

TABLE OF CONTENTS

INTRODUCTION

AGRI-FOOD COMMUNITY KITCHEN RESEARCH

COMMUNITY INPUT & PARTNERSHIPS.....	2
PRODUCERS / PROCESSORS	4
MARKETS.....	6
FACILITY.....	7
Other Community Kitchen Models	
Alberta Sites	
BC Sites	
Local Sites	
EQUIPMENT.....	12
OPERATION OF A SHARED-USE KITCHEN.....	13
Tenant Selection	
Tenant Application	
Kitchen Rate Schedule	
Operating Policy	
Licensing Requirements	
FINANCIAL	19
Operational Costs	
Capital Costs	
E-COMMERCE DEVELOPMENT.....	21
Training	
Producers	
Store Front / Shopping Cart Program	
STRATEGIC IMPLEMENTATION PLAN.....	24
APPENDICES	
1	Presentation to Northern Lights College
2	Letters of Support
3	Survey Results
4	Agri-Food Community Kitchen Floor Plan
5	Equipment List
6	Supply List
7	Tenant Application
8	Kitchen Rate Schedule
9	Operating Policy

INTRODUCTION

The purpose of this project was to assist in further developing the Peace area agri-food industry. This has been accomplished through the development of:

- 1) An implementation strategy for a “Community Kitchen” and
- 2) E-Commerce access for local producers to market Peace Country Products worldwide.

The Agri-Food community Kitchen is a collaborative effort between Peace Value Added Food & Ag Association (PVAFAA) and the Kiwanis Enterprise Centre (KEC). In addition, the following agencies and groups have shown an interest and become involved with this project:

- Dawson Food Share
- Advantage Workers Co-op
- Creek Restoration Project
- City of Dawson Creek
- Northern Lights College
- Northern Development Commission
- Industrial Research Assistance Program
- Industrial Adjustment Services
- Peace Region Organic Producers Association
- Dawson Creek & District Chamber of Commerce
- BC Ministry of Agriculture
- Alberta Agriculture, Food and Rural Development

A planning committee made up of representatives from Dawson Food Share, Advantage Workers Co-op, and the Creek Restoration Project have been consulted on a regular basis to make recommendations for the development of this plan. Other potential stakeholders will include those who will fund the project, various groups representing the governing body, the local specialty food producers and regulators that will inspect and license the facility.

The planning committee has put together a plan of what the kitchen will look like, the type of equipment it will contain, and the layout of the equipment. This layout is congruent with the operating policies the committee intends to adopt, as well as the “production flow” the users will establish for optimum production.

By its very nature, the agri-food community kitchen shared-use facility requires participation from a wide variety of interested groups, but someone must always “carry the ball”. Currently the Peace Value Added Food & Ag Association (PVAF&AA) is providing the leadership for this project, maintaining order, and keeping track of the “big picture.”

While everyone on the committee is committed to the idea of establishing a kitchen in our community, questions regarding where it gets located, how it is funded, whom it serves, and other questions revolving around self-interest have arisen. The PVAF&AA will not lose sight of the overall economic benefit the kitchen will generate for the Peace Region and will continue to bring this initiative forward.

AGRI-FOOD COMMUNITY KITCHEN RESEARCH

COMMUNITY INPUT & PARTNERSHIPS

While researching the agri-food community kitchen, it was discovered that there was a plan in progress at the campus of Northern Lights College in Dawson Creek for development of college land for community projects. The Career Life Training Program (Advantage Workers Co-op), together with the Creek Restoration Project were in the process of creating a plan for the development of a community garden plot, composting station and an outdoor classroom. The PVAF&AA along with the Dawson Food Share (The Good Food Box) approached this group with the idea of expanding the outdoor classroom to include an agri-food community kitchen. Representatives from these four groups – PVAF&AA, Advantage Workers Co-op, Dawson Food Share and Creek Restoration Project formed a working group to discuss this strategic plan further. The plan was divided into different sections with each group being responsible for an area.

