

# Revelstoke Local Food Initiative Strategic Plan

February 2020

Facilitated by Carolyn Gibson



## Vision

Revelstoke has a vibrant, resilient local food system.

## Mission

Through education, facilitation, and advocacy, we empower the community to enhance local food production and utilization.

## Goals

1. Grow the understanding of the impact of our food choices on our health, the environment and our economy.
2. Provide educational programs to collectively strengthen our food skills.
3. Increase the accessibility and production of local foods.
4. Work with community and regional organizations to facilitate and promote food initiatives.
5. Build the stability of our organization and our programs.

## Values

- We value the importance of food for our ability to thrive individually and as a community
- We value the ability and power of food to bring us together
- We value local food producers and we celebrate their efforts
- We value healthy and regenerative soils
- We value integrity and professionalism in our programs
- We value open and genuine conversations and an inclusive environment
- We value the power of community to learn and grow together
- We acknowledge that the LFI is on the learning journey too

## Goals, Objectives and Actions

### Goal 1: Grow the understanding of the impact of our food choices on our health, the environment & our economy.

Objectives:

1 a) Promote and increase knowledge through films, speakers and public outreach events.

*Also contributes to Goals 2 & 4*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Identify appropriate films, speakers and public outreach opportunities.	Board	Ongoing
Partner, coordinate, and deliver public educational events.	Executive Director	As Arises
<b>Targets</b> <ul style="list-style-type: none"> <li>- 4 events per year</li> </ul>		

1 b) Provide our educational program, Farm to Table, for grades 4 and 10 to reinforce the connection between food, health, and the environment.

*Also contributes to Goals 2 & 4*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Coordinate with teachers, food producers and retailers to schedule classroom visits and field trips.	Contractor	September to June
Deliver curriculum as outlined in Farm to Table Manual (updated 2019).	Contractor	September to June
Provide Executive Director with regular updates on workplan and budget; photos, a final report and program evaluation. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners.	Contractor	September to June
<b>Targets</b> <ul style="list-style-type: none"> <li>- Deliver to all grade 4 and 10 classes in Revelstoke, including Ecole des Glaciers</li> <li>- Engage 150 students</li> <li>- Include two field trips for each class</li> </ul>		

1 c) Provide a series of Farm Tours to orient community members to the local food system and demonstrate different food growing techniques. Alternate this program yearly with the Garden & Art Tour.

*Also contributes to Goals 2 & 3*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Coordinate a series of farm tours within the region, highlighting regenerative farming practices.	Contractor	April to October
Partner with local food, beverage and transportation providers.	Contractor	April to October
Provide Executive Director with regular updates on workplan and budget; photos, a final report and program evaluation. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners.	Contractor	April to October
<b>Targets</b> <ul style="list-style-type: none"> <li>- 3 tour events, 1 as an Urban Farm Cycle Tour</li> <li>- Engage 3 partners</li> </ul>		

## **Goal 2: Provide educational programs to collectively strengthen our food skills.**

Objectives:

2 a) Coordinate and deliver the Garden Guru series to promote and enhance local food production and preservation.

*Also contributes to Goal 3*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Coordinate and deliver the Garden Guru series of skill-building workshops on food production and processing (a seed to plate approach).	Contractor	March to October
Network with stakeholders for topic suggestions, teaching and support.	Contractor	March to October
Provide Executive Director with regular updates on workplan and budget; photos, a final report and program evaluation. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners.	Contractor	March to October
<b>Targets</b> <ul style="list-style-type: none"> <li>- 12 Workshops, 10 Presenters, 200 Attendees</li> </ul>		

2 b) Coordinate and deliver the Little Sprouts Program to teach the basics of growing food to preschool children.

*Also contributes to Goal 3*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Coordinate with preschools and daycare centres for class visits, garden field trips, and food-based activities.	Contractor	April to October
Provide children with hands-on experiences in planting, maintaining, and harvesting gardens to enable them to make a deeper connection with the foods they eat and how they can be produced locally.	Contractor	April to October
Provide Executive Director with regular updates on workplan and budget; photos, a final report and program evaluation. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners.	Contractor	April to October
<b>Targets</b> <ul style="list-style-type: none"> <li>- Engage 3 preschools</li> <li>- Engage 50 children throughout the summer</li> </ul>		

2 c) Coordinate and deliver the Growing Friends Program to allow for intergenerational sharing of knowledge between elementary students and seniors.

