



Kaslo Food Security Project

PLENTY OF FOOD SERVICES

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Created by Betty Gutierrez

Co-authored by Aimee Watson

North Kootenay Lake Community Services Society

Much gratitude to our executive director, editors, financial advisors and office administrators.

Kaslo Food Security Project Feasibility Study- Plenty of Food Services

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SECTION I: INTRODUCTION TO KASLO FOOD SECURITY PROJECT

WHO WE ARE, WHAT WE DO AND WHY WE DO IT

Kaslo Food Security Project is a program of North Kootenay Lake Community Services Society in Kaslo, BC

Nestled in the West Kootenays is the beautiful village of Kaslo, BC. There are just over 2,600 people in Kaslo and the surrounding area which is called Regional District of Central Kootenay Area D. For the purpose of the study area, we refer to the total region as North Kootenay Lake (NKL).

This area is very remote and unfortunately many people live below the poverty line. Access to healthy and nutritious food is sometimes very difficult both because of income levels and because of transportation issues. We are one hour away from the closest city centre, Nelson, BC. Road access can become an issue when extreme weather conditions hits our region. Food insecurity is a priority to all our local residents.

Because of this, the Kaslo Security Project is committed to ensuring that our community is food secure. Food Security is defined as: when all people, at all times, have access to nutritious , safe, personally acceptable and culturally appropriate foods, produced in ways that are environmentally sound and socially just.

KASLO VILLAGE THIRD IN PROVINCE TO HAVE A FOOD CHARTER

The Kaslo Village council adopted a resolution on February 12, 2008 stating that the Kaslo Food Charter, as written by the Kaslo Food Security Project, be adopted in principle. Kaslo was the third municipality in BC to have a food charter and about eighth in all of Canada.

Since 2006 The Kaslo Food Security Project has worked on many projects to spread the word and further enable a food secure region for North Kootenay Lake residents.

KASLO FOOD HUB

The creation of the Kaslo Food Hub fulfilled our need to have a central space for North Kootenay Lake (NKL) citizens to access information, local farm fresh food, and other food related resources.

The Kaslo Food Hub is home to 8 programs, all focused on creating a food secure NKL. Our programs range from emergency food for those who find themselves in need, a bulk buying club based on West Kootenay farm fresh goods and resources to help build a local food system.

As with many non-profit societies, access to ongoing funding is never guaranteed. With this in mind the KFSP participated in the one day ENP (Enterprising non Profits) workshop which was held in New Denver in 2009.

We were excited with the prospect that not only could we fulfill our vision of a food secure North Kootenay Lake Region, but that our program itself could be secure with an ideal social enterprise that meets with our values of meeting the social determinants of health and community economic development.

We were delighted to gain funding from ENP this past summer to conduct a feasibility study on potential social enterprises to support our efforts to build food security for North Kootenay Lake.

SECTION II: PLENTY OF FOOD SERVICES

The KFSP has worked diligently over the last few months researching product and service ideas that could create a business model centered on locally grown and sourced food including: frozen food delivery service (like meals on wheels), creating a “we preserve” option for people who grow their own food but don’t have the skills or time to preserve it, creating personal chef services for residents and vacation homeowners, and creating catering services for private functions and community programs. Food preparation as a life-skills educational program for job re-entry is another activity that was explored.

We took the opportunity with the ENP feasibility study to do some market research on these ideas as well as a few other ideas that emerged during the study as potential sources of income for the KFSP.

Other proposed ideas that could support our programs are: extending our current bulk food buying club; becoming a farmer’s institute; and offering cooking classes that focus on healthy local food preparation.

Activities achieved through this study have been:

- Creation of a survey for community members to provide input about enterprise ideas for the KFSP which included input on interest, cost, and frequency of use. Ninety people participated in this survey, which gave us a host of information on how to move forward (or not) with our initial ideas or start fresh with ideas that were more popular.
- Discussions with local store owners, food producers and groups that offer work training programs.
- Preliminary investigations on the basics of starting a food production business were fulfilled by looking at regulatory needs of a commercial kitchen space, health and safety plans (HACCP), potential partners (school) and institutional interest in potential enterprises
- Cost analysis of potential enterprises including costs of equipment, facilities, marketing, and other operational costs and staffing needs.

SECTION III: SOCIAL ENTERPRISES - SURVEY AND MARKET RESEARCH

Initial market research was conducted via an online survey that was sent to local residents through email lists and through the popular “Facebook” online service. The first question on the survey established who filled out the survey.

Are you a resident, a visitor or representing an institution? If institution-what type?		
Answer Options	Response Percent	Response Count
Resident	85.6%	77
Visitor	4.4%	4
School	2.2%	2
Hospital	1.1%	1
Daycare	0.0%	0
Business	5.6%	5

Ninety residents in North Kootenay Lake participated in the survey. Proposed business ideas to the study were identified as well as a couple of new ideas that came up. Research was further accomplished with the assistance of consultants from other social enterprises, local health authorities, job re-entry programs and local food producers. Research for services not currently offered in the area was done online. Resources:

Survey Creation: Surveymonkey.com

1. PERSONAL CHEF SERVICES

Although personal chef services require little infrastructure to start a social enterprise our survey indicated that only three percent of participants in the survey were interested in this type of service.

Would you use a personal chef service?		
Answer Options	Response Percent	Response Count
yes	2.7%	2
no	78.7%	59
maybe	18.7%	14

Although only 3% were interested in this potential service, it was noted that special occasions were the most likely use for the service. This indicates a potential ad-hoc or event based enterprise that could accompany a more concrete enterprise.

What kind of services in home would you require?		
Answer Options	Response Percent	Response Count
frozen meals that can be reheated at your convenience	28.6%	4
freshly prepared for immediate use	21.4%	3
*special projects for special occasions	64.3%	9

The survey had a list of frozen food options people interested in this type of service could choose from.

What kind of frozen meals would you is interested in?		
Answer Options	Response Percent	Response Count
Stews/soups	46.7%	7
Entrees	66.7%	10
Burritos/wraps	46.7%	7
Cookies/muffins	20.0%	3
Desserts	20.0%	3

Frozen entrees are the most likely to be purchased with just under 50% indicating \$20 is a reasonable cost. The question “how much would you be willing to pay for...?” was asked with the following results:

How much would you be willing to pay for 4 serving entree?		
Answer Options	Response Percent	Response Count
\$20	43.8%	7
\$30	37.5%	6
more	18.8%	3

How much would you be willing to pay for a four serving portion of soup?		
Answer Options	Response Percent	Response Count
\$10-\$12	40.0%	6
\$13-\$15	53.3%	8
\$16-\$20	6.7%	1
more	0.0%	0

How much would you be willing to pay for a 6 pack of ready to heat burritos or wraps?		
Answer Options	Response Percent	Response Count
\$12	14.3%	2
\$18	57.1%	8
\$24	28.6%	4
more	0.0%	0

How much would you be willing to pay for a dozen naturally sweetened organic cookies or muffins?		
Answer Options	Response Percent	Response Count
\$9 a dozen	40.0%	6
\$12 a dozen	46.7%	7
\$15 a dozen	13.3%	2

It was interesting to note that most survey respondents are willing to pay a fair price for prepared foods.

What time or times of year would you see yourself using this service?		
Answer Options	Response Percent	Response Count
Summer	40.0%	6
Fall	66.7%	10
Winter	86.7%	13
Spring	33.3%	5

Personal chef services differ from private chef services. A private chef works full time in a single family's household and the cost is considerably more. A personal chef may cook for several clients on a regular weekly, biweekly or monthly basis. Service includes preparation and planning of a customized menu based on personal dietary requirements and preferences of the clients as well as grocery shopping.

Meals are prepared in the customer's home according to the strictest food safety requirements. Ingredients, some utensils and equipment required are brought onsite for a scheduled visit.

Cost of meals would be similar to that of restaurant meals with the added benefit of comfort, convenience and customized service.

Benefits to customers include: eating out less, eating healthier, time saved because someone else did the shopping, cooking, planning and cleaning. Statistics Canada (March 25, 2002) states that Canadians spend an average of 1.9 hours each day cooking, washing up and preparing meals. That comes to 13.3 hours a week that can be used for family time, hobbies, or other activities customers can engage in with this free time.

KEY FINDINGS: PERSONAL CHEF SERVICES

- Although research indicated this service is and has been a viable enterprise in other areas, our survey responses only generated a 3% interest from less than 4% of our population, thus further exploration is not justified. Should we glean in the future a renewed or more justified interest, we are prepared with research to further explore the enterprise of personal chef services.

Resources:

- KFSP'S Betty Gutierrez's Past work experience as a personal chef with Conscious Cooks Catering, Victoria, BC, (summer, 2,000)*
- Online research by Betty Gutierrez (KFSP): www.cookingjourneys.ca, (September 2010)*
- Statistics Canada (March 25, 2002)*

2. VALUE ADDED FOOD PRODUCTS

Food production and preserving ideas showed diverse areas of interest in our survey. We took the steps necessary to see if these ideas would be viable as a source of income to help sustain the operations of the Kaslo Food Hub.

a. MEAL SERVICES

The survey asked several questions about a meal delivery service. The first question asked was:

Would you be interested in meal delivery service?		
Answer Options	Response Percent	Response Count
Yes	10.3%	9
No	58.6%	51
Maybe	31.0%	27

Only 10% of respondents indicated interest in this service and although that is a small number, we chose to continue the exploration of the service so that we had conducted adequate research that could be beneficial to our final recommendations for an enterprise. The survey results were so vast that it was apparent we may be looking at a diverse enterprise offering a variety of services. It was noted that dinner time meal delivery services had the most interest which is ideal as it generally is the largest and most profitable meal.

