

Hidden Harvest Ottawa

<http://ottawa.hiddenharvest.ca/>

Strategic Plan 2017-2021

February 2017

with minor annual updates added in February 2018

Version 9 – February 19, 2018



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1. Executive Summary

In January 2018, Hidden Harvest Ottawa's Advisory Committee members elaborated on the 5 year Strategic Plan for 2017-2021.

Here are the overall corporate objectives for each core activity of Hidden Harvest Ottawa's operations for the next 5 years:

Y1 = Consolidate and Refine

Funding: **Double annual funding: 10K to 20K**

Governance: **Consolidate and Improve**

Infrastructure IT: **Harvest Management System 2.0 & Website Refresh**

Infrastructure Equipment: **Acquire Equipment**

Harvesting/Volunteers: **Setup for Growth and Improve Communication**

Outreach/Education/partnership: **Deepen Community Relationships/Clean up Brand**

Advocacy/Policy Influencing: **Pick Low Hanging Fruits**

Y3 = Growth

Funding: **Double annual funding: 40K to 100K**

Governance: **Executive Governance**

Infrastructure IT: **CRM**

Infrastructure Equipment: **Create a Reservation System**

Harvesting/Volunteers: **Growth**

Outreach/Education/partnership: **Increase Visibility**

Advocacy/Policy Influencing: **Seek forbidden fruits**

Y5= HH is a Standard City Service

Funding: **Increase annual funding: 100K to 300 - 500K**

Governance: **Ensure Governance Sustainability**

Infrastructure IT: **Infrared Data**

Infrastructure Equipment: **Automate Harvesting**

Harvesting/Volunteers: **Ready for the Whole City**

Outreach/Education/partnership: **Brand Recognition (and funding)**

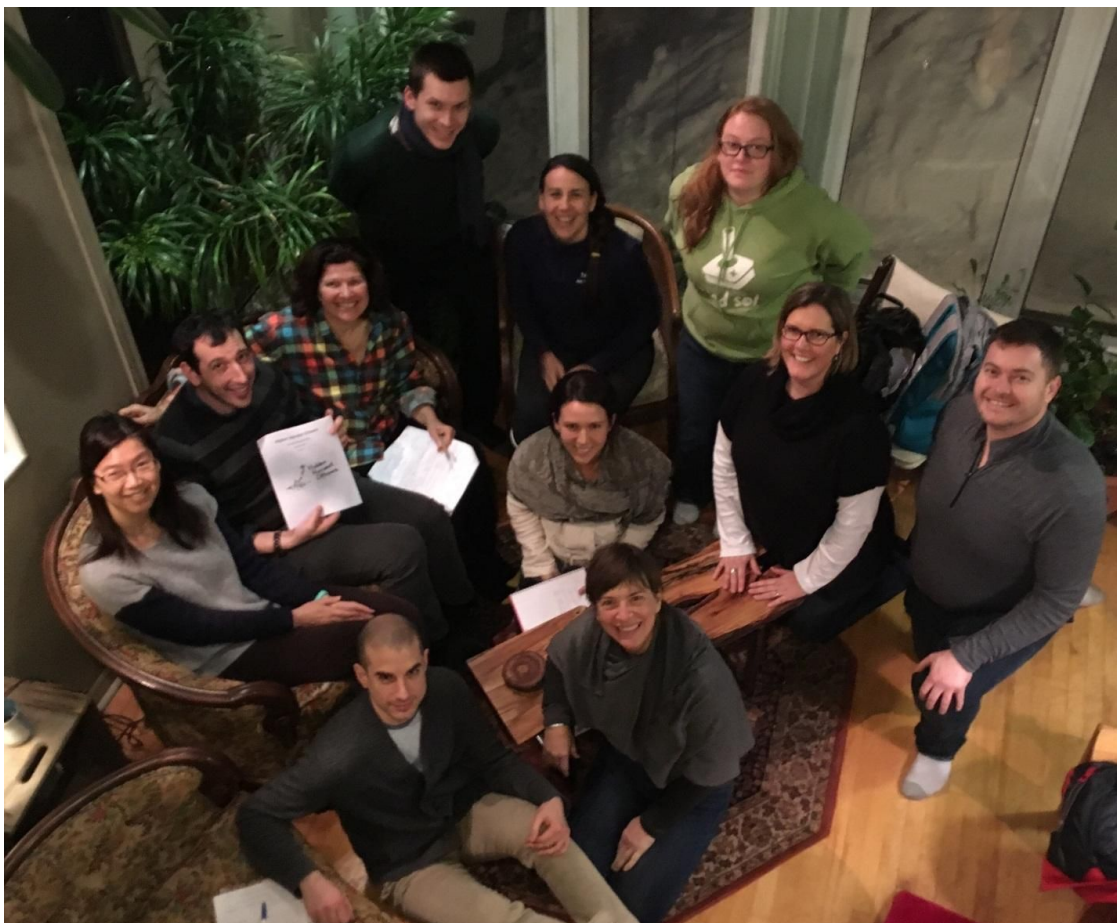
Advocacy/Policy Influencing: **Stewardship**

2. Introduction

This document intends to express Hidden Harvest Ottawa's Strategic Plan for 2017-2021. It will be reviewed yearly for an update on its Action Plan. The aim is to use this document as a key tool for decision making for the organization.

The Strategic Planning Team

The 2 founders, Katrina Siks and Jay Garlough, and the Hidden Harvest Advisory Committee members were involved in the elaboration of the Strategic Plan. The 2017 Advisory Committee members were: Laura Bonnett, Monica Chappell, Jeff Cober, Jen Jans, Amy Kagerer, Monique Leger, Tina Le Moine, Phil Nowotny, Chantal Rodier, Leonie Yu, Tony Zappia, and Jessica McRandall.



