

Acadia University Food Services Plan



Acadia Food Services Advisory Committee

Acadia University

December 2018

Message from the Acadia Food Services Advisory Committee

Acadia University is located in Mi'kma'ki, the unceded territory of the Mi'kmaq people. The land on which we grow and eat food that supports living and learning was not surrendered but shared in the spirit of peace and friendship. We hope this plan serves all members of the Acadia community and our partners in this same spirit.

This region is also called the Annapolis Valley, and is known as the breadbasket of Nova Scotia. It is also known as a popular agritourism destination with vibrant farmers' markets (the largest located in the heart of Wolfville on the Acadia campus), lively restaurants and pubs featuring local food and beverage grown with care by neighboring producers, and a growing list of world-class wineries, breweries and distilleries.

The history and importance of food and beverage production in the region is widely known, but perhaps less known is its importance on the Acadia campus. Acadia is founded on rich agricultural land, and from its inception until 1956, the university operated a campus farm with livestock and produce grown with the help of students for the dining hall. So embedded was food production in Acadia operations that during the First World War students were excused from class to help bring in a late November harvest of turnips grown where Chipman House is now located!

Acadia was also home to the Wolfville School of Horticulture, established by the federal and provincial governments in 1893. This first experimental farm in the region was an incubator for new practices and technologies until it was later relocated to Truro. Despite this move, the tradition of agricultural teaching and research continued at Acadia. The current academic mandate includes a focus on research in rural and coastal issues in areas such as integrated pest management, sustainable food systems, food security and

more. Viticulture is also a focus with strong links to industry and community through the Atlantic Wine Institute established at Acadia in 2012.



FIGURE 1: STUDENTS HARVESTING VEGETABLES ON CAMPUS IN 1918
CREDIT: ESTHER CLARK WRIGHT ARCHIVES, VAUGHAN MEMORIAL LIBRARY

In addition, numerous academic programs now focus on teaching related to food systems including the School of Nutrition and Dietetics, Biology, Community Development, Sociology, and Environmental & Sustainability Studies. With such rich agricultural heritage on campus and in the community and a history of academic achievement in related fields, a stronger focus on food reflected in food and student services on campus, is an obvious evolution in the vision for Acadia. This shift is reflected in the enclosed Food Services Plan for campus.

The ingredients for this plan are drawn from feedback from staff, students and faculty, best practice research, our collective campus and community history, current strategic priorities for the institution, and a recent call to action from the provincial government to support Nova Scotia producers by buying local as well as from the Nova Scotia Department of Health and

Wellness to make healthy and sustainable food a priority at public institutions.

This plan represents a shift in our approach to food at Acadia from a conventional food service model to a more complex campus food system that strongly values health, sustainability, affordability accessibility, community, education and engagement and is delivered by partners that share our values and commitment to service excellence and accountability. Our hope is that this plan guides the development and delivery of food services that support students, staff, faculty and our community in the pursuit of healthy and sustainable living and life-long learning for many years to come.

2018/2019 Committee Members:

Jodie Noiles, Acadia Sustainability Office (Chair)

Dr. Alan Warner, Department of Community Development and Environmental and Sustainability Studies

Liesel Carlsson, School of Nutrition and Dietetics

James Sanford, Student Services

Kelton Thomason, Residence Life

George Philp, 2018/2019 President, Acadia Students' Union

Chaiti Seth, Graduate student, Community Development

Special thanks to additional contributors including:

Dr. Catherine Morley, School of Nutrition and Dietetics

Dr. Lesley Frank, Department of Sociology

Ismay Bligh, Nova Scotia Health Authority

Grace Hamilton-Burge, 2017/2018 President, Acadia Students' Union

Contents

Message from the Acadia Food Services Advisory Committee	1
Background	4
Plan Development.....	5
Food Services Advisory Committee	7
Vision.....	7
The Acadia Brand	8
Key Themes: A Fresh Food Experience	8
A Food System Approach	8
Food Framework for Acadia.....	9
Implementation Timeline.....	9
Definitions	10
Health.....	11
Sustainability.....	11
Affordability	12
Accessibility.....	13
Community.....	13
Education	14
Engagement	15
Partnerships	15
Service	15
Accountability	16
Campus Food Services Plan.....	17
HEALTH.....	17

SUSTAINABILITY.....	19
AFFORDABILITY	22
ACCESSIBILITY.....	23
COMMUNITY	24
EDUCATION	25
ENGAGEMENT	26
PARTNERSHIPS	26
SERVICE	26
ACCOUNTABILITY	27
References.....	28

Background

“ONE CANNOT THINK WELL, LOVE WELL, SLEEP WELL, IF ONE HAS NOT DINED WELL.”

— VIRGINIA WOOLF, *A ROOM OF ONE'S OWN*

The rationale for a focus on food at Acadia University is multi-faceted. In part, this plan is a response to a call to action by government, public health agencies, environmental groups and higher education associations. More importantly, it is developed in response to feedback by Acadia students, staff and faculty clearly indicating that the Acadia community cares about the food served on campus, the extent to which it is healthy, sustainable and affordable, how it can benefit farmers and local communities, and how Acadia must ensure that food services meets people’s needs to support working and learning.

The importance of food services in higher education was recognized in a 2011 study by the province of Nova Scotia. The report stated that “foodservice is an essential part of a residential university, as it is important in the recruitment, retention, and life experiences of students” (Knight & Chopra, 2011). Acadia acknowledges that food service is an essential ingredient of the university experience for many students, as well as for faculty, staff and visitors to campus.

The Nova Scotia Department of Health and Wellness [NSDHW] further recognizes that eating healthy and sustainable food is not simply a matter of individual choice, but that institutions have an obligation for putting in place values, policies, and practices that make the provision of healthy and sustainable food the easiest and most accessible choice for everyone (2012).

In addition, the Government of Nova Scotia in the Environmental Goals and Sustainable Prosperity Act [EGSPA] (2012) calls for local food consumption to be supported and encouraged and sets a goal 20 per cent of the money spent on food by Nova Scotians being spent on locally produced food by 2020.

In the 2006 Acadia Strategic Plan, Acadia committed to providing food service that meets the needs of “variety, healthy eating and cultural sensitivity for all members of the campus community” (2006). The Plan also states that the university is committed to appreciating, preserving, protecting, and sustaining the natural environment and that this commitment should be reflected in its facilities, academic centres, research, and academic programmes (2006).

Acadia has demonstrated a particularly strong commitment to sustainability by signing The Talloires Declaration, an international statement by University Presidents, which calls for institutions to operate in harmony with nature and society and to ensure that students are literate in environmental and social principles that benefit our world.

