



NEIGHBOURHOOD
FOOD HUB

IMPACT REPORT

2021 - 2022

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INTRODUCTION

The idea for the Neighbourhood Food Hub has its roots in efforts to preserve an essential food bank in Toronto's east end at risk of closure due to the potential closure of an under-utilized neighbourhood church.

Discussions between the local Councillor and the church began in 2016. In May 2018 a motion by Ward 14 Councillor Paula Fletcher to City Council approved one-time funding for a "Community Food Hub Feasibility Project" to support the development, implementation and evaluation of a community food hub model for the area around Coxwell Ave and Gerrard St. East at Glen Rhodes United Church. The idea was to learn more about how under-utilized community facilities can be repurposed into sustainable neighbourhood-based food hubs able to stimulate and support local food security initiatives and networks.

With City of Toronto agency Applegrove Community Complex as the lead community partner and in collaboration with the church property owners, East End United Regional Ministry, funding was approved for a one-year pilot to develop a community food hub concept and test the viability of the model.

A project team was formed to work with City staff and Ward 14 Councillor Paula Fletcher and a Partners Table of local service providers was established. Along with setting up an entirely new initiative, a key goal of the project was to develop and test a model for a community food hub and there was a lot to do. The project was managed by Daniel Taylor and Madeline Chambers, a team of young planners who ran the lively local Leslieville Farmers Market and went on to form the community food planning non-profit Greenbelt Markets. The Neighbourhood Food hub was officially launched in March 2019 at Applegrove's Annual General Meeting.

NEIGHBOURHOOD FOOD HUB DEVELOPMENT HISTORY

2018: PILOT

Initial seed funding from the City of Toronto to test the core concept of the Neighbourhood Food Hub model.

2020: EMERGENCY

Rapid pivot from community engaged to emergency food programs feeding approx. 100 families per week during the Covid-19 Pandemic.

2019: FEASIBILITY

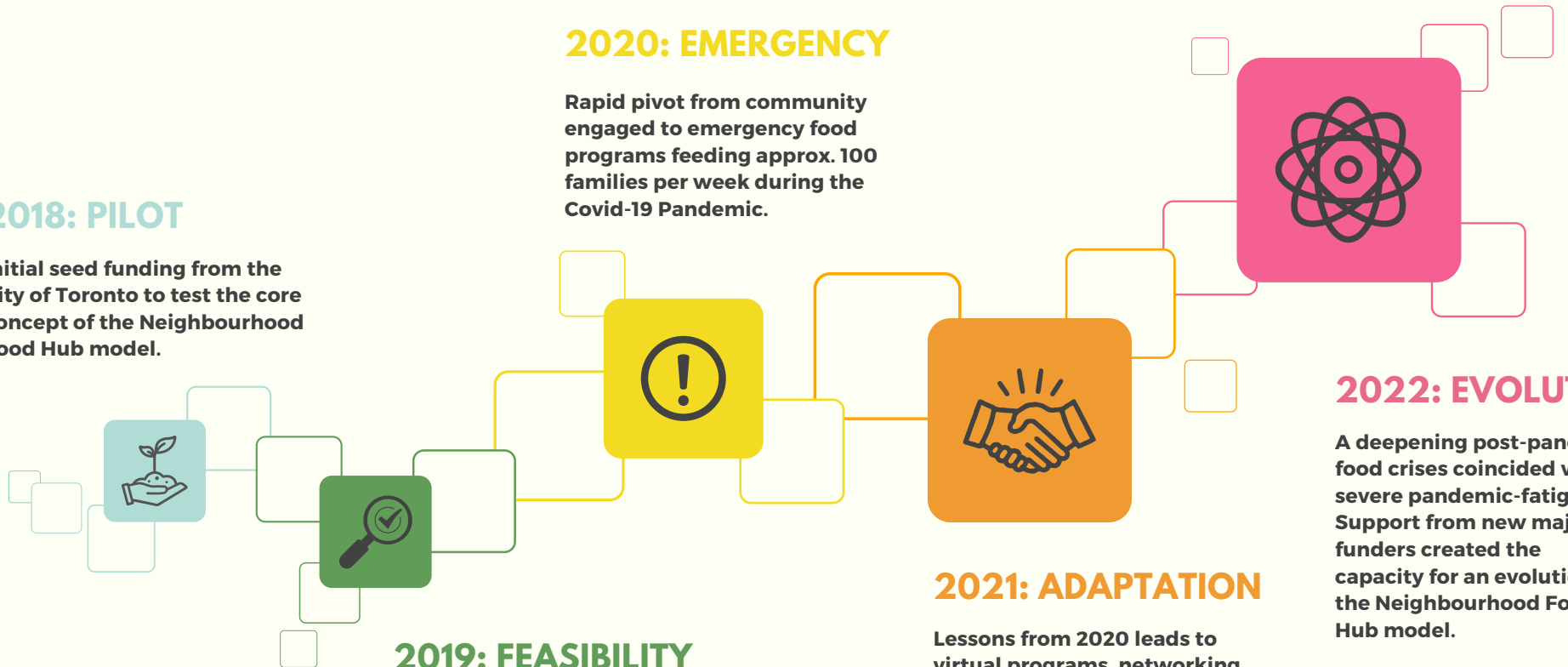
Expanded funding allowed for further exploration of the concept. Community programs and activities begin.

2021: ADAPTATION

Lessons from 2020 leads to virtual programs, networking and rapid local response networks. A highly collaborative group of core partners emerges.