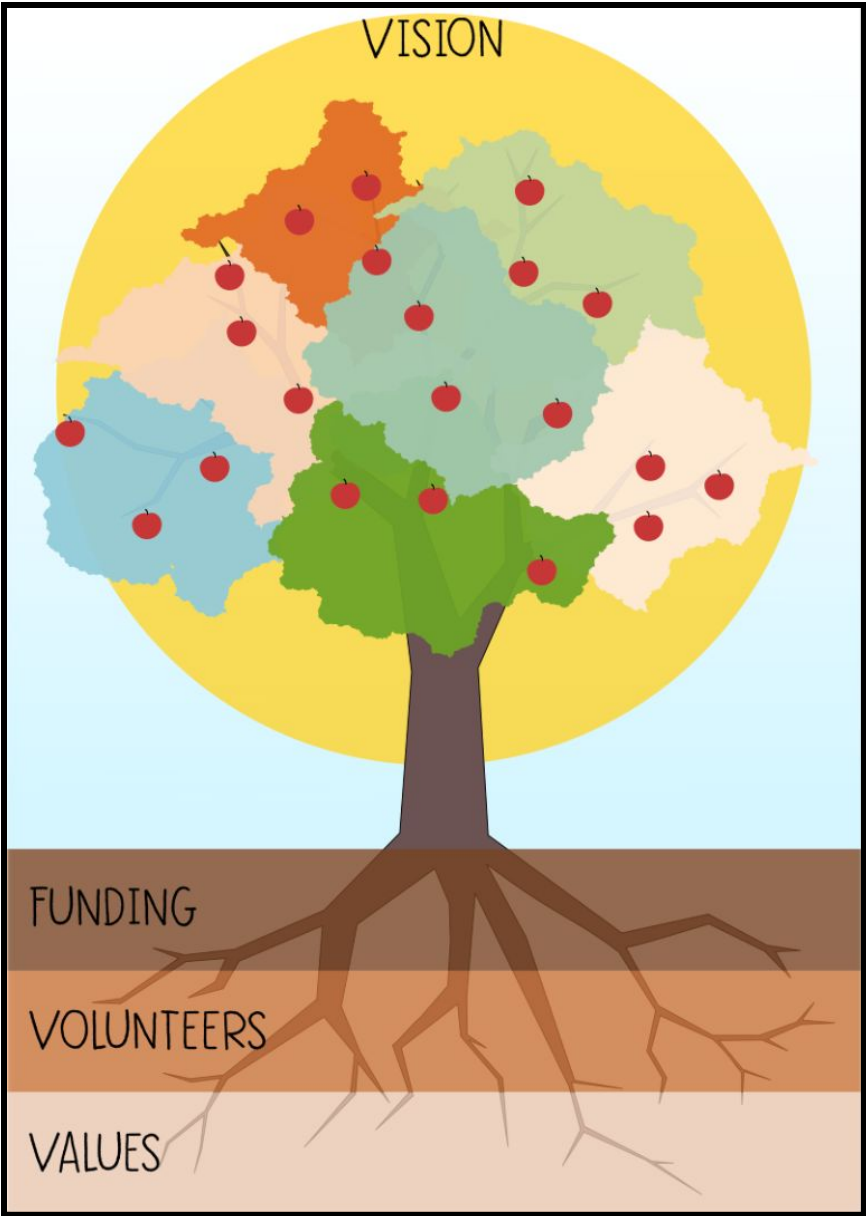
Missing from photo: Laura Bonnett, Jen Jans and Tina Le Moine.

The 2018, the Advisory Committee Members are: Jason Garlough, Katrina Siks, Laura Bonnett, Jeff Cober, Jen Jans, Amy Kagerer, Phil Nowotny, Chantal Rodier, Leonie Yu, Tony Zappia, Jessica McRandall, and Brodie Kinnear.

3. Our Structure

In order to structure our strategic plan, we use a food tree symbolism as follows:

- Vision (Sun)
- Core Values (Nutrients)
- Funding and Volunteers (Roots)
- Governance and Infrastructure (Trunk)
- Core Activities and Goals (Branches and Fruit)



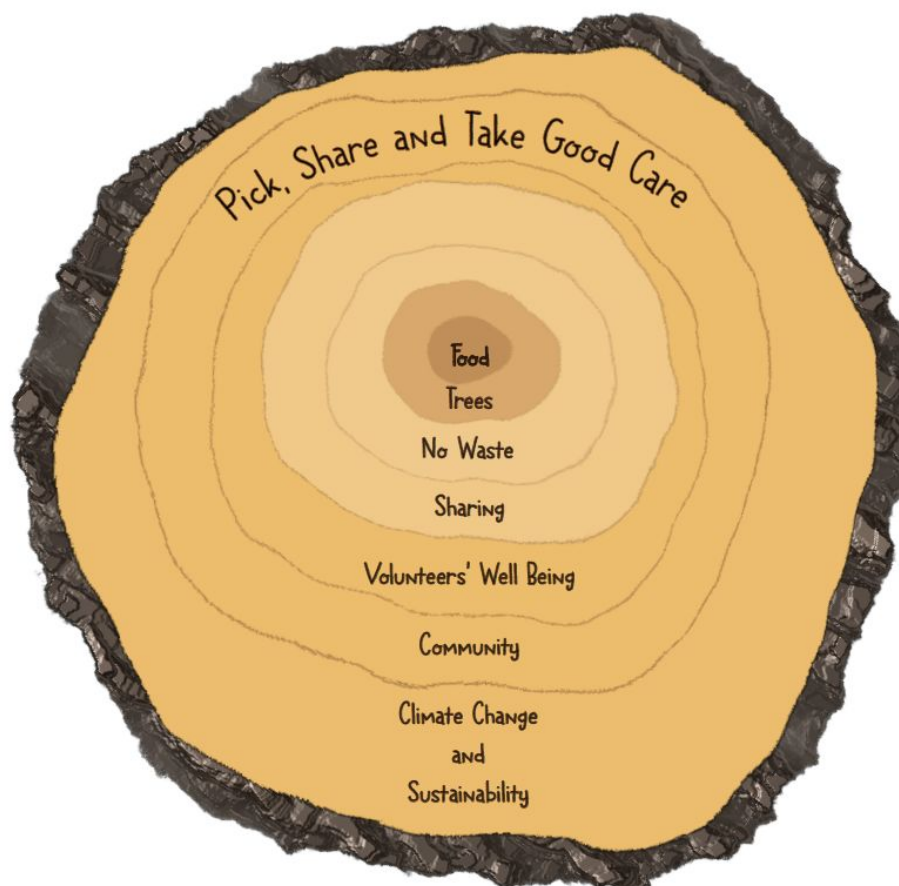
Graphics created by Cailyn Edwards

4. Our Impact

Hidden Harvest's impact in its environment

This is how we see Hidden Harvest's impact in our environment. Through our dedication to harvesting local fruit and nuts naturally growing in our city, we want to prevent waste and share the harvests with people in need in our community. We bring together diverse groups of energetic volunteers who while experiencing the pleasures of harvesting, get educated on local fruit and nut trees and the people in need in their neighborhood. We believe that these actions contribute to the well-being of our volunteers and our community. Through Hidden Harvest's activities we nurture a tree friendly city which has a significant impact on climate change and sustainability.

