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*This document is available in
alternate formats upon request*

Acknowledgments

We would like to thank all of those who participated in the Orangeville Food Bank Survey to begin the journey of developing our Strategic Plan. Without your input we wouldn't have been able to authenticate and validate the work that needs to be done. Thank you to our Clients, Volunteers, Donors, Stakeholders and all other community members that were able to give us feedback.

We would also like to acknowledge, with deep gratitude, the support from all those who participated in committee work to help make this strategic plan a reality. You were all very instrumental in making this important plan come to life.

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 traveled throughout the county and outside of the county to other organizations. We are very thankful to all of those people who took the time to sit down with us and dialogue about their food banks.

The Orangeville Food Bank:
Caring for the Community

Executive Summary

We are becoming more than just a food bank.

Governed by the overall goal of enhancing, improving and sustaining a viable emergency food relief system within the Orangeville area we started looking at our connections and partnerships in more depth. As we already provide food literacy, and workshops that promote nutritional eating, we knew we needed to undertake a plan that would not only sustain, but evolve our food bank to continue meeting community needs. The following Strategic Plan for 2014 - 2017 was also developed as a means of identifying current areas of our systems that we experienced as "broken" links. The word "*broken*" was frequently used in our many queries and discussions as the plan began to unfold. Our clients and volunteers were the first to notice the implementation of some early changes to address those broken links in the system. We are happy to report that they are feeling heard and appreciative of our efforts.

We reviewed and researched the recommendations and suggestions thoroughly. After many draft versions of our plan the final strategic plan for 2014 – 2017 reveals deep commitment, excitement and long term planning to sustain and drive our food bank forward into the 21st century. Four pillars were developed to establish our foundation for supporting our growth

through effective / efficient strategies and processes and through strengthening our partnerships. The four Pillars are: Community, Fiscal, Operations and Governance.

Introduction

Background

The Orangeville Food Bank (OFB) began over 20 years ago when a group of people saw a need within our community. When our doors first opened in June 1992, our main focus was to provide emergency food relief for members of our community, helping to ensure that the children of our community had enough food to learn and grow. The reasons people find themselves in need of the food bank were the same twenty years ago as they are today – loss of income, job loss, crisis, or just not being able to make ends meet.

The Orangeville Food Bank has experienced as many ups and downs over the years as our clients. Nearly having to close our doors on more than one occasion, the generous community in which we operate has been instrumental in our survival. Without our community of both donors and volunteers the Orangeville Food Bank would not exist.

When first established, like many other food banks across the country, it was felt that the need would be only temporary. More than twenty years later we do not see that need diminishing any time soon. With this in mind the Orangeville Food Bank decided to embark on its first ever strategic plan moving from a grassroots organization to a provider of an essential service within our community.

In mid - 2013 this journey began with a committee of volunteers both from the day to day operations and the board. It has been a long and enlightening road involving volunteers, clients, donors and community partners. Together we have developed a vision that will help ensure the long term viability of the Orangeville Food Bank. This strategic plan is not meant to be a comprehensive how- to document, it is meant to be a roadmap to help guide us to where we want to go. It will be ever evolving as we continue our path but it has been developed to help solidify our existence within the community not as another food bank but as a provider of services essential to those in need within our community.

The Survey

We began by asking our community four simple questions:

1. What are we doing that you want to keep?
2. What are we doing that you feel that we should stop?
3. What are we doing now that could be changed?
4. What would you like to see added?

The results were an eye opener for all involved. It was found that we have an amazing set of volunteers, an appreciative client base and a community wanting more. Our clients were very thankful for the service we provide and had many great suggestions, some of which we have

already implemented. Our community felt we offered an essential service but also said we lacked a face – they were unsure as to what exactly we do.

Some of the highlights are outlined below with a more detailed listing included in Appendix A:

Keep

- Continue to provide the very good food service to those in need in a local location and in a respectful and caring environment.
- Keep the Kids' Zone, fresh fruits and vegetables, meats, the handing out of recipes, and education through food workshops.

Stop

- Waiting time (slow, long lines)
- Expired best before dates

Change

- Open more hours and/or days during the week.
- More communication (recipes, programs, statistics, general information, donors' process)

Add/Start

- Education: recipes, healthy foods
- Choice: fair, dignity, respect, select own foods, clients volunteering

Vision, Mission and Values

Since inception, our mission was: *to relieve hunger and malnutrition suffered by the residents of Orangeville and surrounding area.* In order to move from a grassroots organization to a provider of an essential service a new mission, vision and values were developed that compliment not only what we already stand for but also where we are headed.

