

Building Food Sovereign Campuses: The Role of Campus-Community Food Organizations

ERIK CHEVRIER, PH.D.

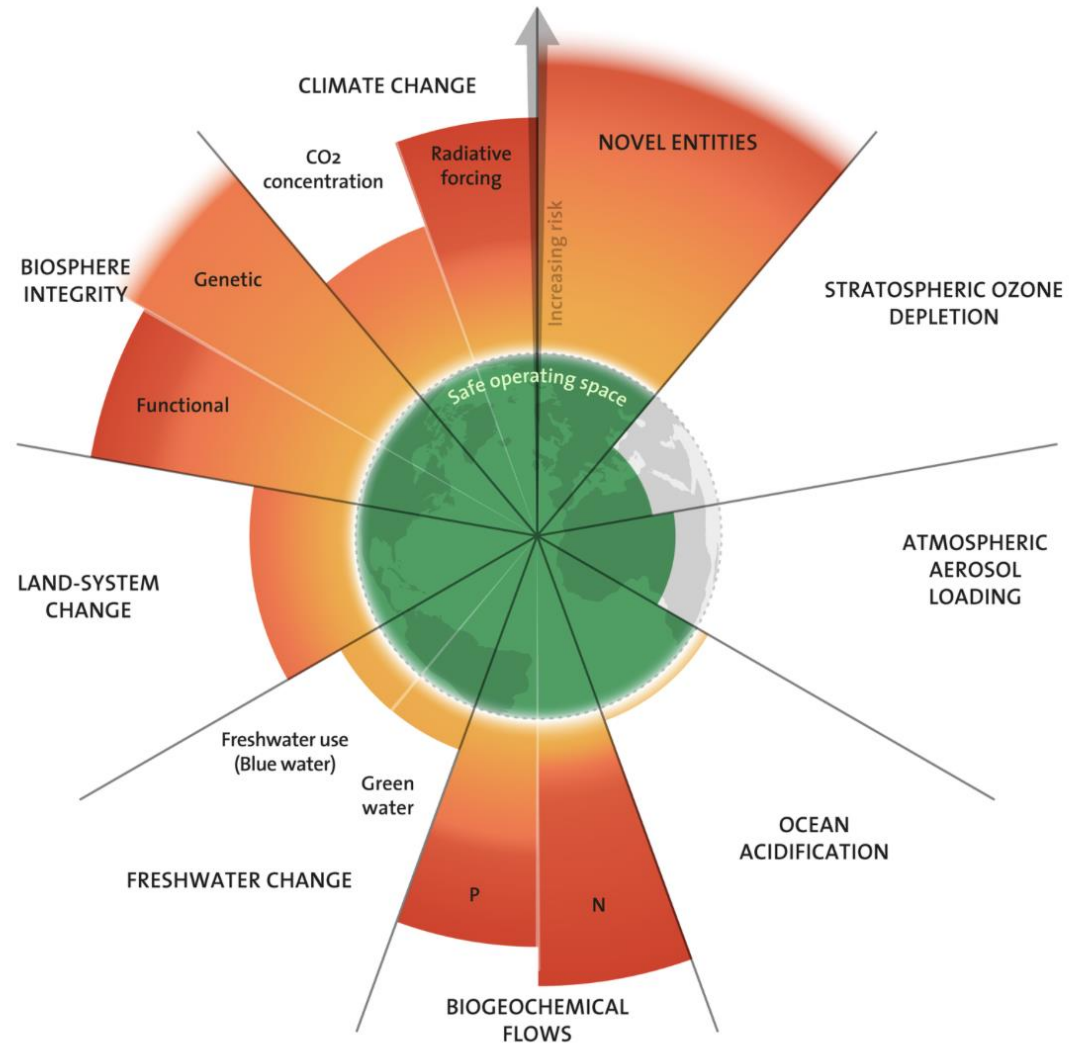
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Why are Campus- Community Food Systems Important

- (1) The global food system is causing social and environmental harm.
- (2) Postsecondary institutions can act as transition sites to create socially and environmentally just campus-community food systems.
- (3) We need to go beyond "weak sustainability" by applying food sovereignty and diverse economies frameworks.
- (4) Campus-communities should form food coalitions and host food group assemblies.



The Global Food System is NOT Sustainable



The 2025 update to the Planetary boundaries. Licensed under CC BY-NC-ND 3.0. Credit: "Azote for Stockholm Resilience Centre, based on analysis in Sakschewski and Caesar et al. 2025".

[Source](#)

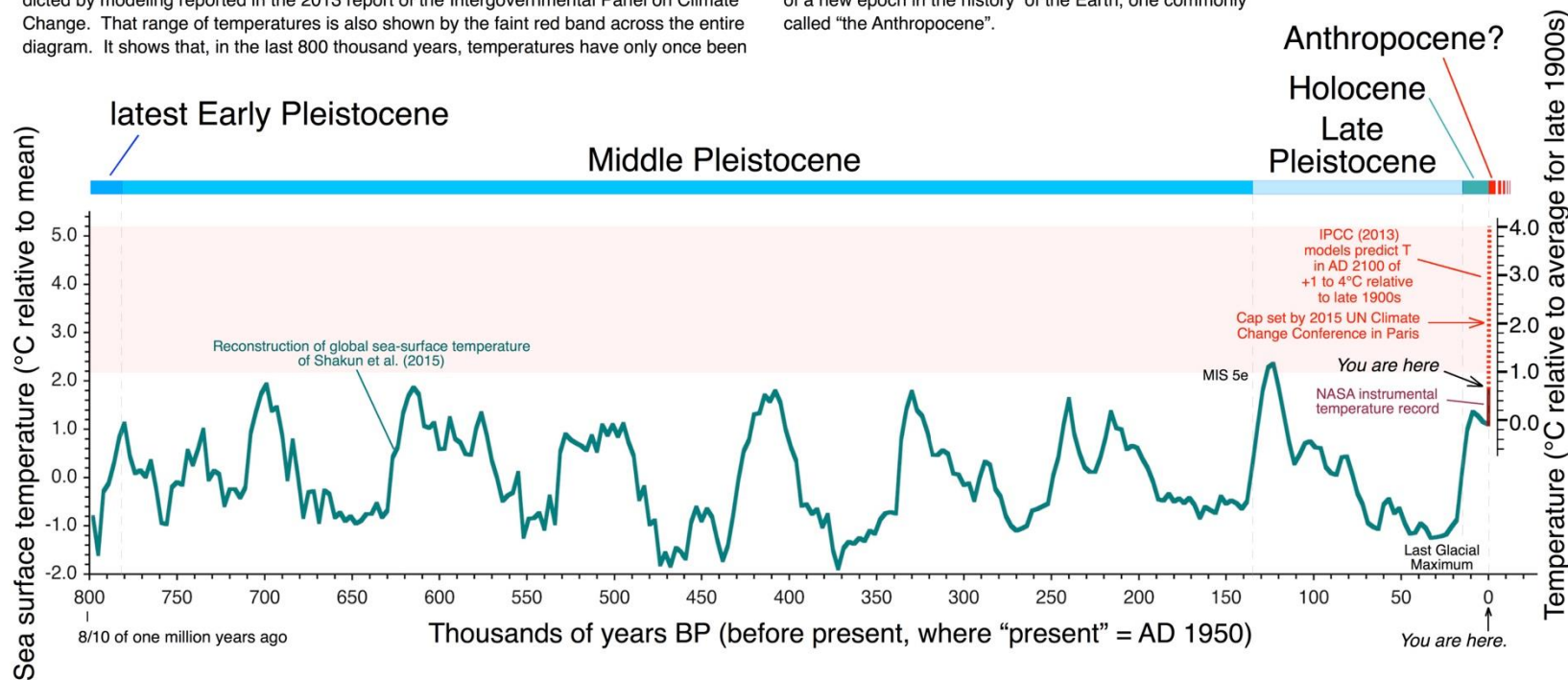
Temperatures from the Middle Pleistocene to the future

The diagram below shows in green a reconstruction of sea-surface temperature made from multiple marine sediment sequences, using the Mg/Ca ratios in the calcite (CaCO_3) of fossil planktic foraminifera. The record is plotted relative to its mean because temperatures at lower latitude locations were greater than those at high-latitude locations, but all show the same pattern and thus can be “stacked” to give one record of relative temperature.

In the rightmost part of the diagram, in the part representing the last 150 years, a dark red solid curve shows average Earth-surface temperature as derived from multiple thermometer records. A dashed bright red line shows the range of temperatures predicted by modeling reported in the 2013 report of the Intergovernmental Panel on Climate Change. That range of temperatures is also shown by the faint red band across the entire diagram. It shows that, in the last 800 thousand years, temperatures have only once been

as high as those expected by AD 2100. That one time was during the last interglacial, the Eemian or MIS 5e, when sea level was at least six meters higher than present.

Another FQS page shows the last 22 thousand years in more detail; it is called “Temperatures from the Last Glacial Maximum to the future”. Like this one, it shows that the rate of temperature increase in the last 150 years and the temperatures expected in the coming century are strikingly unlike those of the Holocene and Pleistocene. The changes that have happened and are expected are so great that they merit great concern from a societal standpoint and, from a geological standpoint, merit recognition of a new epoch in the history of the Earth, one commonly called “the Anthropocene”.



Sources, from left to right:

Shakin, J. D., Lea, D.W., Lisiecki, L.E., and Raymo, M.E., 2015, An 800-kyr record of global surface ocean $\delta^{18}\text{O}$ and implications for ice volume-temperature coupling. *Earth and Planetary Science Letters* 426, 58-68.

U.S. National Aeronautics and Space Administration (NASA) GISS Surface Temperature Analysis at data.giss.nasa.gov/gistemp/graphs_v3/ accessed 20 December 2015.

Intergovernmental Panel on Climate Change (IPCC), 2013. Summary for Policymakers.

In: Stocker, T.F., Qin, D., Plattner, G.-K., Tignor, M., Allen, S.K., Boschung, J., Nauels, A., Xia, Y., Bex, V., Midgley, P.M. (Eds.), *Climate Change 2013: The Physical Science Basis. Contribution of Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change*. Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA.

Temperatures from the Last Glacial Maximum to the future

This page shows estimates of past variation in global temperature and model predictions of temperature change in the 21st century. Another *FQS* page shows a similar but much longer record, for the last 800 thousand years; that page is called "Temperatures

from the Last Glacial Maximum to the future". Both pages show that the predicted warming is unprecedented in recent geologic history.

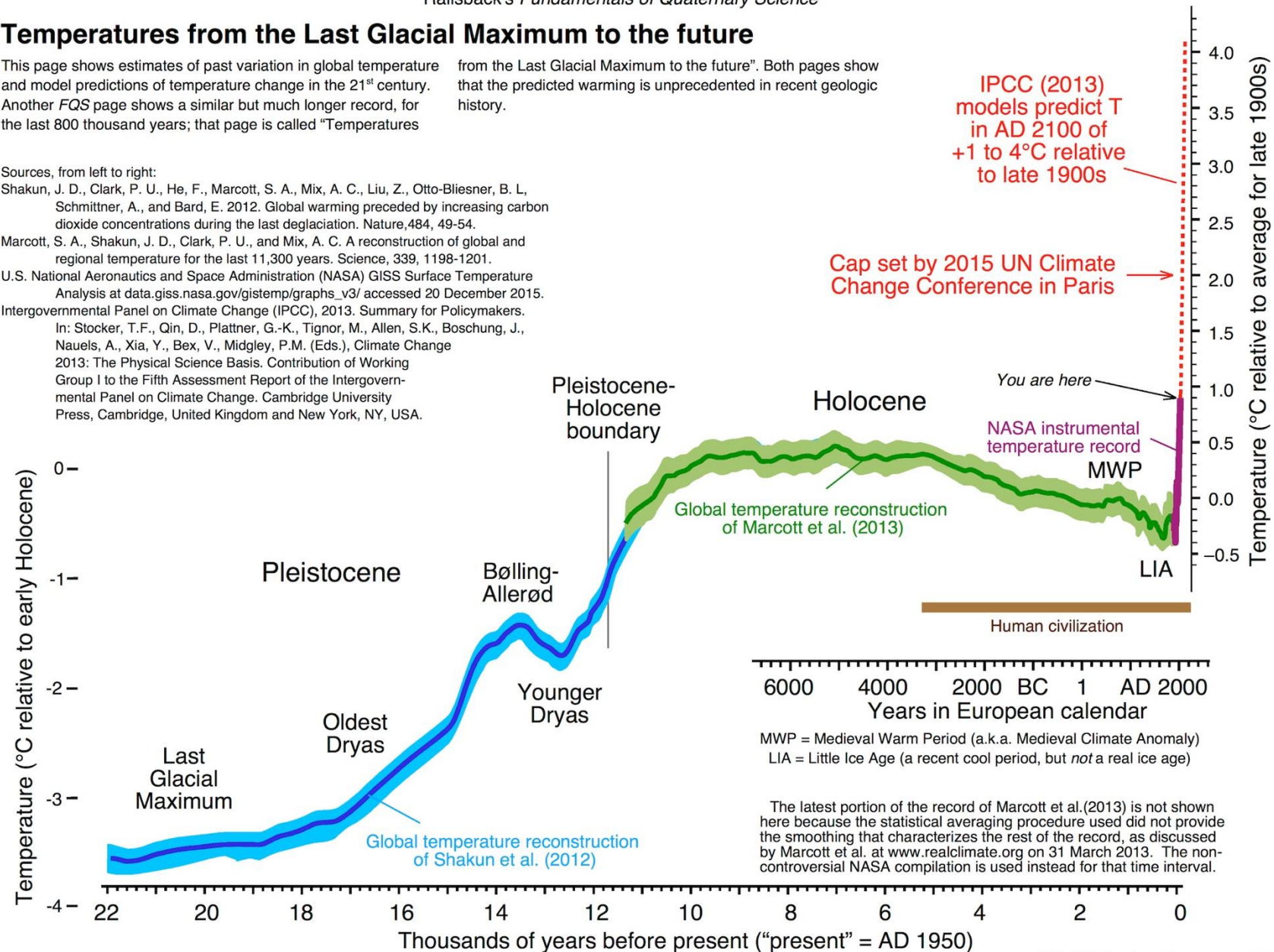
Sources, from left to right:

Shakun, J. D., Clark, P. U., He, F., Marcott, S. A., Mix, A. C., Liu, Z., Otto-Bliesner, B. L., Schmittner, A., and Bard, E. 2012. Global warming preceded by increasing carbon dioxide concentrations during the last deglaciation. *Nature*, 484, 49-54.

Marcott, S. A., Shakun, J. D., Clark, P. U., and Mix, A. C. A reconstruction of global and regional temperature for the last 11,300 years. *Science*, 339, 1198-1201.

