

The Thompson Shuswap Food Connections Project



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Appendix A – Phase 1, Task 1 Survey

Appendix B – Institutional Interview Template

Appendix C – Phase 1 Task 2 Survey

Agriculture and Agri-Food Canada, the B.C. Ministry of Agriculture and the Investment Agriculture Foundation of BC, are pleased to participate in the delivery of this project. We are committed to working with our industry partners to address issues of importance to the agriculture and agri-food industry in British Columbia. Opinions expressed in this report are those of the authors and not necessarily those of the Investment Agriculture Foundation, the B.C. Ministry of Agriculture or Agriculture and Agri-Food Canada.

Section 1 Introduction

1.1 Project Objectives

Agriculture continues to shape our regional landscape, culture and economy. The goal of the Thompson Shuswap Food Connections (TSFC) project is to strengthen the local food economy by identifying opportunities to diversify local farm production and to expand local markets. The project objectives are:

- to connect producers with local agency buyers, and
- to examine food production models including food safety requirements, and
- to explore the feasibility of enhancing food processing infrastructure and value-added production capacity in the region.

The Thompson Shuswap region like many other areas of the province benefits from its agricultural economy and there are many local initiatives like the Kamloops Agricultural Plan that are directed at promoting, protecting and enhancing the sustainability of local agriculture. In areas such as the Fraser Valley Regional District (FVRD), the importance of agriculture has been studied in detail. In the report “The Agricultural Economy of the Fraser Valley Regional District” (2011) it is recognized that in addition to the 11,300 Full Time Equivalent (FTE) jobs and the \$1.8 Billion in expenditures, agriculture contributes to regional economic stability. “The agricultural sector in the FVRD has stayed relatively stable at a time when more economically sensitive sectors, such as construction and related manufacturing sectors have faltered” (FVRD, 2011:8).

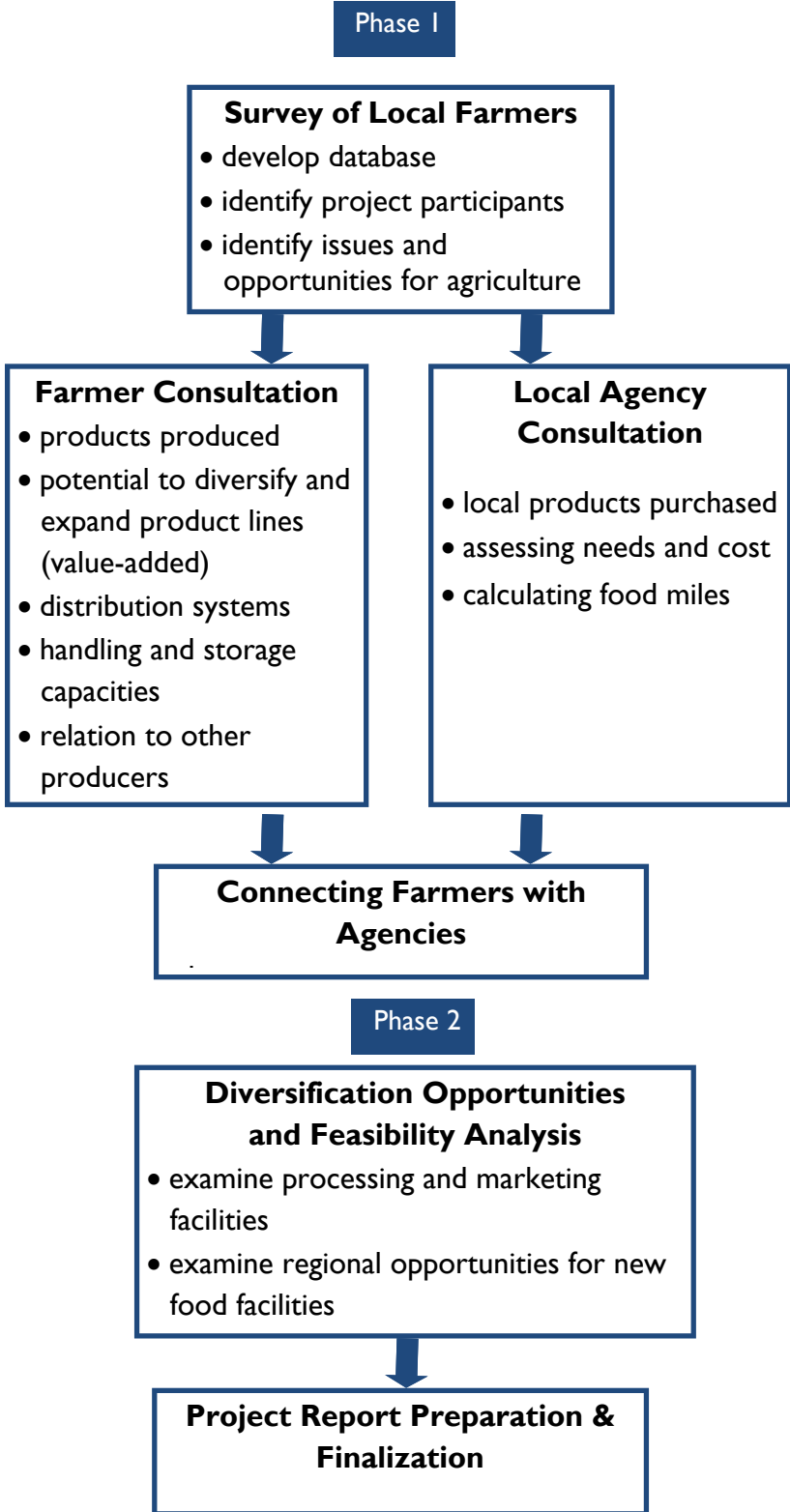
Community Futures Thompson Country acknowledges the financial assistance from Agriculture and Agri-Food Canada, the B.C. Ministry of Agriculture, the Investment Agriculture Foundation of B.C., the Ministry of Jobs, Tourism and Innovation and the Southern Interior Beetle Action Coalition for making this project possible.

1.2 Website

Early in the project process a project website was established at www.tsfoodconnections.ca. The website was established to raise awareness of the project and to provide ongoing access to project information. The website content includes pages on:

- about the project and the project area
- food producer map (as identified through the survey – Section 2.3.4)
- other regional initiatives
- project process
- information brochure

1.3 Project Process



1.4 Study Area

The Kamloops Shuswap Food Connections Project includes farmers, food processors and local agency buyers within the Thompson Nicola Regional District and the City of Kamloops. The project also cooperated with similar initiatives in the Shuswap area, City of Kamloops and in the North Thompson.

Figure 1.1: Study Area – Thompson Nicola Regional District



Source: www.tsfoodconnections.ca/project-area/html

Section 2 Initial Survey of Local Farmers

Phase 1 of this project involved the circulation of a survey to local farmers. The survey is provided in *Appendix A*. The goals of the survey were:

- to develop a data base on local farm production;
- to identify farmers who wished to participate in subsequent phases of the project; and
- to identify issues and opportunities facing local agriculture related to local markets.

2.1 Survey Distribution

The Thompson Nicola Regional District (TNRD) produced a list of over 6000 class nine properties in the TNRD (not including Kamloops). Class nine farm properties are properties that meet BC Assessment Authority requirements for generating farm income and are taxed as farmland. This list was reduced to 1409 local farmers once out-of-country and duplicate addresses (farmers with multiple properties) were removed. The survey was sent out in mid-January with a survey response deadline of February 20, 2012. Seventy five additional surveys were sent to class nine farmers within the City of Kamloops in early February and the date for completed returns was extended until February 28, 2012. Farmers were asked to return completed surveys to Community Futures or to use the on-line survey.

2.2 Survey Response Rate

The *Thompson Shuswap Food Connections Survey* was completed by 113 respondents. This represents a response rate of 8%.

As shown in Table 2.1 Statistics Canada reported 359 farms in the TNRD in 2011. The farm classification data in Table 2.1 shows that there are a variety of products grown in the region but there is a dominance of animal production, particularly beef and other animal production (including equine production).

Table 2.1 also shows the types of farm products that were represented in the survey. We caution, however, that two data sources (survey and census) are not directly comparable as the survey allowed farmers to report multiple farm production activities while the census data records only primary farm activities. The survey data shown in Table 2.1 indicate a wide variety of products. This was a significant outcome as we needed good coverage of regional farming activities to ensure that we would have farms to shortlist for our second set of interviews once we determined the local products of interest to the institutions. Table 2.1 shows that both survey and census data, are dominated by farmers engaged in beef and hay production.

Table 2.1 - Thompson Nicola Regional District - Farm Types

Farm Type (North American Farm Classification System)	2011		2006		2001		Survey Results Farm Products Reported (1)
	No. of Farms	%	No. of Farms	%	No. of Farms	%	
cattle ranching and farming (incl. beef & dairy)	359	31	467	39	544	45	55
hog and pig farming	8	1	3	0	5	0	18
poultry and egg production	37	3	32	3	34	3	44
sheep and goat farming	47	4	35	3	35	3	24
other animal production (incl. equine production)	369	31	407	34	303	25	6
oil seed and grain farming	3	0.3	1	0	1	0	2
vegetable and melon farming	49	4	41	3	17	1	33
fruit and tree nut farming	32	3	35	3	35	3	25
greenhouse nursery and floriculture production	37	3	42	3	40	3	-
other crop farming (incl. hay production)	236	20	148	12	161	13	30
Total	1,177		1,211		1175		237

Source: Statistique Canada, 2006 Census of Agriculture *Farm Data and Farm Operator Data* Catalogue No. 95-629-XWE
2011 Census of Agriculture, *Farm & Farm Operator Data*, Catalogue No. 95-640-XWE

(1) Note: Farmers reported all products produced rather than their primary production so data is not comparable to census reporting.

2.3 Survey Results

2.3.1 Farm and Location Identity

Each response represented an individual farm location in the selected region. Table 2.2 lists the 29 geographic regions, or “towns” described by farm owners. Although overall acreage was not a survey variable, farm product descriptions suggested that the respondents operated farms ranging in size from small hobby farms to large scale operations.

Table 2.2: Regions Represented by Farm Respondents

70 Mile House	Darfield	Monte Lake
Ashcroft	Falkland	Pinantan Lake
Barnhartvale	Heffley Creek	Pritchard
Barriere	Kamloops	Quilchena
Cache Creek	Knutsford	Savona
Celista	Little Fort	Sorrento
Chase	Louis Creek	Spences Bridge
Cherry Creek	Lytton	Vavenby
Clearwater	McLure	Westwold
Clinton	Merritt	

Approximately 24 farms did not report a name for their operation while others indicated that they were in the process of naming or renaming their farm. Only sixteen farms reported having a website for their operation, and the majority of reported email addresses appear to be personal emails.

2.3.2 Production Overview

Thirty-three respondents indicated the production of vegetables on their farm. The five most commonly grown vegetables reported were tomatoes, winter squash, cucumbers, onions and potatoes. The most commonly selected subcategory was fruit-vegetables (cucumbers, squashes, tomatoes, etc.).

Twenty-five respondents indicated they produced fruit for sales. Apples, cherries, and plums were the three most commonly grown fruits. Other fruit production included raspberries, strawberries, and a variety of melons.

Few survey respondents produce grains. Barley, oats, rye and spelt were indicated by a maximum of two farms. Buckwheat was also mentioned by a few participants.

Additional production was in the form of hay, or alfalfa in bale form. Thirty individual farms reported the production of hay, with many indicating this as their main or only crop.

Similarly only two farms produced pulses, seeds, kernels and nuts. These two farms were responsible for the production of walnuts, sunflowers, hazelnuts, dried peas and dried beans.

Milk production was limited among the respondents. Goat milk was used for the production of multiple milk, yogurt and cheese products. Cow's milk was produced, but in most cases was sold to a larger milk processor (i.e. Dairy World). Chicken eggs were commonly produced on 29 farms. No other type of egg production was reported.

Beef was the most common meat produced by the respondents (55 farms). Many of these producers report sales through the BC Livestock Co-op. Chicken and lamb meat were also commonly produced with 28 and 24 producers respectively. Pork (18) and seasonal turkeys (15) were also reported. One buffalo farm reported meat production. Rainbow trout, llama, and goat were reported as meat products at a limited number of farms, with minimal production. Heart, liver, and kidney were common organ meats for sale, and respondents mentioned a limited number of meat products such as sausages, beef patties, and jerky.

There were five honey producers and 1 farm producing birch syrup.

2.3.3 Sales Locations

Farm gate was the most frequent point of sale for produce and meats. Almost all respondents reported farm gate sales even if they also used other avenues of sale. Many respondents reported an existing customer base, and use pre-orders for at least some of their sales. Farmers markets accounted for another major portion of sales. Only one respondent did not encourage farm visits and farm gate sales, as the time required for transactions impedes their daily work on the farm. A small number of respondents include restaurants or grocery stores as points of sale for their product.

2.3.4 [Food Supplier Map](#)

One of the survey questions was aimed at assessing farmer interest in being included in an online food supplier map. Sixty-three respondents (56%) indicated a desire to participate in this aspect of the project. However, additional comments were made expressing confusion about what this entails. Some respondents appear to be unclear about what the map will illustrate and for whom it is constructed. For example, multiple respondents interpreted this as a website for property sales and leases within the farming community, others as individual marketing of the farm, and more still as a method for direct sale to the public. A more clear description about its purpose and content will likely alter the total number of interested farmers.

