

Westside Food Collaborative Strategic Plan 2022-2025

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1.0 Introduction

The intended purpose of this document is the development of a three—year strategic plan to shape and guide the approach of the Westside Food Collaborative in addressing food insecurity in the Westside in the post-pandemic context. Strategic planning is a deliberative, disciplined approach aimed to produce fundamental organizational decisions and actions to guide what an organization is, what it does and why, with the purpose of creating public value (Bryson, 2018, p. 8). The plan will serve to guide the members of the WFC in their work, while helping present a case to the funders for increased support.

The post-pandemic recovery presents an opportune moment for the Westside Food Collaborative to embark on the strategic planning process, as it will help the collaborative develop a better understanding of the new environment it finds itself in, improve organizational capacity and efficiency of the collaborative effort, garner wider public and political support, and, as a combined result, maximize effectiveness in furthering its vision towards food secure and just Westside (Bryson & Alston, 2011, p.9). The Westside Food Collaborative identifies a number of key factors that are present that promise to lead to the success of the strategic planning at this time, including organizational readiness, political support of senior leadership, stakeholder commitment and availability of a skillful champion (Bryson & Alston, 2011, p.23).

The development of this strategic plan is sponsored by Kitsilano Neighbourhood House through the City of Vancouver’s Sustainable Food Systems Grant and facilitated and written by Ksenia Stepkina – Community Food Developer at Kitsilano Neighbourhood House and Westside Food Collaborative Coordinator.

This document will provide the rationale for initiating the strategic planning process, identify and describe relevant stakeholders, conduct a situation analysis by considering WFC in the local context, define the strategic issues, refine mandate, vision, mission and values of the Westside Food Collaborative in order to set out a list of goals, objectives and strategies, along with the detailed implementation plan.

The work of this strategic plan has been done on the traditional, ancestral and stolen lands of x^wməθk^wəyəm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔt (Tsleil-Waututh) peoples, colonially known as Vancouver, BC, Canada.

2.0. Background

Food security means that “all people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy life” (“Food Security,” n.d.). Food security in the Westside neighbourhood in Vancouver kept arising as an important issue as early as 2006 – as a response, service providers and community members formed the Westside Food Collaborative (WFC) to explore ways to address food insecurity in the community and realize the vision of just and sustainable system (“Community Hubs & Collaboratives”, n.d.).

Kitsilano Neighbourhood House became a fiscal sponsor of the collaborative, and thanks to the City of Vancouver’s funding through the Sustainable Food Systems Grant, aimed at improving local food system outcomes, the WFC work has been supported by a part-time (7hrs/week) community food developer tasked with coordinating collaborative efforts and food security initiatives (“Sustainable Food Systems Grants”, n.d.). The collaborative has made earlier attempts at developing a strategic plan to align efforts within the collective food security work, however earlier experiments in strategic planning did not take hold, in large part, due to limited capacity and high staff turnover. In 2020, all collaborative efforts were halted with the arrival of the pandemic of COVID-19 as food service providers were scrambling to adapt to new reality and meet the increased demand for their programs (Giesbrecht & Stepkina, 2021).

In May 2021, as service providers were transitioning away from the emergency response, and expressing interest in coming together as a collective, the WFC has hired a new part-time Community Food Developer – Ksenia Stepkina. Ksenia was tasked with assessing the state of food security in the Westside post-pandemic. In collaboration with Planted Network, in September 2021, the WFC produced a report, *Thinner and Thinner – 2021 Westside Food Asset Need and Scan* that demonstrated the need for collaborative and comprehensive approach to addressing food insecurity in the community (Giesbrecht & Stepkina, 2021).

Throughout the months of September-November 2021, Ksenia was engaging community service providers through individual interviews to assess readiness for collaboration and collective impact. From December 2021 – February 2022, community members were invited to express their interest in joining the collaborative effort. It became apparent that there exists an opportune moment to revive the work of the Westside Food Collaborative, which, in turn calls for undertaking a strategic planning process, which helps define and achieve organizational visions and creating significant and enduring public value (Bryson & Alston, 2011, p.3)

The Westside Food Collaborative does not have an existing strategic plan in place, despite having initiated a strategic planning process as early as 2012. The following strategic goals were identified as a result of the strategic planning session, hosted in July 2012:

- Increase profile of the WFC and awareness of food security issues in the Westside
- Multi-sectoral and scalar networking
- Policy advocacy
- Sustainability of the collaborative (Westside Food Collaborative, 2012).

The planning process that has been initiated did not result in creation of a comprehensive strategic plan, nor any information is currently available (due to staff turnover and loss of institutional knowledge) on the implementation of the strategic directions outlined during the planning session. Nevertheless, the Westside Food Collaborative outlined its organizational vision and mission.

