

Kawartha Choice Final Research Report  
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Executive Summary

Funding is essential to community groups. Fundraising, grants and private donations make up a majority of core funding for many groups. Kawartha Choice (KC) is currently in need of funding. This paper examines funding opportunities available to KC. We contacted nine community groups from Ontario who are promoting local food security in their region. The interviews consisted of questions about the structure of the organizations, their mandates, their programs and how they fund their programs. This paper is divided into four sections. Section one is an explanation of our research methods. Section two is an overview of the organizations we interviewed, including a summary of their organizational structures and financial status. Section three is an analysis of the various ways that KC can fund their organization, including: structural options; business and community partnerships; in-kind donations and fundraising; and funding organizations. This section includes basic information about the different grant application processes, as well as contact information. Section four is an analysis of our research and some recommendations on how Kawartha Choice might chose to proceed with this information.

Some of the organizations that were interviewed are similar to Kawartha Choice in terms of mandate, structure and programming. These organizations include: Local Flavours, Kawartha Farm Fresh, Waterloo FoodLink, Durham Farm Fresh, and Taste the County. These organizations generally have either one paid staff or rely on volunteers. A common pattern among these groups is strong community, business and municipal government partnerships, with an emphasis on in-kind support. Other granting organizations used by these groups include: the Agriculture Adaptation Council, the Trillium Foundation and HRDC. Several of these groups also rely on membership fees to run some of their programs.

The other groups we interviewed were larger in scope, they include: Caledon Countryside, Toronto Food Share, the York Region Farm Fresh Association and EcoPerth. Kawartha Choice may find ideas for new programs, or previously unexplored avenues of funding (such as climate change) from the agendas and programs of these groups. The scope of KC's long term vision, and financial plan may be informed by the structures, mandates and programs of these larger organizations, while still maintaining the integrity of their core mandate.

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## Introduction

Funding is essential to community groups. Fundraising, grants and private donations make up a majority of core funding for many groups. Kawartha Choice (KC), a local agriculture and direct marketing organization within the Kawartha Region, is currently in need of funding. The goal with this project is to find KC funding opportunities. Kawartha Choice was founded in 2004 and is a “grassroots, volunteer initiative that supports local farmers by promoting the wide variety of products grown in the Kawartha region,” (Good Food Guide, cover). They support the Kawartha Choice brand, which helps both producers and consumers identify local agricultural products. Their green and blue logo can be found at farmer’s markets, restaurants, retailers and farmgates in and around Peterborough. More than 70 producers, retailers and restaurants have joined Kawartha Choice to promote the consumption of local food. Their projects in the past two years include: the completion and release of the Good Food Guide, a map and directory of farms and businesses that local meat, vegetables, baked goods, honey, eggs, fruit, plants, preserves, wine, grains, maple products and cheese; the Kawartha Choice Challenge, where twelve different farms were showcased at the Holiday Inn throughout the summer; “BBQ in a bag” a program encouraging fundraising groups and event organizers to serve local beef at their summer BBQs; and the Kawartha Choice website ([www.kawarthachoice.com](http://www.kawarthachoice.com)).

With these recent successes Kawartha Choice is trying to determine how to run additional programs to promote local agriculture. An important element in this decision will be the available funds. In the past year Kawartha Choice has received \$12,000 in funding from the Community Futures Development Corporation (CFDC) and \$2,000 from the Greater Peterborough Area Economic Development Corporation (GPAEDC). In addition to this funding they have a number of in-kind sponsors such as the Greater Peterborough Chamber of Commerce (who provide meeting space and facilities) and Whatever Solutions and Media Inc. (who designed and maintain the Kawartha Choice website). Much of their available funds, however were invested in the BBQ in a bag initiative and the Good Food Guide. Therefore, they currently have minimal financial means to run programs to promote local agriculture and as Debbie Crossen, the Kawartha Choice coordinator, writes, “one of the challenges has been to effectively communicate what Kawartha Choice is all about,” (Crossen 1). We hope our research will be helpful in this regard.

This paper is divided into four sections. Section one is an explanation of our research methods. Section two is an overview of the organizations we interviewed, including a summary of the organizational structures and their financial status. Section three is an analysis of the various ways that KC can fund their organization, including: structural options; business and community partnerships; in-kind donations and fundraising; and funding organizations. This section includes basic information about the grant application processes, as well as contact information. Section four is an analysis of our research and some recommendations on how Kawartha Choice might chose to proceed with this information.

### Section One: Research Methods

This project followed the methodological principles of community based research (CBR). According to Strand et al., CBR is a collaborative process, whereby the creation and dissemination of knowledge, and social change, is pursued in coordination with community members (71). Our research was guided by the need for funding communicated by Kawartha Choice. Throughout the fall we attended KC board meetings and sought their advice on our research process at multiple stages including: research goals, project proposal, research process, interview questions, preliminary findings and the final report.

