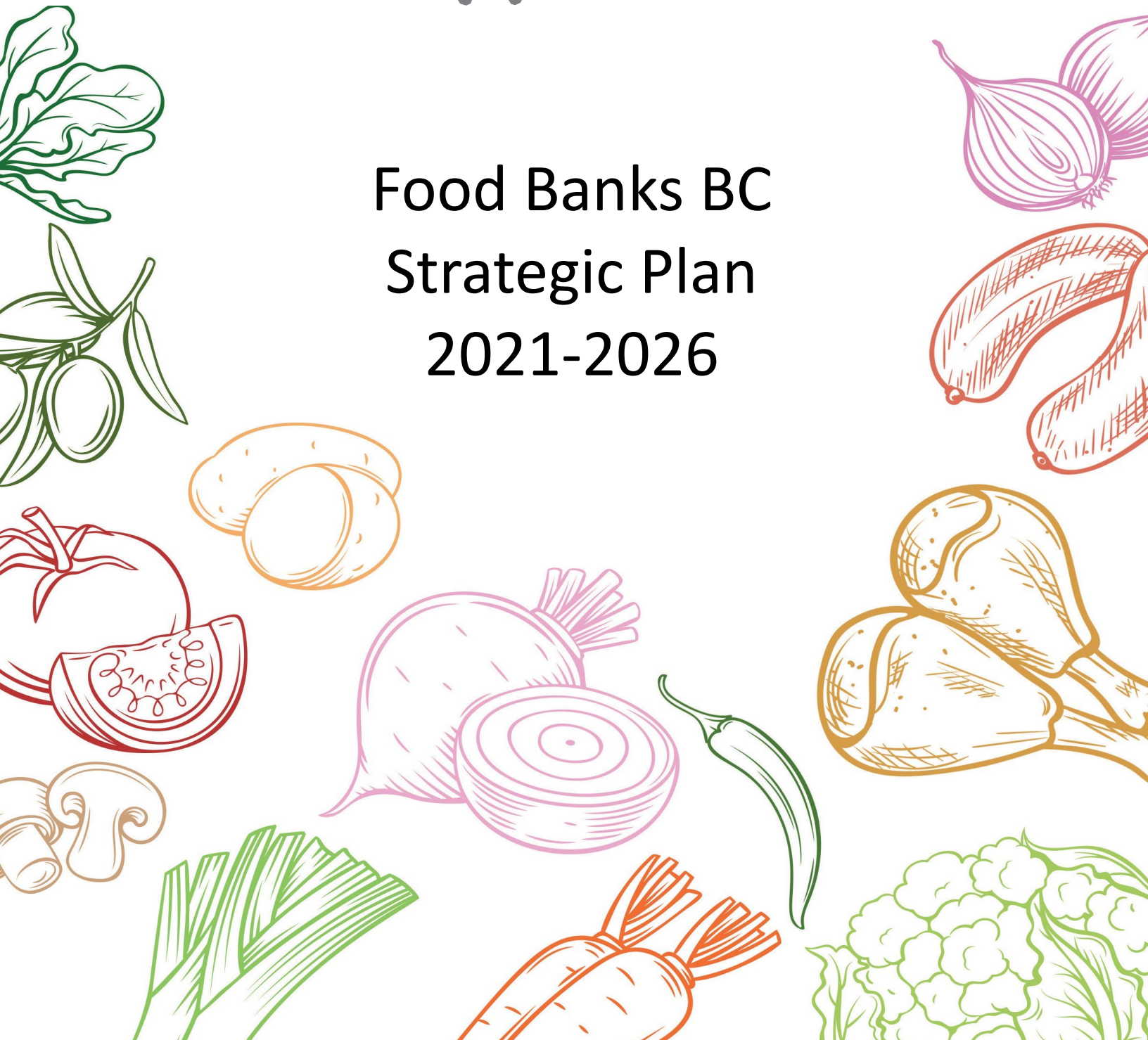




Food Banks BC Strategic Plan 2021-2026



Food Banks BC is grateful and honoured to work on the traditional, ancestral, and unceded territories of the Salish Peoples, including the q'ic'ay' (Katzie), q'wa:n'N'an' (Kwantlen), and Semiahma (Semiahmoo) land-based nations.

FBBC is a provincial organization and our work goes beyond the place where we live and impacts the lives of nations across BC.



