

FOOD FOR ALL

**A blueprint for regional collaboration in Halton
to acquire and distribute more, fresher food
to Halton's hungry**

Halton Region Food Bank Network
Collaborative Project on Food Security

Final Report

October 1, 2007

The Bridge Consulting Group Inc.

Your bridge from strategy to implementation

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Report to Halton Region Food Banks and Food Recovery Program on Regional Collaboration and Connection to the New Provincial Food Distribution Network

*This report lays out a **blueprint** for connecting up to nine Halton Region food banks and a food recovery program to each other and to the Provincial Food Distribution Network (PFDN). This blueprint for the Halton Region Food Bank Network (Network) qualifies and quantifies the feasibility, cost, and benefits of doing so, as well as the requirements for moving from the current supply system to the new one (implementation plan).*

*This blueprint has been created through a **process** led by the partners in the Halton Region Collaboration Project on Food Security. These partners in turn have solicited the advice from a wide range of stakeholders throughout the development of the blueprint from May to October 2007. Exhibit I lays out the partners and stakeholders.*

*The **objective** of this Project is to enhance the Network's collective capacity, i.e. to increase collaboration, to improve service delivery and to significantly increase the quantity of food delivered. This is because the unmet need for an adequate and nutritious diet is great – about 8% of the Regional population lack the financial resources for this. The population in need, 31,000 children and adults, is estimated to be growing at a rate of 3% per year. It is estimated that only 5% of this population's food requirements is being met by the food banks and food recovery program. Finally, this is because the current providers are all working at or very close to capacity. Exhibit II is the Project Charter that has guided the work group and steering committee in the completion of this project.*

The Steering Committee gratefully acknowledges the financial support of the Regional Municipality of Halton Region, and the commitment of time and expertise of all the Work Group members, without which this project would not have been possible.

1. Summary of the current food situation in Halton Region

I. There is a hunger gap in Halton ... between the food poor people need – and what they get ... and the current food bank system is at capacity.

- a. Not everyone in Halton Region is affluent:*
 - i. Region has 31,000 poor people*, incl. 11,000 children & youth;
 - ii. Expected to grow to 45,000 poor people over next 15 years.
*people who live below the Low Income Cut Off (LICO)

- b. A nutritious food basket for the Halton hungry: 31 million lbs/ year:*
 - i. Public health recommends ~1,000 lb/year for average Ontarian;
 - ii. Key elements: dairy, fresh fruit & vegetables, fish/meat, cereals.

- c. *9 food banks/recovery organization may reach up to 15,000 clients with an estimated .7 - 1.5 million lbs food/year; ~ 80% is non-perishable food.*
- d. *Food banks make a silk purse out of very limited resources:*
 - i. Marshall enormous community resources
 - 1) Est. 15 volunteer FTEs/year;
 - 2) Organize 9+ annual food drives, and daily food pick-ups;
 - 3) Raise food, in kind donations, money from local donors;
 - ii. On very low budgets: est. \$.30/lb for (mostly non-perishable) food;
 - iii. Touch up to 50% of hungry people over the course of a year;
 - iv. And provide these people with up to 10% of their needs.
- e. *There is a big hunger gap - between client need and food bank capacity:*
 - i. If food banks fill 10% of current clients' basket, then these clients are under-served, and still lack the other 90% = 13.5 million lbs;
 - ii. If food banks touch 15,000 people, then there are still another 16,000 unserved people = 16 million lbs;
 - iii. Total gap: 29.5 million lbs of fresh, frozen, and non-perishable.

Note: this section quantifies a gap; it is not meant to suggest that it is exclusively up to the food banks to fill the gap
- f. *Other programs attempt to fill this gap, but it is uncertain to what extent they do:*
 - i. Food coupons from Regional Municipality (\$300,000/year for emergencies; this is a lot of money, but very short of \$78 million/year cost of feeding 31,000 poor people in Halton);
 - ii. Food for Thought – breakfast & snack programs in 70 schools;
 - iii. Fresh Food Box program, Good Food Box program, church suppers and food pantries, and other programs.

II. There is more food ... but to tap into additional sources of food, and get it to hungry people, requires collective solicitation and distribution

- a. *There is enough food to feed the Halton Region poor, and at least some of it is free for the asking:*
 - i. Canada had 1,111 lbs of food available per person in 2006;
 - ii. In approximately the nutritional mix recommended by health experts.
- b. *Supply is available from national, provincial, and regional food sources – but requires collective solicitation and cooperative distribution:*
 - i. Canadian Association of Food Banks distributes large food industry donations through National Food Sharing System (NFSS);
 - ii. Ontario Association of Food Banks is setting up Provincial Food Distribution Network (PFDN) for large provincial donations of perishable food;

- iii. Halton is blessed with 90+ food producers & distributors, most of whom have not been approached on a systematic, collective basis.

III. Other regions have successfully collaborated to bridge the hunger gap.

Learning shows that collective solicitation can tap into significantly more, fresher food:

- i. Northumberland, with a population < 20% of Halton is estimated to distribute 1 million lbs in its third year of operation;
- ii. Waterloo, with a population comparable to Halton, distributes almost 3 million lbs locally, and an additional 2 million lbs through its regional collaboration with 89 food banks in SW Ontario;
- iii. Second Harvest, Toronto's food recovery program, distributed 4.7 million lbs of fresh food in 2006 from >400 donors;
- iv. Daily Bread, Toronto's food bank, acquired 13.5 million lbs in 2005/06, 82% of which came from the food industry.

Exhibits III and IV summarize the Northumberland and Waterloo models. Exhibit V summarizes the main data sources for the analyses in this report.

2. Design criteria for a new Halton food distribution system

Attendees at the July 26th Stakeholder Consultation discussed design criteria that could support the development of a new food distribution system in Halton Region. This included critiquing four criteria presented by the Work Group; these are:

1. *Size of gap.* The system will enable a significant increase in the number of clients served and the quantity of food they receive.
2. *Mix.* Significantly increase the percentage of fresh & frozen food available to clients. This includes enabling the acquisition and transportation of a more nutritious mix of food as per the Nutritious Food Basket and Food Guide recommendations.
3. *Scalability.* The flexibility to handle growing amounts of food in a graceful manner, or to be readily enlarged to accommodate more clients, agencies, etc.
4. *Safety.* The ability to safely acquire, store and distribute food to end users.

The Project Work Group reviewed feedback gathered from the stakeholder discussions and identified twelve additional design criteria which will be used in defining food distribution options. A new system for Halton Region must:

5. Provide *ease of access* for food recipients.
6. *Enhance collaboration* among agencies, i.e., a systems approach with common principles and consistency in operations across all organizations in the Halton Region Food Bank Network.

7. *Refer* food recipients to other community-based services appropriate to their expressed needs. This includes exploring the option of hub-based models of service.
8. Provide *more variety*, i.e.,
 - a. Fresh and frozen foods that are more nutritious.
 - b. Foods appropriate for the cultural diversity of food recipients.
 - c. Prepared foods, where these are needed by certain clients who have difficulty preparing or cooking food.
 - d. Non-food items, including personal care, household, cleaning and baby care.
9. Reflect *client input* in the design of all processes in the 'new system'.
10. Ensure *food safety* and product traceability (in the event of a recall).
11. Ensure recipient agencies receive a *predictable supply* of food.
12. Be *transparent and accountable* to stakeholders for decisions made, especially the allocation of food to recipient agencies.
13. Ensure clients are treated with *dignity and respect*.
14. Make a *reasonable business case* to justify any new infrastructure or operating costs that are proposed.
15. Ensure that the introduction of any new staff into the system serves to *complement the existing volunteer structure*, not supplant it.
16. Include *system performance indicators* that are meaningful, specific and measurable.

Exhibit VI is the report from the July 26, 2007 Stakeholder Consultation.

