

APPENDIX H: FOOD RELATED SOCIAL ENTERPRISES: BC CANADA, INTERNATIONAL

Lessons learned from organizations Creating “Blue Ocean Strategies”

Inspiration from around the world, and across Canada, is part of the lessons learned during the research for food system social enterprises that create Blue Ocean market space. Foods systems that are wholly dependent on government intervention or private charity are defined as maintaining a dependency food system; food systems that balance government intervention, philanthropy and market mechanisms are approaching a sustainable food system. The examples are intended as a short summary of many organizations that have or are on the verge of implementing Blue Ocean strategies for their local sustainable food system. The inspirations will highlight how organizations reduce dependency on charity and increase their self-reliance. The reports below are summarized primarily from web-site searches performed in March and April of 2005.

Niagara Presents¹

Niagara Presents is a community based network that provides co-operative product development, marketing and distribution support to Ontario's independent Niagara-based growers and processors of specialty foods.

The network began preserving Niagara's bounty in 1997 by assisting home-based processors to market their products through Christmas gift baskets. The network grew quickly to the point where demand soon outgrew the production capacity of home kitchens.

In 1999 Niagara Presents' commercial kitchen and retail showroom were constructed. Products are available on the shelves of Niagara's finer retail outlets, around Niagara and beyond, under the Niagara Presents label. Visit our on-site retail showroom to sample our full line and to tour our facility

Co-Packing & Technical Assistance

Niagara Presents can develop the recipe and assist in batching up recipes for commercial production. Then Niagara Presents can produce the product commercially in a fully inspected kitchen.

Niagara Presents has a retail outlet at the kitchen, and is developing Internet sales for gift baskets.

Toronto Food Policy Council²

The Toronto Food Policy Council mission is to partner with business and community groups to develop policies and programs promoting food security. Their aim is a food system that fosters equitable food access, nutrition, community development and environmental health.

As one of the few urban-rural policy development bodies in Canada, the TFPC tries to bridge the gap between producers and consumers.

One of the ways to bridge that gap is Economic Development, and since 10 per cent of Toronto City jobs are in the food sector, the TFPC has played an active role promoting public support for economic development of this sector. TFPC has:

¹ Retrieved Ap 2005 <http://www.niagarapresents.net/>

² The City Of Toronto supports the TFPC http://www.city.toronto.on.ca/health/tfpc_index.htm

- Worked with different levels of government, as well as business and community groups, on the need for a new food processing centre in Toronto, to retain industrial jobs and promote environmentally sound approaches to food processing. Called the Toronto Food Fair proposal, the initiative profiled small food businesses as essential to a job creation strategy.
 - Worked with the City of Toronto Economic Development Division on a consolidated approval process for public health regulation of small food processing businesses.
 - Researched commercial kitchen incubators for City of Toronto Economic Development Division and FoodShare, which led to construction of a 2,000 sq. foot incubator kitchen in 1997.
 - Initiated a "Buy Ontario" food program involving Huron County farmers and eight Ontario hospitals to increase hospital purchases of local foods.
 - Worked with city staff and Community Economic Development groups to form a Local Economic Development strategy for the City of Toronto in 1997.
 - Organised business development workshops for Food Access Program Grant recipients on project planning, food handling, distribution and marketing.
 - Promoted farmer's markets, including the Junction Farmers Market, in collaboration with local Business Improvement Associations.
 - Worked with the Economic Development Committee, Board of Health, and Parks and Recreation to develop strategies for farmers markets featured at various civic centres
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FoodShare³

Although FoodShare states they work on food issues "from field to table" –on the entire system that puts food on our tables: from the growing, processing and distribution of food to its purchasing, cooking and consumption. FoodShare restricts itself to only creating non-market-based activities.

Public education on food security issues is a big part of Foodshare's mandate; but if it does not include the market realities of eating, this is maintaining a dependency on volunteers, donations and charity, which is not sustainable as it needs constant investment from non-market agencies.

FoodShare promotes policies - such as adequate social assistance rates, sustainable agriculture, universal funding of community-based programs and nutrition education - that will make food a priority at all levels of society.

You can be secure today with someone giving you a fish, but do you want to go fishing tomorrow!

ACENet Food Ventures⁴

The Appalachian Center for Economic Networks (ACENet) is a nonprofit community development corporation working to transform the economy of Appalachian Ohio, USA. ACENet is committed to developing healthy and sustainable communities, and promotes economic justice, self-determination, and respect for diversity. ACENet does this by assisting new businesses to start up and expand in the specialty food, and computer technology sectors, helping businesses grow, and linking networks of businesses, industry professionals and others.

