



# ALBION HILLS COMMUNITY FARM STRATEGIC FUNDRAISING PLAN

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*Updated by Deanna Coop, March 1, 2013 for review and feedback by Board of Directors.*

## About Albion Hills Community Farm

Located in the Town of Caledon at Ontario's oldest conservation area and within Ontario's greenbelt, the Albion Hills Community Farm is a place where students, teachers, aspiring farmers, community groups and families come together to learn about local food and farming and to foster healthy eating and lifestyle choices. Situated on 80-acre picturesque farm in the Humber watershed and within the most ethnically diverse region in the Greater Toronto Area (GTA), the farm is a demonstration site for sustainable farming practices and a learning centre for local food, farming and conservation. It is a community brand that will serve not just students who come here to learn but also a wide variety of community groups, institutions and individuals that are looking for locally grown, healthy food and opportunities to connect with the land and with each other. In addition to educating youth on how local food is produced, the Farm will grow, sell and distribute food that tastes great, is produced without harmful chemicals, supports the local economy and is offered in a way that is fun and sociable.



Working together, we are providing innovative solutions to complex problems!

The Farm received a \$300,000 grant in 2011 from the Ontario Trillium Foundation to increase the capacity of the farm; to develop a social enterprise model and plan; and to support programs such as community gardens, CSA and school visits.

The organization is governed by a Board of Directors of three founding members and was incorporated as non-profit organization in February 2010. The Board is currently recruiting new Board members as it continues to expand its community-based food and farming programs.

Albion Hills Community Farm will be the **largest of its kind** in Canada – followed by the nearby McVean Farm in Brampton. Our Farm will lead the way towards sustainable, local agriculture that serves the needs of growing near-urban communities and protects the local greenspace and ecosystems.

### **History of Fundraising**

The organization is currently managing the following grants:

- a) \$300,000 Ontario Trillium Foundation - *ends March 2015*
- b) \$5,000 Town of Caledon – Bolton North Hill Community Gardens - *ends December 2013*
- c) \$9667.50 Earth Day Canada/Sobeys – Children’s Learning Gardens (staff time) – *ends June 30, 2013*
- d) \$2,500 TD Friends of the Environment Foundation (Orangeville) through a collaborative agreement with Bolton District Horticultural Society (BDHS) – *ends October 2013*
- e) \$5,000 TD Friends of the Environment Foundation (Bolton) through a collaborative agreement with Bolton District Horticultural Society (BDHS) – **ON HOLD** until TRCA DART Meeting in March and confirmation that public access is possible in 2013. - *ends October 2013*
- f) \$15,000 United Way Region of Peel – Neighbourhood Development grant through a collaborative agreement with Toronto and Region Conservation Authority (TRCA) – *final report due March 26, 2013*

**Albion Hills Community Farm has a tremendous ability** to attract gifts from donors who are inspired by its ability to build a healthy, sustainable farm and food system within the Town of Caledon at the picturesque Albion Hills Conservation Area.

This document provides a fundraising strategy for the organization to use as it moves from its vision to an organizational reality over the next two years. A series of options and implementation strategies are presented to help the organization in fulfilling its mission and meeting its fundraising goals.

Chapter

## **2 SITUATIONAL ANALYSIS**

### **Key Issues and Opportunities the Fundraising Plan Seeks to Address**

#### **Strengths**

- **Strong organizational foundation for fundraising:** Caledon Countryside Alliance, Palgrave Environment Committee, Everdale Organic Farm & Learning Centre have exceptional experience in delivering farming & education programs. Barb Imrie is an outdoor educator with

the Toronto District School Board and brings over 20 years of programming experience. Karen Hutchinson is a local food hero with the Caledon Countryside Alliance and Dwight Matson is a dairy farmer with strong ties to the agricultural sector in Peel Region. Melanie Williams is an agricultural consultant who lives onsite at the Conservation Area and is involved with many community networks, including the local 4-H club. And, Deanna Coop has worked with Caledon residents, schools, Councillors and donors in the delivery of the Caledon Community from 2005-2007.

