

COMMEMORATING  
**20** YEARS



of supporting those who feed our hungry  
KAWARTHA LAKES FOOD SOURCE #KLFS20YEARS

Kawartha Lakes Food Source

Strategic Plan

January 2021 – December 2023



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# Executive Summary

This Strategic Plan 2021 – 2023 was created with the intention of building upon the previous strategic plan of Kawartha Lakes Food Source (KLFS) while retaining the Mission, Values, and Strategic Directions. An environmental scan was updated by the staff to be considered for changes to the Mission, Values and Strategic Directions. The work done on the previous strategic plan has stood the test of time. There were only a few changes to the wording of the Mission and Values along with one Strategic Direction being dropped and one added. New to the strategic plan are Goals that have been matched with the Strategic Directions. From the five strategic directions, seven goals have been identified. For each of the goals, various strategies have been identified as to how that Goal will be achieved and the measures of success for each strategy.

For the next three years Kawartha Lakes Food Source’s strategic direction is to achieve the following Goals:

Ensure 100% coverage on the skill/knowledge/experience required to have an organization with capacity by December 2023
Share KLFS news and food security related information 260 times annually
In addition to the existing volunteer pool of 70, attract and retain 15 additional volunteers annually
Engage 50 community members in advocacy-based conversation annually
Increase financial donations by 10% annually
Self finance 50% of the building lease expense by December 2023
Deliver eight resilience focused programs/projects by December 2023

## Mission

Kawartha Lakes Food Source is a community effort to reduce hunger in the City of Kawartha Lakes by:

1. maintaining a central distribution centre to supply food to organizations that provide food to those in need,
2. raising public awareness, and
3. working in concert with other local not-for-profit organizations.

## Values

The work we do, product we deliver and services we provide reflect the values of our organization:

- Accountability to all stakeholders
- Effectiveness to achieve our mission statement
- Respect for those we serve
- Support where needed
- Collaboration with all
- Advocacy for positive change

## Strategic Directions

The following are the five identified directions:

1. An Organization with Capacity
2. Enhanced Strategic Communication
3. Leading Through Advocacy and Engagement
4. Maintain Financial Stability
5. Responsiveness to community and member agency needs

## Strategic Goals

With each of the Strategic Directions there is at least one goal attached. Below is a summary of the goals and how they relate to the Strategic Directions.

<b>Strategic Direction</b>	<b>Strategic Goal</b>
An Organization with Capacity	Ensure 100% coverage on the skill/knowledge/experience required to have an organization with capacity by December 2023
Enhanced Strategic Communication	Share KLFS news and food security related information 260 times annually
Leading Through Advocacy and Engagement	In addition to the existing volunteer pool of 70, attract and retain 15 additional volunteers annually
	Engage 50 community members in advocacy-based conversation annually
Maintain Financial Stability	Increase financial donations by 10% annually
	Self finance 50% of the building lease expense by December 2023
Responsiveness to community and member agency needs	Deliver eight resilience focused programs/projects by December 2023

## Environmental Scan

To help prepare for the development of goals, an outside environment scan was undertaken to help define the current conditions for KLFS. Highlights from the environmental scan are as follows:

- Largest food security organization within City of Kawartha Lakes (CKL)
- Growth seen in most aspects of the organization
- Highly engaged staff invested in supporting the community
- Professional fundraiser contracted in 2018 to create more stability for operational growth
- Lindsay Community Food Market (LCFM) – shopping style and delivery options– established by KLFS in 2019, largest member food bank in CKL
- Decrease in non-perishable reclamation/donations
- Changes in volunteer roles and tasks has been positive
- Communication/awareness through social and regular media is more intentional

## History

KLFS is planning to commemorate its 20<sup>th</sup> anniversary on March 3, 2022. This event will occur in the middle of this plan and the goals have taken this into account by ensuring KLFS's communication with our stakeholders is intentional. A brief history of how this organization has changed is as follows:

- The Kawartha Lakes Food Source (KLFS) opened its doors on March 3, 2002, after a collective of community members representing a variety of local organizations observed a sudden increase in individuals seeking food support. At that time, community members around the table agreed upon a mission of supporting those who feed our hungry. Nearly twenty years later, the organization is still doing just that.
- Doors opened on March 2, 2002 in the BGC Kawartha Lakes with one staff and a team of volunteers
- Moved to George Street location in July 2012 and to current location (Needham Street) July 2020
- Today, KLFS is the largest non-profit food distribution organization in CKL, operating as a hub to over 30 members. They procure, sort, store, and distribute food and other household essentials while also advocating for food security and educating the community on poverty through programming and community outreach. While the backbone of the organization continues to be food banking, over time they have developed and maintained innovative programs such as the Family Cooking Project, Open Gardens, Summer Outreach Lunch Program, Lindsay Community Food Market, and Community Kitchen.

