

2021/2022

# Annual report

The Loaded Ladle imagines a food system based on care and solidarity which opposes injustice.





# Land Acknowledgement

Loaded Ladle and all its members operate out of- work, play, and live in unceded and unsurrendered Mi'kmaq territory. This territory is governed by the 1752 Peace and Friendship Treaty, to which the Mi'kmaq and settlers are subject to. What does it mean for the Loaded Ladle?

- We occupy space (although do not own it) in Dalhousie University, previously known as Dalhousie College, established by George Ramsay, 9th Earl of Dalhousie, a colonial administrator.
- We are operating out of a university, where many people are here to learn to enter the 'workforce'. As a physical space in Dalhousie, we have a responsibility in our programming and language to prioritize actions that work towards an anti-colonial framework.
- There are several ways that the Loaded Ladle recognizes Canada as a sovereign nation - by following Canadian law and paying Canadian taxes, or by referring to the land as 'Canada' or 'Nova Scotia' - that we don't do for Mi'kmaq or Sipekne'katik.
- We do work that impacts the land, such as purchasing produce and goods that diminish the land.
- One of our main goals as an organization is to improve food sovereignty in our communities.

For 2022/23, we have set the following goals to ensure we acknowledge, meaningfully and actively, the land we are on:

- Ensure Mi'kmaq and other indigenous organizations at Dalhousie is aware of our kitchen space for use for their own programming, reach out to make sure this space is available for them whenever.
- Use kitchen space/prep parties as a place to educate folks on the land we are on through conversation and visual imaging (posters).
- Create anti-colonial training for board members and staff members, and settle on the guiding questions when deciding on a partnership/course-of-action to ensure our actions are not contributing to colonial discourse.
- Look at our sourcing and how it is/not contributing to food sovereignty/environmental destruction. Run a food sourcing audit and change sources accordingly.
- Ensure at least one of our servings are to front-line Mi'kmaq resistance, use solidarity servings as an opportunity for education as well.
- Make it a priority to reach out to Mi'kmaq/Indigenous organizations for hiring, run job info sessions in organizations to rework job descriptions, and for active engagement.
- Create educational material and run workshops Mi'kmaq sovereignty, especially in relation to food.
- Ensure a portion of the donations line will be to Mi'kmaq frontline resistance.



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# Goals of the Annual Report

Typically, an annual report is used by a company as PR for its shareholders, to state its financial performance, and to meet regulatory requirements.

Our annual report serves different functions:

- Internal organization
- Board reflection
- To highlight our mission and accomplishments
- To preserve a record for the future
- To increase transparency around our operations, governance, and finance
- Report on operations structure and board engagement

This report will include accountability questions and goal-setting around anti-oppression, anti-racism, care and solidarity, and open non-hierarchical decision-making, as these are foundational values of the Loaded Ladle.

# About the Ladle

## Mission, Vision, and Values of the Loaded Ladle

### **Vision:**

The Loaded Ladle imagines a food system based on care and solidarity, which opposes injustice.

### **Mission:**

- Direct action to provide student-run food services at Dalhousie and the larger community as an alternative to exploitative capitalist food services.
- Education, action, and solidarity about food security, food justice, and food sovereignty

### **Values:**

- Anti-capitalist
- Anti-oppression
- Anti-racism
- Meaningful participation by diverse groups of people
- Care, solidarity, and community
- Open non-hierarchical decision-making



# Highlights of the year

## Highlight:

- We served four days a week!
- Average 180 meals per day!
- 16,000 meals served!
- Over 120 food boxes were provided to participants of online cook along or cooking classes
- Hosted or collaborated on hosting 6 cooking classes (online and virtual)
- Provided 13 sol servings
- Shared kitchen with FAF weekly when in-person programming was allowed
- Created a community cookbook, 3 cooking videos, and recipe sheets
- Hosted 4 exam stress relief sessions with free food
- Return of Breakfast Club on sexton campus, but due to Covid restrictions serving 30-40 students per serving
- The Loaded Ladle instituted a proposal process to streamline decision making at board meetings and over Ladlecore
- The Loaded Ladle has switched their website platform from WordPress to Squarespace
- Hired Ishita, Min, Tanisha, Melisa, Yolie, and Dante!
- Created the Accessibility Assessment Report and Community Kitchen Resource Sharing Platform
- Brought back To the Root and Community Garden Beds!



# Changes to Governance



## CONSTITUTIONAL CHANGE

Article IV: Board of Directors

Alex

Section 2:

"All positions on the Board will run one year beginning from the date of the AGM, at which time new elections will be held."

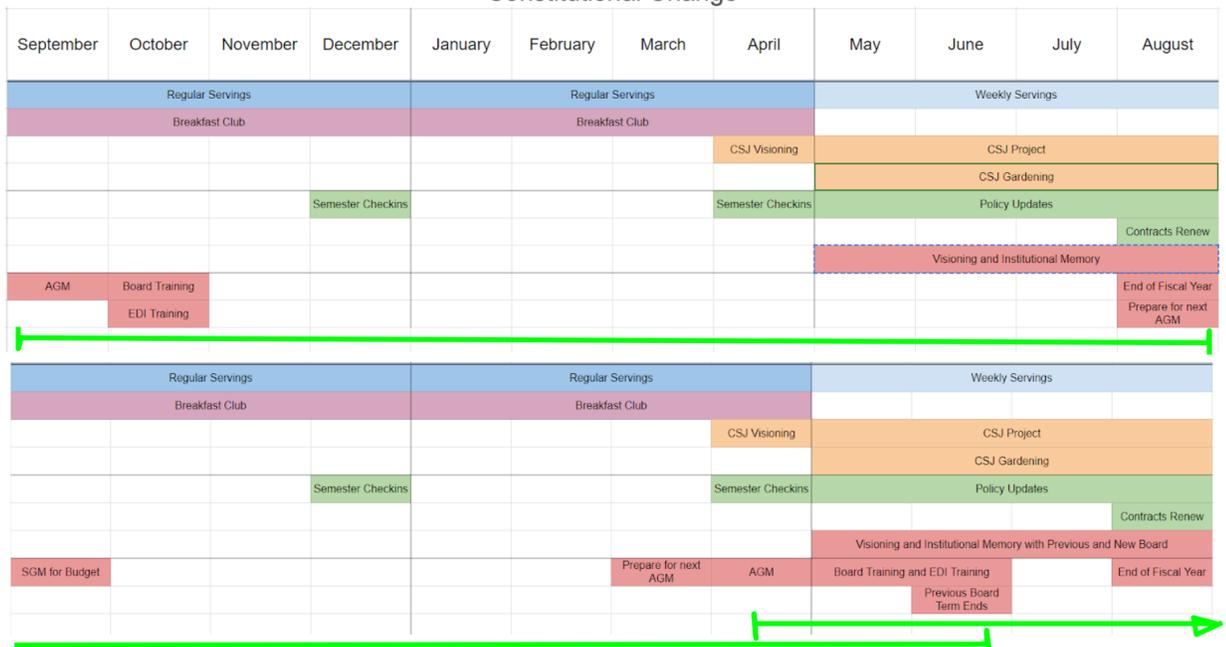
## AMENDMENT

Article IV: Board of Directors

Section 2 will now read:

"All positions on the Board will run one year and two months beginning from the date of the AGM, at which time new and renewing members will (re)start a new position term. Outgoing members will complete their position two (2) months after the AGM."

Constitutional Change





# Reports

## Operations reports

### Kitchen Coordinator Report

*information based on Brennus Koçak exit report adapt by Ishita Senesi*

As our kitchen has entered its 6<sup>th</sup> year of service already and many of the equipment no longer have warranties, some issues have come up and need to be addressed. As they age, undoubtedly, they will have more issues and will need to be fixed more frequently. Some of these issues in my time were:

#### **Sanitizer**

One of the sanitizer's key electrical parts was replaced in Winter 2021, due to regular wear and tear. The right handle of the sanitizer requires repair as the screw of the handle continues to fall out when we are washing dishes. It will require proper repair instead of the bandaid repairs staff attempted with no tools. The vent above the sanitizer is not operational. There is a green button above the sink that needs to be pushed after each cycle, but it doesn't do anything. Pat knows about this issue, but it has not been addressed. It hasn't caused any problems, but it may be good to press concern and try to make it operational.

