

Community Garden Society of Inuvik



Inuvik Community Greenhouse Business Plan 2015-2017

CGSI Board of Directors
March 2015

Community Garden Society Board of Directors. 2015. Inuvik Community Greenhouse Business Plan 2015-2017. Inuvik, NT

Production Note:

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Executive Summary

The Community Garden Society of Inuvik (CGSI) is a non-profit society with a volunteer board of directors that provides opportunity for recreation and food production for the residents of Inuvik. This document aims to outline changes and goals for the next three years.

The CGSI is on the brink of major changes and development, with plans for building and supporting community garden initiatives in surrounding remote communities and expanded commercial production. This includes hiring a full time Executive Director (ED) to oversee the implementation of the Small Scale Foods Program (SSFP) through the Government of the Northwest Territories (GNWT) Industry, Tourism and Investment (ITI).

Mission

To provide a means of recreation and of local food production that empowers residents and surrounding communities by enabling them to take over a portion of their food supply and provide them with an economical source of good quality food.

Vision

To promote community and food security through gardening, in Inuvik and its surrounding hamlets.

Organization Summary

The CGSI is a non-profit society formed in 1998 with the objective of building community through recreational gardening, food production, knowledge sharing and volunteer support. With the partnership and support of Aurora College, the GNWT, local businesses, community sponsors and volunteers a decommissioned arena was converted into a greenhouse and production began in 2000. See *Appendix A* for an organizational chart and *Appendix B* for membership of the Board of Directors.

The CGSI greenhouse is the most northerly commercial greenhouse in Canada (the only community greenhouse of its kind in Canada) serving as an effective model for other northern communities. The greenhouse building houses two main areas: a community gardening area on the main floor with 37 raised beds divided into 148 4ft by 8ft garden plots, and a 4000 sq. ft. plant nursery area on the second floor.

As is made clear in the financial snapshot below (see page 7), the CGSI faces significant challenges to financial sustainability, which greatly impacts operational capacity and success

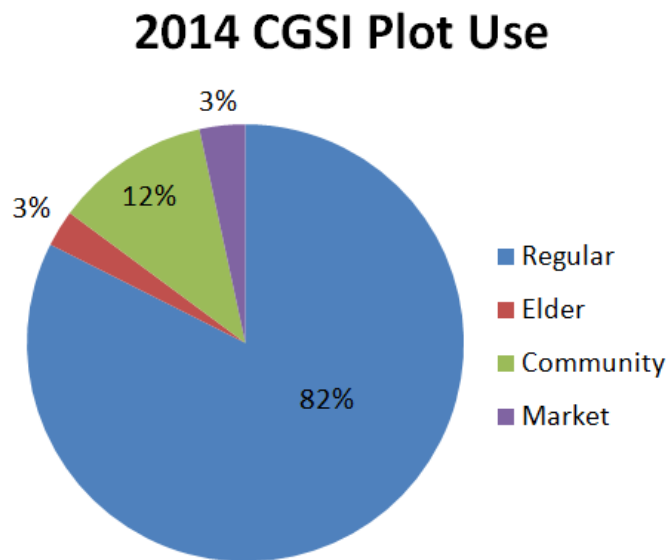
The CGSI is in place to effect some exciting changes as outlined in the following business plan, the largest being the execution of the SSFP.

CGSI Membership

The CGSI greenhouse is community run and operates with a volunteer board of directors, significant additional assistance from member volunteers and until this time, one to three seasonal employees, depending on summer student funding. Membership is open to individuals and to community groups. Most members are expected to give 15 hours of sweat equity per plot rented during the growing season. Seniors and community groups are not mandated to complete volunteer hours but are encouraged to do so. Membership costs \$25 per person, family or community group. Members who rent plots pay an additional plot rental fee of \$50 per 4ft by 8ft plot. When space is available, some returning members may opt to rent two plots. Individual elders with memberships and community groups are subsidized by the CGSI with one free plot per membership.

Gardening space is limited in the members' area. Expansion of gardening opportunities for Inuvik residents and community organizations through the CGSI, if desired in future, will need to consider new avenues for gardening space in the community.

A visual example of how the 148 plots were used according to membership category in the 2014 season is provided in the figure below:



Current Financial Snapshot

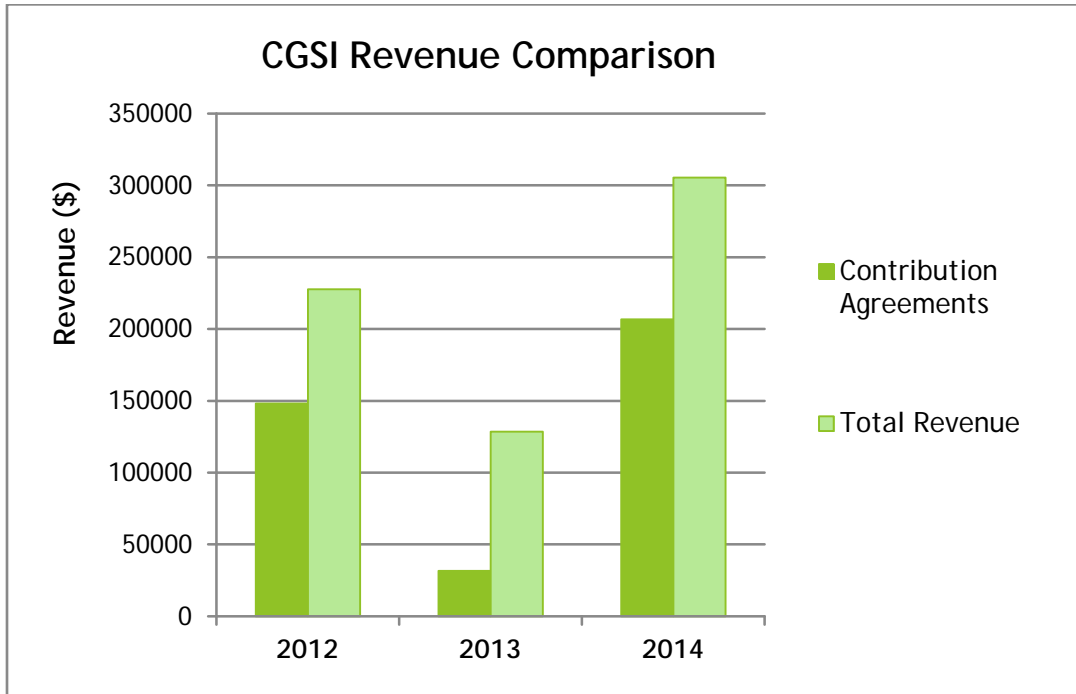
The greatest challenge faced by the CGSI is financial sustainability and stability. The volatility of revenue, funding and expenses is outlined below.

