

EAST YORK MEALS ON WHEELS

2021-2024 STRATEGIC PLAN

MORE THAN JUST FOOD... WE DELIVER

HAPPINESS
SECURITY
SUPPORT
CARE
MEALS
NUTRITION
REASSURANCE



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EAST YORK
Meals on Wheels
Support... caring volunteers.

ABOUT US

Founded in 1969, East York Meals on Wheels is a not-for-profit community service agency that delivers great tasting, balanced, nutritious meals through the help of our dedicated volunteers. All of our services offer much needed social support for both East York's seniors community, and residents with health challenges. East York Meals on Wheels is a registered charity, funded by client fees, donations, memberships, bequests, grants, the Toronto Central Local Health Integration Network, as well as by the City of Toronto



CLIENTS

In the 2020/21 fiscal year, we served approximately 200 unique individuals mainly through our MOW and Telephone Reassurance Programs.



BASELINE DEMOGRAPHICS

Common Languages Spoken:
English, Greek, Cantonese and Gujarati.

Major Referral Sources:
Self-referrals, Relatives, Woodgreen and Home and Community Care (LHIN).

Top Reasons For Referrals:
Frailness, Difficulty Cooking, Difficulty Shopping, Chronic Illness, Poor Nutrition

Most Common Chief Medical Concern:
Arthritis, Vision Impairment, Heart Disease, Arthritis, Osteoporosis, Diabetes, Mental Health, Hearing Impairment, Stroke, Dementia.



FUTURE GROWTH

Over the next several years Canada will see a majority of it's baby boomers entering into retirement, and a significant amount of baby boomers entering in to what we call the late stages of life. An overwhelming majority of these people will encounter some, if not, multiple health concerns, and at some point, will require assistance to live independently in the community. Future growth must address the needs and values of baby boomers as potential clients.



INDUSTRY TRENDS

Positioning EYMOW to meet emerging trends and Healthcare system priority areas



HEALTHCARE & HOMECARE

Healthcare in Ontario is in a state of rapid transformation to meet the growing needs of both community dwelling individuals as well as those living within Hospitals and Long Term Care (LTC). Due to the lack of spaces to house frail and elderly patients, there is a current backlog of people waiting to be admitted into LTC homes. The overwhelming effects have pressured the government to invest in home and community care based solutions, helping Ontarians to "Age in Place". Nutrition and assistance with Instrumental Activities of Daily Living (shopping, cooking, etc.) is precisely where EYMOW is positioned to assist.



FOR-PROFIT

Analysis indicated there are emerging markets for frozen and prepared meals. An emphasis has been placed on nutrition, wellness, diets, sustainability and convenience. In addition, for-profit agencies are providing assistance with Instrumental Activities of Daily Living, but at a high cost and with short supply.



NOT-FOR-PROFIT

Other not-for-profit MOW providers rely on a diversity of programming in addition to their basic MOW service. Trends indicate the necessity to offer more than just meals (e.g. online groups). Some agencies have found success in offering fresh food and daily essentials baskets. Other smaller operations have found success in having meals made on site versus purchased through large suppliers.





20% →

IDEAL TARGET GROWTH

Analysis of the agency's client data suggests that EYMOW is providing service to only a small percentage of potential clients living in the community. As a result, double digit year-over-year growth is possible to achieve with adequate resources applied to a strong strategy.



ENVIRONMENTAL SCAN

Using the results of an analysis performed by Endeavour Volunteer Consulting (2016), as well as statistics from the City of Toronto's Senior Strategy 2.0 (2018), here is what we know about our neighbourhood.

The City of Toronto predicts that before 2040, a large percentage of the city's population will be over 65 years of age. Out of all of the four postal codes serviced by EYMOW, M4J is underperforming according to the Endeavour study. Danforth Village has increasing spending power and a larger senior population compared to Old East York. The older adult demographic provides an area of opportunity for EYMOW.

The latest statistics and reports indicate a growing number of adults who are 65+ to be using Internet, presenting an ideal marketing channel for EYMOW.

Currently EYMOW's client penetration into the senior population of Leaside is one of the lowest at 7%. The growth of senior population in Leaside from 2001 is 17%, whereas the other regions has negligible growth or experiencing senior population decline.

The large growth in senior population in Leaside implies a potential growth in demand for EYMOW's services.





BRINGING EYMOW TO THE FUTURE

Our strategy 2021-2024



2021-2024 PRIORITIES

A look at where we will focus our collective effort.



GROW

GROW THE REACH AND IMPACT OF EAST YORK MEALS ON WHEELS BY 20% OVER THREE YEARS.

ENHANCE

ENHANCE THE CAPACITY AND SUSTAINABILITY OF THE AGENCY WITH A NEW FUNDRAISING STRATEGY AND TRAINING PLAN.

TRANSFORM

TRANSFORM SERVICE DELIVERY TO OFFER BOTH ONLINE/IN-PERSON MODALITIES.

LEAD

LEAD AND COLLABORATE WITH LOCAL INITIATIVES THAT PROMOTE AWARENESS AND ACTION ON FOOD SECURITY AND SENIOR WELLNESS



STRATEGIC INITIATIVES

Y.1

GROW

EXPANDING AWARENESS

Broaden the agency's reach through targeted outreach and communications activities resulting in a 10% increase in clients reached.

ENHANCE

SUPPORTING SERVICE EXCELLENCE

Enhancing the capacity of the organization to provide high quality services through the creation of annual staff, board and volunteer development plans. Ensuring high quality programs are funded by the implementation of an annual fundraising plan with a goal raising an additional \$10,000 in year one.

