



Victoria Rainbow Kitchen Society

Strategic Plan 2014 Our Shared Vision for the Future

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Draft version 2

Victoria Rainbow Kitchen Society

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1 INTRODUCTION

1.1 Initial Planning Process

The Victoria Rainbow Kitchen Society was incorporated in March 2010 and took over the governance and day to day operational management of the Rainbow Kitchen effective April 1, 2010. Since that time the Board has had an annual retreat to review the Society's Vision, Core Values and Goals, and to establish appropriate policies and procedures for this new Society.

At its Board retreat in October 2013, the Board started a more robust strategic planning process, articulating four main goals, with strategies to achieve them, as outlined in Section 3.3 below.

1.2 Annual Planning Process

The Strategic Plan should be reviewed annually and updated as required. The Board will monitor progress of the Plan and report to the Society's membership at each Annual General Meeting.

1.3 Plan Purpose

The plan provides a framework for the way the Rainbow Kitchen's leaders will develop the Rainbow Kitchen's resources and volunteers' abilities to ensure its long term financial and operational viability in order to nurture and serve the poor and marginalized people in our community.

2 What is the Rainbow Kitchen?

2.1 What do we do?

The Rainbow Kitchen provides a nutritious, tasty hot lunch meal to approximately 125-140 people a day, 5 days a week Monday through Friday, 52 weeks a year – that's over 36,000 meals a year.

2.2 Who for? - Client Profile

The people who come to the Rainbow Kitchen for lunch (referred to as guests, not clients) includes street youth, seniors on low incomes, single parents, pre-school children, the unemployed, and individuals on social assistance or disability pensions. On school holidays we have a number of school aged children as well. Some of our guests are dealing with mental health issues – some with addictions issues. What they all have in common is that they are poor and they are hungry.

2.3 Who by? - Volunteer Profile

There are no paid staff, administrators or fundraisers – all work is done by 200+ volunteers. None of the work of the Rainbow Kitchen would be possible without the dedication and commitment of these volunteers who show up week after week to plan meals, shop for groceries, pick up donated food, peel veggies, chop salads, build casseroles, set tables, serve meals, clear tables, wash dishes, and all the little and big jobs that need to get done.

Some volunteers are there daily, some once or twice a week, while others come less frequently. While many of our volunteers are retired people, especially the day time volunteers, we also have groups of 11-16 year-olds who come in on school Professional-Development days or school holidays to help prepare and serve meals or to work in the garden.

There are several special needs persons who are regular volunteers - some are from Garth Homer Society and Beacon of Hope, while others live at home and are cared for by family. The time these special volunteers are working at the Rainbow Kitchen gives their caregivers a break and time on their own.

Periodically, outside groups will do some evening or Sunday afternoon food preparation, such as staff from a local Starbucks, a men's social group, the Rotary Club of Victoria and a St Matthias church group. Bus drivers (members of CAW 333) have provided several summertime barbeque lunches, bringing their own barbeques, hamburgers, and cooks.

3 VISION, VALUES, AND GOALS

3.1 Vision

The Vision Statement of the Victoria Rainbow Kitchen Society is:

- Provide nutritious meals and fellowship throughout the year for those in need.
- Create a safe and comfortable environment which enables the building of relationships, community spirit and support networks.

3.2 Core Values

3.2.1 A safe environment and safe food for all

This is our Number 1 priority.

3.2.2 Community relationships

Build a robust community of guests and volunteers within the Rainbow Kitchen and integrate that community into the wider community around us. Strive to be good neighbours.

3.2.3 Organizational integrity

Have integrity and demonstrate accountability in everything we do.

3.2.4 Hospitality and generosity

Welcome everyone who comes to our door.

3.2.5 Dignity and inclusion

Treat everyone with respect and compassion.

3.2.6 Do more with less

Effectively and efficiently manage the available materials and human resources.

3.2.7 Recycle, reduce, reuse

Be good stewards of the earth.

3.2.8 Win-Win partnerships

Foster mutually beneficial cooperative relationships with guests, volunteers, donors, sponsors and other stakeholders.

3.2.9 Innovation

Encourage and support creativity for doing things differently, for doing things better.

3.3 Goals

3.3.1 Financial Sustainability

Achieve financial sustainability (defined as having 6 months operating cash in the bank, which is approximately \$35,000). Develop a long-term fund raising plan where monthly donations cover monthly operating costs (cash flow). Establish long term annual funding partnerships from a variety of sources (diversity) vs. adhoc donations received to address financial crisis.