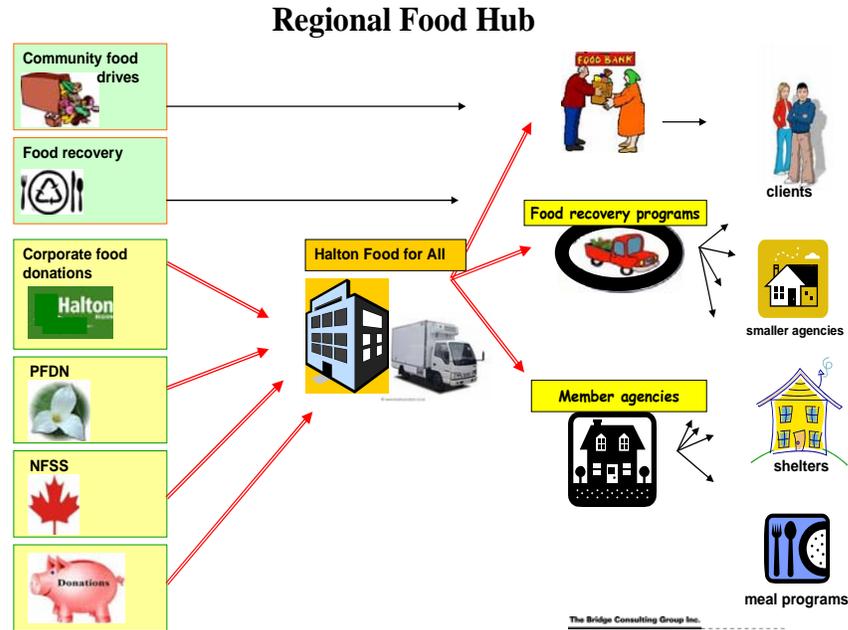
Prior to the July 26 meeting, the Work Group thought it would end up presenting a number of options to address the design criteria. However, the criteria point to only one option. This option is described in section 3, and it is the Work Group's recommendation to the Network. There are many decisions to be made as to how this option would be implemented. These details are described in section 4, including a 3-year budget forecast on page 15. Section 6 shows how the key features of the recommended model meet the design criteria.

3. Model for Halton Region: a food acquisition & distribution hub

The Work Group proposes a model - which we are calling Halton Food for All - which is a *regional food acquisition & distribution hub with a central warehouse and refrigerated storage as well as refrigerated transportation to its members*. The hub takes on *collective solicitation* from corporate food donors on behalf of all its regional members, ships the resulting larger size shipments into its central warehouse, and then *safely transports custom-sized orders to member agencies*, who in turn share the food with their clients.

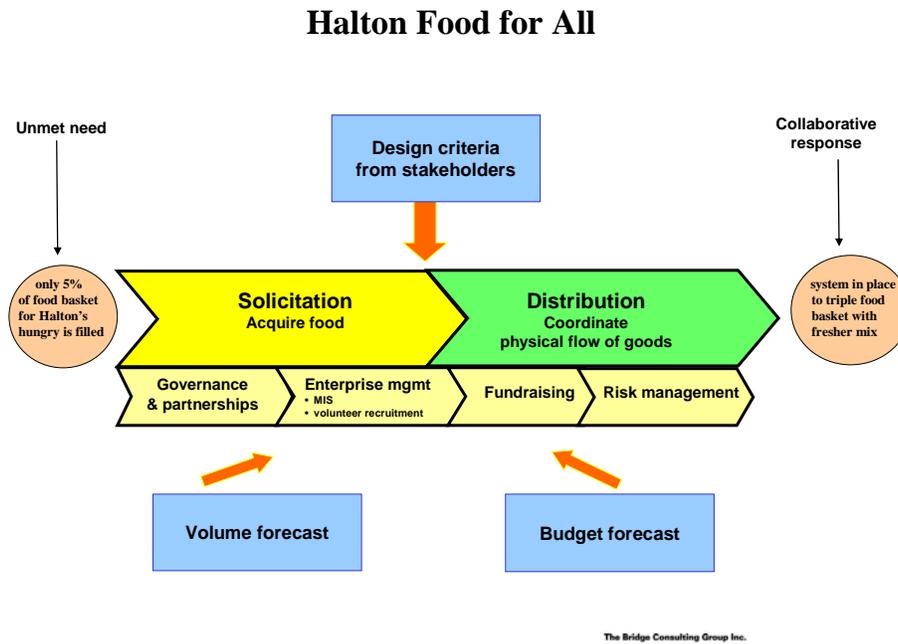
The model could *triple* today's food available to hungry Halton residents - with *more fresh food* - and help *get this food faster in the hands of clients*. The cost for this option is \$115,000 in one-time expenses, and average \$535,000/ year

operating expenses for the next 3 years. The value of the Halton Food for All program would be to acquire and deliver \$5 in incremental food for every dollar invested - to help feed hungry children and adults in Halton Region.



4. Implementation Plan for a new Halton food distribution system

In explaining how the Halton Food for All model would work, we will describe it in terms of two core processes, and four supporting processes, as per the diagram below.



The core processes are Solicitation and Distribution. The supporting processes are Governance, Enterprise management, Fundraising and Risk management.

Core Processes:

1. **Solicitation** – this process is about acquiring food from *corporate donors*, over and above the efforts of food banks, who run community food drives, and food recovery organizations, which manage the acquisition of perishable food. Corporate solicitation requires setting up ongoing food donor relationships with the 90+ Halton Region food producers, manufacturers, retailers and distributors, as well as coordinating with provincial (Provincial Food Distribution Network) and national (National Food Sharing System) corporate food sources.

While many stakeholders have important contacts with Halton food producers, they tend to be ad hoc, and there is no systematic process to maximize corporate food donations for the whole region. The objective is to mobilize more food sources, while respecting historical relationships with food donors put in place by food banks and recovery organizations. No activity would be undertaken to disrupt these existing relationships.

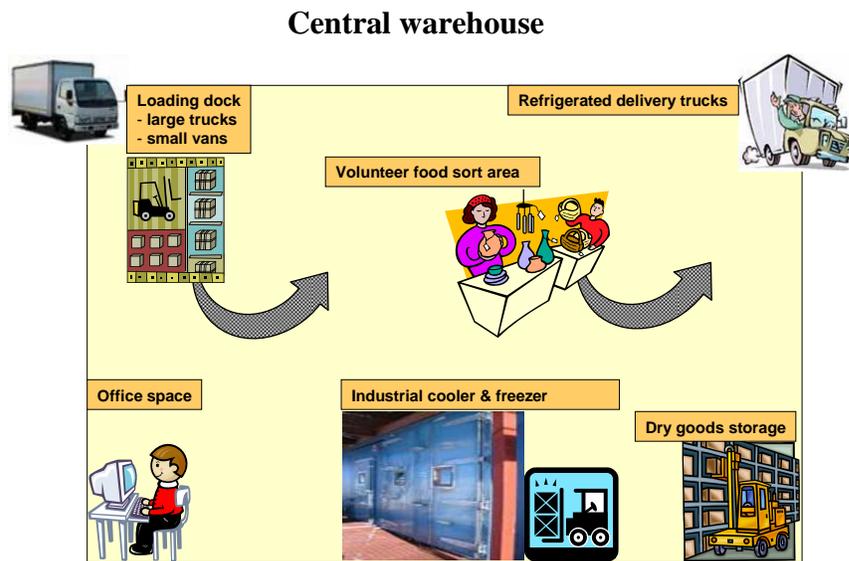
Exhibit VII details the 3 year forecast for all food sources, including community food drives (food banks) and food recovery (Food for Life). Below is a forecast of *corporate food* that could also be flowing into the Network if this effort were to be properly resourced:

Source	Food	Estimated Corporate Volume (lbs)						
		2006/07	2008/09		2009/10		2010/11	
		Baseline	Cons.	Best case	Cons.	Best case	Cons.	Best case
Region	F & R	0	50,000	150,000	150,000	500,000	250,000	1,000,000
Region	Non-Per.	0	250,000	500,000	500,000	1,000,000	1,000,000	1,500,000
PFDN	F & R	0	36,000	36,000	36,000	45,000	36,000	56,250
NFSS	Non-Per.	0	36,000	36,000	36,000	45,000	36,000	56,250
Total		0	372,000	722,000	722,000	1,590,000	1,322,000	2,612,500
PMP	Milk (L)	800	800	10,000	800	20,000	800	30,000
Total \$ value (\$)		1,424	745,424	1,461,800	1,445,424	3,215,600	2,645,424	5,278,400

F & R = Frozen & Refrigerated; Non-Per. = Non-Perishable; Cons. = Conservative estimate; PFDN = Provincial Food Distribution Network (OAFB); NFSS = National Food Sharing System (CAFB); PMP = Provincial Milk Program in Litres.

To act on the opportunity of corporate food solicitation initially requires the full-time efforts of one person. Experience in Waterloo and Northumberland indicates it takes up to 18 months to establish corporate relationships, and therefore getting a Manager of Solicitation & Corporate Relations in place would be one of the program’s first priorities. The position profile includes “experienced, entrepreneurial sales manager with exceptional relationship-building skills and food industry experience”.

