

# WORKING TOGETHER *for Local Food*

CO-OPERATIVE PROFILES AND RESOURCE GUIDE



Canadian Co-operative Association

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### **Other Publications in this Local Food Series:**

- Local Food Initiatives in Canada: An Overview and Policy Recommendations - CCA
- The Lay of the Land: Local Food Initiatives in Canada – CCA

This document and the others are available in PDF on CCA's website [www.coopscanada.coop](http://www.coopscanada.coop) and CCCM's website [www.cccm.coop](http://www.cccm.coop)

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# Introduction

Canada is home to a vibrant “local food movement” with initiatives in every province. Increasingly, Canadian consumers are buying and eating local food for many reasons - freshness, taste, health, the environment, local economic development, and support for local farmers. As local food continues to grow in popularity, communities are organizing ways to access sustainable and locally-grown food. These include farmers markets, community shared agriculture, box programs, local marketing groups, and retail stores.

A recent study by the Canadian Co-operative Association (CCA) found that there are approximately 2,300 local food initiatives in Canada and twenty four umbrella organizations that promote and support these various initiatives.<sup>1</sup> The research also found over 200 co-operatives involved in the production, marketing, retail, processing and distribution of local food.

Membership in these local food co-operatives varies from one type of member (usually farmers) to co-ops involving a combination of stakeholders such as farmers, consumers, and community organizations. The latter is called a multi-stakeholder co-operative. Examples of innovative local food co-operatives are web-based ordering systems, a produce auction, customized basket programs, and the rebuilding of a regional food system through co-operative action.

## Purpose of this Guide

The purpose of this guide is to inspire and encourage people involved in local food activities to form co-operatives. By providing concrete examples and the resources available to new co-op groups, we hope that more groups will turn to the co-operative



business model as they work together for local food.

The first section profiles eleven successful co-operatives that have organized to overcome a particular challenge in the production, marketing, retailing, or processing of local food. These profiles include a co-operative farmers' market, several producer marketing groups, two stores, a produce auction, an on-line ordering system, a food distribution and storage business, and a regional value chain.

The second section briefly describes what Canada's retail co-ops are doing to integrate local food into their stores. It covers three federations and the independent natural food co-ops that were created in the seventies to sell organic food. Even the well established retail food co-operatives and their respective federations are playing a significant role in the marketing of local food in Canada.

The third section provides a resource guide for new and emerging co-operatives to find the information, funding, and assistance to plan and develop a local food co-operative. The guide is organized by province but also contains a national section and general tips for finding help.

## Local Food Definitions

The definition of “local food” can range from radial distance to political and regional boundaries. The well received publication, *The 100 Mile Diet: A Year of Local Eating*, defined “local food” as food grown and distributed within a 100-mile radius. Conversely, the Canadian Food Inspection Agency recognizes “locally grown” food as domestic goods that originated within 50 kilometres of the place where they are sold, measured directly, point to point.

Local food is also classified by political boundaries such as regional, municipal or provincial. Provincial governments have started initiatives that support local food, with provincial boundaries being the official measurement. Provincial programs like *The Taste of Nova Scotia*, *Mettez le Quebec dans Votre Assiette*, *Foodland Ontario* and *Dine Alberta* market and brand provincially grown food in restaurants, farmers’ markets and stores.

In 2007, the Canadian Organic Growers prepared the document “Local and Regional Food Economies in Canada: Status Report,”<sup>2</sup> for Agriculture and Agri-Food Canada. This study determined that each localism initiative abides by a different definition of local food and these individual initiatives make up the components of Canada’s current local food movement. The Canadian Co-operative Association defines local food initiatives as “food organizations, activities, and businesses that support the creation of local food systems in which *food is grown, processed and sold within the same geographical region.*”<sup>3</sup>

## What is a Co-operative?

A co-operative is an organization owned by the members who use its services. Co-operatives can provide virtually any product or service and can be either a non-profit or for-profit enterprise. Co-operatives empower individuals, and encourage healthier and stronger communities by enabling people to pool their resources, share risks and achieve common goals.

Driven by both economic and social concerns, co-operatives respond to the needs of their members and the development of their communities. Co-operatives utilize the one-member/one-vote system, which allows the organization to serve the common need of members. Profits can be reinvested to improve the business or its services, divided among the member-owners in the form of dividends, or used to support community services and unmet needs.

In 2009 there were approximately 8,800 co-operatives and credit unions across Canada. Collectively, they have more than 17 million memberships, over \$275 billion in assets and employ more than 150,000 people. Seventy thousand volunteers participate on boards and committees.

Co-ops and credit unions provide consumers with a distinct values-based, community-owned and controlled alternative. Unlike the private, public, or voluntary sectors, all co-operatives around the world are guided by the same seven principles.

## Co-operatives and Local Food

Co-ops have been involved with food since the beginning of the co-operative movement. The Rochdale Pioneers, recognised throughout the world as the founders of the Co-operative Movement, started a co-op store in Rochdale, Lancashire in 1844 to provide better food for their members. They sold basic items such as flour, butter, tea and candles.

Groups of people continue to use co-operatives as an important means of doing business with food. All aspects of the food system, including marketing, processing, distribution, retailing, and transportation can be organized as a co-operative. Some of the most vibrant community based food projects, including organic, natural, and local food initiatives, are organized as co-operatives. Canada’s retail co-ops and their federations are also an important part of buying, distributing and processing food in Canada.

Our research on Canadian local food initiatives revealed approximately 227 co-operatives involved in local food, with memberships rang-

ing from anywhere between 5 to 200,000 people.<sup>4</sup> Quebec has the largest percentage of co-operatives involved in local food with 41 throughout the province. Nova Scotia and New Brunswick share the second largest percentage with 35 co-operatives in each province. Saskatchewan has 30, Ontario 23, British Columbia 18, Manitoba 16, Prince Edward Island 14, Newfoundland and Labrador 11 and Alberta with 4.

The Canadian co-op sector has seen increased interest in local food. This includes existing co-ops adding local food to their products and services as well as new co-ops being formed. The Co-operative Development Initiative (CDI) helped fund new co-ops through the Innovation and Research program and since September 2006 the Agricultural Community Development Initiative (Ag-CDI)<sup>5</sup> provided financial, technical and educational support to new value-added agricultural co-ops. Thirty percent of the projects supported by Ag-CDI in 2008-09 focused on local food.

Provincial co-operative organizations have organized workshops and events to focus on the potential of co-operatives in local food. They provide advisory services and information to new and emerging co-operatives. All provincial co-op organizations are listed in the resource section.

CCA participated in the consultations on “Growing Forward”, the federal and provincial government’s new agricultural policy framework (APF). Our brief included a recommendation that the next APF: “*provide support to help local communities – rural and urban – organize food systems to distribute locally-grown and processed food.*”<sup>6</sup> CCA continues to raise the issue of policy and financial support with the federal government and works in partnership with other national organizations to bring attention to the needs of groups taking action on food at the local community level.

There are many ways that the co-op business model can be used in the local food movement. There is a huge business opportunity for farmers near urban centres to pool their food products and

sell in larger volumes to stores, restaurants, and institutions such as universities, schools, and hospitals. Some public institutions have been adopting local food procurement policies to increase the amount of local or regional food being served within their systems. If local producers are organized they can fulfill these institutional demands.

The aggregation and marketing of food products is a traditional strength of co-ops and farmers. Food producers can draw on years of experience of other co-ops to meet this new need and interest in local food.

For more information on co-operatives see the following websites:

Canadian Co-operative Association:  
[www.coopscanada.coop](http://www.coopscanada.coop)

Conseil canadien de la coopération et de la mutualité: [www.cccm.coop](http://www.cccm.coop)

Co-operatives Secretariat:  
[www.coop.gc.ca](http://www.coop.gc.ca)

CoopZone: [www.coopzone.coop](http://www.coopzone.coop)

## ENDNOTES

1 Canadian Co-operative Association, “The Lay of the Land: Local Food Initiatives in Canada, 2009”

2 Agriculture and Agri-Food Canada, “Local and Regional Food Economies in Canada: Status Report, 2007”, [http://www4.agr.gc.ca/resources/prod/doc/pol/pub/econ\\_can/pdf/econ\\_can\\_e.pdf](http://www4.agr.gc.ca/resources/prod/doc/pol/pub/econ_can/pdf/econ_can_e.pdf)

3 Canadian Co-operative Association, “Local Food Initiatives in Canada: An Overview and Policy Recommendations,” (18 June 2008), p. 2.

4 Op cit.,

5 The Ag-CDI programme was a partnership between the federal Co-operatives Secretariat, CCA and le Conseil Canadien de la Coopération. It was funded by Agriculture and Agri-Food Canada. It no longer exists.

6 Canadian Co-operative Association, “The Next Generation of Agriculture and Agri-Food Policy for Canada: Input to the Consultation, 2007”. Available at [www.coopscanada.coop/pdf/aboutcca/gapp/gov/submissions/APF\\_Submission\\_FIN](http://www.coopscanada.coop/pdf/aboutcca/gapp/gov/submissions/APF_Submission_FIN)

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In this section the power of co-operation is illustrated with eleven profiles of successful co-operatives involved in the production, distribution, retailing or processing of local food in Canada. The co-ops described here range from those that have been around twenty years to those that are very new; one is not yet operational.

These co-operatives were chosen to show the range and innovation of local food co-operatives in Canada. Each profile describes how the co-operative was formed, what it is currently doing, and how it has achieved its level of success. The information was collected in February and March 2009.

The following co-operatives are profiled:

**Coopérative La Mauve:**

Retail Store, Community Shared Agriculture and Community Garden

**Eat Local Sudbury Co-operative:**

Retail Store

**Elmira Produce Auction Co-operative:**

Produce Auction

**Ferme Coopérative Tourne Sol:**

Community Supported Agriculture

**FoodRoots Distributors Co-operative:**

Food Distribution and Pocket Markets

**Innisfail Growers Co-operative:**

Producer Marketing Group

**Le Marché St. Norbert Farmers' Market Co-operative:** Farmers' Market

**Quinte Organic Farmers Co-operative:**

Producer Marketing Group

**Really Local Harvest Co-operative:**

Marketing Group and Farmers' Market

**The Ottawa Valley Food Co-operative:**

Online Farmers Market

**Vancouver Island Heritage Foodservice**

**Co-operative:** Bioregional Food Value-Chain



## Profiles of Co-operatives Involved in Local Food



# Coopérative La Mauve

**Activity:** Retail Store, Community Shared Agriculture and Community Garden

**Type of Co-operative:**

Multi-Stakeholder

**Members:** 172 (35 producers, 7 workers, & 130 support members)

**Location:** St. Vallier, Quebec

**Website:** [www.lamauve.com](http://www.lamauve.com)

Coopérative La Mauve originated from a non-profit organization that began in 1999 to provide awareness and education on issues of sustainable development. In 2002, this group decided to incorporate as a non-profit co-operative and acquired a 150 year old grocery store and meat market in the heart of St. Vallier, located on the St Lawrence River, 40 kilometres northeast of Quebec City. The focus of the group quickly turned toward distribution and processing of local food with a store front, a community supported agriculture (CSA) program, and a strong educational component. Coopérative La Mauve now sources and sells local organic food products, giving priority to its producer members.

The co-operative consists of one hundred and seventy-two members with thirty-five producer members, seven worker members, and one hundred and thirty “support members.” Producer members buy a member share for \$100 as individuals and \$300 for an incorporated business. The producers own their individual farms or use agricultural land owned by the co-operative. Worker members also buy a \$100 share and work directly in the



co-operative as the co-ordinator, butcher and other operational workers. Support members pay a \$20 fee per person and \$100 for a corporation and this financial support contributes to the overall development of the co-operative.

Their broad membership allows everyone in the community to join the co-operative. A founding member notes, “the co-op was born from a small group of people that needed land, alternative marketing, and collaboration to better their knowledge of sustainable agricultural practices.” The co-operative has attracted a younger than average membership and has received interest from a broad range of community producers and consumers.

Coopérative La Mauve provides three different services to the local community: local and fair trade marketing, agricultural land access, and public educational awareness campaigns. The co-op grocery store and butcher shop sources 75% of its produce and meat from local producer members. The co-operative sells a wide range of local meat and game such as beef, pork, veal, rabbit, guinea-



fowl and bison as well as value-added meat products such as sausage, and smoked meat made by the co-operative's butcher. Recently, Coop La Mauve has developed a special event catering service and offers lunch on the terrace.

The co-operative also has a community supported agriculture (CSA) program that links local consumers directly to local producers. Consumers can buy shopping bags (called "les panniers") that contain vegetables, cheeses, meats and other local products packed and delivered by the co-operative. The CSA program is a combination of products from ten certified organic fruit and vegetable growers, eight companies that process cheese, flour, juice and soap, and eleven livestock farmers. Three types of bags are available – vegetarian, meat and mixed. They are delivered every week in the summer and bi-weekly in the winter to three locations in the community. In order to continue their mandate of educational awareness, the co-operative has stipulated in their contracts that the CSA farmers must be present twice throughout the season at the pickup points to allow the consumers to meet the producers of their food.

Coopérative La Mauve also owns agricultural land in the area of Beaumont that allows small-scale farmers to grow organic food. La Mauve Gardens acts as a demonstration

site and community garden for sustainable agricultural practices. Growers can sell their products through the co-operative.

Members of Coopérative La Mauve organize workshops, seminars and seasonal events such as a Seed Celebration and Harvest Celebration. Each event includes information on local food and how the co-operative has been instrumental in the development of a local food system. They also exchange knowledge about agricultural and environmental sustainable development.

Marie Lacasse, one of the worker-members, notes that the co-operative has been successful in getting families involved, keeping the members together, preventing competition among producers, and insuring strong product quality. One reason for this is circulating news as often as possible in the form of newsletters.

The co-operative is healthy financially with gross receipts of \$600,000. The store is becoming a focal point for the local community and is stimulating the local food economy.



# Eat Local Sudbury Co-operative

**Activity:** Retail Store

**Type of Co-operative:** Multi-Stakeholder

**Members:** 144 (14 producers & 130 consumers)

**Location:** Sudbury, Ontario

**Website:** [www.eatlocalsudbury.com](http://www.eatlocalsudbury.com)

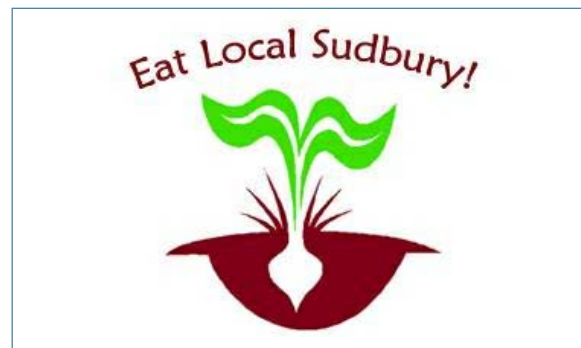
The Eat Local Sudbury Co-operative is an example of how a non-profit group, local food producers and consumers are working together to create a retail outlet for local and sustainable food. The organizational structure and functions of the co-operative demonstrate how a community of eaters and producers can have ownership and control over food distribution.

In late 2006, a group of people came together to form Eat Local Sudbury. The new non-profit group focused on promoting local food by working with community supported agriculture (CSA) farms, forming a buying club and creating awareness of local food issues at community events. In 2007, the group received funding from the Co-operative Development Initiative to do a feasibility study and business plan and in early 2008, incorporated as a non-profit co-operative.

The co-operative started retailing food at the local farmers' market in June 2008 and eventually moved into a store in downtown Sudbury in December 2008. Eat Local Sudbury was also fortunate to receive funding from FedNor, Employment Ontario and the City of Greater Sudbury's EarthCare to cover start-up costs and staffing. This

funding will end in spring 2009, when the co-op must be running as a sustainable business.

The Eat Local Sudbury Co-operative exists to "increase the amount of locally-grown food products that are both purchased and produced within a 150 mile radius of



Sudbury." Allison Muckle, the Coordinator, explains that a radius of 150 miles was chosen "based on the products we could source to have a complete and healthy diet."

The co-operative has 144 producer and consumer members. Anyone can shop at the store but members receive a four percent discount on all items. Likewise, any local grower can sell to the co-operative but producer members receive additional marketing and sales benefits. The co-operative views itself as a public service, which is the reason why they chose the non-profit model. All retail sale profits are re-invested into the co-operative to pay for equipment, staff, and other overhead costs.

The co-operative is governed by a board of directors that currently consists of farmers, eaters and a public health nutritionist.

“We felt that a lot of input was needed,” is Muckle’s explanation for the co-op structure. The success of their venture is dependent on how closely the eaters can communicate with the farmers. The co-operative is providing the formal structure for such interaction.

The Eat Local Sudbury Co-operative sells products from three kinds of producers: livestock farmers, vegetable farmers and value-added producers. The co-operative sources from approximately twelve local meat farmers to provide a variety of meat ranging from grass-fed beef to antibiotic and hormone free elk, bison and deer. Five produce farmers sell their vegetables through the co-operative and twenty-five producers supply value-added products such as jams and baked goods.

The store also provides wholesale discounts on ingredients for the value-added producers. Value-added products must contain at least one local product as a main ingredient to be sold at the co-operative.

“We feel people should be paying the real price for food,” is how Muckle clarifies the pricing scheme of premium locally-grown food. Customers do pay higher prices for certain specialty products such as bison and elk, but other products are comparable in price to conventional grocery stores. The co-operative is currently planning a profile booklet of every farmer that provides food and in-store signs with pictures of the producers. Muckle notes, “It is this connection



between the eater and farmer that is unique to this co-operative.”

The co-operative has increased the quantity, sales, and price of food products created by local small-scale producers. Muckle recounts “for a lot of

producers we are their biggest account and we could sell more produce than we can get.” The co-operative met with farmers in the winter to plan for the approaching season and to ensure an adequate supply of produce for the store.

The store anticipates increased sales in the new growing season. They have been approached by the Greater Sudbury Restaurant and Foodservice Association to organize a system for restaurants to source locally produced food.

The co-operative also orders from the Ontario Natural Food Co-operative and other Ontario wholesalers to bring in Ontario-grown products that cannot be grown or produced in the Sudbury area (peanuts and popcorn) or to offer organic options of certain Ontario products (such as dairy products).

As Muckle looks back, she cheerfully notes, “the uptake of the co-operative in the community has been substantial. Community members from various backgrounds have come together around the issues of local food.” It is this enthusiasm and dedication that should ensure the success of this new co-op in the coming years.



# Elmira Produce Auction Co-operative

**Activity:** Produce Auction

**Type of Co-operative:** Producer

**Members:** 65 producers

**Location:** Elmira, Ontario

**Website:** <http://tinyurl.com/yg8lb47>

A produce auction wholesales fresh fruits, vegetables, and flowers. Local farmers harvest and deliver their produce to the auction house where it is sold in wholesale lots by an auctioneer. Once a bid is settled, the buyers pay the auction management which deducts a commission and pays the farmer.

The Elmira Produce Auction Co-operative is Canada's first wholesale produce auction and it is an important part of the closely-knit Mennonite community north of Kitchener-Waterloo. As a result of the BSE (Bovine Spongiform Encephalopathy) crisis, Mennonite beef farmers began to explore other avenues of agricultural production. They started growing more vegetables and fruits but needed a way to sell their products if they chose not to market directly to the public.

When a small group of Mennonite farmers decided a produce auction would be the best model to get their products to market, meetings were set up with produce auction representatives from the United States. Experts such as Alvin Shirk from Latham, Missouri provided valuable information to the group for organizing their own produce auction. The United States is home to approximately 50 produce auctions providing wholesale markets for local producers

The first meeting drew a group of 400 people, which levelled to a core group of 50 people once the planning and organizing process began. The produce auction incorporated as a producer co-operative because the farmers wanted to control how the business was operated. Five members were elected to the Board of Directors and the auction quickly became a reality in the summer of 2004.