Vision

A community without hunger

Mission

Working with our community to reduce hunger while preserving dignity

Values

We believe in treating all with respect and dignity

We believe in being responsible to our generous community

We believe that teamwork drives excellent community service

We believe in healthy and safe practices

We believe in supporting and educating our clients and community

The Four Pillars

After examining the survey results and developing our new vision, mission and values, focus shifted to goals and objectives. The amount of work to be completed seemed insurmountable; however the committee persevered and grouped things into four main categories, or what we have termed pillars: Community, Fiscal, Governance and Operations.

Community Pillar

Without the community we live in the OFB would not exist. It is the generosity of our community that helps keep us operating. It is important that we develop and strengthen our existing and potential partners in order to ensure our long term viability. Our goals, outcomes and objectives are outlined below:

Goal:	Develop a Communication Plan/Strategy	
Desired Outcome:	The Orangeville Food Bank have a strategy in place to support effective communication with its volunteers, clients and community at large	
Objectives:		Completed by
1.	Establish a communications committee	December 2014
2.	Determine needs for internal and external communications from perspective of volunteers, clients and community at large	December 2014
3.	Determine the best methods to communicate with each audience on an ongoing basis	June 2015
4.	Create communication guidelines and messaging to address food bank communications	June 2015

Goal:	Define Advocacy Role	
Desired Outcome:	Decide whether OFB wishes to be an advocate and if so in what way	
Objectives:		Completed by
1.	Review role of food bank in advocacy for the clients it serves	June 2016

Goal:	Create an Inventory of Partnerships	
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Desired Outcome:	The Orangeville Food Bank to know what partnerships exist and what partnerships can be developed to best meet the needs of clients	
Objectives:		Completed by
1.	Conduct a situational analysis to identify existing partnerships and areas where partnerships can be developed	December 2014
2.	Categorize partnerships by type of relationship with the food bank – food in and food out , \$ in and \$ out, services	December 2014
3.	Determine how and what supports and services are available in our community that address the concerns experienced by many of our clients	June 2015

Goal:	Strengthen Partnerships	
Desired Outcome:	The Orangeville Food Bank to be aware of community supports and services available that can be shared with our clients as needed.	
Objectives:		Completed by
1.	Engage with existing partners and future partners in our region	June 2015
2.	Establish donor recognition process	June 2015
3.	Establish processes to connect food bank clients to supports and services they may need Establish donor recognition process	June 2016

Goal:	Develop a Program/Education Evaluation Process	
Desired Outcome:	The Orangeville Food Bank will be involved in programs and education that meet the needs of the clients	
Objectives:		Completed by
1.	Conduct needs analysis to determine what types of programs and education clients need	December 2014

2.	Create list of criteria to determine what programs the food bank will participate in	June 2015
3.	Develop and partner with services to provide programs based on need	June 2016

Goal:	Develop a Marketing Plan	
Desired Outcome:	Increase community awareness and support of OFB	
Objectives:		Completed by
1.	Define the financial, product and service needs of the OFB	June 2015
2.	Communicate who we are, what we do and where we are going	June 2015
3.	Develop a plan to target specific people/organizations to help meet our ongoing needs	June 2016

Fiscal Pillar

The OFB relies solely on our community for its survival; it was not until recently that the OFB began actively seeking grants. The OFB believes in increasing accountability and transparency.

Goal:	Development of operational financial policies and procedures	
Desired Outcome:	Build a foundation to ensure fiscal responsibility and accountability, keeping in mind segregation of duties where possible	
Objectives:		Completed by
1.	Develop policies to govern the management of monies received	December 2014
2.	Develop petty cash procedures	December 2014

3.	Develop procedures related to the use of gift cards	December 2014
4.	Establish clear guidelines as to when tax receipts can be issued	December 2014
5.	Develop policies and procedures regarding the outflow of monies	June 2015