2.3.5 [Cooperation with Other Producers](#)

Thirty-nine respondents provided information on how they cooperated with other producers. Equipment and labour sharing among neighbouring farms was common. This was particularly prevalent for hay producing farms. Cooperation was also evident in the distribution of products. Farms would often share distribution methods such as farm stands and additional sale venues. Crop sharing was listed frequently especially among hay and cattle producers, as was leasing of available portions of property to other farms or farmers

2.3.6 [Further Involvement](#)

When asked if they wish to participate further in this project, 69 respondents answered in the affirmative. Comments indicated mixed feelings about the extent to which farmers wished to participate. Some indicated interest in workshop options, while others desired a much more limited involvement. In general those that did not wish to participate further were those farmers: that have maximized their sales and have no further product to deliver; produce a product that does not fit with the project (i.e. hay); or those who feel the farm is too small in size to be of benefit to the project.

Email was identified as the preferred method of contact by 62% of respondents followed by phone (32%), and post-mail (24%). Respondents were allowed to indicate multiple responses for this question. Only five respondents indicated a preference for communication through fax.

2.4 Survey Highlights

- 113 respondents
- 29 geographic regions “towns” reported
- 33 respondents produce vegetables
- 25 respondents produce fruits
- Grain statistics are skewed by the presence of Hay farmers (30)
- There are less than 2 producers of pulses, seeds, kernels, and nuts
- 29 respondents produce chicken eggs

- Few producers of milk and milk products (primarily a single operation that produces some goat milk and various cheeses)
- Various meats were produced including:
 - 18 pork
 - 24 mutton/lamb
 - 15 turkey
 - 55 beef (many expressed small production, or sell out of product)
 - 28 chicken
 - Other meats include bison, Cornish game hens, rainbow trout, llama and goat
- 5 honey producers and 1 birch syrup producer
- 69 of the respondents would be willing to participate further (in various ways) in the project
 - Contact preferences varied between phone (35), email (58), mail (27) – many indicated multiple selections
- 63 respondents indicated a desire to be included in the map component
 - However, there was confusion as to the purpose and content of the map
- Inter-farm cooperation comes in the way of product development (grapes sold to winery), crop sharing, equipment sharing (primarily for haying), and property leasing

2.5 Summary

The farmers responding to the survey produced a wide variety of products; indicating that the project met our objective of reaching a regionally dispersed cross-section of the farm community. The survey results were positive in that 69 farmers indicated that they were willing to participate in the next phase of the project.

The highest percentage of farmers responding to the survey were producers of hay and livestock while vegetables and fruits showed up less frequently, often as secondary products grown on the farm. This information was consistent with the Census of Agriculture data but created challenges for this project because the institutions identified fruit and vegetables as the preferred products for local purchasing, not protein (see Section 3 for further insights). Even at this early stage in the project we were concerned that it may be difficult to find farmers to produce local products that the institutions were potentially interested in purchasing.

Farmers responding to the survey indicated a high level of concern over the future of agriculture in the region, regardless of the nature of their involvement with agriculture. Reasons for their concerns were wide ranging and included:

- a lack of young people involved in the agricultural sector
- the aging of the farm population
- high land costs requiring a significant capital expenditure to enter agriculture
- barriers to markets including low wholesale prices that create an imbalance between commodity prices for small farmers and the large scale operators who have access to aggregators and can sell at wholesale prices

While there was some confusion about the purpose of the food producer map farms showed an interest in participating in the web-based map. Over the long term there may be benefits to having this type of map evolve into a broader food mapping framework that efficiently connects farmers to consumers. There are many well developed food maps in BC servicing particular interests. It might assist farmers and consumers if these sites were networked through a single site perhaps mapping at a provincial level. As noted in Section 2.3.3, farm gate sales was the most frequent point of sale for produce and meats and almost all producers reported farm gate sales even if they used other avenues of sales. With this reliance on local markets, farmers would benefit from website developments that improve ease of access. The website could be branded with an informative, catchy phrase within the web link like www.buylocalfarms.bc or www.getlocalbc.org (this address is already in use). We envision this as a comprehensive website with regional maps, pages and links to existing websites where appropriate.

Section 3 Institutional Research

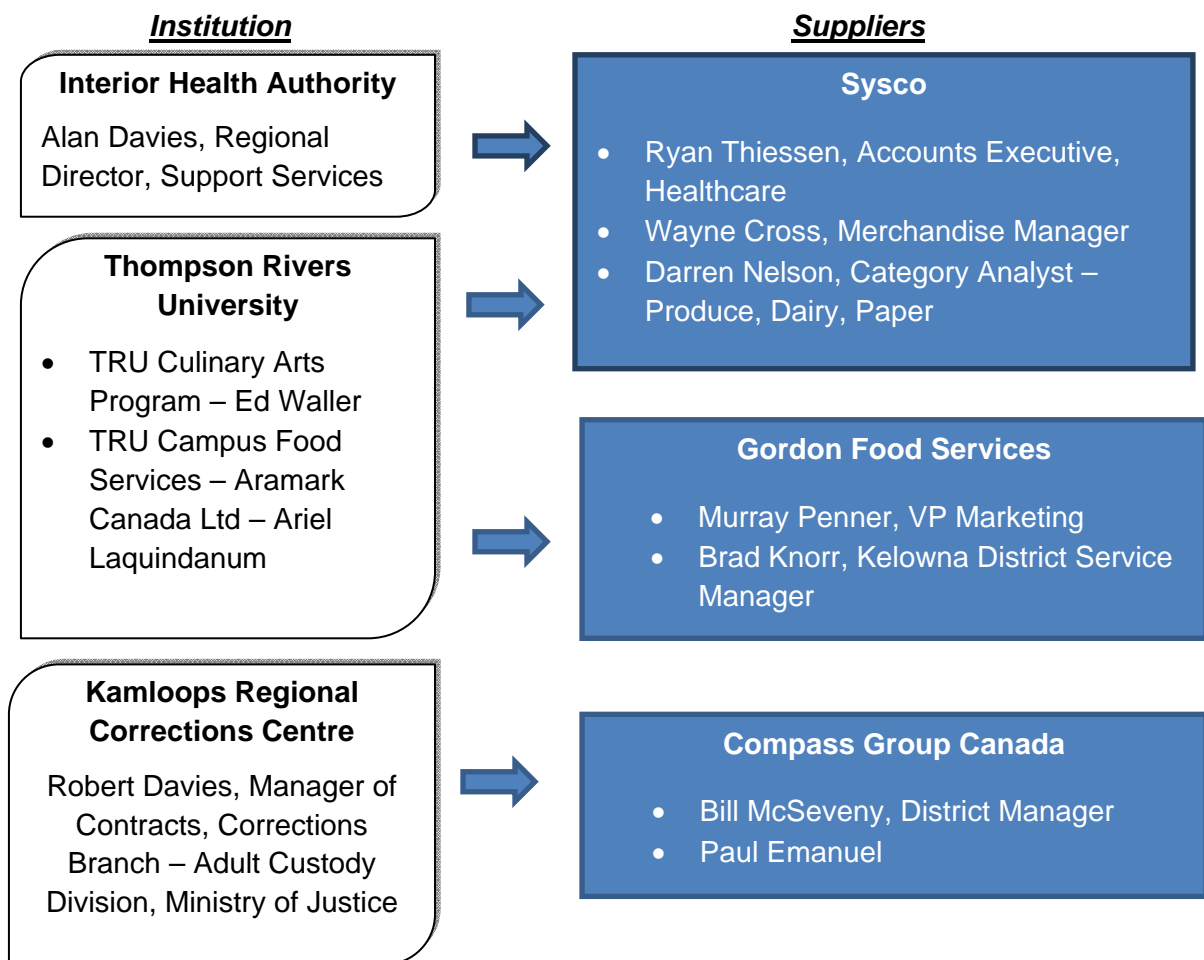
3.1 Introduction

Three institutions were identified by the project Steering Committee to be the focus of this project:

- Interior Health Authority (IHA) – the Royal Inland Hospital (RIH) is the largest hospital run by IHA in the study area.
- Thompson Rivers University (TRU)
- Kamloops Regional Corrections Centre (KRCC)

Institutional interviews were conducted following the interview template provided in *Appendix B*. The following is an outline of those interviewed in association with this project.

Figure 3.1: Institutions & Individuals Contacted



3.2 Interior Health Authority – Purchasing Structure

- Food purchasing decisions at the Interior Health Authority (IHA) are based on the need for consistent supply, quality, food safe certification and price.
- Most food comes from Sysco¹ (vegetables, eggs and fruit); bread from Canada Bread Products; dairy products from Island Farms; meat and meat products brought from Alberta through Health Pro².
- IHA institutions are limited to \$8.00 to \$9.00 per day for meals and snacks per patient.
- IHA has been instrumental in pushing the local food agenda and has insisted that Sysco purchase some local products (e.g. IHA facilitated a sourcing for local apples).
- Vernon hospital manufactures entrees, Penticton hospital manufactures purees.
- IHA also makes “Dinner at Home” meals to cover days that are not serviced by Meals on Wheels.
- IHA is part of Hospital Shared Service BC, a buying club.
- Produce represents 12% of the food budget and with this small share of a substantial budget there is some capacity to pay a little more for local product.
- IHA may be interested in more local produce and is looking for products where there can be a year round supply, e.g. carrots, potatoes, onions, beets, parsnips, squash, turnips, cabbage, fruit (some of these need to be in user friendly formats). They are also interested in chicken and prunes.
- RIH purchases the following on a weekly average.

Table 3.1 Weekly purchases of storage vegetables by RIH

Product	Size of Case	Volume Purchased
Baby carrots	4 bags x 5 lb each	less than 1 case
Diced carrots	1 x 5 lb	1 case
Yellow onion	1 x 10 lb	less than 1 case
Red onion	1 x 10 lb	less than 1 case
Diced onion	1 x 5 lb	1 case
Sliced onion	1 x 5 lb	1 case
Baker potato	1 x 50 lb	less than 1 case
Peeled potato	1 x 25 lb	1 case

¹ From www.Sysco.com “Sysco is the global leader in selling, marketing and distributing food products to restaurants, health care, education facilities, lodging establishments and other customers who prepare meals away from home. Many Sysco companies have initiatives to connect local farms with markets that value the unique varieties of the produce they grow”. “Local” foods are specifically catalogued so purchasers can go to a source “local” produce. Presumably these would also be priced independently.

² <http://www.healthprocanada.com/about/overview.gk>. Health Pro is Canada’s national healthcare group purchasing organization (GPO) with over 1.6 billion dollars in contract value.

3.3 Interior Health Authority - Summary

IHA has previously worked directly with local suppliers but this has taken a huge amount of work for IHA. IHA found that these farmers were often missing some key business skills, particularly invoicing, accepting payment terms and preparing pick sheets. To reduce their workload associated with local food, Sysco has become IHA's primary point of contact for local produce. Sysco tends to fill orders for Royal Inland Hospital (Kamloops) from their Kelowna facility. Since orders are delivered regularly (daily) to Kamloops, Sysco is in a position to back haul local food products from Kamloops. A centralized pick up location would be required in Kamloops as Sysco could not economically travel from farm to farm to collect produce. IHA is conscious of food miles/ carbon emissions arguments and is of the opinion that shipping from farms in the Kamloops area to Kelowna for centralized distribution is a small part of this process and should not be considered a barrier to moving forward.

A focus on local food is competing with other IHA priorities such as salt and transfat reduction. IHA has to meet salt reduction targets by 2016 whereas there is no immediate pressure to reduce carbon costs and increase the use of local food.

In the purchasing of local food, food safety is paramount. For local food to be purchased by IHA, food safety must be assured and regulatory requirements met (e.g. meat needs to be federally inspected, produce GlobalGap certified, salt and transfats evaluated). In this setting local food is a secondary priority.

IHA is interested in working with Sysco to use local, year round foods but wants the relationship to be seamless and not a huge amount of work. Similarly, for Sysco, ordering should be able to fit in or work with the Sysco system. It should not be more complicated.

3.4 Thompson Rivers University – Purchasing Structure

3.4.1 Culinary Arts Program

- The Thompson Rivers University (TRU) Culinary Arts program runs a cafeteria and the Accolades restaurant.
- Accolades is marketed as a gourmet restaurant that is a venue for local food products.
- The program manager has a list of over 40 local farmers, and tends to use 7 – 8 farmers to order local food products on a regular basis.
- The TRU list of farmers has been developed over a long period based on an effective networking strategy that includes farm-to-chef events.
- TRU prides itself on an ability to work with farmers. TRU regularly consults local producers on produce availability and the Accolades menus are built around this availability.

- Local food tends to be available only “in-season” unless TRU specifically asks farmers to store for an event later in the season. The engaged farmers have always had storage capacity to meet these requests.
- TRU estimates that the cost of local produce integrated into the Accolades menus is 50% higher than similar produce purchased through Sysco.
- Local meat is integrated into the Accolades menu but to make it cost effective there must be efficient “nose to tail” use of meat products. Cost savings from thorough meat use may be transferred to the budget for more costly local produce.
- The Culinary Arts cafeteria program objective is to provide affordable, healthy lunches for the students.
- The Culinary Arts cafeteria uses a minimal amount of local produce in order to keep costs down for the students.
- TRU is involved in an RFP process for a 2 year contract to supply beef. The RFP is for specific cuts. In order to participate, local farmers would need markets for the other products and be able to supply finished beef. Large nearby (Alberta) slaughterhouses will likely be the most competitive for the RFP bid. The RFP is a complex 85 page document that is posted on BC Bid. NAFTA precludes the use of the word “local” in the document.
- TRU has a contract with Aramark (www.Aramark.com) to manage the cafeteria, other food services and events (Section 3.4.2). The Culinary Arts program can purchase under this contract but also has some purchasing independence.