**Note that at the time the business plan was prepared, only draft financial statements were available for 2014. As such, revenue and expenditures for 2014 and forward planning for years following in this business plan may need to be adjusted following on finalization of the 2014 financial statement.*

| Revenues | 2012 | 2013 | 2014 |
|---------------------------|----------------|----------------|----------------|
| Donations | 608 | 3,314 | 1,842 |
| Fundraising Events | 3,002 | 24,470 | 10,687 |
| Bingo/Gaming | 8,294 | 16,110 | 27,548 |
| Gift Shop | | 1,378 | 1,135 |
| Plot Rentals & Membership | 9,933 | 10,323 | 11,622 |
| Contribution Agreements | 148,176 | 31,688 | 206,645 |
| Plant Sale | 57,541 | 41,236 | 45,921 |
| Total Revenues | 227,554 | 128,519 | 305,400 |

| Expenditures | 2012 | 2013 | 2014 |
|----------------------------------|----------------|---------------|----------------|
| Program Costs | 127,581 | 24,284 | 123,019 |
| Building Maintenance and Repairs | 1,236 | 1,577 | 18,113 |
| Plant Purchases | 23,166 | 15,771 | 19,233 |
| Gaming Expense | 2,590 | 1,860 | 9,799 |
| Fundraising Expenses | | 7,601 | 3,446 |
| Operation Costs | 33,587 | 21,120 | 21,948 |
| Wages | 45,538 | 25,137 | 46,667 |
| Total Expenditures | 233,698 | 97,350 | 242,225 |
| Profit and loss | -6,144 | 31,169 | 63,175 |

The salient inconsistencies in revenue from Contribution Agreements and Total Revenue are illustrated in the figure below:



The financial shifts illustrated above are linked to many factors including:

- High turnover in staff and board of directors: for example, in 2013 the Greenhouse Coordinator left prematurely as well as many Board members doing the same. Resulting capacity changes resulted in a decrease in revenue and associated programming that year.
- Lack of multi-year agreements/core funding
- Funding policy changes, changes to available funding, Government policy changes
- Fund development change due to Board and staff capacity
- Changing economics in the region, resulting in unpredictable corporate sponsorship

S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) Analysis

This analysis was brainstormed with the CGSI Board of Directors in March 2015 as a part of generating a business plan.

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • Large facility with excellent growing space • Innate celebrity: unique project, unique location • Passionate core membership • Several successful events: strong plant sales and fundraisers • Good media coverage • Strong regional government support • Tourist attraction • Real need for good food in Inuvik • Supportive of first time gardeners • Inspirational to community: supporting seniors, youth, women, elders, daycare, homeless and many important community organizations | <ul style="list-style-type: none"> • Inadequate infrastructure compromises organizational effectiveness • Limited resources • Small/exhausted Board of Directors; roles and responsibilities/board turnover • High staff turnover and volunteer turnover • Outreach constraints due to small seasonal staff • Lack of office equipment and space • Disconnected peripheral membership • Communication challenges due to the small number of overworked staff • Absence of full time, year round staff • Fund development |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Tapping into tourism • Capitalizing on the Food Security movement in the North • Commercial compost/manure program • Tapping into volunteer capacity including Willing Workers on Organic Farms (WWOOF) and horticultural student co-op placements • Commercial expansion: commercial activities post annual plant sale • Greenhouse gift shop expansion • Community beautification contracts • Tapping into national agriculture/food events • Expanding overall use of facility to include meetings and conferences as alternate income stream | <ul style="list-style-type: none"> • Burn out of key volunteers/Board of Directors • Lack of core funding leading to financial instability • Board capacity • Decaying/deteriorating facility |

Goals

The CGSI began with and remains committed to the following long and short term goals. See Appendix F: Detailed Funding Options for more information on available government funding.

These goals are arranged according to timeline and colour coded in the following categories:

| | |
|-----------------------------------|---------------------|
| Operations (Admin/website/office) | Building and Repair |
| Commercial Greenhouse | Programs/Outreach |

| Goal | Action Item for: | Timeline | Funding Options | Coding |
|--|------------------------|------------------------------|--|-----------------------------------|
| To expand human resources to include a permanent full time ED to oversee all operations as well as the SSFP | Board of Directors | ASAP: April 2015 | SSFP | Operations (Admin/website/office) |
| To expand as a regional centre to sell to and support regional communities as they establish and improve their community greenhouse production | Board of Directors, ED | ASAP: April 2015 | SSFP | Programs/Outreach |
| Streamline operations via new bookkeeping procedures and a new point of sale system | ED | April-May 2015 | Agriculture and HR Dev. Fund, Market Development Program, SEED - Microbusiness funding | Operations (Admin/website/office) |
| To streamline all administration, financial management and reporting via expanded human resources. | Board of Directors, ED | Ongoing, starting April 2015 | NGO Stabilization Fund , SSFP | Operations (Admin/website/office) |
| Expand commercial operations to include compost, soil and fertilizer sales. | ED and GC | Annual, June 2015 | Market Development Fund, Agriculture and Agri Foods, Agriculture and Environment | Commercial Greenhouse |
| Provide the community with a viable garden and bedding plant center, via the successful annual plant sale. | ED and GC | Annual, June 2015 | SSFP | Commercial Greenhouse |

| Goal | Action Item for: | Timeline | Funding Options | Coding |
|---|------------------------|---|--|-------------------------------------|
| To complete the reconstruction of the CGSI greenhouse roof | Board of Directors, ED | Sep-15 | Northern Foods Development, Community Tourist Infrastructure, Agrispirit | Building and Repair |
| Provide the community with weekly commercial sales of bedding plants and produce from the commercial upstairs area after the plant sale, including selling at the weekly Saturday Arctic Market in the summer months, as well as farm gate style /self-regulated sales at the CGSI greenhouse | ED and GC | Annual, June-Sep 2015 | See Appendix F, many options apply | Commercial Greenhouse |
| Improve Website to include easy online donation option and membership registration | ED | Ongoing, starting after 2015 growing season (Sept 2015) | See Appendix F, many options apply | Operations (Admin/ website/ office) |
| Via improved funding and human resources, establish an annual contribution to a contingency fund, so that unforeseen expenses to the Greenhouse building can be managed. | All parties | Ongoing, long term | Annual accrued excess | Building and Repair |
| Continue provision of opportunities for community groups such as the Elders Home, group homes, food bank, homeless shelter, halfway house residents and young offenders, etc... to participate in gardening in a positive working environment. | All parties | Ongoing, long term | See Appendix F, many options apply | Programs/ Outreach |
| Create an educational opportunity for local schools, the college and local residents. | All parties | Ongoing, long term | Rural Secretariat, MACA | Programs/ Outreach |
| Use of community gardening as a vehicle to develop community image, pride and interaction of community members to increase their quality of life. | All parties | Ongoing, long term | See Appendix F, many options apply | Programs/ Outreach |

| Goal | Action Item for: | Timeline | Funding Options | Coding |
|--|------------------|--------------------|------------------------------------|---------------------|
| Investigate various cost and resource saving measures regarding facilities and production: such as rain water catchment and utilidet connections | All parties | Ongoing, long term | See Appendix F, many options apply | Building and Repair |
| Policy formation and manual production | All parties | Ongoing, long term | See Appendix F, many options apply | Programs/ Outreach |

Personnel Plan

Ultimate oversight of the CGSI and of staffing, programming and greenhouse operations is carried out by a volunteer Board of Directors (See Appendix B: Board of Directors). Members contribute sweat equity during the growing season, giving them direct investment into the success of the greenhouse through their participation in greenhouse programs, as well as helping to offset the cost of labour that would otherwise need to be covered through additional staffing positions. Typically, the commercial greenhouse operations have been managed by a seasonal GC and summer student interns when available.

With new funding provided by the SSFP, the addition of a term Executive Director position will be created to oversee Greenhouse operations and execution of the SSFP. With guidance from the Board of Directors, the Executive Director will oversee the Greenhouse Coordinator and all other staff members. See Appendix A for the complete organizational chart, and Appendices C and D for exhaustive job descriptions for the Executive Director and Greenhouse Coordinator.

