



Tahoe Food Hub 2.0



Building a Sustainable Food System for North Lake Tahoe



Executive Summary:

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The Tahoe Food Hub (TFH) has served to connect and strengthen North Lake Tahoe's regional food system since 2013.

Tahoe Food Hub (TFH) is entering its fifth year. We are proud of the awareness that Tahoe Food Hub has shed on local food, small farms and organic agriculture in North Lake Tahoe. We are fulfilling our mission to galvanize our community to build a regional, sustainable and equitable food system. We have established a base and a foundation of conscious eaters.

Tahoe Food Hub's warehouse and Farm Shop have been located at the bottom of Alpine Meadows Rd. for the past three years. It is a 1200sf space and has reached its capacity. Tahoe Food Hub is scheduled to relocate to Truckee in the winter of 2018 to a space three times the size.

As we prepare for this large leap forward, we need to evaluate our organization's financial sustainability.

Tahoe Food Hub has identified a secure and efficient growth plan to increase organizational sustainability. To grow the food hub, we must strengthen its base first. The base of the operation is food distribution. If we improve the system, we can find more ways to serve the community such. To achieve those goals, we have to increase capacity.

Our proposal outlines a plan to expand our Farm to Market program strengthening not only our local food system but our non-profit organization as we prepare for the next five years.

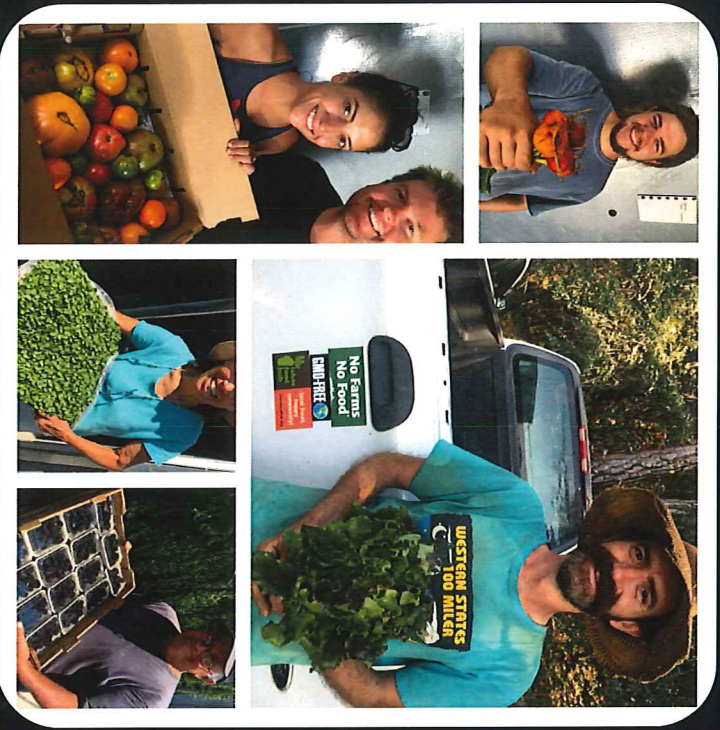


Tahoe Food Hub

A Brief History

The TFH was founded on October 15, 2012 as a non-profit organization and began moving local food in June 2013. Tahoe Food Hub (TFH) is educating the North Lake Tahoe community on the social, environmental and economic benefits of a local food system. By developing a local food system, Tahoe Food Hub is demonstrating how we can work together to increase the security of our Sierra foodshed. TFH networks a fair marketplace for small, family farms, increases access to nutritious, ecologically-grown food, ensures equal access to schools and low-income and provides an education farm where we can teach our mountain community about agriculture in an alpine ecosystem.

TFH started with 5 farms and 5 restaurants and now have over 40 farms and more than 60 wholesale buyers. Our grassroots effort to build our own local food system has created a groundswell within our community. We have demonstrated it's possible for a ski town to source food year-round in Northern California.





Our Mission

Galvanize our community to build a regional, sustainable and equitable food system.