- **Community support:** Board members have been discussing the Albion Hills Community Farm (pre-incorporation) with many local organizations and community support for the Farm is extremely positive. Groups who are interested in partnering with the Farm include: Toronto District School Board – Etobicoke Outdoor Education Centre, Caledon Community Services, Caledon Countryside Alliance, Palgrave Environment Committee (Community Kitchen and Community Garden), and the Food Services Division at the Toronto and Region Conservation Authority.
- This is the first Community Farm in Ontario
- The staff are passionate
- The Farm is well positioned for the future
- The Farm creates a SOLUTION for the future
- There are clear community connections
- There is land
- The staff and Board have big dreams, initiative and dedication
- There are smart people involved in the Farm
- It is the largest of four farms in the GTA
- There is infrastructure – a barn, a house and arable fields
- The timing for the Farm is good
- The staff and Board are skilled and diverse in their skills
- There is support for the Farm
- There is grant money
- The model for the Farm is solid
- Great location
- Crazy!

#### Weaknesses

- **New organization in a concentrated market:** Because local food and farming is relevant and popular, many non-profit organizations exist who will compete for donors with Albion Hills Community Farm. Funders may be apprehensive to invest significantly in a new organization unless strong capacity is shown to manage funds effectively.
- **Business, accounting and legal expertise on Board:** The organization would benefit greatly by seeking additional Board members with experience in accounting, law and business administration.

- Team resources are small
- The Farm is under-developed
- There is a need for more business and organizational development ie – policies, procedures and guidelines to move the organization forward
- It is not really treated as a business, but as a hobby
- Local of key infrastructure items
- Need more details for the model of the Farm worked out
- Need year by year vision
- Need money for Farm stuff!
- Time – we have lots of different visions, and we need time to scope out the best ones
- We have big visions that need details
- Communication
- We need structure, with clarity of responsibilities

### Opportunities

- **Fundraising Partnerships/Collaborative Agreements:** Collaborative projects demonstrate a commitment to do more with less and to build a project based on the collective expertise of many people. Because of the collaborative nature of the farm, the organization could increase its short-term fundraising capacity by operating as a collaborative and seeking funding in partnership with one of its well-established non-profit or charitable partners. The farm has been successful in establishing collaborative agreements with partners such as the TRCA and the BDHS and should continue to seek mutually beneficial partnerships to sustain growth.
- This is a real world example of an integrated entity for a community
- We can take advantage of the OBESITY and Junk food media scares – listen to the Medical Officer of Health
- Richard Louv’s messaging – Nature Deficit Disorder
- There is a gap – the AHCF can inspire and help fill this gap
- Agro-tourism and culinary arts
- 2015 Pan Am Games
- LOCATION in southern Ontario
- Our history makes us the GO-TO group or resource
- Culture of the organization is connected to our past and heritage. This will broaden the sustainability of our organization
- We are the first generation model of a Community Farm...it’s all new, with lots of media, local food, etc. WE SHOULD WRITE A BOOK!
- We represent near-urban agriculture
- We are at a pivotal place in time and in terms of geography
- There is a growing public awareness of the path between food and farm

## **Threats**

- **Liability Issues & Unforeseen Circumstances related to Farm infrastructure & Land:** The farmhouse, barn, coverall and land all pose a potential threat to the organization that will need to be assessed and managed. Unforeseen circumstances such as employee or visitor injury, invasive species, and weather have the potential to damage the crops and buildings. A comprehensive insurance policy will be needed to manage risks appropriately.
- Bureaucracy instituted by TRCA
- Lack of equipment
- Infrastructure
- Time
- Need for more and consistent money
- Resources
- Staff
- We have a small Board
- Weather (though we can prepare and adapt for this)
- It is a hard path forward (with no instruction manual)
- The nature of farming

## **Competitive/Collaborative Analysis**

Below is a list of other organizations which compete with the Albion Hills Community Farm for program funding.

### **FarmStart (McVean Farm, Brampton)**

The McVean Farm is a 35-acre farm in Brampton which provides access to land, equipment, infrastructure, mentorship and training to new, aspiring farmers. Established in 2008, FarmStart has attracted significant funding for this initiative.

### **Black Creek Community Farm**

The Black Creek Community Farm is an integrated urban farm which seeks to grow food sustainably while building multiple aspects of community health; such as volunteerism, food security, and youth engagement; in one of Toronto's priority neighborhoods – Jane and Finch.