2022: EVOLUTION

A deepening post-pandemic food crises coincided with severe pandemic-fatigue. Support from new major funders created the capacity for an evolution of the Neighbourhood Food Hub model.



FOUNDATIONS

The Neighbourhood Food Hub (NFH) Model is grounded in a partnership between Applegrove Community Complex (Applegrove) and Greenbelt Markets,

Facility costs are provided by the City of Toronto, which to date has also provided grants that cover very basic operational costs. The food hub operates as an autonomous project of Applegrove, which as a City agency governed by a community board, is accountable to the City for its investments in the project and to any funders who provide funds to the food hub which are channeled through Applegrove.

Property and liability insurance for the building and general food hub operations is covered by Applegrove, and Greenbelt Markets has general liability insurance to cover its activities. Food hub partners and others who use the space are required to provide proof of general liability insurance.

The relationship between Applegrove, Greenbelt Markets and landlord and partner East End United Regional Ministry is currently facilitated through a governance committee which functions as channel for communication, collaboration, decision-making and issues management, and through regularly scheduled operational meetings.

Bringing together Greenbelt Markets, a nimble and innovative small non-profit, with Applegrove, a City agency and registered charity, allows the Neighbourhood Food Hub to maximize its access and ability to raise additional funds through grants, fundraising and other forms of revenue generation in a way that neither party could do on their own. City funds, community donations and charitable grants come into the project through Applegrove and Greenbelt Markets secures additional grants from funders that they are better positioned to work with.

PEOPLE + PLACE

The NFH staff model continues to evolve and has seen some shifts due to changing project requirements and funding levels. Initial staffing consisted of the two Greenbelt Markets project managers from Greenbelt Markets with additional staff brought in to support programming as possible and through partner involvement. A Site Coordinator eventually became necessary as the NFH grew and the space saw more use.

After the departure of Madeline Chambers from Greenbelt Markets in spring 2022, that organization re-assessed its staffing model in the context of its role with the food hub, and developed a short, mid and long-term transition plan which is currently being implemented.





When the project began in 2020, it moved into a 100-year old church that was still in active use and had not been upgraded in decades. Managed by volunteers and filled with the things that a 100+ year old congregation gathers over time, the space was connected to a lot of strong feelings and emotional attachments. This meant that the food hub had to move carefully and with sensitivity as it advanced necessary changes to the building spaces. The pace picked up over time and the result is an amazing transformation over much of the building, making it more usable, functional and appealing for community use.

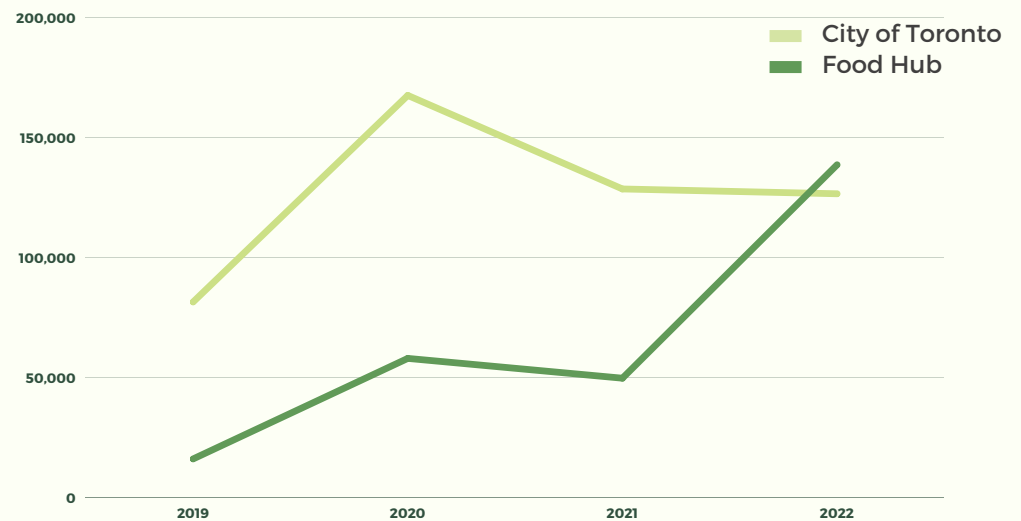
East End United Regional Ministry makes all capital improvements to the building and engages the Neighbourhood Food Hub to identify shared priorities. Both Applegrove and Greenbelt Markets regularly work directly with East End United to identify and submit grant applications for capital funding.

FINANCIAL OVERVIEW

The Neighbourhood Food Hub model has to date had a foundation of Core City funding, which consist of lease funding, Community Service Program (CSP) grant funding to support basic operations, as occasional City grants to support programming. A key project goal is to develop a financial model that is diversified and sustainable over the long term.

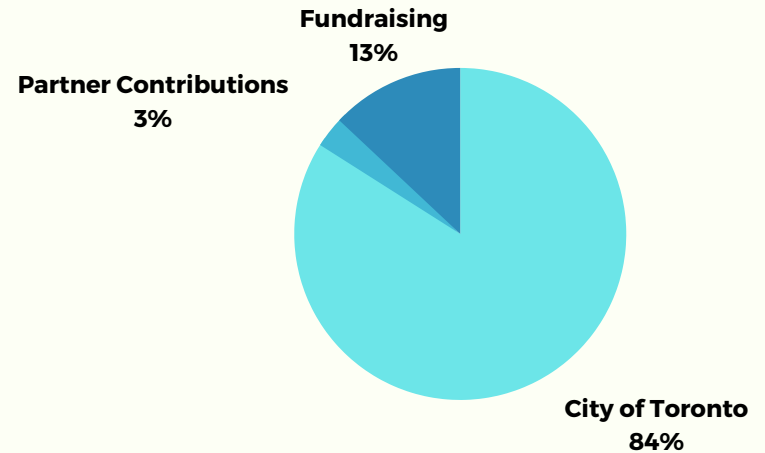
Over its 4-year existence the NFH has seen a 172% increase in annual operating revenues, going from \$97,677 to \$265,322. Grant funding accounts for much but not all of this growth. Facility rental revenues were introduced in 2022 and are expected to rise in 2023. Our goal is to develop a diversified and sustainable funding model to support financial stability and operational flexibility.

