

FCC Year Plan

Morghen Jael

2021–2022

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# Introduction

Dear Executive Board,

I am very hopeful about the coming year with the FCC. Much is currently uncertain – will we be able to run in-person cooking workshops? Will we be able to allow individuals into our food bank space? – but I am planning for any possibility, and I am confident that the FCC will offer meaningful programming and services to the campus community.

Food insecurity has recently been on the rise, among students in particular; this problem has been dramatically exacerbated (yet perhaps increasingly hidden) as a result of the COVID-19 pandemic and its economic hardships. Food insecurity can be generally defined as the condition of being without reliable access to a sufficient amount of affordable, nutritious, and dietary/culturally-appropriate food. Among student populations, food insecurity could manifest as the draining of limited funds on take-out meals, a lack of whole or healthy foods in one’s diet, or an insufficient home cooking environment, among other issues. There are also dramatic disparities in student wealth and amount of family financial support; food insecurity is often stigmatized, unrecognized, and hidden. As we “open back up” after a year of lockdowns and online school, it will be critical to remember that many students are in the most precarious living and financial situations they have ever been in. Some might also be in worse mental and physical health due to the wide-ranging tolls of a pandemic. Services like the FCC are so important in a “returning-to-normal” society.

The FCC has been increasing its campus presence and its programming scope over the past few years; I am grateful to former service Directors, Execs, and volunteers for the work they have done to make the FCC what it is today. I acknowledge too that I come into leadership of the FCC as a relative newcomer; this is my first internal experience with the service. I am learning as I go, and I am trying to remain humble; I can learn so much from my fellow Exec members, from the MSU staff & EB members, and from the community partners I am interacting with.

Please reach out if you have any questions about the contents of this year plan!

Best,

Morghen Jael, FCC Director 2021-2022

# Vision for MSU Food Collective Centre

My general goals for this year are as follows:

1. **Increasing awareness of the FCC among students, faculty, and community members**
	* In particular, I want to focus on promoting awareness of the FCC among first year students
	* Connecting with other services, as well as other campus groups (like clubs, or classes being run through the Academic Sustainability Programs Office) will be important and ongoing
2. **Creating advocacy projects that explain the topic of food insecurity in an interesting and accessible way**
	* Helping to combat the stigma against food insecurity by making it a more openly discussed topic
	* Drawing attention to the intersections between food insecurity and mental illness/housing insecurity/precarious employment, etc.
3. **Successfully and safely running a food bank and food-related service in a hybrid system**
	* We are planning both in-person and virtual/non-contact components
4. **Accessing concrete data and feedback about the success of our service**
	* What programs are most valuable to partners?
	* Should we significantly re-evaluate the mandate of the FCC going forward?
5. **Ensuring a smooth transition of the FCC to the Student Activity Building in 2022**

# Projects/Events

## Continuous Activities

**Food Collective Centre Space**

This is the food bank in the basement of Bridges where our non-perishable items are stored (and from which we fulfill Lockers of Love orders). It is part of the FCC’s year-round mandate to have the food bank space open for partners and community members to access (historically, Mon-Fri from 10:30am-2:30pm), but it is currently unclear whether partners and/or execs and volunteers will be able to access the space at all. Bridges will not be open at all until at least January 2022 due to pandemic restrictions, which means that the FCC space in the basement would not be accessible to the public. Furthermore, it is too small of a space for several people to use and maintain physical distancing. I plan to work with Chris Roberts (Hospitality Services), Victoria Scott (Administrative Services Coordinator), and Leigh Laidlaw/Alvaro Melendez (Bridges Café Chef Manager and Associate Chef) in the coming weeks and months to investigate to what extent we can utilize the space. I am planning to look into a temporary relocation of the food bank space and of the non-perishable items currently stored there, if we want the bank to be publicly accessible. Another option will be to ensure access to FCC Executive members only; we could fulfill Lockers of Love orders this way, and put together packages of non-perishables for partners to pick up at another location (e.g., Mills Library).

While the food bank space remains inaccessible to partners and the public, we plan to put more day-to-day effort into our Lockers of Love program to try to fulfill orders day-of.

When/if the food bank space reopens (probably in January 2022), we will resume the shifts of volunteers overseeing the space. The Good Food Coordinator, who historically oversaw the volunteers and the food bank space, is no longer a paid Exec member, so the responsibility for overseeing the food bank space and managing the volunteers will instead fall on the Assistant Director (with the Director as a direct support). We will adhere to public health guidelines (e.g., by only having one partner enter the space at a time, and by incorporating regular sanitizing of surfaces into the volunteers’ responsibilities).

**Lockers of Love**

Lockers of Love provides confidential food support; orders for non-perishable items are placed anonymously through an online form, and FCC Executives fulfill the order and place it in a locker on campus for the partner to come collect within the week. We plan to resume Lockers of Love in a hybrid format for the summer months (beginning mid-late July). Lockers of Love had been adapted for a virtual environment by sending partners electronic gift cards; we will use this strategy to help individuals who are living far away from campus or who feel unsafe coming to campus due to the pandemic. Since the school year will likely be a hybrid model between in-person and virtual learning, we plan to run Lockers of Love in a hybrid model as well (with the option of electronic gift cards for those who cannot pick up food items from campus). This program will continue to be run mainly by the Assistant Director, with help from the Director as necessary.

