of vulnerable students and rely on fundraising and donations to meet their food needs.

Access to food programming

- Students stated that there is a need to better advertise food supports available in schools and in a way that is non-stigmatizing.
- Students would like to see food available in multiple locations. If food is only available in one place it is easier to identify those in need. It will also reach a wider variety of students because of the relationships they have with different staff.
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Flexible programming

- There needs to be flexibility in programming so that schools can take an approach that responds to their unique needs.
- PAC's and some schools already provide paid lunch programs and a district program should align with existing offerings.
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Support for a daily program at all schools

- Parents would like a daily pay lunch program, for convenience, but meals must offer choice, be healthy and be reasonably priced.
- A majority of parents would be willing to pay \$ 4.00 to \$ 5.00, as well as having \$ 0.50 automatically added to the price of a meal to support vulnerable students.
- The majority of staff surveyed felt that there was a need for a daily school nourishment program at their school because children did not have adequate food.

Designated Staffing

- A lot of food programming relies on non-food designated staff and on many staff volunteering their own time, and in some cases community volunteers.

Proposed Models

Model 1: Redevelopment of School Nourishment Programs Based on Need

Our first model requires a slight increase in the cost of programming and the reallocation of existing CommunityLINK funding. **Goals:** Support food programming based on need; address inconsistencies across the district; and create efficiencies.

Model 2: Expansion of School Nourishment Programs

This model will eliminate all in-house lunch programs, move to an external catering system, while shifting resources to the District level. **Goals:** Develop a universal model for lunch programs across the District that includes a subsidy program; centralize food purchasing; and develop a comprehensive strategy for NWSS that includes a subsidy program.

Model 3: Food Service Coordination, Expansion and Advocacy

Similar to model 2, this model will eliminate all in-house lunch programs, move to an external catering system, shift resources to the District level, as well as introduce a food literacy education and advocacy component.

Goals: Develop a universal model for lunch programs across the District that includes a subsidy program; hire a Food Services Coordinator with Dietitian credentials and expertise in food service coordination, education and advocacy; centralize food purchasing; and develop a Comprehensive Food Strategy for NWSS that includes a subsidy program.

	Model 1	Model 2	Model 3
In House Lunch Program	x		
Catered Lunch Program	x	x	x
Subsidies	x	x	x
Additional Food Supports	x	x	x
Food Coordination School Level	x	x	x
Food Coordination District Level		x	x
Centralized Purchasing		x	x
Formal Evaluation			x
Advocacy (Funding)			x
Nutrition Education			x

Conclusion

The Board motion is attempting to address both the needs of hungry students and the growing health epidemic amongst children.

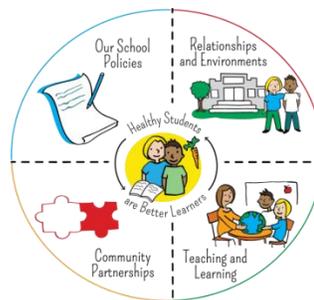
BACKGROUND

New Westminster Schools have historically worked with a large number of partners to address the issues of food security and healthy eating in our schools. In 2008, Fraser Health supported district staff in the development of the District Food and Nutrition Policy (now AP 164). Fraser Health continues to play a key planning role with respect to student health. In 2015, with funding from the *Directorate of Agencies for School Health (DASH)*, the school district and Fraser Health partnered to form the *Healthy*

Schools New West Committee (HSNW), and embarked on a community consultation process to identify school health priorities. The committee's work is guided by their commitment to Comprehensive School Health (CSH). CSH is an internationally recognized framework for supporting improvements in students' educational outcomes while addressing school health in a planned, integrated and holistic way. The four pillars of CSH are: Social and Physical Environment; Teaching and Learning; Healthy School Policy; and Partnerships and Services. An external consultant supported the development of surveys, facilitated a Healthy Schools consultation brunch, and with the support of HSNW developed a Healthy Schools Visioning Report. During the consultation process, three overarching themes emerged: Authentic Youth Engagement; Expansion of Partnerships and Services; and Involvement of the Community in Student Health. The HSNW committee then reviewed the data and developed a three year plan that would see it address three areas: Physical Activity (2016/2107), School Connectedness (2017/2018), and Food (2018/2019). For 2018/19, recommendations relating to this report could be supported by *Healthy Schools New West*.

The Healthy Schools Community Consultation Report is available at:

<http://newwestschools.ca/wp-content/uploads/2016/10/Healthy-Schools-Visioning-Report.pdf>



SCHOOL NOURISHMENT PROGRAMS

CommunityLINK Supported Programming

School Nourishment Programs have existed in New Westminster Schools for close to fifteen years. The in-house lunch program started as a contracted out service that was funded under the Social Equity funding stream through the Ministry of Education. Twelve years ago, the District chose to move this service in-house, and hired three CUPE Lunch Program Workers to operate the program. Currently, the programs operate at schools that were identified in the past as having high needs (Lord Kelvin, Qayqayt, Queen Elizabeth and Queensborough Middle School) and are supported through the provincial Ministry of Education CommunityLINK funding envelope.

There is a need to re-evaluate the placement of these programs based on changing demographics; the opening of Fraser River Middle School; and an expressed need by other schools/programs to have reliable annual funding to feed hungry students. Along with this, there is a need to look at additional funding to support expanded food supports and potential changes that will need to be made to District facilities to accommodate them.

School Nourishment Programs with other Funding Sources

In addition to the in-house lunch programs that are provided, many schools/programs also provide students with breakfast, lunch and snack programs. Funding, and in-kind support, for these programs has come from a wide variety of sources over the years (i.e. Breakfast for Learning, the New Westminster Fire Fighters Charitable Society, RBC Dominion Securities, CKNW Orphans Fund, A Beef with Hunger Society, Save-On foods, Starbucks, donations from community members, and other local businesses). The programs have been operated by a combination of staff and volunteers. It is unknown from year to year what funding will be secured and this does create issues for frontline staff working with hungry students.

For the past several years, the District has also partnered with Trans-Continental Textiles in Surrey to support food programming. The District receives on average \$500 - \$800/ month based on the weight of the textiles deposited into bins located at Lord Tweedsmuir, Lord Kelvin and Glenbrook. Each fall the CommunityLINK committee meets to discuss school based needs and these funds are used to address some of the concerns.

Additional Funding Opportunities

To date, the District has not developed a model for our School Nourishment Programs that could provide universal access to food at all schools/programs. Cost has been the main obstacle. However, there are opportunities that could be presenting themselves in the next few years that could support universal access to food supports.

Food Secure Canada has been advocating for a National Food Policy, which includes a child nutrition component, for several years now. Their *Coalition for Healthy School Food* is seeking a \$1 billion investment over 5 years from the federal government in a cost-shared *Universal Healthy School Food Program* that will enable all students in Canada to have access to healthy meals at school every day. The funding will build on existing programs across the country so that all schools will eventually serve a healthy meal or snack at little or no cost to students. The programs will also include food education, and serve culturally appropriate, local, and sustainable food wherever possible. Their position paper is available at:

https://foodsecurecanada.org/sites/foodsecurecanada.org/files/coalition_document_en.compressed.pdf

Nationally, the federal Minister of Health recently announced over \$1.2 million in funding over three years for the *Farm to School: Canada Digs in!* Initiative. This program supports innovative partnerships to promote healthy eating, physical activity and wellness, as well as address the common risk factors that underlie major chronic diseases. The focus will be on improving food literacy, which is the ability to make healthy food choices, through activities such as hands-on cooking, exposure to new foods, and farm and gardening activities that can help build the skills required to plan, purchase and prepare healthier foods.

Additionally, through the *New Westminster Poverty Reduction Committee* food is a focus that the committee will be working on in the coming year. There are concerns around access to food and the need to provide more funding support to address local needs. One of the ideas that has already been discussed at the table is New Westminster City funding for food programming. A day long Food Summit occurred in November 2017, in collaboration with the *New Westminster Community Food Action Committee*. It brought together all the local stakeholders to network, discuss food issues, and develop

strategies for moving forward. The school district has had a representative on both committees since their inceptions.

Finally, the new provincial government has mandated the new Minister of Agriculture to initiate *Feed B.C.* to increase the use of B.C. grown and processed foods in hospitals, schools, and other government facilities. How this will roll out is yet to be seen, however, there is potential to support food programming in schools.

All of the initiatives above will present opportunities for the School District when it comes to the health of our students.

HUNGER AND HEALTHY EATING IN NEW WESTMINSTER SCHOOLS BOARD MOTION

The Rationale Behind a Review

On June 27, 2017, the following Board motion was passed:

THAT the Board of Education for School District No. 40 (New Westminister) direct staff to provide a report by January 2018 on the steps to be taken and costs associated with a district-wide plan to address food security and healthy eating, that will make available food programs to all of our schools so that no child is hungry and every child eats healthy.

When students are hungry, their ability to focus and learn is hindered and students are more likely to engage in aggressive behaviour. A basic principle is that hungry students cannot learn. Further, unhealthy students cannot reach their maximum potential. Ensuring that no child goes hungry, and every child eats healthy supports student individual success.

As stated previously, our current food supports do not reflect the district needs due to changes in school demographics, differing school/program needs, and the addition of Fraser River Middle School. A review of current school nourishment programs ensures that there is equity across the district; that the programs are as efficient as possible; and our students are supported and healthy in their learning environment. A review would allow the district to look at various options, and decide which best suits the needs and the capacity of the district. It would also allow us to connect what is established to an evaluation framework that could show the actual impact of a new delivery model.

Food Insecurity Risk Factors

Food insecurity is the inability to, or the uncertainty that one will be able to, acquire or consume an adequate quality diet or a sufficient quantity of food in a socially acceptable way. Households are more vulnerable to food insecurity if they have the following risk factors¹:

- lone-parent family
- Aboriginal identity

¹ Evidence Review: Food Security, Population and Public Health, BC Ministry of Health Sept 2013; Food Insecurity: A Framework for Action DRAFT, Population and Public Health, Fraser Health May 2017.

- recent immigrant
- highest level of education is less than high school
- low income
- unemployment
- living in rental or social housing
- spending more than 30% of income on housing

When supporting vulnerable children, the District looks beyond a traditional definition of vulnerability that relies heavily on financial determinants, and focuses on a variety of factors that could make a child vulnerable (i.e. mental health issues, home alone after school, English language skills, newness to Canada, etc.). The District then concentrates its efforts on strengthening key developmental assets for children that have shown to build resiliency and positive outcomes (<http://www.search-institute.org>). These include external factors such as positive adult supports, empowerment to achieve potential, and clear boundaries and expectations; and internal factors such as constructive use of time, commitment to learning and positive identity.

ENVIRONMENTAL SCAN

In order to provide recommendations, it is critical to gather a detailed picture of what food provisions are currently being provided to students, as well as understanding the attitudes, knowledge and behaviour of our staff, parents, and students regarding food in schools. Researching best practices and making evidence-informed decisions is also critical to our process. Following the examples set by other in-depth reviews of food services provided in schools, we developed our surveys and tools in July and August of 2017. We collected data from September to November 2017.

Our internal review included:

- Structured detailed-interviews with each school that review services being provided
- Online staff survey completed by administrators, teachers, and staff
- Online parent survey
- Focus group discussion with New Westminister Secondary School students
- Focus group discussion with Fraser River Middle School students

Our external review included:

- In-depth interview with the Manager of Food and Nutrition Services in Surrey
- Online survey sent to select BC school districts, provincial Public Health dietitians, and the BC Food Systems Network
- A review of New Westminister demographics
- A review of best practices in providing food in schools at the provincial, national and international level

For a complete timeline of our process please see Appendix 1.

Internal Review

School Site visits/Phone interviews to all schools and programs

School / School Pop.	#. of students identified as in need of food on a daily basis*	Daily Food Programming: Breakfast Program (BP) Lunch Program (LP) Snacks	District cost for daily Lunch Program (staff and food)**	Annual school food costs***	Staffing: Designated food support staff (Y/N) (hrs/staff) Additional staff supporting food programming (staff/roles)
ELEMENTARY					
Queen Elizabeth 418	5-6 (However est. 70% in need of some form of subsidy)	<u>Breakfast:</u> Yes, daily offsite BP (located at QMS) <u>Lunch:</u> Yes LP. 30-35 served <u>Snacks:</u> Office provides snacks	\$33,833^	\$160-240/yr.	Food staff: Yes - 0.5 hrs/day (noon hour supervisor to distribute meals) Additional staff: - School secretary processes payments, purchases snacks, distributes snacks
Connaught Heights 169	5	<u>Breakfast:</u> No BP. Last year PAC a 1x/wk. program with 80 participants (adult and students) <u>Lunch:</u> No LP. Office provides simple lunches as needed <u>Snacks:</u> Office provides snacks	n/a	\$200/yr.	Food staff: No Additional staff: -Principal purchases food -School secretary, principal or CCW prepares simple lunches
Lord Tweedsmuir 350	2- 5	<u>Breakfast:</u> No BP <u>Lunch:</u> No LP. Office provides foods with protein <u>Snacks:</u> Office provides students with access to snacks and snack box in each classroom	n/a	\$ 2,250/yr	Food staff: No Additional staff: -CYCW buys and prepares/gives the snacks -Teachers provide snacks from classroom "snack boxes"
Lord Kelvin 423	57	<u>Breakfast:</u> Yes BP. 30 - 60 served <u>Lunch:</u> Yes LP. 75 lunches served <u>Snacks:</u> Office provides snacks (Costco donation and leftover milk)	\$ 55,753	\$ 5196/yr	Food staff: Yes -5 hours/day (LPW); 1 hr./day (CYCW) Additional staff: -Principal, VP, EAs covering if CYCW is away -Staff and volunteers - Significant amount of time is needed to process Costco donations which are used for BP, snacks, Family Place drop at the LK HUB, and take home food program -School secretary processes payments
Qayqayt 498	10	<u>Breakfast:</u> Yes BP. 20 - 35 served <u>Lunch:</u> Yes LP. 65 lunches served (75 capacity) <u>Snacks:</u> Snacks are leftovers from BP and LP	\$69,618	\$ 1600/yr.	Food staff: Yes - 5 hours/day (LPW); 1 hr./day (CYCW) Additional staff: -P, VP, EAs cover for BP if CYCW is away -CYCW purchases food - School secretary processes

					payments - CYCW preps Costco donations for take home
Herbert Spencer 480	10	<u>Breakfast:</u> No BP <u>Lunch:</u> No LP. Office provides foods with protein. <u>Snacks:</u> Office and Principal provides snacks	n/a	\$500/yr.	Food staff: No Additional staff: -Principal purchases food - School secretary and Principal distributes snack
FW Howay 129	10	<u>Breakfast:</u> No BP <u>Lunch:</u> No LP <u>Snacks:</u> Previously gave grocery gift cards to families in need for lunch and in Christmas Hampers	n/a	\$180/yr (snacks only)	Food staff: No Additional staff: -Principal -Secretary
Richard McBride 434	4-6	<u>Breakfast:</u> No BP <u>Lunch:</u> No LP. Office provides foods with protein <u>Snacks:</u> Office, teachers, CYCW provide snacks daily	n/a	\$600/yr.	Food staff: No Additional staff: -Principal purchases food -School Secretary distributes snacks
MIDDLE					
Glenbrook 600	5-10	<u>Breakfast:</u> No BP <u>Lunch:</u> No LP. Home Ec teacher provides sandwich fixings, etc. <u>Snacks:</u> Office/Home Ec provides snacks	n/a	\$900/yr.	Food staff: No Additional staff: -Home EC teacher purchases food, provides lunch - School Secretary processes daily lunch orders
Fraser River 442	20-25	<u>Breakfast:</u> Yes BP. 25 - 50 served <u>Lunch:</u> No LP. Informal lunch program run by CYCW (8-12 lunches provided) <u>Snacks:</u> CYCW provides snacks	n/a	\$ 3,600-4,000/yr.	Food staff: Yes 1 hour/day (CYCW) Additional staff: -CYCW additional time for food shopping, and preps food for take home food program -School secretaries order processing for Friday lunch program -P. and/or other staff cover if CYCW is away
QMS 280	11 <i>Note: P. est. 10 more that don't ask for help</i>	<u>Breakfast:</u> Yes BP. 8-20 served <u>Lunch: Yes LP. 55 served</u> <u>Snacks:</u> Office provides snacks	\$50,749^	\$1,310/yr.	Food staff: Yes 5 hours/day (LPW) Additional staff: -Volunteers run BP
DISTRICT					
NWSS 1972	25 - 30	<u>Breakfast:</u> Yes BP. 25- 30 served <u>Lunch:</u> No LP. Bagged lunches provided (25 - 30 lunches) <u>Snacks:</u> Snacks are leftovers from BP, SFVNP	n/a	Unable to estimate (\$6,000 in funding provided in '16/17)	Food Staff: Yes CYCW shops, prepares and provides lunches Additional staff: -Teachers volunteer to provide the daily morning BP

SIGMA 55	40	<u>Breakfast:</u> No BP <u>Lunch:</u> No LP. Leftover Food from the cafeteria 3 x/wk. Brunch 2x/wk. as part of Foods Nutrition 11 <u>Snacks:</u> Snacks are cereal and other leftovers 3x/wk.	n/a	\$4871.25/yr.	Food Staff: Yes, as part of teaching only. Staff who teaches FN11/12 class makes the brunch with students 2x/week Additional staff: -Teacher shops for the brunch
RCAP 38	25+	<u>Breakfast:</u> No BP. Leftover and donations provided. <u>Lunch:</u> No LP. Hot lunch 1x/wk. Friday sandwiches <u>Snacks:</u> Snacks (Leftovers/donations)	n/a	\$1,950 - \$3,120/yr. for lunch	Food staff: No Additional staff: -Staff shop outside of regular work hours
POWER 78	57+	<u>Breakfast:</u> No BP. Trying to do 1x/mo. <u>Lunch:</u> No LP. 1x/wk. as part of Foods Nutrition 10, staff try to keep it going when F/N 10 not in session <u>Snacks:</u> Snacks are mainly donations, some purchased foods.	n/a	\$ 3,900 / yr. for lunch	Food Staff: Yes, as part of teaching only. Additional staff: -Staff shop outside of regular work hours -CYCW picks up food donations
Total identified as in need*	286 - 317 +	<i>BP = Breakfast program, LP = Lunch program, LPW = Lunch Program Worker, CYCW = Child and Youth Care Worker, SFVNP = School Fruit and Vegetable Nutritional Program</i>			

Please see Appendix 2 for complete School Site Visits/Telephone Interview results

**These are estimates only and likely underestimate the actual number of students in need. Reasons include difficulty identifying those in need due to stigma, cultural issues, and families' reluctance to request support and their potentially not knowing resources exist. There are also others whose needs vary depending on the time of month and time of year. Food assistance is provided occasionally to these students. This figure only captures those identified as needing assistance daily.*

*** 2016/2017. Costs do not include revenue from parent contributions. 2016/2017 revenue from parents was \$75,187. Unable to determine how much money came from each school.*

^Total costs of staff/supplies for daily lunch program at QMS and QE is \$84,582. 60% of cost is for QMS (\$50,749) and 40% is for QE (\$33,833).

**** Total amount of money spent by schools on food other than the district-supported daily Lunch Program. This would cover the costs of all other food supports, such as breakfast, lunch supports and snacks. Funds come from a combination of Trans Continental Textile Recycling Program (TTRP), school funds, PAC and school donations. If monthly amounts were provided, figure was multiplied by 9 months to estimate an annual amount. If weekly amounts were provided, figure was multiplied by 39 weeks to estimate an annual amount.*

The table only summarizes breakfast programs, in house lunch programs, informal lunch supports and snacks. However, there are other initiatives that provides foods to students, and these include:

- **PAC lunches** - many schools host PAC fundraising lunches ranging from 3x/yr. to 2x/month. Students in need are usually subsidized.

- **School-organized parent-pay lunch programs** - Glenbrook Middle School is the only school with a daily school organized parent-pay lunch program already in place. Secretaries handle daily orders for local restaurants; 35 to 50 participate daily; no subsidies are provided. Fraser River Middle also has a program but only once a week. Ordering is from local restaurants; a sample week had 115 participants; no subsidies are provided.
- **Take home food program** - Fraser River Middle and Qayqayt have take home food programs where donated food (i.e. fruit, vegetables and bread) is provided for students to bring home.
- **School Fruit and Vegetable Nutritional Program (SFVNP) + Milk** - Food/milk from this program is often used to supplement hungry students but it runs only 13 times per year (or less if deliveries are cancelled due to allergies).

Key Findings

Upon reviewing current food supports at all schools, a number of challenges were noted:

- 1) **Inequity in Access** - Not all students have access to district-supported food programs. There are 3 District-supported daily lunch programs supporting 4 schools. However only one of those schools had needs significantly higher than others. This means 3 schools are receiving support, while other schools/programs with comparable needs are not.
- 2) **Inequity in Funding** - Schools that have district-supported lunch programs receive \$34,000 - \$70,000/yr. of support in the form of food and dedicated staff. Other schools may receive as little as \$ 200/yr., even though the number of students identified in need may be comparable, while alternate programs rely on fundraising and donations to meet their food needs.
- 3) **Difficulty identifying students in need** - It was difficult to accurately determine the number of students in need due to a variety of reasons, including stigma, cultural issues, families reluctance to request support, and potentially families and students not knowing resources exist. Based on what we know of the demographics in New Westminster, and the levels of food insecurity here, we believe the schools estimates of vulnerable children are low.
- 4) **School District subsidizing students not in need** - For 3 of the schools with district-supported lunch programs, the majority of users have not been identified by the schools as students in need. It is current procedure for families to put payments in sealed, anonymous envelopes that are processed at the Board Office. Schools have no way of knowing how much each family pays. Therefore, schools do not know if students need the program or are accessing the program for convenience. For 2016/17, the in-house lunch programs cost \$209, 953. Parents contributed \$75,187 with Community LINK funding covering the remaining cost of \$134,766.
- 5) **Alternate Programs-** These programs have high food needs due to their high level of vulnerable students. They rely on fundraising and donations to meet their food needs. District alternate programs follow a best practices approach by using food to build relationships with students and a sense of community within the programs. For alternate program staff, feeding hungry students and learning are intricately linked, which is evidenced by the programs use of Foods and Nutrition 10/11 classes as a way to feed students.
- 6) **Inequity in Time** - The amount of time spent by non-food staff to run food programs varies significantly. In one school, 30 minutes by one staff member is all that is needed to provide lunch supports to students, whereas in other schools numerous non-food staff and volunteers are needed to purchase, prep and distribute food.
- 7) **Sustainability in Staffing** - Many staff in the district go above and beyond to make food programming happen. Staff volunteer their own time, fill in when necessary to make sure

students do not go hungry, purchase food with their own funds, etc. This is very positive, however it also makes food programming vulnerable to changes in staffing.

