



# ***Sponsorship Strategy***

Originally prepared by

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# ***Background***

Flourish! School Food Society launched in 2023 to bring nourishing food to CRD K to 12 students and provide learning opportunities about food. School districts within the CRD are:

- Greater Victoria School District (SD 61) - ~20,000 students in twenty-eight elementary schools, ten middle schools, and seven secondary Schools.
- Sooke School District (SD 62)- ~ 12,900 students in nineteen elementary schools, five middle schools, three secondary schools and one adult/alternative school.
- Saanich School District (SD 63) - ~ 8,000 students in eight elementary schools, three middle schools, and three secondary schools. They also provide educational programming at the Children's Development Centre, two Individual Learning Centres, and a Kindergarten to Grade 12 online learning school called SIDES (South Island Distance Education School).
- 86 Total Public: 55 Elementary Schools, 18 Middle Schools, 13 Secondary Schools

Flourish is currently providing 733 scratch cooked hot lunches and 110 snack breakfasts per day across 20 schools. They source much of their produce and meat from local farmers, while utilizing rescued foods to keep costs (and environmental footprint) low. They are beginning a pilot FAD program with 12 schools to support continental breakfast and snack offerings, as well as a community pantry and fridge in 1 school (this is feeding an additional 400 students daily). Flourish also employs a full-time garden coordinator, who provides garden support and food literacy programming in 8 partner schools.

In the next three years, Flourish has goals to:

1. Increase the number of scratch cooked meals served by 400-600 per year;
2. Develop an efficient and cost-effective FAD program to aggregate and distribute minimally packaged, whole foods to schools;
3. Grow the amount of FAD program schools by 10 per year;
4. Secure support to hire another full-time garden coordinator.

## ***Budget Needs***

Flourish needs the following budgets for each of the programs.

### **1. Food Aggregation and Distribution (FAD) Program**

Flourish hopes to increase the program from 11 to 20 schools. Currently Flourish spends \$2,500 per week to buy food for the Food Aggregation and Distribution (FAD) program and needs to increase this to \$5,000/week. Schools currently don't pay for food but will eventually need to. Flourish's goal is to provide higher quality food at a lower price point than traditional suppliers of school food programs (ie Walmart, Costco).

### **2. Home Cooked Meals**

Lunch meals cost \$7/student and breakfast meals \$3.50/student. The goal is for sponsors to help support universally accessible programs (food for all), subsidizing the \$7/student cost. For example, \$10,000 will help ~15 students receive subsidized hot meals over the year (\$3.50 discount x 5 days x 38 weeks = \$665/kid subsidy)

### 3. Garden program

Flourish currently has a budget of \$55,000 per year for one staff person and \$2,000 per year for equipment. Schools buy most of their own equipment. Flourish has currently raised \$38,000 (\$22,000 from the School District and a \$11,000 grant). They therefore need a further \$19,000 to breakeven which ideally the School District will cover. Flourish needs a further \$10,000 to grow the program in 2025. Flourish sees sponsors paying for infrastructure to support this program e.g. a shed for a specific school. Equipment and costs include:

- Shed = \$1K to \$5K
- Plants = \$1,500
- Creating garden space = \$400
- Horticultural supplies = \$500
- Automated irrigation infrastructure = \$1,500
- Learning enhancements e.g. wildlife Cameras, weather stations, insect hotels = ~\$500 ea

### 4. Other Capital assets

Additional to the budgets above for each of the three programs Flourish also needs the following to help with the overall running of the programs:

- Vehicle \$30,000 in 2025.
- Kitchen equipment \$10,000 to \$15,000 per year for small wares.
- One off equipment e.g. \$5,000 for stand mixer, \$20,000 for a large kettle (shared with Kitchen Connect).
- Special long-term projects e.g. Food truck to do mobile food prep for training and/or catering. \$50,000 in 2027.

## ***Current sponsorship strategies that have worked***

For the past 12 months the following sponsorship strategies have worked well for Flourish:

- Referrals from friends and partners that have turned into long-term partnerships.
- Matthew presenting to groups about Flourish.

## ***Mission, Purpose, Objective***

Flourish's mission is to support efficient, nourishing school food services, hands-on food literacy programming, and development of nourishing food environments in schools.

The primary purposes of Flourish are to:

- **Make School More Nourishing.** School can be a difficult place. Food can make it softer, richer, more nourishing and more accessible.

- **Educate.** This is the professed goal of schools. We believe an educated citizen must know how to grow and share food in nourishing ways. We help educate teachers, parents and students in connected, hands-on ways.
- **Empower.** We want to support youth to see opportunities in food. Opportunities to develop a stronger, better future for us all.

