

YEAR PLAN
MacBreadBin Director
Taylor Mertens
2017-2018
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Opening Letter from the MacBreadBin Director

Dear Executive Board,

With an ever increasing tuition rate, a housing market with landlords controlling the price, and fluctuating food costs - students need support in having adequate food and ensuring that they do not face food insecurity. We, as a student union, see the need and desire of food-based programming, along with the need to help fellow students for the greater good - because having good food is a fundamental right. With our Union representing 22,000 students there is quite a lot of work to do!

I have been volunteering with MacBreadBin since first year and was the Community Kitchen Coordinator in the previous years. MacBreadBin, as a service, has grown tremendously within the last two years, going from a food bank to a food collective (that battles food insecurity). Food banks are band-aid solutions to people, why do people need to access a food bank? How can we ensure this situation never occurs? I see the service growing in many ways but as someone who has observe multiple PTMs, that I hope to accomplish both a lot of short-term programming (i.e. this year) and long-term programming (i.e. still around in five years), to maximize the impact that the service has to MacBreadBin partners (the people who use the food bank service).

This year plan will go over in detail what myself and Hannah Philip (the Assistant Director for this year) and our executive team when they are hired.

All the best,

Taylor Mertens

MacBreadBin Director (2017-8)

GOALS

Objective 1	Establish a Food Collective Centre (FCC)
Description	From two years ago, the service evolved from a food bank and temporary solutions to tackling poverty and systems that place individuals into situations where they need a food bank. The Food Collective Centre is the first step towards fighting food insecurity. The FCC is a grocery-store style, normal experience where MBB Partners can have the choice in what food they have to ensure happy orders, while challenging the taboo lens in society of accessing this resource.
Benefits	<ul style="list-style-type: none"> • More people will access this, through the convince of having a drop in location (vs. the 24 hour turn around time of LoL) • Gives MBB a home location and allows more volunteer opportunities (and therefore knowledge of Food Security) • Takes pressure off of LoL, allowing those who want to challenge the stigma an avenue to do so • Transition out of a 3' by 3' closet to hold more food
Difficulties	<ul style="list-style-type: none"> • Finding viable space that is safe and usable!! • Getting Hospitality to pay for space and usage of space (work towards better relationships, but the Director has said numerous times to pay for it) • Formalized written agreement for long-term usage, connecting with our Operations Coordinator (once this individual is hired) to determine the proper framework and solidify this space usage.
Long-term implications	Ensuring both proper relationship management and property management, we can a safe viable space that will be signed into agreement so that this becomes a stable and norm on McMaster's campus. That hunger and poverty intuitive are actively worked on along with better event programming through the FCC this year and for more years in the foreseeable future.
How?	Through working with Chris Roberts (Director of Hospitality Services) who has already said that Hospitality will pay for the space, with approval from the VP Admin and Finance to ensure proper usage and liable criteria are met with.
Partners	Hospitality Services, BoD, Good Food Coordinator
Objective 2	Establish a Community Kitchen (Both Temporary and Long-term)

Description	From two years ago, the service evolved from a food bank and temporary solutions to tackling poverty and systems that place individuals into situations where they need a food bank. A community kitchen on campus would be fantastic in achieving a location for users to learn cooking skills and making good food themselves instead of relying on other resources. Cooking is a fundamental that many people use on a daily basis and a community kitchen would help tackle the accessibility and adequacy pillars of the Food Security definition.
Benefits	<ul style="list-style-type: none"> • Allow students to attend cooking classes produced through proxy of Food For Thought McMaster • Potential tool for everyday students to make good food • Allows for more creative programming • Allows for more programming to meet required food safety policies and ensure healthy students
Difficulties	<ul style="list-style-type: none"> • Finding viable space that is safe and usable!! • Formal agreements with Hospitality and/or McMaster body to use space
Long-term implications	Will allow even better programming coming from MBB, MSU Clubs, and Student Affairs. Additionally, having a space accessible to everyone for everyday use will lead to a better community, and healthier meals. In terms of helping as many students to become food secure, this is an essential location to develop.
How?	Through working with Chris Roberts (Director of Hospitality Services) who has already said that Hospitality will pay for the space, with approval from the VP Admin and Finance to ensure proper usage and liable criteria are met with. Additionally, with Housing and Conference services developing a community kitchen in the new Living and Learning Centre, establishing a communication link between MBB and Housing will be important to ensure students are put in the forefront.
Partners	Hospitality Services, BoD, Good Food Coordinator, Housing and Conference Services