The success of the Elmira Produce Auction Co-operative is attributed to its determined members and the well-designed simplicity of operation. The auction occurs three times a week during the summer season and once a week in the spring and fall in the co-op's 8,000 square foot building in Elmira. Preference is given to produce grown within a 75 kilometre radius; however, if there is space the management will give the approval for producers that have traveled greater distances to sell at the auction.

The sixty-five local Mennonite producer members and other producers bring their goods to the auction using trucks and horse-



drawn wagons. The produce is boxed and lined up in mixed rows on the floor of the building for buyers to examine. Once the auction begins both the auctioneer and buyers move along the row. Buyers are required to buy three or more boxes of the produce. The co-op collects 10 percent of all sales from its members to pay the overhead costs.

Both small-scale and larger producer members sell at the produce auction.

This creates a variety of different vegetables and fruits as well as varying quantities of produce which helps the buyers who come from a range of backgrounds. The largest group of buyers tend to be farmers' market vendors or farmers with farm gate businesses. Grocery stores and universities also regularly partake in the auction to source the locally-grown produce.

The co-operative has experienced a 600 percent increase in sales since it began in 2004. The auction doubled in sales every year for the first three years of operation and increased 30 percent in 2008. Because the auction is gaining in popularity, the co-operative decided to expand the building and parking lot for the 2009 season. The co-operative has spurred an increase in greenhouses



throughout the region as producers have started to grow different kinds of vegetables to sell at the auction.

Peter Katona from *Foodlink*, a regional food marketing organization, claims there has been “incredible investments in technology and resources mostly to feed this auction. This is really transforming agriculture as we know it locally.” The co-operative has also created ten part time jobs to help facilitate the auction three times a week.

The Elmira Produce Auction Co-operative has enabled producers to sell large quantities of food at a consistent rate. In 2008, the auction sold 210,000 pounds of tomatoes, 160,000 pounds of potatoes, 14,000 cases of lettuce, 4,100 bins of watermelons, 100,000 pounds of carrots, 269 boxes of asparagus and a long list of other products.

Nelson Wideman, the auction manager, notes that although larger producers are finding the auction worthwhile, it is the smaller farmers that really have experienced the greatest success with the auction. The members have talked about starting a second auction once they can no longer accommodate the growing number of producers and buyers, but for now the sales, buildings, membership, buyers and enthusiasm continues to grow.

# Ferme Coopérative Tourné-Sol

**Activity:** Community Shared Agriculture

**Type of Co-operative:** Worker

**Members:** 5 worker-owners

**Location:** St-Dominique les Cedres, Quebec (West of Montreal between the Ontario border and Montreal Island)

**Website:** [www.fermetournesol.qc.ca](http://www.fermetournesol.qc.ca)

Community shared agriculture (CSA) is a partnership of mutual commitment between a farm and a group of consumers. CSA members cover a farm's yearly operating budget by purchasing a share of the season's harvest before the beginning of the growing season. The farmer delivers baskets of fresh produce to designated drop-off points in nearby urban centres on a weekly basis throughout the summer season. The consumers have access to high quality food and the small-scale farmer has a guaranteed market.

Ferme Coopérative Tourné-Sol began in 2004 when five agricultural students rented land from an organic grain farm and began to grow organic produce. In January 2005, the farm incorporated as a worker co-operative. For the past four years, the co-operative has operated a successful CSA program and increased its production, sales and shareholders every year.

The co-operative has a clear goal to "improve access to certified organic products in the Vaudreuil-Soulanges region as well as to pursue the promotion of organic agriculture as a viable and dynamic alternative for Québec's agricultural future." The co-opera-

tive model was chosen because it is more participatory and democratic than conventional business models. This aligned with the group's progressive interest in local and sustainable agriculture.

The co-op is a member of Équiterre, a Quebec organization which promotes the benefits of agriculture and food without pesticides or chemical fertilizers and supports networking between farms that supply organic food. The co-op charges a mandatory fee of \$15 per



member to help sustain Équiterre's promotion of CSA farms.

Sixty percent of the certified organic produce grown by Ferme Coopérative Tourné-Sol is sold through the CSA program. The remaining forty percent is sold at local farmers' markets. During the winter months, 250 CSA shares are sold to local consumers with seventy-five percent retention of yearly shareholders. Weekly baskets are delivered for eighteen weeks at the cost of \$495, while bi-weekly subscribers pay \$269. Consumers pay a \$50



deposit and two post dated cheques.

The distribution of baskets happens at three designated meeting points – at the farm where half of the baskets are picked up and two other pick up points. The co-operative's distribution method is different than other CSAs because

members make up their own weekly share from the vegetables on display. The co-op sets up a “mini market” where a blackboard list describes the contents of the week's basket. The farm also offers a fall basket of storage crops in November. The produce that is sold only travels a maximum of 30 kilometres to its market.

The co-operative sells vegetables, seeds and seedlings at farmers' markets in Ste-Anne-de-Bellevue and Hudson. Every spring they offer a wide variety of certified organic seedlings including unusual and heritage varieties of tomatoes as well as many other vegetables, herbs and flowers for home gardeners. The seeds are organic open pollinated seeds and the co-op also has a mail order seed catalogue business.

Ferme Coopérative Tourne-Sol provides on-farm visits and activities, a U-pick garden, newsletters, and recipes for its CSA members. To help with the workload and to educate other farmers, the co-operative has a paid internship program over the summer season.

“The demand exceeds what we can produce,” explains Daniel Brisebois, one of



the founding members. The farm has doubled its land base since the first year of operation with an estimated 20 percent yearly increase in sales. The CSA program is mostly advertised by word-of-mouth and now the co-operative has to turn customers away.

Approximately 400 fami-

lies between Valleyfield and Montreal source the farm's fresh and locally-grown produce during the growing season.

The group is happy they chose to incorporate their enterprise as a worker co-operative. Brisebois mentioned the bylaws and legislation are already in place when questions of business succession or disputes arise. Making work schedules and setting future targets have been key factors in the success of the co-operative. All five worker members make their livelihood from the co-operative. They are paid a salary as well as a dividend from the co-operative's profits. Thirty-five percent of their revenue is used for operating costs and the rest goes into salaries.

Ferme Coopérative Tourne-Sol is close to selling all their CSA shares for the 2009 growing season. They will be growing over fifty varieties of vegetables this summer to be directly sold through the CSA program and local farmers' markets. The co-operative has been receiving continual calls from other young prospective farmers who want to emulate their successful and unique business model.

# FoodRoots Distributors Co-operative

**Activity:** Food Distribution and Pocket Markets

**Type of Co-operative:** Multi-Stakeholder

**Members:** 35 (18 producers, 6 organizations & 11 individuals)

**Location:** Victoria, British Columbia

**Website:** [www.foodroots.ca](http://www.foodroots.ca)

When there is a distribution gap between local small-scale growers and consumers, this challenge can be overcome with the creation of a local food distribution system. The co-operative business model allows a number of producers, organizations, and individuals to participate in this alternative distribution system.

The FoodRoots Distributors Co-operative is the conduit between growers, processors and consumers on Vancouver Island with a clear vision to “promote a local sustainable food system by creating the infrastructure link between the eaters/consumers and the growers and processors in our region.” FoodRoots incorporated as a for-profit co-operative in October 2006 in Victoria, British Columbia. It was created when a farmer, food activist, and private food retailer came together to start a co-operative that could oversee the storage and distribution of locally-grown food to consumers.

FoodRoots currently has thirty-five members. Their membership includes eighteen producers, two private organizations, two community associations, a church, a student group at the University of Victoria, and individuals. The membership allows a broad range of people to participate and benefit in



the distribution of local food. A member share costs \$200.

In January 2008, FoodRoots moved into a warehouse with Share Organics, a private food box company and Life Cycles, a non-profit community association involved in food issues. The facility provides office space for the co-op staff and cooler space for large quantities of produce. In its first year of full operation, the co-operative has been successful in covering all labour costs. FoodRoots employs two full-time staff and eight part-time staff throughout the summer season.

FoodRoots provides a unique distribution, storage and retail service to producers and consumers in Victoria. It owns a refrigerated van which travels twice a week to pick up produce from small-scale farms in the Cowichan Valley and Sannich Peninsula. The co-op pays the farmers outright for the produce and processed goods when it is picked up. The food is brought back to FoodRoots' warehouse and sorted for re-distribution to “pocket markets” throughout the city. The co-op also supplies schools, preschools, care homes, and community events. It offers host-

ing of one-time markets for religious groups, community centres, co-op housing or service clubs.

The concept of a “Pocket Market” was invented and coined by FoodRoots. A pocket market is a “mini” version of a farmers market with one or two tents and tables of organic and local food. The pocket market operates for a 3-4 hour period at a regularly scheduled time throughout the week in various neighbourhoods. For the 2009 season there are nine separate locations including Centennial Square connected to the City Hall, the University of Victoria, several cafes, and a recreation centre.

In all cases a community group provides the location, insurance, promotion and associated costs and FoodRoots provides the food and farm products. Volunteers help with the setup and take down. The co-op displays and sells the produce, deals with any leftovers, and takes the financial risk. FoodRoots offers the opportunity for a community group to run the market by buying the produce and processed goods from the co-op. Currently the co-operative is running all the pocket markets in Victoria.

Two vehicles transport food back and forth from the storage to the pocket markets providing a consistent supply of local food in Victoria. During the growing season one hundred percent of the produce comes from local producers and in the winter months, fifty percent of the produce is from British Columbia.

“At first producers were sceptical, but when they heard the volumes being sold, farmers starting phoning us,” explains Lee Fuge, a founding member of FoodRoots. Small-scale producers in the Cowichan Valley and Sannich Peninsula have noticed a considerable increase in their sales from the first season FoodRoots was in operation. An organ-

ic producer sold a hundred and fifty pounds of carrots on a weekly basis through the co-operative without leaving the farm. Another producer sold two hundred pounds of mixed tomatoes weekly from his farm. For certain products such as berries, the co-operative could not find enough producers to supply the demand. In order to meet market needs, FoodRoots hosted a meeting with local farmers to establish a system of crop planning for the approaching season.

Approximately \$170,000 has gone to small-scale organic farmers out of the co-op’s gross income of \$310,000. “We are very proud of the produce we’ve grown this year for Food Roots Pocket Markets. The relationship with FoodRoots has given me a much needed shot of optimism about the future of my farm operations,” explains Graham Myer of Maple Groove Farm.

The FoodRoots Distributors Co-operative also plays a key role in educating the public by providing regular opportunities for the community to learn more about the region’s food growers and processors and discuss issues related to food. Monthly “Sustainable Feasts” organized and facilitated by FoodRoots feature local food and drinks. These feasts provide the opportunity for consumers to meet the producers and allow for a lively discussion of food related issues.

The co-operative has also developed a Pocket Market Tool Kit to provide information to anybody that wants to establish such a market. This educational toolkit, funded by VanCity, the Vancouver Island Health Authority, and LifeCycles, is designed to increase the number of pocket markets in communities throughout Canada. The kit can be downloaded from FoodRoots website.



# Innisfail Growers Co-operative

**Activity:** Producer Marketing Group

**Type of Co-operative:** Producer

**Members:** 5 family farms

**Location:** Innisfail, Alberta

**Website:** [www.innisfailgrowers.com](http://www.innisfailgrowers.com)

The Innisfail Growers Co-operative formed in 1993 when five farm families started a joint venture to increase the price for their locally-grown produce by marketing directly to consumers. In 2000, they incorporated as a producer co-operative to formalize their already successful marketing group. Instead of competing for their own markets, the members have realized the value of combining their products.

The co-operative consists of five family farms, each specializing in different varieties of premium produce in the Innisfail region of Alberta, located one hour north of Calgary. The farms range from first to sixth generation operations. Beck Farms has specialized in growing carrots for over twenty years; Edgar Farms focuses on asparagus, peas and beans since 1986; UpperGreen Farms prioritizes potato crops; the Jungle Farm grows strawberries and greenhouse crops; and C & J Greenhouses joined in 2003 to supply the co-operative with greenhouse tomatoes.

The produce is complemented by some value-added products such as pickles, relish, jam, sauerkraut, salad dressing and seasonal pies. One farm raises and provides hormone and antibiotic free Angus beef as

well as dog food. The co-op promotes local food by saying on their website: "Thank You for supporting local farm families and savour the flavour of food less traveled!"

The Innisfail Growers Co-operative aggregates its produce and sells it at twenty different farmers' markets between Calgary and Edmonton. On Saturdays co-op members can be found at five individual markets at one time. They also attend year-round markets during the winter months. By selling their locally-grown food directly to the consumer they are ensured the greatest price for their product.

The food is brought to a central gathering point located on one of the farms. The co-op rents a large cooler building, fork lift, and other items for the storage, distribution and retailing of the products. The co-operative employs a full-time controller to inventory the produce returning from market and handle the finances. There is also a book keeper throughout the summer season. The six trucks used for distribution are privately owned by the farmers and rented by the co-operative to compensate for the travel costs.

Once the produce is sold the co-operative writes a weekly cheque to the farmers for sixty-five percent of the sale price. Thirty-five percent is retained by the co-operative for operating costs with the surplus paid out at the end of the year based on sales. This farmers' co-operative ensures that their vegetables reach more markets in greater quantities with



“determination and vision of the members” that has made the co-operative successful. The other reason is an emphasis on communication. During the summer months there are weekly meetings for the producers and in the winter months the group holds

greater sales. “As individual producers it would be more difficult,” explains Rod Bradshaw, a founding member.

The majority of produce grown on the farms is sold through the co-operative. Two of the growers only sell to the co-operative while the rest of the producers use other avenues such as on-farm stores, u-picks, separate markets or local retail grocery stores to sell their surplus. Since its inception, the Innisfail Growers Co-operative has increased its sales every year by ten to twenty percent and has surpassed the board’s planned growth every year. All five farmers have experienced a substantial increase in their farm’s income.

Elna Edgar, the Treasurer of the Innisfail Growers Co-operative, emphasizes that it is the “ability to work together,” and the

meetings every month to strategize and make decisions for the co-operative.

“It’s all about give and take,” Edgar explains as she recaps the importance of the voting system within the co-operative model.

Local consumers at the farmers’ markets between Edmonton and Calgary have benefited from the variety, quantity and quality of vegetables, meat and flowers generated from the Innisfail Growers Co-operative. Through their production, supply management, and distribution, the co-operative has created a reliable and consistent supply of premium locally-grown food to central Alberta.

This method of aggregating food products to reach bigger markets could be replicated for other producers wanting to sell to institutions, restaurants, or retailers.

# Le Marché St. Norbert Farmers' Market Co-operative

**Activity:** Farmers' Market

**Type of Co-operative:** Producer

**Members:** 200 producers

**Location:** St. Norbert, Manitoba

**Website:** [www.stnorbertfarmersmarket.ca](http://www.stnorbertfarmersmarket.ca)

Farmers' markets provide a direct marketing channel where growers can utilize a public space to sell their products to consumers. Canada is home to 508 markets which provide locally-grown food to the Canadian public. Local farmers capture a greater portion of the food dollar in the marketing chain when selling directly to consumers. In addition, farmers develop a loyal following of customers who provide helpful feedback on new or favourite crops. In turn, consumers benefit from the freshness and can eat fruits and vegetables picked within twenty-four hours.

Le Marché St. Norbert Farmers' Market Co-operative is Manitoba's largest and best-known farmers' market. St. Norbert is a bilingual neighbourhood in the southern-most section of Winnipeg, Manitoba. The first time the market assembled was on July 16, 1988 with only eight vendors. Since the first year of operation the market has been incorporated as a non-profit co-operative. During the early years there were no canopies or parking lot and the customer base was minimal. The focus has always been on strictly locally produced food and crafts. The mandate of the market is to "provide a marketing opportunity to producers in a co-operative environment."



The farmers' market formed as a co-operative so the producer vendors could have part ownership and be able to guide the major decisions that affect the market. To become a member it costs five dollars for a lifetime share and an additional fifty dollars in annual dues. Members can then sell at the market provided they have produced the food or craft being sold. The vendors can keep their location at the market from year to year if they request it before a specified date in the spring. There are currently about two hundred active members with approximately one hundred and thirty vendors every Saturday. The membership has been steadily increasing to the point that there is limited space for new vendors.

"One of our goals is to give opportunity to small growers," explains Marilyn Firth, the market's Community Relations Manager. St. Norbert Farmers' Market maintains strict guidelines which only allow products to be sold by vendors that "make it, bake it, or grow it." The market hires independent inspectors to check the vendors' products to ensure



authenticity and verify that the products being sold are actually produced by the vendor. Consumers are guaranteed the products they buy have been grown, baked or created by producers from Manitoba.

The St. Norbert Farmers' Market Co-operative is guided by a seven member board composed of producers that sell at the market. Every year at the annual general meeting the two hundred members vote for the board and any organizational decisions related to the operation of the market. "The co-operative gives people input and there is a very direct relationship with the board," explains Firth.

The market features locally grown produce, baked goods, jams and preserves. There are also homespun crafts, designed jewellery, and fresh cut flowers. The producers that sell at the market between June and October do very well. "Demand is growing for local food," is how Firth explains the increase in shoppers at the market. Approximately two thousand customers shop for their food at the co-operative on a weekly basis and vegetable producers often sell out.

The St. Norbert Farmers' Market Co-operative is a member of the Farmers' Market Association of Manitoba Co-operative (FMAM). In

return, the association provides educational, mentoring and promotional initiatives such as business development, food safety procedures and a provincial website featuring the individual markets. FMAM member markets have experienced a 51% increase in vendors over the last five years and gross sales have increased from \$600,000 to \$2.2 million during the same period. The overall economic impact in Manitoba communities is estimated to be \$10.25 million.

Eight successful farmers' markets in Manitoba use the co-operative business model. Ron Rudiak, the President of the Steinbach Farmers' Market Co-operative, explains that the co-operative is used by so many of Manitoba's farmers' markets because the model has "the ability to give you some legal status, group insurance and all members benefit from the structure." The Steinbach Farmers' Market has been successfully operating as a co-operative since 1999.

St. Norbert's Farmers' Market is the largest farmers' market in the province because it has been continually growing in membership, space, products, and customer base since it was established. This market has been providing local food to Winnipeg consumers for two decades.



# Quinte Organic Farmers Co-operative

**Activity:** Producer Marketing Group

**Co-operative Type:** Producer

**Members:** 9 family farms

**Location:** Quinte, Prince Edward, Hastings, and Northumberland Counties, Ontario

**Website:** [www.quinteorganic.ca](http://www.quinteorganic.ca)

In 2003, ten farm families competing against the price of cheap imports formed the Quinte Organic Farmers' Co-operative to market their products directly to the consumer. Emphasizing the importance of fresh, organic and local food, the co-operative aggregates and markets its products at four farmers' markets in Ontario.

The original member farmers met through the Ecological Farmers Association of Ontario and shared their concerns about the difficulties of selling their products in smaller communities as opposed to larger urban centres. After a number of meetings the group of farmers realized they needed to create a system where they could pool their products and transport them together to nearby urban centers for direct sale. They also highlighted the

need for education and advocacy work to be done around organic agriculture.

These initial discussions resulted in ten farm families who lived and worked in the counties of Quinte, Prince Edward, Hastings, and Northumberland coming together to collaborate their efforts. With help from the Agricultural Adaptation Council's CanAdapt program and the Ontario Co-operative Association, the group developed its organization. The group chose the co-operative model



because of the principles and governance structure that would guide the members through issues generated by individual interests and competition.