Advantage Workers Co-op

Brent Haney
Bob Grant

Community Garden

- Greenhouse
- Cold frame
- Management of the rental garden plots

Peace Value Added Food & Ag Association

Fred Burton
Donna Tookey

Equipment for the Commercial Kitchen

- Comprise equipment list
- Research

Dawson Food Share (The Good Food Box)

Stephanie Staus
Laurie Patterson

Nursery & Orchard

- Fruit trees and berry bushes
- Shelter belt

Creek Restoration Project

Don Pettitt
Barb Swail

Composting Station

- Build the station
- Management of the station
- Teaching usage

The newly formed Dawson Creek Community Processing Facility (DCCPF) presented their strategic plan to the Northern Lights College Board on August 29, 1999 requesting their support and commitment to the project. Initially the Northern Lights College Board rejected the proposal stating that they were unable to release the property required for the facility until such time as a long-term use strategy to ensure the future of college services within our region was finalized. Individuals from the Board and the Staff of the Dawson Creek campus have since requested a re-presentation of this plan.

See Appendix 1 – Presentation to Northern Lights College

The Northern Development Commission requested a presentation be made to the mayors and economic development officers of northeastern BC. The plan was presented to this group on September 15, 1999. The agri-food processing facility presentation was then made to the Select Standing Committee on Agriculture and Fisheries on October 12, 1999. In both cases, a keen interest and support was offered for this initiative. One of the main concerns expressed was whether or not there would be enough demand to warrant the development of this type of facility.

PRODUCERS / PROCESSORS

It is anticipated that the revenue for the agri-food processing facility will be generated from a variety of sources.

In August of 1997, the **Kiwanis Enterprise Centre** in Dawson Creek, hosted an informational meeting to call together those interested in promoting further development of the industry. Over twenty people from the Peace region attended the meeting, indicating the high level of interest in further developing the region's value-added sector. Based upon the results of the meeting the **Peace Value Added Food & Ag. Association** was born.

Twelve members of the Peace Value Added Food & Ag Association have expressed an interest in processing at this facility.

Gail Briggs	Briggswood Country Preserves	Preserves
Marina Buchan	Four Creeks Ranch	Organic Meat Pies
Fred Burton	Wool With or Without the Hide	Lamb Jerky
Lise Ecclestone	Far North Greenhouse	Herb Oil Extraction
Ron Guy	The Butcher Stop	Specialty Meat Products
Jerry Kitt	First Nature Farms	Organic Meat Products
Arnie Meyer	The Berry Basket	Saskatoon products
George Monner	Little Burnt Farms	Saskatoon products
Donna Rogers	Berry Delightful	Wild Berry Chocolates
Gary Sewell	Sewell's Game Farm	Specialty Meats
Ann Toderian	Mama T's Pickled Garlic	Preserves
Donna Tookey	Mile '0' Herbs	Herb Mixtures

In addition, the Dawson Food Share Committee is interested in helping low-income families in the area process food for their own meals. The Northern Lights College Advantage Workers Co-op are interested in putting together what they call their 'full meal deals'. They'd like to use the kitchen four or five hours one day a week to put together a week's worth of meals – and freeze them. They

could take the meals home, and have more sustainability, and more pride in being able to feed themselves.

Northern Lights College also expressed an interest in using the facility for training i.e.) greenhouse management, composting / soil reclamation, food processing, food safe courses, operational management, bookkeeping, janitorial servicing and general business management.

See Appendix 2 – Letters of Support from potential users.

MARKETS

In February of 1999 the Peace Value Added Food & Ag Association in conjunction with the Kiwanis Enterprise Centre and HRDC completed a study of the needs of the processors in the Peace, both Alberta and BC. One of the needs that was identified was for a small processing facility where value added products could be made legally and safely, a federally inspected facility with commercial-size equipment that could be rented on an affordable hourly basis.

See Appendix 2 – Survey Results

The Peace Value Added Food & Ag Association displayed their products as a whole, for the first time, at the Kiwanis Trade Show in Dawson Creek, in April of 1999. The response was tremendous. The most frequent question that arose from interested parties was “Where can you buy these products locally?” Since this time the Peace Value Added Food & Ag Association worked to set up displays of products in various outlets in the region. In consideration of the large tourist population that travels through Dawson Creek, this was the first place that was targeted. We currently have two permanent displays set up in Dawson Creek, one display in Grande Prairie IGA and we are working on the next in the Rycroft Co-op. There have also been requests for displays outside the Peace Region from Calgary and Edmonton.

FACILITY

Research indicates that the design of a commercial kitchen is determined by considerations of potential usage and space available. In general, there are two types of kitchens:

- The shared-use food processing facility and
- The shared-use commercial kitchen.

The shared-use food processing facility is a large kitchen (generally 5,000-6,000 square feet) accommodating multiple users at the same time. It is most commonly designed in the style of a production line. It often has an urban location.