Goal:	Regular financial reporting	
Desired Outcome:	Promote a culture of accountability / transparency for board, clients, volunteers, partnering agencies and existing and potential donors	
Objectives:		Completed by
1.	Determine what level of detail each stakeholder requires and when	December 2014
2.	Develop a template for regular financial reporting	December 2014
3.	Implement use of financial software to assist in making reporting easier	December 2014

Goal:	Develop a budget process	
Desired Outcome:	Provide a better understanding of cost of running OFB and know how much money is required to keep it operating	
Objectives:		Completed by
1.	Assign line items of budget to key individuals and develop a process to hold them accountable for how money will be spent	December 2014
2.	Develop a three year budget to determine fundraising goals	June 2015
3.	Develop process for assessing financial impact of new programs (short term and long term impact)	June 2015
4.	Develop long term financial plan to align with the strategic direction of the OFB to ensure the necessary resources are in place to provide our services	June 2016

Goal:	Manage existing and potential revenue sources	
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Desired Outcome:	Ensure the long term financial success of the OFB	
Objectives:		Completed by
1.	Establish revenue committee to manage the revenue generating activities conducted and supported by the OFB	December 2014
2.	Develop a database of potential revenue sources including timeframes	June 2015
3.	Develop guidelines as to what type of fundraising activities the OFB will support	June 2015

Operations Pillar

Caring for our community and the clients within it depends on how effective we deliver our services. Are those services being delivered with a focus on dignity and health? Have those services taken advantage of the programs being offered through our membership with OAFB (Ontario Association Food Bank) or other programs offered in our broader community? As such, the Operations Pillar acts as the foundation of our day to day activities.

Goal:	Effective and efficient goods and materials management	
Desired Outcome:	All programs offered by OFB will be in compliance with Public Health and Government Food Inspection agencies	
Objectives:		Completed by
1.	Develop a partnership with Public Health to assist with the design and implementation of program	December 2014
2.	Develop and promote safe food handling policies and procedures in compliance with Public Health and Food Banks Canada to ensure the food and products people receive from OFB are safe to consume	June 2015
3.	Develop a product services handbook	June 2015
4.	Develop training and maintenance program related to food handling and safety practices	June 2016

Goal:	Warehouse Management Plan	
Desired Outcome:	OFB to run an efficient and effective warehouse process	
Objectives:		Completed by
1.	Develop policies and procedures related to warehouse management	June 2015
2.	Develop a warehouse management plan	June 2015

Goal:	Volunteer Management Plan	
Desired Outcome:	For OFB to maintain the highest standards of operation in a safe environment	
Objectives:		Completed by
1.	Create a position description for all volunteer positions	June 2015
2.	Create a Volunteer Management Manual	June 2015
3.	Create an orientation and training process for all positions	June 2016

Goal:	Develop a health and safety plan, program, procedures and guidelines including emergency preparedness and evacuation procedures	
Desired Outcome:	OFB has an efficient and effective health and safety plan, strategies and policies supporting a safe and healthy environment for all those in OFBs care	
Objectives:		Completed by
1.	Establish a Health & Safety committee	December 2014
2.	Develop H & S policies, procedures and program with the assistance of an outside source specializing in H&S legislation	June 2015
3.	Develop Emergency Preparedness and Evacuation Plans in consultation with local authorities	June 2015

4.	Train all volunteers in H&S and Emergency Preparedness, and educate clients, visitors etc. through appropriate communication tools	June 2016
5.	Annual review of all plans, policies and procedures	June 2016

Goal:	Effective and efficient client services delivery model	
Desired Outcome:	Development and implementation of an effective and relevant client in-take and service delivery process that reflects our values	
Objectives:		Completed by
1.	Review effectiveness and efficiency of: hours of operations for servicing clients, volunteer and warehouse hours, effectiveness of the client intake process and determine changes to be made	December 2014
2.	Implement best days and hours of operation	June 2015
3.	Develop a client services handbook / procedure manual	June 2015
4.	Perform annual client satisfaction surveys	June 2016

Goal:	Develop a Relocation Plan	
Desired Outcome:	OFB will prepare for a smooth transition and move to a new location	
Objectives:		Completed by
1.	Conduct a needs assessment of space requirements	December 2014
2.	Examine our new locations options	December 2014
3.	Develop a plan on how to proceed with the move	June 2015

Governance Pillar

The governance pillar incorporates the corporate structure of OFB. As we move into a new chapter of our history it is important to ensure that our governance model supports our evolving direction. That we set up the tools required to ensure our long term continued commitment to our community.