These numbers do not include significant in-kind contributions to the NFH, or investments in the facility and for programming by NFH partners. Efforts are underway to capture these contributions so that future reporting can demonstrate our full financial story. Annual lease funds of \$120,000 are also not included in order to provide a clear picture of the fund with which the food hub does its day to day work.



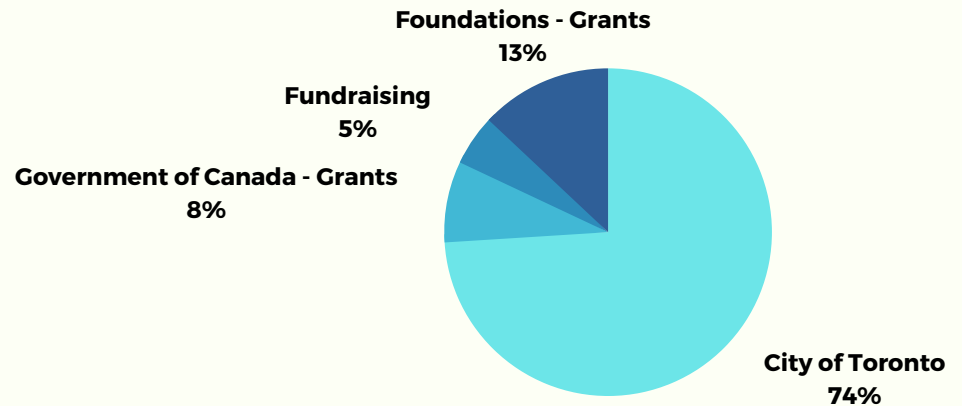
2019

- Operating revenue of \$100,000, most is City grant funding
- Additional in-kind support is valued at over \$50,000, including space refurbishment, equipment and volunteer time



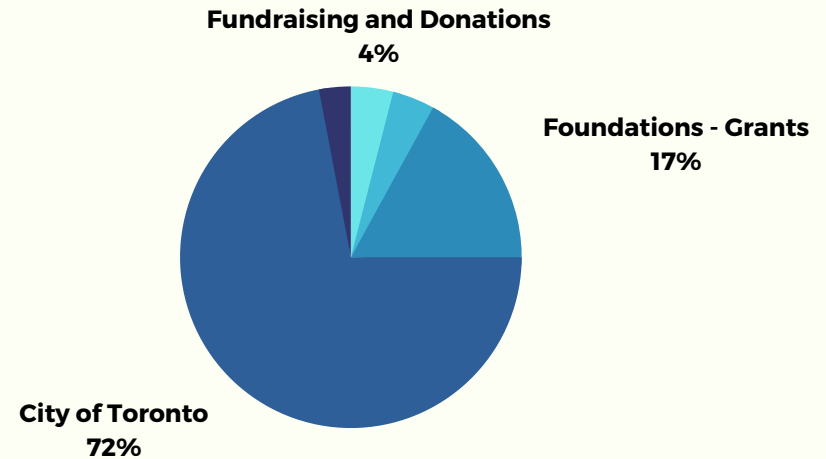
2020

- 131% increase in operating revenue
- Influx of pandemic emergency funds and community donations
- Additional in-kind support is valued at \$159,639 (volunteer time, food, supplies).
- With NFH support, landlord EEU secures \$47,000 in grants toward new walk-in fridge/freezer, commercial dishwasher and food storage equipment



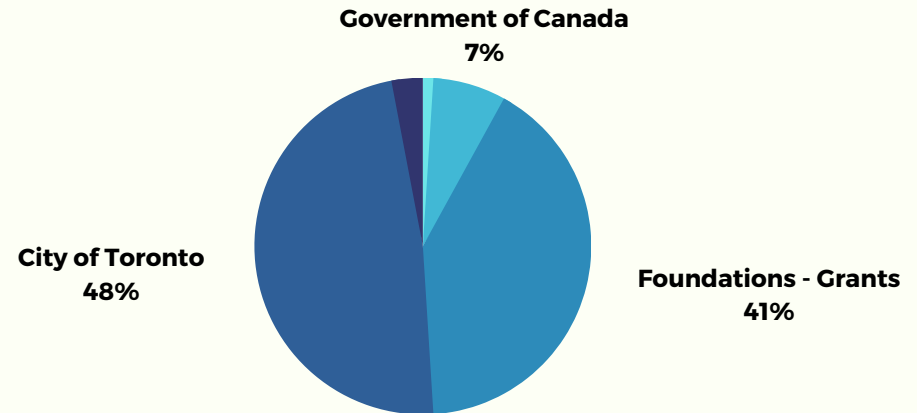
2021

- 21% decrease in operating revenue
- Pandemic-related funding decreases
- Additional in-kind support is valued at \$266,522 (volunteer time, equipment, supplies)
- With NFH support landlord EEU secures \$55,200 capital grant to install accessible washrooms



2022

- 49% increase in operating revenue
- Grants are secured for program delivery
- Donations continue to decline in the wake of the pandemic
- Revenue generation through facility rental is initiated
- Additional in-kind support is valued at \$252,453



2021 IN REVIEW

**The
Neighbourhood
Food Hub**

tion to help us do
e community!



