Community Investment
Kingston

Kingston Community Investment Brief
Honouring First Nations Lands and Teachings

Since the mid-late Woodland period, the geography of southeastern Ontario has been home to Indigenous peoples and their subsistence economies. Many Mississauga, Huron-Wendat and Haudenosaunee descendants of Michi Saagiig Nishnaabeg and Iroquoia continue to live, work, and play on the lands and waters of their ancestors.

The land on which the City of Kingston is situated is known to the Mississauga Anishinaabe (‘original’ peoples) as the Michi Saagiig Nishnaabeg Territory. It is also referred to as northern Iroquoia by the Huron and Haudenosaunee.

Traditional Mississauga, Huron-Wendat and Haudenosaunee knowledge and wampum-belt teachings indicate that in the centuries before the colonization period, the Indigenous peoples of this territory lived in harmony with the land and water and maintained peaceful relations with their neighbours. They achieved this existence through friendship and formalized these friendships through peace accords using wampum-belt diplomacy. The wampum-belt covenants were binding instructions – co-defined in the spirit of respect for one another and co-designed through a practice of community building and a giving and sharing economy —so that all could enjoy the bounty of the land, water, and natural resources while maintaining these gifts for future generations. An example of this peace and subsistence accord can be found in the covenant called Naagan ge bezhig emkwaan, or Dish with One Spoon.

The spoon symbolizes that people from other territories, near and far, can eat together from one dish (also identified as a bowl). The dish symbolizes the land where people gather and live. In his essay the Dish with One Spoon (1997), Victor P. Lytwyn explains that the Haudonoshone [sic], or Longhouse People, incorporated an image of the dish with one spoon in their oral tradition concerning the formation of the Great League of Peace, or Iroquois Confederacy, which was made up originally of the Mohawk, Oneida, Onondaga, Cayuga and Seneca nations. Their oral tradition states that at the time the League was formed, an agreement was reached by the Five Nations to share their hunting grounds in order to avoid territorial conflicts.

Lytwyn goes on to quote Tekanawita, also known as the Peacemaker, who said

“We promise to have only one dish among us; in it will be beaver tail and no knife will be there... which means that we will all have equal share of the game roaming about in the hunting grounds and fields, and then everything will become peaceful among all of the people; and there will be no knife near our dish, which means that if a knife were there, someone might presently get cut, causing bloodshed, and this is trouble-some, should it happen thus, and for this reason there should be no knife near our dish

The traditional governance and territorial treaties used by the Mississauga, Huron-Wendat, and Haudenosaunee in the Dish with One Spoon territory – which stretched from Quebec City along the St. Lawrence River to Lakes Ontario and Erie and into the rugged Canadian Shield lands to the north – are marvelous examples of Indigenous political, social, and economic strength and diplomacy. The Dish with One Spoon is a model of friendship and diplomacy that has never been extinguished and still exists among these First Nations and their shared ancestral territory.

Chi Miigwech (thank-you), and Nia:wen kowa (thank-you) to the Mississauga, Huron-Wendat, and Haudenosaunee peoples who continue to share their histories, cultures, knowledge, ways of diplomacy, economy and worldviews with the people of Kingston. We have much to learn and much to gain from forward-thinking Indigenous peoples and their ancestors. We extend our thanks for these Indigenous models of relationship-building and the legacy of the sharing economies of The Dish with One Spoon territory.

Preface provided by: Rye Barberstock (Wolf Clan, member of Mohawks of the Bay of Quinte) and Jo Reynolds, (Kingston resident, Social Innovation Specialist, Centre for Social Innovation)
It’s a pleasure to introduce the following brief on community investment in Kingston. Staff have been working hard to better understand the needs of our community as an initial phase in developing this approach. I’m thrilled that we’re exploring this innovative concept and always supportive of an initiative that focuses on collaboration and community building. I look forward to seeing how the next phases unfold and thank staff for their hard work to date.
Why Kingston Community Investment?

The City of Kingston and other levels of government depend on not-for-profit partners to deliver numerous social services. Over the past year, because of the Covid-19 pandemic and the limited sources of social capital available, social services delivery in Kingston and elsewhere has been under immense pressure.

However, Kingston is a community that cares, so when COVID-19 began to shut down our schools, businesses, faith centers, and vital social agencies, people responded by connecting over social media and video calls to create new collaborations and coordinate their efforts. It is in this spirit of collaboration and “leaning-in” that Kingston Community Investment began. Its purpose is to explore how community investment might contribute to initiatives that support vital community needs.

“We must come together and ensure that all the relevant sector partners are at the table for effective communication and sharing of resources.”

- Sophie Kiwala
Our Approach

At the start of any community initiative that seeks to solve a problem, it’s important to fully understand the needs, values, and perspectives of the people affected by that problem.

That’s why our work began with a Discovery Phase, which consisted of an analysis of municipal community services data to identify areas that might be a good fit for community investment and are experiencing strain due to COVID-19. The analysis laid the foundation for a meeting between the project team and 15 Kingston residents who shared how COVID-19 has impacted their communities, their hopes and fears, and Kingston’s response to the complex and intersectional areas of housing affordability, food insecurity, and homelessness. This research will inform the next phase of the project.

The second phase of the project is Learning – specifically, learning about community investment solutions at work in other cities and towns and coming up with a shared purpose, values, and principles to guide any future development in Kingston. The outcome of the Learning phase will be an opportunity statement and shared design principles.