3.4.2 Cafeteria and Food Services

- TRU Campus cafeteria and other food services (e.g. at events in the Campus Activity Centre) are managed through a contract with Aramark (www.aramark.com).
- Aramark orders food primarily through Sysco.
- Aramark does not specifically order from the “local” section of the Sysco catalogue but in some cases Sysco’s mainstream supplier is BC based. These local produces are treated the same as all other products and there is no extra “local” branding on the menu items using these foods.
- Local foods are sometimes integrated into special event menus when they can bring unique “excitement” to the menu. The two local products directly ordered by Aramark for select menus are wild salmon and wild meats.
- TRU also orders through the Grocery People and this brings in local produce, e.g. Blackwell Dairy and BC russet and nugget potatoes.

3.5 Thompson Rivers University - Summary

3.5.1 Culinary Arts Program

The TRU Culinary Arts Program is very supportive of local foods and would like to see more strategies to change the way people think about and value local food. TRU administration has recently announced a series of budget cuts to all programs across the university over the next three years. The Faculty of Adventure, Culinary Arts and Tourism (ACT) is exploring opportunities to increase revenue through new curriculum changes and service development linked to the Culinary Arts Program. This demand may assist in changing people's attitudes about the value of local food and support the development of year round market demand for the Culinary Arts Program through the Accolades Restaurant. TRU would have to adapt to meet that interest. TRU sees the high cost for local food (higher than for Sysco products) as the main challenge for incorporating more local food. Distribution efficiency is also a consideration as Sysco has a next day service while farmers may need more time to turn around a delivery.

Local meat is a challenge to bring into the menu and once the RFP process is finalized, purchasing commitments will be formalized and menus likely will not involve local meat products. Poultry has always been easier to incorporate into the menu because it is easier to use with "nose-to-tail" efficiency. It can also be finished on-farm.

The Culinary Arts program benefits economically from being part of TRU's larger food services contract with Aramark (www.aramark.com) however the local food program must operate independent from this contract to source local products.

The Accolades restaurant has been effective in increasing awareness of local food products and the local food system and the restaurant has been identified as providing future opportunities for building links to private tour operations in Kamloops specifically tied to the Rocky Mountaineer operated by Great Canadian Railtour Company (GCRC). A recent research report completed by an undergraduate fourth year tourism student found that local hoteliers and staff of GCRC were most interested in developing cultural and culinary based experiences for train passengers while they overnighted in Kamloops. Specifically they identified a potential opportunity to develop a red seal evening entertainment culinary experience at Accolades over the summer months based on the aboriginal culinary arts tradition. This evening entertainment programme would generate much needed revenue for TRU's Culinary Arts Program. Other activities the program staff are involved in include:

- honey production on the roof of the building housing the Culinary Arts program.
- student education on local food in the Culinary Arts program including student farm tours.
- regular use of products supplied by local producers.
- highlighting local food in the Culinary Arts cafeteria wherever possible.
- hosting local food dinners and farm-to-chef events.

- the Thompson Shuswap Chef-Farmer Collaborative.
- Accolades components that focus on Aboriginal foods.

3.5.2 Food Services

Food Services at TRU integrate some local food but this is either for a special event or indirectly through the buying practices of suppliers (e.g. Sysco). Staff indicated that they would be interested in more local products but they should be primarily “specialty” products that can add “excitement” to the menu. Wild game, for example, could be an exciting addition to the menu but Okanagan apples were not considered exciting.

Aramark did not appear to be directly involved with the TRU beef contract (Section 3.4.1) although it is expected that the RFP would apply. Staff interviewed indicated that the ordering local meat is complicated as it needs to be federally inspected therefore livestock slaughtered on-farm cannot be sold to the university.

Aramark was concerned about the supply reliability (capacity and volume) and delivery times for local products. “It is difficult for local farmers to respond to last minute product volume changes that are often a reality for larger events” (pers.comm. A. Laquindanum, Aramark – TRU Food Services, 2012).

3.6 Kamloops Regional Corrections Centre - Purchasing

- The Kamloops Regional Corrections Facility (KRCC) is a remand and sentenced facility for adults. On July 2, 2012 it housed 281 inmates and has 325,000+ meals to serve annually.
- The menu is set on a four week rotation with fairly consistent ingredients.
- 1200 pounds of potatoes are used per month, at a minimum, for convenience and ease of preparation KRCC uses prepared potato products such as potato pearls (dehydrated potatoes).
- Top menus items are:
 - eggs
 - milk/cream
 - cheese
 - potatoes
 - bread and flour products
 - vegetables
 - tomatoes
 - cauliflower
 - lettuce
 - corn
 - green beans
 - carrots

- cabbage
 - beef
 - chicken
 - pork products
 - fish
 - lentils
- Deliveries to correctional centres are every 2 – 3 days preferably Monday, Wednesday and Friday.
- Compass Group Canada is the major supplier to KRCC; their head offices are in Ontario. The Ontario office staff were not interested in participating in this project, however, the project team has subsequently been able to identify local representatives who we will be contacting.
- Compass has had the BC contract for 9 years and has recently renegotiated their contract for another 3 years.
- The Compass contract does not have any language requiring the purchase of local food but it does require all food products to be purchased in Canada (a Canadian purchase does not require that the product be grown in Canada).
- The Compass contract does not address carbon offsets for food.
- The actual cost per person for meals at KRCC is a confidential component of the Compass Contract however we were advised that cost was in the range of \$7.00 per person per day.
- Historically KRCC incorporated local food (beef, corn, potatoes, pork and chicken) that was grown at the Rayleigh Correction Facility.
- KRCC currently has a small 30' x 40' garden that is part of Dufferin House – a 50 inmate open custody program that is part of the facility. Inmates can grow produce and sell it for a nominal price to KRCC food program.
- KRCC may have an opportunity to expand the Dufferin House garden project. The underused ball fields could be converted into a garden. Adjoining crown land could potentially support an expanded garden although this land is currently “for sale”.
- It was suggested that larger garden production might need to be managed by a local farmer.
- Only minimum low security inmates could participate in a local garden project.

3.7 KRCC – Summary

There is a huge volume of food consumed at KRCC. The meal program meets the Canada's Food Guide in terms of health and nutrition but does not focus on local food. Management, through the contract with Compass, concentrates on keeping food costs low and using pre-prepared and frozen products helps their business model. Compass also keeps costs low through bulk purchasing. Local producers will be challenged to sell at the resulting low prices.

There is some opportunity to introduce local food into the KRCC meal program through an expansion of the Dufferin House garden program. Our discussions will also explore opportunities to expand produce purchasing from the local market. The project team will explore these opportunities through conversations with Compass.

3.8 Sysco – Purchasing Structure

The institutional consultations pointed to the importance of the Sysco distribution system both in terms of their efficient next day delivery and their competitive pricing. Based on this input we met with Sysco Kelowna representatives (SK) on April 16, 2012 to explore opportunities to integrate more local product into their distribution system. At the conclusion of this meeting there was support to explore the potential of connecting to regional producers who could provide a year round supply of potatoes, carrots and onions. On May 31, 2012, we were contacted by Sysco's Category Analyst (SCA), who works seasonally from May through September. SCA's message was that they did not want any farmers to move into a planting stage on the basis of the discussions held as part of this project. SCA was delivering this caution because:

- The volumes of carrots, potatoes and onions that they moved each week are very small (e.g. ½ a pallet of carrots per week). Most of their institutional clients tend to buy prepared vs. fresh produce.
- New relationships should be carefully managed to minimize risk to all.
- They have enough local produce from across BC for 2012, and no need for further commitments.
- New producers will need to supply a small commodity specialty product that is better than their current product at a better price to be considered for integration into the Sysco system.
- Once growers have proven their specialty product, Sysco might look at larger commodity products (e.g. carrots and potatoes).
- Sysco is a publicly traded company and has strict requirements that all sources are GlobalGap certified, fully insured and willing to sign a hold harmless agreement.
- SK agrees that produce is the area to focus on, as it does represent the smallest dollar portion of sales out of an institution's food budget, so institutions can afford to pay a little more for produce.
- The TSFC project concept has merit, but SK wonders why the focus area is the Thompson-Shuswap as there are very few produce growers in that region.
- They pointed out that Interior institutions and restaurants will probably not generate sufficient pull for this project. They believe we will need retail store volumes to create opportunity. Table 4.1 indicates the average weekly demand for some basic commodities.
- SK's entire client base is approximately 600 institutions.

- The full cost for a reefer coming from Arizona is approximately \$5-6,000.
- All of SK's carrots come from one grower in the lower mainland that has a "place packer" (carrots align in the bag eliminating breakage). This grower visited Grimmway Farms in California to learn about the place packer. This grower also grows pointed varieties for Sysco not Nantes which seem to be undesirable.
- SK likes working with a farm out of Kelowna as they are good growers; also they aggregate products from other growers and do creative fundraising with schools during the off season.
- SK suggested that having champion aggregators is a better model than cooperatives because cooperatives tend to add cost without adding quality control.
- SK liked the idea of a local Thompson-Shuswap based post-harvest facility, but wondered about the management and overhead costs.
- SK thinks packaging should be consistent (standardized) across more products so mixed pallets actually could work.
- A key consideration for backhauling is location (close to existing routes) and volume (sufficient to make it worthwhile).
- SK has a great year round source for cucumbers (a local BC Hothouse member).
- SK has a supplier in Oliver that provides fresh warm weather crops – peppers, tomatoes and various melons. Their peppers are cheaper than California peppers.
- Most carrots and onions sold to SK come from the lower mainland.
- SK predominantly uses Alberta eggs as they are cheaper than BC eggs.
- SK could work with seasonal supplies but the more year round the supply, the more likely their clients will remember to select a local supplier.
- SK believes that with urbanization, population growth, erratic weather, salt buildup in soil, limitations on water supply at some point in the future, it is going to be imperative to have local supplies. They do not believe fuel costs will be a factor as fuel costs will increase equally everywhere.
- SK does not tend to buy from Okanagan Grown Produce (see Section 4.3.3) as they have, in the past, not been completely satisfied with OGP's produce quality.
- Dumping of product from Washington does hurt BC growers, but SK is not aware of any recent incidences.
- Institutions tend to want jumbo size produce (less handling per unit).
- Top two prepared products ordered:
 - fresh mashed potatoes – sold in 20 lb cases (4 bags - 5 lbs each). Manufactured by Reser's Fine Foods out of Washington. Sell more of this type of potato product than all fresh potatoes.
 - diced carrots – 20 cases (12 kilos each) per week. Sourced from Eastern Canada.

Table 4.1: Weekly orders from Sysco Kelowna

Product	Weekly Orders From Sysco Kelowna For The Entire Area
Russets	600 Cases Graded (50-100s Count)
Kennebec	200 Cases (Not Graded)
Norlands A	50 Cases
Norlands B	20 Cases
Yukon Golds	30 Cases
Nuggets	Did Not Get Number, But Volume Is Significant
Onions -Red	125 Cases
Onions - White	180 Cases
Carrots	120-140 Cases A Week (Specifically Jumbo Size)
Cabbage	50 Cases
Parsnips	8 Cases
Rutabagas	6 Cases

3.9 Sysco - Summary

Sysco can be a lead player in the purchasing of local products but is cautious about moving forward. Sysco is very familiar with the primary producers in the study area and throughout BC and they could readily ramp up supply as demand increases, however, their business priority is customer service; the local food agenda is a lower priority. There is an established relationship between Sysco and the IHA and this may provide future opportunities to advance the local food agenda. Movements like the “hospital food revolt, where patients and staff are demanding better food quality for improved health and wellness, can generate pressure on the health agencies to increase local food content in the food distribution system.

3.10 Gordon Food Services

Gordon Food Services (GFS) is a key food supplier to restaurants and resorts in the BC Interior. While GFS is not a main supplier to institutions, there is nothing stopping them from negotiating contracts with institutions. Due to their limited involvement with institutions we did not interview them extensively; however, through preliminary interviews we learned that:

- GFS is very supportive of local BC products and sources fresh produce, dairy, meats from producers around the province.
- Their primary concerns are quality and consistency, and secondly, pack sizes for food service.
- Price is important too but quality is the first priority. Romaine lettuce was raised as an example. Apparently GFS cannot find a suitable source of high quality romaine in BC as BC romaine is usually very broadleaved and does not have the nice white spine of California grown romaine which GFS customers prefer and expect from their supplier

- GFS has a drop off depot in Kelowna for out-bound shipments; they do not receive any product there. All produce is shipped directly to their warehouse in Vancouver which is their central distribution hub.

3.11 Institutional Research Summary

The big buying agencies are the key to unlocking new partnerships for local food purchasing for institutions. The agencies researched suggested that institutions alone may not provide a sufficient market for local produce.

The big buyers are supportive of local produce but it needs to make good business sense to pursue further. If the customers demand local and are willing to pay the premium, with time Sysco believes they can find a supply somewhere in the province.

GFS was identified as a major food distributor but was not part of our research.

Further interviews with Compass Group of Canada still need to be completed. Compass has participated in local food programs in other areas of Canada but it may be difficult to move the local food agenda since it is not part of their contract. Further discussions will look at specific products (carrots, onion and potatoes) and inmate market gardens.

Sysco has demonstrated an interest in local produce and although there are challenges in terms of meeting their marketing requirements, there is evidence of past partnership successes and future opportunities.

None of the institutions that we interviewed had a policy requiring local food purchasing. Through our research we have noted that local food policies are effective in moving forward the local food agenda. The University of Victoria for example is committed to sustainability and the incorporation of environmental and social considerations into purchasing decisions. In 2008 they signed a contract with their distributor that commits them to provide at least 29.7% of their products from Vancouver Island farmers and 36% of items produced in BC (outside Vancouver Island) (pers.comm., Ken Rabich, 2012).

