



Food | Housing | Health | Youth

2023 – 2024 Strategic Plan

January 1, 2023

GBF© 2023. This document is solely for the use of GBF Community Services Directors, staff, and designated partners – no part of it may be copied, circulated, quoted, distributed, or reproduced without prior written approval from GBF.

Table of Contents

Table of Contents 2

A. INTRODUCTION 3

 Background 3

 Critical Trends 3

 Wellness Promotion 3

 COVID-19 Impact 4

 Business Plan Revision 5

B. GBF’s VALUES, VISION & MISSION 5

 GBF’s Values 5

 GBF’s Vision 6

 GBF’s Mission 6

C. OUR BOARD of DIRECTORS & STAFF TEAM 7

 Board of Directors 7

 Our Team – Management & Staff 7

 Strategic Partnerships & Relationships 7

D. GBF’s 2023 – 2024 IMPACT GOALS & IMPLEMENTATION OBJECTIVES 8

 Business Plan Framework 8

 BP Impact Goals & Implementation Objectives 9

 PROGRAM FOCUS 9

 OPERATIONS FOCUS 14

E. IMPLEMENTATION STRATEGIES FOR SUCCESS 20



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 by our late founder Mike Barretto. 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. Since then, we have surpassed this milestone to reach the equivalent of \$1.8 million community (financial) impact. This investment has enabled GBF to expand our portfolio of programs 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 2023-2024 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. Health and social services budgets can no longer meet these demands. As a result, community led efforts focused on promoting wellness have been, and continue to be, explored by multiple agencies to address these challenges, e.g., Mental Health Commission of Canada's mental health prevention and promotion programs, University of Waterloo's Canadian Index of Wellbeing tool, Ontario Government's Social Prescribing Pilot Study, Niagara Regional Prosperity Initiative, Niagara-on-the-Lake Town Council's Community Wellness Committee, and Fort Erie's Strong Fort Erie Neighbourhoods program (to name a few).

GBF has been promoting the wellbeing of its "clients" since its creation through its Food Program and Retail Operations. Since 2015, it expanded its client services to include housing, mental health, and social services initiatives. In 2019 GBF realized there was an opportunity to expand our wellness services by reaching out to the "broader community". This especially became evident with increased demands on our social services resulting from the COVID-19 pandemic. As always, GBF acknowledged these challenges and took action to address them.

From 2020 to 2022, GBF conducted numerous pilot projects to determine the social return on investment of expanding wellness programs into the community. Funding for these trials was provided by generous donors that share our vision for wellness promotion. At no time was funding redirected from existing client programs to community wellness promotion pilot projects. Feedback from clients, volunteers, participants, and donors reinforced our belief that promoting wellness throughout our community does create a positive impact for all stakeholders.

Exhibit 1 lists the full portfolio of wellness programs GBF intends to provide starting in 2023 on a year-round and seasonal basis to meet both our clients and community needs. In some cases, GBF has expanded access for some community wellness promotion programs to individuals living in the surrounding area, such as Beamsville, Smithville, Wainfleet, etc.

Exhibit 1: GBF Seasonal & Year-Round Client and Community Wellness Programs

Season	Seasonal Programs	Year-Round Programs
Spring	Easter Hamper (April) Mental Health Awareness (May) Healthy Eating for Wellness Course Navigating Your Wellness Journey	Client Housing Program Food Bank Program Client Certification/Recertification Assistance Support Programs Client Referrals Monthly Meal Program Kids' Snack Program Youth Engagement Initiative Volunteer Engagement Workplace Wellness Promotion Wellness & Mental Health Bingo Social Connection Events Computer Laboratory
Summer	Back to School Program Summer Wellness Care Kits Financial Literacy Workshops	
Fall	Student Scholarships (September) Thanksgiving Hamper (October) Healthy Eating for Wellness Course Navigating Your Wellness Journey	
Winter	Christmas Hamper (December) Winter Wellness Care Kits Volunteer Recognition Winter Warmth Program Holiday Care Kits Healthy Eating for Wellness Course	