2. **Distribution** – Three things stand out about the central warehouse:
1. focus on the quick turn-around of fresh food in addition to temporary storage of dry goods; 2. will initially be managed with a third party logistics* partner; this is to manage fixed building and equipment costs in view of unpredictable product flows at start-up; 3. volunteers will need to play a significant role in all areas of operations to manage costs.
*A third-party logistics provider (abbreviated 3PL) is a firm that provides outsourced or "third party" logistics services to organizations for all or part of their supply chain management.



Supporting Processes:

1. **Governance & Partnerships** – The Work Group has identified three governance options:
 - (i) *New Corporation* – This requires the establishment of a new, separately incorporated not-for-profit charity with its own board and staff to run the food acquisition, warehousing and distribution functions. Each Food Bank and Food for Life would have a representative on the board. The corporation would contract with each food bank that receives food and other food relief programs.
 - (ii) *Food Bank Program* – modeled on Waterloo Region, one Food Bank or Food for Life volunteers to house as a separate program with its own budget and reporting. The lead organization's board therefore takes on governance responsibility for the operation of the network program, and any assets (people, equipment) are owned by the Lead Administrator under this Program. Members sit on the Advisory Committee and meet once a year at the Annual General Meeting for

the network program to review last year's progress and plan next year's priorities.

- (iii) *United Way Program* – modeled on Northumberland County, one of the four United Ways in Halton Region volunteers to house as a separate program with its own budget and reporting. As a United Way program it is accountable to the United Way Board. In the Northumberland model, day-to-day oversight is provided by the founding partners comprising the Regional Municipality, the United Way and Food for Thought.

Primary and Secondary Governance Evaluation Criteria

The two primary criteria help Halton organizations determine whether it is appropriate for them to take on governance of the network:

- (i) *Does it fit with our mandate, and is this a good role for us?*
Specifically, are we primarily a Food Provider, or do we also see ourselves as a Food Acquisition & Distribution Integrator?

The former role focuses its resources on providing Haltonians with food, and participating in network activities that build its own and others' capacity to do so.

The latter role focuses at least some of its resources on building network capacity to acquire and distribute more, fresher food for the Region, facilitate coordination of access to food beyond its own client base, and invest in common information, communication and operational processes to achieve this.

- (ii) *Are we willing to provide the leadership this will require?*
Specifically, are we willing and able to commit governance resources to a network program. Of note, part of this is finding and managing the operational resources that network members and funders will need to bring to the table.

In addition, the choice between different governance options may be assisted by six secondary criteria:

- (i) Does it *balance client and stakeholder needs*?
- (ii) Does it maximize the network's ability to *obtain and allocate collective funding and other resources*?
- (iii) Does it *optimize scarce, skilled resources* and costs?
 - Volunteer board leadership and expertise
 - Fund raising efforts and expertise
 - Network management and expertise
 - Operations management and expertise
- (iv) Can it be *nimble in its decision-making* to get things done?
- (v) Does it appropriately *allocate risk and legal liability*?

(vi) Does it *limit conflict of interest*?

The Work Group submits the above criteria to the network partners and stakeholders as a starting point for informed debate at their next board meeting. And following that discussion, **the Work Group requests written comments from each organization regarding their input on the above three governance options.**

2. **Enterprise Management** – This process needs to be lead by an Executive Director, who is the primary contact for the governors and agency members, and includes all functions of a well-run organization, with a particular focus on

(i) **Management Information Systems (MIS)** - The lack of consistent, reliable information gathering methods is a significant constraint in the current system in planning resources and improving accountability. The stakeholder design criteria include product traceability, transparency and accountability to stakeholders for decisions made, especially the allocation of food to recipient agencies, and system performance indicators that are meaningful, specific and measurable.

Therefore, a simple, yet effective MIS is the foundation of informed stakeholder debate and effective operations. The MIS must be able to

- Track product into the network and out to recipient agencies (by type, by category, by product/SKU, by volume, by weight, by value, by recipient);
- Provide real time updates – on inventory, orders, shipments;
- Be accessible by website interface to network members;
- Allow for standard and special orders by network members;
- Allow for the easy production of standard and custom reports.

(ii) **Volunteer recruitment, training and management** – The stakeholder design criteria specify that new staff in the system complement the existing volunteer structure, not supplant it. Volunteers are major contributors to the current system. At the same time, all food banks and most stakeholders have commented on the difficulty and lack of resources to recruit, train and manage volunteers for both governance and operational functions. For example, the de-consolidation of large shipments and re-assembly for small agency orders will have to be done by volunteers, but this is a new function.

A complicating factor is the relatively low number of hours per volunteer. The sector needs on average 200 volunteers to add up to one FTE (full time equivalent) worker.

To act on the opportunity of volunteer resources requires at least a half-time equivalent (.5 FTE) volunteer coordinator. The position profile includes “experienced volunteer resources manager with exceptional ability to match tasks at all levels of the organization with appropriate, high-performance talent and experience building volunteer teams”.

- Fundraising** - The Work Group has spent some time considering potential sources of funding for the project. While it is challenging for the Network to structure project funding, it submits a sketch of potential funding envelopes for stakeholder consideration.

Our fundraising goal of \$2.5 million for the next 4 years would fund transition planning, 3 years of operation with 3rd party logistics, and also start to build a capital fund for Halton Food for All’s own future warehouse and equipment - as food volumes stabilize and become more predictable.

A possible funding scenario is laid out below. It includes participation by the main parties: Halton Region, the United Ways, the Foundations and the corporate sector. In addition, members would be expected to pay a small portion of the network’s costs. No potential funders have made financial commitments at this stage.

	<u>2007/08</u> <u>transition</u>	<u>2008/09</u> <u>operations</u>	<u>2009/10</u> <u>operations</u>	<u>2010/11</u> <u>operations</u>	<u>Capital</u> <u>Fund</u>
Funding required - \$	115,000	503,490	579,740	517,740	784,030
Funding sources - \$					
Member annual fees		60,000	100,000	200,000	
Member resource pooling		75,000	100,000	125,000	
OAFB capital grant		35,000			
OAFB fundraising grant		35,000			
OTF 3-year grant		200,000	200,000	200,000	
Community Foundations	90,000	10,000	100,000	100,000	
United Ways		30,000	30,000	30,000	
Halton Healthy Com. Fund		30,000	30,000	30,000	
Halton Region		50,000	50,000	50,000	
City of Burlington	25,000				
City of Oakville		25,000			
Town of Halton Hills		5,000			
Town of Milton		5,000			
Halton Businesses		145,500	179,000	147,500	

General Public		1,000	2,000	5,000	
Total funding for ops - \$	115,000	503,490	579,740	517,740	1,715,970
Initial capital funding - \$		203,010	211,260	369,760	784,030

Member agencies benefit from a more predictable budget and supply of food, more fresh food, and hence defray costs of purchasing food supplies. In return, we propose that member agencies contribute to the operational costs of running the central hub.

The following fee structure has been developed with an eye to keeping things relatively simple, and also not offering unintended incentives, e.g. to over- or under-estimate food requirements. Members would be divided into small, medium and large agencies using broad volume ranges (annual volume shipped from the hub to the agency):

<i>Category</i>	<i>Lbs/ year</i>	<i>Lbs/ week</i>	<i>Food value/ year</i>	<i>Fee / year</i>
Small member	5,000 – 14,999	96 – 287	\$10,000 - \$30,000	\$2,000
Medium member	15,000 – 29,999	288 - 576	\$30,000 - \$60,000	\$6,000
Large member	30,000 – 50,000	577 - 961	\$60,000 - \$100,000	\$12,000

- Risk Management** - The key focus is to maintain the integrity of good food throughout the food supply chain, as per design criteria # 4 and # 10. In our proposed model, the hub takes responsibility for food safety from product acceptance all the way through distribution to end users.

This means that best practices for safe handling of food need to be common between the hub and all its members, and articulated in the membership contract. It also means that the hub takes on a sourcing/ coordination role regarding the engagement of already existing resources to train supply chain participants on best practices. In initial discussion, the Manager Food Safety of the Halton Region Health Protection Services Department has been very supportive of this initiative. In addition, other resources with expertise in helping to establish best practices and train the largely volunteer workforce are available through the OAFB, CAFB and corporations.

The second focus is to ensure that the food distributed throughout the system reaches clients in need in a responsive, timely and respectful manner (cf. design criteria # 5, # 9, # 12 and # 13). This too will be simply articulated in the membership agreement.

