

Revelstoke Local Food Initiative Strategic Plan

Updated January 9, 2019

Mission

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

Vision

The Revelstoke Local Food Initiative (LFI) cultivates a vibrant, resilient local food system.

Goals

1. Provide educational opportunities to increase awareness of our dependence on the fragile global food system and of the social, economic and health benefits of a resilient, sustainable, and more localized food system.
2. Increase accessibility to and production of local foods.
3. Work with other community or regional organizations and their members to facilitate and promote food security initiatives.
4. Grow the self-sufficiency of our organization and of our programs.
5. Advocate for resilient food policies, by-laws, and programming in partnership with our municipal, regional, and provincial bodies.

Goals, Objectives and Actions

Goal 1: Provide educational opportunities to increase awareness of our dependence on the fragile global food system and of the social, economic and health benefits of a resilient, sustainable, and more localized food system

1 a) Objective: Coordinate and deliver the Garden Guru series to promote and enhance local production and preservation of foods.

Also meets Goals 2 & 3

| Actions | Who | When |
|--|------------|------------------|
| Coordinate and deliver the Garden Guru series of approximately 12 skill-building workshops on food production and processing. | Contractor | March to October |
| Network with “Guru” speakers, affiliated organizations, LFI contractors, and the Board for ideas and support. | Contractor | March to October |
| Provide Board and coordinator with regular updates on workplan and a final detailed report and evaluation of program before contract ends. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners. | Contractor | March to October |

1 b) Objective: Promote and increase knowledge of the food system and organic farming principles through films and events.

Also meets Goals 2 & 3

| Actions | Who | When |
|--|---------------------------|-----------|
| Partner, coordinate, and deliver educational events and series, such as films and speakers, to the public. | Coordinator & Board | As Arises |
| Submit a proposal to Board detailing selected films and speakers. | Coordinator | As Arises |
| Provide Board and coordinator with regular updates on workplan and a final detailed report and evaluation of program before contract ends. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners. | Coordinator or Contractor | As Arises |

1 c) Objective: Provide a free educational program, Little Sprouts, about the basics of growing food to preschool children.

Also meets Goals 2 & 3

| Actions | Who | When |
|--|------------|------------------|
| Coordinate with pre-schools 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 Board and coordinator with regular updates on workplan and a final detailed report and evaluation of program before contract ends. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners. | Contractor | April to October |

1 d) Objective: Provide a free educational program, Farm to Table, for grades 4 and 10 to reinforce the connection between food, health, and the environment.

Also meets Goals 2 & 3

| Actions | Who | When |
|--|------------|-------------------|
| Coordinate with SD19 staff for classroom visits, field trips, and gardening activities. | Contractor | September to June |
| Deliver curriculum as outlined in Farm-to Table Manual (created 2017). | Contractor | September to June |
| Provide Board and Coordinator with regular updates on workplan and a final detailed report and evaluation of program before contract ends. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners. | Contractor | September to June |

1 e) Objective: Provide a free educational gardening program, Growing Friends, to elementary school children to promote inter-generational sharing of knowledge.

Also meets Goals 2 & 3

| Actions | Who | When |
|--|------------|------------------|
| Coordinate program activities with participating classroom teachers and Mount Cartier Court staff. | Contractor | April to October |
| Deliver curriculum as outlined in Garden Partnership Manual (created 2017). | Contractor | April to October |
| Ensure summer garden maintenance plan is in place and being followed. | Contractor | July and August |
| Provide Board and coordinator with regular updates on workplan and a final detailed report and evaluation of program before contract ends. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners. | Contractor | April to October |

1 f) Objective: Provide a series of Farm Tours to orient community members to the local food system and demonstrate different food growing techniques.

Also meets Goals 2 & 3

| Actions | Who | When |
|--|------------|------------------|
| Coordinate a series of farm tours within the region. | Contractor | April to October |
| Partner with local food, beverage and transportation providers. | Contractor | April to October |
| Aim for at least one event to be an Urban Farm Cycle Tour. | Contractor | April to October |
| Provide Board and coordinator with regular updates on workplan and a final detailed report and evaluation of program before contract ends. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners. | Contractor | April to October |

1 g) Objective: Provide a Garden & Art Tour to celebrate local backyard gardens alongside local artists.

Also meets Goals 2 & 3

| 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 |
| Engage with 20+ volunteers, hosts and artists. | Contractor | April to July |
| Provide Board and coordinator with regular updates on workplan and a final detailed report and evaluation of program before contract ends. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners. | Contractor | April to July |

Goal 2: Increase accessibility to and production of local foods.

