

PLEASANT CONVERSATIONS about FOOD HUBS

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Food hub?

Food hubs are actual or virtual places through which food is collected and resold to processors, retailers or restaurants.

Food hubs can also provide space for other food-related activities including food preparation, handling and/or processing.

1. Figure out what you are

- Hub to what / whom?
- Focus
- Value chain?
- Partners

Annual Food Hub Value Chain Survey

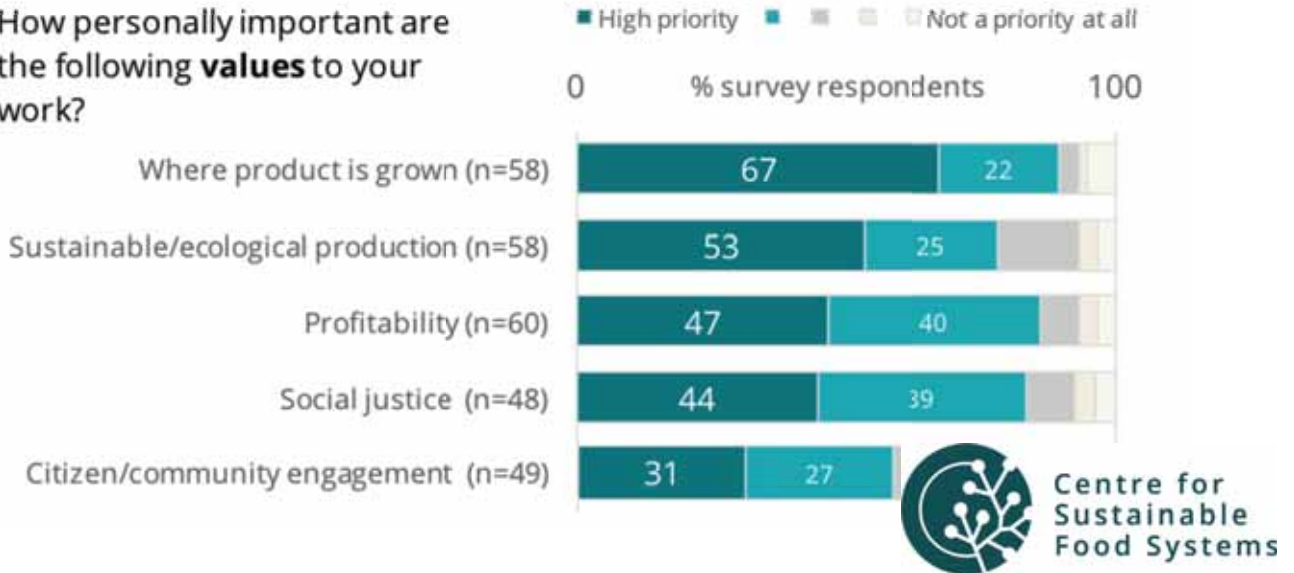
- 2015/2016 Province-wide case studies (22) and surveys (combined 250+ respondents)
- 2016/17 Province-wide survey (200+ respondents)



Local and Sustainable Food Values

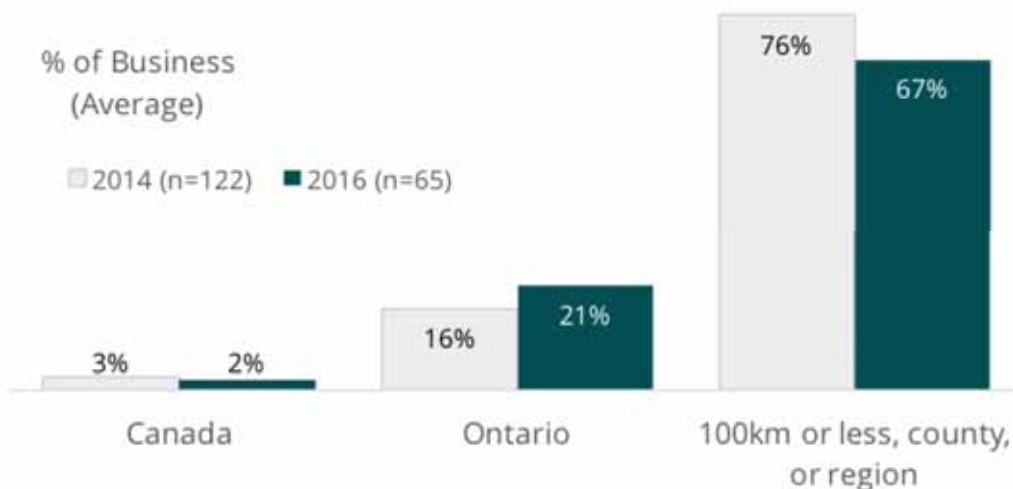
Top values for respondents are **where the product is grown, sustainable and ecological production, and profitability.**

How personally important are the following **values** to your work?