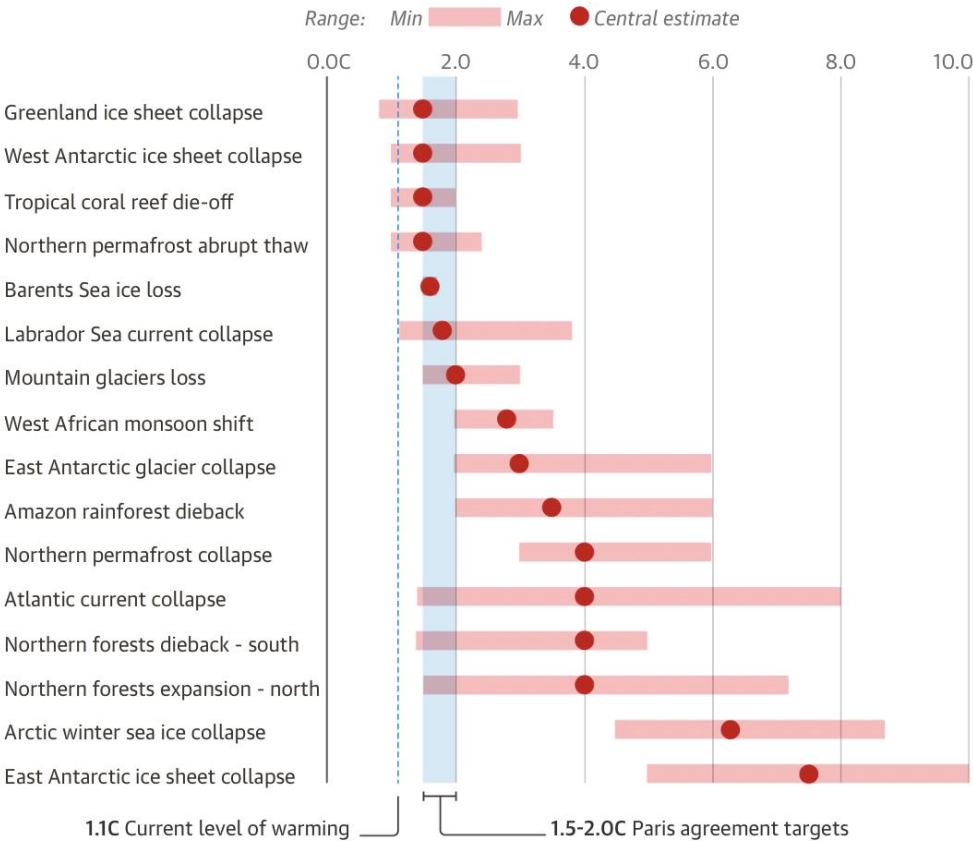
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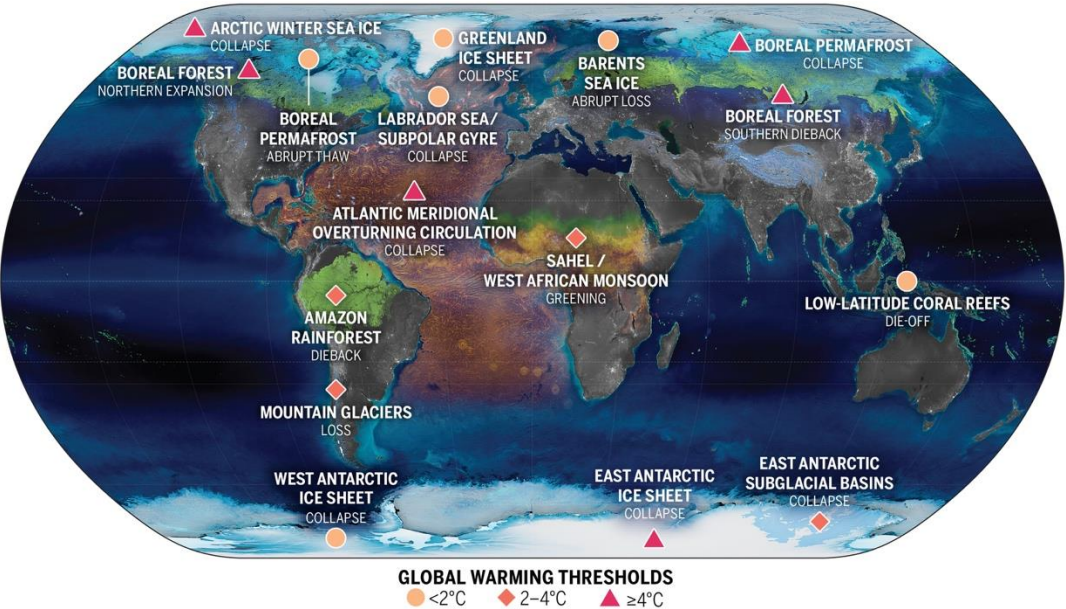


The risk of climate tipping points is rising rapidly as the world heats up

Estimated range of global heating needed to pass tipping point temperature



Guardian graphic. Source: Armstrong McKay et al, Science, 2022. Note: Current global heating temperature rise 1.1°C Paris agreement targets 1.5-2.0°C





THE GLOBAL FOOD SYSTEM IS ALSO NOT SOCIALLY JUST, NOR
ECONOMICALLY VIABLE

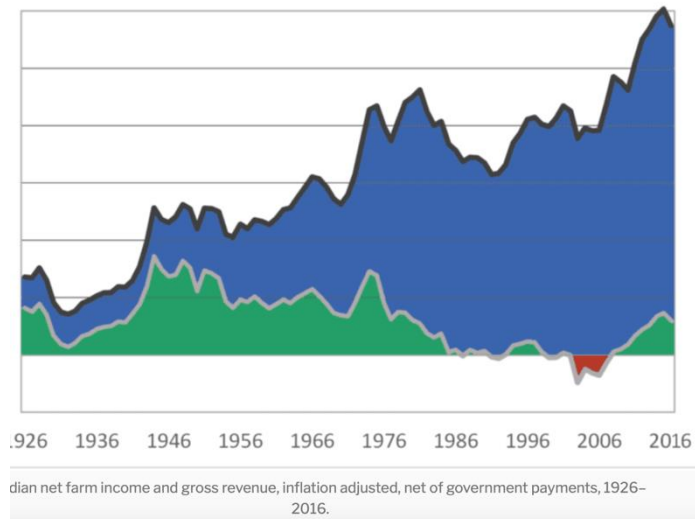
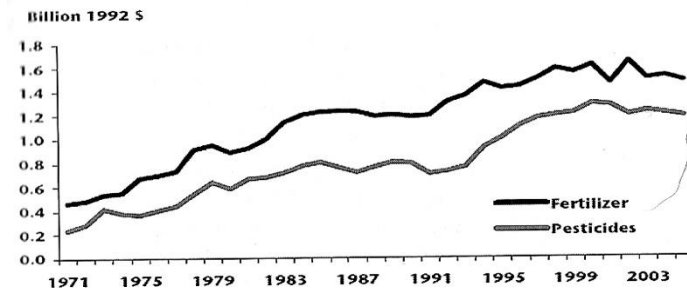
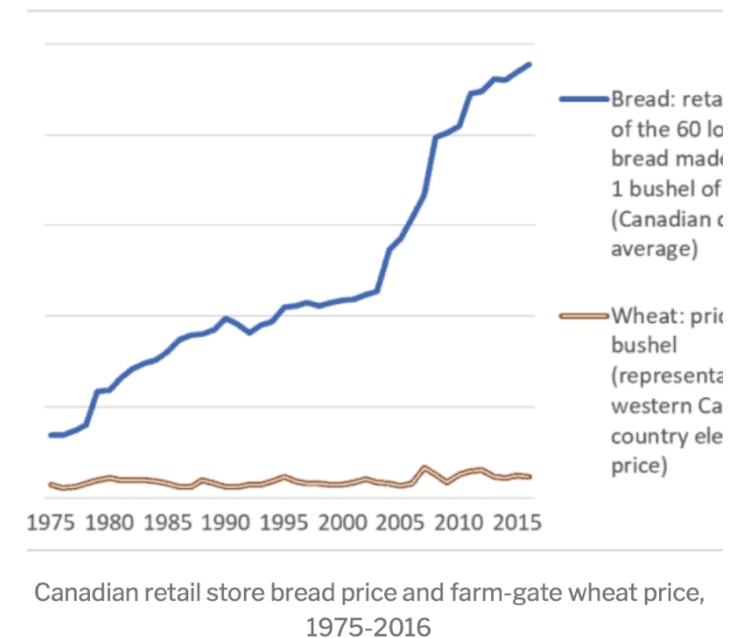


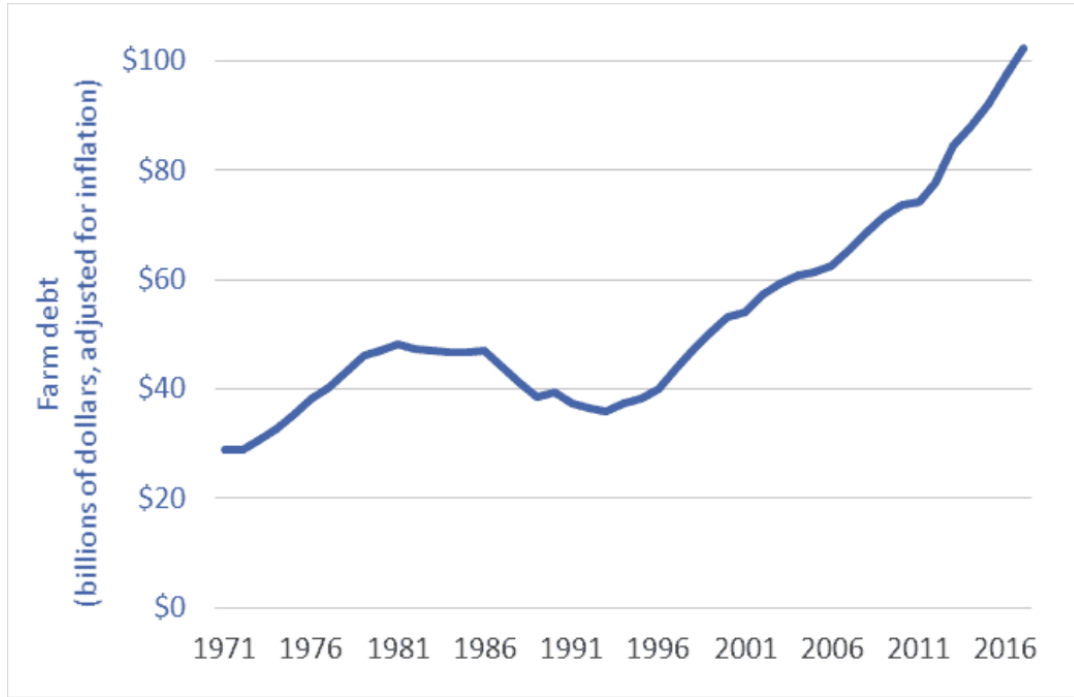
Figure 2-8 Canadian Farm Expenditures on Fertilizers and Pesticides (adjusted for Inflation): 1971–2005



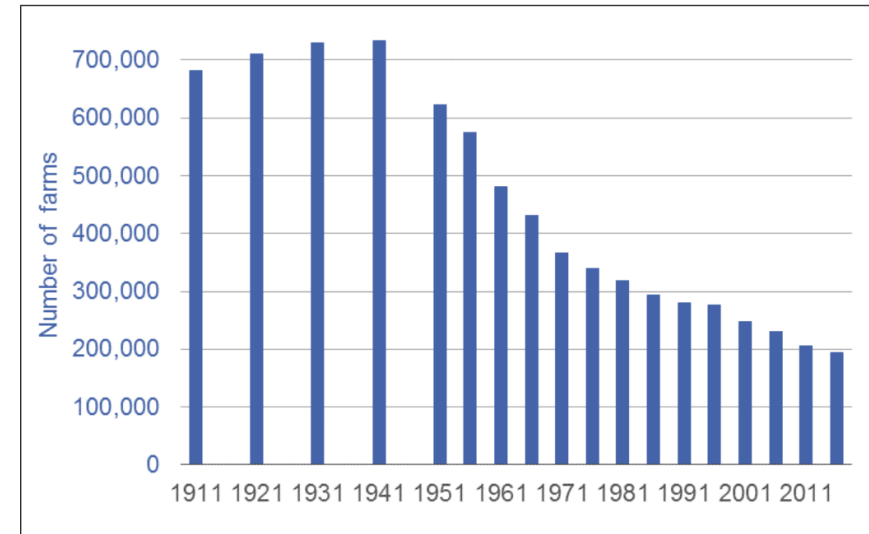
Sources: Agriculture and Agri-Food Canada, *An Overview of the Canadian Agriculture and Agri-Food System: 2007*, p. 124.



The Global Food System is Not Economically Viable



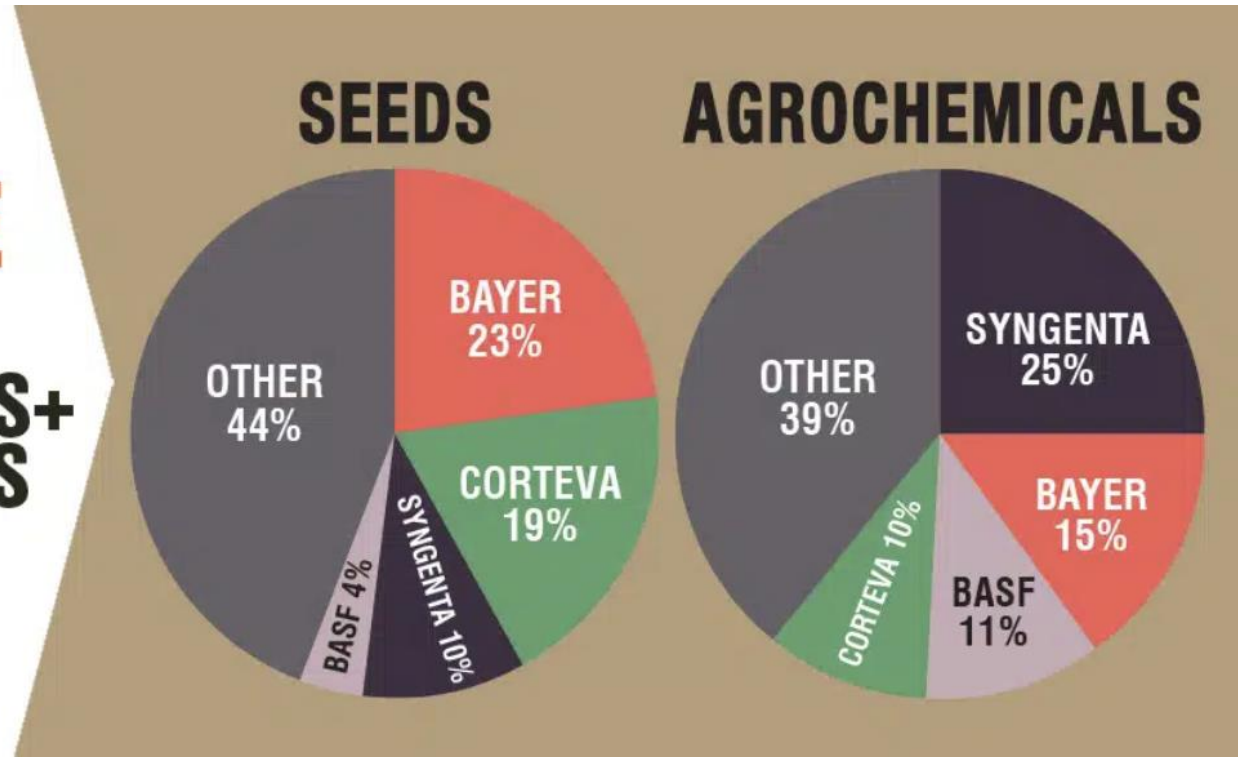
Losing the farm(s): Census data on the number of farms in Canada



Number of farms in Canada, Census years, 1911 to 2016

The Global Food System is Not Economically Viable

CORPORATE CONTROL IN GLOBAL SEEDS+ AGROCHEMICALS



The Global Food System Becoming Increasingly Concentrated



Heinrich Himmler (second left) visits the IG
Farben factory in 1941



The Global
Food System is
Rooted in War,
Death and
Destruction



Harms of the Global Food System

Food insecurity – billions of people without access to healthy food!