Section 4 Farm Agency Consultation

4.1 Government Agencies and Regulations

Multiple government agencies and regulations came into play when discussing increasing partnerships between producers and consumers.

4.1.1 BC Vegetable Marketing Commission

As laid out in the BC Marketing Schemes & Act of 1934, a local board is elected and all BC growers are required to register with the Board if they sell \$5000 of a regulated food through the supply chain during any one 12 month period. Once registered with the Board, growers can then sell their crops to the general market, through the Marketing Agency.

In the past the local board was the Interior Vegetable Marketing Agent. This group has been reformed as Okanagan Grown Produce Ltd. (OGP). OGP defines its activities “as brokers in the buying and selling of vegetables... and to carry on the business of importer, exporter, buyer, seller, handler and trader of fruits, vegetables, farm, and garden produce”.

Okanagan Grown Produce is a 10 member shareholder limited company. They market a broad range of product (field and greenhouse crops, and fruit). Each member is given authorization by the BC Vegetable Marketing Commission to deliver set volumes of regulated storage crops into the supply chain: Beets (tops off); Green Cabbage; Red Cabbage; Carrots (tops off); Onions; Parsnips; Potatoes; Rutabagas; Greenhouse Cucumbers; Greenhouse Tomatoes; Greenhouse Peppers. All members secure GlobalGap Food Safety certification annually, and ensure that their produce is graded according to Canada’s grades and standards as well meet customer standards.

A grower who is not licensed with the BC Vegetable Marketing Commission (BCVMC) is not permitted to sell any of the above products into the BC Interior supply chains (all direct sales e.g. farm gate, farmers’ market, CSA are exempt from this regulation). When the BCVMC receives new applications they consult Okanagan Grown Produce to see if the volume will fill a need/opportunity. If OGP feels the volume will negatively impact the market, the BCVMC does not issue the license thus protecting OGP members.

It is common knowledge that there are many unlicensed producers within the project study area that growing these regulated commodities. It is speculated that most are probably selling the bulk of their product direct to consumers and their overall volumes are small in comparison to the licensed producers. The OGP is probably looking the other way with regards to these small non-licensed producers that are entering their supply chains. However, if a local group of producers started displacing their product to a significant degree, OGP members have the ability and support through regulation to prosecute such offenders.

4.1.2 Supply Management

Eggs, dairy products, chicken and turkey are supply managed products, regulated at both provincial and federal levels. Under Federal-Provincial Agreements, national agencies estimate demand and allocate production annually among participating provinces based on historical provincial allocations. The provincial supply managed marketing boards regulate production through quota systems, and set prices for intra-provincial sales, license producers and processors, and fix levies.

While the main focus of marketing boards is to regulate commodities (i.e. undifferentiated/homogenous products), in recent years BC supply managed marketing boards have implemented programs to regulate the production of specialty products, in response to emerging trends and demand for organic and other differentiated products. Under the supply management guidelines, specialty products include certified organic eggs, chicken, milk and turkey, free range and free run eggs, and Asian specialty, Society for the Prevention of Cruelty to Animals (SPCA), and pure bred heritage breeds of chicken. The production of specialty products represents a small percentage of overall production of supply managed products, provincially and nationally. However, it is interesting to note that BC produces and sells more specialty eggs per capita than all other provinces,

To produce any of the supply managed commodities and specialty products at a commercial scale, BC producers must acquire quota, which is very expensive and in limited supply. Programs have been created for new entrants to obtain quota; however, the ease to access these programs varies across each supply managed sector. BC marketing boards have also established exemptions to the requirement to hold quota for small lot farmers who direct market, and for individuals to produce for personal consumption. Small lot farmers can obtain annual permits from the respective marketing boards to produce up to 2,000 chickens, and 300 turkeys. Farmers can also keep up to 99 laying hens and direct market their eggs without a license. The BC Egg Marketing Board (BCEMB) suspended its Small Lot Authorization program in 2010 which provided permits allowing producers to keep up to 399 certified organic, free range or free run laying hens. The BCEMB stated that the small lot issuances have been fulfilled. No small lot programs exist for the production of dairy products or broiler hatching eggs; quotas are required.

The production of supply managed commodities in BC is concentrated in the Fraser Valley primarily due to the proximity to markets and infrastructure. New quota allocations tend to remain in the Fraser Valley. However, a marketing board may take extraordinary measures to allocate quota regionally where demand is not adequately addressed. For example, in May 2012, the BC Chicken Marketing Board handed out free quota to 13 Vancouver Island chicken growers to ensure adequate supply of chicken for a new poultry processor specializing in Island-grown chicken.

4.1.3 BC Meat Marketing

The BC meat marketing system has undergone dramatic changes over the past decade due to the implementation and subsequent revision of the BC Meat Inspection Regulation (MIR). The rigorous “one size fits all” regulation was first enacted in 2004 by the BC Ministry of Health, with an implementation period of 2 years, and was further revised a few years later to better reflect sector needs and support regional and provincial meat production and slaughter. A viable livestock sector is inextricably linked to the slaughter capacity of the regions and the province as a whole.

In BC, all slaughterhouses are either federally registered meat plants with the Canadian Food Inspection Agency (CFIA) or are provincially licensed by the BC Centre for Disease Control (BCCDC). Federally licensed slaughterhouses are permitted to export their product outside of the province; provincially licensed slaughterhouses are only permitted to sell their product within the province. The CFIA inspects provincially licensed plants through a contract arrangement with the BCCDC.

The MIR establishes several classes of provincial slaughter licences. Class A licenses permit both slaughter and cut-and-wrap services. Class B licences permit slaughter only. Amendments to the regulation in April 2010 introduced a graduated licensing system that includes two new licenses (Class D for meat destined for small scale retail sales and Class E for small scale direct sales) designed to support local livestock and meat production in B.C.'s more remote and rural communities. Both licenses are available to livestock and poultry producers in 10 designated regional districts across BC. While the study area is not one of these designated districts, other areas may be considered if Class A and B licensed slaughter capacity changes significantly.

Provincially licenced Class A and B meat plants are found throughout the province including the Lower Mainland, Vancouver Island, the Kootenays and Okanagan, as well as in northern BC. There are currently 7 Class A or B meat plants in the project study region and no federally inspected meat plants.

4.2 Agencies Consulted

Local agricultural agencies involved in the distribution of farm produce were also consulted as part of the planning process. Emails were sent on May 5, 2012 when it was evident from the institutional consultation process that there could be opportunity to develop a local partnership to link institutions (Sysco) with local root crops (carrots, potatoes and onions). The email introduced the project and requested:

- agencies encourage membership to participate in the project.
- help identify farmers to participate in the project.

The agencies consulted through this email were as follows:

Table 4.2: Agencies Consulted

• Heartland Foods	info@heartlandfoods.ca
• Kamloops Farmers' Market	wednesdaymanager@kamloopsfarmersmarket.com
• Salmon Arm Farmers' Market	beejay3@telus.net
• Barriere Farmers' Market	tappenvalleygrowers@gmail.com
• Sun Peaks Farmers' Market	jerdonbrown1@gmail.com
• Merritt Farmers' Market	tspevents@sunpeaksreseort.com
• Ashcroft Farmers' Market	car_crazy01@hotmail.com
• Clearwater Farmers' Market	darnott@cfsun.ca
• Sorrento Village Farmers' Market	schoolcreekfarm@gmail.com
• Thompson-Shuswap Chef Farmer Collaborative	marilynlegacy@telus.net
• Horse Lake Community Farm Co-Operative	tscfc@tscfc.org
• Shuswap Food Action Co-op	info@horselakefarmcoop.ca
• North Thompson Valley Food Coalition	admin@certifiedorganic.bc.ca
• Shuswap Thompson Organic Producers Association (STOPA)	info@yellowheadcs.ca
• North Okanagan Organics Association (NOOA)	dcomrie@shaw.ca
• Okanagan Grown Product Ltd.	northorganics@gmail.com
• Certified Organics Association of BC (COABC)	gm@okanagangrown.com
	admin@certifiedorganic.bc.ca

4.3 Agency Feedback

4.3.1 [Shuswap Food Action Co-op](#)

The Shuswap Food Action Co-op is an organization that has taken up the challenge of raising awareness about food security issues with the ultimate goal of initiating a local food policy. In order to bolster our local food network, Shuswap Food Action, in conjunction with a number of other groups, plans to facilitate lasting relationships between producers and retailers.³

The co-op contact was able to provide information on the co-op including some of their products.

- web-based demonstration garden – producers share their growing experiences online.
- eat local directory.

³ Source: www.shuswapfood.ca

- eat local project (including a “Good for Everyone Store” that was the official entry into the province-wide Showcase of Agriculture competition. The store highlighted local products with a demonstration on how these products could be integrated into local meals).

The co-op contact identified 10 potential farms to consider. Three of these farms were outside the plan area but have been included as case studies (Section 6) as they have significant potential as root crop producers.



4.3.2 Certified Organics Association of BC (COABC)

COABC is a non-profit organization with two main functions.

- technical accreditation
- advocacy and promotion

The association is run by staff with policy direction set by a board of directors. COABC has an excellent knowledge of farms in the area.

The institutional interviews did not identify current targeted purchasing of organic produce. In some cases organic produce was used (e.g. TRU Accolades Restaurant) but it was being purchased more for its local and fresh qualities than for organic certification. The institutions indicated that local produce was “already more expensive than non-local produce, and additional cost for organic produce could not be justified in the current market “ (Pers.Comm. Ed Walker, TRU Culinary Arts Program, 2012). This position may make it difficult to integrate organics into the institutional partnerships if there is a significant price point difference.

COABC staff indicated that any long term partnerships with COABC would need to be part of a Board directive. COABC has had preliminary discussions at the Board level about being engaged on new levels such as partnering on a distribution facility. COABC has no current resolutions in this regard and has no funding to commit, but this project would take them in a direction that complements their mandate.

4.3.3 Okanagan Grown Produce Ltd.

As discussed in Section 4.1, Okanagan Grown Produce Ltd. (OGP) warehouses and markets local field crops, fruit crops, greenhouse crops and storage crops. OGP is a 10 member, shareholder limited company.

OGP members tend to be the large producers and based on our discussions with OGP only one of the 10 members is located in our study area.

The manager of OGP indicated that they have established buyers for their product and would not be interested in participating in the project. Their group is spread throughout the region from Kamloops, to Keremeos to Grand Forks and produces on a commercial basis. They have an established marketing/sales arm and do not sell at Farmers Markets or outside their current customers.

While there was no interest in participation at this stage of the project it is important to note that a local OGP member has independently participated in the project (Section 6.4) and has indicated an interest in expanding production and finding new markets. We would hope then, that should future partnerships be secured, further discussions with OGP may be warranted and new markets pursued.

4.3.4 First Nations Agricultural Association

The First Nations Agricultural Association (FNAA), operating from the Tk'emlúps Indian Band (TIB) offices in Kamloops, was first incorporated in 1978 to provide Aboriginal farmers with Extension Services. In 1984 the producers formed their own Association and in 1988 the First Nations Agricultural Lending Association (FNALA) was established with a grant from Industry Canada. As well, FNAA incorporated the Western Regional Management Team (WRMT) in 1988 and in 2005 FNAA established the Aboriginal Agricultural Education Society of British Columbia (AAESBC) as a charity to provide practical hands-on agricultural training services to First Nations and other students in BC.

The current Constitution of the FNAA provides the framework for the Society to “foster the social and economic well-being of Aboriginal business.” This is accomplished through FNALA and WRMT and focuses on economic progress for First Nations agricultural businesses, as well as capacity building linkages to the educational programs of AAESBC. There is also a need to encourage other activities that may be more “social” or “environmentally conscious” in order to facilitate the accomplishment of these economic sustainability goals⁴. FNALA representatives have indicated that First Nations have initially concentrated on self supply as a strategy to improve the health and wellness of their communities.

FNAA is involved in many activities that present possible opportunities for farmers in the Kamloops area. Activities include:

- Heartland Foods (Section 4.3.5)
- HCAPP certified kitchen:
 - can be used for canning, fast freezing and drying
 - has extra capacity
 - would like more relationships with local farmers
 - used for some Band activities so may be unavailable at times
 - field-plate-program

⁴ http://www.fnala.com/who_we_are.php

- food preparation program for elders
- set up to train students
- FNAA has a property located in Dallas for a future HCAPP certified kitchen
- FNAA is predominantly working with beef producers; one large vegetable producer in Ashcroft; newly irrigated lands at Adams Lake; and Niskonlith organic farm. (Pers. Comm. Trevor Kempthorne, FNALA, 2012).
- FNAA is interested in this project and discussing potential partnership opportunities.

4.3.5 [Heartland Foods](#)

Heartland Quality Foods was formed to meet the growing demand for locally produced foods and to build stronger relationships between food producers and consumers. Heartland Quality Foods started life in Kamloops as a co-operative when 12 farm producers wanted a better way of distributing their products.



After a short time Heartland Quality Foods progressed into a box scheme for residents to get their produce from local suppliers. The products available soon expanded to include cheese, meats and milk. Heartland evolved once more when a storefront was secured on a shared space with the First Nations Agriculture Authority. The FNAA were already producers in the co-op, as owners of Black Creek Ranch. Ultimately Heartland was purchased by FNNA.