2021 OVERVIEW

The Neighbourhood Food Hub (NFH) made significant and inspiring steps forward in 2021. Through the challenges brought by the ongoing Covid-19 Pandemic, we forged relationships with partner organizations with a collaborative spirit, connection and intention that may not have happened in more normal circumstances. Over the past year, we were determined to take the lessons of the turbulent past year and not just revert back towards the pre-pandemic vision of the NFH, but move forward to something greater with a deeper understanding of the community we serve. The great success story of the past year has been the NFH transitioning from an implementer to a facilitator; from developing, seeding and coordinating the majority of its own programs to acting as a platform to support the work and vision of other groups, entrepreneurs and organizations in the community.

The positive impacts of NFH's work during the initial year of the Pandemic in 2020 greatly increased its visibility and perceived value to the community, leading to new partnerships and an increase in collaboration and engagement from the majority of our project partners into 2021 and beyond. Working with the owner of Glen Rhodes Campus, East End United Regional Ministry Regional Ministry, there has been significant investment in upgrading the quality of the NFH's spaces, from a new HVAC system, renovated and newly commercially-certified kitchen to constructing additional workshop spaces and upgraded wireless infrastructure. These upgrades provide a newly welcoming, productive space for new and old community partners and space users and has resulted in positive impacts for the community beyond our expectations.

NEIGHBOURHOOD FOOD HUB PARTNERS

THANK YOU TO THE NEIGHBOURHOOD FOOD HUB PARTNERS!

The NFH operating model is centered on a Partners Table of 20 local community organizations, a growing team of dedicated community volunteers and supporters that provide guidance and onsite support, access to an expansive network of local organizations and businesses, and ongoing support with community engagement and outreach to help inform service planning and delivery.

1. **Neighbourhood Food Hub Partners Table Members in 2021**
2. **Applegrove Community Complex**
3. **Building Roots**
4. **Daily Bread**
5. **East End Arts**
6. **East End Community Health Centre**
7. **East End United Regional Ministry**
8. **Eastview Community Centre**
9. **FoodShare Toronto**
10. **Glen Rhodes Food Bank**
11. **Mustard Seed (Fontbonne Ministries)**
12. **Newcomer Kitchen**
13. **Red Door Family Shelter**
14. **Solid Waste Management Services, City of Toronto**
15. **South Riverdale Community Health Centre**
16. **The Leslieville Farmers' Market**
17. **Toronto Community Housing**
18. **Poverty Reduction, City of Toronto (previously Toronto Food Strategy)**
19. **Toronto Public Health**
20. **Ward 14 City Councillor Paula Fletcher**
21. **Woodgreen Community Services**

PARTNERS



**Applegrove Community
Complex**



**Greenbelt
Markets**



nourish east end



east end united



Daily Bread
Food Bank



EASTVIEW
Neighbourhood
Community Centre



Fontbonne Ministries
SISTERS OF ST. JOSEPH, TORONTO



South Riverdale
COMMUNITY
HEALTH CENTRE

Toronto Community Housing



FoodShare



Summary of 2021 Activities & Impacts

Accomplishments & Highlights

- More fresh food went through the food hub than in 2020;
- Significant increase in program impacts and performance indicators;
- The quality, utility and user experience of the Glen Rhodes facility has greatly improved;
- Local food security community organization Club Sandwich taking over the Emergency Food Program provided an excellent example of a local community organization taking over an incubated program;
- The weekly Good Food Market was one of the most successful projects of 2021;
- 5-year lease signed between Applegrove and the City of Toronto, securing long-term security and vision for the NFH.

Challenges

- The variability of public health restrictions and the surprise of the Omicron variant continue to make long-term program planning difficult;
- Administrative bottlenecks: activities onsite may begin outpacing ability to build systems capacity;
- The Sanctuary, the largest space in the building and last to be purposefully re-tasked, needs major investment for its potential best-use to be realized. This leaves a substantial portion of the NFH facility underutilized;
- Onsite staffing and supervision remains a challenge with relatively constrained budgets. This can be solved through potential incoming grants that include significant funding for staffing costs that can be put towards a full-time site coordinator (in progress 2022).

MAJOR UPGRADES, RENOVATIONS AND SPACE TRANSFORMATIONS



- Kitchen renovation, modernization and commercial certification.
- All old materials cleared out by East End United Regional Ministry Regional Ministry making significant storage spaces available.
- Planning for accessibility upgrades to washrooms began, made possible by a grant prepared by Greenbelt Markets on behalf of East End United Regional Ministry.
- New HVAC system installed, providing air conditioning to the primary work and production spaces.
- Former Parent Resource Center was cleared out, re-painted and turned into a hot-desking shared office space with new modern office furniture and amenities.
- Wireless Internet upgrades expanded by East End United Regional Ministry.

- Former office spaces used by East End United Regional Ministry staff were cleaned out and are being turned into NFH programming rooms.
- The “Narthex” at the southern end of the Sanctuary was turned into a workshop and meeting space through a newly built glass enclosure.
- Former “Barbara Christie Room” identified as future child care room with Applegrove’s Early On Program being the first user.
- Through grants provided by the TD Friends of the Environment Foundation and the Local Food Infrastructure Fund, a former office was transformed into an indoor MicroFarm growing microgreens and hydroponic greens and vegetables.