Pesticides kill pollinators – fruits need bees!

Food as a weapon of war – Palestinians are starving!

Lack of food sovereignty – peasants and farmers are being affected by trade agreements and food dumping!

GMOs and privatization – restricted access!

Cost on farmers – family farms are not sustainable!

Reduction of biodiversity – we are destroying nature!

Unwanted genetics spreading onto non-GMO farms – lawsuits!

Loss of Indigenous farming methods – on stolen land!

Soil arability – we are killing our soil!

Creating dead zones in waterways – we are polluting our water!

Corporate concentration of agribusinesses – former war companies are now food chemical companies!

Health – our food contains toxins!

Carbon intensive practices – agroecology and permaculture methods can sequester carbons!

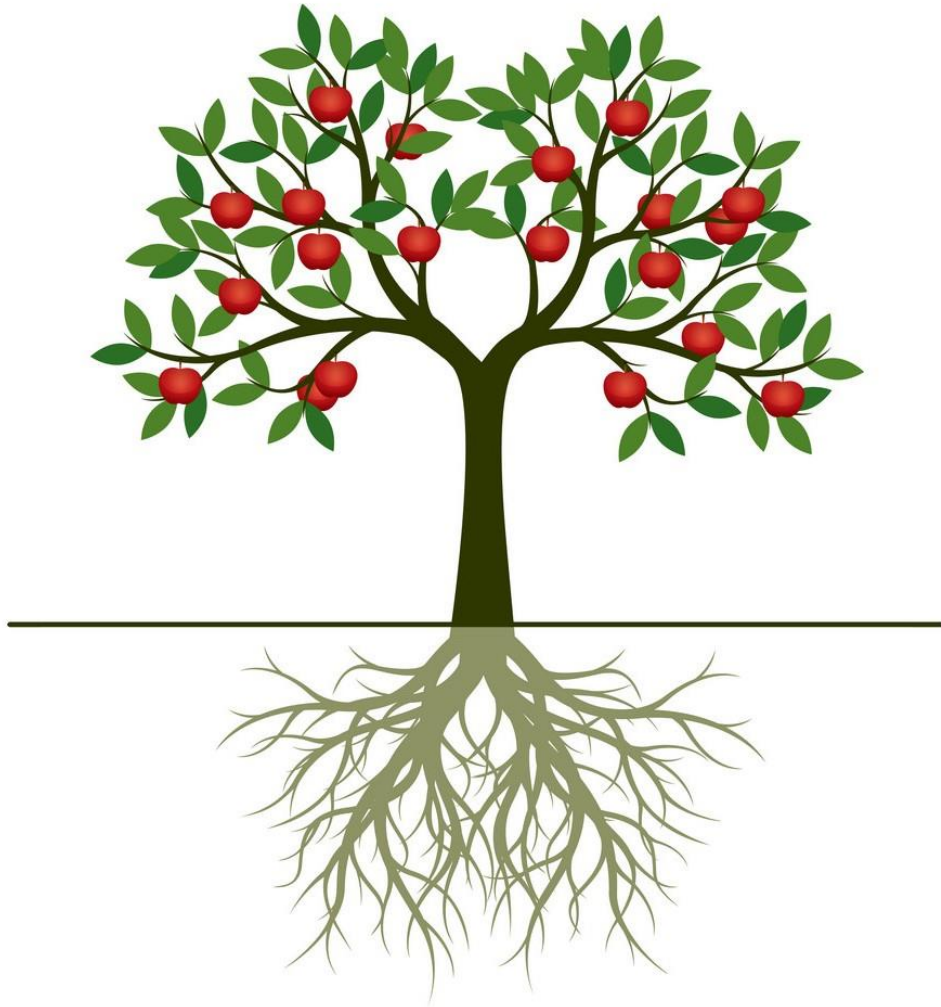
Structural racism, colonialism and patriarchy – glaring systemic issues!

Rising cost of seed and chemicals – we don't need to buy seeds!

Research funding being directed to GMOs instead of traditional breeding methods – 'science' is not only about GMOs!

Pest and weed resistance to Bt crops and glyphosate!

There are so many more issues!

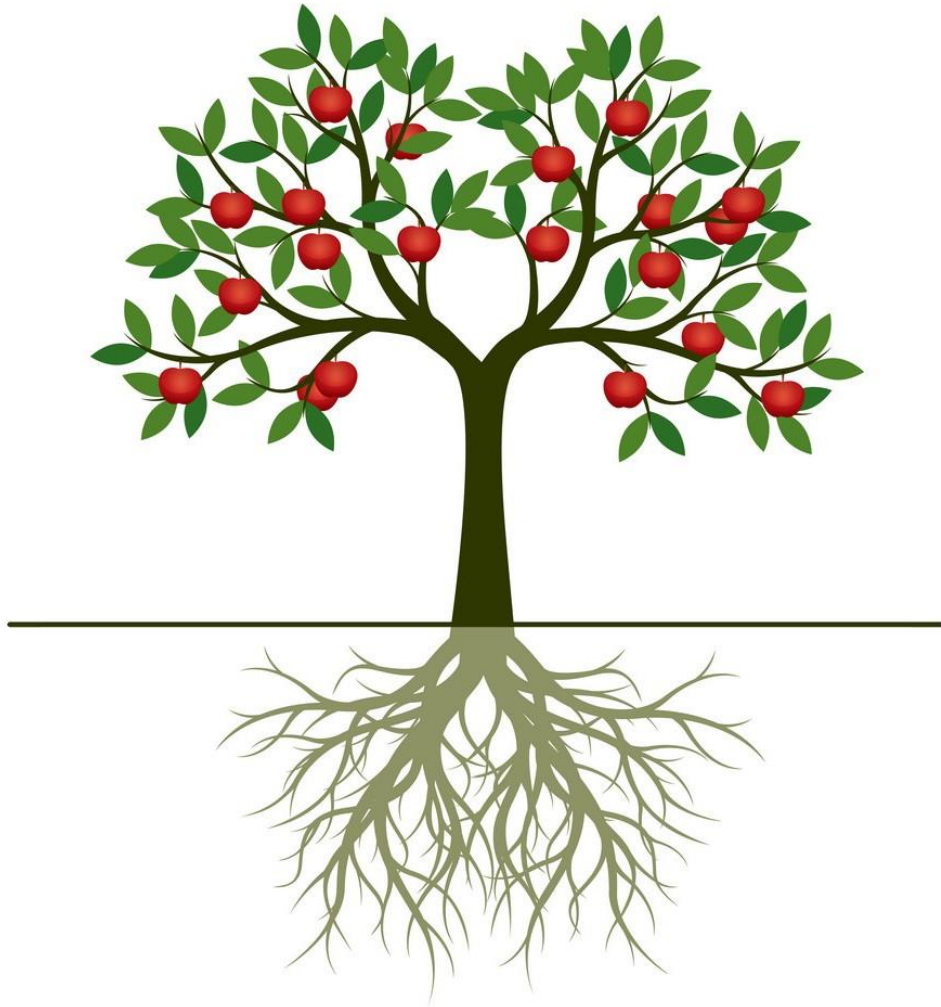


What Can
We Do to
Fix these
Problems?

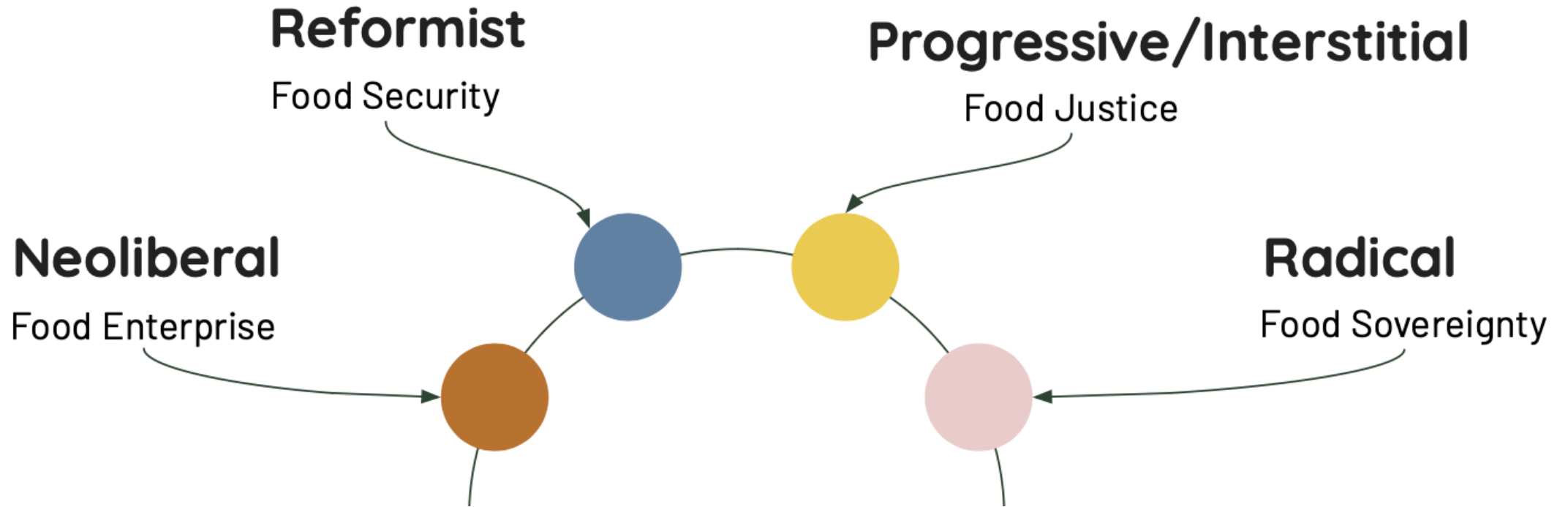
We Need To Transform Our Food System

Calls to “fix a broken food system” assume that the capitalist food system used to work well. This assumption ignores the food systems long, racialized history of mistreatment of people of colour. The food system is unjust and unsustainable, but it is not broken. It functions precisely as the capitalist food system has always worked, concentrating power in the hands of the privileged minority and passing off the social and environmental “externalities” disproportionately to racially stigmatized groups.

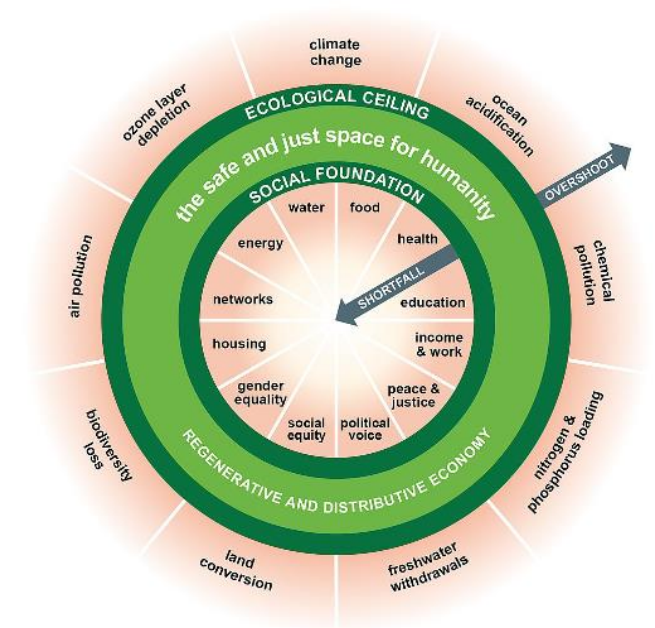
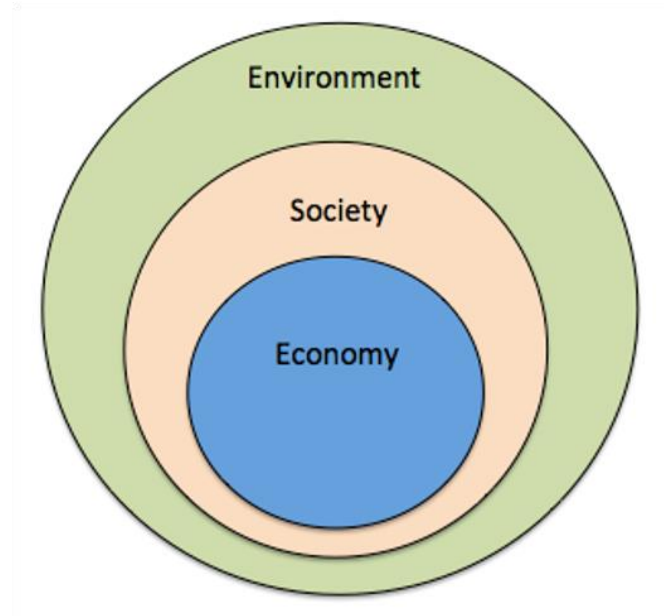
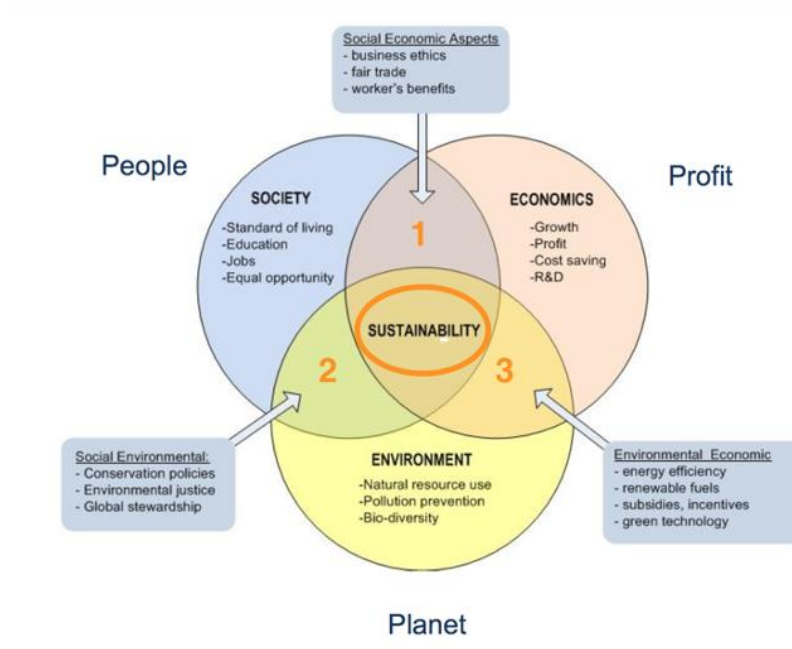
Holt-Gimenez, E. (2017) A Foodie's Guide to Capitalism: Understanding the Political Economy of What We Eat, Monthly Review Press, New York.



