



**City of Kingston  
Report to Council  
Report Number 21-116**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
**Resource Staff:** Ruth Noordegraaf, Director, Housing and Social Services  
Cheryl Hitchen, Social Policy & Strategic Community  
Development Manager, Housing and Social Services  
**Date of Meeting:** May 18, 2021  
**Subject:** Community Food Redistribution Warehouse for KFL&A

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**Council Strategic Plan Alignment:**

Theme: 5. Foster healthy citizens and vibrant spaces

Goal: 5.6 Leverage and promote food security solutions in partnership with others.

**Executive Summary:**

The purpose of this report is to seek Council's support for a new community food redistribution warehouse that meets the Strategic Plan objective of providing better support to community-led initiatives that support local food production. One of the specific Strategic Plan initiatives is to "Support the establishment of a Food Hub for food program coordination and food distribution in collaboration with other community organizations by Q3 2021". Through the development of a warehouse space, the community will be able to maximize the collection, storage and distribution of food, resulting in the increased access to better food for residents in need and the ability to recover more food and reduce food waste.

**Recommendation:**

**That** Council approve a contribution of up to \$375,000 toward the five-year operating costs of a Community Food Redistribution Warehouse, pending securement of a location for the facility and necessary funding from other funding partners, to be financed with \$150,000 from the Social Services Relief Fund Phase 3 and \$225,000 from the Social Services Stabilization Reserve; and

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**That** the Mayor and City Clerk be authorized to enter into a service agreement with the United Way of Kingston, Frontenac Lennox and Addington to the satisfaction of the Director of Legal Services, for the establishment and operation of the Community Food Redistribution Warehouse.

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Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF  
ADMINISTRATIVE OFFICER

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**Lanie Hurdle, Chief  
Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Community Services	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Brad Joyce, Commissioner, Corporate Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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**Options/Discussion:**

**Community Food Security**

There are two ways of looking at food security; community food security and household food security. Community food security addresses issues relating to the broader food system which is made up of production through to waste recovery as illustrated in the graphic below. A sustainable local food system supports all the elements in the system.



There are several examples of the City’s involvement in community food security initiatives.

Kingston & Region Food Ecosystem Pandemic Recovery Workforce Project

The Kingston & Region Food Ecosystem Pandemic Recovery Workforce Project is a community-wide, multi-partnered workforce development strategy to develop and deliver innovative, market-driven skills training solutions that respond to the labour market needs in the food sector (Agriculture; Food Processing; and Food Service). These skill needs have been brought on or amplified by the economic shocks of the pandemic. The City is currently seeking funding for this initiative through the Ministry of Labour, Training and Skills Development. If successful in receiving funding, the project will create employment opportunities and positive employment outcomes in the food sector (one of the hardest hit pandemic sectors and a sector that experienced significant labour market shortages pre-pandemic), while strengthening the resilience of the local food ecosystem and positioning the community for economic growth. In addition to supporting local food production, food-related businesses, farmers and food processing businesses (existing in Kingston and those to be attracted), the project will target underrepresented groups who have faced some of the largest economic impacts of the pandemic.

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Through the Food Ecosystem Project, the City will work with partners to create three (3) unique skill development program streams (as outlined below) to support the skills and talent needs of the Agriculture, Processing and Food Service sectors that have been impacted by the pandemic and to support employers in key growth sectors experiencing labour shortages. The project will test several job pathway solutions that support positive employment outcomes of traditionally underrepresented groups such as women, youth, persons with disabilities, racialized groups, Indigenous peoples.

#### Stream 1: Community Training Farm

A community training farm would serve as a training point for aspiring farmers to acquire the skills needed to work on local farms and meet the demand for labour in this sector. This first-year pilot is part of a longer-term plan. Loving Spoonful and KEYS Job Centre will identify “interns” for a pilot training program, with a focus on youth and newcomer Canadians.