## Repeating Projects/Events

**Community Kitchen Workshops**

These live workshops are intended for students to learn new cooking skills and to build confidence/awareness of at-home cooking and eating strategies. They are planned and run by the Community Kitchen (CK) Coordinator, with oversight from the Director, and in partnership with SWELL and the Alumni House kitchen. In last year’s virtual setting, workshops were hosted on Zoom instead. We will run in-person workshops if public health and campus restrictions allow (or, in keeping with a potential hybrid model, we could alternate between in-person and virtual workshops each month, to accommodate varying levels of student comfort).

The frequency of these events will depend on the availability and vision of the CK Coordinator (yet to begin their role), but aiming for once a month/three times per semester seems like a reasonable preliminary goal.

**Good Food Box**

These subsidized boxes provide a large portion of fresh produce to individuals in the McMaster community at an affordable cost (historically, 12$-15$). These boxes will be offered three times per semester (early October, November, and December, for example), and the program is overseen by the FCC’s Good Food Coordinator.

In the past, GFB has been run in conjunction with Grace Lutheran Church in Westdale (we “piggyback” onto their Good Food Box program). FCC Executive members helped folks at the church to pack the orders, in exchange for the favour of ordering extra produce (we do pay them back based on however many boxes are ordered through the FCC, though!). However, it seems likely that Grace Lutheran Church is discontinuing the program, so we will need to secure a new community partnership for this coming year. Last year’s Good Food Coordinator has been in discussion with the Salvation Army in Dundas, who offer a very similar fresh food box program. The newly hired 2021-2022 Good Food Coordinator (and myself, the Director) will resume these conversations with the Salvation Army to determine how the partnership will work. Some current unknowns are which day of the month we will be able to produce the GFB (in the past, it has been the first Tuesday), how the packing process will look in a pandemic context (social distancing?), and how much we will charge for the boxes (it will depend on the cost of the Salvation Army’s boxes, and how much MSU is willing to subsidize the cost this year).

Another element of the GFB program is the delivery/pick-up of the boxes. The boxes can be quite heavy, so it is a priority for me to provide delivery service. Last year, the FCC Exec team was lucky to have a member with constant access to a car, so deliveries to people’s houses was done informally and without help from a community partner. With the Good Food Coordinator, I plan to look into a partnership with a Hamilton cab company (I am aware that partnerships have existed in the past) to coordinate deliveries in the Hamilton area, since it is not guaranteed that a member of this year’s Exec will have access to a car.

**Study Snack Support (SSS)**

This program traditionally offers a late-night, on-campus study space and healthy and filling snacks to students as they study for their exams. This event will be run twice this year, during both the Fall and Winter exam periods. It remains to be seen to what degree campus spaces like MUSC will be open to students during the coming school year, so this may have to run “virtually”. In a “virtual” case, students will sign up to receive a one-time delivery of a package of snacks (there will be a limited number available, depending on FCC budget capacity). In this case, we can make use of the cab company partnership we will hopefully secure for the GFB program, or possibly the use of an exec member’s personal car.

If campus spaces become widely and safely accessible to students (possibly in the Winter term?), we plan to run this event in one of the upper-level rooms of MUSC for several consecutive days during exam season (e.g., from 7pm-11pm, when other campus food services have begun to close). Historic partners for this event have been TwelvEighty and The Grind, who donated leftover food from the day; if in-person SSS becomes possible, I will look into these options again.

SSS will be mainly organized by the Director with the help of the Assistant Director, but will require the help from other Exec members and volunteers (particularly if we are hosting the event in an in-person space for consecutive days in four-hour stretches!).

**Cultivating Change: A Food Collective Centre Web-series**

This is a new project that the FCC is undertaking with funding we have recently received from the McMaster Okanagan Committee through the McMaster Okanagan Special Project Funding competition. It will be a monthly webinar series hosted on the FCC’s website for the 2021-22 school year. The series will address systemic issues of food security, sustainability, and sovereignty through a variety of community speakers and workshop leaders. *Cultivating Change* aims to raise awareness about the larger inequities of the food system beyond the short-term food services that the FCC typically provides. The series will comprise short, recorded educational videos released each month (created using the MSU Underground’s media services), each accompanied by a free-to-attend, interactive workshop offered to the McMaster community. The live workshops will teach tangible skills and actions corresponding to that month’s topic of interest: for example, growing and cultivating your own food, anti-black and anti-Indigenous racism in the food system, and the intersection between climate change and food insecurity. We are planning to create 6 episodes over the 2021-2022 school year, one by the end of each of the following months: September, October, November, January, February, and March.

We will offer the live workshops in-person if public health and campus guidelines allow; otherwise, they will be held virtually (on either Zoom or Microsoft Teams).

We are changing our Executive Team structure to accommodate this new, significant project; this year, we are hiring 3 Social & Political Advocacy Coordinators instead of the typical 2, and we will be assigning responsibility for *Cultivating Change* to 1 of the 3 (based on whichever of the 3 is most interested). The Director will be the CC-SPAC’s main point of contact for questions about the project, and our volunteer base will be utilized to help execute and promote these workshops/videos. The CC-SPAC will work with the Director over the end-of-summer weeks to plan this project so we can hit the ground running in September; this will involve reaching out to community partners and potential guest speakers/workshop leaders to coordinate the monthly events. Our MOC-approved project proposal is available upon request; it includes further details about the project, and ideas and contact information for potential workshop leaders.