Products, Sales and Fundraising Activities

As the CGSI grows and changes, so will their offerings of products and services. These can be put into five categories: plant sales, commercial greenhouse/Arctic Market sales and garden supply sales (via SSFP), gift shop sales and fundraising events.

Plant Sales: annually in June

The CGSI produces a mixture of bedding plants including annuals, perennials, fruiting shrubs and vegetables for sale to greenhouse and community members, tourists and businesses during its annual, and highly successful, plant sale each June. This is the CGSI's most reliable and successful fundraiser, averaging sales of \$48,000 over the last three years.

Care needs to be taken in pricing plants for sale, and Board pricing policies must be made well in advance of the sale. The CGSI will be increasing prices slightly each year to adjust for increases in operational expenses while maintaining affordability.

Surveys completed by plant sale customers from 2014 will be consulted so that appropriate plants and supplies are sourced and pricing can be fixed accordingly.

Commercial Greenhouse Sales

The upstairs nursery greenhouse area is underused during the growing season. With improved human resources, the CGSI will expand commercial operations after the plant sale to include the following: See Appendix F for Commercial Greenhouse expansion options.

- Growing greens and other fast growing crops (herbs, greens etc) for sale at the **Town of Inuvik's Saturday Arctic Markets**. Plot renters may also donate produce to these weekly market sales. All profits go to CGSI.
- Growing greens and other fast growing crops (herbs, greens etc) for "at the CGSI greenhouse building.
- Growing greens and other fast growing crops (herbs, greens etc) for sale to local restaurants
- Taking advantage of upstairs commercial area to grow suitable, sellable produce
- Expand sales to include **compost production**. Up until this point, plot renters have been using compost without regulation. With expanded human resources, compost can be bagged and sold to plot renters and the public as a fundraiser. Sale prices should be commensurate with southern prices, researched by the Executive Director and Greenhouse Coordinator.
- Expand sales and increase profitability by introducing value added products such as jams, pesto, herbal teas, preserves, etc. These options will be researched by the Executive Director and Greenhouse Coordinator.

Garden Supply Sales

Via the SSFP the greenhouse will expand its sales to include gardening and building supplies and consultation to Inuvik and other communities in the region. All communities in the region now have community gardens which will require additional supplies and resources. This need can be met by the CGSI, providing a consistent new source of revenue.

Greenhouse Gift Shop sales

The Greenhouse gift shop is a great way to increase the visibility of the Greenhouse, though not a significant source of revenue. Introduced value added products such as jams, pesto, herbal teas, preserves can be branded and sold at the Gift Shop. The Greenhouse gift shop services and hours will improve as human resources expand.

Fundraising Events

In the past, the CGSI has generated income through the Inuvik Petroleum Show Welcome BBQ and other small events held at the greenhouse. There is significant potential to increase the fundraising event revenue stream. Some examples include: educational, gardening and cooking workshops; BBQs and entertainment events (particularly during GNAF and the summer tourist season); "Seedy Saturday"; and the CGSI's Fall Harvest Festival. Once proper

building maintenance is ensured, the Greenhouse building could be rented as an event venue for conferences, classes and other events.

Contribution Agreements

Funding is difficult to track for the CGSI and changes each year. This is due not only to differential funding obtained annually but also to changing capacity of the CGSI to apply for funding and consequently changing knowledge to ensure correct coding and tracking of revenue and expenditures from contribution agreements within and across years.

With the addition of an Executive Director and thus a change to prompt in-house bookkeeping and continuous, consistent oversight, in combination with a move to project based accounting, financial clarity and precision would dramatically improve. The SSFP contribution will thus make it easier to apply for and track these contributions and to assist in reviews of programming and commercial production compared to budgets and planning goals. See Appendix G for a complete list of government and other grant funding options.

The Roof

The long term goal of realizing the roof panel replacement needs to take place at the end of the 2015 growing season. The materials have been purchased and in order to take full advantage of their lifespan, construction needs to take place as soon as possible. The estimated costs of “raising the roof” are \$259,760. (Invested \$109,760 for materials already, \$150,000 estimated needed for installation, including labour and equipment).

The CGSI has been actively fundraising for the roof since 2012. All accrued excess is earmarked for this key project. Funding for this project will come from fundraising events (above) as well as 50,000 from GNWT-ITI Northern Foods Development Program and 75,000 from the Community Tourist Infrastructure Fund.

NB: Plans for roof reconstruction must begin as soon as possible, and CGSI plot renters must be made aware of the timeline so they can plan their gardens accordingly.

Building Maintenance and Repair

The Greenhouse structure, originally adapted from an area, is aging and often surprising in its need for repairs. For example, in early 2015 emergency funding was needed to address a deteriorated floor under the furnace and water storage tanks in the maintenance room.

At this point in time, the CGSI has identified that the wood beams in the room also require stripping, staining and painting/protecting. Deteriorated roof conditions resulting in ongoing water leakage continue to affect interior walls and drywall condition. As mentioned, all accrued excess will be put towards a contingency fund to look after these issues promptly as they arise.

Operations Plan

The CGSI will streamline annual operations with the following innovations:

Bookkeeping

Day to day finances will be completed by the Executive Director using proper accounting software, such as Quickbooks or Simply Accounting, with the guidance and counsel of the Board Treasurer. Centralizing bookkeeping will streamline and improve operations as up-to-date financials will be accessible at any time.

New Point of Sale System

The CGSI will purchase and implement a new point of sale system to streamline all sales of plants, vegetables, produce and promotional items. See Appendix E for information on the Square point of sale system.

Financial Plan

Below illustrates projected revenues and expenses for the next three years. 2014 figures are included for comparison and clarity.

Changes for 2015 and beyond include the induction of two new revenue streams:

- Introduction of expanded Commercial Greenhouse Sales
- Introduction of Garden Supply sales via the SSFP

| Revenue | 2014 | 2015 | 2016 | 2017 |
|---------------------------|----------------|----------------|----------------|----------------|
| Donations | 1,842 | 1,500 | 1,700 | 2,000 |
| Fundraising Events | 10,687 | 20,000 | 20,000 | 20,000 |
| Bingo/Gaming | 27,548 | 20,000 | 20,000 | 20,000 |
| Gift Shop | 1,135 | 1,500 | 2,000 | 2,000 |
| Plot Rentals & Membership | 11,622 | 11,000 | 11,000 | 11,000 |
| Contribution Agreements | 206,645 | 300,000 | 150,000 | 150,000 |
| Plant Sale | 45,921 | 47,000 | 50,000 | 55,000 |
| Greenhouse Sales | | 4,000 | 5,000 | 7,000 |
| Garden Supply Sales | | 25,000 | 30,000 | 35,000 |
| Total Revenue | 305,400 | 430,000 | 289,700 | 302,000 |

| Expenditures | 2014 | 2015 | 2016 | 2017 |
|----------------------------------|----------------|----------------|----------------|----------------|
| Program Costs | 123,019 | 12,000 | 15,000 | 17,000 |
| Building Maintenance and Repairs | 18,113 | 230,000 | 35,000 | 35,000 |
| Plant Purchases | 19,233 | 20,000 | 22,000 | 24,000 |
| Gaming Expense | 9,799 | 3,500 | 3,500 | 3,500 |
| Fundraising Expenses | 3,446 | 7,500 | 7,500 | 7,500 |
| Operation Costs | 21,948 | 35,000 | 35,000 | 35,000 |
| Wages | 46,667 | 120,000 | 125,000 | 130,000 |
| Total Expenditures | 242,225 | 428,000 | 243,000 | 252,000 |

| | | | | |
|------------------------|---------------|--------------|---------------|---------------|
| Profit and loss | 63,175 | 2,000 | 46,700 | 50,000 |
|------------------------|---------------|--------------|---------------|---------------|

The Target Market

The CGSI commercial greenhouse targets the following markets:

1. Greenhouse and community members acquiring bedding plants for gardening purposes
2. Tourists purchasing souvenirs
3. Businesses for beautification contracts
4. Regional communities in the Beaufort Delta in need of organizational support to establish their own individual or community greenhouses, via the SFFP Program.