Food services play a significant role in addressing the high level of food insecurity experienced by Acadia and other university students (Frank, 2018). The Food and Agriculture Organization [FAO] (1996) considers people food secure “when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.” Acadia recognizes that struggling with food security issues can undermine students’ ability to be successful in their studies and is committed to ensuring that Acadia food services are affordable, accessible and nutritious.

There is a strong foundation at Acadia for food services that also achieve broader institutional goals. Moving forward, these commitments provide an institutional framework for a food services plan that meets the needs of our diverse population with a strong focus on healthy eating, learning, community building, and sustainability.

In addition to supporting learning and wellness, food services with a focus on healthy and sustainable eating is an opportunity for valuable academic learning and community engagement experiences for students in programs such as Nutrition, Environmental and Sustainability studies, Sociology,

Community Development and others. These opportunities foster food and environmental literacy among our students.

Acadia's food service should align with the values of the institution, support learning and wellness, foster community connections, and strive to achieve the highest quality standards. It should improve the University's credibility and institutional profile, helping to attract and retain students. Finally, it should contribute to the financial sustainability of the institution enabling continuous improvements in service.

Acadia is situated in the agricultural heartland of Atlantic Canada, and the procurement of local, sustainable food supports environmental, social, and economic sustainability in Wolfville and surrounding communities. In addition to major food production, this region is now also an agritourism destination. Acadia has strong ties to this sector through partnerships such as those with the Wolfville Farmers' Market, Devour Food Film Festival and the local wine industry.

Finally, standards of excellence for food services have been set by the Association for the Advancement of Sustainability in Higher Education (AASHE, 2015), a widely recognized international organization for sustainability, as well as Health Canada and the Nova Scotia Department of Health and Wellness. Acadia is well positioned to meet and even exceed these standards.

This plan outlines Acadia's vision and goals for university food services. It encompasses activities of the primary food service provider, the Acadia Students' Union and other providers, as well as responsibilities of the University in relation to food services on campus and connections with the community.

Plan Development

This plan was developed by a committee of students, faculty and staff from across the university. Consultations with Acadia students were and continue

to be central to the development of this plan. It has been informed by work over the past six years in consultation with public health and food service provider representatives and the Acadia community, beginning with a research project in 2012 funded by *Thrive!* an initiative of the Nova Scotia Department of Health and Wellness. This project included a literature review of best practices in universities on healthy eating policies and practices, plus a series of student, staff and faculty consultations. Key findings from these consultations included interest in more healthy and sustainable food options, improved access to food services on the west-side of campus, local food, labelling, more flexible meal plans and hours of operation and other improvements in current services. (Morely et al., 2013a; & Morely et al., 2013b).



FIGURE 1: STUDENT CONSULTATION FOR THRIVE PROJECT 2013

Because a clear interest for healthy and sustainable food emerged from this work an additional project was initiated, also funded by *Thrive!*, which focused on advancing healthy and sustainable policies and practices at Acadia in 2015. Feedback from students was solicited through an on-line

survey completed by 238 respondents as well as three focus groups with 15 participants representing 13 different academic programs. Four core themes for improvement were identified through these consultations: Making healthy food the obvious choice, increasing local procurement, improving communication, and providing more food skills education (Seth, 2015).

The most recent initiative was a student forum organized by the Acadia Students' Union in November 2016 to better understand student priorities related to food services. Their feedback was focused in three areas: service, engagement and quality, as shown in the word clouds below. Results of this forum were consistent with feedback from previous research and consultation activities.

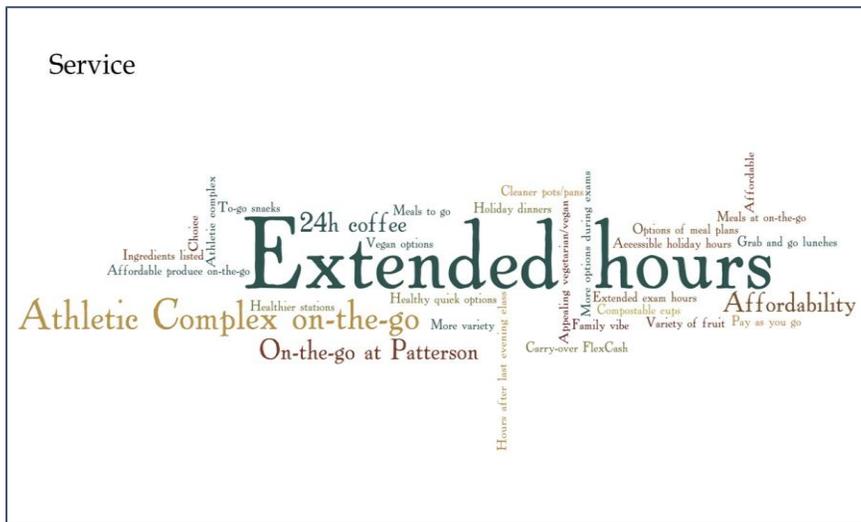


FIGURE 3: FOOD FORUM FEEDBACK: SERVICE

In the area of **Service** improvements on campus, students' top priorities included extended dining hall hours, expanded food services and affordability (Figure 3). Students expressed a need for higher quality food options in more spaces on campus including Patterson Hall and the Athletics Complex. Many also noted that the main dining facility hours did not match their lifestyle or schedules. Specific to this, many identified that Wheellock

Hall was not open late enough to allow them to eat after night classes, an evening work shift, practice, meeting or event. In addition, several students identified the need for the residential dining facility to open earlier on weekend mornings to accommodate their work/volunteer schedules, particularly on Saturdays to allow on-campus students to eat before their volunteer work with the SMILE program.



FIGURE 4: FOOD FORUM FEEDBACK: ENGAGEMENT

Students were also keen to know more about food services on campus through new and improved **Engagement** strategies. Figure 4 indicates that students want more transparency, opportunities to provide feedback and reports on sustainability performance, especially food waste. Overall, more robust, innovative, and responsive feedback mechanisms would permit students to provide thoughtful input and to allow the food service provider to adapt their service to the needs of students. Students emphasized the need for ongoing, two-way, and multifaceted communication between the University food service provider and students. They expressed that they are often unaware of who to approach or are uncomfortable confronting food service management staff, particularly at the main dining facility. Providing innovative and user-friendly means for students to provide feedback and

The Acadia Brand

There are several ways to approach brand partnerships. An example from the hospitality sector is that one might stay at the *Fairmont Jasper Park Lodge* or at the *Four Points Inn by Sheraton Halifax*. The difference (among others) is in which company's identity features predominately in the experience. At Acadia, we want to create an experience that is based on our brand. Acadia Food Services *delivered by* our Food Services Partner is a brand approach that emphasizes the unique Acadia experience rooted in a strong sense of place. A contrasting approach is one in which the campus food experience has a generic corporate feel shaped largely by the brand identity of the food service provider rather than what is special about the institution. At the same time, our corporate food service provider is key to delivering on our brand promise of a personal experience that is unique to Acadia. This is made possible by leveraging corporate expertise and capacity to deliver an extraordinary experience strongly rooted in place and shared values between the institution and the provider.

