

**Consolidated Clause in Community Services Committee Report 6, which was considered by City Council on July 19, 20, 21 and 26, 2005.**

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## **Food Security and Service Development Investment Programs**

*City Council on July 19, 20, 21 and 26, 2005, adopted this Clause without amendment.*

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**The Community Services Committee recommends that City Council adopt the staff recommendations in the Recommendations Section of the report (June 17, 2005) from the Executive Director, Social Development and Administration.**

Purpose:

To report to the Community Services Committee on a framework for establishing a Food Security Investment Program and a Service Development Investment Program.

Financial Implications and Impact Statement:

There are no financial implications arising from this report.

Recommendations:

It is recommended that:

- (1) the Food Security Investment Program as outlined in Appendix 1 of this report be approved;
- (2) the Service Development Investment Program as outlined in Appendix 2 of this report be approved; and
- (3) the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

Background:

The 2005 Approved Budget for the Community Partnership and Investment Program includes an allocation for two new service areas: \$300,000.00 for Food Security and \$250,000.00 for Service Development. Each of these programs is a new initiative with the need to establish a framework for program delivery, as well as specifying the program mission, goals, priorities and funding models. This report and Appendices 1 and 2 provide a framework for City investment in food security and service development in communities through the Community Partnership and Investment Program.

Comments:

Food Security Investment Program:

In May 2001, Toronto City Council voted unanimously to adopt the City of Toronto Food Charter and work towards making Toronto a food-secure city. In March 2001, Council recognized the strong role that community organizations play in this work when it adopted the Food and Hunger Action Committee's (FAHAC) Phase II report, "The Growing Season". The report identified three complementary mechanisms to strengthen the contribution of community-based organizations to food security.

- (1) Development support: community co-ordinators in community based organizations to work with neighbourhood leaders and City departments to support skill and capacity building in communities identified as needing the capacity to address food security issues.
- (2) Short-term funding: short-term project funding to support the development of new food access and food security initiatives and build capacity in communities across the city. The funding would be primarily used to build the capacity of less well-established and less formal groups; and
- (3) Ongoing funding: ongoing program funding to provide stable support to food access and security programs provided by established organizations.

City of Toronto Short Term Food Security initiatives:

Since the adoption of "The Growing Season" report, several short-term initiatives have increased the City's understanding of effective approaches to community involvement in local food security activities.

One Time Food Grants:

In 2003, the City operated the Food and Hunger Action Fund (FHAF) with one-time funds under the 2003 Ontario Works Incentive Fund. FHAF demonstrated that community food initiatives create significant impacts at very low cost. The strength of this initiative was in providing a better understanding of the ability of the community service sector to deliver effective programs for high needs residents, including the value of offering Food Security programs in conjunction with other types of social, recreational and support programs.

Community Co-ordinators:

Funding for Community Food Animators was allocated through the 2004 Ontario Works Targets Incentive Funds. This one-year program supports the work of four community co-ordinators to work with city departments and neighbourhood leaders to undertake community needs and opportunity assessments, with a particular focus on neighbourhoods lacking capacity to address the food security issues of residents. Through this program, eight communities are being supported to animate local resources to implement gardens, community kitchens and community markets. The strength of this initiative is in demonstrating the value of Community Food

Animators for mobilizing local volunteers and reducing barriers to the use of land for community gardens, training volunteers in food-related and management skills needed for program delivery and providing access to resources and problem solving strategies.

The strengths of these short-term initiatives have been incorporated into the Food Security Investment Program framework as outlined in Appendix 1. Key components of the new Food Security Investment Program include funding for community-based organizations to provide development support through community co-ordinators, funding for programs that will improve the stability of food access and security programs as well as providing funding opportunities for the sector to look at innovations to address emerging needs and emerging responses to the issues.