Objective 3	Good Food Box Delivery
Description	Based off of the MSU President's platform when being elected, MSU members have overwhelmingly wanted an increase in the Good Food Box (GFB) and having more access to local food without the burden of carrying around the GFB. The issue with hosting within the MSU Office is that it is quite heavy, and does not reflect the reality of many busy students.

Benefits	Allows an increase to the amount of GFB possible, increase in student usage, increase of students using good food. More student jobs while maintaining the lowest cost possible for students. The goal is to make this affordable as possible and to increase the amount of people accessing this healthy food. Currently, the GFB is at capacity with 50 users, which is due to this programming being shelved with the Grace Lutheran Church. Having our own sourcing and development could expand this program even more.
Difficulties	The operations and sourcing of this project is extremely important and the biggest boundary. Even though there is sourcing already for MSU Farmstand and MBB volunteer has been running this for multiple years, it still is a lot of work to develop but could reap a higher reward by reaching more students.
Long-term implications	Continue to allow as many students and community members possible to receive more healthy, good food. This allows them to tackle the dilemma between unhealthy but affordable food and healthy but unaffordable food. Treating this program as a breakeven project is essential to reducing the financial burden on students.
How?	Working fully with the President, the GM, and other partners on the full time side of the MSU to ensure a successful upgrade of this project. Additionally, the MSU show create new positions for these people because volunteers alone cannot be the operations of this project. Hiring new staff should be possible and the increase cost of the project should be included in the price to ensure that MBB does not go beyond the designated budget.
Partners	President, VP Admin, VP Finance, General Manager, Grace Lutheran Church

Objective 4	Food Waste Community Meals
Description	Based on a current agreement, Hospitality Services has agreed to initially donate baked goods to MacBreadBin. With the additional support of Nolunchmoney, we will be trying to get as many students to these community meals (with varying degrees of food insecurity). The community meals while have more breakfast items include to create a full meal with more healthy options.

Benefits	This will allow students to not have to pick and choose whether they will have to buy just a breakfast, just a lunch, or just a dinner. Additionally, this can create a bigger community and discussion aspect which will be a powerful tool to understand a) MBB partners, and b) the general student population. This is an awareness piece as much as it is a food event.
Difficulties	The frame work will be important to develop this to a much large event, and receive more donations (like soup, hot meals, sandwiches, etc). Additionally, increasing the pull and ensure that this food waste is fully used will require work.
L o n g - t e r m implications	This is preventing food from going into the compost/garbage to mouths that need them. McMaster's biggest waste category is organic waste (such as food) making 43.2% of McMaster's total landfill contribution (McMaster Waste Audit, 2015, pg. 7). More importantly, this is free food and creating a much need community for MBB to ensure more volunteers, awareness, and de-stigmatizing that will battle food insecurity on campus.
How?	The initial conversations have been established, creating the framework and long-term sustainability is extremely important. The MSU needs to maintain a good relationship with Hospitality Services or this will be financially un-reasonable to run. Additionally, hiring the right executives and volunteers will be essential to running this well. My executive team will be essential to the programming of it and being eyes and ears for how to improve the event. Additionally, the executive team and my volunteers can engage in table discussions which will get a better picture on how food on campus is perceived. The long-term structure is expanded on in the long-term planning table.
Partners	Hospitality Services, Nolunchmoney, Communication department.