The Food Ventures Project works with many community partners to open opportunities for new specialty food jobs and businesses in Southeast Ohio. ACENet's Food Ventures team provides specialty food businesses market and trend information, access to loan and venture

³ <http://www.foodshare.net/>

⁴ Retrieved Ap 2005 <http://www.acenetworks.org/frames/framesfoodventures.htm>

funds, small business and financial planning assistance, food production information and training, links to industry exports, and links to other specialty food businesses within a network of firms.

Service Areas

The Food Ventures program seeks to provide a central hub where food-related networking can occur. The Food Ventures team can work with your start-up or expansion business in a variety of ways:

The Community Kitchen Incubator

The Food Ventures Center has the space you need to produce and package your product safely and efficiently.

The Food Ventures Center is a 12,000 square foot shared-used manufacturing facility providing a commercial kitchen, warehouse area, shipping and receiving docks, office and conference space, and hosts the Cyber Café in the front retail area. The Food Ventures Center maintains licenses for thermal processing, bakery, frozen foods, and food service. Tenants have access to and training on commercial ovens, freezers, ranges, Hobart mixers, jacketed kettles, electric tilt braising pans, industrial food processors, and much more, for catering or commercial food preparation and storage.

Computer Technology Center

Computer training is available at low cost, with workshops scheduled monthly.

Product Development

Product development assistance includes everything from batching up a home recipe for mass production, to selecting appropriate packaging materials, to sourcing commodities, to linking your business with food science experts. We provide workshops and one-on-one technical assistance on regulatory issues surrounding food labeling and food science, pH and shelf life testing, nutritional analysis and product labeling. Focus groups and consumer tasting can also be arranged for direct feedback on your product formulation and image.

Access to Capital - ACEnet Ventures Fund

ACEnet Ventures' mission is to assist in the development of distressed Central Appalachian communities through investment in small businesses

Business & Planning Assistance

Food Ventures staff can provide overall business planning and financial systems training to both new and expanding food businesses.

Marketing & Distribution Services

Food Ventures staff provides practical, hands-on training to firms developing market strategies.

Food Chicago⁵

Food Chicago's Mission and History

⁵ 2005. http://www.clcr.org/publications/html/food_chicago_announcement.html

Food Chicago was initiated by the Center for Labor and Community Research (CLCR), a non-profit consulting and research organization that specialize in developing innovative approaches to retain industry with the support of foundations, government, and stakeholders of the industry.

Food Chicago Services

- **Increasing Company Profitability through Workforce Development:** Food Chicago's workforce development programs include courses such as vocational English as a second language, lean manufacturing training, food handling and sanitation, and many others. Companies that have participated in these training programs have seen a significant return on their training investments in terms of increased worker productivity, increased use of advanced technology for improved performance, and the reduction of waste and rework.
 - **Providing Technical and Consulting Assistance:** Food Chicago has a network of excellent consultants available to assist with all aspects of business development including marketing, financial management, technology, labor/management relations, and networking.
 - **Creating a Business Innovation and Training Center:** Food Chicago and its partners are establishing a licensed shared-use kitchen, where companies can test recipes and manufacturing techniques. The kitchen will serve as an innovation center for the broader food industry in the region assisting companies to grow in profitability and employment. The U.S. Economic Development Administration, Cook County, and the City of Chicago are providing important assistance.
 - **Developing Research-Based Policy and Program:** We collect and analyze data to identify trends in the economy and needs in the community, and we use this research to develop Food Chicago's programs.
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Slow Food Localization Masters research⁶

Six graduate students in the School of Natural Resources and Environment at the University of Michigan in June 2004 completed a year and a half long research project into food and farming systems.

The goal of the Local Food Master's Project was to assist local stakeholders in strengthening the links in the local food system in order to minimize the distances, both physical and perceived, between food production and consumption in the Washtenaw County area of Southeast Michigan. Working with Slow Food Huron Valley, the local convivium of Slow Food International, the specific objectives of the project were to: 1) understand the benefits and essential elements of sustainable local food production and consumption networks; 2) study the trends and current conditions in the Washtenaw County food system; 3) identify and understand the views of potential stakeholders for a localized food system in the Washtenaw County area; and, 4) apply a systems framework to ascertain effective means for localizing the food system.