The accountability mechanism needs to be simple and not too onerous in view of the volunteer-driven nature of many potential members. We propose an annual accreditation visit by an independent third party to all the members, including the central hub. This third party will do a client census and verify performance against mutually agreed best practices for client service and food handling. A brief report will lay out where an organization exceeds, meets or does not meet

performance criteria, including suggestions for improvement, if warranted. This report is then shared with the member agency's board to act on as appropriate. None of the above requires agencies to share confidential client information with each other or the central hub.

Who is a member agency versus a (smaller) receiving agency will often depend on size and location, which will be the key drivers of efficiency.

The next two pages lay out a three year budget forecast for operational costs, and the preliminary implementation plan.

Regional Food Hub – 3 year Budget Forecast

Business Activity	2008/09					2009/10					2010/11				
	<u>paid</u> <u>FTE</u> <u>(#)</u>	<u>Volun</u> <u>FTE</u> <u>(#)</u>	<u>\$</u> <u>Paid</u> <u>FTE</u>	<u>\$</u> <u>Other</u>	<u>\$</u> <u>Total</u>	<u>Paid</u> <u>FTE</u> <u>(#)</u>	<u>Vol</u> <u>FT</u> <u>E</u>	<u>\$</u> <u>paid</u> <u>FTE</u>	<u>\$</u> <u>Other</u>	<u>\$</u> <u>Total</u>	<u>Paid</u> <u>FTE</u> <u>(#)</u>	<u>Vol.</u> <u>FT</u> <u>E</u>	<u>\$</u> <u>paid</u> <u>FTE</u>	<u>\$</u> <u>Other</u>	<u>\$</u> <u>Total</u>
Solicitation															
Mgr Acq & Corp Relations	1.0		105,000		105,000	0.8		84,000		84,000	0.5		52,500		52,500
Distribution															
3PL (3 rd party logistics) fee				76,490	76,490				122,740	122,740				185,240	185,240
Paid Drivers	1.0		40,000		40,000	2.0		80,000		80,000	2.0		80,000		80,000
Volunteer Drivers		1.0					1.5					2.0			
Volunteer Warehouse staff		1.0					2.0					4.0			
Volunteer Office staff		0.2					0.4					0.5			
Governance & Partnerships															
Lead partner gov & admin		0.5					0.5					0.5			
Enterprise Management															
Executive Director	0.5		50,000		50,000	0.7		70,000		70,000	0.5		50,000		50,000
MIS Manager	0.2		20,000		20,000	0.2		20,000		20,000	0.1		10,000		10,000
MIS software				50,000	50,000				20,000	20,000				13,000	13,000
Volunteer Resources Manager	0.4		32,000		32,000	0.6		48,000		48,000	0.5		40,000		40,000
Fundraising & Comm Partn's	0.2		20,000		20,000	0.2		20,000		20,000	0.1		10,000		10,000
G & A incl. travel, long distance				55,000	55,000				60,000	60,000				42,000	42,000
Fundraising															
Volunteer fundraisers		0.5					0.5					0.5			
Risk Management															
Food safety training	0.2		20,000		20,000	0.2		20,000		20,000	0.1		10,000		10,000
Finance & Accounting	0.2		20,000		20,000	0.2		20,000		20,000	0.1		10,000		10,000
Annual member audits	0.1		15,000		15,000	0.1		15,000		15,000	0.1		15,000		15,000
Total budget - \$	3.8	3.2	322,000	181,490	503,490	5.0	4.9	377,000	202,740	579,740	4.0	7.5	277,500	240,240	517,740
Cumulative 3 year spending - \$					503,490					1,083,230					1,600,970
Est. Corp. Vol. conserv. - lbs					372,000					722,000					1,322,000
Est. Corp. Vol. best case - lbs					722,000					1,590,000					2,612,500
\$/lb conservative					1.35					0.80					0.39
\$/lb best case					0.70					0.36					0.20

Proposed Implementation Plan
 - early working version -

Food Industry Solicitation	2007			2008												
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
1. Write position profile				■												
2. Obtain funding					■											
3. Recruit Manager Corp. Solic.						■	■									
4. Onboard new manager								■								
5. Start collective solicitation									■							
6. Provide progress report												■				■

Distribution	2007			2008											
	O	N	D	J	F	M	A	M	J	J	A	S	O		
1. Initiate 3PL discussions				■	■										
2. Evaluate 3PL options						■	■	■							
3. Sign 3PL agreement									■						
4. Source, test, adapt, install MIS						■	■	■	■						
5. ED starts recruiting staff ...									■	■					
6. ... who start recruiting volunteers														■	

Governance	2007			2008											
	O	N	D	J	F	M	A	M	J	J	A	S	O		
1. FBs & other stakeholders indicate interest to proceed or not	■														
2. WG summarizes input		■													
3. Formalize governance structure			■												
5. Governors pursue funding				■	■	■	■								
6. Governors hire Acq. Mgr & ED								■	■						

Enterprise Management	2007			2008												
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
1. Write ED position profile				■												
2. Initiate recruitment					■	■										
3. Obtain funding						■										
4. Onboard new ED							■									
5. Start Operations								■								
6. Provide progress report												■				■

Transition Plan	2007			2008						
	O	N	D	J	F	M	A	M	J	
1. Obtain bridge funding				■	■	■				
2. Appoint Interim Manager Halton Food for All					■					
3. Decide & formalize governance structure					■	■				
4. Governors lead pursuit of sustaining funding						■	■	■		
5. Develop & implement transition plan					■	■	■	■	■	
- assemble Work Group II, charter, work plan						■				
- initiate recruitment Acq. Mgr. and ED						■	■	■		
- initiate pre-infrastructure steps						■	■	■		
6. Report to governors & stakeholders										■
7. Official start of operations										■

5. Transition Plan to keep momentum

There is an opportunity to maintain the momentum generated by this project – and significantly progress the next phase of the project over the next three months. However, this opportunity runs up against the funding cycle of some funders. To maintain our momentum, the Work Group proposes a transition plan, and, with the support of stakeholders, is looking for \$115,000 bridge funding to execute a transition plan from November 1, 2007 to April 30, 2008.

During this transition phase, we would appoint an Interim Manager and assemble Work Group II - to prepare the implementation, support the pursuit of long term funding, and develop and implement key start-up requirements.

	<i>Nov.</i>	<i>Dec.</i>	<i>Jan.</i>	<i>Feb.</i>	<i>Mar.</i>	<i>Apr.</i>	Total
Interim manager (FTE)	.5	.5	.5	.5	.5	.5	.5
Interim management (\$'000)	16.5	16.5	16.5	16.5	16.5	16.5	99
G & A, incl. travel, phone (\$'000)	2.7	2.7	2.7	2.7	2.6	2.6	16

6. Benefits: model fills gap in regional social infrastructure

The Work Group submits this model in response to the uniform consensus among all stakeholders that the hunger gap in Halton (section 1) requires a cooperative infrastructure for food banks, food recovery organizations and social service agencies that is missing in Halton today (section 2). A central warehouse and refrigerated transportation model (section 3) enables tens of agencies directly, and hundreds of agencies indirectly, to do what they do best: serve their clients. It does this by managing - on their behalf – collective, corporate food solicitation as well as the supply chain necessary to get more and fresher food to their door.

The model goes beyond the original objective of this study, which was to connect up to nine Halton Region food banks and food recovery program to each other and to the Provincial Food Distribution Network (PFDN). While it does this, it also offers use of the same infrastructure to other social service agencies and programs for a more effective and efficient collaboration on food acquisition and distribution.