The second type is a shared-use commercial kitchen. This type of facility is usually smaller (2,500 square feet), in a rural location and generally accommodates a single user at one time.

The facility being looked at for the Peace Region, once all equipment is installed, will have the capabilities for cleaning and bagging of fresh vegetables, baking, freezing, preserves, candy making, herb mixtures, vacuum packing, specialty meat production e.g.) jerky, sausages, frozen meat pies, catering, packaging of dry cereal grains.

Close to the end of this preliminary research, the need for a small oil extraction lab was brought to light. A very basic plan for this has been looked into. Michael Kerr, Industrial Research Assistance Program (IRAP) representative for this area, was consulted on this idea. What the facility would need for this type of lab would be a self-enclosed room on an outside wall for exhaust purposes. The small storage room that was intended for herb storage, was expanded from 6'x 6' to 8'x10' to be able to accommodate this lab in the future. The equipment was estimated at approximately \$10,000.00. IRAP has expressed interest in this Research and Development project and would fund equipment purchase through an individual producer to be housed at the facility.

Other Community Kitchen Models

Alberta Sites

In researching kitchens in other communities, the following Alberta facilities were visited to gather information on: markets, layout, equipment, production flow, equipment costs, operational cost, management structure and suppliers.

Something Special

224 Kaska Road,
Sherwood Park, AB
T8V 4G7
780-467-4448
780-449-1238
Contact: Stephen Kaiser

- Specializes in the production of antipasto
- Has been in operation for the past 12 years
- Size – 10,000 square feet
- Sell through distributors: Safeway, Save on Foods, Costco
- Some export to the United States
- Operates on 2 shifts with 25 employees
- Currently upgrading to HACCP standards
- Federally inspected facility

Grandma Bears

Box 2, Site 3, RR#2
Thorsby, AB
T0C 2P0
780-389-2103
780-389-3911
Contact: Harold & Evelyn Dickout

- Family operated bakery
- Has been in operation for 8 years
- Main market is Farmers' Markets and small restaurants in their area

Sylvia's Kitchen

Site 20 Box 16
Millet, AB
T0C 1Z0
Contact: Sylvia

- Operates out of two Atco trailers
- Produce gravy mixes
- Member of Alberta Food Processors Association
- Currently designing new retail package
- Works an average of 20 hours per week
- Currently researching HACCP standards

Meal on Wheels

11111-103 Avenue

Edmonton, AB

T5K 2P1

780-426-2020

780-424-5561

email: emow@compusmart.ab.ca

Contact: Joanne Watson

- Operational costs are covered by fundraising foundation
- Operating for 18 years
- Size – 4,000 Square feet
- Serve up to 500 meals per day and 500-700 frozen meals per week

BC Sites

Sites of agri-food community kitchens contacted in BC include:

Shuswap Business Development Centre, Salmon Arm

Community Futures

Manager: Al Bolen

250-804-4701

- Community kitchen facility operated by Community Futures Development Corporation
- Opened in January of 1999
- Size – 1,800 square feet
- Has not been used to full capacity
- Sporadically used by caterers
- Located in industrial area, not easily accessible

Cowichan Venture Centre, Duncan, BC

Contact: Louise McMurray

250-746-1004

- Recently completed feasibility study for Co-operative Commercial Kitchen
- It is anticipated the main users will be producing preserves

Local Sites

In researching a site for the agri-food community kitchen in Dawson Creek the following locations were considered:

- Apostolic Lighthouse Tabernacle
- Dawson Creek Alliance Church
- Elks Lodge #289
- Northgate Mennonite Brethren Church
- Notre Dame School
- Ron Pettigrew School
- Royal Canadian Legion
- Seniors Citizen's Hall
- South Peace United Church
- St. James Presbyterian Church
- St. Mark's Anglican Church
- Sudeten Hall
- Dawson Creek Airport Café
- Salvation Army
- Dawson Creek Organic Bakery
- Northern Lights College

At first glance there are many 'commercial' kitchens that allow their facilities to be used after hours. Several church halls and service groups offer such a service. Unfortunately all that have been seen are inadequate to meet the need of value added production. Some, although 'commercial', use home stoves, which do not have the power to drive larger pots, for example. The teaching kitchen at Northern Lights College, Dawson Creek campus is well equipped, however it is busy with classes throughout the year. In addition there is a policy at the college that commercial products for retail sale cannot be produced on the premises.