2 a) Objective: Maintain community gardens to provide food and growing spaces for our community.

Also meets Goals 1 & 3

| Actions | Who | When |
|--|-------------------------|------------------|
| Oversee community garden maintenance, operations, and volunteers in cooperation with the LFI Garden Committee. | Contractor | April to October |
| Maintain the appearance and structure of garden boxes, compost, and tool sheds at Revelstoke Visual Arts Centre and the Revelstoke United Church. | Contractor & Volunteers | April to October |
| Ensure consistent and clear communication with garden hosts. | Contractor & Committee | Year Round |
| Utilize, demonstrate, and exhibit best practices in composting and soil maintenance. | Contractor & Volunteers | April to October |
| Utilize, demonstrate, and exhibit best practices in companion planting, weed control, seed production and harvesting techniques. | Contractor & Volunteers | April to October |
| Provide fresh produce donations to the Community Connections Food Bank. | Contractor & Volunteers | Thursdays |
| Measure food production for tracking and comparison purposes. | Contractor & Volunteers | April to October |
| Engage and mentor at least 10 volunteers at each site. | Contractor | April to October |
| Provide Board and Coordinator with regular updates on workplan and a final detailed report and evaluation of program before contract ends. Upload all documents into the appropriate Google Drive folder, including a contact list for program partners. | Contractor | April to October |

2 b) Objective: Provide equipment rentals for our community to preserve food.

Also meets Goal 3

| Actions | Who | When |
|--|------------------------------------|----------|
| Review and renew agreement with Big Mountain Kitchen. | Board & Big Mountain Kitchen | April |
| Review, maintain, and upgrade inventory lists and equipment such as dehydrators, canning equipment, and pitters. | Coordinator & Big Mountain Kitchen | Ongoing |
| Analyze and make appropriate changes to ensure cost recovery of this program. | Board & Coordinator | March |
| Maintain records of equipment use and report to Board annually. | Big Mountain Kitchen | Ongoing |
| Forecast and plan for future equipment needs. | Board and Coordinator | November |

2 c) Objective: Provide a free Seed Library for our community.

Also meets Goal 1 and 3

| Actions | Who | When |
|---|---------------------------|---------|
| Maintain seed library's appearance and stock. | Board Member & Volunteers | Ongoing |
| Coordinate and liaise with Okanagan Regional Library (Revelstoke) to ensure quality program delivery. | Board Member | Ongoing |
| Promote and engage with local food producers to contribute to the seed library. | Board & Coordinator | Spring |
| Maintain a supply of seed packets with name of plant, date of collection, logo, source, description. | Volunteer | Spring |

2 d) Objective: Manage the LFI Farmer's Market.

Also meets goals 3 & 4

| Actions | Who | When |
|--|-------------|---------|
| Manage a Farmer's Market to ensure the community has continued access to locally produced fresh foods. | MAC | Spring |
| Follow the Terms of Reference for the Market Advisory Committee (MAC). | MAC | Ongoing |
| Create a program budget to be approved by LFI Board. | MAC & Board | January |

Goal 3: Work with community or regional organizations and their members to facilitate and promote food security initiatives.

3 a) Objective: Host, partner with, participate in, and/or establish a presence at local food events.

| Actions | Who | When |
|--|-------------|-----------|
| Participate in the Track Street Growers annual Garlic Festival. | Coordinator | September |
| Promote local food vendors and outlets on websites and publications. | Coordinator | Ongoing |
| Promote canning workbees. | Coordinator | Ongoing |

3 b) Objective: Improve community outreach to community organizations and events.

| Actions | Who | When |
|--|---------------------|-------------------------------------|
| Identify, prioritize, and select community or regional organizations to partner or interact with, as needed. | Board & Coordinator | January Strategic Plan Review/Re-do |
| Maintain standards of communication for contractors when liaising with project partners and community groups. Contained in the Contractor Handbook | Board & Coordinator | Ongoing |
| Post completed strategic plan onto website. | Coordinator | March |

Goal 4: Grow the self-sufficiency of our organization.