COVID-19 Impact

The COVID-19 pandemic, although considered to be under control, is still impacting some individuals' health, social, economic, and environmental wellbeing. GBF continues to witness first-hand a number of factors that are contributing to our current challenging times; these include the following:

- **Environmental challenges:** Many households are experiencing a decrease in income as a result of economic pressures (i.e., inflated food and rent costs). Individuals seeking GBF's support often state that one or more family members have lost their jobs, or, have had their hours reduced. GBF experienced some staff vacancies and shortages in volunteers necessitating the hiring of youth assistants and taking on co-op student and work placements to ensure we had sufficient, skilled workforce to service our community.
- **Food Security:** Food shortages are continuing. Hunger is no longer something the poor are experiencing; middle-class households are finding it difficult to feed their families. GBF has seen a dramatic increase in the number of households needing support from our Food Bank.
- **Housing:** As income is decreasing, while inflation rises, 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, even though we are supporting more households than ever before.
- **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 peer interaction, along with increased exposure to potentially abusive behaviour.
- **Health:** During the pandemic, individuals skipped or delayed preventative health care visits to avoid contacting the virus in crowded health facilities. In some cases, this has resulted in adverse effects on their physical health. At a time when access to care is most needed, we are currently experiencing shortages in health practitioners, resulting in longer wait times for services.

- **Social Isolation:** with COVID-19 outbreaks still being reported in some long term care facilities, hospitals, and schools, quarantine requirements are contributing to social isolation for those involved. However, the remainder of the community desperately wants and needs to engage in safe social events to re-establish their relationships with old and new people. GBF has witnessed a consistent increase in the number of participants registering for projects/social connections events, e.g., mental health awareness sessions, healthy eating for wellness courses, fashion show, etc.

Business Plan Revision

Given the relevant trends discussed above, and our ever-changing environment, GBF’s Directors and leadership engaged in a review and revision of the 2020-2023 Business Plan applying the three-phased approach shown in Exhibit 2.

Exhibit 2: GBF Business Plan Revision Approach

PHASE I: Prework completed by CEO & President	PHASE II: Workshop with Directors & Leadership	PHASE III: Business Plan Revision & Approval
<ul style="list-style-type: none"> • Review 2021 & 2022 Q1/Q2 BP assessment reports. • Summarize status of impact goals completion, i.e., results. • Conduct inventory of programs and services plus our priorities for 2023. • Suggest changes to BP initiatives. • Develop an exercise and tools to solicit input on the implications, risks, and recommendations to be used in Phase II. 	<ul style="list-style-type: none"> • Discuss BP achievements. • Collect input on suggested priorities for 2023/2024. • Facilitate breakout sessions to identify implications and risks of implementing the program/operational initiatives and suggest recommendations for 2023. • Record input on flip charts and share feedback to participants for their validation. 	<ul style="list-style-type: none"> • Identify workforce requirements to deliver proposed programs/services. • Develop a proposed 2023-2024 Business Plan, plus a proposed 2023 Workforce Plan. • Present the Plans at the October Board meeting; make final adjustments as needed. • Provide input into the 2023 budget planning process. • Approve final Plans at the November Board meeting.

B. 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 3.

Exhibit 3: Wellness Domains & Determinants Definitions



GBF acknowledges that we will not be able to realize our vision without strong partnerships. Through collaborative relationships, we will continue 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 continue forming 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 being realized partly as the result of a generous donation from Castlepoint NUMA. GBF was given the use of a renovated church at the corner of Elm Street and Mountain Street rent free for three to four years to design and pilot wellness promotion initiatives for both our clients and the broader community. The 19 Elm Street site, i.e., GBF's Wellness HUB, has enabled the implementation of numerous events and piloting of new programs.

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 origin. Support for our clients is an attribute that is embedded in GBF’s DNA and will continue to be of prime importance 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 across 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 our impact goals focus on ensuring that we have the leadership and workforce to achieve our vision and mission.