The table below describes how the features of the recommended model meet the design criteria as developed by stakeholders at the July 26 Consultation:

<i>Features of the recommended model ...</i>	<i>... meet the design criteria</i>
1. <i>Food acquisition</i> – complement community food drives by local food organizations with collective solicitation of corporate donors at the regional, provincial and national levels.	More volume 1, 2, 6, 8, 11
2. <i>Storage</i> – act as storage point for a) food acquired through collective	Enable larger

<i>Features of the recommended model ...</i>	<i>... meet the design criteria</i>
solicitation; b) excess inventory from food drives to relieve pressure on storage capacity at member agencies.	corp. donations 1, 2, 4, 6, 11
3. <i>Fast & frequent delivery</i> – act as ‘rapid transfer point’ for a) food recovery, and b) food close to shelf life limit.	Fresher mix 2, 4, 8, 10
4. <i>Cross-dock</i> – deconsolidate large shipments, and re-assemble for member agencies, who can receive smaller shipments	Manageable volumes for recipients 6, 11
5. <i>Multi-temperature environment</i> – accommodate refrigerated & frozen food in a safe manner, besides regular dry food.	Fresher mix 2, 4, 8, 10
6. <i>Client access</i> – enable a) delivery closer to client clusters, b) establishment of new outreach programs for under-served areas, and c) collaboration with local neighbourhood resources.	Better access 1, 3, 5, 6, 7, 9, 13
7. <i>Governance</i> - develop a board structure that balances stakeholder and client needs (e.g. dignity of service) - and that can get things done without being bogged down in bureaucracy or turf protecting (e.g. a hub - member agency agreement with teeth).	Accountability 4, 6, 9, 10, 12, 13, 14, 15, 16
8. <i>Administration</i> – daily operations guided by membership agreement, incl. standards for client processes, # clients served, food safety handling, and annual audit (accreditation) for both members and hub.	Accountability 4, 6, 9, 10, 11, 12, 13, 14, 15, 16
9. <i>Asset & operational flexibility</i> – remain flexible in delaying commitment to fixed assets when key inputs cannot be predicted with accuracy; e.g. use of 3 rd party logistics for storage as long as volume estimates are unconfirmed.	Scalability 3, 14
10. <i>Metrics</i> – enable consistent, reliable data on product flows in (from food suppliers) and out (to food recipients) of central hub.	More transparent 4, 6, 10, 12, 16

7. Key decisions that need to be taken

The Work Group now needs the members of the Halton Region Collaborative Project on Food Security, and the other Stakeholders to decide whether the proposed model laid out in this report continues to make sense, and if so, how they will support its implementation.

For many participants at the October 1 Consultation, this requires a discussion with their boards. The Work Group respectfully requests that all stakeholders do this in the course of October, and provide the Work Group’s Chair blair.richardson@sympatico.ca with written comments by October 30th on the following questions:

1. *Does the proposed model make sense, and are you/ your organization willing to support its implementation?*
2. *If you/ your board said 'no' to this initiative, what would turn the 'no' into a 'yes'?*
3. *Which governance option makes most sense to you/ your board, and why?*
4. *What role are you/ your organization willing to play in the implementation of Halton Food for All after October 1, and are you open to discussing sharing your resources with the implementation team?*

8. Next steps

In summary, the next steps are for the

- 1) Network partners (food banks, food recovery organization and OAFB) and all other stakeholders to submit written comments to this proposal (model, governance, funding) to the Work Group Chair by October 30, 2007;
- 2) Additionally, for
 - a. OAFB to approve connection of the Halton hub to the PFDN;
 - b. Funders to indicate their interest in supporting bridge financing;
- 3) Work Group to summarize and share stakeholder input early November;
- 4) Network to submit OTF funding application by November 1.

Exhibit I

**Halton Region Food Bank Network:
 Collaborative Project on Food Security**

The Halton Region Collaborative Project on Food Security is a partnership between Food for Life (the administrative lead), several Halton based food banks and the Ontario Association of Food Banks (OAFB). With the encouragement of the United Way of Oakville and leadership from Food for Life, these partners have formed the Halton Food Bank Network and have been meeting since Fall 2006. Our primary objective is to link into the OAFB's newly funded Provincial Food Distribution Network (PFDN) to enhance our collective capacities and improve service delivery to the residents of Halton.

The Network Partners are

- Food for Life
- Georgetown Bread Basket Food Bank
- Ontario Association of Food Banks
- Partnership West Food Bank
- Salvation Army, Milton and Campbellville

The Network Partners formed a Work Group in May, 2007 with the following members

Name	Organization	Role
Blair Richardson	Food for Life	Chair
Marianne Bromley	Partnership West	Member at Large
Esther Clark (Aug. '07)	Salvation Army Burlington	Member at Large
Nancy Heinmiller	Georgetown Bread Basket	Member at Large
Wendy Bowyer	Kraft Canada	Supply Chain Expert
Henneke Cats	The Bridge Consulting Group	Program Consultant
John Versluis	Municipality of Halton Region	Project Facilitator

The Steering Committee gratefully acknowledges the financial support of the Regional Municipality of Halton Region, and the commitment of time and expertise of all the Work Group members, without which this project would not have been possible.

Below follows a list of all the stakeholders who participated in the July 26, 2007 Stakeholder Consultation:

Stakeholder Consultation
July 26, 2007
Southside Community Church, Milton

Attendees

Diane Beaulieu	Halton Women's Place
Wendy Bowyer	Kraft Foods
Andrew Boyd	Food for Life
Richard Bradley	St. Aidan's Church
Steve Brintnell	The Good Food Box
Marianne Bromley	Partnership West
Maria Brzeska	Halton Multicultural Council
Henneke Cats	The Bridge Consulting Group
Nicola Cernik	Ontario Association of Food Banks
Dudley Clark	Oakville Fare Share Food Bank
David Clayton	Georgetown Bread Basket
Angus Coll-Smith	Transitions for Youth – Bridging the Gap
Gayle Cruikshank	Halton Food for Thought
Kathy Dorbeck	Links2Care
Joey Edwardh	Community Development Halton
Mary Fenn-Dunbar	Region of Halton, Child Care Services
Robin Garrell	United Way of Oakville
Cathy Gerrow	Links2Care
Bruce Gottzmann	Sobey's Retail Support Centre
Nancy Heinmiller	Georgetown Bread Basket
Alison Hilborn	Our Kids Network
Shawn Kelsey	Our Community Cares – ROCK
RoxAnne Kuiper	Southside Community Church
Sue Lynch	United Way of Milton
Sophia Makridis	Region of Halton, Housing Division
Fred Marks	Holy Cross Helps
Madeleine Marks	Holy Cross Helps

Brenda Moher	The Fresh Food Box
Suzanne Mulligan	Our Kids Network
Rhonda Murray	Riveroaks Community Church
Norm Murray	Mississauga-Halton LHIN
Don Pangman	St. Jude's Church
Maggie Penca	Region of Halton, Social & Community Services
Blair Richardson	Food for Life
Karen Rockwell	Region of Halton Social & Community Services
Jean Round	The Miriam Group
Tanja Schlabit	Region of Halton, Social & Community Services
Uma Sebastianpillai	Region of Halton, Community Health Services
Bill Shields	Safety Net Children & Youth Charities
Baljit Singh cheema	Halton Sikh Cultural Association
Sheila Slattery-Ford	Our Kids Network
Allan Smith	St. Jude's Church
Adam Spence	Ontario Association of Food Banks
Emma Tucker	Region of Halton, Community Health Services
Azima Vadsaria	Canadian Red Cross, Oakville Branch
Bill VandenBygaart	Kraft Foods
John Versluis	Region of Halton, Social & Community Services
Mina Wahidi	Compassion Society
Grace Wiebe	Bright Corner – North Burlington Baptist Church
Judy Worsley	United Way of Burlington & Greater Hamilton

Exhibit II

Halton Region Collaborative Project on Food Security
Project Charter

Brief Description (2-line description of what it is we are doing)

We are creating a blueprint for connecting up to nine Halton Region food banks and a food recovery program to each other and to the Provincial Food Distribution Network. This blueprint qualifies and quantifies the feasibility, cost and benefits of doing so, as well as the requirements for moving from the current supply system to the new one (implementation plan).

Objective (2-line description why we are doing this project)

The objective of this Project is to enhance the Halton Region Food Bank Network’s collective capacity, i.e. to increase collaboration, to improve service delivery and to increase significantly the quantity of food delivered. This is because the unmet need for an adequate and nutritious diet is great – about 8% of the Regional population lack the financial resources for this. The population in need, over 30,000, is estimated to be growing at a rate of 3% per year. It is estimated that only 5% of this population’s need is serviced by food banks and the food recovery program. Finally, this is because the current providers are all working at or very near their capacity.