4.3.6 [Farmers' Markets](#)

There was no response to our email from any of the markets contacted. We suggest that this was due to several factors including the fact that it was a busy time of year for organizers and because there was no obvious link between Farmers' Markets and producer/institution links in this stage of the project. We anticipate more involvement in Phase 2.

Section 5 Farmer Survey

5.1 Survey Overview

This section contains a preliminary analysis of the results of the survey titled *Thompson Shuswap Food Connections Producer Survey*, conducted through Vovici EFM (www.vovici.com). The survey is included as *Appendix B*. The analysis includes answers from 12 respondents who completed the survey in the period from April 24, 2012 to May 17, 2012. Four additional respondents began the survey but did not provide data. Their responses were not included in the analysis. Due to the low response rate, no statistical analyses were performed.

At the conclusion of these surveys, when it was clear that the rate of farmer participation was low, the researchers chose to conduct several targeted interviews with producers who were growing the products highlighted by the institutional buyers (potatoes, carrots and onions). These interviews were intended to provide more depth and greater context to the quantitative data.

5.2 Survey Methodology

In Phase 1 of the project, participants were asked if they would like to participate further in this project, which included completing an additional survey. Twenty-seven producers indicated their interest to participate. We augmented this list with a further 7 producers that were identified as potential participants.

We attempted to contact all 34 identified operators by email and telephone, and if they indicated in the first survey that these options were not appropriate, by postal service. We followed up with all potential participants with additional emails and phone calls. Not all potential participants responded.

Some who did respond were no longer interested in participating further in the project. They cited reasons such as “not interested in increasing production”, “too old”, “not in the right point in the business”. Some who were interested did not have time to complete the survey. We were contacting them at a very busy time of the year, late April through mid-May.

Table 5.1: Responses of potential participants to a request to participate in a second survey

Response	Number
Contacted, completed the survey	12
Contacted, intended to do the survey but did not	9
Contacted, declined doing the survey	5
No response	8
Total	34

A total of 12 surveys were completed in this phase of the project, by participants on their own, or with an interviewer. An additional 4 people started the survey but did not provide any data.

Seven of these participants claimed to have completed the first survey previously; 3 did it the same day and 2 did not complete that question. All surveys were completed in English.

5.3 Survey Results & Analysis

5.3.1 Market Opportunities

The majority of survey respondents indicated that “direct to consumer” sales was their main revenue source, with 8 of 12 reporting 90% or more of sales through this supply chain. One producer reported 60% of sales to restaurants and specialty stores. The remaining 3 producers reported smaller volumes to processors, distributors, commercial or public institutions or restaurants and specialty stores.

83% of respondents indicated they would like to increase their sales. Their target markets include direct to consumer, distributors, retail grocery stores, commercial and restaurants, public institutions and the local food community.

When asked about increasing their product diversity, respondents were equally divided. Those who said “no” replied that they were already highly diversified, or that they currently produce all they could handle. Those who said “yes” specifically mentioned adding milk, cheese, non GMO grain, more vegetables to diversify their production

Several barriers to increased production were identified. Land was identified as the greatest resource need, followed by capital, labour, and equipment. Specific concerns were identified: skilled labour was needed only during specific time intervals such as strawberry harvest or garlic cleaning; marketing boards and quota limited new entrants; skills such as carpentry, and specific equipment such as irrigation and greenhouse were lacking. Additional concerns included the increasing difficulty in a labouring in intensive project with increasing age, insecure land tenure and time.

Table 5.2: Barriers to increasing production

Barrier	% of respondents
Capital	33
Labour	33
Equipment	17
Land	42
Knowledge	8
Other (specified time to plan and market)	8
Lack of guaranteed sales	25
Insecure leases on land	17
Water quality	8
Water quantity	0
Age	25
Other	0

83% of respondents indicated they would or maybe would like to learn more about partnerships to expand commercial market opportunities.

The majority of respondents market direct to consumer, most commonly at farmers' markets, but also in on-farm stores and U-Pick operations. Most would like to increase their sales, through all market venues. Barriers to increasing sales included lack of land, capital, labour, and motivation (age, lack of guarantees). Many of the respondents would be interested in learning about partnerships to expand their market opportunities.

5.3.2 Value-Added Opportunities

Asked about post-harvest handling, 67% of producers washed, and packaged their products. 42% cleaned and graded their products.

Other value-added activities included weighing for potatoes, boxing for beef, packing fruit into clamshell containers, moving vegetables directly to storage from the ground, sorting, labelling meat, bunching and bagging vegetables. Also mentioned were concerns about requirements for commercial kitchens, insufficient time for developing partnerships, making things pretty for farmers' market, and intention to move to ecotourism.

Few producers provided value added processing. 25% butcher, 17% freeze, and 8% preserve or process. None of the respondents indicated that they peel, dice, package, grind, mill, or manufacture. Those contemplating processing mentioned beef, tomato sauce, hot sauce, barbecue sauce and frozen and canned vegetables. Those with livestock process further, though often through a slaughter plant.

58% of respondents indicated they would or may be interested in value added processing to expand their market opportunities.

75% of respondents have storage capacity for their production. These facilities vary from drying sheds, cool storage, root cellars, coolers, to refrigerated storage and freezers. Sizes vary from 72 to 4000 cu ft. All were on farm. All but 1 were of sufficient size for the growing season, though only 2 respondents indicated that they had excess storage. About half of respondents suggested their storage was sufficient for year round storage. Only one had excess year round storage.

67% of respondents indicated that they would or may be interested in partnering in a shared food processing facility, and 73% would or may be interested in partnering in a shared storage facility.

Six respondents indicated they had greenhouses, high tunnels, low tunnels, or cold frame. Only 5 of these 6 indicated they had some season extension capability. 67% indicated they would consider adding seasonal extension capacity. This group is equally divided among those with and without current capacity.

Table 5.3: Season extension activities

Season Extension	% of respondents
Greenhouse alone	25
Greenhouse and low tunnel	8
Greenhouse and cold frame	8
High tunnel alone	8

Respondents indicated that 1 to 10 people worked on their farms, though most have 2 to 4. All operations are family farms, with at least the first two ‘staff’ being family members. These people do the heavy farm work, such as field work, tractor and machinery use and maintenance, animal care, planting, irrigation, and harvest. They also do the planning; administration; paperwork such as invoicing, banking, timesheets; washing; attend farmers markets, manage U-Pick or on-farm sales, and agritourism activities. Often one partner is a full time farmer and one is part-time (or holds down an off-farm job). Some operations have additional seasonal staff, especially for strawberry harvest, packaging, picking, weeding or attending the farmers’ markets. Occasionally these people are hired, or are volunteer workers such as Woofers or apprentices. More often they are also family and friends.

5.3.3 Local Economic Impact

An average of 77% of materials is purchased locally. A majority of operations purchase 80% or more of their inputs locally. Those items not purchased locally include chicks, breeding stock and seed. Seed was often ordered off the internet. Non-local items might come from US or Ontario, but most respondents identified sources outside of the Thompson-Shuswap area, but still within BC, such as the Lower Mainland, the Okanagan, or Fraser Valley.

5.3.4 Production Economics

Producers had a difficult time dividing their costs into different categories. Several producers did not complete this section. One producer, for example, suggested that 100% of his potato income was profit, as he recycled bags and grew his own seed. He apparently did not consider his own labour in the equation. The remaining 17 entries are presented below (4 were adjusted to sum to 100%).

Interestingly, most people were not growing the same crops. Only corn and potato were considered a major crop by more than one producer. Despite the crop diversity, there were trends in the data:

- Production costs ranged from 25 to 75% of total of the crop value. Most were 40 to 50%.
- About half of crops were the focus of post-harvest activities or packaging. None of the participants spent more than 20% on these activities.
- Only 1 participant did any processing (on both vegetables and on meat).
- 1 participant had an eco-tourism activity associated with pumpkin sales.
- Distribution was a significant cost only for garlic.
- Sales costs were 5 to 10% for most crops, and 30-40% for a few. Higher values seem to relate to warm season, later crops, though this may be coincidence.
- Marketing was given 5 to 10% of crop value for all participants.
- Profit varied from 0 to 100%, averaging about 25%. Top profit earning crops were peppers, potatoes, pumpkins, strawberries and pigs.

Table 5.4: Allocation of costs for different crops (%)

Crop	Production	Post-harvest	Processing	Packaging	Distribution	Sales	Marketing	Tourism	Profit
Beans	50	0	0	10	5	10	5	0	20
Carrots	50	10	0	10	0	10	5	0	15
Corn	50	10	0	10	5	5	5	0	15
Corn	40	0	0	0	0	40	5	0	15
Garlic	25	20	0	20	30	0	5	0	0
Greens	50	10	0	10	5	10	5	0	0
Peppers	30	0	0	0	0	30	5	0	35
Potato	30	20	0	5	0	5	5	0	35
Potato	0	0	0	0	0	0	0	0	100
Potato	50	10	0	10	0	10	5	0	15
Pumpkin	25	0	0	0	0	5	5	25	40
Squash	40	0	0	0	0	30	5	0	25
Strawberries	30	5	0	5	0	5	5	0	50
Tomato	40	0	0	0	0	30	5	0	25
Vegetables	50	10	15	5	5	5	10	0	0
Sheep	75	0	0	0	5	5	5	0	10
Meat	50	2	20	2	2	5	10	0	9
Pigs	50	0	0	0	5	5	5	0	35
Average	43	6	2	5	4	12	6	1	25

5.3.5 Profitability Rules

The profitability rules suggested in the survey were not familiar to producers. None used the acreage rule; only one used the hourly rule. Producers commented that costs and types of production varied enough that formulas for profit were unrealistic. Other guidelines included the following:

- Minimizing labour and machine time contributes to profit.
- The goal was to make enough money to retain farm status.
- Pick and pack costs should be no more than 25% of the total.
- They fly by the seats of their pants.
- Garden should gross a minimum of \$1 per square foot of bed.

One respondent related that because they were not dependent on the farm income, the operation didn't need to be profitable.

5.3.6 Transportation Information

It is often argued that local food use reduces food miles and the cost, both environmentally and economically, of moving food. Using the numbers provided us by respondents, and by Sysco Foods, and by making reasonable assumptions, we were able to compare the costs of local and current vegetable transportation.

Currently, Royal Inland Hospital (RIH) obtains its fresh vegetables from Sysco in Kelowna. Carrots come from California; onions and potatoes, from Washington; potatoes, from the Fraser Valley. For the purposes of obtaining a reasonable estimate, we have used the following assumptions:

- Vegetables travel an average 50 km from farm to aggregator, traveled in a 22 ft, 3 ton truck
- Carrots travel 1793 km from aggregator in California to Sysco Kelowna in a 52 ft reefer truck
- Onions travel 574 km from aggregator in Walla Walla Washington to Sysco Kelowna in a 52 ft reefer truck
- Potatoes travel 513 km from aggregator in Yakima Washington to Sysco Kelowna in a 52 ft reefer truck
- Potatoes travel 353 km from aggregator in Langley BC to Sysco Kelowna in a 52 ft reefer truck
- Vegetables travel 149 km from Sysco Kelowna to Royal Inland Hospital in a 3 ton truck.

In considering a local food option, we considered the information supplied by the respondents to this survey. These producers were from 31 to 175 km from the hospital, and transport their vegetables in a van, SUV or ½, ¾, or 1 ton truck.

A comparison of litres of fuel per kg of vegetables is provided below. This comparison assumes full loads of all vehicles, and uses the vehicle specifications provided by the respondents or the vehicle assumptions listed above. Although the respondents may not currently be travelling with full loads, this would be determined by the size of the order, and thus full loads could be designated if the buyer felt this was important.

Table 5.5: Fuel use, fuel cost per kg. CO₂ (kg) emissions per kg* of vegetables from different origins

Origin of vegetables	Litres of fuel consumed/kg	Fuel (at \$1.30/L)	CO ₂ (kg) emissions per kg
Local (average)	0.014	\$0.018	0.03
Local (range)	0.003 – 0.027	\$0.004 - \$0.035	0.01-0.06
California carrots	0.132	\$0.17	0.36
Washington onions	0.048	\$0.06	0.13
Washington potatoes	0.044	\$0.06	0.12
Fraser Valley potatoes	0.033	\$0.04	0.09

*calculated based on local producers using gasoline (2.3 kg CO₂ produced per litre used) in their vehicles while long distance haulers using diesel (2.7 kg CO₂ produced per litre used).

This comparisons suggests that transporting local vegetables to RIH is roughly 10 times as fuel efficient as transporting them from California, 3 times as efficient as transporting them from Washington, and 2 times as efficient as transporting them from the Fraser Valley. Also, in terms of CO₂ emissions there were similar efficiencies realized from local purchasing.

5.3.7 Experiences

The successes that people reported most were in market demand. People report strong interest and loyalty from customers, and growth through word of mouth. Farmers' markets were repeatedly mentioned as good venues. One producer mentioned festivals for specialty crops and another mentioned success with a road side stand, using the honour system.

Difficulties include weather, labour, regulations, finances, customer inconsistency, unfair competition, highway construction, limited advertising opportunities and insufficient access to consumers.

Respondents had mixed opinions on changing production practices to meet market needs. Some have not changed; some do not recommend it. Others have adjusted production, for instance by increasing the varieties they grow.

Many of the respondents sell direct to consumers, and thus have direct market information. They gain market information from their customers, from local word of mouth, by talking to their restaurant and farmers market customers. Some also read market reports and publications, newspapers and magazines, attend agricultural conferences, talk to farmer's market societies and local producers, coworkers, neighbours and people they meet in their everyday lives.