Pick, Share and Take Good Care is our mantra!



Graphics created by Cailyn Edwards

5. Our Vision (Our Sun)

We want to live in a food-tree friendly city where everyone is empowered to access, share and make full use of their local fruit and nuts.

6. Our Mission (Our Purpose)

Hidden Harvest Ottawa is a volunteer-based social enterprise engaged in revealing, harvesting and sharing the fruit and nuts around Ottawa. Through our volunteer-led harvests, educational programs, and partnerships, we seek to make good use of local food and inspire community members to steward the bounty growing in their own neighbourhood.

Furthermore:

- We are committed to getting food that would otherwise go to waste to those who can use it
- We have access to public and private property
- We share each harvest in four (4) ways:
 - ¼ goes to the nearest food agency (shelter, food bank, etc)
 - ¼ is shared with the homeowner (on private property)
 - ¼ is shared with the volunteer harvesters
 - ¼ goes back to Hidden Harvest Ottawa (used in outreach activities, sponsored events or shared with local food processors & restaurants)

7. Our Core Values (Our Nutrients/Our Essence)

- We believe in stewarding food tree friendly cities
- We believe in rescuing food from trees that would otherwise go to waste
- We believe in sharing food with people in need
- We believe in engaging local diverse groups of volunteers to build stronger communities

8. Our Mantra

Pick, Share and Take Good Care

9. Our Story

By picking and sharing the fruit and nuts of Ottawa, we make good use of local food and inspire a food-tree friendly city.

What we do

Fruit and nuts that would otherwise go to waste on public and private property are rescued by groups of volunteers through insured harvest events. The bounty collected is split four ways: at least one-quarter goes to the nearest food agency, one-quarter is shared with the homeowner, one-quarter is shared with the volunteer harvesters, and up to one-quarter goes back to Hidden Harvest Ottawa.

The quarter share of local fruit & nuts kept by Hidden Harvest Ottawa is available to the local processors and restaurants who wish to sponsor our initiative and share in the bounty of delicious food which would have otherwise gone to waste without their support.

Hidden Harvest relies on trained volunteer Neighbourhood Leaders to organize harvest events for registered trees and invite Volunteer Harvesters out to each event to help pick & share the bounty. If you saw us on your street, an average harvest would look like a Neighbourhood Leader meeting with 4-6 volunteer harvesters under a tree and spending about 1-2 hours harvesting, sorting and sharing fruit or nuts.

Harvest events provide the opportunity, education, infrastructure and legal means for people to access the edible fruit and nut trees around them. Each year we harvest approximately 1% of the food-bearing trees in our database which provides enough food to reach 1% of our City's population. By removing challenges to access this low-hanging fruit, our volunteers are increasing their food sovereignty, addressing climate change, preventing food waste and evolving our culture to be a food-tree friendly city.

10. Our Business Model

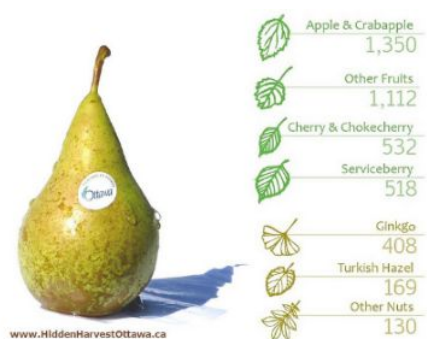
Hidden Harvest Ottawa is a project aiming to create a blended return on investment that is financial, social and environmental. Our main source of revenue in 2012 was support from the Provincial Government, as well as tree sales. In 2013 we were supported by Ontario Centres of Excellence as well as workshop ticket sales. In 2014 we found a more solid model with support from Bridgehead Coffeehouse coffee sales, as well as Beau's All

Natural Brewery midway games. In 2017, our funds are mostly earned through corporate sponsorships and various partnership.

We operate on a shoe-string budget, with minimal overhead costs – we do not currently have an office, or a phone number. Any profit generated is put directly towards administering the harvest events enabling more volunteers to harvest more trees to feed more people.

By adopting an independently funded approach, we will be able to focus our efforts towards our goal of fostering the largest urban orchard in Eastern Canada in five years' time and enabling community members to nourish their families with access to neighborhood fruit and nuts.

11. Our History



October 25, 2011 - Bring Food Home

Sustain Ontario Bring Food Home Conference in Trent hosted a fruit gleaning project in your own community! This provided an opportunity to connect with other projects including 'Not Far From The Tree' in Toronto.

We crunched the numbers to see what was possible in our city. Using City data, we discover more than 4,000 edible fruit and nut trees on 20% of City land. Oh my!

January 1, 2012 - Telling the Story

We brought our story to the 3i Summit, the City of Ottawa, the Food Bank, and Ottawa Community Housing.



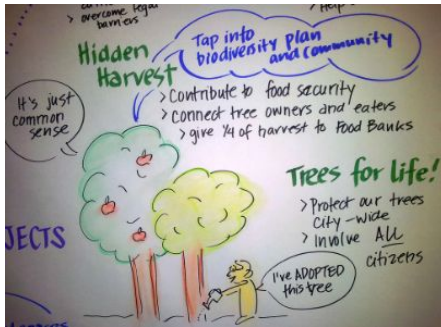
March 1, 2012 – Fertile Soil

[Awesome Ottawa](#) awarded us \$1,000 - They are the very first group to invest money in our idea! Other support and advice came from CSED, Invest Ottawa, the Ontario Self Employment Benefit Program, and the Ottawa public library Business Librarians. Hub Ottawa becomes home for the project and we whip up some business cards!

May 4-10, 2012 – 3i Summit on Sustainability: Collaborating for Action

Presenting and workshopping the Hidden Harvest idea opened many doors within the community.

Exposure and support from the 3i Summit lead to media coverage by CBC and Metro News



May 10, 2012 - It's Newsletter Time!

With the aim of involving more volunteers across the city, Hidden Harvest's first newsletter goes out to a mailing list of around 150 people.