What meals would you be interested in having delivered?		
Answer Options	Response Percent	Response Count
Breakfast	0.0%	0
Lunch	40.0%	10
Dinner	80.0%	20

Out of 26 respondents who answered the question "how many times a week would you use this service?"								
How many times per week								
Answer Options	1	2	3	4	5	6	7	Response Count
Meal delivery	12	10	2	3	0	0	0	27

This service appealed to families of 1-3 persons primarily, larger families were less interested.

For how many people?				
Number of people				
Answer Options	1-3	5-10	20 or more	Response Count
Meal delivery	21	5	0	26

What would you be willing to pay for delivered meal?					
cost of service					
Answer Options	\$5-\$10	\$10-\$15	\$15-\$20	more	Response Count
Meal delivery-breakfast	5	2	1	0	8
Meal delivery-lunch	6	9	1	0	16
Meal delivery- dinner	5	4	12	2	23

Would you be willing to pay a nominal delivery charge based on your location?		
Answer Options	Response Percent	Response Count
Yes	92.3%	24
No	7.7%	2

What time or times of year would you see yourself using this service?		
Answer Options	Response Percent	Response Count
Summer	53.8%	14
Fall	73.1%	19
Winter	88.5%	23
Spring	57.7%	15

Take out service

Take-out meals were also explored on the survey.

Would you be interested in meal pickup service? (takeout)		
Answer Options	Response Percent	Response Count
Yes	23.2%	19
No	39.0%	32
Maybe	37.8%	31

Would you be interested in fresh ready to eat meals and/or frozen reheat-able meals.		
Answer Options	Response Percent	Response Count
Ready to eat	26.1%	12
Frozen	8.7%	4
Both	65.2%	30

Prices people would pay for this type of service ranged from \$5 to over \$20:

What would you be willing to pay for meal services?					
Cost of service					
Answer Options	\$5-\$10	\$10-\$15	\$15-\$20	more	Response Count
Meal pickup-breakfast	11	4	0	0	15
Meal pickup-lunch	12	11	1	0	24
Meal pickup-dinner	13	19	10	2	44

Surprisingly this type of service showed interest in all four seasons

What time or times of year would you see yourself using this service?		
Answer Options	Response Percent	Response Count
Summer	52.2%	24
Fall	65.2%	30
Winter	80.4%	37
Spring	52.2%	24

Prepared appetizer trays were also researched with the following results:

Would you be interested in prepared appetizer trays?		
Answer Options	Response Percent	Response Count
Yes	19.8%	16
No	58.0%	47
Maybe	22.2%	18

What types of appetizers would you be interested in?		
Answer Options	Response Percent	Response Count
Fresh fruit or veggies	60.0%	18
Local and organic cheeses	76.7%	23
Cold hors d'oeuvres	73.3%	22
Hot hors d'oeuvres	76.7%	23
Desserts	53.3%	16

How much would you be willing to pay for an appetizer tray?

Answer Options	Response Percent	Response Count
\$15-\$25	35.7%	10
\$20-\$30	46.4%	13
\$30-\$40	10.7%	3
more	7.1%	2

How often might you use this service per year?

Answer Options	Response Percent	Response Count
1-2 times per year	34.5%	10
2-4 times per year	37.9%	11
4-6 times per year	27.6%	8
6 or more	0.0%	0

What time or times of year would you see yourself using this service?

Answer Options	Response Percent	Response Count
Summer	57.1%	16
Fall	46.4%	13
Winter	89.3%	25
Spring	39.3%	11

Similar programs that offer catering and meal services as a social enterprise were reviewed. Krackers Katering, The Potluck Café & Catering, and D.C Central Kitchen offer valuable insight into potential feasibility for meal service enterprises.

“KRACKERS KATERING” SOCIAL ENTERPRISE AND TRAINING PROGRAM

Krackers Katering operates in Ottawa under the umbrella of Causeway Work Centre. KK was created to achieve both social and economic objectives; Krackers was originally staffed completely by individuals who have experienced barriers to employment, including people with disabilities and those who are economically challenged. Funding for the program comes mainly from Human Resources Development Canada (HRSDC) and the United Way.

Although the company began as a training program it had to shift operations to make a profit. Today all staff members at Krackers are paid and have a diverse range of abilities and differing short or long term goals. Krackers has a few operational staff who come from different backgrounds (some have worked as special needs teachers, caterers, social workers and hospitality management) that keep the production of food moving quickly and balance running a business with their social objectives; currently they have 15 very part time staff between the ages of 16-65 (most are between 40-50 years old) that learn on the job; 2-3 hours shifts a week is what a person with challenges might work. Operations manager Sharon Lewis indicated that they had to change how they operated as products were taking too long to make and it was not financially feasible.

Krackers Katering currently caters to 150 customers, including private individuals, Community Health programs, private businesses, Non Governmental Organizations (NGO'S), and other institutions.

The food that is prepared by Krackers staff follows simple, basic recipes that partner up well with business meetings, special events and lunches. Weddings or complicated dinner arrangements are not what they do because of the distinct needs of their staff. Currently this social enterprise is around 55-65% sustainable.

Sharon advised that if we decide to become food producers/caterers that we have a board or staff member who is a strong support person. Persons with strong business and people skills are preferable. She also advised that we pull in any external resources we may have. For example if we decided to make jam as our product, utilizing free fruit from the “Fruit Tree Project” could keep our costs down.

“POTLUCK CATERING” SOCIAL ENTERPRISE AND TRAINING PROGRAM

A recent ‘Social Enterprise Safari’ (food edition) was held in Vancouver, where various social enterprises in the Downtown East Side that have food based businesses with social impact programs, were showcased.

Potluck catering was one of the groups. They operate a catering business and also a café. Their social responsibility comes into play by producing and distributing 30,000 healthy meals annually to DTES (Downtown East Side) residents suffering physical, mental and addictions challenges and by providing a well rounded and supportive training program to the DTES employees with the same barriers as the persons they provide meals for. Potluck’s training and employment model offers quality service to the businesses that use their catering services at the same time as providing training and meals services to local residents. Potluck Café occupies the same space as the catering operations and has healthy meals available at low cost to other residents in the DTES.

The Café generates between 6-10% of their funding while the catering business generates considerably more. Executive director Heather O'Hara explained that Potluck is an impact business which measures the outcomes of its work differently than conventional business models which are based mostly on income generated. The regulations for operating any catering business social or otherwise are the same but the needs are quite different when working with persons with barriers. The impact Potluck Catering delivers from the work it does comes to play with the gain in quality of life for their trainees, employees and DTES residents.

The Potluck training model of working directly with hard to employ individuals seems very similar to the model at Krackers Katering.

Their employment support model is based on the primary assumption to "meet people where they are at". Professional and individual support by an experienced and empathetic staff member (currently chef Johnny Perry who is receiving training in social work) is provided to the trainee on an on-going basis. Enabling support is also provided to make sure trainees have basic needs met (bus passes, food, clothing and hygiene supplies) and also support that focuses on broad life skills and challenges such as housing, mental health and addictions that are not typically associated with work place or employer's responsibility.

As with Krackers Katering, Potluck is accustomed to working with issues of efficiency and cost when employing people with barriers. These factors impact budgets in ways that are unique to every organization. Some important key facts that need to be considered include: skill levels of employees, balancing low threshold staff with fully functioning staff and how closely the job duties and responsibilities of an employee with barriers are tied to the delivery of the organizations product or service. Potluck has five full time support staff and around twenty staff with varying barriers to employment.

Heather O'Hara and Johnny Perry stressed the importance of operating a successful business by sticking to standards. Professionalism, customer service, quality control, consistent recipes, food costing, order management, operating procedures, and financial management have to be delivered at all times. Checking food costs at least two times a year helps keep true costs of preparing meals in the forefront. Inventory management programs help the process along easier. Utilizing technology experts like the Sales Force Foundation can help keep technological costs down while offering a reliable and cost effective solution to accounting issues.

Tracking percentages of food and labour costs as well as having a strict inventory control helps participants understand real working conditions of possible future employment as well as allowing the business to stay competitive with regular businesses offering similar services.

Part of the presentations that were scheduled at the safari was around branding the business. Budgeting funds for props like story cards, customer testimonials, and banners add to the quality of product you are showcasing. Knowing your audience is imperative by using selective messaging to address your target market; for example: is this a corporate client or is your client another non-profit? Impact messaging focusing on the social aspects of the business would be more enticing to the non-profit yet a corporate client may be more interested in specialty menu items. Soliciting new business clients can be achieved with past client name dropping and customer testimonials.

D.C. CENTRAL KITCHEN

Another example of this kind of program exists in the USA. Robert Egger is author of *Begging for Change* and founder of D.C. Central Kitchen which is a 12 week job training program for former homeless transients and drug addicts. This program equips people in the program with culinary and life skills to gain employment in the restaurant business.

The Kitchen has also started Fresh Start, a revenue generating catering/contract food business that hires graduates from the training program and allows them to raise their own funds, allowing these graduates to be less dependent on grants. In addition, they founded the Campus Kitchens Project, which uses kitchens in public schools, colleges, and universities to train students how to prepare food they collect locally, which is then delivered to partner agencies right near campus.

The possibility of this kind of work training and social enterprise model really work hand in hand to teach people skills and empower them to make changes in their lives.

With a commercial kitchen in place, a product that is wanted, and eager participants who want to learn new skills; initiatives like these ones can be profit making but more importantly community building.

