

Strategic Plan Report

Skookum Food Provisioners' Cooperative

“Working together to build and maintain a healthy regional food system”

Overview

Strategic planning is one of the primary responsibilities of your board members. On November 1, 2014, Skookum’s six board members¹ spent five hours developing a strategic plan that sets direction for the Skookum Food Provisioners’ Cooperative over the next six years and establishes an achievable action plan for the year. The strategic planning session was facilitated by Wayne Hanson and Alison Taplay. They used an adapted version of the PATH planning tool². PATH results in a plan that is captured in a graphic artifact that will help the membership understand and engage in the plan. The following summary extracts highlights from the artifact. The strategic plan is aligned with the cooperative’s mission statement, purpose, values and principles.³



Vision (Touching the Dream)

PATH requires board members to articulate the vision that drives the existence of the cooperative. To do this work, the Board is asked to let go of their day to day concerns and to imagine an unfettered future, in essence, to put on rose coloured glasses and describe what they see!



¹ Laura Berezan, Dan Glover, Chris Matheson, David Parkinson, Edward Sanderson, and Pete Tebbutt

² PATH, Planning Alternative Tomorrows with Hope, <http://www.inclusion.com/path.html>

³ Details on Skookum Food Provisioners website <http://skookumfood.ca/about/>

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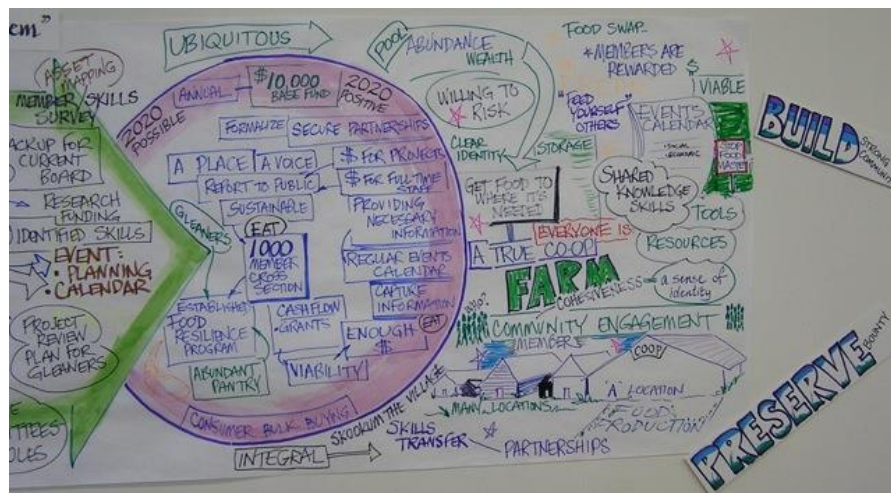
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Your board envisions Skookum as a well-known, clearly identified and vibrant part of Powell River's food security culture. Skookum is networked with an array of partners who have overlapping or shared interests. The cooperative hosts regular events and provides a vehicle to share knowledge, skills, tools, and other resources. The cooperative actively supports members to feed themselves and to share food with others. There is a feeling of abundance and wealth that enables members to take risks and initiate new projects. Members are rewarded for their contributions in ways that motivate and contribute to the local economy. While some board members are interested in a future that includes a physical space, like a storefront, warehouse, or farm, others see the vision as more ubiquitous. They articulate this vision as more like a village in which Skookum touches every kitchen in some way and membership appeals to every citizen.

Goals – Vision 2020

Goals flow from the vision and are positive. However, a goal by definition must be possible! The rose coloured glasses come off. Your board members identified the following goals to be achieved by 2020.

- ✓ Skookum has a clear and well understood identify.
- ✓ Skookum's membership has reached 1000.
- ✓ The cooperative's work is supported by a paid fulltime coordinator.
- ✓ There is a regular event calendar that includes seasonal events. The calendar is established in the community and is easy to populate with a wide range of workshops and activities.
- ✓ Core programs are well established and sustainable.
- ✓ Partnerships with several key organizations with shared or overlapping visions and goals are formalized.
- ✓ The cooperative has a positive cash flow from grants and revenue streams.
- ✓ The cooperative maintains a capital fund equivalent to at least one year's operating income.
- ✓ The cooperative's financial position ensures there is enough money to support new member initiatives.