In March and April, we will hold two public Learning sessions to discuss community investment and assess the desirability, viability, and feasibility of continuing to work together with key stakeholders in the third (Design) phase.

In the Design phase, a team of residents will use the opportunity statement and design principles developed in the Learning phase to co-create community investment solutions. This phase will also involve testing the solutions and developing implementation plans.

In this brief, we share what we heard during the Discovery Phase and offer questions and considerations for ongoing learning and discussion. You’ll also find examples of community investment models that could be adapted to the Kingston context.

Finally, you’ll find agendas for the sessions on March 25th and April 1st, each from 12:00 pm - 1:30 pm. You’re invited to attend one or both of them to learn, ask questions, and help us determine whether there’s interest in working towards community investment solutions through a designed process over the following six months.
What is Community Investment?

Community investment uses repayable financing and investment to support the start up or growth of a community-based project or social enterprise. Community investment models are created in response to an articulated need. Each community takes its own approach to develop a fund or a financial product that serves a shared goal. For example, some communities create partnerships to build new affordable housing, start a community food initiative, or support local social-economic development.

Terms such as “social finance” and “place-based investing” are often used interchangeably to describe the practice of using financing and investment to achieve a specific community outcome. Here are three examples:

**Community Investment Cooperatives**

**Knives and Forks**
was established by community leaders concerned about the social, economic, and cultural needs in relation to local food in BC. Knives and Forks provide capital to support local food-related economic activity and increase access to sustainable local food for British Columbians.

Learn more at BCI Impact Investment website.

**Social Purpose Real Estate:**

**New Market Funds**
takes a community-driven approach to real estate development for affordable housing, community-owned real estate, lending, and cooperative business development.

Learn more at New Market Funds Website

**Community Bonds**

**Tapestry Capital**
supports people to use community bonds to unlock the capital needed to finance a not-for-profit project. In the Tapestry model, the community becomes a powerful source of financing.

Learn more at Tapestry Capital website.

This brief also contains other examples of Ontario-based community investment projects in Simcoe County, Guelph, Ottawa, Kingston, Toronto’s Parkdale neighbourhood, as well as examples from British Columbia and Australia. In each case, the community worked with stakeholders to design a financial solution that supports community well-being.
Six Common Community Investment Terms

1. Social Finance
   is an approach to mobilizing private capital that delivers a social dividend and an economic return to achieve social and environmental goals. Mobilizing private capital for social good creates opportunities for investors to finance projects that benefit society and enables community organizations to access new sources of funds. Social finance investment funds (SFIFs) provide access to capital for not-for-profits, social enterprises, and social-purpose businesses.\(^3\)

2. Community Wealth Building
   is a term first developed by The Democracy Collaborative at the University of Maryland. The concept premises the building of shared wealth through intentional place-based strategies that direct investment into local community-driven entities that support broad-based and democratic ownership of capital.

3. Social Enterprise
   refers to businesses whose “product” has a defined and measurable social or environmental benefit. A social enterprise can be a non-profit organization, registered charity, or for-profit business.

4. Community Grants & Donations
   are non-repayable funds given to community enterprises or other community initiatives. Repayable and non-repayable funding are viewed as equally important by community enterprises at all stages of their development and growth.

5. Catalytic Capital
   accepts disproportionate risk or concessionary returns to generate positive impact and facilitate third-party investment that otherwise would not be possible.

6. Hybrid Community Funding
   combines funding from investments, grants, and donations. In many cases, an investment and a grant or donation could be provided by the same source. The model is somewhat similar to blended finance but is applied on a smaller and more localized level.

---

\(^4\) Parkdale Community Wealth Building, Community Financing Report, Parkdale People’s Economy, 2019
\(^5\) Koh, Harvey, “What Investors Need to Know to Embrace Catalytic Capital,” SSIR, October 2020
\(^6\) Parkdale Community Wealth Building, Community Financing Report, Parkdale People’s Economy, 2019
Many of our Discovery conversations focused on how COVID-19 has compounded the systemic root causes of the affordable housing shortage, homelessness, and food insecurity in Kingston.

We heard how local organizations have responded quickly to continue to provide people with access to food. For example, Lionhearts pivoted quickly to meet the increase in demand for food after the agencies they usually work with had to close their doors and transform the way they work. We heard stories that confirmed that homelessness and barriers to housing continue to be the bitter reality for far too many of our neighbours.

We heard how organizations are working together to coordinate information and resource sharing while supporting each other to navigate and survive these unprecedented times. Many anticipate changes in their operating models and fundraising capacity in the near future and a tremendous increase in the demand for their services in 2021.

When we discussed community investment, people expressed interest while asking important questions such as: Who are the potential investors in Kingston? What are the roles of average middle-income and high net-worth individuals and institutional funders if asking them to invest might undermine the donation base needed for already precariously funded programs? What opportunities in Kingston are investment-ready?

A full capture of people’s responses is listed on the following pages

“I hope there are ways we can recognize how we have depended on the arts to get us all through this time. Who is better to come up with solutions than artists, who have lived experience with managing tight budgets and who are creative thinkers?”

-Kirsi Hunnakko, Executive Director, Kingston Arts Council
Insights from the Discovery Phase

What changes have you seen take place since COVID-19 began?