KEY FINDINGS: MEAL SERVICES

- When assessing the feasibility of a meal service enterprise, we found the interest was low, costs were high with the true cost of meal preparation about twice the price people are willing to pay, and most notably our community's local retailers already offer similar services.
- With a small population base, competition is paramount when striving for community economic development. If we were to embark on any form of meal delivery or catering services, we would be directly competing with local businesses that are vital to our community.
- Our conclusion for meal services was that a relatively low interest from respondents and concerns over local competition indicate that this is not a feasible option for the KFSP to embark upon.
- Information gleaned from the survey on seasonal appetizer trays indicated this may be a viable option as residents are willing to pay a fair cost for this service

Resources:

- a) Krackers Katering: Betty Gutierrez (KFSP) had a conference call with Sharon Lewis, Krackers Katering, November, 2010 <http://www.krackerskatering.org/index.htm-put>*
- b) Potluck Café and Catering: Betty Gutierrez (KFSP) attended Enterprising Non Profits social enterprise safari the food addition April 27-29th in Vancouver, BC, where she communicated with executive director Heather O'Hara and Chef Johnny Perry about their operational structure.*
- c) Egger, Robert :*Begging for Change* (2004) Harper Collins*
- d) Surveymonkey.ca: KFSP survey 2010-11*

b. PROPOSED SCHOOL LUNCH PROGRAM

JV Humphries School in Kaslo, BC is a Kindergarten to Grade 12 School that serves students that live in Kaslo as well as surrounding areas. The school lunch program has had no consistent lunch program for a few years. Also, home economics classes have been limited because of enrollment. JV Humphries School has many teachers, students, administration staff and parents who understand the need for healthy, environmentally safe and kid friendly meals. The KFSP has communicated with Dan Miles, the school principal, about the idea of a “local food” concept school lunch program. The program could possibly include JV Humphries students that are not able to participate in a regular cooking class but may be able to get credits for working with a lunch program. We will be meeting with Dan before the school year ends to look at details that surround this kind of endeavor. He has agreed in principle to work with us in the future.

KEY FINDINGS: PROPOSED SCHOOL LUNCH PROGRAM

With the support of our local school principle, staff and students; a locally sourced lunch program (which will also utilize our revamped kitchen) is also a potentially viable source of income for the KFSP.

Resources:

- a) *JV Humphries School: Personal conversation with Dan Miles, School Principal JV Humphries School, Kaslo, BC, and Josana Starbuck, secretary JV Humphries School, Kaslo, BC.*

**See attached letter of support and proposed menu for school lunch program*

c. SMALL SCALE FOOD PRODUCTION

Small Scale Food Production (SSFP) was researched with entrepreneurs in our regional community (Nelson, BC), a social enterprise in Victoria, BC, a local partnership with a food recovery program, and a work training program in Nanaimo, BC. Small Scale Food Producers researched were:

- Aria’s Edibles Nelson, BC
- Sunnyside Naturals, Kaslo, BC
- Kootenay Co-op, Nelson, BC
- NKL Fruit Tree Project, North Kootenay Lake, BC
- LifeCycles Fruit Tree Project, Victoria, BC
- WeFeast Work Training Program, Nanaimo, BC

ARIAH DESILETS OF ARIAH’S EDIBLES, NELSON, BC

To assess market research specific to the Regional District of Central Kootenay, local food producer, Ariaiah Desilets of “Ariaiah’s Edibles” was interviewed. Ariaiah Desilets manufactures wholesome organic products for deli’s and food distributors that cater to busy people and families. Ariaiah and her company seemed like a good fit for us to obtain information from because she has been in the food production business for many years manufacturing healthy alternative products and could offer answers for many of the questions we have

regarding food production as a business model. She is also one of the food producers we use in our bulk buying club.

Ariah sells directly to delis in the West Kootenays as well as Vancouver, Calgary and the Okanagan. She sells bulk items to delis, but she also sells pre-packaged items to stores like “Save on Foods” in Nelson, BC. She has invested in her own commercial kitchen space and utilizes local delivery options to get her products delivered outside of Nelson.

Ariah’s determined nature and thoughtfully created product line have successfully made it into stores that thought they didn’t want her product. Persistence and knowledge of food trends (i.e. local and organic) persuaded her to follow through on her endeavor. She believes this is an area that will continue to grow and suggests that people starting out in this business pursue markets that are already searching for these types of items. Ariah also explained that working with local farmers to “value add” to their crops and support social programs as well, makes huge sense. She herself would like to be a part of this kind of initiative.

SUNNYSIDE NATURALS AND THE KOOTENAY COOP

Meetings were scheduled with the deli manager of the Kootenay Coop grocery store in Nelson, Chris Orr, and one of the owners of Sunnyside Naturals in Kaslo, Hana Cullen. They both provided ample direction on what kinds of food products they get requests for from their clients and whether or not they would be interested in buying a locally made food product from a social enterprise the Kaslo Food Security Project (KFSP) was involved in.

Both of these stores have strong values about food security, social responsibility and are very active in their community. Thus the potential of a “Kootenay food product” made by the KFSP is a positive one.

Responses from both Kootenay Coop, and Sunnyside Naturals, indicated they are very interested in new products especially if they are based on local food production. Entrees that can be reheated, bulk bucket items like soups as well as value added products like pickles and chutneys are always appreciated by local vendors and customers. Specialized food for dietary concerns is also a growing field because more and more people have food sensitivities or severe allergies. Potluck Catering Executive director Heather O’ Hara also concluded that marketing products to specific nutritional needs of a growing and diverse client base adds a lot to the market value of the products a company produces.

According to Interior Health Food safety inspector, Renee Ansel, with the upgrades to St. Andrew’s Heritage Hall kitchen, items like pickles and chutneys would most likely be suitable for this kitchen space. Lab tests on some of these products will have to be established for confirmation of the parameters that indicate they can’t support growth of pathogens.

With access to free fruit and a close relationship to our local farmers for the bulk of our ingredient needs, a value added preserved food for sale at local businesses would not only be sought by local consumers but the financial risk is minimized.

NORTH KOOTENAY LAKE BEAR SMART AND FRUIT TREE PROJECT

Over the summer and fall season, the North Kootenay Lake region, on a good year, explodes into an area of bountiful apples, plums, pears, raspberries and blackberries. Local farmers are busily harvesting produce for

sale to North Kootenay Lake residents, stores and bulk buying clubs. Food can be and is being produced in our region.

The North Kootenay Lake Bear Smart and Fruit Tree Project operate in the late summer and fall to keep the risks of bears in town to a minimum. Over the past few years the KFSP and the NKL Bear Smart and Fruit Tree Project have collaborated together on canning workshops and fruit distribution for local people.

The “Fruit Tree Project” was designed to match home owners that have fruit trees and don’t utilize all their fruit with residents who want fruit and who will harvest it for them. Canning workshops have also been offered to the community at large using fruit that volunteers have picked. With this in mind several business ideas have come forward.

****One of the ideas we asked participants in the survey ideas was a “we can for you” concept. See Preserving Services (section II part 3) for the results of that enterprise concept.****

The second idea would be to use the abundance of fruit and/or vegetables gleaned or purchased to our advantage by turning it in to a value added product. Applesauce, dried fruit, fruit butters, pickles, chutneys and jams could be profitable with an appropriate kitchen space in place as well as trained staff. The LifeCycles project society is one program using this type of business model to help support their operations.

LIFECYCLES PROJECT SOCIETY

LifeCycles project society in Victoria, BC coordinates a Fruit Tree Project (FTP) program with a social enterprise component. Approximately one third of the fruit LifeCycles harvests (mostly that which is considered 2nds) is transformed into a line of products produced in partnership with local businesses. Four different products are currently being made by four different Victoria businesses which include a restaurant, brew pub, cidery, and catering company. The products are distributed through local cafes, delis, private liquor stores, food distribution companies, and specialty grocers. The businesses that make the products, as well as the ones that sell the products, all have strong community and food security values. Profits made from this partnership go directly into coordination of the FTP.

In an interview with Fruit tree Project and social enterprise coordinator Renate Nahser-Ringer of LifeCycles in Victoria. One of the questions proposed to Renate, was whether or not the business partnerships are covering the financial needs of coordinating the FTP. She explained that without the assistance of grants, this program has not been fully sustained. They have needed extra money (from grants) to make money. However as time goes on and the program becomes more developed, community support increases, and more symbiotic business partnerships are made, they hope to become more sustainable. One of the other issues they have faced is continuity. Every year new people need to be trained for this work as it is a seasonal project. Extra training time can be significant, depending on the new employee, and accounts for additional labour costs. If this was not the issue coordination (wages) would most likely be covered.

The Victoria Fruit Tree Project harvests an average of twenty to thirty thousand pounds of fruit per year. A bumper year can produce anywhere up to forty thousand pounds of fruit. Having years with little fruit can be an issue, she says. As 25% of the harvest goes to the community (food banks etc), 25% to volunteers, 25% to homeowners and the final 25% to Lifecycles FTP, off years can present the issue of not knowing which of these groups retain less. This past year the program had to supplement bought fruit for the products.

Renate believes that in some off years the priority might need to go to the volunteers first as they do the work of harvesting the fruit and without the fruit there would be no program, however the goal is to always give the community at least 25% and so far that has been the case. This past year the FTP actually broke even for the first time in operation. Renate says with dedicated volunteers and good community partners this program could definitely be profit making in the long term.