What Can
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Food System Change



From Weak Sustainability to Food Sovereignty



Gibson Graham – Take Back the Economy

Gibson-Graham, J.K., Cameron, J., Healy, S. (2013) Take Back the Economy: An Ethical Guide for Transforming Communities, University of Minnesota Press

[KATHERINE GIBSON](#)
[INTERVIEW PLAYLIST](#)

Gibson Graham – Take back the Economy

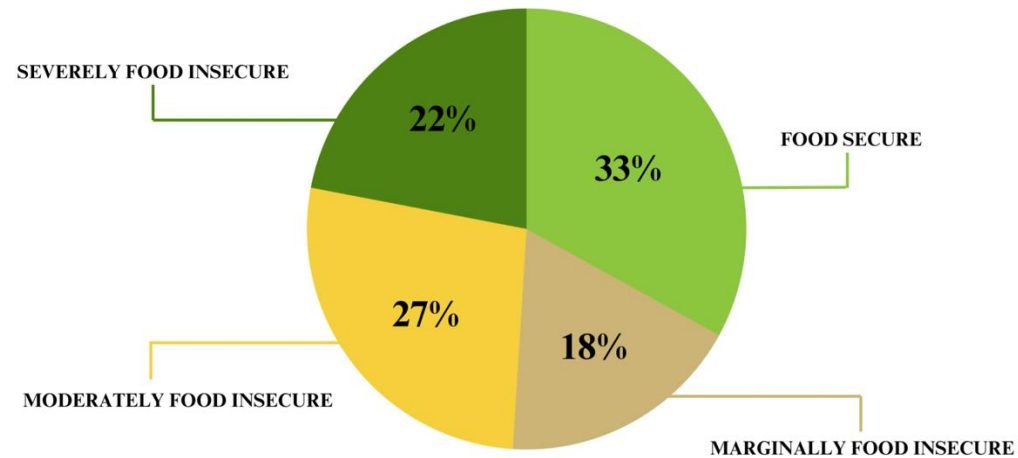
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UNPAID Housework Volunteer Self-provisioning Slave labor	NON-MARKET Household sharing Gift giving Hunting, fishing, gathering Theft, piracy, poaching	OPEN ACCESS Atmosphere International Waters Open source IP Outer Space	NON-CAPITALIST Worker cooperatives Sole proprietorships Community enterprise Feudal Slave	NON-MARKET Sweat equity Family lending Donations Interest-free loans

Post-Secondary Institutions as Transformative Food Hubs



Graph 1: Rates of Student Food Insecurity (SFI) at Concordia University



Graph 1: Represents the rate at which students are experiencing food insecurity. By adding together those marginally (n=230), moderately (n=332) and severely (n=273) food insecure, 67% of students are found to be experiencing some degree of food insecurity.

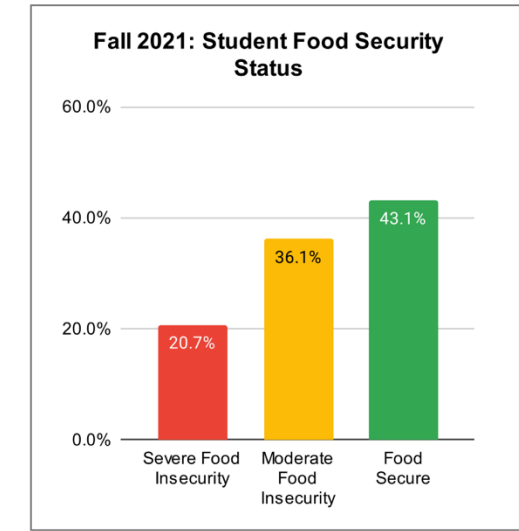
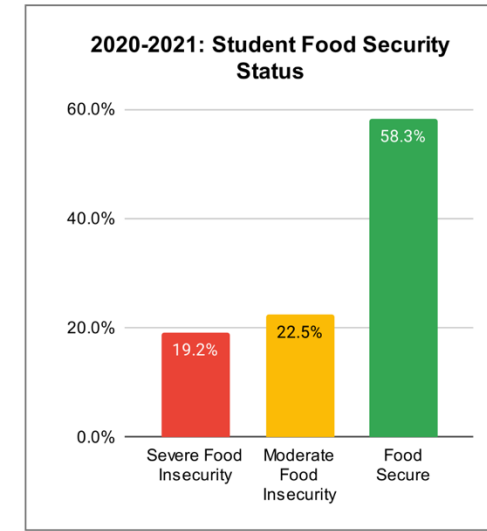


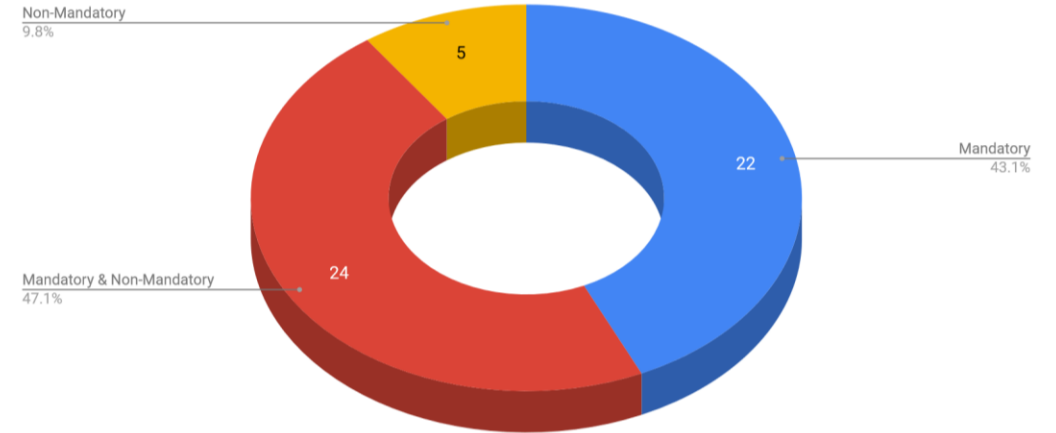
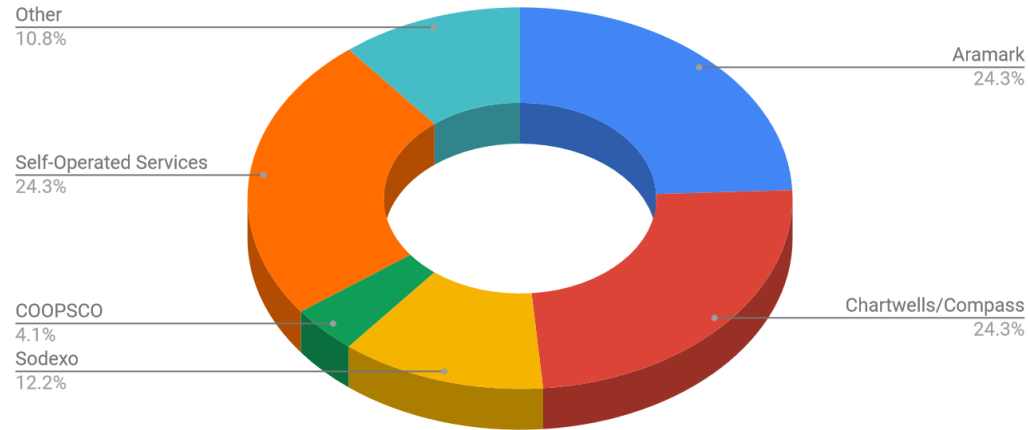
Figure 1: Overall student food security rates. Figure 1a: Student food security rates during the 2020-2021 academic year. Figure 1b. Student food security rates during Fall 2021.

Postsecondary Students are Increasingly More Food Insecure

Figure 1

Problems with University Food Systems According to Student Union Representatives

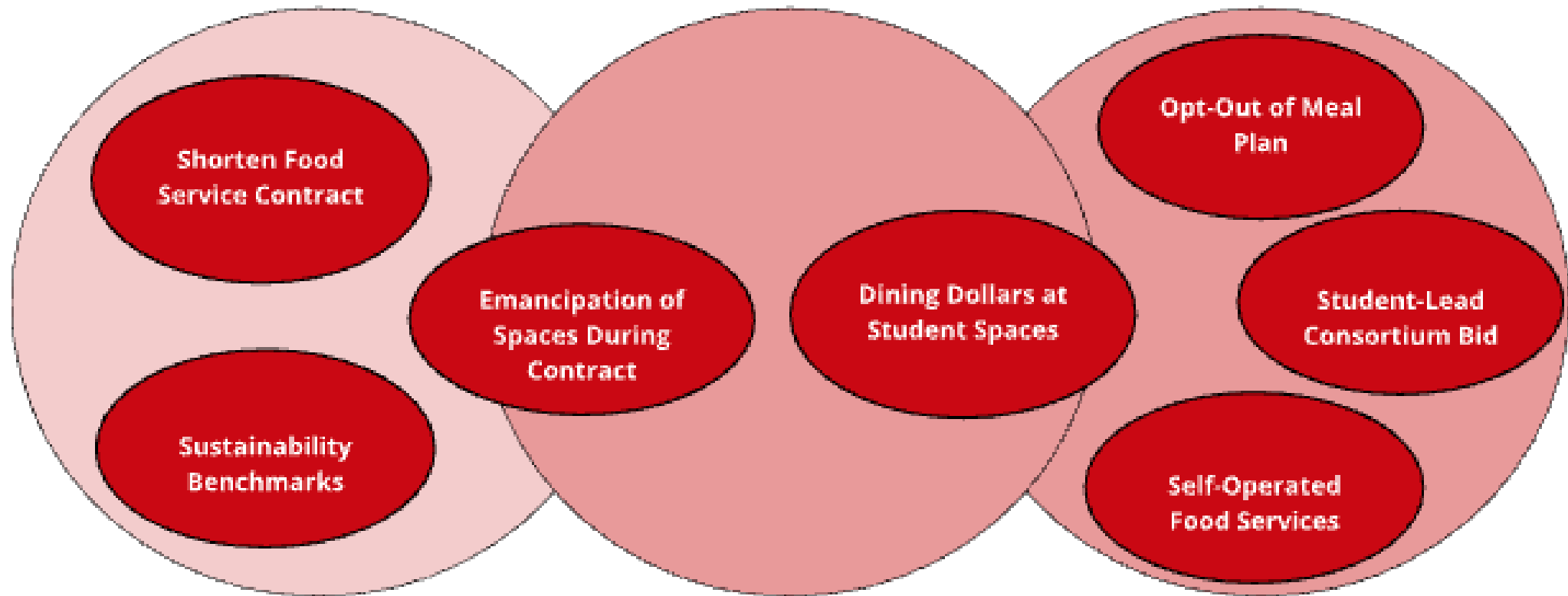
Problems (Reported by 6-10 Student Unions)	Problems (Reported by 2-5 Student Unions)
Increasing food insecurity	Food insecurity affecting mental health issues
General affordability concerns	Increasing tuition
Lack of funding for food programs	International student food insecurity
Expensive food services on campus	Demand exceeds supply at the foodbank
Campus food service doesn't cater to dietary restrictions	Organizing capacity/loss of student community post covid
	Food programs are "Band-Aid solutions"
	Lack of mobilization around food issues - students don't have time to organize around food issues
	Lack of understanding about student hunger
	Health issues due to food insecurity
	University not taking action/responsibility for ameliorating student food insecurity
	Stigma around accessing food support such as foodbank
	Lack of labour to support student-run food initiatives
	Monopoly of meal service providers over catering for student-run events and or food services
	Students being ripped off because of pay-by-weight scheme meal service
	Campus food dessert, issues accessing food
	Food on campus is bad quality
	Food on campus lacks diversity (cultural or otherwise)
	Fairly evaluating need for charity-based programs



Corporate Concentration of Canadian University Foodservices

Successful

Unsuccessful





WHY CREATE THE NFE?

Issues with Corporate Campus Food Services:

ACCESS LIMITATIONS
Cafeterias serve mainly students in residence through mandatory meal plans and are not open for à la carte dining.

ACCOUNTABILITY GAPS
Traditional providers have limited involvement with the Concordia community and no democratic decision making.

SUSTAINABILITY CHALLENGES
Efforts by current providers are slow and often lack a strong foundation in ecological and social justice principles.

BUILT ON VALUES

- environmental sustainability
- social justice
- cultural inclusivity
- economic democracy

WHAT MAKES THE NFE DIFFERENT?

COMMUNITY EMBEDDED
Run by local culinary experts and food system champions. Reflecting the diverse tastes of Concordia.

ACCOUNTABLE & INDEPENDENT
Answers to the Concordia community. Solidarity & collaboration with campus-community food groups.

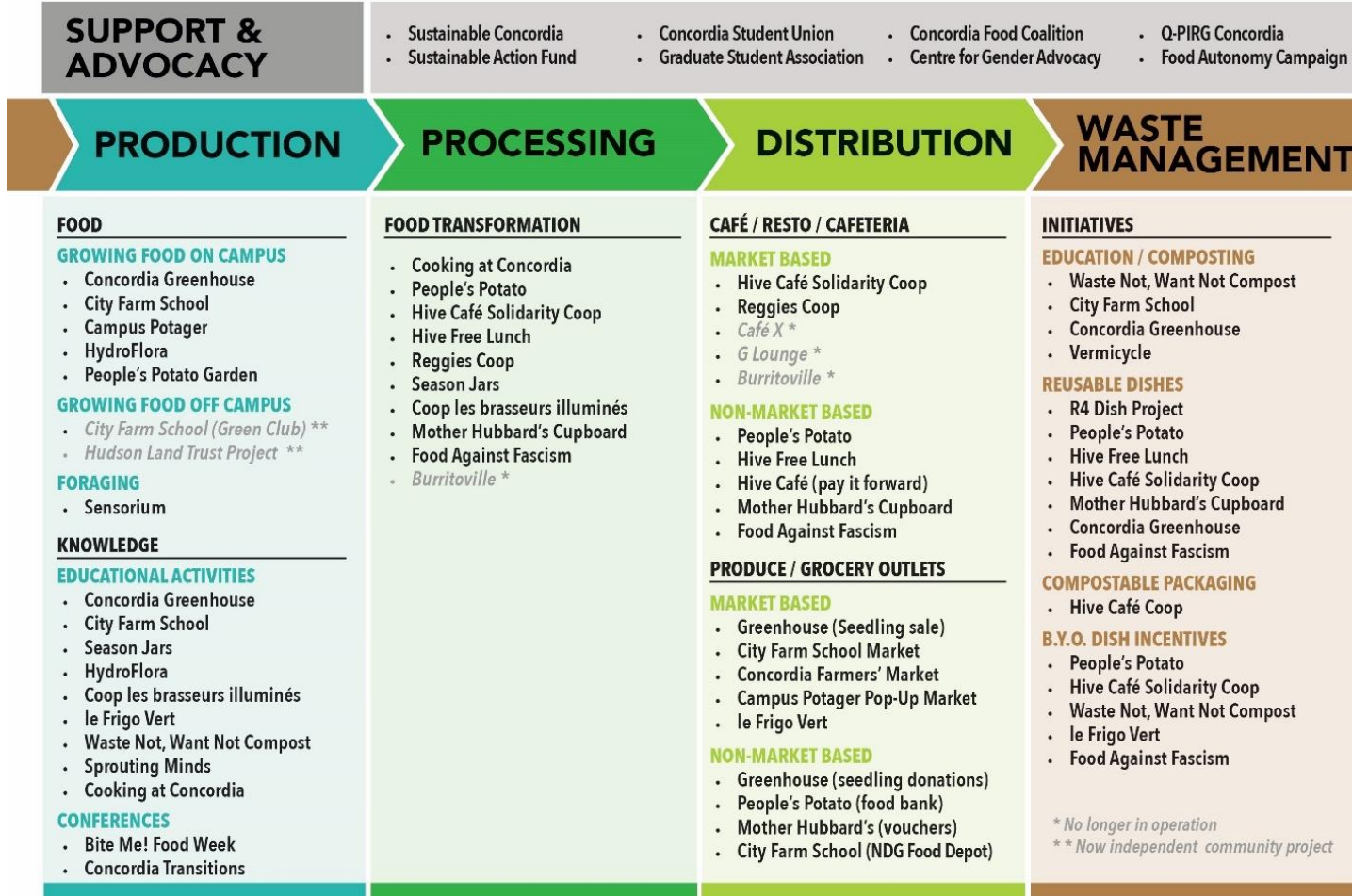
SUSTAINABLE & JUST
Focused on regenerative practices - not on profit, making Concordia a leader in delicious, locally sourced, culturally diverse campus dining.

