



GREATER  
VANCOUVER  
FOOD  
BANK

# Strategic Plan

## FY2024-2026

Year 1

Version 3.0



## Introduction

Last year presented significant challenges for charities across Canada. Despite these difficulties, the Greater Vancouver Food Bank (GVFB) managed to overcome the hurdles and achieve notable successes in various areas. While other charities faced an influx of new clients, a decrease in donations, and recruitment struggles, the GVFB was fortunate to maintain effective distribution channels, experience success with donations, and maintain a strong team.

The COVID-19 pandemic undoubtedly brought its own set of challenges, particularly in terms of volunteer availability. However, the GVFB successfully navigated through those difficult times and has now fully restored its volunteer capacity. This achievement demonstrates the dedication and resilience of the organization and its ability to adapt to changing circumstances.

The demand for food bank services has continued to grow due to inflation and the threat of a recession, resulting in financial hardships for individuals and families. In our Fiscal 2018 year, the GVFB supported a total of 16,000 clients annually; by the end of June 2023, we are supporting more than 16,000 clients monthly and approximately 26,000 clients over the course of the fiscal year.

In line with our bold vision, the GVFB has focused on addressing growth challenges this year. We are specifically working on expanding our capacity by establishing a new location in Vancouver and enhancing our refrigeration capabilities both at that site and at our main warehouse in Burnaby. The introduction of the Lougheed property will serve as both the client distribution site for Vancouver, and by mid-2024, it will also function as our Vancouver CAP Market when we consolidate the Thornton St. location. By securing the necessary funding through an anticipated successful capital campaign, the GVFB plans to exercise its option to purchase the Lougheed building. This strategic move will provide long-term stability for the GVFB as we will own our first piece of Vancouver real estate in our 40-year history.

Overall, despite the tough circumstances faced by charities in the past year, the GVFB has demonstrated resilience, innovative leadership, and an ongoing commitment to serving the community. By successfully managing its operation, expanding its reach, and addressing the growing demand, the GVFB continues to make a positive impact on thousands of individuals and families in need.

## Mission, Vision, Values

The GVFB mission guides our day-to-day operations. Our vision describes our aim to play an influential role in the positive evolution of local, provincial, and national food systems. Our values guide our behaviour and interactions with colleagues, clients, volunteers, and stakeholders in pursuit of our mission and vision.



### MISSION

Providing healthy food to those in need.



### VISION

Healthy communities through fair and effective food systems.



### VALUES

Our values represent how we work with each other in service to our clients and our community.



## Strategic Goals

The Greater Vancouver Food Bank (GVFB) has set four goals that clarify what it means to fulfill our Mission and Vision and that will be used to assess our performance and progress.

**1) HEALTHY FOOD: Provide individuals in need with consistent and reliable access to healthy food.**

We will measure this by ...

- Lives supported (number)
- Assortment size (number of items)
- Assortment fresh items (%)
- Agency partners (number)

**2) PEOPLE: Foster a strong and dedicated team of staff members, donors, volunteers, and Board members who are committed to our mission and work collaboratively to address the needs of our community.**

We will measure this by ...

- Staff engagement
- Minimum volunteer shifts filled (%)
- Volunteer engagement
- Board engagement

**3) OPERATIONS: Effectively source and distribute essential food items needed by the individuals and CAPs we serve.**

We will measure this by ...

- Food distributed (lbs)
- Food purchased (lbs and \$)
- Industry donor relations

**4) FUNDS: Consistently raise the necessary funds to ensure the reliable and sustainable operation of our organization for the foreseeable future, enabling us to continue our vital work in serving those in need.**

We will measure this by ...

- Revenue (\$)
- Operating and Capital Budget (\$)
- Unrestricted assets (\$)
- Donations (\$), number of donors and donor retention rate (%)