#### **Fridges and freezers**

The freezer suddenly stopped freezing properly and started heating over the summer of 2021, and a part needed replacement. It is working fine now, but it is best to keep it as filled as possible to prevent it from overworking. The fridge below the prep counter has one of its doors break off the hinge, and we are not sure how it happened. A service request was given to Pat, and it has been fixed.

#### **Kettle pot**

The kettle pot keeps having issues with condensation. A couple years ago the kettle pot did not need to drain the condensation so often and it would continue boiling for upwards of four hours. Then a part that controls the condensation started malfunctioning, and even after replacement of that the kettle pot would gather a lot of condensation. I brought up these issues with the facilities after the repair and they said it was normal. Now we are working around it by leaving the condensation valve open overnight to drain, and drain the kettle again after condensation builds up after the pot boils for a couple of hours during its operation.

#### **Floor plug**

The floor plug below the prep counter had its lid break off the hinge. It has been looked at and is easy to fix, but no one has shown up to fix it yet. I asked whether it would be safer to install

new plugs on the prep counter instead since those already have the housing for that purpose, and they confirmed it would be safer, but would be several hundred dollars to implement. Some kitchen systems and ways of doing things that require improvement include the organization of spices and dry goods. Organization of the spices and dry goods. We have been using random glass jars so far to store our spices and herbs in, but they are not the best in terms of storage with their varying sizes and lids that do not match. Instead, I have bought mason jars so that we have a better way of storing them, and I have thought of building a small stair-like pallet to increase the visibility of the jars and better store them, but haven't done it out concerns about having wood surfaces in the kitchen.

Another improvement is to have safe and comfortable gear/equipment for the staff. Working in the kitchen is demanding physically and mentally. Standing and walking on hard floors and being in a confined space with multiple noisy equipment for prolonged times can cause health issues along the way. When I first started at my position none of these were properly addressed, so I have taken it upon myself to purchase Birkenstock shoes for the kitchen staff, which made a big difference for me personally on how sore my feet would be by the end of the day. We have also bought earplugs to protect our ears. I've looked into ways mental health in the workplace can be addressed as well this past year, but haven't been able to make much progress with that.

Our kitchen has limited space, so any improvements we make in the kitchen to make it a more accessible space for volunteers has been difficult. We have had discussions throughout the year to make the kitchen more accessible, by bringing in chairs in the kitchen and people waiting in line for food, different mats, strainers so no one gets back pain from bending, but the discussions fizzled out. It is important for us to follow through with our discussions, and this can be done by setting aside more time in our committee to analyze the accessibility report and doing more research.

We sourced our produce from Organic Connections, and The Tare Shop. Before, we had to source them from different stores, especially oil from Wholesale Club, and some of our spices from Organic Earth (which actually supplied their spices from Organic Connections). We also received fresh produce from DSU Market. We should make transparent why we source our produce from these suppliers, and dig deeper into seeing the environmental and human impacts from sourcing from these suppliers. We are in the process of creating a Hierarchy of Needs policy, that will look into how and where we are buying our supplies from, and better understand Ladle's values when it comes to where we are buying produce and supplies from.

**Anti-O and Accountability Questions: Answers not provided**

How did the food that we served reflect the needs of the students, including students with religious dietary needs or food sensitivities? How could we do it better?

Was the timing of our servings appropriate for the community that we serve?

How much waste are we producing? Are there ways we can reduce it?  
Are we working as individuals, or supporting each others' projects and ideas?  
How did we cultivate care and appreciation in the kitchen for all volunteers?  
Did we prioritize helping everyone feel welcome and included over efficiency, and getting meal out on time?

### **Summer Kitchen coordinator report**

*by Sexton Coordinator, Lauryne Rodrigues*

During the summer of 2022, we had one serving per week. It was planned to reach out to 50 students as the previous year, but our servings were between 125-150 students from May 9 until August 9. So we adapted the budget and prep to be able to serve these numbers, as well as food amounts. The idea for summer was a gastronomic journey to learn more about diverse culture food and how to adapt them to ladle food. The menu consisted of vegan hamburger, stroganoff, pasta with vegan bolognese, soba, frankies, vegan kebabs, tacos, tortillas There are a few lessons learned during this period, all types of bread are a challenge for more than 50 people, try to prepare our own bread only for small servings. For this summer servings we also tried different dessert recipes such as chocolate chia pudding, purin, ice cream, and vegan brigadeiro, concluding that our dessert can be different from muffins and cake. Also, the volunteers played an important role in our serving; we had consistent numbers, lots of showing up volunteers, and high school and community volunteers too. In the kitchen, we had two staff members coordinating the menu planning, prep parties, cooking, and servings. This setup helped decrease stress and overwork in the kitchen. One last lesson learned is that having propriety equipment and utensils, such as blenders and mixer, make a difference in cooking time and food quality and diversity.

## **Volunteer Coordinator Report**

*by Oyku Su Gurler*

- We served four days a week!
- Average 180 meals per day!
- 16,000 meals served!

### **Orientations**

Throughout 2021, we required our volunteers to participate in an online orientation before coming to the kitchen. This was mainly to ensure that COVID protocols were followed, however it also allowed volunteers to be introduced to the Ladle structure and be informed on what's to be expected when volunteering. It streamlined the signing up process, and provided an opportunity to let people know about current accessibility barriers in the kitchen. However, it also acted as a barrier to folks volunteering, as it was a challenge to schedule meetings for times

for everyone interested. It also went against our general approach to volunteers, which has been historically encouraged walk-ins.

In the new year, I propose that we no longer require orientation from new volunteers. Rather we should utilize the reels filmed that touch on important points to be aware of in the kitchen, advertise our orientation video on our website, and have signage in the kitchen. As suggested by our Accessibility Coordinator, we also should advertise barriers to accessibility on our [website](#) and Instagram.

In addition, offer regular orientations that are more focused on how to get involved with the Ladle (open meetings, committees, virtual volunteering, etc.), the dates will be present. Ideally they will be weekly in September and first week of October and then monthly..

### **Volunteer Outreach & Demographics**

Volunteers got involved with the Ladle through four routes: ISANS, Volunteer Halifax, seeing us in the SUB, and special interest. Thanks to Volunteer Halifax and partnership with ISANS as well as Loaded Ladle's newfound popularity with international students this year, a lot of our regular volunteers have been international students and newcomers - it has been especially great to have students and folks who are not involved with Dalhousie in the same space!

It would be great to see more youth involved with the Ladle this coming year. During the summer, we had some high school students who found us through Volunteer Halifax, but could not continue due to our serving hours. There can be a more focused effort on engaging volunteers aged 16-18, and creating volunteer shifts for times they can attend!

Also, finding out tabling events next year beyond Dalhousie to focus efforts on outreach will be very valuable, this will mean that the Volunteer Coordinator may have to spend less time in the kitchen in September.

### **Supporting Volunteers**

Ladle partners with ILNS (Independent Living Nova Scotia), ISANS (Immigrant Services Association of Nova Scotia), and John Howard Society. Ladle staff prioritizes making the kitchen an accessible space for all those that wish to volunteer with the Ladle. We have done this through collective check-ins on best ways to work in the kitchen that day and checking in with volunteers one-on-one. A whiteboard in the kitchen for folks to write down what would make the kitchen a better space to work as well as asking all volunteers what they need in a kitchen environment before coming into the kitchen may be helpful. Integrating multiple afternoon prep parties may alleviate the stress of morning preps during week days also, allowing us to ensure all volunteers can take a break, and that everybody's needs are met (better, at least).

### **Meal Sign-ups**

In January, we incorporated a system in which those arriving for a serving were encouraged to sign up for a meal before-hand. In the first weeks, when classes were online, this program worked well to mitigate long line-ups, but through lack of enforcement (as it is not the ladle way), it became obsolete. Meal sign ups have the potential to allow students to not wait an

hour to get a meal, as this is a barrier to accessibility. Next year, Ladle may benefit from allowing a period of serving time to be 'sign-up only'.

