



Taking Stock

2023

DIRECTOR OF
OPERATIONS REPORT
KIM CUMMINS



Meal kit packing for today's
in person class
Labels!
put away stacks of milk
CRATES IN FOOD STORAGE
HELP PUT AWAY DISHES Before
1pm
FRUIT & PRODUCE portioning!
DATE CHECK + ORGANIZE
DONATIONS IN FOOD STORAGE
AUGUST UPDATES
FLAVOURS OF Mura Kech in
person class this afternoon
THANKSGIVING FOOD DRIVE Sept 23
LAST WEEK OF OPEN

Our Community

What does it mean to be a member?

The Kitchen's membership model is the foundation upon which we strive to build an inclusive, collaborative, and resilient community. Whether an individual accesses services or volunteers their time, everyone becomes a member. All members agree to the **Member Code of Conduct** which outlines our collective commitment to celebrating diversity, promoting inclusion, and treating each other with care and respect. All members have voting rights at the AGM and regularly inform our programs and operations through discussion, surveys, and evaluations. The membership model demonstrates our commitment to social justice, and strives to **reduce the stigma** that often comes with accessing support services. Becoming a member means more than gaining access to support, or becoming a volunteer. Members become part of a **community where everyone is treated equally, and their voice, skills, and experience can make a difference.**

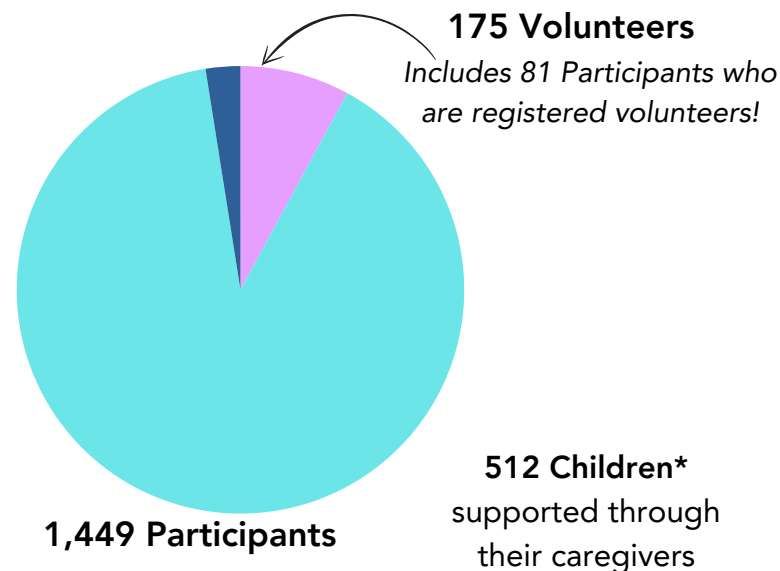


Our Program Standards

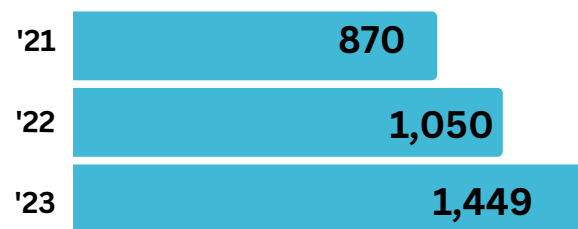
- **Good Food:** fresh & nutritious ingredients
- **Low Barrier:** no means testing or ID
- **Accommodations:** culturally relevant offerings, dietary restrictions, halal and gluten-free
- **Accessibility:** drop-in, phone orders & home delivery
- **Translation Services:** translated documents & on-call support in 6 core languages (Mandarin, Arabic, Spanish, Cantonese, Tagalog, French)

2023 Membership Breakdown

Total: 1,543*



38% participant increase in 2023



*Membership numbers do not include the number of children served.

Cook

Food Skills Programs not only increase access to nutritious, wholesome food, they also create opportunities to learn, and share our skills with others in a supportive environment. Preparing and sharing healthy meals together is central to our work. It is how we strive to bridge the social isolation that often comes with living on low income. Cooking together is how we nurture healthy relationships with our food, with our selves, with the environment, and with the community that surrounds us.