#### Stream 2: Food Processing Workforce Development Initiative

Through this project, Kingston Economic Development Corporation (KEDCO) will coordinate meaningful partnership engagement between training providers (St. Lawrence College) and industry (local employers). As part of industry engagement, this project will conduct research and forecasting of labour market trends and emerging skill requirements in the food processing sector. Informed by industry input, St. Lawrence College will develop a series of stackable micro-credentials in food processing (i.e. quality assurance; food handling; technical production; etc.). This training program will enhance the talent development/pipeline for local food processing companies.

#### Stream 3: YourWay

The “Your Way” program will build on an existing local entrepreneurship program (developed in 2020) to support underrepresented women looking to start food-related businesses – participants are provided with full wrap-around support (by KEYS) and culinary training and entrepreneurship skills training (delivered by St. Lawrence College) to launch new businesses. The project will expand this successful model to a new audience: displaced workers in the hard-hit Tourism/Hospitality sector. One cohort will receive the intensive 14-week program with a focus on all underrepresented groups including, newcomers, Indigenous peoples, racialized groups, youth, those disabilities.

The “Your Way” program will also be expanded to existing business owners (that have a food and beverage business or a farm product) to upskill and receive skills training to rebrand and reposition their business activities to maximize revenues from a shop local and tourism perspective. These workshops were run earlier this year through KEDCO as a one-time program in the middle of the pandemic. These programs were oversubscribed and were instrumental in keeping businesses open. The expansion of the program for one more year will support new businesses in the community including those owned by members of underrepresented groups.

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### Tourism Initiatives

Tourism Kingston helps to support farm-to-table initiatives included in the Culinary Strategy by marketing Kingston's three markets which feature local farmers and sometimes cooking demonstrations by local chefs who share information about seasonal local products and recipes. Several of the city's restaurants leverage their proximity to producers and focus on farm-to-table dining. To aid in recovery from the pandemic, Tourism Kingston developed an online marketing campaign titled "Kingstonlicious" to encourage support for local restaurants which included themed food programming for dine-in and takeout options.

Ongoing marketing efforts include work with Frontenac County, the Thousand Islands, and Prince Edward County to develop food and drink focussed regional itineraries that add value to visitor experiences of Kingston.

### Rural Economic Development Strategy

There are an estimated 148 farms within the city limits with a minimum of \$30,000 CAD in annual revenue. As part of the City's Rural Economic Development Strategy that will be finalized this spring, support for agriculture activities and businesses will include programming to attract new farmers, encourage local food consumption, support for value-added food entrepreneurship opportunities, support for agri-tourism and foster innovation in farming within the rural area.

### Kingston Public Market By-Law Changes

Recent changes to the Kingston Public Market By-Law, as outlined in [Report Number ARCP-21-007](#), has reduced barriers for local food producers and make locally grown food more accessible at the Kingston Public Market.

The intersection of the Food Eco-system Project and related partner initiatives, the recent changes to the Kingston Public Market and the proposed establishment of a Food Redistribution Warehouse can occur in several ways. Food grown through the incubator and training farms initiative for example, will be distributed through the Warehouse and supported by partner initiatives. Growers participating in farmers' markets will be able to donate excess local produce for distribution through the Warehouse eliminating food waste and increasing the volume of fresh produce available to the food providers.

### **Household Food Security**

Household food insecurity is defined as the inadequate or insecure access to food because of financial constraints. Food insecurity has an impact on the health and well-being of individuals and families and places a burden on the health care system.

Food insecurity has been measured since 2005 by Statistics Canada as part of the "Canadian Community Health Survey". In 2017/2018, 12.7% of households in Canada had experienced some level of food insecurity in the previous twelve months. Food insecurity is experienced by some segments of the population more than others. Households with lower incomes, lone parent families, renters, and those who identify as Indigenous or people of colour are more likely to report experiences with food insecurity.