Based on preliminary internet research we identified nine organizations similar to Kawartha Choice, in that they promote local agriculture. In conjunction with the Kawartha Choice board we created a list of interview questions about the structure of the organizations, their mandates, programs and how they fund these programs (See Appendix One). During the month of November, 2005 we contacted these organizations and conducted semi-structured phone interviews based on our questionnaire. It is the list of funding sources and strategies gathered from these interviews that we hope Kawartha Choice will find useful in furthering their programming efforts.

## Section Two: Local Food Organizations

This section is a brief overview of the nine organizations we interviewed that are promoting local food in their region. See Appendix Two for a map of the different organizations. Specific information about the different granting organizations is covered in the next section.

### Group One: Kawartha Farm Fresh<sup>1</sup>

#### *Overview of the Organization*

The mandate of Kawartha Farm Fresh is to “to support farmers, market gardeners, related agricultural producers, and rural businesses. Kawartha Farm Fresh promotes buying local and buying fresh” (City of Kawartha Lakes). One of their main programs is a two-day harvest festival called Kawartha Farmfest. About 1200 people participated in the festival this year. Admission was \$5 and although the festival does not make any money, it does cover its own costs. The other project that Kawartha Farm Fresh coordinates is a map of locally available farm products, similar to the Good Food Guide produced by Kawartha Choice. Kawartha Farm Fresh charges \$50 to participants and although it has no advertisements, there is room on the brochure for announcing tourism events. On average between 30 and 35 farms participate in this service. Its target audience and primary users are the citizens of the City of Kawartha Lakes. It should be noted that some farms using the Kawartha Choice Brand, are also in the Kawartha Farm Fresh brochure. The fee charged to participating farms pays for the majority of the associated costs with printing the map, the rest is covered by the City of Kawartha Lakes Tourism department. They have published 65,000 maps.

#### *Financial Overview*

Carolyn Puterbough at the City of Kawartha Lakes coordinates Kawartha Farm Fresh. She is their Agriculture Development Officer and about 5% of her time is spent managing this project. Much of that time is occupied with contacting farmers about the map and making arrangements for the Kawartha Farmfest. A small group of volunteers helps Kawartha Farm Fresh with these and other tasks. A grant from the federal

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<sup>1</sup> Based on a telephone interview with Carolyn Puterbough 23 Nov. 2005. and City of Kawartha Lakes “Kawartha Farm Fresh” [www.kawarthafarmfresh.com](http://www.kawarthafarmfresh.com).

government (through CARCI, now the Agriculture Adaptation Council) helped them to initiate their project and create their website, which is currently being maintained by the City of Kawartha Lakes. Their future financial goal is 50/50 grants/fundraised money and in kind donations. They are particularly interested in developing roadsigns for their participating farms.

#### *Further Recommendations*

Carolyn recommended that Kawartha Choice consider marketing alliances or community group partnerships with another organization such as Peterborough Green-up.

For more information see: [www.kawarthafarmfresh.com](http://www.kawarthafarmfresh.com)

#### Group Two: Caledon Countryside<sup>2</sup>

##### *Overview of the Organization*

Since 1997 Caledon Countryside has been promoting “countryside as an option; keep it in Caledon” (personal interview with Karen Hutchinson). Their circumstances are slightly different from Kawartha Choice, in that their region is threatened by the development of the Oak Ridges Moraine and urban sprawl from the City of Toronto. Although Caledon Countryside promotes rural community in general, buying local food is an important aspect of that vision. Caledon Countryside runs a number of projects including: local hikes, speakers series, an eco-footprint project where they visit homes (they do about 300 assessments per year), school programs about idling, an annual farm folk/city folk conference in Toronto (initiated in 2003), a dandelion festival and a buy local guide. They employ 1.5 staff year round (one full time co-ordinator and one part-time director), in addition to 3 full-time summer staff. Caledon Countryside has an active board of directors, who gives the organization their direction and volunteers much of their time and energy to this project.

##### *Financial Overview*

Caledon Countryside incorporated in 1997. Since that time they have secured funding from a number of locations. Their first major grant was from the Trillium

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<sup>2</sup> Based on a telephone interview with Karen Hutchinson 24 Nov. 2005.

foundation, which enabled them to begin their home visits. Through HRDC grants they are able to hire on average 3 students every summer. They have also received money from TD Friends of the Environment, Shell, Husky, their municipal health and planning committee, the Environment Canada eco-action program and Natural Resources Canada (energiguide for houses). Caledon Countryside also raises money from membership fees (\$15 for individuals and \$25 for families) and from their speakers' series. Members pay to participate in hikes, speakers' series, and to receive a local newsletter. Caledon Countryside participates in a number of community partnerships (where they receive in kind donations) and every summer high school students volunteer to help them run their programs. Their long-term financial strategy includes continuing to depend on a large percentage of their income from granting organizations. They are also planning on providing more tangible, service based programs, such as sustainability kits or garden visits. Karen Hutchinson, Caledon Countryside's coordinator, notes however, that the current market most likely will not sustain their programs as "social change is not paid for or accounted for" in our economic system. They are therefore also considering becoming a registered charity.