### **Caledon Countryside Alliance – Eat Local Caledon**

\$225,000 over three years (past grant). The grant includes funding for Eat Local Month, farmers' markets in Caledon, Caledon Crunch, a monthly newsletter and other programs that CCA is involved in.

### **Community Environment Alliance of Peel Inc. (2010)**

This organization will be receiving \$375,000 over five years to implement its Shape the Future in Peel program, which is a community-based, result-oriented initiative intended to engage youth, neighbourhoods, businesses and local organizations into practicing sustainable behaviours, specifically with regards to energy conservation.

### **Community Gardens/Learning Gardens Initiative c/o EcoSource Mississauga (2010)**

This organization will be awarded \$300,000 over four years for materials, administration and support services to create community and school-based learning gardens. The overall mission of the project is to develop community-based connections through local food production thereby improving the health of the natural environment.

### **Halton Food For Thought (2010)**

This organization will be receiving \$81,600 over two years to develop and sustain a program that provides meal cards to at risk, high-school students as a means to supporting their academic careers by staying in school.

### **EcoSource**

Simple changes in daily habits can add up to large reductions in our environmental impact. EcoSource, a youth and family-oriented organization devoted to promoting environmentally friendly lifestyle choices, brings LFP-certified food and education programs to the Peel District School Board.

### **Needs Assessment**

Staff and board members attended a strategic vision workshop on November 3, 2012 to further develop their goals and objectives for the next two years. Below is a summary which should be used to inform a fundraising strategy.

- A sustainable build house
- A greenhouse , which will...<sup>1</sup>
  - Extend the growing season
  - Allow for micro-green projects
  - Provide revenue
  - Provide additional space
  - Allow us to diversify
  - Provide education space
  - Will be well used
  - Will showcase our sustainability
- On-farm housing
  - Prospectors tent (but it needs a platform)
  - Yurt
  - Platform trailer
  - Solar shower

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<sup>1</sup> The greenhouse is already purchased, though there is uncertainty about when it will be erected. Consequently, all the items under the greenhouse heading are viable and realistic.

- New contacts – effective communications
- Space for community and for education
- Innovative field crops
- Permanent farmers
- Functional barn
- Chickens
- A waiting list of both Board members and working groups
- Farm vehicle
- More farm staff
- More volunteers and partnerships
  - We need a list of what we want them to do
  - We need a volunteer coordinator
- Integrated 4 credit high school program
- More volunteer opporutnities
- More CSA/work share volunteers
- Opportunities to showcase sustainable agriculture
  - Social marketing campaign
  - Websites
  - Events
- More community gardens – Bolton
- 2015 with Bruce and Neil (Springsteen and Young)
- Pan Am Games food production
  - We need to acquire the contracts
- Food security, empowering people to grow their own food – we need to connect with those who can't pay for food
- We are not totally cost recovery
- Trillium grant will be different than the existing one
- Charitable statues
- Education will be more solid
  - Better signage as well as other things
- Organically certified (we are currently transitioning to this)
- People will know our brand
- Great Slogan
  - Dirt to dessert
- Marketing/communications plan
- On-farm office

- Welcome garden
- A cleaner
- Maintenance staff
- Landscape equipment
- Proper CSA washing and packaging stations and space

Chapter

# 3

## MISSION AND VISION OF DEVELOPMENT

### Mission and Vision of Philanthropy and Fund Development

As a not-for-profit organization, Albion Hills Community Farm depends on philanthropy – voluntary action for the common good – to achieve its mission and vision. Gifts of time and money are vital to provide our programs and services. We continually seek to enhance our philanthropy and fund development program, recognizing that the catalyst of philanthropy is asking through the fund development process. Our board and staff value the culture of philanthropy and strive for quality in this special area of operations.

### Operating Principles of Fund Development

Fund development is a growing profession throughout the world. As a profession, fund development relies on a documented body of knowledge and best practice. Moreover, qualified fund development programs and professionals assert a code of ethics and standards to protect the public.

Albion Hills Community Farm adheres to the *Donor Bill of Rights* and the Association of Fundraising Professional's *Code of Ethical Principles and Standards*. Deanna Coop is a member of the Association of Fundraising Professionals and belongs to Ryerson University's Fundraising Management Program (a professional development program for working professionals).