Key Themes: A Fresh Food Experience

As noted above, food services at Acadia do not exist as a separate part of the university experience but as a central component of supporting community wellness and learning at Acadia. Recognizing this, Acadia is committed to food services that are embedded in the Acadia experience and the region in which we live and learn. Located in the beautiful Annapolis Valley, known as the breadbasket of Nova Scotia, Acadia is uniquely positioned to offer extraordinary food services to the campus community and to be an example to other institutions. The experience should reflect our sense of place, showcase the best food and beverage produced in the region, align with institutional values and support our community.

The food service experience should be inspired by the Annapolis Valley and local markets and cater to our diverse population. *Fresh, Local and Authentic* are key themes.



FIGURE 6: PROMOTING FRESH AND LOCAL FOOD IN THE DINING HALL.

A Food System Approach

Historically, institutions have focused on food operations largely in terms of providing meals and managing contracts. This limited view is changing across a number of sectors, and also at Acadia, in favour of a more holistic food systems approach that considers all activities associated with the food served on campus. This approach recognizes the political, environmental and social contexts within which the food system is nested, paying attention to activities such as the origins of food, methods of production, the actors involved in food production and processing, food services staff, patterns of consumption as well as disposal of food and associated waste. At Acadia, a food systems approach highlights the importance of local producers (many

of whom are our neighbours), the university's role in supporting the local economy and community through purchasing policies, the environmental and social impacts of food production methods, and the extent to which human, animal and environmental rights are respected.

Food Framework for Acadia

Ten guiding principles that are important to Acadia form the framework of the Food Services Plan. Many of these principles are complex terms that can be defined and interpreted in many ways. Based on the research and consultation described above, the definitions and priorities that are considered most relevant for Acadia are provided for each principle below followed by a plan outlining goals, key performance indicators and the parties responsible for implementation.

The goals are broad statements of the ultimate aims for each principle and reflect current priorities in food services for Acadia. Note that many of these goals are interconnected and could exist concurrently under several guiding principles.

Key performance indicators include quantitative targets, i.e. specific, measurable values for tracking progress and success. For example, percentages are provided as targets for procurement performance such as local purchasing. For others, menu counts are indicators of the extent to which a goal has been implemented, such as for servings of whole fruits and vegetables available each day. Qualitative measures of performance are also included such as the extent to which the university determines that an external partner shares the values of the institution and aligns with the spirit of the Food Plan. For example, a supplier with a public record of egregious animal rights abuses would not meet our performance expectations for acceptable partnerships.

It is important to note that the university recognizes that there can be barriers to improvement in performance in some areas. For example, the

availability of animal welfare certified product in Atlantic Canada at a reasonable price may be currently limited. In cases such as these, the university will look for evidence of progress over time that is consistent with the spirit of the guiding principles and goals of this plan.

Finally, to some extent this is a living document in that we anticipate goals and performance indicators will evolve as the institution and the environment in which it operates does. For now, the plan is focused around the following principles, which are described in detail below:

- Health
- Sustainability
- Affordability
- Accessibility
- Community
- Education
- Engagement
- Partnerships
- Service
- Accountability

Implementation Timeline

This Food Services plan is based largely on Acadia values, many of which remain constant although the university and its operation continually evolves. Similarly, we anticipate the guiding principles of the plan to remain constant, while the goals and performance indicators may evolve over time. In terms of an implementation timeline we anticipate the plan to take effect over the next 10-12 years mirroring the duration of the next Acadia food service contract.

Definitions

As mentioned above, many of the terms cited in this plan can be defined and interpreted in a variety of ways. The following are definitions agreed upon for the purposes of this plan.

Food Security: When all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life (FAO, 1996)

Food System: Food systems encompass the entire range of actors and their interlinked value-adding activities involved in the production, aggregation, processing, distribution, consumption and disposal of food products (FAO, 2013).

Sustainable Food: Sustainable food is ecologically responsible, healthy, local, fair and accessible, and strives for no waste. (Great Meals for a Change, 2018).

Healthy: Healthy options are defined as minimally processed, with high levels of naturally occurring fiber, essential nutrients and lower amounts of fat, sugar, and sodium (NSDHW, 2014).

Local: Food and beverage produced no more than 400 kilometers away from campus (as the crow flies) (AASHE, 2015). In addition, a Nova Scotia first approach to local food is used in this plan where food produced in Nova Scotia is prioritized followed by food produced in Maritime provinces and beyond (adapted from New Brunswick Anglophone East School District, 2015).

Scratch Cooking: The preparation of meals beginning with basic, fresh or frozen, unprocessed or minimally processed ingredients and excluding the use of additives, preservatives, artificial flavours, colours, etc. (Lavelle et al., 2016)

Producer: Any entity involved in growing, raising, harvesting, processing or manufacturing a food or beverage product. Distributors, bottlers, and packers are not considered producers (AASHE, 2015).

Vegan: A philosophy and way of living which seeks to exclude – as far as is possible and practicable – all forms of exploitation of, and cruelty to, animals for food, clothing or any other purpose. In dietary terms, it denotes the practice of dispensing with all products derived wholly or partly from animals including eggs, dairy and honey (The Vegan Society, 2018).

Vegetarian: A diet that consists of grains, pulses, legumes, nuts, seeds, vegetables, fruits, fungi and other plant-based foods and does not include meat or seafood. (adapted from Oxford Dictionary, 2018). A vegetarian diet may include animal products such as eggs, dairy or honey.

Gluten-Free: A diet that excludes gluten, a mix of proteins found in wheat and related grains including barley, rye and oats, and their hybrids and species (such as spelt, kamut and triticale) (Biesiekierski, 2017)

Plant-based Diet: Menus that focus on and celebrate whole, plant-based foods including pulses (beans and legumes), grains, vegetables, fruits, nuts, seeds and spices, and avoid or minimize use of meats, seafood, dairy products and eggs (Tuso, Ismail, Ha and Bartolotto, 2013). Motivations for plant-based diets may include reducing environmental impact, animal welfare concerns, increased affordability, and improved health.