Objective 5	Student Food Committee
Description	Policy is the key to fighting food insecurity. Since the MSU released a policy, MBB has 2.5 years to develop a new policy. The Social and Political Advocates on our executive will be planning meetings with the general student population to discuss needs of general students and partners, collecting data, getting testimonies, and the food landscape on campus.

Benefits	Create better policy with more long-term data showing how MBB is doing, MSU Business units are doing, and the general food landscape is for students. This will allow better decision making in the MSU's asks and can allow MBB to know how to improve within that year.
Difficulties	Organizing, inviting, and collecting with ethics. Additionally, reaching out to partners for testimonies is an extremely difficult thing for some to do due to pressure and stigma around being a MacBreadBin Partner. This is something we need to challenge at every possible event that MBB runs, this is for them, there is no shame in needing help and having a strong SPOC exec will be important to facilitate these meetings.
Long-term implications	Better policy to create the best ask possible, gather information in an invisible community and general population attitude towards the food landscape.
How?	Through targeting and gathering individuals who are food insecure and want to communicate with us, and normal individuals, a committee will meet three to four times a year to collect and facilitate conversations. MBB will develop the questions and conversations that will create the best data and information, along with seeking out other peer-based or identity-based communities that host committees on a frequent basis for best practices and promotional ideas. With help with the education team (VP Education, AVP - University), we will ensure that results are consulted with and best practices are used.
Partners	Education Department, Diversity, WGEN, QSCC.

Objective 6	Improve Presence and Promotional Efforts
Description	Meal exchange has determined that approximately 52% of students last year did not know if they had a food bank on campus for them to access. Additionally, with dropping big events like "Feed the Bus", the average student may not know that we exist and can be accessed for them or someone they know.
Benefits	With MBB producing events all throughout the year, this is beneficial for an increase in event attendance and reach but for our food bank usage.

Difficulties	Will require a lot of work and consultations. MBB promotional events will need to be carefully worded to invite and de-stigmatize accessing our services. Heavy consultation and creativity will show how successful we can be.
Long-term implications	Heavily impacting first years with promotional efforts can lead them to use our services or recommend a friend to use our service for 4+ years while at McMaster. This is a point that has been stagnating and should only be stopped when 22,000 undergrads know about this service.
How?	Creating effective social media through reading Facebook algorithms, and creating campaigns. The main idea with our promotional efforts will be telling a story (i.e. being a regular content for students in their social media channel vs. the old way of just posting when events are happening).
Partners	Communication department, Underground.

Long-term planning

Overarching Vision (<i>what is the ultimate goal?</i>)	Food Waste Community Meals - MacBreadBin's Home and Community Gathering Space
Description	MacBreadBin has been without a home for the last few years and having a permeant space (until the Student Activity Building) for our community to gather, support each other, and eat a meal together is essential to tackling the stigma around accessing our services and understanding students' needs. Ideally, students will never have to worry about food, this programming will alleviate the thought process of thinking about where your next meal is coming from and if you can afford it.
Benefits	<ul style="list-style-type: none"> • Students will be able to gather, gain support, and have a full stomach on a regular basis • Students can communicate, empower themselves to identify with their food insecurity, allow for better communicate from MBB and students

Year 1	<p>Fully workout implementation, ensure smooth meals, full meals to create full stomachs, ensure a good relationship between Hospitality Services and MBB</p> <ul style="list-style-type: none"> • Logistics of food being prepared, frequency data, and ease of transportation and storing. • Facilitating and promotion of event to ensure MBB is feeding as many people as possible. • Gather general and Community Meal feedback and implement suggestions.
Year 2	<p>Expansion of donations and safety transportation for soups and sandwiches, creating better programming and discussions, being a norm within our community</p> <ul style="list-style-type: none"> • Provide necessary/get donated the proper food safety transportation tools - ensure food route is safe for students. • Better discussion, feedback, and sense of community. • Have a lot of students know where the Food Collective Centre is, and where to reach MacBreadBin
Year 3	<p>Expansion into various ranges of food and proper transpiration, and having this be a norm within the entire McMaster student population</p> <ul style="list-style-type: none"> • Create even more promotional effort and de-stigmatize accessing food as much as possible. • Develop this to a program that other campuses will want to copy the framework, make the logistic be flawless. • Constantly fine tuning and hearing feedback on improvements to the Community Meal and MBB as a service.
Partners	<p>Chris Roberts - Director of Hospitality Services Various Students - Good Food Coordinator Various Students - Nolunchmoney Executive Team Michael Wooder - Director of Marketing and Communications</p>