## Annual Projects/Events

**Trick or Eat (ToE)**

This campaign is typically the FCC’s biggest food drive of the year; it occurs before/on October 31st, and involves both students and the broader McMaster community. The format of this event this year will depend upon general public health guidelines surrounding COVID-19. If, in October, we feel it is legal and safe, we will carry out the food drive in its traditional format: collecting food item donations directly from local houses on Halloween with the help of our volunteer base. It is possible that visiting folks’ houses will not be considered safe at this time; in that case, we plan to stick to the approach of this past school year, where donation bins were placed in a few community spaces (e.g., the Westdale TCBY and Williams’ Cafe), and monitored over time. In either case, this event involves creating and putting up Trick or Eat flyers in the neighbourhoods to encourage participation and to inform people of what food items are most needed.

Donations from this event will be used for our own food bank supply, as well as for donations to other Hamilton food banks, particularly if we receive more donations than we can make use of. I plan to liaise with local food banks (e.g., Living Rock Youth Food Bank) in advance of this food drive.

ToE will be overseen by the Director with the support of the rest of the Exec team. As the pandemic situation changes, we will re-evaluate our plans for this event. I also plan to re-evaluate the name of this event!

**Food Security Week**

This is an advocacy week that will take place in March. The specifics of the campaign we run for Food Security Week will be largely up to the Social & Political Advocacy Coordinators to design. (For example, it could involve a food drive event, or a series of detailed infographics to post on social media). The ultimate purpose of Food Security Week will be to raise awareness and share resources related to food (in)security, particularly in the context of student and/or campus life. It will also have the goal of making the topic (and conversation about it) accessible and inclusive, and to help call out and work against the stigma that exists surrounding food insecurity and accessing food bank resources. Finally, it will aim to raise awareness about the FCC and its operations.

The SPACs will work with the Director in the Fall semester to brainstorm and design this one-week advocacy campaign. Depending on the size and interest of our volunteer base, we are considering allowing volunteers to join informal “committees” within the FCC’s operations. One such committee would be the Advocacy Committee (chaired by the 2 SPACs who are not spearheading *Cultivating Change*); the volunteers involved in this committee could help serve as a focus group for brainstorming what themes and topics to address during Food Security Week.

**Food on the Move**

This is the FCC’s classic end-of-year move-out food drive. This event was not run last year, and I am currently unsure whether we will incorporate it into our repertoire for this year. It will depend on the capacity of McMaster residences and on what end-of-year move-out will look like for students. I will inform the FCC executive team about it once everyone is hired; we can decide as a group whether this is something we would like to take on.

**Miscellaneous Advocacy Projects**

The two non-*Cultivating Change* Social & Political Advocacy Coordinators will design at least one or two other advocacy- or education-related events during the school year. Past events have included “Documentary and Discussion” (showing short docs related to food insecurity in North America) and a workshop called “Eating Healthy on a Budget” with Chef Stu from TwelvEighty; I will present these to the SPACs as examples. The timeline and details of these events is unclear right now.

## Other Projects/Events

**SUSTAIN 2SS3: Advocating for a Community Fridge at McMaster University**

SUSTAIN 2SS3 is a 2021 Summer session course run by the Academic Sustainability Programs Office, and “Advocating for a Community Fridge” is one working group students will have the opportunity to join within the class. The community fridge advocacy project (and hopefully the eventual outdoor community fridge itself) will be co-sponsored by the FCC and the Student Wellness Centre (although the FCC is not committing to any financial support at this time: just resources, our online platform, and possibly our volunteer base). In my capacity as FCC Director, I will be participating in SUSTAIN 2SS3: Advocating for a Community Fridge as a Community Project Champion (CPC): a community member that students will consult with questions.

In the Fall semester, SUSTAIN 3S03 is an advocacy project *implementation* course (not merely planning and advocacy, as in 2SS3); the FCC will possibly be involved in this stage of the project, too. I believe an outdoor, constantly-accessible community fridge would be a necessary complement to the FCC’s current services (even when the FCC eventually moves to the Student Activity Building in 2022 and acquires a dedicated fridge of its own), and I believe that it is important for the FCC to be involved in the work being done by these classes, since we can be mutually supportive.

In the long-term future, I hope to build support for this community fridge into the FCC’s official mandate (e.g., assigning it to an exec member, or ensuring ongoing volunteer shifts to check on the contents of the fridge).

This is a project that I am taking on as Director; although I will report back to the Exec on Community Fridge progress, at this point, it is merely something I am keeping up with and lending support to personally.

**Exec socials**

I plan to hold at least three Exec-specific social events during the year (separate from our weekly meetings and other service-related events). This will not be the entirety of my Exec bonding and engagement strategy – I believe there are other ways to unite a team, besides traditional get-togethers (e.g., sending supportive and casual messages to a group chat) – but it will be important! I hope to organize one initial get-to-know-each-other session in the summer, once all Execs have been hired and once I have had a chance to meet everyone one-on-one to answer logistical questions. Then, I plan to find time once in the Fall semester and once in the Winter semester to do a fun Exec-specific team bonding event. Whether these events are in-person or online will depend on COVID-19 restrictions and whether Exec members are living in/near Hamilton. I want to let the team decide on the nature of these events (cooking a meal together? Playing virtual games together?), so I will wait to plan these until I meet my Exec team!