As far as processing regulations go, they leave it to the business partners to figure that all out. Fruit that falls to the clean ground while volunteers are harvesting gets used for the business partnerships. If they arrive on site and there is a lot of fruit on the ground they do not utilize it for business but volunteers can take it home. Food processors are becoming more specific about what they will take. Only slightly bruised or fruit with small holes is used for their products. Ultra violet pasteurizing is used for processing the apple juice.

Business partners have mostly taken care of the marketing of these products. Renate has volunteered a lot of her time to the FTP, making direct sales to local stores but this has become harder for her to do and she is looking at other strategies to deal with this. Wages for coordination certainly help the project succeed.

The business partners have mostly been the ones to come up with the product recipes, with the exception of a couple of the products the FTP has helped create. Some discussion about labeling has occurred between the FTP and the business partners. It is the FTP desire to have a sticker on the products to indicate the FTP work. Mostly this does happen unless the product (for example apple juice) is being sold in a restaurant.

Renate's advice to people wanting to start social enterprises is to try to get support from your board members and strong community support. It is difficult to man all the work needed to organize this kind of venture.

The fruit is essentially free (unless it needs supplementing by purchasing 2nds from other local farmers on off seasons). One risk to this enterprise might be that we have an off year with little fruit. Excessive fruit harvested on good years may need to be frozen for later use on off years. Dehydrated fruits sold in vacuum packed, re-sealable bags could also be manufactured with the harvested fruit.

One of the pluses we have with this kind of venture is that we have collective experience in food preservation techniques and food safety. We also have equipment in our tool library that is readily available to us.

This type of product could easily be marketed and advertised through our bulk buying club, through fundraising events, in specialty foods directories, through "Specialty Foods magazine" which is the official publication of the Small Scale Food Processors Association, and at local stores. The customer base would be similar to that of the prepared meal business presented earlier.

WE FEAST TRAINING PROGRAM

One of the challenges we face as an organization wanting to start a social enterprise is not having a commercial kitchen in place or the employees needed to start such a project. With this in mind research was conducted on work re-entry programs in Canada. The idea being that we could create a product while at the same time offering a training program for women around small scale food production.

One program, WeFeast, was funded by the Canadian Women's Foundation for a 5 year period and came out of Nanaimo Food Share which is a food security group that operates on Vancouver Island. WeFeast is currently not active, but I spoke to Crystal Dennison of Nanaimo Food Share to discuss the particulars of WeFeast so that I could see if a program like theirs could work here.

WeFeast is the “Women's Entrepreneurship, Food Enterprise and Skills Training Program”. We Feast was a six month part-time program designed to provide women with the skills, tools and support they need to develop successful small scale value-added agric-food businesses. Crystal explained that the intention of the program was to empower underemployed, low income women to develop skills and new avenues for self employment in the food industry. Essentially the participants to the program would learn everything they would need to become a small scale food producer.

The women learned many skills including: writing a micro enterprise business plan, micro lending, labeling requirements, food safe level 1, and product development. The participants visited local canneries and were given opportunities to test out the market with their products by vending at local temporary markets.

Although the women learned many valuable skills, Crystal explained that it was difficult for the women to successfully make a go at selling a product mostly because commercial kitchen space was either non-existent or cost prohibitive. I don't believe any of the women who were enrolled in the training are currently making a go with their products. The issues around non-existent or cost prohibitive kitchen space in Kaslo would have to be considered if we entered into this kind of training program. Updates to the St. Andrew's Heritage Hall kitchen have been an ongoing concern for us.

Marketing Value-added Products

Our primary customer will most likely be baby boomers of medium to higher income levels looking for delicious, wholesome locally sourced entrees that are ready to eat or frozen for later use. This customer values buying food that takes little preparation but also is nutritionally sound. This age group is concerned about health issues and can pay for items and services that support these issues (i.e. vitamins, supplements, massage, acupuncture etc). This group of people resides in city centers as well as in outer city limits. Targeting this group in large city centers like Kelowna, BC, Nelson, BC and Vancouver, BC through alternative health food grocery stores like Capers or the Kootenay Coop will be the outlet for this kind of service. We would also add these food items on our “fresh sheet” that is posted weekly to customers of our bulk buying club through email list serves.

The secondary customer base will come from families with time commitments who wish to feed their families healthy meals rather than succumbing to fast food availability. As I belong to this group of customers (I have three teenagers) and have experienced firsthand what it is like to not be able to find healthy meals “to go” for my family on those days that I have little or no time to prepare them and do not wish to eat at a restaurant, this option appeals to me. After speaking to many friends and community members about this, it is apparent to me that I am not the only one with this need.

We live in a very unique region in British Columbia where environmental and social issues are regularly discussed through local media: Kootenay Coop Radio hosts a food security radio show called “Deconstructing Dinner”; the Nelson Daily News recently described a “ fast campaign” that addressed poverty issues around food; The “Valley Voice” newspaper out of New Denver, BC recurrently displays the voices of surrounding local communities on issues around environmental and social concerns affecting their communities. Participation in environmental action campaigns and partaking in food sustainability workshops (raising chickens in your backyard, how to raise bees for honey, seed saving, composting) are common activities. This is the third group we would market our products to. Although they are already actively participating in being self-sufficient they would opt for a product made using locally sourced food and one that supports a social project over a product

that doesn't meet these needs. Many environmental and social issue groups have informal and formal meetings and often require some catered food for their events as well so again opting for a company that gives back to their community would be their preference.

KEY FINDINGS: SMALL SCALE FOOD PRODUCTION

- The feasibility for producing and selling value-added products is enhanced by access to food recovery programs like the NKL FTP, an active bulk buying club, a close relationship to local food vendors, a tool library and the upcoming creation of a commercial kitchen space.
- As the KFSP has access to food recovery programs like the NKL FTP, value added products can be manufactured at a reduced cost. Marketing a product that utilizes fresh fruit that would otherwise be discarded while at the same time reducing the risk of bear to human conflict and generating income for our food cupboard offers consumers a "feel good" response to purchasing. People in the Kootenay region are actively supporting these kinds of services.
- An active bulk buying club will continue to support new local products added to our Fresh Sheet on a weekly or bi-weekly basis. As this service is already actively engaged with our community members, adding a new product to our list is very simple task for us to accomplish.
- A close relationship with our local retailers which are interested in supporting our efforts; allows our proposed products a more diverse clientele.
- The renovations to St. Andrews's Heritage Hall kitchen; enables products to be manufactured in a certified location.

Resources:

- a) Aria's Edibles Nelson, BC: Personal communication with Aria Desilets January, 2011*
- b) Sunnyside Naturals, Kaslo, BC: Personal conversation with Hana Cullen owner/operator of Sunnyside Naturals, Kaslo ,BC*
- c) Kootenay Co-op, Nelson, BC: Personal communication with Chris Orr deli manager of the Kootenay Co-op, Nelson ,BC*
- d) NKL Fruit Tree Project, North Kootenay Lake, BC: Betty Gutierrez has worked as a volunteer and a employee with the NKL Fruit Tree Project (2004-present)*
- e) LifeCycles Fruit Tree Project, Victoria, BC: Personal communication with Fruit tree Project and social enterprise coordinator Renate Nahser-Ringer of LifeCycles in Victoria, February 2011*
- f) WeFeast Work Training Program, Nanaimo, BC: Personal communication with Crystal Dennison of Nanaimo Food Share, November 2010*
- g) Surveymonkey.com: KFSP survey 2010-11*
- h) KFSP Bulk Buying Club*

3. PRESERVING SERVICES

Preserving the generous amounts of fruit and vegetables produced in our region and working with farmers and the North Kootenay Lake Fruit Tree Project prompted the idea of a “We Can for You” preserving business. As we have been organizing canning workshops in conjunction with the NKL Fruit Tree Project over the last few years, this idea seemed like a good one.

Would you be interested in a food preserving service?		
Answer Options	Response Percent	Response Count
yes	31.3%	25
no	41.3%	33
maybe	27.5%	22

Canning

Would you be interested in a canning service		
Answer Options	Response Percent	Response Count
Yes	42.6%	20
No	14.9%	7
Maybe	42.6%	20

How would you prefer to be charged for this service?		
Answer Options	Response Percent	Response Count
\$ per jar	40.5%	15
\$ per dozen jars	40.5%	15
\$ per hour	10.8%	4
\$ per pound of food	8.1%	3

What amount of produce would you need canned annually?

Answer Options	Response Percent	Response Count
10-20 lbs	23.5%	8
20-30 lbs	38.2%	13
30-40 lbs	20.6%	7
more	17.6%	6

What time or times of year would you see yourself using this service?

Answer Options	Response Percent	Response Count
Summer	26.5%	9
Fall	94.1%	32
Winter	20.6%	7
Spring	5.9%	2

Dehydrating

Would you be interested in a dehydrating service?

Answer Options	Response Percent	Response Count
Yes	43.2%	16
No	43.2%	16
Maybe	13.5%	5

How would you like to pay for this service?		
Answer Options	Response Percent	Response Count
\$ per dry ounce	40.0%	8
\$ per wet pound	20.0%	4
\$ per hour	40.0%	8

If you are interested in having produce dehydrated. What amount of produce would want dehydrated annually?		
Answer Options	Response Percent	Response Count
10-20 lbs	50.0%	10
20-30 lbs	35.0%	7
30-40 lbs	5.0%	1
40-50 lbs	0.0%	0
more	10.0%	2

What time or times of year would you see yourself using this service?		
Answer Options	Response Percent	Response Count
Summer	66.7%	14
Fall	90.5%	19
Winter	14.3%	3
Spring	14.3%	3

KEY FINDINGS: PRESERVING SERVICES

- Staff have many years of experience in food preservation as a life skill, and have shared their knowledge through facilitating workshops for the community; these skills are invaluable to operating this kind of service.
- A well equipped tool library stocked with preservation equipment facilitates ease in start up for this proposed business.
- A partnership with Kootenay Local Agricultural Society (KLAS) and the NKL Fruit Tree Project further extends knowledge base and access to recovered fruit.