C. 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 & Board Chair
- Bob Paul, Treasurer and Board Director
- Justin Cruse, Secretary and Board Director
- Frank Barretto, Board Director
- Linda Rowilson, Board Director
- Leanne Sidorkewicz, Board Director
- Jamie Stevens, Board Director
- Mary Wiley, Board Director

Our Team – Management & Staff

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

Management	Staff
Stacy Elia, Chief Executive Officer (CEO)	Eleana Aleman, Program Coordinator
Misty Duggan, Finance/Admin Manager	Melanie Green, Retail Coordinator
Ashley Marr, Director of Programs	William Maclean, Receiving Coordinator
Ala Benish, Food Program Manager	John Phillips, Receiver/Truck Driver
Lindsay Dressel, Wellness Program Manager	Vacancy, Retail Assistant
Anita Scicluna, Retail Operations Manager	Plus 4 FTEs of Youth Assistants in the summer and 2 FTEs during the remainder of the year (i.e., approximately 6 PT contracts)

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 4.



Exhibit 4: Examples of GBF Partnerships and Relationships

ENVIRONMENTAL WELLNESS:

- Castlepoint NUMA, DeSantis Homes, and Losani Homes (property developers)
- CDN Diabetes Association, Cerebral Palsy & Niagara Recycling (waste disposal)
- Grimsby & District Chamber of Commerce
- Grimsby Fire Department
- John Deer Foundation
- Niagara Connects – Knowledge Exchange
- Niagara Homelessness Collaborative
- Niagara Region Affordable Housing
- Niagara Regional Police
- Niagara Workforce Planning Board
- Winona Men’s Club
- YWCA/Grimsby Housing

SOCIAL WELLNESS:

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



PHYSICAL WELLNESS:

- Feed Ontario
- Food Banks of Canada
- Grimsby Dentists/Denturists
- Grimsby Long Term Care Facilities
- Grimsby Opticians
- Niagara Gleaners
- Niagara Nutrition Partners
- Ontario Association of Food Banks
- Physician/Medical Service Providers
- Second Harvest Food Rescue
- Town of Grimsby Parks, Recreation & Culture Department

MENTAL WELLNESS:

- CASON
- CMH-Niagara & CMH-Hamilton
- FORT
- Grimsby Life Centre
- Niagara Assertive Street Outreach Team (NASO)
- Pathstone
- QUEST
- Streetworks Niagara
- 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.

D. GBF’s 2023 – 2024 IMPACT GOALS & IMPLEMENTATION OBJECTIVES

Business Plan Framework

Exhibit 5 lists GBF’s areas of focus for the next two years.

The six **Program** categories represent the client and community programs being delivered.

The eight **Operational** categories represent our operational departments and administrative functions being performed.

Exhibit 5: Business Plan Framework



BP Impact Goals & Implementation Objectives

The Impact Goals and Implementation Objectives for the 14 categories shown above are summarized in the tables below. *Impact Goals* are the outcomes that GBF is striving for, while *Implementation Objectives* describe how the Goals will be successfully implemented.

PROGRAM FOCUS

1. Client Services

Impact Goals	Initiative Implementation Description
Investigate creating an electronic intake form and/or modification of the Link2Feed application (made available from Feed Ontario).	<ul style="list-style-type: none"> • Continue to document in Link2Feed Notes tab. • Reach out to Link2Feed to discuss potential ideal new tabs for the Program. Ask to be a pilot for the industry. See if Link2Feed would include everything we are asking for on our intake forms. • Make the case to Link2Feed that this expansion of data would service multiple agencies; GBF may provide some funding if cost associated. • Audit other food banks/agencies to understand the software they use; best practices should be accessible to GBF instead of learning on our own. • Reach out to IT Outsourcing for their advice and potentially software integration services if needed.
Develop the process for follow-up and closure of external referrals .	<ul style="list-style-type: none"> • Develop a policy/procedure regarding referral of clients to external service providers. • Develop a policy/procedure for follow-up on client referrals to ensure clients receive the support they need. This should be done in consultation with key referral partners to ensure confidentiality and privacy protocols are complied with. • Design and implement a Referral Tracking Record that lists all the referrals made for a client and also documents the follow-up results of the referral, i.e., the impact.