To fulfill these objectives the project team canvassed literature on agriculture and food issues; studied local food system initiatives in the U.S., Canada and Japan; synthesized and analyzed Washtenaw County social and environmental information pertinent to the food system; conducted a "3CM" psychological assessment of local food system stakeholders, and applied an intervention framework based in "systems thinking" to the local food system.

The project team found that: 1) local farmer preservation initiatives; 2) enhanced gathering and coordination of local food system information between organizations; 3) stronger and

⁶ Retrieved verbatim Ap 2005 <https://worktools.si.umich.edu/workspaces/mdiramio/002.nsf>

augmented local producer-consumer connections and infrastructure; and, 4) education and marketing that focuses on local cultural identities and community values are all essential for maintaining and cultivating a viable and strong localized food economy in Washtenaw County. Creation of an alliance of local stakeholders emerged as a particularly desirable and potentially powerful means to leverage scarce and diverse resources within the community, increase the ability of local leaders to secure project funding and accomplish project goals, and provide a much-needed point contact within the community for information and assistance with local food system issues and projects.

Équiterre Quebec, *The Farm Produce Industry: a Problem and a CED Solution*⁷

The Équiterre Mission is to contribute to building a citizen movement by promoting individual and collective choices that are both ecological and socially just through four programs: Ecological Agriculture; Fair Trade (North-South economic relationships); Energy Efficiency; & Sustainable Transportation.

Équiterre receives direct Provincial government intervention funding and is looking for ways to diversify strategies for sustainability and move away from dependency.

Équiterre provides support for a Consumer Supported Agriculture operation in Quebec. The strategy tag line is the 3N's—Naked (least packaging possible)—Not far—Natural (organic or Fair Trade).

Consumer Supported Agriculture is delivery by the farmer of a basket of local organic fruit and vegetables for 20 weeks, which is pre-purchased by the consumer. The CSA is built on the principles of: only local; only organic; shared risks and benefits; a social commitment of trust based on solidarity.

Équiterre's CSA program grew from 1 farm and 25 partners in 1995 to 84 farms and 6000 partners in 2004.

Équiterre subsidises the cost of purchasing organic so that only 10% is added to the cost of buying the product from the farmer. This is an incredible savings compared to grocery store shelf prices. This indicates that Food Bank Supported Agriculture in Canada is logistically possible, if not affordable.

The positive impacts for the producers is a planned and guaranteed market for the season; Income early in the year for financial security; Reduced losses in the field; CSA model adapted to the diversification of production; Shared risks and benefits with citizens; Community bond with citizens; Belonging to a network of CSA farms. The limitations are: Diverse and extended harvest; Learning new Communication technologies; Organization of deliveries.

Kauai Food Bank Hawaii⁸

The Kauai Marriot Resort and Beach Club partnered with the Kauai Food Bank to support a broad-based community economic development program. The program began when residents were taught to grow high quality produce on a small farm owned by the Food Bank. The program evolved into the "Hui Meai'ai" (the club of things to eat) training independent growers and functioning as a wholesaler purchaser for resale to local grocers, hotels, resorts and restaurants. The Hui Meai'ai is a for-profit enterprise that is housed under the umbrella of a non-

⁷ Retrieved Ap 2005 http://www.ccednet-rcdec.ca/en/docs/conference/presentations/ja2-26_F_Pare_EN.ppt

⁸ 2002. In Practice Editorial Series. *A PRODUCTIVE PARTNERSHIP: THE KAUAI MARRIOTT RESORT AND BEACH CLUB AND THE KAUAI FOOD BANK* Number 2. A SERIES ABOUT INTEGRATING BUSINESS AND COMMUNITY DEVELOPMENT. Center for Corporate Citizenship at Boston College.

profit, and the for-profit has moved the Kauai Food Bank closer to its goal of becoming economically sustainable enterprise. The for-profit wants to put the food bank out of business by reducing the number of people that need to use the food bank.

The Marriott contributed the initial donation of \$20,000 to begin the process of building a strong diversified farming infrastructure, because they hoped to differentiate itself and attract guests by featuring native cuisine prepared with locally grown produce on its menu. The first value recognized by both partners was a business plan development process that involved the entire community. The eventual partnership resulted in purchases of about 25% of Hui Meai'ai produce--\$800 to \$1,500 per week—from 56 growers—and 25 other island food businesses are served.

The USDA granted \$500,000 to Hui to provide locally grown produce to senior citizens at or below the poverty line. Without the Marriott partnership, the Hui wouldn't have had the demonstrated capacity to carry out the terms of the USDA food program.