2021 Program Partners & Space Users

The following are descriptions of the major program partners engaged with over 2021.



DO GOOD DONUTS

Do Good Donuts and Café is a start-up employment social enterprise that trains youth 18-28 with intellectual disabilities for mainstream food service jobs within their communities. Do Good Donuts joined the NFH through a partnership with the Leslieville Farmers' Market to incubate and test her business model and unique methodology.



WILD HEARTS BOTANICALS

Wild Hearts Botanicals is a start-up company created by local entrepreneur Jazmine Stinson, CNP, RH; a plant-based Holistic Nutritionist and Clinical Herbalist. Jazmin joined the NFH through a partnership with the Leslieville Farmers' Market to incubate and test her business idea.



BUILDING ROOTS

A member of the NFH Partners Table Building Roots is a progressive grassroots social venture initially founded in response to a lack of fresh food access and agricultural growing space across Toronto.

2021 Program Partners & Space Users



CLUB SANDWICH

Club Sandwich is a grassroots food security organization with over 450 volunteers that deliver over 2400 sandwiches (and growing weekly) to local missions. Those missions serve them to their guests as a takeaway meal.



JOSHNA MAHARAJ

Joshna Maharaj is a chef, two-time TEDx speaker, and activist. She believes strongly in the power of chefs and social gastronomy to bring hospitality, sustainability, and social justice to the table. Joshna is a regular guest on CBC Radio, a passionate public speaker, and co-hosts The Hot Plate, a food and drink podcast.



CHEF JOSEPH SHAWANA

Acclaimed Chef Joseph Shawana is Odawa, part of the Three Fires Confederacy. Born and raised in Wikwemikong Unceded Indian Reserve located on Manitoulin Island in Ontario. As the force behind the high-end Indigenous restaurant, Kūkūm Kitchen, which won the 'Best World Cuisine' award in 2019.

2021 Program Partners & Space Users



JOYFULLY ORGANIC

A small local organic farm in Markham, Ontario and vendor at the Leslieville Farmers' Market, Joyfully Organic is run by young farmer Elizabeth Beesley and is widely known for its innovative sustainable farming practices and deep connections in the community.



WHEELBARROW FARM

A mid-sized local organic farm in Durham Region, Wheelbarrow Farm has been serving customers in the community for over 10 years. Run by entrepreneur and "farm-starter" Tony Neale, Wheelbarrow is well known for its academic student programs and being one of the first small farms piloting a solar-electric tractor.



GIRL GUIDES OF CANADA

Girl Guides is a catalyst for girls empowering girls. Providing girls with the opportunity to try new experiences, challenge themselves and build their confidence, all within a safe environment. Our volunteers help deliver a unique program that encourages girls to build life skills in outdoor adventure, financial literacy, mental health, advocacy and more.

SUMMARY OF USER ACTIVITIES & SPACE USE

PROGRAM PARTNERS	DURATION OF USE	ACTIVITIES
Do Good Donuts	<i>6 months</i>	Kitchen use for teaching and market preparation (Leslieville Farmers' Market). Basement Hall space used for lessons with students
Wild Hearts Botanicals	<i>6 months</i>	Kitchen use for business preparation
Building Roots	<i>3 months</i>	Kitchen use for market preparation (Moss Park Market). Basement Hall space used for community engagement activities.
Club Sandwich	<i>1 month + 2022</i>	Kitchen, Basement Hall and Storage used in the preparation of sandwiches, organize deliveries and volunteers, and lead the Food Bank delivery program
Joshna Maharaj	<i>5 weeks</i>	Online Program
Joseph Shawana	<i>4 weeks</i>	Online Program
SPACE USERS		
Joyfully Organic	<i>3 months</i>	Outdoor space for CSA farmers box pick up
Wheelbarrow Farms	<i>3 months</i>	Outdoor space for CSA farmers box pick up
Girl Guides of Canada	<i>2 months + 2022</i>	Narhex + Sanctuary used for weekly group meetings

SUMMARY OF 2021 COMMUNITY PROGRAMS

PROGRAM	HOST	ATTENDEES	DISCRIPTION
Fresh food box Delivery	<i>FoodShare, NFH</i>	103	Weekly Fresh food box delivery to community participants and seniors who are not able to leave their homes due to the COVID 19 Pandemic or unable to buy local fresh produce due to other limitations.
Good Food Market	<i>FoodShare, NFH</i>	1012	The Good Food Market is coordinated by Greenbelt Markets and provides low cost fresh produce local residents this market acted as an key NFH program this summer not only offering fresh food, but receiving donations from local bookstores, period purse and others to offer additional essentials to its customers
Community Song Book Project	<i>Greenbelt Markets, NFH, Musical Moments, Anthony Wallace</i>	50	Musicians within the community joined in a song-writing circle to write songs/compositions based on their stories of the city and perform them at Greenwood Towers, for the seniors in the building. An addition to that was an onsite food-based activation to accompany the performance provided by local LFM vendors and Grassroots organization, Club Sandwich
NFH Mixers	<i>Greenbelt Markets</i>	120+	Community engagement event coordinated by Greenbelt Markets, focused on bringing together the NFH community and partners for the first time since the inception of the Neighbourhood Food Hub



The background image shows two women in a kitchen. The woman on the left is smiling and wearing a black t-shirt with the word 'TERRY' repeated in a stylized font. She is holding a glass jar filled with sliced vegetables. The woman on the right is also smiling and wearing a blue t-shirt with the text 'I need vitamin C' and a drawing of a lemon. She is also holding a similar glass jar. In the background, there are kitchen shelves with various items and a bowl of vegetables on a counter.