- 8) **Relationships** - Relationships are critical when it comes to accessing food. If students have relationships with staff they are more likely to self identify and access food supports. Positions like the CYCW play an integral role in ensuring vulnerable students are identified. For the CYCW's that have food in their offices or support breakfast programs, food provides them with an opportunity to check in with their students on a daily basis and build relationships of trust.
- 9) **Flexibility in Food Programs** - For some schools there is a need to look at an approach that responds to their unique needs. For example at NWSS, there is a need to ensure that food is available in a variety of places to ensure that it reaches different student groups. The majority of elementary schools could benefit from a daily fee paying lunch program that has subsidies for families in need, but some schools will need more supports.
- 10) **Aligning with existing lunch programs** - Most schools have PAC lunch programs at least once a month. Glenbrook Middle School runs a daily parent paid lunch program. If the school district is considering implementing a daily lunch program available to all students, it must ensure that it does not compete with existing PAC fundraising lunches, and should try to incorporate existing programs.

Surveys

Family Survey Results

A total of 1,304 responses were completed by families, representing almost 1800 students. The survey was available online from September 8 - October 6, 2017. Of those responses, families from all schools (including alternate programs) were represented, with the highest responses coming from Glenbrook Middle School, Lord Tweedsmuir, Queen Elizabeth and Qayqayt. However, it should be noted that while there were 1,304 responses, those most vulnerable (e.g. mental health barriers, language barriers and time barriers to completing the surveys) may not have been adequately represented.

Parents were asked about their interest and ability to pay to participate in a food program; the types of food programs they would like to see; reasons why they would or would not participate; and their willingness to help subsidize hungry children.

Summary of Key Findings:

- The most popular type of meal program parents would be willing to pay to participate in is a lunch program (44%).
- Convenience is the main reason for participation, but meals must be reasonably priced, healthy, and with a choice of options.
- More than 77% would be willing to pay more to subsidize a child in need, with \$ 0.50 automatically added to the price of a meal being the most popular amount.
- Approximately 63% of parents would be willing to pay \$ 4.00 to \$ 5.00 for a lunch meal.
- Paying full-price, most parents would participate in a meal program 1 – 2 times/week (31%) but 21% would participate 3 – 4 times/week and 21% would participate every day.
- Two questions identified families needing subsidies:
 - 16% or 202 respondents (out of 1,229) said having subsidies is what would make it possible for their child to participate in a parent-pay food program.

- 14% or 167 respondents (out of 1,226) said they would participate daily if they could receive a subsidy.

Please See Appendix 3 for full Family Survey Results

Staff Survey Results

A total of 165 surveys were completed online by staff. The survey was available online from September 8 - October 13, 2017. Of those responses, 115 were from teachers (primary (49), intermediate (23) middle (22) and secondary (24)) and the remaining 50 responses were from support staff. Staff from all schools and programs were represented; with the highest responses coming from Qayqayt (33) and NWSS (23).

Summary of Key Findings:

- The majority of staff surveyed (88.5%) felt that there was a need for a **daily school nourishment program** at their school.
- 50% of staff felt that there was a need because **children did not have adequate food**. They also felt it was important because students relied on food supports (13%) and their families were struggling financially (17%).
- When a child is hungry, staff either send the child to the office for a snack (29%) or go themselves to find food somewhere in the school (16%). Staff also provide their own food, snacks from classroom snack bins, and food they have purchased for their classroom (21%) and will also ask other students to share (4%) with the hungry child.
- **Only 3% stated that they did not see food as being an issue in their classroom**, and only 1% stated they did not know what to do when a hungry child presents themselves.
- When asked which **program would best meet their school's needs**, the most frequent responses were a Grab and Go Breakfast and/or Snack option (45.1%); healthy snacks (20.4%); breakfast program before school (12.5%); and a lunch program (7.4%). While 11 % stated any program or a combination of programs would work.
- **For schools with food programs, breakfast programs (46%), and lunch programs (22%) were viewed as working for students/schools**. The BC Fruit and Veggie program, food donations and leftover food were also seen as supporting food needs (12%). Staff were thankful for the availability of food (16%) and the availability of subsidies for families in need (6%).
- For schools with food programs, staff felt there were challenges with the **time and staffing required (40%)** and the **need to secure funding (18%)**. Staff also felt that **the hours that food programming was available could be limiting (10%)** i.e. breakfast programs accessible for half an hour.
- There were also concerns raised around the **lack of consistency from school to school and within schools (11%)** and the **need to address the stigma that might be attached to programming (10%)**.
- Staff in general, are happy with the programs in place, but felt that more substantial food was needed for students as snacks were not enough. They felt that all schools should have a breakfast and/or lunch program.
- Staff also noted that they use **food to build relationships, and a sense of community with students**. This theme was woven through many responses.

- **Teachers preferred to have breakfast or snack programs run outside of class time (50.4%)** rather than have it incorporated into their daily routine. However, 34.8% said it really would depend on the program.

Please See Appendix 4 for full Staff Survey Results

Student Focus Groups

Two student focus groups were held: at NWSS and at Fraser River Middle School.

NWSS Focus Group

The focus group at NWSS consisted of five students in grades 9 (2 students); 10 (1 student) and 12 (2 students). Students noted that they observed numerous other students without food on a daily basis. They divided these students into two groups: those that forgot to pack a lunch/were disorganized or those that don't have the means to have a lunch. They also felt there were students brought a lunch, but just didn't have enough to eat. They estimated the number of students without food to be as high as 50% of the student population.

When asked ***“Do you know where students can get free food in school?”*** they responded by naming people, not programs, which emphasizes the importance of relationships with staff.

When asked if they thought ***some students might not be comfortable accessing the food that is available***, they all responded yes. There were a number of reasons, such as not having a relationship with the staff providing the food, being embarrassed to ask, not knowing who to ask, not wanting others to know they don't have money for lunch, and intimidated by some of the spaces where food was available.

When asked ***do you think everyone knows what is available***, they felt that students on the whole didn't really have that knowledge. It was a case of if it didn't happen to you or someone you knew, it was hit or miss for you to find out where you could get food supports.

When asked ***“How could we make it easier for students to access food?”*** they felt there was a need to develop an advertising strategy so that the information would be more readily available. They felt it would be good to have information shared on morning announcements at least once a month and to have signage around the school that points students in the direction of free food. i.e. “Need food”, “Forgot your lunch”, “Don't have a lunch” etc. so that it isn't stigmatizing. They felt there was a need for places that students could go to for other things that just happened to also have food they could access if they needed it. They also thought that the former cafeteria Chit program that was administered by the counsellors was a good way to support students while respecting their privacy.

When students were asked ***what their preference would be when it came to how food should be delivered at NWSS***, they wanted to see food available in different locations throughout the school and they were also interested in a lunch program.

Please See Appendix 5 for full NWSS Student Focus Group Results

Fraser River Middle School Focus Group

The focus group at Fraser River Middle School had eighteen students in grades 6 (5 students), 7 (3) and 8 (10). A mixture of students from Student Council, those who use food programming and others attended. Students provided written responses to encourage them to answer more openly.

When asked **“Do you think students arrive at school hungry?”** all 18 students responded yes. Students felt that just because they didn’t talk about hunger at school, it didn’t mean there weren’t hungry students. They saw other students who were more focused on getting lunch than on school and they also had friends who were hungry and they gave food to. There felt that this happened because families didn’t have enough money for food (9); students didn’t eat or forgot to eat breakfast (5); and there were time issues (relating to wanting to sleep in, and family responsibilities).

When asked **“do you know who to talk to if you or someone you know is hungry?”** only one student responded no. All the others spoke of going to a variety of trusted adult in the school (CYCW, Aboriginal Support Worker, Teacher, and Principal), the office, or a friend.

When asked **“Do you know where students can get free food in school?”** 15 students responded yes. Of those students they said they could get free food at the CYCW’s room (12), Aboriginal Education Support Workers office (6), the office (6), the breakfast program (2), and from friends (3). Those who stated no said that it was because they were new to the school or that they knew of the breakfast program but that it cost money.

Twelve students felt that not everyone knows that free food is available, and 17 responded that some students might not be comfortable accessing free food. When asked why they **thought students might not be comfortable accessing the free food**, stigma was the top response. They were concerned about being labeled poor by other students; were embarrassed that they needed to ask for food; were too shy or scared to ask; and didn’t want to be judged, laughed at, or teased by other students. Students also stated that the stigma around being poor made them feel alone and their pride made them not want to accept charity or eat food that others paid for (the breakfast program that is by donation).

When asked **“How could we make it easier for students to get food?”** there were definite themes. Students felt that the school needed to advertise what is available more and in such a way that it wouldn’t make the hungry student feel stigmatized (i.e. morning/recess announcements and signs/posters around the school they let students know what is available). They also felt that there was a need to have places for them to access food where others wouldn’t know that was what they were doing, or have different times when they could go get the food so others wouldn’t see them, etc. They suggested adding lunch programs, targeted programs for hungry students, and food fundraisers. Students also stated that there was a need to address the stigma of needing food so that hungry students wouldn’t feel like outsiders or that they were being judged or scrutinized for being in need.

When asked ***“If we were able to make food available for all students in the school on a daily basis, what do you think the students would like to see?”*** Students were provided with options and asked to check any options they thought would work, and also provide any other ideas they had. Students stated they would like to see a breakfast program (12), a snack program (9), a lunch program (16); and food available in different locations in the school during the day (10). One student stated they would like to see everything suggested! They also suggested that they would like to see something like the current breakfast program at nutrition break so they didn’t have to get to school early to participate.

Please See Appendix 6 for full FRMS Focus Group Results

Summary of Key Findings

- Relationships were identified as the key means of how students access food.
- Stigma was the key reason why some felt students were not accessing, or comfortable accessing, the food supports provided.
- Students stated that there is a need to better advertise food supports available in schools and in a way that is non-stigmatizing.
- Students would like to see food available in multiple locations. If food is only available in one place it is easier to identify those in need. It will also reach a wider variety of students because of the relationships they have with different staff.

External Review

Interview with Surrey School District Food Services Manager

An interview was conducted with Julie Stephenson, Manager of Food and Nutrition Services with the Surrey School District, to provide insight on school meal programs in another district. She oversees the district school meal program (Breakfast Clubs and Lunch Programs), 11 teaching kitchens, 9 contracted cafeterias and the school district contracted cafeteria. 31 schools have a lunch program (prepared by caterers or high school cafeterias) and 21 schools have breakfast programs (done in-house). Meals are intended for students in need.

Key insights:

Payments/Subsidies: A permission form is used to identify who receives subsidies with the principal making the final decision, with input from other staff, as to whom will receive subsidies. This is essential as it allows for better monitoring and accountability of who is provided support. Parents are asked to pay \$1/meal or what they can afford, and the parents write the amount on the permission form for financial security and audit purposes.

Regulations: Food Safety Regulations, Ministry Standards and School Nutrition Guidelines must be observed.

Funding: Lunch funding is covered by CommunityLINK, parent payments (~10%) and donations/fundraising. Fundraising however is centralized so individual schools are not competing for or spending time soliciting funding, and it is ensured that any donated funds received for meal programs are actually spent on food.

External Caterer: Lunches are prepared by an external caterer, obtained through the competitive bid process. RFP needs to be carefully crafted to describe all aspects of the service required.

District Staff: Food and Nutrition Services: 1 Registered Dietitian 0.75 FTE (12 mo.), 3 Food Service Supervisors (10 mo.), 2 part time clerical staff (10 mo.) and School Meal Program Aides. Staffing levels depend on the number of students to be served at each location. Staffing is split shifts, first portion of shift is prepare, serve and clean up breakfast program, remainder is to receive, organize, distribute and clean up with lunch. Some aides serve breakfast and organize lunch at one school, and then move on to another school where they organize and serve lunch, in which case a Supervision Aide will oversee distribution at the first location before her supervision shift. Aides are CUPE members, and all positions are posted. Aides must have FoodSafe 1 certificate and food service experience to qualify.

Lunch Provision Using the External Caterer: Food and Nutrition Services (District staff) plan the monthly menu and production summary, which is provided to the caterer, along with food specifications (portions, brands, packaging). All students receive the same menu, but accommodations are made for children with food allergies and religion restrictions where possible. For meal delivery, it is essential for a district staff person and the caterer to be available and responsible for troubleshooting. Staff need access to a telephone and a computer for email communication.

The external caterer prepares, individually packages, and delivers lunches to the school every morning. District staff (School Meal Program Aides) organize lunches by classroom using additional ice packs. Students pick up bins to bring to the classroom and a list identifies who receives meals. Using disposables where possible, otherwise recyclables. Each school has a dedicated domestic refrigerator/freezer that locks reserved for its use.

Breakfast Club online ordering: Aides order online from a local grocery store using a district credit card as this is more cost effective than having staff physically shop.

Alternate programs: Interested alternate programs that have suitable facilities for food preparation submit menus to Food and Nutrition Services, and if approved are given a district credit card. Students may do the shopping as part of learning. Food and Nutrition Services staff reconcile the purchases to the credit card statements, checking that the types and quantities of food are appropriate.

Secondary Programs: Some have larger portioned meals from the external caterer; some have lunches prepared in the cafeteria, depending on the needs of the students at a particular school.

Online External Survey

An online survey was developed to gather information on food programming in schools across BC. This survey was emailed to select school districts, along with the provincial Public Health dietitians email list, and the BC Food Systems Network. The purpose of the survey was to determine if there were universal or centrally managed school food programs in other school districts, and who we could contact for further information during our implementation process.

It is important to note, responses were very limited so they do not provide a reliable picture of how other school districts manage food programming. A total of 8 surveys were completed, with 50% of the

surveys completed by individuals working for school districts, and 50% from individuals providing support to school districts with their food programming. Of the 4 school districts, only one provides centralized management of food programming and uses an external caterer for food service provision. The services managed at the school district level included: bulk food purchasing, catering contracts, standardized menus, policies and procedures, subsidies, accounting, and food service workers. Other school districts also indicated that they centrally managed policies and procedures, subsidies, and accounting. Others managed food programming at the school level. This programming depended on PACs, as well as local and national partnerships to support food programming and food literacy. No respondents stated that they centrally managed fundraising. Overall, the information provided from these surveys showed limited school district involvement in supporting food programming in schools.

Determining the Number of Meal Subsidies

There was difficulty in estimating the prevalence of hungry students in New Westminster schools. A variety of New Westminster data can be considered related to vulnerability, food insecurity risk factors, as well as the observations of school staff regarding need. It should be noted that all sources have limitations. Not all data is specific to families with school-aged children. Many of the indicators for food insecurity are related to finances; therefore, they do not address assistance needed for non-financial reasons, which may be captured in the individual school site data. However, one of the limitations is that many families may not make their needs known due to issues such as stigma, or pride. It should also be noted that needs can fluctuate. Some families may need some help, but only at certain times of the month or year. Therefore, any system for providing assistance must be flexible to adapt to changing needs.

What follows is the information viewed to estimate the number of students who would require a subsidy.

Statistic	New Westminster	Comparable	Source
Food Insecurity (sometimes/often)	10.2%	7 % (Metro Vancouver)	My Health My Community
Number of families with children accessing the Vancouver Food Bank Food Depot in New West*	38 - 52 children (2 - 6 yrs)/wk 11 - 16 children (7 - 18 yrs) /wk Families with children under 6 represent 10% of visits (181 households with 467 family members)	20% of Food Bank users are children and youth	Greater Vancouver Food Bank Society (Most recent available data: from Jan to Mar 2017)
Number of families with children (0 - 17) on income assistance. <i>May 2016 (was used as it is the same month the 2016 Census was filled out, so % of population can be accurately calculated)</i>	447 <i>(4.2% of all children)</i>	14,302 <i>(3.2% of all children)</i>	BC Provincial Government, Data Catalogue, BC Employment & Assistance Data,

			Statistics Canada, 2016 Census
Number of children living (0-17 yr old) in low-income families ie child poverty rate. <i>(based on Low Income Measure After-Tax)</i>	1,790 poor children <i>(17.0% child poverty rate)</i>	83,635 poor children <i>(18.9% child poverty rate)</i>	Statistics Canada. 2016 Census
Families with children with incomes 0-\$25K <i>(*children includes children of all ages, including adult children living with their parent(s))</i>	930 families <i>(9.6% of families with children)</i>	40,480 families <i>(10.3% of families with children)</i>	Statistics Canada Taxfiler data
Families with children with incomes \$25K - 50K <i>(*children includes children of all ages, including adult children living with their parent(s))</i>	1,410 families <i>(14.6% of families with children)</i>	62,480 families <i>(15.8% of families with children)</i>	Statistics Canada Taxfiler data
Rental households with children, 2016 <i>(*children includes children of all ages, including adult children living with their parent(s))</i>	3,045 <i>(34.9% of households with children)</i>	93,535 <i>(28.1% of households with children)</i>	Statistics Canada. 2016 Census
Aboriginal students in public schools, 2016/2017 school year <i>(*also available from Census, but chose school data to be consistent with ESL data)</i>	382 <i>(4.9% of students in New Westminster School District)</i>	13,282 <i>(4.5% of public school students in Metro Vancouver)</i>	Provincial Government of British Columbia. BC Schools – Student Enrollment and FTE
ELL (English Language Learner) students in public schools, 2016/2017 school year <i>(*children of recent immigrants data not available from 2016 Census)</i>	1,055 students <i>(13.5% of students in New Westminster School District)</i>	48,465 <i>(16.5% of public school students in Metro Vancouver)</i>	Provincial Government of British Columbia. BC Schools – Student Enrollment and FTE
No of families self identifying as needing some form of subsidy	202	N/A	Family Survey
No of students identified by staff as in need of food on a daily basis	min. 317	n/a	School site visits/phone interviews
*The Salvation Army also operates a weekly food bank, but we were unable to access this data. Other local service providers like Elizabeth Fry, the Lower Mainland Purpose Society, etc. also provide food supports to families in need.			

Based on this data, we would like to operate under the assumption that 10% of our school population (608) would be in need of some form of subsidy for financial reasons. This is substantially higher than what is currently identified at the school level at the site visits (317 students). Therefore, when calculating the actual number of students requiring a subsidy it can become a bit complicated. It is extremely difficult to estimate the number of students who may require subsidies for non-financial reasons. Until there is a better process in place to identify those students requiring assistance we will be using actual need as stated by the schools (317 students). To estimate the number of students requiring full or partial subsidies, Taxfiler data identifying families that are in the \$0-25K and \$25 - 50K range was used. A total of 2340 families are low income, with 930 families (40% being in the \$0-25 K range) and 1410 families (60 % being in the \$25 - 50K range). Therefore we estimate that 40 % of students would

need a full subsidy and 60 % would require a partial subsidy. Of our 317 students, this translates to 127 students needing a full subsidy and 190 students needing a partial subsidy. These are the figures we used in calculating the proposed model costs.

It is important to note however, that these estimates may be conservative and needs will change on an annual basis.

BEST PRACTICES

Why Food in Schools?

Canada is the only G8 country without a national school meals program. Recommendations in this report are provided using best practices nationally and internationally, and based on our local context from multiple surveys and/or focus group with parents, students, and staff. In BC, 1 in 6 children live in food insecure households; 65% of households that are food insecure have employed family members; and the rate of food insecurity is five times higher for single mothers with children, compared to couples without children². Furthermore, the rates of obesity and mood/anxiety disorder are both higher within the food insecure population compared to the food secure population³.

Among recommendations to address household food insecurity, The Centre for Food in Canada⁴, recognized that implementing a pan-Canadian School Nutrition Program is one of the chief strategies for long-term ways to address food insecurity:

- Implement a pan-Canadian school nutrition program.
- Support collaboration between industry, government, and communities to make food more accessible to food-insecure households.
- Increase support for outreach efforts to the isolated and at-risk.
- Encourage volunteerism and engagement in food security initiatives.
- Improve food literacy levels.
- Make public transportation more affordable for low-income households.
- Ensure agricultural policies have a household food security lens.
- Invest in strategies to address low income/poverty.
- Track, study, and evaluate household food security initiatives to find effective programs to support and replicate.

The *Coalition for Healthy School Food* is calling the government to action by requesting \$1 billion federally over five years to provide cost-shared Universal Healthy School Food Programs.

Quick Facts – Student’s Healthy Eating Behaviour

- Between 46-49% of New Westminster students between the ages of 5 to 19 do not eat the recommended 5 or more vegetables and fruit daily⁵.

² Provincial Health Services Authority. (2016). Priority health equity indicators for British Columbia: Household Food Insecurity indicator report.

³ Provincial Health Services Authority. (2016). Priority health equity indicators for British Columbia: Household Food Insecurity indicator report.

⁴ Howard, A., Edge, J. (2013). Enough for All: Household Food Security in Canada. The Conference Board of Canada.

⁵ BC Ministry of Education.(2016). Student Satisfaction Survey. http://www.bced.gov.bc.ca/reports/pdfs/sat_survey/040.pdf

- Across Canada, 1/3 of elementary students and 2/3 of high school students do not eat a nutritious breakfast before school⁶.
- School food programs are effective in preventing childhood obesity⁷.
- Children who eat well perform better at school⁸.

Nations such as the USA, UK and Finland have national policies in place regarding feeding children in school. The best practices developed by these nations along with national guidelines, were used to inform best practices for this report.

Best Practices for Feeding Healthy Meals to Students in School

- **Centralized management across the District to increase purchasing power and quality of food**
In the UK, after reviewing the cost for small schools that provide less than 100 meals a day, it became clear that coordinating purchasing of ingredients and the catering contracts to reduce the cost of quality food was necessary⁹. This finding was supported locally by the Manager, Food and Nutrition Services in the Surrey School District. This means hiring a full-time employee to coordinate the following:
 - Connecting with other school districts in developing catering contracts based on best-practices and evidence in literature
 - Managing logistics of delivering food with caterers and local school coordinators
 - Working with SD Secretary Treasurer and caterer(s) in implementing a financial system to support access to food for vulnerable students.
 - Evaluating the caterers and food coordinators with respect to food quality guidelines.
- **Food for all students (Universal Access): Local, Provincial and National Partnerships**
In general, providing food for free for all students is considered best practice as it impacts both health and educational outcomes long-term^{10,11}. As is access to teachers and learning materials, access to healthy nutritious food in many countries is considered a human right. However, many of these countries have government policies in place along with financial support from their governments to support providing universal access to food. Canada remains the only G8 country to not have a national school meals program. The school district has a role to play in engaging researchers, community organizations, and policy advocates in supporting national food policy

⁶ Butler-Jones, D. (2008). Social and economic factors that influence our health and contribute to health inequalities [chapter 4]. In The Chief Public Health Officer's Report on the State of Public Health in Canada 2008. Retrieved from <http://www.phac-aspc.gc.ca/cphorsphc-respcacsp/2008/-fr-rc/cphorsphc-respcacsp07c-eng.php#2>

⁷ Paul J. Veugelers, Angela L. Fitzgerald. (2005). Effectiveness of School Programs in Preventing Childhood Obesity: A Multilevel Comparison, *American Journal of Public Health* 95(3). DOI: 10.2105/AJPH.2004.045898.

⁸ Dimpleby, H., Vincent, J. (2013). The School Food Plan.

⁹ Sustain. (2012). Providing Good Food in Schools: How to do it, with or without, local authority help.

