Muskoka North Good Food Co-operative

STRATEGIC PLAN 2023

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Muskoka North Good Food Co-operative extends our gratitude to our member-owners, farmers, producers, suppliers, and other stakeholders who have taken the time to provide insights through our survey process and in-person workshops.

Importantly, the Board of Directors is deeply grateful for the staff and volunteers who are a vital force in the organization's momentum and growth.

This planning process has been undertaken with financial support of the Government of Ontario to engage outside expertise in support of our planning process.

Finally, Muskoka North Good Food Co-operative wishes to thank Launch & Prosper Consulting Group Inc for their expertise and facilitative process in guiding our organization through its updated Strategic Plan.

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OUR GRATITUDE & COMMITMENT TO OUR SHARED MOTHER EARTH.

We are an organization of people with a deep connection to our Mother Earth, from whom the nourishing food and sustenance we are able to provide to our community, is produced. We are equally grateful to all of the people who have and do reside here; past, present, and future. Our responsibility is to be mindful stewards and advocates for the long-term protection, betterment, and respect of these lands, Mother Earth and her waters. Our organization holds a sincere commitment to engaging in collaborative and reciprocal work with the Original Peoples of this land, righting some of the wrongs which occurred when colonization interrupted their deep-rooted relationship with Mother Earth. We intend to act in a way that will advance the inherent right of the Original Peoples to restore their natural place with the land. As a community, we commit to the ongoing learning, education, humility, and opportunity to honour the beauty and generosity of this relationship of reciprocity and relational accountability.

We commit to being an organization of people who do not forget, and who continue to advocate and educate in order to create change and work toward decolonization. We will do this in support of wellness for all, and in honour of Mother Earth, always.

We invite you to walk this path with us in mutual respect, peace, and harmony for future generations, and forever.

Nya'weh, Nia'wen (Cayuga, Mohawk), Miigwetch (Ojibway / Oji-Cree), Hiy Hiy (Nehiyawak / Cree), Merci (French Metis), Wela'lioq (L'nu / Mi'kmaq), Thank you

"Mother Earth is a living breathing feminine being in creation who gives life. Mother Earth has a heartbeat, and her circulatory system takes the form of the waterways. Her hair is the long grass, and the trees are her lungs. She receives support from brother sun in creating and sustaining all life on earth. Grandmother moon keeps her circulatory system moving. All beings in creation are her children including human beings. This is how we viewed Mother Earth prior to settler contact. We had a close and intimate relationship, communicating with her daily." ~ Bear Waters Gathering

In honour of the importance that organizations do to create their own acknowledgements – we ask that you do not copy and paste this without expressed permission and conversation. We appreciate your respect in regard to this.



ORGANIZATION HISTORY

Muskoka North Good Food Co-operative was conceived from a series of grassroots initiatives developed under various names with a collective vision since 2013. The evolution from Muskoka's culinary tourism focus to local food sustainability, agri-food education and economic development is what led to the establishment of Muskoka North Good Food Co-operative (MNGFC) in 2014.

MNGFC places community benefit alongside profitability and connects local farmers to a growing consumer base through a Grocery Retail Market, Café, and Commercial Production Kitchen. As a community-owned grocery store & food hub, MNGFC provides sustainable, ethical, and good food for the communities it serves.

MNGFC is an innovative solution to pressing social, economic and environmental problems facing Ontario and the globe: insecure local food systems, catastrophic global food production, rising transportation costs, and the steady depletion of Canada's small-scale farmers. MNGFC is an initiative which tackles these major social issues and offers new ideas for wide-scale change in the supply and demand capacities in Muskoka and Northern Ontario.

MISSION, VISION, VALUES

Mission, Vision, and Values have been updated as a result of the 2023 Strategic planning process to reflect the current and desired future state of the organization.

01. Our Mission

We are a member owned and driven food Co-operative, boasting a full service kitchen, grocery store, and café. Our mission is to cultivate a vibrant community through a local food ecosystem that supports small scale farmers, provides a living wage for its staff, and promotes Co-operative values and participation.