# 4 FUNDRAISING STRATEGY

## **Mission of Albion Hills Community Farm**

**Albion Hills Community Farm** is a charitable non-profit farm and learning centre that advances understanding of local farm produce and sustainable farming through education, conservation and community partnerships.

## **Summary of Strategic Goals to Achieve Our Mission and Vision for Philanthropy**

These five goals represent the short-term priorities to advance the mission of the organization and provide a solid framework for a fund development program that will attract donors who are inspired by the mission of Albion Hills Community Farm. Financial goals are included in Goal 2, while a budget and implementation plan follow in the proceeding chapters.

**Goal 1:** Establish an organizational culture of philanthropy to build strong relationships within our charity and amongst volunteers, constituents, and community members.

### **Objectives:**

- a) Establish a fundraising policy, volunteer policy, accounting policy and risk management policy
- b) Establish a Development Committee (of Board), and external volunteer-led Fundraising Committee and Steering Committee
- c) Seek additional expertise in law, accounting and business administration by seeking a lawyer and accountant on Board
- d) Enable and help board and fundraising volunteers to carry out fund development activities by encouraging, supporting, thanking, educating, and nurturing, routinely and sincerely
- e) Guide, advise, and support committees and auxillary groups whose activities support the organization
- f) Help board members and other fundraising volunteers to understand the organization, its value, mission and services.

### **Activities & Performance Benchmarks Year One:**

Draft and approve all fundraising, volunteer, accounting, risk management policies

Hold 3 Development Committee Meetings per year

Advertise and retain 6 community volunteers for Steering Committee

Seek 2 additional Board members

Attend 4 community meetings per year to represent the organization

### **Activities & Performance Benchmarks Year Two**

Develop fundraising, volunteer, accounting & risk management procedure manual

Hold 3 Development Committee Meetings per year

Acquire new Development Committee Members – 95% of Development Committee members donate to the organization

Host a volunteer appreciation day and event on the Farm

Host a fundraising training day annually

**Responsibility:** General Manager, Development Committee

**Goal 2:** Identify government and Foundation donors and cultivate relationships to secure additional grants to support a full-time executive director, a full-time farm manager, and the delivery of community-based food and farming programs from 2013-2014.

### **Objectives:**

Identify donor priorities that match the mission of the organization and submit applications for funding to these Foundations and Government programs in Year One:

### **Set Activities & Performance Benchmarks for Year One & Year Two**

**Responsibility:** Development Committee, General Manager

*See Appendix 2: Government and Foundation Prospects, 2013-2014 for full details.*

**Goal 3:** Build a basic fundraising program with an operating database to deliver and manage a direct fundraising program (direct mail/annual giving, face-to-face solicitations, online giving), foundation & government grants and special events & corporate support.

### **Objectives:**

- a) Hire an executive director to manage the fundraising program, establish partnerships and develop organizational systems
- b) Identify prospects and cultivate relationships with prospective donors through Years One to Two;
- c) Develop an operating database and accurate recording keeping and accounting system;
- d) Prepare communications and solicitation materials for Direct Mail Program in Year Two.
- e) Develop a donor acquisition, stewardship and cultivation strategy in Year One that:
  - Respects the motivation of donors, and as appropriate, meet their needs
  - Ensures organizational accountability to donors
  - Encourages, supports, thanks, recognizes and nurtures donors, routinely and sincerely.
  - Identifies strategic issues that may impact the institution`s ability to fundraise and assist in the resolution of these issues
  - Establishes realistic goals for gifts considering available prospects and staff and volunteer resources
  - Evaluates interest, readiness and capacity of donors to give

- Evaluates cost-effectiveness and productivity of cultivation strategies and assess return on investments.

#### **Activities & Performance Benchmarks Year One**

Hire an General Manager by April 2013

Develop a Fundraising Policy

Develop a Donor Stewardship Policy

Send out one direct mail letter

Purchase and develop database

Acquire 5 new prospects

Acquire 100 individual prospects and 50 donors

Organize an annual harvest festival fundraiser in Fall 2013 & Fall 2014

#### **Activities & Performance Benchmarks Year Two**

Send out two direct mail appeals – one for the Sustainable Farm Fund and one for the Education Fund (to be confirmed with Development Committee)

Evaluate the donor retention rate – goal is 60%

Update database regularly

Host one special event per year (Harvest Festival)

Initiate tours for donors

Responsibility: General Manager, Development Committee

**Goal 4:** Build the organizational capacity of fundraising staff and volunteers by joining professional fundraising associations, regional food and farming networks, and attending conferences and workshops.