Health



FIGURE 7: HEALTHY, WHOLE AND LOCAL OPTIONS IN THE DINING HALL

Acadia is committed to ensuring that food and beverage served to the Acadia community meets recognized Canadian and provincial guidelines for health and wellness including *Eating Well with Canada's Food Guide (2015)* and *Healthy Eating in Recreation and Sports Facilities Guidelines (HERS) (2014)*. **Healthy options are defined as minimally processed, with high levels of naturally occurring fiber, essential nutrients and lower amounts of fats, sugar, and sodium (NSDHW, 2014).** Acadia prioritizes healthy eating with a focus on providing a balance of choices for a diversity of eaters and food made from whole, rather than processed, ingredients. Promoting healthy options in a way that makes them the preferred and easy choice is an essential ingredient in creating healthy eating environments in all food service

operations including vending. Finally, the safety of students, staff, faculty and visitors to campus with respect to food services is of utmost importance. Ensuring food on campus is both safe and satisfying for those with dietary allergies and medical restrictions will continue to be a focus in all food services.

Sustainability

Food service operations are aligned with the sustainability goals of the institution outlined throughout the Acadia Strategic Plan (2006). Those most related to food services include:

- Providing leadership for the protection and sustainability of the environment;
- Integrating environmental and social issues in curriculum;
- Providing food service with a focus on healthy eating and cultural sensitivity;
- Updating and continually monitoring overall food service standards, including student dining, catering and retail; and
- A commitment preserving and protecting the natural environment in facility management.

In alignment with these institutional goals, the following areas of sustainability are prioritized within food service operations. Local procurement is a high priority for Acadia as the procurement of local food supports the community, contributes to the local economy, reduces energy and greenhouse gas emissions, and increases freshness. **Local is defined as food and beverage produced no more than 400 kilometers away from campus (as the crow flies).** In addition, a nested approach to local procurement is used where products produced in Nova Scotia are preferred, followed by products procured from the Maritime provinces. Food produced using ecologically sustainable production practices such as minimal tillage, increasing biodiversity, crop

rotation and minimization or elimination of harmful chemicals is also a priority. A plant-based, rather than animal-based, menu reduces impact on the environment (Chaudhary, Gustafson and Mathys, 2018; Garnett, 2010) and featuring and promoting plant-centric meals is central to achieving sustainability indicators. Animal products that are offered should meet recognized standards for animal welfare that maximize freedom and quality of life. As a coastal campus, protecting the marine environment and supporting the Maritime fishing industry is particularly important to Acadia. Fish and seafood that is locally sourced and meets standards for sustainable production such as Marine Stewardship Council (MSC) and SeaChoice is a priority. Acadia is committed to the principles of fair trade with our food producers and meets the requirements for Fair Trade Campus certification by Fair Trade Canada.



FIGURE 8: ACADIA DESIGNATED FAIR TRADE CAMPUS SEPTEMBER 2017

Reduction is the best strategy for improving waste management performance at the university. Waste should be minimized in all food procurement, production and consumption processes. Priorities include

ensuring that packaging is minimized, and disposables are 100% recyclable or compostable in local facilities. Reducing pre-consumer and post-consumer food waste is also a priority. We all have a role to play in achieving this goal.

Commercial kitchens are among the most energy intensive facilities on campus. Commercial kitchens use 2.5 times more energy per square meter than other commercial spaces (NRCAN, 2012). Increasing energy efficiency and reducing greenhouse gas emissions is a high priority for Acadia and food service facilities and operations should strive for continuous improvement in energy and water management.

Catered events often generate significant amounts of food and packaging waste. Special attention is needed for events that are catered outside the dining hall on campus. They are also an opportunity to promote the university to external groups and raise Acadia's profile and should reflect the values of the institution as it relates to all aspects of this plan.

Affordability

Affordability is a key determinant of food security. [Campus meal plans have a protective effect against student food insecurity but must be affordable for on and off campus students.](#) Offering a variety of price-point options ensures meal plans meet the diverse needs of our student population. Food on campus also includes retail operations, which are important services for the campus community, especially outside regular dining hall hours and for off-campus students. Although it is easy for retail operations to be reduced to mere convenience stores, retail outlets at Acadia should reflect the same principles and balance of quality and affordability as food services in the main dining hall. Catering for special events, which helps to build community, must also be affordable. Acadia should offer competitive rates and high-quality products so that services are

both affordable and desirable, especially for student events such as department banquets and other celebrations that build community on campus.

Food services must also be affordable for the institution. Infrastructure, operations and maintenance must be financially sustainable. This means a balance must be achieved between desired services and the delivery of those services at a reasonable cost to the institution. Food service contracts are among the highest value partnerships between the institution and ancillary services companies and provide financial benefits to both the institution and the food service provider. Financial returns from food service operations should enable ongoing investments and improvements in food services and related programs that directly benefit students and the Acadia community.

Accessibility

Acadia serves a diverse community of students, staff and faculty, with diverse needs and expectations of food services on campus for many reasons such as health, wellness, cultural, religious, and ethical values as well as taste and enjoyment of food. An inclusive food service that satisfies consumer food preferences is important to Acadia with an emphasis on diets such as vegan, vegetarian and gluten-free which have become increasingly common in recent years.

Eating together and sharing food experiences can foster understanding about each other and appreciation for our diverse population. [Food services is uniquely positioned to celebrate diversity by featuring authentic food and beverage inspired by Indigenous and international members of our community.](#) Healthy food choices can be influenced by making them more accessible and attractive relative to less healthy alternatives. This can be accomplished

through promotions, but also through layout and design of food service operations as well as availability of select options during peak and off hours. Ensuring that healthy options are easily and regularly accessible as well as promoted is a priority.



FIGURE 9: WOLFVILLE FARMERS MARKET AT ACADIA

For many reasons, some students on campus and in the community experience food insecurity. At these times, emergency services are required and the university, student union and food service provider should work together to provide assistance. Finally, food services should be flexible so that food is not just available, but accessible to people, especially students with schedule limitations. DIY facilities, self-serve, to-go and flexible meal plan options help people to meet their nutritional needs within the demands of a university schedule.

