



**community food centres**  
CANADA good food is just the beginning

**MARKET**  
**GREENS**

## MARKET GREENS PARTNER GRANT GUIDELINES

### INTRODUCTION & RESULTS SO FAR

We are pleased to announce the second granting round of CFCC's Market Greens Partner Grants. The Market Greens Partner Grant has been established thanks to support from the Public Health Agency of Canada, the Maple Leaf Centre for Action on Food Security, and the Arrell Family Foundation.

This grant program is part of CFCC's larger Market Greens initiative which works to increase affordable access to fresh fruits and vegetables through multiple subsidy models to improve health and food security among people living on low-incomes.

CFCC piloted the program from 2018 - 2021 in Ontario and Market Greens was expanded to a 5-year nation-wide program in 2019 to establish new non-profit markets and the health-targeted Greens Rx subsidy. The first cohort of 14 partners began implementation between September 2020 and April 2021 (delayed start due to COVID-19). A selection of results from among their program participants indicates exciting improvements in the key measurement areas including:

- **Price:** 85.3% of participants surveyed reported that the price of fruits and vegetables was better than other places where they normally shopped for groceries.
- **Comfort level:** 95.0% of participants surveyed felt comfortable at the market, 96.6% felt comfortable using the Greens Rx.
- **Household food security:** 58.0% demonstrated an improvement in their level of food security, based on the Six-Item Food Security Scale. 41.1% demonstrated an increase in their overall food security status (e.g. they improved from very low to low, from very low to high/marginal, or from low to high/marginal).
- **Fruit and vegetable consumption:** 91.7% of participants surveyed reported that they were eating more fresh vegetables and fruit since coming to the market.
- **Processed foods consumption:** 70.6% reported that they were eating fewer processed foods since coming to the market.

- **Physical health:** 94.5% of participants surveyed reported that the program had helped them better manage their long-term health conditions.
- **Making ends meet:** 95.1% reported that the Greens Rx program helped them make ends meet at the end of the month.

## PARTNER GRANTING ROUND 2

The 2022 Market Greens Partner Grant round will **provide funding and support to 15 community and health organizations across Canada** to establish new non-profit produce markets and provide targeted financial support that can be used to buy fresh fruits and vegetables at the community markets.

Successful grant recipients will work together with CFCC and our external evaluation partners to collect information about the health and wellbeing impacts of the program and to help shape best practices for program delivery. The evidence and insights we collect will feed into work with public and private stakeholders to identify how to sustain and expand this approach for managing diet-related health issues and addressing access barriers to nutritious foods.

### AVAILABLE GRANTS

#### **Stream 1 – New Market and Greens Rx (produce subsidies)**

Number of grants available: 10

Amount of each grant: \$70,000 (\$35,000/year x 2 years)

Grant term: 24 months (April 2022 to March 2024)

#### **Stream 2 – Greens Rx (produce subsidies)**

Number of grants available: 5

Amount of each grant: \$20,000 (\$10,000/year x 2 years)

Grant term: 24 months (April 2022 to March 2024)

## GRANT ELIGIBILITY

For this grant program, we are looking for organizations who meet the following criteria.

- Not a previous Market Greens Grant Partner;
- Registered Canadian charity or other [qualified donee](#) within Canada;

- An established organization, operating for 3+ years;
- Committed to delivering the program as outlined in these Grant Guidelines, including monitoring and evaluation activities (all details outlined in Parameters section below);
  - Operating or planning to establish a year-round low-cost produce market
  - Enrolling and supporting at least 40 Greens Rx participants PER GRANT YEAR
  - Committed to promoting nutrition and well-being, and creating space for social connections.
- Committed to working collaboratively and communicatively with CFCC, evaluation partners, and fellow grant partners.
- Willing to share the knowledge learned from the grant to other grant recipients, Good Food Organizations and Community Food Centres.\*

*\*Sharing knowledge may include participating in knowledge swaps with other grant recipients, and where appropriate sharing stories, quotes, photos and other media with permission to be included in communications and resources.*

## KEY DATES AND DEADLINES

Here is a list of important dates for this grant round:

<b>Activity</b>	<b>Dates</b>
Launch of grant applications	November 8, 2021
Close of grant applications	January 21, 2022
Successful grant recipients notified	February 2022
Grant Agreements Finalized	March 2022
Grant orientation series	April - May 2022
Grant term ends	March 2024

## HOW THE GRANT WORKS

Successful applicants, once notified, will receive and sign a grant partnership agreement with CFCC. Grant payments will be paid out twice a year, beginning when the partnership agreement is signed, and on the condition that grant deliverables are on track.