18

Food Skills Programs

3 Participant-led

2,558

Meal Servings
Prepared Together

359

Recipe Kits Shared

Flavours of Marrakech
food demonstration

Taught by Khalid



I love the online recipes by video and the meal kits I have learned how to cook different recipes from around the world and use different spices

-AB, participant

Without a functional kitchen and with Island Health regulations limiting food preparation at our facility, **we continued to innovate in 2023 as our team developed the Capital Campaign to fund the commercial kitchen.** We got creative with programming, working to center participants as experts at The kitchen. As Covid-19 protocols eased, we even found creative ways to get together in person again! We leaned into developing our participant-led cooking program model even further, **transitioning from virtual (Zoom) to an in-person food demonstration model.** These participant-led programs were the highlights of the year. In **'Sopa Azteca' with Argelia and Rosy**, we hosted our first ever in-person food demonstration that was taught live in both Spanish and English! We learned to make traditional Tortilla Soup i.e Sopa Azteca, and the session may have ended with a dance party to Buena Vista Social Club during cleanup!

**Sopa Azteca
food demonstration**

Taught by Rosy and Argelia in
both Spanish and English



My cooking skills have improved and I have more confidence cooking for my family. I have healthy meal options now. -RY, participant

In our '**Homemade Falafel with Maryana**' virtual cooking class, Maryana shared her husband Odai's favorite dinner, along with expert tips and recipes that are now on heavy rotation at The Kitchen. In '**Flavours of Marrakech**', professional chef and participant Khalid shared his mother's incredible Moroccan couscous recipe with his wife and young son proudly in attendance. **Each participant-led program in 2023 was unique and inspiring, offering invaluable insights into diverse cultures and cuisines.** Volunteer Linda Morde-Friessen and practicum students designed two budget-friendly **Dinner on a Dime** meal kits, each making three recipes and providing 16 nutritious meals for just \$25. Long-time volunteer and Kitchen Lead, **Shapna, developed 'Spice it Up!':** an in-person food demonstration program highlighting the medicinal benefits of herbs and spices, while sparking discussions on **cultural appropriation in cuisine, the impact that our food choices have on our environment, and the wonders of millet.** We distributed **359 meal kits**, with themes including Spring Buddha Bowls, Matzo Ball Soups, and Salsa Verde. Collectively, our participants prepared **2,558 healthy meals in 2023, and we did it all without a kitchen!**

Looking Forward

In 2024, we will construct our commercial kitchen, expand in-person food skills programs and launch community meals. We plan to build on the success of our participant-led programs, re-establish core program models like **Supper Clubs**, and integrate the **Farmer's Market Nutrition Coupon Program** into a Food Skills Program for elders in our community. With our growing family demographic, we also aim to **develop more Food Skills Programs for youth and families.** Once renovations are complete, the kitchen will once again be at the heart of our organization, and it will be an accessible space where we can **nourish our community, reduce social isolation, and celebrate the power of good food.**



Maryana teaching her husband, Odai's favourite falafel dinner in a virtual cooking program

Grow

Growing your own food is a delicious and rewarding act of resilience. Our Garden Programs provide tremendous amounts of fresh produce for the Pantry and Food Skills Programs, while offering hands-on learning opportunities and resources that support food growing at home. These programs help us meet our organizations fresh food needs, support local food systems, and create opportunities to reconnect with the land, while supporting our members in doing the same.



4,224 kg
9,314 lbs
Grown in our Gardens

2,312
Food Plants Distributed
with Get Growing, Victoria!

324kg
715lbs
Fruit picked
by our team

Bruce Saunders
Omnivore Acres
Garden Lead
AKA King Kale!



The Amazing
Maren Nootebos
Garden Program
Assistant



Volunteers, Anita and Judi, having fun at the Get Growing, Victoria Garden Event (May 2023).

Our Garden Programs thrive thanks to our dedicated volunteer teams and our strong partnerships with Omnivore Acres Farm and St. Luke's Cedar Hill, who generously provide their land for our growing sites. The Cedar Hill Garden (St. Luke's) celebrated its second full growing season, while Omnivore Acres marked their third year. **We extend our heartfelt thanks to our outstanding Garden leadership team:** Bruce Saunders, Sue Schaeffer, and Jim Gowans at Omnivore Acres; Maren Nootebos and Heather Parker at Cedar Hill Garden; as well as our Fruit Picking Harvest Lead, Erin Leinweber, our Assistant Volunteer Coordinator, Anita Sperrer, and our many devoted garden volunteers.