### *Further Recommendations*

Karen echoed Carolyn Puterbough's advice that in addition to applying for grants, working on building partnerships with local businesses and community groups is an asset, not only in terms of securing grants, but more generally in ensuring the long-term sustainability of Kawartha Choice.

For more information see: <http://www.caledoncountryside.org/>

### Group Three: Local Flavours<sup>3</sup>

#### *Overview of the Organization*

Local Flavours is a group based in Brockville that was created one year ago. They were initially started through the UNESCO Frontenac Arch Biosphere project (which designates the area as one of scientific and ecological interest). Although they have no paid staff, they do have an active board of directors and were able to hire a graphic artist

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to design their Local Food Guide. Local Flavours is an incorporated NGO in transition to becoming a charity (the process should be done in a few months). Their main undertaking this year was to compile a list of local producers and design a map based on that information. Their map was an inclusive representation of local producers in the Brockville area, similar to the one published by Kawartha Choice. Fifty-five producers participated in the brochure, some of who were quite active in its creation. They printed 20,000 copies, which were very popular in the local community and disappeared quickly from their display locations.

### *Financial Overview*

Local Flavours received a \$5,000 grant from the Laidlaw foundation, and a smaller grant from the Ontario Healthy Communities coalition, for a total budget of around \$6,000. These grant monies were all spent on designing and publishing their local food guide. They also received a generous in-kind donation of 1000 hours of office time from another local NGO, Rural Leeds 2000, who contacted the local producers who participated in their in the food guide. Local Flavours is currently deciding the future goals of their organization, but are considering applying to the Biosphere for funding next year to hire a coordinator.

### *Further Recommendations*

Jerry Heath, the president of Local Flavours, found the Communities Involved in Sustaining of Agriculture (CISA) Local Heroes program based in the Connecticut River Valley in Western MA, very helpful when designing their organization. In particular, he referred to their book Harvesting Support for Locally Grown Food: Lessons Learned from the Be a Local Hero, Buy Locally Grown Campaign (<http://www.buylocalfood.com/>). Jerry also found the book Eat Here: Reclaiming Homegrown Pleasures in a Global Supermarket by Brian Halweil, and published by the Worldwatch Institute, very informative.

For more information see: <http://www.localflavours.org>

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<sup>3</sup> Based on telephone interviews with David Bole and Jerry Heath 24 Nov. 2005.



## Group Four: Durham Farm Fresh<sup>4</sup>

### *Overview of the Organization*

The Durham Farm Fresh Marketing Association encompasses the Durham region, which extends east of Toronto through Orono and Oshawa, and North to Beaverton in the Township of Brock and Lake Simcoe. The group has existed as a non-profit organization for 12 years and is run by volunteers who farm in the area. Their board, which meets six to seven times a year, uses consensus to make decisions and determine their direction. Each summer they hire a student to promote their programs and maps, and to assess the needs of their members.

The group focuses on rural development, direct marketing and educational programs to increase the recognition of the importance of farming in the region. Over the years, they have created a brochure that includes a map with advertisements, directions to farms in the region, and information on the availability of local products. It also indicates the farmers' markets and restaurants that use locally grown products. It was distributed to approximately 80,000 people last year.

In addition to the map, Durham Farm Fresh also participates in educational programs. They provide a newsletter to their members and run an annual educational tour of farms in the region. Other projects they have taken on in the past include an exhibit at the CNE in Toronto and local research projects.

In the future, Durham Farm Fresh hopes to hire a paid staff member, because new initiatives and finite volunteer time are limiting. They are also considering becoming an umbrella organization for the separate commodity groups in the region.

### *Financial Overview*

Durham Farm Fresh is funded in part through the economic and development branch of the Durham Municipality and the Agriculture Adaptation Council (aka CanAdvance). For their CanAdvance grant, Durham Farm Fresh must provide 30% of the funding and there is an intense process of record keeping and regulation. Durham Farm Fresh does not have a strategic financial plan, but rather seeks funding on a project-by-project basis. The wage of summer student position is provided through Human Resources and Development Canada (HRDC).