Food System


 Build a diverse, sustainable and resilient food system

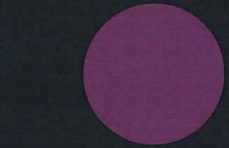
 Promote sustainable agricultural practices

 Support local farms with a fair and equitable marketplace

Community

 Provide equal access to local, fresh, healthy food

 Offer farm and garden education for students

 Educate community on the environmental, economic and social health benefits of a local food system



Current Programs

- 2016 Fiscal Year -

Farm to School

Revenue = \$7,300 –
Lunch (6,250lbs)

- Farm Cart in the Classroom
- School lunches
- Harvest of the Month
- Sierra Agroecology Center

Outreach & Education

Revenue = \$42,600

- Outreach events
 - Community Soup Night
 - Farm dinners
- Event partnerships

Healthy Food Access

Pounds Donated = 3,000lbs

- Farmer Donations
- Gleanings

Farm to Market

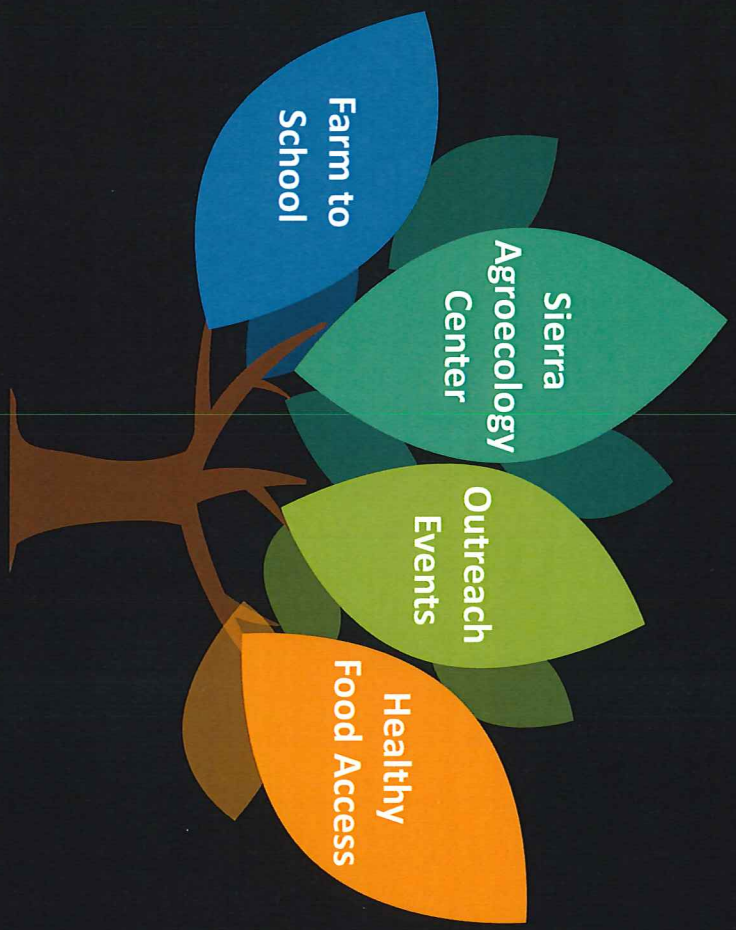
Revenue = \$417,500

- Wholesale Accounts
- Farm Shop
- Build Your Own Box





Reaching Out into the Community



It takes a community to build a local food system.



The Roots of the Organization



**Farm to
Market**

**Build Your
Own Box**

**Pitchfork
& the Pan**

**Farm
Shop**



What's Next for Tahoe Food Hub?