Concordians deserve a fresh and fair future for Campus Food.

The NFE's transformational approach to value-based, equitable campus dining

Built by and for the Concordia community

New Food Enterprise/Equi-Table



Concordia Campus- Community Food Systems Map

CONCORDIA (OUR) FOOD SYSTEM

PRODUCTION

Growing food, plants & seeds

- Coop CultivAction
- People's Potato Collective Garden
- Hamidou Horticulture
- mind.heart.mouth
- Concordia Greenhouse
- HydroFlora
- Concordia Pollinators
- Sankofa Farm Coop

PROCESSING

Transforming food

- Hive Café Co-op
- Hive Free Lunch
- The People's Potato
- Reggies Co-op Bar
- Le Frigo Vert

DISTRIBUTION

Selling & Giving food

- Resto/Cafeteria:
 - Hive Café Co-op
 - Reggies Co-op Bar
- Community Kitchens:
 - The People's Potato
 - Hive Free Lunch
- Produce & Grocery:
 - Concordia Farmers' Market
 - Coop CultivAction
 - Megan's Fridge
 - Hamidou Horticulture
 - The Refugee Centre

WASTE MGMT

Recuperation Initiatives

- Composting:
 - enuf
 - ABCompost
 - Loyola gardens & farms
- BYO, Reusable & Compostable Dishes:
 - Hive Café & Free Lunch
 - Reggie's Coop Bar
 - The People's Potato
 - The Dish Project
 - Zero Waste Dish Project
 - Cano Cup Program

SUPPORT & ADVOCACY

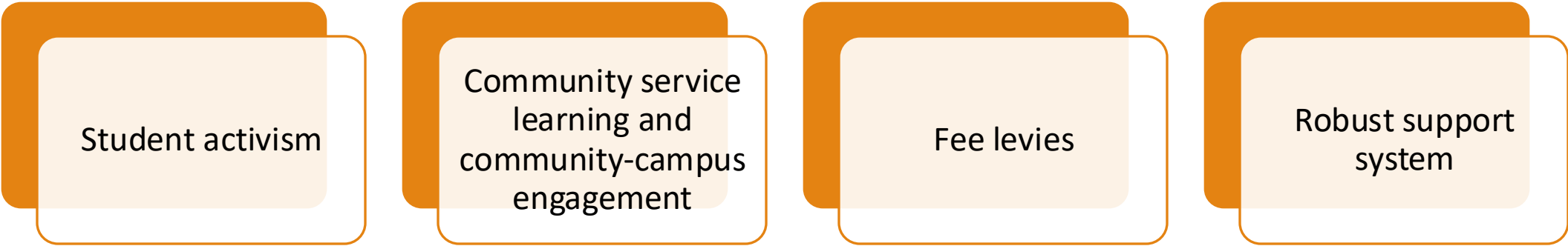
- Concordia Food Coalition
- Sustainability Action Fund
- SEIZE
- Concordia Student Union

- Sustainable Concordia
- Q-PIRG Concordia
- Centre for Gender Advocacy

WHAT'S THE GOAL? LOCAL CONTROL!

Concordia Campus- Community Food System

Facilitating the Creation and Perpetuation of the Campus-Community Food System



Student activism

Community service
learning and
community-campus
engagement

Fee levies

Robust support
system

Le Frigo Vert



The People's Potato



The Hive



The Concordia Greenhouse?



The Concordia Food Coalition

Our Vision

Food sovereign communities at Concordia University and beyond.

Our Mission

The CFC brings together students, faculty, staff and community members to co-create campus-community food sovereignty. Through education, incubation and innovation, we collaborate to build sustainable, accessible and democratic local food systems.

Our Values

Community, Cooperation, Inclusion, Solidarity, Innovation and Regenerative Practices.



The Garden Groups





CultivAction Solidarity Cooperative

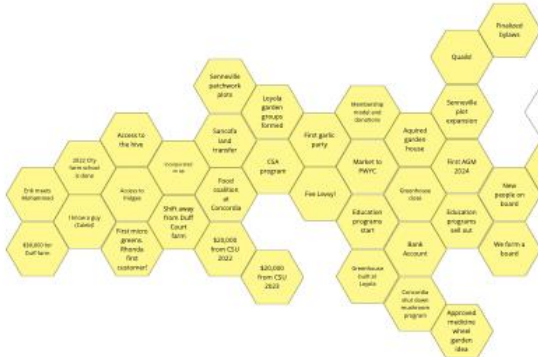




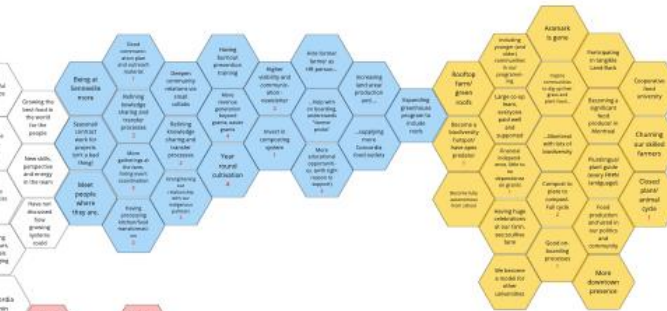
THE FUTURE BACKWARDS

CURRENT STATE

WHAT GOT US HERE



THE DREAM



THE NIGHTMARE



Mission of CultivAction Solidarity Cooperative

*To facilitate transitions towards a **food sovereign campus-community** by practising **urban agroecology** to **nourish local populations with hyper-local, organic produce**, cultivate urban green spaces and to support **sustainable food production at Concordia and beyond**.*

*We offer urban agriculture workshops and volunteer learning opportunities to empower people with the knowledge to grow their own food and participate in a movement to cultivate a more resilient, just and food secure future. **We see our work as a political act and look to create networks of reciprocity and connection with other groups who share a deep commitment to social justice and food sovereignty.***



Vision of CultivAction Solidarity Cooperative

Coop CultivAction envisions a biodiverse, and abundant campus-community foodscape (healthy soil, animals, insects, nutritious food, beneficial plants, etc.) that facilitates hands on community education and engagement and builds social and economic justice.



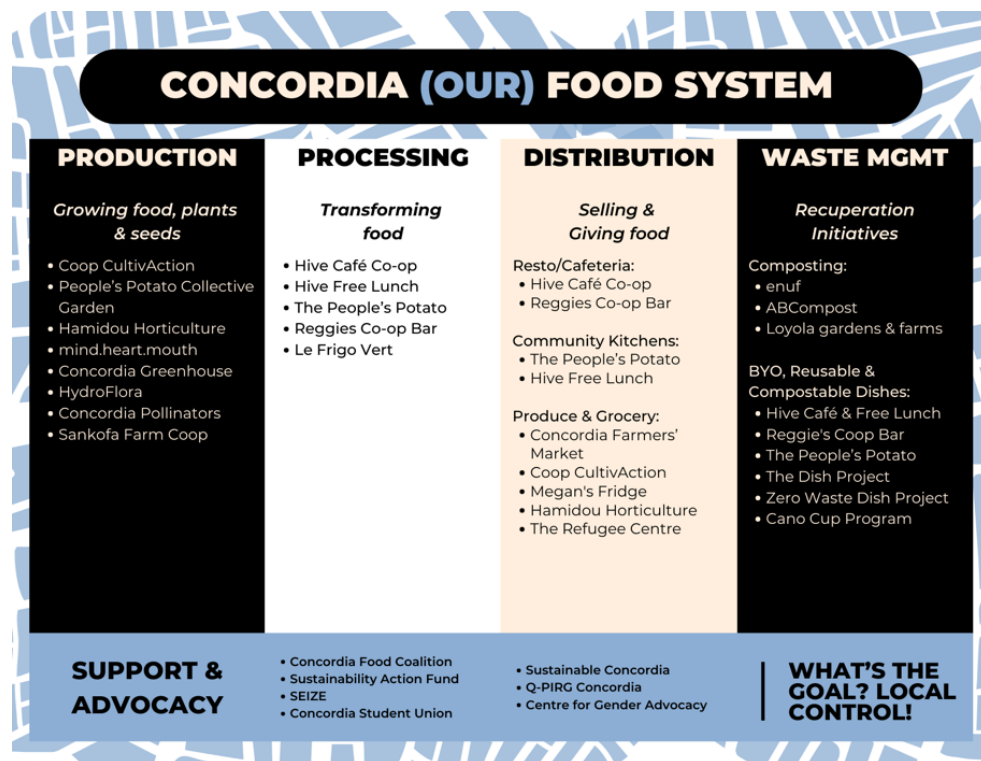
Structure of CultivAction Solidarity Cooperative

Solidarity Cooperative – Multistakeholder Board Composition

- Worker members - 6
- User members - 4
- Support member - 1

Diverse Economic Model

- Non-profit cooperative
- Pay-what-you-can markets at Concordia
- Farmers markets in the community
- Donation (Organizations and Volunteers)
- Wholesale
- Direct sale (CSA/You Pick)
- Fee Levy
- Paid and volunteer labour

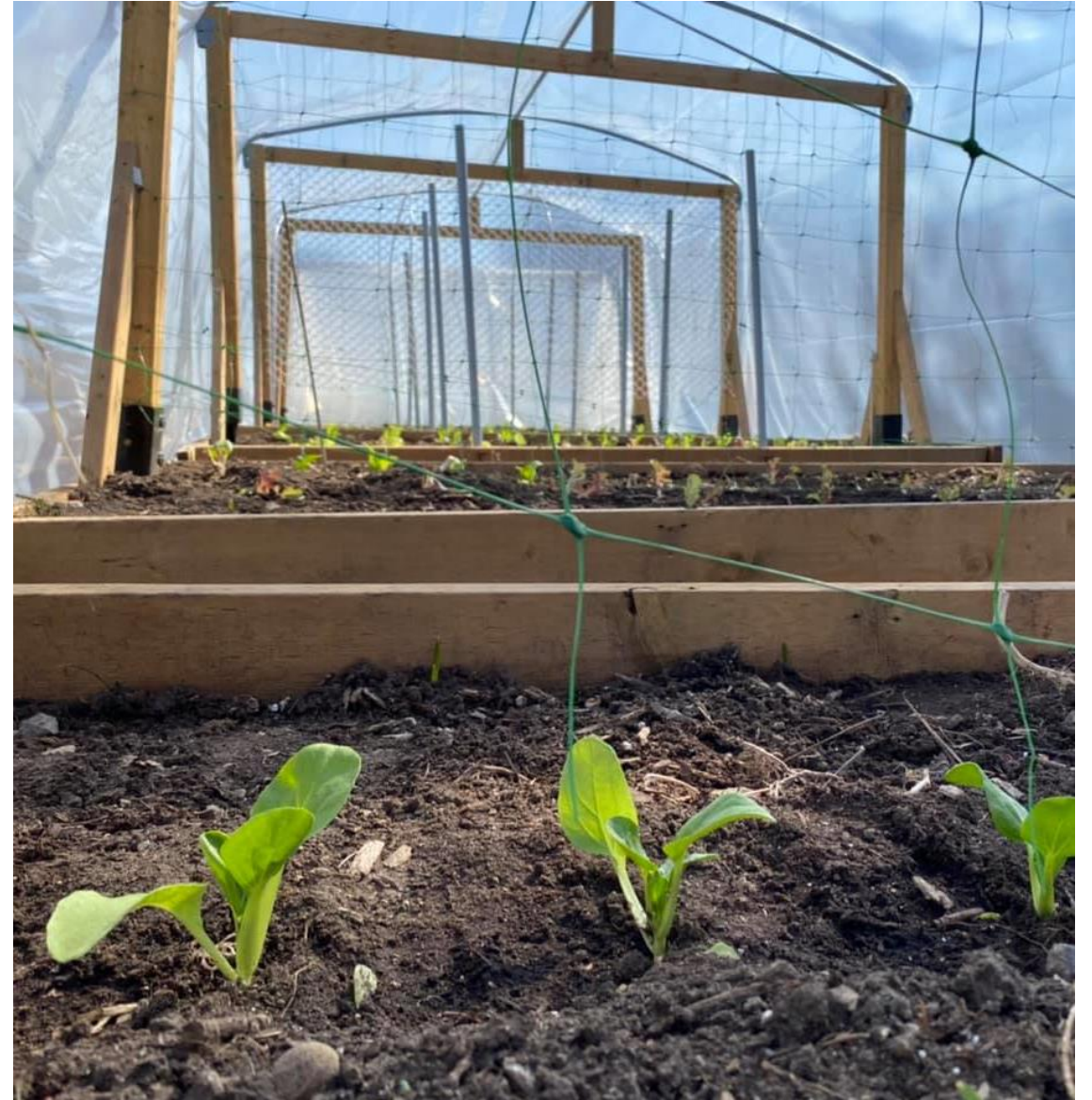


Community Food System Map Snapshot			
This table displays the community food system and places groups in categories in which they are active. Click on the individual food groups to learn more about their different activities, needs and assets.			
PRODUCTION	PROCESSING	DISTRIBUTION	WASTE MANAGEMENT
Food COVIQ GRAME Revitalization Saint-Pierre Knowledge Concert'Action System Alimentaire Durable	Cooking or Transforming Extended Hands Le Club des Personnes Handicapées du Lac-Saint-Louis l'Oeuvre Soupe Maison L'Association des popotes	Market Based Concert'Action System Alimentaire Durable COVIQ GRAME La P'tite Maison de Saint-Pierre	Composting COVIQ GRAME l'Oeuvre Soupe Maison Revitalization Saint-Pierre Saint-Vincent de Paul Saint-Pierre-aux-liens