June 20, 2012 – Hidden Harvest Incorporation

Manu Sharma and his team at [OAK Computing](#) generously donate their great talents, time and skill in order to develop social entrepreneurship within our community. With their help, we launch a website in September.



August 16, 2012 – First Harvest Ever

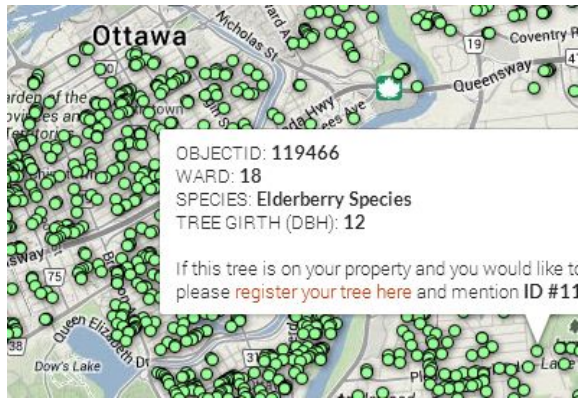
Our plan was to train Harvest Leaders to run a few apple harvests in mid-September. However, Mother Nature had her own plan as ripe apples started falling from the trees a full month early! Performing a month's worth of work in a week, a total of eight harvest leaders were trained during our first two events and we equipped ourselves with enough harvest equipment to make it through the summer.

December 1, 2012 – Give the gift of tree

Hidden Harvest Ottawa raises funds by selling food bearing



trees.



March 22, 2013 – Harvesting City Trees

The City of Ottawa was updating their tree inventory and we knew it was going to be big! So we collaborated with the Ottawa Food Bank, CISCO systems and the Ontario Centres of Excellence (OCE). It was through OCE's Social Innovation Program that we received some funding to branch out and start the [Ottawa Trees to Tables Project](#) to harvest publicly-owned trees.

July 5, 2013 – First Harvest of First Full Season

Cherry picking in Vanier and a Serviceberry in Centretown! All signs point to it being a bountiful year, lots of work is ahead...



October 3, 2013 – Bounty Bash

Friends, family, partners and volunteers came out to help us celebrate, eat & share the first year's full harvest season at Hidden Harvest!

October + November, 2013 – Community exchange

We attended the national launch of this year's Vital Signs report on [Fertile Ground: Sowing the seeds of change in Canada's food system](#) and shared our story with the [Community Knowledge Exchange](#) -- both initiatives of the Community Foundation of Canada.

We had the chance to share our Giving Moment tales with our Governor General, David Johnston, for his new Giving Moment campaign to encourage Canadians to find their reason to give. [Watch Jay's story](#), hear [His Excellencies thoughts](#), and see us [behind the scenes](#).



July 4, 2014 – Partnerships

As a fundraiser blend, Bridgehead will be donating \$1 for every pound sold of Hidden Harvest Blend to our organization so we can continue to rescue food that is hiding in plain sight.



September 23, 2016 – Beau's Oktoberfest

Great partnership with Beau's Oktoberfest who generously donated a LOT of time, effort and marketing support to ensure Oktoberfesters had a great experience and they made a generous donation to our organization to boot!

October 17, 2016 – Strategic Planning

Formed our first Advisory Committee who stepped up to dig into a Strategic Planning process over the winter and then this group championed the adopted action plan throughout our 2017 harvest season.

12. Our Governance

Since summer 2016, HH has formed an Advisory Committee who stepped up to establish this Strategic Plan and guide the evolution of the corporation. The 2 founders Katrina Siks and Jay Garlough remain the owners and final decision makers. The organization is revisiting its constitution and aims to become an official non-profit organisation by 2019.

13. Our Partners

Funding Partners:

- Beau's
 - HHO staff and volunteers run the Midway Games at Beau's Annual Oktoberfest in Vankleek Hill. The proceeds of this event go back to Hidden Harvest and support our programs and services for the year to follow. HHO has been involved in hosting the Beau's Oktoberfest Midway Games since 2013 and is excited to be returning for our 6th annual Oktoberfest and Beau's 10th annual event!
- Agriculture Canada
 - HHO has been able to access the Agriculture Canada Youth Green Jobs Grant to access funding that pays for staff salary.
- Alterna Bank
 - ran a campaign for us in 2017, only one person signed up for a new account and we received a \$50 fee.

Food Agencies Partners:

- Food Banks
 - [Centretown Emergency Food Centre](#)
 - [Dalhousie Food Cupboard](#)
 - [Gloucester Emergency Food](#)
 - [Kanata Food Cupboard](#)
 - [Minwaashin Lodge](#)
 - [Orleans-Cumberland Food Bank](#)
 - [Parkdale Food Center](#)
 - [Westboro Region Food Bank](#)
- Shelters
 - [Shepherds of Good Hope](#)

- [Debra Dynes Family House](#)

Food Processors Partners:

- Canning/Preserves : use harvested products to transform and resale
 - [Top Shelf Preserves](#)
 - [Lowertown Canning](#)
 - [Michael's Dolce](#)
- Breweries/Restaurants : integrate harvested products in their products
 - [Bicycle Craft Brewery](#)
 - [Merry Dairy](#)
 - [Atelier](#)
 - [Courtyard Restaurant](#)
 - [Ashton Naturals](#)
- Former partners & new partners
 - NU Grocery (new partner for 2018)
 - Algonquin College (former partner in 2013 - not recently)
 - Clover Restaurant (put our elderberry beer from Bicycle on tap, and likes our work)

Government/Policy Partners:

- City of Ottawa
 - Forestry Services put us in the City's [Urban Forest Management Plan](#).
 - Renewable Community Funding Program potential source of annual core/admin funding for 2019 harvest season (lobby& apply in 2018)

Ottawa Public Health
potential partner for research grant

Harvesting Partners:

- Equipment sponsors

Promotion Partners:

- [Beau's Oktoberfest](#)
- [Savour Fall - Governor General](#)

