



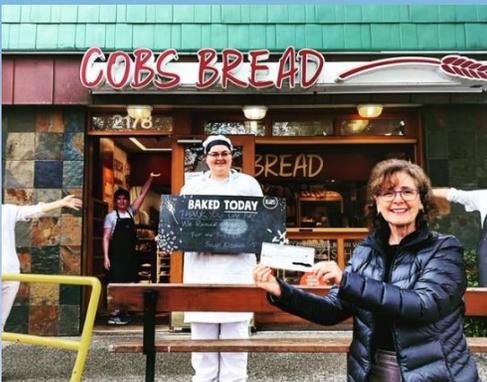
The Soup Kitchen

since 1982—the heart of the 9-10 Club

June 2021

2021 - 2023

**9-10 Club Serving Soup to Hungry
Strategic Plan**



About

The Soup Kitchen is a program of the **9-10 Club Serving Soup to the Hungry Society**. The Society is a registered non-profit, non-denominational charity. Meal services started on Friday, November 12, 1982. It is the oldest, completely volunteer-run food resource for the hungry in Victoria.

Pre-COVID

- Open Monday to Friday, by 7:00 am to 10:00 am, including all holidays (with the exception of Christmas Day).
- Menu includes a protein rich, hearty soup made fresh every day, hard-boiled eggs, bread, peanut butter and jam, fruit and sweets – along with coffee and tea.
- Safe, community-oriented haven.

During COVID

- Open Monday to Friday, by 8:00 am to 10:00 am, including all holidays.
- Meal includes the same protein rich, hearty soups, ham and cheese or roast beef sandwich, hard-boiled egg, 2 pieces of fruit and sweets – along with coffee, tea and bottled water.
- Take out bagged meal following safe protocols.

Over 100 volunteers, with the exception of a caretaker who receives a modest honorarium, staff the kitchen. During COVID, volunteers were reduced to 40. A board of directors meets monthly and oversees operations.

St. Andrew's Cathedral has been our landlord since we began – generously provides space for minimal rent.

2021 Board of Directors:

- Teri Hustins, President
- Janet Moir, Vice President
- Pat Plunkett, Treasurer
- Dorothy Parker, Secretary
- Susan Nawrocki
- Dan Hickey
- Kate Mailer
- Sheila Connelly, Operations Co-ordinator

The Society is a registered charitable organization in Canada ([Charitable Registration Number 132001553 RR0001](#)) and a registered society in British Columbia.



History

After watching two men searching for food in a restaurant dumpster, the late Murray Black and his wife Edna wondered how they could help feed the hungry. They discovered that Victoria had no organizations dedicated to feeding the hungry. Murray and Edna felt that if only one meal a day was available, it should be a hearty soup. Their search for a meal facility led them to St. Andrew's Cathedral where Monsignor Philip Hanley, the Rector, came to an agreement with Murray and Edna which allowed them to use the Cathedral basement for serving soup to the hungry.

The Soup Kitchen opened on November 12, 1982 and became a registered non-profit society on June 21, 1988.

Murray and Edna wanted their guests to feel that they belonged to something like a club, and thus the 9-10 Club Serving Soup to the Hungry was born.



Initially the Soup Kitchen was open Monday through Saturday, between 9:00 am and 10:00 am. On its first day, the Soup Kitchen served six people. The numbers increased rapidly making it necessary to extend the hours from 8:00 am to 10:00 am., but "9-10" remained a part of the name. In 1996, The Soup Kitchen closed on Saturdays as other organizations began serving breakfast on this day.

At first soup was made offsite by Murray, Edna, and a few volunteers. Occasionally the Dominion Hotel (now the Dalton) supplied soup. Recipes were developed for the Soup Kitchen, some provided by the Empress Hotel, to feed the growing numbers.

In time, with the generosity of donors, the Cathedral's basement kitchen was fitted with a professional stove and a restaurant steam kettle. By the early 1990s, the Soup Kitchen was serving well over one hundred people a day, sometimes as many as four hundred; fortunately, donations and volunteers also increased to meet the need.

Murray ran a tight ship, insisting that "if you wouldn't eat it, don't serve it". Murray always insisted that all volunteers show kindness and compassion to all the clients. One long-time volunteer remembers him bathing the feet of a homeless man to warm them because his feet were frozen.

In 1996 Hugh Saville, who volunteered with Murray and Edna, became the Soup Kitchen's co-ordinator, carrying on the traditions of quality and compassion begun by Murray and Edna. Hugh managed the Soup Kitchen until 2000, when ill health caused him to step down. Another volunteer, Frank Carlow, took over as manager and worked tirelessly for the next eight and a half years, coming in every day even on weekends when the Soup



Kitchen was closed. In 2009, when Frank retired, a group of ten “team leaders”, including Sheila Connelly, who now acts as co-ordinator, took over the running of the Soup Kitchen.

The Soup kitchen is a remarkable place. Staffed by volunteers and funded by community donations, for more than 30 years we have remained true to Murray and Edna’s vision: we serve soup to the hungry.



Mission

The Soup Kitchen feeds those in need.

After 40 years, the 9-10 Club Soup Kitchen has remained true to its founders, Murray and Edna Black.

Vision

No one in Victoria is hungry.

Key Stakeholders

- ✓ Our diners, include seniors, low-income workers, people unhoused and anyone else living at risk in Victoria.
- ✓ Our dedicated volunteers who pick up bread, cook and clean, prepare meals and then serve our guests.
- ✓ The generous individuals and businesses who donate funds to the Soup Kitchen.
- ✓ The valued businesses like COBS Bread Bakery and the Dutch Bakery who donate food supplies to the Soup Kitchen.
- ✓ St. Andrew’s Cathedral, our landlord.
- ✓ Business partners, including food suppliers, security, banking and financial investment.
- ✓ Community partners, including Our Place and the Society of St. Vincent de Paul.
- ✓ Federal, provincial and municipal governments.
- ✓ 9-10 Club Serving Soup to the Hungry Board of Directors.