02. Our Vision

We envision MNGFC as a centrally located, accessible and progressive food Co-operative known for growing the local food system, community development, and self-reliant governance. This is carried out via: forward-thinking leadership, established operating practices and policies, strong community partnerships, and delivery on its mission.

03. Our Values

Core Values: Community (Teamwork) | Ethical | Educational | |Innovation | Sustainable | Local

Additional Values: Efficiency, Integrity, Passion, Trust, Community, Quality, Transparent, Sovereignty, Disruptor, Accessible, Customer Service, Respect, Atmosphere, Co-operative Values, Café.

GUIDING PRINCIPLES

Community Building

- We embrace our community and work to serve the needs of the members/stakeholders.
- We foster community by promoting Co-operative values and participation.
- We solicit feedback from and listening to our members and community.
- Our initiatives will reflect what our membership/community needs.
- We practice co-operation on every level of business, education, and networking.

Ethics

- We believe in ethical, transparent governance that promotes a non-hierarchical, locally controlled, and inclusive approach to decision-making.
- We value open communication, responsibility, accountability, professionalism, trust, and mutual respect.
- We recognize that it is essential to build strong relationships, promoting transparency and trust, in order to achieve our goals.
- We believe that diversity is a strength, and we are committed to creating an inclusive environment where all individuals are valued and respected.

Education

- Acting as the “hub” of good food initiatives, food education, and support/advocacy for regional producers while acting as a small scale food-business incubator.
- We focus on being a resource for our community as a whole by fostering awareness and education on food security, nutrition, locally produced food, and sustainable systems.
- We recognize that in our mission to cultivate a local and sustainable food ecosystem, we honour the sacred connection of land stewardship.

Innovation

- We believe in disrupting status quo using a forward-thinking approach.
- We remain open and inquisitive to new ideas, practices, and discovery in agriculture and the supply chain.
- We understand that innovation is crucial to the success and sustainability of our organization, and we commit ourselves to new methods and processes, unconventional thinking, new process development, and the breaking of traditions.

Sustainability

- Paying farmers and producers what they need to make a good and fair living.
- Directing any generated surplus towards growing the retail business, increasing staffing as needed, and towards food-based Co-operative programs/initiatives.
- We believe that a living wage model for our employees is a crucial part of community wellness, and our overall sustainability.
- We employ a closed loop food system - from field to shelf to table, back to the farm.

Prioritizing Local

- The highest quality of food procurement, accessing product from as close to home as possible and working to fill gaps in our regional food system. MNGFC strives to purchase locally, then regionally, then provincially, then nationally and internationally.
- We purchase producer-direct whenever possible and continuously explore new, innovative, and sustainable products to bring to our membership.
- Providing the most accessible locally produced food to our membership.



INTRODUCTION & METHODOLOGY

A strategic plan requires a thorough understanding of the Co-operative's mission, vision, and values, as well as an assessment of the current market landscape and the needs of the community. This involves analyzing data and trends, conducting market research, and gathering input from stakeholders, including members, staff, and the broader community.

We have taken a facilitative and inclusive approach, involving a cross-functional team that represents all areas of the Co-operative. In addition to our team's research and data analysis, we engaged the organization and the broader community to contribute through a retreat based workshop, consumer insight survey and stakeholder interviews. As a result, we have produced a plan that, based on common themes, identifies key priorities, with specific strategies and tactics for achieving these goals. The plan includes metrics for measuring success and a timeline for achieving the identified goals.

Implementation of any strategic plan will be done with transparency, communication, and accountability.

– Kyla Taylor, CEO / Launch & Prosper Consulting Group Inc.

KEY OBSERVATIONS

Collection and analysis of data was performed through market research, review of existing internal data, a two-day in person workshop, additional stakeholder interviews, and a public survey. Below are the identification of key observations that hone in on potential strategies/key priorities.