2. Food Program

Impact Goals	Initiative Implementation Description
Transition to an efficient/effective in-store client shopping process – can be staged.	<ul style="list-style-type: none"> • Review shopping data by day to determine busiest days; move clients to other days to evenly distribute them over the week. • Consider hours of operation options, e.g., lengthening the day to 3:00 pm to accommodate clients’ needs. • Monitor the time each client spends shopping, utilize a handheld buzzer system to maintain a steady flow of shoppers. • Train volunteers to de-escalate issues if they arise. • Re-train volunteers/clients on point system shopping.



<p>Develop a plan to ensure food security for our clients.</p>	<ul style="list-style-type: none"> • Conduct an inventory of current food reserves and what our needs will be to feed our clients in 2023/2024. • Develop a plan for conducting food drives and soliciting food donations, including fresh produce and healthy food options. • Expand efforts with food stores and other suppliers to receive products that are close to their best by date. • Develop an email blast list of clients for sharing information and identifying when food products are received that need to be moved quickly to avoid waste (i.e., fresh produce).
<p>Continue scaling up the Healthy Eating for Wellness (HEW) course based on availability of certified Facilitators and community interest.</p>	<ul style="list-style-type: none"> • Expand the HEW course to accommodate different participants' needs. • Transition the management of the HEW course to staff leadership in 2023 (i.e., to the Wellness Program Manager). • <i>See the Wellness Program section for details of how this impact goal will be implemented at the Wellness HUB.</i>
<p>Partner with a volunteer to develop a Healthy Eating on a Budget Cookbook.</p>	<ul style="list-style-type: none"> • Irene Podolak and Wendy Scheer to lead the design and development of the Cookbook, with staff support. • Design the Cookbook to align with GBF's Foodbank and meet the needs of our clients as well as the general public, including youth, the elderly, individuals living alone, etc. • Create a pilot edition of the Cookbook and test it with stakeholders to determine its applicability and value.

3. Housing Program

Impact Goals	Initiative Implementation Description
<p>Increase housing investment to deal with demands (workforce permitting).</p>	<ul style="list-style-type: none"> • Continue progress on 2022 housing impact goals. • Identify what the possibilities are for rental housing in Grimsby for current and future clients. • Establish a minimum monthly rent supplement of \$200 per household, with a maximum of \$500. • Increase the housing budget, especially for the Emergency designation. • Establish a maximum annual budget. • Continue to work with Case Workers from the Region negotiating funding for clients and placement into other regional programs. • Look into other options for gaining housing donations.

Investigate options for promoting affordable housing for our clients.	<ul style="list-style-type: none"> • Continue to advocate for local funding for housing programs. • Continue to share information and stats on the distribution of funds.
Strengthen our relationship with Niagara Region Housing .	<ul style="list-style-type: none"> • Encourage regular meetings with NRH to strengthen our relationship and identify housing options in Grimsby. • Continue to engage in Niagara Regional Housing learning opportunities and sharing of information around needs.

4. Mental Health Program

Impact Goals	Initiative Implementation Description
Invest in Mental Health (MH) partners that would provide access for MH assessments and treatments in Grimsby and surrounding areas (e.g., FORT, Pathstone, GLC, Kids Camp for the Disabled).	<ul style="list-style-type: none"> • Continue partnering with Niagara mental health organizations to ensure our clients receive appropriate mental health assessments and treatment ASAP. • Ensure our community is aware of GBF’s local Mental Health investments, e.g., Grimsby walk-in MH clinic. • Look into MH resources available in the Hamilton and Niagara areas (including online resource referrals). • Continue to work with churches, fire fighters, Niagara Regional Police, and paramedics to build strong partnerships to raise the funding needed for MH awareness building and services.
Facilitate/conduct Mental Health events in our community.	<ul style="list-style-type: none"> • Develop a MH calendar of events/speaking engagements for 2023/24. Collaborate with the Wellness Program Manager to implement some of these events at the Wellness HUB. • Attract speakers to support GBF’s MH initiatives and events. • Co-sponsor events with Pathstone. • Conduct online zoom meetings by CAMH. Consider making a computer available or assist with a laptop purchase for someone that may not have access to participate.
Support staff mental health education .	<ul style="list-style-type: none"> • Develop a schedule of staff MH courses and training, e.g., Mental Health First Aid. • Empower staff to feel competent when dealing with in-store/in-community MH needs. • Ensure MH debriefings with staff in Front Line happens regularly.