14. Our Environmental Assessment (SWOT)

SWOT

Strengths	Weaknesses (internal challenges)
<ul style="list-style-type: none"> ● Strong Founders' reputation and network connections ● Diverse skills & Committed AC volunteers ● Large volunteer base ● Consolidated internal infrastructure ● Solid Strategic direction 	<ul style="list-style-type: none"> ● Limited growth potential since no full time administrative support and core operation personnel. (all core activities done by volunteers) ● Lack of Operational funds ● Communications - lack of capacity and internal expertise - (set as priority for 2018) ● Financial Management - lack of capacity and internal expertise (set as priority for 2018) ● Shifting roles and administrative gaps ● Risk of volunteer fatigue: engagement of new volunteers has decreased over time
Opportunities	Threats (external challenges)
<ul style="list-style-type: none"> ● Good connections with City of Ottawa(policy and operations) ● Good relations with a large network of partners ● No competitor in the space in Ottawa ● Good number of funding program for non-for-profit organisations ● Large number of non-harvested trees in Ottawa ● Ottawa is a green minded community ● Positive indications from Tides to ease into charitable status 	<ul style="list-style-type: none"> ● Limited financial and policy support from City of Ottawa ● We don't control Mother Nature (yet) ● Funding - lack of diverse base of funding sources (if Beau's falls through... ah!) ● Perception of threat to farmers ● Perception of ugly fruit as being an insult food bank clients - rejection by food banks? ● Increasing size may mean increasing pressures from regulating bodies like OMAFRA (rules, regulations around Agriculture)

15. Our Financials

Here are year-to-date financials since the Hidden Harvest inception. (details circulated on paper)

For the past three years our income has remained between \$16,000 - \$22,000 and expenses between \$11,500 - \$19,000.

16. Our Overall General Objectives (Our Tree)

Overall general objectives for the organisation for the 5 years to come.

- Cultivate a self-stewarding culture for sustainability
- Train and retain great Neighborhood Leaders
- Retain Board Members

Y1 = Consolidate and Refine

Do what we already do better

Y2 = Refine and Prepare for Growth

Consolidation done, prepare to grow by refining

Y3 = Growth

We harvest in all wards inside of the Green Belt

Y5= Standard City Service

Hidden Harvest is a standard city service

We harvest in all wards, including those beyond the Green belt

By Y5 HH has become a standard harvesting service for the city of Ottawa for private and public trees, like blue bin collection or litter programming such as the annual Cleaning up the Capital each spring. We have a strong brand, the City and Citizens value HH officially.

Paradigm shift in the perception of abundance!

17. Our Success Metrics

Collect information about our operation in order to track our progress over the years and be able to report globally and per ward in the city.

Key Metrics	
# of Harvest Events/year	expression of our efforts (independent of weather and other variables)
# of volunteer opportunities created/ year	Measure of activities offered to our volunteers
Operation Monitoring Metrics	
# of NL training events	
# of NL trained	
# of trees registered	Globally / per ward
# of trees harvested/year	Globally / per ward
# of volunteers who participate in harvest events	Globally / per ward
# of volunteers on list who want to harvest	Globally / per ward
Poundage Metrics (relates to impact in community)	
# of pounds collected	Globally / per ward
# of pounds donated	Globally / per partner / per ward
# of pounds composted	Globally / per ward
Population Impacted (defines the community impacted and its diversity)	
Who are our volunteers	#/Age/Demography/Ward/Etc
Who are the people we impact	#/Age/Demography/Ward/Etc
Satisfaction Metrics (Qualitative measure for volunteer retention)	
Volunteer engagement/satisfaction	
Volunteer ability to harvest as wanted	
Volunteer retention (# years with HH)	
Partner Metrics (Qualitative measure for volunteer retention)	
# of partners	Globally / per partner type / per ward
Volunteer Involvement Metrics (Number of hours invested in HH)	
# of hours invested by volunteers	Globally / per activity type / per ward

Key Metrics					
Year	2013	2014	2015	2016	2017
# of Harvest Events/year	45	62	103	80	97
# of volunteer opportunities created/ year	56	307	510	399	410
Operation Monitoring Metrics					
# of NL training events					4
# of NL trained				2	5
# of trees registered	153	239	443	538	582
# of trees harvested/year	45	62	103	80	97
# of volunteers who participate in harvest events	56	307	510	399	410
# of volunteers on list who want to harvest				1049	1149
Poundage Metrics (relates to impact in community)					
# of pounds collected (total)		7351	2775	6884	6396
# of pounds donated (food agencies)		2819	1228	2828	2880
# of pounds shared (processing partners)				1736	1130
# of pounds shared (volunteers & homeowners)				2320	2386
Population Impacted (defines the community impacted and its diversity)					
Who are our volunteers	Not captured as of yet				
Who are the people we impact					
Satisfaction Metrics (Qualitative measure for volunteer retention)					
Volunteer engagement/satisfaction					
Volunteer ability to harvest as wanted					
Volunteer retention (# years with HH)					
Partner Metrics (Qualitative measure for volunteer retention)					
# of partners	?	?	6	7	9

Volunteer Involvement Metrics (Number of hours invested in HH)					
# of hours invested by volunteers					

18. Hidden Harvest – Global Plan per Core Activity

1. Funding (FU)	Year One Year Three Year Five	Double annual funding: 10K to 20K Double annual funding: 40K to 100K Increase annual funding: 100K to 300-500K
2. Governance (GO)	Year One: Year Three Year Five	Consolidate and Improve Executive Governance Ensure Governance Sustainability
3. Infrastructure IT (IT)	Year One Year Three Year Five –	Harvest Management System 2.0 & Website refresh CRM Infrared Data
4. Infrastructure Bins & Equipment (EQ)	Year One Year Three Year Five	Acquire Equipment Create a Reservation System Automate Harvesting
5. Harvesting & Volunteer Management (HV)	Year one: Year three: Year five:	Setup for growth and Improve communication Growth - reach new leaders, trees in new regions and volunteers from new populations Ready to for the whole city!
6. Outreach -Education/ Partnerships (OP)	Year one: Year three: Year five:	Deepening community relationships/cleaning up brand Increase Visibility Brand Recognition (and funding)
7. Advocacy / Policy Influencing (AP)	Year one: Year three: Year five:	Pick the low hanging fruits Seek the forbidden fruits Stewardship

19. Core Activity – Funding

19.1 Situation at the beginning of our strategic planning activity in 2016 :

Revenues:

- \$10k/year (Beau's Oktoberfest)
- 7k/year grant Agriculture Green Jobs Internship

Expenses:

- Part-Time office staff
- Equipment (for harvests / workshops)
- IT
- Insurance

19.2 Yearly Global Objectives

- **Year one:** Double annual funding: 10K to 20K
- **Year two:** Double annual funding: 20K to 40K
- **Year three:** Increase annual funding: 40K to 100K
- **Year five:** Increase annual funding: 100K to 300-500K