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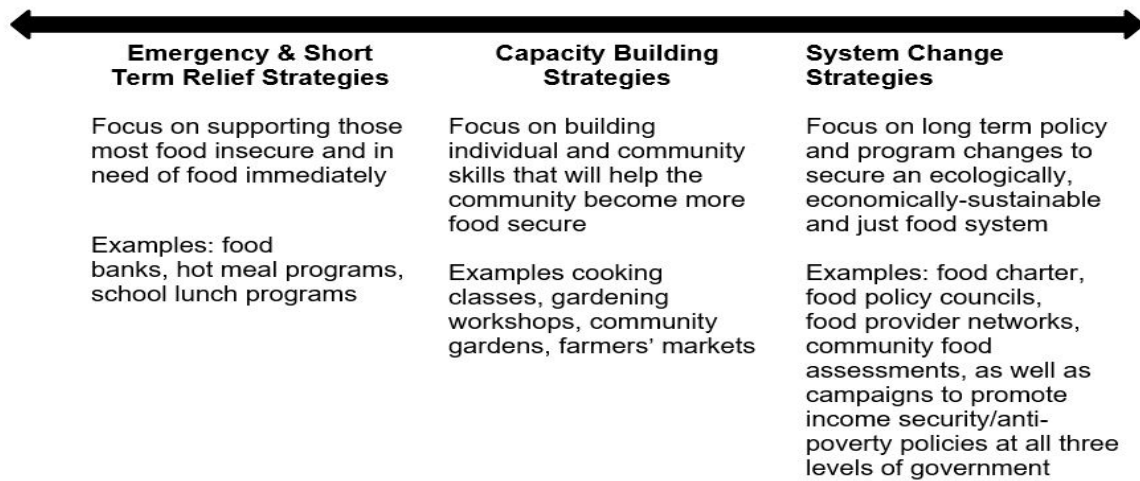
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The most recent “2019 Cost of Eating Healthy Report” from KFL&A Public Health states that thirteen percent of households in KFL&A live with food insecurity; the equivalent of one in eight households. Food insecure households are likely to “worry about running out of food, compromise their food quality and/or quantity, reduce their food intake, and experience disrupted eating patterns”. Income is the strongest predictor of food insecurity among individuals and families in Canada.” (<https://www.kflaph.ca/en/healthy-living/Cost-of-Healthy-Eating.aspx>)

In May of 2020, Statistics Canada conducted a survey to assess the level of food insecurity being experienced during the pandemic. The survey found that one in seven (14.6%) of Canadians indicated they lived in a household where there was food insecurity in the past 30 days.

### Household Food Security Continuum

Like the continuum developed to represent the spectrum of homelessness and housing, it can be useful to look at food security in this way as well. In a community, like Kingston, that is committed to addressing food security, there are activities occurring simultaneously across this continuum to address provide immediate to longer term solutions.



Local examples of agencies providing these strategies are:

- Short Term Relief Strategies: Partners in Mission Food Bank; Lunch by George, St. Vincent de Paul, Martha’s Table, Food Sharing Project, Kingston Community Health Centres (KCHC), Lionhearts Inc., Loving Spoonful
- Capacity Building Strategies: KCHC, Loving Spoonful, Memorial Centre Farmers’ Market, Community Garden Network, Kingston Public Market, Kingston Area Seed System Initiative (KASSI)
- System Change Strategies: Food Policy Council for KFL&A, Vulnerable Sector (Food Providers) Network

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### **Identification of Need for a Community Food Redistribution Warehouse in KFL&A**

In the KFL&A region and across the country, the COVID-19 pandemic has accentuated the importance of food access and security. Access to good food has become an essential part of response, recovery, and ongoing stabilization. The importance of centralizing and coordinating food reclamation, collection and distribution has been highlighted. Throughout the pandemic, agencies have leveraged donations of large amounts of surplus perishable and non-perishable food, as well as fresh food grown by the community, for donation to agencies supporting people experiencing food insecurity.

A centralized, conveniently located food redistribution warehouse in the KFL&A region will streamline food distribution to agencies. The initiative will give the community access to larger donations of food, creating efficiencies and enhancing the much needed and valuable support agencies extend to clients.

During the pandemic there has been an increase in the amount of healthy food available to meal providers and local agencies to cope with the increased need. Currently this is being facilitated by Lionhearts Inc. who have been using the Kingston Gospel Temple as a central place for local harvest/farm/produce donations to be collected, cleaned and distributed to local agencies. This facility will not be available as of the fall of 2021. Having this space has allowed for larger donations of produce and other in-kind donations. In 2019, Lionhearts collected and distributed \$2.1 million in food products and this grew to \$3.4 million in 2020 (not including donations obtained from other providers).

