







## Fiona Macdonald

### Board Chair

As the Greater Vancouver Food Bank says goodbye to our previous 3-year Strategic Plan and steps toward a new set of ambitious goals, we must reflect on the milestones we have surpassed. Over the past three years, we have expanded our programs to reach more clients and agencies and proudly maintained our status as a 5-star A+ rated charity with Charity Intelligence. Most notably, we are in the process of securing our first-ever permanent home, a significant step for the future of the GVFB.

As we welcome our new 3-year strategic plan, our mission remains to provide healthy food to those in need. However, our vision has evolved. We are now shifting our focus beyond simply distributing healthy food, expanding to focus on efficient distribution, innovation, and partnerships.

As BC's largest food bank, we understand our responsibility to act with integrity and in the best interest of those we serve. Through our revised key values, collaboration and innovation, we will continue to pave the way for change in the industry, allowing internal and external collaboration to lead our way forward. Most importantly – we will continue to have fun and share our passion for our work.

Our new Strategic Plan focuses on refining what we do best - serving our community. This plan is more than just maintaining our current operations; it's about elevating them. By leaning into the GVFB's inspiring leadership and strengthening our support, we can further our mission and continue to serve the growing number of people in need.

What's new is our expanded focus on advancing food security beyond our day-to-day operations. Our new strategic initiatives will allow us to improve the storage and distribution of food across the province and strengthen our brand's resilience through innovative partnerships.

While the future remains unknown, this plan, the values, and the people behind it offer a promising next chapter for the GVFB.

## David Long

### CEO

Reflecting on a year of new directions and relationships, it's clear that our work is far from over. My vision has always been to reach a point where the need for our services no longer exists. Since 2019, the role of CEO at the Greater Vancouver Food Bank has been my passion, providing me with the clarity and purpose to not only fulfill our mission, providing healthy food to those in need, but also address the logistical issues of food distribution in our province.

Our new 3-year strategic plan is focused on two key goals: enhancing our core values and advancing food security throughout our community. With the support of our generous donors, volunteers, staff and stakeholders, our organization will continue driving innovation to address challenges of surplus food and distribution. As I have always said, there is no shortage of food – there is a distribution problem.

The anticipated purchase of our newest Vancouver location is an essential element to our plan for addressing food insecurity. We are breaking ground with the FRESH Start Program and setting our clients up for success through third-party service providers like WorkBC, ISSofBC, and the Canadian Mental Health Association. This is only the beginning for a building that will soon be our permanent facility, setting the tone for what is to come. We are responsible for directing our focus to addressing the root of food insecurity.

Through collaboration, our community partnerships allow us to increase the reach and impact of our services, ensuring that more individuals and families in need receive nutritious food than ever before. We are deeply grateful to the farmers and industry partners that have enabled our growth over the last few years, and we look forward to working with you in this next part of our strategic plan. Our ongoing efforts to capture surplus food, reduce food waste, build relationships, and explore food preservation techniques will remain priorities as we work toward innovative solutions to combat food insecurity and ensure the delivery of healthy food to those in need.

There is a bright future for change, and we look forward to having you by our side.



# Our Plan

Our plan is laid out to document the GVFB's Vision, Mission, Guiding Principles, and Key Goals and Objectives for fiscal year 2026 to 2028.

This plan was developed by the GVFB's management team in close collaboration with the Board of Directors. Guidance was provided by Sue Matheson and Matt Jackson at High Impact Lab.





# Vision

A British Columbia where everyone has access to healthy food through efficient distribution, innovation, and partnerships.







# Mission

Providing healthy food to those in need.



# Values

## Responsibility

We are grateful and take pride for the role we play in our communities. We take what we do seriously – always acting with integrity. We recognize the importance of building quality relationships and treat everyone with respect and understanding.

## Collaboration

We believe we're better together – both internally and externally. We believe in learning from others and accepting that we can't be successful on our own. When we unite towards a common vision, we become unstoppable.



## Fun

We love to laugh. We believe that when fun is fostered, people want to be here, can be their authentic self, and passion thrives. When we have fun together, people bring their best and do their best.

## Innovation

We believe innovation is the answer – whether it be adapting to challenges or envisioning a better future. It's in our DNA to think bigger and bolder and focus our energy on solutions.



# Strategy & Outcomes

## Elevating Our Core

### Goal: Strengthening our support for clients.

- ♥ Strengthened partnerships that expand growth opportunities for Fresh Start Program and Client Resources, measured by a X% increase in the Fresh Start Program enrollment.

\* (Once we have a clearer assessment, the number will be updated accordingly)

- ♥ Improved client experiences through operational efficiencies, measured by a 10% decrease in processing time for new clients.

- ♥ Optimized and scaled GVFB client access, beyond catchment area, measured by finding a strategic partner for client distribution outside of the GVFB catchment area.

### Goal: Inspire our employees and volunteers.

- ♥ Maintain a highly engaged team, measured by employee engagement resulting in the top 25<sup>th</sup> quartile.

- ♥ Create a rewarding and fulfilling experience for our volunteers, measured by positive volunteer engagement survey results.

### Goal: Improve Operations through better utilization of technology.

- ♥ Integrated technology-enabled operations, measured by 90% accuracy in inventory tracking and 100% of core systems integrated and real-time data reporting across departments.

### Goal: Ensure Business Continuity in any type of scenario.

- ♥ Create a business continuity plan for each location, measured by the completion of each plan per location.



# Advancing Food Security

Goal: Strengthening partnerships with others to evolve our thinking about food security.

- ♥ Expanded footprint of agencies network, measured by a 20% increase in local, provincial and national agencies partnerships (+30).
- ♥ Increased presence provincially and nationally in food security measured by the development of a process for provincial partnerships to access lower cost nutritious food.

Goal: Explore ways to improve storage and distribution of food throughout BC.

- ♥ Better storage and distribution of food, measured by 70% cold storage coverage across existing operations.
- ♥ Achieve a 50% increase in available space in third-party logistics partnerships, measured by a corresponding 150% growth in capacity utilization.

Goal: Explore ways to extend shelf life of fresh foods.

- ♥ Extend the shelf-life of fresh food, measured by zero food waste.

Goal: Strengthening our resilience through donations and growing our Brand.

- ♥ Sustainable funding model in place, measured by donor retention rate >50%, min 10 months of unrestricted reserves.
- ♥ Growing our brand recognition and evaluating the need for rebrand and naming measured by increased brand recognition through strategic community partnerships, introducing a minimum of one new partner per year and completing a survey to identify the status of the GVFB brand and logo.

Goal: Develop a Major Gifts Program.

- ♥ Systemized approach for funding capital projects, measured by an increase of 20% for corporate and major donor income and 60% donor retention rate on the new capital campaign donors.





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