Resources:

- a) Surveymonkey.ca: KFSP survey 2010-11*
- b) Life Cycles Fruit Tree Project, Victoria, BC*

4. COOKING CLASSES

The second largest area of interest was in the area of professional cooking classes. Learning how to creatively cook and preserve locally sourced foods, seems to be of interest to many participants of our survey.

Would you be willing to pay for professional cooking classes using locally sourced food?		
Answer Options	Response Percent	Response Count
Yes	37.7%	29
No	41.6%	32
Maybe	20.8%	16

Many different cooking class options were explored, the top three choices that were made are as follows:

What kind of cooking classes would you participate in?		
Answer Options	Response Percent	Response Count
basic soup stocks	20.5%	9
bread making	34.1%	15
food preservation	29.5%	13
healthy lunches	20.5%	9
yogurt/cheese making	52.3%	23
meat smoking	38.6%	17
gluten free cooking	29.5%	13
raw food cooking	43.2%	19
ethnic foods	68.2%	30
vegetarian	36.4%	16
cooking on a budget	47.7%	21
Other (please specify)		8

How much would you be willing to pay for cooking classes?		
Answer Options	Response Percent	Response Count
\$5-\$10 a class	34.1%	15
\$10-\$15 a class	40.9%	18
\$20-\$25 a class	20.5%	9

What time or times of year would you see yourself using this service?		
Answer Options	Response Percent	Response Count
Summer	16.3%	7
Fall	58.1%	25
Winter	93.0%	40
Spring	34.9%	15

The Culinary Conspiracies store in Nelson hires out chefs to teach specialty cooking classes to a minimum of 6 students (who pre pay) for an average of \$50 per class which includes the meal. If this service is targeted to a group that could afford to pay this amount this service could be feasible.

If people were only paying \$5-\$10 the costs of organizing the class would not cover it. Community kitchens would be better suited for those with less income.

In the \$15- \$25 range, participants would only be shown a demonstration and maybe a small snack for participating. Class size would have to be larger than that of the meal included class. Currently there are a couple of cooking classes scheduled in Kaslo by a Nelson resident through Selkirk college, the asking rate for these classes is \$29 + hst, with sample menu item demonstrated.

Ensuring costs of the class are covered would require minimum participation, advanced purchase and a minimum of three days notice to cancel for full refund.

KEY FINDINGS: COOKING CLASSES

- Seeking ways to target interested groups for specialty cooking classes offered would need research. As NKLCSS is a service agency to North Kootenay Lake residents, we may inadvertently be missing out on a population of residents who would not ever use services there.
- Vacationers, part time residents in Kaslo or to retirees with above average incomes could be the target markets we need for this service. Including local chefs, nutritionists and other knowledgeable food specialists may also be a more favorable method in attracting new participants.

- A partnership with the local college (Selkirk College) for advertising purposes and additional infrastructure that maybe needed could help facilitate programming to the community at large.
- Keeping the instructors from Kaslo rather than importing from other regions will keep the resources in our community and reduce travel costs.
- Also having use of a well equipped kitchen offers us flexibility in offering specialty cooking classes on an ongoing basis.

Resources:

a) Culinary Conspiracies, Nelson, BC: Online research of this company conducted by Betty Gutierrez

5. KASLO BULK BUYING CLUB

The Kaslo Food Security Project (KFSP) began selling bulk vegetable orders on behalf of a local farmer in 2007. Because we were advocating for and raising awareness about the importance of buying local food, residents responded with inquiries about where and how they could do so. We networked with some local farmers who were very interested in increasing local sales which would enable them to decrease travelling time to sell in our regions city center- Nelson, BC. With calls to buy local food, a farmer with food to sell, and an 8x12 cedar shed, the KFSP created the Kaslo Bulk Buying Club and started taking orders.

The most interest generated from our ENP survey is to expand this existing program.

Are you interested in buying bulk local and/or organic foods?		
Answer Options	Response Percent	Response Count
yes	73.7%	56
no	11.8%	9
maybe	14.5%	11

Residents were very interested in buying more than just local vegetables in bulk for a reasonable cost. The idea of being able to buy grains, natural sweeteners, and dry goods were especially valued

What kinds of local and/or organic foods would you want to buy in bulk?		
Answer Options	Response Percent	Response Count
produce	75.8%	50
grains	80.3%	53
meats	57.6%	38
dairy	42.4%	28
dry goods (sugar, salt, etc)	60.6%	40
natural sweeteners (honey, maple syrup)	80.3%	53
oil	39.4%	26
other		6

Respondents indicated they would use this service all year round.

What time or times of year would you see yourself using this service?		
Answer Options	Response Percent	Response Count
Summer	66.7%	44
Fall	84.8%	56
Winter	72.7%	48
Spring	77.3%	51

Infrastructure for the bulk buying club would be minimal as we already have two walk in coolers, freezer and storage space for food that is ordered. We have developed a strong client base with over 200 people on the Fresh Sheet email list. In 2010, we added a \$25 membership fee to the program to cover utility costs of operating the cooler. Sixty-five residents were our first official members.

Kaslo and Area D are not heavily populated. With less than 2500 people spread along a 70km stretch of highway, the retail market has a limited number of participants. Our community center of Kaslo has three grocery outlets that offer a diverse choice in foods. Retailers are very conscience about local foods, organic and healthy choices and they all participate in doing their best to offer these foods. The market certainly asks for it. However, despite a ripe market for fresh produce, there remain many barriers to farm fresh foods keeping the shelves stocked. Of most significance is the size of the market and the disparities of seasonal production verses regular shipments. Retailers are not able to order in large quantities when the harvest is abundant; the true cost of food is highly externalized and local farmers cannot compete with larger provincial and international companies, putting the retailer at mercy for the price hikes. Local foods are quite different from what we are used to on the grocery shelves. All of these reasons and more have provided the need for the bulk buying club. By offering bulk amounts of food, we are able to secure larger orders for farmers that require less work on their part (fewer orders). Bulk orders are more likely to offer bulk savings which can enable the food to be more affordable while paying the true cost to local farmers and most significantly, we are able to develop direct relationships with local farmers that strengthen the region's overall food security. Members have made a commitment to local food and local farmers and are not distracted, as at the grocery store, by cheap imported produce. Due to our limited population and limited markets, in 2010 we also decided to expand outside of the bio-region of North Kootenay Lake and we began offering farm fresh goods from the larger region of Central Kootenays. Offering food items that are sourced regionally rather than just from our community diversifies our product list, hopefully increasing sales for us and regional farmers while strengthening the food system.

In the 2010-11 financial year, the Kaslo Bulk Buying Club sold \$12,500 in local goods, netting \$3,127.00 for the Food Cupboard and with 65 members at \$25 each for a total net income of \$4752, before operating costs. It certainly is not covering operational cost of running the program, and far from being viable to support all of the activities of the Kaslo Food Hub. However, there is possibility for growth and to explore how it may be viable,

we researched Community Food Centers, cooperatives across North America, Farmers Institutes, and The Good Food Box model.

Other Models

There are no models that mirror the Kaslo Food Hub sufficiently. There are however, many models with similar intentions and various methodologies and principles that offer a cornucopia of input.

1. THE STOP COMMUNITY FOOD CENTERS

The Stop Community Food Centre is located in Davenport West, Toronto a diverse and mostly low income neighbourhood. They first opened in early 1970 as a “food bank offering emergency food relief and perusing anti-poverty goals to combat hunger”. Today, The Stop has two facilities that offer 17 programs with one social enterprise, all aimed at building community food security.

The Stop has grown significantly and has become a great resource about how to operate Community Food Centers. In 2009, they served over 13,000 food hampers, grew 2500 lb’s of food in their community gardens, provided 14,000 free seedlings, provided 50 farms with significant income through their Green Barn Farmers Market generating 1.25 million in sales.

Astonishing figures, wonderful words, ideal solutions, how do they do it?

The Stop offers catering as a social enterprise. It is geared to the high end customer to allow for high profit margins. The goal is to provide 10% of their operational budget from social enterprises. The remaining 90% is mostly private funding and some public. Catering does not pay for the very large enterprise of The Stop.

With over 409 volunteers donating nearly 20,000 hours combined with its own unique history and location, The Stop’s model has enabled growth that would be difficult to replicate elsewhere.

However, the momentum of the Community Food Center (CFC) model could have very positive implications for CFC’s across Canada. The primary expansion phases are situated in Ontario, but they will be lobbying and advocating to “connecting with political allies in all parties as well as the Premiere’s Office to help drive the CFC agenda forward”.

Overall, The Stop is a useful model for mentorship and direction, but sustainability for their organization is quite different than how we at the Kaslo Food Hub may achieve sustainability. With numerous private funding sources and volunteers to rely on, the model is adequate for the area they are working in, but not for Kaslo where volunteers are scarce and private funding is minimal.

KEY FINDINGS: COMMUNITY FOOD CENTRES

- CFC’s are rising in profile and could be an area of interest for funders
- Human and social benefits are documented as significant impacts for communities where CFC’s exist
- Our geography and population is a huge factor to our ability to capitalize on current models

2. CO-OPERATIVE BUYING CLUBS

Co-operatives seem to go hand in hand with food, for obvious reasons. Co-operatives are owned by their members and food is predominantly owned and controlled by large corporations. The coop model is ideal to ensure that food is in the hands of the people who need it.