**Volunteer appreciation/social event**

I plan to host one end-of-year event (pandemic restrictions permitting) to celebrate and thank our volunteer base. We will also prepare volunteer appreciation gifts/cards to share (especially with those who cannot make it to the volunteer social)! The nature of this event depends upon pandemic restrictions (in-person vs virtual) and the size of our volunteer base. (If, as the summer progresses, it seems that we will be significantly restricted in our in-person on-campus presence as a service, we will enlist fewer than the traditional 40-member volunteer base).

As I described in the section called “Food Security Week”, some volunteers may be involved in “committees” within the FCC (e.g., Advocacy Committee, under the supervision of the Social & Political Advocacy Coordinators); these committees may choose to organize separate social events.

The Assistant Director and/or the Director will be managing volunteers; they will also be responsible for overseeing the end-of-year social and volunteer appreciation efforts.

**Meal Exchange’s National Student Food Summit**

2021 details for this annual conference have yet to be released, but I hope to attend. It will be a great opportunity for professional development, networking with food-related groups on other campuses, and collecting resources that may be useful in our own programming and advocacy efforts. I will report on my experiences at the Summit at the FCC Exec meeting immediately following it. I will remain in touch with McMaster’s Meal Exchange Student Ambassador throughout the year, as well.

# Project/Events Timeline

1. *Plan*
	1. *Discuss logistics for implementation*
	2. *Outline key performance indicators*
	3. *Coordinate all involved partners/community members*
2. *Achieve*
	1. *Execute the plan*
3. *Review*
	1. *Debrief on outcomes*
	2. *Document ideas for consideration and areas for improvement*
	3. *Record thoughts on potential future directions*

## Spring/Summer Term

**Exec hiring**

Plan:

* Using Facebook, Instagram, and Twitter to promote applications (liaising with other MSU services to help with promotion)
* Reviewing JDs to determine what is important for candidates for each position
* Assembling hiring panel (Director and AD)

Achieve:

* Reviewing resumes and cover letters, deliberating as a hiring panel, offering interviews to a few candidates for each position
* Choosing interview questions for each position
* Scheduling and executing interviews, deliberating as a hiring panel, offering positions to successful candidates

Review/next steps

* Reflecting with AD/VP Admin about how the hiring process went
* Meeting each new exec member one-on-one as Director
* Organizing a full-team exec get to know each other event for early August
* Contacting Michael Wooder for comms training for me, AD, and Promotions Coordinator
* Deciding which SPAC will take on *Cultivating Change* this year (likely a group discussion between the Director and all 3 SPACs)
* Ensuring execs complete mandatory training modules, plus role-specific ones (like Food Handler’s certificate, for CK Coordinator)

**Lockers of Love**

Plan:

* Work with Chris Roberts from hospitality, Chefs Leigh and Alvaro from Bridges, and Victoria Scott from the MSU to determine whether/to what degree we can get access to the FCC food bank space to possibly fulfill orders with concrete food items
	+ Sorting through existing foodstuffs in the food bank once I have access, to dispose of any expired products and to update inventory (first visit was conducted on July 14)
* Ensure the AD has access to the fccasst@msu.mcmaster.ca inbox so they can receive incoming order forms; ensure the AD’s work contract can be amended so they can be paid during the summer (update: completed!)
* Ensure that the FCC’s website reflects that LoL is active, and that it links partners to the appropriate anonymous online form

Achieve:

* Fulfill LoL orders as they come in (in the form of electronic gift cards if we cannot access the food bank space)
* Promote LoL on social media so people know it is back up and running after a brief hiatus

Review/next steps

* Consider to what degree electronic gift cards are valuable forms of food relief (perhaps they are more desirable even than non-perishable food bank items!)
* Reflect with the AD on the workload of running this program; shift some responsibility to the Director or to other exec members if necessary
* Reflect on the amount of interest/use of the program during the summer months, to advise next year’s Exec team

**Planning for school year programming**

* Working with newly-hired exec members (particularly the Community Kitchen Coordinator and the *Cultivating Change* Social & Political Advocacy Coordinator, CC-SPAC) to make plans for events in the Fall Term
	+ Contacting community partners to see if they would be willing to give workshops as part of the *Cultivating Change* series, for example
* Amending my Year Plan as necessary given feedback and brainstorming from AD and other exec members
* Continuing to monitor university messages about the openness of campus facilities and pandemic restrictions
* Conducting an online survey (or drawing on other existing data) to determine what portion of our partner base will be on/near campus or will be living further away (this will determine what ratio of in-person to virtual programming we will aim for)
* Determining to what degree we can access Bridges café during the Fall Semester during its closure; if we cannot at all, consider relocating the food bank space temporarily! (Work with EB, Chris Roberts from Hospitality Services, etc.)
* Working with the GF Coordinator to secure partnership with the Salvation Army to carry out Good Food Box program; determining details like pricing and monthly timing
* Communicating with a Hamilton cab/transport company to establish a partnership for Good Food Box delivery throughout the year (and possibly Study Snack Support delivery too)
* Connecting with Welcome Week planners/first-year service programmers (like Spark) to help solidify awareness of the FCC among incoming first years

**Participating in SUSTAIN 2SS3 (Director)**

* Researching community fridges, compiling FCC-related resources to share with students, answering student questions, helping evaluate the students’ advocacy plan
* Planning for how the Community Fridge can be worked into the FCC’s mandate going forward (assigning this to an Exec role?)

