



Food | Housing | Health | Youth

2021 – 2023 Strategic Plan

February 1, 2021

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A. INTRODUCTION

Background

GBF Community Services officially began when the Benevolent Society of Grimsby and District was established in 1965 as a non-profit charity. Over the years we evolved to become a social enterprise; we obtain financial donations and revenues from sold donated goods, which allows us to invest in social change. In 2019, GBF proudly announced that we reached the million-dollar investment milestone in the Grimsby community. These resources have enabled GBF to make a significant impact within four service pillars: Food, Housing, Health and Youth.

As GBF has changed and grown, so too has the Town of Grimsby and the surrounding areas. Numerous trends are currently impacting the wellness of our community from a physical, mental, social and environmental perspective. The 2021-2023 Strategic and Business Plan has been developed to address these trends in a structured, feasible manner. As always, GBF is here to serve our clients and the community in a time of need.

Critical Trends

Wellness Promotion

The demands on health and social services in our community (as well as at the regional, provincial and national levels) have been steadily growing in response to demographic changes and increased morbidity associated with mental illness, social isolation, chronic diseases, and more recently, the COVID-19 pandemic. Existing health and social services budgets can no longer meet these demands. As a result, community led efforts focused on promoting wellness are being explored to address these challenges. The following is a small sample of recent initiatives being implemented at all levels to promote wellness:

- **National Example:** The Mental Health Commission of Canada (MHCC) has recognized that everyone should be able to aspire to better mental health and wellbeing and to a life of meaning and purpose. However, they also realize that we will never be able to adequately reduce the impact of mental health problems and illnesses through treatment alone. MHCC acknowledges that greater attention must be paid to the promotion of mental health, and the prevention of mental illness where possible.
- **National Example:** The University of Waterloo has developed the Canadian Index of Wellbeing (CIW) to provide comprehensive analyses of how Canadians are really doing in the areas that matter most. It draws from almost 200 reliable data sources, primarily from Statistics Canada, that provide 64 indicators representing eight interconnected domains of vital importance to quality of life (i.e., wellbeing), as defined by “good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture”.
- **Provincial Example:** A health and wellbeing grant enabled 11 Ontario Community Health Centres to participate in a pilot study in which doctors and nurse-practitioners prescribed non-clinical interventions, such as: art and dance classes, volunteer roles, caregiver supports, supportive peer roles, etc. This study proved that: a) wellness promotion interventions (generally provided by volunteers) were highly successful, and b) healthcare providers found social prescribing useful for improving health and wellbeing.
- **Regional Example:** In partnership with the Niagara Region, Brock University is currently evaluating the implementation and impact of the Niagara Prosperity Initiative (NPI), a poverty reduction strategy that has provided funding of \$13M (\$1.5M annually) towards 339 projects delivered by over 83 agencies and organizations to over 100,000 individuals and families across Niagara, with particular focuses on women, single parents and their children, youth, people with disabilities, newcomers, indigenous people, and seniors.
- **Regional Examples:** Initiatives are being created throughout the Niagara Region to respond to ever-growing social demands, such as: a) the implementation of the Community Wellness Committee (CWC) of the Niagara-on-the-Lake Town Council, and b) the creation of Strong Fort Erie Neighbourhoods; a network

of people whose goal is to address neighbourhood-specific barriers and focus on realizing opportunities, so that people can thrive and reach their full potential, i.e., be well.

GBF had been promoting the wellbeing of its “clients” for decades through its food program and retail operations. During the last few years, it has expanded its services to include housing, mental health and social services initiatives. However, we believe the opportunity now exists to expand our wellness services by reaching out to the “broader community”. This is especially needed given the current demands on our social services resulting from the COVID-19 pandemic.

COVID-19 Impact

The COVID-19 pandemic has completely changed the way all of us lead our lives. To some extent, it has impacted everyone’s health, social, economic and environmental wellbeing. While for some the impact has been more of an inconvenience, for others, it has been a traumatic event. Our community, while not having the numbers of cases of the virus that others have experienced, has seen a dramatic rise in the need for social and economic support; this is especially true for impoverished, low-income households. GBF has witnessed first-hand a number of factors that are contributing to the current crisis; these include the following:

- **Unemployment:** The unemployment rate in our community has increased. More households are experiencing a decrease in income as a result of one or more family members losing their jobs or having their hours reduced.
- **Food Security:** More individuals are experiencing food shortages. School breakfast and snack programs have been cancelled. Hunger is no longer something the poor are experiencing; middle-class households are finding it difficult to feed their families and coming to our Food Bank.
- **Housing:** As income is decreasing, many households are finding it difficult to pay their rent, and or mortgage, as well as their utilities and property taxes. Our waiting list for housing subsidies continues to grow.
- **Mental Health:** a greater number of individuals are experiencing high levels of stress, anxiety, and even depression. Youth are at greater risk due to the dramatic changes school closures have had on their peer interactions, along with increased exposure to potentially abusive behaviour.
- **Health:** individuals are skipping or delaying preventative health care visits to avoid contacting the virus in crowded health facilities. In some cases, this is having an adverse effect on their physical health.
- **Social Isolation:** the requirements for social/physical distancing have meant that people are not able to interact with family and friends as they had before COVID. The elderly, especially those living alone or in retirement/long term care facilities, have been hardest hit. Those GBF volunteers that are more vulnerable to the virus have not been able to work in our facility.

A New Direction for Going Forward

Given the relevant trends and stressors discussed above, GBF’s Directors and leadership engaged in an extensive exercise during the fall of 2020 to discuss and identify the following:

- Our current strengths and assets that we can leverage, plus the opportunities we should be taking advantage of to achieve greater impact for our clients and community.
- Our strategic directions to ensure that we are focusing on the most appropriate initiatives over the next three years that are a good fit with our vision and mission, plus those that will provide the greatest impact to our clients and community.
- Our operational directions to enable us to grow, be sustainable and effectively/efficiently deliver our services.
- Changes to our values, vision and mission that better align with our new directions.
- Our operational budget for 2021.