### **Board Recruitment**

Board recruitment is often carried out by the Volunteer Coordinator as I am the contact person for most students who get involved with the Loaded Ladle. As our AGM was in September this year, board recruitment was done both in April (as classes wrapped up) and in September (near AGM date). Every active volunteer that volunteered at least three times was approached, given details on what board involvement would look like in person and over email. We also advertised on social media and ran online board info sessions.

Sixteen LL members offered nominations at the AGM as a result. Fifteen of those were current students, one Sexton,

However I believe our board recruitment process will benefit if we move away from only targeting our volunteers. Coming to the kitchen to help out and being a board member are completely different roles, hence our recruitment should not only focus on kitchen volunteers. Furthermore, board info sessions that are planned well ahead and transparency on board responsibilities will ensure that board members are aware of the commitment that involves board membership.

### **Non-hierarchy & Transparency**

Hierarchy has a way of showing itself even if an organization has non-hierarchical structure. Our staff is paid to run the Ladle, therefore have time to meet often, brainstorm and stay invested in operations. Reading weekly staff minutes is a lot of commitment for board members, and decision making may not be non-hierarchical if agenda items are last minute.

A few things we have done this year to improve decision making are:

- Decisions to be made through proposal that are sent at least 48 hours before a board meeting, allowing LL members to read proposals and provide feedback
- Rotating board member facilitation - this allowed board members to be active in setting agenda items more than previous year

### **Few things we can improve on:**

- Ensuring open meetings are open to the public even through a virtual environment
- Share open meeting agenda with board members beforehand, and share highlights from open meeting minutes after
- Ensuring brainstorming meetings are shared with board members so they can choose to participate if they wish to.

### **Reflection**

The Loaded Ladle got a lot of things done this year, with five full time staff members and one part-time staff member implementing new ideas and programming. However, we did not create a lot of time for reflection, other than a few conversations held by staff in the beginning and the end of the year as well as the anti-o committee's "anti-capitalism" discussion. Perhaps the staff

can set aside one Thursday meeting per month for reflection, or larger discussion on topics pertaining to building anti-oppressive framework next year to ensure that we reflect throughout the year.

## Program Coordinator Report

*by Min Gao*

### Highlight:

- Over 120 food boxes were provided to participants of online cook alongs or cooking classes
- Hosted or collaborated on hosting 6 cooking classes (online and virtual)
- Provided 13 sol servings
- Shared kitchen with FAF weekly when in-person programming was allowed
- Created a community cookbook, 3 cooking videos, and recipe sheets
- Hosted 4 exam stress relief sessions with free food

### New to Ladle

I joined the ladle in late October of 2021 as a program coordinator. I found Ladle is a very unique organization to work at because of its core values/culture (non-hierarchy, consensus decision making, inclusive environment, anti-o, etc.), history, and how it is deeply rooted into the communities it serves. It has been an amazing journey of learning of how staff and board members are like, what a program coordinator does at the Ladle, and how programming can support the targeted communities through collective effort with community partners.

### Pandemic Impact

Pandemic also played an essential role in our capacity in programming. I had spent a lot of time learning about Ladle's partnership networks and transferring programming completely to virtual while meeting the needs of communities by tailoring programming based on each request from the community partners. Pandemic restrictions were applied especially in 2022 Winter term as no in person programming was allowed based on DSU requirements to keep everyone safe and to maintain liability of the Ladle. A lot of virtual cooking classes took place in 2022, and almost all of them were provided with free food boxes to participants. Most of the virtual cooking classes/cook-along were started by receiving requests from community partners (old and new partners).

### **The form of programming during the pandemic**

The food boxes prepared and distributed for the virtual cooking classes always provided fresh and in-season produce to participants, and pantry ingredients were included when the budget allowed. Education materials or tools were also created to support virtual events, such as recipe sheets/books and videos. Challenges to engaging with participants have been observed during online programming sessions, such as difficulties in having participants attend sessions, involve in conversations, cook together with facilitator, and provide feedback. The signup rates for events/free food boxes were very high (when 40 or fewer food boxes were provided), usually available spots would be gone in 2-3 days, but there were only 2-5 participants who showed up in the online sessions including staff/members from the group we collaborated with. The only event that had over 10 people participating was the one that collaborated with the Together@Dal where most of the participants were student mentors who work at the Together@Dal. In comparison, the in-person cooking session held in the ladle kitchen had 8 people attend with significantly more interactions and engagement from the participants. Many great conversations were developed (not only about food) and skills were shared and learned together. I found a longer term of connections were built among people and a sense of community care was developed through the in-person session as well. This comparison is powerful and really reflected the benefits of in-person programming. Compared to virtual cook-along/cooking class, the collaboration with 90 Percent Society presented a different form of virtual programming. A community recipe book and 3 cooking videos (e.g., Tasty style) were created and shared with the community during the Mental Health Awareness week at Dal, and food boxes were distributed to participants. This collaboration involved a higher level of interaction and collaboration among Ladle and our partner, and videos were a more interactive tool and resource to share with the community through many channels (such as social media and websites) compared to recipe sheets. Based on the comparisons above, I would recommend providing cooking classes or cook-along mainly through the in-person form if possible and focusing more on creating interactive and sustainable resources for virtual programming. Despite the low participant engagement for virtual programming, I also learned that online events still provide support to people when they feel socially isolated during the pandemic.

### **Collaboration with community partners**

To ensure virtual cooking classes and cook-along are hosted smoothly and to encourage engagements, all sessions had a facilitator focused on cooking and teaching and another facilitator focused on doing introduction, facilitating conversations, monitoring the chat room, and conducting follow-ups. However, despite the effort, the level of engagement from participants was still low. A couple of things can be tried in the future to see if there will be any improvement. For example, including more check-in questions, outlining specific topics that are

more relevant to participants’ and communities’ needs prior to events, identifying specific times that might be a better time to facilitate conversations beyond cooking while not compromising the teaching/sharing components (e.g., cutting a big squash), and having 5 min at the end to gather feedback through conversations (also should send out surveys afterward to allow people to reflect and respond more anonymously). I tried to collect feedback through post-event surveys at most of the events that were mainly facilitated by the Ladle. However, it was very rare to receive them back. There are many factors that contributed to the lack of participation in the survey, such as the timing of feedback collection and communication between community partners about the logistics of collecting feedback. This is something that can be further improved through better communication with community partners and including more specific planning regarding interaction with participants before, during, and after the event. Also as mentioned above, using different ways to collect feedback will probably be more effective and accessible.

**Student-led projects**

No projects from November 2021 to April 2022 were completely led by students. However, the staff/members from our partner organizations (Meal Exchange, DSUSO, 90 Percent Society, and Life.School.House) whom we collaborated with this term were all students from Dal and King’s. This is another area that programming needs to focus on in the summer and next year.

**Populations/community needs assessment and advocacy focused programming**

This is another area we should focus on in the summer and next year, to know more about community/population needs and conduct more advocacy-focused programming.

