



HIVE CAFÉ
SOLIDARITY
CO-OPERATIVE

Annual General Meeting

2016 | 2017

AGENDA

1. Opening remarks (5)
2. Guidelines to vote (motions) (5)
3. Approval of Roles (5)
 - a. Chair and Secretary
 - b. Elections Officers
4. Approval of agenda (5)
5. Approval of 2016 SGM & AGM minutes (5)
6. Present Annual Report (30)
 - a. Cafe
 - i. Worker members
 - ii. Art Gallery
 - iii. Growing Committee
 - b. Kitchen & Catering
 - i. FoodCom
 - c. Free Lunch
 - d. Events
 - e. Board of Directors
 - i. Board Committees
 1. Marketing & Engagement
 2. Human Resources
 3. Governance
 4. FinCom
7. - SNACK BREAK - (10)
8. Approval of Reviewer (3)
9. Review of Financial Report (15)
10. Review of Budget (5)
11. By-laws (10)
12. Elections (20)
 - a. BoD expectation and requirements
 - b. Candidate presentations
 - c. Vote tallying
13. Volunteer appreciation (10)
14. Community Announcements (10)
15. Adjournment (3)

ANNUAL GENERAL REPORT

Cafe Report

Our membership is constantly growing, at the end of our last financial year we had 4,112 user members up from 3,555 in 2016, 28 worker-members (27 in 2016) and 3 support members (the same as in 2016).

Since September 2015 we have actively worked to increase the efficiency at both cafe locations. This has been done in various ways including, reduction of line waits by introducing a minimum debit purchase amount of \$5, increasing the number of people on the floor during peak periods, and streamlining the menu. Over the course of this past year we have continued to solidify and provide consistent affordable food to our members. On our menu, we now have many consistent affordable items such as our: burritos, grilled cheese combo, chili and vege pate sandwich.

This year we also started making our teas of the day with herbs purchased from city farm school. We have continued selling Kiju organic juices, Bec Cola, however we did change our kombucha supplier to Luxia a local family owned producer here on the island of Montreal. This decision was made after Rise changed distributors to Multi Plus DM earlier this year.

One major project the Cafe took on in collaboration with a student and user member of the cafe was the implementation of the Solidarity Food Program. The Solidarity Food Program is a pay it forward program, in which community members can pre-buy selected items which are then put up on our board and members of the community who cannot in the moment afford a meal, there is a selection of pre-bought items on the wall. While the program was slow to take off, it has become a great success and provided many members with access to food. Over the course of this coming year we will track the use of this program.

LOYOLA - The Loyola Cafe is much quieter. We had a great team working to ensure the day to day operations of the cafe ran smoothly. In order to reduce waste we often have "Friday Specials". Since September we have reduced our Friday hours and are now open from 9am - 2pm, while the rest of the week we remain open from 8:30am - 4:30pm.

MEZZ - The Mezz location is constantly abuzz with students and community members alike. We have a much larger team at the mezz location, which is where approximately 75% of our sales are made.

SUMMER TRIAL PERIOD - This year, the Hive Cafe maintained opening hours at our downtown location for the first time during the first summer semester (May and June). While the hours were limited, and our selection of products reduced from regular year options, this trial was a huge success! The sales made during this period justified the opening. Moving into the next year, we hope to be open for the first summer months again, to offer our membership our services for as long as possible.

Art Gallery Committee

This year the Art Gallery committee put on two exhibitions. One that was *nature/city* and the second that is *Resist!* We also put on a screen printing workshop.

We had hopes to put on other workshops and a gallery show but time did not permit. There are hopes to put on future art shows and do workshops (such as herbal remedy workshop by Monica and so on).

Growing Committee

Growing Committee was not as active as we had hoped to be this year. However, herb seedlings were bought at the May seedling sale at the Concordia Greenhouse and will be grown over the summer both on the terrace and in the windows. Our hope is that by the fall we will be able to make our own tea mixes with our herbs.

We had also planned on starting a mushroom growing project, but since a separate group started a similar project at Loyola we have joined forces with them. If this group does not continue to function next school year, we will revisit the idea of starting our own mushroom project.