The farmer members decided to pool their organic vegetables and meat and focus on niche markets. The co-operative provides

two core functions for the producer members: supply management of food products and direct-marketing at key farmers' markets.

Co-operative members meet at the beginning of each growing season and listen to each other's recommendations on what to grow for the approaching season. The market managers (those who sell on behalf of the co-operative at the farmers' markets) outline the market demands and the producer members decide what each farm will produce in order to avoid surpluses and competitive prices. The co-operative then formally commits to buying an agreed upon amount of produce from farmers which in turn will be sold at farmers' markets.

Throughout the growing season the market managers order the produce and meats from each farmer, paying them directly on behalf of the co-operative. The food is then loaded at one assembly point and transported to three Toronto farmers' markets.

Farmers' markets provide the main retail outlet for the Quinte Organic Farmers



Co-operative. Selling the food directly to the consumer allows the highest price for the producers. The co-operative sells at the Toronto's Brickworks, Trinity Bellwoods, Village and Riverdale Markets in Toronto. The

co-operative also sells at the Belleville Farmers Market located in Belleville. The farmers' pooled vegetables and meat generate daily sales at the farmers' markets ranging between \$1,000 and \$3,000.

The co-operative has received ample interest from producers, consumers and the media. A meeting in 2007 drew more than one hundred people interested in joining the co-operative.

The Quinte Organic Farmers Co-operative's sales have more than doubled within the past three years. As a token of recognition, the group won the 2007 new co-operative distinction award from the Ontario Co-operative Association.



# Really Local Harvest Co-operative

**Activity:** Producer Marketing Group and Farmers Market

**Co-operative Type:** Producer

**Members:** 31 producers

**Location:** Dieppe, New Brunswick

**Website:** [www.recoltedecheznous.com](http://www.recoltedecheznous.com)

The Really Local Harvest Co-operative is an example of how a producer co-operative can assume the control of marketing farmers' products directly to the consumer. This producer co-operative is unique in the aspect that they have ownership of a farmers' market which provides a retail space for locally-grown food.

In 1998, a group of nine farms in south-eastern New Brunswick gathered to discuss the problems of the lack of access to markets, competition, and the low prices they were receiving for their locally grown food. By 2000, this group incorporated as the Really Local Harvest Co-operative with 15 producer members to promote and market their food products. Today, the co-operative has grown to 31 producers and is governed by the mandate to "promote locally-harvested produce to consumers and sound agricultural practices among farmers."

The group of farmers came to the consensus that produce could be sold at a price that would reflect cost of production and profit if they established a collaborative marketing effort owned and controlled by the co-operative. "We chose the co-operative model because the co-op movement in the Maritimes is strong," explains the President, Léopold



Bourgeois. The inclusive nature of the co-operative allowed for a number of different vegetable, fruit, meat, cheese and poultry producers from Kent, Westmorland and Albert counties to join the non-competitive venture.

"Direct marketing is what generates profits," explains Bourgeois. With this focus on direct sales, the Really Local Harvest Co-operative concentrated on promoting farm-direct sales through roadside stands. The co-operative also provides the exchange of products among members to diversify the produce offered at their privately owned retail outlets. The members also pool products in order to meet larger supply demands from wholesale buyers. The majority of producers within the co-operative have experienced a price increase of ten to fifteen percent for their sustainable and locally-grown food.

Gradually, Really Local Harvest realized the need to have one unified marketing outlet that was owned and directed by the co-operative. With the determination of the members and approximately seventy-two meetings, the co-operative created a new

farmers' market. In 2005, the Really Local Harvest Co-operative, the Town of Dieppe and the Atlantic Canadian Opportunities Agency (ACOA) established the Dieppe Farmers Market. The co-operative retains a fifty-five year lease on the building and governs the market with a sub-committee. The market provides 120 booths for co-op members and also allows non-members to sell. "We leave quite a bit of freedom for day to day things," is how Bourgeois explains the nature of the market management.

The Dieppe Farmers' Market was an immediate success with five to seven thousand clients attending every Saturday and annual sales nearing \$3 million. Local small-scale members and independent farmers have increased their weekly sales of local and sustainably grown food to an eager and loyal customer base.

Education and awareness have been an essential role for the co-operative. The member farmers are concerned about the quality of the environment in which they live and operate their businesses. Environmental farm plans, crop rotation and green manure are promoted through the co-operative's meetings, promotion materials, and website. The member livestock farm-

ers utilize techniques that do not use hormones or antibiotics and operate small-scale farms with animal-friendly conditions.

Some members of the Really Local Harvest Co-operative are certified Eco-Logik, a label given to farmers who reduce their chemical input; other members are entirely certified organic. Member awareness of the co-operative's environmental approach is conveyed at four to five workshops throughout the year where best practices and other techniques are shared among members. For public awareness, the co-operative uses information kiosks, brochures, website and other promotional material as well as participation in public festivals and other events.

The co-operative has increased sales every year and has recently hired a full-time manager. Really Local Harvest is also considering raising its membership fee to cover more overhead costs that will be incurred as the co-operative increases its activities in the approaching years.



# The Ottawa Valley Food Co-operative

**Activity:** Online Farmers' Market

**Co-operative Type:** Multi-Stakeholder

**Members:** 180 (32 producers & 148 consumers)

**Location:** Pembroke, Ontario

**Contact:** [www.ottawavalleyfood.org](http://www.ottawavalleyfood.org)

The Ottawa Valley Food Co-operative is a network of producers and consumers that have established a monthly customized ordering system of local food in the Upper Ottawa Valley. This networking has allowed local consumers to connect with local producers and re-establish a credible and consistent food retail and distribution system.

The idea of forming a co-operative was sparked in February 2007 when Robert Waldrop made a presentation in Pembroke about the success the Oklahoma Food Co-operative had experienced in developing an online marketplace for local food. Following the presentation, local producers and consumers formed a steering committee to begin the planning process. The Ottawa Valley Food Co-operative incorporated as a not-for-profit co-operative in December 2007 and began operations in March 2008. The co-operative has 180 members, with 32 producers and 148 consumers. To join the co-operative producers pay a lifetime membership fee of \$100 and consumers pay \$50.

Some of the core values governing the co-operative are to insure that "much of the food eaten in the Ottawa Valley is produced close to home on small farms," and that "farm-

ers receive fair incomes for their work stewarding the land and providing quality food."

The co-operative contributes to this vision by facilitating an easy method for local producers and consumers to sell and buy food. This is achieved with an internet-based marketplace which allows producers to post available products and consumers to order the food they desire. "Local" is defined by the boundaries on the Ottawa Valley Tourist Map.

The first week of each month producer members post what they have available on the co-operative's website and consumer members have one week to place orders. Then, on the third Saturday of each month member farmers and producers bring orders to a designated depot in Pembroke, where twelve volunteers sort everything into the customer orders for redistribution to pick-up sites in ten towns throughout the valley. Volunteer drivers are paid for their mileage and use five separate delivery routes. As the co-operative continues to expand it hopes to give "food credits" to the volunteers who provide their time to distribute the food.

The Oklahoma Food Co-operative provided the online ordering software for free; however, the Ottawa Valley Food Co-operative extensively improved and modified the software to suit their local needs. The software allows consumers to log on to an account and browse all the food posted by the producers and then place a customized order. Consumers can search the database of products by type, producer, and new or old products from



previous ordering cycles. The co-operative has found that two thirds of the producers list products each month and one third of the consumers are placing orders monthly. The payments for the orders are collected in cash or cheque by the volunteers at the

designated drop-off depots; the co-operative is now looking into an online payment option.

The co-operative collects ten percent of final sales from producers and five percent from consumers to generate revenue used for operating expenses. The membership fees pay for any capital expenditures the co-operative may have. "The co-operative is acting as an agent between the producer and consumer," Anderman explains.

Local producers have already experienced increases in sales since joining the co-operative. Paul Gallagher of Good Cheer Gardens, a fourth generation farm, experienced a considerable increase in the farm's income per hectare after joining the co-operative. He notes "I have concluded that potatoes give me the best yield and profit on a percentage basis of any crop that I ever grew. Five acres of that crop would provide a handsome income." Bob Dobson of Dobson's Grass Fed Beef has been able to stop his off-farm job because enough income has been generated by the sale of bulk orders of beef through the



co-operative's ordering system. The Algonquin Tea Farm is impressed by the substantial sales of their certified organic vegetables and herbs through the co-operative.

The co-operative also promotes local food through education, presentations, networking and special events

in the Upper Ottawa Valley. Through initiatives such as local recipe and local buying guides, consumer and producer workshops, local lunch events, the co-operative has taken a leadership role in educating the community about the importance of supporting local producers.

Since its inception, the Ottawa Valley Food Co-operative has brought the local community together by providing a forum where people of various different backgrounds share a common interest in locally produced food. Anderman is pleased to see people of all philosophical, political, religious, and economic backgrounds actively participating and communicating with each other.

Looking into the future, Anderman acknowledges "the interest from both consumers and producers has been steadily increasing, and I expect it will continue as word spreads through our events and word of mouth, spurred on by the continually increasing interest in local organic food and food safety concerns."

# Vancouver Island Heritage Foodservice Co-operative

**Activity:** Bioregional Food Value Chain

**Type of Co-operative:** Multi-Stakeholder

**Members:** 42 (32 farmers, 4 food businesses & 6 community organizations)

**Location:** Nanaimo, British Columbia

**Website:** [www.heritagefoodservice.coop](http://www.heritagefoodservice.coop)



One of the goals for communities is to develop a sustainable regional food system that links all pieces of the food value chain.

Regional value chains for local food create new relationships among farmers, labours, processors, distributors and customers and aim to benefit all the links in the chain through collaboration. Value chains for local food are still in the development phase in Canada.

The Vancouver Island Heritage Foodservice Co-operative is part of a group that began the extensive planning and organizational process to establish a bioregional food value chain on Vancouver Island. Although there is a huge demand for local food and products from Vancouver Island, there is not enough supply. The island and the coastal region only produces about 5% of the food eaten although a few decades ago up to 85% of the food was produced there. The bulk of food comes from off-island and is transported by ferry and air.

The planning for a bioregional value chain began in 2005 when a group of people created the Islands Good Food Initiative to take a leadership role in developing a more sustainable food system. The Initiative consists of community agencies, farmers, small and medium-scale processors, and locally owned food service businesses. Key partners

are Nanaimo Foodshare Society, the Nanaimo Association for Community Living, Edible Strategies, and the Island Farmers Alliance.

With the help of many funders and partners the Initiative did background research and planning to create a food system development plan. It documented a wide variety of factors and challenges that must be overcome. Edible Strategies Enterprises, a small consulting group, worked with partners to develop sustainable business strategies and approaches. The implementation of the plan involves the coordination of many players undertaking specific activities and services.

The Vancouver Island Heritage Foodservice Co-operative was incorporated in November 2007 as a multi-stakeholder co-operative. The co-op has 42 members including non-profit organizations, food businesses, small-scale farmers, and processors that want to promote a self-sufficient food system.

This co-operative is designed to help farmers access local markets and earn a fair price for their products. To do this, the new co-op must work within the context of the new regional value chain which is still under development and coordinated by the Islands Good Food Initiative. As Sandra Mark, one of the key consultants to the co-op said "It is often hard to explain, but in rebuilding our local food infrastructure we must tackle many issues at the same time. Sometimes I think we are nuts to take it on and other times I know it will work because so many people get that we need to do something now and we need to do it collectively."



The co-operative business strategy mirrors the elements of the value chain. The co-op will provide the services to transform fruit, vegetables and meat into products required by the foodservice industry, primarily educational institutions, hospitals, restaurants, and other foodservice businesses. This will involve purchasing raw produce such as potatoes or carrots from farmer members, washing and prepreparing the food according to customer specifications, and delivering the value-added goods in refrigerated delivery trucks. Currently the co-op is developing a co-packing processing facility in Nanaimo, a meat processing facility near Nanaimo, and a vegetable processing facility in Duncan.

The co-op is working with the University of Victoria to supply some of the university's needs. The university is serious about their new Sustainability Plan and is testing the possibility of working "with local farmers and producers to enhance production and supply of produce in the local community through purchasing programs and initiatives".

The co-op is planning a branded line of food products called Ideal Island Cuisine which will be sold to institutions and restaurants. A recent product testing with local chefs confirmed that local food is superior in taste and uniqueness. Chefs on Vancouver Island

have been strong supporters of the Islands Good Food Initiative.

In order to differentiate their products, the co-op will be using language that appeals to its customers. In this case it is not "local food", but food products with a defined geographical origin or indication. Europeans are using geographical indications (GIs), or labels of origin, as a way to contextualize food with specific attributes.

Some US local food initiatives appear to be moving in the direction of greater definition along the lines of European GI models.

The Nanaimo Association for Community Living, a founding member of the co-op is leading a workforce development project to train individuals in farming, greenhouse operations, and food processing. It has obtained funding to plan a worker division of the co-op that will integrate people faced with challenges in the workplace. The worker division will provide contract labour to farmers, foodservice facilities, and greenhouse and nursery operators. If the workers decide that they want to incorporate as a separate workers co-op, Heritage will incubate them.

One of the successes of Heritage Foodservice Co-operative is developing community partnerships to undertake parallel activities that it cannot do. The for-profit co-operative is not eligible for funding from foundations, but community agencies with charitable status can apply and undertake projects that will ultimately benefit the co-op. The co-op has also received help from two credit unions, a local retail co-operative, the BC Co-operative Association and several co-operative development programs including the Co-operative Development Initiative.



Canada's federations of retail co-operatives (also known as consumer co-ops) and independent natural food co-operatives play a significant role in the marketing of local food. This section reviews Co-op Atlantic, Federated Co-operatives Limited and Fédération des coopératives d'alimentation du Québec, to provide an overview of how these federations promote both local and regional food within their network of stores. In addition, examples of traditional natural food co-operatives are provided to demonstrate how they contribute to the marketing of locally-grown food products.



## 2 Retail Co-operatives and Local Food

## Co-op Atlantic

Co-op Atlantic has strengthened the entire Atlantic Canadian food system with its support for Atlantic-produced food. Co-op Atlantic is a federation of 128 member co-operatives in the Atlantic provinces and Quebec including 75 consumer co-operative grocery stores with approximately 200,000 members. Co-op Atlantic provides support, development and wholesale buying services for its member stores.

Co-op Atlantic sells approximately 2,000 products from all the major food groups grown in the region. Their “local food” is identified by Atlantic Produced tags on the shelves and promotional signs throughout the stores. Their website contains a “meet the producer” database profiling all the local producers.<sup>1</sup> Co-op Atlantic also co-owns a bakery in the Magdalen Islands and a meat slaughterhouse on Prince Edward Island. The slaughterhouse is the only one in Atlantic Canada.

Through initiatives such as the “Eat Atlantic Challenge”, Co-op Atlantic encourages its members to purchase Atlantic products with the goal to help people understand the benefits of choosing locally produced food. The size and scale of this co-op federation allows it to have a large impact on local food economies in Atlantic Canada, an initiative not pursued by other large-scale commercial grocery retailers.

## Federated Co-operatives Limited

Federated Co-operatives Limited (FCL) is a federation of over 265 member-owned retail co-operatives serving Western Canada. With a total membership of over 1.2 million members, FCL provides central wholesaling, manufacturing and administrative services to its retail co-operatives. Through the Co-operative Retailing System (CRS), FCL supplies the federated retail stores with goods and services such as petroleum, food, general merchandise, building materials, crop supplies, and feed.

FCL plays an important role in providing access to food. The federation’s wholesale buying policy favours provincially grown food if it meets both the quality and quantity necessary to supply the large network of retail stores. In addition, many retail outlets work directly with local producers to provide quality fresh food in their stores. Unlike major competitors, the individual stores have the freedom to source products grown within their locality. The FCL members are recognized by producers and consumers as strong supporters of local food.

Many of the FCL retail co-operatives have a community of local producers that supply the stores with locally-grown food products. One example is the Vegreville and District Co-operative in Vegreville, Alberta which sources over 30% percent of its produce from a group of local farmers. Tomatoes, cucumbers, radishes and honey are just a few of the products routinely sourced from surrounding farms. The co-op advertises the local products with in-store signs for the consumer to easily identify.<sup>2</sup>

## Fédération des coopératives d'alimentation du Québec

**L**a Fédération des coopératives d'alimentation du Québec (FCAQ) represents the consolidation of over 60 member-owned retail food co-operative stores in the province of Quebec. With a membership of over 130,000 people, this federation plays a significant role in feeding many communities throughout the province. FCAQ does not offer wholesale buying services for its member stores; rather, the federation is more focused on providing management, co-operative development, marketing, human resources and communication services.

FCAQ has recently launched Saveurs D'ici, a marketing program that encourages their member stores to source and label food produced within a 50 kilometre radius of each individual co-operative. FCAQ has provided labelling materials in the form of produce stickers and signs to market locally produced food to consumers. Currently, FCAQ has 35 co-operatives participating in their voluntary program but expects more to join as the demand for local food increases. The program is also designed to attract the attention of regional media because of the uniqueness of sourcing and promoting local food.

## Natural Food Co-ops

**I**n Canada, there are approximately 35 co-operative retail stores that are involved in natural, organic and local food. These stores are independent consumer and worker co-operatives owned by their members. Many started in the mid-1970s to provide access to natural and organic food products and over the decades have continued to provide food for many Canadian communities.

• **The Kootenay Country Store Co-operative** was established in 1975 to supply food to the community of Nelson, British Columbia. The store now works closely with local producers to insure a steady supply of locally-grown food. Gaining support from the store's staff, local growers have responded by growing diverse crops and insuring they meet the seasonal demands of the co-operative. During the growing season the store has approximately 75% of its produce grown by local producers. [www.kootenay.coop](http://www.kootenay.coop)

• **The East End Co-operative** is a consumer-owned food retail store in Vancouver that was established in 1975. Supplying local organic food to its members for over three decades, the store encourages members to buy locally grown, produced or packaged food with their "Buy Local Campaign." Part of this initiative includes the Blue Dot program that labels the locally grown, produced or packaged food found in the store. [www.east-end-food.coop](http://www.east-end-food.coop)

• **The Karma Co-operative** is a non-profit food store in Toronto, owned co-operatively by the people who shop there. Founded in 1972, the co-operative provides its 500 working members and 389 non-working members with a variety of organic and locally grown food. Their guiding Product Policy states, "we strongly support local, regional and Canadian producers," and "we oppose the transportation of products from distant sources when locally-produced alternatives are available."<sup>3</sup> The store supplies a consistent supply of food products from local producers. [www.karmacoop.org](http://www.karmacoop.org)

### ENDNOTES

1 [www.atlanticproduced.coop/index.aspx](http://www.atlanticproduced.coop/index.aspx)

2 Lyle Zukiwsky, Produce Manager, Vegreville and District Co-operative, (April 29, 2009).

3 Karma Co-operative, "Karma Co-operative Food Policy, October 2002," p. 1-2. Food Distribution and Pocket Markets



If you are interested in starting a local food co-operative, this section lists some of the resources that may be able to help your group plan or further develop your co-operative. Some of the listed programs will be a better fit for your co-op than others.

The growing interest in local food means that there are many places you can turn for information, promotion, and funding. These include government departments or organizations that support healthy living, tourism, agricultural development, the environment, rural development, and co-operative development.

In recent years, health organizations have become increasingly aware of the importance of food. Since diet is an important component of healthy living, health authorities, provincial departments of health, and health-related charities have begun to promote healthy and local foods. This has the potential to provide a local food co-operative with a partner in the health sector that is interested in promoting local food products or collaborating on particular initiatives.

