



2020-2023 Strategic Plan

Societal Vision: Healthy People, community and environment

Mission: Engaging a resilient local food system through education, advocacy, and community building initiatives

We live our values:

- *Authenticity*
- *Impactful*
- *Sustainable*
- *Collaborative*
- *Tree Shakers*

Priorities, Strategies and Measures of Success:

Priority	Strategy	How will we know we're successful?
1. Grow an ENGAGED Food Literate Community		
1.1 Increase access of our high quality educational programming and events to Millennial and immigrant audiences.		• Increasing resources for programming staff • Reaching greater audience (including millennial and immigrant/cultural groups) through increased touch points/interactions
2. Nurture Urban Food Production		
2.1 Expand and enhance our programs that promote urban food production for Richmond residents		• Increase in requests for community gardens • More people connected to seed saving program • Increase in poundage harvested through fruit gleaning

3. Enrich Organizational Foundation	
3.1 Develop information, data, and technology systems to meet continued and future needs of the organization.	• Using current IT systems updating/migrating old systems • Moving towards G suite • Improving Payment options for community gardens • Create comprehensive information gathering system from our stakeholders
3.2 Enhance board capacity through Board development and strategic recruitment	• Re-established Board Development committee • Identified Board Skills matrix and use in recruitment activities • Succession plan identified • Enhanced Board role in Board recruitment activities

4. Cultivate/(Grow) a strong presence as a community resource agency for food security	
4.1 Identify and understand the NEEDS of the diverse audiences that we serve, through community engagement	• Developed tools to identify our audience • Develop methods to identify potential needs in our community. • Inclusion with partners in related endeavours • Representation of our diverse community in programming • Feedback from community - feel that RFSS is listening • Hosting a townhall in specific communities (ex: Hamilton)
4.2 Develop process, focused areas and opportunities to advocate	• Project Charter to develop process, boundaries, partnerships and potential grants to flesh out advocacy • Determine position on advocacy areas • Consider climate change, urban food production as potential area for advocacy • Impact local government and bylaws • Board engagement on advocacy issues
4.3 Develop a strong brand to make known our role in the community	• Increased awareness of RFSS in Richmond through meaningful and creative ways • Develop marketing expertise/resource and a plan to expand community reach • Cohesive Social media plan