Kitchen and Catering Report

The cafe kitchen experienced pivotal moves throughout the 2016-17 year. Firstly, Our kitchen has taken the temporary residence at the Perform Center Metabolic Space to begin the construction phase of the 7th floor kitchen for the 2018-19 year. The move required a revision of our delivery process, and more management on the cafe floor for food consistency and quality. We also have a new coordinator which had changed over the winter break. The kitchen has updated a few menu items to be more accessible to user members and work better with our seasonal produce. As well, creating weekly soup and salad specials that coincide with our available inventory, allowing for more variety and improving waste management.

One of our goals this year is to review our suppliers to continually ensure we are fulfilling the guidelines set out in our Procurement Policy. It is in our best interest to provide premium, yet accessible food products as well as to retain our mandate of 70 % sustainable food sources, so re-evaluation is an important ongoing process.

This year we have been accepted by Hospitality on their approved caterers list. We have received lots of positive encouragement to expand catering and are developing a clear action plan towards streamlining our catering for the long term.

Food Committee

The Food Committee recently resumed as of March of this year with 2 worker members, 2 support members and 2 user members. Discussions surrounding procurement policy and farmer/producer solidarity for re-evaluating our suppliers has been the current agenda.

A project to create Purchase Agreements between the Hive and local organic producers that we purchase from has been put into works. The arrangement, inspired by the idea of a CSA farm share, consists of contracting our local suppliers with advance orders of produce (based on previous years quantity records) and advanced payment in exchange for priority and assurance of stock as well as preferred pricing. As of now, we are in the testing phase with two farms; Ferme des Arpents Roses and Jardins de la Resistance. These agreements are in testing phase essentially to see if the arrangement is mutually beneficial as well as provide educational aspects to promote to our user members.

Free Lunch Report

The Hive Free Lunch Program has witnessed a 15% increase in comparison to the 2015/16 school year, serving an average of 265 people per day, with a total of 38,136 meals served in 122 school days. Our highest number of people served in one day was 481, with a total of 508 servings served. We have spent just \$0.73 on ingredients per person per day, and just \$0.62 on ingredients per serving.

On average 9 volunteers contributed to making lunch possible everyday. They helped with prep, cooking, serving, cleaning up after lunch, and fostering a positive community atmosphere. We celebrated their accomplishments at two volunteer appreciation parties, one at the end of each semester, with approximately 34 volunteers in attendance at each appreciation party. Since 2015, we have worked with a stage from Riverdale High School's CFER program, whose aim is to prepare high school students for the work force. They have continued to save us countless hours of chopping and helped mitigate our labour cost this year, while honing their focus and developing practical, transferable skills.

We plan our menu around making the lunches as accessible as possible to the largest number of students. In order to accommodate common dietary restrictions, all of our food is vegan and nut free, and we provide a wheat-free option for every meal.

In the 2016 ASFA referendum, a Fee Levy passed approving the Free Lunch Program for \$0.10 per credit from ASFA students. This has allowed for us to maintain two full time coordinators, which has allowed for shared responsibility, horizontal structure, greater accountability, and reduced stress on the workers and volunteers. With this extra funding, we were also able to purchase the kitchen equipment necessary to make the best use possible out of the space, and keep up with the growth we've seen in this past year.

Once again, we have partnered with City Farm School on Loyola Campus, purchasing some organic produce when our budget allowed us to and growing garlic at City Farm School. We also provide access to the Free Lunch Kitchen during the summer for them to use for workshops and food transformation.

We are ending this year with a surplus of \$5,184.27. This surplus will allow the Free Lunch Program to potentially purchase a vehicle to be able to pick up free produce from Moisson Montreal starting in the Fall of 2017, and to be able to make purchases at Aubut with ease. This surplus will allow us to move towards Moisson Montreal as our main provider of produce.

Please see the “Statement of Account - Hive Free Lunch Program” attached for a Financial Breakdown.

Events Report

This was a very productive and lucrative year for events, both at the Loyola and Mezz locations. We had a total of 22 events at Loyola from September to April, with an expected 7 more events in May. The Mezz location held a total of 21 successful events, and there are 2 currently booked for May.

