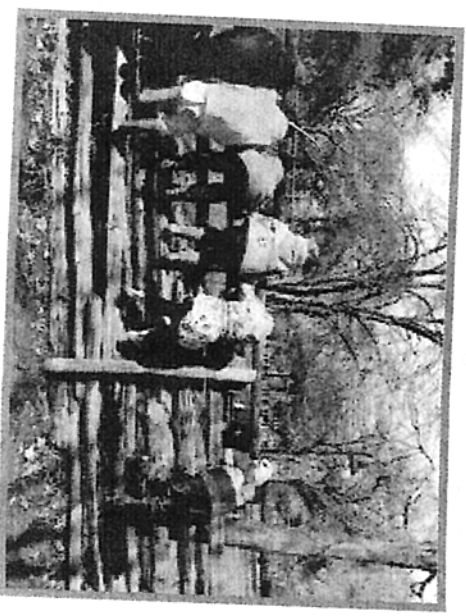
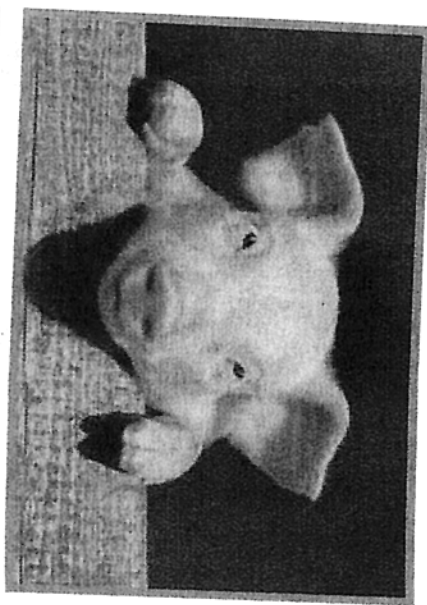
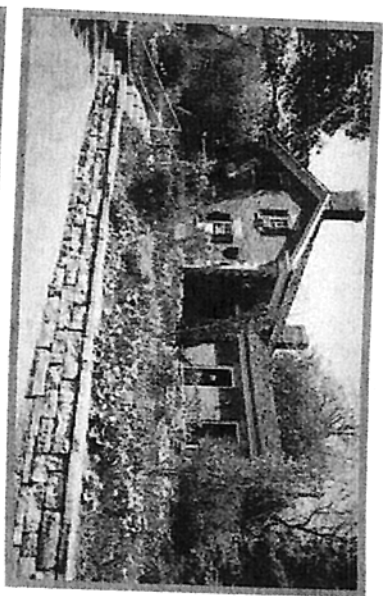


Riverdale Farm Business Plan

June 12, 2012
Executive Committee
City of Toronto

Riverdale Farm Coalition



Transformation Through Innovative Partnerships

City of Toronto

(Councillor, P/F/R, Office of Partnerships)

Cabbagetown Arts and Crafts Sale

Cabbagetown Preservation Association

Don Vale Cabbagetown Residents Association

Friends of Riverdale Farm

Riverdale Farm Advisory Council

Riverdale Park West Stewardship Team



Riverdale Farm Business Plan

- What the Coalition did
- What the Coalition found
- What the Coalition recommends to the City
- 1,000+ Torontonians and professionals in food and agriculture sectors shared hundreds of ideas for opportunities
- Coalition translated these into a new long-term vision for Farm
 - Proposed governance structure
 - Multi-layered, multi-sourced funding model
 - does not rely solely on City resources for its future success

What The Coalition Did and Found

- **Inventory of Farm's animals, buildings, activities, programs**
 - Existing and well-defined infrastructure could be better utilized
 - Use buildings and grounds for after hours revenue generation
 - Offer new participatory programs by leaders in food and agriculture
- **City-wide online survey (782 replies) & Town Hall (50 people)**
 - Visitors across City widely value Farm as tranquil, oasis, family-centric
 - No user fee. Would pay membership (to help sustain other families need it)
 - Support sponsorships that are consistent with the Farm's mission
 - **New revenue potential**
 - Sell local food/beverages and farm-related products (wools, jams)
 - **Fee-based programs**
(urban box gardening; cheese making; preserving; canning; day camps)
 - **Rent grounds/buildings**
(corporate, weddings, funerals, photos, gallery space, product launches)
 - **Gardens** (allotments, sell seeds, herbs, seasonals (pumpkins, Christmas))