¹⁰ Finnish National Board of Education. (2008). School Meals in Finland: Investment in Learning.

¹¹ Maine State Legislature; Maine Office of Policy and Legal Analysis; Orbeton, Jane; and Schneider, Deirdre. (2015). Final Report of the task Force to End Student Hunger in Maine. Paper 144. http://digitalmaine.com/opla_docs/144

changes to address hunger in classrooms.

- **Type of food provision**

Providing breakfast to students during recess break helps break the cycle of hunger and reduces the likelihood of diabetes¹². Providing free breakfast increases attendance, along with improving behaviour and educational outcomes. A nutritious breakfast or snack in the morning, along with a hot nutritious lunch is key to improving outcomes for our most vulnerable students. In Maine, food was often available for free for students, however students were not interested as the food provided for free was different than the food being provided students who could afford to pay. There should be no difference in the food provided to students who can pay, versus students who cannot pay to reduce stigma, and increase the uptake of free meals for students who need it.

- **Administrative and staff support in uptake of Food Services**

In the UK, USA and Canada, administrative support from principals was an absolute must in achieving cultural shifts within schools to increase the uptake of healthy meals¹³. This included educating both administrators and staff in the following areas:

- Linking access to nutritious meals to short and long-term health outcomes in kids
- Linking food to positive learning outcomes
- Understanding the often hidden hunger when parents are functional but perhaps not well enough to make lunches for kids.
- Increasing knowledge and understanding of food literacy and food systems
- Incorporating food literacy in the curriculum for students
- Using food to increase social connectedness in school
- Creating buy-in from both administrators in schools and staff in understanding the importance of increasing uptake of healthy hot lunches in schools.

- **Evaluating Outcomes**

Measuring the impacts of food provision in schools on an ongoing basis, and providing that information to staff, administrators and parents on the success and barriers to accessing healthy food will be instrumental in determining the utility of the food programming. The evaluation should continue yearly, augmented with indicators provided at the government level. Ideally, academic research partners should be involved in the process to both reduce the work of the school district, while also providing credible data to support policy makers in their decision-making.

- **Increasing Uptake of Food in Schools**

Expanding the number of full-cost meals purchased increases purchasing powers of high quality ingredients. It also increases funding from built-in surcharges which subsidizes vulnerable students. There needs to be a partnership with the school district and the caterers to market and showcase the food being provided to students.

- **Participation and Feedback in Menu Selection Process**

While menus must adhere to Nutritional Guidelines, research indicates that menus should change regularly, and that feedback from students and parents in the process of

¹² Toronto School Board. Muthuswamy, E. (2012). Feeding our Future: The First and Second Year Evaluation.

¹³ Dimpleby, H., Vincent, J. (2013). The School Food Plan.

determining the menu is instrumental to increasing uptake of hot lunches. Further, engaging students in the selection of the menu empowers students.

- **Catered food should be advertised and branded**
Similar to restaurants, the caterer should attempt to increase the uptake of ordered hot lunches by advertising the options of food.
- **Food literacy**
Improving parent's knowledge on the nutrition of food and the linkages to health and learning outcomes will support parents in providing nutritious meals to students outside of the school system. Partnering with community organizations that provide food literacy education and training, and advertising their classes can address food literacy gaps in parents' knowledge.
- **Sustainability of Food Programming**
Often food programming relies on dedicated champions within schools. This is not sustainable, as when the teacher/administrator is no longer within the school system, the programming disappears and the ones who are let down are our students. Hiring a permanent position within the school district, along with allocating resources in each school to support food programming, ensures that the food programming continues regardless of changing staff in schools.

MOVING FORWARD

Our recommendations for moving forward are based on the best-practices outlined above, and the key findings of the environmental scan listed below.

Environmental Scan Key Findings

Estimated Identified Need

- 317 students are estimated to need subsidies: 127 (full) and 190 (partial).

School Site Visit/telephone interviews

- Resources currently not where they are needed the most. There is an inequity in access and funding
- There are numerous inefficiencies and inconsistencies between schools.
- There was difficulty determining the number of students who were food insecure at each school.
- The anonymous sealed envelope payment process makes it difficult to identify who is using the in-house lunch programs for convenience vs need. If it is for convenience, parents may not be paying the full fee.
- *Alternate programs have* a high food needs due to their high level of vulnerable students, but rely on fundraising and donations to meet their food needs.
- There needs to be flexibility in programming so that schools can take an approach that responds to their unique needs. For example, the high school requires a different approach to support than the elementary and middle schools.

- Relationships between staff and students are critical when it comes to accessing food.
- A lot of food programming relies on non-food designated staff and on many staff volunteering their own time, and in some cases community volunteers.
- PAC's and some schools already provide paid lunch programs and a district program should align with existing offerings.

Family Survey

- Parents would like a daily pay lunch program, for convenience, but meals must offer choice, be healthy and be reasonably priced.
- A majority of parents would be willing to pay \$ 4.00 to \$ 5.00, as well as having \$ 0.50 automatically added to the price of a meal to support vulnerable students.

Staff Survey

- The majority of staff surveyed felt that there was a need for a daily school nourishment program at their school because children did not have adequate food.
- Staff acknowledged that they use food to build relationships, and a sense of community with students.
- Staff felt that there was lack of consistency from school to school, and within schools.
- Stigma was raised as a barrier to access.
- The majority of staff want food programming to happen outside of the classroom.
- For schools with food programs, staff felt there were challenges with the time and staffing required, and the need to secure funding. Staff also felt that the hours that food programming was available could be limiting (i.e. Breakfast Programs accessible for half an hour)
- Staff were more supportive of a breakfast or snack program, rather than a lunch program but some did say that any program or a combination of programs would work.

Student Focus Groups

- Relationships were identified as the key means of how students access food
- Stigma was key reason why some felt students were not accessing or comfortable accessing the food supports provided
- Students stated that there is a need to better advertise food supports available in schools and in a way that is non-stigmatizing.
- Students would like to see food available in multiple locations. If food is only available in one place it is easier to identify those in need. It will also reach a wider variety of students because of the relationships they have with different staff.

Surrey School District

- Principals identify students in need and the amounts families pay are tracked, to increase accountability, financial security, and for audit purposes.
- Lunch funding is covered by CommunityLINK, parent payments and donations/fundraising. Fundraising is centralized so individual schools are not competing for or spending time soliciting funding. It is ensured that any donated funds received for meal programs are actually spent on

food.

Food Safety Regulations, Ministry Standards and School Nutrition Guidelines must be observed.

- Lunches are prepared by an external caterer, obtained through the competitive bid process. If an outside caterer is used, there must be a district staff person to oversee, troubleshoot
- There is a dedicated Food and Nutrition department with District staff. At the school level there are designated staff to help coordinate food delivery supplied by the external caterer.
- Online shopping is more efficient use of staff time
- Alternate program are given a district credit card to do shopping as part of learning once menus have been approved by food And Nutrition Services.
- Secondary schools may have larger portioned meals prepared by the external caterer or have lunches prepared by the cafeteria, depending on the needs of the students at a particular school.

Online External Survey

- Responses were very limited so they do not provide a reliable picture of how other school districts manage food programming.
- Of our respondents, only one school district stated that had a centralized system for managing food services. This includes bulk food purchasing, catering contracts, standardized menus, policies and procedures, subsidies, accounting, and food service workers.
-

Recommendations

Based on the needs of our school district, along with best-practices, our report outlines three models for food programming in the New Westminster schools. Model one is easier to implement but does not adequately address all the identified issues. Models two and three are comprehensive and provide opportunities for improvements not outlined in model one.

All models require the development, implementation and evaluation of the following processes:

- The school district will be responsible for supporting the development of a transparent subsidy program that can be used across all schools.
- Better identification of students in need, including a simple application process for subsidies. The principal, with input from other staff, will be responsible for determining need for subsidies.
- Principals/vice-principals and staff will be supported in accessing training to understand the importance of food in schools to student health and educational outcomes.
- Request for Proposals for outside caterers
- Job descriptions for redeveloped and/or new food support positions.

Additionally, for schools where there is need for more than just a lunch program, school-based breakfast and/or snack programs should continue to operate. Breakfast programs assist the Child and Youth Care Workers, and other staff, to maintain relationships with students, as well as provide an incentive for students to arrive on time.

Assumptions Used To Project Final Costs

Projecting costs of the models requires a set of assumptions in order to complete a comparative financial analysis. The assumptions are being used to simplify the projections and do not account for the ability of parents to opt-in or out of daily food programming for their children.

- Estimated costs are based on 181 school days.
- If we estimate that one quarter of 4290 elementary and middle school kids will participate in the meal program for full cost meals, than 1073 students will be participating everyday. This estimate was based on the results of the family survey.
- A \$.50 surcharge on 1073 daily meals for 181 days, would subsidize meals for students in need in the amount of \$97,107. **This figure could be substantially higher if more students participated.** The surcharge can be adjusted annually to reflect district subsidy needs. The intent is that the surcharges are not for profit.
- The data on page 24 and 25, and the needs disclosed by families in the family survey, have guided the estimate of the number of full or partial subsidized lunches needed. Families with children with incomes 0-\$25K would require a full subsidy and families with children with incomes \$25K -50K would require a partial subsidy.
- There are 317 estimated students who would need full (127) and partial subsidies (190).
- It would be beneficial for the District to access bulk pricing to keep the costs of subsidized meals affordable, and to also increase the number of subsidies available. Assuming a subsidized meal will cost \$5.00 the estimated annual cost of full subsidy would be \$114,935 and a partial (\$2.50) subsidy be would be \$85,975. The total estimated costs of subsidies is \$200,910.

Models

Model 1: Redevelopment of School Nourishment Programs Based on Need

The first model requires a slight increase in the cost of programming and the reallocation of existing CommunityLINK funding.

Goals: Support food programming based on need; address inconsistencies across the District; and create efficiencies.

At the School Level:

- CommunityLINK funding re-allocated to better meet food needs across the district.
- The current In house lunch program at Lord Kelvin will continue. Amounts families pay will be tracked.
- All other elementary schools will be provided with the option to order catered lunches on a prepaid basis.
- Middle schools will have the option of opting into the prepaid program above, or providing a daily order lunch program based on their needs similar to what is currently offered at Glenbrook Middle School.
- Both the elementary and middle school lunch programs will address the need for subsidies for students through reallocated CommunityLINK funding and the .50 cent surcharge incorporated into the lunch costs.

- At each school, additional staffing (CUPE) will be responsible for daily ordering and delivery of lunches, resulting in at least 30 minutes of time being set aside for food coordination.
- Existing breakfast and snack programs will be provided with a set amount of funding annually to support programming. Any additional supports (funding or staffing) will be the responsibility of the school. The need for breakfast and snack programs will be reassessed on an ongoing basis.
- Alternate Programs/Schools will be provided with additional funding to ensure food supports are available. This will support their best practices approach to feeding hungry students through the incorporation of food into curriculum and using food to build relationships and a sense of community amongst students and staff.
- NWSS will continue to provide existing food supports and introduce a subsidy program connected to the NWSS cafeteria.
- All food shopping will be done through online ordering.

At the District Level:

- New Westminster School District will hire a part-time person (20 hours/week) to coordinate the logistics of the meal program as outlined within the section *Best Practices: Centralized management across district to increase purchasing power and quality of food.*
- New Westminster School District will allocate additional time (30 minutes/day/school) to an existing CUPE support person to support food coordination and distribution.

Estimated cost for lunch program, breakfast program and snacks (please see details in appendix 7):

	Staffing	Supplies/ Yearly Capital Costs	Cost of Subsidies	Revenue (paid lunches, surcharges, raised funds)	Net Cost from Community LINK	Total Cost
Current lunch program	\$105,000	\$110,000	n/a (Included in cost of supplies)	(\$70,000)	\$145,000	\$191,000
Current breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Proposed Lunch Program <i>(998 paid surcharge / 97 full subsidy & 145 partial subsidy/75 in house at LK</i>	\$90,000	\$37,500	\$153,398	(\$105,319)	\$175,578	\$221,579
Proposed breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Difference in cost between current program and proposed program (estimate)						\$30,579

Model 2: Expansion of School Nourishment Programs

This model will eliminate all in-house lunch programs, move to an external catering system, and shift food coordination to the District level.

Goals: Develop a universal model for lunch programs at the elementary and middle school level that includes a subsidy program; centralize food purchasing; and develop a comprehensive strategy for NWSS that includes a subsidy program.

At the School Level:

- All elementary schools will be provided with the option to order catered lunches on a prepaid basis.
- Middle schools will have the option of opting into the prepaid program above, or providing a daily order lunch program based on their needs.
- Both the elementary and middle lunch programs will address the need for subsidies for students through reallocated CommunityLINK funding and the .50 cent surcharge incorporated into the lunch costs.
- At each school, staff will be responsible for daily ordering and delivery of lunches, resulting in at least 30 minutes of time being set aside for food coordination.
- Alternate Programs/Schools will be provided with additional funding to ensure food supports are available. This will support their best practices approach to feeding hungry students through the incorporation of food into curriculum and using food to build relationships and a sense of community amongst students and staff.
- NWSS will continue to provide existing food supports, and introduce a subsidy program connected to the NWSS cafeteria. In anticipation of the new NWSS, a *Comprehensive Food Strategy* will be developed to support the inclusion of food supports in a variety of places at the school. This will support the need to reach diverse students groups as well as support relationship building between staff and students.

At the District level:

- New Westminster School District will hire a part-time person (20 hours/week) to coordinate the logistics of the meal program as outlined within the section *Best Practices: Centralized management across district to increase purchasing power and quality of food*.
- New Westminster School District will allocate additional time (30 minutes/day/school) to an existing CUPE support person to support food coordination and distribution.
- Purchasing for breakfast and snack programs will be centralized at the District level.

Estimated cost for lunch program, breakfast program and snacks (please see details in appendix 7):

	Staffing	Supplies/ Yearly Capital Costs	Cost of Subsidies	Revenue (surcharges and raised funds)	Net Cost from Community LINK	Total Cost
Current Program	\$105,000	\$110,000	n/a (Included in cost of supplies)	(\$70,000)	\$145,000	\$191,000
Current Breakfast & Snack program		\$56,000		(\$10,000)	\$46,000	
Proposed Lunch Program <i>(1073 paid surcharge and 127 full subsidy; 190 partial subsidy)</i>	\$81,000	\$7,500	\$200,910	(\$97,107)	\$192,303	\$238,303
Proposed breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Difference in cost between current program and proposed program (estimate)						\$47,303

Model 3: Food Service Coordination, Expansion and Advocacy

Similar to model two, this model will eliminate all in-house lunch programs, move to an external catering system, shift coordination to the District level, as well as introduce a food literacy education and advocacy component.

Goals: Develop a universal model for lunch programs at the elementary and middle school level that includes a subsidy program; hire a Food Services Coordinator with Dietitian credentials and expertise in food service coordination, education and advocacy; centralize food purchasing; and develop a Comprehensive Food Strategy for NWSS that includes a subsidy program.

At the School Level:

- All elementary schools will be provided with the option to order catered lunches on a prepaid basis.
- Middle schools will have the option of opting into the prepaid program above, or providing a daily order lunch program based on their needs.
- Both the elementary and middle lunch programs will address the need for subsidies for students through reallocated CommunityLINK funding and the .50 cent surcharge incorporated into the lunch costs.
- At each school, staff will be responsible for daily ordering and delivery of lunches, resulting in at least 30 minutes of time being set aside for food coordination.

- Alternate Programs/Schools will be provided with additional funding to ensure food supports are available. This will support their best practices approach to feeding hungry students through the incorporation of food into curriculum and using food to build relationships and a sense of community amongst students and staff.
- NWSS will continue to provide existing food supports, and introduce a subsidy program connected to the NWSS cafeteria. In anticipation of the new NWSS, a *Comprehensive Food Strategy* will be developed to support the inclusion of food supports in a variety of places at the school. This will support the need to reach diverse students groups as well as support relationship building between staff and students

At the District level:

- Purchasing for breakfast and snack programs will be centralized at the District level.
- New Westminster School District will hire a full-time staff member to coordinate the logistics of the meal program. Beyond logistical management outlined under *Centralized management across District to increase purchasing power and quality of food*, the staff member will also:
 - Build relationships with provincial and national food advocacy groups to change national policy on universal access to food in schools for kids;
 - Partner with researchers and dietitians to evaluate the quality of food and the impact on health, education, and school connectedness/mental wellness outcomes. Explore potential opportunities to partner on a long-term study to understand the benefits, barriers and areas for improvement in food service provision. these results could further support advocacy for a national school meals program;
 - Develop partnerships with organizations to support food literacy for parents;
 - Develop partnerships to support the development and management of community school gardens; and
 - Coordinate teacher professional development on food literacy in classrooms.
- New Westminster School District will allocate additional time (30 minutes/day/school) to an existing CUPE support person to support food coordination and distribution.

Estimated cost for lunch program, breakfast program and snacks (please see full details in appendix 7):

	Staffing	Supplies/ Yearly capital costs	Cost of subsidies	Revenue (surcharges and raised funds)	Net Cost from Community LINK	Total Cost
Current Program	\$105,000	\$110,000	n/a (Incl. cost of supplies)	(\$70,000)	\$145,000	\$191,000
Current breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Proposed Lunch Program <i>(1073 paid surcharge and 127 full subsidy; 190 partial subsidy)</i>	\$87,000	\$7,500	\$200,910	(\$97,107)	\$198,303	\$244,303
Proposed breakfast & snack program		\$56,000		(\$10,000)	\$46,000	
Difference in cost between current program and proposed program (estimate)						\$53,303

The Three Models at a Glance:

	Model 1	Model 2	Model 3
In House Lunch Program	x		
Catered Lunch Program	x	x	x
Subsidies	x	x	x
Additional Food Supports	x	x	x
Food Coordination School Level	x	x	x
Food Coordination District Level		x	x
Centralized Purchasing		x	x
Formal Evaluation			x
Advocacy (Funding)			x
Nutrition Education			x

Evaluation of School Nutrition Programs

The goal of the Board motion is to reduce the number of hungry students in schools and increase healthy eating. However, much broader outcomes have been identified nationally and internationally. Other correlated outcomes that could be measured include improvements in math literacy, increased attendance in schools, increased graduation rates, and reduced violence across the school district. When the Toronto District School Board implemented a new universal breakfast program at seven schools they established short and long term goals and developed an evaluation framework to measure their success. Goals for their universal breakfast program included:

Short-term Goals (End of Year 2)	Long-term Goals (5 Year review)
To improve: <ul style="list-style-type: none"> • health; • student behaviour; • attention in school; • attendance; and • student achievement 	To improve: <ul style="list-style-type: none"> • graduation rates; and • nutrition for entire families; and To reduce: <ul style="list-style-type: none"> • violence in the school and community; and • Diabetes and hypertension.

The Toronto School Board was able to link student identification numbers (PEN) to both subsidies and student behaviour. This was a research project supported by the School Board, with a dedicated research team measuring the results.

Regardless of the model that is approved by the Board, it will be important to measure our successes, challenges, and opportunities annually.

CONCLUSION

Canada is the only G8 country without a school food plan. While families struggle trying to feed their hungry children, the childhood obesity rate has nearly tripled in Canada over the last 30 years. A comprehensive strategy that includes a universal daily meal program, nutrition and food literacy education, and advocacy will promote positive health outcomes amongst our children.

Our internal review highlighted that current food programming does not address the changing demographics in New Westminister or the addition of Fraser River Middle. Lunch programs are the desired form of providing food for students, from both parents and students feedback. However, research, nationally and internationally, indicates that either breakfast programming or nutritious snacks need to be in place to address the 33-66% of students nationally arriving at school without eating breakfast. Breakfast programs help to get vulnerable students to school, while also improving student attention and behaviour in classrooms. An added benefit is the potential to reduce diabetes, as not having breakfast is linked to higher prevalence of diabetes in children.

Regardless of the model chosen, evaluation of the food services process is necessary in order to provide a flexible food programming system that addresses the changing demographics and needs of our schools. Also, the stigma that students feel as being “needy” when accessing free food services must be reduced. According to best practices and feedback from our own students, ways to mitigate the stigma include improved advertising and promotion of food, having multiple locations to access food, and continued focus on relationship development between staff and students. Further, research indicates that improving the knowledge of administrators and staff around the linkage of eating healthy food to educational and behavioural outcomes helps shift the culture of providing food within schools from being “not our issue” to a perspective of understanding and compassion. A caring school district and school environment supports students who are struggling, rather than perpetuating the cycle of hunger and lower educational outcomes.

Investing in health and long-term educational outcomes for students means that either model two or three would be the recommended model for implementation by the school board. With over 1300 parents responding to the District survey, there is a strong desire from parents to have healthy meals provided for their children at school. Considering the provincial and national climate, it would timely to support food literacy within the curriculum, as well as advocating for national policy changes linked with funding healthy food within schools. Model one will increase efficiency in services and provide more flexible and reactive access to food for students who need it, without funding changes. However, it will not address the demand of parents within our school district, nor act upon the opportunity to address systemic issues related to healthy eating behaviour.