The vision is defined as “clear and succinct description of what the collaboration should look like as it successfully implements its strategies, achieves its full potential, and creates significant and lasting public value” (Bryson, 2018, p. 269). Throughout prior strategic conversations, the collaborative has set the vision for “a just and sustainable food system, where everyone on the Westside of Vancouver has secure access to adequate amounts of safe, nutritious, culturally appropriate food, produced in an environmentally sustainable way and provided in a manner that promotes human dignity” (“Community Hubs & Collaboratives”, n.d.).

A mission, which serves to “clarify an organization’s purpose” is defined for the WFC as follows: “WFC will coordinate efforts, build collective capacity and form a unified voice of community service organizations providing food supports to the Westside residents. Through coordinated collective impact efforts, we will work to improve availability and access to adequate food resources for the most vulnerable community members. Together, we will work towards addressing the underlying factors leading to food insecurity, to advance the vision for a just and sustainable food system for all” (“Community Hubs & Collaboratives”, n.d.). Without the transparency around the strategic planning process, the aforementioned vision and mission should be challenged and investigated, especially considering the changed environment that we find ourselves in. It is the purpose of this document to critically examine the relevance of the organizational vision and mission statements, and suggest amendments if deemed necessary to reflect the new context.

It is important to note that the Westside Food Collaborative, as an initiative of Kitsilano Neighbourhood House (KNH) falls under the provisions of its strategic plan – hence the goals of the WFC must be aligned with the overall strategies of the sponsor organization. KNH’s strategic plan is updated every five years through a comprehensive and transparent process, considering present context and involving multiple stakeholders (Kitsilano Neighbourhood House, 2016). Kitsilano Neighbourhood House recently completed the strategic planning process for 2021-2024 (which is not yet publicly available), which revealed the following three strategic priorities: 1) An inclusive environment for meaningful sharing; 2) Programs that meet current and emerging needs; 3) Diversified funding (Kitsilano Neighbourhood House, 2021).

Food security is mentioned in the context of the strategic priority #2 and captured by the strategic goal #1 of “additional programs to meet the needs of underserved groups in the community” that calls for, among others, an action to “develop a food security program for seniors” (Kitsilano Neighbourhood House, 2021, p.9). The identified strategic action, however, does not seem to capture the diversity of the food security needs experienced by the community, as revealed by the latest food report, where besides seniors, lower-income individuals and families, newcomers and people experiencing homelessness are also the ones who disproportionately are affected by food insecurity in the Westside (Giesbrecht & Stepkina, 2021). Moreover, it is unclear what has informed the formulation of the strategic action focused on serving senior population, which calls it into question.

The WFC strategic planning process and the resultant strategic plan, grounded in evidence-based situation and stakeholder analysis will help identify relevant strategic issues that will serve to effectively support Kits House’s strategic priority of meeting current and emerging needs of the community in the context of food security in the Westside for the next three years, consistent with the Sustainable Food Systems Grant funding cycle.

3.0 Situation analysis

A situation analysis helps identify the strategic issues by mapping out how an organization might utilize its strengths and minimize weaknesses to respond to external opportunities and threats, in order to fulfill its mandate and maximize public value (Bryson, 2018, p.144). To conduct a situation analysis, the SWOC/T strategic planning tool is used that helps identify internal strengths and weaknesses, along with external opportunities and challenges, or threats (Bryson, 2018, p.147). Consideration of these four key elements not only provides a comprehensive view of the collaborative and helps situate it in the new post-pandemic context, it forms the very basis for identifying and framing strategic issues that could meaningfully address the most pertinent challenges (Bryson & Alston, 2011, p.119).

Table 1 below outlines the strengths, weaknesses, opportunities and challenges identified through engagement with internal and external stakeholders. Internal strengths are described as “resources or capabilities that help an organization accomplish its mission” (Bryson & Alston, 2011, p.123). Internal weakness, on the other hand, are “deficiencies in resources or capabilities that hinder organization’s ability to meet its mandates and create public value” (Bryson & Alston, 2011, p.125). External opportunities refer to “outside factors or situations that an organization can take advantage of to better fulfill its mission” (Bryson & Alston, 2011, p.127). External challenges, conversely, are “outside factors or situations that can affect an organization in a negative way, making it harder to fulfill its mission” (Bryson & Alston, 2011, p.129). The WFC members boast a solid track record of supporting diverse community needs, and have built authentic relationships and trust with the community they serve. On the other hand, stretched for resources and operating within limited capacity, WFC members operate in silos, lacking coordinated approach towards shared complex issue of food insecurity. Exacerbated by, among other factors, core funding shortage and inadequate policy response, food insecurity is deepening. The post-pandemic environment, characterized by increased

community solidarity and favourable policy window, presents an opportune moment for taking a strategic approach.