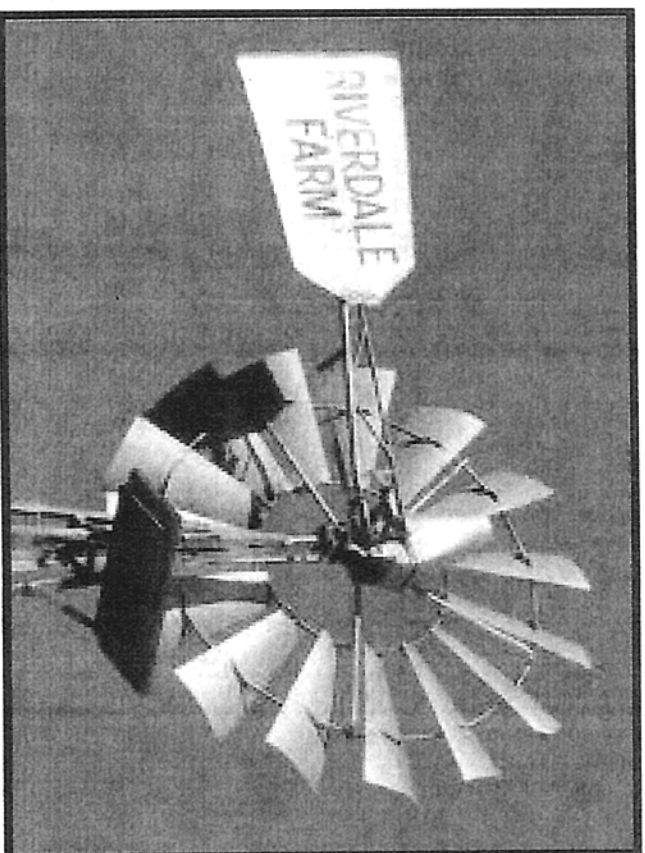
What The Coalition Did and Found

- **1 day Partner Roundtable – 23 food sector professionals discussed the Farm as a hub for agri-food and urban agriculture issues**
- **One-on-Ones with City staff, and for-profit, not-for profit and educational organizations**
 - Under-developed potential – use unused space very differently
 - Use Farm as anchor for workshops, lectures, forums, demonstration activities related to sustainable agriculture
 - Professionals in food and agriculture industry really want to work with Riverdale Farm
 - Recurring question, *‘How can we get involved?’*
 - Organizations require defined criteria and agreements before pursuing partnerships
 - Need new partnership model to help Farm become Centre of Excellence in food and urban agriculture
- Reluctance to invest while Farm’s future remains uncertain

What The Coalition Proposes

Future Mission Statement

Riverdale Farm is a rural destination for all Torontonians in the heart of the city, serving as a meeting place for families and friends, a hub to promote community participation and volunteering through programming centred around the plants, animals, sustainable farming, urban agriculture, food production, and the environment in a natural tranquil setting



What The Coalition Recommends

- City endorse the proposed Mission Statement, strategic direction
- City endorse formation of the Riverdale Farm Stewardship Group
 - City + community groups + future partners and sponsors
 - Oversee implementation of business plan over 5y (review in 5th year)
 - Raise funds – donations, memberships, fundraisers, sponsorships, grants
 - Work with partners on programming
- Draft *Terms of Reference* for the Riverdale Farm Stewardship Group
 - Develop policies & procedures for partnerships
 - Create benchmarks, oversee execution of business plan
 - Secure sponsorships, expand fundraising
 - Prioritize how donations will be used
- City continue its funding and staffing commitments to ensure stability and earn the confidence of donors

What Can The City of Toronto Expect?