Encouraged by its success, the Hui hopes to add a retail outlet to its wholesale operation.

The Farmers Diner™⁹

The Farmers Diner™ combines time-tested restaurant-chain basics with socially responsible economics and operations.

In 1999 Tod Murphy combined the current world of vertical integration, economies of scale and information technology to create a Blue Ocean rural economy that makes local purchases to create provide food for The Farmers Diner™ in Barre, Vermont, USA.

A Farmers Diner™ demonstrates that over 65 cents of every food dollar spent is on farmers and small-scale food producers who live and work within 70 miles of the diner. The Farmers Diner™ is building more diners, first in Vermont and then regionally, to continue the good work of reviving a strong rural community.

Every \$1,000,000 in annual sales at a diner translates into 350 acres of farmland in production, 15 farmers with gross sales of \$50,000, 13 new farm jobs, and \$1,200,000 in land conservation costs saved. Because of local production and shortened delivery routes each \$1 million in sales saves at least 10 tons of carbon dioxide emissions annually. (Johnson School of Business, Cornell University Social Venture Competition study 2001/2002)

The key to supplying family priced diners with tons of local food is The Farmers Diner™ commissary. The commissary is the hub of the company, bringing in meat and produce right off the farm and preparing these fresh products for use in the restaurant. The commissary prepares fresh, local products and is a value for the restaurant Chefs. By concentrating equipment and training in a government-inspected commissary The Farmers Diner™ is able to overcome the barriers of non-standardized produce, lack of processing capacity and loss of local food processing skills. From the commissary we also sell The Farmers Diner™ branded products into high-end grocery stores, inns, and food service channels. Products such as our bacon, sausage, and ham are available from the commissary to customers outside of the restaurant.

Social and Environmental Impact -

§ A cluster of five local diners creates an annual market of \$4,000,000 for small-scale farmers.

⁹ Retrieved Ap 2005 <http://www.farmersdiner.com/>

§ The Farmers Diner™ products exclude the use of antibiotics, and hormones, and require that all livestock have access to the outdoors and pasture as a principal part of their feed ration.

§ In season vegetables when not available from local organic sources will be sourced from local growers who use Integrated Pest Management systems, thus reducing the amount of harmful chemicals and poisons released into the environment.

§ Using the Department of Commerce multiplier for dollars spent in local communities it is estimated that the \$4,000,000 spent by each pod in local agrarian communities will translate into an economic force of approximately \$20,000,000 annual. This will encourage other farm and distribution related services to be created.

§ Each cluster of five diners will help maintain and create new farms. With each farm supplying \$20,000 - \$50,000 worth of produce to The Farmers Diner this translates into 80-200 local farms secure in their economic viability.

§ Using the commissary for processing local produce will allow farmers to diversify their operations and receive better compensation without the time requirement of coordinating processing and distribution. This will result in farms that move towards poly-culture (multiple products) and away from sole dependence upon commodity monoculture.

The Farmers Diner is seeking investors who are interested in both Internal Rate of Return and External Rate of Return. The Farmers Diner has a unique growth plan that allows the company to give investors a good return while still meeting its mission of "increasing the economic vitality of local agrarian communities".

Local Harvest USA¹⁰

Local Harvest USA maintains a definitive and reliable "living" public nationwide directory of small farms, farmers markets, and other local food sources. Our search engine helps people find products from family farms, local sources of sustainable grown food, and encourages them to establish direct contact with small farms in their local area.

The [Buy Local](#) movement is quickly taking us beyond the promise of environmental responsibility that the organic movement delivered to us, and awakening the US to the importance of community, variety, humane treatment of farm animals, and social and environmental responsibility in regards to our food economy.

Local Harvest was founded in 1998, and is now the number one informational resource for the Buy Local movement and the top place on the Internet where people find information on direct marketing family farms. Local Harvest has 8000 members, and are growing by about 10 new members every day

World oil production has already peaked, according to some estimates, and while demand for energy continues to grow, supply will soon start dwindling, sending the price of energy through the roof. We'll be forced then to reevaluate our food systems and place more emphasis on energy efficient agricultural methods, like smaller-scale organic agriculture, and on local production wherever possible.

White dog café foundation¹¹

¹⁰ Retrieved Apr 2005 <http://www.localharvest.org/>

The [White Dog Cafe Foundation](http://www.whitedogcafe.com) (WDCF), officially chartered as a 501 (c) 3 non-profit organization in October 2002, currently has two programs — **Fair Food and the Sustainable Business Network**. The mission is to create, strengthen and connect locally owned businesses and farms committed to working in harmony with natural systems, providing meaningful living wage jobs, and supporting healthy community life.