Success measures (key metrics we will use to evaluate our success in implementing the project, and how we will measure them)

- (i) Network partner collaboration: 6 partners stay in the boat, i.e. the current 6 Network partners develop and agree upon a collective approach to meet the objective;
- (ii) The extent to which the Network’s recommended model is supported by current and potential funders (OAFB, Trillium, Halton Region, United Ways, Community Foundations), starting with
 - a. OAFB approval ... for the Network to connect to the PFDN;
 - b. Meet deadline of November 1, 2007 for Trillium grant submission;
- (iii) Comprehensive regional collaboration: 10 parties in the boat, i.e. the 4 other Halton food banks join the partnership (this is a stretch goal);

Scope & Deliverables

<i>Scope</i>	<i>Deliverables</i>
1. work planning	A charter & detailed work plan; Monthly updates as appropriate
2. baseline development	A description of the current supply chain in Halton Region
3. design criteria selection	Priorized list of key design criteria, with rationale for choosing the most appropriate ones
4. option development, establish feasibility & costs	A new option for distributing food between OAFB and the Network, and within Halton Region – with costs and benefits qualified and quantified
5. business case development	A written business case with baseline, design criteria, new option, as well as a transition plan
6. grant application	A Trillium grant application for capital and operations expenses as identified in Business Case

<i>Scope</i>	<i>Deliverables</i>
7. project management & issue resolution	Project infrastructure & support to manage project quality, time, cost, issues
8. stakeholder communications & change management	A process that solicits input from partners and stakeholders at critical junctures, and that helps ensure that project progress, issue management and choice making are transparent to all partners

If a) the partners decide to proceed with PFDN integration, b) OAFB approves Halton integration into the PFDN, and c) OTF decides to fund the project, the Network will proceed with (i) a fundraising plan to support the operations of the project, (ii) execute the implementation plan (partner agreements, collective food solicitation, infrastructure & new processes, & change management implementation) and (iii) put in place an evaluation mechanism. Steps (i) through (iii) are not in the scope of the above project.

Resources (estimate of roles, resources, and expected time commitment)

<i>Role</i>	<i>Resource</i>	<i>Est. time</i>
Sponsor - Project Steering Committee	Halton Region Food Bank Network <ul style="list-style-type: none"> - overall responsibility to ensure that all business needs are met and benefits realized - approves the project scope and ensure that resources are allocated appropriately - overall responsibility for Partner & Stakeholder relationship management and communication as per Halton Participation Agreement (March, 2007)	1 day/ month
Work Group	Conducts the feasibility study	-
Consultant	Henneke Cats <i>(i) process facilitator for Work Group</i> <ul style="list-style-type: none"> - outline the process, and ensure discipline in the process - ensure clarity re outcomes, expectations, & inputs req'd - create contributor roles for people - advise on change management issues - help facilitate key consensus building and decision making meetings with the network partners <i>(ii) analytical resource to Work Group</i> <ul style="list-style-type: none"> - help ensure right questions get asked, appropriate techniques are considered to obtain data, and analysis is rigorous and illuminates the issues <i>(iii) lead author Business Case</i> <ul style="list-style-type: none"> - consolidate deliverables into Business Case with implementation plan 	3.4 days/month from June to November (5 months)
Project Facilitator	John Versluis <i>(i) internal project coordinator</i> <ul style="list-style-type: none"> - ensure discipline in the schedule - coordinate project planning and control - manage the project team's work plan & meeting schedule (dates, location) 	1 day/ week

<i>Role</i>	<i>Resource</i>	<i>Est. time</i>
	<p>(ii) <i>project communication lead</i></p> <ul style="list-style-type: none"> - keep all parties informed of plans, change management progress and issues - prepare communications, press releases <p>(iii) <i>project documenter</i></p> <ul style="list-style-type: none"> - create a central repository for project documents: charter, work plan, analyses, working papers, documents in progress - manages requests for project related information <p>(iv) <i>project continuity manager</i></p> <ul style="list-style-type: none"> - Works with Work Group members to ensure project continuity 	
Lead Admin Partner	<p>Blair Richardson</p> <p>(i) <i>steering committee liaison</i></p> <p>(ii) <i>external stakeholder liaison</i></p> <p>(iii) <i>chairperson of work group meeting</i></p> <p>(iv) <i>approval of invoices rendered through Halton Region</i></p>	
Supply Chain Expert	<p>Wendy Bowyer</p> <ul style="list-style-type: none"> - <i>contribute expertise in warehouse and logistics processes</i> 	
Member at Large	<p>Marianne Bromley</p> <ul style="list-style-type: none"> - <i>network liaison</i> - <i>support stakeholder input and communications</i> 	
Member at Large	<p>Nancy Heinmiller</p> <ul style="list-style-type: none"> - <i>network liaison</i> - <i>support stakeholder input and communications</i> 	

Timetable (estimate of key steps, time required to complete steps/ project, who's responsible)

<i>Selected key activities</i>	<i>By when</i>
Work Group completes charter & work planning	June 12
PSC & stakeholder communications re above and upcoming (7/27 & 10/1) stakeholder consultations	June 19
WG completes baseline: OAFB req'ts, potential models, volume forecast, Halton FB data re current supply chain → WG identifies initial design criteria	July 10
Stakeholder input to design criteria → final design criteria from stakeholder input → WG identifies initial options	July 27
Initial option(s) qualified & quantified (feasibility & costs)	Aug. 28
WG completes option development Feasibility analysis & report → document for 10/1 stakeholder consultation	Sept. 7 Sept. 21
Stakeholder consultation re new option incl. feasibility & costs → go/ no-go decision	Oct. 1

<i>Selected key activities</i>	<i>By when</i>
Business case, incl. implementation plan & budget, documented	Oct. 19
OTF Grant application submitted	Nov. 1

For details, see attached detailed work plan

Currently scheduled Work Group meetings:

- May 30, 7 p.m. – kick-off meeting
- June 18, 7 p.m. – with Adam Spence (OAFB)
- July 10, 7 p.m.
- August 28, 10 a.m.
- September 7th, 10 a.m.
- Oct. 1, 7 p.m.
- Oct. 11, 7 p.m.

Exhibit III

The Food Bank of Waterloo Region

“The integrator”: coordinated acquisition and distribution for 89 food banks in SW Ontario

Need

In 1998, was “bursting at seams”: food in 4 locations, insufficient (cold) storage, not on bus route.

Approach

1/00 capital campaign → moved into \$2 million new facility 9/00 (debt free) + started to source food outside region by opening dialogue & collaboration (solicitation, distribution) with SW food banks.

<i>Clients</i>	65 member agencies for local program 89 regional food banks for Distribution Services program Helping to feed est. 24,600 Kids & Adults in WR (2006)	<i>Est. lbs of food – local</i> 3 million/yr plus	<i>Est. lbs of food - regional</i> 2 million/yr Have shipped 13 million <u>regional</u> lbs in 5 yrs (since '02). Est. avg. > \$.30/lb cost
<i>Governance</i>	FB Distribution Services is a program of FB of Waterloo Region. <i>Other key partners:</i> 89 SW ON food banks		
<i>Funding</i>	<u>who</u>	<u>\$ '000</u>	<u>Comments</u>
❖ <i>ops</i>	OTF (2002-05) OAFB Members <i>Total Distr. Ser/ yr</i>	600 in 3 yrs 25 Half 220	Local budget (Waterloo Region): \$1.3 million; 12 paid FTEs + 17.5 volunteer FTEs “Collective solicitation is resource-intensive” \$1,100 – \$20,000/year based on size & volume
❖ <i>capital</i>	Warehouse (30,000 sq. ft. incl. office space) 1 used truck for regional program; several reefers for WR program pallet mover(s) pallet lifter(s) 1 cooler/ freezer for pallet lifter: 100 skids of frozen capacity Racking & skids Weighing scales	own own own own own own own	many more FTEs initially for regional program: 3 WHS mgrs, volunteer coordinator, etc.; 2005:1,862 volunteers for 19,932 hrs (~ 9 FTEs) <i>Organization</i> Solicitation – 6 yrs later, still .4 FTE Ops Mgr – coordinates logistics Agency relations Driver Admin <i>Total</i>
<i>Supply</i>	1)food industry (80%), 2) food drives etc. (20%). 2007: 151K lbs/yr from community) Community donations tend to stay in local community.		
<i>Distribution</i>	1) pick up by local members, 2) drop off to regional members, who distribute further		

Key success factors: 1) ED connection with M&M Meats for fast \$2 million capital campaign in 2000; 2) successfully pitched hub concept to SW ON food banks & OAFB; 3) quickly demonstrated that getting and moving more food was possible; 4) acquisition is as important as distribution; 5) don't leave any agency out of process – very different needs from different groups.

Opportunities: 1) changes in food industry: efficiencies, new distribution patterns, 2) need provincial & national relationships.

Exhibit IV

Northumberland Food 4 All

“The agency store”: a central warehouse for 140 NFP groups in Northumberland

Need

County population: 77,500 (2001). 1 in 5 families live in poverty & cannot afford food cost.