#### Service Development Investment Program:

Through a variety of City of Toronto policy and program avenues, communities have identified the need for additional funding support directed at developing capacity in underserved communities and neighbourhoods. In December 2001, Council approved a report outlining the funding needs of developing organizations and recommending the establishment of a Service Development Funding Program. Since that time, other City policy and research reports have also identified the need for capacity support to assist communities in addressing critical social needs. The final report of the “Community-City Working Group on Stable Core Funding” (October 2004) and the report titled, “Cracks in the Foundation” (March 2004) identified the need for increased financial support for core organizational costs of community-based not-for-profit organizations. The United Way study, “Poverty by Postal Code” (April 2004), detailed the dramatic increase in the number of low income Toronto neighbourhoods and identified the need to find solutions to the infrastructure and funding gaps of neighbourhoods that lack facilities and services to address community needs. The current Strong Neighbourhoods Task Force work will further clarify the role of effective local infrastructure in supporting social outcomes for low-income communities.

Current City of Toronto supports that address service development issues include information and training opportunities for organizations through community development staff, as well as short term project grants for specific initiatives. The Service Development Investment Program will be offered in conjunction with these City supports as well as working in co-ordination with the United Way of Greater Toronto’s Community Development Program.

The Service Development Investment Program will target funding to small organizations serving local neighbourhoods in the inner suburbs. Although a need has been identified for support to small, ethno-specific organizations, the fund is not sufficiently large to address both these areas during the first year. In 2005, funding will focus on assisting communities in the inner suburbs to develop capacity for effective governance, program delivery and community engagement. Underserved communities where there are no local organizations may apply through a partnership with an established organization that will assist in developing local capacity and access to services. The funds will be targeted to be used for capacity related costs (e.g. governance, community development, organization management, volunteer development) rather than service delivery or developing new programs.

Appendix 2 provides a framework for delivery of the Service Development Investment Program.

### Administration:

The City of Toronto provides support to the not-for-profit sector under the general authority for making municipal grants provided in Section 107 (1) of the Municipal Act, 2001 (S.O. 2001, c 25). The two investment programs described in this report are part of the Community Services envelope of the 2005 Approved Budget for the Community Partnership and Investment Program (CPIP) . The delivery of the programs is being undertaken within approved City policies as outlined key reports: “City of Toronto Grants Policy” (October, 1998), “City of Toronto Grants Accountability and Risk Management Framework” (February 2002) and the “Community Partnership and Investment Program – Program Standards and Performance Measures (April 2005).

The implementation timeline for these new programs will include announcements to the community after Council approval of the recommendations in this report. Outreach and information sessions will be conducted in summer and early fall. The deadline for applications will be in late September 2005, appeals will be heard in early November prior to the allocations report being considered at the November Community Services Committee meeting.

The application and review process for the Food Security Investment Program will be managed in conjunction with the Community Services Grant Program to provide administrative efficiencies for applicants and management of the program. In order to address the organizational capacity of the potential applicants to the Service Development Investment Program, a letter of intent and interview process will be used to reduce barriers to participation by the target communities.

A review of key elements of program delivery, community impact, and the program’s contribution to City of Toronto priorities will be undertaken during the first two years of implementation and reported to Council with any recommendations for changes to the implementation framework.

### Conclusion:

The Food Security Investment Program and the Service Development Investment Program implementation plans as outlined in Appendix 1 and Appendix 2 identify the key elements of these programs. Implementation of these programs during the summer and fall of 2005 will provide additional opportunities to support community-based organizations in addressing issues the City of Toronto has identified as part of its ability to strengthen neighbourhoods.

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List of Attachments:

Appendix 1 – Framework for the Food Security Investment Program

Appendix 2 – Framework for the Service Development Investment Program

Appendix 1  
Framework for Implementation  
City of Toronto  
Food Security Investment Program (FSIP)

Mission:

The mission of the Food Security Investment Program is to support a stable food security sector through the provision of ongoing program funding and capacity building support to high needs and under-served communities in the City of Toronto.

Goals:

The program goals are to:

- (1) increase the capacity of high need and under served communities to address local food security issues;
- (2) increase access to stable food security programs by residents in high need and underserved communities; and
- (3) support innovations in the delivery of food security programs that strengthen the sector.

Funding Priorities:

Priority will be given to programs serving high needs communities in the inner suburbs that respond to these components of creating a stable food security sector as presented in “The Growing Season” report.