Tourism organizations are recognizing that food is an important component of travel and tourism. Regions become known for particular foods and tourists enjoy unique experiences with local cuisine. When developing your co-operative, your local or provincial tourism organizations may provide advice on agri-tourism or have promotional materials in which your co-op can be advertised.

If your co-operative has an agricultural aspect or is located in a rural area, it is possi-



## 3 Resource Guide for New and Emerging Co-operatives

ble that you may be eligible for agricultural or rural development funding. Most provinces have resources available to support rural businesses that create jobs. Some provinces have specific supports for local food infrastructure. These will be highlighted throughout the directory.

Another great place to turn for advice as you establish your co-op is your provincial co-operative association. These organizations have experience establishing co-ops in your province and are familiar with business operations and the legal issues associated with beginning a co-op. They are great sources of advice and information and can help direct you to other services and programs that could benefit your co-operative.

### *How this guide is organized*

To help you access the information most applicable to your co-operative, this guide is organized by province. Each provincial section is divided into three parts:

- 1** Resources funded by the federal government or a national organization in that province
- 2** Provincial or territorial programs
- 3** Local or regional resources

Each subsection is listed in alphabetical order for ease of reference. Contact information and a brief description of the program have been included to give you a general sense if it can assist your co-op. Not all programs or resources will meet your particular needs.

This guide also provides some examples of government reports and policies that can be cited to support your efforts to establish a local food co-operative. When seeking funding or convincing governments or grant agencies of the worth of your project, it can be valuable to use government-produced evidence to back up your claims.

The guide starts with a section on national programs and ends with some general tips.

## National Resources

### Bits and Bytes

[www.bitsandbytes.ca](http://www.bitsandbytes.ca)

This electronic database is a wealth of resources on food security issues including local food. It can be used to access reports, documents, and websites from organizations across Canada. This is a valuable tool for learning from other similar minded organizations or finding information to support funding proposals.

### Canadian Agricultural Adaption Program (CAAP)

[www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1182366508375&lang=eng](http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1182366508375&lang=eng)

1-877-290-2188

The Canadian Agricultural Adaptation Program (CAAP), formerly called Advancing Canadian Agriculture and Agri-Food (ACAAF), is funded by Agriculture and Agri-food Canada under the Growing Forward suite of programs. CAAP is a five-year, \$163 million program which provides funding to help the agriculture and agri-food sector adapt and remain competitive. Projects must enable a group to seize opportunities, respond to new and emerging issues, and pilot solutions to new and ongoing issues. Co-ops are eligible to apply.

Each province and territory has an independent organization that distributes CAAP funding. Most of the board members are representatives of agricultural organizations in their province and have agricultural experience. These adaptation councils are listed in the federal resources section of this resource guide.

### Canadian Agricultural Loans Act (formerly FIMCLA)

[www.agr.gc.ca/fimcla](http://www.agr.gc.ca/fimcla)

P: 1-888-346-2511

The Farm Improvement and Marketing Cooperatives Loans Act (FIMCLA) program of Agriculture and Agri-Food Canada was renamed as the Canadian Agricultural Loans Act. Through it, the federal government guarantees loans made by financial institutions for qualified producers and co-operatives. Co-ops must have a majority of farmers as members (50% + 1) and be involved in farming, processing, distributing, or marketing the products of farming in Canada. Ideal for local food co-ops needing to borrow for tangible assets, such as buildings or equipment.

### Canadian Co-operative Association

[www.coopscanada.coop](http://www.coopscanada.coop)

400-275 Bank Street, Ottawa, ON, K2P 2L6

P: 613-238-6711

The Canadian Co-operative Association (CCA) is one of two national co-op organizations in Canada representing members from many sectors of the economy. CCA promotes, develops and unites co-operatives and credit unions. It addresses government policies of interest to co-ops, disseminates information about co-ops, and works to ensure there are adequate resources for new co-op development. It has undertaken policy work and research on local food initiatives in Canada.

There is a section on the website with Development Resources for Agricultural Co-ops.

[www.coopscanada.coop/en/coopdev/AgDev](http://www.coopscanada.coop/en/coopdev/AgDev)

### Co-operative Development Initiative

[www.coopscanada.coop](http://www.coopscanada.coop)

400-275 Bank Street, Ottawa, ON, K2P 2L6

The Co-operative Development Initiative (CDI) is a national program that helps develop and strengthen co-ops. It is funded by the federal government and managed by the two national co-operative organizations. There are 2 components: Advisory Services, which provides co-operative development information and services to assist in the formation of a new co-operative, and Innovative Co-operative Projects, which provides project funding for new and emerging co-operatives. Local food co-ops can get assistance under both components.

### Canadian Worker Co-operative Federation – Tenacity Works

[www.canadianworker.coop/english/4/index\\_e421.html](http://www.canadianworker.coop/english/4/index_e421.html)

#104, 402 - 30th Ave. NE, Calgary, AB, T2E 2E3

P: 403-276-8250

Tenacity Works invests in worker co-operatives in which large numbers of the employee-members were formerly on Employment Insurance (note: this rule is no longer strictly enforced so your co-operative may be eligible even without members formerly on EI). Funding can include \$1,500 for an initial assessment, \$5,000 to help develop the co-operative and training grants.

### Carrot Cache

[www.carrotcommon.com/carrotcache/index.htm](http://www.carrotcommon.com/carrotcache/index.htm)

348 Danforth Street, Toronto, ON, M4K 1N8

P: 416-466-2644

Carrot Cache funds worker co-operatives that promote organic agriculture or local food. Funds can be provided as a grant, a loan, or the purchase of Class A non-voting preferred shares and range from \$500 to \$5,000. Funding is allocated quarterly.



## Conseil canadien de la coopération et de la mutualité

[www.cccm.coop](http://www.cccm.coop)

275 Bank Street, Ottawa, ON, K2P 2L6

P: 613-789-5492

The Conseil canadien de la coopération et de la mutualité is a national co-operative organization in Canada representing the francophone provincial co-op organizations. It encourages co-op development, lobbies for government policies beneficial to co-operatives, and disseminates information to co-operatives.

## Co-opZone

[www.coopzone.coop](http://www.coopzone.coop)

c/o CWCF, #104, 402 - 30th Ave. NE, Calgary, AB, T2E 2E3

P: 403-276-8250

This resource provides information and links to help develop a co-operative. It outlines the benefits of co-ops, the steps necessary to start one, the programs that are available to assist, and provides lists of workshops across the country. Co-opZone has links to co-op regulations for all provinces and a list of co-op developers in Canada.

## Co-operatives Secretariat

[www.coop.gc.ca](http://www.coop.gc.ca)

560 Rochester Street, Tower 1, 5th floor, Ottawa, ON, K1A 0C5

P: 613-759-7194

The Co-operatives Secretariat is the federal government branch responsible for co-operatives. It conducts research into the needs of Canadian co-operatives and helps develop federal co-op policy. The Secretariat plays a significant role in administering the Co-operative Development Initiative (CDI) and also produces guides and resources that may be valuable to any co-operative.

## The Co-operators – Co-operative Development Program

[www.cooperators.ca/en/aboutus/sustainability/2\\_8\\_5.html](http://www.cooperators.ca/en/aboutus/sustainability/2_8_5.html)

130 Macdonell Street, Guelph, ON, N1H 6P8

The Co-operative Development Program run by The Co-operators provides grants between \$5,000 and \$20,000 or investments of up to \$25,000 in co-operatives across Canada. Grants are intended to cover the costs of feasibility studies, marketing, and skill development.

## Federally-Funded Business Resources

The following resources are geared for all types of businesses and may be of assistance:

### Atlantic Canada Opportunities Agency

[www.acoa-apeca.gc.ca/Pages/Welcome-Bienvenue.aspx](http://www.acoa-apeca.gc.ca/Pages/Welcome-Bienvenue.aspx)

P.O. Box 6051, Moncton, NB, E1C 9J8

P: 1-800-561-7862

The Atlantic Canadian Opportunity Agency (ACOA) provides several services in the Maritime provinces including a Business Development Program (which offers interest-free, repayable funding to help establish a small business), a Seed Capital Program to provide small loans (up to \$20,000) and business support to small businesses, and the Women in Business Initiative which funds organizations that provide advice and services for businesses owned by women.

### Canada Business Network

[www.canadabusiness.ca/gol/cbec/site.nsf](http://www.canadabusiness.ca/gol/cbec/site.nsf)

P: 1-888-576-4444

The Canada Business Network has branches in each province and territory. These service centres and websites provide information about starting a business, regulations, funding programs, training opportunities, and other business advice.

### Canada Small Business Financing Program

[www.ic.gc.ca/eic/site/csbfp-pfpec.nsf/eng/home](http://www.ic.gc.ca/eic/site/csbfp-pfpec.nsf/eng/home)

Industry Canada, C.D. Howe Building, 235 Queen Street, 5 West, Ottawa, ON, K1A 0H5

P: 1-866-959-1699

The Canada Small Business Financing Program is managed by Industry Canada to make it easier for small businesses, including co-operatives, to obtain loans. Industry Canada will be responsible for 85% of eligible losses incurred if the borrower defaults on the loan. Financial institutions provide the loans (to a maximum of \$500,000) and determine the interest rates. Loans can be used to improve land, real estate, or equipment.

### Canadian Value Chain Network

[www.canadianvaluechainnetwork.ca](http://www.canadianvaluechainnetwork.ca)

The Canadian Value Chain Network has branches in British Columbia, Alberta, Saskatchewan, Manitoba, Quebec, and Prince Edward Island. These regional branches promote value chains (market collaboration between producers, processors, and retailers) by providing workshops and training sessions. There is also funding to develop new value chains.

## Community Business Development Corporations

[www.cbdc.ca](http://www.cbdc.ca)

Community Business Development Corporations in Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland and Labrador offer a variety of services that co-operatives are eligible for. This includes a Business Loan Program (for viable projects unable to access traditional lending sources or government support) which can provide up to \$150,000 in loans, loan guarantees, or equity financing, and a Seed Capital Program that provides loans to establish small businesses and acquire small business skill training.

## Community Futures Network

[www.communityfutures.ca](http://www.communityfutures.ca)

The Community Futures Network is a national economic development program that has offices across Canada. Offices can help develop and implement community based economic development strategies, provide business coaching and technical advice, and can offer up to \$150,000 in financing.

## FedDev

[www.southernontario.gc.ca](http://www.southernontario.gc.ca)

P: 866-593-5505

FedDev is the new Federal regional development agency for Southern Ontario, with similar programs as FedNor.

## FedNor

[www.ic.gc.ca/fednor](http://www.ic.gc.ca/fednor)

P: 877-333-6673

FedNor is a federal regional development organization which focuses on the socio-economic development of Northern Ontario. FedNor programs help create an environment in which communities and businesses have access to financial contributions and skills development. These programs can help co-operatives involved in local and regional food projects.

## Western Economic Development

[www.wd-deo.gc.ca](http://www.wd-deo.gc.ca)

P: 1-888-338-WEST (9378)

Western Economic Development provides several programs in BC, Alberta, Saskatchewan, and Manitoba. Its microloan program is run through credit unions in Victoria, Vancouver, Edmonton, Saskatchewan, and Winnipeg. All loans are repayable over five years and can be up to \$35,000. Interest rates are determined by the financial institution. Another program, the Women's Enterprise Initiative, supports provincial organizations that can provide business advice and financing to businesses owned by women. Its website and offices also provide a variety of resources and business information.

# British Columbia

## Federal

### Investment Agriculture Foundation of British Columbia

[www.iafbc.ca](http://www.iafbc.ca)

P.O. Box 8248, Victoria, BC, V8W 3R9

P: 250-953-5162

The Investment Agriculture Foundation of British Columbia administers several funds that could benefit a local food co-operative. It also is responsible for distributing the Canadian Agricultural Adaptation Program (CAAP) funding in British Columbia (see National section for information on CAAP).

#### • Small Projects Program

The Small Projects Program funds projects requiring less than \$10,000. Projects must be completed within one year and are cost shared. A wide variety of projects are funded including demonstration projects, marketing plan development, education projects, or speaker costs. There are no deadlines. Funding decisions are made within 30 days of receipt of the application.

#### • Islands Agri-Food Initiative

The Islands Agri-Food Initiative funds projects on Vancouver Island, the Gulf Islands, or the Powell River region that support agri-food processing capacity, develop strategic partnerships, increase the stakeholder knowledge base, or enhance market development and promote the agri-food industry. Funding is distributed quarterly. The Initiative can provide up to half of total project costs. One of the expected outcomes of the initiative is an increased sale of local foods.

## Provincial

### Agricultural Co-operatives: A Startup Guide

[www.agf.gov.bc.ca/busmgmt/bus\\_arrange/bus\\_arrang\\_pdf/co-op1.pdf](http://www.agf.gov.bc.ca/busmgmt/bus_arrange/bus_arrang_pdf/co-op1.pdf)

This resource from the BC Ministry of Agriculture and Lands can guide groups through the process of establishing a co-operative and developing a business plan. It outlines the types of co-operatives that can be formed, how to determine business feasibility, and how to develop and implement a business plan.

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### **A Seat at the Table: Resource Guide for Local Governments to Promote Food Secure Communities**

Provincial Health Services Authority

<http://tinyurl.com/yz6hx4m>

700-1380 Burrard Street, Vancouver, BC, V6Z 2H3

This report provides guidance for local governments interested in promoting food security, and is a valuable tool to demonstrate the benefits of local food to any municipal government. The report includes several themes of local food production and provides case studies and municipal policy ideas.

### **British Columbia Agricultural Plan: Growing a Healthy Future for BC Families**

Ministry of Agriculture and Lands

[www.al.gov.bc.ca/agriculture\\_plan](http://www.al.gov.bc.ca/agriculture_plan)

This report was written by a committee of five Members of the Legislative Assembly to establish a focus for the future of agriculture in BC. Its emphasis is on local food and community food systems and includes sections on local food and health, community food systems, and promoting local food.

### **British Columbia Co-operative Association**

[www.bcca.coop](http://www.bcca.coop)

1737 West 3rd Avenue, Suite 212, Vancouver, BC,  
V6J 1K7

P: 604-662-3906

The British Columbia Co-operative Association provides resources on how to establish a co-op, facilitates co-operative development and links co-operatives to share ideas and solve problems.

### **Buy BC**

[www.bcac.bc.ca/buybc/](http://www.bcac.bc.ca/buybc/)

1473 Water Street, Kelowna BC, V1Y 1J6

P: 250-763-9790

Buy BC is a labelling program to market food that is produced or processed in British Columbia. It is managed by the BC Agricultural Council. Participation fees range from \$250 to \$3,000. Products must be either 100% grown, caught, or raised in BC or, if they are processed, over half of the direct cost of producing the product and a majority of the raw materials must come from BC.

### **Eat BC!**

[www.eatbc.com](http://www.eatbc.com)

140-475 West Georgia Street, Vancouver, BC, V6B 4M9

P: 604-575-4944

Eat BC! is a program developed by the BC Agricultural Council and the BC Restaurant and Food Services

Association to promote the consumption of provincial food. EAT BC! provides a directory of local food products. This program is designed to help businesses, including co-operatives, promote products to restaurants or consumers, and indicates current market opportunities in British Columbia.

### **Food, Health and Well-Being in British Columbia**

[www.health.gov.bc.ca/pho/pdf/phoannual2005.pdf](http://www.health.gov.bc.ca/pho/pdf/phoannual2005.pdf)

Office of the Provincial Health Officer, BC Ministry of Health

4th Floor, 1515 Blanshard Street, Victoria, BC, V8W 3C8

P: 250-952-1330

In 2005, the annual report of the Provincial Health Officer of BC focused exclusively on food security and nutrition. Chapter Two of the report highlights the benefits of local food and encourages consumers to use their purchasing power to support BC farmers and fishers. It says that local food has environmental benefits, supports local economies, and increases confidence in food safety.

### **La Société de Développement Économique Colombie-Britannique**

[www.sdecb.com/entreprises/](http://www.sdecb.com/entreprises/)

1555, 7ème avenue Ouest, bureau 220, Vancouver, BC,  
V6J 1S1

P: 604-732-3534

La Société de Développement Économique Colombie-Britannique provides services to francophone businesses in British Columbia including assistance with business planning, negotiations, business creation, preparation of funding applications, or access to research information.

### **Meat Transition Assistance Program 2**

[www.bcfpa.ca/mtap2.html](http://www.bcfpa.ca/mtap2.html)

c/o Suite 204-2929 Commercial Dr., Vancouver, BC V5N 4C8

P: 604-874-1006

The Meat Transition Assistance Program provides capital cost support for facility upgrades and construction to increase the slaughter capacity in underserved regions or products. This funding could help a co-operative to develop a local meat facility. The maximum project funding is \$150,000 on a cost-shared basis. The funding is intended to cover capital costs rather than business services.

### **Small Scale Food Processors Association**

[www.ssfpa.net](http://www.ssfpa.net)

2214 Sun Valley Drive, Nanaimo, BC, V9T 6E8

P: 1-866-547-7372



The Small Scale Food Processors Association offers several services including a Specialty Food Directory of BC products and food safety training through the Food Safety Initiative (up to \$15,000 to achieve Good Manufacturing Practices or up to \$29,000 to achieve HACCP or ISO 22000 food safety standards).

### **Vancity Capital**

[www.vancitycapital.com](http://www.vancitycapital.com)

Suite 530, 815 West Hastings Street, Vancouver, BC, V6C 1B4

P: 604-877-6565

Vancity Capital can provide growth capital for co-operatives. To receive a loan from Vancity Capital, an organization must have been operating for at least two years and have a proven track record.

## **Regional**

### **Capital Coast Savings Community Investment Grants**

<http://tinyurl.com/yhsvmp8>

Grants of between \$10,000 and \$30,000 are available to organizations in the Fraser Valley, Metro Vancouver, and Vancouver Island regions, including non-profit co-operatives. Funding can support the development of programs, improve organizational development, or help fund workshops and conferences. A project must address youth leadership, economic revitalization, or access to social, educational, or training opportunities.

### **Community Food Action Initiative**

Contact your Regional Health Authority. For complete list, see: [www.health.gov.bc.ca/socsec](http://www.health.gov.bc.ca/socsec)

The Community Food Action Initiative provides funding to regional health authorities to support food security programs. A for-profit co-operative will not be able to apply for these funds directly but could partner with a local non-profit organization.

### **Health Authorities**

<http://tinyurl.com/yf6mevb>

In British Columbia food security is one of the core services that a regional health authority is required to provide. Each health authority will have different ways of carrying out this mandate. Check with a local health authority to see if their food security work includes promoting local food and if there would be opportunities to partner with them.

### **Local Food Councils**

Several British Columbian communities are very interested in promoting local food and food security. For

example, Vancouver, Victoria, Kamloops, and Kaslo have municipal food security programs that promote local food.

### **Ministry of Agriculture and Lands Offices**

[www.agf.gov.bc.ca/regional/](http://www.agf.gov.bc.ca/regional/)

P: 1-800-663-7867

Visit or contact a Ministry of Agriculture and Lands office to learn more about the services that can be offered by the ministry. These offices offer specialized knowledge, foster agri-food economic development opportunities, and can help co-operatives access the appropriate programs, information, or services.

## **Alberta**

## **National**

### **Agriculture and Food Council**

[www.agfoodcouncil.com](http://www.agfoodcouncil.com)

402-1101-5 Street, Nisku, AB, T9E 7N3

P: 780-955-3714

The Agriculture and Food Council is responsible for distributing the Canadian Agricultural Adaption Program (CAAP) funding in Alberta (see National section for details on CAAP and its current status).