The level of support offered by CFCC will vary somewhat based on needs and capacity, but each successful applicant should expect to participate in regular check-ins, orientation sessions, and training support sessions. Partners will have the opportunity to engage with the network of

grant recipients, and learn from the experience of previous Market Greens grant partners.

CFCC will provide grant recipients with best practice resources and customizable templates for all grant activities (such as planning worksheets, position descriptions, health promotion activities, communications templates, enrollment materials) and **all** monitoring and evaluation tools.

## MARKET GREENS PARTNER GRANT PARAMETERS

### Non-Profit Markets

This grant supports the continuation of existing non-profit markets as well as the set-up of new markets. Markets that sell fresh produce at-cost are a dignified way to increase the availability of nutritious foods in communities that lack easy-to-access fresh food options. They can also be vibrant community spaces that draw people in, offer food education through experience, create social opportunities, and become an important part of people's weekly routines.

Non-profit produce markets come in many different shapes and sizes. For the purpose of this grant, we are looking for partners who already have, or intend to establish, low-cost food markets that align with CFCC's goals to create strong community impacts and achieve financial sustainability through a cost-recovery model<sup>1</sup>. Applicants should consider the following as essential for the set-up of their non-profit markets:

- Based in a community with an **established need** and identified community interest in improving access to fresh produce.
- Have a **market** that is:
  - accessible and convenient for the intended audience;
  - a welcoming, dignified space;
  - large enough to display a good selection of produce and allow customers to move comfortably through the space.
  - Sheltered for the seasons.
- Operating **year-round**, at least once a week, with hours informed by availability of intended audience.
- **Source(s) of produce** identified that will allow a sufficient quantity and variety of good quality produce to be sold at the market at a low price point e.g. sold at cost.
- Plan in place to help recover or absorb the costs of **unsold produce** - e.g. selling to other programs in-house or externally.

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<sup>1</sup> Please refer to CFCC's [Affordable Markets Manual](#) for more details on tried and true practices in developing and operating low-cost sustainable produce markets.

- Sustainable<sup>2</sup> **staffing and volunteer** plan for the market and evaluation requirements. Training volunteers to do the bulk of market operation activities (e.g. set up, cash, tear down) will increase long-term sustainability.
- **Promote nutrition/healthy eating** and well-being at the market as part of this program.
  - At least some activities should promote basic nutrition objectives (e.g. fill half your plate with fruit and veggies, how to cook with whole grains and plant-based proteins). See Appendix C.

### Greens Rx Subsidy

Even with welcoming, low-cost markets, it is challenging to shift shopping and eating habits, particularly for people with financial barriers: modelled on a food prescription, the Greens Rx provides another level of subsidy to improve regular access to fresh, nutritious foods.

People living on low-incomes who are also managing diet-related health issues are referred by local health care providers or self-refer for screening to the Greens Rx subsidy program. We are looking for partners with **established** relationships with trusted health service providers or strong existing internal referral pathways. Applicants should consider the following as essential for the delivery of the Greens Rx:

- Sustainable **staffing and volunteer** plan for the Greens Rx and evaluation requirements (e.g. time management and division of labour between the market and Greens Rx).
- **Appropriate referral partners<sup>3</sup> or internal referral & enrollment pathway** identified.
- **Support and track 40 eligible participants/year** (total 80 participants) for 20-weeks each in the program.
- **Follow participant eligibility criteria<sup>4</sup>:**
  - Living on low incomes and/or experiencing food insecurity<sup>5</sup>;
  - Existing cardiometabolic risk (e.g. high blood pressure, high blood lipids, abnormal cholesterol, high blood sugar, insulin resistance, cardiovascular disease).

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<sup>2</sup> CFCC will provide support to help organizations with long-term financial planning.

<sup>3</sup> External referral partners include: physicians, dietitians, nurse practitioners, registered nurses, holistic health practitioners, traditional healers, pharmacists, social service workers, coordinator of other food access program(s).

