



Food for Everyone

Calgary Meals on Wheels
Strategic Plan 2018 - 2021



In 2018, Calgary Meals on Wheels developed a set of aspirational goals and strategies for the upcoming 3-year period.

Aspirational Goals

Calgary Meals on Wheels strives to Be the Trusted Organization of Choice. In the coming three years, we will work to:

Create Exceptional Food and Service,

Be the Best Place to Work,

Refresh Our Brand, and

Build for the Future.



The Strategic Plan is organized according to these aspirational goals.

Be the Trusted Organization of Choice

Create
Exceptional
Food and
Service

I

Be the
Best
Place to
Work

II

Refresh
Our
Brand

III

Build
for the
Future

IV

Strategic Plan

I

Create Exceptional Food and Service

Providing food to the community is central to our mission. We will continue to ensure that the meals we create support health and quality of life by being nutritious, delicious, and easily accessible. Aiming to provide “Food for Everyone,” Calgary Meals on Wheels will focus on the following strategies in 2018 – 21:

1.1 Augmenting the Menu: Product Choices and Information

In order to respond to and support a changing client base, Calgary Meals on Wheels will develop additional selections for its menus and enable clients to choose from multiple options when ordering meals. In order to support informed healthy food choices, Calgary Meals on Wheels will develop and make accessible full nutritional information for each meal and product.

1.2 Creating Delight: Dynamic Delivery Services

Creating an exceptional customer service experience means designing for delight in every stage of the interaction. Calgary Meals on Wheels will introduce dynamic options into our delivery services, including online ordering capabilities and increased scheduling control by clients.

1.3 Strategic Growth: Explore the Needs of Diverse Communities

To remain relevant to Calgary’s growing and changing population, Calgary Meals on Wheels will research, evaluate, prioritize and implement outreach efforts to select niche demographic segments. We understand diversity broadly, including factors like culture of origin, age, socio-economics, and lifestyle.

II

Be the Best Place to Work

Calgary Meals on Wheels's core strength is our high-capacity, high-knowledge, skilled and responsive team. We are proud of the efficacy of our workplace community and will continue to ensure that our staff and volunteers are coming to work in the best job they have ever had, by resourcing the following strategies in 2018-21:

2.1 Review pay scales and employee benefits

To continue to attract and retain the best talent, Calgary Meals on Wheels will review our wage and benefit packages, as compared broadly to the non-profit sector in Calgary. We are committed to elevating our salaries to be in the top 50% of comparable position salaries in Calgary.

2.2 Review recruitment and hiring processes

To ensure a higher degree of fit selection during hiring, Calgary Meals on Wheels will review and modify our recruitment and hiring processes.



III

Refresh Our Brand

Calgary Meals on Wheels is very proud of the well-known, highly trusted position it occupies. As a part of the global “Meals on Wheels” brand, we enjoy instant recognition; and as a result of our focus on building and maintaining strong relationships with clients and partners in Calgary, we are able to leverage a high degree of organizational social capital. However, our capacity and community impact have outgrown the community’s perception of who we are. We are committed to continuing to honor and support our existing relationships while also dedicating resources to grow community awareness of our new capacity.

3.1 Increasing Visibility: Strategic Communications Plan

Calgary Meals on Wheels will develop and implement a communications plan to identify and describe primary audiences, key messages per audience, and appropriate

communication channels to deliver them. The communications plan will include elements of existing communications tactics, while building on and diversifying media channels.

3.1a Strategic Communications: Social Media

Calgary Meals on Wheels will build on its strong social media foundation by developing a dedicated social media strategy and resource plan, as part of the broader Communication Plan.

3.2 Increasing Visibility: Corporate Champions

Calgary Meals on Wheels will increase its private sector engagement by developing “Corporate Champions” - engaging as donors, volunteers, and communication channel hosts.

To best support organizational identity development, strategic goals 1.1, 1.2, 1.3 and 4.1 will be undertaken within the context of an overall brand strategy.

IV Build for the Future

Calgary Meals on Wheels has a high level of financial resiliency, but retains a degree of risk concomitant with major funder partnership. In order to support the ongoing financial sustainability of the organization, Calgary Meals on Wheels will focus on the following long-term strategy during the years 2018-2021:

4.1 Evaluate the feasibility of a Calgary Meals on Wheels Endowment Fund

In order to diversify revenue sources, and to maximize access to unrestricted funds now and in the future, Calgary Meals on Wheels

will evaluate the feasibility, desirability and preferable structures of an Endowment Fund.

4.2 Evaluate the feasibility of expanding land holdings

In order to increase available capacity for future growth, and to minimize financial risk, Calgary Meals on Wheels will investigate and evaluate the feasibility of additional land purchase and development.





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