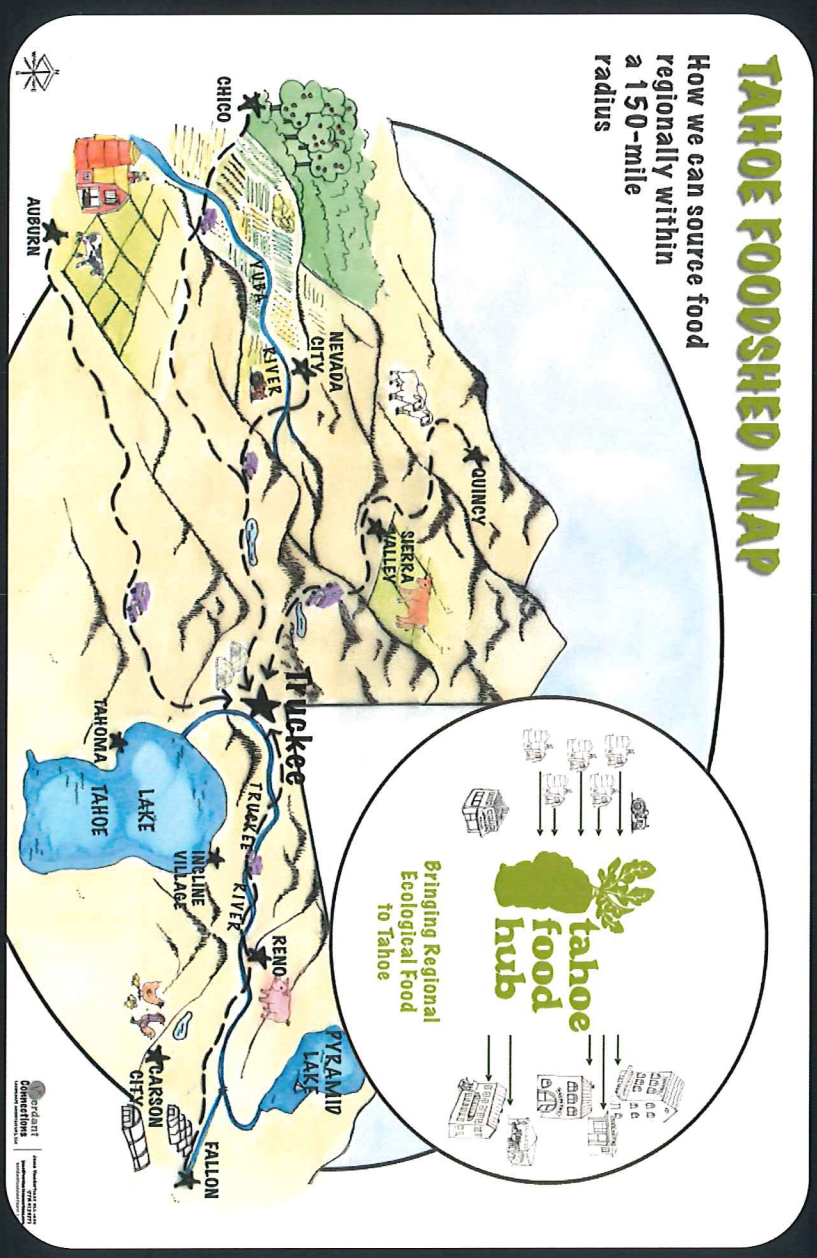
By increasing capacity, Tahoe Food Hub can scale up to better serve Truckee and North Lake Tahoe. It will create a thriving local food economy. An economy that will position Truckee on the frontier of mountain town development and how mountain towns can diversify their economy for better resiliency.

In order to achieve its goals the TFH must realign its processes to take advantage of both its strengths and opportunities. And at the same time put strategies in place to mitigate the threats and weaknesses.





Your foodshed is your watershed



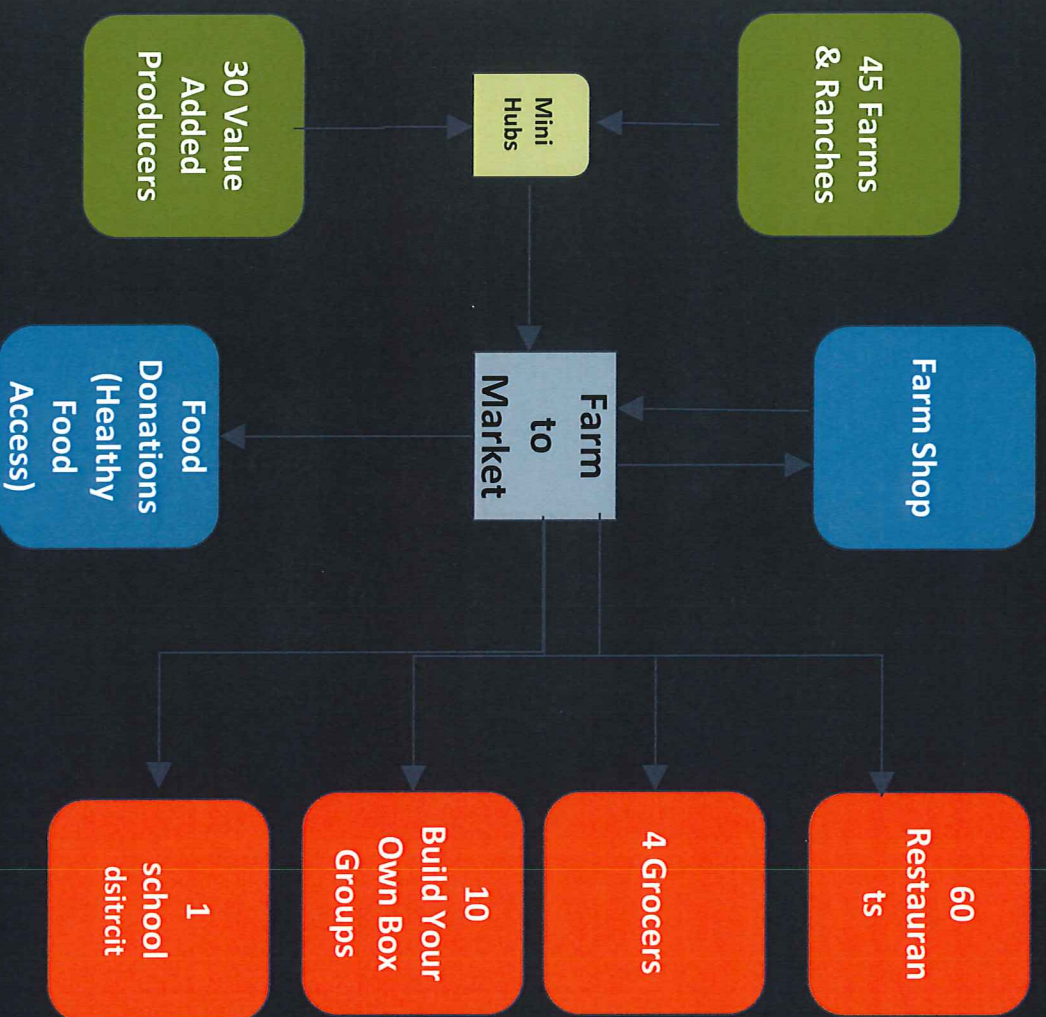
Tahoe has 2 watersheds = 2 foodsheds!