By considering ways to take advantage of the identified strengths and opportunities, while overcoming weaknesses and challenges, the WFC can begin setting the stage for the identification of strategic issues.

Table 1. SWOC analysis of the Westside Food Collaborative

Strengths	Weaknesses
<ul style="list-style-type: none"> • Commitment of key stakeholders • Enthusiasm and capacity of community groups and community members • Availability of shared resources • Strong relationships and partnerships • WFC is a member of the city-wide Vancouver Neighbourhood Food Networks • Kitsilano Neighbourhood House is a community leader in the Westside • Solid track record of supporting diverse community needs • Large volunteer pool • Gained community trust 	<ul style="list-style-type: none"> • Limited organizational capacity of member organizations • Lack of common understanding of the issue • Lack of shared vision • Lack of coordinated approach • Lack of measurement and evaluation mechanisms
Opportunities	Challenges
<ul style="list-style-type: none"> • Forming a collective community voice • Anti-poverty policy advocacy: post-COVID policy window • Community outreach opportunities • Issue of food insecurity is more relevant than ever • Food insecurity is interrelated with other issues associated with poverty – multiple entry points to make impact • Increased community solidarity, evident in post-COVID context 	<ul style="list-style-type: none"> • Food insecurity is a complex, adaptive issue • Food insecurity is “hidden” due to perceived affluence of the Westside neighbourhood (Pottery & Jinkerson, 2007, p.2) • Lack of availability of food supports in the Westside • Lack of core funding • Lack of public understanding of the issue of food insecurity • Rising food costs that affect

	<ul style="list-style-type: none"> • Inadequate policy response: prevalence of charity approach to food security • Stigma associated with accessing food supports
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4.0 Stakeholder identification and analysis

Stakeholder is defined as “any person, group, or organization that can place a claim on an organization’s (or other entity’s) attention, resources, or output or that is affected by that output” (Bryson, 2018, p. 42). Stakeholder analysis is used to identify the organization’s internal and external stakeholders, describe their individual interests and determine how they evaluate the organization (Bryson & Alston, 2011, p. 89).

Bryson (2018, p.42) posits that the satisfaction of key stakeholders is the key to success in the public and nonprofit sectors. Not only stakeholder analysis is critical in addressing the stakeholders’ individual interests, such understanding also serves to define the shared goal and inspire collective action to create public value (Bryson, 2018, p.412). Given the diversity of the WFC’s stakeholders: social service organizations, food program providers, community agencies, grassroots groups and community members with lived experience, and recognizing the importance of a common vision for collaborative action, a thorough stakeholder analysis is critical to reconciling individual interests with collective goals.

As a prerequisite to stakeholder analysis, we begin by identifying WFC’s internal and external stakeholders (Bryson & Alston, 2011, p. 94).

Stakeholder identification

Internal Stakeholders

- Kitsilano Neighbourhood House’s leadership team
- Kitsilano Neighbourhood House staff
- Kitsilano Neighbourhood House volunteers
- Kitsilano Neighbourhood House community food developer/Westside Food Collaborative coordinator

External Stakeholders

- Food Program Providers and Agencies
 - Kits Cares Café
 - Jewish Family Services
 - South Granville Seniors Centre
 - Farm To Plate Marketplace

- Vancouver Food Runners
- General Community Services/Social Supports
 - Vancouver Public Library – Kitsilano Branch
- Grassroots Community Groups
 - Village Vancouver Transition Society
 - Community Food Pantry
 - Vancouver Community Fridge Project
 - Food4Thought
- Individual community members
- Individual community members with lived experience
- Individuals and families experiencing food insecurity
- Funders
 - City of Vancouver
- Policy Makers
 - City of Vancouver’s Social Policy Team
- Allies
 - The Vancouver Neighbourhood Food Networks

Stakeholder analysis

The intent of the stakeholder analysis is to closely examine external and internal stakeholders’ interests and how they evaluate the work of the WFC. Stakeholders are situated on the power versus interest grid, and, finally, finding the common good tool and the structure of a winning argument framework are used to determine shared stakeholder goals.

4.1. External stakeholder analysis

External stakeholder analysis (**see Appendix A**) revealed that a number of external stakeholders influence and are affected by the work of the Westside Food Collaborative. Remarkably, the importance of stakeholders lies between “reasonable” and “extreme” – this is not surprising, considering that the work of the WFC relies on the collective cooperation and action. It is also important to note, that the perceived sense of stakeholders’ judgment about the performance of the WFC (which falls between “average” and “good”) is largely due to the fact that the Westside Food Collaborative is experiencing an organizational renewal under the new leadership – the momentum is building, fueled by enthusiasm of the returning members.