In 2023, we set yet another new harvest record, producing an impressive **9,314 pounds of fresh produce!** When cross-referencing our detailed harvest records with fair market values in B.C., we found that purchasing the equivalent variety and quality of produce **would have cost \$31,671!**

Throughout the season, our Pantry Program fridges and meal kits were filled with an abundance of fresh produce, including romaine lettuce, vibrant peppers, tomatoes, cucumbers, zucchini, fresh herbs, legumes, and winter squash. **By investing in our Garden Programs, we are investing in the power of good food** and fostering beautiful connections with our local farms and food producers, while ensuring the availability of high quality food for our members.

I learned so much from the volunteering and from attending garden events. A gardener gave me a cutting of a fruit tree from their garden and it is still blooming in my yard!

-RY, participant

Thanks to the exceptional leadership and support from our Garden Program Assistant, Maren, and our Harvest Coordinator, Erin, **we gleaned a whopping 800 lbs of carrots and 715 lbs of fruit for the Pantry Program.** For the fourth year, we partnered with the **City of Victoria's Get Growing, Victoria!** initiative, hosting two successful garden events. These events distributed **2,312 food plant** starts, containers, gently used garden tools, and a wealth of educational resources and recipes to promote home gardening. These garden events helped establish **20 new participant gardens** and supported 98 additional growing spaces with essential supplies for the season.

Looking Forward:

We plan to **host garden tours** to showcase our incredible growing sites and strengthen connections with our members and support network. We aim to **increase support for our garden teams** by hiring a Canada Summer Jobs student for the second year. Based on the 2021 Garden Program survey, we plan to grow more **culturally relevant food crops** and work to reduce barriers to volunteerism and launch **participant-led garden workshops.**



The Omnivore Acres Team and our partner in crime, farm owner, Jim Gowans (top right)

Share

Founded with dignity, choice and respect as its guiding principles, the Pantry Program offers healthy food distribution to hundreds of adults and children each month. Two services are offered: the Grocery Program and the Voucher Program (grocery gift cards). Through the Grocery Program, participants choose from a selection of fresh seasonal produce, proteins, healthy staple foods, cleaning supplies and toiletries. This self-select model accommodates cultural food preferences, diets, allergies and family sizes. Our home delivery service brings healthy food directly to our most isolated participants living with chronic illness or mobility barriers. The Voucher Program offers grocery gift cards each month for up to a year.



Food Distributed

31,893 kg

70,314 lbs

Grocery Orders

3,899

including 678 home deliveries!

Grocery Gift
Cards

1,367

\$23,680 value!

Tyler Akis
Program
Coordinator

Pantry to Plate



Swiss Chard Meatballs



Root Vegetable Pakoras

Fresh organic produce is amazing along with the amazing staff and volunteers. We absolutely love the delivery program. We feel part of community as members of the kitchen.
-mother and daughter (participants)

The surge in food costs and inflation in 2023 led to an increased demand for our food support services. In the spring, a fire at Mustard Seed introduced 100 new participants to our program, prompting a temporary pause on new registrations while we expanded our staffing capacity and secured more food. Despite these challenges, we experienced remarkable moments and tremendous support from our community. During this period, our resourceful **Pantry Program Coordinator, Tyler Akis**, successfully expanded food drive support, achieving outstanding results. **Generous, ongoing support from Gordon Head Recreation Center, St. George's Anglican Church, St. Luke's Anglican Church, and Lutheran Church of the Cross** helped throughout the year. Among the most notable holiday food drives: **BC Thanksgiving Food Drive (4,940 lbs)** and **Arbutus Global Middle School (1,914 lbs)**.