19.2.1 Year One Double annual funding: 10K to 20K

- a) Maintain Beau's Oktoberfest
- b) Secure funds for 2 years of 8 month salary for a coordinator
- c) Secure funds for equipment (Bins) purchases
- d) Diversify sources of funding
- e) Generate some revenue from workshops
- f) Generate some revenue from partner training
- g) Generate some revenue from speaking engagements

19.2.2 Year Two Double annual funding: 20K to 40K

- a) Maintain Beau's Oktoberfest
- b) Secure funds for 2 years of 8 month salary for a coordinator
- c) Secure funds for equipment (Bins) purchases
- d) Diversify sources of funding (sponsors aim for 5K for equipment)
- e) Generate some revenue from workshops (objective breakeven & create team spirit)
- f) Generate some revenue from partner training (objective 2K)
- g) Generate some revenue from speaking engagements (objective 2K)

19.2.3 Year Three Increase annual funding: 40K to 100K

- a) Workshops for revenue)
- b) Aim for additional \$10K in sponsorship

19.2.4 Year Five **Increase annual funding: 100K to 300-500K**

- a) City Contact for fruit waste
- b) Selling products? Sponsorship model (i.e. supply management/quotas)

20. Core Activity – Governance

20.1 Situation at the beginning of our strategic planning activity in 2016 :

- Advisory committee just established
- Strategic plan in progress

20.2 Yearly Global Objectives

- **Year one: Consolidate and Improve**
- **Year two: Consolidate and Improve : steps towards executive governance**
- **Year three: Executive Governance**
- **Year five: Ensure Governance Sustainability**

20.2.1 Year One: Consolidate and Improve

a) Establish Advisory Committee

- a) finalized terms of reference
- b) Recruit some other people to AC that are already experienced in some the areas we wish to grow in future)
- c) Clarity of goals and purpose for individuals

b) Improve internal processes

- a) Establish ways to protect sensitive data in our systems
- b) Strengthening core activities
- c) Focus on communication
- d) Risk assessment (info and insurance)
- e) Study new membership model (charge the volunteers, eg 5\$ Manitoba) into governance
- f) Explore non-profit arm or becoming non-profit (can they co-exist, will one shut down?)
- g) Establish systems to recruit diverse NL and Volunteers (age, socio economic backgrounds, age (retired individuals, children groups), etc0

c) Have Part-time employees on a consistent basis

20.2.2 Year Two: Consolidate and Improve: Steps towards executive governance

- a) Reach non-for-profit status and Charity Status (Via Tides or alone)
- b) Decolonize HH
- c) Maintain and update strategic plan

20.2.3 Year Three: Executive Governance

- a) AC forms Executive governance committee
- b) Office for HHO with phone number and address (become more accessible)

20.2.4 Year Five: Ensure Governance Sustainability

- a) Advisory committee turn over, fresh people

21. Core Activity – Infrastructure (IT)

21.1 Situation at the beginning of our strategic planning activity in 2016 :

- **Harvesting “system”**
 - Gravity Form on Wordpress
 - Zapier to connect Gravity forms & Google spreadsheets
 - Google Spreadsheets
 - Mailchimp
 - Eventbrite
 - Excel spreadsheets for data conversion
 - Online Webpage “NL Headquarters”
 - Google Maps Professional
- **Backend Systems**
 - Email & Web hosting on HostGator
 - Google Apps for Business (\$5 per user per month)
 - Google Drive
- **Website**
 - Wordpress full of plugins & custom template

21.2. Yearly Global Objectives

- **Year one: Harvest Management System 2.0 & Website refresh**
- **Year two: Harvest Management System 2.0 & Website refresh (Cont’d)**
- **Year three: CRM**
- **Year five: Infrared Data**

21.2.1 Year One - Harvest Management System 2.0 & Website refresh

- a) Understand and organize data we already have (to determine what we have, what stats we need)
- b) Determine what metrics are valuable for funding purposes and stakeholders

- c) Find a better system for harvest management (create simpler integrated tools that are easier for NLS to use and requiring less tools – instead of Eventbrite)
- d) Develop documentation for use
- e) New template for WordPress site? (more of a marketing exercise in determining branding and design – easy to build from an IT perspective)
- f) Recruit other IT professionals

21.2.3 Year Two - Harvest Management System 2.0 & Website Refresh

- a) Bring mobile app to operations for all NLS
- b) Improve file management security
- c) Rebuild website (depends on Betterful)

21.2.4 Year Three - CRM

- a) Fruitshare Manitoba has Fruitshare app (consider this model?)
- b) Customer relationship management system (keep profiles for each relationship – e.g. if Jen Smith attended a workshop in 2011, attended a harvest in 2012, joined as NL in 2014, signed up his tree to harvest in 2017)
- c) Backbone infrastructure (improve how email and file-sharing works)
- d) Dude, where's my Bin? (App)

21.2.6 Year Five – Infrared Data

- a) Accessing city's infrared fly-over data & work with academia to find & map every single species of fruit & nut tree in the entire City

22. Core Activity – Infrastructure (Bins & Equipment)

22.1 Situation at the beginning of our strategic planning activity in 2016 :

- Spending on Harvesting equipment & materials so far (includes printing posters)
 - \$1,200 in 2015
 - \$50 in 2014
 - \$8,699 in 2013
 - \$2,298 in 2012

22.2 Yearly Global Objectives

- **Year one: Acquire Equipment**
- **Year two: Acquire Equipment for Growth**
- **Year three: Create Reservation System**
- **Year five: Automate Harvesting**

22.2.1 Year 1 Acquire Equipment

- a) assume minimal growth, unless funds allow for new bins
- b) account for existing equipment
- c) optimize what we have now
- d) consider alternative bins (backpack bin, bicycle solutions)
- e) IT considerations: tracking/mapping of bins, booking system
- f) reaffirm policies: who gets bins, when and accountability for hosting bin (replacement costs)
- g) review distribution of bins (strategic placement, NL activity level, neighbourhood density, consider more communal lock boxes)
- h) improve ergonomics/usability of equipment:
 - new harvest bags to be sewn.
 - new lighter, easier to use scissors/clippers instead of or in addition to the pruning shears (not practical for harvesting – heavy/awkward)
 - *Poles*: source an affordable, reliable, sturdy and portable pole/basket system; add 1-2 telescoping poles to bins.
 - if reusable cloth bags remain an issue for some, get volunteers to seek sponsorship (in form of bags)
 - Sponsorship opportunities to donate equipment or else funds needed (\$1000)

