

# Growth and Market Strategy Analysis to Make a Greater Community Impact

## Collaboration Partners Volunteers:

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## Our Client:

Fort York Food Bank (FYFB) is a grassroots, volunteer-driven, charitable organization that directly assists families and individuals living in need in downtown Toronto. FYFB's primary objective has always been to provide emergency food to local residents in need but in recent years, it has evolved to address a wider range of its clients' needs. Today, FYFB provides an integrated set of offerings including counseling and advocacy services, a community drop-in center, and community vitality programs.



## The Challenge:

Collaborations Partners (CP) was brought in to assess how FYFB could refine its market position strategy to maximize its positive impact in its community. CP was tasked to supplement the Board's aspirations with an analysis of current needs in the community and conduct research on comparable food banks for applicable avenues of growth (namely new programs and initiatives) that may be suitable for the food bank, given required resource allocation and constraints.

## Process:

The scope of this project focused on aligning the Board of Directors on aspirations and objectives of the organization by identifying gaps in services and needs of the local community. To address this problem, CP conducted a thorough assessment of community demography and services offered to the clientele, highlighting current gaps in FYFB's programs and services. Then, in an interactive half day workshop, Collaboration Partners worked with the FYFB Board of Directors to identify and evaluate programs and platforms that will help the organization fill the gaps while considering the expertise and resources available.

## Solution:

CP presented FYFB with a detailed current capability assessment, covering trends pertaining to revenues, expenses, client visits, socio-economics of the community, volunteer training & staffing, food services, and lastly, facility limits and constraints. This detailed study was then paired with a full day workshop, where the CP team engaged the FYFB Board of Directors to identify tactics and platforms that will support the ultimate delivery of programs that will address the Toronto community needs.

## **Results:**

The workshop provided the FYFB Board of Directors with necessary tools and analyses to define its long-term vision. This vision will enable FYFB to tailor its offerings to both its competencies as an organization and the needs of its clients; ultimately, equipping it to make a bigger impact in the community. Examples of long-term visions discussed at the workshop include:

- An option of expanding the facility size to serve more clientele;
- An option of introducing new programs to become a 'one-stop-shop' for its clientele;
- An option of expanding its target demographic and clientele profile;
- An option of developing strategic partnership with community resources/services to make a bigger impact in the community.

***“We had an exceptional experience. Generally speaking, we felt like we had a strong / intelligent / thoughtful board, but we struggled to define our vision and coalesce around specific goals. CP helped us tremendously in this regard. They laid out in a concise manner various options and facilitated a focused yet open conversation with the board. They met and exceeded all of our expectations.”***