- The cost of food distribution has increased significantly due to higher food sterilization costs and delays at customs for foreign food imports.
- Increased demand for food access was immediate; CERB provided some relief.
- 100s of people who never thought they might be in a food line grew massively and touched every demographic in our community.
- HR issues - many volunteers have left because they themselves are now in vulnerable circumstances.
- Because of extra demand, quality food has become scarce for the older population.
- Housing affordability is a massive challenge. We have a few projects on the go for mixed-market developments. We need more and different types of housing in our community.
- Some professions cannot shift as easily to a virtual environment (especially Kingston’s arts community); this is causing widespread frustration.
- Devaluation of artists by local government and loss of events and promotion.
- Public availability of drinking water is hard to come by.
- Every demographic was seen in Lionhearts food lines.
- Increase in mental health challenges.
- Increase in race-related incidents, including racial slurs directed at international students.
- Addicts and people with mental health issues cannot access support.
- Underprivileged households and individuals are denied opportunities to rent a house.

Human resources are a big problem amid C-19. Many volunteers are not able to volunteer; despite this, there is an increase in the services being offered. Meals provided have increased from 100 a day to 1700 per day, 7 days a week.

- Bhavana Varma, United Way
Insights from the Discovery Phase

What are some of your fears and hopes for improvement?

- This crisis has brought the community together via various partnerships across different service sectors.
- Broader systemic change is ensuring sustainable income sources/ opportunities for the most vulnerable.
- Hope that the city will create more affordable housing.
- Hope that there will be more manufacturing and economic health related to new affordable housing construction. This crisis will spark more conversations and resilience in the community.
- There is more opportunity for us to pick up on these issues and do something. We are already working towards a food hub with shared space. The Internet of Things is impacting food transportation and can impact how surplus food can be diverted to organizations. Put food storage, delivery, skills development, and production under the same roof.
- People want more flexible work options such as a mix of telecommuting and a physical workplace, but Kingston lacks good examples of companies taking the initiative.
- Increased options for micro-investment (people can provide smaller investments to start new projects).
- Kingston should invest in more social enterprises (in partnership with the private sector).
- Food banks typically feel the impact of economic recessions 12-18 months after they start, so 2021 is an intimidating prospect.
- Social organizations are already understaffed and worry that if even a single staff member gets infected with Covid the entire operation may have to shut down.
- Fear of government funding drying up.
- Fear of a lack of political will. Each community within Kingston has different needs and people aren’t sure whether they’re being heard (transparency).
- Fear of the government not prioritizing (repainting streets as opposed to housing).
- Fear that artists will leave Kingston due to a lack of support.
- Fear that small businesses are suffering.
- Fear of an anti-vaccine movement in Kingston.
- Fear that tenants will be evicted because of mental health issues and lack of landlord support.
- Fear that United Way funding will end.
Insights from the Discovery Phase

What unexpected impacts have you noticed?

- Ineffectiveness of congregate living, as people no longer feel safe living in shelters.
- Commercial spaces are empty and we can use them for social work.
- The community has come together during this unprecedented time. (Restaurants thought of food banks when they had to shut down and donated extra food.)
- C-19 has led to increased domestic violence but not enough options for women and children to transition elsewhere.
- C-19 forced a shift to digital platforms.
- The digital environment is difficult for indigenous and rural communities without internet connections.
- The inspiring manner in which community leaders banded together to resolve food insecurity.
- C-19 drove need for housing/food/transportation within the indigenous community as the connection to cities was severed.
- The lack of addiction and mental health support for the indigenous community was especially salient.

"There was an increase in race-related incidents. Often, newcomers and international students hold front-line positions in grocery stores or coffee shops and experience racial slurs. That was surprising.

- Sunita Gupta, Lead, Kingston Immigration Partnership"
Insights from the Discovery Phase

Have there been any important lessons, signals, or trends, that we as a community should take forward?

- The City relies heavily on grants and should look to mix grants and donations from the community to fund additional projects.
- Strategically look at vacant land and give it to the community for social-purpose real estate. There are many examples from other municipalities that Kingston can adopt.
- Adopting a hub-based approach can reduce costs and target different needs.
- Increase in the opioid crisis.
- An integrated care hub can support people with consumption treatment services.
- Conversations on basic income security are picking up.
- C-19 has shown that prevention is more affordable than intervention later on.
- The importance of art in mental health; the value of art to society.
- Continue the “Love Kingston” campaign to expand businesses.
- Lionhearts’ involvement with Stages, new rollout plans.
- Lean towards a bipartisan environment in local politics to prioritize utilitarianism.

“Many organizations are working towards longer-term solutions, but funding is often limited and finding a steady stream of funding or capital is a challenge.

– Ruth Noordegraaf, Social Services, Department of Kingston Municipal Housing and Homelessness.”
House Precarity and Homelessness

- Because of poor health precautions taken at shelters, some people set up the Belle Park encampment.
- The shelter system demand shows that we need a strong connection with social services, which is why an integrated health hub is needed to support people caught in the opioid crisis and who need shelter (The Integrated Health Hub on Montreal Street now addresses some of this need).
- Need for more transitional support systems.
- Need different types of housing units in the community. For instance, an apartment building takes up less surface area but can support multiple families.