5. Youth Program

Impact Goals	Initiative Implementation Description
<p>Expand & improve Secondary School co-op programs and student placement opportunities through existing (e.g., GSS) and new partnerships (e.g., Niagara College, Brock University, etc.).</p>	<ul style="list-style-type: none"> • Develop the purpose, expectations, objectives, and tools (as needed) to effectively coach and supervise Co-op and placement students. • Identify a volunteer with youth experience that is prepared to collaborate with staff to manage this program (i.e., the Director of Programs, Retail Operations Manager, and Wellness Program Manager). • Suggest projects that help youth understand GBF and provide input on new initiatives they could contribute to.
<p>Identify events and opportunities for greater youth engagement.</p>	<ul style="list-style-type: none"> • Acknowledge the impact youth are having on our operations. • Focus on a Youth Volunteer Program for all programs/services. • Develop an ongoing partnership with schools, universities, and colleges. • Make presentations at school open houses, assemblies, student council meetings, etc. • Engage youth to volunteer and participate in various wellness projects being implemented at the Wellness HUB.

6. Wellness Program

Impact Goals	Initiative Implementation Description
<p>6.a. Scale up current wellness initiatives and projects that have: a) demonstrated a positive impact and b) shown to be sustainable going forward.</p>	
<p>Continue scaling up the Healthy Eating for Wellness (HEW) course based on availability of certified Facilitators and community interest. Based on 2021 and 2022 course evaluations, update and conduct 2 – 3 annual HEW courses going forward. Transition leadership of HEW course to a staff person in 2023.</p>	<ul style="list-style-type: none"> • Revisit the HEW course feedback results for the first 3 courses and validate the social value of continuing the course. • Conduct a client survey or focus group to identify the best time of day to deliver the course, length of each session, and length of the course (i.e., # of sessions). Clients, youth, adults, and seniors in the community should be targeted. • Plan for and document how we can expand the HEW course to accommodate different participants' needs (i.e., youth, community living, seniors, etc.) • Investigate a modified 1 or 2 day course designed to address specific needs, e.g., affordable, healthy food choices. • Determine the staffing and volunteer needs for the HEW program. Look into the Link2feed scheduling module to manage scheduling Facilitators and participants.

	<ul style="list-style-type: none"> Promote the HEW course by widely disseminating the HEW Pilot Projects Report and speaking to the benefits of the course. Create advertising and social media campaigns to attract both participants and Facilitators to participate in the HEW course. Transition the management of the HEW course to staff leadership in 2023 (i.e., Wellness Program Manager).
Expand the Care Kits project to meet our community's needs throughout the year.	<ul style="list-style-type: none"> Target businesses to support Care Kits with financial and/or product donations. Trial Care Kits held in the summer and winter – double distribution of kits to 300 – half in the summer and the other half in the winter. Provide Holiday Care Kits during the Christmas season to individuals know to be experiencing social isolation. Provide Care Kits on an as needed basis (at discretion of staff).
<ul style="list-style-type: none"> Scale up the Social Connections Initiative. 	<ul style="list-style-type: none"> Increase the number of social connection events throughout the year, e.g., bingo & lunch, speakers' corner, cupcake decorating contest, wreath making, etc.
Maintain the cost of Care Cards at \$3/card.	<ul style="list-style-type: none"> Conduct inventory of sold Care Cards monthly to determine their social value. At a minimum, card sales need to cover the cost of their production.
<p>6.b. Open the Wellness HUB to the public and add new wellness initiatives and services to meet the needs of both our clients and our community.</p>	
Orient and support the Wellness Program Manager to operate out of the Wellness HUB.	<ul style="list-style-type: none"> Conduct onboarding of the new Wellness Program Manager, and support her to plan, prepare for, promote, and implement the Wellness initiatives and projects being delivered out of the Wellness HUB. Develop a [plan to stage opening the HUB to the public on multiple days a week (to be determined based on the schedule of pilot projects, services being delivered, and special events being held). Conduct a Wellness Open House to orient the public on the expansion of the Wellness HUB hours and services.
Pilot new Wellness projects to determine their value and sustainability going forward.	<ul style="list-style-type: none"> Investigate the value and sustainability of: <ul style="list-style-type: none"> a Financial Literacy pilot project (Linda/Davoli), and a Navigating Your Wellness Journey methodology and toolkit (series of 3 workshops) (Irene). Create realistic project/resource plans for these pilot projects. Offer projects at times more convenient for working adults and youth going to school. Promote the events to attract attendance and assess/report the events' social impact.