APPENDICES

Appendix 1: Timeline for food Review

Appendix 2: School Site Visits/Telephone Interview Results

Appendix 3: Family Survey Results

Appendix 4: Staff Survey Results

Appendix 5: NWSS Student Focus Group Results

Appendix 6: FRMS Student focus Group Results

Appendix 7: Financials

Appendix 1: Food Review

No Child Goes Hungry, Every Child Eats Health – Comprehensive School Health, School Nourishment Programs Review

Month	Timeline	Activity	Participants	Comments	Action Items/ Completion
August	August 4	Complete report outline	ALL		
August	Ongoing Complete by Oct 27	Other Models: Review other models and best practices	ALL		completed
August	August/Sept	Connected to other models: Targeted vs Universal programs and of vulnerability	Betina	What is the definition of vulnerability at the school level, and who decides? CL vulnerability definition at the District level: <i>When supporting vulnerable children, New Westminster Schools look beyond a traditional definition of vulnerability that relies heavily on financial determinants, and looks at a variety of factors that could make a child vulnerable (i.e. mental health issues, home alone after school, English language skills, newness to Canada, etc.). We then look for ways to strengthen key developmental assets for children that have shown to build resiliency and positive outcomes (http://www.search-institute.org). These include external factors such as positive adult supports, empowerment to achieve potential, and clear boundaries and expectations; and, internal factors such as constructive use of time, commitment to learning and positive identity.</i>	
July/ August	by mid August	Data Collection: Meet with other SD Food Services reps to inform our work	ALL	Met with Julie Stephenson from Surrey on July 26 she recommended we meet with her counterpart in Vancouver.	An interview was scheduled with the VSB, however she cancelled and due to time constraints it was not rescheduled.
August	Ongoing complete by October 27	Data collection: Review existing program records (surveys from June, participation #s, etc)	ALL	Did not have participation #'s but info is now coming from site surveys	Completed
August	Complete by September 8	Data collection: Develop question template for site visits	Deanna		Template developed complete
August	Ongoing Complete by Mid October	Data collection: Financial data from the Finance Dept. Funding report to be developed	Betina Belinda	LK/QMS/QQ Lunch program: Financial data received on lunch program (BS) 1. Staffing costs 2. Food Costs 3. \$ amount of Parent contributions Amount of funding received from Transcontinental Textiles from July 1, 2016 to June 30 2017 - PDFs in the Financial Review folder	Spreadsheet developed to capture info (BW) Will capture costs that are not tagged as a meal program ie breakfast program, snack, donations
August	Develop by Sept 1	Family Survey:	ALL		Family Survey finalized

		Develop survey for families (would you participate, how often, \$ etc.) Approval of Survey	Pat		
August	Sept 7	Family Survey: Develop in Fluid Surveys	Betina	Due to FS not being able to handle the number of surveys received in the first day (150+), survey redeveloped in google forms. Betina Transferring FS data to Google forms	25/06/17 BW
Sept	Sept 6	Family Survey Redeveloped in Google forms	Betina		Completed
Sept	September	Family Survey Data to be transferred from FS to GF	Betina		All data pulled from FS and entered into Google Forms
Sept	Completed	Family Survey: Develop and approve media release	ALL with Holly DPAC		ALL - Complete
Sept	Survey live Sept 8 - Oct 6	Family Survey: Distribute and publicize (media release, etc.)	ALL with Holly	3 week turnaround time.	ALL - complete
Aug-Sept	by Sep. 7	Share information on Food Review and Staff survey with CUPE and NWTU presidents	Belinda	If a document is produced to share with these two we need to keep it in the file to document process. BS attempted to meet with both unions but requests were not responded to by deadline. Email sent advising them surveys would be going out. (BS)	Shared via email
Aug	late Aug/Early Sept	Share Food Review info with Principals at the first meeting back	Belinda		25/08/17 BS
August	By Sept. 7	Staff Survey: Develop survey for staff Approval of Survey	ALL Belinda		Survey Finalized
August	By Sept. 7	Staff Survey: Develop in Fluidsurveys	Betina		25/06/17 BW
Sept	By Sept. 7	Staff Survey: Redeveloped in Google forms prior to initial release based on experience with Family survey	Betina		complete
Sept	by Sept. 7	Staff Survey: Develop and approve promo for the district website	ALL with Holly		Complete
Sept	Survey Live from Sept 8 - Oct 13	Staff Survey: Distribute and publicize	ALL with Holly	3 week turnaround time.	complete
August	Develop by Aug 17	Other School District Survey: Develop survey for other SDs (do they have universal programs or centralized aspects – ordering, planning, fundraising, etc.) Approval of Survey	ALL Belinda	Add question re: central fundraising, online shopping DONE	Survey Finalized

August	By August 18	Other School District Survey: Develop in Fluid Survey	Betina		23/08/17 BW
August	Survey live from Sept 11 to Sept 29	Other School District Survey: Targeted Distribution- BC Dietitians, BC Food Systems Network, and select school districts	Deanna Betina Pat	Betina will put in Fluid Survey and send the link to me which I will send to Pat. Other SD's ongoing starting last week of August BS	25/08/17 BCFSN BW 29(?) /08/17 Dietitians DTF
August	CANCELLED	Data collection: Caterers Develop FAQ and accompanying documents for caterers	Deanna	NOTE: At the request of the Secretary Treasurer the Caterer piece will happen at a later date.	N/A
August	end of Sept	Develop FAQ for Student Focus Groups for principals	Betina		23/08/17 BW
Sept	Mid Sept	Follow up with principals of NWSS and FRMS to discuss Focus Groups and their timing	Belinda Betina	Belinda has given Betina the OK to follow up on this. to be combined with site visit discussion. See below	complete
Sept	To be completed by Sept 29	Follow up with principals on booking site visits Betina to send questions to principals prior to site visit	Belinda Betina		09/05/17 BS 09/07/17 BW
Sept	by Sept. 7	Communication Plan: Release Family Survey on website Release Family Survey through DPAC (Karon T.) Release Family Survey through SWIS workers Release Staff Survey through the principal email lists	Holly Betina Betina Belinda	Try to get something in the Record paper for the Sept. 14 release date Spoke with Ghada from MOSAIC with respect to getting the word out to newcomer families through SWIS and she is more than willing to help.	Holly did a piece for the district website. Not picked up by the paper. DPAC sent survey link with request to share 09/06 and 27/09 (BW) Info sent to Ghada and she has shared with SWIS
	By Sept. 7	Communication Plan: Posts in FB referring to District website story and survey link: - New West Mom's - Share New West - NW Community Food Action - Tenth to the Fraser	Deanna Betina Betina		Share New West, NW CFA, Tenth to the Fraser shared BW 09/07/17
Sept	CANCELLED	Surrey SD Site Visit:	ALL	Surrey School District Julie Stephenson has offered to do this with us if we would want. Note: this might be beneficial in the future as we move forward.	Not necessary right now.
Sept	Mid Oct	Info collection: Best Practices	Sukhdeep	Reviewing international, national and local models and best practices. How, why, what Creating an advocacy model and food literacy	Complete
Sept	Complete by Sept 29	Data collection: Site Visits Site visits to all schools and programs to collect data on current programs	Betina Deanna	Notes: *It became clear that with the exception of schools that have the in-house lunch program, and our alternate programs, our schools do not have the facilities in place to accommodate food programming. Photos were not	

		<p>a. Interviews with school admin; frontline food staff, teachers, EA'S, volunteers**</p> <p>b. View and photograph facilities*</p>		<p>taken at sites.</p> <p>** Sites visits at schools were just with the principals (and VP at EGMS). The only exception was the alternate programs/school who had additional staff at the meeting.</p>	
	Complete	Data collection: Site Visits	Betina Deanna	<p>Site visits completed at: RCAP, LT, QQ, CH (18/09)</p> <p>EGMS, FWH RM (25/09)</p> <p>POWER (27/09)</p>	Complete
	Complete	Data collection: Site visits by teleconference	Betina Deanna	<p>Due to the difficulty in arranging all the site visits by Sept 29, remaining site visits to be done by phone with HS, LK, QE and QMS. Email sent to principals to arrange phone time 29/09 (BW)</p> <p>Site visits at NWSS and FRMS to be completed in conjunction with FOCUS Group discussion. Email sent to FRMS</p>	complete
Sept	Oct 6	Data collection: Write-ups	Betina Deanna	<p>Report sections to consist of:</p> <p>Overview of school model</p> <p>Site specific recommendations</p> <p>Additional info: Are they participating in Fruit and Veggie and K - 5 Milk Program. Do they have a school garden.</p>	Completed as part of report
Sept	By Oct 3	<p>Student Focus Groups: develop focus group questions – use survey results to inform questions and review questions with the principals/VPs at:</p> <ol style="list-style-type: none"> 1. Fraser River Middle school 2. NWSS <p>(logistics, how to decrease stigma, factors to participate in program, etc.)</p>	Belinda Betina NWSS FRMS Principals	<p>Questions in DRAFT form 25/08/17</p> <p>Will get feedback from principals on questions and some additional questions may come from the family and staff survey results.</p> <p>DRAFT Focus Group questions developed and reviewed with principals</p>	Completed
October	Oct 4 - 20	<p>Student Focus Groups: host focus group session with food for students</p> <ul style="list-style-type: none"> - NWSS - FRMS 	ALL Principals CYC ASW		completed as writing report
October	Mid to late Oct.	<p>Analysis of Google Form Surveys</p> <ol style="list-style-type: none"> 1. Other Districts - Sukhdeep 2. Family - Deanna 3. Staff - Betina <p>Site Visit reports - Betina/Deanna?</p> <p>Focus Group Discussion - Sukhdeep?</p>	see assignments	<p>Qualitative:</p> <p>Quantitative: Group by theme</p> <p>Do not include raw data in appendix as we have not requested permission to share the comments.</p>	completed as writing report
Sept	CANCELLED	Caterers input:	Deanna to	1:1 needed, not focus groups, so participants will be more open	DRAFT Interview questions

		Develop questions for 1:1 caterer interviews (logistics, feasibility); targeted invites – use survey results to inform questions	take lead	At the request of the Secretary Treasurer this piece will be postponed and happen in the next phase after the report.	for Caterers developed Interviews not going ahead
October	CANCELLED	Caterers input: do 1:1 interviews with caterers for feedback		Might be an idea to develop a DRAFT RFP for what we would want	N/A
Nov.	1st week in Nov.	Financial Review: Costing of potential models	Belinda Betina	Cost of models: (include time/staffing needed) Lunch, breakfast, snack, staffing - school level, coordinator, NWSS and alternate program needs, etc. Cost of subsidized meals? What is going to guide the % needing subsidy? Include %'s from family survey, site survey, Tristan's data as separate columns	
October	Nov. 3 - 10	DRAFT Report FINALIZED	ALL		
Nov	Nov. 10	DRAFT Report submitted to Pat Duncan	ALL	Info outstanding - data to complete financials for models	
Nov	Nov 14 - 17	Review of DRAFT document for finalization	ALL		
Nov/Dec	Nov 24 to Prab for CASA which is on Nov 23. Nov. 28 to Prab for circulation. Dec 5 Report discussed at the Board table	Present FINAL report to SD Board	PAT		

14/11/17

FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
QE 418 Students	Principal School Secretary	The school is equipped with kitchen facilities in the staff room, and has a kitchen across from the office. The Kitchen is used for food prep for special events, a baking program facilitated by an EA, storage for the Fruit and Veggie and Milk program and occasionally by the PAC. It has a stove and 2 fridges. No Breakfast Program - students are sent to QMS for their program A daily In House lunch program is provided in partnership with QMS with the support of CLINK funding that covers staffing (5 hours/day for preparation, etc. and .5 hours/day for QE staff to deliver lunches to QE from QMS) and food costs. The program is also subsidized by fees paid (\$60 for 1st child and \$50 for subsequent children) by families who elect to participate. The QE Noon Hour Supervisor goes to QMS daily to pick up the lunches and then returns the bins each day. Time has	Leftovers from the FV and Milk programs are fed into food supports	BP - at QMS LP (In house LP from QMS) 30 - 35 daily 70% (24 students) requiring some form of subsidy Snacks 5 - 6 students identified as in need	The lunch menu has remained the same for many years and really needs to be changed. Healthier options need to be offered and portion sizes need to be looked at to reduce wastage. The vegetarian options feature “fake” meat and the students don’t understand that it isn’t meat so a lot is thrown out. Concerns around having to identify who	BP operates at QMS and it is not also possible for the younger students to go between the two schools to take part	Y 1x/month Always pizza PAC intends to increase frequency of Pizza Days Subsidies provided by the PAC for students in need	Y - FV Parents sort and send to classes Y - Milk No problem with wastage	Need to ensure that any District Run program has the capacity to do non-online ordering. Ensure that a district-run lunch program does not conflict with PAC hot lunch fundraising. Potential for a successful paid lunch program if no school staff was involved.

<p>QE con't</p>		<p>been added to their position to allow for this. The school identifies families in need and Families are also asked to pay what they can. Like at QQ, envelopes are not opened so it is unclear the how much families are paying. The school has a 35 lunch capacity, however, approx. 30 lunches are prepared daily. Staff estimates that 70% of the students are in need the lunch supports. There is a Regular and Vegetarian menu. Leftover/unused lunches are provided to students that may need them on the day.</p> <p>This schools LP model requires very little staff commitment since all prep is done off site.</p> <p>Snacks are provided through the school office. The school secretary purchases granola bars, yogurt, applesauce,, etc. with District funds (TCT)</p> <p>PAC provides a 1x/month lunch for students at a fee. The lunch is done through the <i>MunchaLunch.com</i> online and paper ordering system.</p> <p>School Garden: working in partnership with the community centre to develop a garden. The garden is a beautification project and will not contain food. However, the school will be applying for a <i>Farm to School BC</i></p>			<p>is in need and who isn't while maintaining anonymity.</p> <p>Their school community does not like online ordering and prefers to pay with cash.</p>				
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QE con't		<p>grant to look at the development of a produce garden in the spring. Planning is underway now.</p> <p>Curriculum Connections: Opportunities to connect through the garden above.</p> <p>Food Funding: 20-\$30 per month for snack funding, and to support forgotten lunches. Also supplemented by left over fruit and veggie program items</p>							
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals / Food Supports Provided Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
CH 169 students	Principal	<p>The school is only equipped with kitchen facilities in the staff room, so food programming is limited. There are some appliances and a sink in the Multi-purpose room that houses Strong Start. The PAC has their own fridge.</p> <p>All food programming at the school relies on parent volunteers as there is no staff capacity.</p> <p>Provide snacks and extra lunches when asked. Lunches are very simple i.e. soup and crackers. Principal and School Secretary purchase items so they are on hand. Principal, School Secretary or CCW prepare food.</p> <p>Families in need are referred to QUEST** for low cost groceries.</p> <p>Food Drive: Halloween for Hunger</p> <p>Christmas Hampers: Provided to families and supported by TELUS Ambassadors who supply grocery store gift cards.</p>	Universal weekly breakfast provided by the PAC used as a way to bring the school community together	<p>No BP</p> <p>No LP</p> <p>Snacks</p> <p>3 - 4 families in need of food supports - 5 children</p>	<p>Rely on parents to provide supports and the amount of volunteers can vary from year to year.</p> <p>Munch a Lunch \$200 annual fee is too costly for a school of this size.</p> <p>High number of students with food related allergies this year. (i.e. 9 epi pens within 2 grades; allergies to tree nuts, sesame, egg, and peanuts.</p>	Need for volunteers as there is no staff capacity	<p>Y</p> <p>1x/month</p> <p>The PAC or school subsidizes students in need</p>	<p>Yes</p> <p>FV</p> <p>Milk (as part of BP)</p> <p>Parents sorts and delivers to classes</p>	<p>Provide District funds (TCT) to support the existing food model at the school that provides support to approx. 3 to 4 families.</p> <p>Support the PAC in continuing to do the weekly community breakfast with the funding from the District (TCT). They currently rely on funding they secure in the community and a small fee.</p> <p>Potential for a successful paid lunch program if no school staff was involved.</p> <p>Ensure that a district-run paid lunch program does not conflict with PAC hot lunch fundraising.</p> <p>Any district-run paid lunch program would need to address the allergy concerns of students; even those not participating in the lunch program.</p>

<p>CH's con't</p>		<p>Last year the PAC provided a weekly Breakfast that operated out of the gym. Approx. 80 people (adults and children) would attend regularly. Optional payment of \$1.00/adult and .25 cents/child. The program was supported by funds from the Lions, Save on food donations and district (TCT) funds. PAC is in the process of getting a new BP up and running. Details have yet to be worked.</p> <p>PAC provides a monthly lunch for students at a fee. Food is brought in from Subway, Pizza Hut, etc. They cannot go through Muncha Lunch as the \$200 annual fee is too cost prohibitive for a school of their size.</p> <p>School garden: A container garden project has been developed in the courtyard. Classes participate in Spuds in Tubs. A teacher is applying for a <i>Farm to School BC</i> grant to support the development of a garden.</p> <p>Curriculum Connections: Through the container garden, food is being connected to curriculum.</p> <p>Food Funding \$200/year (not including Christmas hampers). <u>Note:</u> PAC also solicits funding for the breakfast program. School also receives sporadic donations (monetary and food items) from the community.</p>			<p>The food strategy cannot rely on schools to be constantly monitoring and potentially enforcing the type's food eaten in schools. Role should be educating and encouraging healthy eating.</p> <p>A universal food program could increase healthy eating.</p>				
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School / Program	Interviewed	Food Model	Practices to Note	Meals / Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
LT 350 students	Principal	<p>The school is equipped with kitchen facilities in the staff room. There is also a fridge, but no food prep area or ability to cook food.</p> <p>Breakfast program: No program in place. The school does not feel they need a BP and also does not have a space.</p> <p>Snacks: A snack box was placed in each classroom to respond to the school goal to “optimize every child's ability to learn”. Boxes contain non-perishable snacks, cutlery, etc. Bins are refilled every 2 weeks. Funded through district funds (TCT), and relies on staff to do the purchasing.</p> <p>Lunches: Students provided with items like cheese sticks, pepperoni sticks, fruit snacks, water, granola bars, etc. (funded through District funds (TTRP))</p>	Snack box in each class	<p>No BP</p> <p>No LP</p> <p>Snacks</p> <p>2 - 5 students provided with food support each day</p> <p>2 - 5 students identified as in need</p>	<p>Staffing issues - Principal and VP's time cannot be built into food programming as they are involved in Positive Support Plans, and making up staffing shortfalls on a daily basis. They would also rather see CYCW time spent working with students and referring families to community resources then dealing with food needs directly.</p> <p>School takes an empowerment approach to feeding students, and wants to support families to become self-sufficient to meet their food needs.</p>	<p>Memo sent by the Director of Facilities on Nov 6, 2016 Re: <u>Ventilation System required for Cooking in Classrooms - Fire Code</u></p> <p>Points to the need for our facilities to be better equipped for food programming and to encourage instructional cooking.</p> <p>School has concerns that F&V needs to be washed; lacks personnel and space to to wash using filtered water.</p>	<p>Y</p> <p>2x/month</p> <p>PAC subsidizes students in need</p>	<p>Yes</p> <p>FV</p> <p>Milk</p> <p>K only</p>	<p>Provide District funds to support the existing food model at the school that involves classroom snack boxes.</p> <p>Existing lunch supports rely on the CYCW, but additional staffing time is needed to build upon the supports and more importantly link families to resources in the community. CYCW works just 3 days/wk.</p> <p>School does not want a Breakfast program put in place.</p> <p>Ensure that a district-run paid lunch program does not conflict with PAC hot lunch fundraising.</p> <p>Potential for a successful paid lunch program if no school staff was involved.</p>

<p>LT con't</p>		<p>Food supports funded through the district (TTRP)</p> <p>Families in need are referred to QUEST** for low cost groceries.</p> <p>PAC provides a 2x/month lunch for students at a fee. The lunch is done through the <i>MunchaLunch.com</i> online and paper ordering system.</p> <p>School Garden: A raised bed garden has been developed by the school. The PAC is involved with the garden.</p> <p>Curriculum connections: VP Debbie Ramen, as part of her leadership role, is developing teacher education units. Healthy Eating and Nutrition is one of the units.</p> <p>Cost of food supports: Estimated at \$250/mo.</p>							
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
LK 423 students	Principal	<p>There is a full kitchen beside the gym that is used exclusively by the In House Program and the school. The kitchen has a large prep area, 2 sinks, 3 fridges, 2 freezers, a dishwasher, stove, baking racks, and a microwave. The kitchen is certified by Fraser Health to provide the lunch program and support school food programming only.</p> <p>Breakfast program: Students have the choice to grab and go or sit and eat breakfast. BP runs from 8:30 - 45 and is open to all. No fees are charged. Between 30 - 60 students attend daily, and at times they are joined by parents (2 -10). The BP provides yogurt, fruit cups, apple sauce cups, cereal bars, cut up fruit and veggies and smoothies (2 - 3 x/wk.). No protein is served. Toast, waffles, etc. aren't served because they are too time consuming. BP is funded through donations through the District, and produce donations from Costco. The program costs \$150/week (\$ 5196/yr.)</p>		<p>BP 30 - 60 daily</p> <p>LP In-house District funded 75</p> <p>75% (57 students) identified as in need.</p>	<p>When lunch program staff are ill, site staff (i.e. Principal, VP, EA's, etc.) are needed to replace staff because there are no on-call staff.</p> <p>The dishwasher is old and needs to be replaced. Fridges are also approaching replacement time.</p> <p>Costco donations and donations received from a community member</p>	<p>Need for non-food related staff to support food programming.</p> <p>Need for volunteers to prepare donated fruit and veg for serving,</p>	<p>Y</p> <p>3x/year</p> <p><u>Note:</u> This is not regular and relies on parent volunteers</p>	<p>Y FV</p> <p>Y MP</p> <p>Milk is not sent to classes because of wastage. It is available for use in the BP and as a snack.</p>	<p>Important that this school does not lose any current food supports as a result of a district wide program being put in place.</p> <p>Need to address the impact on staffing and volunteer time required to respond to the Costco food donation to support food programs.</p> <p>Any District food program would need to provide a non-online ordering option.</p> <p>Ensure that a district lunch program does not conflict with PAC hot lunch fundraising if the PAC continues to do these.</p>

<p>LK con't</p>		<p>Snacks: Milk, and cut up and bagged fresh fruit and veggies are available. Students can access them at the school office. All food comes from the Costco donation.</p> <p>A daily In House lunch program is supported by CLINK funding that covers staffing (5 hrs. /day) and food costs. The program is also subsidized by fees paid (\$60 for 1st child and \$50 for subsequent children) by families who elect to participate. The LP has a capacity of 75, and at times there is a waitlist. The program is first come first serve and normally has a waitlist. The school does monitor closely who gets on and can make space for those in need. They estimate that a min. of 75% need the program for financial or other (i.e. caregiver with mental health or other issues, etc.) reasons. The school asks for a min. of \$10. However, since envelopes are not opened at the school, it is unclear the how much families are paying. There are two menus offered- Vegetarian and Regular.</p> <p>PAC sometimes provides a Fun Lunch. Last year only 3 were held because they had trouble getting volunteers. No online ordering - all ordering is done via paper orders forms. The PAC orders the food in. Through COSTCO, a district teacher accesses perishables on a weekly</p>			<p>through the District meets the food needs for existing programs. However the Costco donation is very time consuming and requires staff and volunteer time to make it work.</p> <p>The schools demographics is slowly changing with the north part of the catchment becoming more middle class. However, ELL and FN numbers are still high.</p> <p>Cups, bowls and packaging provided is costly because it is compostable.</p>				
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LK con't		basis. At LK they are used for the BP, as snacks, for the Family Place drop in at the LK HUB, and given to families to take home.							
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
QQ 498 Students-	Principal	<p>There is a full kitchen on main floor, another in the NLC space, and teaching kitchens on the lower level. All are well equipped.</p> <p>A Breakfast program (BP) facilitated by the CYCW is provided daily adjacent to the upper lobby. Program is subsidized by a small charge (50 cents) to students, but payment is not required. Program is accessed by 20 - 35 students daily, and more by students in grades 2 to 5 because of its location, although the K-1 are starting to come. No capacity to do anything similar on the lower level using existing facilities for K to 2. Staff time required by program is included in the CYCW's hours. Funding for the program (\$200/month) comes from a combo of: donations, District funds (TCT), and the PAC.</p> <p>A daily In House lunch program is provided with the support of CLINK funding that covers staffing (5 hours/day) and food costs. The</p>	<p>Partnership with the NW Community Gardening Society.</p>	<p>BP Universal program 20 - 35 served</p> <p>LP In-house District funded 75 capacity 65 served</p> <p>10 identified as in need</p>	<p>When lunch program staff are ill, site staff (i.e. Principal, VP, EA's, etc.) are used to replace staff because there are no on-call lunch program staff. Only recently has an on call staff been hired.</p> <p>Uncertainty regarding the role parents can play i.e. CUPE grievance concerns.</p> <p>School has concerns about introducing a new model for a daily lunch program.</p>	<p>Staffing</p> <p>Union agreements and potential grievances are sometimes a barrier to parents and others getting involved.</p> <p>School is responsible within their budget to maintain kitchen equipment. These costs can be high when appliances break down or need to be replaced.</p>	<p>Yes</p> <p>1x/ month</p> <p>School/ PAC has not been asked for subsidy support</p>	<p>Yes FV</p> <p>No Milk</p> <p>Too much waste</p> <p>No storage capacity</p> <p>No one to organize it</p>	<p>Provide District funds to support the food costs for the existing breakfast program.</p> <p>The demographics of this school are substantially different than the old John Robson, and the program now appears to have become a program of convenience. However, there are still vulnerable students who need the program and there may also be parents paying who have not disclosed that they need help with payments. Additionally, without knowing how much individuals are putting into the lunch program envelopes, because of the requirement to send them sealed to the BO, it raises the concern that the District is subsidizing those who are not in need. The low number of identified vulnerable students accessing the program does not rationalize the current programs cost (staffing and food) based on other District needs.</p> <p>Consider discontinuing the current school lunch program and reallocate Community LINK funding provided a new food support is available for families identified as in need.</p> <p>Potential for a successful paid lunch program if no school staff was involved.</p> <p>Ensure that a district-run paid lunch program does not conflict with PAC hot lunch fundraising.</p>