*Also contributes to Goal 3*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Coordinate program activities with participating classroom teachers and Mount Cartier Court staff.	Contractor	April to October
Deliver curriculum as outlined in Garden Partnership Manual (updated 2019).	Contractor	April to October
Ensure summer garden maintenance plan is in place and being followed.	Contractor	July and August
Provide Executive Director with regular updates on workplan and budget; photos, a final report and program evaluation. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners.	Contractor	April to October
<b>Targets</b> <ul style="list-style-type: none"> <li>- Engage at least 1 classroom</li> <li>- Grow 300 lbs. of food</li> </ul>		

2 d) Coordinate and deliver the Garden & Art Tour to celebrate local backyard gardens alongside local artists. Alternate this program yearly with the Farm Tours.

Actions	Who	When
Coordinate an annual tour of interesting local gardens, with local artistic works displayed in the gardens.	Contractor	April to July
Provided printed maps of the tour, for sale to participants.	Contractor	April to July
Partner with local food, beverage and transportation providers.	Contractor	April to July
Host a “pre-tour” that culminates in a social gathering, for event participants to see the tour stops and mingle together.	Contractor	April to July
Provide Executive Director with regular updates on workplan and budget; photos, a final report and program evaluation. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners.	Contractor	April to July
<b>Targets</b> <ul style="list-style-type: none"> <li>- Run tour at a profit</li> <li>- Engage 10 gardens and 10 artists</li> <li>- 150 attendees</li> <li>- 4 community partners</li> </ul>		

### Goal 3: Increase the accessibility and production of local foods.

Objectives:

3 a) Maintain community gardens to provide food and growing spaces for our community.

*Also contributes to Goals 1 & 2*

Actions	Who	When
Ensure consistent and clear communication with garden hosts: Revelstoke Visual Arts Centre and the Revelstoke United Church.	Garden Committee	Year Round
Oversee community garden maintenance, operations, and volunteers in cooperation with the Garden Committee.	Contractor	April to October
Maintain the appearance and structure of garden boxes, compost, and tool sheds.	Contractor & Volunteers	April to October
Utilize, demonstrate, and exhibit best practices in composting, soil maintenance, companion planting, weed control, seed production and harvesting techniques.	Contractor & Volunteers	April to October
Measure food production for tracking and comparison purposes.	Contractor & Volunteers	April to October
Provide fresh produce donations to the Community Connections Food Bank.	Contractor & Volunteers	April to October
Engage and mentor volunteers.	Contractor	April to October
Collect seeds for the Seed Library.	Contractor & Volunteers	April to October
Provide Executive Director with regular updates on workplan and budget; photos, a final report and program evaluation. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners.	Contractor	April to October
<b>Targets</b> <ul style="list-style-type: none"> <li>- 2 Garden Committee meetings per year</li> <li>- Meet demand for growing spaces with full subscription of gardens</li> <li>- Engage 5 volunteers at each site</li> <li>- Grow 3000 lbs. of food at RVAC, 500 lbs. at RUC</li> <li>- Donate 500 lbs. of food to the food bank</li> <li>- Collect 2-5 types of seeds for the seed library</li> </ul>		

3 b) Provide equipment rentals for our community members to preserve food.

*Also contributes to Goal 4*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Review and renew agreement with Big Mountain Kitchen.	Executive Director	April
Review, maintain, and upgrade inventory lists and equipment.	Executive Director	Ongoing
Analyze and make appropriate changes to ensure cost recovery of this program.	Board & Executive Director	March
Maintain records of equipment use and report to the Board annually.	Big Mountain Kitchen	Ongoing
Forecast and plan for future equipment needs.	Board & Executive Director	November
<b>Targets</b> <ul style="list-style-type: none"> <li>- Program generates a profit</li> <li>- 100 rentals per year</li> </ul>		

3 c) Provide a free Seed Library for our community.