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<sup>4</sup> Based on a telephone interview with Joan Sieldon 24 Nov. 2005 and "Durham Farm Fresh," *Durham*

*Further Recommendations*

Joan Sielden of Durham Farm Fresh, recommended that Kawartha Choice find a niche market. Local farming systems are not just about agricultural products, but are also about tourism and attracting urban consumers to rural regions.

For more information see: <http://www.durhamfarmfresh.ca/>

Group Five: Taste the County<sup>5</sup>*Overview of the Organization*

Taste the County is an incorporated, non-profit marketing and quality enhancement organization that has existed since 1999 in Prince Edward County. It promotes economic growth in the regional agricultural and tourist sectors through marketing events and projects. The group has aligned itself with the Corporation of the County of Prince Edward at the Economic Development Office. Taste the County runs a website; educational seminars and workshops; outbound and co-operative marketing programs; and more generally, promotes the local economy. Taste the County is coordinated by their executive director, Rebecca LeHeup-Bucknell, but gets its mandate and direction from their volunteer Board of Directors. The group has organized many events and programs, such as the Taste Trail farm tour, the Taste! Exhibition which celebrates regional cuisine, the Maple Festival and the County Festival, and the Roadside Stand map, which is both a tour map and a visitors guide that promotes local farmers and their seasonal products.

*Financial Overview*

Taste the County is funded in part by the \$175 annual membership fee of their 240 members, which includes farmers, local businesses such as restaurants, farm gate retailers etc. They are also funded through the Ministry of Tourism and Development, and the Tourism Marketing Board. They receive funding for their individual projects through CanAdapt and Trillium and receive funding from the HRDC for some of the temporary staff positions. Pursuing this type of funding, however, requires committed

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Region <http://www.durhamfarmfresh.ca/>.

staff time, which is already in short supply. They have two full-time staff positions, including the Executive Director and a part-time bookkeeper, which are funded by the membership fees and some of the money allocated from each project for management and operational costs. Taste the County currently has an annual budget and usually maintains a three-year financial plan.

### *Further Recommendations*

Taste the County recommends that Kawartha Choice focus on membership fees, sponsorship for the Good Food Guide and other events and projects that involve local businesses. They also recommended approaching the Ontario Small Town and Rural Economic Development (OSTARED) for funds.

For more information see: [www.tastethecounty.ca](http://www.tastethecounty.ca)

### Group Six: Toronto Food Share<sup>6</sup>

#### *Overview of the Organization*

Toronto Food Share's original mandate was to collect and distribute food and to co-ordinate emergency food services. It has since evolved into an organization that focused on "self-help" models such as the good food box program (a program where fresh food is bought at the Ontario Food Terminal and packed into reusable boxes and delivered to many locations throughout Toronto), community gardens and co-operative buying systems. The organization runs 11 programs that fall under the categories of environment, health, economics and geography. Their annual *Field-to-Table* festival is a profile raising event that occurs at Nathan Phillips Square where they offer a salad bar and promote awareness about where the local and not-so local food comes from. Food Share is an organization that advocates a hands-on approach to community development and food security.

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<sup>5</sup> Based on a telephone interview with Rebecca LeHeup-Bucknell 25 Nov. 2005 and "Driving Growth...Promoting the County Experience," *Taste the County* <http://www.tastethecounty.ca/>.

<sup>6</sup> Based on a telephone interview with Lynn Lysco 28 Nov. 2005.

*Financial Overview*

Toronto Food Share is an incorporated, registered charity. The organization employs around 30 people. Their core funding comes from United Way and the City of Toronto. They also receive grants, corporate sponsorship, and funding from the Government of Canada. Their long-term financial strategy depends on yearly grant applications. Overall, they receive 2/3 of their money in grants and 1/3 from other sources for which they target funding foundations such as Metcalf, Laidlaw, and McLeans.

For more information see: <http://www.foodshare.ca/index.htm>

Group Seven: Waterloo FoodLink<sup>7</sup>*Overview of the Organization*

FoodLink Waterloo cultivates urban-rural links between producers and consumers. It has evolved into a farmers' market organization, which promotes local farmers through advertising and marketing. Its motto is "local food is not cheap, it's priceless." FoodLink's goal is to influence consumer behaviour, and thus influence business practices through consumer patterns. FoodLink's philosophy is that the strength of our food is in the strength of the rural local businesses. FoodLink takes a three-prong approach to its philosophy:

- 1) Creating new linkages between restaurants and farms;
- 2) Building consumer awareness; and,
- 3) Fundraising.