The results of this exercise are presented in the remainder of this document.

B. OUR CURRENT STATE

SWOT Analysis

To ensure we build on our internal strengths, improve on our weakness, and address external opportunities and threats, the GBF Board and senior leadership conducted a Strength, Weaknesses, Opportunities & Threats (SWOT) analysis. The following is a brief summary of the findings grouped into categories. The lists are sequenced by frequency of a theme, starting from greatest to lowest number of times the theme was mentioned.

Strengths

1. **Financial:** Our financial position appears to be our greatest advantage, followed by our achievement of investing \$1M into the community during 2019.
2. **People:** The Board was viewed as a significant strength, with the Executive Director and Food Bank Manager also getting recognition, but it looks like we have some work to do on our partnerships.
3. **Donations/Support:** The support we have received from our community and many of our partners has been very generous and is greatly appreciated.
4. **Reputation/Brand:** We definitely have a good reputation for our large Retail Store, along with our GBF brand.
5. **Volunteers:** Although we have often referred to our volunteers as one of our greatest strengths, during COVID lockdown periods, we have not been able to leverage their valuable support.
6. **Culture:** There were 5 mentions referring to our culture from different perspectives – no common items were noted.
7. **Operations:** There were 5 mentions referring to various aspects of our operations – no common items were noted.

Weaknesses

1. **People:** Although People had a strong showing in the strengths category, it was identified as a critical weakness that needs to be addressed, emphasizing staff shortages, turnover, lack of human resource policies, and the need to restructure our organization to align with our strategic and operational goals.
2. **Volunteers:** Volunteers is definitely something that warrants attention – without them GBF can't operate.
3. **Operations:** Although we see our Store as a strength, it looks like it needs an overhaul to display our merchandise in a better way. In addition, our limited manpower during COVID has challenged our ability to process the many donations we receive as quickly we would like to.
4. **Technology:** There were 6 mentions for technology that fundamentally say that we need: better data collection, structured information management, and up-to-date technology. These weaknesses are addressed in the opportunity category in a big way.
5. **Communications:** Although there was only a small mention of communications as a weakness, it does get emphasized in the opportunity category.

Opportunities

1. **Programs & Operations:** It is encouraging to see so many opportunities to improve our programs. Wellness had 6 mentions, mental health had 6, food had 6, and housing had 5. Retail had a poor showing in the program theme but was emphasized with respect to e-shopping in the technology theme.
2. **People/Human Resource:** Youth came out the winner in the people theme with 8 mentions. Additional Board involvement was also highlighted with four mentions. The need for more volunteers was also emphasized, as was more training of staff and volunteers.
3. **Technology:** The importance of up to date technology for the purposes of data management, impact analysis, e-shopping, and sales came through very strongly.

4. **Increase Revenue:** The key message that seems to be coming through all categories of the SWOT analysis, in one way or another, is that we need to transform our retail business to generate new revenue to enable GBF to grow.
5. **Volunteers:** The volunteer theme consistently comes up throughout the SWOT. In this opportunity category, the emphasis is on recruiting sufficient volunteers with the right knowledge and skills to be able to use them in non-traditional ways. This could enable GBF to deliver a variety of services we have not been able to provide in the past.
6. **Communications:** This theme is much more powerful an opportunity than its ranking represents. Much of what was said is very closely linked to technology; communications is an enabler for the application of social media, e-shopping, on-line communications, etc. Combined, the themes of technology and communications represent a huge opportunity for GBF.
7. **Partners:** There is definitely an opportunity to increase GBF's partnerships and relationships going forward. This is a key enabler for growing our social enterprise and making a significant impact in promoting wellness in our community.
8. **Marketing & Fund Raising:** This lower ranking should not dismiss the importance of this theme. Marketing and fund raising are critical to generating the donations and funding we need to deliver our programs and services.

Threats

1. **COVID-19:** is the number one threat with 11 mentions. It has already impacted all of our programs and may continue to do so for some time, especially if there is a second or even third wave of the virus, along with a delay in the implementation of a vaccination program.
2. **Service Demand:** Increased demand on our services is also a product of COVID; collectively with the COVID-19 theme it represents 19 mentions in total.
3. **Competition:** The charity and social enterprise sector has become very prominent at all levels due to COVID and therefore a threat to GBF. We will need to continue to be vigilant and communicate our messaging that we are worthy of the community's support.
4. **Volunteers:** As with other SWOT categories, having sufficient volunteers continues to be an issue we need to address.
5. **Partnerships:** Partnerships do not appear to be a strong threat, but rather an opportunity, relationships and partnerships need to become more formalized, structured and leveraged as much as possible.

Conducting the SWOT analysis was a very enlightening exercise. It provided valuable input in the development of GBF's strategic and operational directions, and the selection of initiatives to be implemented over the next three years.

C. GBF's VALUES, VISION & MISSION

GBF's Values

GBF continues to embrace the following values:

- A strong sense of social responsibility.
- A commitment to serving our clients with respect and compassion.
- A belief in the unique abilities, strengths, and gifts of each person.
- A belief in the capacity for people to grow, change, and care for themselves and for one another.
- A commitment to professionalism, ethical conduct, and integrity of service delivery.
- A recognition of the importance of volunteerism and citizen participation in the community.
- The role of research, education, and advocacy.