**Volunteer hiring (mostly AD’s responsibility) (in late August)**

Plan:

* Making a decision with the AD about what size of volunteer base we should aim to hire (based on the degree to which our programming will be virtual; the more virtual programming and the less access to the food bank space, the fewer volunteers we will need)
* Organizing (with input from the Exec team) one or more volunteer “committees” that will be optional to join; putting an application to, e.g., the “Advocacy Committee” on the volunteer application form as an additional, optional step
* Working with the Promotions coordinator to design a communication strategy to promote volunteer applications
* Planning for a volunteer training session (presentation about what the FCC does, working with MSU Admin to see what mandatory training modules volunteers can complete online)

Achieve:

* Promote and review applications for volunteer positions!
* Contact successful volunteer applicants, organize one or more virtual volunteer training sessions

Review: later in the year

## Fall Term

**Operating the food bank space, running Lockers of Love?**

Plan:

* Bridges will be closed until January 2022; work with Chris Roberts from hospitality, Chef Leigh from Bridges, and Victoria Scott from the MSU to determine whether/to what degree we can access the food bank space to continue fulfilling Lockers of Love orders or providing partners with non-anonymous curbside pickup
* If we cannot access the Bridges food bank space regularly, we will consider operating the FCC out of an alternative, temporary location

Achieve

* Designing a volunteer schedule to oversee the in-person space, if applicable (one-hour shifts for volunteers)
* Continue to keep frequent inventory of the food bank space

Review

* Evaluate how many people are accessing the in-person food bank, if applicable; evaluate accessibility concerns (pandemic-related or otherwise); consult with volunteers to make sure they feel supported and safe in their roles

**Cultivating Change (responsibility of CC-SPAC)**

Plan:

* Reach out in early September (or earlier) to the Underground to discuss options for creating 6 animated educational videos for this web-series
* Design a promotions plan with the Promotions Coordinator to advertise the year-long campaign (acknowledging that we received funding from the MOC!)
* Set up EventBrite sign-up for the live workshops, set up a place on the FCC website to host the video episodes
* Determine whether live workshops will be held virtually or in-person; if in-person, rent spaces appropriate to the events (e.g., with a kitchen if cooking is involved)

Achieve:

* Promote Cultivating Change to students and the McMaster community
* Continue to liaise with community partners to make sure they feel supported and appreciated for their time in planning for/delivering talks or workshops
* Create the first 3 CC video episodes and run the first 3 workshops
* Keep track of our funds and receipts for this event to show the MOC

Review:

* Evaluate attendance at the live workshops, re-evaluate the program’s budget (were there any unanticipated costs we now have to account for?), evaluate the viewership numbers for the online videos and adjust promotions plan accordingly
* Evaluate the workload for the CC-SPAC; does it need to be shared with the other SPACs as well?
* Re-evaluate based on Winter Term’s COVID reality; can we host the rest of the workshops in-person?

**Good Food Box program (GF Coordinator)**

Plan:

* Work with the Salvation Army monthly to secure (and help pack) Good Food Boxes
* Set up EventBrite order system
* Work with the Promotions Coordinator to create a communications plan to advertise the Good Food Box program
* Work with the MSU to ensure continued partial subsidization of the GFBs for students

Achieve:

* Fulfill monthly Good Food Box orders (3 this semester) and get them delivered to students’ houses; manage the GFB funds generated and pay back the Salvation Army appropriately and promptly each month
* Continue to liaise with Salvation Army to thank them for their involvement

Review:

* Assess the number of individuals ordering GFBs, re-evaluate their price and accessibility, check in about how delivery service is going (switch to a pick-up option for second semester, if more students are near campus?)
* Collect feedback on people’s experiences with GFBs: was there appropriate variety? Was the box delivered on time? Were they satisfied with the amount of food? Is paying 12$-15$ for the box an insurmountable barrier?

**Trick or Eat**

Plan:

* Deciding what model we want to adopt for this October food drive (picking up donations from people’s houses? Implementing community donation bins?) based on COVID-19 restrictions and the comfort level of our volunteer base
* Planning to possibly re-brand this event (I find the name “Trick or Eat” to be awkward!)
* Consulting the FCC food bank space to see what items are most needed (we can ask people to donate these specific items if they have them)
* Connecting with Hamilton food banks to organize a donation to their bank if we collect more than we need during the food drive

Achieve:

* Promoting the event by putting up flyers in the neighbourhood around campus, and doing an online social media campaign
* Collecting the donations, ensuring they are not expired or damaged before incorporating them into our food bank inventory or donating them to other Hamilton food banks

Review:

* Assess number of donations: we will have succeeded if we receive more than our food bank needs!
* Assess the type of donations, to learn for the future: what items to people tend to donate? How could we have prompted them to donate differently?