**Objectives:** Join a few networks each year and assess their effectiveness for acquiring and cultivating relationships with new donors, constituents and volunteers. Consider joining and corresponding with some of these networks over the first three year:

- Canadian Organic Growers (COG)
- Bolton and District Horticultural Society (BDHS)
- Caledon and/or Brampton Farmers' Markets
- Association of Fundraising Professionals (AFP)
- Ontario Soil and Crop Improvement Association (OSCIA)
- Seeds of Diversity (Membership: \$40 per year)
- Foundation for Rural Living (Rural Philanthropy Resource Network)
- FarmStart
- FarmON Alliance
- Ontario Farmland Trust (FARMLINK program)

- k) Craft Ontario
- l) Sustain Ontario
- m) Food Net Ontario (free membership)
- n) Local Food Plus (LFP)
- o) Ontario Healthy Communities Coalition (free membership)

**Activities & Performance Benchmarks Year One**

To be completed by General Manager

**Activities & Performance Benchmarks Year Two**

To be completed by General Manager

**Responsibility: General Manager, Development Committee**

**Goal 5:** Build donor and prospect recognition of the Albion Hills Community Farm brand amongst our donors, constituents, volunteers and prospects.

**Objective:**

- a) Develop an integrating marketing plan in Year One which includes website and branding strategy.
- b) Develop a case for support in Year One that provides consistent fundraising communications
- c) Represent the organization in the community at major conferences, workshops and events.

**Activities & Performance Benchmarks Year One**

Develop a case for support and integrated marketing plan

Conduct market research into target markets

Develop donor profiles for specific targets

Update website, logo and branding strategy

**Activities & Performance Benchmarks Year Two**

Join 4 additional organizations or networks

Attend 2 AFP workshops per year

Conduct surveys to measure awareness and attitudes of Albion Hills Community Farm

**Responsibility: General Manager, Development Committee**

# FUNDRAISING OPTIONS

Goals 1-3 highlight the need to build an internal capacity to manage grants and meet donor expectations. The Albion Hills Community Farm will need decide how best to meet its fundraising & financial goals while advancing its mission.

## Board Decisions to be Made Regarding Fundraising Options

1. Confirm that the short-term priority is to build the organizational and fundraising capacity by hiring key staff and delivering education and farming programs.
2. Confirm that the short-term priority is to cultivate relationships with government and Foundations to deliver community farming and education programs under a specific project, such as the *Albion Hills Community Farm Learning Partnership* (or some other project name)
3. Prioritize which grants to apply for and who will apply (See Appendix 2)
4. Establish a Development Committee in 2013

# BUDGET

In order to attract investment from donors who are inspired by the organization's ability to build a sustainable community farm and outdoor learning centre, the organization will need to achieve its mission through the delivery of key projects. Fundraising activities in 2013-2014 will need to build on existing partnerships with the outdoor education centre at Albion Hills Conservation Area, Toronto District School Board, Toronto and Region Conservation Area, Palgrave Environment Committee, Caledon Countryside Alliance and Caledon Community Services.

## Fundraising applications should seek to advance the mission of the farm in six key areas:

- **Sustainable Agriculture:** to build a leading edge near-urban farm model for the sustainable production of mixed crops and garden vegetable for local markets and consumption.

- **Education** (youth, future farmers and the community) to provide educational opportunities for community members to access and connect with the sources of their food, to know the value of the land on which it is grown and those who have grown it;
- **Conservation & Stewardship:** to implement Best Management Practices and an Environmental Farm Plan to ensure the land remains in productive agricultural use and benefits healthy rivers & regional biodiversity through soil regeneration, ecological restoration and ecosystem integrity.
- **Innovative Technologies:** to integrate and upgrade existing infrastructure where and when possible to include innovative technologies (such as energy efficient greenhouses, solar panels or energy efficient appliances or retrofits for the farm house).
- **Community Engagement:** to provide opportunities for youth, citizens, community organizations and institutions to appreciate locally grown food and the rich natural, cultural and agricultural heritage of the local area.