Respondents offered a number of additional comments:

- We are committed to organic practices and it is important that people know this.
- We are concerned about sustainability, land use and food production.
- We don't view other farmers as competitors.
- We are retired and not looking to grow.
- We would be interested in partnerships, but it would depend on the expectations.
- We have the land and the ability to grow, but regulations prevent it.
- We are new, but want to be included.
- We want to grow and hear of opportunities.
- We want more information on processing.

5.4 Survey Summary

- The majority of respondents market direct to consumer, most commonly at farmers' markets, but also in on-farm stores and U-Pick operations. Most would like to increase their sales, through all market venues. Barriers to this increase included land, capital, labour, and motivation (age, lack of guarantees). Many of the respondents would be interested in learning about partnerships to expand their market opportunities.
- Washing and cleaning are the major value added activities. Over half of respondents indicated they would be interested in value added processing to expand their markets.
- Most respondents have storage capacity, but very few have excess. More than half indicated an interest in shared food processing or storage facilities. Less than half of producers had season extension capability, but more than half would consider it.
- Farms were all family operations with most if not all activities performed by family members. Some hire seasonal staff for picking, weeding and attending farmers markets. Some are able to access volunteer labour.
- All operations purchase inputs locally.
- Production costs averaged half or just less than half of the value of the crop. Profit averaged around 25%. Profits were highest for peppers, potatoes, pumpkins, strawberries and pigs. Data are not sufficient to generalize this as a trend.
- Producers found customer acceptance and market demand were high. The market also provided them with feedback that many found useful. Generally the respondents seem to feel that there is potential for growth in local food.
- With many producers selling direct to customers through farm gate sales and markets, the fruit and vegetable board roles are often bypassed. Formal marketing arrangements with companies like Sysco may require establishment of these connections.
- Transportation valuations indicate high transportation efficiencies for local products even though vehicle trips may be more frequent and volumes considerably lower.

Section 6 Farm Expansion Opportunities - Case Studies

The following interviews are intended to provide depth and context to the quantitative data. The interview followed the format of the survey, but allowed for more explanation and greater detail than the survey itself. The participants ask that the information contained therein remain confidential.

Names of farms and farmers have been changed to give the anonymity.

6.1 Organic Acres - Carrots

Abel and Allison moved to a nearby area in 2010 and grew some initial crops in 2011. Abel is an experienced farmer, while Allison has several years' experience as a farm worker and generally, within agriculture. Although they are slightly outside of the Thompson Shuswap target area, they are interested in this project, and especially in the possibility of supplying carrots to institutions. Allison agreed to be interviewed for the project.

Organic Acres grows storage vegetables such as carrots, rutabagas, beet root, celery root and smaller amounts of cabbage and parsnip. They are in the process of having their products certified organic, which should happen in 2012. Abel works part time on the farm. He takes care of the machinery maintenance and primary cultivations, storage facilities, the packing line and most of the irrigation. Allison works full time on the farm. She is responsible for planning, growing, (including seeding, weed cultivations) and the majority of the marketing. They hire a part time seasonal field worker.

Their most important target market they have currently identified is independent retailers in the area. Most of their sales occur from October to March, though they do have some customers who begin to receive product in August. They may include earlier crops to better distribute their cash flow.

Allison excels at networking. Although the farm had its first crop only last year, she already has made connections or identified opportunities with community food programs, seniors centres, schools, box programs, day cares, restaurants and farmers markets. She hopes that marketing will take less of her time once she has established agreements to supply wholesale amounts to institutions or processors. In their first season, about two thirds of their production was sold directly to consumers, and the remaining third was sold to processors, restaurants, cafes, as well as through a Community Shared Agriculture (CSA) program and through other farm customers.

Allison would like to increase sales, especially into the local food community where she sees great potential. She would like to see them grow more of what they already grow, so that they would have more to bring to market. Although they have the knowledge needed to increase production, the farmers are still learning about the local market and about distribution, hauling and access.

Increasing sales would bring challenges. Product handling would be a challenge, because the jump is huge from small scale to large scale, from “bath tub to washing line” or from totes to bins, for instance. The increase requires a leap in additional capital, labour and equipment, a total change in systems. It would be very difficult to put into place incrementally over a few seasons. Allison feels that they may need to add more handling for retail customers, for instance sorting, packaging and printing bags. Water supply may also be an issue. They have a license to irrigate and last year water supply was an issue at high water.

Allison is actively seeking additional venues. She attended a “meet your maker” event hosted by Farm Folk City Folk this spring and an event for potential local suppliers hosted by Sysco last winter in Kelowna. In future she anticipates taking infrequent loads to customers in Kamloops and sending pallets to wholesalers in Vancouver. She might be interested in partnering to expand commercial market opportunities.

These farmers are careful not to compete with neighbours. They analyzed the local organic marketplace and chose winter storage vegetables because they were a different market than their organic neighbours. Allison gets market information through her networking and from her customers, and makes adjustments accordingly. For instance, last year some of their carrots grew really big. A local processor liked them, because they required less peeling per product. This year they will intentionally grow more of the larger carrots and work out some costing for them.

Organic Acres does not currently do any value-added processing of their own, but it is in their long term plan. They would be interested in value-added processing to expand their market opportunities, including participating in a shared food processing facility.

Last year, on farm storage consisted of a 9 ft x 7 ft camp cooler and they were very happy with the quality of storage. Products were still of market quality into early May. They recently added a semi-trailer sized reefer to their storage capacity. These facilities are adequate to their current needs, and will allow them a modest increase in production. However, storage is a limiting factor, and they would be very interested in partnering in a shared storage facility in the future.

Currently, Organic Acres does not have any season extension capacity. They would consider adding it to expand their capacity, especially using tunnels to increase their early season crops.

Organic Acres contributes significantly to the local economy. They buy about two thirds of their inputs locally. This includes sundries such as potting media and small tools, packaging, graphic design services, tire shop services, bobcat and other machinery hires, machine shop services, such as specialist hydraulic repair, irrigation supplies and repair, fuel, organic certification fees,

building repair materials. Supplies that are accessed from a distance include hauling from the Fraser Valley, Alberta and Similkameen; and row covers, seeds, and specialist equipment sourced from Ontario and Quebec.

Organic Acres did not provide a production cost breakout as they have only had a single season, and estimating is difficult: “There is lots of fine tuning for efficiency to do, and we are still working out our costs”. Initial plans suggested that they needed “at least \$1 per pound [for] off-farm [sales]; post-harvest washing, packing, storage and marketing are a significant part of those costs.” The 2012 season will provide more reliable information on the costs and profitability of each crop.

Allison takes product to the farmers’ market in a 1989 Mazda B-2600-I pick-up truck. She attends a local market (20 km away) about 6 times per month, selling 100 to 300 lb of produce. She also goes to Kamloops (80 km away) about 3 times with 300-400 lb of produce. Additional trips are made in a small car, co-incident with other errands.

Organic Acres is an ideal candidate for a local food access project. Abel has years of farm experience; Allison has superior marketing ability. Together they are eager to increase production and sales. They actively sought new markets while choosing crops that avoid competition with neighbours. They are at a phase in their operation where they are open to new things, and flexible in both their production and post-production activities.

6.2 Bounty Organics – Mixed Market Garden (Carrots)

Bounty Organics is located in the Kamloops area. This is a 10 acre site that contains a 7 acre vegetable market garden. The land was purchased in 1998 and Ben and Betty received certified organic status in 1999 with the Shuswap Thompson Organic Producers Association. There is a history of farming experience in their family background and farming organically fits within their personal philosophy of promoting sustainable agriculture and protecting the environment. Ben agreed to be selectively interviewed for the project as they were not included in the first round of surveys. This farm is well known in Kamloops, and through personal conversations, we knew these farmers had interest in expansion, therefore we elected to contact them directly and include them in this case study discussion.

Bounty Organics sells 100% of its products directly into the local market. The Kamloops Farmers Market accounts for 30% of these sales while the remaining 70% is from the sales of food baskets. The food basket program was developed in 1998 and is a farm to door delivery service providing the community with healthy, nutritious produce.

Baskets offer a variety of fresh fruits, vegetables and some dry goods on a weekly, bi-weekly or monthly service basis depending on customer needs. Bounty Organics is also in the process of building a commercial kitchen so they can provide customers with a variety of value added items. Value added products would include baking, canned preserves and dehydrated fruit.

Finally, Bounty Organics hopes to provide the community with a venue for functions (reunions, weddings etc.) in an agricultural setting with local fresh products on their personalized catered menu from the farm kitchen. The commercial kitchen is also seen as a way of extending income opportunities beyond the farming season.

Ben and Betty both work full time on the farm. They hire part time seasonal field workers as required, particularly for planting and harvesting. Both farmers see themselves as “foodies” with a love for fresh organic food that deepens their commitment to a fresh supply of local produce.

Bounty Organics has access to another 20 to 30 acres that could be brought into production. Ben suggested that they would be interested in using this land to expand their carrot production. Prior to embarking on this expansion, Bounty Organics would like to have contracted purchasing arrangements. They recognize that this expansion would require more manpower and time commitment from them and they would like to have the assurance of an identified market before planting.

Bounty Organics believes that they would have sufficient storage capacity to handle more produce, either available on their own property or nearby.

Bounty Organics is certified organic and any new production would be grown consistent with organic standards as they are committed to organic farming practices. Ben is hopeful that with an increased scale of production there could be efficiencies that would bring organic and non-organic prices closer together, a spread he identified as being approximately 50%.

Ben had not used the “\$15,000 per acre” field crop profitability rule wherein each crop is expected to generate a minimum gross value of \$15,000 per acre if extrapolated out. When we calculated this out for his existing farm area Ben felt that it was a reasonable calculation but it also pointed to the fact that additional revenue sources were needed to generate a reasonable income on a small farm. Ben indicated that over the years their policy was to trim costs wherever possible to improve profitability.

Ben did not report having encountered significant barriers in selling their products. Over the years they have changed their farm production practices to meet market needs. For example they have eliminated some products that have not sold well and increased production of higher profit margin items such as squashes, peas and beans. Also, Ben has found that simple bagging and grouping of products has helped sales at farmers’ market venues. For example potato sales are higher when potatoes are bagged than un-bagged. Bounty Organics is now confident that they can meet the packaging standards required by the institutions and/or distributors at an affordable price. Ben is aware of the BC Vegetable Marketing Commission rules and suggested that it would be important to check potential restrictions on volume and distribution before entering into any institutional agreements.

Bounty Organic's owners are experienced farmers who clearly understand the nature of the work required to expand their production capacity to supply a local institution and they are keen to embark upon this opportunity.

6.3 Classy Farms

Classy Farm is an established mixed market produce farm in the Salmon Arm area. Cathy works off the farm in the agricultural support sector and Carl works on the farm. They are currently looking for a new farm (in the Salmon River Valley) so they can expand their volume of production. The Salmon River Valley is outside the study area however we were interested in interviewing Cathy and Carl because of their thorough knowledge of the agricultural sector and because they were expanding and investing in agriculture and might be interested in new market opportunities.

Cathy was interested in the project and felt that institutional suppliers and buyers represented contacts that Classy Farms was interested in pursuing. Cathy suggested that before any farmers could actively start growing any new products there should be a clear and detailed agreement between the producer and buyers. Farmers needed to have some security, knowing their market and price point.

At the time of our discussions with Cathy, we had completed our first round of discussions with the institutions and we had learned that there was a potential opening for produce. Cathy was interested in this opportunity but cautioned that if this arrangement looked like it was going to involve extra time for the farmer to set up, then it was unlikely that Classy Farms would be interested. Through her work, Cathy is aware of the amount of time that is required to set up this type of network and she felt that she wouldn't have the required time.

Cathy suggested that if there was a distribution facility in place that would pay farmers directly for their produce, and growing was the only requirement from the farmer then Classy Farms would be interested. Cathy also noted that her area likely contained other farmers who would be interested in participating. Participation could be as simple as planting a few more rows and or it could be a larger agri-business venture. Cathy felt that what local farmers didn't have was the time to organize the partnership. The distribution facility would create an easy path to the purchaser, providing a centralized location for pick-up.

6.4 Destiny Farms

Destiny Farms is a large potato and onion farm. The farm is located north of Kamloops in the North Thompson River valley and includes 400 acres in Heffley Creek and 100 acres in Jamison Creek. This farm has been in operation for 27 years and is operated by five members of the family. Seasonal workers from Mexico are also part of the farm business. Dan is part of the second generation and he agreed to be interviewed and provided a farm tour. At Destiny Farms

there is significant investment in land and equipment, including storage facilities. The family recognizes the importance of economies of scale and continues to increase production and efficiencies (e.g. storage, irrigation, transportation). Presently the Destiny farm home farm site (Heffley) there are 300 acres in potatoes (red, white, yellow and russet) and 100 acres in onions (red, white and sweet). Dan emphasized the importance of flat land for the production of these crops. Most of their lands are contiguous, and Dan indicated that this was ideal and a minimum parcel size would be 30 acres.

All of their current 2012 crop is sold through their regional marketing group (OGP – Section 4.3.3). Future sales with new clients would also have to go through OGP. Dan is interested in continuing to grow the farm business and expanding production. Dan recognizes that Kamloops has an ideal growing climate and they have proven their ability to successfully operate a large scale potato and onion farm in this area. He feels that there is more good agricultural land available that can be combined with their farm to support increased production. Dan mentioned that consumers are being more selective about the sizes and types of potatoes that they are looking for in the grocery stores. In response to this demand the grocery stores have narrowed the sizes of potatoes that they stock and farmers are left with more cull potatoes that do not fit the size criteria. Dan estimated that they generate 5 to 10 tons of cull potatoes per week from October to February when they are packaging and marketing their product. A new business venture could be established to process these cull potatoes such as processing into the frozen fresh mashed potatoes that are the preferred format for potatoes in most institutions. Dan commented that this type of processing is available in Washington and done on such a large scale that it would be difficult to compete with, even in the wholesale market. Despite these challenges Dan believes that there is still a large volume of potato imports to the province and this points to room for growers to expand production. There is also room for more innovative and value added products that are not competing directly with large US processing facilities.