Values

Our values guide how we act.

We demonstrate high Integrity.

The Soup Kitchen follows moral and ethical principles in all aspects of our operation. This includes decision making, interacting with our volunteers and serving our diners. We are honest, trustworthy, respectful, responsible and hardworking.

We serve nutritious food.

The food we serve our guests is nourishing and wholesome. We put an emphasize on protein, vegetables and fruit – which provides our diners with healthy nutrition for the day.

We perform consistently.

The Soup Kitchen is open 5 days a week, including holidays, rain, snow or shine. We continued our meal service during the pandemic, quickly adapting to ensure safe protocols.

We are a caring organization.

Our volunteers demonstrate great empathy and concern for our guests. We offer compassion, support and resource knowledge to those we serve.

We have an inclusive culture.

The Soup Kitchen celebrates diversity and is committed to a culture of inclusiveness and respect. This extends to our guests, volunteers, business and community partners.



SWOT

| Strengths | Weaknesses |
|---|--|
| ✓ Simple concept with a singular focus | ✗ Totally volunteer run, no paid staff |
| ✓ Our founders, history and core mission | ✗ Age of volunteers |
| ✓ Good reputation in community | ✗ Communication with and recognition of volunteers |
| ✓ Organization's ability to adapt quickly to change | ✗ Recruitment of new Board members |
| ✓ Volunteer managed and operated | ✗ No Board succession plan |
| ✓ Dedication and professionalism of Board of Directors | ✗ Little media presence |
| ✓ Location of the Soup Kitchen | ✗ Website and social media |
| ✓ Landlord and parish | ✗ Accessing available grants |
| ✓ Community and business partners | ✗ Reliance on large donations/bequeaths to cover expenses |
| ✓ Large bequeaths | |
| ✓ Donors - monetary | |
| ✓ Donors - in kind | |
| ✓ Donation tracking software | |
| | |
| Opportunities | Threats |
| ✓ Taking advantage of available grants | ✗ Safety of volunteers and diners |
| ✓ Increasing fundraising efforts | ✗ Concern of neighbours of Soup Kitchen clientele |
| ✓ Portfolio growth to cover budget shortfall | ✗ Cost of food and other operational expenses – cost of living |
| ✓ Increasing public profile – PR, online and social media | ✗ Insurance claims against society |
| ✓ Partnerships with other government and community agencies | ✗ Government changes and new regulations |
| ✓ 40 th anniversary of Soup Kitchen | ✗ Cathedral requires use of Soup Kitchen space for functions |
| | ✗ COVID |



2021-2023 Goals

- 1) Ensure the governing Board has a minimum of 9, and a maximum of 11, volunteer directors at all times.
- 2) Maintain on a consistent basis a volunteer base of 55 for take-out service; and 125 for dine-in service.
- 3) Through fundraising, grants and investment income generate enough funds to cover the Soup Kitchen's annual expenses.

Key Strategies

- A. Create a succession and recruitment plan to ensure the Board has the necessary number of volunteer directors and key skillsets to govern the Soup Kitchen organization.
- B. Develop a program to recruit, train and recognize volunteers to ensure the daily operation of the Soup Kitchen.
- C. Establish a fundraising plan to grow new donors and keep existing donors loyal to the Soup Kitchen.
- D. Set up a structure to capitalize on federal, provincial, municipal and community grants available to the Soup Kitchen.
- E. Ensure our investment funds are well managed and their performance is transparent to the Board.



2021-2022 Action Plan

| <u>Initiative</u> | <u>Priority</u> | <u>Lead By</u> | <u>Start Date</u> |
|--|-----------------|--|-------------------|
| 1. Attend a Volunteer Victoria succession planning workshop. | B | | |
| 2. Create a board recruitment plan to fill the empty director positions (minimum 4/maximum 6) for nomination at the 2021 Fall AGM. | A | Teri Hustins/Dan Hickey | July 2021 |
| 3. Set up a committee to recruit and train new volunteers, so we are ready to transition to a dine in-service. | A | Sheila Connelly | July 2021 |
| 4. Advertise on the thesoupkitchen.ca website for volunteers. | A | Susan Nawrocki | June 2021 |
| 5. Create a simple volunteer package, including a waiver form, to train new volunteers. | A | Susan Nawrocki | July 2021 |
| 6. Do a financial assessment of funding sources against expenses. | B | | |
| 7. Set up a fundraising schedule, with a minimum of 2 donor solicitations annually. | B | | |
| 8. Assign board ownership for grants. | B | | |
| 9. Implement a tracking mechanism to research and apply for available grants. | C | | |
| 10. Twice annually (January and July) invite our investment advisor to a Board meeting to | B | Pat Plunkett transitioning to Dan Hickey | July 2021 |
| 11. Continue to publish to the Board investment performance results. | B | Pat Plunkett transitioning to Dan Hickey | Ongoing |
| 12. Assess our accounting software to determine if a new program is needed. | C | Pat Plunkett | July 2021 |



| | | | |
|--|----------|----------------|----------------|
| 13. Design a new logo and tag line for the Soup Kitchen. | A | Susan Nawrocki | June 2021 |
| 14. Create and implement a social media plan. | C | | |
| 15. Revamp thesoupkitchen.ca website. | C | Susan Nawrocki | September 2021 |