**From November 2021 – April 2022, the listed events were organized/delivered to community:**

Category	Date	Name	Partners	Description	Component s	Cost distribution
Sol servings	From Nov 2021 to April 2022	n/a	People’s Park	Served main meals 5 times, served desserts/treats 2 times	Meals/treats	The Loaded Ladle
Sol servings	From Nov 2021 to April 2022	n/a	Out of cold	Served desserts/treats 6 times	Meals/treats	The Loaded Ladle
Sol servings	From Nov 2021 to April 2022	n/a	FAF	At least 3 times last term since late Oct, 6 times until end of April 2022 and will continue weekly	-Meals -Sharing kitchen	The Loaded Ladle

				through the summer. They also picked up meals from our regular servings to substitute for cooking sessions in Jan and Feb 2022 when in person programming was not open.	-Staff support during cooking sessions when needed	
Cook alongs/cooking classes	Oct-21	Communa l lunch project – Cooking Global Recipes with Local Ingredient s	Meal Exchange	In person and virtual at the same time. Held in ladle kitchen with 8 participants. The cooking and teaching part was hosted by meal exchange – chef was online from Toronto, another Meal Exchange staff and I facilitated the session.	-Food boxes  -Cooking classes -Recipe sheet	The Loaded Ladle
Cook alongs/cooking classes	Feb-22	Lunar new year cook and chat event	n/a	Virtual event. Was hosted by Ladle, included cooking class, chatting about tradition and culture, and sharing recipes.	Cooking class	The Loaded Ladle
Cook alongs/cooking classes	Feb-22	Communa l lunch project – Eating Well as a Student	Meal Exchange and DSUSO	Virtual event. Food boxes provided with a virtual cooking class. The cooking and teaching part was hosted by meal exchange – chef was online from Toronto, another Meal Exchange staff facilitated the session.	-Food boxes  -Cooking classes -Recipe sheet	The Loaded Ladle, DSUSO

Cook alongs/cooking classes	Feb-22	Virtual Cook Along	Life.School.Hous e	A virtual cooking class in a folk school style. Facilitating a LSH workshop includes working with hosts (Life.School.House) to welcome participants to an event where knowledge is shared, and in turn, the facilitators (in this case Ladle) receive donated goods or services for their time. Facilitators can request anything that they'd like, that they feel is equal to what they are sharing with the group.	Cooking class	The Loaded Ladle
Cook alongs/cooking classes	Mar-22	Online Cooking Class	Together@Dal	A virtual cooking class. Food boxes provided.	-Food boxes -Cooking classes -Recipe sheet	Together@Dal
Community recipe book	Mar-22	Go To Recipe Book 2020		Recipes for the cookbook were from community members. 3 of the recipes were chosen to make cooking videos and provided food boxes to community partners.	-Communit y recipe book -Food boxes -Cooking videos	Dalhousie Mental Health Awareness week funding, The Ladle Ladle, 90 Percent Society
Cook alongs/cooking classes	Mar-22	Communa l lunch project – Cross Canada Cook Along	Meal Exchange and DSUSO	Virtual event. Food boxes provided with a virtual cooking class. The cooking and teaching part was hosted by meal exchange – chef was online from Toronto, another Meal Exchange staff facilitated the session.	-Food boxes -Cooking classes -Recipe sheet	Meal Exchange

Stress Relief	End of 2021	Exam stress relief	DSU	I was collaborated with DSU in the end of 2021. Free burritos were served at Sexton campus	Burritos in pick up bags	DSU
Stress Relief	Apr-22	Exam stress relief	n/a	3 sessions were planned and delivered in April 2022. Free soup and baked goods will be provided to students at the exam period at all 3 campuses.	Soup and baked goods popup serving stations	The Ladle Ladle
***Cancelled in person programming due to pandemic	Jan-22	n/a	Association of Professional Engineers NS - Women in Engineering committee	cook along with food boxes (with partial charge)	In person cooking class Food boxes Recipe sheets	n/a
***Cancelled in person programming due to pandemic	Jan-22	n/a	DSUSO	Reducing food waste and sustainability initiative focused entrepreneurship workshop	Workshop Free food	n/a

**Summary of groups with whom we had a collaborative relationship from November 2021 – April 2022:**

- Meal Exchange
- DSUSO
- DSU Farmers Market (almost all fresh produce purchased for programming were from them and we also borrowed the space of the storage room of DSU Farmers Market)
- Together@Dal
- Dal Life.School.House society
- FAF
- DSU
- Association of Professional Engineers NS - Women in Engineering committee
- Out of Cold
- People's Park

**Goals in summer:**

- Conduct more in-person gardening related programming in collaboration with other community partners
- Conduct community needs assessment
- Start the Ladle Learning project
- Reach out to community partners beyond the Dal and King's community
- Improve feedback seeking from participants

**Goals for next year:**

- Focus on in-person programming if able to
- Promote student-led programming
- Promote advocacy focused programming
- Improve feedback seeking from participants

**Summer Programming****Collaboration with DUGS**

We had closely collaborated with DUGS in the summer of 2022. They offered Ladle 3 planting plots with us very kindly to grow food for our servings. Through out the summer, Ladle staff took regular weekday shifts and attended some of the Sunday farming days to help out in the kitchen, such as watering, weeding, and planting new plants. We also worked with DUGS's executive member who does programming to coordinate and deliver a bucket gardening workshop and a foraging campus walk events. All of the buckets used at the bucket gardening workshop were donated by local ice cream shops. The turn over of the event was extremely well and people had lots of fun painting the bucket and assembling them together. The foraging campus walk was hosted by an international student from Dal and it was well beloved as well.

**Sol servings**

We cooked and provided food for Apathy is Boring RISE C9 to support one of their community events that celebrates acts of resilience among youth during the pandemic, centering on arts and food. We also connected and cooked with Community Fridge Halifax once to explore opportunities to provide packaged cooked food in their fridge and to support people's Park. We sent packaged meals from other programming activities to their fridge twice after that.

**Collaboration with the Faculty of Open Learning & Career Development**

To respond a request from the Faculty of Open Learning & Career Development, we collaborated with one of their staff to host a series of programming events with a group Japanese exchange students in July and August 2022. The events included tours at the Ladle and DUGS, gardening sessions, multiple sol servings (including one that focused on traditional Japanese cooking), and virtual volunteering sessions.

### **Feedback gathering for JustFOOD action plan draft**

We also worked with Halifax Food Policy Alliance to gather feedback for JustFOOD action plan draft as Ladle was consulted due to our experiences and expertise working with students in a post secondary setting. We hosted 2 world cafe sessions and obtained input from the Ladle staff, board, and 2 other community partners to contribute to the action plan.

### **Community Kitchen Project**

Ladle hired a Canada summer job student to conduct a community kitchen project. I had worked along with the coordinator for this project to develop partnership network with many local NGO that are beyond Dal and King's communities.

## **Finance Report**

*by Allie Lum*

### **Financial Statement**

All Loaded Ladle staff received a livable wage of \$22.02 per hour. Professional development and donation allocation was underused, policy will be developed to ensure this budget line is utilized properly. Both HI members have received a board honorarium. All staff members will receive a consistent wage, not based on hours. This is to ensure staff receive an expected biweekly income that is not depended on hours worked. Extra earned/owed wages will be managed by the Finance Committee and an upcoming owned/earned hour policy. Staff has been in charge of their personal expense tracking sheet that monitors all purchases made on LL credit card and personal cards. This sheet indicates when reimbursements are needed, reimbursements are made at the end of year month.

Loaded Ladle finance has switched to Quickbooks Online software. Proposal Found [here](#). Finances are currently being done manually on google sheets. Quickbooks and Quickbooks Payroll will provide automated budget categorizing, generate reports, and conduct payroll. Quickbooks allows for easier staff turnover with standardized finance procedures. 1 board member can also oversee Quickbooks.

### **Future Commitment**

Organize quickbook rules and set up payroll. Link automated reimbursement software to quickbooks. Perhaps have volunteers assist with this.

### **Possible Recommendations:**

No investment was made. \$100,000 surplus should be reallocated to project-specific budget lines. *I recommend a surplus of over \$50,000 must be spent within 2 years. This is to ensure money is going back into the community and visioning is constantly evolving. For example, if LL*

*has a surplus of \$70,000 in 2022, at least \$20,000 must be spent by 2024 (this amount may rise within the 2 years if surplus continues to grow)*

## Operations Coordinator Report

*by Allie Lum*

The Operations Coordinator position was created August 2021. This position supports the internal operations of the Loaded Ladle. This includes communications, engagement, administration, and finance.

### **Highlights**

#### **Proposals**

The Loaded Ladle instituted a proposal process to streamline decision making at board meetings and over Ladlecore. This proposal template can be found [here](#). These proposals determine intent, timeline, and budgetary considerations. These proposals have been successful in generating ideas and bringing them to actuality.

#### *Future Commitment*

proposals have also reduced time for open brainstorming and visioning as an entire collective. Adjusting committee meetings to exist within board meetings and create space for visioning will hopefully create a balance of structured voting and open discussion.