22.2.2 Year 2 Acquire Equipment for Growth

- a) acquire new bins and new poles to suit NL growth
- b) consider alternative bins (backpack bin, bicycle solutions)
- c) improve equipment tracking
- d) improve ergonomics/usability of equipment:
- e) Seek sponsorship opportunities for equipment (\$5000)

22.2.3 Year 3 Create a Reservation System

- a) Start of season check-in:
 - Ensure tracking and adoption agreements still in place and updated regularly
 - Maps/booking system still working well and up-to-date
 - Review distribution and activity level of NLs again (i.e. ensure no bins sitting idle).
 - Top up bin supplies as needed (assume \$200-300 budget for this – supplies only, equipment should not need replacing). Ensure volunteer does this for communal bins out there as well
- b) Coordinate annual winter sewing party for production of harvesting bags
- c) Increase number of harvest bins available, in line with NL growth either through direct distribution to NLs or additional communal dropbox sites (as/if funding allows – consider \$1000 to 1500 towards new bins).
- d) Consider additional sponsorship opportunities for equipment/bins

22.2.4 Year 5 Automate Harvesting

- a) Same as year three, plus growth (TBD based on NL recruitment and funds available at that time)

23. Harvesting and Volunteer Management

Deals with Tree, Tree owners, NLs, Harvesters, Harvests

23.1 Situation at the beginning of our strategic planning activity in 2016 :

- a. 250 trees harvested
- b. 80 harvesting events
- c. 400 harvest opportunities for volunteers
- d. 1078 volunteer harvesters subscribed
- e. NL retention rate is around 50%

Natural drop-out due to individuals not able to commit to the amount of work involved, moving, busy lives, etc.

Significant administrative cost to train and support leaders. Many NLs trained have not continued to harvest.

Regular Harvesting Activities

<p>Activities Recurring year over year</p>	<ul style="list-style-type: none"> ● March - Discuss + agree on adjustment to systems including NL access to homeowner information, access to equipment bins, and NL understanding of relations with other NLs. ● April - Adopt new systems; edit documents, set up data. <ul style="list-style-type: none"> - Each core activity sector presents a plan for the year ● May - NLs join together at Bin Bash - setting up bins, tree sign-ups, update on systems this year + ways we'll work together and improve communication ● June - NL training #1 ● June-November – harvest season ● August - NL training #2, NL training 201 for current NL's to level up their skills ● November - Volunteer Appreciation Party ● End of November - AAGGMM with NLs to share feedback, reflection
<p>Tree Owners</p>	<ul style="list-style-type: none"> ● Contact current tree owners in DB to announce new season ● Recruit new tree owners ● Signal which city trees will be harvested in the season

Trees	<ul style="list-style-type: none"> ● Update Trees to harvest database when homeowners sign up their tree (aim to automate) ● Assign trees to harvest to NLs: (aim for NLs even dist'n in Ottawa) ● Aim for clear communication with all NLs regarding sign-up process(Assign at bin bash) ● Examine tree sign up methodology (fixed period or on-going)
NLs	<ul style="list-style-type: none"> ● 3 NL training per season ● Maintain good communication between NLs, create tools and systems to ease connection ● Cultivate a self-stewarding culture ● Aim for 5 harvest events per NL per year (and yearly targets) ● Review NLs activities and incentives (dropout, retention rates) ● Consider the following encouragements: <ul style="list-style-type: none"> ● Encourage harvesting in their own neighborhood (as their focus) can be good to connect with your neighbours and build relationships ● Encourage NL to cultivate relationships with tree owners ● Encourage NL to work closely with own community and local food banks ● Establish NL training 201: food, pests, pruning/care, HHO systems (ward specific)
Volunteer Harvesters	<ul style="list-style-type: none"> ● A large number of volunteer not all can harvest each year ● Consider Improving access to harvesting to ensure everyone can harvest every year

23.2 Yearly Global Objectives

- **Year one:** Setup for growth and Improve communication
- **Year two:** Embrace growth, Improve communication & Strengthen Operational Support
- **Year three:** Growth - reach new leaders, trees in new regions and volunteers from new populations
- **Year five:** Ready to for the whole city!

23.2.1 Year 1 : Setup for growth and Improve communication

- a) Focus on improving systems, materials, support & training of leaders Increase number of neighbourhood leaders trained
- b) Improve the ways we support current NLs to be active because trained leaders are key to our growth

- c) Review our harvesting methodology, access to information and data management
- d) Review t training for neighbourhood leaders

23.2.2 Year 2 : Embrace growth, Improve communication & Strengthen Operational Support

- a. Focus on training and retaining Neighborhood Leaders (NLs)
- b. Strengthen Administrative Support (Coordinator and IT systems)
- c. Cultivate a self-stewarding culture
- d. Establish a Spirit Committee
- e. Know our volunteers better and Improve Communication
- f. Maintain high volunteer satisfaction and satisfactory harvest access

23.2.3 Year 3: Growth : Reach new leaders, trees in new regions and volunteers from new populations

Added Metric	Metric desired: % of City trees harvested to feed XK individuals Potential goal: Harvest 5% of City trees to feed 50K people
NLs	a) Ideal addition - Establish NL training 201: food, pests, pruning/care, HHO systems (ward specific) Recruit new NLs in new wards for a full city coverage Reconsider NL systems: e.g. have Tree captain vs. coordinator method. Evaluate benefits to both
Volunteer Harvesters	a) Clean up database to have only active volunteers b) Increase access to different populations; diversify the harvesters (age, backgrounds, socio-economic, etc.). Should we recruit more volunteers in different areas?

23.2.4 Year 5: Ready for the whole city

- a) Increase poundage harvested (possibility of transport and Storage)
- b) Harvest more trees
- c) Donate more fruit
- d) Generate more harvest events
- e) Increase visibility with tree owners

24. Outreach, Education & Partnership

24.1 Situation at the beginning of our strategic planning activity in 2016 :

- HH has a few outreach activities (Savour Falls, Beau’s OktoberFest, and what volunteers who to attend no specific strategy around which events are attended and why
- HHO attends Beau’s Oktoberfest annually as our single main fundraising effort. The funds raised at this event support our ongoing programs and services.
- Outreach events up until now have mainly focused on recruiting more volunteers and sharing/promoting what HHO does, why, where, and with/for whom.
 - Going forward in 2018, our outreach efforts will be focused on recruiting more NL’s and less on promotion/harvest volunteer recruitment.