**Bringing Regional
Ecological Food
to Tahoe**



Farm to Market Program



The Farm to Market (F2M) program is the regional food distribution arm of the TFH. It is the earned income model for the organization accounting for 80% of revenue.

All F2M producers are required to apply and be approved by the TFH under their Food Safety Plan. All producers receive an on-site visit by TFH staff, where they access whether producers meet guidelines for Good Agricultural Practices (GAP) and “sustainable farming methods”.

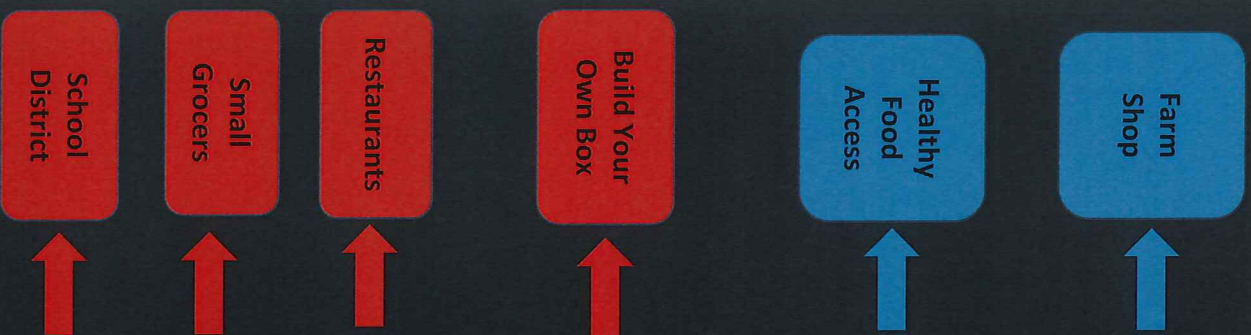
Every week, F2M coordinates availability with producers and wholesale buyers through an online platform. Based on buyer demand, producers receive two orders a week and they are responsible for delivering products to “mini hubs”, locations centrally located within 8-12 other producers. The F2M program transports product from the mini hubs to their cold storage in the Hub Retail Store. F2M then distributes orders to consumers.

The **Farm Shop** is a retail outlet for local, farm food located in Alpine Meadows, 11 miles outside downtown Truckee. The Farm Shop provides physical space for the general public to connect with the food hub and learn more about where their food comes from. The store offers produce, meat, dry goods, value added farm products (jam, salsa, body products...) and locally produced crafts.

In partnership with Project Mana, North Lake Tahoe's hunger relief agency, the **Healthy Food Access** program provides food insecure families equal access to the local food. Food donations are made in three ways: 1) Farmers donate extra product when they deliver their order. In summer of 2017, 2,000lbs were collected from farmers. 2) Volunteer gleaners rescue food from farm fields that would otherwise go to waste contributing on average 5,000lbs/year. 3) The Sierra Agroecology Center donates food on average 200lbs/year from the Growing Dome.

The **Build Your Own Box (BYOB)** Program allows consumers to buy directly from the TFH without visiting the Farm Shop. Groups of friends or employees of a business form a buying club and gain access to wholesale prices when they buy in bulk. Currently there are 8 groups two of which are businesses which offer the program as a wellness program for employees. Tahoe Mountain Club has 12 shares and Tahoe Forest Hospital has 30 shares.