- (1) Community gardens, community markets and community kitchens in high needs communities.
- (2) Community co-ordination and animation to build capacity for addressing needs in new areas.
- (3) Short term projects that demonstrate innovations in the delivery of programs that address food security.

Funding model:

Ongoing program funding will be recommended for applicants addressing Priority 1 for gardens, markets and kitchens in high needs communities. It is expected 10-15 projects will be funded, ranging from \$10,000.00 to \$30,000.00 per year. Maximum grant request for this priority will be \$30,000.00 and it is expected that 50 percent of the budget will be recommended for projects addressing this priority.

Short term, project based funding for 1-3 years will be recommended for applicants addressing Priority 2 or 3. It is expected that one project will be recommended to address priority 2 for delivery of community co-ordination across the city, for a maximum of 30 percent of the available funds. One or two innovation projects would be recommended each year for a maximum of 20 percent of the available funds.

#### Administration:

The program will be administered in conjunction with the Community Services Grants Program and priority will be given to organizations with ongoing service delivery capacity and an established practice of food security work. For the first year of the program, applications addressing Priority 1 will be accepted only from currently funded CSGP recipients. This will provide administrative efficiencies for the application and assessment processes, and this practice will be reviewed prior to the second year of the program. Community organizations that are not current CSGP recipients will be eligible to apply for funding to address Priorities 2 and 3, provided they meet CSGP eligibility requirements.

## Appendix 2 Framework for Implementation City of Toronto Service Development Investment Program (SDIP)

#### Mission:

The mission of the Service Development Investment Program is increase the capacity of organizations in high needs, under served communities to effectively respond to community needs.

#### Goals:

The program goals are to:

- (1) support small organizations in high needs, under served communities with funding to build their capacity in governance, organizational management and community engagement in order to effectively respond to community needs;
- (2) to support communities in high needs, underserved communities with funding to develop their community's capacity to understand local issues and build effective responses and partnerships; and
- (3) to enable small organizations to develop a sustainable model of service delivery for their community, including but not limited to being eligible for support through major funding programs such as CSGP.

#### Funding Priorities:

Priority will be given to funding organizations serving high needs communities in the inner suburbs that identify their potential for building capacity to respond to local needs.

Funding will be provided to activities that address organizational or community capacity and community development, not specific program delivery.

Priority will be given to proposals that demonstrate willingness to address all areas of organizational capacity, build community engagement throughout the focus community and work with other community organizations and resources to meet their goals.

#### Funding Model:

Short-term project funding of 1-3 years will be recommended for organizations, depending on their development goals. The maximum grant from the program will be \$50,000.00 per year, and it is expected that 5-8 organizations will be supported each year. Trustees will be used for some applicants where financial accountability is an area that requires development. The program may also recommend funds for experienced partner agencies to assist the development activities of funded organizations where such support can be demonstrated to contribute to the ongoing capacity in the community.

In order to appropriately assess organizations with developing infrastructures, applicants will apply through a modified application process, including a letter of intent and interview that includes self and community assessments, plans for building capacity and priority setting. As well, organizations will be expected to develop a local steering committee and work with other community organizations where partnerships and training opportunities can advance the community development and community capacity goals.

Applicant organizations determined to have a good fit with the Service Development Investment Program will have:

- (a) basic levels of governance and operational capacity;
- (b) a community services mandate;
- (c) some indicators of working on issues within their focus community;
- (d) basic stability in governance, volunteers and service delivery; and
- (e) preparedness for development.

#### Administration:

Applications will be sought from small organizations serving high needs, underserved communities, who are not currently a recipient of the City of Toronto's Community Service Grants Program (CSGP). Small organizations would include those without staff or stable sources of ongoing program or core funding for administrative infrastructure, and generally have current year or projected year budgets under \$300,000.00.

The program will be managed as a project funding program and build on the experience of the CSGP with new eligible and ineligible applicants over the past several years. In order to maximize the impact of this funding in the community, the program delivery reflect the directions of the Strong Neighbourhoods Task Force and co-ordinate with the United Way of Greater Toronto's Community Development Program.