4.2 Internal stakeholder analysis

Kitsilano Neighbourhood House’s leadership team and the Westside Food Collaborative coordinator are the key internal stakeholders identified as “extremely” important (**see Appendix B**). Similarly to the external stakeholders, all internal stakeholders perceive the renewal of the collaborative as a favorable judgment of its performance.

4.3 Power versus interest grid

The power versus interest grid arrays all stakeholders on a two-by-two matrix with stakeholders' interests (in the organization or issue at hand) and power to affect the future (of the organization or issue) (Bryson, 2018, p. 404). Based on the distribution of the power and interest, stakeholders fit in one of the four categories: players, subjects, context setters and the crowd (Bryson & Alston, 2011, p. 102). The framework is useful in determining which stakeholders' interests must be taken into account to produce a solid strategic planning process and resulting outcomes (Bryson & Alston, 2011, p. 102).

As observed in the **Appendix C**, it is the interest of the Kitsilano Neighbourhood House's leadership team and the City of Vancouver as funders, described as "players" on the power-interest grid, that must be taken into account (Bryson, 2018, p.404). The grid also vividly highlights the need for the coalition to be encouraged: it is by coming together, the stakeholders finding themselves in the "subjects" category will be able to leverage their collective power and advance their interests (Bryson, 2018, p.405).

4.4 Finding the common good

Finding the common good technique is helpful in identifying common themes, called super-interests, which is instrumental in determining the common good for the given group of stakeholders, and building a coalition around creation of public value (Bryson, 2018, p.411). Stakeholder analysis (see **Appendix A and B**) has revealed a number of common interest areas: improving collaboration and knowledge sharing, building partnerships, increasing access to funding support, and engaging in policy advocacy work.

5.0 Strategic issues

Identification of the strategic issues is at the core of the strategic planning process (Bryson, 2018, p. 187). A strategic issue is "a fundamental policy choice or change challenge affecting an organization's mandates, mission, product or service level and mix, clients or users, costs, financing, structure, processes, or management" and that the organization can do something about (Bryson, 2018, p. 187). This section identifies and frames strategic issues facing the Westside Food Collaborative.

Utilizing the direct approach to the strategic issue identification (Bryson, 2018, p. 197), stemming from the situational and stakeholder analysis, we have identified the following strategic issues:

1. Improving understanding of the issue of food insecurity facing the Westside

Due to the lack of understanding and awareness of the issue, by service providers and community at large, food insecurity remains hidden in otherwise affluent neighbourhood, while service providers, agencies and funders favor charity-based approach to addressing food

insecurity. With the issue now becoming more relevant than ever, the Westside Food Collaborative finds itself in a favorable position to facilitate learning, data collection and awareness raising. Solid understanding of the issue in the local context is the foundation for innovative solutions and forming a collective community advocacy voice.

2. Improving communication and knowledge sharing among service providers

The dominant approach of working in silos, even when serving the same community, has prevailed, exacerbated by the continuous pressure to keep up with daily operations while meeting the ever-increasing demand for food supports. Through sharing knowledge and resources, member organizations will be able to maximize their limited capacity, while providing holistic support to the community members, as food insecurity is often linked to other issues associated with poverty.

3. Developing a shared vision for collaboration and collective impact

Despite the enthusiasm for collaborative action and expressed commitment to engage in collective effort towards addressing the issue of food insecurity in the Westside, there is a lack of coordinated, concerted approach, grounded in shared understanding of the issue, and supported by rigorous measurement and evaluation mechanism. With the support of Kits House’s leadership team and WFC coordinator, the WFC can bring together a diversity of stakeholders to engage in the collaboration and collective impact.

4. Advocating for more funding support and policy change

With a number of service providers stating limited organizational capacity and budget constraints as the main barriers to providing adequate support to community members experiencing food insecurity, making strong case for more funding support is crucial. Likewise, addressing the complex, adaptive issue of food insecurity requires some significant policy changes – hence the need to develop a collective voice and advocate for certain policy interventions during the post-COVID policy window. The Westside Food Collaborative, as a community leader, is in favourable position to facilitate these crucial policy dialogues, while leveraging the membership in the Vancouver Neighbourhood Food Networks.

6.0 Mandate

Mandate postulates what an organization is “formally and informally required to do (and not do) by external authorities” (Bryson, 2018, p. 119). The activity of the Westside Food Collaborative is guided by the provisions of the City of Vancouver’s Sustainable Food Systems Grant, to:

- Address issues such as food access, diversity of voices and inclusion, and resilience by supporting the principles, goals, and actions outlined in the Vancouver Food Strategy

- Working collaboratively to achieve food systems goals by building coalitions of community members and organizations, agencies or businesses
- Increase access to healthy, affordable, and culturally diverse food for residents
- Promote inclusion, participation, celebration, skill-building, or community capacity-building (“Sustainable Food Systems Grants”, n.d.).