Food link runs a variety of programs, including services for which they charge a fee and advertising and other community development programs that are free. FoodLink publishes a free harvest newsletter every month on the internet that features local farm products. It has a readership of 2000. They also have a "Buy Local Buy Fresh" map that is a branding program. FoodLink sells advertising on the map; the large squares cost \$700 and listed farms pay \$75 to participate. Through these membership fees the finances of the map are more sustainable and secure. In 2004 FoodLink recouped 60% of the cost to publish the map and this year they recouped 85% of the cost. Another program they

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<sup>7</sup> Based on a telephone interview with Peter Katona 28 Nov. 2005.

run is the *Taste Local, Taste Fresh* festival, which showcases and celebrates the local food. Tickets for these events are sold for \$65. Through these programs FoodLink strives to influence economic behaviour for social change.

#### *Financial Overview*

FoodLink is a not-for-profit incorporated organization. Their core funding comes from the Trillium foundation. Their annual operating budget is \$120,000. Peter Katona, their Executive Director, is their one permanent staff member, but others are hired on contract. They have a hybrid approach to funding, including a creative combination of service fees based on developing and following a business model and external grants. They have their own revenue streams such as the *Taste Local, Taste Fresh* events and a marketing service. From their fifteen projects, they generate an annual revenue of \$30,000.

#### *Further Recommendations*

They have recommended that Kawartha Choice develop a plan identifying exactly what it is that you want to fund and prioritize. For example, project funds such as maps versus organizational funding, such as hiring a co-ordinator. Determine revenue streams and with well defined goals, and proceed from there. The Executive Director of FoodLink, Peter Katona is available for discussion.

For more information see:

<http://www.foodlink-waterlooregion.ca/index.php?first=3ef24442700d0&second>

#### Group Eight: York Region Farm Fresh Association<sup>8</sup>

##### *Overview of the Organization*

The York Region Farm Fresh Association (YRFFA) aims to increase access to fresh, affordable, and nutritious food for all people in York Region. It is therefore, directly addresses food security issues. YRFFA is a unique association that promotes local food while carrying out their mandate to help provide access to fresh, affordable, and nutritious food for the people of York Region. YRFFA runs a variety of programs,

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<sup>8</sup> Based on a telephone interview with Elizabeth Brims 29 Nov. 2005.

including: food banks, community gardens, community kitchens and food drives. In particular they run programs for children of low-income families. For instance, last year YRFFA ran a mitten drive and this year their project is to secure a source for fresh fruit. They also publish a bi-annual newsletter, maintain statistics on food bank use in York Region, run awareness campaigns and organize speaking engagements. They currently have 5 part-time people working on contract for YRFFA.

### *Financial Overview*

YRFFA is a registered not-for-profit organization. They receive money from the York Region municipality, private and corporate donations and the Trillium Foundation. They also organize fundraising activities, such as an annual golf tournament, fashion shows and Christmas activities. This funding covers program costs but not administration costs.

For more information see: <http://www.yorktourism.com/Farm+Fresh/>

### Group Nine EcoPerth<sup>9</sup>

#### *Overview of the Organization*

EcoPerth is a registered non-profit incorporated group. Its main priorities are community development, energy conservation, alternative transportation, local agriculture and green solutions to environmental issues in Perth and the surrounding area. The Local Flavour Campaign and the Local Food Box are two initiatives that they run addressing food distancing, how local agriculture relates to climate change and pesticide, herbicide and fossil fuel use in conventional agriculture. EcoPerth is encouraging connections between producers and consumers by promoting a number of programs, including: farm gate sales (including publishing about 1,000 regional food maps); the Seasonal Food Box, which supports local producers through CSAs (Community Supported Agriculture); links between local goods and restaurants in Perth and the local farmers market through their Local Food column in the local Perth newspaper along with

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<sup>9</sup> Based on a telephone interview with Alfred Von-Mirbach 1 Dec. 2005 and Von-Mirbach, Alfred, "Local Flavour Campaign," *EcoPerth: Taking Action On Climate Change* <http://www.ecoperth.on.ca/Projects/green/current/localflav.html>.

recipes and nutritional information to facilitate the use of seasonal produce. They have created a strong network through their business and maintain their website with links to a variety of community and environmental information.

### *Financial Overview*

EcoPerth is primarily maintained and funded by the Board organizers. The Board consists of four members that act as environmental consultants, and work with other eco-community efforts throughout Ontario. Profits from these services are reinvested in ecoPerth's projects. They also organize fundraisers such as the Polar Bear Plunge in 2004, which raised \$10,000 and an annual Tree Sale, which occurs at the beginning of May and raises between \$2,000 and \$3,000. Small seedlings are sold from the Kemptville Nursery, along with an educational seminar on planting and the ecoPerth organization.