Co-operatives come in all forms. Models that are most similar to the KBBC are those of consumer/producer owned co-ops. Producers and members both pay membership fees which allow them to shop, sell, vote and engage with the co-op.

With healthy food accessible only to those who can afford it and small scale farmers competing with heavily subsidized mechanized farms, local farm based co-operatives enable a market share for farmers while creating more affordable healthy food options for the people. The secondary effect of this relationship is the revitalization of rural livelihoods.

Most of the models reviewed use websites to centralize activities. Online shopping carts allow for less coordinator time spent on creating and adjusting the product listings, taking orders, communicating details about the program etc. Farmers can input new product offerings, remove old products, and update details directly on the site. Online profiles of the producers and products provide broader visibility enabling customers to get to know their farmers without the carbon footprint of travelling to the farm or farmers market. Farmers can run more efficiently, planning harvest according to actual demand (orders) thus increasing their profits and ease of distribution. The collective purchasing power of the consumer creates more affordable food. Without the overhead of store fronts, shipping, marketing and staffing, co-operative buying can be extremely cost effective. Many of the cooperative models researched indicated a high dependency on volunteer labor for initial start up and delivery. With our program, we have not offered delivery and through the generosity of funders, we have been able to establish solid infrastructure. Delivery may be a needed if we are to find that expanding to outlying areas would be crucial to viability.

KEY FINDINGS: COMMUNITY BUYING CLUBS

- There are vast benefits to the local economy with cooperative food ventures that are farmer centered
- Monthly orders minimize workload
- This model of cooperatives can work to meet both social and human benefits while meeting the bottom line
- Investment shares are a form of community support that enable growth
- Goals of supporting a resilient food shed can also meet the goals of enabling community food security
- Establishing a core group of volunteers is crucial for the beginning stages
- Diversifying with products not grown locally from holistic distributors could build sales revenue

3. FARMERS INSTITUTES

Historically, our farmers relied on Farmers Institutes to enable viable rural livelihoods. The Farmers Institutes, organized in 1897 with financial support of the BC Government, were sources of information for newcomers, specifically the British. Our own Kootenay Lake Farmers Institute (KLFI) owned and operated a feed store in downtown Kaslo. The store was the hub for a variety of agricultural inputs to be purchased in bulk amounts, enabling access and affordability to things like feed, tools, hay and coal. The KLFI owned the building the store

operated in and was able to collect rent from other tenants. This rent was used to support our local School District 8 for capital investments. In the 1980's a food cooperative was created. The coop organized orders at the community and regional level and fed into a provincial system. Regional coops sent members to the coast to pick up the orders on a quarterly basis. Membership required involvement in the coop. Members were to take turns with duties and responsibilities. Although ideal, reality left a vast imbalance between member's participation and expected rights. This eventually led to burn out. Burn out and the opening of a local health food store led to the KLFi eventually closing the store and selling the building.

With the monies, they created a scholarship and loan program for those wishing to take studies in agriculture. If they returned to the area, their debts were cleared. Our current vet was supported in school by this scholarship.

Farmers Institutes are the historical version of Community Food Centers, with varied intentions but an overall goal of community health and good food.

KEY FINDINGS: FARMERS INSTITUTES

- Our community has done this before
- Tread lightly when depending on volunteers
- Ordering supplies seasonally was crucial to small holders and key to the viability of the Farmers Institute as a business model

4. THE GOOD FOOD BOX

The Good Food Box (GFB) is a non-profit fresh food distribution system, operating as a large buying club with centralized buying and coordination. The purpose of the GFB is to create access to healthy, local and affordable food. Monthly boxes of a variety of products are distributed for very low prices to customers at various depots. GFBs have social and human assets that are hard to balance with the books. "As a community based initiative, the goals of the Good Food Box include more than just food delivery. Additional goals include: community development, environmentally sound management of the program, volunteer development, nutrition and food skill education, health promotion, and advocacy."

Although ideal in principles, GFB's are not self sustaining.

Toronto's GFB adds a 25% margin to its 4000+ boxes sold monthly, but only covers delivery and volunteer expenses, all infrastructure including salaries are covered by grants and donations. An examination of a variety of Good Food Boxes across Ontario show that mark-ups range from \$1-\$3 a box, enabling an affordable box of food for those on low income. GFBs rely on funders, various grants, donations and lots of volunteer time to enable the programs to operate.

These models, when looking at the bottom line of costs vs. income are not adequate models of social enterprises. However, if the social and human benefits are calculated, they would demonstrate a huge value in community development, healthy living, resilient local economies and communities.

KEY FINDINGS: GOOD FOOD BOX

- Good Food Boxes are not generally profit driven , although they do meet the social determinant of health, an unquantifiable value
- GFB's require a large amount of volunteer staff as well as diversified product from cheap sources to meet the mandate of affordable food
- The idea of a mixed box of fresh food has been provided through the Bulk Buying club before, as a CSA (community Supported Agriculture). This model brought some income into the Food Hub, but depends on the farmers organizing and creating it.

WHAT DO THE PEOPLE WANT?

The current members of the KBBC were surveyed to assess if we are meeting our goals and how we could improve.

35% of membership responded

80% want to see the KBBC expand

69% indicate the KBBC makes it easier to access food

We are more affordable half of the time with cost not being a factor to a portion of our members.

90% agree we meet their health needs

We encourage eating habits that are healthy, local and seasonal.

Access to local food is important for 98% of respondents

Members would like to see more diversity. Items suggested are:

- Meat
- Dairy
- Feed
- Bulk dry goods
- Winter greens
- Juices
- Teas
- Honey
- Oils
- Food baskets

Those who could afford to are willing to pay a higher membership fee. Averaged suggestion is \$35. Members are willing to pay because they have strong support for the programs and recognize a variety of implications that are beneficial to them. Major concerns are the affect our operations have on local retailers. Kaslo being a small community, the health of our local economy is paramount. There is a limited pool of consumers. A new enterprise could easily impact the local retailers. The KBBC has been aware of this concern and has trodden

lightly. To mitigate the impact and play fair, we offer bulk amounts; we buy only farm-direct, and purchase nothing from distributors. We do get requests for bulk orders of dry goods but have chosen not to accommodate these requests out of concern for local retailers. This is an issue that warrants further exploration, beginning with engagement with the local merchants.

FINANCIAL AS IS

To assess if the KBBC could operate as a social enterprise to support the work of the KFSP, we must first determine our operational costs. To coordinate, supervise and administer the Kaslo Food Security Project, it costs:

<i>Annual Operational Costs (KFSP)</i>		
Coordination	\$19,200	20hrs/wk- \$20/hr
Phone/Internet	\$600	
Administration	\$2,000	
Rent & Utilities	\$1,980	\$165/month
Accounting	\$684.48	2hrs/month
food for Food Cupboard	\$12,000.00	
Supplies	\$200	
Total Costs	\$36,664	

For the KBBC to act as a social enterprise to support the work of the KFSP, we would need to generate \$183,320 in annual sales with 20% retained in sales to provide \$36,664 to cover annual operational costs, including \$1000 per month to supply food for the Food Cupboard. However, with a few tweaks to our income stream, there is possibility.

If we raise memberships to \$35, aim for 100 members, we've raised \$3500. With our new Community Root Cellar, we estimate \$1000 a year in revenue. With two Hub Hosts a week providing 6 hours of labor in-kind, we have met a % of labor costs. We have budgeted \$1000 a month for food the Food Cupboard. With over \$5,000 in donations during the 2010 holiday season, we are able to reduce the budget to \$7000. These additional income streams lower our net sales needed.

<i>Income Projections (KFSP)</i>		
Net Sales	\$22,844	
Memberships	\$3,500	100 members @ \$35ea
CRC rentals	\$1,000	see notes above
In Kind (volunteer labor)	\$4,320	6 hours a week in volunteer time, year round
donations	\$5,000	averaged from donations in 2010
Total Income	36,664	

Therefore for the KBBC to act as a social enterprise to support the work of the KFSP, we would need to generate \$114,420 in annual sales with 20% retained in sales to provide \$22,884 to cover remaining operational costs.

Coordination time could be reduced by development of an interactive website. For complete design and creation of a website, the cost would be about \$6,000. Ongoing maintenance is estimated at \$100 weekly, should there be technical issues to resolve. The Oklahoma Food Cooperative has designed software specifically for creating such websites and offers it free to others wishing to embark on similar enterprises. This could reduce the initial cost by an estimated \$2,000.

Resources

- a) Scharf, K., Levkoe, C. & Saul, N. (2010) In Every Community a Place for Food: The Role of the Community Food Centre in Building a Local, Sustainable, and Just Food System. Metcalfe Food Solutions. Canada, Toronto*
- b) Scharf, K. The Stop, personal communication, March 25, 2011.*
- c) Hein, T. (2008) Making the high tech local food connection. Small Farm Canada, September/October 2008.*
- d) Anderman, C. Ottawa Valley Food Coop, personal communication, March 15, 2011*
- e) Dobie, S. Kettle Valley Food Coop, personal communication, Feb 27, 2011*
- f) Windsor, A. Kootenay Lake Farmers Institute, personal communication, March 28, 2011.*
- g) Lake, R. Kootenay Lake Farmers Institute, personal communication, March 18, 2011*

SECTION IV: TECHNICAL, HEALTH & STAFF REQUIREMENTS

Basic Health Requirements for small food processing operations

THE BUILDING

In order for the KFSP to undertake a food preparation business we would need a commercial kitchen. We are currently looking at the kitchen in St. Andrew Heritage Hall as a possible multi –use kitchen for a small food processing operation and to do regular community kitchen classes.