7.0 Vision, mission, and values

7.1 Vision

Vision embodies purposes and values of an organization, as well as a sense of shared understanding and common ground, that form a foundation for organizations to work together towards the common good (Bryson & Alston, 2011, p. 102). Based on the identified strategic issues, the “vision sketch” is presented here, which will serve as a guide for the remainder of the strategic planning cycle, and may be subject to revision (Bryson & Alston, 2011, p. 91).

Our vision is a just and sustainable food system, where everyone on the Westside of Vancouver has secure access to adequate amounts of safe, nutritious, culturally appropriate food, produced in an environmentally sustainable way, provided in a manner that promotes human dignity, and grounded in values of equity, inclusivity, collaboration and leadership

7.2 Mission

Mission helps identify organizational purpose and serves to create public value (Bryson, 2018, p. 122). For a collaborative, mission takes on an added meaning of identifying collaborative advantage that is achieved by working together – what can be gained together that creates public value that cannot be achieved alone (Bryson, 2018, p. 44). Taking into consideration the situation and stakeholder analysis, as well as the identified strategic issues, original mission statement may be modified as follows:

The Westside Food Collaborative brings together service providers, agencies, community groups and community members to develop a shared vision for collaboration and collective impact, to increase understanding and raise awareness for the issue of food insecurity in the Westside, and to improve communication and knowledge sharing among service providers to support capacity building.

7.3 Values

Values are described as principles and beliefs that build the foundation, upon which an organization operates (Bryson & Alston, 2011, p. 269). The Westside Food Collaborative embraces the values of Kitsilano Neighbourhood House, as outlined in the latest strategic plan (Kitsilano Neighbourhood House, 2021, p.4):

- **Equity:** we strive for social justice and believe social and economic benefits should be distributed equally for the benefit of all people.
- **Inclusivity:** we create places where people are welcomed and feel a sense of belonging. We celebrate diversity and treat everyone with respect and compassion
- **Collaboration:** we work together with our neighbours, community members, and partners to build stronger connections and communities.
- **Leadership:** we are leaders in community development and foster and empower leadership in staff, volunteers, and participants.

8.0 Pillars, goals, objectives, strategies, measures, and targets

Based on the aforementioned strategic issues, the WFC has identified the following pillars, which represent “strategic areas that support organizational vision and mandate” (Speers, 2022).

- Collaboration
- Community Development
- Community Engagement
- Policy Advocacy

Bryson and Alston (2011) describe a goal as a "long-term organizational target or direction of development. It states what the organization wants to accomplish or become over the next several years in order to advance its mission" (p. 268).

Objectives are defined as “a measurable target that must be met on the way to attaining a goal” (Bryson and Alston, 2011, p. 268). S.M.A.R.T. + C. criteria is applied to developing effective objectives: to support advancements of strategic goals objectives must be:

- *Specific* - *how much*, of *what* is to be achieved *by when*
- *Measurable* - information about the objective can be collected and progress measured
- *Achievable* – it is feasible to accomplish
- *Relevant* to the mission - objectives serve to support organizational vision and mission
- *Timed* - a timeline is clear to achieve the objective
- *Challenging* – aimed at significant improvements for the betterment of the community (Community Toolbox, 2018).

Strategies are defined as a “pattern of purposes, policies, programs, projects, actions, decisions and resource allocations that define what an organization is, what it does, and why it does it” (Bryson & Alston, 2011, p. 151). The strategies proposed by the WFC to achieve the stated objectives are primarily focused on adaptations involving new knowledge exploration, developing future capabilities and enhancing stakeholder relations (Bryson, 2018, p. 224). The strategies serve to directly support the achievement of the stated objectives, while responding to the organizational strategic issues and addressing the fundamental challenges it faces. In

formulating strategies, the WFC has considered the following criteria, as described by Bryson (2018, p.262-263):

- Politically acceptable
- Administratively and technically workable
- Results-oriented,
- Legally, ethically and morally defensible form

The five-step process of strategy development is utilized to formulate strategies as applicable to each goal:

1. What are the practical alternatives to realizing this goal and achieving objective?
2. What are the barriers to the realization of these alternatives?
3. What major proposals can be pursued to achieve these alternatives or to overcome the barriers to their realization?
4. What major actions (with existing staff and resources) must be taken within the next year to implement the major proposals?
5. What specific steps must be taken within the next six months to implement the major proposals and who is responsible? (Bryson, 2018, p. 236-237).