Flourish's objective is to provide the following supportive services to schools:

- **Fun, nourishing meals.** We create diverse, seasonal and youth friendly menus, and prepare and distribute hundreds of scratch cooked meals and snacks daily to schools across the region.
- **Food aggregation and distribution.** We work collaboratively to support efficient access to diverse local food streams, including: rescued, farm grown, and locally produced products. We partner with diverse local organizations to help connect school communities with food resources so they can stretch limited budgets and do more with food in house.
- **Food literacy.** We support school based staff in integrating food learning across the curriculum and highlight good practice for school food programming and pedagogy in our region.

## ***Stakeholders***

Flourish has three groups of stakeholders, each of which are presented below.

### **Primary Stakeholders**

- K-12 schools in the CRD: we provide food services and food literacy support in collaboration with individual schools and school district staff.
- K-12 students and families in the CRD: we support and provide food to students in the CRD.

### **Secondary Stakeholders**

- Schools and partnered community support organizations outside CRD - provide blueprints and consulting services to support program development.
- Community partners – organizations that partner with us to support our work.

### **Indirect Stakeholders**

- Government - partner with and advocate to municipal, provincial and federal governments and related ministries to increase investment in school food program development.
- Public and community health advocates – organizations and health authorities invested in supporting broader health and well-being of youth and general community.

# ***Goal 1. Raising cash funds for the FAD program***

**Overview of goal:** The FAD program brings nourishing local breakfast and snack items to CRD schools. Flourish has a goal to continually raise sponsorship money and increase the number of sponsorship partners to help expand our snack program to include additional schools, further amplifying our impact on fostering healthier choices for CRD students.

## **Objectives for 2024 and 2025**

Description of objective	Goal	Current status
1.1 Raise sponsorship money from various partners	\$20,000 by Dec '24	
1.2 Raise sponsorship money from Red Barn programs to use to purchase discounted food from Red Barn	\$10,000 by Dec '24	
1.3		

## **Supporting Strategies**

No.	Description of strategy
1A	Matthew to calculate estimated cost per school or child for snack program so Flourish asks sponsors for certain amount per school. Currently estimated amount is \$1500/school/week for 38 weeks i.e. \$5,200 per school
1B	Meet with Red Barn to discuss money raising ideas e.g. Whole Foods strategy where 5% of sales over 1 specified day is donated to Flourish.
1C	Identify and tag sponsorship prospects from the master list in CRM
1D	Research potential sponsors (CSR objectives, current donations/sponsors, key personnel etc.)
1E	Execute a successful partnership development process (contact potential sponsors through e-mail, update CRM, meet, begin negotiation steps etc.)
1F	Finalise sponsorship packages and post to website and elsewhere

## ***Goal 2. Secure wholesale or better pricing for FAD program***

**Overview of goal:** The FAD program brings nourishing local breakfast and snack items to CRD schools. Flourish has a goal to increase the number of local food business that can supply us with discounted local and nutritious foods, therefore helping us to expand our snack program to include more schools, further amplifying our impact on fostering healthier choices for CRD students.

### **Objectives for 2024 and 2025**

Description of objective	Goal	Current status
2.1 Secure supplier agreements	3 by Dec '24	
2.2 Secure non-profit partnership to do bulk buying partnership	1 by June '24	
2.3		

### **Supporting Strategies**

No.	Description of strategy
2A	Connect with non-profits for supplier referrals e.g. Lush, Nourish and BC Ag in the Classroom
2B	Matthew to send Darren food categories and Darren to identify a list of Van Is. producers to target
2C	Pursue opportunity with Irene Bakery
2D	Identify dairy partners especially for yogurt cups.e.g. Tree Island Yogurt
2E	Work with Red Barn to identify potential suppliers
2F	Connect with targeted suppliers from above steps e.g. Nature's Path, Nut Roastery, Tree Island Yogurt
2G	Identify and tag sponsorship prospects from the master list in CRM
2H	Research potential sponsors (CSR objectives, current donations/sponsors, key personnel etc.)
2I	Execute a successful partnership development process (contact potential sponsors through e-mail, update CRM, meet, begin negotiation steps etc.)
2J	Finalise sponsorship packages and post to website and elsewhere

## ***Goal 3. Raise funds for kitchen program***

**Overview of goal:** The kitchen program prepares and distributes hundreds of scratch cooked meals each day to twenty CRD schools. Flourish has a goal to continually raise sponsorship money and increase the number of sponsorship partners to help increase the number of school kids served, to more towards food for all at school, further amplifying our impact on fostering healthier choices for CRD students.