Value Proposition

- **Reduction in City's future financial commitments**
- **Revitalization of a facility that will be a cultural driver, food policy driver and economic driver for Torontonians and the City**
- **Profound social return on investment**

Business Plan - Financials

Long Term Financial Goals

- **Three Initiatives**
 - Fundraising
 - Revenue Generation
 - Program and Capital Enhancements
- **Expect fundraising and revenue generation to generate \$345,000**
- **Expect program and capital enhancements to generate \$650,000**
- will promote the vision of the farm and enhance and expand offerings

Fundraising Initiatives	Fundraising Campaigns	\$200,000
	Membership Drives	\$40,000
	Donation Box	\$40,000
	Farmer's Market	\$4,000
Revenue Generation	Venue Bookings	\$6,000
	Gift Shop	\$10,000
	Food Facilities	\$45,000
ANNUAL TOTAL		\$345,000
Program and Capital Enhancements (Budgeted as grants are received)	Naming Rights/Sponsorships	\$150,000
	Government, Corporate & Foundation Donations	\$500,000
	ANNUAL TOTAL	\$650,000

Fundraising Initiative

- Long-term goal: **\$280,000**
- based on very conservative assumptions regarding amount donated & "hit rate"
- Activities that have been implemented
- Donations through Toronto Parks and Trees Foundation
 - Established in late April
 - Funds directed to the Farm, which appeals to prospective donors who receive tax receipts
- Currently developing a 'go-to-market' strategy - will ramp up after approval of business plan

Fundraising Initiatives		
Fundraising Campaigns		\$200,000
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ANNUAL TOTAL		\$345,000
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ANNUAL TOTAL		\$650,000

Fundraising Initiative

- Activities that have been implemented (continued)
 - Set up Donation boxes in Farm's high traffic areas
 - Established in late May
 - Raised \$800 to date
- Fundraising events
 - Summer Solstice "Picnic at the Farm" – expect to raise approximately \$10,000
 - Private function for Keller Williams Advantage Realty, Brokerage - expect to raise \$2,000
 - More to follow
- Activities that are planned
 - Actively market ability to donate through the Toronto Parks and Trees Foundation
 - Actively solicit Foundations to match all donations – similar to the Honey Foundation at High Park
 - Implement Membership Program as an alternative to straight donations

Revenue Generation

- Long-term Goal: **\$65,000**
- Largely based on input from all Torontonians through survey
- Represents only "low hanging fruit" – things currently on-going but not well marketed / implemented
- Significant opportunities to generate revenue through enhanced programming and expanded offerings

- Activities that have been implemented
 - Farmers Market
 - Run by Friends of Riverdale Farm for more than a decade
 - Now run by the City to offset operating costs
 - Expected to generate \$4,000 in 2012
- Activities that are planned – awaiting business plan approval to proceed
 - Venue Bookings Gift Shop Food Facilities

Fundraising Initiatives		
Fundraising Campaigns		\$200,000
Membership Drives		\$40,000
Revenue Generation		
Farmers Market		\$4,000
Venue Bookings		\$6,000
Gift Shop		\$10,000
Food Facilities		\$45,000
Program and Capital Enhancements (Budgeted as grants are received)		
Naming Rights/Sponsorships		\$150,000
Government, Corporate & Foundation Donations		\$500,000
ANNUAL TOTAL		\$650,000

Program and Capital Enhancements

- Long-term Goal: **\$650,000**
 - Significant support from within the food sector and like-minded institutions
 - Funds will be used for programming and capital projects
 - which will be identified and implemented as grants are received
- Expected Benefits
 - Will create more attractive offerings
 - Will increase social return on investment – health, education, environment
- Preliminary Feedback
 - Governments and Foundations are unlikely to give money to offset operating costs
 - must be capital expenditure or programming based
 - Governments and Foundations require a stable funding source for operating costs before they will invest in programming and capital improvements

Fundraising Initiatives	Fundraising Campaigns	\$200,000
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Revenue Generation	Farmers Market	\$4,000
	Venue Bookings	\$6,000
	Gift Shop	\$10,000
	Food Facilities	\$45,000
<small>ANNUAL PROGRAM</small>		
Program and Capital Enhancements (Budgeted as grants are received)	Naming Rights/Sponsorships	\$150,000
	Government, Corporate & Foundation Donations	\$500,000

**Riverdale Farm Coalition appreciates the opportunity
to prepare and present this business plan**

Questions?