Industry Analysis

As food security becomes an omnipresent issue in the north, so has interest in establishing successful community gardens. At the time of writing this plan, nearly all communities in the Beaufort Delta have a community garden. The CGSI is poised to take advantage of a unique time and provide consultation, supplies and stewardship to these communities.

The national interest in northern food security particularly is an emerging field of research. Opportunities exist between financial support and collaboration with many researchers and policy makers. Improved human resources and funding from the SFFP program will allow further exploration of these possibilities.

Further information on potential overlap and industry competition is required.

Promotion of the CGSI

In the coming years, the CGSI aims increase recognition to become a regional center for gardening and agriculture. With expanded activities supported by the SSFP, the CGSI will establish sales and support to smaller communities within the region.

Promotional strategies including increased signage, posters, community radio spots, use of the rolling channel ads on the cable TV in Inuvik, newspaper ads and social media posts. , the greenhouse values word of mouth for its marketing. The nature of the community is such that word of mouth will be paramount in increasing awareness. An email distribution list will also be used and will target people who have expressed interest in hearing about the greenhouse. The addition of an Executive Director will allow for improved communication with members and the public, and for improved advertising and promotion strategies and management.

National promotion can result in a potential revenue stream. A new, visible, and easy to use online donation system needs to be established and regularly promoted when the CGSI is featured in national media. The greenhouse Facebook page and website should be regularly updated and linked to online donation options. This will be facilitated by improved human resources via the SSFP.

Short Term Timeline: February 2015-April 2016

| Timeframe | Activity |
|----------------|---|
| Feb-March 2015 | <ul style="list-style-type: none"> CGSI Board of Directors engage business planning: Job Descriptions for ED and GC are circulated via online media (Canada Jobs Board, Mozilla, Charity Village and Facebook) and to universities and colleges with relevant programs (e.g agriculture, business administration) and posted locally in Inuvik Formal business plan for 2015-2017 years submitted March 31 to ITI |
| April 2015 | <ul style="list-style-type: none"> CGSI Board Hiring Committee screens, interviews and chooses candidates for both positions ED and GC begin work as soon as possible, mentorship provided by Board of Directors Greenhouse opening procedures take place and plant starts arrive. Timeline for roof reconstruction finalized; |
| May 2015 | <ul style="list-style-type: none"> Annual General Meeting of the membership and opening to members for gardening this growing season Commercial Greenhouse up and running New point of sale system purchased and operating (in advance of plant sale) ED and GC plan for execution of all programming, including SFFP |
| June 2015 | <ul style="list-style-type: none"> Annual plant sale - beginning of June (date TBA, set by ED and GC) |

| | |
|--------------------------|--|
| July 2015 | <ul style="list-style-type: none"> • Arctic Market, Tail Gate/Out of greenhouse sales • Compost sales • Summer fundraising events |
| August 2015 | <ul style="list-style-type: none"> • Summer fundraising events |
| August - September 2015 | <ul style="list-style-type: none"> • Roof replacement realized. Plot renters will need to be out of the greenhouse slightly earlier than normal for this to occur in a timely fashion. Roof needs to be up before first snow (early Oct) • Plant and supply sales reviewed by GC; planning for new plant and supplies order in association with ED to meet production targets and program needs in 2016 • Greenhouse shutdown end of September • GC seasonal position ends early Oct/end September |
| October 2015 | <ul style="list-style-type: none"> • Seasonal reporting completed by ED • Funding development |
| November - December 2015 | <ul style="list-style-type: none"> • Annual leave for ED |
| December 2015 | <ul style="list-style-type: none"> • December 31 CGSI fiscal year end |
| January 2016 | <ul style="list-style-type: none"> • Seeds/plants ordered for 2016 growing season • Supplies ordered for 2016 growing season for greenhouse operations and SSFP • Funding development |
| February-March 2016 | <ul style="list-style-type: none"> • ED and Board engage in strategic planning for coming year/s • Funding development • Renew funding for ED; new ED term begins • Special meeting of the membership |
| April 2015 | <ul style="list-style-type: none"> • Coordinator returns to begin new growing season • Members report on intention to return |

Conclusion

This document is meant to guide the CGSI and their staff as they embrace changes in the years to come. This plan will be reviewed and goals assessed annually, during Board strategic planning sessions.

Appendix A: Community Greenhouse Society of Inuvik Organizational Chart



Appendix B: Board of Directors

2014-2015

| Name | Position | Employment | Term |
|------------------------|------------------|------------------------------|-----------|
| Kristen Callaghan | Chairperson | Biologist | 2013-2015 |
| Anne Koko | Vice-Chairperson | Tourism | 2014-2016 |
| Genny Michiel | Secretary | Biologist | 2013-2015 |
| Judith Venaas | Treasurer | Retired | 2013-2015 |
| Matt Lovick | Director | Registered Massage Therapist | 2014-2016 |
| Candace Seddon | Director | Lawyer | 2014-2016 |
| <i>Vacancies -Four</i> | <i>Directors</i> | | |

2015-2016

| Name | Position | Employment | Term |
|------|----------|------------|------|
| | | | |
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2016-2017

| Name | Position | Employment | Term |
|------|----------|------------|------|
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Appendix C: Job Description Executive Director

| | |
|--|---|
| Position Title: Executive Director | Position Type: Full-time, term Starting ~April 2015-March 2016* *Extension possible, dependent on funding. |
| Title of Supervisor: Community Garden Society of Inuvik (CGSI) Board of Directors Point Contact: CGSI Board Chair | Location: Inuvik, NT |
| SUMMARY DESCRIPTION: | |
| <p>The Executive Director, reporting to the Board, is responsible for the administration and operations of the Community Garden Society of Inuvik (CGSI) including financial administration, events coordination, promotion and marketing strategies, securing funding for CGSI initiatives through proposal writing & corporate sponsorship, and establishing community & corporate partnerships on behalf of the Society. The Executive Director will oversee the execution of all programs run by the CGSI.</p> <p>Within the guidelines and directions outlined by the Society, the Executive Director will need to work with considerable independence and personal initiative. They will need to provide leadership in creating and maintaining a supportive and developmental work environment.</p> | |
| REPORTING | |
| <p>The Executive Director reports directly to the Community Garden Society of Inuvik Board of Directors.</p> <p>The Executive Director meets with the Board of Directors monthly or as required, and corresponds with the Board Staff Liaison (in most cases the Board Chair) regarding issues or concerns that arise through daily operations.</p> | |
| DUTIES & RESPONSIBILITIES | |
| <p>Administration & Management</p> <p>Under direction of the Board of Directors, the Executive Director assists with identifying areas and issues requiring further review, research and planning on behalf of the CGSI. In conjunction with the Board, the incumbent manages the work required to identify options or courses of action, analyzes and identifies implications of each course of action, including cost where relevant, and advises and consults with the Board and its committees make decisions.</p> <p>The incumbent has limited administrative support. They must be able to plan, compose and organize all administrative and operational tasks such as managing the office, responding to telephone inquiries, making community and organization contacts by telephone, writing letters to various community contacts, agencies, and sponsors, writing funding proposals, responding to</p> | |

and sending out emails regarding any inquiries.