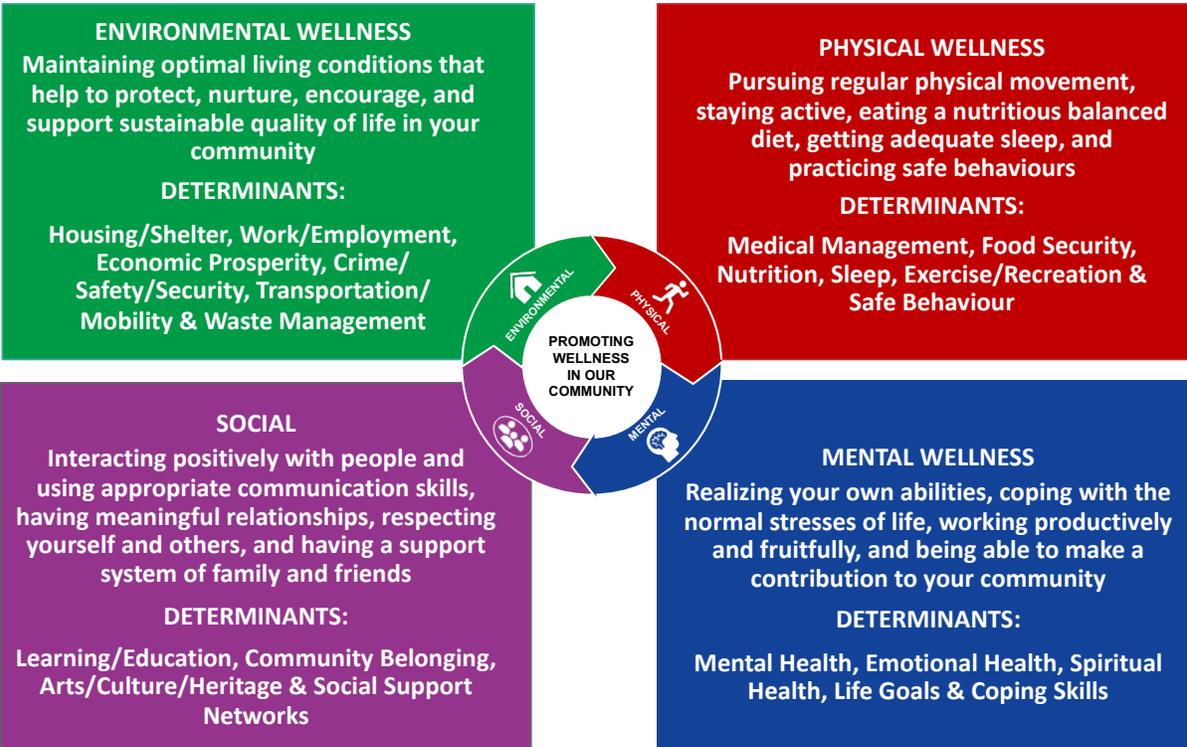
GBF's Vision

GBF's vision is:

To enable our clients and our community TO BE WELL.

Promoting wellness has been, and will continue to be, an impact goal that GBF will always strive towards. However, our definition of wellness has evolved to encompass four wellness domains: physical, mental, social and environmental. The definitions for these four domains, plus the associated determinants of wellness, are shown in Exhibit 1.

Exhibit 1: Wellness Domains & Determinants Definitions



GBF acknowledges that we will not be able to realize our vision without strong partnerships. Through collaborative relationships, we will strive to ensure that our clients will be able to access those services that GBF is not able to deliver.

It is also our intention to form new relationships in Grimsby, and across the Region, to co-create innovative services that will promote wellness for all members of our community. This goal is now one step closer to being achieved as the result of a generous donation. We have been given the use of a renovated church at the corner of Elm Street and Mountain Street rent free for three years to design and pilot wellness promotion initiatives for both our clients and the broader community. The 19 Elm Street location is now referred to as GBF's Wellness HUB.

GBF's Mission

GBF's mission is to:

- meet our clients' basic needs,
- promote wellness in our community, and
- provide a safe and rewarding environment for our board, staff and volunteers.

The first component of our mission represents GBF's fundamental purpose – to meet our client's basic needs – which has not changed since our origins. Support for our clients is an attribute that is embedded in GBF's DNA and will continue to be going forward.

The second component of our mission – to promote wellness in our community – is a new addition to the scope of our mandate. This is a recognition that everyone deserves to be well. A number of our strategic directions are focused on exploring how we can promote wellness within our community.

The third component of our mission is an acknowledgement that GBF would not exist without the loyalty and commitment of our board, staff and volunteers. They are the people that enable us to make an impact; they need to have a safe and rewarding environment to work in. A number of operational directions are focused on ensuring that we have the leadership and workforce to achieve our vision and mission.

D. OUR BOARD of DIRECTORS & STAFF TEAM

As stated in our mission discussion, people are the key to GBF's success. The following provides a list of the Board of Directors and our Team of staff.

Board of Directors

GBF has an exceptionally experienced Board of Directors committed to achieving our vision and mission.

Irene Podolak, President and Board Chairperson

Bob Paul, Treasurer and Board Director

Justin Cruse, Secretary and Board Director

Frank Barretto, Board Director

Joanne McMahan, Board Director

Linda Rowlison, Board Director

Jamie Stevens, Board Director

Our Team

GBF's Team is very dedicated to delivering on GBF's vision and mission.

Management

Stacy Elia, Chief Executive Officer (CEO)

Ashley Marr, Director of Programs

Duane Arnold, Director of Operations

Ala Benish, Food Program Manager

Melanie Green, Retail Store Manager

Staff

Misty Duggan, Finance/Administration Coordinator

William Maclean, Receiver/Truck Driver

John Phillips, Receiver/Truck Driver

Roger Saldat, HUB Retail Coordinator

Joanne VanDyke, Bookkeeper

Youth Assistants

Gabby Arnold, Youth Assistant

Gabe Ensor, Youth Assistant

Maverick Fawcett, Youth Assistant

Sam Korvemaker, Youth Assistant

Madelaine Smith, Youth Assistant

William Von Kaitz, Youth Assistant



Strategic Partnerships & Relationships

GBF has strong strategic partnerships and relationships with a variety of organizations within each of our four domains of wellness, as shown in Exhibit 2.