Strategies to achieve:

1. Launch the Rainbow Kitchen's "Fill a Freezer Campaign" by January 1, 2014: 2014 Target: \$20,000 in cash donations; 2015 Target: \$30,000 in cash donations.
2. Identify 10 "Faith Based" organizations /congregations that make a long term pledge commitment (e.g. \$100-\$200 monthly pledge commitment): 2014 Target: \$20,000 in cash donations, 2015 Target 30,000 in cash donations.
3. Launch the High School Leadership Challenge: Challenge 13 high school Leadership programs to "Feed the Community" for a week by pledging to fund raise \$1,000 from their school and volunteer at Rainbow Kitchen during a Professional Development day. 2014 Target; \$10,000; 2015 Target \$13,000
4. Complete 4 key grant applications: 2014 Target \$30,000, 2015 Target \$40,000.
5. Municipal grants: Secure continued financial support from Esquimalt. Approach Victoria and Saanich as well. 2014 Target \$20,000; 2015 Target \$30,000.
6. Review and Reduce Operating expense by \$10,000 by identifying services that can be donated rather than purchased.
7. Explore other fund raising options: e.g. Join Victoria Meal Share, Esquimalt Supermarket \$1 donation at the till.

3.3.2 Volunteer Management

Volunteer Management, Training and Development: Support key volunteer leadership positions to insure those individuals do not burn out, to allow for redundancy and lessen dependency.

Strategies to achieve:

1. Provide Kitchen Coordinator with stat holidays and a day off per week.
2. Identify two strong volunteer candidates that will be mentored to act as assistants, back up, sick or vacation leave, for both the Volunteer Coordinator and Kitchen Coordinator.
3. Identify tasks that can be done by other volunteers in new Volunteer Positions (e.g. Food Procurement Coordinator, Store Room Coordinator).
4. Volunteer skills, training and development will be improved by offering twice yearly FoodSafe Level 1 and FoodSafe Level 2 courses, annual first aid training and Workplace Hazardous Materials Information Systems (WHMIS) training as appropriate. Continue to offer our volunteers opportunities to grow.
5. Volunteers of working age which are recruited from our guests are encouraged to develop working skills so that they can rejoin the work force.

3.3.3 Safety and Security

Ensure the Rainbow Kitchen is a secure and safe place for guests and volunteers to meet and work together. Ensure all food prepared and served meets FoodSafe standards.

Strategies to achieve:

1. Continue to improve our FoodSafe Standards: All regular kitchen and food preparation volunteers to have at least FoodSafe Level 1 certificate.
2. 20 Key food preparation volunteers (cooks) to have FoodSafe Level 2 certificate.
3. All key volunteers to have Standard First Aid (1 Day course). Offer a basic first aid course to regular volunteers.
4. Assign a dedicated volunteer to manage inventory and the stores rooms, paying particular attention to ensuring all best practice FoodSafe procedures are followed with donated foods. Continue to improve on our refrigeration equipment and procedures.
5. Assign a dedicated volunteer to identify, manage, mitigate and minimize all risks associated with a “soup kitchen” operation (FoodSafe, financial, human resources, vehicle, legal, etc.).
6. Partner with the Community Resource Officer, West Division, Victoria Police Department, to have police officers periodically volunteer as servers.

3.3.4 Improve Rainbow Kitchen Name Recognition in the Greater Victoria area

The Rainbow Kitchen has been operating “under the radar” of many potential donors, sponsors and volunteers. Increase the number of individuals and businesses who support the Rainbow Kitchen as their charity of choice.

Strategies to achieve:

1. Create a written marketing and media strategy with media exposure targets.
2. Orchestrate quarterly special events that would be newsworthy and arrange for media exposure (e.g. Rainbow Kitchen Iron Chef Competition to feed Victoria's hungry).
3. Identify an angel corporate investor that would like to emulate Gordy Dodd's marketing campaign partnering with Rainbow Kitchen.
4. Develop relationships with appropriate organizations that allow donors to choose Rainbow Kitchen as their charity of choice (e.g. United Way, Victoria Marathon, Victoria Foundation, etc.).
5. Participate in all major local parades with the Rainbow Kitchen van (free exposure)