How CultivAction Solidarity Cooperatives Came to Be





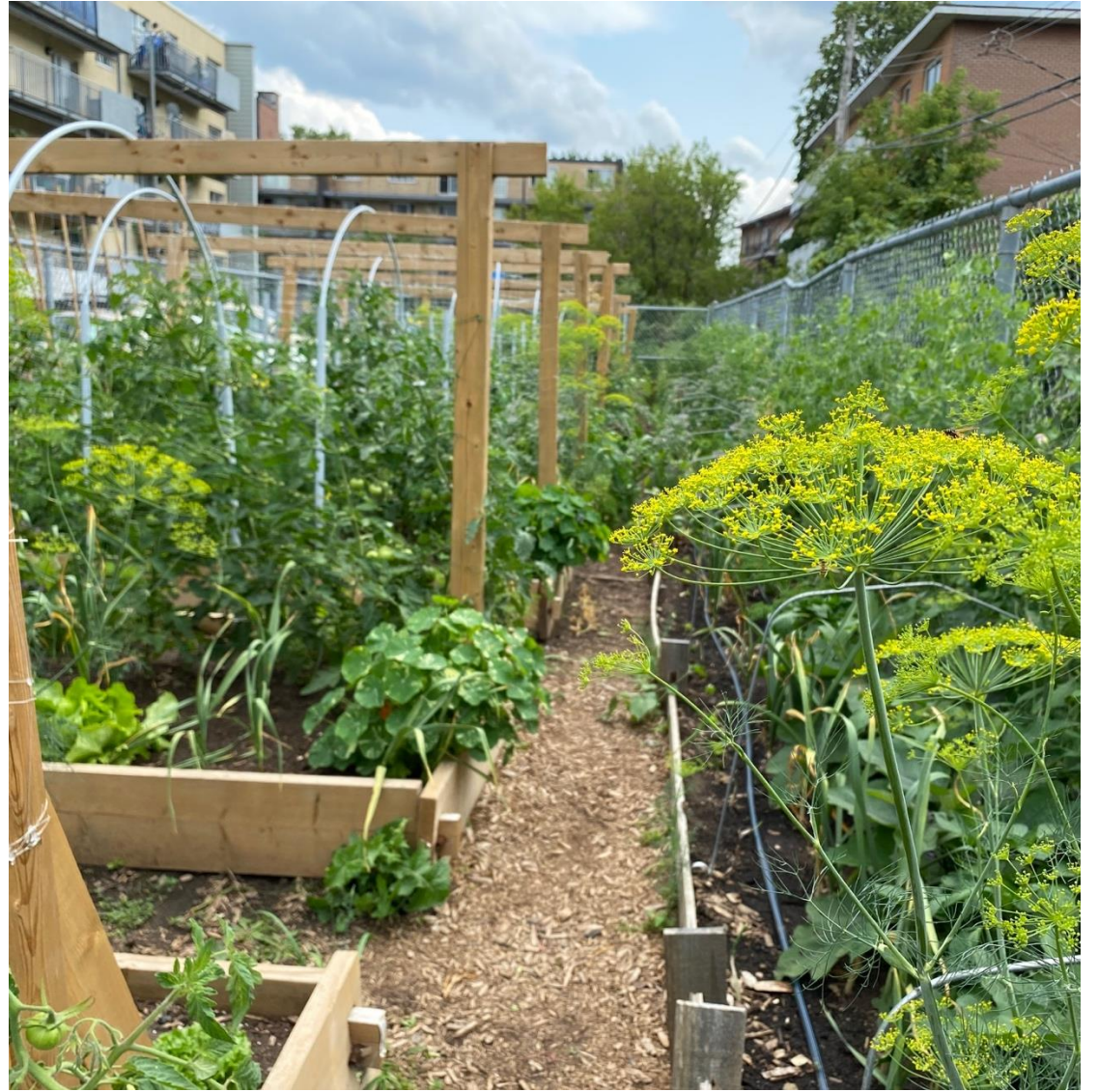








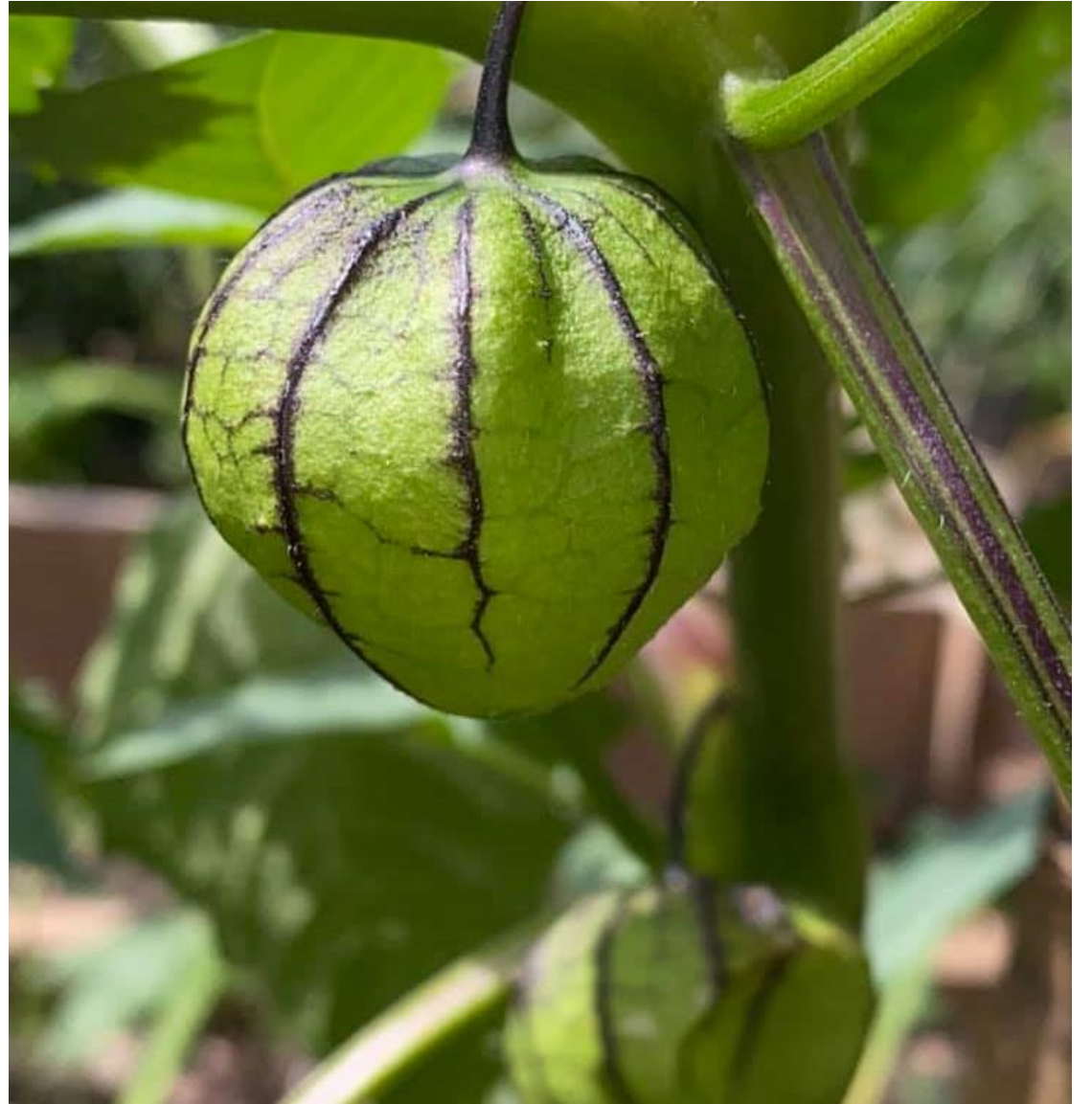


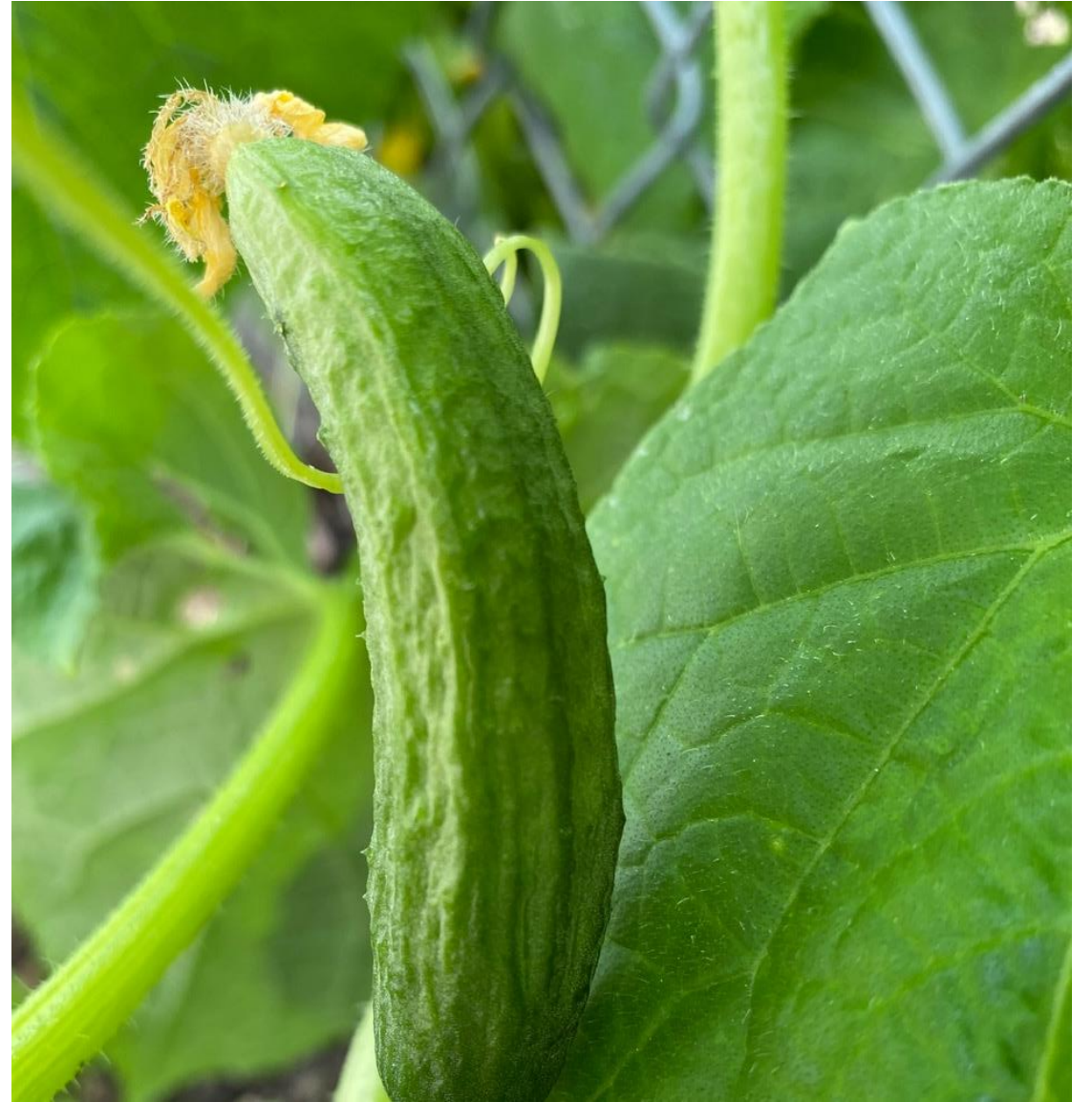




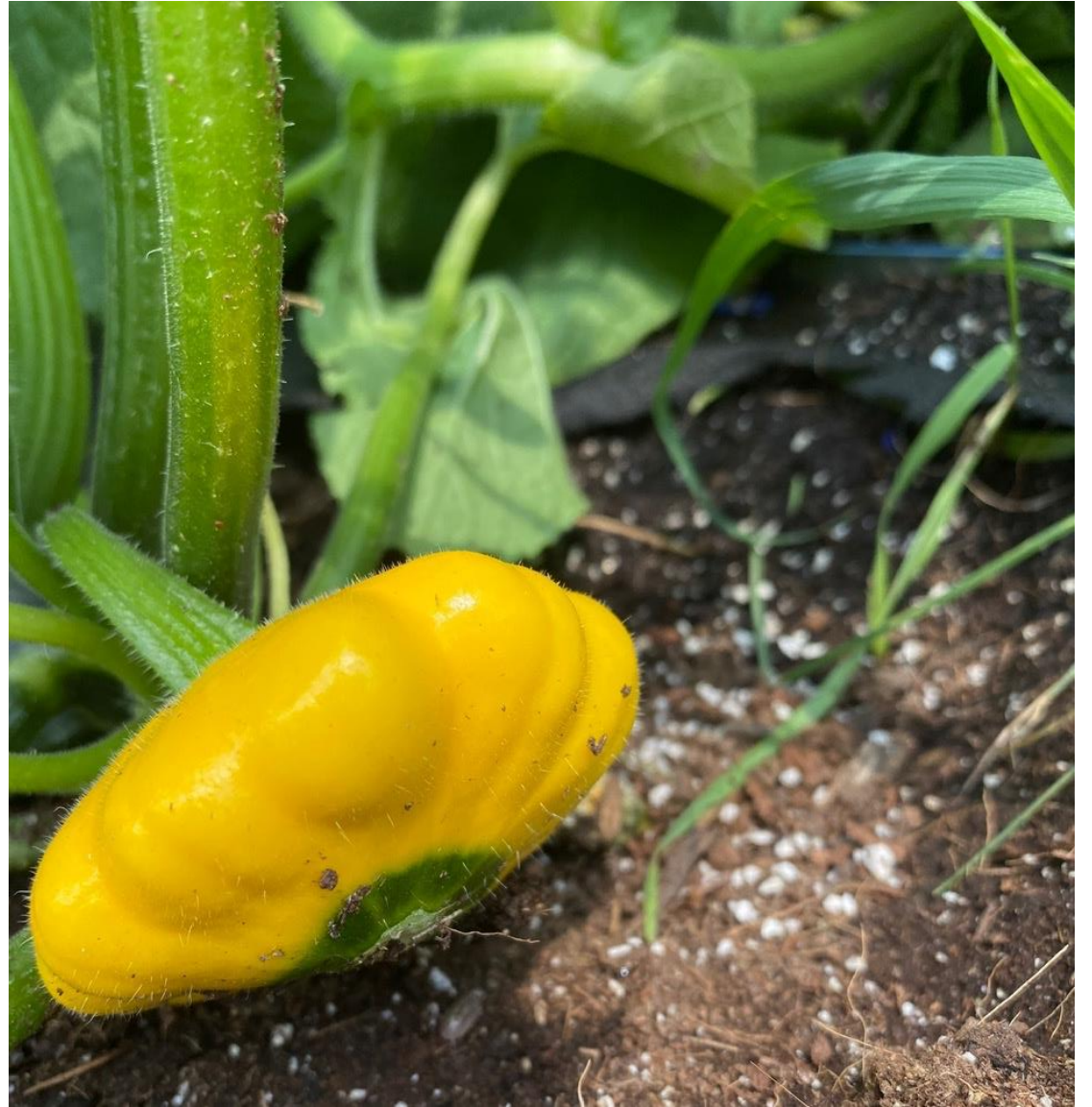






















Loyola Farm





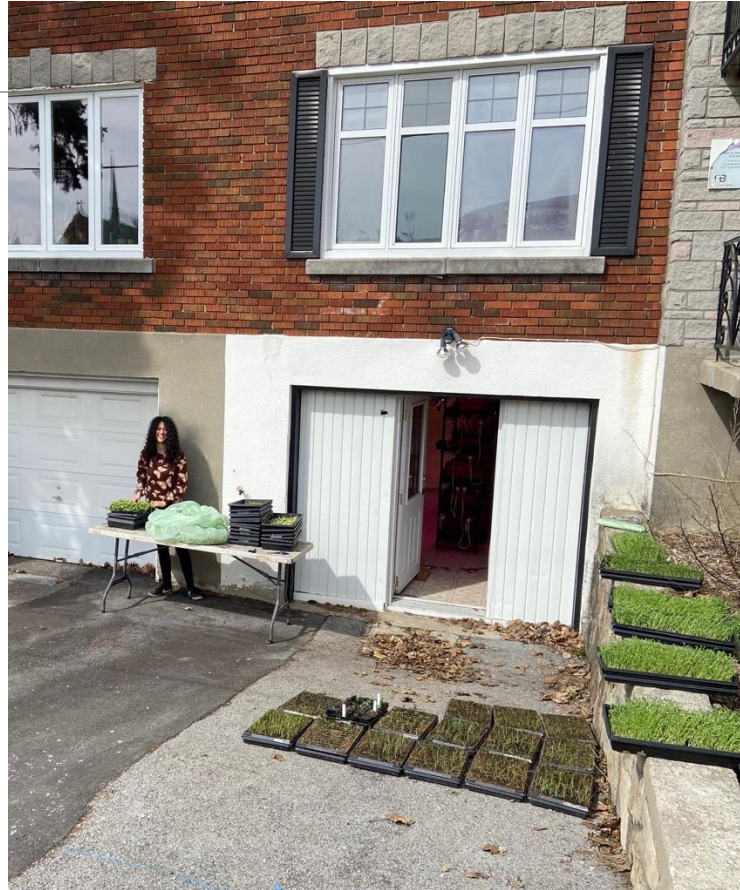


















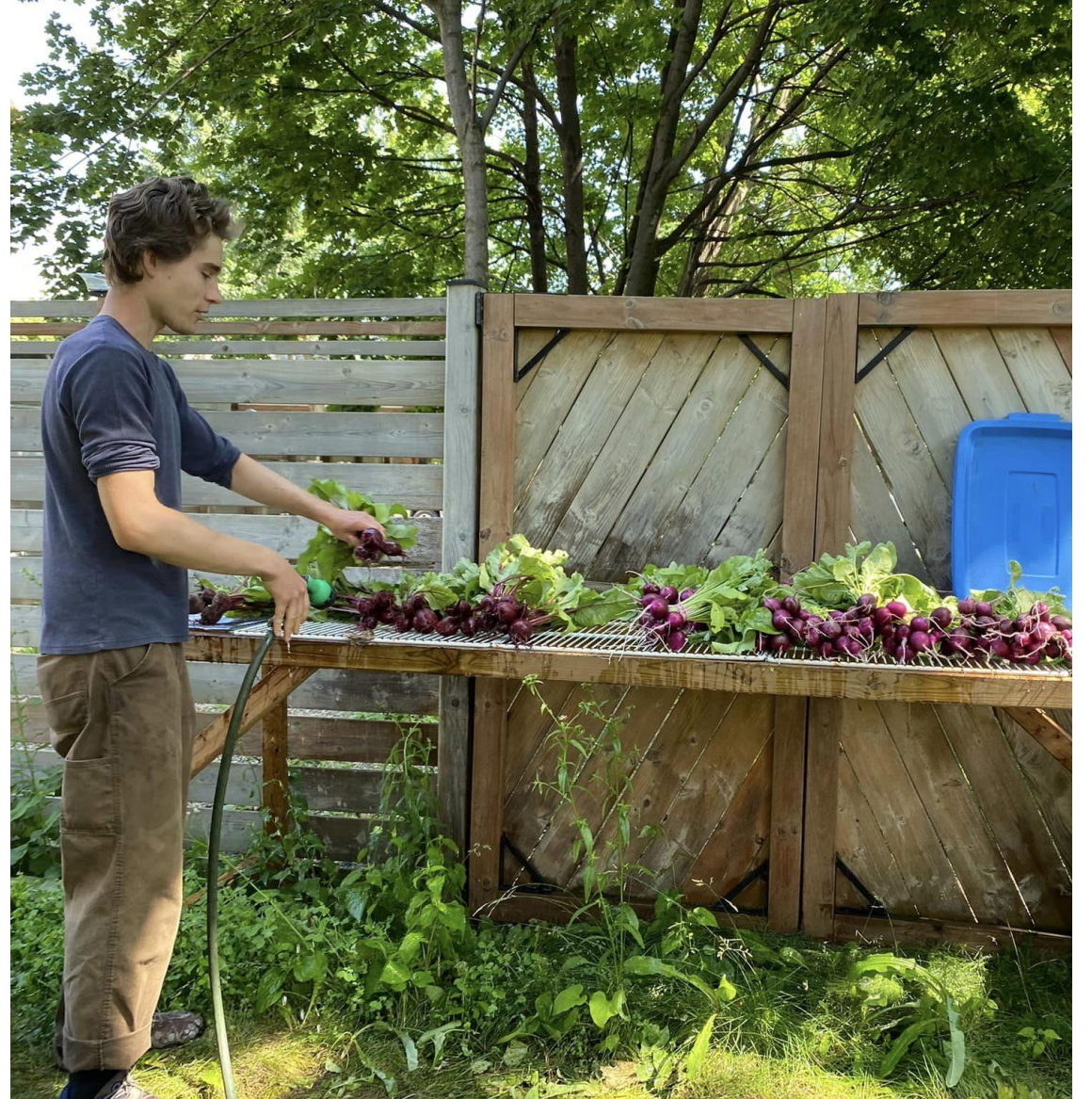








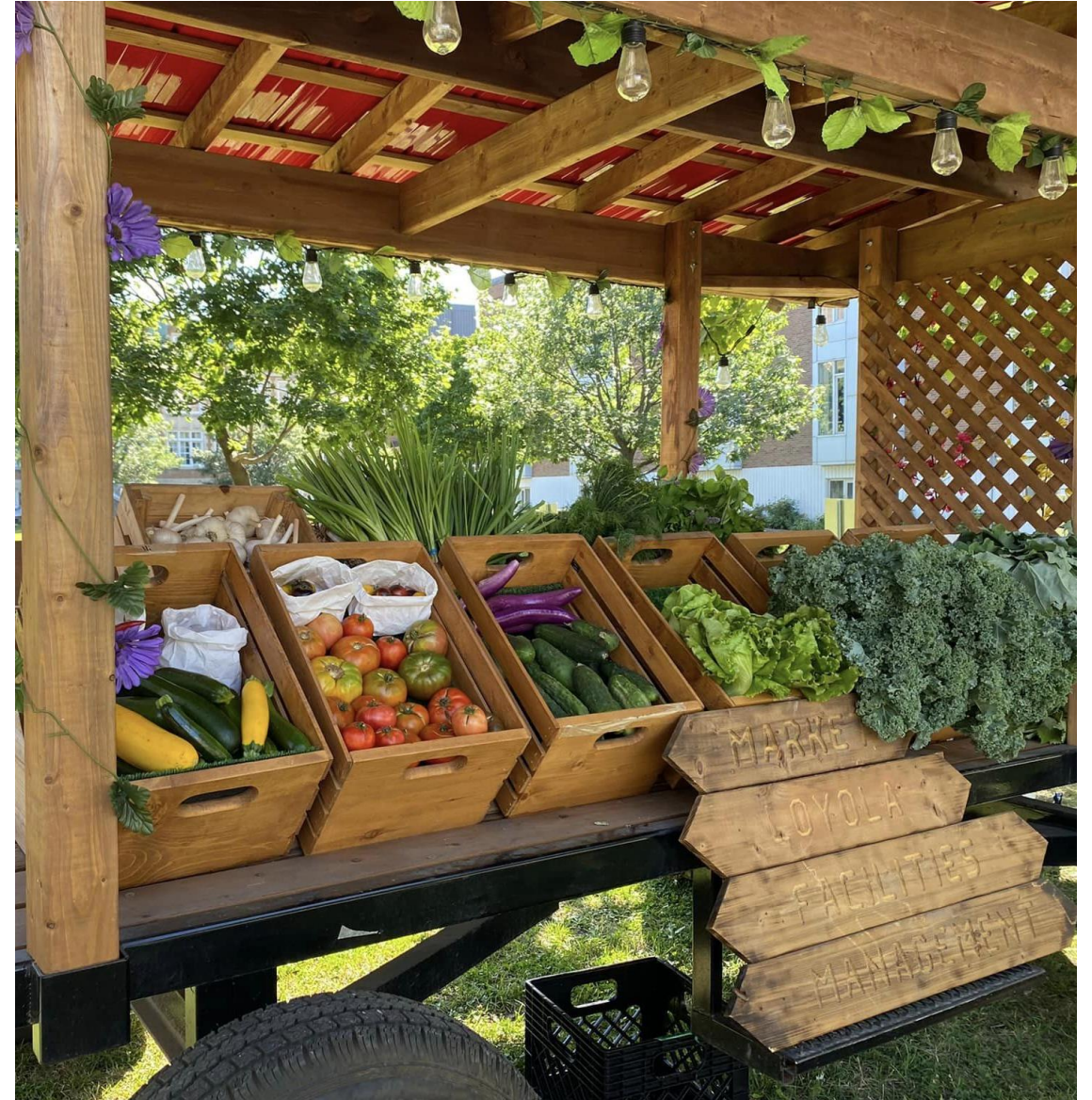














Senneville Farm



