During the growing season, approximately April to October, the incumbent will be responsible for managing all staff including the Greenhouse Coordinator and summer interns/students.

Policy Development

In areas of programs, personnel, administration and finance the Executive Director, in consultation with the staff and/or the Board, will make recommendations for areas requiring the development of, or amendment to the policies for the Society.

The Executive Director will be expected to comply with and promote the policies as outlined by the CGSI and take direction from the Board Directors.

Financial Management

Under consultation and in conjunction with the Board of Directors, develop budget proposals & forecasts and the accompanying substantiation for the budget to the Chair of the Board and when requested to present at board meetings.

The Executive Director should have 1-2 years financial experience with writing funding proposals, applications/registration involving to the Society and related reporting/accountabilities, and managing accounts payables and receivables.

The incumbent will actively seek and maintain current information about existing and alternative sources of funding for the Society. They are expected to actively liaise with funding providers and sponsors, including reporting any information requested by them, and approved by the Board, to funding partners and corporate sponsors in a timely manner. The Executive Director is responsible for follow-up reporting and commendation given to all funding partners and corporate sponsors, ensuring relationships with all are in good standing.

In conjunction with the Board Treasurer ensure bi-weekly monitoring of revenues and expenditures is maintained to effectively manage the resources of the Society. In consultation and conjunction with the Board Treasurer, ensure that bookkeeping and general accounting activities are kept up to date, recorded properly and in compliance with funding partners regulations and the Greenhouse operating budget, for the Society. The Executive Director is to ensure they report the fiscal status in their monthly report to the Board.

Duties Include:

Public Relations

The Executive Director is the main contact for all members, community contacts, interested organizations, tour companies, funding agencies, and to the public. Due to this they are to promote the CGSI and their activities whenever the opportunity presents itself, in an energetic, professional and informative manner. However, contact with media should be under direction or consultation of the Board of Directors.

In conjunction with the Marketing Sub-Committee of the Board of Directors, the Executive Director will assist with advertising, media contacts, production of marketing materials, production of promotional material for the CGSI and any other activities that the Society produces.

The Executive Director is to attend and make presentations to community fund providers and/or other agencies on behalf of the Society, when needed.

Human Resource Management

The Executive Director works independently for the most part of the year. During special events coordination the Executive Director may supervise contract staff for short periods of time, in addition to volunteer staff during any events.

The Executive Director assists with the recruitment for any contract staff of the Society, which includes being part of the screening, interview and hiring of any employees. During the annual growing season will take on the role of Manager of the Community Greenhouse, and will supervise up to 4-6 employees. During this period of time, the Executive Director will require leadership abilities, and the ability to work as part of a team environment. Reporting on the employees of the Greenhouse will be required. The incumbent will keep the CGSI Board of Directors informed regarding personnel issues, while fostering a positive work environment that encourages employee growth, professional development and education.

Board Relations

The Executive Director reports directly to the Chair of the Board of Directors, and is expected to work with all of the board members as part of a larger team. In support of the Chairperson, the Executive Director assists with developing an agenda for all Board meetings, in addition to providing any required backup information. The Executive Director is expected to provide a brief written report of Society activities once a month. Report content may be prescribed by the Board.

Being the only full-time employee of the Board, the Executive Director provides all ongoing support to the Board and other volunteers involved with the Society. They participate in all Board meetings, providing advice, recommendations and any information relevant to the Society.

DETAILED TASKS

1. Management of greenhouse operations including:
 - Oversee hiring and supervision of all seasonal greenhouse staff in collaboration with the CGSI Board of Directors
 - Create an annual work plan and operating budget in collaboration with the Society Directors
 - Research and development for expansion of Greenhouse operations

In collaboration with the Greenhouse Coordinator:

 - Create production plans and targets for annual plant sale and weekly markets;
 - Negotiate purchasing contracts with seedlings/plugs providers;
 - Order seedlings/plugs for the season;
 - Planting and maintenance associated with all growing for the season;
 - Supervise and track finances for annual plant sale and weekly market sales;
 - Monitor progress towards production plans.

2. Oversee management of the following programs:
 - GNWT ITI Small Scale Foods Program

- The Saturday Arctic Market
- Annual Plant Sale
- Community Greenhouse: including the Annual General Meeting, memberships and plot rentals
- Fundraising: both corporate and government streams
- Educational Programming

3. Facility & Equipment Maintenance

- Coordinate preventative and on-going maintenance for the greenhouse facility and equipment with input from the Board of Directors as required;
- Oversee all aspects of building maintenance, keeping Board of Directors informed of all short and long term repairs
- Coordinate start and end of season facility maintenance

4. Records Management

- Maintain file organization for relevant paper and electronic documents focused on the continuity of greenhouse operations.
- Maintain all relevant financial documents
- Prepare and submit accountabilities for all funded programming

5. Fundraising & Proposal Writing

- Coordinate greenhouse fundraisers, including events such a Saturday markets, fall fair, raffles, movie nights, bingos, etc.;
- Research and analyze funding opportunities for the greenhouse;
- Apply for relevant funding opportunities;
- Disseminate information on fundraising initiatives to the Staff Liaison/Board of Directors as required;
- Reporting and follow-up associated with successful funding grants.

6. Reporting on Operations

- Attend monthly Board of Director meetings;
- Prepare monthly written status reports for the Board of Directors;
- Prepare an annual report containing all information submitted by other staff, all financial data and recommendations for growth

QUALIFICATION REQUIREMENTS

Education:

1. Post-secondary education preferably in the field of horticulture, botany, environmental science, agriculture, or another related field. Education or equivalent experience in business and management is required.

Experience:

2. A minimum of 3 years non-profit management experience, including financial

management;

3. Proposal writing experience;
4. Previous experience working in community-based settings with a Board of Directors and volunteers;
5. Experience managing commercial greenhouses would be considered an asset.

Skills & Abilities:

1. Communications Skills

- a. Excellent communication skills, including the ability to listen actively, respond verbally in a manner that is clear and respectful, seek clarity in ambiguous situations, and prepare written communications that are clear and concise;
- b. Client service orientation, including the ability to consistently approach situations in a professional manner and respond appropriately to inquiries, requests and concerns;
- c. Ability to develop, maintain and utilize a network of internal and external contacts for the effective implementation of special events in support of the Greenhouse.

2. Financial Management:

- a. Ability to create and execute multiple project budgets
- b. Manage all day to day finances
- c. Manage payroll
- d. Report and plan with CGSI Board of Directors and Treasurer to ensure continued fiscal sustainability

3. Interpersonal & Leadership Abilities

- a. Ability to motivate, coach and manage performance to achieve results within a complex environment of opportunities, challenges, and constraints;
- b. Teamwork and relationship-building skills including the ability to establish and maintain effective working relationships with peers, Board members, internal and external clients, community residents, and other stakeholders;
- c. Ability to negotiate, persuade and deal with diverse groups of people.