Common Themes

- New, bigger space: better community accessibility & visibility
- More education/resources
- Bigger café and expansion of grocery floor space
- Employee empowerment, greater role definitions and improved efficiencies
- Improved systems and communications
- Organizational Succession Planning
- Growth / Finance
- Creating greater opportunities for local farmers and producers



KEY FINDINGS

A public survey was conducted between the dates of November 22nd - December 5, 2022 with **162 respondents.**

- CUSTOMER SERVICE PERFORMANCE IS HIGH
- THE LOCATION NEEDS TO BE EXPANDED
- CAFÉ/TACO TUESDAY ARE MAJOR SELLERS
- OVERALL GROCERY SELECTION IS VALUED





- PROMOTING FARMERS/ SUPPLIERS IS KEY
- NEED TO INCREASE COMMUNICATION AND COMMUNITY PRESENCE
- VALUES ARE ALIGNED WITH CUSTOMERS
- MORE WORKSHOPS, EVENTS & CLASSES, SPECIFICALLY COOKING & GARDENING CLASSES

KEY PRIORITIES OVERVIEW

There is opportunity to build and leverage internal capacity as well as outsource in order to carry out the following priorities.

01. People

Continue to build a strong cohesive and Co-operative team of staff, volunteers and strategic partners to drive sustainable growth and success in the long term. Clarify/establish roles for organizational growth while positioning and promoting a culture of cross-training to support the sustainability, agility, and inevitable growth of what is presently a lean workforce.

02. Operational Efficiency

Operational efficiency is a priority as it will help achieve goals in a cost-effective and efficient manner. Improving operational efficiency can help to streamline processes, eliminate waste, reduce costs, and improve the overall customer experience. Focusing on operational efficiency will help mitigate risks such as increased competition, changing consumer demands, and supply chain disruptions. By focusing on operational efficiency, the organization can adapt to these challenges and maintain its competitive position in the market.

03. Growth

Growth is a priority as it can help the organization expand its reach, increase its impact, and better serve its members and community. By growing, the food Co-operative can increase its buying power, expand its offerings, and strengthen its supply chain. This can help the organization to better compete with larger retailers and provide more affordable and sustainable food options to its members. Growth can also enable the organization to invest in new initiatives and expand its educational and advocacy efforts around food and community issues.

04. Marketing & Communication (Impact)

Through effective marketing and communication, MNGFC can increase awareness of its offerings, educate consumers about the benefits of local and sustainable food, and attract new members and customers. This can help the organization to increase its sales and revenue, while also promoting the values of community, co-operation, and sustainability.

05. Sustainability & Self Reliance

Sustainability & self-reliance is a priority for a Food Co-operative because it aligns with the Co-operative values and principles of social responsibility and community building. By prioritizing sustainability, the Co-operative will minimize its impact on the environment while also ensuring long-term economic viability. Additionally, promoting self-reliance among members and stakeholders will strengthen the Co-operative ability to serve the community and support local producers, ultimately leading to greater social and economic benefits for all involved.



KEY PRIORITY: PEOPLE

The key priority of People focuses on continuing to build a strong and capable team to drive success.

01. Succession Planning

- **Planning:** Develop and maintain up-to-date Senior Management Job Descriptions and Roles, identify key talent.
- **Integration:** hire with promotional potential, in and out of house training opportunities, career aspirations.
- **Decision-Making:** involve multiple stakeholders in selection processes, validated assessment tools.
- **Success:** talent retention, growth and skill development, internal candidates, immediate role uptake.

02. Organizational Roles & Cross-Training

- Conduct an analysis of all roles within the Co-operative, identify areas of overlap, gaps in responsibilities, role, and responsibility confusion.
- Develop updated, clear and concise job descriptions that accurately reflect the responsibilities and expectations of each position.
- Ensuring there is clear understanding of individual roles and the roles of the team as a whole, with a focus on cross-training capacity.
- Develop and maintain a high-level organizational chart that clearly defines reporting structures and relationships between roles within the Co-operative.