Goal:	Develop and implement a plan for updating OFB's Corporate documents	
Desired Outcome:	Replace our current Resolution with an Amended Resolution or a new constitution to then implement	
Objectives:		Completed by
1.	Research our existing documents, and what is required of us to meet regulatory standards	December 2014
2.	Draft a revised/amended document	June 2015
3.	Review draft document with other committee and board before approval	June 2016
4.	Submission of revised document with relevant government agencies for formal approval	June 2016

Goal:	Develop a long term plan	
Desired Outcome:	Ensure the continued long term sustainability of OFB	
Objectives:		Completed by
1.	Develop a plan that supports our mission, vision and values securing necessary resources to maintain operations	June 2016
2.	Perform regular updates to our strategic plan ensuring the products and services offered by OFB are meeting the needs of our community	June 2017

Next Steps

Now that the plan is complete what are the next steps for the Orangeville Food Bank?

A number of committees were developed throughout this process as well as the recommendation for the development of additional sub committees. It is the expectation of the board that these various subcommittees that fall within the four pillars will be responsible for the implementation of this plan. The board will be holding them accountable through regular reporting while providing them with the support required to reach our goals.

In conducting this process there were a number of questions raised that will need to be addressed moving forward. First being the hierarchical structure of the organization including how volunteers, directors and the possibility of paid staff contribute to the organization. Second is the name *Orangeville Food Bank*, should it be changed to reflect our new direction? Third being our location. OFB recognizes the need to move to facilitate our growth. What our new location will look like, how it will impact our community and our long term vision are all questions to be addressed.

Conclusion

The development of this, our first, strategic plan has been a dynamic and vigorous process. We recognize that in our current state the plan is very ambitious but want to assure our community that these are our priorities.

We have grown to appreciate the numerous partnerships we have within this community as well as the clients whom we support by providing an essential service. Once thought to be a temporary service, food banks are evolving into centres that not only provide food, but also services that help clients improve their knowledge and comfort with all aspects of food. From recipe sharing, healthy eating workshops and community gardens there is much the Orangeville Food Bank has to offer.

With any strategic plan this will be a living and breathing document subject to change as we delve into the work that needs to be completed. Detailed work plans for some of our goals have already been developed and are in the process while others will require development. As a volunteer based organization we encourage anyone who can support us in achieving our goals to do so.

Appendix A***Survey Highlights continued from page 2******Keep***

- Continue to provide the very good food service to those in need in a local location and in a respectful and caring environment
- Keep the Kids' Zone, fresh fruits and vegetables, meats, handing out recipes, and education through food workshops
- Knows little about the food bank. Provide more information about what the food bank does - communication
- Thankful to be sharing with other food sources for the needy in the Dufferin county area – community links
- Keep the donation bins in the stores in town – community partners
- Keep the Honour – Share counter

Stop

- Not sure, don't know, all is fine
- Nothing
- Waiting time (slow, long lines)
- Expired best before dates
- More accessible hours
- More information about the food bank is needed
- A feeling of taking advantage of the system
- Encourage a respectful environment
- Not enough food given to families
- Giving away good food items

Change

- Open more hours and/or days during the week
- Change intake process (too slow)
- Increase food assistance; more food

- More communication(recipes, programs, statistics, general information, donors' process)
- Expired best before date
- Client involvement and choice; respecting dignity
- Nothing, don't know, not sure
- Doing a great job, friendly, caring, polite
- Limit the number of juice boxes handed out
- A feeling of some taking advantage of the system
- Encourage a respectful environment
- Volunteer training and education
- Need air conditioning for hot temperatures
- More fresh produce (meat, fruits, vegetables, nuts etc.)