Internal Events - There was a total of 36 student events held at the Hive this year, meaning we are continuing to fill our mandate and the needs of student groups and associations by creating accessible spaces. There were no incidents this year regarding alcohol related issues, fights, or safety. A few groups did not leave the kitchen or bar area clean and were charged a small deposit to cover custodial costs.

External Events - This year we had a total of 16 external events, more than tripling the previous year, which only hosted a total of 5 events. We have made a serious effort to up the marketing of the space, mainly using a service called eventective, where many external clients have found us. We have also had great feedback that word of mouth is spreading about our cafes being great places to hold events.

Cancellations - This year our number of cancellations decreased drastically, from 13 the previous year, to 5 this year. We believe this is largely due to new implementation of a cancellation fee that is charged if the University has already approved the event and the client chooses to cancel. This has made for a smoother event booking process, as has insured that we cover administration costs that go into setting up the event.

Training - In the fall we struggled to find a time to do our mandatory SSP training with the Dean of Students (DoS) for barista's to be able to be event supervisors. In February it was discussed that the Hive Cafe should create its own training for event supervisors, in part to diminish the need of finding a time with the DoS, but also to give a much more in depth view of events, as the DoS training largely focuses on alcohol. We successfully held two internal training session, as well as one SSP training session. The reason for continuing with helping to organize barista SSP training sessions was to give worker members opportunities to supervise events, as well as bartend events. The Events Coordinator has been working with the DoS to get our SSP worker members on a list that can be distributed to other associations and venues if

clients need SSP servers, which enables our worker members to make supplemental income if needed. New policy will reflect many of these changes for this coming year.

All in all, events were more successful, more frequent, smoother, had better trained supervisors and were a lot more fun! It was a great year.

Financial Report

This was a busy and important year for the Hive financially. Starting the fiscal year (May 2016) with a pretty significant operating deficit, a team of dedicated Board members, along with the Finance/Administrative Coordinator, and support from the CSU, developed a Fiscal Development Plan over the summer of 2016. This consisted of re-structuring the organization, including but not limited to financial, costing, and labour analysis. This difficult process envisioned the Hive as a self-sustaining organization; without significant changes, the numbers predicted that the Hive would close within 3 months of re-opening in September 2016. The [Fiscal Development Plan](#) was approved by the Board of Directors in July 2016.

The operating year of 2016-7 was, financially speaking, a great success. The Hive finished the fiscal year with a surplus of around \$70,000, corresponding to grants received throughout the year. This was the first year of operating that the revenues generated by the operations of the Hive covered expenses; without grants, the Hive ran a break even budget. Wahoo!

The fiscal year saw the introduction of bookkeeping responsibilities into the job description of the Finance/Administrative Coordinator. This in-sourcing of accounting proved to be an important decision in the Hive team and Board of Directors having access to consistent and accurate financial statements. This enabled financial tracking and improved financial management.

This year, the Hive was the recipient of numerous grants. The Hive would like to thank the following organizations and their membership for their continued support of the Hive:

- Concordia Student Union, in the form of the final disbursement of the Hive start -up grant, approved in 2015, as well as grant funding provided to the Hive Free Lunch
- The Graduate Students Association (GSA), in the form of a fee levy paid by GSA membership
- The Arts and Sciences Federation Association (ASFA), in the form of a fee levy paid by ASFA students, to support the Hive Free Lunch

Financial oversight was a major development within the Hive this year. The Finance/Administrative Coordinator worked closely with FinComm, including the coordination of a financial training for FinComm members. A Board Treasurer, Andrew Alford, was elected, and the passwords and log in information for the bank and accounting software was shared with Andrew. Consistent processes were created and respected to maintain accurate accounting records, and were shared with Fincomm.

As well, there is currently a re-vamping of existing Hive Financial policy in the works, to ensure accurate and consistent oversight.

Please find the Draft Financial statements for 2016/7 attached the [end of this Report](#).

Board Report

The Hive has a very active board always working diligently in the background to support the organization, including policy development, overseeing the financials, and aiding with marketing. This is the place where all stakeholders -- workers, users, and supporters -- of the organization are horizontally represented. This year the BOD had less turnover than the previous year, making the decision making process much easier. The BOD has focused a lot over the past year on communication, and partook in a COCO run communication training. We are working hard to become better at meeting the needs of both worker and user members while still following due process. We have been happy to see the financial position of The Hive improve thanks to the hard work of *many* members. We feel that the BOD has been particularly productive this year and that it stands on a solid footing. We hope in the coming year the relationships between the BOD, worker members, and user members can become even stronger.