## **Provincial**

### **Agri-Food Processing Marketing Assistance Program**

[www.afpa.com/pro/costshared.shtml](http://www.afpa.com/pro/costshared.shtml)

14916 - 128 Avenue, Edmonton, AB, T5V 1A6

P: 780-444-2272

The Agri-Food Processing Marketing Assistance Program provides funding of up to \$15,000 to develop new products or markets. Grants are made on a 50-50 cost-shared basis. A maximum of \$25,000 may be granted per fiscal year. Activities to develop a new market segment and some activities associated with new product development are eligible for funding. It is managed by the Alberta Food Processors Association.

## Prepared with Pride

[www.preparedwithpride.com](http://www.preparedwithpride.com)

This website is an index of food products processed in Alberta. It can give a co-operative an idea of what some market opportunities are and provide a place to promote a co-op's products.

## Alberta Agriculture, Food and Rural Development (AAFRD)

[www.agric.gov.ab.ca](http://www.agric.gov.ab.ca)

### • Ag-Info Centres

[www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/nf12424](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/nf12424)

An Ag-Info Centre provides information on programs offered by AAFRD. Centres are located in 13 communities across Alberta. Contact information can be found at the website listed above.

### • Agricultural Tourism Resources

[www.agtourism.ca](http://www.agtourism.ca)

P: 310-3276 or 403-742-7901

This website provided by AAFRD has information regarding agricultural tourism. It outlines opportunities for agricultural tourism, resources on how to develop and grow an agriculture tourism operation, and provides links for marketing, regulations, and research.

### • Agri-Business and Product Development

[http://www.growingforward.alberta.ca/growingforward/program\\_AgriBusinessandProductDevelopmentGrant.htm](http://www.growingforward.alberta.ca/growingforward/program_AgriBusinessandProductDevelopmentGrant.htm)

P: 310-FARM

The purpose of the Agri-Business and Product Development Program is to stimulate new investment in value added food and agri-based processing sectors. It targets agri-food and agri-based processing companies and producers with innovative, market driven opportunities to commercialize a product, create healthy products or expand their business. Funding may be used for feasibility studies, market research, business plans, product development, and legal and financial expenses associated with the development of new business models.

### • Alberta Regional Cuisine Sourcing Directory

[www.agric.gov.ab.ca/app68/dinealberta](http://www.agric.gov.ab.ca/app68/dinealberta)

P: 780-968-3519

The Alberta Regional Cuisine Sourcing Directory is an opportunity for co-operatives to be exposed to restaurants, institutions, and members of the public who are interested in purchasing local foods. It can also show what products are currently available locally and what market niches there may be. There is no cost to participate in the directory.

### • New Generation Co-ops

[www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/bmi6646](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/bmi6646)

P: 403-556-4237 or 403-948-8524

This website provides information on how to develop new generation co-operatives in Alberta along with links to the relevant pieces of legislation.

## Alberta Community and Co-operative Association (ACCA)

[www.acca.coop](http://www.acca.coop)

#104, 5013 – 48 Street, Stony Plain, AB, T7Z 1L8

P: 780-963-3766

The Alberta Community and Co-operative Association serves co-operatives in Alberta. It provides workshops on co-op related topics, facilitates co-operative development, provides leadership development programs, and assistance with financial management and administrative services.

### • Rural Co-operative Development Fund

[www.acca.coop/RuralCoopFAQs.pdf](http://www.acca.coop/RuralCoopFAQs.pdf)

P: 780-823-0230

The Rural Co-operative Development Fund is managed by the Alberta Community Co-operative Association with funding from Rural Alberta's Development Fund. Communities engage in an organizational session with a presenter provided by the ACCA to determine if a co-operative model would fill a need within the community. Two communities annually receive up to \$50,000 to support the development of their co-operatives.

## Alberta Women Entrepreneurs

[www.awebusiness.com](http://www.awebusiness.com)

610, 736 8th Avenue SW, Calgary, AB, T2P 1H4

P: 403-777-4250 or 1-800-713-3558

100, 10237 104 Street NW, Edmonton, AB, T5J 1B1

P: 1-800-713-3558

Alberta Women Entrepreneurs can provide loans of up to \$100,000 if more than 51% of the ownership of the co-operative is held by women. It also has business advisors to assist with financial planning.

## Chomp Around Alberta

[www.chomparoundalberta.com](http://www.chomparoundalberta.com)

P.O. Box 2500, Edmonton, AB, Canada, T5J 2Z4

P: 1-800-252-3782

Chomp Around Alberta is a website managed by Tourism Alberta to promote local food products. It promotes restaurants, direct marketing sources, information about what foods are in season, and agricultural

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tourism. It is a valuable place to promote a local food co-operative or learn about potential market opportunities. In particular, it can be used to advertise upcoming local food events.

### **Conseil de développement économique de l'Alberta**

[www.lecdea.ca](http://www.lecdea.ca)

8929-82nd Avenue, Edmonton, AB, T6C 0Z2

P: 780-414-6125 or 1-888-414-6123

The Conseil de développement économique de l'Alberta assists the development of new small businesses (including co-operatives) that provide bilingual services. It can provide training and advisory services, assist rural communities with economic development, and help new businesses with e-commerce.

### **Dine Alberta**

[www.dinealberta.ca](http://www.dinealberta.ca)

P: 310-3276 or 403-742-7901

Dine Alberta runs every September and highlights Alberta-grown food in over 100 participating restaurants. It creates opportunities for chefs to partner with local producers and processors. See the website for details on how to link a co-op with nearby restaurants or other producers or processors. This provides a great opportunity to create connections with local restaurants to sell and promote food products.

### **Direct Marketing Resources**

[www.exploredirect.ca](http://www.exploredirect.ca)

P: 310-3276 or 403-742-7901

This web resource provides information on direct marketing options for producers. It includes contact information for direct marketing specialists, resource materials, and links to the websites of other direct marketing organizations.

### **Government of Alberta Director of Co-operatives**

[www.servicealberta.ca/1041.cfm](http://www.servicealberta.ca/1041.cfm)

Service Alberta, 3rd floor, Commerce Place, 10155-102 Street, Edmonton, AB, T5J 4L4

P: 780-427-4088 or 1-877-427-4088

The Director of Co-operatives can aid with any questions regarding regulations for the establishment of co-operatives. It administers the Co-operatives Act, registers new co-operatives, and administers existing co-operatives.

## **Saskatchewan**

### **National**

#### **Agriculture Council of Saskatchewan**

[www.agccouncil.ca](http://www.agccouncil.ca)

P.O. Box 21038, Saskatoon, SK, S7H 5N9

P: 306-975-6847 or 1-800-641-8256

The Agriculture Council of Saskatchewan is responsible for distributing Canadian Agricultural Adaptation Program funding in Saskatchewan (see National section for details on CAAP).

### **Provincial**

#### **Agri-Value Program**

[www.agriculture.gov.sk.ca/Default.aspx?DN=5b477dc0-5865-464d-a7c5-3f1243dd01bf](http://www.agriculture.gov.sk.ca/Default.aspx?DN=5b477dc0-5865-464d-a7c5-3f1243dd01bf)

Agricultural Research Branch, 226-3085 Albert Street, Regina, SK, S4S 0B1

P: 306-787-6566 or 306-787-2837

The Agri-Value Program provides assistance of up to \$20,000 for product or process development, market assessment, or market development to promote the development of new products or market opportunities. The funding can support: professional fees, equipment rental, materials, and project travel. Applications are considered monthly and will be assessed within 30 days.

#### **Conseil de la Co-opération de la Saskatchewan**

[www.ccs-sk.ca](http://www.ccs-sk.ca)

3850 rue Hillsdale, Bureau 230, Regina, SK, S4S 7J5

P: 306-566-6000 or 1-800-670-0879

The Conseil de la Co-opération de la Saskatchewan assists with the development of business and marketing plans, supports the development of co-operatives, funds research, provides commercial loans, and assists with the preparation of budgets and financial statements.

#### **Enterprise Saskatchewan**

- **Building the New Saskatchewan:  
New Generation Co-operatives for Agricultural  
Processing and Value Added Projects**



www.ei.gov.sk.ca/development\_guide

Department of Industry and Resources, Business and Co-operative Services Branch

2103 11th Avenue, 4th Floor, Regina, SK, S4P 3V7

P: 306-787-2232 or 1-800-265-2001

This document is a guide for people considering establishing a new generation co-operative. It provides tips on how to establish a co-op and the government services that can support it. A new generation co-operative processes or adds value to members' primary product and shares the profits amongst members.

- **Enterprise Saskatchewan Regional Offices**

www.ei.gov.sk.ca/regional-offices

Enterprise Saskatchewan has regional offices in Yorkton, Regina, Swift Current, North Battleford, Prince Albert, Estevan, and Moose Jaw that can provide assistance with co-operative development and other advisory services such as referrals, assessment, and the provision of information.

### **First Nations Agricultural Council of Saskatchewan**

www.fnacs.ca/home.html

134 - 335 Packham Ave, Saskatoon, SK, S7N 4S1

P: 1-866-233-3358

The First Nations Agricultural Council of Saskatchewan provides assistance to Aboriginal agricultural co-operatives. It can help with information on how to establish a co-op and refer interested groups to other services as necessary.

### **Heifer International Canada**

www.heifercanada.org/

Canadian Prairies Region Office, 233 Avenue C, Saskatoon, SK, S7M 1N3

P: 306-665-1001

First Nations Field Coordinator, Muskoday First Nation, SK

P: 306-764-7141

Heifer International is a charitable organization that focuses on agricultural issues around the world. In Canada, its work has centered on local food and community development. Heifer can share information about previous projects and provide connections with other organizations. In connection with its field coordinators, there is the potential for vision development which can potentially lead to funding support.

### **Saskatchewan Co-operative Association**

www.sask.coop

301-201 21st St. East, Saskatoon, SK, S7K 0B8

P: 306-244-3702

The Saskatchewan Co-operative Association is a provincial coalition of co-operatives. It offers three co-operative education training courses, informational resources for starting a co-operative, and provides a link to other co-operatives in Saskatchewan.

### **Saskatchewan Food Processors Association**

www.sfpa.sk.ca

Suite 107, 105 North Road, Saskatoon, SK, S7N 4L5

P: 306-683-2410

The Saskatchewan Food Processors Association provides a variety of services to promote Saskatchewan processed foods, two of which are listed below.

- **Nutrition Labelling**

Suite 107, 105 North Road, Saskatoon, SK, S7N 4L5

P: 306-683-2410

If you need to label your products and you become a member of the SFPA, you are eligible for funding to assist with the cost of nutrition labelling and bilingual interpretation. The maximum funding available is \$3,700.

- **Saskmade**

www.saskmade.ca

1621-8th St. East, Saskatoon, SK, S7H 0T2

P: (306) 955-1832 or 1-888-955-1832

Saskmade Marketplace is a website and retail store operated by the Saskatchewan Food Processors Association. It sells approximately 1,000 different Saskatchewan processed products. Saskmade is also a labelling designation for members of the Association. The website or store provides ideas of products currently being produced in Saskatchewan, the market niches and could facilitate a co-operative in selling food products.

### **Women Entrepreneurs of Saskatchewan**

www.womenentrepreneurs.sk.ca

112 - 2100 8th Street East, Saskatoon, SK, S7H 0V1

P: 306-477-7173

100 - 1925 Rose Street, Regina, SK, S4P 3P1

P: 306-359-9732

Women Entrepreneurs of Saskatchewan has two loan programs available to co-operatives in which women form at least 51% of the membership. General loans of up to \$100,000 or micro loans of up to \$5,000 are available for the purchase of tangible and intangible assets, working capital for inventory, or start-up costs. The interest rate is the prime rate plus 3%. Business advisory services are also available.

## Regional

### Regional Development Teams

[www.agriculture.gov.sk.ca/RegionalDevelopmentTeams](http://www.agriculture.gov.sk.ca/RegionalDevelopmentTeams)

The Department of Agriculture has Regional Development Teams in nine Saskatchewan communities. They specialize in six areas of agri-business development: business development, referral, specialist advice, business relationships, analysis of needs, and human capacity. Offices in: Prince Albert, Yorkton, North Battleford, Tisdale, Saskatoon, Outlook, Regina, Weyburn, and Swift Current.

### Small Business Loans Association Program

[www.ei.gov.sk.ca/sbla](http://www.ei.gov.sk.ca/sbla)

200-3085 Albert Street, Regina, SK, S4S 0B1

P: 306-787-7154

The Small Business Loans Association (SBLA) Program provides funding to local associations which in turn provide loans to small businesses (including co-operatives) in their communities. The maximum loan size is \$15,000 and is intended for businesses that have been unable to acquire conventional financing. The financing cannot be used for operating expenses or debt repayment but can be used for items such as equipment purchase.

## Manitoba

## National

### Manitoba Rural Adaptation Council

[www.mrac.ca](http://www.mrac.ca)

700 One Research Road, Winnipeg, MB, R3T 6E3

P: 204-982-4790

The Manitoba Rural Adaptation Council is responsible for distributing Canadian Agricultural Adaptation Program funding in Manitoba (see National section for details on CAAP and its current status). It also has a New and Emerging Issues Speakers program that provides funding to attract speakers to speak on new and emerging agricultural or agri-food issues (which could include local food) at conferences, meetings, and workshops.

## Provincial

### Conseil de développement économique des municipalités bilingues du Manitoba

[www.cdem.com](http://www.cdem.com)

614 rue des Meurons, Bureau 200, Winnipeg, MB, R2H 2P9

P: 204-925-2320 or 1-800-990-2332

CDEM offers advice and services to promote the development of co-operatives in Manitoba's francophone community. It can provide a variety of assistance including developing business and marketing plans, advice on business accounting, and help in creating marketing tools.

### Jubilee Fund

[www.jubileefund.ca](http://www.jubileefund.ca)

210 - 207 Fort Street, Winnipeg, MB, R3C 1E2

P: 204-589-5001

The Jubilee Fund provides loans to businesses, including co-operatives, that combine business potential with an element of community development. It supports ventures that combine good business potential with a boost to the community. Applicants are assessed both on financial viability and social goals.

### Heifer International Canada

[www.heifercanada.org](http://www.heifercanada.org)

Manitoba Field Coordinator

P: 204-452-3611

Heifer International is a charitable organization that focuses on agricultural issues around the world. In Canada, its work has centered on local food and community development. Heifer can share information about previous projects and provide connections with other organizations. In connection with its field coordinators, there is the potential for vision development which can potentially lead to funding support.

### Manitoba Agriculture, Food, and Rural Initiatives (MAFRI)

[www.gov.mb.ca/agriculture](http://www.gov.mb.ca/agriculture)

#### • Co-operative Development Services

[www.co-ops.mb.ca](http://www.co-ops.mb.ca)

1129 Queen's Avenue, Brandon, MB, R7A 1L9

P: 204-573-1558

The Co-operative Development Services branch of MAFRI is an important resource for new co-ops. It provides information about co-operative development in Manitoba and funding opportunities available from the provincial government for co-op development.

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- **Co-operative Loans and Loans Guarantee Board**

[www.gov.mb.ca/agriculture/ri/co-op/ria02s15.html](http://www.gov.mb.ca/agriculture/ri/co-op/ria02s15.html)

905G Norquay Building, 401 York Avenue, Winnipeg, MB, R3C 0P8

P: 204-945-8650 or 1-800-282-8069 ext. 8650

This board provides financial assistance to co-ops by guaranteeing loans for viable co-operatives that are unable to get financing on reasonable terms from other sources. Repayment terms vary on a case by case basis.

- **Co-operative Promotion Board**

[www.gov.mb.ca/agriculture/ri/co-op/ria02s13.html](http://www.gov.mb.ca/agriculture/ri/co-op/ria02s13.html)

1129 Queen's Avenue, Brandon, MB, R7A 1L9

P: 204-573-1558

The Co-operative Promotion Board provides small grants to co-ops in Manitoba. Grants generally do not exceed \$5,000 and focus on: the development of new co-ops, general welfare of co-ops, community economic development aspects of co-ops, co-op research, information, and education. Grants are distributed quarterly.

- **Feasibility Studies Program**

[www.gov.mb.ca/agriculture/ri/community/ria01s01.html](http://www.gov.mb.ca/agriculture/ri/community/ria01s01.html)

Growing Opportunities Centres throughout the province

P: 1-800-567-7334

The Feasibility Studies Program will provide up to 50% of the cost to hire an independent consultant for a financial, marketing, or preliminary engineering analysis, developing a business plan, and ISO or Hazard Analysis Critical Control Point certification. The program is available to co-operatives, businesses, municipal governments, or regional economic development organizations in rural Manitoba.

- **Manitoba Food Directories**

Manitoba Food Directory: [www.gov.mb.ca/agriculture/food/consumers/index.html](http://www.gov.mb.ca/agriculture/food/consumers/index.html)

Organic Directory: [www.gov.mb.ca/agriculture/organic/pdf/organicdirectory08.pdf](http://www.gov.mb.ca/agriculture/organic/pdf/organicdirectory08.pdf)

P: 204-239-3362

These directories outline where consumers can acquire Manitoba grown and processed foods. They are valuable to co-operatives in two ways. First, a co-op's product(s) can be included in the directories by calling the phone number given above. Secondly, they enable co-operatives to learn more about potential competitors or opportunities.

- **Manitoba Organic Transition Program**

[www.gov.mb.ca/agriculture/programs/pdf/otp\\_brochure.pdf](http://www.gov.mb.ca/agriculture/programs/pdf/otp_brochure.pdf)

P.O. Box 1149, Carman, MB, R0G 0J0

P: 204-745-5663

The Manitoba Organic Transition Program assists producers or processors in the process of transitioning from conventional to certified organic production or processing. It reimburses up to two-thirds of the cost of certification fees paid to obtain full organic status to a maximum of \$800 per year for two years. This program would benefit a co-operative that wants to establish an organic processing facility.

### **Manitoba Cooperative Association**

[www.manitoba.coop](http://www.manitoba.coop)

Unit C, 3059 Portage Ave, Winnipeg, MB, R3K 0W4

P: 204-989-5930

The Manitoba Co-operative Association offers leadership training and forums to advance knowledge about co-operatives. It promotes the development of co-operatives, cooperation between co-operatives, and assists member organizations in relations with the provincial and federal government.

### **Sustainable Development Innovations Fund**

[www.gov.mb.ca/conservation/pollutionprevention/sdif/index.html](http://www.gov.mb.ca/conservation/pollutionprevention/sdif/index.html)

160-123 Main Street, Winnipeg, MB, R3C 1A5

P: 204-945-8443

The Sustainable Development Innovations Fund provides financial assistance towards the development, implementation and promotion of environmental innovation and sustainable development projects. Some non-profit co-ops have received funding for local food projects. There are five funding deadlines annually.

## **Regional**

### **Communities Economic Development Fund**

[www.cedf.mb.ca/index.html](http://www.cedf.mb.ca/index.html)

15 Moak Crescent, Thompson, MB, R8N 2B8

P: 204-778-4138 or 1-800-561-4315

Communities Economic Development Fund provides loans to help develop businesses, including co-operatives, in northern Manitoba. Co-ops should apply for the general business loan. Maximum loan size is \$1 million.



## Growing Opportunities (GO) Centres and Offices

[www.gov.mb.ca/agriculture/contact/agoffices.html](http://www.gov.mb.ca/agriculture/contact/agoffices.html)

MAFRI has 45 centres and offices that can answer your questions about government services, provide information on appropriate funding agencies, or answer business questions.