03. Employee & Volunteer Recruitment & Retention Strategy

- Develop a recruitment and retention strategy: This should include identifying the key skills and attributes needed for employees and volunteers, and outlining specific recruitment and retention initiatives to attract and keep high-quality talent.
- Provide ongoing training and development: Offer training and development programs to employees and volunteers that help them develop their skills and knowledge, and provide opportunities for career growth.
- Develop Staff and Volunteer Onboarding/Welcome Packages, employment contracts and ensure regular performance reviews for all staff members are conducted.

04. Board Recruitment & Engagement Plan

- Develop a targeted recruitment strategy that identifies skills gaps and potential board members, along with essential skill sets, experience, and diversity.
- Implement a Board Orientation Training Program every year to ensure adequate board training, including knowledge on fiduciary responsibility, Board roles and responsibilities, and the Co-operative's mission and values.

05. High-Level Internal Communication & Enhanced Customer Service

- Create communication plans that outline communication needs, channels, and methods for internal communication.
- Implement diversified options of in-house communication tools such as a team collaboration tool, instant messaging app, physical message boards, or project management software.
- Create a Customer Service Standards Manual and train staff internally for consistency and thorough understanding.

KEY PRIORITY:
OPERATIONAL EFFICIENCY

Operational efficiencies are a priority as they will help achieve high-level goals effectively and efficiently.

01. Operational Process/ Policy Development & Review

- Conduct a comprehensive analysis of existing processes to identify inefficiencies, redundancies, and areas for improvement (handbooks/ training tools / welcome packages etc).

02. Technology & Digital Systems Adoption

- Conduct a technology and digital systems audit to identify areas for improvement and determine where to focus resources.
- Outline areas for integration and automation, prioritizing people.
- Implement process automation tools and technologies to streamline operations.



03. Process Improvement

- Develop a plan for streamlining and optimizing key processes.
- Provide training and support to staff and volunteers on new processes and systems.

04. Loss Prevention, Shrink, Food Rescue & Waste Management

- Assess current loss prevention and waste management practices and identify areas for improvement.
- Develop and implement policies and procedures for managing and tracking product loss, spoilage, and shrinkage, as well as for use and rescue of products deemed unsalable.
- Train staff on loss prevention techniques such as Best Before Date checks, product handling, inventory tracking , and scheduled inventory reviews.
- Analyzing product data to identify trends and areas for improvement.



KEY PRIORITY: GROWTH

Growth is a priority as it can help the organization expand its reach, increase its impact, and better serve its members and community.

01. Growcer Modular Farm Project

- Implementation and close monitoring of Growcer Modular Farm operations.
- Development of internal Growcer training manuals, data collection tools, journals and cross-training planning.
- Development of operational budgets, pricing/revenue targets for Growcer Project.
- Identify B2B and B2C opportunities for Growcer Project product placement.
- Develop a community communication plan for education and sharing on the Growcer Project, including a focussed Newsletter, Website Page, and regular Social Media posts.

02. Plan For Expansion

- Create a plan that defines the requirements, identifies potential sales gaps within the existing Co-operative, and other key considerations for a premise expansion or relocation. I.e. grocery floor square footage, Café and seating expansion, bulk food systems, manoeuvrability, and accessibility.
- Identify existing and potential capital projects and fundraising requirements.
- Leverage essential funding to assess, explore and plan/develop/design a potentially expanded future vision for the Co-operative.

03. Financial Forecasting

- Define and articulate capital needs with development of a business case, financial modelling, and budget forecast.
- Define and articulate operational needs and requirements associated with a growth strategy.

03. Financial Forecasting Con't

- Investigate building and infrastructure (bricks and mortar, equipment, leaseholds, software).
- Operating revenue stream development is critical to less reliance on grant funded business models.
- Fundraising Opportunities:
  - Grants: Identify an internal candidate or consultant to support grant applications, grant/project alignment, develop relationships with funders and awareness of funding cycles.
  - Community Investment and Fair Finance: Investigate all opportunities for community and provincial-level private investment including MNGFC Community Bonds and other forms of community, and Food, Farming & Co-operative Sector investment.
- Recruit financial advisory and accounting skill set (Board Position).
- Develop Board level fundraising/finance advisory committee.