Housing Affordability

- There is a need for a broader mix of housing types in our community, including supportive housing, affordable housing, rent-gear to income housing, and mixed-market developments, which offer a blend of market-rate units alongside affordable housing units.
- Landlords looking to rent their units prefer to rent to Queen’s students because they can charge above-average rents and rent their properties bedroom-by-bedroom rather than as a complete housing unit. Consequently, residents who have needed income supports do not qualify with landlords and experience discrimination.
- Residents who may appear to be from a marginalized background are often not considered by landlords to be suitable tenants based on their appearance.
- There is no rent regulation or ceilings on rent, so individuals who cannot afford higher prices have fewer housing options.
- Limited housing stock in the rental market creates significant upwards price pressure.

“COVID has shone a very bright light on all of our systems. Those of us who work with the disempowered know these issues well. Those of us on the front line are pleased that there is more attention. But people also need to understand that these issues have been the experience of many for a long time.

– Pam Havery, Kingston Interval House
Insights from the Discovery Phase

Food Security

- Need to look into root causes such as food distribution, production, unavailability of work, poor conditions to cook.

- The burden on foodbanks has significantly increased amid C-19.

- Having trouble shipping products from US (focus more on local dependency).

- Local initiatives such as Lionhearts and the Davies Foundation’s $250k fund to provide $100 food cards to laid-off employees.

- CERB has greatly helped address food insecurity. At Partners in Mission Food Bank, the daily average pre-Covid was 63 hampers of daily food; this spiked to 72 hampers daily in March. CERB created below-average need for hampers; once it ended, the demand for hampers returned to the average.

"Homelessness, Housing, and Food Security are connected with each other and they should be handled together instead of in isolation"

- Shawn Sargeant, Lionhearts
How do the interviews relate to the quantitative data?

There are several similarities in the interview feedback and what we found in our survey of municipal community services data. The overlap is concentrated in four interconnected areas: mental health/addiction, housing, food insecurity, and social work.

The Community Impact Report, indicated that **89% of surveyed youth identified as having mental health issues**, and **48% with having an addiction** (United Way, 2020). The Shelter Capacity Data Report also indicated that **monthly youth shelter use has increased by over 50%** (City of Kingston, 2019). Many interviewees mentioned the impact of the worsening opioid crisis, especially among youth who are using shelters and facing mental health challenges.

Interview respondents also noted that domestic violence has increased during Covid-19, but opportunities for vulnerable women and children to access transitional housing are sorely lacking. Interviewees also indicated that the housing market is very competitive and the lack of rent control often renders housing unaffordable. These observations match the findings from Urban Kingston’s 2016 Point-in-Time Count Survey, in which **58% of respondents claimed they did not have enough income to afford rent.** In addition, **47% of respondents also reported that rents were too high and 30% indicated that housing was not available** (United Way, 2016).

The other major theme in the interviews was food insecurity. Although almost all respondents had a positive outlook on how the community has addressed this issue – with organizations such as Lionhearts leading the charge. They pointed out that root causes of food insecurity such as food distribution, production, unavailability of work, poor conditions to cook, and welfare programs continue to exist. Because of Covid-19 and delays in cross-border food shipments, the community has realized the importance of locally sourced products. Programs like CERB were beneficial, as they alleviated the burden that food banks and other organizations faced during the first Covid-19 peak in March. The support programs gave them time to equip themselves and strengthen their supply chains.

The last predominant theme was social work. Several interviewees noted that social organizations are already understaffed. If even a single staff member gets infected, the organization would need to shut down its entire operation. This sentiment was also reflected in the Kingston Frontenac Child Care and EarlyOn COVID-19 Recovery Survey Highlights (City of Kingston).

---

in which 78% of respondents expressed concern about contracting the virus at work (City of Kingston, 2020).

The primary and secondary research/analysis found that housing, homelessness, mental health/addiction, and food insecurity are interconnected problems entrenched within the social fabric of our community. These issues have existed in the past, but the emergence of the C-19 pandemic has widened the gaps and pushed our existing social assistance capacity to the brink of collapse. However, shared suffering has nudged local organizations and community leaders to collaborate and improve existing systems that were otherwise ignored. Community stakeholders have realized that they can depend on one another to overcome tough situations. This relieves the burden on individual players to resolve complex systemic problems by themselves.

“Being homeless impacts your overall wellness. Homelessness has grown in the Kingston area. Many services [for Indigenous peoples] have been cut back or are harder to access. This significantly impacts people who are vulnerable. So where do they turn?

- Winnie Peters and Andrea Wardell, Tipi Moza
Comparative Community Investment Models

See Appendix A for detailed descriptions of each Community Investment example.

Homelessness/Housing Affordability

Redwood Park Communities
The Redwood Park Communities work closely with the Country of Simcoe, the government of Ontario, and the City of Barrie to provide safe, affordable, and supportive housing for those in need through a number of different projects and initiatives.

Options for Homes
Options for Homes is a non-profit social enterprise based in the GTA. Its primary mission is to make home ownership more affordable for Canadians.

Community Forward Fund
Community Forward Fund (CFF) is a $12-million fund that provides innovative financing to community organizations throughout Canada.

Impact Investment Program: Parkdale Housing Crisis
Vancity Community Investment Bank and Parkdale Land Trust have partnered together to create a new financing solution to increase community access to affordable rentals in the Toronto neighbourhood of Parkdale.

New Leaf Project
In partnership with the University of British Columbia, Foundations for Social Change launched the world’s first direct cash transfer program to empower people to move beyond homelessness in Canada.

Approaches to Financing Food Security

Kingston Social Value Fund
Kingston Social Value Fund is a youth-led impact investing organization that takes an impact-first approach to financing Kingston-based social purpose organizations (SPOs) that generate meaningful impact for the local Kingston community.