**Study Snack Support (Fall Exams)**

Plan:

* Possibly rebrand this event? I have been told that the name is confusing
* Determining to what extent indoor group study spaces on campus are open by the time we reach December Exams (to decide what model this event will take: delivery of snacks, or in-person study space with snacks)
* Connecting with on-campus food services (e.g., The Grind) to ask about the possibility of donating food at the end of the day for this event

Achieve:

* Provide healthy, late-night snacks to students during exams!
* Do online sign-up if we are doing snack delivery: have a maximum number of participants, since last year they had to cap it at 75.

Review:

* Evaluate how helpful this event is going forward (in its delivery and/or in-person iteration); decide whether to change its format for the Winter semester, based on amount of in-person studying that is going on

**Community Kitchen Workshops (# of workshops will depend on CK Coordinator’s vision and availability)**

Plan:

* CK Coordinator will work with the Promotions Coordinator to design a communications strategy for the events
* Communicating with SWELL and the appropriate partners (e.g., campus food services, Hospitality) to ensure access to kitchen spaces and cooking ingredients
* Planning recipes and workshop ideas!
* Deciding on a system for sign-up for the events

Achieve:

* Promoting and carrying out the workshops!

Review:

* Assessing attendance and engagement levels, re-evaluating the difficulty and complexity of the recipes being cooked, ensuring that workshops teach a wide range of skills (cooking, food storage, reducing food waste, etc.)
* Can these sessions run in-person during Winter Term?

**Planning for future of the space (Director’s responsibility)**

* Can the FCC re-open normally in Bridges for the Winter term? (communicate with Hospitality Services, Bridges, MSU Admin)
* Planning for the 2022 move of the FCC to the Student Activity Building (acquiring a fridge, planning the space, planning to change the FCC’s Operating Policy to reflect this change)

**Re-evaluate with volunteer base** at end of term – ask for anonymous feedback on their experience with the service, consider hiring and training more volunteers if we expect to expand in-person programming in the Winter Term, check in with the AD about whether volunteer management responsibilities are doable, evaluate the success of the volunteer “Committee(s)”

## Winter Term

**Operating the food bank space, running Lockers of Love?**

Plan:

* Bridges is set to reopen in January 2022; we plan to re-open our food bank for in-person visits from the public at this point! Volunteer shifts will commence, overseen by the Assistant Director. This will involve moving supplies back from the temporary location, if we had to do that for Fall Term.
* Ensure that the space is up to health standards (check presence of pests?) before opening

Achieve:

* Continue to keep frequent inventory of the food bank space
* Promote to the public that our food bank is open in Bridges again

Review:

* Evaluate how many people are accessing the in-person food bank; evaluate accessibility concerns (pandemic-related or otherwise); consult with volunteers to make sure they feel supported and safe in their roles; compare the use of the food bank this semester to last semester

**Cultivating Change (responsibility of CC-SPAC)**

Plan:

* Book workshop spaces if sessions will be running in-person
* Make sure community workshop leaders are still comfortable/available to provide the workshops in-person, if applicable
* Plan 3 more episodes/workshops this semester

Achieve

* Promote Cultivating Change to students and the McMaster community
* Continue to liaise with community partners to make sure they feel supported and appreciated for their time in planning for/delivering talks or workshops
* Create the last 3 CC video episodes and run the last 3 workshops
* Keep track of our funds and receipts to show to the MOC

Review

* Evaluate attendance at the live workshops, re-evaluate the program’s budget (were there any unanticipated costs we now have to account for?), evaluate the viewership numbers for the online videos
* Prepare a project report for the MOC to review its success, explain how we spent their grant
* Decide whether the episodes will remain on the FCC website indefinitely or will be removed after this year
* Thank all community partners for their time and involvement

**Good Food Box program (GF Coordinator)**

Plan:

* Work with the Salvation Army monthly to secure (and help pack) Good Food Box
* Re-evaluate promotions strategy, to keep people interested in the GFB program?

Achieve:

* Fulfill monthly Good Food Box orders (3 more this semester) and get them delivered to students’ houses; manage the GFB funds generated and pay back the Salvation Army appropriately and promptly each month
* Continue to liaise with Salvation Army to thank them for their involvement

Review:

* Assess the number of individuals ordering GFBs, re-evaluate their price and accessibility, check in about how delivery service is going: prepare a transition report for next year’s GF Coordinator
* Again, collect feedback on people’s experiences with GFBs: was there appropriate variety? Was the box delivered on time? Were they satisfied with the amount of food? Is paying 12$-15$ for the box an insurmountable barrier?
* Did more people engage with GFB in first or second semester?

**Study Snack Support (Winter Exams)**

Plan:

* Determining to what extent indoor group study spaces on campus are open by the time we reach April Exams (to decide what model this event will take: delivery of snacks, or in-person study space with snacks)
* Connecting with on-campus food services (e.g., The Grind) to ask about the possibility of donating food at the end of the day for this event

Achieve:

* Provide healthy, late-night snacks to students during exams!
* Do online sign-up if we are doing snack delivery: have a maximum number of participants, since last year they had to cap it at 75.

Review:

* Evaluate how helpful this event is going forward (in its delivery and/or in-person iteration): should it remain part of the FCC’s mandate?