One of the most heartwarming stories of the year was Cedar Hill Middle School's month-long **Operation Snowball** food and fundraising campaign, which raised **1,917 lbs of food** and an impressive **\$5,430**. During the final campaign presentation, there wasn't a dry eye left in the room! Partnerships with **Thrifty Food Tuscany Village**, **Saint Michael's University School**, and **Waterworks Irrigation** provided invaluable support for food drive processing. In late August, the **BC Farmer's Market Association** granted us **\$15,120 in Farmers Market Nutrition Coupon Programs** to support 36 elders (55 years and older) at The Kitchen. Additionally, we published **six Pantry to Plate recipe features**, inspiring meal planning and raising community awareness about our services with nutritious and accessible recipes using Pantry Program items. Once we secured food supplies and an on-call staff support team, we lifted the temporary freeze on new registrations in November. By the end of the year, our Voucher Program waitlist reached 283 people and our participant base had increased by 38%. Thanks to Tyler's expert leadership and our hardworking Pantry Program volunteers, by the end of the year, we **registered 399 additional adults** for the Pantry Program, fulfilled **3,899 custom grocery orders** (including **678 home deliveries** -Thank you Debra Burton!), **distributed 70,314 lbs of food** and shared **\$23,680 in grocery gift cards**. To spread holiday cheer, every participant who accessed our services in December, regardless of their waitlist status on the Voucher Program, received a special \$25 grocery gift card. **Our team worked tirelessly to maintain the quality of services while increasing our capacity to serve more people amidst the tremendous need.** We are immensely grateful for the incredible community support that made these achievements possible.

Looking Forward

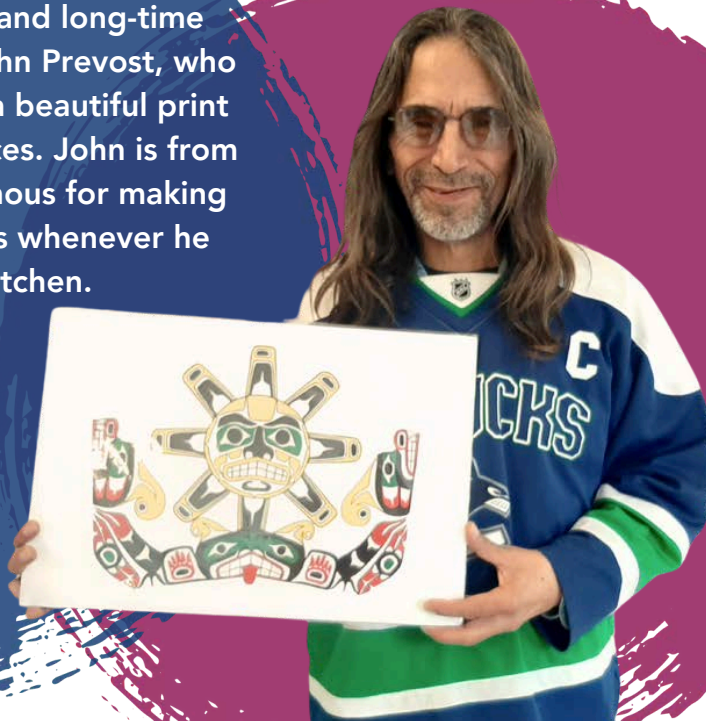
In 2024, we plan to secure additional funding and sponsorships to **increase the availability of fresh proteins, culturally relevant foods including Halal offerings, and dairy**. While renovations are underway, our team will continue to provide **consistent food distribution**, thanks to **Lutheran Church of the Cross**, who approved using their Upper Hall for The Kitchen two days a week. To further improve our services, we conducted a **Pantry Program Survey** from December 2023 to February 2024. This survey aimed to identify opportunities to restructure the Voucher Program and enhance the Grocery Program's self-select model. Participant feedback will directly inform our operations post-renovations.



Connect

At its core, food insecurity is the direct result of lack of income. Ongoing social inequity creates unequal access to income opportunities. Social support programs can't keep up with inflation, and the high cost of living results in people living on low income sacrificing essentials like healthy food and medication just to pay rent. **Our Community Engagement Program is one of our four program pillars that rarely gets the spotlight and yet, it is where some of the most challenging and impactful work occurs.** Since The Kitchen first opened in 2015, we have been a **part of a broad network that refers clients and connects people with resources** at other organizations where they can get extra help.

In 2023, we were honoured by Indigenous artist, and long-time Kitchen member, John Prevost, who gifted The Kitchen a beautiful print of one of his art pieces. John is from Alert Bay and is famous for making gorgeous drawings whenever he visits the Kitchen.