Realizing that creating one model enterprise is not enough, the White Dog Café Foundation was founded to scale up what has been learned and modeled at the White Dog Cafe. The Cafe contributes 20% of its profits to the Foundation and other non-profit organizations that share our values. Cafe customers make significant financial contributions, and earned income and foundation grants complete the financial support. White dog cafe uses the marketplace as a vehicle for social change. The Foundation programs support locally owned farms and businesses.

The **Sustainable Business Network (SBN)**¹² is a network of local business people, professionals, social entrepreneurs, investors, non-profit leaders and government representatives who are committed to building a more socially, environmentally and financially sustainable local economy. SBN is a founding member of the national Business Alliance for Local Living Economies (BALLE).¹³

Food Fair Programs¹⁴

Chefs and Wholesale Buyers — Become a Fair Food/Buy Fresh Buy Local Member

The Buy Fresh Buy Local Campaign is part of a national initiative to promote food grown by local family farmers to consumers. Research indicated that messages stressing that locally produced food is fresher and that it supports the local economy are the most persuasive to consumers. A national partner invested over \$300,000 into testing and developing materials and messaging that would draw consumers to buy locally grown food. Food Fair received high praises from businesses who have joined the campaign and used these marketing materials, as well as from consumers and farmers.

Marketing materials are overlooked by small food processors as being too expensive as well as expensive, so economies of scale have developed not to get a reduced price, but more just to have a tool developed where one person would not invest in developing the tool.

A Fair Food/Buy Fresh Buy Local Member have the following services and marketing materials available:

- Buy Fresh, Buy Local (BFBL) label (to the right)
- Wholesale Guide
- Up to date market
- Free and/or discounted attendance to events
- Consulting Services
- Connecting your business with local family farm
- Tips on how to work with local farmers
- In store/restaurant marketing assistance for Buy Fresh, Buy Local promotional
- Event Planning w/ local foods



¹¹ Retrieved Ap 2005 <http://www.whitedogcafe.com/>

¹² Retrieved Ap 2005 <http://www.sbnphiladelphia.org/Phila/>

¹³ Retrieved Ap 2005 www.livingeconomies.org

¹⁴ Retrieved Ap 2005 <http://www.whitedogcafe.com/fairfood.html>

- Promotion through Internet sales¹⁵
- Listing in very popular Local Food Guide
- Joint Buy Fresh, Buy Local Advertising¹⁶
- Buy Local Week Greater Philadelphia Tourism Marketing Corporation will leverage the campaign nationally as a tourism destination.
- Greater Philadelphia Tourism Marketing Corporation marketing initiatives
- Annual Yoga Living Journal Buy Local Listing

Fair Food offers the following services to farmers in the Greater Philadelphia region:

- **Consulting services** - One-on-one consultations to help farmers sell their products in the Philadelphia marketplace, with a focus on restaurants, catering companies and small grocery stores.
 - **Wholesale Guide to Local Farm Products** The Wholesale Guide is a comprehensive list of farms that sell direct to restaurants and stores in the Philadelphia region.
 - **Fair Food Farmstand** As a re-seller, we work hard to connect our customers to the farms where the food was grown, and the local food system as a whole
 - **Grants/Loans for Pig Farmers** - Fair Food offers grants and loans to farmers interested in raising heritage breed pigs on pasture to help start or expand production.
 - **Annual Farmer-Chef Gathering** - Fair Food's annual wintertime gathering for farmers and chefs to meet and plan for the coming season.
 - **Marketing Workshops** - By request, Fair Food organizes direct marketing workshops for farmers.
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Pioneer Human Services, Seattle, WA¹⁷

Pioneer Human Services (PHS) is dedicated to improving the lives of its clients through employment, training, counseling, and housing services. Since 1962, PHS has offered a *"Chance for Change"* to high-risk populations, particularly ex-offenders and former substance abusers. PHS is recognized as a World Class example of *social enterprise*, successfully integrating self-supporting businesses with an array of client services. A recent *National Journal* article noted: *"If there is a model entrepreneurial non-profit, it's Pioneer."* Today, Pioneer Human Service serves approximately 6,000 clients a year in its employment, training, counseling, community corrections, and housing programs and facilities; and employs over 1,000 staff and operates with an annual operating budget of over \$55 million.