- Floor, walls and ceiling must be of smooth, washable material
- There must be an ample supply of hot and cold running water. The number of sinks required depends on the level and complexity of food preparation involved. There should be one sink just for hand-washing purposes only.
- There must be good lighting with bulbs covered to protect food from glass fragments in case of bulb breakage.
- Ventilation - for a very simple operation, a good domestic range hood may be sufficient. For operations involving more oil cooking and steam, a commercial quality exhaust hood may be required. Screened windows that open are recommended as they offer fresh air while also keeping pests out.
- Counters shelves, cupboards, cutting boards: these must also be smooth, washable, impermeable material so that they are easy to clean. Materials are typically what you would find in a good domestic kitchen; arborite counters, smooth wooden shelves with good quality paint, etc. Ample space is required for storing cleaning supplies, coats, boots, shipping containers, paperwork and anything else that is not food related. Cutting boards are maintained by being properly sanitized daily.
- Equipment: The type of equipment will depend on the type of food being prepared. There are no health requirements for food preparation equipment as long as anything that comes into contact with food is food grade. Normal domestic cooking equipment is permissible.
- Refrigeration and Hot Holding: Perishable foods (those which support bacterial growth) must be stored below 4 degrees Celsius or above 60 degrees Celsius to prevent the multiplication of food poisoning bacteria. Refrigeration units are large enough to store the amount of perishable foods you will be handling. A good quality thermometer must be installed in each unit so that you can monitor the temperature daily. Temperature control is essential to preventing food poisoning.
- Plans will be approved by local Public Health Inspector before construction.

We have just been granted funding to coordinate the renovation of St. Andrew's Heritage Hall Kitchen for the purpose of furthering the potential of small scale food processing. We will be guided by the direction of Interior Health to meet the basic standards of a commercial kitchen.

FOOD HANDLERS

All food handlers working in the processing kitchen will be required to possess a BC Foodsafe level 1 certificate or will work towards obtain one as part of the training program administered by the KFSP management team. Management personnel will take further training in BC Foodsafe level 2. Both of these courses are specifically designed to train food handlers in how to prevent food borne illness. All staff will adhere to safety standards required in the kitchen with regards to sanitation and hazards and will be informed on how to address these issues.

WATER SUPPLY

The kitchen will have a safe water supply. The Public Health Inspector will be contacted to insure the quality and status of our water supply.

SEWAGE DISPOSAL

All wastewater and sewage must be discharged into either a public sewer or an approved private sewage disposal system.

Regular contact as to current regulatory requirements would be scheduled with the Public Health Inspector at Nelson Interior Health. Betty Gutierrez participated in the Food Safety Systems Implementation (processor) Program "A BC HACCP Plan" 1 day workshop. The workshop provided information about what is further required to implement a HACCP plan in the operations of a small scale food processing business. Attendance at this workshop and meeting Food Safety Systems Implementation (FSSI) criteria entitles our proposed business to a FREE one-on-one site visit (counseling) by a Food Safety Consultant who will help us conduct an assessment of our processing operation. Both Betty Gutierrez and Aimee Watson also have certificates in BC Foodsafe level one.

SECTION V: FACILITY & EQUIPMENT COSTS

We have researched how much the renovation costs to the St. Andrews Heritage Hall kitchen would be to comply with certified kitchen standards. The estimated cost for this renovation would be around \$4,850. See attached breakdown of costs for this renovation. NKLCS is assisting the owners of the building to raise the funds for the renovation

For small scale food production many items would be needed for operations. As we are still determining what our product is, we cannot be 100% sure that estimated equipment costs are correct as they vary depending on what the end product is. A breakdown of costs for basic equipment is as follows along with items already in place from our existing tool library. Another possibility for us would be to rent a commercial kitchen space from another food producer or local organization.

Facility Costs for the kitchen at St. Andrews is:

<i>Kitchen Upgrades for St. Andrews Heritage Hall- for certified kitchen</i>			
<i>Upgrades</i>	<i>Equipment</i>	<i>Labor</i>	<i>Total</i>
hand washing sink	\$150	\$100	<i>\$450</i>
plumbing	\$100	\$100	
vent for stove	\$200		<i>\$700</i>
moving and carpentry work to install		\$500	
dishwasher	\$500	\$200	<i>\$700</i>
fridge	\$600		<i>\$1,000</i>
cabinetry to fit it	\$200	\$200	
counter top, back splash, floor sealing	\$1,000	\$1,000	<i>\$2,000</i>
		<i>Grand Total=</i>	<i>\$4,850</i>

Equipment Costs for Small Scale Food Processing:

<i>Equipment for a Small Scale Food Production Business</i>		
<i>Item</i>	<i>Cost</i>	<i>Details</i>
G.E 24.9 cubic foot freezer	\$898	Currently owned by the KFSP
Walk in cooler	\$3,000	The KFSP walk in cooler has two sections, one still requires part of the cooler unit, but the bulk of the cooler is operational and in use
Stove, oven and proper ventilation	\$1,000	This has been included in our renovations currently underway
Kitchen in a box- a fully stocked box of new pots, pans, cutting boards, knives, measuring spoons etc.	\$1,000	Also currently owned by the KFSP
Canning equipment	\$400	Also currently owned by the KFSP

Dehydrator- one large family and 2 commercial units	\$1,000	The KFSP owns the family unit, the other two belong to Kootenay Local Agricultural Society and are free to use for our programs
Juicers- Steam and Regular	\$500	Owned by the KFSP
Victoria Food Strainer and Sauce Maker model 250	\$59.95	To be purchased
Food Processor	\$500	To be purchased
Norpro Deluxe Cherry Stoner/Pitter	\$12.00	To be purchased
Vacuum Sealer	\$140	Owned by the KFSP
Smoker	\$250	Owned by the KFSP
Grain Grinder	\$200	Owned by the KFSP
Oil Press	\$200	Owned by the KFSP
Total:	\$9,159.95	

SECTION VI: FEASIBILITY- THE BOTTOM LINE

Unit Income and Expense estimates were compiled for the various income-generating ideas to see which if any might be profitable.

Plenty of Food Services - Unit Income and Expense for potential Food Hub enterprises				
Item	Food Hub	Bulk Buying Club	Bulk product	Canned product
issues / comments	Charity (free food; tool rental; cooler rental; education, buying club)	charity - supports farmers to connect with consumers	eg. pickles	eg. pickles - canned
Processing Unit	per year	per year	bucket - 25l	9 jars
Individual Unit Price			\$100.00	\$8.00
Income: Sales	\$1,000.00	\$12,500.00	\$100.00	\$72.00
grants	\$25,000.00			
memberships		\$3,500.00		
donations	\$5,000.00			
volunteer labour	\$4,320.00			
Total Income	\$35,320.00	\$16,000.00	\$100.00	\$72.00
Expenses				
materials food	\$6,200.00	\$10,000.00	\$41.50	\$15.50
materials packaging	\$200.00		\$0.20	\$8.86
wages	\$18,000.00	* paid by grants	\$34.80	\$34.80
volunteer labour	\$4,320.00			
admin, support	\$2,500.00	\$1,600.00		
Accounting	\$300.00	\$700.00		
Phone/Internet	\$300.00	\$300.00		
office costs	\$210.00	\$200.00		
rent	\$990.00	\$990.00	\$20.00	\$20.00
delivery			\$5.00	
advertising	\$800.00	\$200.00	\$1.00	\$1.00
equipment	\$1,500.00			
labeling			\$1.00	\$1.00
Total Expense	\$35,320.00	\$13,990.00	\$103.50	\$81.16
Income over Expense	\$0.00	\$2,010.00	-\$3.50	-\$9.16

Plenty of Food Services - Unit Income and Expense for potential Food Hub enterprises						
Item	pie filling	pie filling	syrup	jam	freezer jam	fruit leather
issues		canned	use steam juicer; sell in 341ml bottles	250ml canning jars	250ml canning jars	storage from peach to apple season
Processing Unit	bucket - 25l	9 jars	12 bottles	12 jars	12 jars	144 @ 14g
Individual Unit Price	\$75.00	\$8.00	\$6.00	\$6.00	\$6.00	\$1.25
Income	\$75.00	\$72.00	\$72.00	\$72.00	\$72.00	\$180.00
grants						
memberships						
donations						
volunteer labour						
Total Income	\$75.00	\$72.00	\$72.00	\$72.00	\$72.00	\$180.00
Expenses	free fruit	free fruit	free fruit	free fruit	free fruit	free fruit
materials food	\$7.00	\$3.50	\$2.00	\$2.00	\$2.00	\$1.00
materials packaging	\$0.20	\$8.86	\$18.00	\$7.12	\$7.12	\$1.00
wages	\$34.80	\$34.80	\$34.80	\$34.80	\$26.10	\$87.00
volunteer labour						
admin, support						
Accounting						
Phone/Internet						
office costs						
rent	\$20.00	\$20.00	\$20.00	\$20.00	\$15.00	\$50.00
delivery						
advertising	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
equipment						
labeling	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Total Expense	\$64.00	\$69.16	\$76.80	\$65.92	\$52.22	\$141.00
Income over Expense	\$11.00	\$2.84	-\$4.80	\$6.08	\$19.78	\$39.00

Plenty of Food Services - Unit Income and Expense for potential Food Hub enterprises					
Item	Dried Food	Prepared Food	Cooking Classes	Catering	We Can
issues	needs space at food hub while drying	eg frozen entrée	10 participants - take home meal	School lunch	owner supplies fruit, jars and lids
Processing Unit	dryer-load	entrée for 40		lunch for 100	9 jars
Individual Unit Price	\$6.00	\$7.00	\$20.00	\$5.00	\$4.00
Income	\$60.00	\$280.00	\$200.00	\$500.00	\$36.00
grants					
memberships					
donations					
volunteer labour					
Total Income	\$60.00	\$280.00	\$200.00	\$500.00	\$36.00
Expenses	free fruit				
materials food	\$1.00	\$180.00	\$50.00	\$250.00	
materials packaging	\$1.00		bring own	\$10.00	
wages	\$34.80	\$69.60	\$139.20	\$139.20	\$34.80
volunteer labour					
admin, support					
Accounting					
Phone/Internet					
office costs					
rent	\$20.00	\$40.00	\$30.00	\$50.00	\$20.00
delivery				\$10.00	
advertising	\$1.00	\$10.00	\$5.00	\$5.00	\$1.00
equipment				\$5.00	
labeling	\$1.00				\$1.00
Total Expense	\$58.80	\$299.60	\$224.20	\$469.20	\$56.80
Income over Expense	\$1.20	-\$19.60	-\$24.20	\$30.80	-\$20.80

Notes re Unit Income and Expense Forecasts

The Food Hub is a charitable program currently funded by grants. It offers free food and information relating to food and gardening. The Food Hub also rents out tools and space in the walk-in-cooler.