4. Research, Analytical and Administrative Skills

- a. Analytical and problem solving skills;
- b. Strategic thinking skills, including the ability to identify risks and opportunities, and provide sound advice that contributes to well-informed decision-making;
- c. Knowledge of fundamentals of business plan development, cash flow planning, analysis and record keeping;
- d. Ability to accurately define and effectively address problems as they arise;
- e. Ability to implement continuous improvement initiatives.

5. Organizational Skills

- a. Ability to work on a number of projects and tasks simultaneously and prioritize accordingly;
- b. Flexibility, including the ability to adapt to work effectively within a variety of situations and with various individuals or groups;
- c. Ability to create and follow through with plans as outlined.

d. Ability to work efficiently and autonomously

6. Other Skills

- a. Organizational commitment, including the ability to promote organizational goals, set priorities to meet organizational needs, make choices and stand by decisions that benefit the long-term good of the organization, and drive to achieve the overall vision and mission that the Greenhouse establishes;
- b. Impeccable office administration
- c. Good understanding of communication tools and target audiences;
- d. High degree of discretion and an ability to maintain confidentiality.
- e. An understanding of local cultures and gardening in northern climates would be considered assets.
- f. Food Safe training would be considered an asset.

Other Requirements:

- Ability to work extended hours (hours vary seasonally based on plant production and operational needs).
- Outdoor field work is required;
- The ability to lift up to 50 lbs.
- Ability to work daily in an environment in which plants and plant pollen are present
- Relevant experience and educational equivalencies will be considered

Prepared by: Board of Directors Hiring Committee / Sasha Gale

Date: Feb 23 2015

Approved By: CGSI Board of Directors

Appendix D: Job Description Greenhouse Coordinator

| | |
|--|---|
| Position Title: Greenhouse Coordinator | Position Type: Full-time, Term (6 months; approx. April 15-Sept 30) |
| Title of Supervisor: Community Garden Society of Inuvik Executive Director | Location: Inuvik, NT |
| SUMMARY DESCRIPTION: | |
| <p>The Greenhouse Coordinator is responsible for the day-to-day organization and management of the greenhouse and commercial garden, as well as its associated programming, including the annual plant sale, weekly markets, community gardening education, workshops and tours.</p> | |
| REPORTING | |
| <p>The Greenhouse Coordinator reports directly to the Community Garden Society of Inuvik (CGSI) Executive Director. In the absence of an Executive Director, the Greenhouse Coordinator reports to the CGSI Board of Directors.</p> <p>The Coordinator meets with the Board of Directors monthly or as required, and corresponds with the Board Staff Liaison (in most cases the Board Chair) regarding issues or concerns that arise through daily operations.</p> | |
| DUTIES & RESPONSIBILITIES | |
| <ol style="list-style-type: none"> 7. Management of the commercial greenhouse operations <ul style="list-style-type: none"> • Create production plans and targets for annual plant sale and weekly markets; • Negotiate purchasing contracts with seedlings/plugs providers; • Order seedlings/plugs for the season; • Planting and maintenance associated with all growing for the season; • Supervise and track finances for annual plant sale and weekly market sales; • Monitor progress towards production plans. 8. Coordinate and supervise greenhouse volunteers and staff <ul style="list-style-type: none"> • Create work plans for group tasks and projects; • Communicate, organize, and monitor volunteer activity and progress towards work plans; • Maintain and monitor volunteer hour log book. • In implementation of Greenhouse fundraisers, in collaboration with the Executive Director 9. Community Gardening Education <ul style="list-style-type: none"> • Research and analyze community needs and interests; • Organize, promote, and lead gardening-themed educational workshops. | |

10. Facility & Equipment Maintenance

- Coordinate preventative and on-going maintenance for the greenhouse facility and equipment with input from the Executive Director/Board of Directors as required;
- Start up greenhouse facility at the beginning of the season according to operations manual.
- Winterize the greenhouse at the end of the season according to operations manual.

11. Client Service & Administration

- In collaboration with the Executive Director, responds to greenhouse phone calls, e-mails and social media messages and when required, manage memberships, rentals and garden plot map.

12. Greenhouse Marketing & Promotion

- Encourage participation in the greenhouse through promotion of its services and mandate through various channels, including but not limited to the Greenhouse website and social media pages;
- Promote and organize greenhouse tours for community or visiting groups/agencies.

13. Reporting on Operations

- Attend monthly Board of Director meetings when requested;
- In collaboration with the Executive Director prepare monthly written status reports for the Board of Directors;
- Prepare a "season end report" containing information such as feedback on the season, opportunities for improvement, project recommendations and production plans for the upcoming season, volunteer hour balance sheets, plot maps and any other information deemed pertinent for the continued success of the greenhouse or requested by the Board of Directors.

The incumbent may be required to perform other duties as required.

QUALIFICATION REQUIREMENTS

Education:

1. Post-secondary education, preferably in the field of horticulture, botany, environmental science, agriculture, or another related field. Equivalent experience considered.

Experience:

2. A minimum of 2 years experience in greenhouse operations;
3. Previous experience working in community-based settings with volunteers and with commercial greenhouses would be considered assets.

Skills & Abilities:

1. Communications Skills
 - a. Excellent communication skills, including the ability to listen actively, respond

- verbally in a manner that is clear and respectful, seek clarity in ambiguous situations, and prepare written communications that are clear and concise;
- b. Client service orientation, including the ability to consistently approach situations in a professional manner and respond appropriately to inquiries, requests and concerns;
 - c. Ability to develop, maintain and utilize a network of internal and external contacts for the effective implementation of special events in support of the Greenhouse.

7. Interpersonal & Leadership Abilities

- a. Ability to motivate, coach and manage performance to achieve results within a complex environment of opportunities, challenges, and constraints;
- b. Teamwork and relationship-building skills including the ability to establish and maintain effective working relationships with peers, Board members, internal and external clients, community residents, and other stakeholders;
- c. Ability to negotiate, persuade and deal with diverse groups of people.

8. Research, Analytical and Administrative Skills

- a. Analytical and problem solving skills;
- b. Strategic thinking skills, including the ability to identify risks and opportunities, and provide sound advice that contributes to well-informed decision-making;
- c. Knowledge of fundamentals of business plan development, cash flow planning, analysis and record keeping;
- d. Ability to accurately define and effectively address problems as they arise;
- e. Ability to implement continuous improvement initiatives.

9. Organizational Skills

- a. Ability to work on a number of projects and tasks simultaneously and prioritize accordingly;
- b. Flexibility, including the ability to adapt to work effectively within a variety of situations and with various individuals or groups;
- c. Ability to create and follow through with plans as outlined.

10. Other Skills

- a. Organizational commitment, including the ability to promote organizational goals, set priorities to meet organizational needs, make choices and stand by decisions that benefit the long-term good of the organization, and drive to achieve the overall vision and mission that the Greenhouse establishes;
- b. Good understanding of communication tools and target audiences;
- c. High degree of discretion and an ability to maintain confidentiality.
- d. An understanding of local cultures and gardening in northern climates would be considered assets.
- e. Food Safe training would be considered an asset.

