Riverdale Farm Coalition

City of Toronto Executive Committee

June 12, 2012

Business Plan

Riverdale Farm
Riverdale Park West Stewardship Team
Riverdale Farm Advisory Council
Friends of Riverdale Farm
Don Vale Cabbagetown Residents Association
Cabbagetown Preservation Association
Cabbagetown Arts and Crafts Sale
(Councilor P/F/R, Office of Partnerships)
City of Toronto

Transformation Through Innovative Partnerships
• Does not rely solely on city resources for its future success
• Multi-layered, multi-sourced funding model
• Proposed governance structure

Farm
Coalition translated these into a new long-term vision for
sectors shared hundreds of ideas for opportunities

1,000+ Torontonians and professionals in food and agriculture

What the coalition recommends to the city
What the coalition found
What the coalition did

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

What the Coalition Did and Found
Reluctance to invest while farm's future remains uncertain

Centre of excellence in food and urban agriculture

Need new partnership model to help farm become partnerships

Organizations require defined criteria and agreements before pursing recurring question, "How can we get involved?"

Riverdale Farm professionals in food and agriculture industry really want to work with activities related to sustainable agriculture

Use farm as anchor for workshops, lectures, forums, demonstrations

Under-developed potential - use unused space very differently

Educational organizations

One-on-one with City staff, and for-profit, not-for-profit and the farm as a hub for agri-food and urban agriculture issues

1 day Partner Roundtable - 23 food sector professionals discussed
In a natural tranquil setting, food production, and the environment, sustainable farming, urban agriculture, centered around the plants, animals, volunteering through programming and community participation and friends, a hub to promote serving as a meeting place for families all Torontonians in the heart of the city, Riverdale Farm is a rural destination for

Future Mission Statement

What The Coalition Proposes
City improves its funding and staffing commitments to ensure stability and earn the confidence of donors.

- Prioritize how donations will be used.
- Secure sponsorships, expand fundraising.
- Create benchmarks, oversee execution of business plan.
- Develop policies & procedures for partnerships.

Draft Terms of Reference for the Riverdale Farm Stewardship Group.

- Work with partners on programming.
- Raise funds - donations, memberships, funders, sponsorships, grants.
- Oversee implementation of business plan over 5y (review in 5th year).
- City + community groups + future partners and sponsors.

City endorses the proposed Mission Statement, strategic direction.

What The Coalition Recommends.
• Profound social return on investment

• Toronto and the City

• Revitalization of a facility that will be a cultural

• Reduction in City's future financial commitments

Value Proposition

What Can The City of Toronto Expect?
Business Plan - Financials
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**Long Term Financial Goals**

- Generate $345,000
- Generate $650,000
- Expect Program and Capital Enhancements to Generate Revenue Generation to Expect Fundraising and Enhancements Program and Capital Revenue Generation

**Program and Capital**

- Fundraising Campaigns
- Fundraising Initiatives
- Membership Drives
- Donation Box
- Farmers Market
- Venue Bookings
- Gift Shop
- Food Facilities

**Revenue Generation**

- (Budgeted as Grants are Received)

**Program and Capital**

- Name Rights/Corporate Sponsors
- Government Corporate & Foundation Donations

- Will promote the vision of the

**Offering**

- Farm and enhance and expand
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<td>Fundraising Campaigns</td>
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**Fundraising Initiative**

- Long-term Goal: $280,000
- Activities that have been
- Assumptions regarding amount based on very conservative
- Long-term Goal: $280,000
- Funds directed to the Farm
- Established in late April
- Park and Trees Foundation
- Implemented
- Market Strategy - will ramp up
- Currently developing a `go-to` donors who receive tax receipts which appeals to prospective
Fundraising Initiative

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

- Expected to generate $4,000 in 2022
- Now run by the City to offset operating costs
- Run by Friends of Riverdale Farm for more than a decade
- Farmers Market

Activities that have been implemented

- Expanded offerings
- Enhanced programming and generated revenue through
- Significant opportunities to
- Well marketed / implemented
- Things currently ongoing but not
- Represents only "how hanging fruit"
- Toronto's survey
- Long-term goal: $65,000

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<td>Fundraising initiatives</td>
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they will invest in programming and capital improvements
- Governments and Foundations require a stable funding source for operating costs before must be capital expenditure or programming based
- Governments and Foundations are unlikely to give money to offset operating costs

Preliminary Feedback
- Will increase social return on investment – health, education, environment
- Will create more attractive offerings
- Expected Benefits

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<th>Program and Capital Enhancements</th>
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<td><strong>Expected Benefits</strong></td>
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Implemented as Grants are received which will be identified and programming and capital projects
Funds will be used for institutions
the food sector and like-minded significant support from within

Long-term Goal: $650,000