To illustrate the value of a warehouse, in 2020 there was a donation made from a local farmer of 2,000 pounds of squash. Without the Gospel Temple facility to house the squash and the collaboration of the food providers and volunteers to distribute the produce, the community would have likely missed this opportunity (or only taken a small portion of it) and local healthy food may have been wasted.

Loving Spoonful confirms there is an ongoing issue with food waste without appropriate storage. A warehouse would help avoid waste of food due to storage, collection, or distribution challenges. Approximately 25% of Loving Spoonful's "Grow A Row" donations were lost due to lack of proper storage in previous years. In 2020, the community donated 18,000 pounds of food which is an increase of 20% over previous years. Maximizing the collection, storage, and distribution of these types of donations to the food provider network is the goal of the community food redistribution warehouse.

### **Purpose of a Community Food Redistribution Warehouse**

A centralized Community Food Redistribution Warehouse will provide the infrastructure for partners to gather and distribute more food to stakeholders who will then share it with clients experiencing food insecurity in KFL&A. It serves as a mechanism for local organizations to efficiently access food for their clients in a cost-effective manner. The primary purpose is intended for food; however, on occasion, space permitting, the space could be used to sort and distribute product to agencies like coats, hygiene products, etc.



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## Who are the Partners?

This is a partnership between food distribution agencies, Lionhearts, KCHC, Loving Spoonful and supporters, United Way and the City, to establish a warehouse to facilitate the efficient collection and distribution of large donations of food to agencies. When space is available, agencies can use the space and storage, working in collaboration with the partners.

All efforts will be made to avoid duplication and competition for food donations and other donations by recognizing the existing relationships and mechanisms of food donations already in place for participating agencies. At all times, donors' interests and preferences will be acknowledged.

## Impacts of a Food Redistribution Warehouse for Agencies and Residents

- Create economies of scale as food providers benefit from efficiencies generated by the collaborative collection and distribution of healthy food.
- Increase the community's ability to receive and safely store larger donations of fresh and non-perishable food which will increase the amount of healthy food distributed to food providers. An increase in donated food will create cost-saving for food providers.
- Provide a central place for food donations, including community harvest and farm produce donations, to be collected, cleaned, and distributed to food providers. It will also centralize the collection and pickup from local businesses, avoiding the duplication of efforts for various agencies to canvass and collect local donations.
- Avoid waste of food, from all sources, due to storage, collection, or distribution challenges.
- Efficiency and potential cost-saving for local agencies.
- More food available through agencies for community members experiencing food insecurity.

## Timelines

Phase 1 is responding to the need for space to collect, store and redistribute food. (September 2021)

Phase 2 will explore, with all interested agencies, future uses of the space, as well as plans for sustainability. (2022-2026)

## Infrastructure

The space will be at least 10,000 square feet, with a loading dock, forklift, a walk-in freezer, cold storage, a space to wash and prep vegetables, a space to pack food boxes. There will be space for volunteers and if possible, a multi-purpose community room, available for agencies to use. There will be 2 part-time staff (depending on budget) to coordinate deliveries, pick-ups, use of space and storage, clean up, etc.

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**Governance and Funding**

A coordinating agency is necessary to ensure that the legal, financial and health and safety requirements related to the operation of the warehouse are met. Lionhearts has stepped up to be the coordinating agency and its Board will assume the related risks. Lionhearts will hire staff (dependent on budget) and coordinate access to the facility. The three partner agencies (Lionhearts, KCHC and Loving Spoonful) will work collaboratively to address issues with the operations of the facility.

Input and feedback will be sought regularly from recipient agencies and their clients through an Advisory Committee. The advisory committee which will include representation from City and United Way and other relevant community partners including the Food Provider Network and other community agencies will meet regularly to discuss issues of mutual concern and assist with ensuring the Community Food Redistribution Warehouse is meeting the community's need. Any agency providing meals or food as part of their programs can participate in the Advisory Committee.