## Northern Agriculture Program

[www.gov.mb.ca/agriculture/growing forward](http://www.gov.mb.ca/agriculture/growing forward)

P: 1-866-626-4826

This program funds innovative projects that provide solutions to the challenges of producing healthy foods in northern Manitoba. Funding is provided to expand agriculture and food production to increase availability and reduce the cost of fresh, healthy foods for northern residents. Co-ops are eligible and the Northern GO office has staff that can help you apply.

## Regional Development Corporations

[www.manitobardc.info/](http://www.manitobardc.info/)

Manitoba has six regional development corporations that help businesses in their region develop business plans, lead seminars and workshops, provide information about government programs, and information about business skills and operations.

## SEED Winnipeg – Community Worker Ownership Program

[www.seedwinnipeg.ca/worker-ownership-program.htm](http://www.seedwinnipeg.ca/worker-ownership-program.htm)

80 Salter Street, Winnipeg, MB, R2W 4J6

P: 204-927-9935

The Community Worker Ownership Program provides business advice, training, assistance with business plan development and organizational design, professional workshops, and assistance accessing financing for starting or expanding co-operatives in the City of Winnipeg with the goal of providing quality jobs for primarily low-income people.



# Ontario

## National

### Agricultural Adaptation Council

[www.adaptcouncil.org](http://www.adaptcouncil.org)

Suite 103, 100 Stone Road West, Guelph, ON, N1G 5L3

P: 519-822-7554

The Agricultural Adaptation Council is responsible for distributing Canadian Agricultural Adaption Program funding in Ontario (see National section for details on CAAP and its current status).

## Provincial

### Conseil de la Co-opération de l'Ontario

[www.cco.coop/fr/English\\_please\\_73.html](http://www.cco.coop/fr/English_please_73.html)

435, boul. Saint-Laurent, Bureau 201, Ottawa, ON, K1K 2Z8

P: 613-745-8619 or 1-866-290-1168

The CCO supports francophone co-operatives in Ontario through co-op promotion, education about managing and participating in co-operatives, and co-operative development.

### Heifer International Canada

[www.heifercanada.org](http://www.heifercanada.org)

Ontario Field Coordinator

P: 613-652-4809

Heifer International is a charitable organization that focuses on agricultural issues around the world. In Canada, its work has centered on local food and community development. Heifer can share information about previous projects and provide connections with other organizations. Through its field coordinators there is the potential for vision development which can potentially lead to funding support.

### Local Food Plus

[www.localfoodplus.ca](http://www.localfoodplus.ca)

Suite #2, 1965 Queen Street East, Toronto, ON, M4L 1H9

P: 416-699-6070

Local Food Plus is a non-profit organization that certifies local and sustainably produced food in Ontario. LFP produce is available for sale in retail outlets and institutions that have reached agreements to use LFP certified products. If a co-operative is agriculturally based, it could seek LFP certification and become an LFP certified processor.

### **Ministry of Education**

[www.edu.gov.on.ca/eng/healthyschools/eatingwell.html](http://www.edu.gov.on.ca/eng/healthyschools/eatingwell.html)

P: 1-800-387-5514

The Ministry of Education in Ontario has embarked on several pilot projects that promote local food. "Eating Well Looks Good On You," currently being undertaken in four high schools, teaches students how to use local foods to make nutritious meals. Schools throughout Ontario will increasingly be interested in partnering with food co-operatives on a similar proposals.

### **Ontario Co-operative Association**

[www.ontario.coop](http://www.ontario.coop)

101-450 Speedvale Avenue West, Guelph, ON, N1H 7Y6

P: 519-763-8271 or 1-888-745-5521

The Ontario Co-operative Association (On Co-op) is an organization that represents co-operatives in Ontario. The association supports co-operative development, provides information about co-operative resources, and offers co-operative related training. On Co-op has begun to facilitate gatherings of co-operatives involved in local food in order to build capacity and share information.

### **Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA)**

#### **• Agriculture Information Contact Centre**

[www.omafr.gov.on.ca/english/realign/aicc.htm](http://www.omafr.gov.on.ca/english/realign/aicc.htm)

P: 519-826-4047 or 1-877-424-1300

The Agriculture Information Contact Centre has information on agriculture and agri-business and can serve as a resource to co-operatives and provide information on programs and services that will best meet your needs.

#### **• OMAFRA Offices**

[www.omafr.gov.on.ca/english/offices/rural\\_ont\\_ad.htm](http://www.omafr.gov.on.ca/english/offices/rural_ont_ad.htm)

OMAFRA has offices throughout rural Ontario that can provide you with agricultural or business advice and refer you to government programs and services that could benefit your co-operative.

#### **• Ontario Market Investment Fund**

[www.omafr.gov.on.ca/english/food/industry/omif-program.htm](http://www.omafr.gov.on.ca/english/food/industry/omif-program.htm)

1 Stone Road West, 4NW, Guelph, ON, N1G 4Y2

P: 1-888-588-4111

The Ontario Market Investment Fund promotes awareness of Ontario produced food. Funding can be provided for innovative market research and communications to encourage Ontarians to buy local food. You can receive up to 50% of a project's eligible costs in the form of a grant. To apply you must partner with other businesses or agri-food organizations. Applications from single businesses are not eligible. The maximum grant size is \$100,000.

#### **• Pick Ontario Freshness**

[www.omafr.gov.on.ca/english/about/pickontario](http://www.omafr.gov.on.ca/english/about/pickontario)

The "Pick Ontario Freshness" campaign attempts to build awareness of and demand for food that is grown or processed in Ontario. It is an expansion of the Foodland Ontario program (which labels Ontario-grown fruits and vegetables) to include deli items, fresh meats, dairy products, and baked goods. The campaign will promote Ontario foods at trade events, advertise throughout the province, and sponsor research initiatives.

### **Trillium Foundation**

[www.trilliumfoundation.org](http://www.trilliumfoundation.org)

45 Charles Street East, Toronto, ON, M4Y 1S2

P: 416-963-4927 or 1-800-263-2887

Non-profit co-operatives can apply for funding from the Trillium Foundation. It provides grants that, among things, promote healthy communities and the environment. Some local food programs have been supported and several local food co-operatives have received assistance through this foundation.

### **Savour Ontario**

[www.savourontario.ca](http://www.savourontario.ca)

Savour Ontario is a program run by the Ontario Tourism Marketing Partnership. It promotes restaurants that are committed to serving local food. A co-operative could use this resource to find restaurants that may be interested in purchasing local food products within specific localities. This initiative could also provide publicity for both co-operatives and independent restaurants.

## **Regional**

### **Friends of the Greenbelt Foundation**

[www.greenbelt.ca](http://www.greenbelt.ca)

68 Scollard Street, Suite 201, Toronto, ON, M5R 1G2

P: 416-960-0001

The Friends of the Greenbelt Foundation aims to promote Greenbelt food and establish a local food system. It is interested in funding projects that encourage consumers and retailers to buy local food or develop distribution links between farmers and purchasers. Grant recipients must be registered charities, but it is possible to partner with a charity to apply for a grant. There are two application deadlines per year (March and September).

### **Bringing Local Food Home: Legal, Regulatory, and Institutional Barriers to Local Food**

[www.cielap.org/pdf/CIELAP\\_FoodLegalBarriers.pdf](http://www.cielap.org/pdf/CIELAP_FoodLegalBarriers.pdf)

This report is part of the Friends of the Greenbelt Foundation Occasional Paper Series. It outlines the barriers that prevent local food from being more available, particularly legal and regulatory issues. Additionally, it makes recommendations to the Government of Ontario to highlight how some of these regulatory barriers could be solved. It could help a co-op to understand some of the regulations that may become challenges during the start-up and planning process.

### **Health Authorities**

[www.ontla.on.ca/library/repository/mon/6000/10270964.pdf](http://www.ontla.on.ca/library/repository/mon/6000/10270964.pdf)

Food security is a mandatory core program that health authorities must provide in Ontario. There may be opportunities to partner with health regions to support local food initiatives. For example, the Waterloo Regional Health Authority publishes a Buy Local! Buy Fresh! Map to show consumers where they can purchase local food in the region. Check with your local health authority to find out what types of food security programs they are undertaking.

### **Local Food and Municipalities**

Several Ontario municipalities are becoming increasingly interested in purchasing local food. For example, the Town of Markham has an agreement with Local Food Plus to purchase LFP-certified products. The City of Toronto has begun to explore options to purchase local foods. For more information contact your local municipality to see if they are also interested in local food purchases.

### **Metcalf Foundation**

[www.metcalffoundation.com](http://www.metcalffoundation.com)

174 Avenue Road, Toronto, ON, M5R 2J1

P: 416-926-0366

The Metcalf Foundation's goals include supporting sustainable working land and nurturing community in southern Ontario. Its Healthy Lands grants have gone to a range of organizations, including those that are promoting and developing local food systems. A grant recipient must be a registered charity, but a co-op could potentially find a charitable partner for a particular project. There is no maximum or minimum grant size. Applications are due each September.

### **Nishnawbe Aski Development Fund**

[www.nadf.org](http://www.nadf.org)

106 Centennial Square, 2nd Floor, Thunder Bay, ON, P7B 1H3

P: 807-623-5397 or 1-800-465-6821

Nishnawbe Aski Development Fund can provide business loans and advice. It also has a Local Initiatives Contribution component which funds projects that support community development goals up to \$5,000. This funding can support feasibility studies, small-scale capital projects, workshops or seminars, community tourism events, and marketing activities. The Fund is available to Aboriginal people in northern Ontario.

### **Small Business Enterprise Centres**

[www.sbe.gov.on.ca/ontcan/sbe/en/st\\_sbec\\_en.jsp](http://www.sbe.gov.on.ca/ontcan/sbe/en/st_sbec_en.jsp)

Small Business Enterprise Centres can review your business plan, provide business resource materials, guidance on regulations and permits, facilitate mentoring and networking opportunities, and provide information about business operations. Centres are located throughout Ontario.

## **Quebec**

### **Federal**

#### **Economic Development Agency of Canada for the Regions of Quebec**

[www.dec-ced.gc.ca](http://www.dec-ced.gc.ca)

Dominion Square Building, 1255 Peel Street, Suite 900,  
Montréal, QC H3B 2T9

P: 514-283-6412 or 1-866-385-6412

The Economic Development Agency of Canada has offices located throughout the province. They can provide support with business advice, provide connections to government programs and services, and help develop potential partnerships. This federal regional development agency has funding programs to promote community development and economic diversification.

#### **Conseil pour le développement de l'agriculture du Québec (CDAQ)**

[www.cdaq.qc.ca/Default.asp?IndLangue=2&](http://www.cdaq.qc.ca/Default.asp?IndLangue=2&)

555 Roland-Therrien blvd., Room 110, Longueuil, QC,  
J4H 4E7

P: 450-679-0540 ext 8353

Conseil pour le développement de l'agriculture du Québec is responsible for distributing the funding for several programs including Canadian Agricultural Adaption Program funding (see National section for details on CAAP).



## Fonds de développement de la transformation alimentaire

[www.fdta.qc.ca/index\\_eng.htm](http://www.fdta.qc.ca/index_eng.htm)

9001, l'Acadie Blvd, suite 200, Montreal, QC, H4N 3H7

P: 514-858-2000

Fonds de développement de la transformation alimentaire is an organization of Quebec food processors that is responsible for distributing a portion of Quebec's Advancing Canadian Agriculture and Agrifoods funding (see National section for details on ACAAF and its current status).

## Provincial

### Conseil québécois de la co-operation et de la mutualité

[www.coopquebec.coop](http://www.coopquebec.coop)

5955, rue St-Laurent, Bureau 204, Lévis, QC, G6V 3P5

P: 418-835-3710

The Conseil québécois de la co-operation et de la mutualité (CQCM) provides services for Quebec co-operatives including assistance with business development and co-operative education, bulk purchasing to reduce the cost of office supplies, and funding for several programs. CQCM is providing capacity-building initiatives for co-operatives involved in local food and has also conducted research in this area.

### Co-operatives Directorate, Ministry of Economic Development, Innovation and Export Trade

<http://www.mdeie.gouv.qc.ca/index.php?id=2194>

710, place d'Youville, Québec (Québec) G1R 4Y4

P: 418-691-5978

The mission of the Co-operatives Directorate is to facilitate the establishment and growth of co-operatives in Quebec. It provides information on legislation, organization and operation of co-operatives, and produces statistics and reference documents. It manages a range of programs including the Régime d'investissement coopératif (Co-operative Investment Regime), the issuing of statements of eligibility for the Ristourne à impôt différé (Differential tax refund) and the Group Entrepreneurship and the Capitalization of Social Economy Companies programs administered by Investissement Quebec.

#### • Assistance Program for Business

[www.mdeie.gouv.qc.ca/index.php?id=4096](http://www.mdeie.gouv.qc.ca/index.php?id=4096)

710, place D'Youville, Québec, QC, G1R 4Y4

P: 418-691-5950 or 1-866-680-1884

This program provides support for business market development or innovation. Co-operatives are eligi-

ble individually and as a group of businesses. Funding can cover up to 40% of project costs and is non-repayable. The maximum funding available is \$100,000.

#### • Co-operative Investment Plan

[www.mdeie.gouv.qc.ca/index.php?id=1962](http://www.mdeie.gouv.qc.ca/index.php?id=1962)

710, place D'Youville, 7e étage, Québec, QC, G1R 4Y4

P: 418-691-5978

The Co-operative Investment Plan aids co-operatives by providing tax incentives to purchase shares issued by co-operatives. Individual members and partners in a co-operative are eligible for the incentive. The deduction rate is 125% of the cost of eligible shares, although it cannot exceed 30% of total income. A co-operative must hold an eligibility certificate from the Ministry of Economic Development, Innovation, and Exports to participate.

### Co-operative Development Policy

[http://www.ontario.coop/upload/White Paper Quebec CooperativeDevPolicy.pdf](http://www.ontario.coop/upload/White%20Paper%20Quebec%20CooperativeDevPolicy.pdf)

The Co-operative Development Policy was written through a series of consultations to prepare a revised Co-operatives Act. It outlines the Government of Quebec's strategy to accelerate the pace of co-operative development and highlights the importance of co-operatives for social and economic development.

## Équiterre

[www.equiterre.org](http://www.equiterre.org)

2177, Masson St, Suite 206, Montreal, QC, H2H 1B1

P: 514-522-2000

Équiterre is a non-profit organization that supports local and organic food endeavours in Quebec. Its work includes a pilot project to get local food into institutions, networking between Community Shared Agriculture farms, and promoting organic food in daycares. A number of the CSA farms working with Équiterre are formed as co-operatives.

### Fédération des coopératives d'alimentation du Québec (FCAQ)

[www.fcaq.coop](http://www.fcaq.coop)

3188, chemin Sainte-Foy, bureau 200, Québec, QC, G1X 1R4

P: 418-650-1235

The FCAQ is the federation of food co-ops in Quebec and has more than 60 members. It can offer start-up advice, business counselling, co-op development assistance, market research and feasibility studies, and other co-operative education. FCAQ also has the Saveur D'ici program that provides marketing advice and labelling materials for co-operatives that source food within a 50 kilometre radius.

## Fonds de Financement Co-opératif

[www.filaction.qc.ca/FFC/indexHTML.htm](http://www.filaction.qc.ca/FFC/indexHTML.htm)

210, boul. Charest Est, bureau 500, Québec, QC, G1K 3H1

P: 418-522-3334 # 101

Funding between \$100,000 and \$250,000 is available through Fil Action to support business development, start-up costs, expansion, worker takeovers, or mergers. Only co-operatives, non-profit organizations, or collective enterprises are eligible.

## Gourmet Quebec

[www.gourmetquebec.com](http://www.gourmetquebec.com)

This internet resource provides a listing of Quebec products, agri-tourism locations, restaurants, gift ideas, and recipes. This resource could give a co-op a good idea of what types of products are already available in Quebec or current market opportunities.

## Investir Pour L'Avenir

Committee on Agriculture, Fisheries, and Food

<http://publications.msss.gouv.qc.ca/acrobat/f/documentation/2006/06-289-01.pdf>

This report recommended that the provincial government establish an integrated food security policy. Initiatives such as growing local food and promoting food self-sufficiency were included as elements of such a policy.

## Investissement Quebec

Capitalization of Social Economy Companies

[www.investquebec.com/en/index.aspx?page=1292&sectr=13&suite=&recherche=co-op](http://www.investquebec.com/en/index.aspx?page=1292&sectr=13&suite=&recherche=co-op)

Investissement Quebec offices

P: 1-866-870-0437

Investissement Quebec provides capitalization for co-operatives through loans or the purchase of preferred shares. Financing is available for business start-ups, consolidation, or expansion. Maximum financing ranges from \$25,000 to \$100,000.

## Group Entrepreneurship Program

[www.investquebec.com/en/index.aspx?rubrique=35&page=1291&sec=3&pro=4](http://www.investquebec.com/en/index.aspx?rubrique=35&page=1291&sec=3&pro=4)

Investissement Quebec offices

P: 1-866-870-0437

A loan or a loan guarantee is available to assist co-operative start-up, development, expansion, or consolidation. The financing should serve to develop an appropriate organizational financial structure and your co-operative must have adequate staffing and a viable market.

## Mettez le Quebec Dans Votre Assiette!

[www.mapaq.gouv.qc.ca/assiette/accueil.html](http://www.mapaq.gouv.qc.ca/assiette/accueil.html)

This is the main government program in Quebec to increase the consumption of local foods. Over three years, \$9 million is to be spent on marketing Quebec produce within the province. Other funds will be provided for product labelling and assisting entrepreneurs and farmers to get products to market.

## Réseau de la coopération du travail du Québec

[www.reseau.coop/reseau/sections/index/index.php](http://www.reseau.coop/reseau/sections/index/index.php)

3188, chemin Sainte-Foy, bureau 200, Québec, QC, G1X 1R4

P: 418-651-0388,

6955, avenue Christophe-Colomb, bureau 104, Montréal, QC, H2S 2H4

P: 514-526-6267

The Réseau de la coopération du travail du Québec provides services to worker co-operatives to assist with start-up including how to work with the co-op model, what type of co-op you would like to establish, business planning, and finding funding sources.

## Regional

### Associations des Centres Locaux de Développement du Québec

[www.acldq.qc.ca](http://www.acldq.qc.ca)

155, boulevard Charest Est, bureau 160, Québec, QC, G1K 3G6

P: 418-524-0893

The Association des Centres Locaux de Développement du Québec (ACLDQ) is a network of 120 local development centres in Quebec. These centres provide technical and financial support to new businesses including consultation services, business plan development assistance, help with financing, entrepreneurship training, mentoring, and referral services for specialized needs.

### • Le Fonds de développement des entreprises d'économie sociale

[www.acldq.qc.ca/ACLDQ/index\\_f.aspx?ArticleID=131#liste](http://www.acldq.qc.ca/ACLDQ/index_f.aspx?ArticleID=131#liste)

The FDEÉS supports social enterprise such as co-operatives. Funding is provided as a grant and can be used for capital expenses, the acquisition of technology, or working capital requirements during the co-operative's first year of operation.

- **Les Fonds local d'investissement**

[www.acldq.qc.ca/ACLDQ/index\\_f.aspx?DetailID=131](http://www.acldq.qc.ca/ACLDQ/index_f.aspx?DetailID=131)

Les Fonds local d'investissement is another program available from the ACLDQ. It aims to stimulate local entrepreneurship by providing seed capital. The funding can take many forms including loans or grants. It can support the acquisition of technology, provide working capital requirements for a company's first year of operations, or be used for capital expenses. In most cases, funding cannot exceed 50% of project costs.

### **Centres de services agricoles**

[www.mapaq.gouv.qc.ca/Fr/nousjoindre/](http://www.mapaq.gouv.qc.ca/Fr/nousjoindre/)

Ministère Agriculture, Pêcheries, et Alimentation  
Agricultural Service Centres are located throughout Quebec and can provide a co-operative with information about government services and agricultural or business advice. See the website for contact information.