EcoPerth is an incorporated entity and regrets not applying for charity status to facilitate government funding. They do not currently apply for grants, however, because the process is too energy intensive, including the time it requires to apply, process and follow through with the requirements of the grant applications. They estimate that 20% of the initial grant is directed towards these activities and therefore detracts from time spent running community events. EcoPerth also receives financial support from local businesses' and individual contributions.

### *Further Recommendations*

EcoPerth is unique in comparison to the other organizations we interviewed. They are financially very independent and fund their work through consultation with other groups. This was feasible because initially the board members used out-of-pocket funds to start the organization. This structure may be relevant to Kawartha Choice should KC decide to run fundraisers, or provide services for which a fee is charged.

For more information see:

<http://www.ecoperth.on.ca/Projects/green/current/localflav.html>

### Section Three: Funding Summary

Based on the information collected from interviews, we have compiled the funding options for Kawartha Choice into four categories: structural options; business and community partnerships; in-kind donations and fundraising; and funding organizations. These options are by no means mutually exclusive, and can often be used in combination.

#### *3.1 Structural Options*

Structural alternatives available to Kawartha Choice may involve re-visioning some of the guiding elements of the organization. One options is to work in conjunction with a municipal office, such as tourism or health and planning. Having a salaried worker, similar to Carolyn's role in Kawartha Farm Fresh, could give Kawartha Choice the necessary consistent support of a coordinator. Another option is to involve farmers more in the organization and management of Kawartha Choice. For twelve years Durham Farm Fresh has kept their organization running on the volunteer work of the farmers who use their services. Having producers form the core of your group will mean that the bulk of the volunteer work will come from those who have a vested interest in seeing the project continue.

#### *3.2 Business and Community Partnerships*

This section is quite broad and encompasses multiple partnership structures. Business partnerships can take the role of sponsorship or more informal affiliations through in-kind donations. FoodLink Waterloo and ecoPerth both structure their organization along business principles, in how they relate to other groups and through the services they run (i.e. by charging service fees). Kawartha Choice could also build partnerships with other organizations (perhaps even some who have office staff!) such as Peterborough Green-Up, Canadian Organic Growers, the YWCA, or other groups addressing environmental, the regional economy or food related issues. Local Flavours in Brockville, through their relationship with the Biosphere project and Rural Leeds 2000, were given very valuable in-kind office support.

#### *3.3 In-Kind Donations and Fundraising*

A number of the groups, including Caledon Countryside, FoodLink Waterloo, Durham Farm Fresh, Kawartha Farm Fresh and Taste the County all charge membership



fees, either for participation in the organization itself, or to the producers who participate in their marketing services, particularly in the form of local food guides. Other fundraising/outreach events run by these other groups included festivals, speakers' series, farm tours, culinary events and classes, etc. EcoPerth also fundraised through a New Years Day Polar Bear Plunge and an annual Tree Sale.

A number of groups emphasize tourism and taking advantage of niche markets. In-kind donations from local businesses, community groups and individuals, are another form of partnership/sponsorship. These donations can include: marketing services, website maintenance/development, printing, computers and office needs, etc. Volunteers are also an incredibly rich source of in-kind donation. Kawartha Choice might consider connecting with local high schools and see if there are any students interested in volunteering for KC. Caledon Countryside gets high school volunteers every summer, as students need to complete a certain number of volunteer hours in order to graduate.

### *3.4 Funding Organizations*

The following is a list of potential funding opportunities open to Kawartha Choice. They are from provincial, federal and private sources. Whenever possible we have included the basic information on the grants and the necessary contact information.

#### 1) Canadian Rural Partnership – Networking Initiative ([http://www.rural.gc.ca/programs/networking\\_e.phtml](http://www.rural.gc.ca/programs/networking_e.phtml))

This is a federal government initiative to fund groups that build community capacity. The Networking Initiative funds three types of rural community projects:

- **Learning events:** training and skills development for community stakeholders and needs/assets identification for rural and remote communities.
- **Partnerships:** the development of action plans for community development and community capacity building, and carrying out socio-economic research on the issues faced by rural communities.
- **Networks:** enhancing the capacity of communities and community organizations to develop responses to rural and remote community issues thereby contributing to community capacity building.

The final deadline for applications is November 30<sup>th</sup>, 2007. They will fund projects up to \$1 million/year. As an incorporated non-profit organization Kawartha Choice is eligible for this funding.

2) Agriculture Adaptation Council (successor to CARCI and CARD)  
<http://www.adaptcouncil.org>

CanAdvance funds initiatives that emphasize industry-led solutions to current and emerging issues; captures market opportunities by advancing research results; or shares information to advance the agricultural sector. Funding is provided in the form of grants and alternative financing (i.e. Loans and Loan Guarantees), 50/50 matching funds are required, in-kind contributions however, are accepted from not-for profit, incorporated groups. Applications should be submitted 4-6 weeks prior to a board meeting.