The Board of the United Way has committed funding this initiative for the five-year period. Rotary in Kingston will be directing their fundraising efforts this initiative as well as grants from individual clubs and their districts, as they are available. Other funding from other foundations is being sought.

A draft operating budget is included as Appendix A to this report with the total annual operating costs of \$175,000 and costs of \$275,000 in the first year which includes start up and renovation costs. To ease the administrative burden of Lionhearts, funds will be flowed from various funders through the United Way who will be responsible for flowing the funds through an agreement with Lionhearts.

**Summary**

Household food insecurity has been an issue in the City of Kingston for decades. When a household does not have the financial resources for all their basic needs, shelter takes priority and household members experience food insecurity. The pandemic has magnified this need within the community and the collaboration of agencies to meet this need has been exemplary.

Recognizing the need, City Council made the establishment of a food redistribution warehouse for food program coordination and food distribution a priority.

Through the leadership of the United Way and the planning work of community providers, the community is now poised to make the Community Food Redistribution Warehouse a reality for Kingston, Frontenac and Lennox and Addington and improve food access for all in need.

**Existing Policy/By-Law:**

None

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**Notice Provisions:**

None

**Accessibility Considerations:**

The Community Food Redistribution Warehouse will be an accessible facility to allow for access for trained volunteers of all abilities.

**Financial Considerations:**

This report is seeking a municipal contribution of \$375,000 toward the five-year operating costs of a new Community Food Redistribution Warehouse pending securement of a location for the facility and necessary funding from other funding partners. The municipal contribution

is to be financed with \$150,000 from the Social Services Relief Fund Phase 3 and \$225,000 from the Social Services Stabilization Reserve.

In March 2021, the City of Kingston was informed that it had been granted an additional \$2,317,543 through the Social Services Relief Fund (SSRF) Phase 3. As per [Report Number 21-084](#), City Council has committed up to \$1.1M from the SSRF Phase 3 to support the operations of the Integrated Care Hub until December 31, 2021. The SSRF will be utilized as a first source of funding to support the operations of the Integrated Care Hub (ICH) until December 31, 2021. In addition, Council approved \$77,500 for Street Outreach in April [Report 21-118](#). After these allocations, it is anticipated that there will be \$1,186,161 remaining in the SSRF Phase 3.

This means \$150,000 will be funded from the remaining \$1,186,661 in the SSRF Phase 3. The \$150,000, which will cover a two-year contribution, will be funded in a lump sum to help with start up and cash flow. The remaining contribution of \$225,000 will be funded from the Social Services Stabilization Reserve which still has a balance of \$2,353,206. Considering that the City has received SSRF Phase 3, it is expected that no contribution will be required from the Social Services Stabilization Reserve to support the ICH until December 31, 2021. As noted, funds will flow through the United Way to Lionhearts from the various funding organizations to ease the administrative burden on Lionhearts. Evaluation of the program will be conducted and reported on a yearly basis.

**Contacts:**

Ruth Noordegraaf, Director, Housing and Social Services 613-546-2695 extension 4916

**Other City of Kingston Staff Consulted:**

Craig Desjardins, Director, Office of Strategy, Innovation & Partnerships

Cheryl Hitchen, Social Policy and Strategic Community Development Manager

Scarlet Eyles, Manager, Financial Planning, Financial Services

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Melanie Bale, Financial Analyst, Housing and Social Services