2021 COMMUNITY IMPACTS & PERFORMANCE INDICATORS

D A S H B O A R D



DASHBOARD

59,441 lbs.

of food distributed to the community.

DASHBOARD

A photograph of four diverse volunteers standing in front of a red double door. They are all wearing face masks and carrying cardboard boxes. The boxes have the text 'Food is a Right', 'Thanks for supporting', and the FoodShare logo. The image has a green tint.

8936

volunteer hours,
delivering to

avg. 60

households per week.

DASHBOARD

9 long-term
space users reaching
1455 participants.



DASHBOARD

As of the end of last year Food Hub capacity was at

+85%



2022 IN REVIEW



neighbourhood
FOOD HUB



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OUR STORY

so far

Our Mission

The Neighbourhood Food Hub Project is testing ways to cost-effectively and equitably develop community food centers across Toronto, focused and bounded within the City's distinct neighbourhoods and cultural geography.

To meet the monumental challenges facing our food system from climate change, biodiversity loss and long, fragile "just-on-time" supply chains, it will take every agent of change working together.

With a 5-year lease funded by the City of Toronto, we're going to see what happens when you put an innovative food bank, a thriving farmers' market, a deeply rooted community service provider and a community-connected volunteer organization (that makes 1000+ sandwiches per week and DJ's) under the roof of a much-loved but less-used United Church.

Supported by

The Neighbourhood Food Hub Project is supported by the City of Toronto and is a partnership between Applegate Community Complex, Greenbelt Markets, in collaboration with site partner East End United Regional Ministry.

Program funding is generously provided by the Government of Canada, Metcalf Foundation, Trillium Foundation, Healthy Communities Canada.

FOOD THROUGH OUR DOORS IN 2022:

187,000 lbs

OUR 2022 GOALS

1

FIND A FLEXIBLE AND ADAPTABLE WAY OF OPERATING.

The end of the Covid-19 Pandemic was a stutter, not a stop. And it was hard to gauge when to open our doors to the community and when to go back into emergency-mode. In 2022, our primary goal was to find a mode of operation that could be flexible and adaptive not just to community needs - but the way that we delivered them. From virtual to person, or delivered to homes. We're ready to go.

2

TEST POSSIBLE REVENUE SOURCES

Prepare for storms in good weather. Or in other words, don't depend on grants. In 2022 we piloted different possible revenue streams. With very limited resources, we had to identify the most efficient, impactful and mission-aligned sources of revenue. It is vital to the long-term viability of the Neighbourhood Food Hub model that it becomes financially viable.

3

STRENGTHEN KEY PARTNERSHIPS

During the Pandemic we discovered drawbacks working with a large network of partners. As many of our partners fell away to focus on their own communities, a core set of partners emerged. In 2022 we want to focus on building up those relationships, investing in strengthening those partnerships and placing their needs, resources and expansive community networks and explore their role in the Neighbourhood Food Hub operating model .

4

START A LOW-INCOME INCUBATION PROGRAM FOR FOODPRENEURS

In 2022 we're going to make room for a residency program for entrepreneurs in the food space that are facing barriers to starting or scaling their own food business. With the support of our staff team and partners, they'll have the NFH and the Leslieville Market as a home-base and launchpad. If successful, we hope to make incubation and entrepreneurship programs a cornerstone of the Neighbourhood Food Hub model.

OUR 2022 IMPACTS

77

Volunteers

1550

Hours of Food
Production

18

Community
Programs

30,720_{lbs}
of fresh food delivered

12

Community
Partners

4780

Event Attendees

1536

Emergency
Meal Deliveries

256

Unique
Program
Participants

OUR 2022 CHALLENGES

In 2022 the stresses of the long pandemic culminated in acute challenges: from the loss of key staff to conflict between core partners.

In the first year of the Covid-19 Pandemic the Neighbourhood Food Hub, along with its partners, adapted quickly and nimbly to the crises. Shifting into a collective "survival mode", people did what had to be done to feed the community. As the pandemic dragged on, compounding stress and exhaustion combined with the lack of planning prior for such a long crises lead to critical challenges that tested the resilience of the project.

CHALLENGE	IMPACT	SOLUTION
Lack of proper partnership frameworks due to speed of pandemic response	Conflict between the NFH and Nourish East End emerged in late 2022.	Third-party conflict resolution to process lessons and rebuild relationship New Program Director at Nourish
Stretched capacity, staff burnout and turnover	Resignation of co-founder Madeline Chambers (Greenbelt Markets)	Transition plan to more resilience staffing model developed and implemented
Creating a viable space and framework to use it	Large parts of facility still unusable due to lack of funds for renovation	Pursuing large capital grants for major space renovation Hosting regular markets to increase public profile and attract interest and investment

KEY PARTNERS

In 2022 we invested in the core partnerships that bore the most fruit in 2021. The Covid-19 pandemic forced the NFH away from an expansive, community-based model to something geared to efficiency and impact. The success of focusing our attention on a small number of key partners with their own expansive community networks proved a success.