GOALS to strive for

List 5 things that you would like to have prepared for the beginning of September

1. Food Collective Centre: Promotional efforts, logistics, and volunteer requirement.
2. Good Food Box Delivery: Sourcing, logistic, job description and hiring, promotions of project.
3. General Marketing Campaign: Creative and inclusive campaign about the multi-function of MacBreadBin, events, general social media presence.
4. Community Kitchen Search: Meet with Chris Roberts, Alumni Association Director, establish communication with Housing and Conference.
5. Create framework of Food Waste Community Meal with partners.

List 5 things you would like to have completed during the fall term (1st)

1. Food Waste Community Meal: Pilot, figure out differences between planned and actual event, gather feedback.
2. Good Food Box Delivery: fine tweak, establish data on location and actual sales.
3. Create Student Food Committee and host a session.
4. Food for Thought Cooking Class (through the Community Kitchen Coordinator).
5. Gather feedback on FCC, Cooking Classes, Lockers of Love, etc.

List 5 things you would like to have completed during the winter term (2nd)

1. Implement feedback to allow services to be improved.
2. Collaboration with QSCC campaign about Queer Youth and displacement/food insecurity due to their coming out.
3. Host two more session for Student Food Committee.
4. Record effectiveness of social media and proactively seek improvements to presence of MBB.
5. Transition properly and successful feedback for myself and my assistant director.

Master Summary

(calendar and checklist)

May	<ul style="list-style-type: none"> • Establish FCC • Initial Conversations about Food Waste Community Meal
June	<ul style="list-style-type: none"> • National Student Food Summit 2017 - Necessary training • Finalize Food Waste Community Meal ideas and develop framework
July	<ul style="list-style-type: none"> • Begin marketing campaign and key events to increase MBB presence • Hire executive team and utilize training created by previous MBB PTM
August	<ul style="list-style-type: none"> • Promote volunteer requirement, create volunteer training module/sessions • One-on-one with executives, develop internal brainstorming and communication about expectations, team bonding
September	<ul style="list-style-type: none"> • Food Waste Community Meal actual pilot • Good Food Box Delivery tweak and measures of success.
October	<ul style="list-style-type: none"> • Food for Thought Cooking Classes • Student Food Committee: development and run session
November	<ul style="list-style-type: none"> • MSU Spark Collaboration: Session #8, Life After First Year • Gather feedback and begin improvements
December	<ul style="list-style-type: none"> • One-on-ones for Year-to-Date feedback on management, successes, improvements • McMaster Staff Holiday Party: MBB's biggest donations for our food bank
January	<ul style="list-style-type: none"> • Continue to implement feedback and try to recognize benefits. • Food for Thought Cooking Classes - capitalize on the first week buffer and New Year Resolutions
February	<ul style="list-style-type: none"> • QSCC Collaboration: Develop and execute campaign • A general Social and Political event - support during Midterm season

March	<ul style="list-style-type: none">• Host additional feedback session• Additional promotional campaign and study effectiveness of current strategies
April	<ul style="list-style-type: none">• Develop a Moving Out - Food Collection campaign for the massive student population moving out on May 1st• Hire and transition + more volunteer appreciation

Sources:

Waste Audit, 2015:

<http://facilities.mcmaster.ca/documents/Waste%20Audit%20Report%202015.pdf>