Exhibit 2: Examples of GBF Partnerships and Relationships

ENVIRONMENTAL WELLNESS:

- CDN Diabetes Association/Recycling
- Grimsby & District Chamber of Commerce
- Grimsby Fire Department
- Niagara Connects
- Niagara Prosperity Initiative
- Niagara Region Affordable Housing
- Niagara Workforce Planning Board
- United Cerebral Palsy – Niagara/ Recycling
- Winona Mens Club
- YWCA/Grimsby Housing

SOCIAL WELLNESS:

- CAGP Leave a Legacy
- Gillian Place
- Grimsby Primary & Secondary Schools
- Grimsby Retail & Food Stores
- Grimsby Seniors Club
- INCommunities
- Town of Grimsby Library



PHYSICAL WELLNESS:

- Feed Ontario
- Food Banks of Canada
- Grimsby Dentists
- Grimsby Long Term Care Facilities
- Ontario Association of Food Banks
- Town of Grimsby Parks, Recreation & Culture Department

MENTAL WELLNESS:

- CASON
- CMH-Niagara
- FORT
- Grimsby Life Centre
- Pathstone
- QUEST
- WNMH Team/WLMH

Additional examples that apply to multiple wellness dimensions include: Canadian Tire, Meridian Credit Union, John Deere, Superstore, Judge & Jester, Grimsby Station 1 Coffeehouse, and others.

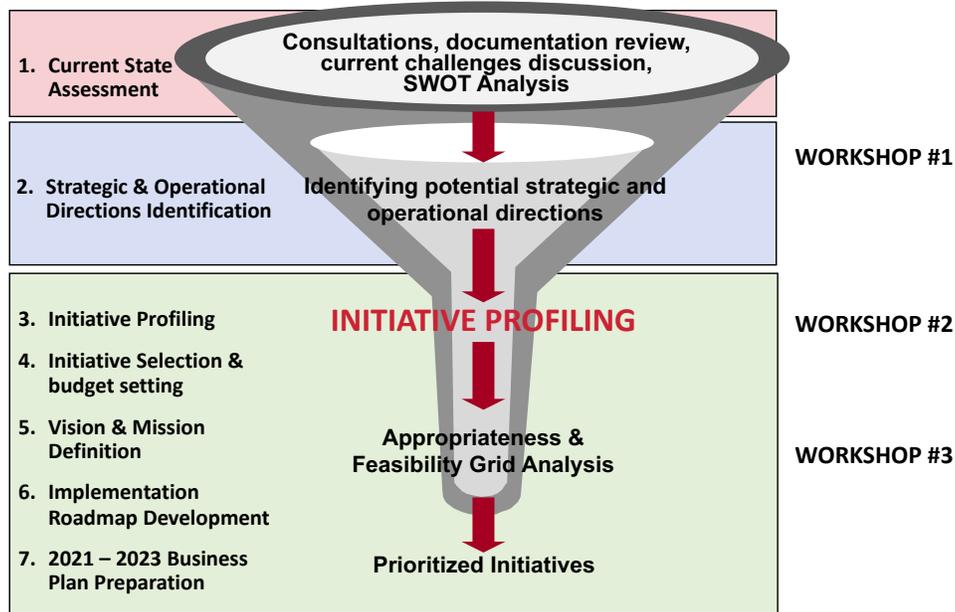
It is GBF’s intention to dramatically increase the number of partnerships and relationships during the next three years to enable us to deliver a greater impact in our community and surrounding areas.

E. GBF's 2021 – 2023 STRATEGIC/OPERATIONAL DIRECTIONS & INITIATIVES

Business Planning Process

GBF conducted three workshops to collect and analyze the data needed to make informed choices on the contents of our 2021-2023 Business Plan. Exhibit 3 graphically shows the process and key activities that were conducted during the course of our business planning process.

Exhibit 3: Business Planning Process



The key deliverables from this process included the following:

- Development of 11 strategic directions.
- Development of 9 operational directions.
- Identification and description of 14 initiatives to be implemented over the next three years.

Strategic Directions

Wellness Promotion

1. To re-brand GBF as a wellness promotion (WP) social enterprise that provides selected services to Grimsby clients in need of support.
2. To build on current relationships and develop collaborative partnerships within our community and the Region, to enable our clients' affordable access to WP services GBF cannot provide.
3. To transform our policies and procedures to more effectively manage client referrals to GBF wellness programs and services.
4. To inform our community on how to promote wellness, i.e., mental, physical, social and environmental, and to assist them in locating the WP information and services they need.
5. To leverage our three year rent free lease at the Wellness HUB , which will act as an "incubator" for piloting wellness promotion projects to determine which could be scaled up and become sustainable programs going forward.

Retail Transformation

6. To transform/optimize the Retail Store, plus develop new revenue streams to achieve significant growth, e.g., e-shopping, vintage sales, loyalty program, etc..

Housing Sustainability

7. To formalize and sustain our Housing program to provide safe, secure, affordable housing services within our community, placing greater emphasis on targeting our emergency clients' needs rather than lifetime services.
8. To efficiently, effectively and sustainably operate our Housing Program and to routinely collect data, and report information, on the impact GBF is having resulting from its Housing program.

Youth Engagement

9. To inform, engage, and recruit youth at GBF in meaningful ways.

Healthy Eating for Wellness

10. To assess and implement a variety of healthy eating projects than could meet our community's wellness needs, while simultaneously maintaining food safety protocols.