Background

In 2020, the world as we knew it was transformed by a pandemic that impacted every person on the planet. Here in British Columbia, our member food banks felt the direct impact of COVID-19 through increased demand and sharp rises in new clients as the virus devastated the economy, leaving hundreds of thousands of British Columbians unemployed or underemployed, and facing significant financial hardship.

The havoc wreaked throughout the Province by COVID-19 was countered by the generous support we witnessed from private, corporate, and government donors. Since March 2020, Food Banks BC has provided essential support to member and non-member hunger relief agencies to help weather the storm that the pandemic has brought. Thankfully, we are steadily gaining control of the situation and we are entering the early stages of recovery.

While this period has exposed vulnerabilities in our society and communities, it has also highlighted opportunities to build on the work we are doing to tackle food insecurity while supporting our members to be in the best possible position to support the vulnerable people in their communities who need support now. These proved to be the critical elements in the development of Food Banks BC's Strategic Plan as we set about establishing the road map for our future course.

Strategic Plan Development

The 2021-2026 Food Banks BC Strategic Plan was developed with consultation from Food Banks BC member organizations, non-member non-profit agencies providing hunger relief services, Food Banks BC staff, and the board of directors. Through a process of meaningful engagement, we refined our vision, mission and values, and developed a clear set of overarching impact goals and strategies for the next five years. We believe that these impact goals reflect what hunger relief agencies wish to see in the work we will be undertaking on their behalf, while we also work towards increasing access to good quality food, reducing food waste, and eliminating hunger in BC.

Special acknowledgment to Aaron Cruikshank and Caroline Wakefield of CTRS Solutions Ltd. for their work in supporting the FBBC Board and executive leadership through this process.

Our Vision:

A hunger-free British Columbia

Our Mission:

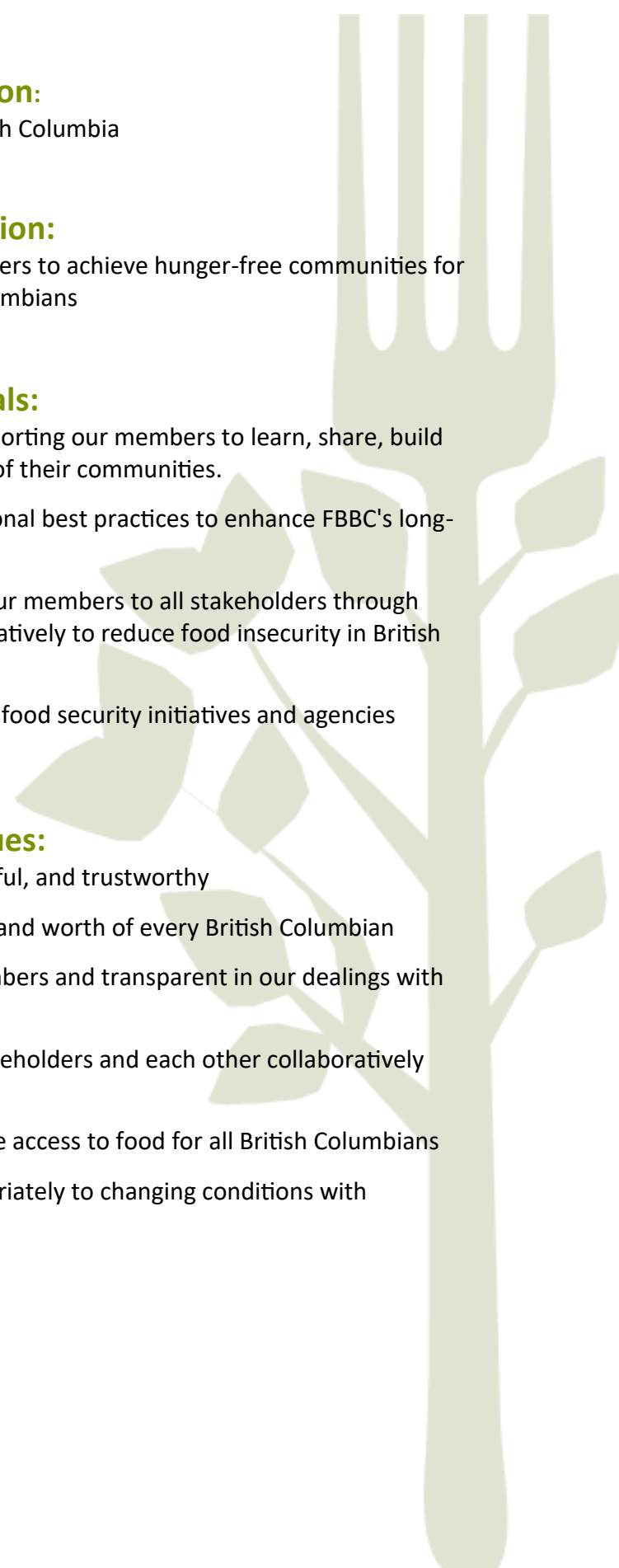
To lead, inspire, empower, and support our members to achieve hunger-free communities for all British Columbians