Shelbourne Community Kitchen delivers magic in so many different ways, you provide a safe haven and most of all, I've felt the positivity and love that comes from within.
-JP, participant

The Kitchen has **long-standing referral relationships** with Pacifica Housing, Phoenix Human Services, the Cridge Center, Saanich Volunteer Services, and a number of support workers. Through our **Community Resource Features**, we share information about organizations that are doing incredible work in everything from employment services, subsidized housing, legal aid and advocacy, mental health and addictions, and family resources. **Staff provide referrals** upon request, and we maintain **large resource directories** that are available on our website and in hardcopy. Through our Social Justice Hero Feature, we use The Kitchen's spotlight to highlight the important work of people in the broader community who are making a positive impact towards social justice. **2023 Social Justice Heroes included: Eddie Charlie and Kirsten Spray, Kay Martin, and Boma Brown.** We would like to thank our Camosun College and University of Victoria practicum students for their excellent work updating our resources each and every semester.

Community Resource Features 2023

- Mental Health Supports in Victoria
- Disability Across the Lifespan
- First Nations & Metis Resources
- Community Income Tax Clinics
- Orange Shirt Day
- Affordable Childcare

Financial Snapshot

Fiscal Year 2023 January 1 - December 31 [View Full Financial Statements](#)

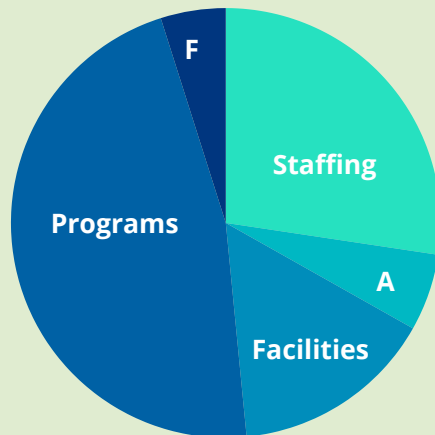
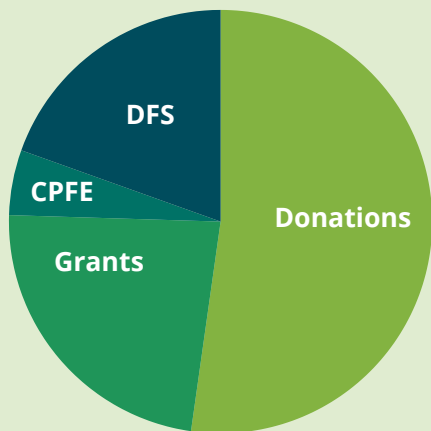


Revenue
\$640,838

Expenses
\$556,527

Food Distributed
35,561 kg / 70,314lbs

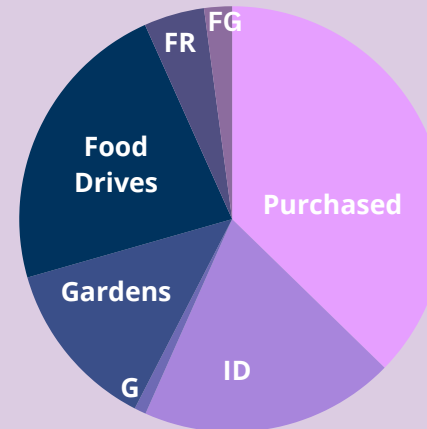
*Bring Home the Kitchen Capital Campaign not included. See next page.



52.2% Donations
23.3% Grants
19.5% Donated Food* &
Other Products (DFS)
5% Community Partners &
Fundraising Events (CPFE)

46.7% Programs
27.4% Staffing
15.3% Facilities
5.8% Administration (A)
4.9% Fundraising (F)

62% of all food distributed
was grown or donated!



37.3% Purchased
13% Gardens
22.7% Food Drives
4.6% Food Rescue (FR)
19.4% Individual Donors (ID)
2.1% Fruit/Farm Gleaning (FG)
0.9% Grow-A-Row (G)

*Value of donated food verified at \$3.52/lb by Foodbanks BC

Thank you

FOR YOUR SUPPORT

Rising food costs and inflation caused a rapid increase in demand for food support while increasing overall operational costs. Gratefully, our generous donors, grantors, and community partners were there with us every step of the way. Thanks to the awe-inspiring support of our anonymous matching donor, and everyone who gave so generously to our Donate and Double Your Impact Campaign to support our programs. For an overview of our Bring Home the Kitchen Capital Campaign, see the next page!