Mental Health

11. To develop a mental health strategic plan that will identify those initiatives/organizations we would partner with, or fund, to address the issue of improving access to mental health assessment and treatment services in our community.
12. To increase mental health awareness approaches and communication channels both internally and externally.

Operational Directions

Human Resources Restructuring

1. To restructure our human resources to align with our strategic directions.
2. To recruit and retain qualified, skilled and experienced people to fill current vacancies and expired contract positions.

Human Resources Policies

3. To create key policies, procedures and tools to guide effective development and management of our Board, employees and volunteers.

Volunteer Engagement

4. To ensure that all areas of operation have sufficient, skilled people resources to meet current daily program and departmental work demands, and enable their efforts to be successful and meaningful.
5. To expand the current compliment of volunteers to include individuals with diverse knowledge and skills to support the design and implementation of new sustainable programs.

Communications

6. To design a comprehensive plan that will meet GBF's communication needs (e.g., retail communications).

Technology

- To investigate, select and implement technology that effectively and efficiently meets GBF's strategic and operational information management needs (e.g., e-shopping, communications, impact measurement).

Financial Investment

- To more effectively invest and manage GBF's financial resources.

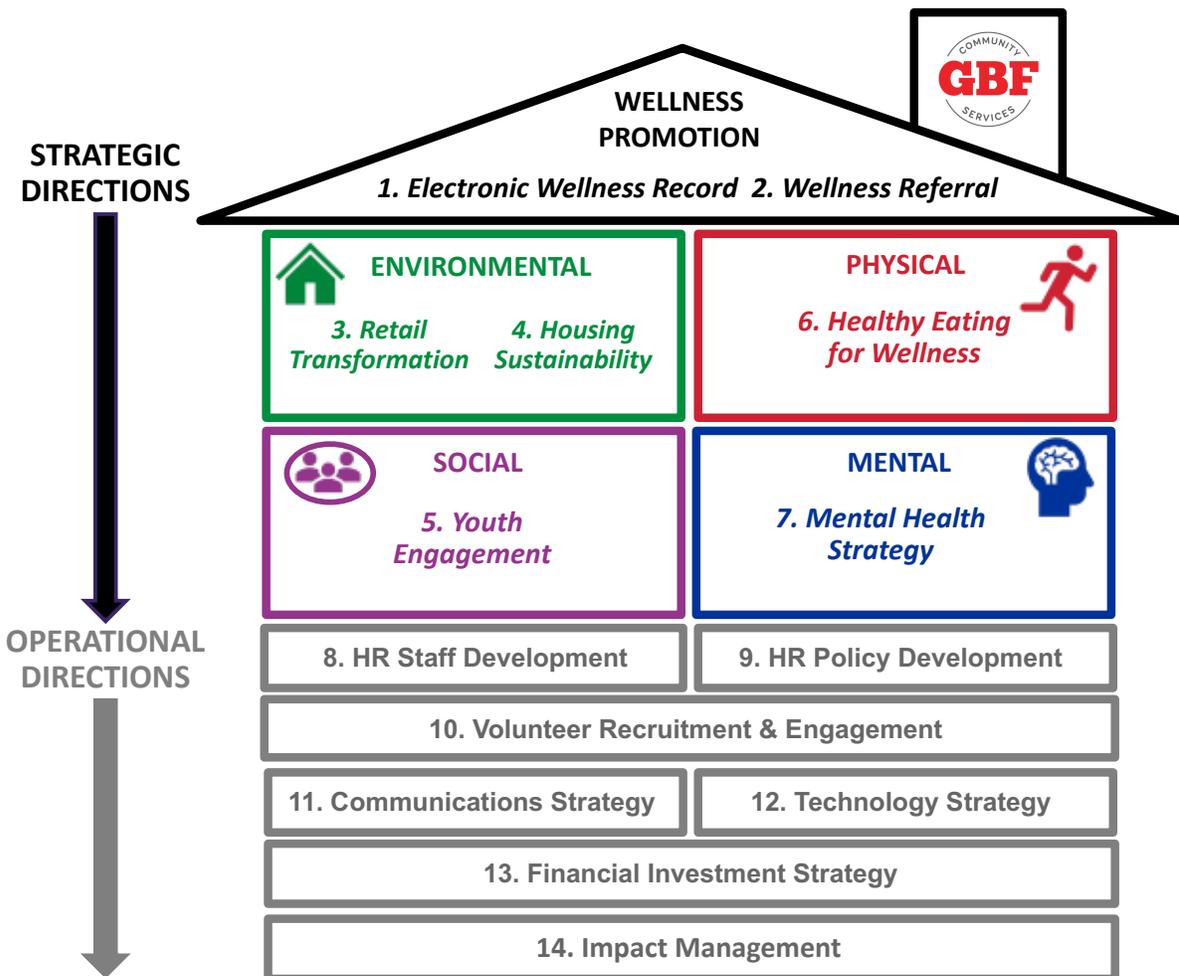
Impact Management

- To implement an Impact Management (IM) approach to determine how to assess and optimize impact during and following program/project implementation.

Strategic & Operational Initiatives

The strategic and operational directions were translated into 14 initiatives that will be the focus of our efforts for the next three years; seven strategic and seven operational initiatives, as shown in Exhibit 4.

Exhibit 4: GBF Strategic & Operational initiatives



Each of the strategic and operational initiatives is described below. The impact goals have been identified for each initiative along with a description of how the initiative will be implemented.