Harvest Impact
Guelph-Wellington is working to build a Circular Food Economy that will achieve a 50% increase in access to affordable nutritious food, create 50 new circular-economy businesses and collaborations, and achieve a 50% increase in circular economic revenue by recognizing the value of waste.

Food Connect Shed
Food Connect Shed is a food hub intended to provide a common space where the local community can gather with urban food-makers, local farmers, market gardeners, and each other. They are focused on creating a space for the new creative local food economy to collaborate and move the needle on a healthier, fair and regenerative food system.
Community Investment Sessions

Community Investment Learning Session
March 25, 12 - 1:30 p.m.

12:00  Land Acknowledgement and Welcome from Mayor Bryan Paterson.
12:15  Introduction to Kingston Community Investment.
12:20  Community Investment Presentations.
       Lars Boggild, Vancity Community Investment Bank.
       Joshua Barndt, Parkdale Land Trust.
12:35  Julia Grady, Harvest Impact.
12:50  Keshiv Kaushal, Kingston Social Value Fund.
1:05   James Chan, Verge Capital.
       Michelle Baldwin, Pillar Nonprofit Network.
1:20   Next step - Community Investment Design Session,
       April 1st 12:00 - 1:30 pm.

Community Investment Design Session
April 1, 12 - 1:30 p.m.

Facilitator, Jim McLellan, Academic Director of the Dunin-Deshpande Queen’s Innovation Centre, Head of the Department of Chemical Engineering at Queen’s and a co-founder of the Queen’s Summer Innovation Initiative.

12:00  Land Acknowledgement and Welcome.
12:15  Purpose of Community Investment Kingston
       (Summary and Feedback).
12:30  Designing Community Investment Solutions.
1:15   Next Action Steps.
The initial phase of Kingston Social Finance is a collaboration between the City of Kingston, QS2i, and the Centre for Social Innovation.

Research and Development:
Katherine Li, QS2i
Darsh Patel, QS2i
Campbell Burgess, QS2i
Abigail Falle, QS2i
Keshiv Kaushal, QS2i and Kingston Social Value Fund
Lakshay Raheja, City of Kingston
Jo Reynolds, Centre for Social Innovation

Special thanks to Rye Barberstock, Okwaho Equal Source for writing the preface and Alec Ross for editorial support

Special thanks to those we interviewed:
Andrea Wardell, Tipi Moza; Bhavana Varma, United Way; Dan Irwin, Partners in Mission Food Bank; Kathy Lavorato, Kingston Community Credit Union Limited; Kim Hockey, United Way; Kirsi Hunnakko, Kingston Arts Foundation; Pam Havery, Kingston Interval House; Rob Wood, Kingston Community Foundation; Ruth Noordegraaf, City of Kingston; Shawn Sargeant, Lionhearts; Sunita Gupta, Kingston Immigration Partnership; Sophie Kiwala; Winnie Peters, Tipi Moza

Kingston Community Investment is grateful for financial support from Social Innovation Canada, Centre for Social Innovation, City of Kingston, and the Scaling Impact Initiative through the Ontario Trillium Foundation.
The Redwood Park Communities work closely with the County of Simcoe, the government of Ontario, and the City of Barrie to provide safe, affordable, and supportive housing for those in need through a number of different projects and initiatives. Their initiatives include:

- **Lucy’s Place (motel conversion project):** Through this initiative, Redwood Park Communities is working to convert the underused Barr Motel in Barrie into furnished bachelor apartments for individuals experiencing chronic homelessness.

- **Capital Campaign:** In partnership with the Salvation Army, Redwood Park Communities is developing a short-term housing center for families in crisis. With $2 million in funding secured for the project, they are seeking out an additional $1 million through a community fundraising campaign with Hope Through Housing.

- **United House:** The United House provides affordable housing and support for women and children leaving the Barrie Women and Children’s Shelter. When transitioning out of a violent situation most women are not yet ready to support themselves. Because of this, the Ontario Works Program will pay a portion of the market value rent of their apartment. Redwood Park Communities helps to further ease these burdens through the development of United House as well as through the Redwood Rent Supplement Program which helps fill the gap between what women are able to pay and the actual cost of rent.

- **Redwood Second Suites:** Through this program, Redwood Park Communities work with homeowners to transform unused space in their homes into legal apartments in order to increase the overall number of affordable housing units in the city. This program allows homeowners to help aid their community while making additional rental income.

Find out more at RedwoodParkCommunities.com

What problem is this model trying to solve?

Redwood Park Communities is aiming to address all types of homelessness including chronic, episodal, transitional, and hidden homelessness. They seek to accomplish this goal through the initiatives outlined above which seek to increase the City of Barries’ capacity for assisted housing.
Who was involved in this model's development or operation?

The Redwood Park Communities were founded by Rhonda and Tim Kent. After spending a significant portion of their time volunteering from shelters to permanent homes they noticed a gap in support and a lack of affordable housing in their community. This led to the couple using their background in the building industry to fill these gaps through the creation of Redwood Park Communities.

Organization structure / incorporation

Leadership team (made up of several directors, a CEO, an Advisor, and Project Manager) and Board of Directors.

Governance

Board of Directors.

Regulatory Environment

Registered Charitable Organization.

Who are the investors?