1

LESLIEVILLE MARKET

The Leslieville Farmers' Market takes place every Sunday at Greenwood Park just a few blocks away. With over 60 vendors gather with thousands of local residents. Our partnership led to a significant boost in grant funding and co-hosting the East Side Night Market.

2

CLUB SANDWICH

An all-volunteer run community organization that specializes in making a lot of sandwiches - really fast - and getting them to where they're needed rapidly. Over 2022 they became an integral partner with their volunteers helping deliver other programs from emergency food boxes to the Food Champions program.

3

NOURISH EAST END

Formerly the Glen Rhodes Food Bank, "Nourish" has begun to evolve their own food bank model hoping to break to cyclical nature of emergency food support. While the stresses of pandemic led to one of the NFH project's first major conflicts with this partner, the partnership has grown even deeper through a mediated process of resolution and reconciliation.

2022 SPACE-USERS

USER	ACTIVITY PROGRAM	SPACES
Wheelbarrow Farms	Community Shared Agriculture	Exterior: Garden
Joyfully Organic	Community Shared Agriculture	Exterior: Garden
Do Good Donuts	Production/Teaching	Kitchen/Main Hall
MicroGreens 101	Recorded Workshop Series	MicroFarm
Little Tree Wellness	Production	Kitchen
Dinah Koo	Production	Kitchen
International Public Markets Conference	Workshop	Kitchen/Main Hall
Dvourr	Production	Kitchen
Newcomer Kitchen	Market Program	Kitchen

2022 SPACE-USERS

USER	ACTIVITY PROGRAM	SPACES
Applegrove	Income Tax Clinic	Main Hall
Applegrove	Seniors Yoga	Narthex
Applegrove	Food Champions	Kitchen/Main Hall
Applegrove	Teen Leadership	Kitchen/Main Hall
Applegrove	Board & Staff Events	Various Spaces
Applegrove	EarlyON Drop-in Program	Narthex
East End Community Health Centre	Vaccine Clinic	Narthex/Sanctuary
Girl Guides	Meeting	Narthex
Talk is Free	Theatre Production	Whole Building

2022 PROGRAMS

In 2022 the Neighbourhood Food Hub hosted and collaborated with our partners to deliver programs, events and activities sharing the same focus: how can we help the neighbourhood feed itself? As we transitioned into the a "new normal", our programs shifted from mainly food distribution to re-engaging the community.



**Emergency
Food Delivery
CLUB SANDWICH**



**Fresh Food
Box Delivery
NOURISH EAST END**



**LaunchPAD
THE LESLIEVILLE
MARKET**



**Virtual
Learning
Studio
THE LESLIEVILLE
MARKET**



OUR 2022 COMMUNITY EVENTS

**Pilot:
Sanctuary
Events**



**Sweeney
Todd**
**TALK IS FREE
THEATRE**



**Family
Activities &
Movie Nights**



**Doors
Open
Toronto**



**Weekly
Fresh Food
Donations
THE LESLIEVILLE
MARKET**



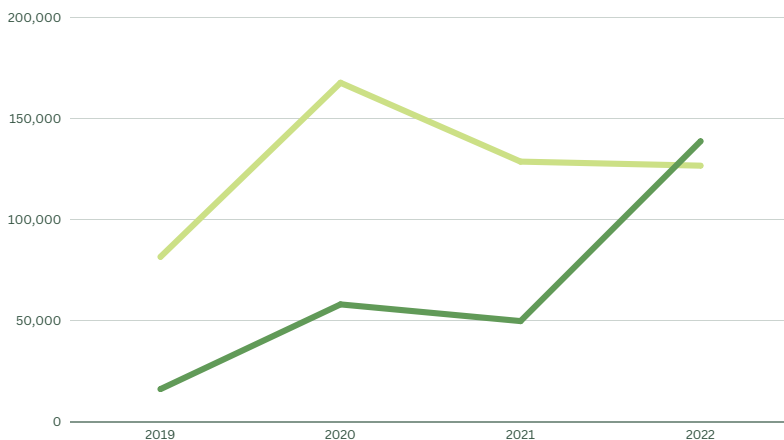
**East Side
Night Market
THE LESLIEVILLE
MARKET**



2022 FINANCIALS

Approaching
Sustainability

City funding v.
Fundraising

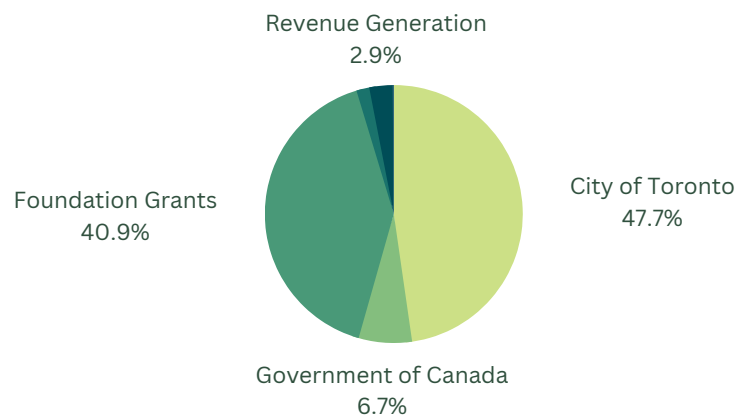


TOTAL OPERATING BUDGET
Not including annual lease costs

265,322

29%

INCREASE FROM 2021



Successful grants and the introduction of the revenue pilot program resulted in increased non-City funds.