BRING HOME THE KITCHEN

CAPITAL CAMPAIGN \$387,000 RAISED!



Our team is truly overwhelmed with gratitude and so encouraged by the community's generous support for our "Bring Home the Kitchen" capital campaign goal and raised \$387,000 for phase 2 renovations in 2023! **We wish to share our deepest thanks to each and every one of our donors, funders, supporting local businesses, and philanthropic organizations who helped us reach our goal.** Your support is truly humbling.

While our foremost focus is on establishing a commercial kitchen, the positive impact of this project will go far beyond. This is an opportunity for us to expand and enrich our programs, to create leadership and workplace training opportunities for people accessing services, and to create new income streams that will allow us to invest in our organization's long-term sustainability.

Together, we are building our long-awaited commercial kitchen, expanding our fridge and freezer storage, conducting accessibility upgrades, and improving workshop and office spaces at the Shelbourne Community Kitchen's new home!

Scan to learn more
about our project!



Capital Campaign

Budget Breakdown

HVAC & Fire Suppression

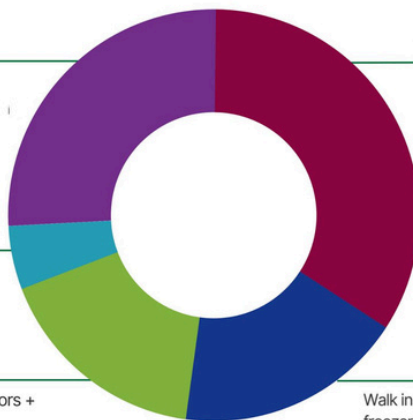
Systems authorized for a commercial kitchen.

Furnishings

Office Furniture, tables + chairs

Accessibility

Bathroom adaptations, doors + accessible kitchen island

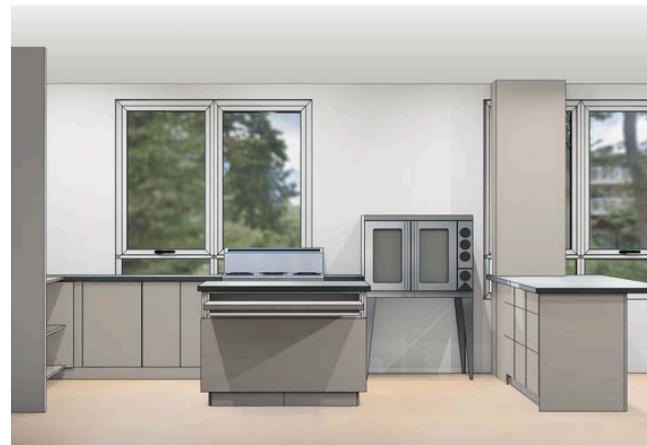


Renovations (Construction)

Construction of commercial kitchen and additional office space.

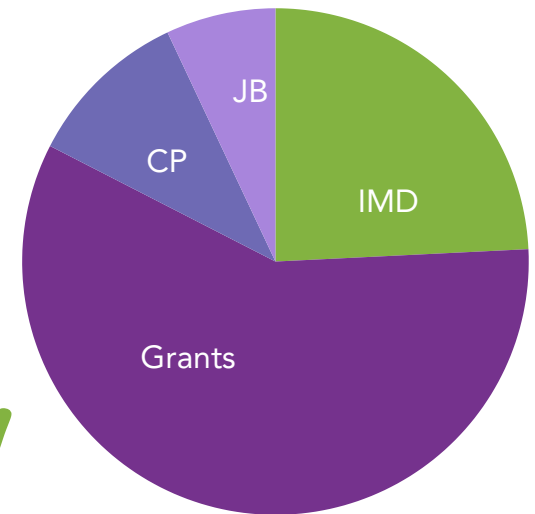
Equipment & Small Wares

Walk in fridge extension, freezer + commercial cooking equipment



Thank you!

Fundraising Success!



21.6%	Individuals & Matching Donor (IMD)
61.6%	Grants
9.8%	Community Partners (CP)
7%	Jazz Bar Benefit Concert (JB)

