



# Strategic Priorities 2021-2023

*Vision: Everyone has access to healthy food*

*Mission: Rescuing Food. Impacting Lives.*

Collaborative, Accountable, Respectful, Sustainable

Priority	Area of Focus	Actions	2023 Goals
1. <b>Build Resiliency</b>	<ul style="list-style-type: none"> <li>Enhance Governance</li> <li>Strengthen Finances</li> <li>Secure Key Food</li> <li>Secure Operations</li> </ul>	<ul style="list-style-type: none"> <li>Implement Board renewal plan</li> <li>Diversify revenue mix, Build stability fund</li> <li>Build and action zero waste roadmap</li> <li>Stabilize key category food donors</li> <li>Secure a stable centre for operations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Imagine Canada Accreditation achieved</li> <li>✓ Active Impact Committee of Board</li> <li>✓ Raising \$1.5 M in operating revenue, \$375k reserve</li> <li>✓ 98% waste diversion target met</li> <li>✓ Secured primary donor for each key food category</li> <li>✓ Generating \$20K net from compost and soup programs</li> <li>✓ Extended lease or purchased mountainside</li> </ul>
2. <b>Enhance Impact Today</b>	<ul style="list-style-type: none"> <li>Enhance Food Rescue</li> <li>Improve Distribution</li> <li>Improve Access</li> <li>Align our Network</li> <li>Meet Emerging Needs</li> </ul>	<ul style="list-style-type: none"> <li>Rescue &gt;4.0M lbs food w/annual adjustment</li> <li>Increase internal capacity for food movement</li> <li>Directly impact the lives of &gt;3500 households/ week</li> <li>Enhance systems for logistics, safety, quality</li> <li>Enhance access through greater accessibility</li> <li>Refine, define &amp; support our Allied Partners</li> <li>Build systems for community response</li> </ul>	<ul style="list-style-type: none"> <li>✓ Defined the right mix of volume &amp; variety of food</li> <li>✓ Full pre-pack program, safety program and quality metrics in place</li> <li>✓ Accessibility &amp; inclusion audit, actions complete</li> <li>✓ Formalized allied network</li> <li>✓ Met needs through Covid-19 response</li> <li>✓ Developed response plans</li> </ul>
3. <b>Intensify Impact Tomorrow</b>	<ul style="list-style-type: none"> <li>Conduct Research</li> <li>Engage Government</li> <li>Innovate and test</li> <li>Seek Data and Insights</li> </ul>	<ul style="list-style-type: none"> <li>Collect and use data responsibly</li> <li>Influence policies on use of rescued food in non-traditional settings</li> <li>Pilot projects to prove economic, and health benefits</li> <li>Implement continuous improvement processes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Dedicated research function</li> <li>✓ Auditor approved food valuation metric finalized</li> <li>✓ Pilot of rescued food in non-traditional setting started</li> <li>✓ Completed one health outcomes focused pilot</li> <li>✓ 3<sup>rd</sup> year of Home Suite Hope program is active</li> <li>✓ Integrated and Active CRM with 100% data capture processes in all activities</li> </ul>
4. <b>Build Brand Experience</b>	<ul style="list-style-type: none"> <li>Retain our People</li> <li>Grow our Supporters</li> <li>Build our Brand Identity</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced internal communication to minimize turnover of people/donors</li> <li>Create journey maps for all stakeholders</li> <li>Develop inspirational external marketing</li> <li>Launch a signature Community Campaign</li> <li>Develop a brand ambassador program</li> <li>Grow and protect our brand</li> </ul>	<ul style="list-style-type: none"> <li>✓ &lt;10% voluntary staff turnover, &lt;25% volunteer turnover, &lt;40% one-time donors, &lt;20% monthly donors, &lt;25% corporate, &lt;15% foundations and government</li> <li>✓ Journey maps and actions for stakeholders complete</li> <li>✓ 400 new individual donors, 150 new monthly donors, 300 new volunteers, 5 new foundations</li> <li>✓ Signature community campaign successfully launched</li> <li>✓ 100% of FFL ambassadors trained</li> <li>✓ Brand standards, guidelines and protocols established</li> </ul>