



# Message from the Chair

Thank you for attending the combined AGM for 2020 and 2021, together, due to restrictions driven by the COVID pandemic. Today, being more experienced with holding cyber meetings, we, as interested stakeholders of the “9-10 Club” Soup Kitchen, are meeting by ZOOM. I will be briefly recognizing the folks who have helped accomplish the mission of our non-profit society to serve the hungry that come through our door, and will share some highlights achieved during this challenging time. To organize my thoughts and share my appreciation for what has been done, I have used 3 goals statements that reflect the intention of those set out in our Strategic Plan 2021-2023.

**Goal: To have, support and maintain a volunteer team that meets our Soup Kitchen’s need.**

When I first started volunteering at The Soup Kitchen, I was blown away by this humble, quiet community group that is completely run by volunteers and the work that they did in our downtown Victoria community. I was struck by the level of commitment from the volunteers, the incredible level of organization required to coordinate these volunteers and the compassion with which all of this was executed. That was almost seven years ago, and here we are now in the fall of 2021, offering our diners a completely different kind of meal service but with the same level of commitment, organization and compassion.



In March of 2020, after consultation with and support of our landlord, St. Andrew’s Cathedral, we made the pivot from a sit-down service to a soup-to-go model. The Team Leaders put much consideration into the nutritional content of the bags and into ensuring that all who came into the Soup Kitchen were entering a safe space. Volunteer squads for food delivery were reduced in size to adhere to the quickly changing protocols. Some chose to volunteer in other roles: baking home-made goodies, chopping vegetables for our daily soups and volunteering for sandwich making crews. The delivery model may have changed, but the spirit stayed true to The Soup Kitchen’s values of offering a hearty nutritious meal with dignity and kindness. To our amazing volunteers ... thank you! Thank you! Thank you! You are the heart of our organization!

I must take a moment to also acknowledge and thank our Team Leaders whom, without their quick and resourceful thinking, we would not have been able to make this transition. Fist bump to you all! Not a single day’s meals service was missed and every precaution was put in place to keep our patrons and volunteers safe. Plus, for the first time ever in The Soup Kitchen’s history, we were open on Christmas Day. And what a fantastic experience that was!



**Goal: To generate the funds to meet our annual expenses.**

With the transition to a take-out model, came budgetary challenges. An incredible community of donors rallied behind us. Private individuals opened their wallets and gave, and continue to give, generously. Other community groups and organizations stepped up and leaned in to offer assistance. Members of our Board researched, made application for and received government grant funding. I extend a heartfelt thank you for the support, encouragement and assistance that eased so much of the financial pressure on our Soup Kitchen decision makers.

**Goal: To have a board with sufficient size and skill set to ensure good governance.**

Lastly, to my fellow Board members, I say, thank you! As a team, you rolled up your sleeves, brought your talents and creative thinking and steered this small but amazing organization, its volunteers and diners, through an incredibly challenging time, all while staying true to our core values of being an inclusive, caring and compassionate organization.

I cannot look to our future without giving thanks to those Board members and volunteers moving on to new horizons. They have given their time, their energy and their skills finding joy and purpose in helping make our organization resilient to challenges met when serving our community's vulnerable.

I am looking forward to welcoming and getting to know our new Board members, as we continue to work our way through our Strategic Plan. We will, as soon as it is deemed safe and do-able, return to our preferred sit-down family style meal delivery.

Next year, will mark the 40<sup>th</sup> anniversary of The Soup Kitchen. This milestone speaks volumes about our organization, our volunteers, and our supporters. We may be small but we are mighty in our commitment to our diners in the downtown Victoria community.



Teri Hustins  
Chair, Board of Directors  
9-10 Club Serving Soup to the Hungry



# 2021 AGM Agenda

Wednesday October 20, 2021 at 12:00 noon

Virtual via ZOOM

<https://us02web.zoom.us/j/84263008577?pwd=bDUyRlVlVZkhIRzVWLDd1dmdDenNTQT09>

ZOOM Host Susan Nawrocki

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|---|----------------|
| 1. Call to Order  | Teri Hustins   |
| 2. Confirmation of Quorum   | Teri Hustins   |
| 3. Approval of Agenda for AGM 2021                                | Teri Hustins   |
| 4. Approval of 2020 AGM Minutes (Meeting deferred until next AGM) | N/A            |
| 5. Presenting and Approval of Financial Statements                | Pat Plunkett   |
| I. 2020/2021 Consolidated Operating Statement                     |                |
| II. 2020/2021 Balance Sheet                                       |                |
| 6. Board of Directors Approval                                    | Teri Hustins   |
| 7. Bylaw Changes Approval   | Dorothy Parker |
| 8. Highlights of 2021-2023 Strategic Plan                         | Directors      |
| 9. Call to Adjourn  | Teri Hustins   |



# 2020/2021 Consolidated Operating Statement

9-10 Club Serving Soup to the Hungry  
**Consolidated Operating Statement**  
 For the Year Ending June 30, 2021  
 (With comparative figures for 2020)