**Community Kitchen Workshops (# of workshops will depend on CK Coordinator’s vision and availability)**

Plan:

* Communicating with SWELL and the appropriate partners (e.g., campus food services, Hospitality) to ensure access to kitchen spaces and cooking ingredients
* Planning recipes and workshop ideas!

Achieve:

* Promoting and carrying out the workshops!

Review:

* Assessing attendance and engagement levels, re-evaluating the difficulty and complexity of the recipes being cooked, ensuring that workshops teach a wide range of skills (cooking, food storage, reducing food waste, etc.): use this information to possibly help build a transition report?

**Planning for future of the space (Director’s responsibility)**

* Planning for the 2022 move of the FCC to the Student Activity Building (acquiring a fridge, planning the space, planning to change the FCC’s Operating Policy to reflect this change)
	+ What is the timeline for this move? Will FCC volunteers be involved in the process, or just Exec members? How will our budget change given the space change?
	+ How will we promote this change to the public?

**Volunteer appreciation (end of the semester)**

Plan:

* Determine how many volunteers might be available/willing to participate in an in-person appreciation event/social
* Do a poll of the volunteers to determine what type of event they would like best
* Set aside funding for thank you gifts/gift cards

Achieve:

* Distribute thank you gifts, hold the volunteer appreciation event, send an email to thank everyone and encourage them to stay connected with the FCC

Review:

* Ask volunteers to offer suggestions for the service going forward, to give feedback on their experience volunteering with us, etc.

**Hiring next year’s Director/AD (January-March)**

Plan:

* Deciding on a hiring/transition schedule (transition in the Director gradually, like what happened with my hiring in 2021) (can we hire the AD before August 1?)
* Using Facebook, Instagram, and Twitter to promote applications (liaising with other MSU services to help with promotion)
* Reviewing JDs to determine what is important for candidates for each position
* Assembling hiring panel
* Assembling transition documents and information

Achieve:

* Reviewing resumes and cover letters, deliberating as a hiring panel, offering interviews to a few candidates, choosing interview questions
* Scheduling and executing interviews, deliberating as a hiring panel, offering positions to successful candidates

Review/next steps

* Reflecting with AD/VP Admin about how the hiring process went
* Meeting with next year’s Director on-one-one to help with transition
* Evaluating how it went with three SPACs this year (reduce it back to two next year?)

**Lockers of Love (Assistant Director)**

* Fulfill LoL orders as they come in (in the form of electronic gift cards if we cannot access the food bank space)
* Promote LoL on social media so people know it is back up and running after a brief hiatus
* Update LoL protocol on website/social media if we begin offering in-person locker drop-off services, beyond electronic gift cards
* Plan to transition this service to next year’s AD: how can we help make sure LoL runs smoothly with the switch-over of Execs?

**Valentine’s Giveaway (February)**

* Social media promotions/giveaway (of a free Good Food Box, probably, to help promote that program) – run by the Promotions Coordinator and the Good Food Coordinator in conjunction with the Director

# Finances & Equipment

## Budget Projection

Our total allocated budget from the MSU is $22025. We are projected to receive a $4240 grant from the McMaster Okanagan Committee (MOC) for our successful application for McMaster Okanagan Special Project Funding. This $4240 will be used exclusively for our advocacy project, *Cultivating Change: A Food Collective Centre Web-series,* and any leftover funds will be returned to the MOC at the end of the year. This additional funding, once received, will appear in our budget under “Sponsorship” funds.

Our budget breakdown is as follows: $100 for office supplies, $200 for telephone, $2300 for annual campaigns (excluding *Cultivating Change*, as noted above), $750 for volunteer recognition (including our volunteer appreciation event, and volunteer thank you gifts), $2300 for advertising and promotion, $1000 for reserve (food bank supplies), $14200 for wages, $1100 for benefits, and $75 for bank fees. As far as I know now, we plan to use the entirety of the budget!

## Inventory

I have just recently visited the FCC space in-person to confirm the food bank inventory; Bridges café remains closed, though. There were several expired food items, which the AD and I plan to dispose of soon. We identified several items that expire soon, too; we plan to donate or disseminate these items ASAP.

The most recent FCC inventory spreadsheet, compiled by last year’s AD, is accessible at [this link](https://mcmastersu-my.sharepoint.com/%3Ax%3A/g/personal/fcc_msu_mcmaster_ca/ERjTRULjwqJEglzbdLz9gOsB0ovrrpC39Fqbr2dwBM0pTQ?e=kW0jQ3). The current AD will be updating it soon to reflect the inventory we found when we visited. Any MSU email address has been given permission to view the spreadsheet.

## Contacts

Leigh Laidlaw, Bridges Café Chef Manager, laidlaw@mcmaster.ca

Chris Roberts, Hospitality Services Director, roberch@mcmaster.ca

Craig Macdonald, Director for Maintenance Services & Facilities Services, macdoncr@mcmaster.ca

Bridges Coordinator (unsure who this currently is): bridges@msu.mcmaster.ca

Victoria Scott, Administrative Services Coordinator, asc@msu.mcmaster.ca

Jeganiyah Jayachandran, VP Finance, vpfinance@msu.mcmaster.ca

Elise Durie, former Assistant Director, duriee@mcmaster.ca

Louise Walker, contact for campus lockers, lwalker@mcmaster.ca

# Promotions

## Service Webpage

Will need to be updated to reflect the new web-series, *Cultivating Change* (we will want to promote this prominently on our website). We will make sure the webpage also contains easy access to the Lockers of Love order form (and details on whether Lockers of Love is functioning on-campus or virtually).