Our Goals:

- Provide value for members by enabling and supporting our members to learn, share, build capacity and sustainability, and meet the needs of their communities.
- Identify and implement governance and operational best practices to enhance FBBC's long-term value to our members and stakeholders.
- Effectively represent the collective interests of our members to all stakeholders through advocacy while working innovatively and cooperatively to reduce food insecurity in British Columbia.
- Provide leadership by supporting and promoting food security initiatives and agencies beyond our membership, where possible.

Our Values:

- **Integrity** - We are honourable, inclusive, respectful, and trustworthy
- **Dignity** - We see and respect the inherent value and worth of every British Columbian
- **Accountability** - We are accountable to our members and transparent in our dealings with all stakeholders
- **Collaboration** - We share and work with our stakeholders and each other collaboratively towards common goals
- **Equity** - We advocate for and believe in equitable access to food for all British Columbians
- **Responsiveness** - We adapt and respond appropriately to changing conditions with timeliness, flexibility, and innovation



Impact Goals

The impact goals that we have set ourselves represent the primary areas of focus for Food Banks BC as we work towards achieving our mission and vision. It is critical to our members that we provide responsive, relevant support and services to assist them in the work they are undertaking. To do this, FBBC must be well positioned as a sustainable, robust organization with a clear identity. This will also serve to reinforce our role as provincial leader and collaborator as we continue to tackle hunger and the causes of hunger in BC.

Impact Goal 1

SUPPORT: Meeting the Needs of our Members

Provide value for members by enabling and supporting our members to learn, share, build capacity and sustainability, and meet the needs of their communities.

Impact Goal 2

SUSTAINABILITY: Building a Stronger Association

Identify and implement governance and operational best practices to enhance FBBC's long-term value to our members and stakeholders.