#### **Website**

The Loaded Ladle has switched their website platform from Wordpress to Squarespace. This proposal can be found [here](#). Square space is a user-friend platform that allows staff to edit and create posts with ease. Two contributors can cowork at once. The primary goal of this website is to create transparency of daily operations, policies, and finances. This website should always follow our branding guide.

#### *Future Commitment*

Alt-text and subtitles must be integrated and [accessibility audit](#) should be reviewed to determine how to make the website and other social media more accessible.

#### **Committees Structure**

This year there was an emphasis on committee participation. To retain committee participation, 1 committee meeting occurred each month. These committees have 1 staff member and 2 board members. Community participation was also successfully launched. There was a high community demand for anti-O and kitchen committees. The majority of proposals were created by committees and board attendance/commitment was high.

#### *Future Commitment*

Although committee engagement was high, there was a lack of communication between committees and the board felt that they did not get to know folks outside of their committee.

COVID restrictions and online meetings may have contributed to this. Next year, committee meetings will occur at board meetings (1 per month). This will look like : group check-in, break-out groups, and entire group debrief. This will allow for inter-committee communication, outside of Slack communication.

### **Innovation Hub Grant**

Food Policy Alliance referred the Loaded Ladle to the Halifax Innovation Hub food grant program. The Loaded Ladle was approved for a \$5000 grant to establish a Food Justice Coalition. Proposal found [here](#). This is a working idea- a working group will be formed to determine how this coalition will be formed. This coalition should be an ongoing project.

#### *Future Commitment*

This grant occurred last minute and was mainly supported by the Operations Coordinator. Next year, grants should be scouted and determined ahead of time to ensure collective agreement and ideas. Next year, grants should be selected at the beginning of the year by staff and board with agreed upon projects.

### **Canada Summer Job Positions**

Loaded Ladle applied for 2 CSJ positions for summer 2022. [Applications](#) were submitted via mail (DO NOT SUBMIT ONLINE THROUGH CRA OR GCOS).

Below is the information for the CSJ filed in 2021:

(A) [kitchen Accessibility Assessment Coordinator](#)

Find more info here: [Accessibility Audit 2022](#) / [Final Report](#)

Exit report: [Tanisha Garing - Accessibility Coordinator - March 2022](#)

(B) [To The Root.](#)

Find more info here: [To The Root 2022](#)

Exit report: [Exit Report- Melisa Tang Choy - To the Root January - March 2022](#)

### **Anti-O Training**

Anti-O training was conducted by Tanisi Pooran in partnership with NSPIRG. Anti-O occurs September of every year with all staff and board present (mandatory training).

#### *Future Commitment*

Anti-O should be conducted with only loaded ladle staff and board- especially if there is a large board turn over. Anti-O should be tailored towards food injustice, volunteer management, and program facilitation. This emphasis should be discussed with the facilitator ahead of time. Ideally, there would be an anti-O workshop series that engaged in different topics. This may be a job for the anti-O committee.

### **Fiscal Sponsorship**

The Loaded Ladle was approached by No One Is Illegal to provide fiscal sponsorship of their financial administration. Find Proposal [here](#). Meeting with the board was held to create amendments to the proposal ([minutes](#)).

### *Future Commitment*

As per the amendment, LL will hire a contractor to support the sponsorship after August. This will be supported by NOII staff, LL staff, and LL board.

### **Budgeting**

The Loaded Ladle [budget 2021/2022](#) was created based on the format from the previous year. This included budget line categorisation and spending amounts. Due to increased kitchen expenses (containers), pay increase, and more full time staff this budget is not reflective of our current financial needs. Our current budget does not consider prioritization or best practices for nonprofit finances. I suggest Loaded Ladle move to a “Core mission support” model. This is an effective way to categorize expenses in a collective model.

Future Commitment:

The [“Core mission support”](#) model prioritizes collective and shared expenses and leaves room for funds to be allocated to program specific needs. This model speaks to the importance of internal support and shared needs. Our [2022/2023 budget](#) will be categorized in 4 different sections :

1. **Core Mission Support (Allocatable ):** Staff/CSJ, Board, HI support, volunteer development
2. **Core Mission Support (Allocatable) :** Administrative fixed costs (square space, quickbooks, insurance)
3. **Shared Direct Expenses (Allocatable):** Shared service costs ( Food, kitchen resources/supplies)
4. **Program-Specific costs:** to be allocated based on shared direct expenses

### **Future Opportunities**

The Loaded Ladle intends to transition to a **new office space in the DSU**. Ideally, this space can host staff and board meetings. DSU operations will be contacted in August to determine office space available. There is also consideration to obtain office space off campus. For example, at Veith House or Common Good Solutions. **Board training** will be outlined during summer 2022 to create a smooth onboarding process. Online modules may be utilized to ensure the board is given information in a timely manner. The ladle hopes to institute a **Coordinator Logs** This is an online platform for reflection and to preserve institutional memory. This will also include a template to determine **professional development options** (amount, timeline, reflection). I will work along with **People and Culture** to create transparency policies and financial practices that will be on our website. This will include an outline of our finances and a financial manual for

staff, board, and community (structure, levy, budget ect). I will also work to update our contacts, so that they reflect ladle values and our new conflict policy.

### **Job Reflection *Answers not provided***

- Loaded Ladle participates in non-hierarchical decision making?
- Do you believe that we have upheld this? What were some of the challenges in this structure? Do you have any suggestions to work better as a collective?
- One of our values is open decision-making. Did we do a good job of letting people who aren't on the board or staff understand our decision making, by providing opportunities to attend our meetings, view our policy, or our minutes?
- Did we build in time for reflection on our work? Did we center doing things in an anti-oppressive way.

## **Serving Coordinator Report**

by Ishita Senesi

### **Meals**

Even with COVID-19 restrictions in the winter term, the kitchen remained open four days a week. There were a couple of limitations from this, including a cap on the number of volunteers joining us in the kitchen to prepare meals and a limited variety in produce received due to the colder season. However, we got creative with our meals with the wonderful volunteers joining us and created some delicious dishes, including sweet potato cookies, roasted veggies with apples and pears, tofu scramble, and borscht.

### ***Kitchen operations***

#### **Meal Planning**

We need to organise our meal plan better. Managing our meal plan will reduce how often we go to big grocery chains such as Sobeys and Superstore for ingredients taking away opportunities from buying locally. We have also faced the problem of not having certain components for a dish halfway through our cook. Meal planning will ensure we have all the ingredients we require before cooking.

We could meal plan on the last Monday of the month to order dry goods and spices promptly from local stores. By doing this, kitchen staff and volunteers will feel more prepared when entering the kitchen. We can post the menu on social media beforehand so students and the community can decide if they want to come for meals in advance.

### **Spices and dry goods organization**

We need to organize the space where our spices and dry goods are stored to reduce the time spent organizing them during our cooking and better utilize the space in the kitchen.

The spices and herbs are stored in standard-sized mason jars. When making food, we finish more than half a jar requiring us to fill it frequently. If we find jars/systems that hold large quantities of spices, we can spend less time filling up jars every other day or during a cook and free up space from all the spice bags. We could include a list of spices/herbs, which we regularly update with the location of the item, making it easier to take and put back, so it always remains organized.

Furthermore, our dry goods are stored in fridges and ovens. We need to organize these bulk items to allow us to utilize those spaces for their intended purpose. However, this is more tricky as storing the items in our office space is not possible since that is against food safety regulations. There needs to be a bigger discussion on this topic, and the kitchen committee can tackle this in the coming years.

Organizing the spices and dry goods allows volunteers and staff to easily access and find what they require instead of huddling in a corner searching for items.

### **Line-ups**

The line for our serving is long making students/community members stand on their feet for up to 30 minutes sometimes, and the kitchen staff and volunteers rush to get as many servings out. When we held sign-ups, people did not need to wait too long for food, the servings were more calm, and we mostly knew around how many people to serve so people had enough food. We could perhaps look into this option again in the new year and use the summer to try it out again.