Approach

Open central warehouse 8/04 to collect and store consistent supply of food for pick-up by county NFPs. Initial focus: consistent supply for schools etc. Next on agenda: find pockets of need.

<i>Clients</i>	1) 53 schools	22	} Helping to feed est. 20,000 Kids & adults	<i>Est. lbs of food - 2006</i> 325,000 Non-perishable	<i>Est. lbs of food - 2007</i> 1,000,000 Some chilled and frozen (< 10%)
	2) 10 food banks – who thus obtain 20 – 95% of their needs.	34			
	3) 9 church groups	18			
	4) 70 community groups	25		Est. \$.46/lb cost to \$.15/lb cost	
<i>Governance</i>	United Way program (service provider, ‘face’, project mgmt lead) Northumberland County C&SS (80%+ funder, lead agency)		<i>Other key partners:</i> 1) KPR school board – established need for complementing nutritional support for kids/familial hunger (Food for Thought) 2) HKPR Health Unit: hunger report 3) Kraft (Cobourg): wanted central pick-up		
<i>Funding</i>	<u>who</u>	<u>\$ ‘000</u>	<u>Comments</u>		
❖ <i>ops</i>	County	62 - 100	County pays rent (\$27K), heat, hydro, maintenance, dumpster service; cuts grass, snow plows driveway		
	United Way Members	5 10 - 11	Also provides ~ .4 FTE admin support \$25 - \$100 annual member fee		
❖ <i>capital</i>	<i>Total (est.)</i> warehouse	80 - 120 rented	Est. of total ops costs: \$150,000/year (BCG analysis) Location is central, symbolic, and off 401; 2 doors: 1 for vans, 1 for trucks; Front 1,500 sq.ft. of 4,500 sq.ft. is social services hub.		
	Reclamation pick-up truck	rented	<i>Organization</i>		
	1 pallet mover	?	Solicitation, supervision	FTE 1.0	
	1 pallet lifter	?	Warehouse	.6	
	1 walk-in freezer	15	Admin	.4	
	1 walk-in fridge	?	<i>Total</i>	2.0	
	Racking & skids	donated	Minimal volunteer hours in warehouse		
	1 van	donated			
<i>Supply</i>	1) regional manufacturers (esp. Kraft), 2) barter w/ other regions (esp. TO), 3) OAFB (Food 4 All is regional hub)				
<i>Distribution</i>	1) pick up by members, 2) school courier system ... no refrigerated transport				

Key success factors: 1) community members identified with the hunger problem as per Public Health report; 2) role division & collaboration between county, UW, school board etc. to create new entity that benefits everyone and complements food banks; 3) UW as ‘face’ and ‘neutral broker’; 4) stable funding, mostly from county; \$1 investment comes back as \$10 to community; 5) Colborne location: i.e. not Cobourg or Port Hope, \$s go to poor town for county-wide program; besides 4-lane highway; 6) staff; 7) celebrate success. **Opportunities:** 1) better food mix, 2) better metrics

Updated March 1, 2007

FOOD 4 ALL Warehouse



The Northumberland Food 4 All Warehouse is a community partnership which includes

- Kraft Canada
- Northumberland United Way
- Northumberland County Community and Social Services
- HKPR Health Unit
- Northumberland Fare Share Food Banks
- Food for Thought
- KPR School Board

Northumberland Food 4 ALL collects and distributes non-perishable food products to its member agencies throughout the county. Rob O'Neil, Warehouse Manager shipped the first delivery of food on August 7, 2004 to local food banks.

Since the Northumberland Food 4 All warehouse opened in August of 2004, we have had over 140 groups that have accessed food from the warehouse at least one time with about 95% of these groups accessing food on a consistent basis. Within these 140 groups we have 10 county food banks, 9 church groups, 53 school nutrition programs and over 70 different community groups that are accessing products from our warehouse.

In the year 2006, these groups accessed a total of 16,176 cases of food products from the warehouse. With an average weight of 20 pounds per case, these groups received 323,520 pounds of food products from the warehouse this past year alone. With an industry standard of \$2 per pound for this food we can further say that this product received amounts to a monetary value of \$647,040.00.

Of the above mentioned 323,520 pounds of food, it has been distributed to the groups as follows: 34% to Food banks, 18% to church groups, 22% to the schools and the remaining 25% going to the various community groups.

All of our food supplies that we have given out to this point have been donated by various suppliers. These suppliers include Kraft in Cobourg, and through food

exchanges with other warehouses located in Kitchener, Peterborough, Toronto and Belleville. The warehouse has also become a distribution hub for the Ontario Association of Food Banks (OAFB) where we will not only distribute to these local food banks, but also to food banks in Belleville, Trenton and Newcastle.

In 2006, through the assistance of the County of Northumberland, we installed a new walk-in freezer unit in the warehouse that allows us to now accept all types of food products from donations including fresh, frozen and all dry non-perishable items. We have also begun picking up reclamation product from a supplier in Toronto that greatly increases the variety of both food and non-food items that are available for distribution through the warehouse.

Last but not least we have added a part time person to the warehouse staff that ensures that someone is always available to help these 140+ groups get the food supplies that they need from us during our opening hours of Tuesday, Wednesday and Thursday from 10am until 4pm.

Interested in becoming a Member Agency? Does your charity or not-for-profit have need for a one-time use of the Warehouse?

Just fill in an application form and mail, fax or email it to the Warehouse Manager. The cost to join annually is:

Food Banks	\$100.00
Salvation Army's	\$100.00
Schools	\$100.00
Community Groups	\$ 50.00
One Time Events	\$ 25.00

Application Forms [Member Agency Application Form](#) [Special Event/One Time Application](#) Members are required to agree to the Food Bank Code of Ethics before becoming a Member Agency. [Code of Ethics](#)

For more information, Contact us at: 133 Industrial Park Rd., P.O. Box 951, Colborne, ON K0K 1S0, Phone: 905-355-1973, Fax: 905-355-1974, or Email [Rob O'Neil, Warehouse Manager](#)

Hours of Operation: Tuesdays, Wednesdays, Thursdays -10:00am to 4:00pm

Feel free to visit the Warehouse and see what we have to offer. The Warehouse always has assorted cereal, Jello, rice, coffee and drink crystals. New food varieties are always becoming available. Drop by to see "what's new".



Exhibit V

Summary of Data Sources

Federal and Provincial Government

- Health Canada, Canada's Food Guide to Health Eating, 2007
- Ontario Ministry of Health and Long Term Care, Public Health Branch, Monitoring the Cost of a Nutritious Food Basket, 1-June-98

Statistics Canada

- Family Food Expenditures in Canada, 2001, catalogue no. 62-554-XIE/XIF
- Food available by major food group, 2006.
- Health Reports, Vol. 12, No. 4 & Vol. 16, No. 3, May 2006 – Food Insecurity
- Spending Patterns in Canada, 2005, catalogue no. 62-202
- 2004 Canadian Community Health Survey
- 2001, 2006 Census

Halton Region Community Data

- Community Development Halton, Halton Food Bank Study: Alternatives to Dependency, 1999
- Community Development Halton, Persons in Poverty in Halton (GIS map)
- Halton Region, Best Planning Estimates, 2006
- Halton Region, The Price of Eating Well in Halton Region, 2005
- Inventory of Manufacturers & Distributors (internal document)
- Our Kids - The Early Years, A Vision for Children in Halton: Report Card

Food Banks

- Work Group - 2007 Halton Food Bank Interviews & Financial Statements
- Work Group - Site visits to Northumberland, Waterloo, Toronto (Daily Bread)
- Reviews with Second Harvest (Toronto), Ottawa Food Bank
- Canadian Association of Food Banks – <http://www.cafb-acba.ca>
- Ontario Association of Food Banks – Adam Spence, Executive Director

Exhibit VI

Report to Stakeholders From the Halton Region Food Bank Network on the July 26, 2007 Stakeholder Consultation

Project Overview

The Project Work Group of the Halton Region Food Bank Network has been given the responsibility of “creating a blueprint for connecting up to nine food banks and a food recovery program to each other and to the Provincial Food Distribution Network [of the Ontario Association of Food Banks].” The blueprint will qualify and quantify the feasibility, costs and benefits of so doing, as well as describing the requirements for moving from the current supply system to the new one, via an implementation plan. Support for the Network’s Feasibility Study has been provided by the Region of Halton.