04. Fundraising & Investment Strategy

- Conduct a fundraising and investment strategy assessment to determine current strengths, weaknesses, and opportunities.
- Define and articulate projects across all key priorities that require investment and develop a Capital Acquisition Pipeline (grants/public & private investments) that identifies all investment, grant, partnerships/collaborations, and donor opportunities.
- Create a donor database and donor segmentation plan.
- Develop a transparent and accountable Investment Package to engage potential public and private investors with high-level expansion project details, communications, financial requirements, ROI and reporting expectations.



05. Be A Resource For Business Development Support To Producers

- Build and share lists of business resources for producers including funding opportunities, business development tools, marketing and branding resources, and other relevant resources.
- Nurture partnerships with other organizations or businesses that can provide additional support to producers.
- Host educational workshops or events that provide producers with training and support on business development topics.
- Develop a strong Producer Committee led by producers.

06. Cultivate Committee Support

- Strengthen volunteerism and execution of initiatives through formal committee(s) creation and objectives. I.e. producer committee, event/workshop/food literacy committee, fundraising committee.
- Establish clear guidelines for committee participation and responsibilities, ensuring that members understand their roles and can contribute most effectively.
- Ensure that gratitude and acknowledgement of volunteers is shown in several forms.

07. Community Partnerships (COIs)

- Identify key groups and individuals who are promoters and/or important to the success of the Co-operative (Centres Of Influence - COIs).
- Develop a community engagement plan.



KEY PRIORITY: MARKETING & COMMUNICATION

Through effective marketing and communication, MNGFC can increase awareness of its offerings, educate consumers about the benefits of local and sustainable food, and attract new members and customers.

01. Build Community Profile

- Develop and implement a marketing and communication plan that includes social media, email marketing, print materials, and other outreach efforts to increase visibility and engagement with the local community.
- Use social media platforms purposefully to grow and engage with audience.
- Partner with local businesses and MNGFC suppliers to cross-promote each other's products and services.
- Plan for future internal Communications Lead position and develop a Media Communications Plan involving numerous media and marketing outlets.

02. Public Education

- Host community events and workshops that promote the Co-operative and its products and services, such as cooking classes, farmer's markets, cooking demos, tastings, tours of the Co-operative/Growcer and guest speaker series.
- Develop a blog that provides recipes, cooking tips, and information about MNGFC and its products.
- Participate in community events such as farmers' markets and food festivals to promote MNGFC and its products.

03. Member/Staff/Volunteer Recruitment

- Develop a clear and compelling brand message that emphasizes the unique benefits of being a member of the Food Co-operative.
- Create a targeted social media campaign to promote the benefits of membership, staff and volunteer opportunities.
- Develop recruitment materials that can be shared both online and offline, including brochures, flyers, and handouts for events.
- Host information sessions about membership, staff and volunteer opportunities at the Food Co-operative, both in-person and virtually.
- Offer volunteer opportunities to community service organizations or nonprofits to build community support.

04. Change Management Communication

- Develop an internal communication plan that aligns with organizational change: Create a comprehensive plan that outlines key messages related to organizational growth/change strategies.
- Utilize multiple communication channels: Use a range of communication channels such as email, social media, newsletters, and in-person meetings to ensure that key messages reach all members who may be impacted.
- Train staff and volunteers to be knowledgeable on the change management process and equipped to answer questions from stakeholders.

05. Stakeholder Relations

- Develop a Stakeholder Engagement Plan: Identify key stakeholders, including members, employees, suppliers, local businesses, government officials, and other community organizations, and create a plan for engaging with them on a regular basis.
- Share impact stories: Share stories of how the Co-operative is positively impacting the community and the food system, highlighting the unique value proposition that the Co-operative brings.
- Request feedback regularly: Provide opportunities for stakeholders to share feedback, and use this input to continuously improve and evolve the Co-operative approach to stakeholder engagement.