2023 WORK PLAN PILLARS



Develop sustainable revenue streams



Stimulate and support an accessible local food economy



Maximize the building's potential



Develop the new "Core Partnership" Model



Become a place for markets

2023 WORK PLAN TIMELINE

JAN - MAR

MAR - JUNE

JUNE - AUG

SEPT - OCT

OCT - DEC

**Develop "The
Sanctuary" venue
and implement
new digital
operational
system**

**Engage core
partners and
conduct
community
outreach for
key spaces
to reach 75%
occupancy**

**Weekly fresh
food market
fully
operational**

**First cohort of the
LaunchPAD
incubator program
graduate**

**Collaborate
with core
partners on
joint end of
year review**

PURSuing A CORE PARTNERSHIP MODEL

LESLIEVILLE FARMERS' MARKET

A community farmers' market operating out of nearby Greenwood Park. One of Toronto's most popular markets..

Local community service provider with 40+ of history working with youth, families and seniors.

APPLEGROVE COMMUNITY COMPLEX



NOURISH EAST END

Evolving food bank based out of Glen Rhodes Campus with over 30,000 visits per year. A vital community food resource.

Volunteer organization preparing 1000+ sandwiches/week for the those in need. They know everyone and everyone knows them.

CLUB SANDWICH

CORE PARTNERSHIP MODEL SPACE-SHARING FRAMEWORK

In 2023, we'll pursue a shared-used model that maximizes the potential of the building to support food security in the community. Striking a balance between food security initiatives, revenue generation and community gathering will be a test of the core partnership model.



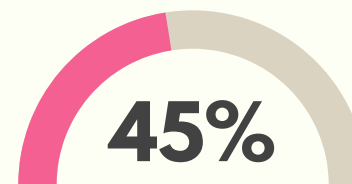
Nourish East End

Long-term stable food security programs. Significantly increase collaboration, space sharing and strategic support.



Applegrove

Applegrove will be running programs and activities that compliment the Food Hub's goals and objectives



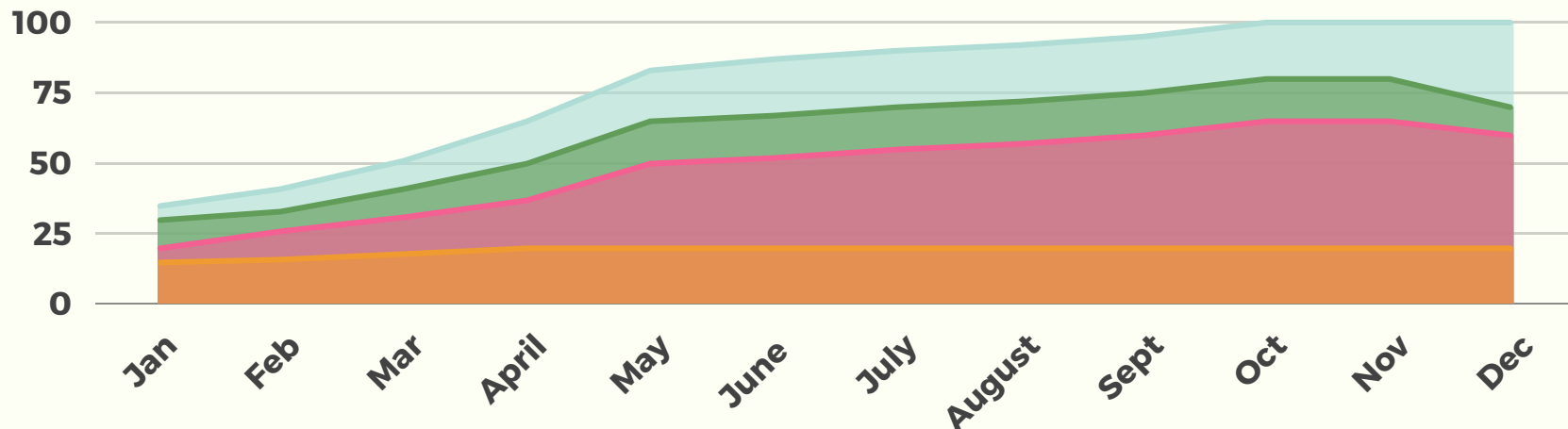
Leslieville Farmers' Market

The primary revenue generator leveraging extensive network of food producers, farmers, chefs, teachers and influencers.



Club Sandwich

Maintaining a stable use of space throughout the year but with a significant increase during the Winter Holiday. A



PROGRAMS AT THE FOOD HUB

2023 programs that will operate at the Neighbourhood Food Hub will focus on delivery through the emerging core partnership model. Each program stream will organically dovetail as collaborations evolve between core partners, outside community organizations and new emerging relationships.



Community

Programs delivered through other community partners



Applegrove

Expanding on successful programs run at the NFH in 2022, Applegrove aims to continue it's Food Champions program among others.



Leslieville Farmers' Market

The "LFM" has brought numerous revenue and fundraising opportunities to the Food Hub. In 2023, the Market will start hosting weekly markets at the Food Hub along with a host of other events and activities.



Nourish East End

Nourish continues to innovate and evolve how a food bank looks, feels and operates. A key opportunity by pursuing the Core Partnership Model is the ability to share space and storage, co-development programs and pursue a shared operational framework.



Club Sandwich

Club Sandwich will deliver a weekly volunteer-run program preparing emergency sandwiches for communities and organizations in need.

Making over 1000+ sandwiches per week, the Food Hub will focus on helping this organization further develop this impactful community program.

CORE PARTNERSHIP MODEL RESOURCE NETWORK