Objectives of the July 26 Stakeholder Consultation

The Project Work Group set three objectives for the consultation, these are:

1. Provide stakeholders with a progress report on the feasibility study examining the costs and benefits of connecting to the Provincial Food Distribution Network.
2. Seek stakeholder input on possible design criteria for the distribution system to be considered in Halton Region.
3. Build stakeholder commitment to the process.

Proceedings

The session was opened with a presentation by Henneke Cats – consultant to the Work Group and facilitator of the Consultation – who provided a factual illustration of the large and growing unmet need for supplementary food among those who cannot afford an adequate, nutritious diet (an estimated 31,000). This factual picture was endorsed and expanded upon by the session’s two discussants, Dr. Joey Edwardh of Community Development Halton and Mr. Norm Murray of the Mississauga-Oakville Local Health Integration Network (LHIN). It appeared from the discussion that those in attendance concurred with the estimate of unmet need.

Following the presentation, stakeholders were assigned to small groups where they were asked to discuss and develop design criteria that could support the development of a new food distribution system in Halton Region. This included critiquing four criteria presented by the Work Group, as well as developing any number of possibilities that should be considered as the Project moves forward. In doing so, groups were asked to distinguish whether their criteria were of primary importance (essential to the success of the Project) or secondary importance (nice to have but not essential). The reports of all the small groups, and the subsequent discussion, have been noted and are available to anyone upon request to the Work Group.

The notes were reviewed by the Work Group and have been translated into an additional twelve design criteria (attached as a separate document). The Work Group is committed to developing options for a new “system” which meet the twelve criteria established in the Consultation as well as the four presented by the Working Group (which were also endorsed by attendees).

Next Steps

The next steps in the Feasibility Project are to develop and evaluate options for increased food distribution in Halton Region. These will be available to you, together with the Work Group’s recommendations, on October 1. A meeting will be held at 7:00 pm at Southside Community Church in Milton on this date and you are invited to attend (more details will follow). The Project Work Group will present the options and recommendations from the final Project Report, and this will be followed by group discussion. Subsequent to this meeting, the food bank and Food For Life Boards will be asked to respond formally to the Report and its recommendations. Please RSVP to John Versluis at john.versluis@halton.ca or 905-825-6000 ext. 7510.

If you would like to provide comments to the Work Group as these options take shape, including any additional considerations you feel should be added to the design criteria attached to *this* report, please contact the Network’s Chair, Blair Richardson at blair.richardson@sympatico.ca, or 905-825-2497. You may also contact Henneke Cats at 416-226-2251. You are requested to forward this report to others who may have an interest, since it is our objective to ensure Project processes are open and transparent. Thank you.

Exhibit VII

3 Year Volume Forecast for Halton Region - by food type, by source

<u>Food type</u>	<u>Source</u>	<u>Frequency</u>	<u>Volume baseline (lbs)</u>		<u>2008/09</u>		<u>2009/10</u>		<u>2010/11</u>	
			<u>conservative</u>	<u>reported est.</u>	<u>conservative</u>	<u>best case</u>	<u>conservative</u>	<u>best case</u>	<u>conservative</u>	<u>best case</u>
Non-perishable	Food drives (Communit 1-2 x / year + small drives)		500,000	2,112,747	525,000	2,218,384	551,250	2,329,303	578,813	2,445,768
Non-perishable	NFSS (CAFB)	2 pallets/month	0	0	36,000	36,000	36,000	45,000	36,000	56,250
Non-perishable	Corporate	tbd	0	0	250,000	500,000	500,000	1,000,000	1,000,000	1,500,000
Frozen & refridgerated	Food recovery	daily	200,000	350,000	300,000	500,000	400,000	600,000	500,000	700,000
Frozen & refridgerated	PFDN (OAFB)	2-4 pallets/month	0	0	36,000	36,000	36,000	45,000	36,000	56,250
Frozen & refridgerated	Corporate	tbd	0	0	50,000	150,000	150,000	500,000	250,000	1,000,000
TOTAL		in pounds	700,000	2,462,747	1,197,000	3,440,384	1,673,250	4,519,303	2,400,813	5,758,268
<i>estimated value of food ex milk</i>	<i>food valued at \$2/lb</i>		<i>\$1,400,000</i>	<i>\$4,925,493</i>	<i>\$2,394,000</i>	<i>\$6,880,768</i>	<i>\$3,346,500</i>	<i>\$9,038,606</i>	<i>\$4,801,625</i>	<i>\$11,516,537</i>
Milk	Provincial Milk Program	in litres	800	800	800	10,000	800	20,000	800	30,000
<i>estimated value of milk</i>	<i>milk valued at \$1.78/litre</i>	<i>\$1.78</i>	<i>\$1,424</i>	<i>\$1,424</i>	<i>\$1,424</i>	<i>\$17,800</i>	<i>\$1,424</i>	<i>\$35,600</i>	<i>\$1,424</i>	<i>\$53,400</i>
estimated value of food and milk			\$1,401,424	\$4,926,917	\$2,395,424	\$6,898,568	\$3,347,924	\$9,074,206	\$4,803,049	\$11,569,937

Sources of data/estimates

(base line numbers based on 2005/06 estimates)

1. Non-perishable - Food drives: individual food bank estimates for best case, consultant estimate for conservative (taking into account duplication and inconsistent accounting methodologies)
2. Non-perishable - NFSS: Adam Spence (OAFB)
3. Non-perishable - Corporate: projections using experience of Food4All (Northumberland) and The Food Bank of Waterloo Region
4. Frozen & refridgerated - Food recovery: projections using experience of Food4All (Northumberland), The Food Bank of Waterloo Region, Food for Life and Second Harvest
5. Frozen & refridgerated - PFDN: Adam Spence (OAFB)
6. Frozen & refridgerated - Corporate: projections using experience of Food4All (Northumberland) and The Food Bank of Waterloo Region
7. Milk: Adam Spence (OAFB) for conservative - best case numbers more in line with Waterloo Region (similar population base), or potential partnership with regional producer

Description of Food types:

1. Food banks coordinate community food drives of non-perishable items. Examples of product include: peanut butter, canned vegetables, canned fruit, rice, canned tuna, cold drinks, powdered milk, coffee, tea, canned soups & stew
2. Large donations of non-perishable product are received from National manufacturers
3. Large donations of non-perishable product are solicited from Regional/Local manufacturers & producers. Examples: pasta & sauce, cookies, crackers, canned soup
4. Food for Life reclaims perishable food from grocery stores, restaurants, food retail outlets and local producers. Examples include: fruit & vegetables, prepared salads, deli meats, frozen meat/fish/poultry, cheese, bread & pastries, pre-cooked dinners.
5. Large donations of non-perishable product are received from Provincial manufacturers
6. Large donations of perishable product are solicited from Regional/ Local manufacturers. Examples: uncooked meat, frozen deli meats, frozen entrees, frozen deserts, vegetables, yoghurt, chilled fresh juices, oranges & grapefruit
7. Milk would be received by the Halton Network through the Milk Aid Program of the OAFB - a partnership with the Dairy Farmers of Ontario. Milk is allocated to OAFB members based on the number of people served/supported annually as reflected in the Hunger Counts. E.g. Waterloo's allotment is - 30,000 litres per year.

<u>Food type</u>	<u>Source</u>	<u>Frequency</u>	<u>Volume split (%)</u>		<u>2008/09</u>		<u>2009/10</u>		<u>2010/11</u>	
			<u>conservative</u>	<u>reported est.</u>	<u>conservative</u>	<u>best case</u>	<u>conservative</u>	<u>best case</u>	<u>conservative</u>	<u>best case</u>
Non-perishable	Food drives (Communit 1-2 x / year + small drives)		71%	86%	44%	64%	33%	52%	24%	42%
Non-perishable	NFSS (CAFB)	2 pallets/month	0%	0%	3%	1%	2%	1%	1%	1%
Non-perishable	Corporate	tbd	0%	0%	21%	15%	30%	22%	42%	26%
Frozen & refridgerated	Food recovery	daily	29%	14%	25%	15%	24%	13%	21%	12%
Frozen & refridgerated	PFDN (OAFB)	2-4 pallets/month	0%	0%	3%	1%	2%	1%	1%	1%
Frozen & refridgerated	Corporate	tbd	0%	0%	4%	4%	9%	11%	10%	17%
TOTAL			100%	100%	100%	100%	100%	100%	100%	100%
	Corporate (all ex food drives)		29%	14%	56%	36%	67%	48%	76%	58%
	Non-corporate (food drives)		71%	86%	44%	64%	33%	52%	24%	42%