05. Stakeholder Relations - Con't

- Regularly share impact stories: Share stories of how the Co-operative is positively impacting the community and the environment, highlighting the unique value proposition that the Co-operative brings.
- Regularly solicit feedback: Provide opportunities for stakeholders to share feedback, and use this input to continuously improve and evolve the Co-operative approach to stakeholder engagement.

06. Brand Positioning

- Develop brand messaging: Create a clear and compelling message that conveys the Co-operative's value proposition to various audiences, including members, potential members, customers, partners, and stakeholders.
- Develop brand guidelines: Create a set of guidelines that outline the key elements of the Co-operative's visual identity, including logo, colour palette, typography, and imagery. Ensure that these guidelines are consistently applied across all communication channels.
- Develop a content strategy: Create a content strategy that includes a mixture of educational, informational and promotional content that aligns with the Co-operative's values, goals, and brand messaging. Use a variety of formats, such as blog posts, social media updates, videos, podcasts, and infographics.

07. Product Knowledge & Merchandising

- Develop a comprehensive training program for staff and volunteers that covers product knowledge, merchandising, and customer service skills.
- Create a product guide and shelf talkers that highlight the Co-operative's unique offerings, including information on sourcing, sustainability, and nutrition.

07. Product Knowledge & Merchandising Con't

- Implement a system for regularly updating and rotating merchandise displays to keep the store fresh and appealing to customers.
- Use social media and other marketing channels to showcase new products, sales promotions, and other in-store events.
- Collaborate with local farmers and producers to host educational events and tastings that promote the Co-operative's commitment to sustainable agriculture and sourcing locally.

08. Promotional Planning

- Conduct a promotional audit: Analyze past promotional activities to identify what has worked well and what has not. This analysis can guide future promotional planning.
- Develop a promotional calendar: Consistently update in-store visual calendar and on-line calendar, that includes all planned promotions for the upcoming months and year. Calendars should include important dates, such as holidays and seasonal events, and promotions should be scheduled around these events.



KEY PRIORITY: SUSTAINABILITY & SELF RELIANCE

Sustainability & self-reliance is a priority for the Food Co-operative as it aligns with its Co-operative values and principles of social responsibility and community building.

01. Business Conduct: Updated Policies & Procedures

- Development of producer/farmer/vendor agreements.
- Update Procurement Policy.
- Customer Service Standards and Policy development.

02. Fundraising & Investment Strategy: Philanthropic Giving, Donations, & Corporate Sponsorships

- Evaluate prospective donors and local businesses who see great value in social enterprise models and are willing to give time, money and in-kind donations to further the initiative.
- Evaluated and pulled from the broad range of connections within the member-owner/stakeholder spectrum.
- Focus effort on behalf of the fundraising/finance advisory committees.

03. Cultivating Relationships/Promoting Small Scale Rural & Urban Agriculture

- Identify/develop/deepen relationships with associated and aligned organizations: locally, regionally, and nationally.
- Dedicate time and resources to stay informed on supply chain stability, adaptability, and options.
- Stay informed on food system development, innovations, and barriers facing farmers, producers, Food Co-operatives; support initiatives that directly impact these groups.