The Westside Food Collaborative has identified the following goals, objectives and strategies for the current strategic planning cycle:

■ Pillar: Collaboration

- Goal 1: Improve collaboration among WFC members
 - Objective 1: Host 10 meetings of the Westside Food Collaborative in 2022
 - Strategy 1: Investigate areas of interest of the members of the WFC
 - Strategy 2: Set out a yearly meeting goal and map out a comprehensive, progressive annual meeting plan
 - Objective 2: Complete an asset mapping exercise with the WFC Members by March 2023
 - Strategy 1: Convene a special, 3-hour meeting of the collaborative
 - Strategy 2: Invite an external impartial facilitator to host the session

■ Pillar: Policy Advocacy

- Goal 1: Strengthen policy advocacy efforts to address root causes of food insecurity as pertinent to the Westside neighbourhood
 - Objective 1: Complete the Westside food security assessment report by March 2023
 - Strategy 1: Form an advisory committee, comprised of diverse stakeholders (service providers, community organizations, community members) to guide the work

- Strategy 2: Collect stories and qualitative data from community members with lived experience of food insecurity
- Objective 2: Draft policy recommendations by January 2024
 - Strategy 1: Conduct a policy scan of municipal, provincial and federal food policy documents
 - Strategy 2: Identify gaps in policy response vis-à-vis the findings of the Westside food security assessment report completed in March 2023

Performance measures are means of reasonably objectively assessing the results of the organizational work with the intention of evaluating the performance of a program (Bryson and Alston, 2011, p. 269). On the other hand, targets are used to define and evaluate how successful an organization is as they measure progress toward set organizational goals and objectives (Speers, 2022). Measures and targets for each strategy are presented in the table 3 below.

Table 2. Measures and Targets

Goals	Objectives	Strategies	Measurements	Targets
1. PILLAR: Collaboration				
1.1. Improve collaboration among WFC members				
	1.1.1. Host 10 meetings of the Westside Food Collaborative in 2022		Number of meetings hosted per year	10 meetings hosted in 2022
		1.1.1.1. Investigate areas of interest of the members of the WFC		
		1.1.1.2. Set out a yearly meeting goal and map out a comprehensive, progressive annual meeting plan		
	1.1.2. Complete an asset mapping exercise with the		Percentage of WFC members participated in	90% of WFC members participated in

	WFC Members by March 2023		the asset-mapping exercise	the asset-mapping exercise
		1.1.2.1. Convene a special, 3-hour meeting of the collaborative		
		1.1.2.2. Invite an external impartial facilitator to host the session		
2. PILLAR: Policy Advocacy				
2.1. Strengthen policy advocacy efforts to address root causes of food insecurity as pertinent to the Westside neighbourhood				
	2.1.1. Complete the Westside food security assessment report by March 2023		Number of respondents from food security sector	20 respondents
		2.1.1.1. Form an advisory committee, comprised of diverse stakeholders (service providers, community organizations, community members) to guide the work		
		2.1.1.2. Collect stories and qualitative data from community		

		members with lived experience of food insecurity		
	2.1.2. Draft policy recommendations by January 2024		Percentage of the draft report completed	100% of the draft report completed
		2.1.2.1. Conduct a policy scan of municipal, provincial and federal food policy documents		
		2.1.2.2. Identify gaps in policy response vis-à-vis the findings of the Westside food security assessment report completed in March 2023		

9.0 Implementation and action plan

It is through implementation that strategies come to life and create a real public value on the ground (Bryson, 2018, p. 59). Strategy implementation is described as the process of transforming strategic intentions into actions (Al-Dhaafri & Alosani M, 2020, p. 557). Considering the complexity of the issue and diversity of stakeholders involved, the Westside Food Collaborative adopts the staged implementation, which presumes that implementation will occur in stages (Bryson, 2018, p. 315). Unlike strategies, which are set for a longer term, implementation plans outline day-to-day activities and often have a one-year time horizon, often consistent with the budget cycle (Shuey, Bigdeli & Rajan, 2016, p. 3).

Appendix D and Appendix E outline the implementation plan for strategy 2.1.1.2. Collect stories and qualitative data from community members with lived experience of food insecurity, in support of objective 2.1.1. Complete the Westside food security assessment report by March 2023.

10. Monitoring and Evaluation

Finally, it is important to establish systems for monitoring, evaluation and accountability in order to track the actual extent of implementation of the action plan, which arguably determines the degree of implementation success (Bunning, 1991). Implementation measures and controls must be established both at the systemic level and within each department (Judson, 1992, p. 37).

Westside Food Collaborative is working on developing systems of monitoring and evaluation.

11. Communication Plan

As transparency and accountability are critical to garner public support, communicating components of the action plan, as well as tracking progress, helps develop shared meaning and appreciation that will further aid in implementation of change goals (Bryson, 2018, p. 311). Communication plan helps establish stakeholder awareness of strategic planning and encourage collaboration (Speers, 2022, Unit 10).

Westside Food Collaborative is committed to the values of transparency and community accountability. The strategic plan, along with the implementation plan are made available for public access on the Kitsilano Neighbourhood House website.