## Social Media

Last year’s Director focused on growing FCC Social Media presence, and was apparently successful in nearly doubling the followers on Instagram. I hope to continue this wave of social media success! We will also use social media as a tool for updating the community on whether our services are running in-person or virtually. Finally, we can use social media to share surveys and ask questions about what partners and community members need and which of our types of services they find the most valuable; data collection either formally or informally is important to me, to make sure we are putting our efforts in a useful place!

## Merchandise & Apparel

I am looking into this, but I don’t believe we have any merchandise/swag in our current inventory or planned in our budget. We may create some FCC-themed products (stickers, for example) for volunteer appreciation at the end of the school year, but this will be planned later on in conjunction with the AD.

## Contacts

Gauri Gupta, last year’s Promotions Coordinator (Gauri Gupta on Facebook)

Dana Lahey, Program Manager at Meal Exchange, dana@mealexchange.com

Pauline Taggart, Network Administrator, PTaggart@msu.mcmaster.ca

Paula Scott, Underground Creative Director & Manager, ugmanager@msu.mcmaster.ca

Michael Wooder, Director of Marketing & Communications, comms@msu.mcmaster.ca

# Onboarding & Administration

## Hiring

### Part-Time Manager(s)

The incoming AD and I were hired using a resume and cover letter round, then interviews. Interviews for AD were synchronous, while interviews for Director were asynchronous (recorded videos). The hiring panel consisted of former FCC Exec members as well as SRA/EB members.

### Executives

The remaining Exec positions are all volunteer positions (not paid), so the hiring panel will be slightly smaller (just the AD and the Director) and the hiring process will be slightly less rigorous. The other Exec positions this year will be one Community Kitchen Coordinator, one Good Food coordinator, one Promotions Coordinator, and three Social and Political Advocacy Coordinator. The AD and Director will score resumes and cover letters according to the standard MSU hiring rubric, and we will offer interviews to the candidates who scored highest. We will select interview questions from the bank of questions for standard MSU service hiring, and we will run them by VP Admin/Administrative Services Coordinator before sending them to interview candidates. We will conduct interviews synchronously and virtually (over Zoom). We will select the most appropriate candidate(s) for each position and inform VP Admin/Administrative Services Coordinator/Executive Assistant.

### Volunteers

Since this year volunteer management will fall to the AD, she will have a significant say in the volunteer hiring process. I anticipate hiring will consist of a relatively straightforward Google Form or similar online application form that will be shared on social media and hopefully on the MSU website. We will be taking on somewhere between 20 and 40 volunteers. Volunteers will have the chance to opt into an additional FCC “Committee” when they apply (e.g., Advocacy Committee). This process will happen at the end of summer (August).

## Training

### Part-Time Manager(s)

The Assistant Director will complete her required online training modules, if she hasn’t already. I will continue to transition the AD into her role. We are currently petitioning the EB to let her begin her contract earlier than August 1; if this petition is successful, we can begin transitioning officially more easily. I will connect the incoming AD with the former AD (Elise Durie) to answer questions if needed. I will also connect her with the former Good Food Coordinator, since this role used to oversee volunteers and food bank space (responsibilities now falling to the Assistant Director, for the most part).

### Executives

Individual incoming execs will be given the contact information of their predecessors, so they can reach out with role-specific questions if they need to. Exec members will have to complete the standard A2L training modules (with some additional components for certain Execs; e.g., the CK Coordinator needs to get their Food Handler’s Certificate). Training about the service generally will happen in the 1-on-1 meetings with the Director during the summer, as well as during our first full-group meeting.

### Volunteers

We hope to give volunteers substantial anti-oppression training, especially because they may be interacting directly with food insecure individuals during the year. They will also be informal ambassadors for the FCC in online and social spaces; it is important that they are respectful and professional when speaking about the FCC and its operations.

## Year Plan

### Executives

Once we have finished hiring the remaining Exec members, I will share a copy of this year plan with them to get their feedback and ideas. For particular unknowns that I have expressed in this report (e.g., the frequency of Community Kitchen Workshops), I will work one-on-one or in small groups with Exec members to plan their programming for the year. I will then update the Year Plan as necessary, and re-share it with the Exec team for their information (and with EB, if that would be welcome)!

## Reports

I will report to EB according to the schedule provided!

# Appendix

## Full Contact List

Gauri Gupta, last year’s Promotions Coordinator (Gauri Gupta on Facebook)

Dana Lahey, Program Manager at Meal Exchange, dana@mealexchange.com

Pauline Taggart, Network Administrator, PTaggart@msu.mcmaster.ca

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Elise Durie, former Assistant Director, duriee@mcmaster.ca

Louise Walker, contact for campus lockers, lwalker@mcmaster.ca

Hannan Minhas, former FCC Director (Hannan Minhas on Facebook)

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Christina Devarapalli, VP Admin, vpadmin@msu.mcmaster.ca

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