Dan suggested that actions to assist local farmers could include subsidizing the \$200.00 charge for foodsafe workshops and establishing co-operative pools of farmers to share the costs of packaging, transportation and advertising.

In our discussions Dan also mentioned that one of the main challenges for farming is the lack of young people interested in farming. From his perspective he felt that there was a lot of potential for new farm businesses but there was a definite lack of interested operators.

Other challenges faced by Destiny farms included:

- issues of transporting large farm equipment between parcels.
- working with neighbours, particularly in terms of dust, spraying and irrigation water.
- coordinating restrictions on migrant worker stays with packing schedules.
- expansion opportunities (finding more suitable land).

- identifying suitable rotation crops and farmers to grow these crops to ensure optimum soil and growing conditions.

Destiny Farms is an ideal candidate for this project as they are experienced farmers with the land and infrastructure needed to support product expansion. Dan is interested in planting more produce for new markets if there is a committed purchaser. Any marketing arrangements would need to flow through OGP, and while OGP did not participate in this project, we believe that they would be open to discussing new clients for their members.

Section 7 Summary and Conclusions

Institutions

Local institutions are interested in local product if it:

- works within the limits of their budget (no more than 10% greater than the commercial price);
- with that restriction the greatest local food opportunity lies in vegetables and fruits (fresh and ready to use) as produce represents the smallest portion of most institutions' food budgets and thus a 10% increase in cost will not negatively impact their overall budget;
- doesn't add to their workload (no additional handling or scheduling), thus product must be available through the institution's preferred distributor;
- meets quality standards as verified through previous experience, and is good consistent, and certified foodsafe;
- has the possibility of creating a "buzz" or special interest in the menu; and,
- meets a policy requirement. Neither TRU nor IHA have a local food purchasing policy but they both have pull in the local food market and with established policy requirements could substantially advance the local food agenda (e.g. UVIC model).

Food Distributors

Food distributors are interested in local product if it:

- will meet the "local" demands of their clients as needed;
- recognizes their preference to work with champion growers, who are also aggregators for other producers, especially smaller producers. This minimizes the number of operators they have to deal with directly; and
- uses a broad 'provincial' definition of local food, i.e. anything produced within a province.

The consumption of more BC produce, from any area of the province is a desirable outcome but it should be recognized that regional producers may have difficulty competing with large-scale BC operators from outside the study area who may have closer access to distribution hubs and economies of scale in their production practices.

Agriculture Producers

Most agricultural producers in the study area produce hay or livestock. It is possible there is a shortage of vegetable and fruit producers in the area, therefore even if there is an opportunity to market directly to a local institution, there may not be sufficient produce quantities in the region.

Most of the growers sell direct and are not necessarily interested in selling wholesale to the institutions. The surveyed local vegetable and fruit farmers do not seem to be interested in expanding production or switching their existing sales method. When we contacted some of the large producers in our case study interviews there was more interest in participating, however, these producers identified potential barriers to participation such as the need to work through their marketing agencies and the need to prove the quality of their products so they could secure a production contract with the buyers (e.g. Sysco). Our research also indicated that new farmers who are not inclined to direct market are interested in this supply chain as it could stabilize their income and help establish their farm name.

Some farmers surveyed expressed interest in group selling but without the institutions demanding greater supply, new collaborative systems will not be developed. Existing aggregators are very knowledgeable about the agricultural sector. This extensive knowledge of local farm production allows them to seek new farmers as demand warrants.

The research conducted for this project has clearly demonstrated that direct marketing opportunities will continue to be crucial to the success of agriculture in the region. Direct marketing opportunities include activities such as farm gate sales; agri-tourism; agri-events and farmers markets. While there are opportunities for further development in all of these activities there was a particular interest in farmers markets. In Kamloops, for example, although there is no waitlist for food vendors, there is interest in enhancing the market to further benefit new and existing agricultural producers. Topics discussed which could form the basis of a future farmers market study included:

- location and timing/scheduling of markets
- consumer education
- strategies to stimulate food production
- feasibility for a year round market, including storage to support wholesale distribution

Phase 2 of this project is set to examine the viability, design, function and implementation of a food production facility in Kamloops. While Phase 1 did not specifically identify a surplus of product for a local facility, a facility is considered essential to the success of local agricultural production. Production is limited at this time but having the presence of good marketing opportunities (eg Farmers Market and/or a commercial food production facility) is viewed as a necessary precursor and catalyst for future agricultural industry expansion – “build it and we will grow”. It is understandable that farmers have taken on this perspective given that their wholesale marketing opportunities are restricted unless they are large scale producers who are recognized by the aggregators.

Food Policy

Throughout this project the importance of having effective food policies has been demonstrated. When large institutions like RIH and UVIC introduce purchasing policies for local produce their

actions are a significant catalyst for change in the distribution system. There are many levels for introducing local food policies. For example:

- Community Futures, although a small player in the food chain, could lead by example with a 90% local food policy to demonstrate commitment to change;
- the City of Kamloops could similarly adopt a local food policy for its various venues;
- In a limited capacity IHA and TRU have demonstrated that local food policies are effective drivers for change. The food-to-cafeteria movement and the hospital “food revolt” may help to accelerate policy implementation for more local food at these institutions;
- KRCC has introduced food production into their programming and has a successful practise that can be expanded upon.

Regionally there are expressions of concern that the conventional food service systems may not be fulfilling the health needs of area residents. Local government can have an important role in this discussion by:

- including food policy statements in Official Community Plans and Agricultural Area Plans
- supporting educational activities focused on the value of sustainable local agriculture and purchasing locally to promoting the growth of healthy communities.

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APPENDIX A

Phase 1, Task 1 Survey

The Thompson Shuswap Food Connections Project

#101 - 286 St. Paul St.
Kamloops, BC V2C 6G4

Community Futures is conducting this survey to explore opportunities for agricultural product and market diversification, particularly in terms of improved links to local agency buyers. In Phase 2 the objective is to consider value added opportunities (e.g. tourism).

Please note: All survey information is confidential. Information will be reported so the identity of individual respondents is not disclosed. However, we would appreciate receiving your contact information so we may contact you for further participation in this project.

1. Contact Information

Contact

Person(s): _____

Farm Name: _____

Farm Location _____

Address: Street _____ Province _____

**Mailing Address
(if different):** _____

City: _____ Province _____

Postal Code: _____ **Website:** _____

Email Address: _____

Phone Number: _____

2. What types of products do you grow/raise to sell?

VEGETABLES (check all categories that apply, then specify within each category. Include variety if marketed by name)

- Leaf vegetables *such as* endive, lettuce (head and leaf), mixed greens (mesculin mix, baby greens, mache, salad greens), Swiss chard, spinach, cress, mustard greens, watercress, nettle, sorrel, purslane, parsley, culinary herbs. Please specify _____
- Brassicas *such as* broccoli, cauliflower, cabbage, Brussel sprouts, turnips tops, kohlrabi, curly kale. Please specify _____
- Root vegetables *such as* carrot, celeriac, parsnip, turnip, rutabaga, radish, beetroot, parsley root. Please specify _____

- Tubers *such as* potatoes, Jerusalem artichoke. Please specify _____
- Stalk Vegetables *such as* celery, fennel, rhubarb. Please specify _____
- Shoot Vegetables *such as* asparagus, globe artichoke. Please specify _____
- Onion-family vegetables *such as* onion, shallot, leek, garlic, chives. Please specify _____
- Fruit vegetables *such as* tomato, eggplant, sweet pepper, hot pepper, cucumber, zucchini and summer squash, winter squash, pumpkin. Please specify _____
- Pod and seed vegetables *such as* pea, broad bean, wax bean, green beans, pole beans, sweet corn. Please specify _____
- Edible fungi *such as* cultivated mushrooms. Please specify _____
- Other. Please specify _____

FRUITS (check all categories that apply, then specify within each category. Include variety if marketed by name)

- Malaceous fruit *such as* apples, pears, quince, saskatoons. Please specify varieties of each _____
- Prunus species fruits *such as* apricot, peach, nectarine, plum, cherry. Please specify varieties of each _____
- Berries *such as* grapes, strawberries, raspberries, blackberries, gooseberries, black currants, red currants, bilberries, blueberries, mulberries, cranberries, sea buckthorn. Please specify which and variety if sold by variety _____
- Melons. Please specify which _____
- Rhubarb. Other fruit. Please specify _____

GRAINS, PULSES, SEEDS, KERNELS, NUTS

- Wheat Rye Oats Barley Buckwheat Spelt
- Quinoa
- Other grain Please specify type _____
- Dried pea Dried bean Sunflower Pumpkin seed Popcorn
- Walnut Hazelnut
- Other pulse, seeds, kernels, nuts. Please specify type _____

MILK AND MILK PRODUCTS

- Cow Goat Sheep
- Milk Please specify type _____
- Yogurt Please specify flavours/types (skim, 1% etc.) _____
- Cheeses Please specify type _____
- Butter

EGGS

- Chicken Turkey Goose Quail Ostrich

MEAT AND MEAT PRODUCTS

- Beef Veal Pork/piglet Mutton/lamb Bison Fallow Deer
 Chicken Turkey Pheasant Cornish Game Hen
 Birds, other Please specify type _____
 Organ meat Please specify type _____
 Meats Products Please specify type _____

HONEY AND OTHER SUGARS

- Honey Please specify type _____ Propolis Comb
 Birch syrup Other syrup Please specify type _____

3. What is the acreage and annual production volume of each of your top 5 items listed in Question 3? In what format is the product shipped from your farm?

	Crop	Acres in production	Volume specify units (e.g. lbs, kgs, bunches, heads)	Format (e.g. bulk, bagged, clamshell, boxed etc.)
	<i>e.g. tomatoes</i>	<i>4 acres</i>	<i>2 ton</i>	<i>bin, bulk, pint baskets</i>
1.				
2.				
3.				
4.				
5.				

4. When and where can customers buy your products? *If you sell to an intermediary, please include as much information as possible.*

	Crop	Where (e.g. farmers' markets, CSA, farm gate, restaurants, specialty stores, etc.)	When (e.g. year round, summer only, fall etc.)
	<i>e.g. tomatoes</i>	<i>on-farm fruit stand, Riverside Farmers Market, processor, local restaurant (The Bistro)</i>	<i>summer only for fruit stands, and local restaurant</i>
1.			
2.			
3.			
4.			
5.			

5. Do you work with other producers in any capacity (e.g. share farm equipment, storage, marketing or adding value to your product)? If yes, in what way?

6. Would you be willing to have your farm and farm products identified in a regional farm data base? This would include promotion of your farm on a web-based map (you can find an example of the map at www.communityfutures.ca) yes no
Questions? _____

Additional Comments? _____

7. Would you be willing to participate in the next phases of this project? Participation may involve an additional survey and possible attendance at a workshop and/or planning forums?

yes No Questions? _____

If yes, what is the best way to contact you?

Phone

Mail

Email

Fax

Thank you taking the time to complete this survey. We hope to have the opportunity to work with you on this project. You can find updates on the project at www.communityfutures.ca

Community Futures is conducting this survey in partnership with the Ministry of Jobs, Tourism and Innovation and the Southern Interior Beetle Action Committee.

For more information please contact:



1 877 335 2950

sculver@communityfutures.net



Marc.imus@gov.bc.ca

APPENDIX B

Institutional Interview Template

The Thompson Shuswap Food

Connections Project – Interview Questions for Institutional Purchasers

On behalf of Community Futures we are conducting interviews with the key food purchasers and decision/policy makers in your institution. Our goals are to better understand your purchasing process and to better understand the nature and location of the food products that you purchase. Our goal is to use this information to explore opportunities for agricultural product and market diversification, particularly as a first step in building linkages to local producers and local agency buyers.

In Phase 2 the project will consider value added opportunities (e.g. tourism and product development) that can further benefit local producers and, potentially, enhance institutional linkages with local agriculture. More information on the project can be obtained at: www.communityfutures.net.

Please note: All survey information is confidential. Information will be reported in a manner that does not disclose the identity of individual respondents. However, we would appreciate receiving your contact information so that we may contact you for further participation in this project.

1. Contact Information

Contact Person(s): _____

Institution: _____

Address: _____
Street _____ Province _____

Mailing Address (if different): _____

City: _____ Province _____

Postal Code: _____ **Website:** _____

Email Address: _____

Phone Number: _____

2. **What are the** key factors influencing _____ (the organization's) food purchase decisions.

3. What local food products and volumes currently purchased by the organization? If you are unable to provide this information, who else should we contact?