ACTION PLAN

3 year action plan and ongoing tactics

Key Priorities Action Plan | MNGFC

Priority	Objective	Action Items	Resources /Skills Required	Owner	Budget	Timeframe				Start Date	End Date	KPI
						Year 1	Year 2	Year 3	Ongoing			
	Succession Plan Recruit a new General Manager	Update GM role, job description (delegate tasks to other team members where applicable)	Operational knowledge	Board/GM	N/A	x				immediate	March 15	Onboarding of new General Manager
		GM recruitment: Identify internal candidates Create a job posting that clearly communicates the expectations and qualifications for the position, and post it in relevant job boards and publications.	Operational knowledge, Succession	Board/GM	N/A	x				immediate	March 31	
		Develop an onboarding plan to help the new General Manager get up to speed on the cooperative's history, culture, and operations.	Consultant or utilize internal training & Dev skills	Board	$$	x				immediate	March 15	
		Hire and Onboard New GM	Training & Dev , Operations	Board	N/A	x	x			April 1	June 30	
	Organizational Cross -training Improve role clarity and understanding of each area	Conduct an analysis of kitchen/back of house roles within the cooperative and identify any areas of overlap, gaps in responsibilities, or confusion about roles and responsibilities.	Consultant in conjunction with new GM	Board	$$	x				April 1	June 30	
		Conduct an analysis of front of house roles within the cooperative and identify any areas of overlap, gaps in responsibilities, or confusion about roles and responsibilities.										
		Develop updated job descriptions for all roles within the cooperative, ensuring that they are clear, concise, and accurately reflect the responsibilities and expectations of each position	HR Management/Consultant	GM	$$$$	x				July 1		
		Communicate the updated job descriptions to all staff members and stakeholders, ensuring that everyone has a clear understanding of their own role and the roles of their colleagues with a focus on cross training capacity	HR Management/Consultant	GM		x					Dec 31	
		Consider creating an organizational chart that clearly shows updated reporting structure and relationships between different roles within the cooperative.	HR Management/Consultant	GM		x					Dec 31	

For those interested in getting involved or contribute to our organization, we invite you to reach out to discuss our action plan.

GET IN TOUCH



OUR POSITION

WE PLACE DEDICATED FOCUS ON:

Local First

Our highest priority is supporting the locals first. We are led by the highest quality of food procurement standards. We strive to source as close to home as possible with procurement standards that dictate a prioritized purchasing pattern; first locally, then regionally, then provincially, then nationally and internationally. We consistently research new, innovative, and sustainable products to bring to our membership. We're dedicated to providing unsprayed, hormone-free, clean, and the most nutrient-dense and healthiest products available for our community.

Community Wellness

We are guided by the Triple Bottom Line framework, meaning that we value people before profit. We believe that, in placing prioritized value on people and our environment, profit will naturally follow. As a not-for-profit Co-operative organization, we believe in working together to serve our community's needs. We promote Co-operative values and participation, and seek feedback and input from our members and community to ensure that our initiatives reflect their needs.

Ethics

We believe in ethical and transparent governance, where everyone is included and accountable. We value communication, responsibility, professionalism, and mutual respect, and our non-hierarchical, locally controlled approach ensures that everyone's voice is heard. We focus on ethical and transparent food growing and rearing practices, and we strive to build trusting and honest relationships with our producer members.

Education & Food Literacy

We are our community's "hub" of good food initiatives, food literacy and wellness education, and support and advocate for our producer members. We act as a small-scale food-business incubator, focussing on providing awareness and education to our members and community.

Innovation

We believe in innovative thinking and actions and are committed to disrupting the status quo in agriculture, food supply chains, and community development. We remain open to new ideas, practices, and discovery to ensure the success and viability of our organization. Through our dedication to unconventional thinking, new process development, and the breaking of old traditions, we seek to lead the way towards building a more innovative, inclusive and diverse business model and community.

Viability

We are committed to paying farmers and producers fair value for their products, and fair living wages to our staff. Any generated surplus will go towards growing the Co-operative business, increasing staffing outputs, and supporting food-based programming and initiatives. We deeply understand the necessity for fair, living wage models to ensure our Co-operative's viability and our community's overarching financial health.





CONCLUSION

We conclude by highlighting that this undertaking was completed during a growth phase in challenging market conditions: post-covid recovery, supply chain volatility and global economic uncertainty.

This Strategic Plan will be executed by the Co-operative's leadership, Board of Directors and hired consultants. This plan is currently focused on immediate needs (0-12 months) with the caveat of a three-year implementation plan. The Key Priorities will be reviewed regularly and revisited annually for SMART action planning to ensure that the plan remains relevant, effective, and reflective of the Co-operative's advancements. Adjustments will be made as needed, to stay on track and respond to changes in the marketplace or in regard to the community's needs.

Launch & Prosper Consulting Group Inc. remains committed to the Co-operative in its future endeavours