Community

Building a sense of community among students, staff and faculty is important at Acadia. Food services, especially dining hall design and function, should foster a collegial atmosphere. Acadia also seeks to build a

strong and positive relationship with the Town of Wolfville and surrounding communities. **Food focused events and special programs offer an opportunity to bring the community together.**

Food services should promote positive connections and relationships with the community in which we live and learn. Partnerships, such as Devour Food and Film Festival, the Wolfville Farmer's Market, Atlantic Wine Institute and more, create opportunities for students, benefit the Town of Wolfville and Acadia, and enhance the profile of the whole community.

Education

Acadia believes that university is both a major academic and life experience in which people are developing intellectual, emotional, and life skills. Eating habits are heavily influenced by the institutional social context, marketing of unhealthy versus healthy foods, and available choices. As part of their university experience, students should learn food skills that enable them to support health, wellbeing and learning, and for students in residence, that enable them to transition successfully to off-campus living.

Front line staff play a major role in educating the campus community about healthy eating and sustainability and creating a sense of community. To be effective, staff need training in these areas, so they can share important and accurate information and understand their role in the vision for Acadia food services as well as in the business of the food service provider.

The Executive Chef is the most visible member of the food services team and sets the tone for the food service experience for all participants from servers to students. This is also a critical role in building positive relationships and community, leading education efforts, and implementing this plan. Through education and outreach programs, the food service provider is best positioned to influence consumers' food choices to support health, wellness and sustainability. Priority is placed on proactive education efforts focused on promotion and labelling of healthy and sustainable food

to complement and highlight procurement and menu decisions to provide healthy and sustainable food.

The university can further build food literacy among our students through service learning projects and by integrating food related topics in curriculum across disciplines.



FIGURE 10: STUDENTS VISIT LOCAL FISH AND SEAFOOD SUPPLIER, AFISHIANADO

Finally, the Acadia Community Farm and food service provider work together to provide local organic produce grown by students and community members to the dining hall as part of the campus sustainability plan, to create opportunities for hands-on learning connected to curriculum, and to foster connections with the community.

Engagement



FIGURE 11: ATLANTIC YOUTH ENVIRONMENTAL COUNCIL AT ACADIA

Successful engagement involves active participation in experiences and opportunity to provide meaningful and actionable feedback. **A successful engagement program should promote effective student participation and feedback to improve services.** It is essential that student engagement tools are continually used and are innovative and multi-faceted to allow for broad and deep engagement that is responsive to the needs of students. Engagement tools such as surveys should address issues of importance to the campus community and seek feedback on priorities identified in this plan. Information collected should be detailed enough to allow for meaningful analysis. Finally, the Food Services Provider Outreach Coordinator should work in partnership with the university and the Acadia Students' Union to implement programs to achieve the goals set out in this plan.

Partnerships

Food services are provided by several partners at Acadia University. The primary food services provider is contracted by the University and operates the dining hall, retail outlets and catering services on campus. The Acadia Students' Union operates food services in the student union building including Perkin's Café, the Axe Bar and Grill, and the Axe Handle. The K.C. Irving Environmental Science Centre operates its own small café serving patrons and visitors to the Centre and Botanical gardens. Together, our partners provide a range of services and experiences for our diverse community.

As described elsewhere, the University and Food Service Providers should not operate in isolation from each other. Partners should engage in mutually beneficial promotions and communications strategies to help achieve the goals outlined in this plan.

Additionally, all partners engage with external businesses and organizations that help provide services and meet organizational goals. These external partnerships should align with the shared values of the university and food service providers.

Service

Campus food services are in place to support student learning, wellness and to build community among all staff, faculty, students, alumni and visitors. The quality of service at the core of food operations is a key determinant of our success. **Acadia values a commitment to service excellence that is respectful, reliable and responsible and is demonstrated by all participants in food services on campus from servers to students.** Further, the quality of all services at

Acadia enhances the reputation of the institution and affects our ability to build business as part of the Destination Acadia program. Food is a core service in this respect and delivery should reflect a high commitment to service excellence as one might expect at quality meeting and conference facilities.



FIGURE 12: OUR FRIENDLY FOOD SERVICE PROFESSIONALS

Accountability

Ensuring that Acadia has strong leadership in place to monitor and manage development and delivery of food services is critical to success.

Responsibility for food services should be assigned to a senior administrator who can bridge outcomes across all areas of the institution. This position

will serve in a leadership role with the Food Services Advisory Committee. Relevant campus units such as the Acadia Students' Union, the Departments of Student Services and Sustainability, and School of Nutrition and Dietetics and others will participate in the development, implementation and monitoring of the Acadia Food Services Plan in consultation with the food service provider and others on campus and in the community, and report to senior administrators.

Working with its partners, Acadia will monitor performance and report to the university community on efforts to deliver extraordinary food services that meet the guiding principles outlined in this plan.

Regular and comprehensive reporting structures between the Food Service Provider and the University that are responsive to the guiding principles, goals and performance indicators identified in this plan are important to ensuring accountability by all parties and to the successful implementation of this Food Services Plan. Finally, communicating current practices and innovations is an important step in implementing this plan to keep the Acadia community engaged in food services work on campus.

Campus Food Services Plan

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
HEALTH			
Healthy Eating	<p>Offer meal options with balance (proportion of vegetables and fruit, grain products, milk and alternatives, and meat and alternatives) and variety of food choices at all times (breakfast, lunch, dinner and between meals) in the dining hall and in retail outlets.</p> <p>Reduce availability and promotion of unhealthy and processed items.</p> <p>Expanded selection of vegan, vegetarian, and gluten-free options.</p> <p>Implement current Canada Food Guide recommendations for healthy eating.</p>	<p>Fresh, whole fruits and vegetables available at all times.</p> <p>Multiple and varied options for vegan, vegetarian and gluten-free meals always available.</p> <p>At least one feature is vegetarian/vegan (e.g. Meatless Mondays)</p> <p>50% of grains offered are whole grain products that are high in fiber, and lower in fat, sugar and salt.</p> <p>50% of calcium rich foods (e.g., dairy and alternatives) offered have no <i>added</i> sugars, and are low in saturated fats</p> <p>75% of meats, pulses and other proteins are unprocessed, lean and low in sodium and nitrates.</p>	Food Service Provider, ASU
	Increase in plant-based diet options at dining hall and retail-outlets.	20% of meal options are plant-based.	Food Service Provider, ASU
	Increase in scratch cooking and baking with food made from whole rather than processed ingredients.	Menu items made from scratch	Food Service Provider, ASU
	Implement principles in Healthy Eating in Recreation and Sports Facilities (HERS) Guidelines (NS) with a focus on increasing healthy and whole options available at the Athletic Centre.	<p>50% of food and beverage available meets standards for maximum nutrient content.</p> <p>Partnerships and promotions focus on health and educational outcomes.</p>	Food Service Provider, Acadia Athletic Centre and partners