VEGETABLES (check all categories that apply, then specify within each category. Include variety if marketed by name)

- Leaf vegetables *such as* endive, lettuce (head and leaf), mixed greens (mesclun mix, baby greens, mache, salad greens), Swiss chard, spinach, cress, mustard greens, watercress, nettle, sorrel, purslane, parsley, culinary herbs. Please specify _____

- Brassicas *such as* broccoli, cauliflower, cabbage, brussel sprouts, turnips tops, kohlrabi, curly kale. Please specify _____

- Root vegetables *such as* carrot, celeriac, parsnip, turnip, rutabaga, radish, beetroot, parsley root. Please specify _____
 Tubers *such as* potatoes, Jerusalem artichoke. Please specify _____

- Stalk Vegetables *such as* celery, fennel, rhubarb. Please specify _____

- Shoot Vegetables *such as* asparagus, globe artichoke. Please specify _____
- Onion-family vegetables *such as* onion, shallot, leek, garlic, chives. Please specify _____

- Fruit vegetables *such as* tomato, eggplant, sweet pepper, hot pepper, cucumber, zucchini and summer squash, winter squash, pumpkin. Please specify _____

- Pod and seed vegetables *such as* pea, broad bean, wax bean, green beans, pole beans, sweet corn. Please specify _____
- Edible fungi *such as* cultivated mushrooms. Please specify _____

- Other. Please specify _____

FRUITS (check all categories that apply, then specify within each category. Include variety if marketed by name)

- Malaceous fruit *such as* apples, pears, quince, saskatoons. Please specify varieties of each

-
- Prunus species fruits *such as* apricot, peach, nectarine, plum, cherry. Please specify varieties of each _____
 - Berries *such as* grapes, strawberries, raspberries, blackberries, gooseberries, black currants, red currants, bilberries, blueberries, mulberries, cranberries, sea buckthorn. Please specify which and variety if sold by variety _____
 - Melons. Please specify which _____
 - Rhubarb. Other fruit. Please specify _____
-

GRAINS, PULSES, SEEDS, KERNELS, NUTS

- Wheat Rye Oats Barley Buckwheat Spelt
 - Quinoa
 - Other grain Please specify type _____
 - Dried pea Dried bean Sunflower Pumpkin seed Popcorn
 - Walnut Hazelnut
 - Other pulse, seeds, kernels, nuts. Please specify type _____
-

MILK AND MILK PRODUCTS

- Cow Goat Sheep
- Milk Please specify type _____
- Yogurt Please specify flavours/types (skim, 1% etc.) _____
- Cheeses Please specify type _____
- Butter

EGGS

- Chicken Turkey Goose Quail Ostrich

MEAT AND MEAT PRODUCTS

- Beef Veal Pork/piglet Mutton/lamb Bison Fallow Deer
- Chicken Turkey Pheasant Cornish Game Hen Rabbit
- Birds, other Please specify type _____

- Organ meat Please specify type _____
- Meat Products Please specify type _____

HONEY AND OTHER SUGARS

- Honey Please specify type _____ Propolis Comb
- Birch syrup Other syrup Please specify type _____

4. In regards to products that can be grown/processed locally but are currently being sourced from outside the region:

- Origin of each outsourced product (distance from facility), methods of distribution and transportation to the facility, frequency of shipments (field to facility – food miles/carbon emissions research),
- Reasons for outsourcing,
- Current formats/pack sizes, volumes, and prices of outsourced products (consider weekly and/or seasonal price and volume fluctuations),
- Preferred formats/pack sizes, volumes, and prices of these outsourced products, if different from the current situation.

5. Are there any products that the organization would like to source locally that you are currently not able to?

6. Main challenges and barriers to sourcing local food products.
7. Government regulations impacting sales of local food products
8. Nature/key elements of purchase contracts between buyers and suppliers.
9. Ordering, invoicing, delivery requirements and other expectations for local and outsourced food products.
10. Importance of branding for food products purchased and sold by the organization.
11. Organization's involvement in developing the local food system.

12. Who else should we be contacting?

Additional Comments? _____

Thank you taking the time to complete this survey. We hope to have the opportunity to work with you on this project. You can find updates on the project at www.communityfutures.ca

APPENDIX C

Phase 1 Task 2 Survey

Producer Survey

This questionnaire/survey template is designed to obtain the following information:

The volume of products and formats currently produced by this pool of producers.· Their potential to increase production volumes of existing products (fresh and added value).· Their potential to diversify their product lines (fresh and added value).· Their post-harvest handling and storage capacities (fresh and added value).· Their current marketing channels and the reasons these have been selected.· Their relationships with other operators: e.g. for marketing, adding value to product.· The impact of these producers on the local economy.· Their carbon emissions, calculated by assessing the transportation methods used, distances travelled, and trip frequency on selected products.· Their production costs and profitability.· Their adaptability and flexibility - can these operators accommodate change easily.·

1. Contact Information

Contact Person(s):	<input type="text"/>
Farm Name:	<input type="text"/>
Farm Location Address:	<input type="text"/>
Mailing Address (if different):	<input type="text"/>
City:	<input type="text"/>
Province:	BC
Postal Code:	<input type="text"/>
Website:	<input type="text"/>
Email Address:	<input type="text"/>
Phone Number:	<input type="text"/>

2. Preferred method of contact

- Phone Mail
- Email
- Fax

3. What types of products do you grow/raise to sell?

VEGETABLES (check all categories that apply, then specify within each category. Include variety if marketed by name)

- Leaf vegetables *such as* endive, lettuce (head and leaf), mixed greens (mesculin mix, baby greens, , mache, salad greens), Swiss chard, spinach, cress, mustard greens, watercress, nettle, sorrel, purslane, parsley, culinary herbs. Please specify
- Brassicas *such as* broccoli, cauliflower, cabbage, Brussel sprouts, turnips tops, kohlrabi, curly kale. Please specify
- Root vegetables *such as* carrot, celeriac, parsnip, turnip, rutabaga, radish, beetroot, parsley root. Please specify
- Tubers *such as* potatoes, Jerusalem artichoke. Please specify
- Stalk Vegetables *such as* celery, fennel, **rhubarb**. Please specify
- Shoot Vegetables *such as* asparagus, globe artichoke. Please specify
- Onion-family vegetables *such as* onion, shallot, leek, garlic, chives. Please specify
- Fruit vegetables *such as* tomato, eggplant, sweet pepper, hot pepper, cucumber, zucchini and summer squash, winter squash, pumpkin. Please specify
- Pod and seed vegetables *such as* pea, broad bean, wax bean, green beans, pole beans, sweet corn. Please specify
- Edible fungi *such as* cultivated mushrooms. Please specify
- Other. Please specify

FRUITS (check all categories that apply, then specify within each category. Include variety if marketed by name)

- Malaceous fruit *such as* apples, pears, quince, saskatoons. Please specify varieties of each
- Prunus species fruits *such as* apricot, peach, nectarine, plum, cherry. Please specify varieties of each
- Berries *such as* grapes, strawberries, raspberries, blackberries, gooseberries, black currants, red currants, bilberries, blueberries, mulberries, cranberries, sea buckthorn. Please specify which and variety if sold by variety
- Melons. Please specify which
- Rhubarb.
- Other fruit. Please specify

GRAINS, PULSES, SEEDS, KERNELS, NUTS

- Wheat Rye Oats Barley Buckwheat Spelt Quinoa
- Other grain Please specify type
- Dried pea Dried bean
- Sunflower Pumpkin seed Popcorn
- Walnut Hazelnut
- Other pulse, seeds, kernels, nuts. Please specify type

MILK AND MILK PRODUCTS

- Cow Goat Sheep
- Milk Please specify type
- Yogurt Please specify flavours/types (skim, 1% etc.)
- Cheeses Please specify type

EGGS

- Chicken Turkey Goose Quail Ostrich

MEAT AND MEAT PRODUCTS

- Beef Veal Pork/piglet Mutton/lamb
- Chicken Turkey Birds, other Please specify type
- Organ meat Please specify type
- Meats Products Please specify type

HONEY AND OTHER SUGARS

- Honey Please specify type Propolis Comb
- Birch syrup Other syrup Please specify type

4. What is the acreage and annual production volume of each of your top 5 items listed in Question 3? In what format is the product shipped from your farm?

	Crop	Acres in production	Volume specify units (e.g. lbs, kgs, bunches, heads)	Format (e.g. bulk, bagged, clamshell, boxed etc)
	<i>e.g. tomatoes</i>	<i>4 acres</i>	<i>2 ton</i>	<i>bin, bulk, pint baskets</i>
1.				
2.				
3.				
4.				
5.				

5. When and where can customers buy your products? *If you sell to an intermediary, please include as much information as possible.*

	Crop	Where (e.g. farmers' markets, CSA, farm gate, restaurants, specialty stores, etc)	When (e.g. year round, summer only, fall etc)
	<i>e.g. tomatoes</i>	<i>on-farm fruit stand, Riverside Farmers Market, processor, local restaurant (The Bistro)</i>	<i>summer only for fruit stands, and local restaurant</i>
1.			
2.			
3.			
4.			
5.			

6. Do you work with other producers in any capacity (e.g. share farm equipment, storage, marketing or adding value to your product)? If yes, in what way?

3. Market Opportunities

1. What portion of your sales are to:

Distributors	<input type="text"/>
Direct to commercial/public institutions	<input type="text"/>
Direct to restaurants/specialty stores	<input type="text"/>
Direct to consumers	<input type="text"/>
Other	<input type="text"/>

2. Would you like to increase your sales? If yes, to which customer groups in particular?

3. Would you like to increase / diversify your current food production?

If yes, what types of products would you like to produce more of? If no, why not?

4. Do you have access to the resources required to increase your production (e.g. capital, labour, equipment, land, knowledge etc)? If no, what are some of your resource needs?

5. What other barriers prevent you from increasing your production?



6. Are you interested in learning more about partnerships to expand commercial market opportunities?

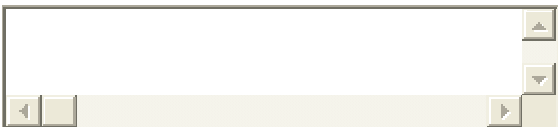
Yes

No

Maybe

4. Value-Added Opportunities

1. Do you or another party do any post-harvest handling of your products that you then sell (e.g. washing, cleaning, grading, packaging, etc)? If yes, please describe.



2. Do you do or another party do any value-added processing of your products that you then sell (e.g. peeling, dicing, preserving, packaging, grinding, milling, manufacturing, butchering, processing etc)? If yes, please

describe.

3. Would you be interested in value-added processing to expand your market opportunities?

- Yes No Maybe

4. Do you have storage capacity for your commercial production?

- Yes No

If yes, please provide information about your storage capacity in the table below.

5. Would you consider partnering in a shared food processing and/or storage facility to expand value-added

Storage Type refrigerated, frozen, dry, root cellar etc.	Capacity specify units	Location on or off farm	Have sufficient storage for the		Have excess storage capacity during the	
			Growing Season	Year round	Growing Season	Year round

market opportunities?

- Yes No Maybe

Comment

6. Do you currently have any season extension capacity to extend the seasonal availability of your produce (e.g. greenhouse, high tunnels, low tunnels, cold frames etc)?

- Yes, I have substantial season extension capacity that would accommodate an increase in production
- Yes, I have some season extension capacity but not enough to accommodate an increase in production
- No, I do not have season extension capacity

If yes, please specify what type and capacity.

7. Would you consider adding seasonal extension capacity to expand your production capacity?

- Yes No Maybe

Comment

5. Local Economic Impact

1. How many people work on the farm (fulltime, part time, seasonal, volunteer)?

Please describe your farm labour situation in the table below.

List the job/role: (e.g. farm worker, delivery, administrative, farmers' market seller, etc.)	Are they: (seasonal/part time/full time/ volunteer)	Who are they? (family, local, temporary foreign worker, apprentice, etc.)	How many fit this description?
<i>e.g. farm worker</i>	<i>Seasonal</i>	<i>Temporary foreign workers</i>	<i>4</i>

2. What percentage of your supplies do you buy within the region? Where else do you source these supplies?

3. What types of vehicles are used to transport your goods to market? How many pounds are shipped per load? How often are these trips made? How far do your products travel to reach market destination?

Type of vehicle: (¾ ton pick up, minivan, panel truck)	Pounds per load:	Trip Frequency:	Kilometres to market destination:
<i>e.g. panel truck</i>	<i>1 ton</i>	<i>1 per week</i>	<i>4</i>

4. Please indicate your estimated production to marketing costs in percentages (*total should add up to 100*)

	Crop	Production Costs	Post Production to Sales Costs					Profit	Total	
			Post Harvest Handling	Processing	Packaging	Distribution	Sales			Marketing
	<i>e.g. tomatoes</i>	<i>35%</i>	<i>5%</i>	<i>0%</i>	<i>10%</i>	<i>5%</i>	<i>5%</i>	<i>10%</i>	<i>30%</i>	<i>100%</i>
1.										
2.										
3.										
4.										

5. Producers sometimes use the following field crop profitability rules

a. Do you use the "\$15,000 per acre" rule: each crop is expected to generate a minimum gross value of \$15,000 per acre if extrapolated out?

Yes
 No
 Sometimes

Comment

b. Do you use the "\$30 per pick-pack hour" rule: meaning that every hour spent harvesting and packing produce by each of the farmers and their crew ought to result in at least \$30 in revenue?

Yes
 No
 Sometimes

Comment

c. Do you use another guideline? Please specify.

6. Your Experience

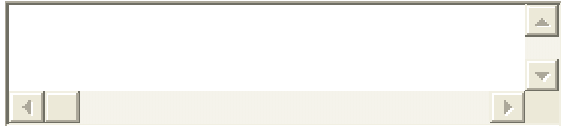
1. What successes have you experienced selling your goods?

2. What barriers have you experienced in selling your goods?

3. Have you ever changed your production practices to meet market needs? If yes, please describe.

4. How do you obtain information about the market and your customers' needs?

5. Additional Comments



Thank you taking the time to complete this survey. If you have indicated that you are interested in learning more about the work being done as part of Thompson Shuswap Food Connections we will follow up with more information.

You can find updates on the project at <http://cfdc.bc.ca/projects/beyond-the-market> or by contacting:

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