## Food Bank Best Practices

KLFS and all the community partners are working towards a level of service that will meet and exceed what are known as Food Bank Best Practices. This requires feedback from all stakeholders to improve food security. A list of some of the practices is as follows:

- Clients choose from the full variety of items available at the pantry
- Clients are allowed to take as much food as they need
- Clients can receive food as often as they need it
- Open at least one evening each week as well as on the weekend
- Accepts clients by appointment or walk-in
- Provides deliveries
- Basic information is requested of guests but not required for service
- Fresh fruits, vegetables, meat and dairy products are almost always available
- Regularly networks with other agencies to collaborate on projects and share resources

## Goal Details

Ensure 100% coverage on the skill/knowledge/experience required to have an organization with capacity by December 2023

To achieve this goal, KLFS plans to deploy two different strategies. The first strategy looks to attract and retain staff and volunteers with lived experience. The second strategy is to build skills capacity in staff, volunteers, and member agencies.

The measure of success for the first strategy is to achieve 100% coverage on the skills/knowledge/experience for KLFS and ensuring inclusion statements are included in all required policies. The second strategy has three measures of success that are a) Training twice a year for each volunteer and staff, b) Progress made to achieve the 'Established' level of operations in FeedON Standard of Care Guidelines by December 2023, and c) Create a framework of social accounting or the like to measure overall impact of KLFS.

## Share KLFS news and food security related information 260 times annually

To achieve this goal, five strategies are to be deployed. They are summarized as follows:

- Optimize social media platforms posting 5 times weekly
- Meet with mayor, MPP, MP elected officials once annually
- Represent food security at community tables, committees, and task forces
- Media interviews to highlight community needs and KLFS services and programs
- Intentionally become the foremost recognized and respected authority on food security issues in the CKL region

Success for each of these strategies looks as follows:

Strategy	Success
Optimize social media platforms posting 5 times weekly	Increase number of followers by 15% annually
	Increase the number of impressions by 15% annually
	Increase the engagement rate to exceed 4% annually
Meet with mayor, MPP, MP elected officials once annually	Advocate for policy change that supports food security
Represent food security at community tables, committees, and task forces	Advocate for food security and share local, provincial, and federal information by attending at least 80% of meetings
Media interviews to highlight community needs and KLFS services and programs	Tracking of outreach Need to establish baseline
Intentionally become the foremost recognized and respected authority on food security issues in the CKL region	External measurement of people coming to KLFS and requesting comments

In addition to the existing pool of approximately 70 volunteer, attract and retrain 15 additional volunteers annually

To achieve this goal two strategies will be deployed. The first strategy will use targeted marketing campaigns with success being measured by the volunteers gained based on the qualifications KLFS is trying to attract. The second strategy is being done in conjunction with Strategic Direction #5. This strategy requires the investigation and subsequent cooperation of KLFSs Member Agency Advisory Group (MAAG) to expand the geographic radius of KLFS volunteers by way of delivery volunteers. Success for this strategy involves expanding into three communities by December 2023.

Engage 50 community members in advocacy-based conversation

To achieve this goal, KLFS will deploy a strategy of increased community awareness of food insecurity, its root causes, and recommended solutions. Success will be measured by the community engagement with each conversation or interaction.

Increase financial donations by 10% annually

To achieve this goal six strategies will be deployed. A summary of the strategies and measures of success are listed in the table below:

<b>Strategy</b>	<b>Success</b>
Private donation focus	Increase monthly donor base by 10 donors per year for the next three years
Capitalize on grant opportunities greater than \$10,000	Apply for two new grant opportunities annually
Capitalize on foundation opportunities	Apply for a minimum of 10 foundation opportunities annually
Solicit opportunities 3 <sup>rd</sup> party fundraisers	Garner 10% increase in 3 <sup>rd</sup> party funds increase per year
Strengthen fundraising events	Increase revenue from fundraising events by 13% annually
Investing strategies/options for Reserve funds	Develop and implement investment plan



### Self finance 50% of the building lease expense by December 2023

To achieve this goal, a strategy of the development of a retail food product to raise funds has been developed. Success is being measured by the annual profits generated and the number of local retail stores that support KLFS with shelf space.

### Deliver eight resilience focused programs/projects by December 2023

To achieve this goal currently seven programs/projects have been identified and are in various stages of development/renewal. A summary of the eight programs/projects and their success measures are listed in the chart below. As this is a three-year plan, room has been left intentionally empty to allow for future ideas.

<b>Program/project</b>	<b>Success</b>
Community Kitchen/Collective Kitchen (funded pilot project from January 2021 – June 2022)	Enable 300 participants to cook nutritious meals in their own home
Lindsay Community Food Market	Serve clients in shopping style food bank, delivery or hub location. Investigate and successfully have partnership agreement for two additional hub locations. Use Link2Feed data to support decision-making processes. Provide 360 referrals annually either directly or indirectly. Develop a work plan and host 10 community dinners annually.
Volunteer Program	Increase volunteer opportunities by 1,000 in 2023
Summer Outreach Lunch Program	Increase from distribution in one community to 3 additional communities by 2023
Family Cooking Project	150 participants in 2021, 180 participants in 2022, and 210 participants in 2023 while maintaining an 80% participant satisfaction level
Community Volunteer Income Tax Program	Complete 3 returns in 2021, 10 in 2022, and 20 in 2023
Emergency Food Bags	Increase the number of food bag opportunities and the number of locations/partners
Member Agency Advisory Group	Closer working relationships and mutual satisfaction