### **Timing of servings**

We serve from 12:30 to 2 PM, but several people come after 2 PM asking if we have food left. People arriving after two do so because their classes end when we end serving. It would be great if we could provide food after 2 PM for our community, but we also need to be conscious of our volunteer's and staff's energy levels, as cooking and serving can be very tiring. We could create sign-ups for people to pick up meals after 2 PM and ask them to drop off their containers earlier in the day so we can provide food to them even after serving is completed.

### **Food waste**

We do a good job of reducing waste since we make 'beananza' or burritos with leftover stews and grains. However, during our kitchen deep clean days, which occur once a semester, we need to throw out forgotten food items from the fridge. A great way to reduce this waste is to have a list of food items in our fridges, freezers, and shelves with an expiry date so we know what we have and make recipes that utilize these items before they expire.

## **Volunteers in the kitchen**

I do believe we try to prioritize helping people feel welcomed and included over getting the meal out on time. We have check-in questions in the morning before starting to cook to introduce volunteers that have not met, see how people everyone is doing/feeling, and to begin conversations. Then throughout we try to engage volunteers by asking them for their opinions on certain procedures and ingredients. However, I do find when we begin serving from 12:30 to 1 PM it is difficult to interact with volunteers because we also need to speak to those picking up a meal, so it is tricky to hold conversations. However, we ask volunteers how they feel and I feel they understand it is harder to hold conversations when serving a long line of people. I did find when we had meal sign ups and had people pick up meals at certain times, it felt calmer at the serving station and we were able to hold more conversations with volunteers.

## **Supporting volunteers with barriers**

To support volunteers with social, developmental, and language barriers, we interact with them the same way we would all our volunteers, but I feel we give them the space to speak/express their views. Perhaps we could do more, but I think allowing volunteers with language barriers to feel safe to communicate knowing there will be no judgement is a great start.

# **Social Media Operations**

by Ishita Senesi

## **Social media platforms**

We have access to:

- Instagram
- Facebook
- Twitter
- Dal Mobile

We primarily use Instagram as that is the space most of our users interact with us. We also use Facebook, which is connected to our Instagram. So every post from Insta appears on Facebook. Still, I will need to look at Facebook to see if there are any improvements I can make, such as updating info, following more people, including information for the “frequently asked questions”, and any other modifications. I have had a bit of difficulty navigating Twitter and Dal Mobile. I am not sure if we should use it, but I could bring it up to the Community-engagement committee to see if it would be a good idea to use that space and if there are volunteers/staff who better understand how to use those platforms and want to take the lead on updating them.

## **Changes made to the social media from previous years**

- We created a [Brand Guide](#) so our social media platforms, and any outreach material will maintain a consistent brand identity. This brand guide will be updated when needed.

- We are removing posters promoting events or servings after their end dates so our instagram has more ‘people and culture’ content.
- We are trying to post once a week and include recipes from some of our servings.

### **Collaborations on social media**

Throughout the year, we shared information and received information to post on our stories from many organizations and societies. We have included these organizations and societies on a [community contact](#) working document, which will update regularly. On this list there is a section with the names of the societies and organizations we shared content and collaborated with on social media.

### **Improvements**

We can definitely improve communications through various platforms, and can look at our Accessibility Coordinator’s report for improvements. So far, we have begun using image descriptions on Instagram, but it is important to further play around with these accessibility options on Instagram and Facebook. We did not provide information in different languages on our social media, but understanding if we need to have different languages and which languages to include would be a great conversation to have with our community engagement committee.

One failure with providing communication through various platforms is that we were not very consistent with our posts. To improve, it is crucial to create a social media calendar, create consistent posts, and stick to the calendar dates so our following will see we are consistent and therefore reliable.

## **Sexton Coordinator Report**

by Lauryne Rodrigues

### **Sexton Breakfast Club**

The academic year of 2021/2022 was a challenge in offering programming and food on the Sexton campus due to remaining COVID-19 wages and specially Dalhousie protocols. In September 2021, the beginning of the Sexton breakfast club was delayed due to restrictions to serving food, but in October, through the PEO DSU event system, in the first weeks, we served pre-packed sandwiches approaching students around Sexton campus study areas. But with support from DUES (Dalhousie Undergraduate engineering society), we were allowed to return to the breakfast club table. The DSUSO hired a person to support the operations, and we were able to serve bagels from East Coast Bakery, a local bakery while previously it was bought from Atlantic Superstore, as well as split operations cost with DSUSO. We also started preparing muffins to complement serving and to have a gluten-free option, it was not done in 2019. The other items served consisted of tea, coffee, cookies, jam, margarine, and peanut butter; servings numbers were around 50-70 students per serving. The biggest change from our

servings in 2019 to 2021 (the 2020 sexton campus was closed due pandemic) is that in 2019 students cut and spread the jam or peanut butter, and they used the toasters themselves, but due Covid restrictions and food safety protocols, the ladle staff and DSUSO staff asked students their order and prepare the bagels for them and handout in a paper bag together with other choices of fruits, cookies, and muffins. In January of 2022, we weren't able to have breakfast club due new covid wage and staff being sick. We return with it in February, but with more restrictions, where students need to sign up for a breakfast lunch bag, and we prepare it beforehand with muffins, fruit, salad, quinoa, and sandwiches, serving around 30 students. By the middle of March, we return with bagels and them in the last 2 weeks of servings with the breakfast table. Our numbers were around 40 students at the end of the winter term of 2022.

### **Food source for Sexton**

Before the pandemic, we only bought baked to Sexton, mainly at Atlantic Superstore. This year we start producing muffins and buying bagels from East Coat bakery, a local business. During the winter, we change our supplies of apples and some fruits to the DSU market, but bananas, students' favorite, we still buy from supermarkets as well as spreading options. Little by little, we are changing the Sexton food sources for local and sustainable options.

### **Ladle and Sexton student's involvement**

We have a few volunteers in Sexton helping mainly prepare the muffins Mondays in our kitchen, we could inform Sexton students about Ladle history and increase knowledge about the food justice movement in that way, we can start getting more volunteers to help with breakfast servings and improve Sexton's services. This year we have a step back in our plans for developing sustainable food services in Sexton. In 2020, we realized a survey and some events to collect students' feedback and opinion about having a kitchen space on Sexton, more information can be found in the 2020/21Annual report. According to our partners, we need to collect more feedback, 164participants were not enough, and their new board from 20210/2021 was not engaged with the idea. And there was no Sexton student at Ladle board difficulting their engagement with the Sexton project, more details can be found in the Sexton committee section. So, the project of having a kitchen on the Sexton campus was dropped by Ladle Board on March 2022.

### **Sexton infrastructure**

Ladle always has a problem having its space on Sexton, 2019 we kept our things in storage, but the access was managed by DSU, and Sexton breakfast depended on a DSU staff borrow us a key every serving day, attempts to get a key not successful in 2019, in addition, ladle shared the space only with the food bank. . But at Fall 2021 the storage room received a key locker box, where we can access it any time and DUES is responsible for the storage room which we share with several sexton engineering societies. The space is not 100% food safety appropriate as appliances and some food storage. Although, it is the only one that people gave us access to. There is a mini fridge that is now kept out of the storage room, but it was a locker

for safety, but it is too small to keep storage, before that our fridge was locked inside of the DSU office. No equipment replacement was needed.

In 2019, our servings happened at Sexton Alumni Lounge, near to only food store on this campus, but the faculty of engineering moved us to the Emera idea building entrance. In the Fall, we bored a movable table from DSU, and the movement of appliances and servings items was made using a cart because the storage room is located in another building different from the storage one. During Winter, Dalhousie made some changes to Emera's idea of the building, adding studying tables and allowing us to use them for servings, but other items still need to be brought from storage by cart. The weekly transportation of items such as muffins, bagels, and fruits during fall between our kitchen/supermarket and sexton was made with a cab. During the winter term, a shopping cart was obtained, facilitating taking a bus or walking being made when the heather allows or items are not heavy.