At the present time there are no federally inspected commercial kitchens in the Peace.

The proposed Dawson Creek Community Processing Facility (DCCPF) is a combination of a shared-use processing facility and a shared-use commercial kitchen. Users would be single users, small independent business use, classes from Northern Lights College and other community groups interested in processing food for self consumption and / or

interested in training seminars. The proposed facility including kitchen and classroom space will total 2,964 square feet. The floor plan has been developed with the assistance of Steven Cousens, the area federal meat inspector.

See Appendix 4 – Agri-Food Community Kitchen Floor Plan

EQUIPMENT

The equipment list was developed after consultation with potential users and producers via surveys and public meetings. It has been recommended that the equipment be acquired in two phases.

Phase One would include basic equipment and would have capabilities for single and small business use.

Phase Two would complete the list and include a sausage and jerky kitchen. It would then have the capability for larger groups, i.e.) classes for training.

See Appendix 5 – Complete Equipment List, Phase 1 Equipment & Phase 2 Equipment List.

We are in the process of exploring different options for acquiring this equipment:

- House equipment owned by independent processors
- User groups purchase equipment
- Apply for financing to purchase new or used equipment

The kitchen will also need to be stocked with small equipment and other supplies. These items are vital to the operation of the facility.

See Appendix 6 – Complete Supply List, Phase 1 Supply List & Phase 2 Supply List

The total cost to purchase the Equipment and supplies is estimated to be \$177,997.76.

OPERATING A SHARED USE COMMERCIAL KITCHEN

The proposed agri-food community kitchen will provide a unique opportunity for individuals who desire to be associated with the food industry. Similar facilities are quite large with multiprocessing equipment; others are small multipurpose rural kitchens, while still others may be remodeled facilities with used equipment. Due to the diversity of the agri-food products produced in the Peace Region, we are proposing the development of a new, large facility with multiprocessing equipment. The proposed operational procedures are the same as with any commercial kitchen including consideration of the following:

- i. Tenant Selection
- ii. Tenant Application
- iii. Kitchen Rate Schedule
- iv. Operating Policy

Tenant Selection

Tenant selection will be based more on the product(s) to be produced than the tenant. Most shared-use kitchens determine that only certain types of products will be produced in their facility. This determination will be based on governmental regulations, insurance, and kitchen equipment. The size of the coolers (refrigerators) and/or freezers may be a consideration, whether or not there is a food dehydrator, water processing facilities, etc. All play a role in determining whether or not a tenant is suitable for the facility.

The Dawson Creek Community Processing Facility (DCCPF) will have three different categories of users:

- i. Specialty Food Producers
- ii. Caterers
- iii. Drop-in or Occasional Users

Specialty food producers will most likely be the group of tenants that will use the kitchen the greatest number of hours. For most of them, a shared-use kitchen will give them their first opportunity to be involved in the specialty food industry. Not everybody, however, with a good idea makes it in the specialty food business. Many are under-financed, others find they enjoy producing the product but do not like marketing, while others find that turning a hobby into a business requires more time and energy than they want to contribute.

Caterers desiring to use shared-use kitchens are under different rules and regulations than tenants who are producing specialty food products. Catering is an area of food production that can be overlooked during feasibility studies, but may represent a fairly large portion of monthly hourly use and revenues.

A third type of tenant that a shared-use kitchen may or may not choose to have is the drop-in or one time tenant. These tenants may be a source of income for the facility, but they require special consideration due to the fact that they are not trained to use the facility. A training program will be developed for these users.

Tenant Application

Research indicates that a tenant application is a very important document to have on file for each and every tenant that uses the kitchen. A generic application, regardless of product or tenant status is usually sufficient. It should identify the status of the business (pre venture, new, existing), and request a brief description of the product of business, including product ingredients and equipment that will be utilized. The application should also state if a target market has been identified and / or tested, the anticipated number of hours of kitchen usage per week or month, and number of employees anticipated.

See Appendix 7 – Tenant application for DCCPF.

Kitchen Rate Schedule

A rate schedule needs to be developed for the proposed facility. Revision of rates will be required on a regular basis. Payment will be collected from tenants before they use the kitchen until a payment history is established. The prepayment can be based upon the projected number of hours that they will use the kitchen during a given month.