<b>OPERATIONS</b>	<b>2021</b>	<b>2020</b>
<b><u>INCOME</u></b>		
Donations Received	212,211	234,925
Membership Fees	192	176
	<b>212,403</b>	<b>235,101</b>
<b><u>EXPENSES</u></b>		
Groceries	106,394	62,230
Insurance	1,984	1,703
Janitorial Services	7,256	5,808
Miscellaneous	3,738	953
Kitchen	6,568	8,541
Office	2,615	2,174
Utilities, recycling and pest control	5,309	7,118
Security	15,002	12,585
	<b>148,866</b>	<b>101,112</b>
<b><u>OPERATING SURPLUS FOR THE YEAR</u></b>	<b>63,537</b>	<b>133,989</b>
<b><u>INVESTING RESULTS</u></b>		
Investment income, net of fees	12,952	9,247
Net (loss) from sale of investments	17,022	(52,104)
	29,974	(42,857)
	93,511	91,132
EQUITY AT BEGINNING OF YEAR	522,871	431,739
EQUITY AT END OF YEAR	<b>616,382</b>	<b>522,871</b>



# 2020/2021 Balance Sheet

9-10 Club Serving Soup to the Hungry  
**Balance Sheet**  
June 30, 2021  
(With comparative figures for 2020)

## ASSETS

	2021	2020
Cash	29,660	16,123
Investments (Market Value \$670,542; 2020 \$530,649)	586,748	506,748
	<u>616,382</u>	<u>522,871</u>

## EQUITY

	<u>616,382</u>	<u>522,871</u>
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# Nomination of Board of Directors

## New Voting Directors

To serve a 2-year term as per bylaw 5.7:

### **Alexandra Banford**

*Chief Negotiator, Ministry of Indigenous Relations and Reconciliation*

A proven professional with 10 plus years in complex, high profile negotiations with extensive experience in public relations, interjurisdictional partnerships and stakeholder engagement. Confident mediator, managing conflict and crises with diplomacy and tactical judgement.

### **Stephanie Hartwig**

*Property and Development Director at Hartwig Industries*

A leader in property management for commercial rental spaces and owner of Lore General Store. Skilled in event and program development, social media and marketing. A community volunteer and advocate.

### **Keith Hutchinson**

A retired Inspector previously in charge of Special Projects for Vancouver Police Department. Has investigated major frauds, public corruption, identity theft, money laundering and business theft and liaised with various community interest groups. An active board and community member on Galiano before moving to Victoria.

### **Gordon MacNeil**

A senior international public servant with over 45 years' experience focusing on technical assistance and research & development, mainly in developing countries and with public funding. His background includes not only technical expertise, governance, and senior management responsibility, but also negotiating and collaboration skills.



## **New Advisory Director**

To serve a 1-year term as per bylaw 5.11:

### **Laurel Nash**

*Assistant Deputy Minister, Environmental Protection Division at Ministry of Environment and Climate Change Strategy*

Responsible for provincial strategies, legislative and regulatory processes to protect human health and the environment. A strong collaborator with proven ability to develop and lead high performing teams, to encourage innovation and achieve results, in a constantly changing environment.

## **Continuing to Serve on the Board**

Sheila Connelly  
Daniel Hickey  
Teri Hustins  
Janet Moir  
Susan Nawrocki

## **Retiring from the Board**

Kate Mailer  
Dorothy Parker  
Pat Plunkett

**Note:** Pat Plunkett will continue to be responsible for accounting activities for the 9-10 Club Serving Soup to the Hungry supporting the Treasurer position on the Board.





# Bylaw Changes

- 1) A special resolution was presented to the Board and passed unanimously (allowed by bylaws 2.6.3 and 2.6.4):

Due to postponement of 2020 AGM and the impact of COVID restrictions, the waiting period and dues for membership in the 9-10 Club Serving Soup to the Hungry Society be waived so that all volunteers and other past members for 2020 be deemed members in good standing until the end of AGM 2021 - making them eligible to vote at the 2021 AGM.

- 2) Two amendments to be presented at AGM 2021 for approval by Society membership who are present:

**2.5.2 Be it resolved that:**

Annual dues for Society membership will be set at \$2. Subsequent annual dues will be recommended by the Board at each AGM for approval.

**2.8.2a Be it resolved that:**

Current contact information given by applicants for membership or renewal of membership will include full name, postal address and/or (preferred) email address. Applicants for membership or renewal will confirm acceptance of email notification for meetings or be responsible for reading posted notification of same at the Soup Kitchen.



# 2021-2023 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 <sup>th</sup> 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>B</b>		
2. Create a board recruitment plan to fill the empty director positions (minimum 4/maximum 6) for nomination at the 2021 Fall AGM.	<b>A</b>	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.	<b>A</b>	Sheila Connelly	July 2021
4. Advertise on the thesoupkitchen.ca website for volunteers.	<b>A</b>	Susan Nawrocki	June 2021
5. Create a simple volunteer package, including a waiver form, to train new volunteers.	<b>A</b>	Susan Nawrocki	July 2021
6. Do a financial assessment of funding sources against expenses.	<b>B</b>		
7. Set up a fundraising schedule, with a minimum of 2 donor solicitations annually.	<b>B</b>		
8. Assign board ownership for grants.	<b>B</b>		
9. Implement a tracking mechanism to research and apply for available grants.	<b>C</b>		
10. Twice annually (January and July) invite our investment advisor to a Board meeting to	<b>B</b>	Pat Plunkett transitioning to Dan Hickey	July 2021
11. Continue to publish to the Board investment performance results.	<b>B</b>	Pat Plunkett transitioning to Dan Hickey	Ongoing
12. Assess our accounting software to determine if a new program is needed.	<b>C</b>	Pat Plunkett	July 2021





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