My final conclusion about sexton in 2021/2022 is that we have some improvements but on a small scale because we still depend on DSU, Sexton societies, and administration to run our services. And the growth of Ladle sexton services is only possible by having sexton students members on our board as well as more volunteering engagement there.

**The following questions will be answered keeping in mind the Sexton serving area and Breakfast club information.**

**Was our built environment physically accessible for people with mobility issues? How could it be better?**

The space designated by Dalhousie to be used for Sexton Breakfast Club is accessible to people with mobility issues. We could improve the servings table so that people could have more visual access to items served also, where we store Sexton BC items does not have a good layout and access in case people with mobility issues want to volunteer at Sexton BC.

**How did the food that we served reflect the needs of the students, including students with religious dietary needs or food sensitivities? How could we do it better?**

The food that we served on Sexton this academic year included muffins, bagels, sandwiches, quiches, and quinoa salad. There were always gluten-free options, and we also considered allergy restrictions. We could improve signs related to our food, so students get more information in case of food sensitives.

**Was the timing of our servings appropriate for the community that we serve?**

The time of Breakfast club this year was 9:00 to 11 am, or until all food was served. The times on the Sexton campus are tricky because there are classes starting at 8:35 and ending at 11:35 and others starting at 9:35 or 10:35 am, so it's difficult to reach all students.

**Do we need to make any changes to our food sourcing/procurement? Have we considered not just environmental responsibility but the rights and conditions of migrant workers?**

We should always consider food sourcing/procurement and worry about environmental responsibility, but the rights and conditions of migrant workers. But sometimes we forget to consider our own workers, sourcing and availability of local and sustainable options is not easy. Local supplies have restricted delivery times and options, and sometimes trying to adapt to buying only locally increases the weight of staff responsibilities and difficult their job.

**How much waste are we producing? Are there ways we can reduce it?**

The Sexton Breakfast club bags used paper and other sustainable serving items, such as knives and spoons. I also utilized some remaining containers and cups from The Ladle Tv project. In the following year, we will use fewer disposables and try to buy bulk items for butter and jam, reducing waste.

**Groups on Sexton**

Improve conversation with DUES, more specifically their president, and need to be rebuilt with new board turnover.

**Goals/intentions for 2022/2023 year**

- Improve Sexton Breakfast club food items, maybe local jam and peanut butter
- Increase volunteers and engagement of Sexton students with the Loaded Ladle
- Increase serving infrastructure on Sexton.
- Have a sexton student at the Loaded Ladle board.
- Have at least 4 programming events for Sexton students.

# Standing Committee Reports

## **Hiring Committee report** (sent group message on slack to reflect) **Answers not provided**

Did we follow the hiring policy?

Did we focus only on the experience necessary to do the role effectively? Did we recognize that people facing barriers may not have as much experience, and we would like to be a place that provides a foot-in-the-door?

Did we prioritize hiring candidates specifically from marginalized groups that are not currently represented in the Ladle staff, over and above job experience?

Did we include time flexibility in the role, if possible?

## **People and Culture/ HI Report**

*by Esha Sawant*

- Retain HR consultant and prepare contracts and payments for the consultant
- Check-ins
- Policies
- Finance

Please be sure not to violate confidentiality in this report.

Collective culture

Did we take time to appreciate everyone for the work that they are doing, or did the same people get appreciation over others - how and why did we make that decision?

The HI made sure to have check-ins with each staff member in both the fall and winter terms. When specific questions arose, we made the decision to have more meetings with the staff members involved. OUR intentions are to have a staff feedback process each term to ensure everyone feels supported and appreciated.

Conflicts

Did we follow our conflict resolution policy?

Did you feel you had adequate training to handle any conflicts that came up? If not, what training or other resources would have been helpful?

Do you feel that the conflict resolution process was just and clear? Do you feel that it minimized creating further harm?

Please include any recommendations you may have.

We followed our policies, but felt that more training on communication and conflict resolution, especially in a non-hierarchical environment, would be helpful. We are working on a new policy that is more in line with Ladle values since our current policy is taken from another organization.

How did we make sure that knowledge gained through HI processes (for example, ways to better engage the board, causes of employee burnout, etc) are understood by the broader organization and preserved for the future? How do we preserve the lessons we may have learned?

Yes, the HI actions taken were discussed extensively with the board. The information has been preserved in HI folders with detailed records, actions taken, and intentions for future policies. We also made the decision to retain these records so future board members on the HI committee can have some form of institutional memory.

After answering the reflection questions, please set a few goals/intentions for your committee for the 2021/2022 year (and share them here).

Summer Goals: Staff feedback forms, HI reflections and memory, HI committee recruitment information, and policies: *over & undertime, vacation hours - incentives to take time off & mandatory 2 weeks off, conflict resolution process, disciplinary process, staff wellness/collective care fund, hiring policy (group effort), no loan/wage advance, recording hours and who to ask about that.*

Long Term Goals: Clarify all the job descriptions and contracts each year, implement semester-ly check-ins and staff feedback forms, create a board member check-in system, professional development and training for board and staff, policy on board member taking breaks, policy on voting new board members in during the middle of the year, find a way to incorporate a HI consultant in a way that is true to the Ladle.

## Fun Committee Report

*by Volunteer Coordinator, Oyku Su Gurler*

Another school year passed by without prioritizing fun! Unfortunately proposals, board meetings, and for board, school work takes precedence every year and as a result, bonding events take a backseat. This was made worse by COVID this year, as the board got a chance to get together only twice before we were bound by Zoom by COVID restrictions. There also is too much work to be done, so it is not

realistic that board members will join the Fun Committee. However, taking breaks and spending time together is crucial to building community, an integral part of the Ladle.

In order to ensure that the board and staff do prioritize \*fun\*, we can rotate the responsibility between different committees as we have done with board meetings. So the committee responsible for hosting the board meeting that month is also responsible for creating ways for us to come together, relax, and reflect.

## Anti-O Committee

*by Board Member, Hope Moon*

During the 2021-2022 term, the committee was comprised of the following members for various periods of time. Our staff person representative was Öykü-Su Gurler and our board members were Hope Moon and George Mitchell. We also were joined by Tanisha Garing during her time working as a staff person at the Ladle February onwards. Community members Sophia De Bruin and Mari Lavergne also joined us later in the year as well.

Throughout the year, the committee decided to take a closer look at the organization's principles and mandates to evaluate if the organization was being successful or needing improvement on any of the points. Each month, the committee decided to tackle a different theme in depth. These discussions led to the grouping of themes into three larger areas to be able to brainstorm and undergo actions related to the specific areas. These three key areas were Accessibility and Ableism, Anti-Capitalism, and Anti-Racism and Anti-Colonialism.

With Accessibility and Ableism, we realized that the category warranted much more than we would be able to give to it during one month's conversations. Accessibility touches every part of the work that the Ladle does, including physical and mental accessibility of the kitchens and the volunteer space, web design and accessible social media content, and the serving contents themselves. We decided to put forward a proposal to use leftover funding to hire a designated staff person to research and essentially audit the Ladle's accessibility. Tanisha Garing was hired as an Accessibility Coordinator. During her term she completed an audit and a final report of her findings. These will be used to guide future work and implementation of more accessible practices.

In terms of Anti-Capitalism, we talked about how scheduled meetings and events can be hard for students and community members to attend, especially if they are experiencing levels of burnout. We

came up with an idea that would allow for casual conversation about anti-capitalism over lunchtime hours. It would be an informal, regular event that would simply hold space for such conversations and gatherings to happen.. This event was never realized due to the business of people's schedules, ironically, and also probably due to COVID waves as well. This highlights how we still found it difficult to find time for thoughtful conversation outside of a strictly mandated time period for discussion.

Regarding Anti-Racism and Anti-Colonialism, we discussed issues ranging from the food we serve, land acknowledgements, who programming is for, and the language we use. Regarding land acknowledgements, we talked about best practices and how best they fit into the structure and work that we do. We came up with the idea of having a small land acknowledgement at the beginning of every volunteer session as a practice of gratitude to start the work and day. We also thought about putting up posters that reminded students to do the same, to give thanks to the land and its first peoples before eating.