Food Operations: The Pioneer food Service (PFS) division provides both high volume institutional meals and quality food service at competitive prices through its network of retail cafés. This division's goal is to provide quality and innovative services to our customers while offering training and ongoing employment to our personnel. PHS operates the *Mezza Café*, at three locations in Seattle and Bellevue. Internet Ordering Service at www.mezzacafe.com. *Central Food Services (CFS)* prepares and delivers over 750,000 meals annually to Pioneer programs and schools, group homes, medical facilities and community correction operations. The Training Opportunities are: State Certified Food Handler Certification; ServSafe Education; & Supervisory and Food Management.

Pioneer Distribution Services: This division includes *Contract Services*, which provides a number of assembly, packaging, and warehousing services for customers, including Hasbro and

¹⁵Retrieved Ap 2005 www.buylocalpa.org www.foodroutes.org, www.eatwellguide.org and www.localharvest.org.

¹⁶Fair Food is spending over \$12,000 marketing and advertising businesses that buy from local farmers for Buy Local Week and throughout the year.

¹⁷Retrieved Ap 2005 <http://www.pioneerhumanserv.com/>

Nintendo; and *Food Buying Service*, which distributes food to over 400 food banks and non-profit groups in 25 states.

Pioneer Consulting Services: Pioneer consults with non-profit agencies, foundations and other agencies in assessing social enterprise capabilities and opportunities and measuring program outcomes. Pioneer is frequently mentioned as the national model for "social enterprise", since its budget is nearly all earned income and its operations are not dependent on traditional nonprofit fund-raising techniques. Rather than the more common models of "transferring wealth" to dependent nonprofits, Pioneer has developed techniques for "creating community wealth" through operating enterprises and applying sound business practices to all of its operations. In forming partnerships with private and public agencies, Pioneer creates a Social Return on Investment by improving the lives of clients on the margins of society.

Pioneer can:

- assess entrepreneurial capacity
- evaluating specific enterprises
- assess and strengthen your company's capabilities for social entrepreneurship.

Mission Statement

The mission of Pioneer Human services is to create opportunities for those we serve to realize personal, economic, and social development through participating in an integrated array of training, employment, housing, and rehabilitation services. The people we serve include, but are not limited to, alcoholics and other chemically dependent persons, convicts, work release participants and persons on probation and under jurisdiction of the courts.

Vision Statement

We are revolutionizing the way services are provided to people at risk. We create solutions to problems for people living at the margins of society. We manage and develop self-supporting enterprises and programs that provide environments for human growth and generate the resources that we need.

Our enterprises and programs model the integration of jobs, housing, training and support services essential for human development and productive community building.

Our efforts recognize all participants as associates.

Geographical Indications (GI) in Italy¹⁸

Geographical Indications are recognized in the European Union as products that are unique to a region. Italy has 138 registered GI's.

A GI are quality, reputation and other characteristics that are attributable to its geographic origin. All other countries cannot use another countries or region's GI.

The advantages of a GI:

- Maintain high quality and limit supply to obtain premium prices
- Price premiums go back to the farmer
- Products do not often compete with commodity and internationally banded products
- Anyone in the defined region can produce the GI product
- Individuals can add their brand name to the GI brand
- GI designation is recognized by all levels of government

¹⁸ Geographical Indications in Italy: An Example of Adding Value An Example of Adding Value for Agricultural Niche Markets <http://www.ssfpa.net/documents/pdt/Roxanne%20June%208%202004%20Italy%20GIs.pdf>

- Consortiums of the GI groups do the marketing and organize third party certification agencies.

Possible GI's in Vancouver could be the First Nations and their geographical identities and traditional recipes.

Veneto, Italy. Food System¹⁹

The Veneto food system decided in 1970 that they had to differentiate their products of not survive. The decision was to focus on quality and not quantity and to differentiate on: culture; tradition; heritage; and quality taste.

The European Union certification of Geographical Indicators (see Geographical Indications (GI) in Italy) enables food systems to differentiate their products.

La Dolza was a commodity dairy farm and changed to adding value in the 1990's as an Agriturismo (agri-tourism) business with 8 workers to run the farm, restaurant, hotel and processing facilities.

The Veneto Fruit/Vegetable Consortium has member co-operatives that sell product and the consortium does the paperwork and certification. Farmers get 90% of profits and co-op gets 10%.

¹⁹ <http://www.ssfpa.net/documents/pdt/ITaly%20and%20GI%20presentation%20-%20June%208.pdf>