3) The Trillium Foundation (<http://www.trilliumfoundation.org/>)

The Ontario Trillium Foundation (OTF) offers three types of grants:

- **Operating grants** are for an organization's ongoing program costs. Operating grants may be for a single year or multi-year but may not exceed a maximum of five years
- **Project grants** are for one-time activities or activities with a defined time frame. Project grants may be for a single year or multi-year but may not exceed a maximum of five years
- **Capital grants** are for renovations and equipment purchases. Capital grants are for a single year only.

Not-for profit, incorporated organizations, without share capital in a Canadian jurisdiction, are eligible for this funding; or a collaborative of two or more organizations that are working together to achieve a common goal (as long as one member is eligible).

OTF has a number of granting programs. The **Community Program**, which focuses on projects that have a local impact, is the one we feel is the most appropriate for Kawartha Choice. The maximum operating grant or project grant available under the Community Program is \$75,000 per year for five years.

#### 4) HRDC/Social Development Canada

(<http://www.sdc.gc.ca/en/epb/yi/yep/newprog/yesprograms.shtml>)

Human Resources and Development Canada runs programs that promote job creation. The grant most suited to Kawartha Choice is the Youth Employment Strategy (YES), which targets youth and student employment. Their three programs include:

- **Skills Link** provides funding to community organizations to help youth facing barriers to employment, including youth living in rural and remote areas.

- **Career Focus** provides funding for employers to help post-secondary graduates obtain career-related work opportunities. Specific departments in the federal government, including Agriculture and Agri-Food Canada (AAFC)

([http://res2.agr.gc.ca/ado/program/kit\\_e.htm](http://res2.agr.gc.ca/ado/program/kit_e.htm)), run their own Career Focus Programs.

Each project is eligible to receive up to \$12,000 in matching funds. Each internship may last up to 12 months. AAFC issues 50 per cent of funds after the first six months of the internship upon receiving the Financial Engagement form and proof of salary payment to the candidate.

- **Summer Work Experience** provides wage subsidies to employers to create summer employment for secondary and post-secondary students. The job must be for a minimum of 30 hours per week and have a duration of between 6 to 16 consecutive weeks. HRDC will cover up to 100% of the wage of the student under this program.

#### 5) Environment Canada – Eco-Action

(<http://www.ec.gc.ca/ecoaction/>)

This project funds community groups that have measurable, positive impacts on the environment. Funding support can be requested for projects that have an action focus, a community capacity building focus, or a combination of the two. Non-profit groups are eligible to apply to the program. EcoAction places special emphasis on climate change projects. The program is aligned with the Government of Canada's One-Tonne Challenge initiative, which proposes that individual Canadians attempt to reduce their personal greenhouse gas emissions by an average of one tonne, or 20 percent of current average individual emissions. Submission deadlines are February 1st and October 1st annually.

The maximum amount available per project is \$100,000. Applicants must ensure that at least 50 percent of the total value of their project comes from sources other than the federal government.

6) Mazon Foundation

(<http://www.mazon.org/>)

Mazon provides funds to multi-service organizations that provide food in conjunction with services/programs that foster self-sufficiency among low-income people. Their application process requires a letter of inquiry which describes the agency and/or project for which funding is sought. Mazon makes grants in the five categories:

Advocacy/Education/Research, Emergency/Direct Food Assistance, Food Banks, Multi-Service (organizations that provide a broad array of services) and International Projects. Mazon requests that organizations dedicate at least one paragraph of the letter to describing the organization's current anti-hunger advocacy and education efforts.

Deadlines for the Letter of Inquiry are: November 15 for the Spring Grant Cycle and May 15 for the Fall Grant Cycle. The second stage requires completing a grant application. Application postmark deadlines are: January 15 for the Spring Grant Cycle and July 15 for the Fall Grant Cycle. Organizations are eligible to apply for and/or receive only one grant every 12 months. Grants range from \$5,000-\$35,000.

7) The Ontario Small Town and Rural Economic Development (ONSTARED)

(<http://www.mah.gov.on.ca/>)

The Ontario Small Town and Rural Economic Development initiative is a five-year, \$600 million program designed to improve the quality of infrastructure and stimulate economic development in Ontario's agricultural and rural areas, small cities and towns. Counties, towns, townships, and cities with populations under 100,000 are eligible for ONSTARED funding. Round one of the funding focuses on health and safety priorities identified by the municipality. The Rural Economic Development program is a community development initiative that helps rural communities remove barriers to community development and economic growth and develop the tools and flexibility they need to become strong, safe and liveable.