Add/Start

- Communication: promotion, advertise, social media, raise awareness of poverty, connections with community partners, how to help, more contact history and contact information about food bank
- Open more hours and/or days during the week. Change intake process.
- Education: recipes, healthy foods
- Food Quality: nutritious, fresh, more of it(meats, fruits, veggies, milk) and less processed foods
- Choice: fair, dignity, respect, select own foods, clients volunteering
- Welcoming environment: music, coffee/tea/water, books, art in waiting room
- Knows little about food bank and programs – no comment
- Donors to give more – stronger connections
- Fundraising suggestions
- Raffle bag of food once a month / Trade- exchange table
- More food for kids, toiletries, peanut butter and more food bins in more stores

Survey results can be found at orangevillefoodbank.org

Appendix B *Strategic Plan Calendar*

Community Pillar	July – December 2014	January - June 2015	Fiscal 2015-2016	Fiscal 2016-2017
Develop a Communication Plan/Strategy				
	Establish a communications sub-committee			
	Determine communication needs			
		Determine the best methods to communicate with each audience on an ongoing basis		
		Create guidelines and messaging		
Create an Inventory of Partnerships				
	Conduct a situational analysis to identify partnerships			
	Categorize Partnerships by type of relationship			
		Determine how and what resources are available		
Strengthen Partnerships				
		Engage existing partners and future partners		
		Establish donor recognition		
			Establish processes to connect clients to services	

Community Pillar	July – December 2014	January - June 2015	Fiscal 2015-2016	Fiscal 2016-2017
Develop a Program/Education evaluation process				
	Conduct needs analysis for programs/education			
		Create list of criteria to determine programs to participate in		
			Develop and partner with services to provide programs	
Develop Marketing Plan				
		Define financial, product and service needs of the OFB		
		Communicate who we are, what we do and where we are going		
			Develop plan for specific targets to help meet our needs	
Define Advocacy Role				
			Define role of food bank regarding advocacy	

Fiscal Pillar	July – December 2014	January - June 2015	Fiscal 2015-2016	Fiscal 2016-2017
Development of operational financial policies and procedures				
	Develop policies to govern monies received			
	Petty cash procedures			
	Gift card procedures			
	Tax receipt guidelines			
		Develop policies on outflow of monies		
Develop Budget Process				
	Assign budget lines to key individuals and set out accountability			
		Develop 3 year budget to determine fundraising goals		
		Develop process for assessing financial impact of new programs		
			Develop long term financial plan to align with strategic plan	
Regular Financial Reporting				
	Determine what level of detail stakeholders require			
	Develop template for regular financial reporting			
	Implement financial software for reporting			

Fiscal Pillar	July – December 2014	January - June 2015	Fiscal 2015-2016	Fiscal 2016-2017
Manage Existing and Potential Revenue Sources				
	Establish revenue committee to manage the revenue generating activities			
		Develop database of potential revenue sources/ timeframes		
		Develop guidelines for fundraising activities		

Operations Pillar	July – December 2014	January - June 2015	Fiscal 2015-2016	Fiscal 2016-2017
Effective and Efficient Goods Management				
	Develop partnership with Public Health to assist with implementation			
		Develop and promote safe food handling policies		
		Develop a product services handbook		
			Develop training program related to food handling	
Health and Safety Plan including Emergency Preparedness				
	Establish a Health and Safety committee			
		Develop Health and Safety policies, procedures and program with outside assistance		
		Develop Emergency preparedness and evacuation plans		
			Train all volunteers in Health and Safety and Emergency Preparedness	
			Annual review of all plans, policies and procedures	

Community Pillar	July – December 2014	January - June 2015	Fiscal 2015-2016	Fiscal 2016-2017
Volunteer Management				
		Create position description for all volunteer positions		
		Create a Volunteer Management Manual		
			Create an orientation and training process for all positions	
Warehouse Management				
		Develop policies and procedures related to warehouse management		
		Develop a warehouse management plan		
Client Services Delivery Model				
	Review hours of operation, client intake process / make recommendations			
		Implement best days/hours of operation		
		Develop a client services handbook/ procedure manual		
			Perform annual client surveys	
Community Pillar	July – December 2014	January - June 2015	Fiscal 2015-2016	Fiscal 2016-2017

Develop a Relocation Plan				
	Conduct a space needs assessment			
	Examine new location options			
		Develop move plan		

Governance Pillar	July – December 2014	January - June 2015	Fiscal 2015-2016	Fiscal 2016-2017
Develop Plan for Updating Corporate Documents				
	Research our existing documents and what is required to meet regulatory standards			
		Draft revised/amended documents		
			Gain board approval – AGM	
			Submission of revised documents with government agencies	
Develop Long Term Plan for Sustainability				
			Develop plan for sustainability that supports mission, vision, values	
				Perform regular updates to our strategic plan
			Secure resources to maintain operations	