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	Develop and promote healthy eating programs consistent with prescribed health and other goals.	Programs implemented, and outcomes demonstrated.	Food Service Provider, ASU
	Feature healthy options in special events and promotions	Promotion and consumption of healthy vs. unhealthy options for special events and promotional.	Food Service Provider, ASU
	Provide support for students preparing their own meals in the dining hall.	Convenient resources available such as healthy eating guidelines, cookbooks, instructional manuals, student cooking coaches (nutrition students).	Food Service Provider, ASU
	Increase nutritional and other information available for all food provided in the dining hall.	Signage and labelling including calorie count, serving sizes, ingredients and sustainability features e.g. animal welfare, local ingredients.	
Vending	Ensure that all vending machines always features healthy options.	At least three food and beverage products meet guidelines for healthy eating (such as low sugar fruit juices, low sodium trail mix or nuts, low sugar granola or protein bars, etc.)	ASU, Acadia
Beverage (non-alcoholic)	Ensure that beverage selection always features healthy options.	At least three beverage products meet guidelines for healthy eating (such as low sugar, low calorie with beneficial ingredients)	
Food Safety	Maintain focus on food safety regulation compliance	Training and education programs in place and number of food safety incidences.	Food Service Provider, ASU, Acadia
	Maintain program for catering to consumers with dietary allergies and medical restrictions.	Number of consumers accommodated per total requests.	Food Service Provider, ASU, Acadia
Health Promotion	Promote healthy options as an easy and obvious choice through scheduling, facility design, layout and accessibility improvements in dining hall and retail outlets.	Design improvements and innovations that promote healthy options.	Acadia, Food Service Provider, ASU

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		Increase in consumption of healthy options.	
SUSTAINABILITY			
Fair Trade	Meet standards and promote Fair Trade Campus program as per Fair Trade Canada requirements by September 1 st , 2017.	<p>Compliance with standards as required by the certification organization.</p> <p>Annual increase in Fair Trade products available on campus.</p> <p>Fair Trade programs and promotions offered on campus.</p> <p>Fair Trade coffee that meets the Small Producer Symbol Certification program (SPP) is preferred.</p>	Acadia, Food Service Provider, ASU, KCIC
Local Food and Beverage	Increase total local food and beverage procurement (400 km and <i>Nova Scotia First</i>)	<p>Minimum 20% increasing to 50% over the course of the food service contract for total food and beverage buy across multiple categories.</p> <p>Nova Scotia product is a first choice.</p> <p>Data is third party-verified.</p>	Food Service Provider, ASU
	Promote local food and beverage	Promotional materials and strategies implemented (e.g. accurate and visible labelling and signage, website features, catering menu)	Food Service Provider, ASU
	Establish small supplier purchasing programs to facilitate local procurement.	<p>Program implemented.</p> <p>Number of participating local suppliers.</p>	Food Service Provider
Animal Welfare	Ensure animal products meet Acadia's preferred certifications for animal welfare, which may include any of the following:	<p>Minimum 20% increasing to 50% over the course of the contract.</p> <p>Data is third party verified.</p>	Food Service Provider, ASU

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	<p>1. Global Animal Partnership (GAP) https://globalanimalpartnership.org/</p>  <p>2. Animal Welfare Approved https://animalwelfareapproved.us/</p>  <p>3. Certified Humane Raised and Handled https://certifiedhumane.org/</p>  <p>4. Canada Organic http://www.inspection.gc.ca/</p>  <p>5. SPCA Certified http://spca.bc.ca/programs-services/</p> 		
Sustainable Production	<p>Feature fish and seafood with high sustainability and labour practice standards.</p>	<p>Minimum 20% Marine Stewardship Certification (MSC) increasing to 50% over the course of the contract/operation.</p> <p>No SeaChoice red-listed fish or seafood by 2020 and throughout duration of the contract/operation.</p> <p>Data is third party verified.</p>	<p>Food Service Provider, ASU</p>
	<p>Feature products that meet standards for sustainable production practices defined in this Food Plan and/or third-party environmental standards such as Canada Organic with priority on fruits and vegetables.</p>	<p>Minimum 10% increasing to 20% of food across all categories meets certified organic or equivalent sustainable practices including minimal tillage, increasing biodiversity, crop rotation and elimination or minimization of harmful chemicals.</p>	<p>Food Service Provider, ASU</p>

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		Data is third party verified.	
Waste Reduction	Increase access to water fountains with bottle refills on campus to reduce reliance on disposable bottled water	At least one functional fountain with bottle refill in each building on campus	Acadia, ASU
	Expand Plastic-Free Campus Program to reduce single-use disposable plastics in food services	Continuous improvement in reduction of single-use disposable plastics with a focus on in straws, water bottles, plastic bags and food packaging.	Acadia, ASU, Food Service Provider, KCIC, AAC
	Establish reusable take-out container discount program for retail outlets and bag-lunch program in dining hall.	Program in place and promoted with signage and labelling	Food Service Provider, ASU
	Establish leftovers donation program to reduce food waste from catered events and increase food security among students.	Program in place and promoted	Food Service Provider, ASU
	Increase use of food and beverage disposables that are 100% certified compostable or recyclable in local facilities and/or approved by Acadia Sustainability Office. Composite materials are discouraged.	Continuous improvement in use of approved disposables	Food Service Provider, ASU, KCIC
	Improve reusable mug discounts to discourage single-use disposables.	Implement enhanced program	Food Service Provider, ASU, KCIC
	Continue and expand programs to reduce food waste. Provide reports to raise awareness about food waste.	Reduction in pre-consumer and post-consumer food waste Fall and winter reports in dining hall and to the university.	Acadia, Food Service Provider, ASU
Facility Management	Increase energy efficiency of food services equipment and facility operation.	Appliances with energy star or equivalent rating	Acadia, Food Service Provider, ASU