<p>QQ con't</p>		<p>program is also subsidized by fees paid (\$60 for 1st child and \$50 for subsequent children) by families who elect to participate. When families pay the envelopes are not at opened at the school level, as per accounting procedures, so there is no way to know how much is in each envelope. Support staff handle orders and will help with the actual program when needed. The program has a 75 lunch capacity; currently only 10 lunches are provided to vulnerable students. No choice menu - either "regular" or "no pork". Leftover/unused lunches are provided to students that may need them on the day. Staff can also buy lunches that are leftover.</p> <p>Through COSTCO, a district teacher accesses perishables on a weekly basis. They are delivered to the school on Thursday around 4 p.m. At QQ they are used on Friday for a take home food program.</p> <p>PAC provides a 1x/month lunch for students at a fee. The lunch is done through the <i>MunchaLunch.com</i> online ordering system, but they can also take paper orders.</p> <p>School Garden - the school has access to the St. Mary's Community Garden operated by a non-profit society. Irving House</p>							
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QQ con't		also invites K classes to plant a garden on their grounds. Curriculum Connections: Living things, Healthy eating. Most classes attend Save-On-Food nutrition tours							
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
HS 480 students	Principal	<p>The school is equipped with kitchen facilities in the staff room, and a small canteen style kitchen in the gym. The gym kitchen is very small and is used more for storage. The PAC fridge is kept there and there are other appliances that are old and not used.</p> <p>Principal stating that because of the schools demographics it is can be hard to identify students in need.</p> <p>No Breakfast / Lunch Program</p> <p>Snacks provided through the school office and the Principal's office. Granola bars, yogurt, cheese sticks, etc. are provided. Hard to keep perishables on hand because the needs ebb and flow</p> <p>PAC provides a 2x/month lunch for students at a fee. The lunch is done through the <i>MunchaLunch.com</i> online ordering system. The PAC subsidizes 10 - 15 students regularly. A large number of students participate in the hot</p>	<p>Principal visits classrooms at lunch so she can see what children are eating, who doesn't have enough food, who is taking food from other students, etc.</p> <p>When students in need leave to go to GMS the GMS School counsellor is advised</p>	<p>No BP</p> <p>No LP</p> <p>Snacks</p> <p>10 students identified as in need</p>	<p>Last year a BP was needed, but it is unclear if there is a need this year. If there was a BP, the Principal would have to run it as there is no staff capacity. The principal wonders whether a BP would be something that could help her better identify children in need of food supports. She would not have the capacity to do one though and is not sure if the PAC</p>	<p>There is no staff capacity to provide food programming.</p> <p>Nowhere to store food supports.</p> <p>School demographics discourage families from identifying as being in need.</p>	<p>Yes</p> <p>2x/month</p> <p>PAC subsidizes students in need</p>	<p><u>Y - FV</u></p> <p>Parents wash, sort and deliver to classes</p> <p><u>Y - Milk</u></p> <p>K - 2 only</p> <p>Problem with space for storage.</p> <p>Unclear if older students would drink milk so not sure if they would want to expand to grade 5.</p>	<p>Ensure that a District-run paid lunch program does not conflict with PAC hot lunch fundraising.</p> <p>Potential for a successful paid lunch program if no school staff was involved.</p> <p>In view of the school demographics, families may not be comfortable approaching staff or other families. There needs to be a way for families to self-identify without facing the stigma of being a family in need.</p>

<p>HS con't</p>		<p>lunch (last time there were 343 out of 476 students). The PAC has noticed this year that the number of Lunch orders have dropped significantly from previous years. However, this number is still very high for a paid lunch program.</p> <p>School Garden: the Environment Club is looking at applying for an Innovation Grant to build a raised bed garden. 3 teachers, 3 boys and 60+ students are supporting the project.</p> <p>Curriculum connections: once garden is in place this will happen.</p> <p>Food funding: last year \$500 was allocated for the school s food needs.</p>	<p>so they can be linked to supports at GMS.</p> <p>Principal has also been buying food with her own funds and keeping it in her office fridge for hungry students.</p>		<p>would be interested in taking on a monthly universal breakfast. She would need to do a poll of families prior to looking at this.</p>				
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
<p>FWH</p> <p>129 students</p>	<p>Principal, Jamie Sadler</p>	<p>The school is equipped with kitchen facilities in the staff room, and has a new kitchen that was built as part of the earthquake upgrades. The new kitchen's use for food programming would be limited as it is connected to a multi purpose room that will be used as a music classroom 3x/wk., and it will also be the PAC kitchen. It does present opportunities for food partnership programming outside of school hours though i.e. food skills programs for families.</p> <p>School food needs vary from year to year. 2 years ago they had a volunteer led program that supported 4 families with 8 children, but last year there was just one family with two children.</p> <p>Funding for these supports has come from TTRP (purchased grocery store gift cards) and grocery store donations from Save-On-Foods. Families have been provided with grocery store gift cards to purchase food for lunches.</p>	<p>K Garden and Cooking Program</p>	<p>No BP</p> <p>No LP</p> <p>Snacks</p> <p>Grocery Store Gift Cards</p> <p style="text-align: center;">10 identified as in need</p>	<p>A freezer for the new kitchen.</p> <p>Based on the low need the school needs to be able to react in a way that would be appropriate for as little as one family in need. This at times can be best met by grocery store gift cards rather than getting volunteers to prepare 1 or 2 lunches which also puts a spotlight on the children in need.</p>	<p>There is no staff capacity to provide food programming</p>	<p>Yes</p> <p>1 - 2 times per month</p> <p style="text-align: center;">PAC subsidizes students in need</p>	<p>Yes</p> <p>FV</p> <p style="text-align: center;">Yes Milk</p> <p>Excess milk is sent home with families</p>	<p>School needs a way to be able to respond to meet the needs of their low numbers of hungry students so as to not bring attention to them.</p> <p>Ensure that a district-run paid lunch program does not conflict with PAC hot lunch fundraising.</p> <p>Potential for a successful District paid lunch program if no school staff was involved.</p>

FWH con't		<p>Families in need are also referred to QUEST** for low cost groceries.</p> <p>PAC provides a 1 to 2x/month lunch for students at a fee. The lunch is done through the <i>MunchaLunch.com</i> online ordering system, but they also accept paper orders. Sushi and pizza are popular but there has not been a lot of uptake for healthy or ethnic options which were popular at principals former school.</p> <p>Christmas Hampers also contain grocery store gift cards (\$100/family of four) so that the families can purchase food items that are meaningful to them.</p> <p>School Garden: A butterfly and bee garden is being worked on by K/1 teachers.</p> <p>Food Connections to Curriculum: The garden and new kitchen as mentioned above. Produce is also grown that is incorporated into a K cooking program.</p> <p>Food funding costs: This year spending \$10 -\$20/mo on snacks. Last year had a \$300 budget for all food costs, This included supporting grocery gift cards for Christmas hampers.</p>							
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals / Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
Richard McBride 434 Students	Principal	<p>The school is only equipped with kitchen facilities in the staff room, therefore its use for food programming is limited. The PAC has a kitchen off the gym and a small fridge in the nurse's room is used to hold some food.</p> <p>Snacks are provided daily. District funds (TCT) are used to purchase hummus with crackers, tuna with crackers, fruit cups, protein bars, seaweed snacks, etc. Sandwiches and frozen items don't work well. Snacks are with teachers, the CYCW and in the office. Having the snacks in the office addresses privacy concerns around distributing snacks i.e. seen as a "walking break" for the child. Would like to provide more fresh fruit and veggies and high protein foods but current need make this unrealistic because of their shelf life.</p> <p>PAC lunch for students at a fee every 6 weeks. Subway, sushi, pizza</p>	Snacks have a high protein content	<p>No BP No LP Snacks</p> <p>3 - 4 /week asking for supports</p> <p>1 or 2 children that don't have enough food.</p>	<p>Full size fridge needed in the nurse's room to replace the small one.</p> <p>Staffroom dishwasher needs to be replaced.</p>	<p>No capacity to do food programming re: staffing and facilities (i.e. Electrical issues at the school).</p>	<p>Y</p> <p>Every 6 weeks</p>	<p>Yes FV</p> <p>Parents sort and send to classes</p> <p>Yes Milk</p>	<p>Potential for a successful paid lunch program if no school staff was involved.</p> <p>Ensure that a district-run paid lunch program does not conflict with PAC hot lunch fundraising.</p>

RM con't		and hot dogs are available. Moving to an online ordering system. Food supports: \$ 600/yr.							
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
QMS 282 students	Principal	<p>The school is equipped with a kitchen in a Home Ec. room that is used for Home Ec. classes and the in house lunch program. Kitchen facilities in the staff room.</p> <p>Breakfast program is community volunteer driven and run program shared between QMS and QE. Community seniors run the program and it is subsidized by the school budget. Lunch program staff assists by cooking the hard boiled eggs that are served and ordering supplies. The volunteers serve cereal, hard boiled eggs, toaster pancakes/waffles, french toast on Wednesday, fruit (from the F and V program). Children are asked to pay .50 cents. Some older siblings bring their younger siblings, daycare providers bring their kids, and some parents attend with their children. More QE students would participate if there was a way to get them to QE</p>	<p>Volunteer run BP</p> <p>Bulk purchasing for BP by Lunch program staff through large suppliers</p>	<p>BP 8 - 20</p> <p>LP - In-house District funded Up to 55</p> <p>Snacks 11 identified as in need, but the principal suspects another 10 could use the program but the families are reluctant to ask.</p>	<p>When lunch program staff are ill, site staff (i.e. Principal, and VP) are needed to replace staff because there are no on-call staff.</p> <p>The current lunch program staff is considering retirement this year. The next school year would be an ideal time to put a new model in place.</p> <p>High food costs</p>	<p>Need for volunteers</p> <p>High food costs</p>	<p>Y</p> <p>1x/month</p> <p>PAC does not provide Subsidies for students in need</p>	<p>Y FV</p> <p>Extra goes to BP and Strong Start</p> <p>Y MP (gr 5's and Strong start)</p>	<p>Ensure that a district-run paid lunch program does not conflict with PAC hot lunch fundraising.</p> <p>Potential for a successful paid District lunch program if no school staff was involved.</p>

QMS con't		<p>from QMS. Funded through District (TCT), donations, and the school budget.</p> <p>A daily In House lunch program is provided in partnership with QE with the support of CLINK funding that covers staffing (5 hours/day) and food costs. The program is also subsidized by fees paid (\$3.50/lunch for 1st child and \$2.50/lunch for subsequent children) by families who elect to participate. A Regular and Vegetarian menu is offered. The QMS/QE program has a 90 capacity; QE students fill the program and the remaining spots are offered to QMS students. QMS staff is responsible for packing up the lunches that will be served at QE. Leftover/ unused lunches are provided to students that may need them on the day or frozen for students needed a lunch on other days. The school identifies families in need and will puts them automatically on the program. The number of children needing subsidies vary according to need. (Currently 11 children on each month, but estimates 50% are in need.) Families are asked to pay what they can. Like at QQ, envelopes are not opened so it is</p>			<p>to support the BP and provide other food supports (on top of what is provided at the District level (i.e. TCT)) prevents the school from meeting other needs.</p> <p>PAC would like families to be able to purchase lunches on a daily basis (i.e. not just what they offer monthly).</p> <p><u>School needs:</u></p> <p>One of the stoves needs to be replaced.</p>				
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QMS con't		<p>unclear how much families are paying. The office sends hungry students to the Principal/VP who then arrange for a lunch from the lunch program.</p> <p>Snack program: the office provides granola bars.</p> <p>PAC provides a 1x/month Pizza lunch. Fundraiser for the PAC. They order from a local restaurant and provide vegetarian, cheese and pepperoni, ham and pineapple. Flavoured waters, juice and snacks. No subsidies are provided by the PAC.</p> <p>School Garden: No garden because of concerns around rodents.</p> <p>Food Connections to curriculum: Health Education provides discussion around healthy eating and nutrition. We offer a cooking exploratory for students in grades 6-8</p> <p>Food support costs: For the 2016/2017 school year, the cost of the Breakfast program (average cost per month of \$140) was covered by Walmart Gift cards provided by the District, donations from private community members, and student donations (50 cents a meal). Granola bars (5 boxes/yr. at \$10/box) also covered through</p>							
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		donations.							
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
FRMS 442 Students		<p>School has kitchen facilities in the staff room, Home Ec. room and on the first floor. The first floor kitchen is adjacent to the multi-purpose room and gym, and has been licensed by Fraser Health to provide the Breakfast program and other food supports. The kitchen contains 2 fridge/freezers, stove, microwave, dish washer and has a prep and serving area.</p> <p>Breakfast program: The CYCW is responsible for the BP. She plans the menu, shops for the food, prepares the food and then serves the students. The BP is part of her role at the school. CYCW has 15 minutes to prep everything for serving. There is a set menu each week i.e. toast, bagels with cream cheese, yogurt, fruit and veggies, etc., but none of the food is cooked due to time constraints. Friday is the most popular day as smoothies are served. The program costs</p>		<p>BP 25 - 50 /day</p> <p>LP 8 - 12 / day</p> <p>Snacks</p> <p>20 - 25 students identified as in need</p>	<p>Principal has had an in-house lunch program at a former school and has concerns about bringing a program to FRMS. Re: When lunch program staff are ill, site staff (i.e. Principal, VP, EA's, etc.) are needed to replace staff because there are no on-call lunch program staff.</p> <p>The Principal would like to see District (and Fraser</p>	<p>The needed funding to cover the high cost of fruits and vegetables</p>	<p>N</p>	<p>Yes FV</p> <p>Milk N/A</p>	<p>The existing breakfast program needs to remain at the school. It not only feeds hungry students, but is a vehicle for the CYCW to check in with students when they arrive at school each day.</p> <p>Any new model for dealing with the food needs of students can not be at the expense of staffing positions that are currently in place.</p> <p>Potential for a successful District paid lunch program if no school staff was involved.</p>

<p>FRMS con't</p>		<p>\$500/month. Students are asked to pay .50 cents, but are not expected to pay anything.</p> <p>Lunch program: the CYCW has students check in with her at recess if they need a lunch. Hungry students and those that have forgotten their lunch are provided with a lunch (items provided are whole grain sandwiches, hummus and crackers, cheese and crackers, veggies, fruit, etc.)</p> <p>Snacks: leftovers from breakfast and lunch as well as fruit and veggies (purchased and leftovers from the Fruit and Veggie program) are always available at the CYCW's office for hungry students.</p> <p>Juice boxes are not provided as students are encouraged to drink water.</p> <p>BP, LP and snacks are funded through a variety of sources i.e. donations of food and funding, District (TCT), Breakfast Club of Canada, etc.</p> <p>Paid Lunch program: Provided to students on Fridays. Students have a choice of Subway, Me 'n Eds, and Chopped Leaf. Clerical staff take the orders from students until 8:45, phone the orders in, and then the restaurants deliver the lunches</p>			<p>Health) support in placing a ban on sports and energy drinks She would also like to discourage caffeinated drinks.</p> <p>Any new model for dealing with the food needs of students cannot be at the expense of staffing positions that are currently in place.</p> <p>Note: Principal commenting that needs at the middle school level may not be as pronounced as at the elementary levels since parents may have returned to work and as</p>				
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FRMS con't		<p>at the beginning of the lunch hour so they are waiting for students when they arrive back in from outside. On the most recent Friday 115 lunches were ordered. This is one quarter of the school population.</p> <p>Food donations: Cobbs Bread provides a weekly donation of baked goods. These are used in the lunch and breakfast program and are also sent home with students.</p> <p>Buy Low provides \$100/month in grocery gift cards for food supports.</p> <p>In the past, through COSTCO, a district teacher accessed perishables on a weekly basis and they were used for the Breakfast program and additional food supports. An SEA and two students unpacked and prepped the donation> However, due to a new after school delivery time this year, they are no longer able to access this food because there are no staff on site to receive and process the delivery.</p> <p>Other food supports: Christmas hampers are provided that contain grocery gift cards, turkeys, etc.</p> <p>School Garden: A group of</p>			a result are in a better financial situation.				
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FRMS con't		students are currently planning a raised bed garden that they will build this year. They are applying for funding from Farm2 school BC for funding. Food costs/month: \$ 400 - 500							
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FOOD REVIEW: SITE VISITS									
School / Program	Interviewed	Food Model	Practices to Note	Meals / Food Supports Provided Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
EGMS 600 students	Principal Chris Evans VP Greg Patton	<p>The school is equipped with kitchen facilities in the Home Ec. room and staff room, therefore its use for food programming is limited.</p> <p>The school does not have the capacity (staffing or funding) to do a Breakfast program.</p> <p>The current Home EC teacher shops for fruit, sandwich fixings, granola bars and juice boxes to provide an informal lunch program. Students in need are sent to the Home Ec room and she is available to help them with lunches. The number of students in need range from 5 - 10 daily. Program costs of \$100/month are funded through District funds (TCT).</p> <p>A daily Paid Lunch Program is available to students. The school views this as a “gravy” program and no subsidies are provided for students without the financial means to participate. The school has an arrangement with three</p>	Local businesses benefit from their fee lunch program	<p>No BP No LP (Fee Paying lunch and informal lunch supports only) Snacks 5 - 10 students identified as in need</p>	<p><u>Concerns raised by the school:</u> Informal lunch program relies on existing staff. Fee paying lunch program works because the office can spare 1 of 3 secretaries to take the orders. New supports would be difficult to add with current levels of staffing. School would rather see their .6 CYCW connected to (i.e. to link to students), but</p>	Staffing	N/A	<p>Yes FV N/A Milk</p>	This is the only school that already has a daily parents-pay, opt-in lunch program, but it requires staff time. Any district program would need to try to align with the existing program.

<p>EGMS con't</p>		<p>local restaurants (currently (i:t char burger, Subway, and Woomi Sushi in Royal Square Mall). Prices for lunches range from \$3.25 to \$5.25 and do not include a drink. There is no way to determine if the prepared meals meet the BC Food and Beverage Guidelines. A school secretary collects lunch orders and money from students as they arrive for school in the am. Staff calls the lunch orders in; they are delivered to the school in time for the students to pick them up in the lobby at lunch time. Between 35 and 50 students participate on a daily basis; Monday's numbers are low and Fridays are high.</p> <p>PAC does not do a monthly lunch for a fee.</p> <p>No School Garden</p> <p>No stated food connections to curriculum</p> <p>Vending machines are on site. Funds raised supports needs for students as they arise.</p> <p><i>Note: there needs to be an annual review of the contents to ensure they are meeting guidelines.</i></p> <p>Food funding: on average \$100/month</p>			<p>not being responsible for, a food program.</p> <p>Cancelling the paid lunch program would have a negative impact on local businesses.</p> <p>Not sure if another program could work and concerned about having to deal with problems that might arise on a daily basis.</p> <p><u>Requests:</u></p> <p>The school only has one filtered water fountain system and would like more.</p>				
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
NWSS 1972 students	VP Laura Roberts	<p>The school is equipped with kitchen facilities in the Cafeterias, Home Ec. Rooms, and SIGMA.</p> <p>Breakfast program: operates daily. Run by a volunteer teacher and the YCW. 25 to 30 students attend regularly. Supported by grants and donations.</p> <p>Lunch Program: All students, including those previously using the Aboriginal Ed lunch program, are referred to this program. The YCW plans, shops and makes 25 to 30 lunches daily that students can then access in the YCW's office.</p> <p>Snacks: Leftovers from the breakfast program and granola bars are available in buckets at the office/counselling area. Snacks available in YCW's room as well.</p> <p>Cafeteria: Serves 400-500 students and staff daily. Meals cost between \$3 and \$4.</p> <p>School Garden: 14 bed raised garden built by the Carpentry</p>	Previously had a cafeteria chit program, which addresses stigma, but program was stopped due to cost.	BP 25 - 30 LP 25 - 30 4 - 8 students through the school counselors	Cost of doing the lunch program out of the cafeteria would be much more than doing the bagged lunches.	Breakfast program had the offer of community volunteers to support it but it was viewed as in violation of the CUPE contract.	N/A	Yes FV N/A MP	<p><i>Please note: the recommendations below reflect the site interview as well as a focus group held with NWSS students.</i></p> <p>A different model with separate funding needs to be developed for NWSS as a District run program will not meet the needs of the student population.</p> <ul style="list-style-type: none"> ● Food needs to be available in a variety of places in the school to reach different student populations. ● More spaces need to be developed that are fun and welcoming that just happen to also have food. ● Staff need to be supported to develop these social spaces to encourage more staff-student relationship building. ● Advertise what is currently available: <ul style="list-style-type: none"> - Post engaging posters around the school that state where students can go if they "need" food. - Provide information regularly on food supports on the morning announcements.