As the implementation of strategic plan progresses, the Westside Food Collaborative will work closely with the Kitsilano Neighbourhood House's marketing team to share the progress externally.

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External stakeholder	Our sense of their judgement about our performance (poor, average, good)	How does this stakeholder affect us, and how do we affect this stakeholder?	What are the stakeholder's interests	How important is this stakeholder (extremely/reasonably, not at all)
Food Program Providers and Agencies				
Kits Cares Café	good	- key food program provider in the Westside -	-sustainability of funding -alternatives to charity-based approach to food security	extremely
Jewish Family Services	good	-key food program provider serving the Westside	- policy advocacy	extremely
South Granville Seniors Centre	good	-key food program provider serving seniors in the Westside	- collaboration - knowledge sharing	extremely
Vancouver Food Runners	good	- key agency providing food donations	- new partnerships	extremely
Farm To Plate Marketplace	good	- strengthens resilience of the food system by connecting consumers directly with farmers -supports low-income individuals through subsidy program	- creating more contacts and partnerships	reasonably
General Community Services/Social Supports				
Vancouver Public Library – Kitsilano Branch	good	-important channel for community outreach	- creating more contacts and partnerships	reasonably
Grassroots community groups				
Village Vancouver Transition Society	good	-supports food system resilience through climate transition initiatives	- sustainability of funding	reasonably
Community Food Pantry	good	-key free food distribution point in the Westside	-food and/or monetary donations	extremely
Vancouver Community Fridge Project	good	-important free food distribution point in the Westside	-food and/or monetary donations	extremely
Food 4 Thought	good	-community-centered and care-focused model of connecting seniors with food growing opportunities	- creating more contacts and partnerships	reasonably

Individual community leaders	good	-willing to lend their time to support the work of WFC	-getting involved in a meaningful work	extremely
Individual community members with lived experience	average	-willing to lend their voice to support the work of WFC	-share first-hand experience and to raise public awareness around food insecurity	extremely
Individuals and families experiencing food insecurity	poor	-beneficiaries of the WFC programs and initiatives	- availability of fresh, healthy, culturally appropriate food - food programs rooted in community care	extremely
Community members	poor	-have the potential to amplify the message, and support food security initiatives	-community cohesion	extremely
Funders				
City of Vancouver (CoV)	average	-WFC relies entirely on the CoV's funding	-improvement of local food system -budgetary considerations	extremely
Policy makers				
City of Vancouver's Social Policy Team	average	- creates policy and engagement opportunities that affect local food system	- support effective food policy	extremely
Allies				
The Vancouver Neighbourhood Food Networks	average	-serves as a collective voice for the diverse neighbourhood food networks	- forming policy advocacy framework, rooted in local experience	extremely

Appendices

Appendix A. External Stakeholder Analysis

Appendix B. Internal Stakeholder Analysis

Internal stakeholder	Our sense of their judgement about our performance (poor, average, good)	How does this stakeholder affect us, and how do we affect this stakeholder?	What are the stakeholder's interests	How important is this stakeholder (extremely/reasonably, not at all)
Kitsilano Neighbourhood House's leadership team	good	- provides key support in securing and administering funding - involves	-support WFC in fulfilling the strategic priorities	extremely
Kitsilano Neighbourhood House staff	good	-provides support and legitimacy -acts as an ally in magnifying the message	- serving the community through various programs	reasonably
Kitsilano Neighbourhood House volunteers	NA	-provide volunteer support for food programs and initiatives	- availability of engaging volunteer opportunities	reasonably
Kitsilano Neighbourhood House community food developer/Westside Food Collaborative coordinator	NA	-coordinates, facilitates, implements	-facilitate effective collaboration within the budget constraints and limited capacity	extremely

Appendix C. Power vs Interest Grid

<p>Subjects – have a significant interest, but little power</p> <ul style="list-style-type: none"> • Food Program Providers and Agencies <ul style="list-style-type: none"> ○ Kits Cares Café ○ Jewish Family Services ○ South Granville Seniors Centre ○ Farm To Plate Marketplace ○ Vancouver Food Runners • General Community Services/Social Supports <ul style="list-style-type: none"> ○ Vancouver Public Library – Kitsilano Branch • Grassroots community groups <ul style="list-style-type: none"> ○ Village Vancouver Transition Society ○ Community Food Pantry ○ Vancouver Community Fridge Project ○ Food 4Thought • Individual community members • Individual community members with lived experience • Individuals and families experiencing food insecurity • Westside Food Collaborative coordinator 	<p>Players – have both a significant interest and substantial power</p> <ul style="list-style-type: none"> • Funders <ul style="list-style-type: none"> ○ City of Vancouver • Kitsilano Neighbourhood House’s leadership team
<p>Crowd – have little interest and not much power</p> <ul style="list-style-type: none"> • Community members • Kitsilano Neighbourhood House staff • Kitsilano Neighbourhood House volunteers 	<p>Context setters – have substantial power, but little direct interest</p> <ul style="list-style-type: none"> • Policy makers <ul style="list-style-type: none"> ○ City of Vancouver –Social Policy Team