24.2 Yearly Global Objectives

- **Year one: Deepening community relationships/cleaning up brand**
- **Year two: Deepen community relationships & cleanup the brand (Cont’d)**
- **Year three: Increase Visibility**
- **Year five: Brand Recognition (and funding)**

24.2.1 Year one: Deepen community relationships & cleanup the brand

Partnership	<ul style="list-style-type: none"> a. Thanking existing partners entering year 6 (Food Agencies, Processing Partners, VRTUCAR, Sponsors) b. Ottawa Public Health (recipes) c. Partnering to increase diversity (Refugee 613, Indigenous organization) d. Featuring partners on website
Outreach	<ul style="list-style-type: none"> a. Create package for potential outreach volunteers (and have list of those volunteers)(HH Evangelists) b. Parkdale book on Edible trees (Ottawa specific)
Education / Workshops	<ul style="list-style-type: none"> a. Workshops (aim to make profits)
Branding	<ul style="list-style-type: none"> a. Clarifying our brand (Logo rebranding, Website updating)

24.2.2 Year two: Deepen community relationships & cleanup the brand (Cont'd)

- 4 Areas covered : partnership, outreach, Education/workshop, Branding
- Clarify reason needs and objectives in each areas
- Establish a plan for each area

24.2.3 Year three: Increase Visibility

Partnership	a. More creative partnerships (Local beer, Jam, Ice cream)
Outreach	a. Speaker's Bureau (for money) Focus on educating the public speaking opportunities are big opportunities for money, in past has been more profitable than workshops: Speaking at schools, garden clubs, etc <ol style="list-style-type: none"> 1. Internal and external education (Who receives food, Types available, How to harvest) 2. How to videos (home-made)
Education / Workshops	1. Workshops (aim to make profits)
Branding	b. Improve brand visibility - Promotion on buses and LRT

24.2.4 Year five: Brand Recognition (and funding)

- a) Vision 301 (our brand is well established)
- b) Deeper knowledge of volunteers and citizens
- c) Establishing programs for school-age children so that we are more integrated in their education (summer camps, scout troops)

25. Advocacy and Policy Influencing

25.1 Situation at the beginning of our strategic planning activity in 2016 :

- HH well known and appreciated in Ottawa and with municipal authorities
- No official mandate by the City of Ottawa to Harvest trees, but global access to trees granted to HH by the City and NCC

25.2 Yearly Global Objectives

- **Year one: Pick the low hanging fruits**
- **Year two: Pick the low hanging fruits (Cont'd)**
- **Year three: Seek the forbidden fruits**
- **Year five: Stewardship**

25.2.1 Year one: Pick the low hanging fruits

- a) Ottawa public health
- b) Urban Forest Management Plan (to be featured in the plan as success story)
- c) Federal food policy
- d) Harvests with politicians (sexy photos) : PM pick with his family, councillors, etc
- e) Jay to articulate some of our benefit in writing (re Carbon credit, etc), develop of pitch for all NLs
- f) Facilitate NL access to public trees (Mass email)
- g) Integrate student SROI research on website
- h) Collaboration with other tree harvesting groups (Prov.)

25.2.2 Year two: Pick the low hanging fruits (Cont'd)

- a) Follow local sustainability plans (NCC, City).
- b) Check-in with application of Urban Forest Management Plan (UMFP).
- c) Build knowledge of united nation Sustainable Development Goals (SDGs).
- d) Follow Municipal and Provincial waste policies.
- e) Collaboration with other tree harvesting groups (Prov.)
- f) Assist HHO's Governance Committee in aligning lobbying and advocacy with CRA Charitable guidelines.

25.2.3 Year three: Seek the forbidden fruits

- a) Have advisory committee members on other committees
- b) Public Tree City of Ottawa (obtain perpetual access permits)
- c) Food Waste (federal) policy – Paris agreement on climate change
- d) National collaboration with harvest orgs, Tree Canada and other tree advocacy groups
- e) Pursue sponsorships from Solid Waste Management lobbyists
- f) Collaboration with other tree harvesting groups (National)

25.2.4 Year five: Stewardship

- a) Steward service of city
- b) Influencing or partnering with NCC to depending on political climate
- c) Hidden Harvest is recognised as a key stakeholder and is invited to consultations/Policy development
- d) Collaboration with other tree harvesting groups (International)

26. Conclusion

Hidden Harvest Advisory Committee members have spent a large amount of time to elaborate this thoughtful Strategic Plan for 2017-2021. The process allowed for fruitful discussions to take place. As a result, the committee established a collective vision for the organization and set goals and action plans to achieve these goals for the next five years. The vision is clear, the team is cohesive and ready for success.

Appendices

- A. Action Plan 2018(included above)
- B. Action Plan 2017
- C. Results 2017 (removed, available online)
- D. Certificate of Incorporation (removed)

B. Action Plan 2017 (this is updated annually)

Action Area	Summary of overall objectives
1. Funding (FU)	Year One Double annual funding: 10K to 20K Year Three Double annual funding: 20K to 40K Year Five Increase annual funding: 40K to 50K
2. Governance (GO)	Year One: Consolidate and Improve Year Three Executive Governance Year Five Ensure Governance Sustainability
3. Infrastructure IT (IT)	Year One Harvest Management System 2.0 & Website refresh Year Three CRM Year Five Infrared Data & Predictive Harvesting Maps
4. Infrastructure Bins & Equipment (EQ)	Year One Acquire Equipment Year Three Create a Reservation System Year Five Automate Harvesting (☺)
5. Harvesting & Volunteer Management (HV)	Year one: Setup for growth and Improve communication Year three: Growth - reach new leaders, trees in new regions and volunteers from new populations Year five: Ready to for the whole city!
6. Outreach -Education/ Partnerships (OP)	Year one: Deepening community relationships/cleaning up brand Year three: Increase Visibility Year five: Brand Recognition (and funding)
7. Advocacy / Policy Influencing (AP)	Year one: Pick the low hanging fruits Year three: Seek the forbidden fruits Year five: Stewardship