Marketing and Engagement

Marketing & engagement committee worked on solidifying the Hives look and developing engagement policies for the organization. We worked to develop a policy regarding filming the space (including stipulations that respected the voice of free lunch volunteers to not be filmed or have anyone film in the space during free lunch). We also worked on developing a policy for spokespeople of the organization including a spokesperson training that shall be given twice a year to interested folk.

Marketing & Engagement Committee consisted of a combination of board members and worker-members (Charlotte Genest [user member], Laura Mackenzie [worker member], Marcus Peters [support member] [board members] as well as Paige Hilderman, Chloe Williams & Jessica Cabana [former coordinators / user members at large])

Human Resources

The HR committee was very active this year. Comprised of board and worker members, the HR committee worked to hire two coordinators, re-work internal HR policy (including the leave of absence policy), and develop internal processes for grievances and issues within the organization. The committee re-vamped the internal evaluation process, and re-worked the contracts of a few positions.

The Human Resources committee consisted board members (Alejandra Melian-Morse [worker member], Jeremy Blinkhorn [user member], Charlotte Genest [user member], and Maidina Kadeer [user member], and Leigh Hoffman [Finance/Administrative Coordinator] .

Governance

The governance committee worked on developing policy on conflict resolution, a leave of absence policy and developing / suggesting changes to the by-laws. One major change we made was the addition of extra seats to the board that would be open to a new stakeholder group from the university community, particularly professors, to contribute to the stability on the board and open up new opportunities both for students, and the Hive as an organisation. Another minor change which we have already been doing in practice since the inception of the co-op, was the revision of the definition of user members, making it so that anyone could be a member of the cafe; not just Concordia students and staff.

In order to ensure the board and the organization are still primarily student-run, we are recommending that the Hive reserves some seats (including all worker-member seats) for Concordia students (graduate or undergraduate).

The governance committee was made up of a variety of members including user members, board members and coordinators (Charlotte Genest [worker-member] , Emily Trimble [worker-member], Ben Prunty [board member], Jessica Cabana [former coordinator and former board-member], Shylah Wolfe [former coordinator] and Chloe Williams [coordinator and former board member]).

Finance Committee

The finance committee (otherwise known as funcomm) played an instrumental role in overseeing financial operations this year. Over the year, they were trained in understanding financial documents and vocabulary, as well as a more in depth understanding of financial management and tracking as it relates to day-to-day operations.

Working closely with the finance and admin coordinator, the finance committee advises the board on financial matters. The finance committee oversaw the development of the budget for this year, and reviewed monthly financial documents to ensure oversight and accuracy in financial decisions. Further, they aided in the development of daily operations financial tracking and oversight, especially in clarifying the role of Board oversight.

The Finance committee consisted of three Board members (Andrew Alford [support member], Laura Mackenzie [worker member], Ben Prunty [user member]), and the Finance Administrative Coordinator (Leigh Hoffman).

Statement of Account - Hive Free Lunch Program**REVENUES****Grants**

Grants - CSU	43 500.00
ASFA Fee Levy Fall	13 000.00
ASFA Fee Levy Winter	9 618.50
Event Kitchen Deposits	100.00
Catered Food	734.90
Donations	1840.21
Hot Sauce to Cafe	239.00

TOTAL REVENUES **68 532.61**

EXPENSES

Food	23 600.25
Volunteer Coffee, Volunteer Parties, Stage Parking	1 527.90
Repayment to Hive Cafe (From 2015/16)	1 028.39
Equipment	745.25
Supplies	618.25
Incidentals	322.48
Transportation	313.19
Laundry	275.31
Administrative Costs	58.99

28 489.96

Payroll Expenses

Fall	17 789.64
Winter (to be adjusted when FLP finishes the rest of work this May)	17 295.16
Summer	273.53

35 358.33

TOTAL EXPENSES **63 848.34**

Surplus **5 184.26**