Local sales are a key source of business

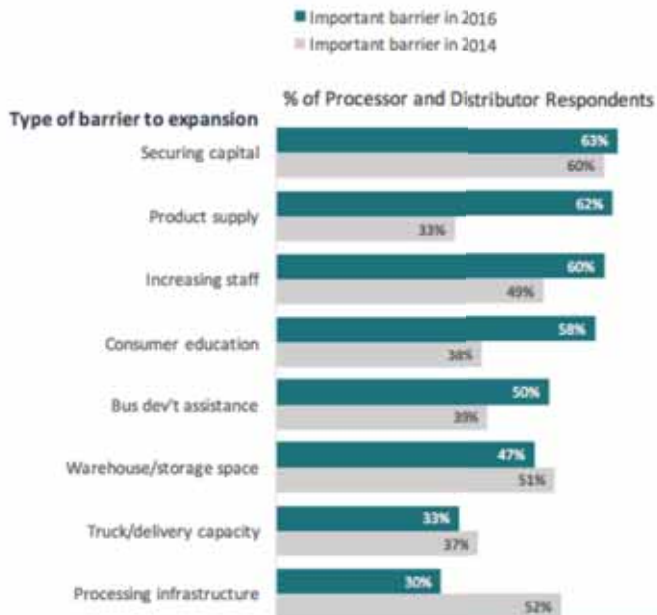
In both years, **customers and buyers within 100km provided over two thirds of all business**





There are barriers to expansion for processors and distributors

Securing capital remains top barrier to expansion for processors and distributors. Compared to 2014, **product supply** and **need for consumer education** may be more significant barriers, whereas processing infrastructure is less of a barrier.



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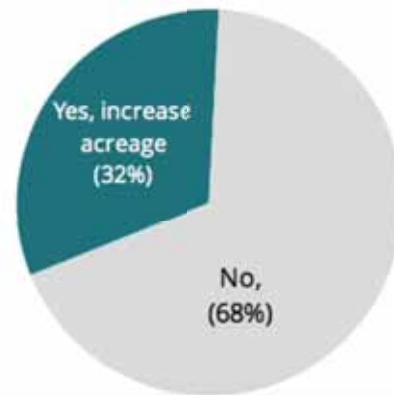
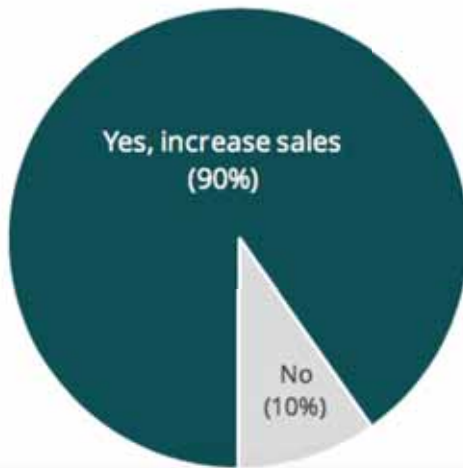
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Most producers want to expand sales, but not acreage



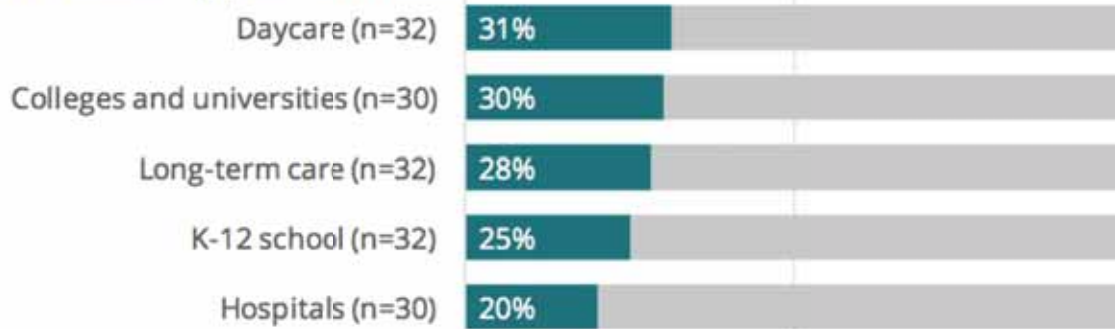
Almost all producers (90%) wanted to **increase their overall sales**. (n=82)