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
		Decrease in energy consumption (fuel and electricity) and associated GHG emissions in food service operations.	
	Incorporate renewable energy into food service facility infrastructure and operations.	30% increase by 2030.	Acadia, Food Service Provider, ASU
	Increase in preventative maintenance and replacement schedules to ensure reliability of equipment.	Decrease in inoperable equipment.	Acadia, Food Service Provider, ASU
	Decrease water consumption in operations.	Decrease in water consumption.	Acadia, Food Service Provider, ASU
Green Events	Follow Acadia Green Events Guidelines for catering.	Guidelines implemented per catered event	Food Service Provider, ASU
AFFORDABILITY			
Meal-Plans	Offer affordable student meal plan options to meet diverse dietary needs and preferences as well as financial constraints of student population.	Number of plan options available at various price points	Food Service Provider
Retail	Increase low cost <u>and</u> high-quality healthy food options in retail outlets.	Multiple options always available	Food Service Provider, ASU
Catering	Increase low cost <u>and</u> high- quality healthy options in catering services to encourage student special events on campus.	Multiple options always available	Food Service Provider, ASU
Special events and promotions	Offer specials at lower prices to encourage the Acadia community to eat and celebrate on campus	Events and promotions offered	Food Service Provider, ASU
Financial Sustainability	Ensure that the provision of food services is financially sustainable for the institution.	Food services operates with a positive return to the institutions	Acadia
	Ensure that financial returns from operations are invested in improving services and supporting related programs	Financial investments in continual improvement and related programs	

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
ACCESSIBILITY			
Accessibility	Meet provincial requirements under the Nova Scotia Accessibility Act.	Standards met as legislated	Acadia, Food Service Provider, ASU, KCIC
Inclusion	Increase quality and quantity of food that meet diverse diets such as vegan and vegetarian and dietary requirements such as gluten-free options across campus.	Vegan, vegetarian and gluten-free options always available	Food Service Provider, ASU, KCIC
	Establish breastfeeding friendly initiative (BFI)	Implement campus program	Acadia, ASU
Diversity	Engage international students and feature authentic food celebrations in dining hall.	Special events and features and availability of regular offerings	Acadia, Food Service Provider, International Centre
	Engage indigenous students and feature authentic indigenous foods in dining hall.	Special events and features and availability of regular offerings	Acadia, Food Service Provider
	Feature food options that meet religious and cultural dietary requirements.	Availability of regular offerings	Acadia, Food Service Provider, ASU,
Food Assistance	Strengthen and diversify student food assistance program	Students served	Acadia, ASU
Flexibility	Improve DIY food service facilities on campus	Availability of appliances and supplies across campus (e.g. microwaves, kitchen supplies in residence)	Acadia, ASU, Food Service Provider
	Expand hours of operation for food services including retail to address access issues (especially late-nite library, after eve. class).	Increase in hours	Food Service Provider
	Increase healthy, self-serve and To-Go options for afterhours eating (especially during exams, for athletes and working students)	Options available	Food Service Provider

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
	Offer flexible meal-plan options to meet diverse needs of students, staff and faculty.	Options available (e.g. 7-day FT Residence plan, PT plan, on-campus cooking options for 2 nd + year students, packages and specials)	Food Service Provider
	Expand Flex-cash and Axe-cash programs	Incorporate additional vendors and allow-carry-over within fiscal year	Acadia, Food Service Provider, ASU
	Expand DIY kitchen facility (My Pantry) to increase access during peak meal times.	Expanded cooking facilities	Acadia, Food Service Provider, ASU
Concession	Increase hours of operation at the Athletic Centre concession stand to ensure it is open for all major games and activities.	Increase in hours	Food Service Provider
COMMUNITY			
Community Building	Build community among Acadia staff, students and faculty through designed spaces for shared food and cooking experiences and special programs (e.g. special celebrations, campus pop-ups, holiday meals)	Facility designs implemented with a focus on communal eating. Special programs	Acadia, Food Services Provider, ASU
Student-Staff relations	Foster positive relationships between students and food service workers (e.g. through staff appreciation days, get to know your food service providers)	Activities and programs	
Community Partnerships	Foster community connections and positive interactions between students and community members.	Community member visits to dining hall Community meals and special programs	Food Service provider, ASU, Acadia
	Expand existing partnerships with the Town of Wolfville community to increase opportunities for student involvement, interactions with community businesses and organizations and to cross promote initiatives (e.g. Wolfville Farmer's Market, Devour Food Film Festival, local restaurants)	Community partnerships and programs	Food Service provider, ASU, Acadia
Producers	Continue to feature local farmers as part of eat local events	Special events and programs	Food Service Provider, Acadia, ASU

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
EDUCATION			
Food skills	Increase food skills among on and off campus students (e.g. workshops, recipe suggestions, cookbooks available)	Program implemented Student participation in food skills programs.	Acadia, ASU, Food Service Provider
Leadership	Increase visibility of Executive Chef among students to foster student engagement and positive rapport.	Student feedback Activities implemented	Food Service Provider
	Expand role of Executive Chef in support of achieving goals of the Food Services Plan	Participation in food services menu planning, procurement and semester review.	Food Service Provider
Outreach	Improve labelling and signage promoting nutritional value, local, seasonal, sustainable, vegetarian, vegan and gluten free options.	Increased and accurate signage	Food Service Provider, ASU, KCIC
	Develop and deliver dining hall and food services orientation program for all new students	Number of participants	Acadia, Food Service Provider, ASU
	Increase Acadia-focused content and content relevant to priorities of the Food Plan in food services website and social media. Improve user-interface of Food Service provider catering website.	Increased content and improvements	Food Service Provider
Acadia Farm	Continued partnership with Acadia Community Farm	Continued partnership and mutual education programs	Food Service Provider, Acadia Farm
	Increased involvement of students through course work in Acadia Farm activities.	Required field hours as part of relevant courses	Acadia Farm, relevant academic departments

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
Curriculum	Increase food literacy among students by integrating food related topics into curriculum. Expand service learning opportunities on food related topics with food service provider and other businesses and organizations in the community.	Course content integrated across various relevant disciplines Service learning opportunities for students.	CODE, Nutrition and Dietetics, ESST, Business, Sociology, Other
ENGAGEMENT			
Feedback	Establish regular, multi-faceted, detailed and responsive feedback systems and reporting with students	Ongoing feedback systems implemented Semester assessment reports	Acadia, Residence Life, Food Service Provider, ASU
Participation	Establish Food Services Advisory Committee with representation from students, staff and faculty reporting to Vice President Administration and CFO	Establish committee and report quarterly to VP Finance & Administration and CFO	Acadia
	Engage Food Service Provider Outreach Coordinator in achieving goals	Number of programs delivered	Acadia, Food Service Provider
PARTNERSHIPS			
	Engage in partnership activities to achieve mutual goals and promote the university, food service provider and the ASU.	Partnership activities	Acadia, Food Service Provider, ASU
	Adopt a collaborative approach in public and campus communications between all relevant partners.	Communications strategies	Acadia, Food Service Provider, ASU
	Engage external partners (business, NGOs, government) that share Acadia values and help meet the goals of the food service plan.	External partnerships	Acadia, Food Service Provider, ASU
SERVICE			
Respect	Ensure service excellence emphasizing respect, reliability and responsibility is demonstrated by all participants in Acadia food services.	Feedback by all staff, students and faculty including food service professionals. Orientation, training and awareness programs	Acadia, Food Service Provider, ASU

