



STRATEGIC PLAN

2021 – 2023



A decorative border at the top of the page featuring various food items in a light blue line-art style, including bread, cheese, apples, lemons, and herbs.

EXECUTIVE SUMMARY

THE SURREY FOOD BANK IS A NON-PROFIT
CHARITABLE ORGANIZATION FUNDED
PRIMARILY THROUGH COMMUNITY DONATIONS.

The organization also receives funding through an annual fundraising event, in addition to third-party events organized by other entities. Surrey Food Bank (SFB) does not receive any core government funding.

Our purpose is to provide food support to families and individuals living in Surrey and North Delta. We pride ourselves in supplying nutritious food in a respectful and dignified environment. In addition, we believe it is our responsibility to connect our clients to other community services as a means of helping them become self-sufficient. We take pride that we are a leader in the struggle against food insecurity.

The Surrey Food Bank's Strategic Plan for 2021-2023 is the foundation that will guide our organization's operations and programming through the next three years. The plan contains an ambitious set of goals; some will be initiated immediately, and others will be introduced over time. These goals will form the basis of our yearly operational plan, allowing the Surrey Food Bank to adapt to new challenges and trends in our community.

OUR VISION

A NOURISHED AND THRIVING COMMUNITY,
FREE OF POVERTY



MISSION

We lead with care and dignity in the effective distribution of nutritious food to those in need, and build partnerships to provide related services to eliminate poverty in our community



KEY STRENGTHS

PEOPLE

Strong commitment and belief in the cause by staff, volunteers, board, and donors.

ORGANIZATION

Strong financial position and base of assets including new warehouse and distribution facility.

COMMUNITY

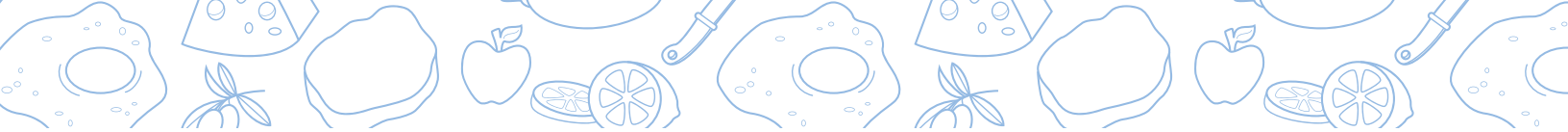
Strong brand and reputation within the community enables SFB to build and maintain solid relationships.

FUNDRAISING

Committed donor and volunteer base that allows for impactful and consistent fundraising.

LEADERSHIP

Dedicated and passionate leadership, with skills and experience to instill confidence in clients and other stakeholders.



OUR VALUES

DIVERSITY & EQUALITY

We mandate equitable treatment, and actively strive to be inclusive and free from all forms of discrimination within our organization.

COLLABORATION

By partnering with other organizations in our community and working together we ensure vulnerable members of our society are given access to the resources they need to thrive.

RESPECT

Compassion and respect are crucial to serving our community in a dignified manner, ensuring sensitivity, kindness, and empathy are at the forefront of all our interactions.

ADVOCACY

We believe that through operationalizing human rights and supporting social justice initiatives we can enact social change and contribute to the betterment of our community.

INTEGRITY

At our core, we value complete accountability, transparency, stewardship, and trust within our organization.

LEADERSHIP

We are focused on cultivating excellence in leadership and innovation in our programs and services and are a proven leader in our community.



KEY OPPORTUNITIES

PURPOSE

Modern, larger facility to leverage partnerships, provide connection to clients for related services, and capacity to increase procurement of fresh foods and proteins.

OPERATIONS

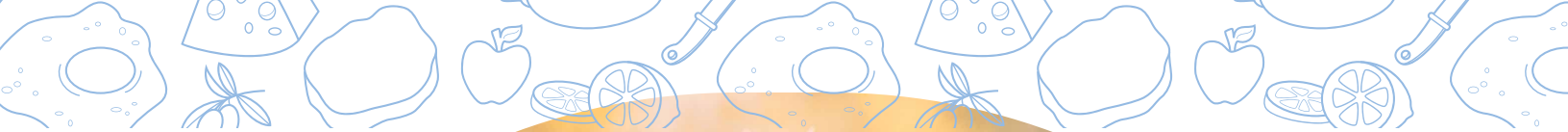
Data collection on key demographic segments, development of policies on employment equity, accessibility, and human rights.