Redwood Park Communities’ prime investors include the Government of Ontario, the County of Simcoe, the City of Barrier, corporate sponsors, and community fundraising. In 2019 the organization sourced roughly $80,000 in revenue from donations, $70,000 from capital fundraising, $90,000 from grants, and $200,000 from earned income.

Options for Homes

Options for Homes is a non-profit social enterprise based in the GTA. Their main mission is to make home ownership more affordable for Canadians. Through their partnership with Delerta, a fully-integrated construction management company, Options for Homes is able to develop high-quality condominiums. They are then able to work with funding partners to take what would normally be the developer’s profit and offer it to purchasers as down payment support. These downpayment loans remain payment-free until the purchaser chooses to sell or move and will help boost the purchaser’s downpayment, making it easier to secure a traditional mortgage at a lower monthly carrying cost. When the purchaser does move, sell, or pay off their primary mortgage they are required to pay back the loan plus some appreciation.

Find out more: OptionsForHomes.ca/ or hoaCorp.ca/About-MSI/
**What problem is this model trying to solve?**

This financing model makes homeownership more attainable and affordable for Canadians. Their novel financing strategy makes it possible for anyone who can afford the carrying cost of a mortgage to own a home. This model primarily targets purchasers with an income of $40,000 - $90,000.

---

**Who was involved in this model’s development or operation?**

Options for Homes was founded in 1994 as a non-profit social enterprise in partnership with Home Ownership Alternatives (HOA). HOA is a non-profit financial corporation that has successfully financed each of Options for Homes affordable housing developments through their second mortgage model.

---

**Organization structure / incorporation**

Not applicable.

---

**Governance**

Not applicable.

---

**Regulatory Environment**

Non-profit Social Enterprise.

---

**Who are the investors?**

Options for Homes has operated for 25 years without the help of government funding.

---

### Community Forward Fund

Community Forward Fund (CFF) is a $12 million loan fund that provides innovative financing to community organizations throughout Canada. Due to its strong loan underwriting and repayment track record, CFF is able to establish reasonable goals for its rate of net return to investors.

CFF’s overarching goal is to improve Canada’s social and community infrastructure. Currently, CFF is partnered with several different organizations in order to address the issue of homelessness. **These organizations include:**

---
Catalyst Community Development Society
• CFF is helping fund Catalyst’s construction project which consists of 14 new affordable housing units in Tofino, BC.

St. Hilda’s Tower INC.
• CFF is helping fund the renovation and refurbishment of 333 affordable housing units for seniors.

SOLIDES
• CFF is helping fund the purchasing of two new affordable housing units in order to ensure they do not get sold to the private sector and can continue to provide affordable housing for 70 households.

See more at CommunityForwardFund.ca/financing-examples/#1525192214441-71e9a39c-f85e

What problem is this model trying to solve?
The Community Forward Fund is seeking to improve Canada’s social and community infrastructure through the provision of loans to charitable and non-profit organizations around the country. In addition to this, they are seeking to provide their investors both social and financial returns on their investments in the fund.

Who was involved in this model’s development or operation?
This fund was developed by New Market Funds as part of their growing platform of affordable housing and community leading practices. New Market Funds is a multi-fund manager that delivers investment opportunities that yield both community impact and financial returns.

Organization structure / incorporation
Functional Organizational Structure: Board of directors Lending Team, Finance, operations and management team.

Governance
• Board of Directors.
• New Market Fund, a multi-fund manager.

Regulatory Environment
Non-Profit Registered Fund Manager.

Who are the investors?
Community Forward Fund’s investors include community foundations, private foundations, and other organizations. These investors include Bealight Foundation, Green Shield Canada, Hamilton Community Foundation, Inspirit Foundation, and many more.
Impact Investment Program: Parkdale Housing Crisis

Vancity Community Investment Bank (VCIB), an Ontario-based subsidiary of Vancouver City Savings Credit Union, is Ontario’s first value-first banking organization. VCIB exclusively partners with organizations seeking to drive social, environmental and economic change. Their overarching goal is to connect these social enterprises with financial solutions.

Parkdale Neighbourhood Land Trust (PNLT) is a community land trust in Parkdale. This group is made up of residents and organizations seeking to protect Parkdale’s cultural and economic diversity.

These two organizations have partnered together to create a new financing solution to increase community access to affordable rental in Parkdale, Toronto through their Preserve and Protect Guarantee Program. This program’s main mission is to rapidly acquire at-risk affordable rental buildings in Parkdale. This program has been formed as increasing rates of renters are being evicted in order for property owners to renovate and upgrade their units due to the gentrification of the area. These evictions have been pushing many of the area’s residents into homelessness and have disproportionately affected the area’s BIPOC community. Through the acquisition of at-risk affordable rental properties, these organizations hope to preserve the supply of affordable rental housing in the area.


What problem is this model trying to solve?

The main issue VCIB and PNLT are trying to combat is the reduction of affordable rental units due to the gentrification of the Parkdale area. Recently tenants in the area have been facing increased evictions due to renovations and changes of ownership of their rental buildings. Along with these renovations and changes of ownership, the number of available affordable rentals has been decreasing. These issues have been disproportionately affecting the BIPOC population of Parkdale.

Who was involved in this model’s development or operation?