Impact Goal 3

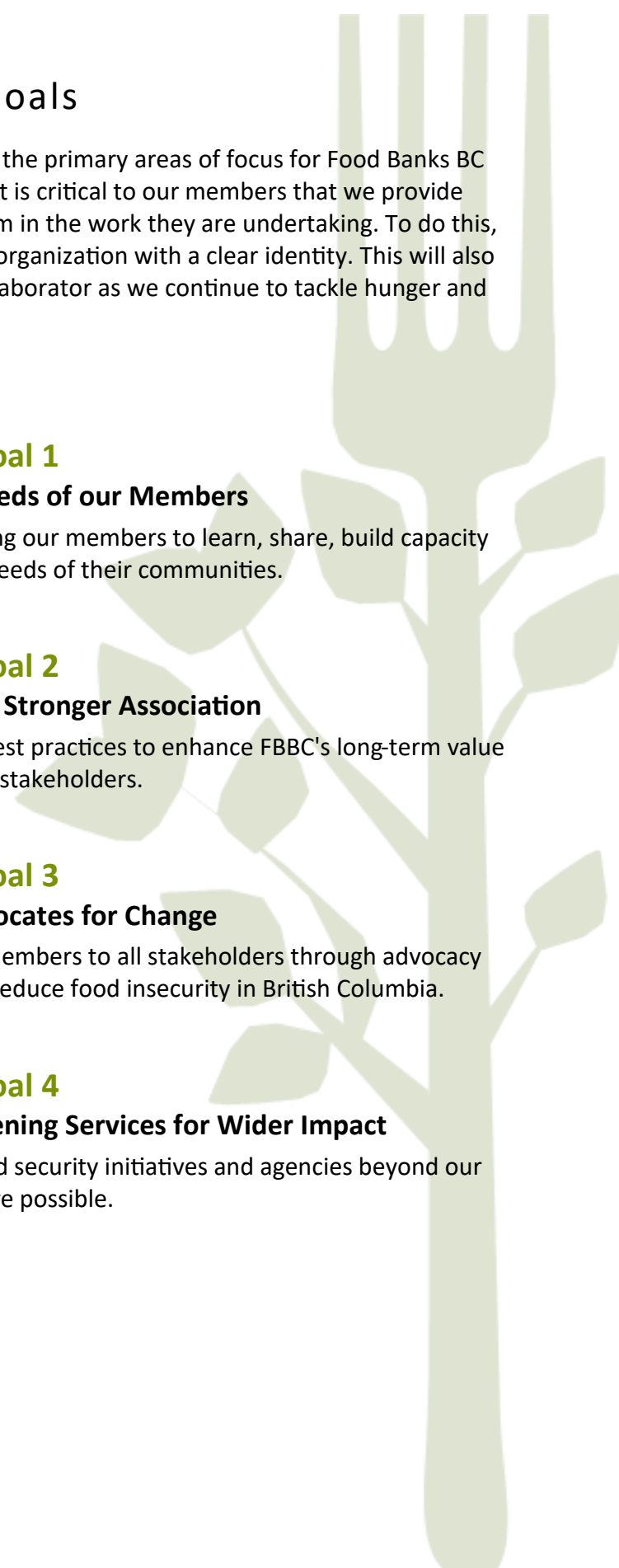
SYSTEMS CHANGE: Advocates for Change

Effectively represent the collective interests of our members to all stakeholders through advocacy while working innovatively and cooperatively to reduce food insecurity in British Columbia.

Impact Goal 4

STAKEHOLDER ENGAGEMENT: Broadening Services for Wider Impact

Provide leadership by supporting and promoting food security initiatives and agencies beyond our membership, where possible.



Strategies to Achieve our Goals

This section outlines the specific strategic initiatives that Food Banks BC will undertake in order to achieve our Impact Goals. These will occur at various stages over the course of the five-year plan.

Impact Goal 1:

Support: Meeting the Needs of Members

- a. Create tools, training and resources that are relevant and reflective of the needs of our members in a constantly changing environment
- b. Provide forums where members can knowledge share, develop best practices and build meaningful peer connections
- c. Develop robust food donor programs with provincial food organizations that enhance member access to high quality products
- d. Invest in supporting our members to develop models of financial and operational sustainability
- e. Support and promote equitable access for rural, small, and remote members
- f. Increase access to digital resources and tools while improving digital literacy
- g. Develop capacity within the member network to engage in inter-agency collaboration
- h. Support members in enhancing accessibility of their services through training and education that lowers barriers to access
- i. Support members in building and enhancing effective food recovery programming

Impact Goal 2:

Sustainability: Building a Stronger Association

- a. Development of FBBC brand and implementation of provincial awareness raising campaigns to highlight the impact of our work and the work of our members
- b. Enhance financial sustainability; strengthening donor relations through excellence in stewardship and engagement
- c. Attain accreditation that recognizes FBBC's high standard of organizational development and governance best practices
- d. Comprehensive review of FBBC bylaws, governance policies and operational policies
- e. Develop and implement diversity and inclusion goals for the board
- f. Increase FBBC's public profile on social media, public forums, and other platforms

Impact Goal 3:

Systems Change: Advocates for Change

- a. Work with members to identify unique and common issues that may be addressed through government action or support
- b. Continue to develop and maintain working relationships and our strong reputation with the Provincial government
- c. Build on new and existing relationships with other key stakeholders, e.g.. BCPHA, Poverty Reduction Coalition, FBC, other provincial associations
- d. Work with members to build a culture of systems change across the province and engage members to collaborate on this work
- e. Develop capacity to collect consistent, accurate data that allows for a research-informed understanding of the systemic issues that create a need for food banks
- f. Inform public policy through education, advocacy, and research

Impact Goal 4:

Services: Broadening Services to Achieve Wider Impact

- a. Work collaboratively with key stakeholders, municipalities, non-profit organizations, indigenous communities to create opportunities for innovative programs and initiatives
- b. Partner with appropriate stakeholders to support understanding of food system decolonization and indigenous/non-indigenous food sovereignty
- c. Work with appropriate stakeholders to develop broader understanding of alternatives to traditional food-banking models which promote sustainability, dignified access, and food education
- d. Provide emergency food access support to communities facing urgent food insecurity
- e. Work collaboratively with key stakeholders to improve the systems to provide access to food in times of emergency
- f. Partner with the appropriate agencies to inform and support the implementation of best practices to amplify the highest and best use of potentially wasted food