Through the program, rural residents, business people and municipal leaders can

co-ordinate their activities, resources and expertise to work towards common community development goals. The Rural Economic Development program's objectives include: a diversified business climate in rural Ontario; the creation and retention of long-term jobs; a strategic and co-ordinated regional approach for rural economic development projects; the creation of alliances or partnerships and increased quality of participation of rural stakeholders; and the development of information, tools and resources to enhance rural economic development. Eligible clients include partnerships and strategic alliances between (any combination of) individuals, businesses, community organizations (including not-for-profit) and municipalities with an arm's length relationship from each other. Projects are cost-shared with the provincial government investing up to 50 per cent of the project's eligible cost in most cases. Funding may be available at up to 90 per cent of the total eligible project costs, under special circumstances. In-kind contributions are not eligible for cost sharing.

An independent advisory panel reviews applications and recommends projects. The panel has wide representation and its members have expertise in business and rural economic development. Applications are assessed according to evaluation criteria for the Rural Economic Development program. Evaluation is conducted on an individual basis and includes the following criteria:

- the priorities and objectives of the Rural Economic Development program;
- new economic benefits;
- demonstrated benefits to the broader rural community;
- evidence that investment from the Rural Economic Development program will support the project viability and is not being requested in order to replace other sources of funding; and
- ability to leverage financial support from private sector sources.

([http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_11121\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_11121_1.html))

The following two organizations do not provide funding, but are networks that provide fundraising support to community groups.

- Green Communities (<http://www.gca.ca/indexcms/>)
- Ontario Healthy Communities Coalition (<http://www.healthycommunities.on.ca/>)

If Kawartha Choice does decide to apply for charity status, it may be interested in the following organizations.

- TD Friends of the Environment (<http://www.td.com/fe/>)
- The Laidlaw Foundation (<http://www.laidlawfdn.org/>)
- The RBC-Foundations ([http://www.rbc.com/community/donations/apply\\_don.html](http://www.rbc.com/community/donations/apply_don.html))
- The United Way ([www.unitedway.com](http://www.unitedway.com))

Canadian Subsidy Directory (<http://www.mgpublishing.net/infocsd.htm> )

Another resource that Kawartha Choice may want to consider is the Canadian Subsidy Directory which is a list of 2000 direct and indirect financial subsidies, grants and loans offered by government departments and agencies, foundations, associations and organizations. The CD-ROM costs \$69.95 and the book costs \$149.95.

#### Section Four: Analysis of Research

Connecting local communities with regional agriculture is the overriding theme to our research. Communities, however, use a variety of approaches to address this relationship. Some of groups we interviewed, including Durham Farm Fresh, Waterloo FoodLink, Kawartha Farm Fresh and Caledon Countryside focus primarily on the agricultural realm, while others like YRFFA and Toronto Food Share are focus on poverty and food accessibility. In general, these groups aim to provide communities with healthy, local food that supports local economic sustainability and ecological health. Their projects touch on regional tourism, arts and culture, education, rural development, climate change and regional environmental integrity.

Some of the organizations interviewed are similar to Kawartha Choice in terms of mandate, structure and programming. These organizations include: Local Flavours, Kawartha Farm Fresh, Waterloo FoodLink, Durham Farm Fresh, and Taste the County. Many of these organizations generally have one paid staff or rely entirely on the work of volunteers. A common pattern among these groups is strong community, business and municipal government partnerships, with an emphasis on in-kind support. Other granting organizations used by these groups include: the Agriculture Adaptation Council, the Trillium Foundation and HRDC. Several of these organizations also rely on membership fees to run some of their programs.

Some other groups we interviewed were larger in scope. Caledon Countryside, Toronto Food Share, the York Region Farm Fresh Association and EcoPerth are among these organizations. Kawartha Choice may find ideas for new programs, or previously unexplored avenues of funding (such as climate change) from among these groups. The long-term vision, and financial plan of Kawartha Choice can learn a lot from the various structures, mandates and programs of these larger organizations.

Appendix One: Interview Questions

- 1) What is the mandate of your organization? What is your vision and objectives?
- 2) What programs do you run?
- 3) What category do these programs fall under? Environmental, health, economics, rural development, geographic area, other?
- 4) How do you fund these programs? External funding, government or NGO support, in-kind donations, corporate sponsorship/partnership, other?
- 5) What are the funding qualifications for any external funds you receive?
- 6) What fundraising activities do you run?
- 7) Do you have a paid co-ordinator or any paid staff?
- 8) If so, how is their salary paid?
- 9) What is your institutional status, eg. Charity, incorporated?
- 10) Do you have a long-term financial strategy? Budget?
- 11) Do you have any other suggestions for funding opportunities for an organization such as Kawartha Choice?
- 12) Are there any other organizations you think we should speak to?
- 13) Do you have any supplementary information/brochures you can forward to us?



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