A photograph of a group of people working in a field. In the foreground, a person is kneeling and working with the soil. In the middle ground, another person is crouching, and a third person is standing. The background is filled with trees. The text "Impact of CultivAction Solidarity Cooperative" is overlaid on the image.

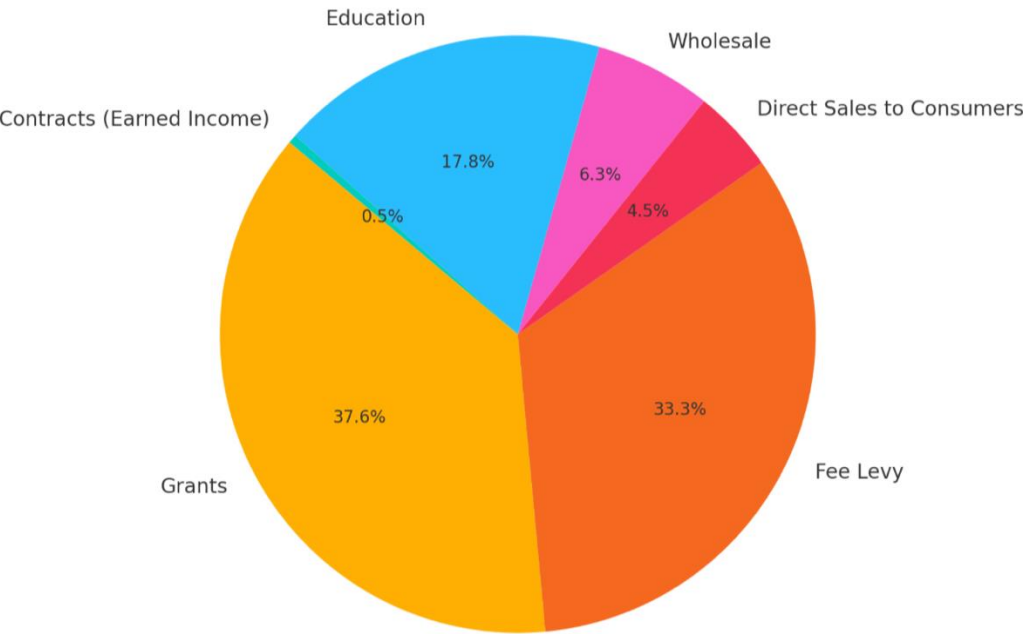
Impact of CultivAction Solidarity Cooperative

Gibson Graham – Take back the Economy

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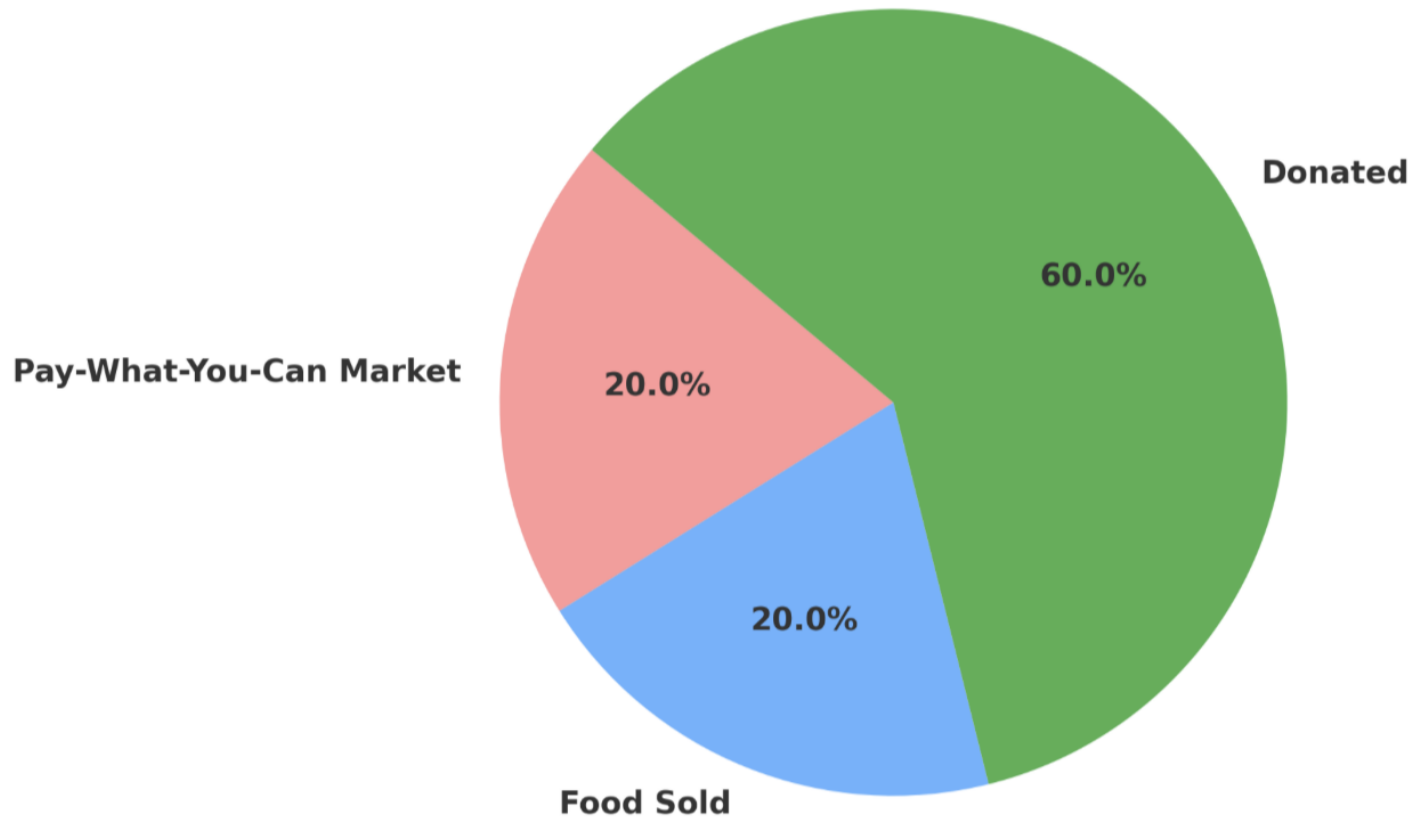
Income Distribution for 2024 (Total: \$180,411.32)