**Exhibits Attached:**

Exhibit A – Food Redistribution Warehouse Draft Operating Budget

Exhibit B – Frequently Asked Questions– Community Food Redistribution Warehouse

Exhibit A to Report Number 21-116

**Draft Operating Budget 2021-2026  
KFL&A Community Food Distribution Warehouse**

BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26
<b>Revenue</b>					
City of Kingston	75,000	75,000	75,000	75,000	75,000
United Way	70,000	50,000	50,000	50,000	50,000
Other Revenue	130,000	50,000	50,000	50,000	50,000
	<b>\$ 275,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>
<b>Expenditure</b>					
Occupancy: \$8.5 sq ft	42,500	85,000	85,000	85,000	85,000
Utilities, insurance	30,000	30,000	30,000	30,000	30,000
Staffing (2 part time)	60,000	60,000	60,000	60,000	60,000
<b>Total - ongoing expenditure</b>	<b>\$ 132,500</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>
<b>One-time/ set up</b>					
Contractor/coordinator	20,000				
Architect, set up, structural improvements	20,000				
Freezer	37,500				
washing station, equipment. Coolbot, etc	25,000				
Miscellaneous	10,000				
Forklift	30,000				
<b>Total one time/set up costs</b>	<b>142,500</b>				
<b>TOTAL</b>	<b>\$ 275,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>
Surplus/Deficit (in-year)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Cumulative Surplus/Deficit</b>		\$0.00	\$0.00	\$0.00	\$0.00
<b>Inkind contributions</b>					
partner agency staffing					
volunteer hours					
inkind support					
Lionhearts - fridge					
delivery and drop off to agencies-van, mileage					
shelving					
Food purchase (cost recoverable)					

## Community Food Redistribution Warehouse - Frequently Asked Questions

### 1. Can we more clearly define what is meant by a “food hub”?

It is clear that the name Food Hub may be a source of confusion. This is a food redistribution warehouse initiative. Phase 1 is responding to the need for space to collect and store and redistribute food. Phase 2 will take more time and will explore, with all interested agencies, the concept of a food hub for the future. The committee is suggesting the name change to the Community Food Redistribution Warehouse.

### 2. Will the core/in house agencies be paying rent for space if they have offices or work space other than food prep/storage?

The plan does not include office space for any agencies. There will be office space shared by warehouse staff and volunteers. The possibility of a “community room” which agencies could book for meetings or volunteer training will be explored.

### 3. How are donations going to be divided among the agencies?

Lionhearts and Loving Spoonful are open to feedback on the distribution process and food providers will be given an opportunity to do that in the near future. The warehouse will allow Lionhearts and Loving Spoonful space to receive and distribute more food to agencies.

### 4. What are the particulars of the agreement for those of us using the hub or hoping to receive donations from the hub as we did through agencies previously?

At this time, there will be no change for agencies receiving food from Lionhearts and Loving Spoonful.

### 5. How will the Food Hub and the Food Bank work together? Is this not a duplication? How are they different?

Existing arrangements between Partners in Mission Food Bank, Lionhearts and Loving Spoonful regarding access to community food donations will not change and further agreements will be established as necessary to avoid competition. The Community Food Redistribution Warehouse will be a place for Lionhearts and Loving Spoonful to continue to do their work of distributing food to agencies. Other food providing agencies will be able to use the space, as available.

The Food Bank provides a service to the community. It distributes food in hampers to individuals and when they have extra donated food, they distribute to agencies. The Food Bank has exclusive access to donations through Feed Ontario and Food Banks Canada which can be shared with agencies once their needs are met.

### 6. Is the Food Hub using up funding dollars that our agency could have received directly from the United Way and the City?

The United Way will continue to distribute its annual campaign dollars to agencies through allocations and granting processes. This is specific funding from other sources of revenue.

The City will also continue to disburse grants through the Community Investment Fund granting process, which will not be impacted by this funding.

### 7. If the United Way and the City are putting this much money in, over this period of time, is there a good enough return on investment, or large enough value in the project?

## Exhibit B to Report Number 21-116

The focus is on the impact of this initiative, not economic return on investment. However, there will be significant benefits to the community. The Community Food Redistribution Warehouse will:

- Create economies of scale as food providers benefit from efficiencies generated by the collaborative collection and distribution of healthy food.
- Increase the amount of healthy food available to meal providers and local agencies.
- Increase the ability to receive and safely, store larger donations of fresh and non-perishable food which will increase the amount of healthy food distributed to food providers. An increase in donated food will create cost-saving for food providers.
- Provide a central place for food donations, including community harvest and farm produce donations, to be collected, cleaned and distributed to food providers. It will also centralize the collection and pickup from local businesses, avoiding the duplication of efforts for various agencies to canvass and collect local donations and
- Avoid waste of food, from all sources, due to storage, collection, or distribution challenges.