NWSS con't		<p>Apprenticeship Program and administered by the Home Ec Dept. with the support of the school Gardening Club.</p> <p>Curriculum supports: Food Studies 10/11, Culinary Arts 10/11/12, Professional Chef program.</p> <p>Vending machines are on site. Fundraiser for the Athletic Dept. Note: <i>Need to plan an annual review of the contents to ensure they are meeting guidelines.</i></p> <p>Annual costs: Difficult to determine. In 2016/17 NWSS was provided \$6,000 for food supports.</p>							
SIGMA Alternate Program	Wayne Meadows Teacher	<p>Space is dedicated to Food and Nutrition 11/12 and is also used to provide food supports. Food is used to build a sense of community amongst the students. Brunch has proven to be a great way to get students to come to class for 9:30. Teachers have also noticed students are better able to focus after eating.</p> <p>Breakfast/ Lunch Program: A hot breakfast/early lunch is provided on Tuesday and Fridays (\$100/wk.), utilizing our Foods class/students. This term: cereal/milk/yogurt (\$25/wk.) is also available on Mon/Wed/Thurs mornings. Costs: \$541.25/mo.</p> <p>Snacks: the cafeteria gives their leftovers to SIGMA on M, W and</p>	Program is following a best practices approach for alternate program students	<p>Brunch Program 2 days/wk. 40 students (fruit and entree combo)</p> <p>Food Supports 3 days/wk. 15 -20 students accessing cereal, etc.</p>	<p>Staff time Dishwashing Trying to be enviro friendly and cost conscious</p>	<p>Funding: The alternate programs are the most underfunded relative to need. Reliance on curriculum for food supports. Reliance on current staff and their expertise/ interests.</p>	N/A	<p>Yes FV Milk N/A</p>	<p>In the BC MoE's DRAFT <i>Alternate Programs Guiding Principles (Nov 2016)</i> food is recognized as having a role in "Engagement and Relationship Building" and supports meeting basic needs and building community and cultural connections.</p> <p>The existing food program is part of Foods and Nutrition 11/12. As such, it should receive additional District funding to support, and possibly expand it.</p>

		Th, and they also use the school SFVNP programs leftovers.								
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FOOD REVIEW: SITE VISITS

School / Program	Interviewed	Food Model	Practices to Note	Meals/ Food Supports Provided/ Students identified in need	Site Specific Needs and/or Concerns	Barriers to providing Food Supports	PAC lunches (Y/N) How often? Subsidies?	Fruit & Veggie and K - 5 Milk (Y/N)	Site Specific Recommendations
<p>RCAP</p> <p>30 students this September</p> <p>(40 student max; grows during school year)</p>	<p>Principal Steve Inniss</p> <p>Kelly Ranford (Teacher)</p>	<p>The program has a space dedicated to Food and Nutrition 9/10 and for the provision of food supports. The space contains a prep area, sinks, microwave, stove, fridge and dishwasher.</p> <p>Provision of food only is not the main purpose of a meal program - connection with staff, learning life skills as well as nutrition are essential.</p> <p>Lunch Program: Hot lunch provided 1x/week. 4 Students work with the teacher to plan, purchase groceries prepare lunch for all students and clean up. Hot lunches cost \$50 - \$80 depending on what is being served. Students like to prepare homemade meals like lasagna, spaghetti and meat sauce, butter chicken, and salad/greens always served with the meal. On Friday the YCW makes 60 - 70 sandwiches along with the students. Funding for the lunch program has come from a grants that the program applies for:</p>	<p>Program is following a best practices approach for alternate students</p>	<p>No BP or snack - open fridge policy when food is available</p> <p>LP</p> <p>1x/week</p> <p>Food supports available daily</p> <p>Estimate that 80 - 90% of students are in need of food supports</p>	<p>Need:</p> <ul style="list-style-type: none"> - new fridge - Tall counter /unit good for prep and instruction. <p>Additional funding for lunch so it can happen daily and leftovers can be used for breakfast the next day.</p> <p>Additional staffing to provide or cover off current staff to allow for the provision of food supports.</p>	<p>Funding: The alternate programs are the most underfunded relative to need.</p> <p>Staffing: Program relies on current staff and their expertise/ interests</p> <p>Some students have food phobias</p>	<p>No PAC</p>	<p>Yes FV</p> <p>Milk N/A</p> <p>(Would use any extras from schools)</p>	<p>In the DRAFT <i>BC Alternate Programs Guiding Principles (Nov 2016)</i> food is recognized as having a role in Engagement and Relationship Building and supports meeting basic needs and building community and cultural connections.</p> <p>The existing lunch program is part of Foods and Nutrition 9/10 and also teaches life skills. As such, it should receive more District funding to support this:</p> <ul style="list-style-type: none"> - Provide District funds to support the two existing lunch programs (approx. \$120/week for 40 students) - Using other successful alternative programs as models: <ul style="list-style-type: none"> - Provide additional funding and staffing support to expand the lunch program to 5 days a week. - There is an opportunity to provide additional food specific staffing that could go between RCAP and POWER to support existing staff.

RCAP con't		<p>Breakfast for Learning \$1,000, and from the CKNW Orphans fund. After many years of relying on the CKNW grant, it was not received this year.</p> <p>Breakfast and Snacks: Open fridge policy - food from Starbucks donations, Fruit and Veg program and food that is leftover is made available; No funding to purchase other food.</p> <p>Curriculum Supports: Food programming is connected to Foods and Nutrition 9/10.</p>		(approx. 25 students)					
<p>POWER Alternate Sec. School</p> <p>67 students this Sept.</p> <p>(80 student max; grows during school year)</p>	<p>Principal Steve Inniss</p> <p>Tim Dang (Teacher)</p> <p>Alisa Lomenda (CYCW)</p>	<p>The program has a space dedicated to Food and Nutrition 10/11 and for the provision of food supports. The space contains a prep area, sinks, microwave, toaster oven, 2 stoves, 2 fridge and 2 dishwashers. Hoods over both stoves, but the Ventilation system does not allow for large amounts of steam, grease, etc.</p> <p>Breakfast Program: No longer provided on a weekly basis re: staffing. Try to do 1/month.</p> <p>Snacks: Starbucks donation of baked goods. Granola bars are also available.</p> <p>Lunch program: connected to Foods and Nutrition 10 a lunch is provided every Wednesday. In the semesters that the class is not taught, other teachers pitch in for</p>	<p>Program is following a best practices approach for alternate students</p>	<p>LP: 25 - 30</p> <p>Estimate that 80 - 90% of students are in need of food supports (approx. 57 students)</p>	<p>Additional funding for food supports</p> <p>Additional staffing to provide / cover off current staff to provide food supports</p> <p>Would like to stop serving students donated Starbucks baked goods, but have no other option at this time.</p> <p>A district model where food was</p>	<p>Reduction in Staffing</p> <p>Funding: The alternate programs are the most underfunded relative to need.</p> <p>Reliance on curriculum for food supports.</p> <p>Reliance on current staff and their expertise/ interests.</p>	<p>Y</p>	<p>Yes FV</p> <p>Milk N/A</p>	<p>In the BC MoE's DRAFT <i>Alternate Programs Guiding Principles (Nov 2016)</i> food is recognized as having a role in Engagement and Relationship Building and supports meeting basic needs and building community and cultural connections.</p> <p>The existing lunch program is part of Foods and Nutrition 10/11 but only operates 1 of 3 terms. More District funding is required to ensure food programming happens in all 3 terms</p> <p>To support this:</p> <ul style="list-style-type: none"> - Provide funds to cover the costs of meals (breakfast and/ or lunch) and healthy snacks daily. - Provide additional staffing support to shop, prepare and serve meals and snacks as part of student engagement. - There is an opportunity to provide additional food specific staffing that could go between RCAP and POWER to support existing staff.

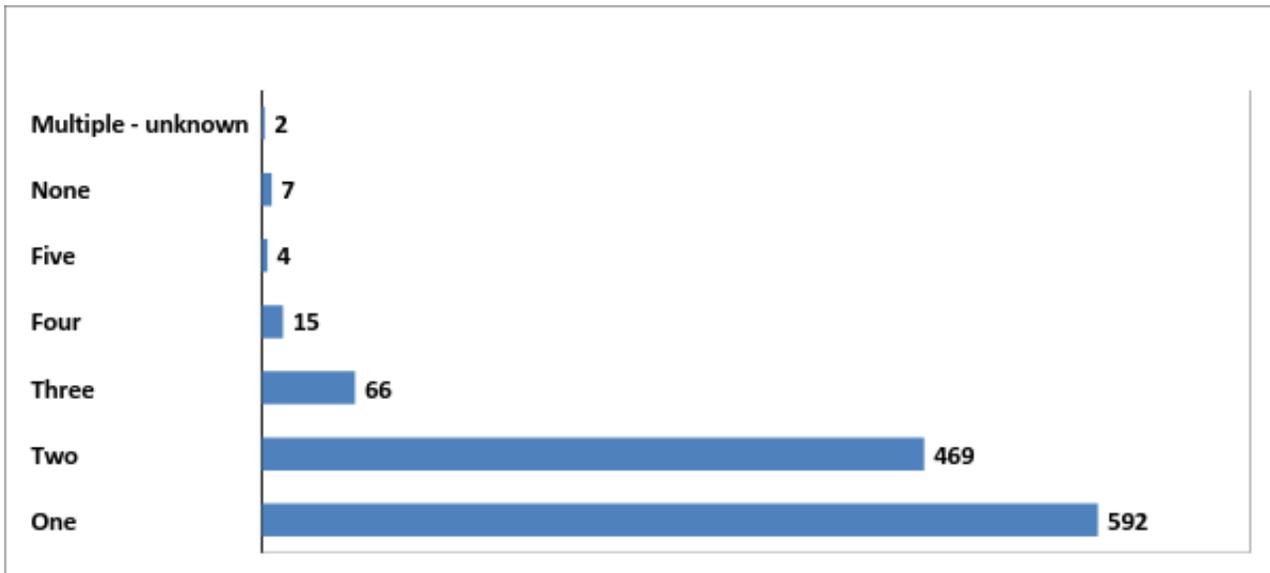
POWER con't		<p>this weekly support. Students plan the meals with the teacher. They cook for 50 at a cost of \$100/lunch. 25 - 30 students are served and the leftovers are eaten the following day. International "home cooking" is a favourite of the students.</p> <p>Funding for these supports has in the past come from the CKNW Orphans fund (no longer receiving this grant), and Breakfast for Learning (\$1,300). Half the food budget came from CKNW and this is the first year in many that the grant has not been received.</p> <p>Curriculum supports: food programming is incorporated into Foods and Nutrition. All students go to the high school to do their FoodSafe.</p> <p>School Garden: They once had a plot at the Simcoe Community Garden but don't have this anymore. There is interest in doing this again, but they do not have the staffing to allow it.</p>			<p>brought in would not be valued by the students. They enjoy the prep, and eating together piece.</p> <p>Additional equipment requested for the kitchen:</p> <ul style="list-style-type: none"> - A large 3 compartment warming tray or food heat lamps (or both) - Pasta roller - Second paper towel dispenser - 2x induction stove with convection oven or smooth top glass stoves with front control knobs (to accommodate larger pots on stove) - Moveable prep table with electrical outlets - Full wall pantry with locks - Shelving to 				
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POWER con't					store appliances - Deep fryer or Air fryer that meets building code - Large food processor with multi attachments - Commercial grade storage containers for food prep & storage				
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Food Review Survey for Families – SUMMARY OF RESULTS

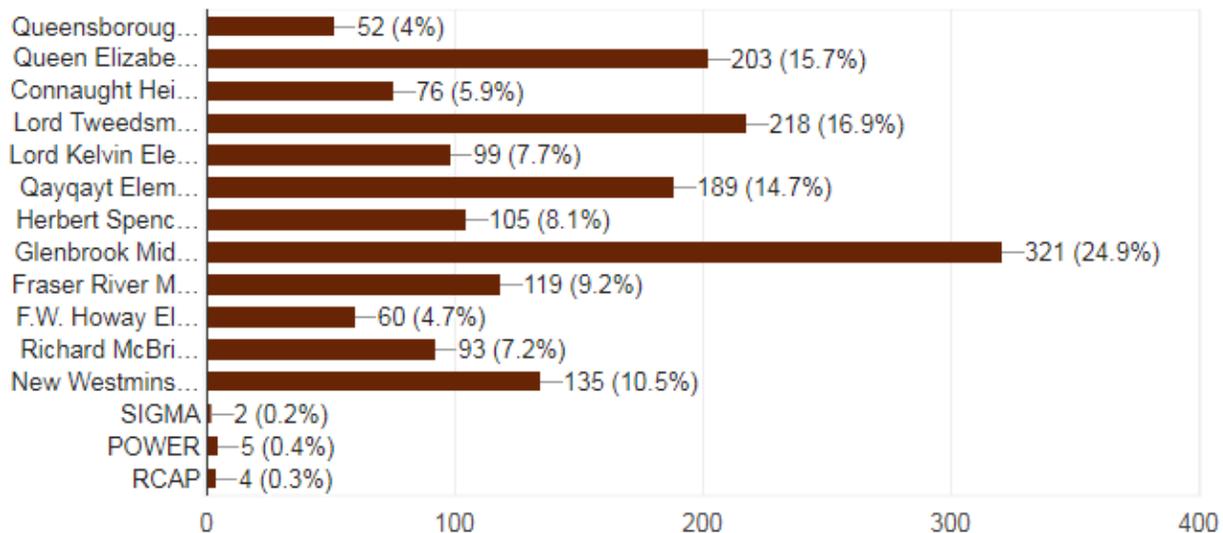
- 1,304 responses
- Survey was open September 6 - October 6, 2017.

Question # 1) How many children do you have attending New Westminster Schools? 1,155 responses

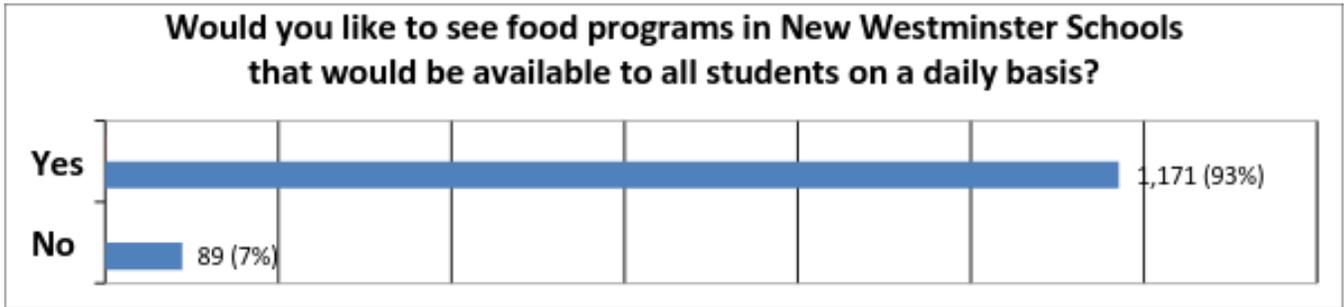


Question # 2) My child/children attend the following school(s): 1,290 responses

1,290 responses

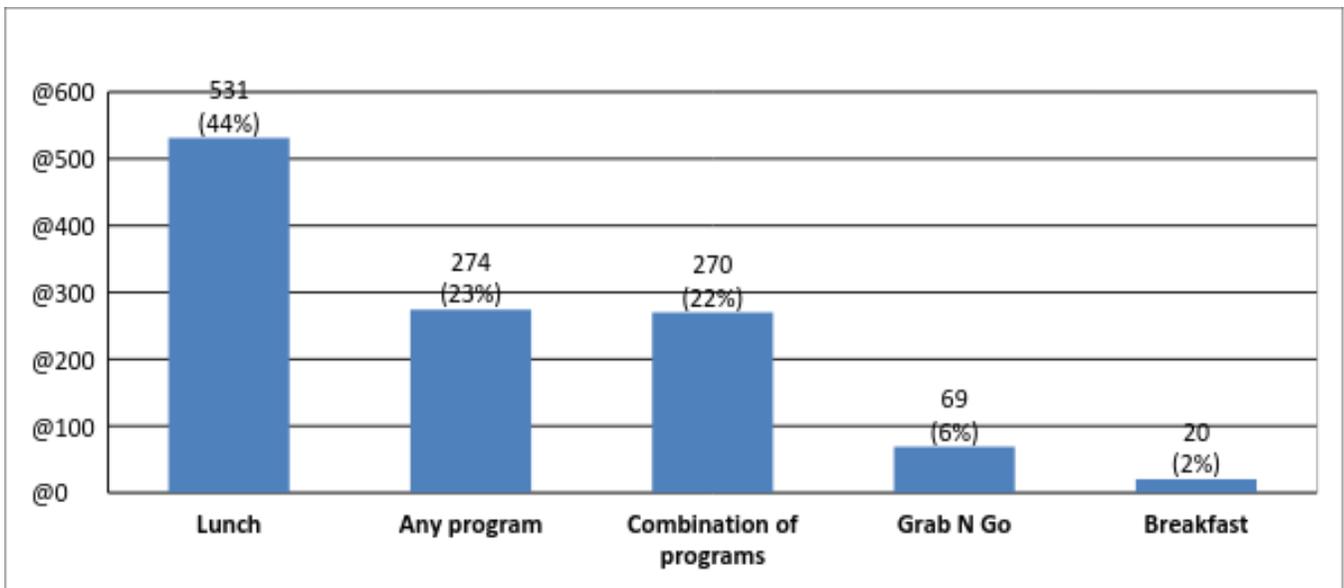


Question # 3a) Would you like to see food programs in New Westminster Schools that would be available to all students on a daily basis? 1,260 responses



Question # 3b) If yes, what type of school food program would you be willing to pay for your child/children to participate in? (Please note: subsidies would be provided for children unable to pay). Please choose one option. 1,204 responses

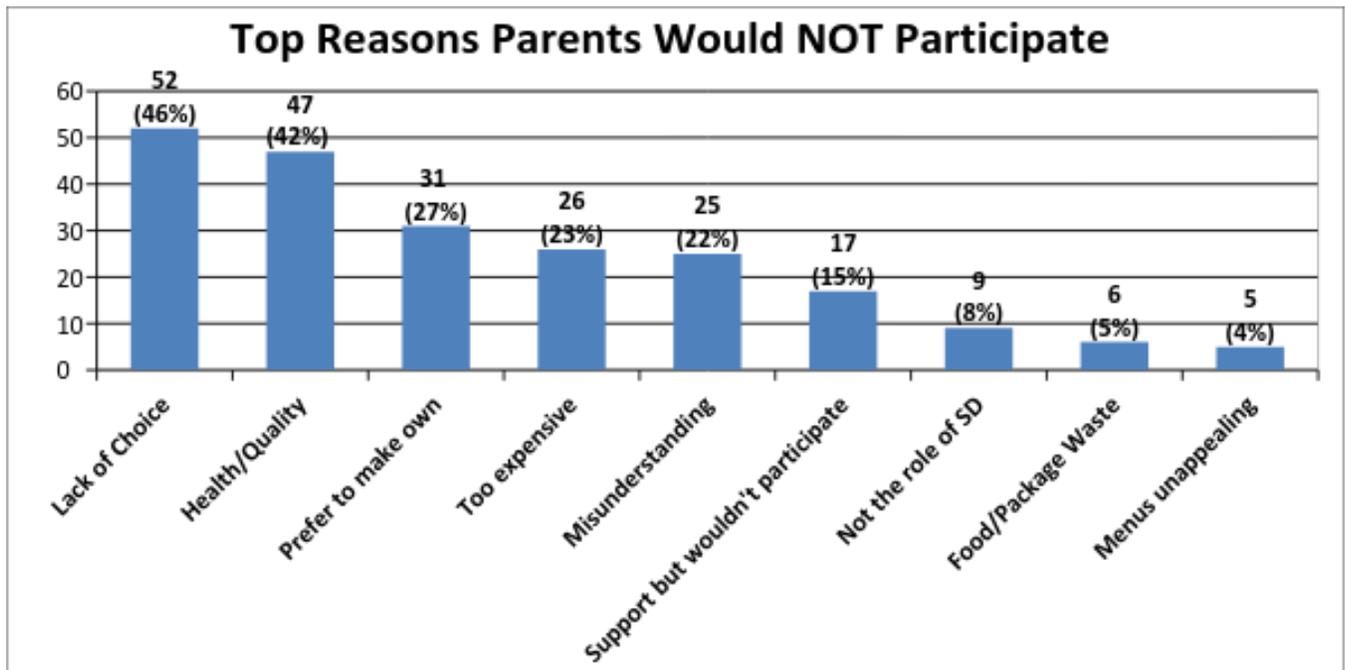
Breakfast before school starts - students served breakfast prior to the start of the day	20 (2%)
Grab N Go - students pick up a pre-packaged breakfast/snack when they arrive at school or during recess/nutrition break.	69 (6%)
Lunch program - students are provided with a meal during lunch hour.	531 (44%)
Any of these programs could work.	274 (23%)
A combination of breakfast, lunch or snack programs is needed.	270 (22%)
Other: 41 comments, some offering specific combinations of meal programs, and other concerns captured in other comments sections.	41 comments



Question # 3c) If no, please tell us why. 113 responses

TOP REASONS WHY parents would NOT participate (Common Themes):	# of responses (113 total comments)
Concerns re: no choice of options – how to meet the needs of picky eaters, vegetarian options, special dietary needs, allergies	52 (46%)
Concerns re: options not being healthy or quality	47 (42%)
Prefer/enjoy to make my own kids lunches, teaching them about nutrition	31 (27%)
More expensive than making their own lunches	26 (23%)
Misunderstanding that this is a opt-in voluntary, parents-pay program, not a mandatory participation program for all students funded by the SD	25 (22%)
Supportive of program to feed hungry kids but own kids wouldn't participate in a meal program for whatever reason	17 (15%)
Not the role of the school to feed hungry kids or don't support helping others – parents role to support their own kids	9 (8%)
Concerns re: food and packaging waste	6 (5%)
Concerns re: current menus are unappealing	5 (4%)

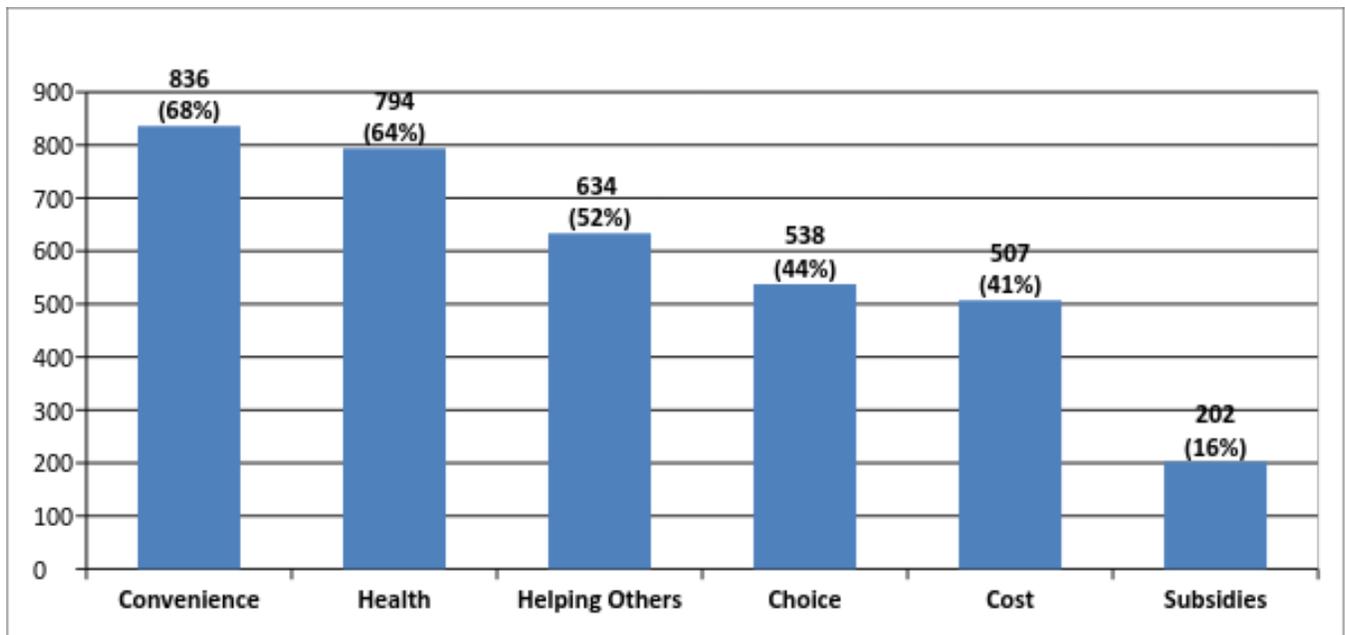
*Percentage totals more than 100% because comments may have listed more than one reason