	<ul style="list-style-type: none"> • Stage the implementation of the pilot projects over the course of 2023, based on available volunteer capacity to support implementing them.
Pilot an intergenerational Computer Lab – youth mentors supporting seniors.	<ul style="list-style-type: none"> • Implement a Computer Laboratory at the HUB to improve computer literacy, promote knowledge acquisition, and address social isolation. • Determine the viability of involving youth mentors at the HUB to support seniors versus making referrals to other providers delivering Cyber Seniors initiatives.
Create a Social Coffee Club experience at the HUB	<ul style="list-style-type: none"> • Create a welcoming environment that the public can drop into for a free coffee, meet new friends, and learn about wellness promotion. • Schedule volunteers to support the coffee club hours of operation.
Utilize the Wellness HUB facility to deliver various services.	<ul style="list-style-type: none"> • Enable GBF staff to conduct client assessments in the privacy of the HUB offices. • Develop and implement a Partner Referral program, which would be mutually beneficial. • Provide space for selected partners to deliver their services at the HUB, as space and time permits.

OPERATIONS FOCUS

7. Retail Operations

Impact Goals	Initiative Implementation Description
Continue Retail transformation (both internally and externally) to improve operations and customer experience.	<ul style="list-style-type: none"> • Complete walk through checklist and audit of improvements needed in 2023 and beyond. • Increase inventory/cleaning blasts to manage stock and keep the Store tidy and clean. Set up a regular schedule along with ad hoc events when inventory is out of control. • Develop a Landscaping improvement plan with cost projections. Seek donor funding to the extent possible. Investigate use of volunteers, partners, and donors to support beautifying our landscaping. • Utilize the Secondary School Student Co-op Program to assist with planning/implementing retail improvements.
Provide funding to improve the interior and exterior of the building .	<ul style="list-style-type: none"> • Conduct a thorough assessment to identify current and future infrastructure improvement requirements and other capital equipment needs. • Build a business case/capital budget for infrastructure improvements/equipment needs that would be staged over multiple years. • Implement the infrastructure improvement plan.

	<ul style="list-style-type: none"> Review the benefits of the new cash registers recently purchased, including how they can transition us to a POS system in the future.
Continue to focus on scheduled and ad hoc sales events along with other options to increase revenues.	<ul style="list-style-type: none"> Develop a plan for assessing the feasibility of extending Store hours to: 9 to 6 Mon to Wed; 9 to 8 Thurs & Fri, and 9 to 6 on Sat. Develop a schedule of annual sales events to be conducted. In addition, respond to inventory overload with ad hoc sales as needed. Continue applying analytics to monitor spending patterns and the implications of our sales events. Conduct analysis of the ratio of floor space use and revenue from different types of product sales; make recommendations for re-alignment of space as appropriate. Increase social media (online) Store advertising. Continue investigating additional options for increasing retail revenue.