Strategic Initiatives

1. Wellness HUB & Referral Process

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> To determine which Wellness HUB ideas are sustainable. Exhibit 5. To develop policies and procedures associated with client service requests, including redesigning electronic forms and documentation. To design an effective, productive client referral process for both GBF services and externals services as needed. 	<ul style="list-style-type: none"> The Wellness HUB Committee will select those Wellness HUB ideas that appear to be a good fit and feasible to pilot. Data will be collected and analyzed for all pilot projects to determine if they are sustainable and how they can be scaled up going forward. An inventory of existing policies, procedures, forms and documentation will be conducted to determine how to transform the referral process for GBF services. Templates for all of the new forms/tools will be developed in electronic form. 3 to 4 partners will be recruited to participate in a development workshop(s) to design a streamlined referral/follow-up process for external wellness services. The process and tools will be trialed and adjusted accordingly following feedback on their relevance, comprehensiveness, simplicity, etc. An asset map of leading WP practices and service providers in Grimsby and the Region will be conducted (with the support of Brock University student if possible). An inventory of existing partners and relationships will be conducted, along with identification of new potential wellness partners that we want to target.

2. Electronic Wellness Record (EWR)

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> To design a simple to use EWR that can electronically capture wellness information about a client over time. To create a database of EWR's that provides us demographics about the clients/households we serve at any one time. 	<ul style="list-style-type: none"> All client wellness assessment data will be collected electronically into a digital form. Data about our clients that is collected by our referral partners will be entered into the client's GBF EWR, provided they provide consent. The data will be entered into specific fields that will allow for various analytical processes. To the extent possible data collection will be captured through drop down boxes or by selection of potential options so that it minimizes the amount of typing required. Data will be able to be tracked and compared to previous entries to demonstrate variations over time. Graphic reports will be able to be produced showing the results and impact achieved. Analytical processes will be able to mine client data over time and show the impact our services are having on a client's wellness status, and those provided by our referral partners.

Exhibit 5: Wellness HUB Ideas



3. Retail Transformation

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> • To update the Retail Store to create a better, more modern shopping experience, resulting in additional retail revenue streams. • To attract a broader customer base and expand our customer loyalty. 	<ul style="list-style-type: none"> • Develop a plan on how the interior of the Store should be redesigned to maximize floor space, be more appealing to a broader customer base, and sell more product, e.g., vintages section, youth corner, and a discount section to move inventory. The Plan will also include: a) how the exterior of the building should be made more inviting and family oriented (e.g., electronic signage to promote GBF programs/services and current news), b) plus the use of highway signage to attract attention to our location as a tourist attraction.

<ul style="list-style-type: none"> • To increase donors and partnerships plus recruit new, diverse volunteers. • To rebrand the Store and communicate to our community that GBF is a Social Enterprise that in addition to selling merchandise, cares about the wellness of our customers and the community. 	<ul style="list-style-type: none"> • Determine how best to renovate the Store, e.g., new flooring, new cash checkouts, replace any damaged fixtures, paint walls, and install partitions to create separate areas and hide things (e.g., the boxes at the front). Capitalize the renovation expense through sponsor donations (acknowledge their contribution in the Store with their names on plaques). • Install in-Store communications, e.g., wall mounted TV's and social media to highlight: special items for sale, GBF services, community involvement, in-store sales, volunteer stories, GBF history, community partners/donor recognition, etc. • Upscale our marketing/advertising messaging about the new Store to the general public, schools, private sector, donors, partners, etc., through the use of: paper and electronic media, TV and radio advertising, conducting special gala events at the Store, etc. to: create interest, recruit new partners and volunteers, celebrate our successes, plus showcase our services, mission and story.
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4. Housing Program Sustainability

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> • To formalize GBF's housing policies, procedures, and rules. • To increase housing financial support to include 80+ households in the rent supplement program. • To increase opportunities and options across the housing continuum, i.e., retaining, protecting and increasing the affordable housing supply in the private market. • To build capacity and improve the effectiveness of the housing system, i.e., increase housing awareness and increase capacity. • To continue to collect, maintain and monitor meaningful housing data. • To increase access and funding for homelessness prevention in Grimsby. • To be recognized as best-in-practice to prevent homelessness in Grimsby. • To remain a lead agency for the Low-Income Energy Assistance (LEAP) program and provide GBF funds to meet LEAP shortfalls. 	<ul style="list-style-type: none"> • Identify Grimsby's housing needs. • Establish housing core principles focused on: promoting wellbeing, capacity building, partnerships, and accountability to support the Regional Housing First Strategy. • Refine/develop GBF's housing policies, procedures and rules, e.g., develop a transition solution for households; establish exit guidelines for short term households; encourage households to apply to Niagara Regional housing for long term support. • Expand the housing program in the community, however, GBF clients will be the focus of those we service. • Build on existing community assets and opportunities through community partnerships. • Design and promote financial stewardship and best use of housing resources to achieve meaningful outcomes. • Increase awareness about homelessness and housing needs locally and regionally through various communication channels. • Message GBF's housing program as a response to homelessness but not a long term solution; include a housing section on the website with links to other providers.

5. Youth Engagement

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> To create a youth engagement implementation roadmap that will guide our journey to improving youth engagement with GBF. To increase the number of youth volunteers. To collaborate with youth to establish a framework for building a sustainable youth program in our community. 	<ul style="list-style-type: none"> Organize a Youth Advisory Group that would provide input on all things dealing with youth. Conduct a focus group to get their input on youth challenges and innovative ideas on how GBF could address these issues. Contact local school principals and service groups to consult with them to identify youth challenges and leading practices, e.g., peer support, anti-bullying strategies, youth experiential learning, etc. Develop a roadmap with timelines to implement various youth engagement activities, such as: a) incorporating a youth theme in the Retail Store, e.g., a youth corner for information sharing and staging of youth merchandise; b) engaging youth in various marketing and promotional volunteer activities, e.g., creating videos of GBF events and client testimonials, or optimizing social media for communication and sales, and/or c) developing a youth volunteer recruitment plan.