<sup>4</sup> While many people could benefit from a subsidy on fresh produce, **Greens Rx is focusing on people who are more at-risk of diet-related illness**. Community members who are not eligible to receive the subsidy will still be able to benefit from the community market or can be referred to other programs that may better meet their needs.

<sup>5</sup> CFCC will work with partners to develop/select culturally- and context-relevant definitions of food insecurity.

- Not enrolled in a similar financial subsidy program for food items (this does not include food banks, hampers, or meal programs).
- *At existing markets: not a 'regular' market user.*
- **Consistent calculation of subsidy allocation** based on 15 weeks' worth of subsidy coverage for each participant's household size (\$10 - \$25). *In consultation with CFCC, this weekly calculation may be adjusted to reflect variations in food costs across the country.*

Household size	Weekly incentive amount	Number of weeks available	Total value*	Time to redeem total value
One-person	\$10	15	\$150	20 weeks from first market day after enrollment
Two-person	\$12	15	\$180	
Three-person	\$15	15	\$225	
Four-person	\$20	15	\$300	
Five-person +	\$25	15	\$375	

### Considerations for a successful application and realistic program:

- Where possible a separation of responsibilities between the market set-up & operations and the Greens Rx are strongly recommended, at least in Year 1 of the program.
- Openness to adopt a digital payment system for the market and Greens Rx tracking is encouraged. CFCC will support the decision-making process on specific payment systems.
- Consider a Market Membership approach to facilitate Greens Rx Tracking and build relationships with market-users at the check-out.
- Demonstrate how you intend to leverage partnerships or existing programs to reach the intended audience.
- Keep healthy eating activities simple by pairing the market with existing programs; tapping into the capacity of local partners (e.g. ask a dietitian to run a nutrition activity once a month); and tailoring it to the needs and interests of your community.

### MONITORING AND EVALUATION

Evaluation is a central component of the Market Greens program as we work to document and build best practices for program delivery, and share results with potential funders and supporters. Market Greens grant recipients will help to evaluate the program, with support,

training and tools provided by evaluation consultants from Good Roots Consulting and Terrapin Social Finance.

Grant recipients will be responsible for the following evaluation activities:

- Participate in online evaluation trainings;
- **Track weekly market information**, including:
  - Number of market transactions;
  - Amount of Greens Rx redeemed by each enrolled participant.
- Support the implementation of **baseline, endline and post-program surveys** with a minimum of 40 Greens Rx participants per year (total minimum 80 unique participants - households cannot be re-enrolled).
- Conduct a **brief market survey once per year** with a minimum of 25 market-users.
- Pay out 'evaluation incentives' to participants that complete endline and post-program surveys (this amount will be transferred to the partner by CFCC).
- Participate in program reflection sessions.

Individual results summaries will be shared with each grant recipient so organizations can use their own results to communicate with stakeholders and apply for additional funding. Evaluators will also share collective evaluation results with grant recipients on an annual basis.

## BUDGET AND EXPENDITURES

Refer to Appendix B for an example budget. ***Selected applicants will be asked to submit a budget in March 2022.***

**Stream 1: New Market and Greens Rx Grant** recipients will receive \$35,000<sup>6</sup> a year for two years. This includes:

- Approximately \$25,000 per year towards the costs of starting up and running the market over the two year grant term, including time for all evaluation, nutrition/healthy eating promotion activities, and project materials.
- Approximately \$10,000<sup>7</sup> per year towards the Greens Rx subsidy values for 80 participants over the two year grant term.
  - NOTE: It is the responsibility of the partner to allocate sufficient funds to cover the Greens Rx costs for all participants, based on the sliding scale and actual household size of enrolled households. Unused/unclaimed funds in this area can be re-applied in accordance with Eligible Costs.
  - NOTE: It is estimated to require 10-12 hours per week for program coordination.

**Stream 2: Greens Rx Grant** recipients will be awarded \$10,000 a year for two years.

- Approximately \$10,000 per year towards the Greens Rx subsidy values for 40 participants per year.

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<sup>6</sup> Excludes evaluation incentives for participants - this will be covered in full by CFCC.

<sup>7</sup> Excludes evaluation incentives for participants - this will be covered in full by CFCC.