The Bulk Buying Club in its current form is a part of the overall charitable activity of the Food Hub, with the specific purpose of encouraging local agriculture. Wages for the Coordination of the Bulk Buying Club are covered by grants. However, the Bulk Buying Club also generates income through membership fees and markup on produce. This income covers the BBC share of non-wage costs including rent, utilities, phone, internet, advertising; project-specific accounting and administration support, and on top of that, contributes \$2,000 per year to the Food Hub. As examined earlier, there is potential for expanding the Bulk Buying Club. If it reaches the point where income exceeds real costs, including staff wages, then a separate business entity could be formed which then gifts surplus revenue back to the Food Hub. If a separate business entity were

formed then the bulk Buying Club would be free to also enter into purely business activities such as bulk sales of processed food from wholesale distributors, as has been requested by members.

Investigation into the cost of food products shows that margins are tight in food production. Any profit is very sensitive to the costs of staff time, kitchen rental and ingredients. The items that show the most potential are those where the main ingredient is free ie. the fruit products, such as jam and fruit leather. In the past we have had access to free fruit from orchard seconds and cleaning of fruit trees to remove bear-attractants (Kaslo Fruit Tree Project). It is likely that this will continue. A lot of guess work went into estimating the time to prepare the various foods, so further research and product testing would be helpful in order to gain more accurate information. Trial runs could be conducted and the product sold as a fundraiser for the Food Hub. There is also opportunity here for volunteers to get involved.

In discussions around preparing frozen entrees and school lunches, we experienced a tension between the business need to keep costs down and a desire to serve high quality food, with a strong preference for locally sourced organic food ingredients. Experience with running a local pancake breakfast with high quality ingredients (organic pancake mix, free range eggs, organic sausages, real maple syrup, and high quality coffee) showed that it was possible to make money if the labour is all volunteer. Eaters appreciated the high-quality food; however it was not a business proposition.

The school lunch program bears further research, because it has the potential for high numbers of customers. It will have the same issues mentioned above about balancing quality and cost. There may also be potential here for support grants to keep the food quality high, in which case it remains in the charitable realm of the Food Hub. If it is a charitable program, then student volunteers may also be able to help with sales. A number of local for-profit businesses have attempted to offer school lunches and all have given up after a short period, citing difficulties over logistics and costs. Thus if we were to make it a charitable venture, we would be unlikely to receive criticism for unfair competition with local business.

The figures suggest the following:

- Work on expanding the bulk Buying Club while remaining a charitable activity
- Seek funding for product-testing fruit products which can be made from free fruit
- Seek funding to be able to offer a high-quality healthy school lunch program

SECTION VII: GOVERNANCE

Governance for a food related social enterprise in partnership with the Kaslo Food Hub

We consulted charity lawyer Richard Bridge regarding our legal obligations as a charity operating a variety of programs and potential social enterprises. Our meeting was very positive, even inspiring as Mr. Bridge was very supportive and excited about our activities.

Our primary goal for the consultation was to determine the appropriate structure for our current and potential enterprises we may offer. As a charity, we have advantages with grants and funding that can create unfair competition with a local business, should we cross the line into business activity. Non-profits entering the field of business must be very clear about what is a charitable activity and what is a business activity.

Richard had some recommendations about how are unique programs/enterprises should operate. Our primary programming would maintain a charity status; the North Kootenay Lake Food Cupboard, the Tool Library and the Community Root Cellar meet the criteria as service based operations with social purposes but not profit generating. Funds acquired are used strictly for maintenance and utilities. In the case of the Community Root Cellar, it qualifies as charity since we are primarily using the space for our programs and only offering excess space to the public.

The Bulk Buying Club is also of charity status because it supports farmers and it does not currently produce a profit. Membership pays for rent and utilities – grants pay staff wages.

If we were to begin selling goods from distributors such as Organic Matters or Horizon for dry goods, household goods and other items not available from local farmers, this activity would be considered a business because we are no longer supporting farmers with the activity and Richard recommends establishing a cooperative for this purpose.

To determine the structure for other enterprises, we can then assume that as soon as we are producing a profit, we are a business and need to be legally established as one.

The Kaslo Food Hub currently retains many assets for our myriad of said enterprises. Part of our ability to embark on the enterprises we have concluded to be of most feasibility is because we would rely on the use of the assets of the Kaslo Food Hub. A charity cannot donate the use or items themselves to a business, the business must rent, lease or purchase the items (assets) from the charity at market value. However, the business can always donate the items to the charity for use. Free assets to one business would undermine other local merchants.

An ideal structure for our social enterprise is to establish two separate entities- a business and a non-profit. The NP would require a board of directors to administer the entity. The business would then donate to the non-profit to provide the financial support that sustains the work.

Before embarking on a whole new structure though, small food processing can be explored within the operations of the charity- as long as it is donating the funds and not acquired for operational costs. Jam, pickles and catering events, canning, can all be explored as fundraisers for the food cupboard before jumping into a for-profit business model. Also, the bulk buying club can continue to operate as is and maintain adherence within the charity law, as long as our mark-up continues to be used for the purpose of stocking the shelves of

the food cupboard and continue to offer only farm direct goods. Should sales drastically increase, any concerns CRA (Canada Revenue Agency) could have would be communicated to us, with a timeframe in which to amend or change our structure to meet CRA requirements.

Regarding audits– CRA audits are usually complaint-driven, so it helps to have a good relationship with local business and provide a business that is a niche not being already filled by other businesses. A CRA Audit is an opportunity to change – if found to be out of compliance – a charity will be notified and given opportunity to make change in order to be in compliance.

Mr. Bridge was quite fascinated with our program mostly because it stimulates his interest in the role of agriculture within a charity. The current agricultural law is very outdated and many charities provide diverse programs related to agriculture. Since the law is not current, there remain many grey areas. Mr. Bridge was quite keen to revisit this notion with us and felt that our program is a great example of how to incorporate many farm related activities that essentially are acts of a charity, but are not clearly defined in the current law. He was interested in engaging with us further at a later date where we may partner in research to best define the role of agriculture within a charity. We are enthusiastic about this potential and will contact Mr. Bridge in the early fall of 2011.

SECTION VIII: CONCLUSION AND RECOMMENDATIONS

A location is already rented and in use by NKLCS for the Food Hub programs and a significant store of equipment has been amassed. Programs are running with grant support and the Bulk buying Club is bringing in income. Funds have been secured to oversee upgrading of the kitchen facility at this location and the building owners are well on their way to securing funds for the equipment and skilled labour needed to complete the upgrade. Existing staff are keen and qualified to pursue food-related businesses. Financial estimates for food products show that budget lines are tight and any profit is very sensitive to the costs of staff time, kitchen rental and ingredients.

RECOMMENDATIONS

The Kaslo Bulk Buying Club certainly has potential to be a social enterprise for the non-profit work of the Kaslo Food Security Project. Recommendations would be to develop a business plan for a cooperative model including a website that would assist in minimizing coordination time while acting as a vehicle for promotion, information and maintenance of the other programs we offer such as a booking section for the Tool Library and Community Root Cellar. Product diversification and ease of access for consumers is essential to success. Diversifying our product line to include as many West Kootenay farmers with various product lines as well as sourcing from holistic distributors who can provide what we are not producing in the region is crucial to success AND we must determine how we can do this while not affecting our local retailers, this requires further research.

We recommend increasing membership fees and mark up to reflect true cost. The Food Hub should receive 20% of sales \$ to customer, with 80% going to the farmer. The membership fee should be increased to \$35. Networking and creating relationships with more farmers while also establishing efficient delivery should be the focus of the 2011 season. Advertising our Community Root Cellar and Tool Library is also important to increasing the capacity of diversified income streams. To be completely sustained through the sales of the KBBC, we would need to sell about nine times the amount of produce sold in 2010. This is not a likely transition overnight.

The recommended immediate direction is to work on expanding the Bulk Buying Club and seek funding to trial a variety of income streams from the other enterprises assessed. The potential for providing a high quality school lunch program should also continue to be explored. These activities can combine to gradually build financial support for the Kaslo Food Hub, reducing the reliance on grants, building on the vibrant hum of activity at the Hub, and increasing community involvement in Food Security.