### **Fédération des co-opératives de développement régional du Québec**

[www.fcdqrq.coop](http://www.fcdqrq.coop)

3188, chemin Sainte-Foy, Suite 200, Sainte-Foy, QC, G1X 1R4

P: 418-656-1335

Fédération des co-opératives de développement régional du Québec is an organization of the regional co-operative development agencies throughout Quebec. It provides workshops and co-operative training and emphasizes co-operative development amongst young people. See website for the CDR closest to you.

### **Tables Agroalimentaire**

<http://tinyurl.com/yz78dot>

These regional organizations are responsible for supporting regional agri-food initiatives by supporting small and medium sized enterprises. They can offer: networking opportunities, product promotion, strategic information, assistance with developing food processing procedures, assistance developing agri-tourism, and other services. See local Tables Agroalimentaire offices for more details.

## New Brunswick

### **Federal**

#### **New Brunswick Agriculture Council**

[www.nbac-canb.com](http://www.nbac-canb.com)

P: 506-450-3891

The New Brunswick Agriculture Council is responsible for distributing Canadian Agricultural Adaption Program funding in New Brunswick (see National section for details on CAAP).

### **Provincial**

#### **Conseil Acadien de la Co-operation Nouveau Brunswick**

[www.acadie.com/en/index.cfm](http://www.acadie.com/en/index.cfm)

Place de l'Acadie, 295, boulevard Saint-Pierre West, P.O. Box 5554, Caraquet, NB, E1W 1B7

P: 506-726-4000

The Conseil Acadien de la Co-operation Nouveau Brunswick provides co-op promotion, training and co-op business development services for New Brunswick's Acadian community.

#### **Co-opérative de Développement Régional – Acadie**

[www.cdraq.fcdqrq.coop/index.php](http://www.cdraq.fcdqrq.coop/index.php)

220, boulevard St-Pierre Ouest, local 212, Caraquet, NB, E1W 1A5

P: 506-727-6377

The Conseil Co-opérative de Développement Régional – Acadie coordinates co-operative associations in French-speaking regions, identifies opportunities for co-op development, and works with various economic organizations to support co-operative projects and job creation.

### **Department of Agriculture and Aquaculture**

- **Agri-Food Market Development Program**

[www.gnb.ca/0027/0018-e.asp](http://www.gnb.ca/0027/0018-e.asp)

Agricultural Research Station, P.O. Box 6000, Fredericton, NB, E3B 5H1

P: 506-453-2172 or 1-888-622-4742

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The Agri-Food Market Development Program supports the sale of New Brunswick grown and processed foods. Grants can support road signage, promotion, agri-tourism, new product development, or capacity building. Levels of funding vary depending on the category applied for. The maximum contribution per applicant per year is \$10,000.

- **Apple Industry Development Initiative**

[www.gnb.ca/0027/0017-4-e.asp](http://www.gnb.ca/0027/0017-4-e.asp)

P.O. Box 6000, Fredericton, NB, E3B 5H1

Co-operatives involved in apple production or distribution can receive support from the Apple Industry Development Initiative to develop post-harvest apple storage facilities. Group applicants must be recognized by the Apple Growers of New Brunswick and are eligible for up to 70% of costs and \$20,000 per grower.

- **Organic Development Initiative**

[www.gnb.ca/0027/0017-1-e.asp](http://www.gnb.ca/0027/0017-1-e.asp)

Agricultural Research Station, P.O. Box 6000, Fredericton, NB, E3B 5H1

P: 506-453-2666 or 1-888-622-4742

The Organic Development Initiative can support any local food initiative if it is certified organic or transitioning to certification. A co-operative can apply for Element A of the Initiative – organic training and advisory assistance. This can fund activities such as workshops, investigative travel, establishing a one-on-one mentorship arrangement with an experienced individual or organization, or acquiring a professional consultant. Funding is limited to 50% of costs and the maximum funding per organization is \$7,500.

### **Transforming Agriculture Together**

[www.gnb.ca/0027/discussionE.pdf](http://www.gnb.ca/0027/discussionE.pdf)

Department of Agriculture and Aquaculture

Agricultural Research Station, P.O. Box 6000, Fredericton, NB, E3B 5H1

P: 506-453-2666

This government discussion paper outlines the findings of eight consultation sessions regarding the future of agriculture in New Brunswick. The issue most frequently discussed during the consultation process was the importance of promoting locally grown and produced foods for consumption in New Brunswick.

### **New Brunswick Co-operative Enterprise Council**

[www.cecnb.ca](http://www.cecnb.ca)

P.O. Box 452, Station A, Fredericton, NB, E3B 4Y2

P: 506-472-5475

The Co-operative Enterprise Council promotes co-operative development in New Brunswick. It can provide

technical advice and support, workshops on co-op leadership and governance, and information about resources available for co-operatives in New Brunswick.

### **New Brunswick Growth Program**

Business New Brunswick, P.O. Box 6000, Fredericton, NB, E3B 5H1

[www.gnb.ca/0398/business/financial/NBGP/Application\\_Guidelines-e.pdf](http://www.gnb.ca/0398/business/financial/NBGP/Application_Guidelines-e.pdf)

The New Brunswick Growth Program provides assistance to small businesses in selected sectors. Only co-operatives involved in processing or agricultural tourism are eligible. The program can support the establishment, expansion, diversification, or productivity improvement of a co-operative. Eligible capital costs must be greater than \$5,000 but less than \$300,000. For year-round businesses, up to \$100,000 in non-repayable funding is available to a maximum of 50% of project costs and \$15,000 per new full-time year-round job created. Seasonal businesses are eligible for up to \$50,000 in non-repayable funding.

### **Policy 711 – Healthier Foods and Nutrition in Public Schools**

[www.gnb.ca/0000/pol/e/711A.pdf](http://www.gnb.ca/0000/pol/e/711A.pdf)

Department of Education, Policy and Planning Division

Place 2000, P.O. Box 6000, Fredericton, NB, E3B 5H1

P: 506-453-3678

According to this policy, schools are required to use only foods with moderate or maximal nutritional values in school cafeterias or for school fundraisers. This could be an opportunity for a co-operative to partner with a school to provide a unique food product that is nutritious and local for either regular cafeteria use or for fundraising activities.

### **School Fruit and Vegetable Grants**

<http://tinyurl.com/ylgkzny>

Department of Wellness, Culture and Sport, Wellness Branch

Place 2000, P.O. Box 6000, Fredericton, NB, E3B 5H1

P: 506-453-4217

New Brunswick public schools containing grades 6, 7, and 8 are eligible for School Fruit and Vegetable Grants to promote the consumption of healthy foods by students. One component of the program is promoting locally grown produce wherever possible. This may provide opportunities for co-operatives to partner with a local school to apply for a grant.



## Regional

### Enterprise Network

[www.enterprise-entreprise.ca](http://www.enterprise-entreprise.ca)

3662 Route 102, Island View, NB, E3E 1G2

P: 506-453-2996

This is a government sponsored network of 15 agencies throughout New Brunswick. The agencies are able to assist you with business counselling, business plan development, information on financing, market development, help locating suitable real estate, and human resource planning.

### Regional Agri-Business Development

<http://tinyurl.com/yzqkjr1>

The Regional Agri-Business Development offices provide information on provincial government services and programs, agricultural and business advice, information on domestic market development, and resource management. There are nine locations throughout New Brunswick. Offices in: Fredericton, Bathurst, Bouctouche, Saint-André, Miramichi, Moncton, Sussex, Tracadie-Sheila, and Wicklow.

## Price Edward Island

## Federal

### Prince Edward Island ADAPT Council

[www.peiadapt.com](http://www.peiadapt.com)

The Farm Centre, 420 University Avenue,  
Charlottetown, PEI, C1A 7Z5

P: 902-368-2005

The PEI ADAPT Council is responsible for distributing Canadian Agricultural Adaption Program funding in Prince Edward Island (see National section for details on CAAP).

## Provincial

### Conseil de développement co-opérative de l'Île-du-Prince-Édouard

C.P. 67, 48 chemin Mill, Wellington, PE, C0B 2E0

The Conseil provides support for co-operative development within Prince Edward Island's francophone community.

### Department of Agriculture

#### • Agriculture Information Centre

[www.gov.pe.ca/af/agweb/index.php3?number=68967&lang=E](http://www.gov.pe.ca/af/agweb/index.php3?number=68967&lang=E)

P: 1-866-734-3276

The PEI Agriculture Information Centre provides information regarding farming, agri-business, or rural business development. Information Centre staff can answer questions or refer an organization to the appropriate government staff member.

#### • Agriculture Innovation Program

[www.gov.pe.ca/af/agweb/index.php3?number=1022803&lang=E](http://www.gov.pe.ca/af/agweb/index.php3?number=1022803&lang=E)

Agriculture Innovation, Agriculture Resource Division,  
PEI Department of Agriculture,  
P.O. Box 1600, Charlottetown, PE, C1A 7N3

P: 902-368-4815

The Agriculture Innovation Program provides assistance to innovative projects that will have positive economic results for the PEI agriculture industry. Producer co-operatives are eligible for the program. It has three program components: value added opportunities, on farm diversification, and innovative technology evaluation.

#### • Agri-Food Market Development Program

[www.gov.pe.ca/af/agweb/index.php3?number=1022347&lang=E](http://www.gov.pe.ca/af/agweb/index.php3?number=1022347&lang=E)

Program Manager, Department of Agriculture, P.O.  
Box 1600, Charlottetown, PE, C1A 7N3

P: 902-368-5647

The Agri-Food Market Development Program is part of the Buy PEI initiative. It aims to increase the visibility of local food, increase the promotion of PEI foods, and promote the sale or consumption of PEI food products. Funding is available for improving promotional signage, promotion, training to improve marketing skills, or new product launch or market development.

#### • Organic Certification Assistance Program

[www.gov.pe.ca/af/agweb/index.php3?number=71958&lang=E](http://www.gov.pe.ca/af/agweb/index.php3?number=71958&lang=E)

Reduced Input/Organic Development Officer,  
Department of Agriculture, Fisheries, and  
Aquaculture, P.O. Box 1600, Charlottetown, PE,  
C1A 7N3

P: 902-368-5657 or 1-866-734-3276

The Organic Certification Assistance Program provides 75% of certification costs to a maximum of \$500 per year to current or transitioning farmers, processors, or handlers to become or maintain their organic certification. A co-operative could use this funding to become a certified organic processor.

- **Organic Industry Development Initiative**

[www.gov.pe.ca/af/agweb/index.php3?number=1015980&lang=E](http://www.gov.pe.ca/af/agweb/index.php3?number=1015980&lang=E)

P: 902-368-5657 or 1-866-734-3276

There are three components to the Organic Industry Development Initiative. The one with most relevance for local food co-operatives is Organic Value Chain Development. This funding stream supports the creation of linkages between farms and the marketplace and must be focused on adding value to organic farm products. Funding can be used for education and training, product development, hiring a consultant, market development activities, modifying a facility for organic processing or handling market risk. It cannot exceed 50% of project costs, except for training which will be funded at 75%.

### **FoodTrust**

[www.foodtrust.com](http://www.foodtrust.com)

2 Camburhill Road, P.O. Box 22089, Charlottetown, PE,  
C1A 9J2

P: 1-866-569-7789

FoodTrust is a licensing system to promote sustainable agriculture in PEI. By meeting sustainability standards, farmers can market their produce as FoodTrust certified. Food processors can also become certified. If a co-operative is purchasing foods from local farmers for retailing, this could provide information of who to purchase from, or it could help a processor or producer co-operative become certified.

### **Growing the Island Way: The Next Chapter for the Agriculture and Agri-Food Economy of Prince Edward Island**

[www.peiag.com/files/Growing\\_the\\_Island\\_Way.pdf](http://www.peiag.com/files/Growing_the_Island_Way.pdf)

Commission on the Future of Agriculture and Agri-Food on Prince Edward Island

#405-134 Kent Street, Charlottetown, PE, C1A 8R8

P: 902-367-4400

The report "Growing the Island Way" was commissioned because the government realized that PEI could not compete in a low-cost, commodity driven agricultural market. The solution, according to the Commission, is

to focus on niche markets and high quality products. This does include local or regional sales, although it was noted that PEI produces far more food than it consumes.

### **Prince Edward Island Co-operative Council**

6 Alexandra Court, Stratford, PE, C1B 1K8

P: 902-569-7322

The Prince Edward Island Cooperative Council provides assistance with establishing co-operatives, business planning, working with provincial legislation, and co-op governance.

## **Regional**

Regional Development Corporations can provide business advice and counselling, links to government services, and facilitate coordination between businesses in Prince Edward Island.

### **Regional Development Corporations**

#### **Central Development Corporation**

[www.centraldevelopmentcorp.com](http://www.centraldevelopmentcorp.com)

Box 3981, Central Bedeque, PE, C0B 1G0

P: 902-887-3400 or 1-877-887-3400

#### **Summerside Regional Development Corporation Ltd.**

[www.summersidewaterfront.com](http://www.summersidewaterfront.com)

268 Water Street, Summerside, PE, C1N 1B6

P: 902-436-2246

#### **Baie Acadienne Development Corporation**

[www.teleco.org/baie/](http://www.teleco.org/baie/)

P.O. Box 67, Wellington, PE, C0B 2E0

P: 902-854-3439

#### **Charlottetown Area Development Corporation**

[www.cadcpei.com](http://www.cadcpei.com)

4 Pownal Street, P.O. Box 786, Charlottetown, PE,  
C1A 7L9

P: 902-892-5341

# Nova Scotia

## Federal

### Agri-Futures Nova Scotia

[www.agri-futures.ns.ca](http://www.agri-futures.ns.ca)

332 Willow Street, Suite 201, Truro, NS, B2N 5A5

P: 902-895-4454

Agri-Futures Nova Scotia is responsible for distributing Canadian Agricultural Adaption Program funding in Nova Scotia (see National section for details on CAAP).

## Provincial

### Centre for Entrepreneurship Education and Development

[www.ceed.info](http://www.ceed.info)

7001 Mumford Rd, Suite 107, Tower 1, Box 196, Halifax, NS, B3L 2H8

P: 902-421-2333 or 1-800-590-8481

The Centre for Entrepreneurship Education and Development provides entrepreneurship education, training in business skills, and provides resources and information on business skills. It also provides access to the Atlantic Canada Opportunity Agency's Seed Capital Program.

### Conseil Co-opératif Acadien de la Nouvelle-Écosse

C.P. 667, Chéticamp, NS, B0E 1H0

P: 902-224-2205

The Conseil supports the development of co-operatives within Nova Scotia's francophone community. It can provide assistance with business planning and forming a co-operative.

### Department of Agriculture

#### • Agriculture Regional Coordinators

[www.gov.ns.ca/agri/contactus/rep/arc.html](http://www.gov.ns.ca/agri/contactus/rep/arc.html)

Nova Scotia's Agriculture Regional Coordinators can provide information about programs and services available to co-operatives from the Department of Agriculture. Offices are located in: Truro, Sydney, Antigonish, Kentville, and Weymouth.

#### • Agri-Food Industry Development Fund

[www.gov.ns.ca/agri/prm/programs/afidf.shtml](http://www.gov.ns.ca/agri/prm/programs/afidf.shtml)

176 College Rd., P.O. Box 550, Truro, NS, B2N 5E3

P: 902-893-6510

The Agri-Food Industry Development Program has several categories: business management and human resource development, market development and industry expansion, assistance to comply with food safety regulations (such as cooler purchases or safety equipment for processing) to diversify agriculture, and waste management for slaughterhouses. While it is not aimed exclusively at the promotion of local products, it could help support the local agri-food industry.

#### • Department of Agriculture Marketing Services Division

[www.gov.ns.ca/agri/marketing/](http://www.gov.ns.ca/agri/marketing/)

Reception, Nova Scotia Department of Agriculture,  
P.O. Box 2223, Halifax, NS, B3J 3C4

P: 902-424-4560

The Marketing Services Division of Nova Scotia's Department of Agriculture has compiled several reports about local food and is interested in encouraging farmers and the agri-food sector of Nova Scotia to think creatively and market locally. Recent reports that include information potentially valuable to local food co-operatives include: Direct Marketing of Agri-Food in Atlantic Canada: Situation and Outlook (2008), Nova Scotia Culinary Tourism and Agri-Tourism Sector Study (2005), and Farmers' Markets and their Economic Impact in Nova Scotia: Customer and Vendor Survey Analysis (2005).

#### • Direct Marketing Community Development Trust

[www.gov.ns.ca/agri/prm/programs/dmcdtf.shtml](http://www.gov.ns.ca/agri/prm/programs/dmcdtf.shtml)

P.O. Box 550, Truro, NS, B2N 5E3

P: 902-893-6510 or 1-866-844-4276

The Direct Marketing Community Development Trust encourages farmers and farmers' markets to come up with creative ways to sell directly to consumers. Funding has supported projects such as infrastructure development at farmers' markets, expanding value added processing, and launching a community-shared agriculture venture.

### Department of Economic and Rural Development

#### • Community Economic Development Investment Funds

[www.gov.ns.ca/econ/cedif/](http://www.gov.ns.ca/econ/cedif/)

P.O. Box 2311, Halifax, NS, B3J 3C8

P: 902-424-1259

A Community Economic Development Investment Fund (CEDIF) can be formed to generate capital to

invest in a local business. This could be a way for a co-op to raise funds. The Government of Nova Scotia encourages the development of CEDIFs by offering a 30% personal income tax credit and a limited guarantee against the final 20% of investment to people who invest in a CEDIF. To qualify, a co-op must file an Operating Document with Nova Scotia Economic and Rural Development.

- **Nova Scotia Business Development Program**

[www.gov.ns.ca/econ/nsbdep/](http://www.gov.ns.ca/econ/nsbdep/)

This program provides rebates to help support the development of small businesses. Eligible expenses include: market research and business plan development, advertising and promotional plans, visual merchandising techniques, and fiscal management tools. Rebates are for up to 50% of total costs up to \$10,000. Visit a local Economic and Rural Development Office for more details.

- **Nova Scotia Supplier Development Program**

[www.gov.ns.ca/econ/card/service\\_locations.asp](http://www.gov.ns.ca/econ/card/service_locations.asp)

6176 Young Street, Suite 200, Halifax, NS, B3J 2V2

P: 902-424-8882

The Supplier Development Program teaches Nova Scotia businesses how to best bid for government procurement contracts. In Nova Scotia, this program has had a particular importance for local food, as one of its achievements has been to support the purchase of local foods by provincial health care and justice institutions.

## **Healthy Eating Nova Scotia**

[www.gov.ns.ca/hpp/publications/HealthyEatingNovaScotia2005.pdf](http://www.gov.ns.ca/hpp/publications/HealthyEatingNovaScotia2005.pdf)

Ministry of Health Promotion and Protection

Summit Place, 5th Floor, 1601 Lower Water Street, P.O. Box 487, Halifax, NS, B3J 2R7

P: 902-424-4807 or 1-866-231-3882

This document highlights the value of local foods in creating a food secure Nova Scotia. It recommends working with food and farming organizations as well as the government to ensure that local food is more easily available.

## **Nova Scotia Co-operative Council**

[www.nsco-opcouncil.ca](http://www.nsco-opcouncil.ca)

P.O. Box 1872, Truro, NS, B2N 6C7

P: 902-893-8966

The Nova Scotia Co-operative Council can provide co-operative training, assistance to help form co-operatives and establish administrative structures, conduct feasibility assessments, do business planning, facilitate connections between co-ops, and business mentorship.