- A maximum of 20% of the grant fund may be applied towards program operational costs however the target of 40 participants per year (80 participants total) must be prioritized.
  - NOTE: It is the responsibility of the partner to allocate sufficient funds to cover the Greens Rx costs for all participants, based on the sliding scale and actual household size of enrolled households. Unused/unclaimed funds in this area can be re-applied in accordance with Eligible Costs.
  - NOTE: It is estimated to require 2-4 hours per week for program coordination.

**Additional funds** will also be provided to all grant recipients to cover:

- Evaluation incentives for survey respondents
- Travel expenses for the in-person meet-up after year 1. In the event of a virtual meet-up, CFCC will provide partners with a list of eligible costs that will be covered.

Applicants will need to consider if they are positioned to commit the time and resources needed to complete the identified program activities *including evaluation* with the available budget. It is recommended to consider that some staff time for planning, recruitment and enrollment, and evaluation will need to be covered in-kind or through another funding source. **This is particularly true for grant recipients in Stream 2 (Greens Rx through *existing* markets) because of the limit on available operational costs (20% of grant funds) and required prioritization of funds for the Greens Rx subsidy costs.**

## HOW TO APPLY

To apply for a Market Greens Grant, complete and submit an application with uploaded budget by **Friday, January 21, 2022 at 11:59PM PST.**

Follow the below steps to submit your application:

1. Create a user account in CFCC's **grant portal**, or log in with an existing account: <https://cfccanada.smapply.ca/> *Note: the grant portal is a separate platform from the CFCC partner portal).*
2. Complete the online application form and budget. You will be able to save and return to the application form at any time. Remember to SUBMIT the application once ready.

## SUPPORTING DOCUMENTS

Please refer to the following when completing your application:

- Appendix A Project Timeline
- Appendix B Sample Budget
- Appendix C Healthy Eating Activities
- Appendix D Eligible Expenses

Applicants are encouraged to review the following CFCC resources for additional guidance when completing the application:



- [Affordable Markets Manual](#)
- [Fruit and Vegetable Incentives Backgrounder](#)
- [Good Food Principles + Examples](#)

## CONTACT INFORMATION

Please contact CFCC staff to discuss your interest in this grant program. Our staff can provide advice and guidance to assist you:

[marketgreens@cfccanada.ca](mailto:marketgreens@cfccanada.ca)

## APPENDIX A: PROJECT WORK PLAN

The below work plan summarizes the main activities for the Market Greens program. Unless otherwise indicated, each activity is to be completed by grant recipients.

Activity	Expected Timeframe
<b>Year 1 (includes x4 quarterly reports)</b>	
Grant agreements signed	March 2022
Program Orientation Sessions	April to June 2022
Complete key program planning activities including budget	April to May 2022
New produce markets launched (if applicable), new market activities and information tracking begins	June to August 2022
Recruit, screen, and enroll Greens Rx participants including evaluation intake survey	September to December 2022
Track Greens Rx spending	September 2022 to March 2023
Conduct surveys with market users	September 2022
Conduct Greens Rx in-program surveys	November 2022 to March 2023
Partner feedback and Year 2 orientation (meet-up)	April 2023

Conduct post-program follow-up surveys with year 1 Greens Rx participants (with external evaluators)	May to June 2023
<b>Year 2 (includes 1 mid-year report I +1 final report)</b>	
Recruit, screen, and enroll Greens Rx participants including evaluation intake survey	May to July 2023
Track Greens Rx spending	May to November 2023
Conduct surveys with market users	September 2023
Conduct Greens Rx in-program surveys	September to November 2023
Conduct post-program follow-up surveys with year 2 Greens Rx participants (with external evaluators)	April to May 2024
Final report due	May 2024

## APPENDIX B: MARKET GREENS EXAMPLE BUDGET

Below is an **example** of how funds could be allocated to achieve program and grant deliverables. All applicants will need to complete the budget template and indicate where resources are existing or will be supplemented with in-kind/other funding sources. Copy-pasted budgets will be considered as incomplete in the submission.