### **Objectives for 2024 and 2025**

Description of objective	Goal	Current status
3.1 Pilot the strategy to raise money per school	\$10k for 2 schools by July '24	

### **Supporting Strategies**

No.	Description of strategy
3A	Matthew to follow up with the Rotary Club and to present/pitch to them
3B	Connect with private businesses referred to Flourish by Rotary Club contacts
3C	Present to West Shore Chamber of Commerce
3D	Connect with private businesses referred to Flourish by Chamber of Commerce contacts
3E	Update Flourish presentation so has clear financial requests and needs
3F	Meet with Red Barn to discuss opportunity of raising their corporate/store sponsorship linked to specific local schools
3G	Identify and tag sponsorship prospects from the master list in CRM
3H	Research potential sponsors (CSR objectives, current donations/sponsors, key personnel etc.)
3I	Execute a successful partnership development process (contact potential sponsors through e-mail, update CRM, meet, begin negotiation steps etc.)
3J	Finalise sponsorship packages and post to website and elsewhere

## ***Goal 4. Secure wholesale or better pricing for kitchen program food***

**Overview of goal:** The kitchen program prepares and distributes hundreds of scratch cooked meals each day to twenty CRD schools. Flourish has a goal to increase the number of local food business that can supply us with discounted local and nutritious foods, therefore helping us to expand our home cooked meal program to serve more school children, further amplifying our impact on fostering healthier choices for CRD students.

### **Objectives for 2024 and 2025**

Description of objective	Goal	Current status
4.1 Secure supplier partnerships	2 by Dec '24	

### **Supporting Strategies**

No.	Description of strategy
4A	Matthew to reconnect with Island West
4B	Identify suitable suppliers with Ali
4C	Connect with identified suppliers to seek sponsorship
4D	Identify and tag sponsorship prospects from the master list in CRM
4E	Research potential sponsors (CSR objectives, current donations/sponsors, key personnel etc.)
4F	Execute a successful partnership development process (contact potential sponsors through e-mail, update CRM, meet, begin negotiation steps etc.)
4G	Finalise sponsorship packages and post to website and elsewhere



## ***Goal 5. Raise money for equipment and infrastructure for Flourish's programs***

**Overview of goal:** Flourish runs food literacy programs in several CRD schools where students learn through immersion in all aspects of food (growing, harvesting, preparing, sharing, composting). Flourish has a goal to continually raise sponsorship money and increase the number of sponsorship partners to help increase the number of schools that offer the food literacy program, further amplifying our impact on fostering healthier choices for CRD students.

### **Objectives for 2024 and 2025**

Description of objective	Goal	Current status
5.1 Raise money to support garden program	\$5k by Dec '24	
5.2 Secure in-kind annual donations from local businesses	\$5k by Dec '24	
5.3		

### **Supporting Strategies**

No.	Description of strategy
5A	Identify and tag sponsorship prospects from the master list in CRM
5B	Research potential sponsors (CSR objectives, current donations/sponsors, key personnel etc.)
5C	Execute a successful partnership development process (contact potential sponsors through e-mail, update CRM, meet, begin negotiation steps etc.)
5D	Finalise sponsorship packages and post to website and elsewhere

## ***Goal 6. Plan and operationalize the sponsorship strategy***

**Overview of goal:** To develop and continuously execute a sponsorship development strategy that supports the financial sustainability of Flourish, through the increase of sponsorship and donations that provide funds for Flourish's programs.

### **Objectives for 2024 and 2025**

Description of objective	Goal	Current status
6.1 Train on Keela	3 staff by April '24	
6.2 Best practice Consultative Partnership Development training	Matthew, Taylor and Jackie by 'April 24	
6.3 Develop partnership development processes		

### **Supporting Strategies**

No.	Description of strategy
6A	Identify catchments of schools to target sponsor's sponsorship
6B	Update and build communications materials e.g. presentation slides, website, info sheets
6C	Ross taking photos and video in March
6D	Upload new media to website
6E	Ross to develop by May 1 pagers of Flourish overview and sponsorship levels. Use for emailing as a pdf or handing out paper copies to prospective sponsors.
6F	Identify schools to work with to connect with potential sponsors
6G	Present to school district PACs
6H	Darren to facilitate a Consultative Partnership Training session for 3 staff members
6I	Darren to develop Consultative Partnership Development Training manual for Flourish
6J	Team to develop Consultative Partnership Development processes (e.g. designate time of week, file to save lead contact details)
6K	Finalise Keela contract and self-train on its functionality
6L	Identify sources of leads (e.g. referrals, B Corps, other lists) and populate lead list.
6M	Research potential leads and move applicable ones to Keela as potential sponsors/partners.
6N	Develop a formal procedure to host potential sponsors at a school to demonstrate Flourish's programs.

**Appendix A: Strategic Action Dashboard (populate Keela instead of below table)**

Strategy	Responsibility	Deadline	Status
<b>Goal 1 abc</b>			
1A.			
1B.			
1C.			
<b>Goal 2</b>			
2A.			
2B.			
2C.			
2D.			
<b>Goal 3</b>			
3A.			
3B.			
3C.			
3D.			
<b>Goal 4.</b>			
4A.			
4B.			
4C.			
4D.			
<b>Goal 5.</b>			
5A.			
5B.			
5C.			
5D.			
<b>Goal 6.</b>			
6A.			
6B.			
6C.			
6D.			
6E.			
6F.			