The Innovation Council of the Nova Scotia Co-operative Council works to promote innovative ideas in the co-operative sector. It supports approximately two co-operatives per year to implement an innovative project.

## **Small Business Financing Program**

[www.ns-credit-unions.com/default.asp?mn=1.19.33.45](http://www.ns-credit-unions.com/default.asp?mn=1.19.33.45)

Co-operatives are eligible to receive small business financing from Nova Scotia credit unions. Loans are made up to a maximum of \$150,000 to start or expand a co-operative. A business plan is required to receive the loan. The maximum loan term is seven years.

## **Select Nova Scotia**

[www.selectnovascotia.ca](http://www.selectnovascotia.ca)

Select Nova Scotia is a marketing campaign to promote Nova Scotian produced and processed foods. This could be a valuable way to gain publicity for a co-op or to learn about already existing local products to help you find a unique market. Use the Contact page of their website to submit information about a co-operative's products.

## **Taste of Nova Scotia**

[www.tasteofnovascotia.com](http://www.tasteofnovascotia.com)

P: 902-492-9291 or 1-800-281-5507

Taste of Nova Scotia is a province wide marketing campaign for Nova Scotia foods. Restaurants, producers, and processors are eligible for membership. Fees range from \$475 to \$2,060. Producers and processors must be based in Nova Scotia and use Nova Scotian products when possible. Participating restaurants must purchase Nova Scotia products when they are available. This means that they could be valuable client for co-operatives.

## **Regional**

### **Nova Scotia Economic and Rural Development Offices**

[www.gov.ns.ca/econ/card/service\\_locations.asp](http://www.gov.ns.ca/econ/card/service_locations.asp)

Economic and Rural Development offices can provide you with information about economic development activities and programs in your community. Offices in: Sydney, Port Hawkesbury, Antigonish, Truro, Amherst, Kentville, Halifax, Bridgewater, Yarmouth.

### **Nova Scotia Regional Development Authorities**

[www.nsarda.ca/default.asp?mn=1.212](http://www.nsarda.ca/default.asp?mn=1.212)

There are 13 Regional Development Authorities (RDAs) in Nova Scotia. These RDAs can assist you with business planning, facilitate financial assistance, help you find a suitable business premise, and do regional promotion. These RDAs could be a valuable local source for business assistance for new and emerging co-operatives.



# Newfoundland and Labrador

## Federal

### Newfoundland and Labrador Agri-Adapt Council Inc.

[www.nlfa.ca/aaci.php](http://www.nlfa.ca/aaci.php)

P.O. Box 1045, 380 Brookfield Road, Building 4, Mount Pearl, NL, A1N 3C9

P: 709-747-4874

The Newfoundland and Labrador Agri-Adapt Council Inc. is responsible for distributing Canadian Agricultural Adaption Program funding in Newfoundland and Labrador (see National section for details on CAAP).

## Provincial

### Department of Industry, Trade, and Rural Development

- **Business and Market Development Program**

[www.intrd.gov.nl.ca/intrd/smallbus.htm](http://www.intrd.gov.nl.ca/intrd/smallbus.htm)

P: several locations throughout province

Up to \$25,000 in non-repayable grant funding is available to assist small businesses (including co-operatives) to develop new products or research new market opportunities, conduct technical feasibility research, or acquire consultants on production processes or marketing. Funds must be matched by the applicant. Business planning and pre-commercial industrial research is ineligible. A small business is defined as having fewer than 50 employees or having less than \$5 million in sales annually.

- **Small and Medium-Sized Enterprise Fund**

[www.intrd.gov.nl.ca/intrd/SMEF.htm](http://www.intrd.gov.nl.ca/intrd/SMEF.htm)

P: 1-800-563-2299

Contact a local Department of Industry, Trade, and Rural Development Office

This fund provides loans or investment funding for the start-up, modernization or expansion of a business (including co-operatives) in a variety of sectors including agri-foods. A prospective group must demonstrate that they have been unable to acquire financing through conventional means. The maximum loan size is \$500,000.

- **Supplier Development Program**

[www.intrd.gov.nl.ca/intrd/sdi.htm](http://www.intrd.gov.nl.ca/intrd/sdi.htm)

P.O. Box 8700, St. John's, NL, A1B 4J6

P: 709-729-7003

The Supplier Development Program helps Newfoundland and Labrador firms supply goods and services at competitive costs to the public and private sector locally and abroad. It offers education sessions to help market goods and services, access to bidding opportunities, enables a co-operative to register products on an available source list, holds sessions to enhance understanding of the purchasing process, and has networking sessions for participants to identify opportunities for co-operation. This program can help a group access government food procurement contracts by providing the skills and knowledge necessary to bid for them.

### Agriculture Producer Co-operatives: A Discussion Paper

[www.nr.gov.nl.ca/agric/mark\\_stats/pdf/agri-prod-co-op.pdf](http://www.nr.gov.nl.ca/agric/mark_stats/pdf/agri-prod-co-op.pdf)

Newfoundland and Labrador Department of Forest Resources and Agrifoods

This discussion paper outlines opportunities for co-operatives of agricultural producers. It examines what types of co-operatives have been established by agricultural producers in Canada already and what is important for a co-operative to be successful.

### Fruit and Vegetable Storage Assistance Program

[www.nr.gov.nl.ca/agric/pdf/fvsap2007.pdf](http://www.nr.gov.nl.ca/agric/pdf/fvsap2007.pdf)

The Fruit and Vegetable Storage Assistance Program provides funding for producers or producer co-ops to construct, expand, or upgrade buildings or equipment used for the storage of fruits and vegetables. For regional storage facilities, up to 75% of approved costs can be covered through a non-repayable grant. The grant does not cover the cost of buildings not used exclusively for fruits and vegetables, HST/GST, or expenditures not related to the construction of the storage facility.

### Wholesale and Other Opportunities in the Vegetable Industry of Newfoundland and Labrador

[www.nr.gov.nl.ca/agric/pdf/WholesaleReport.pdf](http://www.nr.gov.nl.ca/agric/pdf/WholesaleReport.pdf)

Department of Natural Resources

P.O. Box 2006, Fortis Towers, Corner Brook, NL, A2H 6J8

This report outlines opportunities for vegetable production in Newfoundland and Labrador. It examines several vegetables and the potential for each to be sold in the province through wholesaling or direct marketing.

## **Newfoundland and Labrador Federation of Co-operatives**

[www.nlfc.coop](http://www.nlfc.coop)

19 Crosbie Place, Suite 203, P.O. Box 13369, St. John's, NL, A1B 4B7

P: 709-726-9431 or 1-877-726-9431

The Newfoundland and Labrador Federation of Co-operatives is the association of co-operatives in Newfoundland and Labrador. It can provide a co-operative with advice on how to develop a co-op through its network of co-operative developers. It can also provide research, promotion, and training to support the growth of a co-op.

## **Provincial Food and Nutrition Framework and Action Plan**

[www.gohealthy.ca/public/files/Eating%20Healthier%20in.pdf](http://www.gohealthy.ca/public/files/Eating%20Healthier%20in.pdf)

Provincial Food and Nutrition Advisory Committee

P: 709-729-3940

Among several recommendations contained within the Provincial Food and Nutrition Framework and Action Plan is a call for the government to promote local foods and to continue to support the growth of local food-based businesses. It also demonstrates the increasing importance of local food in Newfoundland and Labrador policy decisions.

## **Regional**

### **Regional Co-operative Developers Network**

[www.intrd.gov.nl.ca/intrd/Co-operativeDev.htm](http://www.intrd.gov.nl.ca/intrd/Co-operativeDev.htm)

The Department of Innovation, Trade, and Rural Development has a network of eight co-operative developers. They can help identify opportunities for co-ops, initiative projects, and assist with funding proposals, business planning, co-op legislation, and board training.

### **Wellness Coalitions**

[www.regionalwellnesscoalitions.com](http://www.regionalwellnesscoalitions.com)

Six regional Wellness Coalitions provide grants to non-profit organizations to promote healthy eating and living in their region. Non-profit co-operatives are eligible for funding, and for-profit co-operatives could partner with local non-profit groups to promote healthy, local foods.

## **Canada's North**

### **Regional**

#### **Arctic Co-operatives Limited**

[www.arcticco-op.com](http://www.arcticco-op.com)

1645 Inkster Boulevard, Winnipeg, MB, R2X 2W7

P: 204-697-2243

Arctic Co-operatives provides services to, and links between, co-operatives in Canada's north. It provides management, operational, and technical support, participates in business opportunities beneficial to members, leads co-op training, and provides economical services to co-operatives.

#### **Arctic Co-operative Development Fund**

[www.arcticco-op.com/acdf.htm](http://www.arcticco-op.com/acdf.htm)

1645 Inkster Boulevard, Winnipeg, MB, R2X 2W7

P: 204-697-2243

The Arctic Co-operative Development Fund provides short-term or long-term financing for co-ops to improve or expand facilities or equipment, working capital financing to purchase up to one year's supply of merchandise inventory or other business materials, and works with community groups to do feasibility studies, develop business plans, and develop co-operatives.

## **Yukon**

### **Business Incentive Program**

[www.economicdevelopment.gov.yk.ca/pdf/Yukon\\_Manufactured\\_Products\\_Information.pdf](http://www.economicdevelopment.gov.yk.ca/pdf/Yukon_Manufactured_Products_Information.pdf)

P.O. Box 2703 (F-2), Whitehorse, YT, Y1A 2C6

P: 867-667-3505 or 1-800-661-0408

The Government of the Yukon Territory provides rebates to businesses bidding to provide goods and services to the government for using local products. A

local food co-operative could use this opportunity to aid in accessing government food procurement contracts. The rebate is equal to the wage share of the contract, but is capped at 20% of the contract value.

## Department of Energy, Mines and Resources

- **Mobile Abattoir**

[www.emr.gov.yk.ca/agriculture/meat\\_inspections.html](http://www.emr.gov.yk.ca/agriculture/meat_inspections.html)

P: 867-667-5838

The mobile abattoir is available in southern Yukon to provide on-farm slaughter service. It is intended to assist Yukon producers gain access to Yukon food markets.

- **Purchasing Agricultural Land**

[www.emr.gov.yk.ca/agriculture/pdf/FactSheet\\_12\\_2008.pdf](http://www.emr.gov.yk.ca/agriculture/pdf/FactSheet_12_2008.pdf)

P: 867-667-5215

If a co-op wanted to acquire agricultural land to grow food, agricultural Crown land is available for purchase in the Yukon. A majority of shareholders must be Yukon residents. After a preliminary screening, a co-operative will be required to provide a Farm Development Plan. Plots range in size between 6 hectares and 65 hectares.

## Vision for Agriculture

Ministry of Energy, Mines, and Resources

[www.emr.gov.yk.ca/agriculture/pdf/ag\\_policy\\_2006.pdf](http://www.emr.gov.yk.ca/agriculture/pdf/ag_policy_2006.pdf)

This policy document says that Yukon agriculture should focus on growing food for local consumption in an economically viable and environmentally sustainable way that contributes to community well being. It outlines opportunities for local food production and the benefits of local food for the Yukon Territory.

## Yukon Agricultural Association

[www.yukonag.ca](http://www.yukonag.ca)

#203-302 Steele Street, Whitehorse, YK, Y1A 2C5

P: 867-668-6864

Your co-op could become a member of the Yukon Agricultural Association. It compiles a product guide of Yukon produced food and distributes Canadian Agricultural Adaption Program funding (see National section for details on CAAP and its current status).

## Yukon Farm Products and Services

[www.farmproducts.yukonfood.com](http://www.farmproducts.yukonfood.com)

If a co-operative is producing Yukon grown or raised food it can be listed in this directory. The directory provides an opportunity to see what types of products are currently being produced and what some market opportunities might be.

# Northwest Territories

## Department of Industry, Tourism, and Investment

- **Business Incentive Program**

[www.iti.gov.nt.ca/iea/bip/index.htm](http://www.iti.gov.nt.ca/iea/bip/index.htm)

BIP Monitoring Office, Department of Industry, Trade, and Investment, Yellowknife, NWT

P: 867-873-7215 or 867-920-3182

The Business Incentive Program (BIP) in NWT provides a 15% bid adjustment for goods and services provided by BIP Approved Northern Businesses and an additional 5% adjustment if the approved business is in the community where goods are required. Registration is free. A co-operative is eligible if at least 51% of voting shares are owned by northern residents.

- **Regional Economic Development Offices**

[www.iti.gov.nt.ca/about-iti/regions.shtml](http://www.iti.gov.nt.ca/about-iti/regions.shtml)

Regional Economic Development offices in Fort Smith, Yellowknife, Behchoko-Edzo, Norman Wells, and Fort Simpson can provide co-operatives with business advice and support and ensure that your co-op knows all the programs and benefits that are available.

- **Support to Entrepreneurs and Economic Development (SEED)**

[www.iti.gov.nt.ca/businesseconomicdevelopment/seed.shtml](http://www.iti.gov.nt.ca/businesseconomicdevelopment/seed.shtml)

Contact Regional Economic Development Officer

The SEED program includes: micro-business funding (up to \$5,000), sector development (up to \$15,000 per year through interest reductions for two years), business intelligence and networking (to cover the cost of business travel to a maximum of \$3,000) and business support. Business support can provide start-up funding, assistance to acquire capital assets (only in small communities) or assist with market and or product development.

## Territorial Farmers Association

[www.farmnwt.com](http://www.farmnwt.com)

Box 4386, Hay River, NT, X0E 1G3

P: 867-874-4706

The Territorial Farmers Association is responsible for distributing Canadian Agricultural Adaption Program funding in the NWT (see National section for details on CAAP).

# Nunavut

## Community Initiatives Program

[www.gov.nu.ca/policies/cpcip.pdf](http://www.gov.nu.ca/policies/cpcip.pdf)

The Community Initiatives Program can provide funding to co-operatives or other businesses that work within or support community based strategies and plans. Priority criteria include diversification of the economy and sustainable job creation. Funding is limited to \$100,000 per year.

## Nunavut Fisheries Strategy

<http://tinyurl.com/yjw8al9>

Department of Economic Development & Transportation

Building 1104, Inuksugait Plaza, P.O. Box 1000, Station 1500, Iqaluit, NU, X0A 0H0

P: 867-975-7800

Department of the Environment

P.O. Box 1000, Station 1300, Iqaluit, NU, X0A 0H0

P: 867-975-7700 or 1-866-222-9063

The Nunavut Fisheries Strategy promotes the sustainable use of marine resources for both local, community-based consumption and large-scale, export-oriented fishing. To develop the local fishing sector, the strategy emphasizes the importance of developing improved infrastructure including harbours, processing facilities, and cold storage equipment.



## Nunavut Harvesters Association

[www.harvesters.nu.ca](http://www.harvesters.nu.ca)

P.O. Box 249, Rankin Inlet, NU, X0C 0G0

P: 867-645-3755

The Nunavut Harvesters Association is responsible for distributing Canadian Agricultural Adaption Program funding in Nunavut (see National section for details on CAAP).

## Nutrition in Nunavut: A Framework for Action

[www.gov.nu.ca/healthylivinginnunavut/nfe.pdf](http://www.gov.nu.ca/healthylivinginnunavut/nfe.pdf)

Department of Nutrition and Social Services

Sivummut Building 1107, Station 1000, Iqaluit, NU

P: 867-975-5700

This framework aims to address the high level of food insecurity in Nunavut by improving access to healthy foods, determining sustainable methods of reducing the cost of nutritious food, increasing food skills, improving school food programs, and increasing nutrition education. If a co-operative can address these concerns, it may be able to partner with the Department on a nutrition-related local food project.

## Small Business Opportunities Fund

[www.edt.gov.nu.ca/apps/UPLOADS/fck/file/sbsp\\_guidelines.pdf](http://www.edt.gov.nu.ca/apps/UPLOADS/fck/file/sbsp_guidelines.pdf)

Qikiqtaaluk Community Operations, P.O. Box 389, Pond Inlet, NU X0A 0S0

P: 867-899-7338 or 888-899-7338

Kivalliq Community Operations, P.O. Bag 2, Rankin Inlet, NU X0C 0G0

P: 867-645-8450

Kitikmeot Community Operations, P.O. Box 316, Kugluktuk, NU X0B 0E0

P: 867-982-7453

The Department of Economic Development and Transportation offers a variety of programs to promote economic development in Nunavut. Funding can be used for business planning, feasibility assessments, acquisition of capital assets, working capital, market development, and minor capital items. Funding limits vary depending on the category funding is provided for. At least 51% of co-operative shares must be held by Nunavut residents to be eligible.



## General Tips for **New & Emerging** Local Food Co-operatives

- Many co-ops help other co-operatives by providing advice or, in some cases, funding to assist during start-up. Meet with some existing co-operatives in your region to see how you might be able to work with them.
- Be in touch with your provincial co-operative association (or Conseil). They know the opportunities and challenges of starting a co-op and can give you great advice and provide information about where to turn for support. These associations have different amounts of staffing to help new co-ops.
- Private foundations and some government agencies only provide funding to non-profit organizations. If you are a for-profit co-operative, this can appear discouraging. The good news is that it is possible to partner with a non-profit or charitable organization in your region to access funding for a particular project. See what relationships you can build with non-profit organizations in your region.
- There are food security organizations across Canada at the municipal and provincial level. While these organizations probably are not able to provide your co-operative with funding, they often have connections that can assist your co-op. The events they organize are natural places to publicize your work or connect with others interested in local food.
- Be creative. Local food is an increasingly recognized as important by sectors that you might not immediately think of, like health and tourism.
- There are some programs available for co-operatives in which over half of the members are women, youth, or immigrants. Make sure to explore all the options for your co-operative.
- Culinary schools can provide interesting connections for local food co-operatives. They can help you develop relationships with chefs who will work at restaurants and institutions and provide an opportunity to liaise with the restaurant industry.
- When working with food products, it is important to have the requisite food safety knowledge and certifications. Many provincial health or agriculture departments can help you acquire your certification through workshops and training sessions.
- Schools, universities, and other institutions are becoming increasingly interested in buying locally. Contact your local institutions to see if they have a 'buy local' purchasing policy.
- Provincial departments of agriculture have extension offices throughout each province to provide both agricultural and business advice for the agri-food industry. In some provinces, staff members at these offices have provided assistance to people interested in local food. At the very least, they will be able to direct you to the programs and services that your provincial government can provide.

## Feedback

*Let us know if there is a mistake in our information or if there are additional resources that should be included in a future version.*

Please send this form or information on this form to the Canadian Co-operative Association.

Fax: (613) 567-0658 or E-mail: [info@coopscanada.coop](mailto:info@coopscanada.coop)

### 1. Additional resource that could help local food co-operatives

Resource Name: .....

☐ Provincial program

☐ Regional program

☐ National program

Website: .....

Address: .....

Phone number: .....

Brief description: .....

.....

.....

### 2. Correction Needed .....

.....

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### 3. Comment .....

.....

.....

Person providing this information: .....

Date: .....

.....

### The **Canadian Co-operative Association**

(CCA) is a national association for co-operatives in Canada, representing more than nine million co-operative and credit union members from over 2,000 organizations. CCA members come from many sectors of the economy, including finance, insurance, agri-food and supply, whole-sale and retail, housing, health and the service sector. CCA provides leadership to promote, develop, and unite co-operatives and credit unions for the benefit of people in Canada and around the world.

### **Canadian Co-operative Association**

275 Bank Street, Suite 400  
Ottawa, ON K2P 2L6  
Telephone: 613-238-6711  
Email: [info@coopscanada.coop](mailto:info@coopscanada.coop)

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Visit our website at [www.coopscanada.coop](http://www.coopscanada.coop)