Item & Description	Year 1	Year 2	Total
<b>Operational Costs (STREAM 1)</b>			
Program coordination <i>e.g. \$24/hr x 10 hrs/wk x 50 wks/yr</i>	\$12,000	\$12,000	<b>\$24,000</b>
Market materials / equipment: - Set-up e.g. tables, baskets, signage, table clothes, shelving units, produce stands, shopping baskets, etc. - Transactions: POS system (tablet, Square™, cash boxes, calculator) - Additional: chairs, coolers, storage bins - Translation of materials (CFCC will provide in EN and FR)	\$4,000	\$3,000	<b>\$7,000</b>
Market activities:	\$3,000	\$3,000	<b>\$6,000</b>

- Honorariums/fees for activity leads - Printing costs for recipes and other handouts - Ingredients for cooking demos and samples			
Produce costs <u>not recovered</u> by market sales (processed or used in other programs to prevent spoilage)	\$2,000	\$2,000	<b>\$4,000</b>
Produce including delivery	\$4,500	\$4,500	<b>\$9,000</b>
<b>Operational costs total</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$50,000</b>
<b>Greens Rx (Stream 1 and Stream 2)</b>			
Greens Rx Subsidies - \$10 - \$25 <sup>8</sup> per participant x 15 weeks to purchase fruits and vegetables at markets over 20 week period <b>**Note: the Greens Rx budget <u>must</u> allocate sufficient funds to cover the full program entitlement for 40 participants/year.</b>  <b>***Note: All applicants may apply unused Rx funds to operational costs. Stream 2 is capped at 20% per fiscal year.</b>	\$10,000	\$10,000	<b>\$20,000</b>
<b>Greens Rx total</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$20,000</b>
<b>TOTAL (for operations + Greens Rx)</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$70,000</b>

## APPENDIX C: EXAMPLES OF HEALTHY EATING ACTIVITIES

The activities below are examples of approaches used by previous Market Greens partners. Applicants are encouraged to select activities that suit their market plan and own approach to interacting with community members; applicants are welcome to develop their own activities.

Health promotion activities	Social engagement activities
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<sup>8</sup> Recall this is a sliding scale based on each participant's household size.

Recipe cards and handouts	Pop-up cafe with healthy snacks, warm drinks and seating
Taste tests and samples	Childminding and play area
Produce chopping and spiralizing stations	Storytelling (library partnership)
Smoothie bikes	Live music
Interactive food demos	Seasonal activities: e.g. seed swaps, pumpkin decorating
Veggie pizza making	Profiling local service providers and complementary programs
Nutrition workshops	
Soup kits	

## APPENDIX D: ELIGIBLE EXPENSES

The following list of eligible and ineligible expenditures is based on funding partner requirements. Any expenses incurred must be directly related to project activities.

Eligible Expenditures	Ineligible Expenditures
Personnel: - Project staff salaries and wages - Employer’s contribution to statutory and extended employee group benefits plans (dental, medical, pension benefits, RRSPs) up to a maximum of 20% of salary costs for each employee (must be offered to all employees) - Contractor fees (trainers, consultants, nutritionists, translation services)	Personnel: - Benefits exceeding the 20% ceiling and/or not included in group benefit plan - Performance pay (bonus) - Severance/separation/termination pay - Maternity leave (including top up) - Compensation during extended absence
Travel and accommodation: - Expenses for project activities such as private vehicle mileage, air, train or bus fares, project-related meals, and accommodation costs - Note: Travel expenses must not exceed those allowed under the <a href="#">National Joint Council Travel Directive</a>	Travel and accommodation: - Travel and hospitality expenses that exceed the National Joint Travel Council Directive
Materials, supplies and equipment: - Printing, postage - Supplies for market, outreach, and activities - Equipment for market such as point of sale system, tablet computer, baskets, shelving, etc.	Materials, supplies and equipment: - Rental charges for recipient owned equipment

<p>Rent:</p> <ul style="list-style-type: none"> <li>- Rental cost associated with the project, or related training or meetings</li> </ul>	<p>Rent:</p> <ul style="list-style-type: none"> <li>- Rental costs claimed for property/space owned or donated to the recipient</li> </ul>
<p>Other:</p> <ul style="list-style-type: none"> <li>- Related bank charges</li> <li>- Training of staff and volunteers</li> </ul>	<p>Other:</p> <ul style="list-style-type: none"> <li>- Capital costs (e.g. land, buildings, vehicles)</li> <li>- Direct services which are part of the government jurisdiction</li> <li>- Costs of ongoing activities for the organization (not directly related to the funded project)</li> <li>- Overhead/administrative fees expressed as a percentage of ongoing operations</li> <li>- Stand-alone activities not connected to the project audience</li> </ul>