4 a) Objective: Increase board members, memberships, and volunteers

| Actions | Who | When |
|---|---------------------|----------|
| Track current volunteer hours, engagement, recognition, and thanks in database. | Coordinator | Ongoing |
| Review incentives for volunteers and the general public to become members. | Coordinator | January |
| Regularly update strategies to establish better communication and promote memberships with target audience at events and programs (eg. Newsletter to parents of children in programming). | Board & Coordinator | Ongoing |
| Keep volunteers and members engaged with the organization throughout the year by regular email updates and social media posts. | Board & Coordinator | Ongoing |
| Host a table at the annual Volunteer Fair | Coordinator | November |

4 b) Objective: Maintain and increase revenues

| Actions | Who | When |
|---|---------------------------|---------------------|
| Identify, track, and secure grants, funding proposals, and fundraising initiatives. | Board & Coordinator | September & Ongoing |
| Coordinate and deliver large-scale fundraiser that celebrates our local food culture. | Contractor & volunteers | Seasonal |
| Ensure Garden Guru Series, Community Gardens, Garden and Art Tour, Farm Tours, the Food Preservation Equipment Rentals, and awareness events are revenue generating to the best of our ability. | Coordinator & Contractors | Ongoing |
| Coordinate and deliver the Seed Swap. | Coordinator & Volunteer | February |

4 c) Objective: Implement the marketing strategy to best promote the organization

| Actions | Who | When |
|---|----------------------------|---------|
| Maintain the marketing subcommittee to develop and review sustainable strategies. | Board & Coordinator | Ongoing |
| Ensure marketing initiatives follow communication guidelines listed in the handbooks. | Board & Coordinator | Ongoing |
| Marketing strategies could include the following: <ul style="list-style-type: none"> ● Deliver presentations to community groups to explain the purpose of LFI. ● Complete a Spring advertising campaign for program start up, equipment rentals, garden plots. ● Submit stories and photos to local media for events and programs. ● Ensure local media receive press releases in a timely fashion before events. ● Maintain and/or increase Facebook presence ● Maintain an online payment systems for memberships, workshops, and events. ● Updating website regularly (event info, photos, website links) ● Create, maintain and update a master email and contact lists from all programs. | Coordinator & Subcommittee | Ongoing |

4 d) Objective: Apply best practices in managing organization, contractors, programs and events.

| Actions | Who | When |
|--|---------------------|----------------------|
| Solidify AGM dates and procedures such as establishing: <ul style="list-style-type: none"> ● Consistent, and proper accounting procedures; ● Regular, transparent and accessible reporting on financials; ● Review and approval of annual budget; ● Review and approval of organization’s policies and by-laws; ● Scheduled reviews and evaluation of strategic plan, contractor work, programs and workshops. | Board & Coordinator | February |
| Establish a hiring sub committee to review funding, review job descriptions and task lists, post positions, hire contractors. | Board & Coordinator | March |
| Monitor and evaluate contractor work performance. | Coordinator | Ongoing |
| Create feedback mechanisms both formal (workshop and program evaluation sheets, contractor feedback) and informal (coordinator talking with participants and noting feedback) for evaluation purposes for all workshops and programs. | Coordinator | May |
| Review budgets, coordinators’ reports and evaluation forms and possibilities for revenue generation for each program within two months of completion. | Board & Coordinator | Ongoing |
| Create the following snapshot reports of programs and workshops for Board Review by: <ul style="list-style-type: none"> ● Detailing briefly workshops offered, presenters’ names, # of volunteers required per event, cost per workshop, revenues, and summary of participant and presenter feedback; ● Describing for each program proposed budgets, funding agencies, application deadlines, and amounts secured each year, contractors hired, total # of volunteers and names of main volunteers, # of attendees or participants, and food produced in each garden. | Board & Coordinator | October/ November |
| Ensure contractors and volunteers, working with people under 19 years of age, have criminal record checks completed prior to program start. | Coordinator | Ongoing |
| Maintain a procedure for safely storing passwords. | Coordinator | Ongoing |
| Maintain the back-up system and security for computers. | Coordinator | Ongoing |
| Review Coordinator position, responsibilities, budget and work performance, considering seasonal workloads. | Board | 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 |

Goal 5: Advocate for resilient food policies, by-laws, and programming in partnership with our municipal, regional, and provincial bodies.

Objective: Strengthen LFI's advocacy role.

| Actions | Who | When |
|--|-----------------------------------|---------|
| Write letters of support for local organizations, groups, and individuals. | Board & Coordinator | Ongoing |
| Receive regular reporting and updates from the Food Security Coordinator to ensure synergy between both organizations. | Board & Food Security Coordinator | Monthly |
| Monitor Agriculture Land Reserve usage in the local area. | Board | Ongoing |
| Maintain active relationship with designated Revelstoke City Councillor on issues of food security. | Board & Coordinator | Monthly |
| Ensure meaningful participation in City planning processes that involve food security. | Board & Coordinator | Ongoing |