TRANSFORM

MODERNIZING SERVICES AND OPERATIONS

Transitioning from in-person only programming to offering online services where possible to meet the changing needs of clients. This includes increased opportunities for clients to provide feedback on the services they receive through the planning and development of a client advisory committee.

LEAD

ACHIEVING LEADERSHIP THROUGH COLLABORATION

Establishing EYMOW as local leader in innovation through collaborative program planning with community partners to address food security and social isolation in East York.



SAME MISSION

East York Meals on Wheels enhances the quality of life of individuals within our community by providing high quality, responsive, personalized support services and food through caring volunteers.

REFRESHED VISION

All residents of East York and Leaside enjoy barrier free access to healthy food and social support to live well and independently in the community.



NEW VALUES

- Commitment
- Integrity
- Accountability
- Trust
- Honesty

NEW BRANDING



FUTURE GROWTH

Through internal consultation, the plan has been set for conservative yet adaptive growth over a three year period. With this in mind, EYMOW is set to introduce new and exciting services revolved around providing social support and increasing food security.



OUR FOOD SERVICE

Here's how we're taking it to the next level

New Products

Online Ordering

Focus on Quality

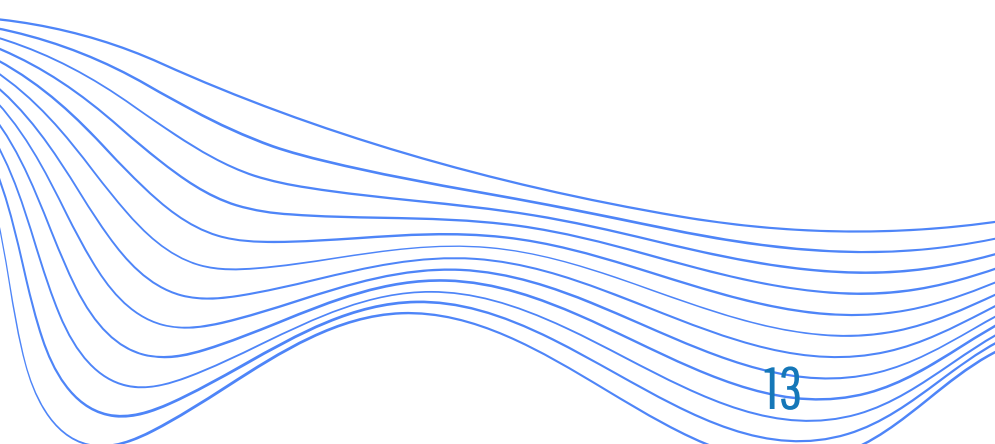
New Menu Options

Sustainable Packaging

Real-Time Tracking of Meal Deliveries

Family Portal- Open Access to Client

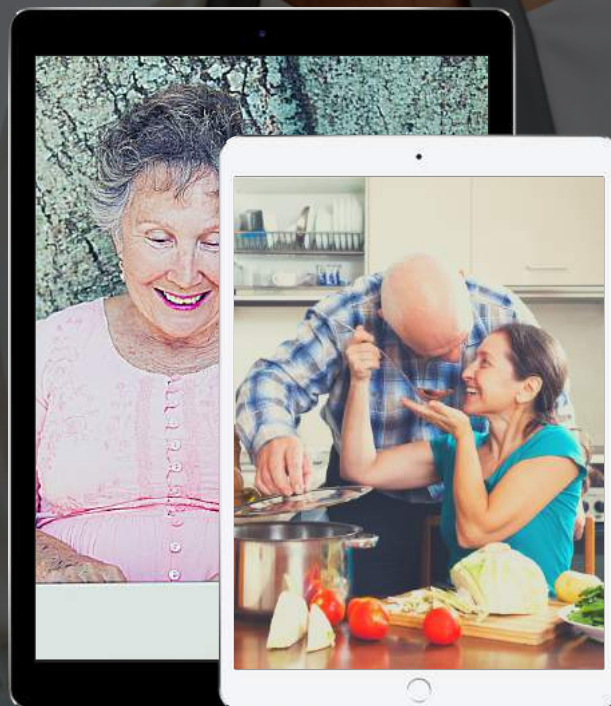
Status Updates for Care Partners



TECH-FOCUS FOR FUTURE SERVICE DELIVERY

East York Meals on Wheels seeks to leverage affordable tech solutions to enhance programming while providing clients with a greater number of options to connect.

Virtual Counselling/System Navigation
Virtual Fitness and Social Classes
Virtual Congregate Dining
Online Cooking Classes
Virtual Telephone Reassurance Calls
Online Volunteer Onboarding Process
Online Family Portal for Distanced Care Partners



Staff

Adriano Murarotto MSW RSW,
Executive Director
Jillian Rago
Program and Administrative
Assistant
Canny Wu,
Volunteer & Database
Coordinator
Mary Skwarek,
Diners Club Coordinator
(on leave)
Dawit Tadesse, BSW, RSW
Social Worker
Amber Wollen,
Meals on Wheels
Coordinator
Rosemary Scott,
Sunday & Holiday
Coordinator

Board

of Directors

Donald Wallace, president
Michelle Broom, vice-president
Thomas Moores,
secretary-treasurer
Stacy Beach
Melissa Chin
Tameeza Dhanani
Justin Safayeni
Mat Savulescu
Director Emeritus:
Carl Peterson
Honorary Life Member:
Alan Redway

Our Partners

OCSA | Ontario Community
Support Association



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