The Preserve and Protect Guarantee Program was formed through a partnership between VCIB and PNLT. As mentioned VCIB partners with social impact organizations in order to help them secure funding for their cause. PNLT chose to partner with them in order to work to preserve the economic and cultural diversity in Parkdale, Toronto. In addition, this project was kickstarted through investments from Atkinson, Metcalf, ECHO, and Fairmont Foundations.
| Organization structure / incorporation | VCIB: Lead by their leadership team (CEO, CFO, CRO, Director of Capital and Investments, Managing Director of Corporate Development, and Director of Impact Lending).  
PNLT: Lead by a team staffed with one full-time director and four part-time staff members. |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>VCIB and PNLT: Board of Directors.</td>
</tr>
<tr>
<td>Regulatory Environment</td>
<td>Not applicable.</td>
</tr>
</tbody>
</table>
| Who are the investors? | To date, over $4 million dollars has been committed from five investors. As mentioned, Atkinson, Metcalf, ECHO, and Fairmont Foundations kickstarted the project through their investments.  
Atkinson is a Canadian charitable organization committed to social and economic justice. More specifically, their main goal is to strengthen the movement for a fair economy and resolve issues of wealth and democratic inequality. They seek to accomplish this goal through collaboration with organizers, policy innovators and investors.  
The Metcalf Foundation is a charitable foundation that focuses on the environment, poverty reduction, and the performing arts. Each year Metcalf donates approximately $6 million to charitable activities. In addition to this, the organization manages an impact investment portfolio directed to support its key objectives.  
ECHO is a private charitable foundation based in Quebec. The two main interests of this organization are the environment and mental health. In efforts to improve the mental health of people in both Montreal and Toronto ECHO seeks to improve the quality of life for at risk-people.  
The Fairmont Foundation is a private charitable foundation focused on community development, outreach, and welfare. |
5 New Leaf Project

In partnership with the University of British Columbia, Foundations for Social Change launched the world’s first direct cash transfer program to empower people to move beyond homelessness in Canada. Specifically, the New Leaf project (NLP) distributed a one-time cash transfer of $7,500 to people experiencing recent homelessness in the Vancouver area. The direct giving model has been proven to empower recipients to find housing and purchase goods that improve their lives, while restoring dignity, confidence and a sense of well-being.

See more: ForSocialChange.org/the-research

What problem is this model trying to solve?

Foundations for Social Change (FSC) aims to provide economic inclusion for even the most vulnerable peoples. They want to disrupt the status quo and move individuals beyond homelessness. By providing cash transfers to individuals, it gives individuals a choice, control and purchasing power at a critical time in their lives. 115 participants were randomly assigned to a “cash recipient” and a “non-cash recipient” group. The results show that cash recipients moved into stable housing faster, prioritized and increased spending on recurring stables like housing/rent, food, and transportation, spent their cash over time and led to increased food security.

Who was involved in this model’s development or operation?

FSC and UBC have spearheaded this initiative and have partnered with community partners across Vancouver and the Lower Mainland, including women-only shelters, indigenous organizations, and shelters with youth programs.

Organization structure / incorporation

Functional Organizational Structure:
- Board of Directors
- Leadership Team
- Research Team
- Participant Interviewers
- Volunteers

Governance

Board of Directors.

Regulatory Environment

Charitable organization.
Who are the investors?

Investors include individuals, private institutions, companies such as Telus, Vancity, McConnel, and The Home Depot, the government of Canada, and UBC. FSC aims to expand the pilot project from 50 to 200 cash transfers and the amount of the transfer will be increased from $7,500 to $8,500. They are also looking to provide a range of non-cash support provided to all 450 participants of the expansion project such as free smartphones, free chequing accounts, and mentorship opportunities.
## Homelessness/House Affordability Summary

<table>
<thead>
<tr>
<th></th>
<th>Investor Type</th>
<th>Capital Invested in/Capital Required for Previous Projects</th>
<th>Duration of Project Implementation</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>&lt;&lt;Private Institutions&gt;&gt; &lt;&lt;Government&gt;&gt; &lt;&lt;Individuals&gt;&gt; Self-sustaining</td>
<td>&lt;&lt;$1-3 million&gt;&gt; &lt;&lt;$3-5 million&gt;&gt; &lt;&lt;$5+ million&gt;&gt;</td>
<td></td>
</tr>
<tr>
<td>Redwood Park Communities</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Options for Homes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Community Forward Fund</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Impact Investment Program Parkdale Housing Crisis</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>New Leaf Project</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

**Notes:**
- “Yes” indicates availability or action.
- “No” indicates unavailability or no action.
- “Not applicable” indicates the option is not relevant or applicable.
- “(Short-term housing center for families in crisis)” indicates the specific purpose of the project.
- “(Preserve, protect, and guarantee)” indicates the specific nature of the project's goals.
- “Impact Investment Program Parkdale Housing Crisis” notes the specific program details.
Kingston Social Value Fund

Kingston Social Value Fund is a youth-led impact investing organization that takes an impact-first approach to financing Kingston-based social purpose organizations (SPOs) that generate meaningful impact for the local Kingston community.

See more: nsvf.ca/locations/kingston/

What problem is this model trying to solve?

KSVF is trying to solve a few key challenges. First, Kingston has a lack of intentional impact investors willing to provide SPOs with growth capital. Second, students lack meaningful opportunities to engage with the local Kingston community and learn in a hands-on manner about social finance and community investing. Third, social actors in Kingston are often quite restrictive with respect to funding, so KSVF invests in a variety of corporate structures and solicits capital from a variety of investor types to invest in a sector-agnostic fashion.