8. Staff Management

Impact Goals	Initiative Implementation Description
Address Retail Workforce challenges to improve retail operations and team dynamic.	<ul style="list-style-type: none"> Post Retail Assistant vacancy to ensure a full complement of retail staff. Requirements for retail positions working evenings and Saturdays needs to be emphasized – this is a mandatory expectation of all Retail staff. Create an annual rotation/schedule that distributes the evening, and Saturday work requirements amongst the Retail staff. Create a Community Events Calendar; all staff must commit to volunteering at a specific # of events over the course of the year as part of their SID Plan. Schedule a random number of mock code whites to enable staff to practice their first-aid training. Develop a Team Code of Conduct for staff that is based on the principles of: <ul style="list-style-type: none"> respecting one another, open communications, strong work ethic, collaborative behaviour, etc. <p>These principles could also be applied to all workforce members.</p>

<p>Implement the 2023/2024 Workforce Plan (WP) that aligns with workforce needs to deliver the revised Business Plan (BP), i.e., program and operational impact goals.</p>	<ul style="list-style-type: none"> • Provide staff and volunteers an orientation to the 2023/24 BP so that they understand GBF’s directions and determine how they can support the new Plans to deliver our impact goals. • Continue annual and midyear reviews of SID plans. Provide coaching and education to increase skills as needed. • Place the focus of SID Plans on achievement of the BP impact goals and implementation objectives. • Implement performance improvement plans for staff not meeting expectations and document the results; move forward with staff changes if needed. • Development a Contingency Plan for 2023/2024. • Celebrate staff successes and compliance with the Code of Conduct.
---	---

9. Volunteer Management

Impact Goals	Initiative Implementation Description
<p>Expand volunteer management efforts (i.e., recruiting, training, scheduling, having volunteers take on new roles, and showing our appreciation).</p>	<ul style="list-style-type: none"> • Develop a volunteer recruitment drive. Target 300 active volunteers by end of 2023. • Build on the efforts of a student employee to create an automated online volunteer application process that connects to our volunteer database and documentation. • Conduct a blitz to organize all volunteer documentation and subsequently continually maintain it. • Finalize development and implementation of an Orientation Checklist. • Implement the new volunteer orientation process. • Develop a plan for implementing an automated volunteer scheduling process and/or system. • Create a small team of volunteers to brainstorm how we can leverage our volunteer talent to support the concept of team coordinators. • Schedule an annual volunteer appreciation event (i.e., potluck dinner as in previous years) close to the end of the year and conduct other regular volunteer appreciation events in the future. • Investigate GBF branding on attire (better quality than the t-shirts provided in the past) and/or GBF pins for volunteers. • Assign responsibility/accountability to maintain volunteer management efforts to staff for both programs and operations areas.

10. Policy Development

Impact Goals	Initiative Implementation Description
Finalize Retail and Food Program Policy and Procedure Manuals and provide orientation to ensure compliance.	<ul style="list-style-type: none"> Finalize Retail Policy & Procedure Manuals for Retail and Food Bank. Orient staff and volunteers to policies and procedures as relevant. Document and track who has, and who has not, been oriented and signed off on the policies. Create a list of policies and procedures that are needed but not yet developed; develop and implement these new policies before the end of 2023.

11. Communications, Marketing & Fundraising

Impact Goals	Initiative Implementation Description
Expand communication efforts to ensure our volunteers and the public are aware of our plans, successes, and events.	<ul style="list-style-type: none"> Create a calendar of events and disseminate it through our website, in-store TV and PA announcements, social media, Niagara Connects, Town site, Chamber of Commerce, etc. to get broad distribution and increase awareness/participation. Invest in advertising where it makes sense to spend the money and get a return on our investment.
Continue implementing the Digital Marketing Plan as time and resources allow.	<ul style="list-style-type: none"> Conduct a review to ensure all relevant changes have been made to our website and are working well.
Continue pursuing fundraising opportunities and grants .	<ul style="list-style-type: none"> Conduct a review of our existing fund raising plan and make revisions as needed. Investigate other grant options through organizations such as BDO https://www.bdo.ca/en-ca/services/tax/government-incentives/grants/ Monitor innovation grant opportunities from Ontario Trillium Foundation https://www.otf.ca/our-grants and others as relevant.
Increase partnerships with prospective donors.	<ul style="list-style-type: none"> Review our current list of partners and organizations that we do business with. Identify new potential partners. Develop a networking plan to meet with these organizations regularly and to build stronger relationships. Actively request product and/or financial donations. Promote corporate donations, e.g., reach out to Amazon as a potential partner for product donations.