**The General Manager and Development Committee will need to develop a fundraising budget in 2013 which complements the social enterprise plan.**

# EXHIBITS

### **Exhibit 1: Vision, Mission and Values of Albion Hills Community Farm**

Our mission states what we want to accomplish. Our values state how we want to accomplish our mission. And our vision describes what we aspire to become.

#### **Our vision for the Albion Hills Community Farm is...**

- A model of near urban countryside agriculture that uses an integrated approach to bring rural and urban folks together – across all generations.
- A working farm with vegetables, field crops, edible trees, livestock, unique local grains, beans and legumes
- An eco-friendly site that is carbon neutral and includes building retrofits
- Community supported as the community buys, grows, eats and preserves local food
- A site for community energy generation providing food, fibre and fuel
- Linked with the Albion Hills Outdoor Education Centres, offering school programs to kids who come to grow crops, tend the greenhouse, cook, rotate crops, study soils
- Educating the public about growing food (e.g. larger scale models of further processing vs. small scale milling)
- Preserving and promoting local food and agriculture in the media
- Offering a livestock component using an integrated nutrient approach with limited grazing
- Connected with the University of Guelph providing new crops research and IPM projects
- Changing people's eating habits to match foods in season
- Fully organic or using organic methods
- A Model community farm and living school that is documenting its operations to export and share this knowledge with the world – one community at a time
- Making a profit by growing and selling food and re-investing this income to sustain the farm as a unique living school that offers innovative food and farming education
- Connected with the Caledon Food Bank and the Palgrave Community Kitchen
- Training users of Caledon food bank (eg. Women, men, families) to grow food at the Albion Hills Farm and cook it at the Palgrave Community Kitchen (similar to the STOP organization, Toronto)
- Establishing networks that build a local food system connecting the Albion Hills farm (the producer) with local urban and rural populations. This includes working with existing local food networks such as the mill in Tottenham.
- A sustainable organization – built to last! A beacon of hope, an incubator, a continuum.
- Helping to promote TRCA's goals and the Living City vision
- Is producing and selling products: pickles, preserves, meat, dairy, yogurt, honey
- Marketing and branding the area (as a bio unique area)

- Transparent – sharing knowledge, expertise and information with our stakeholders
- Leveraging its expertise and sharing resources
- A self-sustaining model as all food inputs are recycled and reused
- A skill incubator for Canadian talent, offering farmer training and hands-on education programs
- An agent of social change, taking risks, building and testing new models of sustainable food production
- Inclusive and respectful of the whole farming community, respecting diversity and seeking input from local farmers to build local knowledge and capacity
- Showcasing green energy projects for agriculture
- Bringing urban communities to the countryside
- The incubator for an Agricultural Centre of Excellence - a post-secondary institution
- Teaching agriculture with a hands-on approach (e.g. kids use a hoe) and using a participatory framework (e.g. people discussion their own farming experiences from their cultural perspectives)
- growing food to meet market demands for nutritious and delicious farm fresh food grown with care using sustainable farming practices
- Selling locally to Albion Hills seasonal residents, local residents (CSA), restaurants, farmer’s markets, outdoor education centre, Albion Hills site store, and the TRCA
- Producing edible crops for local restaurants and FSC
- Growing food for PANAM Games in 2015 (e.g. flour for all breads)

#### **Our programs include**

- School programs (kids from outdoor education centre (TDSB), Montessori , public and Catholic schools - kids come to do a garden, cook, rotation)
- Local food clubs (social, spiritual)
- Summer Camps (and summer school credit courses)
- Farmer for a Day Programs (Peel District School Board)
- High School Credit Courses (CELP)
- Culinary Tourism
- Farm Internships
- Events, Food Days, Festivals (includes hosting 4 H, Scouts, Guides and other community groups)
- PANAM Games: Farm Aid event with Dave and John (musicians), all food at Equestrian venue is local.