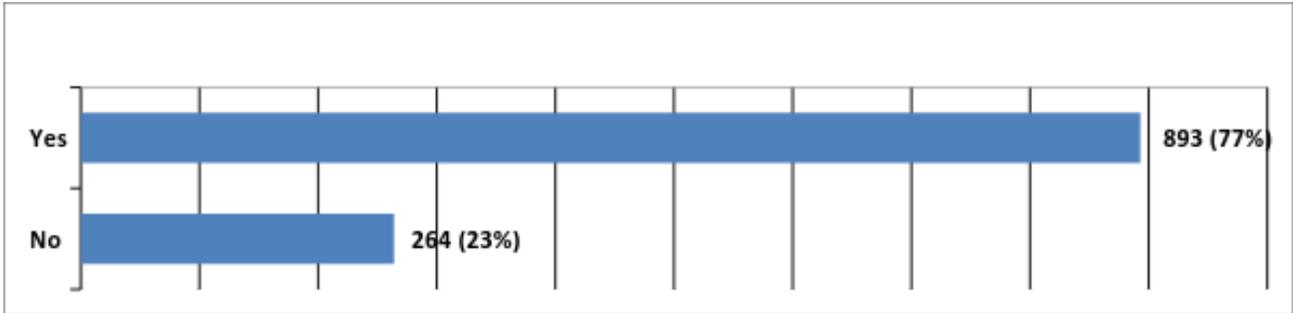
Questions # 4) Why would you have your child/children participate in a food program? Check all that apply:
 1,229 responses

TOP REASONS WHY parents WOULD participate (multiple choice responses and write in comments combined):	# of responses (1,229 responses)
Convenience – no need to feed breakfast or pack snacks or lunches anymore	836 (68%)
Health – all items are healthy because they meet the School Food and Beverage Guidelines	794 (64%)
Helping others – whenever I buy a full-price meal for my child, I know it is helping subsidize a meal for a hungry child	634 (52%)
Choice – there are a variety of different options available	538 (44%)
Cost – meals are reasonable priced	507 (41%)
Subsidies – making it possible for my child to eat at school	202 (16%)
OTHER responses: Hot meals	8 (1%)
OTHER responses: Kids would enjoy it/treat	4 (0.3%)

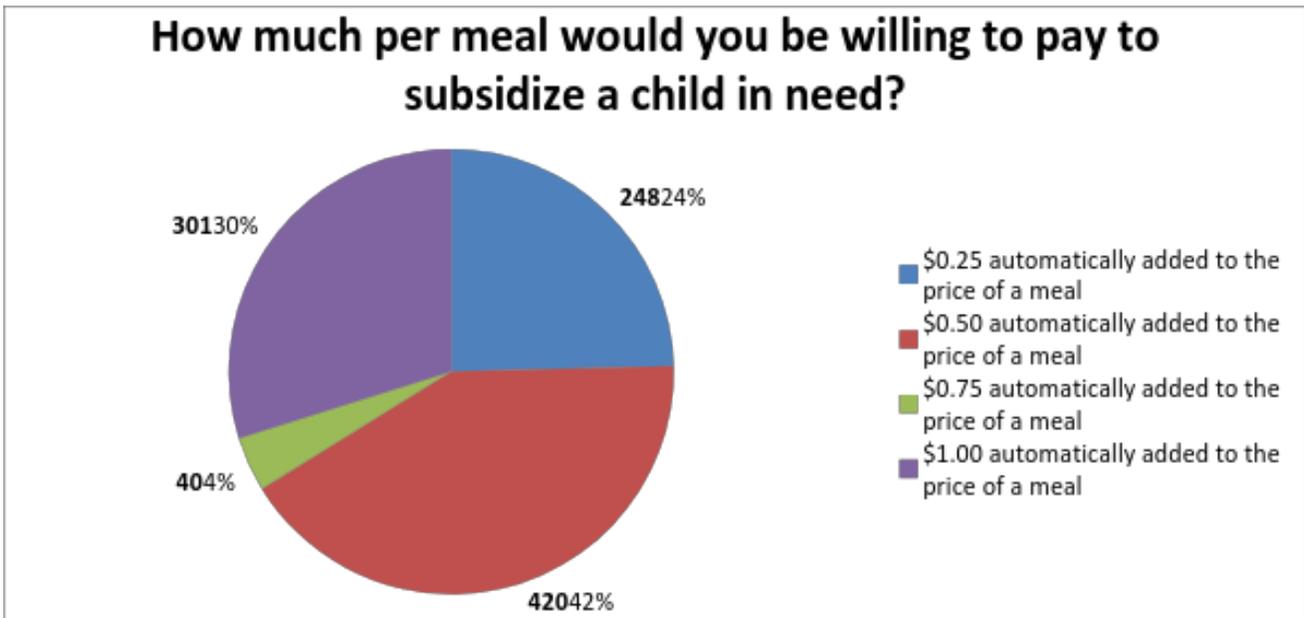
*Percentage totals more than 100% because comments may have listed more than one reason



Question # 5a. Would you be willing to pay more to subsidize a child/children in need? 1,157 responses



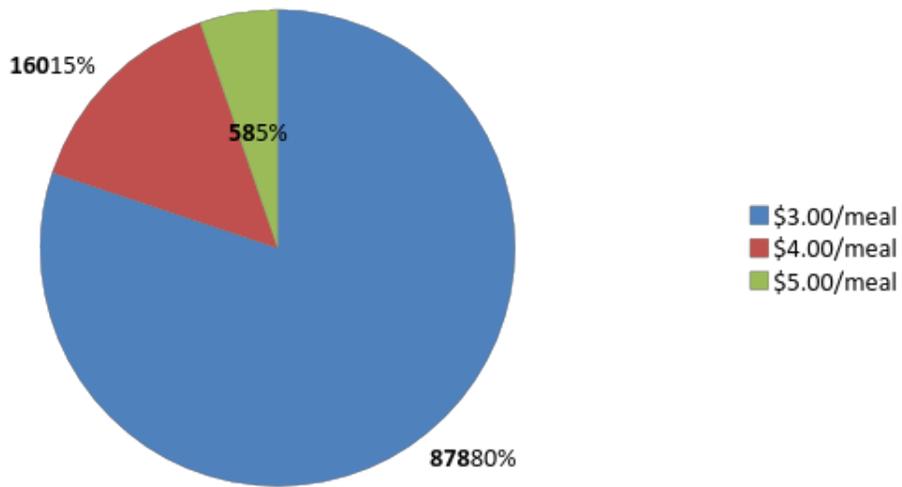
Question # 5b. If yes, how much per meal would you be willing to pay? 1,009 responses



Food Programs:

Question # 1. How much would you be willing to pay for a breakfast program for your child/children? 1,096 responses

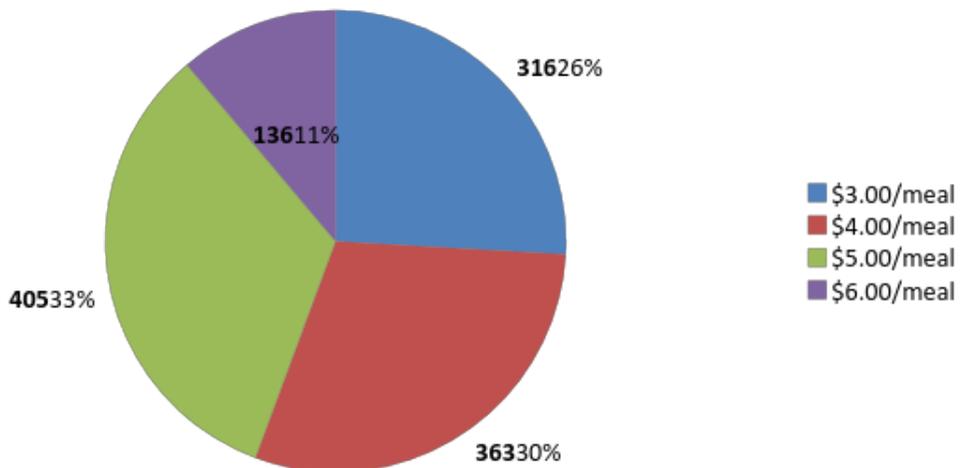
How much would you be willing to pay for a BREAKFAST program?



Food Programs:

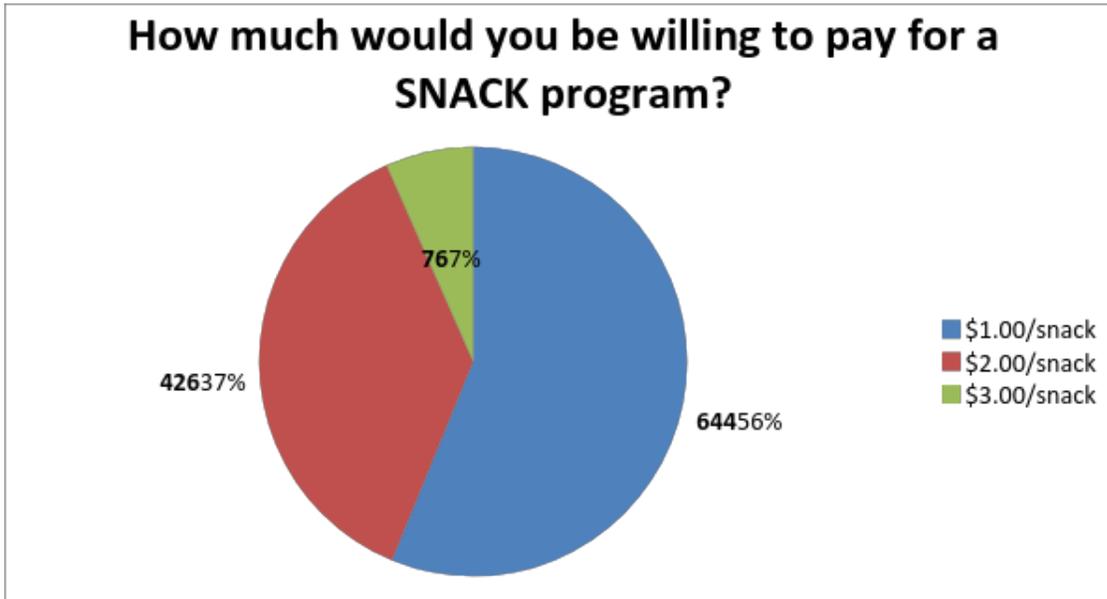
Question # 2. How much would you be willing to pay for a lunch program for your child/children? 1,220 responses

How much would you be willing to pay for a LUNCH program?

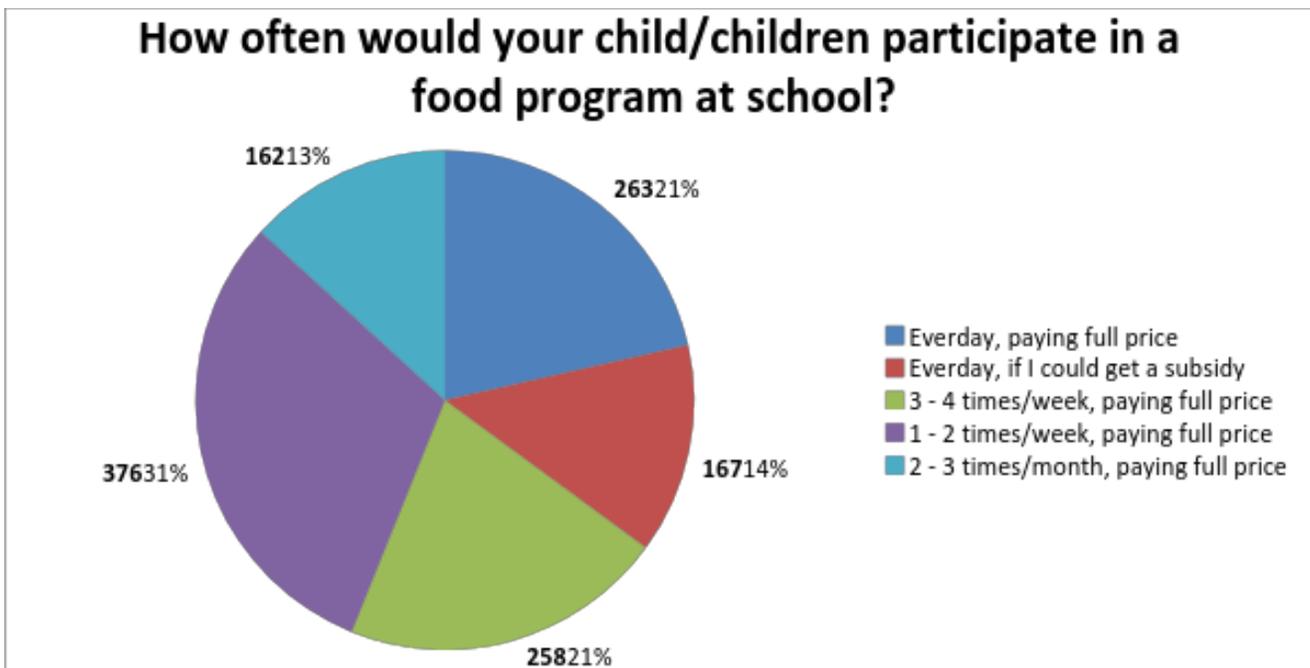


Food Programs:

Question # 2 (mis-numbered). How much would you be willing to pay for a snack program for your child/children? 1,146 responses



Question # 3. How often would your child/children participate in a food program at school? 1,226 responses



Additional comments:

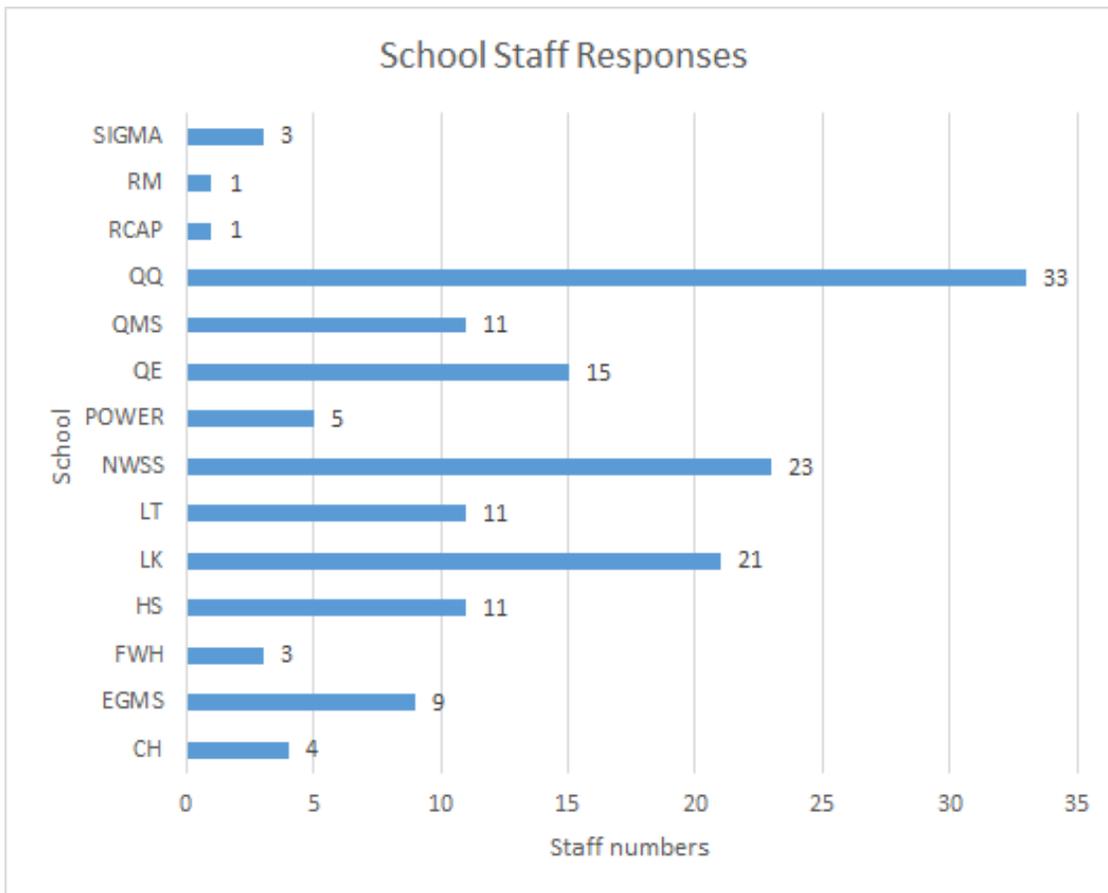
Supportive of a program to help, may participate	34
Supportive of programs to feed hungry kids and would want to donate to support	7
Concerns re: those who need it not getting it, system being abused by those not in need	4
Concerns re: not enough time to eat	4
Align with and/or support PAC lunches	2

Summary of Key Results:

- Majority of parents would be willing to pay to participate in a LUNCH program
- Convenience is the main reason for participation, but it must provide healthy foods, with a choice of options and be reasonably priced
- More than 77% would be willing to pay more to subsidize a child in need, with \$ 0.50 automatically added to the price of a meal being the most popular amount
- Approximately 63% of parents would be willing to pay \$ 4.00 to \$ 5.00 for a lunch meal
- Paying full-price, most parents would participate in a meal program 1 – 2 times/week (31%) but 21% would participate 3 – 4 times/week and 21% would participate everyday.
- While there were 1,304 responses in total, those most vulnerable (eg. mental health barriers, language barriers and time barriers to completing the surveys) may not have been adequately represented
- Two questions identified families needing subsidies:
 - 202 respondents (out of 1,229) said having subsidies is what would make it possible for their child to participate in a parent-pay food program
 - 167 respondents (out of 1,226) said they would participate daily if they could receive a subsidy

Staff survey – 165 Responses

1. Work location. Please check all that apply. (163 responses)



2. Do you see a need for a daily school nourishment program (i.e. Breakfast, Lunch and/or snack) at your school? (142 responses)



If yes, please explain: (142 responses)

Children don't have enough food	71 (50%)
Children participate in and/or rely on the breakfast and/or lunch program	19 (13%)
Families are struggling financially	18 (12%)
Family issues (mental health, time, lack of understanding of nutrition, etc.) that prevent them from providing food	10 (8%)
Important to provide food so children can learn	8 (5%)
Community Building: Food brings students to school (1), food creates a sense of community and helps staff build relationships with students (2)	3 (2%)
Other	39
Total	168*

**Number is higher than actual responses as some staff wrote multiple comments*

Note: One staff who works at multiple schools pointed out the difference in food supports from school to school and felt that all students should have equal access to supports.

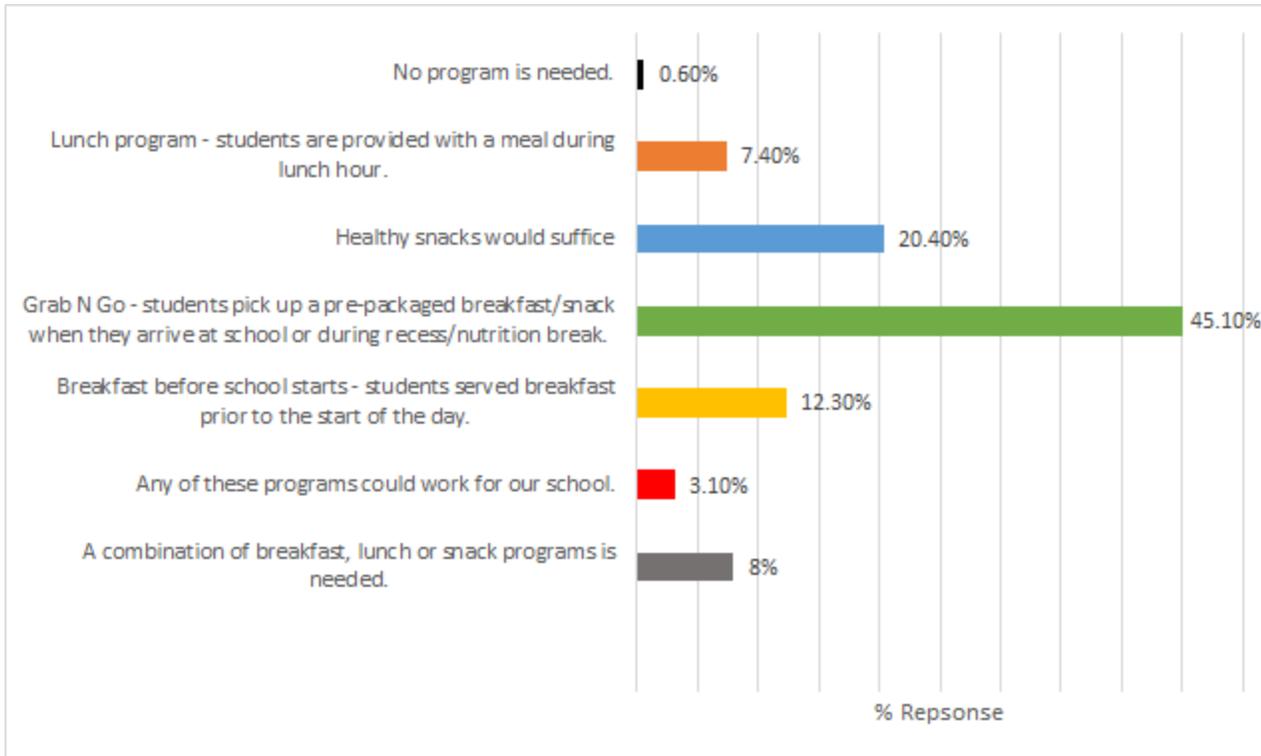
3. What do you currently do when a child is hungry in your classroom or school? (159 responses)

Send the child to the office for a snack	47 (29%)
Go to the office or other areas of the school to find food/snacks or leftovers from food programs	25 (16%)
Provide them with a snack (from snack bins provided by school,, or purchased themselves)	20 (12%)
Staff provides some of their own food	14 (9%)
Speak with the family (i.e. Call home to advise they don't have food (6); Have a discussion with the family and make referrals if needed (5); sometimes a problem with students not liking or eating their lunch)	13 (8%)
Refer to the breakfast or lunch program available at the school	8 (5%)
Involve specific school staff: Send them to specific staff (CYCW, Counsellor, etc.) who will make or provide them with food (6); Talk to the principal/counsellor about a strategy to help the child (2)	8 (5%)
Have other children share their food	7 (4%)
Do not see lack of food as being an issue in their class	5 (3%)
Staff do not know what to do in this situation	2 (1%)
Other not specified	56
Total	*200

**Number is higher than actual responses as some staff wrote multiple comments*

Note: Staff want to see more substantial food provided to students as snacks are not enough.