6. Healthy Eating for Wellness

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> To expand healthier food options available in the Food Bank which will provide clients with greater access to these foods. Increase donations of healthier foods while maintaining safe food handling practices. Introduce a Healthy Eating for Wellness communication board in Food Bank to provide information on nutrition and healthy living. This communication board may include information on nutrition, meal planning advice, healthy eating tips, and recipes. 	<ul style="list-style-type: none"> Evaluate current Food Bank purchases and allocated budget to determine which food products can be eliminated and additional healthier foods be purchased (e.g., cut back on costly canned goods or reduce variety of items in specific areas to purchase healthier food options, i.e., fresh/frozen foods, etc.). Continue to utilize current partnerships with Feed Ontario and Food Banks Canada to receive assortment of healthier foods. Enhance public awareness of which nutritional and healthy foods to donate to the Food Bank; utilize social media, grocery signage and events to promote healthy eating; post healthy eating educational resources (i.e., brochures, recipe cards, Wellness Communication Boards, etc.) as part of the Healthy Eating for Wellness program to promote healthy living. Engage wellness coaches (e.g., skilled volunteers, nutritionist etc.) to provide opportunities for clients to develop food skills: prepare healthy meals, consume a well-balanced diet, learn to grow their own foods, etc. Ensure all staff are trained and certified in safe food handling; all staff and volunteers that are involved with food handling will complete the Safe Food Handling Course offered through Feed Ontario – this will be mandatory. To ensure only acceptable food donations will be received, proper signage will be developed/posted in the Food Bank and Receiving, plus staff and volunteers will be oriented to the acceptable food donations list. A lead volunteer (TBD) will reach out to partners, health Canada and Niagara Region to secure educational resources for the Healthy Eating Communication Board; could potentially include: opportunities for clients to share testimonials, photos, recipes on the Monthly Meal Program, Holiday Hampers, etc.

	<ul style="list-style-type: none"> • Encourage involvement from our Board Members, Volunteers and Community Partners to help promote/implement healthy living opportunities for our clients, e.g., Fruitful Harvest Community Garden implements, healthy cooking and canning classes, etc. • Invite nutritionists or Health promoters from the Niagara Region to speak and to educate clients and the public about healthy eating for wellness.
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7. Mental Health Strategy

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> • To build partnerships with mental health service providers in Niagara. • To identify, implement and evaluate mental health projects that address current awareness building, assessment and treatment of mental health challenges being experienced in our community. 	<ul style="list-style-type: none"> • Conduct further discussions with relevant mental health service providers and subject matter experts (at all levels) to: a) gain their knowledge and expertise on how best to address mental health challenges in our community, and b) to determine their willingness to partner on delivering much needed mental health services in Grimsby in a timely manner. • Develop a mental health strategic plan outlining partnerships, projects, events and activities that will serve our community’s mental health and wellness needs going forward. • Establish impact goals for each mental health project and routinely assess the extent to which the goals are being achieved. • Gain political support for our mental health strategy; have meetings and conduct presentations with MPP Sam Oosterhoff and MP Dean Allison to: a) outline our mental health strategy, and b) identify opportunities for funding, grants and/or subsidies relevant to our mental health directions.

Operational Initiatives

8. Human Resource Restructuring

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> To build a team of competent staff that can excel at managing and/or delivering all aspects of GBF's business and services. To fill vacancies and expired contracts with top talent individuals that are committed to GBF's vision, values, mission and strategic directions. To establish a culture in which: a) all leaders/management value people as their most important resource, and b) all managers understand they play a key role in employee/volunteer engagement, creating a respectful and trusting relationship with their direct reports. 	<ul style="list-style-type: none"> Identify the roles that are required to implement the 2021-2023 Business Plan (BP). Review existing job descriptions; modify them to align with the BP directions/initiatives; incorporate meaning, variety, autonomy and co-worker respect into the jobs so that staff are more willing to take on duties beyond their current role. Conduct discussions with each staff member to determine: a) their commitment to their work and workplace, b) how enthusiastic they are to accepting future changes and enhancements, and c) gain an understanding where each staff person fits into GBF's future plans. Initiate a recruitment process for vacancies. This includes participation in a group interview to allow Board and Management opportunities to review short-listed candidates for a specific position. Implement the new Staff Impact Development (SID) Plan approach and policies that will guide staff to achieve their impact goals. This involves: a) setting challenging, operational and personal impact goals that align with GBF's strategic directions, b) providing feedback to staff's self-assessment, and c) recognizing accomplishments and extraordinary contributions. Implement a Role Transition approach (skills development cross-training) as needed to increase job performance, satisfaction and self-efficacy. Communicate and encourage a culture in which staff feel it is safe to take risks to implement positive change and not fear any negative consequences if they fail while trying to improve how they work.

9. Human Resources Policy Development

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> To design and implement electronic Human Resource (HR) policies that are in compliance with various government regulations and acts, plus considered best practice. To enable a culture of respect, tolerance, and diversity within the workplace. To design policies and procedures for a Staff Impact Development Plan and Role Transition approach that will assist staff to achieve their impact goals, as well as promote self-development. 	<ul style="list-style-type: none"> Design and implement human resource policies as required by law and/or considered good practice. Compile a booklet of these HR policies that staff will sign to acknowledge they have received them and have been oriented to them. Design policies and procedures for a Staff Impact Development Plan to enable staff to achieve both operational and personal development goals and. Design policies and procedures for a new Role Transition process that will enable staff to gain the knowledge and skills they need to fulfil their roles within GBF.