GUIDING PRINCIPLE	GOALS	KEY PERFORMANCE INDICATORS	RESPONSIBILITY
Service levels	Ensure that service levels are high and food options meet student needs at all times with particular emphasis on meals with dietary restrictions and healthy options.	Student feedback	Food Service Provider
Cleanliness	Ensure high standards of cleanliness in all areas of dining hall	Student feedback	Food Service Provider
Staff Training	Increase front line staff knowledge and awareness with regards to food offerings, nutritional value, sustainability food plan values and campus programs such as Fair Trade. (e.g. tours and information sessions with local producers)	Staff participation in programs	Food Service Provider, ASU, KCIC
ACCOUNTABILITY			
Leadership	Ensure that responsibility for food services and relevant policies on campus is assigned to a senior university administrator.	Administrator assignment	Acadia
Performance	Monitor performance of Acadia Food Services Plan	Food Service contract review meetings (once per semester)	Acadia, Food Service Provider, ASU
Campus Communications	Report on Food Services Plan progress and accomplishments to campus community	Annual campus report	Acadia, Food Service Provider, ASU

References

- Acadia University (2006). *Strategic plan for Acadia University: Personalized Education for a complex world*. Retrieved from: [https://board.acadiau.ca/tl_files/sites/board/resources/PDF%20Files/Acadia Strategic Plan\[2006\]3.pdf](https://board.acadiau.ca/tl_files/sites/board/resources/PDF%20Files/Acadia Strategic Plan[2006]3.pdf)
- Activating Change Together for Community Food Security (2014). *Making food matter: Strategies for activating change together*. Halifax, NS: Food Action Research Centre (FoodARC), Mount Saint Vincent University. Retrieved from <http://foodarc.ca/actforfcs/results-publications#papers>.
- Association for the Advancement of Sustainability in Higher Education (2015). *Sustainability Tracking, Assessment & Rating System™: STARS 2.0 Technical Manual*.
- Biesiekierski, J. (2017). What is gluten? *Journal of Gastroenterology and Hepatology*, 32(S1), 78-81. Doi: <https://doi.org/10.1111/jgh.13703>
- Government of Nova Scotia. *Environmental Goals and Sustainable Prosperity Act* (2012). Retrieved from <https://nslegislature.ca/sites/default/files/legc/statutes/environmental%20goals%20and%20sustainable%20prosperity.pdf>
- Food and Agriculture Organization (2013). *Climate Smart Agriculture Sourcebook*. Retrieved from <http://www.fao.org/climate-smart-agriculture-sourcebook/production-resources/module-b10-value-chains/chapter-b10-2/en/>
- Food and Agriculture Organization (1996) *Rome Declaration on World Food Security and World Food Summit Plan of Action*. Rome, Italy: FAO. Retrieved from: www.fao.org/docrep/003/w3613e/w3613e00.htm

- Frank, Lesley. (2018) “Hungry for an education”: Prevalence and outcomes of food insecurity among students at a primarily undergraduate university in rural Nova Scotia.” *Canadian Journal of Higher Education*. Vol 48(2) (2018). Retrieved from <http://journals.sfu.ca/cjhe/index.php/cjhe/article/view/188112>
- Great Meals for a Change (2018). Retrieved from: <http://www.greatmealsforachange.ca>
- Health Canada (2015). *Eating well with Canada’s Food Guide*. Retrieved from <http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/index-eng.php>
- Knight, A. K., Chopra H. (2011). *Growing demand: Local food procurement at publicly funded institutions in Nova Scotia*. Halifax, Nova Scotia: Department of Agriculture.
- Lavelle, MCGowan, Spence, Caraher, Raats, Hollywood...Dean. (2016). Barriers and facilitators to cooking from ‘scratch’ using basic or raw ingredients: A qualitative interview study. *Appetite*, 107(C), 383-391.
- Morley C, Warner A, Sanford J, Carlsson L, Conlan S, Miller L, Bligh I, Rios M, Noiles J. (2013a). *Nova Scotia post-secondary school environmental scan*. Funded by the Nova Scotia Department of Health and Wellness Healthy Eating Policy Grants for Publicly Funded Institutions.
- Morley C, Warner A, Sanford J, Carlsson L, Conlan S, Miller L, Bligh I, Rios M, Noiles J. (2013b). *Toward developing sustainable and healthy food policy at Acadia University*. Funded by the Nova Scotia Department of Health and Wellness Healthy Eating Policy Grants for Publicly Funded Institutions.
- New Brunswick Anglophone East School District (2015). *Request for Proposal for Food Services within Anglophone East School District*.
- Nova Scotia Department of Health and Wellness (2012). *Thrive: a plan for a healthier Nova Scotia*. Retrieved from <https://thrive.novascotia.ca>

Nova Scotia Department of Health and Wellness (2014). *Healthy eating in recreation and sport settings guidelines*. Halifax, NS: Nova Scotia Department of Health and Wellness.

Nova Scotia Departments of Health and Health Promotion and Protection (2006). *Breastfeeding in Nova Scotia: Responsibilities of the Nova Scotia Department of Health and the Nova Scotia Department of Health Promotion and Protection*. Retrieved from <http://novascotia.ca/dhw/healthy-communities/healthy-eating-breastfeeding.asp>

Natural Resources Canada Office of Energy Efficiency (NRCAN) (2012). *Energy Star Guide for Commercial Kitchens*. Natural Resources Canada.

Seth, C. (2015). *Fresh and local! Report on student food surveys and focus groups*. Unpublished report for the Acadia University Healthy and Sustainable Food Policy Committee.

The Vegan Society (2018). Retrieved from: <https://www.vegansociety.com/go-vegan/definition-veganism>

Tuso, P.J., Ismail, M.H., Ha, B.P., & Bartolotto, C. (2013). Nutritional Update for Physicians: Plant-based Diets. *The Permanente Journal*, 17(2), 61-66.

University Leaders for a Sustainable Future (1990). *The Talloires Declaration: 10 Point action plan*. Retrieved from http://www.ulsf.org/talloires_declaration.html.

Vegetarian (n.d.) In *Oxford Dictionary online*. Retrieved from: <https://en.oxforddictionaries.com/definition/vegetarian>