Appendix D

Implementation Plan. Budget

Strategy 2.1.1.2. Collect stories and qualitative data from community members with lived experience of food insecurity

Goal:	2.1 Strengthen policy advocacy efforts to address root causes of food insecurity as pertinent to the Westside neighbourhood		
Objective	2.1.1. Complete the Westside food security assessment report by March 2023		
Strategy	2.1.1.2. Collect stories and qualitative data from community members with lived experience of food insecurity		
Task	Responsible Team Member	Cost Breakdown	Cost Estimate
Design Interview questions	Ksenia Stepkina, WFC Coordinator	Staff time: 40 hrs @ \$30/hr	\$1,200
Secure Ethics Board Approval	Ksenia Stepkina, WFC Coordinator	Staff time: 2 hrs @ \$30/hr	\$60
Conduct community outreach to recruit participants	Ksenia Stepkina, WFC Coordinator	Staff time: 20 hrs @ \$30/hr	\$600
Partner with community organisations to recruit participants	Ksenia Stepkina, WFC Coordinator	Staff time: 10 hrs @ \$30/hr	\$300
Schedule interviews	Ksenia Stepkina, WFC Coordinator	Staff time: 5 hrs @ \$30/hr	\$150
Approve budget - participants' honoraria	Christa Wang, Accounting	Honoraria: 20 @ 2 hrs @ \$20/hr	\$800
Purchase interview supplies and refreshments	Danielle McCaffey, WFC Assistant	Staff time: 5 hrs @ \$25/hr; Snacks and supplies: \$300	\$425
Conduct interviews	Ksenia Stepkina, WFC Coordinator	Staff time: 20 @ 2 hrs @ \$30	\$1,200
Transcribe interviews	Danielle McCaffey, WFC Assistant	Staff time: 80 hrs @ \$25/hr	\$2,000
Analyse qualitative data	Ksenia Stepkina, WFC Coordinator	Staff time: 20 @ 2 hrs @ \$30	\$1,200
Prepare a preliminary report	Ksenia Stepkina, WFC Coordinator	Staff time: 40 hrs @ \$30/hr	\$1,200
Share preliminary report with the participants, ask for feedback	Ksenia Stepkina, WFC Coordinator	Staff time: 5 hrs @ \$30/hr	\$150
Revise and finalize the report	Ksenia Stepkina, WFC Coordinator	Staff time: 20 hrs @ \$30/hr	\$600
Produce external media content	Janick Hayek, PR & Marketing	Staff time: 10 hrs @ \$30/hr	\$300
		Total cost estimate:	\$10,185

Appendix E

Implementation Plan. Scheduling

Strategy 2.1.1.2. Collect stories and qualitative data from community members with lived experience of food insecurity

Goal:	2.1 Strengthen policy advocacy efforts to address root causes of food insecurity as pertinent to the Westside neighbourhood														
Objective	2.1.1. Complete the Westside food security assessment report by March 2023														
Strategy	2.1.1.2. Collect stories and qualitative data from community members with lived experience of food insecurity														
Task	Responsible Team Member	Status	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Design Interview questions	Ksenia Stepkina, WFC Coordinator	Completed	█												
Secure Ethics Board Approval	Ksenia Stepkina, WFC Coordinator	Delayed		█	█										
Conduct community outreach to recruit participants	Ksenia Stepkina, WFC Coordinator	Not Started				█									
Partner with community organisations to recruit participants	Ksenia Stepkina, WFC Coordinator	Not Started					█								
Schedule interviews	Ksenia Stepkina, WFC Coordinator	Not Started					█								
Approve budget - participants' honoraria	Christa Wang, Accounting	Not Started						█							
Purchase interview supplies and refreshments	Danielle McCaffey, WFC Assistant							█							
Conduct interviews	Ksenia Stepkina, WFC Coordinator	Not Started						█	█						
Transcribe interviews	Danielle McCaffey, WFC Assistant	Not Started								█					
Analyse qualitative data	Ksenia Stepkina, WFC Coordinator	Not Started									█				
Prepare a preliminary report	Ksenia Stepkina, WFC Coordinator	Not Started										█			
Share preliminary report with the participants, ask for feedback	Ksenia Stepkina, WFC Coordinator	Not Started											█		
Revise and finalize the report	Ksenia Stepkina, WFC Coordinator	Not Started												█	
Produce external media content	Janick Hayek, PR & Marketing	Not Started													█