#### **THE FARM includes**

- Processing, selling, marketing
- Sustainable Barn

- Sustainable House (includes a residence – live/work model): renovated with retrofits by a celebrity renovator (Mike Holmes or some other HGTV host)
- Greenhouses
- Education Centre
- Composting washrooms
- Rainwater collection (rain barrels)
- Farmer’s Market Onsite
- Farm Store (Park Concession Store)
- Farm Terminal – to help promote and distribute other local farmers’ products
- Community Shared Agriculture packaging

Mixed Uses

- Pollinator Garden
- Hives
- Maple Syrup
- Horticulture & Livestock
- Incubator sites for new farmers
- Themed parcels
- New products
- Alternate market site with demonstration signage
- Fruit and edible trees
- Using compost from Bolton Scouts or building a local composter

**OUR MISSION**

Albion Hills Community Farm is a charitable non-profit farm and learning centre that advances understanding of local farm produce and sustainable farming through education, conservation and community partnerships.

**OUR VALUES**

**We are partners.** Our success is based on developing relationships that advance the mission of the organization. We build profitable relationships with our volunteers, staff, members, constituents, and community.

**We are transparent.** Transparency is the foundation of our work. We foster a learning environment that promotes honest and open discussion. We maintain an environment of truthfulness in all of our operations.

**We are stewards.** We take great care to uphold the public trust that has been invested in us. We use gentle, sustainable practices to care for the land and the insects, animals and plants that inhabit it. Our goal is the long-term preservation and stewardship of the environment.

**We value the environment, people and their interconnectedness.**

We honour the interconnectedness of people and the living environment. We honour the social, emotional and physical need for humans to interact with biophysical spaces. We provide opportunities for people to grow food and also to develop themselves – through farming and cooking classes, workshops, and other events.

**We respect diversity.** We respect the dignity and worth of everyone and we provide equal rights and opportunities to all clients, co-workers and volunteers. We observe and uphold Ontario's Human Rights Code.

**We share knowledge.** We are a knowledge generating organization. We research and implement local food and farming best practices and share our knowledge with others including Universities, non-profit organizations, governments and foundations.

**We are sustainable.** We are business-minded and market research driven. Our programs and services are developed to serve the needs of our community, clients and members. We embrace the four pillars of sustainability: environmental, social, economic and cultural.

**Exhibit 2: Government and Foundation Prospects, 2013-2014**

Deadline	Prospect	Contact	Type	Ask	Who	Information Required
February 28, 2014	<b>Town of Caledon Community Green Fund</b>	Jeremy Schembri, Environmental Progress Officer, at 905.584.2272 x. 4167	<b>Fee for Service, Project Delivery</b>	<b>\$5,000</b>	<b>Partnership</b>	<b>Letter of Intent, invited for full application</b>
Fall 2013	<b>Catherine Donnelly Foundation</b>	12 Montcrest Boulevard Toronto, Ontario •M4K 1J7 Tel: 416-461-2996 •Fax: 416-465-4193 <a href="http://www.catherinedonnellyfoundation.org/apply.html">www.catherinedonnellyfoundation.org/apply.html</a>	<b>Project Delivery</b>	<b>\$50,000</b>	<b>Possible Partnership with FarmStart (tbd) re: Transition Lands projects for New Canadian Farmers</b>	<b>Letter of intent, invited for full application</b>
<b>Spring 2013, accepted on a rolling basis</b>	<b>J.W. McConnell Family Foundation</b>	The McConnell Social Innovation Fund <a href="http://www.mcconnellfoundation.ca/en/programs/social-innovation-fund">www.mcconnellfoundation.ca/en/programs/social-innovation-fund</a> The J.W. McConnell Family Foundation Suite 1800 1002 Sherbrooke Street West Montreal, QC H3A 3L6	<b>Social Innovation – Early Stage Consolidation (now) OR Collaboration for Systemic Change (2013 launch)</b>	<b>\$150,000/ 2 yrs</b>	<b>Partnership with charitable organization (i.e. Living City Foundation) or municipality (Town)</b>	<b>On-line application</b>
March 1, 2014	<b>Walmart - Evergreen Green Grants</b>	Ellen Kaross, Assistant, National Programs ekaross@evergreen.ca In Toronto: 416-596-1495 x312 Toll-free: 1-888-426-3138 x312 <a href="http://www.evergreen.ca/en/funding/grants/walmart.sn">www.evergreen.ca/en/funding/grants/walmart.sn</a>	<b>Project Delivery on public lands</b>	<b>\$10,000</b>	<b>Partnership on TRCA lands</b>	<b>Application</b>