Only about a third of producers surveyed (32%) wanted to **increase their acreage** under production. (n=72)



9

MUSH sector opportunities





Rideau
Regional
Centre





Commercial
Kitchen
Rentals



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**Add Fitzroy Beef
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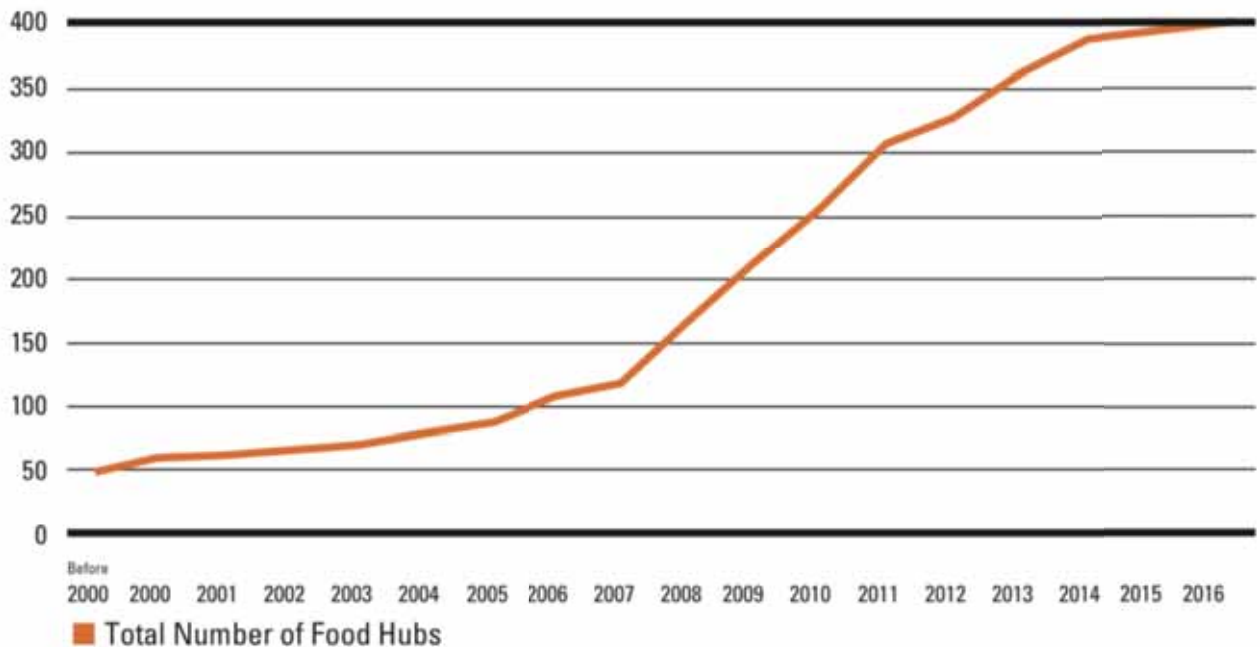
Fitzroy Beef Farmers Cooperative





US National food hub data

Food Hub Annual Growth Rate



US National food hub data

- statistical analysis on active / inactive food hubs
- variables
 - legal status,
 - business model,

US National food hub data

- statistical analysis on active / inactive food hubs
- variables
 - legal status,
 - business model,
 - location,
 - hub competition,
 - consumer demand
- ...are NOT consistent factors that explain why some food hubs fail while others succeed

US National food hub data

- statistical analysis on active / inactive food hubs
- variables influencing success:
 - Production capacity
 - Institutional demand ('anchor' buyers)

US National food hub data

- statistical analysis on active / inactive food hubs
- variables influencing success:
 - Production capacity
 - Institutional demand ('anchor' buyer)
 - Internal management issues
 - the quality of the staff
 - business decisions made by food hub managers
 - board governance
 - providing sound advice and guidance to the food hub management team

Key Lessons for Food Hubs

1. Enterprise planning (business plan)

- core business
- financial viability
- challenges

2. Capital / infrastructure investment

- core activities
- leasing vs. owning
- partnerships



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