*Also contributes to Goal 2*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Partner with Okanagan Regional Library (Revelstoke) to ensure quality program delivery.	Executive Director	Ongoing
Promote and engage with local growers to contribute to the seed library.	Executive Director	Spring
Maintain seed library's appearance and stock.	Volunteer	Ongoing
Maintain a supply of seed packets with name of plant, date of collection, logo, source, description.	Volunteer	Spring
<b>Targets</b> <ul style="list-style-type: none"> <li>- 20 Seed donations from local growers</li> <li>- Receive \$100 in donations</li> <li>- Variety of seeds available in each category</li> </ul>		



### 3 d) Manage the LFI Farmers' Market.

*Also contributes to Goals 1 & 4*

Actions	Who	When
Manage our Farmers' Market according to the Market Manager Handbook (created 2019) to ensure the community has continued access to locally produced foods.	Market Manager	February to November
Follow the Terms of Reference for the Market Advisory Committee (MAC).	MAC	Ongoing
Call for new MAC members	MAC	October
Present MAC appointments for approval to the LFI Board	MAC	November
Present annual budget for approval to the LFI Board.	MAC	January
Ensure policies and practices align with the BC Association of Farmers' Markets	MAC	December
Partner with Community Connections to deliver the Farmers' Market Nutrition Coupon Program	Market Manager	February to November
<b>Targets:</b> <ul style="list-style-type: none"> <li>- \$3000 profit, which goes towards next year's operations</li> <li>- \$8000 of FMNCP coupons spent</li> <li>- Ensure complete and effective MAC team</li> <li>- Full subscription and variety of vendors, increase number of food vendors</li> </ul>		

### 3 e) Facilitate the LFI Beekeeping Committee to support local beekeepers.

*Also contributes to Goals 1, 2 & 3*

Actions	Who	When
Host meetings and events with local beekeepers to share knowledge and collaborate on projects.	Committee Chair	Ongoing
Follow the Terms of Reference for the Beekeeping Committee.	Committee Chair	Ongoing
Provide updates on activities to the Board	Committee Chair	Monthly
<b>Targets</b> <ul style="list-style-type: none"> <li>- Meet 4 times per year</li> </ul>		

### 3 f) Host our annual Seed Swap

*Also contributes to Goals 2 & 4*

Actions	Who	When
Host seed swap and sale events in conjunction with the Winter Market.	Executive Director & Volunteers	February to March
Partner with local seeds companies to provide new seeds for sale.	Executive Director	February
Provide the opportunity to swap locally produced seeds.	Executive Director	February to March
<b>Targets</b>		
<ul style="list-style-type: none"> <li>- Host 2 seed swap and sale events per year</li> <li>- Provide seeds for sale from 2 organic seed companies</li> <li>- Generate \$400 of sales and donations</li> </ul>		

## Goal 4: Work with community and regional organizations and their members to facilitate and promote food security initiatives.

Objectives:

### 4 a) Partner with groups and events to deliver food security initiatives

*Also contributes to Goals 1, 2 & 3*

Actions	Who	When
Identify key regional food groups to partner and share information with	Board & Executive Director	Ongoing
Attend local and regional events with educational and programming information	Executive Director	When available
Ensure meaningful participation in City planning processes that involve food security.	Board & Executive Director	When appropriate
Write letters of support for local organizations, groups, and individuals.	Executive Director	When appropriate
Promote local food vendors and outlets on websites and publications.	Executive Director	Ongoing
<b>Targets</b>		
<ul style="list-style-type: none"> <li>- Create relationship with 4 regional and provincial food security groups and share information regularly</li> <li>- Maintain a City Council Representative appointment to our organization</li> <li>- Attend at least 1 food-focused conference per year to learn and share our work</li> <li>- Participate in the Track Street Growers' annual Garlic Festival</li> <li>- Participate in Soupalicious (November) and other food events</li> <li>- Participate in the RSS Sustainability Expo</li> <li>- Create 10 social media posts about local food vendors per year</li> </ul>		

## Goal 5: Build the stability of our organization and our programs.

Objectives:

### 5 a) Ensure consistent and clear communications

Actions	Who	When
Maintain standards of communication as outlined in Handbooks.	Executive Director, Contractors & Board	Ongoing
Post completed strategic plan onto website.	Executive Director	March
Engage members with newsletters to share information, announce programming and to solicit memberships and donations.	Executive Director	Monthly
Receive regular reporting and updates from Community Connections' Food Security Coordinator to ensure synergy between both organizations.	Food Security Coordinator	Monthly
<b>Targets</b> <ul style="list-style-type: none"> <li>- Continue to raise profile of the organization through social and traditional media</li> </ul>		

### 5 b) Ensure adequate numbers of board members, memberships, and volunteers

Actions	Who	When
Chair Ad Hoc Board Recruitment Committee to identify potential new board members.	President	February
Solicit members and volunteers at all community outreach events.	Executive Director	Ongoing
Track current volunteer hours, engagement, recognition, and thanks in a database.	Executive Director	Ongoing
Review and communicate incentives for members.	Executive Director	January
Host a table at the annual Volunteer Fair	Executive Director	November
<b>Targets</b> <ul style="list-style-type: none"> <li>- 3-8 diverse Board members</li> <li>- 200 Members</li> <li>- 30 Active volunteers</li> </ul>		

5 c) Ensure financial stability of the organization.

<b>Actions</b>	<b>Who</b>	<b>When</b>
Approve annual budget.	Board	January
Identify, track, and secure grant funding.	Executive Director	Ongoing
Engage professional bookkeeper to support financial management.	Bookkeeper	Ongoing
Ensure adequate financial oversight through appropriate training as per CBT Non-Profit Advisor program recommendations.	Treasurer & Executive Director	September
Coordinate and deliver large-scale fundraiser that celebrates our local food culture.	Contractor & volunteers	Seasonal
Ensure programs and events are revenue generating to the best of our ability.	Executive Director & Contractors	Ongoing
Conduct fundraisers and sales of merchandise.	Executive Director & Volunteers	Ongoing
<b>Targets</b> <ul style="list-style-type: none"> <li>- Maintain \$35,000 reserve fund</li> <li>- Sell out of merchandise items</li> </ul>		

5 d) Implement the marketing strategy to best promote the organization.

*Also contributes to Goals 1 & 3*

<b>Actions</b>	<b>Who</b>	<b>When</b>
Maintain the marketing subcommittee to develop and review sustainable strategies.	Director of Marketing	Ongoing
Ensure marketing initiatives follow communication guidelines listed in the Handbooks.	Board & Executive Director	Ongoing
Chair the Marketing and Fundraising Committee as per the committee terms of reference.	Board member	Ongoing

5 e) Apply best practices in managing organization, contractors, programs and events.

<b>Actions</b>	<b>Who</b>	<b>When</b>
Hold AGM as per provincial guidelines <ul style="list-style-type: none"> <li>● President's Report &amp; Approval</li> <li>● Financial Report &amp; Approval</li> <li>● Adoption of updated policies and bylaws</li> <li>● Election of Board Members</li> </ul>	Board & Executive Director	March
Hold Strategic Planning sessions every two years and annual updates.	Executive Director	January
Ensure adequate record keeping on cloud and harddrive.	Secretary	Ongoing
Maintain stable physical location, online presence, storage facilities and assets	Executive Director	Ongoing
Maintain a procedure for safely storing passwords.	Executive Director	Ongoing
Establish Ad Hoc Hiring Committee to review job descriptions, post positions, hire contractors.	Board & Executive Director	January
Ensure adequate and consistent on-boarding for all contractors.	Executive Director	As needed
Ensure contractors and volunteers, working with people under 19 years of age, have criminal record checks completed prior to program start.	Executive Director	Ongoing
Monitor and evaluate contractor work performance.	Executive Director	Ongoing
Monitor and evaluate all programs, including attendance and snapshot reports for Board Review	Executive Director	Ongoing
Review Executive Director position, responsibilities, budget and work performance, considering seasonal workloads.	President	April
Review Committee Terms of Reference annually.	Board	January
Review CBT Non-Profit Advisor's Program recommendations.	Board	December
Attend Board governance workshops when available.	Board	Ongoing

## Appendices

[2020 Strategic Planning Calendar](#)

[2020 CBT Non Profit Advisor Program recommendations](#)

[Revelstoke Food Security Strategy \(2014\)](#)

[2019 LFI Strategic Plan](#)

[Carolyn Gibson's Notes](#)