BOARD

Strategic and creative governance and policies, diverse members to take on new tasks in the community.

LEADERSHIP

Take a holistic, forward-looking approach to poverty reduction and food insecurity.





GOALS & PRIORITIES

FOR 2021-2023

BE A LEADER, ROLE MODEL AND CHAMPION OF DIVERSITY, EQUALITY, AND HUMAN RIGHTS

Conduct relevant data collection and analysis to support activities that will help achieve this goal.

Conduct an equity audit and based on results, prepare an action plan to address key gaps.

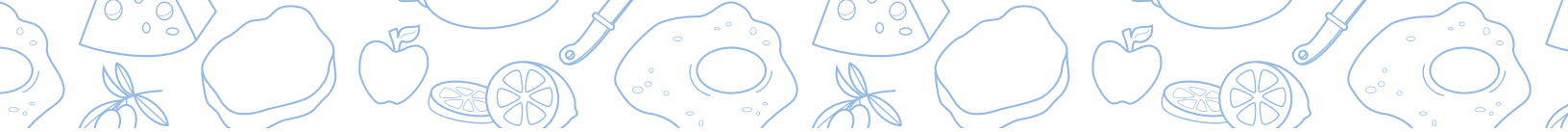
Prepare a checklist to be used by board and executive to ensure all decisions and activities consider diversity, equality, and human rights values.

DEMONSTRATE EXCELLENCE IN LEADERSHIP

Create, cultivate, and implement a formalized leadership development program.

Lead an initiative to establish meaningful partnerships that will enable SFB to better serve clients.

Revise, refocus and document board role, responsibilities, processes, and relationships.



MAKE DECISIONS EFFECTIVELY

Establish and implement processes to collect targeted data and conduct relevant analysis to support decision making across all activities and programs.

Establish and document processes to support board-level decision-making.

CONSISTENTLY DEMONSTRATE OPERATIONAL AND FINANCIAL MANAGEMENT EFFICIENCY AND EFFECTIVENESS

Identify how the facility can support operational and financial management to achieve greater efficiency and effectiveness.

Continue to monitor and seek ways to improve efficiency and effectiveness of operational and financial procedures.

CONSISTENTLY EXCEED CLIENT EXPECTATIONS

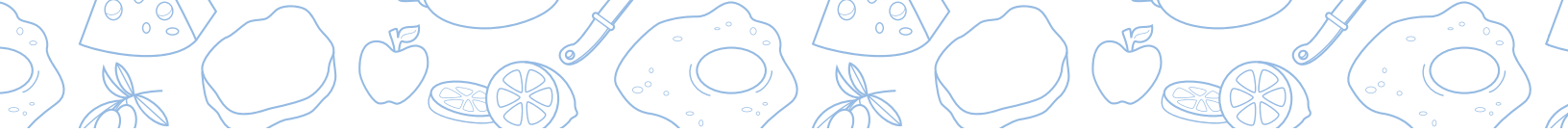
Ensure food selection is culturally sensitive, fresh, and nutritious.

Innovate and expand food distribution to better meet the needs of clients.

PROVIDE BROADER, COMPLEMENTARY SERVICES

Establish baseline data regarding the number and types of community partners and the number and types of coordinated initiatives.

Monitor growth of complementary services over time.



ATTRACT HIGHER LEVELS OF FUNDING

Identify annual fundraising targets and monitor regularly.

Broaden and diversify models and methods of fundraising:

- Develop initiatives in response to the COVID-19 pandemic
- Continue traditional methods of fundraising and monitor success
 - Develop new/innovative methods of fundraising
 - Develop a strategy to attract more legacy gifts
- Develop and implement a progressive social media plan

INCREASE AWARENESS ABOUT PROGRAMS AND ROLE IN THE COMMUNITY AND INCREASE CONNECTIONS WITH KEY ORGANIZATIONS

Create and implement a multi-year marketing plan.

Continue to tell stories and communicate the impacts of the SFB using a range of communication methods.



IN CLOSING

USING THIS PLAN AS A FOUNDATION, THE SURREY
FOOD BANK IS COMMITTED TO BECOMING A
CENTRE OF EXCELLENCE IN FOOD DISTRIBUTION,
COMMUNITY LEADERSHIP, EFFECTIVE AND
EQUITABLE POLICIES, AND A LEADER IN THE
ELIMINATION OF POVERTY IN OUR COMMUNITY.

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