<p>Investigate the creation of a donor wall.</p>	<ul style="list-style-type: none"> • Complete the data analysis of our current donation history. Determine if there is a business case for a Donor Wall. Present the case to the Board. • Ensure continued care of donors – past, present, and future. • Consider contacting university/college art or journalism departments for design ideas and their potential involvement in this project. • Alternatively, investigate creating a donor appreciation booklet, website page, and/or yearly advertising in the local newspapers. This could be done annually and have more visibility than a fixed donor wall. • Begin to research donor literature regarding remaining anonymous. This will assist moving forward in the possible establishment of donor recognition.
<p>Investigate creation of a GBF magazine.</p>	<ul style="list-style-type: none"> • Assess what assets we have, and what external resources we would need, to create and maintain a GBF magazine. • Consider a pilot magazine edition before scaling it up. • Survey our stakeholders to see what their views are on the value of a GBF magazine and the possibility of disseminating the magazine electronically.

12. Technology

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> • Complete the IT Outsourcing onboarding process; conduct the audit and make technical improvements as needed with available resources. 	<ul style="list-style-type: none"> • Review the technical audit results. Triage the audit list to select the most important priorities to address and develop a schedule for improving our systems in an affordable manner. • Investigate which free professional services from IT Outsourcing GBF could take advantage of. • Identify someone to provide oversight of IT Outsourcing services and to ensure we are receiving value for our investment and grow our IT capabilities. Conduct quarterly reporting of progress.
<ul style="list-style-type: none"> • Continue monitoring the performance of our technical environment. 	<ul style="list-style-type: none"> • Review reports of how our technical environment/system is currently performing. Determine the extent to which our IT needs are being met. Reassess our need for cyber insurance. • Develop a specific IT budget that itemizes our costs for all our IT needs.
<ul style="list-style-type: none"> • Conduct staff IT technology education to increase competency/security. 	<ul style="list-style-type: none"> • Provide staff training to ensure they know how to effectively operate our technology and maintain a secure environment. • Tailor the training to individual needs as required. Consider online training webinar education. Check IT Outsourcing services first.

13. Financial Investment

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> Continue monitoring our investments in GIC's as required. 	<ul style="list-style-type: none"> Identify what our spending needs are for 2023 to deliver the services and programs our community needs – delivering on our mission is a priority. Identify capital equipment and improvements that need funding for 2023 and beyond. Incorporate all information into the annual budget development cycle and get Board approval.
<ul style="list-style-type: none"> Develop a strategy for how/if GBF can create a diversified investment portfolio. 	<ul style="list-style-type: none"> Develop a strategy that includes investing in GBF programs and creating value in our community, while delivering better financial returns. Recommend to the Board a conservative approach to investment that would minimize the risks of investing in the current volatile times.

14. Impact Management

Impact Goals	Initiative Implementation Description
<ul style="list-style-type: none"> Emphasize the importance of setting impact goals and using project management tools for assessing impact of our Business Plan goals. 	<ul style="list-style-type: none"> Determine which initiatives/projects should apply the simplified PMO tools that have been developed. Continue assessing the impact of meeting our BP impact goals on a quarterly basis. Report the findings to the Board.
<ul style="list-style-type: none"> Broaden the scope of data analytics for operational and program decision making. 	<ul style="list-style-type: none"> Leverage volunteer experience/skills to the extent they are willing to volunteer to conduct more comprehensive data analytics. Provide and maintain a secure laptop/software to expand GBF's analytic capabilities across all programs. Develop a priority list of the analytics we need performed. Share the list with the Board.

E. IMPLEMENTATION STRATEGIES FOR SUCCESS

The person responsible for each of the program or operational initiatives/projects, will undertake the development of a project plan that will include implementation timelines. These timelines will take into account the scope of the initiative/project, availability of time, funds, and human resources (i.e., staff, volunteers and Board members).

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 any vacancies will be a high priority, along with actively recruiting more volunteers. Without these individuals, GBF cannot function effectively.
- Unless deemed to be critical to our mission, GBF will not take on any new initiatives/projects to ensure that our Business Plan can be successfully implemented.
- As appropriate, engaging with partners to service our clients to off-load work effort for our staff, as well as lessen the spending of financial resources.