The hourly rate may be all-inclusive or only one part of the kitchen usage expense. If a food and equipment safety and sanitation class is a requirement for the shared-use kitchen, a one time fee will be charged; if cabinet storage, cooler, and freezer facilities are required, additional fees will be charged for them. An hourly rate for individual pieces of equipment has been suggested, but that proposal requires extra record and bookkeeping. A monthly charge or a per-usage fee will be charged for cleaning supplies, disposable gloves, disposable aprons and hair nets if those are supplied by the facility. A shared-use kitchen provides a very uncontrolled environment due to a wide variety of tenants and supplying these items at a small fee helps to insure that all kitchen rules and regulations are followed.

See Appendix 8 – DCCPF Kitchen Rate Schedule.

Operating Policy

The operating policy of the DCCPF includes:

- Description of Service to Be Provided
- Operating Schedule
- Pricing Schedule
- Security regulations
- Issuance of Keys
- Liability of Customer
- Public and Product Liability Insurance Requirements
- Inspection
- Food and Equipment Safety and Sanitation
- Products
- Signs and Advertising

- Default
- Assignment

See Appendix 9 – DCCPF Operating Policy.

Licenses

Anyone planning to introduce a food product into the market must make sure they comply with regulations regarding food or food processing that affects their products. Generally, regulations dealing with food are established to assure the safety of products, to prevent fraud and unfair competition, and to provide information to consumers.

Kitchen tenants who manufacture products in a commercial kitchen, business incubator kitchen, or any other registered or inspected facility are not exempt from complying with the regulations. Individual food processors need to register their business, process, and products as required by local and / or federal regulations.

In addition, there are legal issues such as insurance and trademarks that should be carefully considered before starting a food business.

Federal Regulations

Food inspection and food relations within Canada are now the responsibility of Canadian Food Inspection Agency and the Food & Drug Act of Canada.

Specific regulations can be accessed on the Internet at www.cfia-acia.agr.ca

Provincial Regulations

The BC government will soon be revising their regulations on food processing to be more in harmony with the Canadian Federal Regulations. Administration of food safety legislation is a shared responsibility between federal and provincial governments. The lead agency responsible

will be dependent on the type of food products produced and their designations.

British Columbia Ministry of Health ensures that all beverages and food processed in British Columbia meet the requirement of the British Columbia Public Health Act.

British Columbia Public Health Act:

Food Products Standards Act, R.S.B.C. 1990, Chapter 153

This Act allows the Province to establish compositional and quality standards for processed foods by:

- a. Adopting federal standards if they exist under the Food and Drugs Act (Canada); or
- b. By establishing provincial standards by regulation if federal standards do not exist; or
- c. If federal or provincial standards have already been established under either of the above, by establishing premium product standards that are more rigorous than the federal or provincial standards.

REGIONAL REGULATIONS

Environmental Health Officers are responsible for:

- a. reviewing plans for proposed food processing facilities and renovations to existing facilities
- b. inspections of facilities to ensure industry compliance and to promote good sanitation and food safety practices
- c. providing courses to demonstrate proper food handling
- d. handling consumer complaints and investigating food related illness
- e. In all cases, building permits and licenses will be required at the municipal level.

Local

The Local Planning and Building Department outlines the necessary permits and approvals required before construction of a facility:

- a. To obtain a building permit
- b. Provide the blue prints of the building with a seal of approval from an engineering company.

Cost of the permit depends on the value of the building.

FINANCIAL

Operational Costs

The figures contained in the Operating Budget and corresponding Break Even Point analysis presented to the Northern Lights College Board represent **sample figures only**. These figures will change as more information becomes available

Expenses:

- The annual utility costs of \$12,000 were estimated based on the utility cost of operating a similar facility in BC
- Since the producers will be required to cleanup after themselves janitorial services would only be required approximately 8 hours per week. The Advantage Workers Co-op would do the janitorial work at a rate of \$7.15 / hour. The total janitorial costs for one year would be approximately \$2,974.40.
- Cleaning supplies & chemicals which would be supplied for users and janitors are estimated at \$1,200.00 / year.
- Administration / Office expenses include postage, telephone, and internet service and will cost approximately \$1,200.00 / year.
- Insurance costs to cover liability etc. will be \$2,500.00 / year
- Salary for facility manager @ 40 hours / week @ \$20.00 / hour would be \$3,200 per month on contract. Approximately \$38,400 / yr*.