The structure of our year examining our Anti-O policy in the form of these three larger themes mostly worked. As there are so many issues relating to Anti-O, it was difficult to give all of them justice within limited time to meet and capacity to act on them between meetings. However, we were able to discuss most of them to be able to reflect at least and give direction for how the organization can move forward in the future - in summer programming or planning for the next year. In the future, it would be great if these topics examined could be more integrated into the different committees to allow for collaboration on events and how these themes apply in specific spaces at the Ladle. The proposed set up for committee meetings in the future - where we still all get together but convene in our own committees could allow for this cross-collaboration if the Anti-O committee visits each committee separately to discuss more in depth action plans to implement.

## Sexton Committee

*by Sexton Coordinator Lauryne Rodrigues with support of Board member , Justin*

The Sexton committee was created in 2020, aiming to have a Ladle space on Sexton. In 2020, we had some surveys and meetings with possible parties involved, but because of the pandemic, the process was slow. In 2021/2022, with new members ( formed by Lauryne, Justin, and Mujtaba), the Sexton committee continues to explore the idea of the kitchen on Sexton. The committee specified some goals in a meeting in October. These goals were: work on the Sexton Kitchen project, Improve Sexton's connections, ask society members to join LL as volunteers in our kitchen and prepare some burritos for

sexton students, and have posters about volunteering at LL, especially what volunteering on Sexton. In addition, there was a meeting with the DSU president and some Sexton society members. They liked the idea of having more programming on Sexton, but there was no direct involvement from these groups with the ladle projects. Due to the step backs on Sexton Kitchen and lack of engagement from the Sexton community, the Sexton committee informally proposed during a board meeting to change the committee to the Strategic Planning Committee at the end of winter 2022. The Sexton committee board members did not engage with Sexton students, and they did not volunteer on Sexton food preparation or neither servings. To have a successful Sexton committee at the Loaded Ladle is crucial to have Sexton students as members of the Ladle board because they will have first-hand impressions of this campus.

Justin Andrews's reflection on Sexton Committee

“While there was interest by all parties to have a sexton kitchen, our efforts were not met with the support needed to enact them. To really make a second kitchen happen, significant planning would be needed. But we were never met with an “official” yes by the University or the DSU. Without this, we are unable to commit the needed time for the more detailed planning that would be required. The sexton kitchen was a project discussed on and off for a few years, and we always got the same response. Moderate interest, but no formal support.

To preserve staff/board time, we made a decision to let go of the idea of a sexton kitchen. If someday the DSU were to fully commit to the project, the Ladle could then reassess. But we decided that it is best to stop trying to convince the school to accept our proposal and shift our attention elsewhere.”

With the creation of the strategic planning committee, the following goals were defined by the committee:

- Support visioning process/ meeting
- Survey
- Contact past Ladle members, Volunteers, and past staff members about how they see the ladle future.
- Feedback about the future from students
- Part of board orientation every year is to fill in the new board on what was accomplished, what was not, and what is essential to focus on for the new year.
- Report back with a strategic planning document
- Facilitate the conversation about strategic planning documents with multiple drafts
  - Short, medium, and long-term term goals
  - Calendar and timeline
- Yearly reporting/revision template as part of the annual report about plans
- Timeline for the report

And the points below were discussed

What's missing from the Strategic planning committee?

- Review the past 2016/2020 Ladle growth plan
- More board members involved with the committee

What do you envision for the future of the committee?

- This is a one-time committee.
- Provide a strategic planning template and yearly revision tools for the future, and be part of the annual report and board orientation.

The new strategic planning committee prepared a presurvey to use at the visioning event as the first step, but only one person participated. The visioning event was canceled due to a lack of engagement and board availability during the summer term. So, it was not possible to achieve the goals planned. The staff team decided to delay the visioning for next fall.

## Kitchen Committee

*by Committee members*

Who was in this committee

- Brennus, Radostina, Francesca, Ishita, Grace,

Include highlights of special projects

- Deep cleanings, meat policy

Any proposals or policies from this committee?

- We worked on a meat policy that will allow the Ladle kitchen to cook with meat, but only for solidarity servings or some programming.

Do we need to make any changes to our food sourcing/procurement? Have we considered not just environmental responsibility, but the rights and conditions of migrant workers?

- Since one person is ordering the supplies, not all committee members know about the sourcing and the environmental responsibilities or conditions of migrant workers. All committee members should be involved in this process.

How much waste are we producing? Are there ways we can reduce it?

- Always room for improvement, but we are doing well so far!

What are our goals:

- The committee should be more aware of where our food comes from and create a document about this.

What's missing? What do you envision for the future?

- More deep cleaning or cleaning. We can try these out and see what the best option is:
  - During the break, deep clean over a period of a couple of days. Where we clean big items one day, then organize another day, then clean smaller items another day.

- o Every monday we take one our to clean something. Every monday we clean something different. So one monday big items, another monday organize, then another we clean smaller items.
- o We have bi-weekly meetings, so maybe we can have a meeting one week, and then deep clean the other week.
- Find suppliers, specifically for international produce. Now with the meat policy coming on, perhaps look into suppliers for meat.
- Board members can be more involved in ordering supplies and produce.
- Plan meals one month in advance so we have more time to plan and order produce.
- More involved in making food for solidarity servings.
- Making food and distributing it in Sexton campus.

# Further questions for reflection

## Internal Operations, Working as a Collective

- Loaded Ladle participates in non-hierarchical decision making. This means that all board and staff members have equal standing in making decisions without supervision. Do you believe that we have upheld this? What were some of the challenges in this structure? Do you have any suggestions to work better as a collective?
- One of our values is open decision-making. Did we do a good job of letting people who aren't on the board or staff understand our decision making, by providing opportunities to attend our meetings, view our policy, or our minutes?
- Did we build in time for reflection on our work? Did we centre doing things in an anti-oppressive way?

## Further questions for reflection - in new year

- Did our staff and board include multiple people holding multiple marginalized identities?
- How did we support indigenous rights, resistance movements, and indigenous sovereignty?
- Did we believe there is 'one right way' to do something, or were we open to noticing how others do something differently and seeing how that could improve our approach?
- Did we include people who are affected by decisions in our decision-making?
- Did we fear conflict, have an emphasis on being polite, focus on the people who raise issues as the problem rather than the problem that they raise? Did we build in time for reflection on our work? Did we centre doing things in an anti-oppressive way?





# Goals - 2022/2023

- Ensure Mi'kmaq and other indigenous organizations at Dalhousie is aware of our kitchen space for use for their own programming, reach out to make sure this space is available for them whenever
  - Use kitchen space/prep parties as a place to educate folks on the land we are on through conversation and visual imaging (posters)
  - Create an anti-colonial training for board members and staff members and settling on guiding questions when deciding on a partnership/course-of-action to ensure our actions are not contributing to colonial discourse
  - Look at our sourcing and how it is/not contributing to food sovereignty/environmental destruction. Run a food sourcing audit and change sources accordingly.
  - Ensure at least one of our servings are to front-line Mi'kmaq resistance, use solidarity servings as an opportunity for education as well.
  - Make it a priority to reach out to Mi'kmaq/Indigenous organizations for hiring, run job info sessions in organizations to rework job descriptions and for active engagement.
  - Create educational material and run workshops Mi'kmaq sovereignty, especially in relation to food.
    - Ensure a portion of donations line will be to Mi'kmaq frontline resistance.
    - Focus on in-person programming if able to
    - Promote student-led programming
    - Promote advocacy focused programming
    - Improve feedback seeking from participants
    - Improve Sexton Breakfast club food items, maybe local jam and peanut butter
    - Increase volunteers and engagement of Sexton students with the Loaded Ladle
    - Increase serving infrastructure on Sexton.
    - Have a sexton student at the Loaded Ladle board.
    - Clarify all the job descriptions and contracts each year, implement semester-ly check-ins and staff feedback forms, create a board member check-in system, professional development and training for board and staff, policy on board member taking breaks, policy on voting new board members in during the middle of the year, find a way to incorporate a HI consultant in a way that is true to the Ladle.