4. Which food program do you think would meet the needs of your school? Please choose one.



5. If you school has a food program, what is working? (120 responses)

Breakfast Program	55 (46%)
Lunch Program (in house, brown bag and catered)	27 (22%)
Availability of food	19 (16%)
Subsidies	7 (6%)
Donations of food and leftover food	7 (6%)
Fruit and Veggie Program (also noted PAC support for it)	5 (4%)
Being able to build a sense of community using food	4 (3%)
Volunteers	4 (3%)
NWSS Cafeteria	3 (2%)
The reliability of the programs in place	2 (1%)
Support they provide for families	2 (1%)
Other: Not stated	15
Total	* 135

**Number is higher than actual responses as some staff wrote multiple comments*

Note: Staff are happy with programs that are in place, but wish all schools had breakfast and/or lunch programs that students could access.

6. What are some of the challenges? (114 responses)

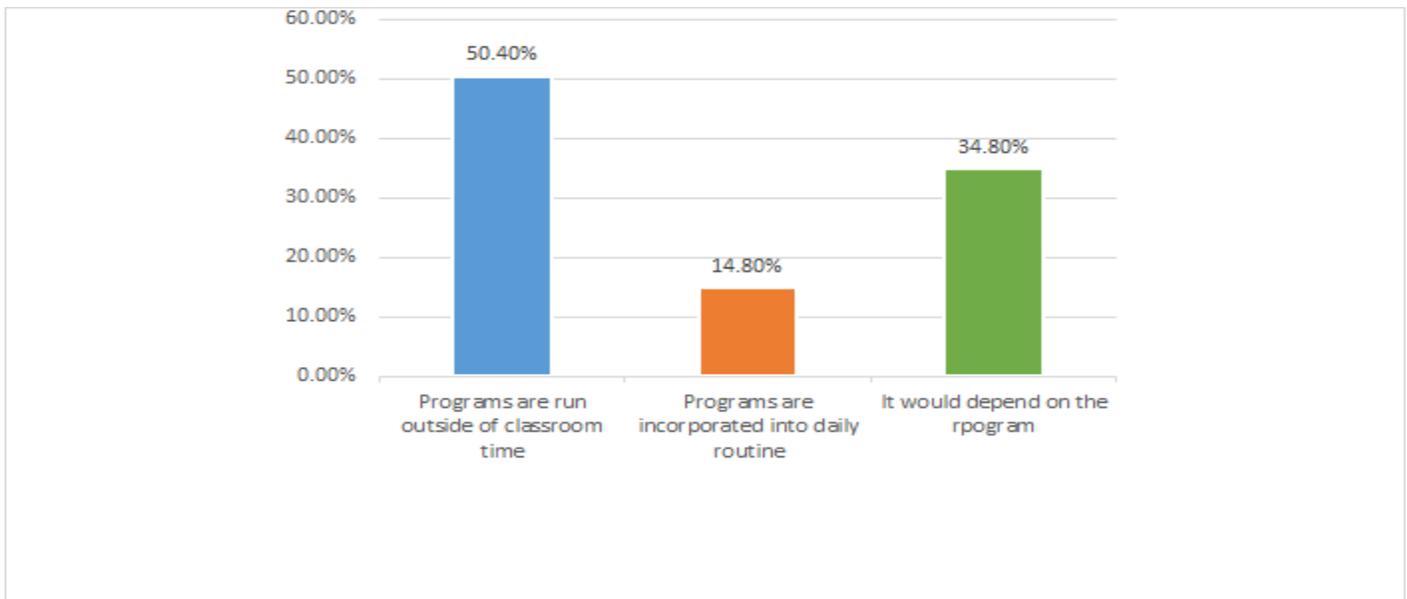
Staffing (Time and actual staff)	46 (40%)
Funding	21 (18%)
Lack of consistency (school to school and within schools)	13 (11%)
Stigma around access	11 (10%)
Need to share information on supports more with staff, families and students	11 (10%)
Limited time frames that food are available	11 (10%)
In house lunch program (need to look at menus, portion sizes and available options)	6 (5%)
Student lunches (i.e. picky eaters, students aren't eating what parents have prepared for them)	6 (5%)
Food issues (Predicting how much food is needed from day to day/food wastage; mess in classrooms, garbage and recycling)	5 (4%)
Access to/availability of subsidies	4 (3%)
Facility issues	4 (3%)
Children bring inadequate food to school	3 (2%)
Other	11
Total	*146

**Number is higher than actual responses as some staff wrote multiple comments*

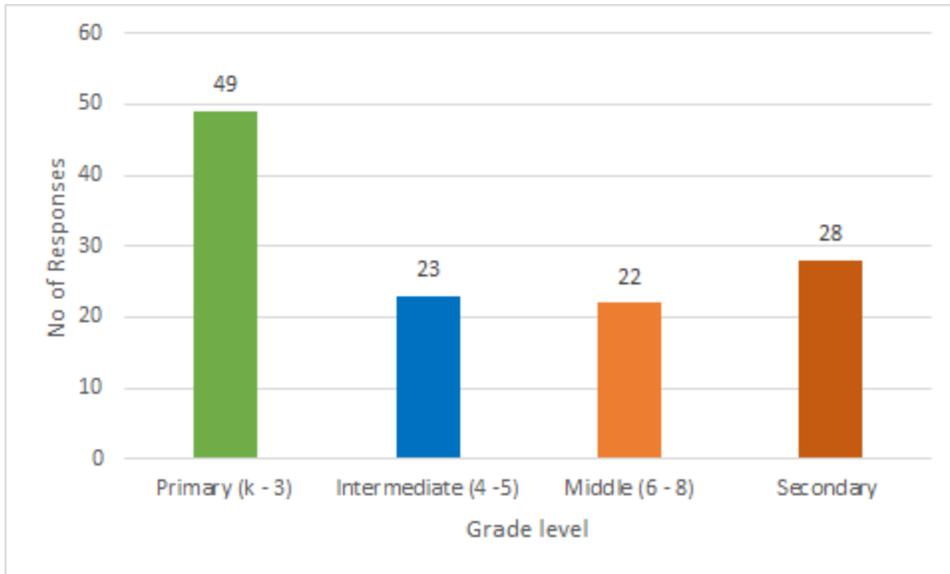
Note: Staff also raising concerns about students not getting enough sleep and that there is a lack of understanding around the importance of adequate sleep and nutrition.

For teachers only:

7. Would you prefer that breakfast or snack programs are run outside of classroom time, or could you see a program being incorporated into your daily routine? (115 responses)



8. What grade do you teach? (114 responses)



For everyone:

9. Please feel free to provide additional comments.

THEMES

- Staff appreciating that this issue is being acknowledged at the District level
- Important to support vulnerable children and address their needs
- Food supports need to be consistent and available at all schools
- Providing food to students has educational and behavioural benefits
- Food can build a sense of community and make students feel more welcome
- More funding and staffing for food supports is required
- We need to do a better job at promoting what is available (to students and staff) to encourage access
- Programming: support at the district level (i.e. purchasing, logistics, etc.), menus need to be healthy and updated.
- Need to look at partnerships to ensure sustainability
- Need to encourage more fun creative ways to incorporate healthy food and food skills in our schools
- Students would benefit from more nutrition education

SUMMARY OF KEY FINDINGS

- A total of 165 surveys were completed; 115 responses were from teachers (Primary (49), Intermediate (23) Middle (22) and Secondary (24)). Staff from all schools and programs were represented with the highest responses coming from Qayqayt (33) and NWSS (23).
- The majority of staff surveyed (88.5%) felt that there was a need for a daily school nourishment program at their school.
- 50% of staff felt that there was a need because children did not have adequate food. And, they also felt it was important because students relied on food supports (13%) and their families were struggling financially (17%)

- When a child is hungry staff will the majority of the time either send the child to the office for a snack (29%) or go themselves to find food somewhere in the school for them (16%). Staff also provide their own food, snacks from classroom snack bins, and food they have purchased for their classroom (21%). They will also ask other students to share (4%) with the hungry child.
- Only 3% stated that they did not see food as being an issue in their classroom, and only 1% stated they did not know what to do when a hungry child presents themselves.
- Staff want to see more substantial food provided to students as snacks are not enough.
- When asked which program would best meet their school's needs, the most frequent responses were a *Grab and Go* Breakfast and/or Snack option (45.1%); Healthy snacks (20.4%); Breakfast program before school (12.5%); and, a lunch program (7.4%). While 11 % stated any program or a combination of programs would work.
- For schools with food programs, Breakfast programs (46%), and lunch programs (22%) viewed as working for students/schools. The BC Fruit and Veggie program, food donations and leftover food were also seen as supporting food needs (12%). Staff were thankful for the availability of food (16%) and the availability of subsidies for families in need (6%).
- Schools with food programs, saw challenges with the time and staffing (40%) and the funding (18%) required, and the limited time frame (10%) some supports are available. There were also concerns raised around the lack of consistency from school to school, and within schools (11%) and the need to address the stigma that might be attached to programming (10%).
- Staff in general, are happy with the programs in place, but felt that all schools should have a breakfast and/or lunch program
- Staff also noted that they use food to build relationships, and a sense of community with students. This theme was woven through many responses.
- Teachers preferred to have breakfast or snack programs run outside of class time (50.4%) rather than have it incorporated into their daily routine. However, 34.8% said it really would depend on the program.

Student Focus Group at NWSS November 2017

Attended by 5 students: grade 9 (2), grade 10 (1), and grade 12 (2) All female

Referred by Karl (CYCW) and Karen Janzen

Student Responses

1. Do you think students arrive at school hungry?

- Everyone responded Yes
- Two types of students that are hungry at school:
 - forgot to pack a lunch/disorganized
 - don't have the means to have a lunch
- See students daily who are hungry
- Estimate 50% of the schools population is in need of food for one of the 2 reasons above
- One also stated that she brings a lunch but needs more food and that this is the case with others as well
- Some students are too timid to ask for food or aren't comfortable accessing it in the YCWs office because it is a very social place

2. Do you know who to talk to if someone is hungry?

- **Important: Food supports directly relate to relationships they have with staff, not that there is a program in place**
- Go to the YCWs (Carl and Kat), Karen, Lee in Aboriginal Ed, and Counsellors, special ed teacher
- Heard about the breakfast program on the announcements, but there is no information on other supports talked about or posted anywhere

3. Do you know where students can get free food in school?

- CYW office
- Karens office
- Counselling
- Fruit and Veggie program - but not there all the time
- Breakfast program in the Massey Cafe

4. Do you think everyone knows what is available?

- Bagged lunches at the YCWs office
- Not everyone knows what to do if they need food.
- Students don't have the knowledge unless it happens to them or someone they know
- Some students don't ask because they don't want to let people know that they don't have money for lunch

- One guessed and went to her counsellor to ask about food because she forgot her lunch and was directed to the YCWs office.
- Breakfast program announced on morning announcements

5. Do you think some students might not be comfortable accessing the food that is available?

All responded yes

Why?

- Shy/embarrassed/lack the confidence to ask for food
- **Don't have a relationship with staff**
- Don't want people to know they don't have food or money
- The YCWs office is a very busy place and may be too loud for some

6. How could we make it easier for students to access food?

Chit program? Did they know about it, how was it working? If not, what do they think about it?

Pros/Cons?

Note: Program has been gone for 8 years now so no one could have known about it. chit program was explained.

- One student thought it would be a good idea as it would respect her privacy i.e. being able to quietly go and talk to a counsellor and get a chit to take to the caf

Suggestions:

Advertising is key Word of mouth isn't enough

- **Morning announcements** a couple of times a month
- **Signage around the school** that points students in the direction of free food. i.e. "Need food", "Forgot your lunch", "Don't have a lunch" etc. so that it isn't stigmatizing
- Wording needs to get the message across but not encourage abuse by people who don't need the food.
- Spoke about the "place" needs to be fun and welcoming. there needs to be another reason to go there, not just to get food (don't just come here for food, come here to talk - so it's a draw but not the only reason). Used the example of the YCWs office where he tells them they are free to come anytime, but not just to eat. Building a place where they can talk. A social space where there just happens to be food available.
- ticket from counsellor more private

Students were asked to rate their preferences (1, 2, 3)

(Note: not all rated 1 to 3)

If we were able to make food available for all students in the school on a daily basis, what do you think the students would like to see? (rated by preference) Would it be:

a breakfast program 2

a snack program 2, 2

a lunch program 1, 1, 3

food available in different locations in the school (i.e. Aboriginal Ed., with designated staff, counselling dept., etc.) 1, 3, 2, 1, 1

food available through the Cafeteria

other? none stated

A total of 18 students attended the focus group. 5 students in grade 6, 3 students in grade7, and 10 students in grade 8. A mixture of students from Student Council, those who use food programming, and others attended.

1. Do you think students arrive at school hungry? All 18 responded Yes
If yes, why do you think that?

- Don't have time
- Don't have budget for breakfast
- Their parents don't have enough money for food
- Some kids don't like food or forget to eat breakfast
- They might not be able to afford breakfast
- Their parents can't make them anything
- There is no doubt in my mind that there are still students who arrive at school hungry. Just because they don't talk about it doesn't mean it doesn't happen.
- For some people there are a lot of responsibilities at home (taking care of siblings, making lunches, actually getting to school) and that can take up a lot of time and you may not have enough to really think about yourself.
- Not enough money at home.
- I think that because my friend says that there hungry
- Because lots of kids don't have breakfast.
- May be in a rush
- Some people don't have a stable family or are having financial issues.
- Because maybe they don't have time
- I think yes because they don't have time for breakfast or if they don't have enough food at their house.
- Because some families don't have money for food
- One of my friends always comes to school hungry and he asks me for food and I give it to him.
- They want to sleep more
- Some students might have forgotten to eat breakfast
- Because some kids (like me) can't have food cause of money being low and since we don't have money, we can't have food/breakfast.
- Many people aren't focused at school and are focused entirely on lunch.

2. Do you know who to talk to if you or someone you know is hungry? 17 responded Yes 1 responded No

Who would you go to?

- Tara (15)
- Lee (6)
- Office (9)
- Friend (2)
- Principal
- School staff

- Roslyn at Lord Kelvin
- An adult, someone in you can trust in the school to help.
- I would go to a trusted adult in the school (eg. Ms. Bourne, Ms. Cranston, etc.)
- I don't know because I haven't been given the information.

3. Do you know where students can get free food in school? 15 responded Yes 3 responded No

If yes, where?

- Tara's room (12)
- Lee's office (6)
- Office (6)
- Friend (2) /friends class (1)
- Kitchen where Tara does the BP (2)
- I only know about the breakfast program and the lunch program but it costs money.
- I am new so I am not sure where a student would go to get food.
- I am not sure of other places. The Breakfast program in the morning costs money. 25.-.50 cents I think.

4. Do you think everyone knows what is available?

4 responded Yes 12 responded No 2 responded maybe

5. Do you think some students might not be comfortable asking for the free food that is available?

17 responded Yes 1 responded maybe

Why?

- They don't want to be embarrassed
- Too shy to ask (11111111 and scared to ask (1
- Other students would treat them differently, as maybe a poor person, or the person would simply think they were being judged.
- Kids think they will get labeled as poor and stuff like that because people think it's weird to ask for food and if the others are paying for something they should be using it.
- Because they might think their friends will laugh or they feel embarrassed to have to ask for food.
- Because they think it will make them seem different or poor. There is a stigma around every day hunger. It makes them feel alone.
- It can be embarrassing to have to admit that you or your family are having difficulties or even just forgot.
- Personal issues maybe
- Like myself, some kids do want to be prideful and get to ate by family to "not accept charity".
- They might think older kids would tease them.
- Maybe they don't want people judging them.
- I don't know how to explain

6. How could we make it easier for students to get food?

- To ask some students you can go with them
- Well if they are shy to ask you could ask their parents
- Start a lunch program (3)
- Go in classes and give food

- Make it more known that Tara and Lee give out food.
- I don't know (2)
- Before recess announce at the office that if you don't have a lunch go to Tara at recess
- By making announcements and telling more people
- It is not for us to decide, but for the student to go and see for themselves.
- Maybe start a fundraiser for food?
- Maybe have a room that is especially made for kids to go and get food. Kids could then just walk in and there would be one teacher and they could get food without a big deal.
- We need to find a way to clear up the stigma around it, make them not feel alone and/or scrutinized for it. Their hunger is not something that makes them an outsider.
- Maybe put some advertisements around school, or make them go during class or early so nobody would see them go to Tara's office.
- Start a food program ONLY for children who don't have enough at home.
- I think it is all really in the student's mindset. Normally they see food, they want food but its having the courage to go and not care of judgement.
- Make signs and posters

7. If we were able to make food available for all students in the school on a daily basis, what do you think the students would like to see? Would it be: *(Note: students asked to pick any they would like to see)*

- **Breakfast program** 12 students
- **Snack Program** 9 students
- **Lunch program** 16 students
- **Food available in different locations in the school during the day** 10 students
- **Other:**
 - Students can bring canned foods and you serve it to children that don't have lunch
 - They can give you something
 - Something that is like the breakfast program but is at nutrition break so you don't have to get to school early. Also sometimes you don't have lunch or money and I don't know of many options.
 - Question: If all of this happens (referring to the food review) how would it affect the school in general?
 - Everything!!

APPENDIX 7: Financial Review (All costs are estimated)

Model 1	Wages/ Benefits	Hours Required	Total
Food Service Coordinator[2]	\$35	20	\$ 35,000
Salary - Lord Kelvin Meal Program	\$32	20	\$ 35,000
Lord Kelvin supplies (75 lunches/month)	n/a	n/a	\$ 30,000
Food Coordination - School level Elementary/Middle	\$23	0.5	\$ 20,000
Capital Costs	n/a	n/a	\$ 7,500
Existing Breakfast/snack programs			\$ 56,000
Cost to subsidize (\$5.00/meal - 97 full/145 partial for 181 days)	n/a	n/a	\$ 153,398
	Total Costs		\$ 336,898
Revenue from Lord Kelvin paid lunches (assuming 20% of past revenue was from Lord Kelvin)	n/a	n/a	\$ (15,000)
Annual Revenue from Transcontinental Textiles (estimate)	n/a	n/a	\$ (10,000)
Revenue from .50 cent surcharge/meal (assuming participation by 998)	n/a	n/a	\$ (90,319)
	Total Est. Revenue		\$ (115,319)
Total Cost to the District			\$ 221,579
Model 2	Wages/ Benefits	Hours Required	Total
Food Service Coordinator	\$35	35	\$ 50,000
Food Coordination[3] - School level Elementary/Middle	\$23	0.5	\$ 23,000
Daily food ordering option school level	\$29	0.5	\$ 8,000
Capital Costs	n/a	n/a	\$ 7,500
Existing Breakfast/Snack programs			\$ 56,000
Cost to subsidize (\$5.00/meal - 127 full/190 partial for 181 days)	n/a	n/a	\$ 200,910
	Total Costs		\$ 345,410
Annual Revenue from Transcontinental Textiles (estimate)	n/a	n/a	\$ (10,000)
Revenue from .50 cent surcharge/meal (assuming participation by 1073)	n/a	n/a	\$ (97,107)
	Total Estimated Revenue		\$ (107,107)
Total Cost to the District			\$ 238,303
Model 3	Wages/ Benefits	Hours Required	Total
Food Service coordinator (4)	\$40	35	\$ 56,000
Food Coordination[5] - School level Elementary/Middle	\$23	0.5	\$ 23,000
Daily food ordering option school level	\$29	0.5	\$ 8,000

Capital Costs	n/a	n/a	\$ 7,500
Breakfast and Snack programs			\$ 56,000
Cost to subsidize (\$5.00/meal - 127 full/190 partial for 181 days)	n/a	n/a	\$ 200,910
	Total Costs		\$ 351,410
Annual Revenue Transcontinental Textiles (Estimate)	n/a	n/a	\$ (10,000)
Revenue from .50 cent surcharge/meal (assuming participation by 1073)	n/a	n/a	\$ (97,107)
	Total Est. Revenue		\$ (107,107)
Total Cost to the District			\$ 244,303



December 4, 2017

Kevin Lorenz
Secretary Treasurer
The Board of Education of School District 40 (New Westminster)
811 Ontario St.
NEW WESTMINSTER BC V3M 1C4

Dear Kevin Lorenz:

**Re: Policy or Issue Consultation;
The Board of Education of School District 40 (New Westminster)
OIPC File F17-72466**

This is responding to your November 20, 2017 letter to A/Commissioner Drew McArthur regarding guidance or resources on the creation of a duty to document policy. The A/Commissioner has asked that I respond to your inquiry.

At this time, this Office does not have guidance about what information public bodies should include in their duty to document policies.

The main purpose of a duty to document is to enable a public body to have the records it needs to function on an evidentiary basis. A duty to document also has the secondary effect of supporting citizens' access to information rights and public bodies' ability to respond to requests by helping to ensure that records are created and available.

In 2016, the government passed duty to document amendments in the *Information Management Act* (IMA), amongst other concerns, such as adequate document disposal. However, not all of these amendments are in force yet. Once the enabling regulations are in force, we anticipate that they will result in clear directions for government bodies included under that statute on how and when to create records.

At this point, these directions will not apply to your public body. However, it has been a position of this Office that all public bodies should be subject to a requirement to document their business activities, and the directions issued by government could be a good reference for your public body.

The precedents for requirements to create records are largely found in other jurisdictions, particularly in Australia and New Zealand. In these jurisdictions, the requirement to create records is tied to other considerations in the lifecycle of a record. In other words, where there is an expectation that a public body will retain a record (i.e. there is a class or designation within a retention schedule for that type of record) there

is an expectation or requirement that those records are created. This is why the duty to document in other jurisdictions is sometimes referred to as the need to “create and capture” records.

A useful guide about how to create and capture records is available from the Queensland Government, and is retrievable at: <https://www.forgov.qld.gov.au/decide-what-capture-and-how>.

In terms of how the duty to document works or applies in a school setting, I recommend viewing the Archives and Records Management policy for the State of Victoria’s Department of Education and Training. That policy can be found at:

<http://www.education.vic.gov.au/school/principals/spag/governance/Pages/archives.aspx>

A duty to document does not need to be onerous. The focus is not on the creation of more records, but rather on the creation and retention of the right records. The creation and retention of documents will depend on the business needs of public agencies and community expectations.

The policy should aim to cover information that documents or supports the public body’s organization, policies, procedures, transactions or operations. These elements are vital to enabling the public body to track and retain evidence of transactions and decisions that may be subject to, among other matters, financial audits or legal challenges.

If you have any questions, please feel free to contact me at (250) 953-4195 or by email at cgillespie@oipc.bc.ca.

Sincerely,



Christopher Gillespie
Policy Analyst

