



Meeting the Growing Need Through Community Connections



Strategic Plan 2017 – 2020

Neighbours helping neighbours care for our community

WE JUST WANT TO SAY... **THANK YOU!**

Acknowledgments

We would like to thank all of those who participated in the annual Orangeville Food Bank Stakeholder Satisfaction Survey. Without your input we wouldn't have been able to validate the great work that has been done and that still needs to be done, as well as the many ideas for further improvement. Thank you to our Clients, Volunteers, Donors, Stakeholders and all other community partners that gave us feedback.

The Orangeville Food Bank also collected data and information from a variety of sources to help us make the right decisions for our community. We have continued to travel to many other organizations and look at many client-centric delivery models. We are very thankful to all of those people who took the time to sit down with us and dialogue about their food banks.

Finally, we would like to acknowledge the support from all the volunteers who participated in important committee work that made this an excellent strategic planning exercise for the organization. You are all very important to the resulting goals, objectives and plans and, ultimately, the success of the food bank in meeting the needs of the community.



Executive Summary: Sustainable and Resilient Growth

Meeting the growing need through community connections is the theme of our 2017-2020 Strategic Plan. We know that to achieve our vision of a community without hunger, the OFB needs to integrate with community partners and share food resources widely, thereby facilitating *Neighbours helping Neighbours care for our community*.

Our very first strategic plan was foundational in nature as we focused on organizational plans for sustainability and fixing broken links. Our teams of volunteers worked very hard over the last three years and are happy to report that the majority of the goals and objectives set in our first plan have been met and many have been exceeded as described below.

We began this year's exercise with data gathering steps including SWOT (Strengths, Weaknesses, Opportunities and Threats) brainstorming and a wide stakeholder survey that asked more specific questions than previous years, many of which will become key performance indicators for the organization going forward. We reviewed our Mission, Vision, and Values statements and renewed the Mission statement to be more reflective of the food-sharing role we play in the community.

The four pillars, Community, Fiscal, Operations and Governance (and resulting board committees) that were developed in our last strategic plan continue to hold merit today and have been slightly expanded in their mandate. We continue to focus on sustainability for the organization and look toward innovations that will meet the needs of our food share community and the neighbours we all serve.



Mission, Vision, Values – Our Compass Points



Mission, Vision and Values statements are often overlooked in an organization as the day to day trials and tribulations take over the management of scarce resources. At the Orangeville Food Bank, however, we do our best to live and breathe each of these statements every day – our compass points. We reviewed our 2014-2017 strategic plan where we had first developed our formal Vision, Mission and Values statements and decided that the Mission Statement needed an update to reflect the down to earth nature of the services we provide in the community.

Back in the day when you knew your neighbour needed help, you would do what you could to help them out. Now that we live in more complex communities, it is not always obvious when your neighbour might need help. That's where the Orangeville Food Bank as a community food hub can play an important role –both for donors and agencies who want to reach out and help their neighbour, and for those neighbours among us who could use the help.

Values are important!

OFB Values:



Strategic Goals and Objectives: The Four Pillars Renewed

Governance Sustainability and Resilience through Continuous Improvement

1. Build resilience in the critical area of succession planning with both Director recruitment and Volunteer and Staff retention.
 - a. Establish a formal communications plan for Board and Volunteer recruitment; heavily leveraging social media and connections within the business community, service clubs and faith based organizations. Year 1 2017-2018
 - b. Develop a 3-5 year Board recruitment plan focused on effective succession management, Board renewal and increased diversity. Year 2 2018-2019
2. Continue to evolve the board governance function specifically in the areas of performance evaluations (Board, Committees, Executive Director) and both Board and Volunteer development.
 - a. Utilize the Governance Centre of Excellence Board Self Assessment Tool to improve the annual evaluation process and execution vs. the Board, ED and all Committees. Year 1 2017-2018
 - b. Establish a formal Training and Development Plan to collectively build the skill sets of the Board and Volunteers. Year 2 2018-2019
3. Validate the current OFB business model, identify the “future state” and develop a critical path for food access within the OFB community.
 - a. Develop and implement a Community Food Share strategy. Year 1-3 2017-2020



Operational Sustainability and Resilience through Continuous Innovation

1. Expand OFB client services

- a. Expand and Develop Resources to Manage Volunteers – Year 1 2017-2018
 - i. Enhance and strengthen the effectiveness of the OFB website to include a portal for the volunteers, providing them with needed resources, and, to include a volunteer webpage to attract and manage volunteer intake processing.
 - ii. Create and expand on role positions to support the Volunteer Coordinator’s role and Resource volunteers.
- b. Increase OFB hours with potential weekend openings – Year 2 2018-2019

2. Expand OFB services in the community

- a. Support the development of other food programs in Dufferin County – Year 3 2019-2020
- b. Cultivate additional partners to source more fresh and perishable food –Year 1 to 3 2017-2020

3. Expand physical capacity to provide services

- a. OFB client services
 - i. Implement a Space Utilization Planning Committee to address OFB’s capacity to store food for clients / food share network and to address needed administration space with short and long term projection solutions.
 - a) Space Utilization Planning Committee by June 2018
 - b) Plan implementation by June 2019
- b. OFB Community share services
 - i. Ensure OFB has the space and the capacity to strengthen and expand services by June 2019



Growing our Community Connections

1. Strengthen partnerships
 - a. Increase Social Services Agency presence physically within OFB to better support clients – Year 1 2017-2018
 - b. Increase Corporate presence through events at OFB to better support fiscal mandate – Year 2-3 2018-2020
2. Improve Community presence and perception
 - a. Develop and implement an effective Marketing Plan including media – Year 1 2017-2018
 - b. Develop a Community Involvement Plan – integral part of the neighbourhood and community food providers – Year 2-3 2018-2020
3. Increase Donor connection
 - a. Improve donor recruitment – Year 1-3 2017-2020
 - b. Improve recognition and communication - Year 1 2017-2018



Financial Growth and Sustainability:

1. Ensure sound fiscal management
 - a. Fiscal Governance through additional policies and procedures – standard policies and procedures implemented in previous Strategic Plan – improvements to existing and new will be implemented as required throughout 2017 – 2020
 - b. Investments – ensure steady, conservative income stream from surpluses whose principal is at least one year of operating expenses (based on previous fiscal year).

2. Develop long term financial stability and resiliency
 - a. Donations
 - i. Establish and implement strategy to continuously increase monthly donations from individual donors (2017 – 2018)
 - ii. Replicate Checkout Donation model at all grocery stores in our catchment area (2017 – 2018)
 - iii. Secure annual funding from at least 2 Community Service Clubs’ on an annual rotating 3-year schedule (2017 – 2020)
 - iv. Establish and implement strategies to secure annual donation commitments from Fundraising Agencies (United Way, Community Foundations, Church groups) of at least \$10,000 per organization (2017 – 2019)
 - b. Fundraising
 - i. Organize two major fundraisers per year in two income dead zones (January – March & July – September) with increasing surplus annually (2017 – 2018)
 - ii. Secure monthly commitments from governments with social service responsibilities at a level that covers at least rent and utilities (2017 – 2020)
 - iii. Maintain existing grants and win at least one new grant per year (2017 – 2020)