Here are some metrics to support the value to the community:

- 2020 Loving Spoonful distributed 18,000 lbs of locally grown, fresh produce and expects a significant increase with the availability of warehouse space
- KCHC distributed 260,000 lbs of food in 9600 Good Food/Seniors food boxes during 2020-21, an increase from 3000 food boxes in 2019. KCHC expects to continue to manage the increased numbers with the appropriate warehouse space for receiving and packing.
- Lionhearts collected and distributed food with a value of \$3.2M in 2020 from its existing partners, an increase of \$1.1M from 2019. This number does not include the value of the additional products, including food and items such as PPE, were distributed in the community through the network.

### **8. If my agency receives a large donation, can I store it at the Food Hub? Will it be kept there for our use only, until we need it? On what terms or at what cost?**

As space allows, every effort will be made to accommodate agency requests to use the warehouse space to receive, clean or store large food donations. Agencies will determine if the donation is for their exclusive use or can be shared, however, the expectation is that most storage needs would be for a short time. At this time, no cost or terms have been fleshed out as the budget and revenue sources are still being worked through. The focus is to get infrastructure in place and receive input from the Advisory Committee on future costs, as necessary.

### **9. Once the food hub is open, will the public and businesses be expected to send all of their donations to the Hub? We have some long-standing donor relationships, and our donors may not want to do this.**

We encourage agencies to continue to receive donations from their long-standing and other donors. Existing donor relationships will not change.

### **10. If the hub/distribution centre is not an entity, who will be responsible for managing the funds, hiring staff, providing access to the facilities? Will the management be accountable to the organizing committee, or to all participating agencies?**

A coordinating agency is necessary to ensure that the legal, financial and health and safety requirements related to the operation of the warehouse are met. Lionhearts has stepped up to be the coordinating agency and its Board will assume the related risks. Lionhearts will hire staff (dependent on budget) and coordinate access to the facility. They will be accountable to funders

and to the Committee. The current budget allows for two part-time staff positions: .5 Coordinator and .5 Warehouse operations. A Committee consisting of representatives from Loving Spoonful, Lionhearts, KCHC, United Way, Rotary in Kingston and one participating agency will provide oversight regarding the operation of the warehouse.

The Committee members will work together to secure a location, funding, and work through the logistics of the collection, sorting, cleaning, and redistribution of food donations. They will also work together to create MOUs that will define the use of the warehouse space.

An Advisory Committee will include partners, all participating agencies, funders and representatives from the interfaith community, business and community members, as well as guests of meal programs. It will meet several times a year and provide feedback and advice.

**11. Any thoughts on a sustainability plan for the facility beyond the current funding commitments?**

While there are currently several successful models for additional uses of warehouse space in supporting local food security, sustainability will be a task for Phase 2 of this initiative. Plans will be made with input from all interested parties.

**12. Concerns in regard to the difference between participating agencies (core agencies?) and non-participating agencies in terms of access or benefit. This goes to the concern of competition, as well as challenges around real efficiencies if we don't have everyone at the table before moving forward.**

As organizations dedicated to distributing food donations, at no cost, it is beneficial to food providers in the community that Lionhearts and Loving Spoonful and KCHC have access to the infrastructure to do that, efficiently and safely. Every effort will be made to avoid duplication, competition and confusion through open channels of communication with all interested agencies.

**13. There is concern around the chance for community confusion between existing agencies and the food hub, and that it may cause damage to existing agencies and what they are doing.**

The Community Food Redistribution Centre is infrastructure to facilitate the efficient collection of large donations of food for distribution to agencies. It will not replace the work of individual agencies to source food for their programs, either through existing donor relationships or purchase. The intent is that the warehouse will help agencies by providing an efficient way to access more food donations which will result in cost and time savings for them. There has never been any intention to cause damage to agencies, rather to support the excellent work that is being done.

**14. How will ongoing communication be handled?**

An Advisory Committee is being set up and there will be regular meetings to discuss options and communications.