10. Volunteer Recruitment and Engagement

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> To increase the ability to serve and respond to the needs of the Grimsby community by recruiting a larger, diversified pool of very engaged volunteers. To increase the skill set of the volunteer team so that they can support employees with their roles, e.g., assist with fundraising, volunteer scheduling, etc. To encourage volunteers to handle day to day tasks independently. To train volunteers to be community ambassadors and grow community support. To create healthy, collaborative teamwork between staff and volunteers. To have Program and Operations Managers coordinate volunteer recruitment, scheduling and management. To create a volunteer recognition program that would acknowledge volunteers' contributions on a regular and annual basis, e.g., annual luncheon. 	<ul style="list-style-type: none"> Assess the current use of volunteers and identify volunteer leading practices in other organizations. Establish all areas of operations and service delivery that could be supported by volunteers. Identify the different volunteer types we need and develop role descriptions for each type, e.g., general help, department specific roles, skill specific roles, pro bono service delivery, admin support, sales and fund raising support, etc. Develop a volunteer recruitment campaign; continue engaging with the community, churches, businesses, etc. to communicate the need for volunteers and the opportunities at GBF to leverage their skills. Also, use multiple communication channels with volunteers, such as: social media, newspapers, billboards, websites, Chamber, flyers, and word of mouth. Collaborate with the Youth Engagement initiative to encourage youth volunteers to join GBF.

11. Communication Strategy

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> To optimize communications by improving the content and delivery of GBF's messaging that targets various stakeholders (internal and external) and market segments. To implement communication platforms and create tools that will support effective communication of both electronic and print based media. To efficiently meet and sustain GBF's communication needs as they evolve and grow. 	<ul style="list-style-type: none"> Conduct a review of current communication content and practices. Identify all stakeholder segments that GBF communicates with, and determine how best to communicate and listen effectively, i.e., push and pull of information. Identify: a) what messages need to be sent to which stakeholder segment, b) when you need to communicate, and c) how the communication will occur (i.e., delivery platform: technology, social media, newspapers, publications, mailings, etc.). Determine which enablers need to be in place to manage communications, i.e., people, processes, tools, technology, etc. Identify mechanisms for ongoing content management, tool management, web management, etc. (e.g., manage inhouse with new staff resource, or outsource, or a combination of both).

12. Technology Strategy

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> • To better deliver GBF Programs and services by improving operational efficiencies, data collection/analysis, and support new opportunities to generate revenue (i.e., on-line shopping). • To collect data once and share it internally and, as appropriate, externally with other partners and stakeholders. • To implement a technology platform that will support GBF's data/information management and communications needs. • To efficiently meet and sustain GBF's technology needs as they evolve and grow. 	<ul style="list-style-type: none"> • Understand the current information management and technology environment. • Define GBF's business goals, and associated information needs, by department and program. • Identify the technologies that need to be implemented over the next three years. • Develop the Information Technology Strategy, including a three-year implementation roadmap. • Implement the technology to support GBF's strategic and operational directions and impact measurement goals.

13. Financial Investment Strategy

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> • To improve the return on GBF's invested cash balances, while managing market risk. 	<ul style="list-style-type: none"> • Develop an investment program with Credential Securities that is commensurate with non-profit tolerances.

14. Impact Management

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> • To determine the impact GBF clients are realizing from GBF's assistance and support. • To demonstrate the impact GBF is having on wellness in Grimsby, resulting from the investments we make each year. • To enable GBF and other partnering organizations that are implementing wellness promotion initiatives to be able to assess impact in simple, practical and meaningful ways. • To increase GBF's eminence by widely disseminating the results of our impact management initiative. 	<ul style="list-style-type: none"> • With the support of the Impact Management Advisory Group, design and implement an Impact Management (IM) methodology, implementation approach, and tools. • Trial the methodology and tools on a sample of wellness promotion initiatives (4 to 5) in collaboration with community partners. • Collect data, conduct analysis and determine the level of impact that was (or was not) realized from the trials. • Refine our methodology and tools and create a toolkit that can be used for GBF's programs and projects, and potentially leveraged by other similar organizations.

F. IMPLEMENTATION TIMELINES

The decision regarding the timelines for implementing the 14 initiatives will be carried forward into 2021. At the end of March (Q1), once the Board has received a full reporting of the initiatives, a Gantt chart will be developed that will take into account the availability of time, money and human resources (i.e., staff, volunteers and Board members). The rationale for proceeding with this decision is due to the following:

- The uncertainty of when the COVID-19 pandemic will end, or when a vaccine will be available for the general public.
- Not knowing what “normal” for GBF will look like after COVID.
- Not being able to accurately project the state of the economy, housing and employment status for Grimsby households over the next few years, all of which could impact the demand on GBF’s services.
- The current lack of volunteers, which dramatically impacts our ability to maintain full hours of operation and subsequent revenue generation.
- The current vacancy that has yet to be filled, i.e., the Director of Operations, which is crucial to our plans for transforming our retail operations and expanding into e-shopping. In addition, the Director of Programs will not be returning from her maternity leave until Q2 2021.

Given this level of uncertainty, GBF has decided to stage the implementation of the 14 initiatives. Although it is our intention to proceed with implementing every initiative, efforts will be taken to focus on ways to minimize the burden of additional workload on existing staff. Implementation strategies include the following:

- Filling the current Director of Operations vacancy will be the highest priority, along with actively recruiting volunteers. Without these individuals, GBF cannot function effectively.
- Operational initiatives are the foundation for being able to implement our programs effectively; they will be next in line for implementation.
- Board members will take on a stronger role in leading the implementation of those initiatives that they “own” and keep the momentum going.
- The Wellness HUB will be leveraged to the extent possible to initiate piloting of selected projects and activities. Engaging with partners to utilize the HUB could off-load work effort for our staff, as well as lessen the spending of financial resources.

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