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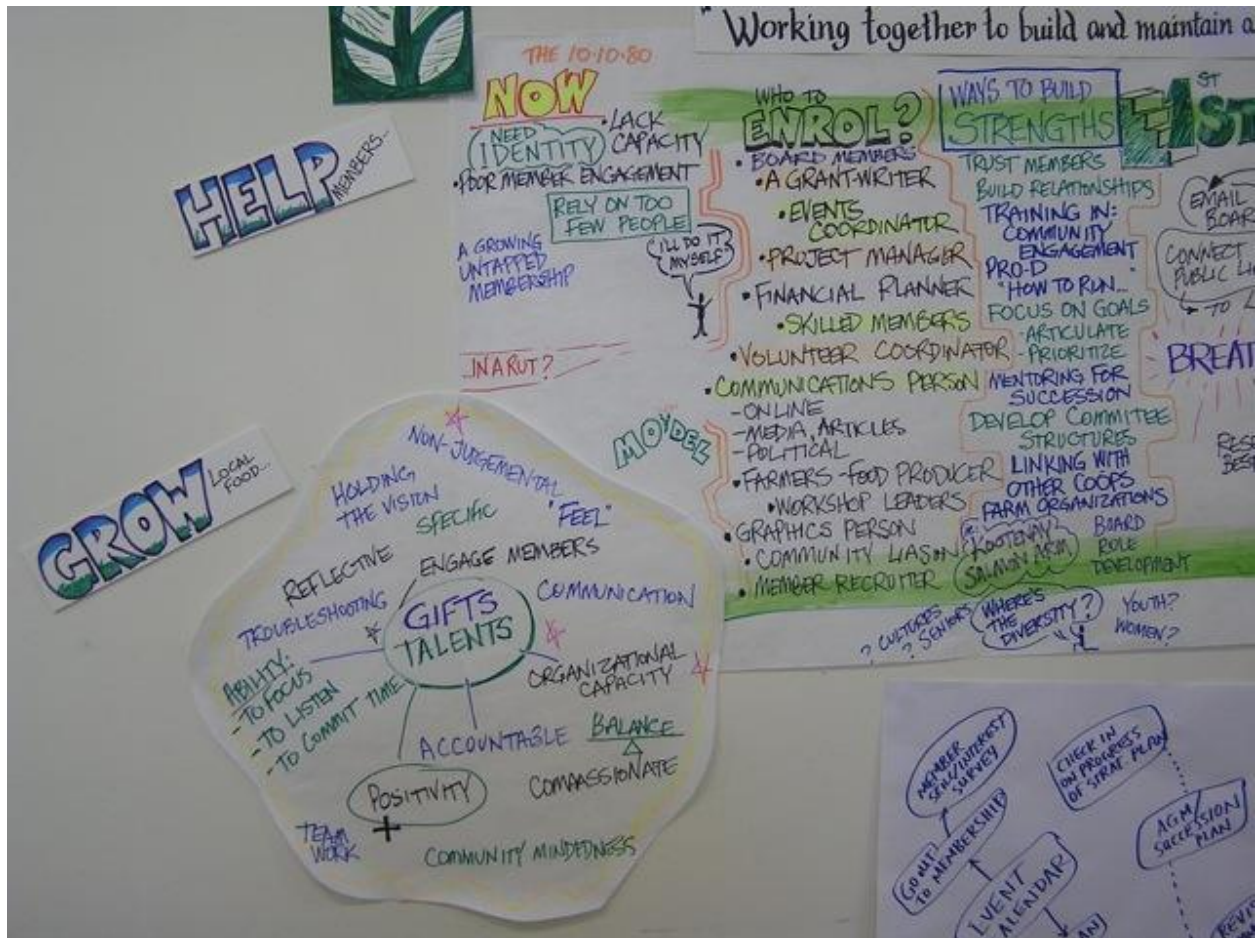
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Grounding in the Now

Your board then articulated a clear sense of where the organization is today. This is an essential step because it creates the tension between the future goals and the present and thereby enables the group to grapple with what is needed to advance the organization’s mission, vision, and goals. Board members expressed concern that they were in a rut and were not tapping the capacity and energy of the members.

Who to Enroll / Building Strength

As a stepping stone toward planning actions, your board identified areas of expertise needed to meet the goals. They also identified skills and knowledge they need for their own development to do their work effectively and sustainably.



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Charting Actions / Prioritizing / Committing to First Steps

Most strategic planning efforts fail because there is insufficient emphasis on an action plan. Actions can be too vague, too numerous, or disconnected from commitment to follow through. With this in mind, your board identified clear steps to take in the next six to twelve months. They prioritized and fine-tuned these actions and then committed to first steps. The action plan will advance the 2020 Vision including the emergence of a clearly defined and valued identity within the regional food system.



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Wrap Up

Your board has developed a clear direction and plan for the Skookum Food Provisioners' Cooperative. They invite members to contribute time, energy, and skills in support of this plan.

Respectfully submitted November 9, 2014 by Alison Taplay and Wayne Hanson