Income Category	Amount (CAD)
Grants	\$67,810.94
Fee Levy	\$60,000.00
Direct Sales to Consumers	\$8,149.35
Loyola Market	\$5,365.85
Microgreens	\$1,059.00
Mushrooms	\$220.00
Seedlings/Houseplants	\$1,389.50
Tea/Medicinals	\$115.00
Wholesale Sales	\$11,433.53
Loyola	\$8,818.53
Microgreens	\$157.50
Medicinals & Teas	\$665.00
Seedlings & Houseplants	\$1,792.50
Education	\$32,167.50
Earned Income (Contracts)	\$850.00
Total Income	\$180,162.71

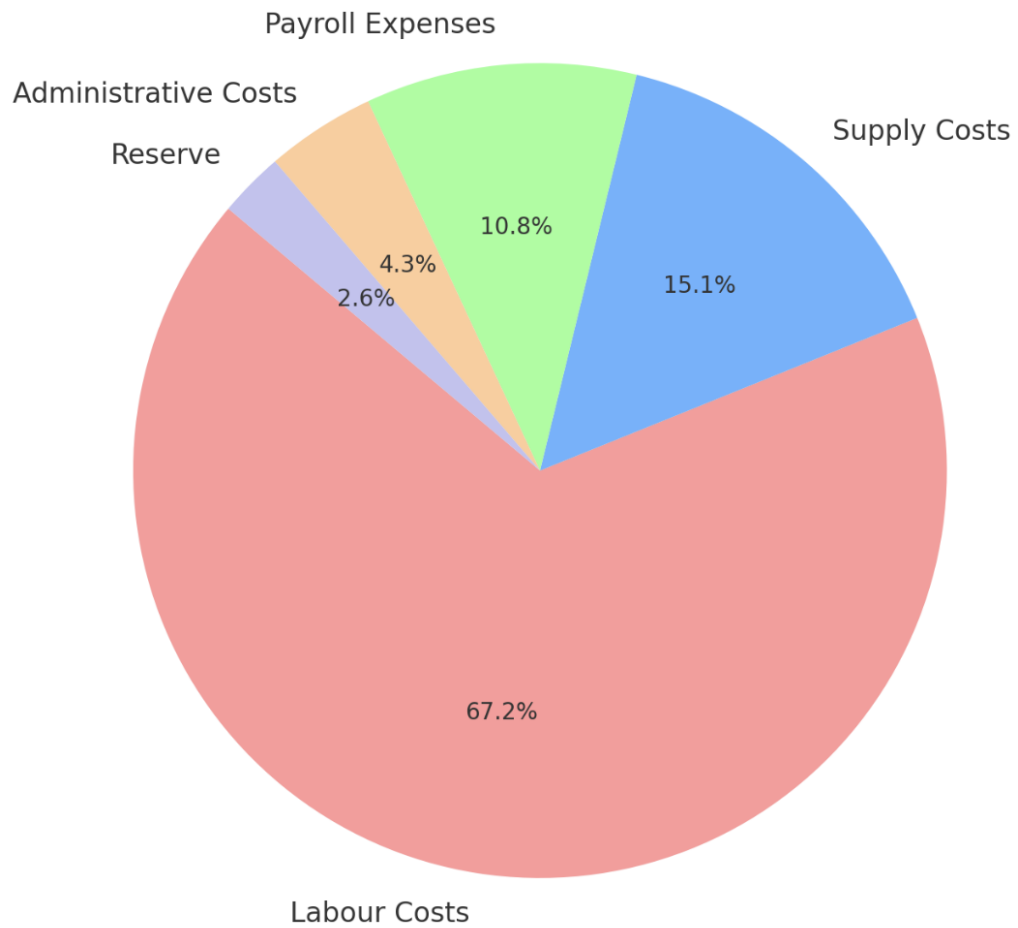
Financial Income

Food Distribution Breakdown



Food Distribution

CultivAction Expenses Distribution



Expenses



Non-Market Farm Practices

Volunteer labour

Community involvement

Foraging/gleaning

Connecting community via social events

Soil building (limited)

Incorporating chickens and quails

Sweat equity

Worker managed cooperative



Alternative Market Farm Practices

Worker and community owned enterprise

Hybrid of markets and non markets

Ethical principles (food sovereignty)

Fair treatment of employees

Rooted in community

Market viability and non-market advantages



Positive Impact

Social capital – We connect people to each other and to food.

Financial capital – We are helping young farmers build projects.

Living capital – We create fragments of urban biodiversity.

Intellectual capital – We share knowledge of how to grow food.

Experiential capital – We provide hands-on experience for growing food.

Spiritual capital – We connect people to nature and the Earth.

Cultural capital – We grow lots of varieties of food from many cultures.

Roland, E.C., Lanuda, G. (2013) Regenerative Enterprise. Optimizing for Multi-Capital Abundance



Contradictions

- Labour vs food price.
- Growing time vs productivity.
- Food donations vs sales.
- Farmers markets vs increased labour.
- Volunteers and paid workers.
- Free labour vs viability.
- Farm space vs labour hours vs productivity.
- Indigenous reconciliation/reparations vs land use.
- Community involvement vs community interest.
- Soil building vs time.
- Animals vs care.
- Funding sources vs stability.
- Community value vs profit.
- Internal conflicts vs organizational stability.
- Democracy vs efficiency.
- Food waste vs sales vs donations.
- Administrative assistance vs hinderance.
- We cannot feed the entire community but can inspire others to create new projects.



The Communal Lunch Project

Campus Food Group Events

DevOur Campus

National Food Survey

Mapping George Brown College

National Food Coalition

National Campus Mapping Exercise

Production	Transformation	Distribution	Waste Management	Support & Advocacy
FOOD GROWING FOOD ON CAMPUS <ul style="list-style-type: none"> • SNAP Community Garden • Sustainability Squad (Growing Grounds) • Second Nature Apiary • CHCA Café • Chefs' House Restaurant PROCURING FOOD ON CAMPUS <ul style="list-style-type: none"> • CHCA Café • Chefs' House Restaurant • SNAP PROCURING FOOD OFF CAMPUS <ul style="list-style-type: none"> • Communal Lunch Program • Good Food Market • CHCA Café • Chefs' House Restaurant • Chef on the Run (via ICC) • Second Nature Apiary • SNAP • Organic Campus Project (via ICC) PRODUCING EQUIPMENT TO GROW FOOD <ul style="list-style-type: none"> • CHCA Café • Chefs' House Restaurant • Second Nature Apiary GROWING FOOD OFF CAMPUS <ul style="list-style-type: none"> • Enactus GLEANNING <ul style="list-style-type: none"> • SNAP Community Garden KNOWLEDGE EDUCATIONAL ACTIVITIES <ul style="list-style-type: none"> • Communal Lunch Program • Good Food Market • CHCA Café • Chefs' House Restaurant • Chef on the Run • Second Nature Apiary • Sustainability Squad • SNAP • SNAP Community Garden • Organic Campus Project SOCIAL CAPITAL <ul style="list-style-type: none"> • Communal Lunch Program • Good Food Market • CHCA Café • Chefs' House Restaurant • SNAP • SNAP Community Garden 	FOOD TRANSFORMATION <ul style="list-style-type: none"> • Communal Lunch Program • Good Food Market • CHCA Café • Chefs' House Restaurant • Chef on the Run • Enactus • Second Nature Apiary • Sustainability Squad • SNAP 	CAFÉ/RESTO/CAFETERIA MARKET BASED <ul style="list-style-type: none"> • CHCA Café • Chefs' House Restaurant • Chef on the Run NON-MARKET BASED <ul style="list-style-type: none"> • Communal Lunch Program • Sustainability Squad PRODUCE/GROCERY OUTLET MARKET BASED <ul style="list-style-type: none"> • Good Food Market • Second Nature Apiary NON-MARKET BASED <ul style="list-style-type: none"> • SNAP • SNAP Community Garden • Enactus 	INITIATIVES EDUCATION <ul style="list-style-type: none"> • Sustainability Squad REUSABLE DISHES <ul style="list-style-type: none"> • Communal Lunch Program • Good Food Market • CHCA Café (beginning Fall 2024) • Second Nature Apiary COMPOSTABLE PACKAGING <ul style="list-style-type: none"> • Communal Lunch Program • Good Food Market • CHCA Café • Second Nature Apiary RE-PURPOSE FOOD PACKAGING <ul style="list-style-type: none"> • Good Food Market • SNAP FOOD LOSS/WASTE REDUCTION <ul style="list-style-type: none"> • Good Food Market • SNAP • CHCA Café • Chefs' House Restaurant • Chef on the Run • Enactus (food waste into new products) • Second Nature Apiary SEED SAVING <ul style="list-style-type: none"> • Second Nature Apiary 	<ul style="list-style-type: none"> • Good Food Market) • Enactus • Sustainability Squad <div>  COMMUNAL LUNCH PROJECT </div>

George Brown College Campus-Community Food Systems Map

Starting Points for Developing Food Sovereign Campuses?

Students

Develop an **alternative campus-community food system** (Campus Food System Alternatives – CFSAs).

Challenge oppressive campus food practices.

Create **Food Coalitions and Food Group Assemblies**.

Hold food events on campus to **raise awareness** of food issues.

Co-create conditions of **campus-community food sovereignty**.

Starting Points for Developing Food Sovereign Campuses?

Faculty

Use your **classes as living-labs** to develop campus-community food organizations (and food systems).

Practice **critical-participatory-action** research and involve campus-community food organizations.

Assign **community-service learning, community-campus engagement and community-based learning projects** to help develop the campus-community food system.

Direct **research funds** and other resources toward campus-community food systems.

Starting Points for Developing Food Sovereign Campuses?

Get administrators to...

Adopt a food sovereignty approach (instead of weak sustainability and/or corporate strategy) to campus foodservices.

Develop social economy or self-operated food operator instead of hiring multinational corporations.

Provide space and resources to campus-community food organizations

If they are going to a Request for Proposal (RFP)

- Set strong sustainability criteria.
- Don't restrict options with exclusive contracts.
- Allocate 'flex dollars' to campus-community food groups.
- Advocate for short term contracts.
- Allow students to opt out.
- Lower the eligibility thresholds that prevent smaller operators from bidding on the contract — e.g., the requirement of five years of prior sales exceeding \$3.5 million in postsecondary food services.

Starting Points for Developing Food Sovereign Communities?

Partner with university professors who can help develop campus-community food systems.

Map local food systems

Develop Community Food Coalitions
(Community Food Centres)

Host Food Group Assemblies

	Corporate Approach to University Food Services	Weak Sustainability Approach to University Food Services	Food Sovereignty Approach to University Food Services
Who runs food services	External Corporation	External Corporation or self-operated (administration run)	Campus-community stakeholders – partnerships with faculty, students, administrators, staff, and the community at large
Approach to sustainability	None	Weak sustainability or triple bottom line approach	A transformative approach to sustainability that includes social justice, decolonization, and anti-racism
The goal of campus food services	Profit from a captive market of resident students	Provide food to a captive market of resident students	Improve the foodscape on campus and in the surrounding communities
The business model of food services	For-profit (profit and loss)	For-profit or non-profit	Social enterprise or social innovation approach
Involvement of faculty	Faculty are potential customers	Faculty are potential customers and consultants	Faculty are stakeholders and co-create the food system through research and community-service learning projects
Involvement of students	Students are the main customers	Students are consulted about their food preferences	Students are co-creators of the campus food system
Involvement of community at large	The community at large are potential customers or not important	The community at large are not the main focus of food services	Beneficiaries of and partners with a campus food system that creates community value
Consultations about campus food services	Part of a marketing strategy to increase profit	Consultations about food preferences, led by the administration	Led by a federation, coalition and/or network of campus-community organizations
How to address food insecurity on campus	None - Student residents are the primary customer and must purchase a meal plan as a condition living in residence	Food banks and emergency food relief for hungry students	A holistic approach of connecting people to food production, processing and distribution on campus and in the community at large
How food service employees are treated	Driving down the cost of labour is key to maximizing profits	Labourers treated with respect and are paid fair wages – but are excluded from decision making and not paid their true value	Labourers are involved in decision making, are not exploited via wages, and given proper benefits to lead a fulfilling life
Food procurement	Bulk purchasing from large distributors to drive down the cost of produce	Purchasing food from local farmers at the lowest price possible	Purchasing food, at a fair price, from a network of local farmers that hire workers for fair wages and/or where possible, grow food on and around campus through farmers coops of faculty, students and the community at large
Environmental Stewardship	Externalize environmental costs maximize profits	Reduce waste and procure food locally when possible	Holistic approach that reconnects people to the biosphere through food practices, regenerative agriculture and decolonization

Food Sovereign Campus Framework

	Corporate Approach to University Food Services	Soft Sustainability Approach to University Food Services	Food Sovereignty Approach to University Food Services
Who runs food services	External Corporation	External Corporation or self-operated (administration run)	Campus-community stakeholders – partnerships with faculty, students, administrators, staff, and the community at large
Approach to sustainability	None	Soft sustainability or triple bottom line approach	A transformative approach to sustainability that includes social justice, decolonization, and anti-racism
The goal of campus food services	Profit from a captive market of resident students	Provide food to a captive market of resident students	Improve the foodscape on campus and in the surrounding communities
The business model of food services	For-profit	For-profit or non-profit	Social enterprise or social innovation approach

	Corporate Approach to University Food Services	Soft Sustainability Approach to University Food Services	Food Sovereignty Approach to University Food Services
Involvement of faculty	Faculty are potential customers	Faculty are potential customers and consultants	Faculty are stakeholders and co-create the food system through research and community-service learning projects
Involvement of students	Students are the main customers	Students are consulted about their food preferences	Students are co-creators of the campus food system
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How to address food insecurity on campus	None - Student residents are the primary customer and must purchase a meal plan as a condition living in residence	Food banks and emergency food relief for hungry students	A holistic approach of connecting people to food production, processing and distribution on campus and in the community at large

	Corporate Approach to University Food Services	Soft Sustainability Approach to University Food Services	Food Sovereignty Approach to University Food Services
How food service employees are treated	Driving down the cost of labour is key to maximizing profits.	Labourers treated with respect and are paid fair wages – but are excluded from decision making and not paid their true value.	Labourers are involved in decision making, are not exploited via wages, and given proper benefits to lead a fulfilling life.
Food procurement	Bulk purchasing from large distributors to drive down the cost of produce.	Purchasing food from local farmers at the lowest price possible.	Purchasing food, at a fair price, from a network of local farmers that hire workers for fair wages and/or where possible, grow food on and around campus through farmers coops of faculty, students and the community at large.
Environmental Stewardship	Externalize environmental costs to maximize profits.	Reduce waste and procure food locally when possible.	Holistic approach that reconnects people to the biosphere through food practices, regenerative agriculture and decolonization. Animals, nature and people form a relationship of reciprocity and interdependence and not exploitation.

Thank You!

Questions, concerns, comments?