11. Plant Care and Greenhouse Management

- a. Extensive knowledge of plant health including the ability to diagnose and treat plant diseases;
- b. Manual dexterity required to deal with plants and related equipment;

- c. Attention to detail: ability to identify and tend to plants needing special attention and adjust protocols as needed;
- d. Monitor and adjust environmental controls;
- e. Collaborate with Executive Director to monitor Greenhouse equipment and facility;

Other Requirements:

- Ability to work extended hours (hours vary seasonally based on plant production and operational needs).
- Outdoor field work is required;
- The ability to lift up to 50 lbs.
- Ability to work daily in contact with plants, plant pollen, dust and soil.
- Relevant experience and educational equivalencies will be considered.

Prepared by: Board of Directors Hiring Committee / Sasha Gale

Date: Feb 23 2015

Approved By: CGSI Board of Directors

Appendix E: POS System



Square Register Hotsheet:
www.squareup.com

The Square Register system seems a perfect, affordable fit for the CGSI's minimal point of sale management needs. Below are the salient points:

- Sales items can be added and edited with ease, and are stored online; system is totally mobile, so volunteers or staff could manage the sales items from their own/GH devices
- Sales items can be coded with photos for easy visuals, for easy volunteer operations
- All major CC's are accepted with a 2.75% flat rate fee
- All keyed in transactions are charged a 3.75% + 15c flat rate (all keyed in rather than swiped CC's)
- Applies all discounts and taxes
- Sends receipts via email or text (or printed)
- Manages inventory in real time (would be useful for plant sale projections and mid-sale reports)
- Also keeps track of cash sales
- Online invoicing for larger clients/contracts
- Can be integrated with Quickbooks!

Initial Investment:

| | |
|------------------------|------------|
| IPad Air 2 16GB memory | 550+ tax |
| Square Stand | 99+ tax |
| Swipe reader (free) | free |
| Total | 650 |

Annual Financial Implications:

Calculations based on 2.75%/swipe; (includes Gift Shop, Plot Sales, and Plant Sale)

| | |
|--|------|
| Based on all total 2014 Sales of \$59000 | |
| 59,000 sales if all were CC | 1622 |
| 59,000 sales were 50% CC | 811 |
| 59,000 if 75% CC | 1216 |
| Based solely on 2014 Plant Sales of \$46000 | |
| 46,000 sales if all were CC | 1265 |
| 46,000 sales were 50% CC | 632 |
| 46,000 if 75% CC | 949 |
| Based on combined 2014 Plant and Gift Shop Sales of \$47000 | |
| 47,000 if all were CC | 1292 |
| 47,000 if 50% were CC | 646 |
| 47,000 if 75% were CC | 969 |

Appendix F: Commercial Greenhouse Expansion Options

Below are some starting points for commercial expansion of CGSI operations. Further discussion by the Board of Directors, the Executive Director and Greenhouse Coordinator are needed to fully research the most profitable options for use of the large commercial area after the annual plant sale.

| | |
|--|--|
| Value Added Product Development | Value added greenhouse product development- jams, pestos, herbal teas, seeds, etc.... online product sales may be worth developing. |
| Fundraising Events | Dinners featuring greenhouse produce, targeting tourist season and visiting professionals. |
| Partnership Product Development | Partnership product development- planter boxes, cold frames, self-watering planters, mini greenhouses and other products manufactured by the local secondary school shop program and sold retail by the CGSI. |
| Workshops | Introductory and specialized gardening workshops (food preservation, composting, increasing yields, soil development, container gardening, integrated pest control, etc...) |
| Regional Garden Centre (SSFP) | Support garden development in smaller communities by supplying support and materials, including seeds, transplants, gardening tools, soil, nutrients, and other supplies. Acting as a distribution centre for Beaufort Delta and possibly Sahtu communities. |

Appendix G: Detailed Funding Options

| Organization/ Program | Information | Max Amount | Deadline | Contact/Web |
|--|--|---------------|----------------|--|
| GNWT FUNDING | | | | |
| GNWT ITI- Small Scale Foods Program (Growing Forward) | Activities may include, but are not limited to: a) Community educational activities, including agricultural workshops and seminars and associated costs such as presentation preparation, travel expenses, registration fees, course fees, instructor/speaker fees and educational materials; and b) Planning, design, coordination, construction and student assistance for the maintenance of existing community gardens and the establishment of new community market gardens and greenhouse operations and associated costs, including third party or student labour costs; consultant fees; garden/greenhouse design costs; garden/greenhouse construction costs including materials, equipment and freight; garden/greenhouse supplies, including soil, seeds, fertilizer, greenhouse operating, maintenance and management costs. | 91,000 | Ongoing intake | http://www.iti.gov.nt.ca/sites/default/files/growing_forward_2_program_guide_updated_march_2014.pdf Contact regional ITI Office |
| GNWT ITI- Agriculture and Agri-Food Research Program (Growing Forward) | Activities may include, but are not limited to: a) Research studies related to the investigation and evaluation of crop cultivation, farm management and agricultural production techniques, agri-food processing and value-added product technologies and non-timber forest products including costs for consultant fees, project design, third party labour, project supplies, materials and equipment, field preparation and maintenance of facilities, presentation preparation costs and travel; and b) Pilot projects related to the investigation and evaluation of crop cultivation, farm management and agricultural production techniques, agri-food processing and value-added product technologies and non-timber forest products including costs for | 10,000 | ongoing | http://www.iti.gov.nt.ca/sites/default/files/growing_forward_2_program_guide_updated_march_2014.pdf Contact Regional ITI Office |

| | | | | |
|--|---|--------------------|---------|--|
| | equipment, facilities, third party labour, professional, technical and analytical support, materials and supplies. Reimbursement for travel costs must be consistent with GNWT travel expense guidelines. | | | |
| GNWT ITI- Agricultural Awareness Initiative (Growing Forward) | a) Providing information documents, training and education campaigns; b) Planning, organizing or hosting summits, workshops and conferences; c) Recruiting and training industry spokespersons; and d) Developing manuals, videos, websites, educational materials, displays, publications and other awareness resources. Includes associated costs such as consultant fees, third party labour, advertising costs, production and publication of communication products, rental of equipment and venues for public awareness/promotional activities and participation in trade shows. | 5000 | ongoing | http://www.iti.gov.nt.ca/sites/default/files/growing_forward_2_program_guide_updated_march_2014.pdf Contact Regional ITI Office |
| GNWT- ITI Agriculture and Environment Program (Growing Forward) | Activities may include, but are not limited to: a) Environmental stewardship activities on farms; b) Soil studies to compile, review, digitize and enhance the NWT soil information database. Also includes activities related to soil mapping and arability assessments; c) Research studies and pilot projects to investigate, adapt and implement new environmentally friendly technologies and methodologies for manure management, the use of alternate energy sources, food storage and mobile food processing; and d) Activities related to the monitoring and determent of invasive species (plants and animals, including wildlife). | 10,000 | ongoing | http://www.iti.gov.nt.ca/sites/default/files/growing_forward_2_program_guide_updated_march_2014.pdf Contact Regional ITI Office |
| GNWT- ITI Market Development Program | a) Proponents need activities related to the promotion and marketing of agri-foods including the development and design of brochures, logos, labels, signage and packaging (Maximum \$5,000) for success. The amounts available are lifetime limits for the program. b) Proponents need activities related to the development of market strategies and market feasibility studies | See project limits | ongoing | http://www.iti.gov.nt.ca/sites/default/files/growing_forward_2_program_guide_updated_march_2014.pdf Contact Regional ITI Office |