* this would be a variable cost based on usage

Capital Costs

Hegge Construction was brought in to consult on the capital costs. The floor plan and equipment list was used to establish an estimation of the costs for the building.

Some suggestions were made for some changes that will be needed to the existing floor plan:

- Add a mechanical room to accommodate 2 Furnaces and large capacity hot water tank.
- A range hood for ventilation

The preliminary estimate by Hegge Construction is that the capital costs of this facility will be approximately \$120.00 per sq. ft.

The capital costs for the construction of a 3200 sq. ft. building would be approximately \$384,000.00.

E-COMMERCE DEVELOPMENT

Training

A 2-day seminar on Real Marketing on the Internet, held at UBC, was attended by project co-ordinator, Donna Tookey. The course included:

Fast Track to Commercial Web Sites on the Net

- Creating Commercial Web Pages
- Internet assistant for Microsoft Word
- Netscape Communicator
- Microsoft FrontPage 98
- Other Useful Tools & Utilities

Web Site Building Blocks

- The Welcome Page
- Navigational Buttons
- Use of Images & Graphics
- Creating & Using Frames
- Adding Links
- On-line Catalogs: Presenting Your Products & Services. Use of Table

Supporting & Interacting With Your Customers

- Constructing On-Line Forms
- Customer Support Bulletin Boards
- Product FAQs, Databases & Support With Web Phones
- Web shopping Carts

Taking & Making Money From Your Site

- Payment Options
- Securing Transactions
- Digital Cash, E-Cash
- Providing Content for a Price
- Advertising Supported Web Sites
- Order & Shipment Tracking

With this training, Donna Tookey, project co-ordinator has the skills to continue to update and monitor the Peace Value Added Food & Ag Association's website on a volunteer basis.

There are presently seven member of the Peace Value Added Food & Ag Association listed on the website. The goal is to have all members listed by the end of 1999. some of these producers will join with products ready for the shopping cart program and others will be listed with contact numbers only. As with all new technology, confidence must be built. It is anticipated that interest will increase when those who are already online begin to experience success/ increase in sales.

Producers

The following producers are listed on the website shopping cart program. These products are available for purchase on line, with a credit card number.

Mile '0' Herbs	Souper Spices	Gift Pack 1 each Beef & Chicken By the case
Briggswood Country Preserves	Preserves	190 ml 110 ml
Mama T's Preserves	Pickled Garlic	
Berry Delightful	Chocolates Jams	Box of 10 Crate of 2 / 190 ml
Down to Earth Greenhouse	Herbal mixtures	250 ml Herbal Vinegar 500 ml Herbal Vinegar Bath Herbs

Other members listed on the website, with contact names and numbers.

Van Han's	Honey
Far North Greenhouse	Dried Herbs
The Butcher Block	Specialty meat products herb mixes / sauces
Peace Natural Velvet	Elk velvet capsules

Store Front/ Shopping Cart Program

The shopping cart program, incorporated into the Peace Value Added Food & Ag Association's website, is a secure site with a merchant account set up through the Royal Bank. With this program, buyers can browse through the products listed, read information about the businesses and purchase products on line. When a customer completes the purchase the information is sent to the Peace Value Added Food & Ag Association's office via e-mail. The order is then forwarded to the individual business for shipping to the customer. The Association then pays out payment for the products sold to the producers. An agreement has been made that payment for products will be made after 30 days. The reason for this agreement is to be sure products have been received in good order by the customer. This will help to prevent any charge backs to the merchant account.

There is a company called "Webmaster" in Dawson Creek, that has offered their service to the Peace Value Added Food & Ag Association free of charge, as a supporter of our initiative. The website is updated with search engines bi weekly. This service is invaluable to the website, as updating with the search engines is what drives customers to the site.

STRATEGIC IMPLEMENTATION PLAN

The following steps are needed to further the development of the Community

Processing Facility

1. Seek funding to finance construction of building and purchase of equipment
2. Solicit help from College board members to determine effective strategy for re-presentation of DCCPF plan
3. Determine long-term plans including the college's land use strategy
4. Meet with Greg Larsen re: financial plan
5. Re-present proposal to the Northern Lights College board
6. Continue to promote e-commerce as a marketing tool for Peace Country Products
7. Pursue the possibility of partnering with other processing facilities
8. Form a legal association or co-operative
9. Continue to get letters of support
10. Assist with development of a training program through the Ministry of Community Development, Cooperatives and Volunteers
11. Develop contingency plan