How does the model work?

KSVF’s student team completes in-depth analysis and due diligence on Kingston-based SPOs looking for equity, debt, or hybrid investment. This process is overseen by advisors and a local Investment Committee and supported by national organizations. When an investment opportunity has been thoroughly vetted, KSVF then invests directly through their local Canvas Foundation account or facilitates investment by a local impact investor or organization.

Areas they serve

Kingston (and the broader KFLA region).

Number of people served

150,000+

Governance

Investment Committee.
Regulatory Environment

Canvas is a registered charitable foundation and KSVF is currently unstructured.

Who are the investors?

While KSVF is still in the process of raising capital, other Social Value Funds have received investment or interest from high net worth individuals, foundations, corporations, and other organizations.

Food Connect Shed

Food Connect Shed is a food hub intending to provide a common space for the local community to be able to gather with urban food makers, local farmers, market gardeners and each other. They are focused on creating a space for the new creative local food economy to collaborate and move the needle on a healthier, fair and regenerative food system.

See more: foodconnectshed.com.au/

What problem is this model trying to solve?

Small-scale sustainable food enterprises often lack access to facilities and markets. The food hub has shared kitchen space for budding food entrepreneurs and growers who wish to value-add their produce. They also want to enable efficiency, growth and innovation in the local food market, solving pain points for small food makers. They are also leasing kitchen space to micro-enterprise startup food makers who specialize in artisan products, with the aim of incubating their business alongside shared business services and mentors. Finally, they are looking to pursue a building retrofit to provide commercial food processing facilities, retail storefronts, co-working space, and event space.

How does the model work?

Their vision is a world where all Australians can access healthy, fresh, ecologically grown food that is fair to producers, buyers and the plant. They want to transform the food system and view the next steps toward this vision as creating a working hub for the regional food economy, owned by the community.

Areas they serve

Brisbane, Australia.
Number of people served 20+ food organizations and businesses.

Governance Board of Directors.

Regulatory Environment Unlisted public corporation.

Who are the investors? They raised over $2.1M AUD from 570 individual equity crowdfunding investors. The offering had a share price of $1 with a minimum purchase of 500 shares and was open to retail and accredited investors. 95% of their investors were women and they retained the right to refuse investment if they were concerned the investor was from outside of Australia. Additionally, they set a maximum individual investment of $10,000. They hope to raise additional capital (another $2M) to retrofit the building.

Harvest Impact by 10C

In Guelph-Wellington, they are working to build a Circular Food Economy that will achieve a 50% increase in access to affordable nutritious food, create 50 new circular economy businesses and collaborations and achieve a 50% increase in circular economic revenue by recognizing the value of waste.

One way they are attempting to meet these goals is through the SEED Emergency Food Home Delivery Project.

See more: HarvestImpact.ca/About-Harvest-Impact/

What problem is this model trying to solve? SEED gives those most impacted by COVID-19 immediate access to nutritious food including vulnerable seniors, people with low-income, and people with health challenges.
Harve$t Impact is launching its first community funding process with a goal of raising $100,000+ in cash plus in-kind services to support a $1M+ campaign to scale up the work of SEED.

The SEED’s goal is to provide 100,000 nutritious food boxes between April - October (1200 – 4000 food boxes per week) including fresh fruits, vegetables, proteins, freshly made frozen meals and shelf-stable products for free home delivery to community members in need.

- Expanded into a 30,000 square foot warehouse in the heart of the city.
- Sourced refrigerated trailers to provide temporary cold storage.
- Set up commercial kitchens for our staff and volunteer cooks.
- Engaged partners like the University of Guelph and YMCA-YWCA of Guelph to cook hundreds of frozen meals.
- Increased the supply and donations of surplus fresh vegetables.
- Expanded packing and delivery of food boxes to hundreds of households each day by staff and volunteers.
- Increased redistribution of bulk foods to partner food service agencies such as Salvation Army, Hope House, Drop-In Centre, Chalmers Community Services Centre, North End Harvest Market, and others.
- Planning systems and logistics to maintain this work for a minimum of 5-6 months.

Also, the organization is launching the Harve$t Impact’s Social Finance Fund, with a goal of building a pooled fund of $2,000,000 to create local investment opportunities and provide seed financing investments to Guelph and Wellington’s leading circular solution businesses and collaborations.

### Areas they serve
Guelph - Wellington.

### Number of people served
Not applicable.

### Governance
Not applicable.
<table>
<thead>
<tr>
<th>Regulatory Environment</th>
<th>Co-op.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who are the investors?</strong></td>
<td>Multiple regional partners include the Guelph Community Health Centre, University of Guelph, CFE iHub, Our Food Future Project, the YMCA-YWCA of Guelph and many others to produce meals and coordinate distribution and delivery.</td>
</tr>
<tr>
<td></td>
<td>Private donations.</td>
</tr>
<tr>
<td></td>
<td><em>(Exact breakdown is unclear)</em></td>
</tr>
</tbody>
</table>
## Approaches to Financing Food Security Summary

<table>
<thead>
<tr>
<th>Investor Type</th>
<th>Capital Invested in/Capital Required for Previous Projects</th>
<th>Duration of Project Implementation</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Private Institutions</td>
<td>Government</td>
<td>Individuals</td>
</tr>
<tr>
<td>Kingston Social Value Fund</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Food Connect Shed</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Harvest Impact by 10C</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>