| | | | | |
|---|---|----------------------------------|----------------|--|
| | <p>(Maximum \$2,500) for success. The amounts available are lifetime limits for the program.</p> <p>c) Proponents need support for participation in marketing events including registration fees and travel costs (Maximum \$3,500) for success. The amounts available are lifetime limits for the program.</p> <p>d) Proponents need consultant fees and travel costs associated with the promotion and marketing of agri-foods, development of market strategies and participation in marketing events (Maximum \$5,000) for success. The amounts available are lifetime limits for the program.</p> <p>e) Proponents need support for marketing organizations including farmers' markets and agri-tourism ventures (Maximum \$3,500) for success. The amounts available are lifetime limits for the program.</p> <p>f) Provision of funding to offset freight costs to ship northern produced and harvested food products from the point of NWT harvest/production to NWT markets (Maximum 100% of freight costs to first \$2,500,</p> | | | |
| <p>GNWT- ITI Food Safety Program (Growing Forward)</p> | <p>a) Development of food safety strategies in partnership with government and national producer organizations, including the delivery of Food Safe Level I and Level II courses and the implementation of HACCP or HACCP-based programs, including nationally developed sector-specific HACCP or HACCP-based systems where available, in the processing and harvesting sectors;</p> <p>b) Development and implementation of a regulatory compliance system designed to ensure the continued health and viability of the agriculture and agri-food industry in NWT, including, but not limited to, providing support for food safety regulatory activities to implement HACCP or HACCP-based requirements or other food safety measures as they arise;</p> <p>c) Provide support for food safety</p> | <p>Varied: see program guide</p> | <p>ongoing</p> | <p>http://www.iti.gov.nt.ca/sites/default/files/growing_forward_2_program_guide_updated_march_2014.pdf Contact Regional ITI Office</p> |

| | | | | |
|--|--|---------------------------|-------------------|--|
| | training courses, workshops, seminars and other food safety related activities undertaken by agricultural producers, agri-food processing personnel and agri-businesses; and d) Development and implementation of traceability systems based on national standards. | | | |
| GNWT-ITI Agriculture and Human Resource Development Program | <p>a) Agriculture Development Activities may include, but are not limited to:</p> <ul style="list-style-type: none"> • Agriculture land sustainability and diversification activities including the clearing and breaking of land and other land improvements to a maximum of \$1,000 per acre to \$10,000; • Provision of funding to assist agricultural producers with input costs to a maximum \$200 per acre; • Activities to increase the productive capacity of greenhouses to a maximum of \$2 per square foot to a maximum of \$10,000; • Provision of funding to assist agricultural producers and agri-food processors to offset the cost of harvesting, processing and storage equipment to a maximum of \$2,500; and • Other activities which may include hiring third-party labour and consultant services for professional, technical and analytical support to a maximum of \$2000 | Varied: see program guide | ongoing | http://www.iti.gov.nt.ca/sites/default/files/growing_forward_2_program_guide_updated_march_2014.pdf Contact Regional ITI Office |
| GNWT- Healthy Choices Fund | <p>The Healthy Choices Fund has been created to support initiatives which fit the following eligibility criteria:</p> <ul style="list-style-type: none"> • Provide a tangible service or support at the community, regional, or territorial level; • Demonstrate the potential to improve health outcomes for residents in a measurable way; • Include activities linked to existing community or regional programming; • Support an integrated approach to promoting healthy choices through partnerships with other organizations; and • Are located in the Northwest Territories. | 75,000 | Year round intake | http://www.hss.gov.nt.ca/health/slides/healthy-choices-fund |

| | | | | |
|----------------------------------|--|------------------------------|--------------------------------|---|
| GNWT- MACA | Applicants seeking funding for approved organization development events held within the Northwest Territories may be reimbursed up to \$4,000 towards eligible expenses. Applicants seeking funding for approved organization development events held outside the Northwest Territories may be reimbursed up to \$2,000 towards eligible expenses. | 6,000 | 6 weeks prior to project start | http://www.maca.gov.nt.ca/home/for-residents/youth-volunteerism/volunteer-organization-development-contribution/ |
| GNWT: Community Wellness Funding | <p>The Community Wellness Initiatives Fund supports eligible applicants whose initiatives aim to maximize the impact of community wellness initiatives and activities that support individuals, families, and communities in the Northwest Territories that focus on:</p> <ul style="list-style-type: none"> • Healthy Children, Families and Communities; • Mental Health and Addictions; and, • Healthy Living and Disease Prevention. | Not specified, project based | ongoing | http://www.hss.gov.nt.ca/grants-and-contributions |
| GNWT Anti-Poverty Fund | <ul style="list-style-type: none"> • Supporting children and families to lead healthy lives; • Ensuring people have access to the supports they need for healthy living and reaching their potential; • Ensuring everyone has a safe and affordable place to live; • Creating opportunities for community participation and working together towards a common goal; • Delivering social supports and services through integrated partnerships (where practical and appropriate) that respond to local needs; and • Promoting the social, cultural, and economic well-being of local communities. | Not specified, project based | | http://www.hss.gov.nt.ca/health-social-services/slides/gnwt-anti-poverty-fund |
| NGO Stabilization Fund | Eligible one-time costs include general management, governance, organizational development, and extraordinary operations costs. Collaborative projects that build the capacity of more than one NGO are encouraged. | 50,000 | Annually, April 1 | (867) 873-7415 or e-mail sigrun_geirsdottir@gov.nt.ca http://www.executive.gov.nt.ca/ngostabilization/ |

FEDERAL GOVERNMENT FUNDING

| | | | | |
|---|---|--|------------------------------|---|
| <p>Agriculture and Agri-Food Canada</p> | <p>Career Focus Program Agriculture and Agri-Food Canada</p> | <p>20,000</p> | | <p>Room 1032 9700 Jasper Avenue Edmonton, AB T5J 4C3 Tel: 780-495-3212 / 1-866-452-5558 Fax: 780-495-3971</p> |
| <p>Rurual Secretariat: Community Development</p> | <p>The objective of the program is to support stakeholders in:</p> <ul style="list-style-type: none"> • the development of collaborative activities which engage multiple communities; and • the development and transfer of knowledge. | <p>Partnerships (\$75k) Knowledge Building(\$100k) Workshops (\$15k)</p> | <p>June and Sept intakes</p> | <p>Patricia Tolton, Program Officer 174 Stone Road West Guelph, Ontario N1G 4S9 Tel.: 519-837-5859 http://www4.agr.gc.ca/resources/prod/rural/doc/cdpguide_eng_june09.pdf Fax: 519-826-2342 E-Mail: patricia.tolton@agr.gc.ca</p> |
| <p>Agriculture and Agri-Foods Canada</p> | <p>We help Canadian farmers and businesses produce the best possible food and agriculture products. Through our programs and services we support innovation, sustainable farming, business development, managing risk, trade and market development.</p> | <p>Many programs</p> | <p>June and Sept Intakes</p> | <p>http://www.agr.gc.ca/eng/programs-and-services/?id=1362675650980</p> |
| <p>United Way NWT</p> | <p>Funds can be accessed for maintenance of community plots, serving charitable organizations (Homeless Shelter, Food Bank, Women’s Shelter etc)</p> | <p>Not specified</p> | <p>Annually in October</p> | <p>http://www.nwt.unitedway.ca/funding-application-process</p> |