F2M wholesale accounts services restaurants, grocers and schools. Restaurants account for the largest percentage of wholesale accounts. Restaurants often highlight TFH product through special menu items, offering TFH a way to reach new consumers and spur interest in the local foodshed. Grocers include small corner markets and both New Moon Natural Food Stores. For the school district, TFH supplies seasonal fruits 1-2/ month during the school year. During the 2016/2017 school year, XXX



Accomplishments:

- Sales are growing at 35-40% per year
- 75 producers and 75 wholesale buyers
- 5,000lbs of fruit into school meals annually
- 3,000lbs of gleaned food donated to Project Mana
- 2,000lbs of food donated by farmers to Project Mana
- 1,000 school children have visited the Sierra Agroecology Center
- 10 employees

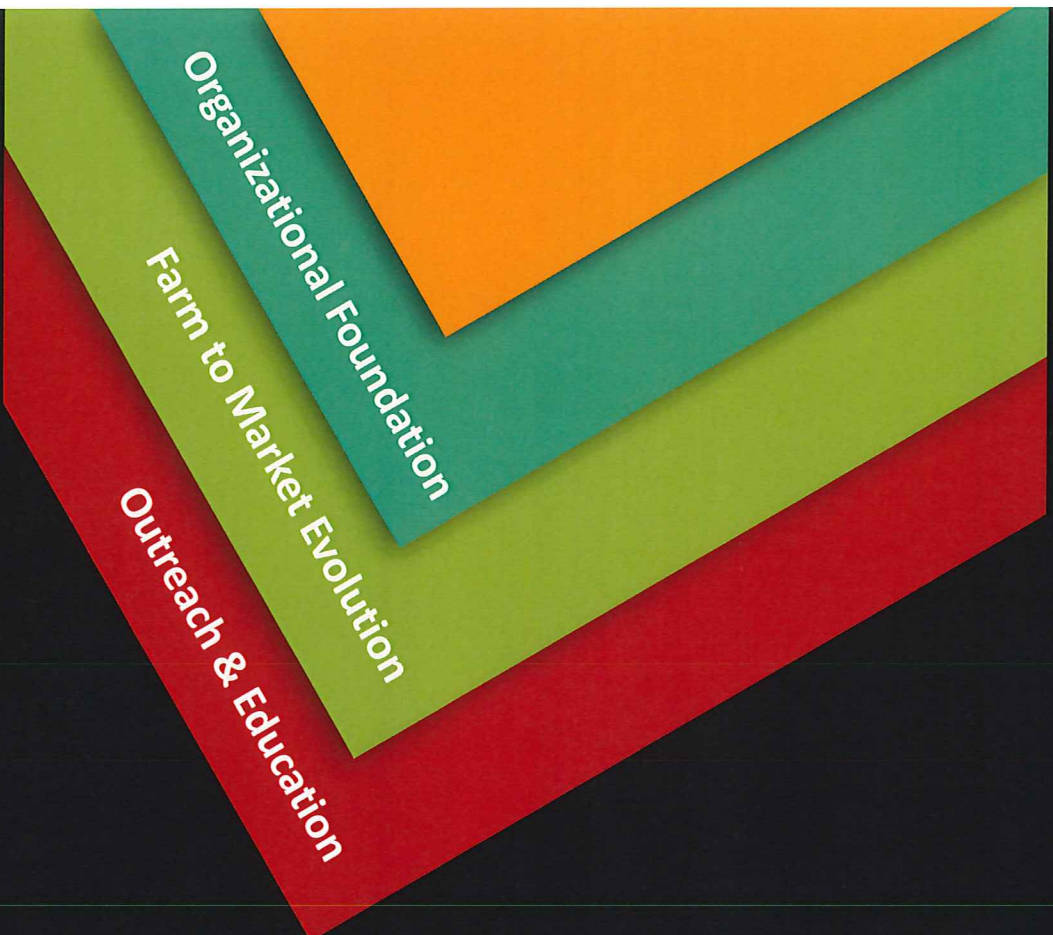




Growing for the Future

Our path to sustainability:

1. Strengthen the foundation of the organization
2. Improve the Farm to Market earned income model
1. Build the brand through outreach and education



Organizational Foundation

Strengthening the non-profit foundation:

1. Initiate a **Development Program** where we cultivate key donors and engage the community on a philanthropic level.
1. Invest more time into **grant writing**.
2. Organize **board structure** with defined roles and committees.

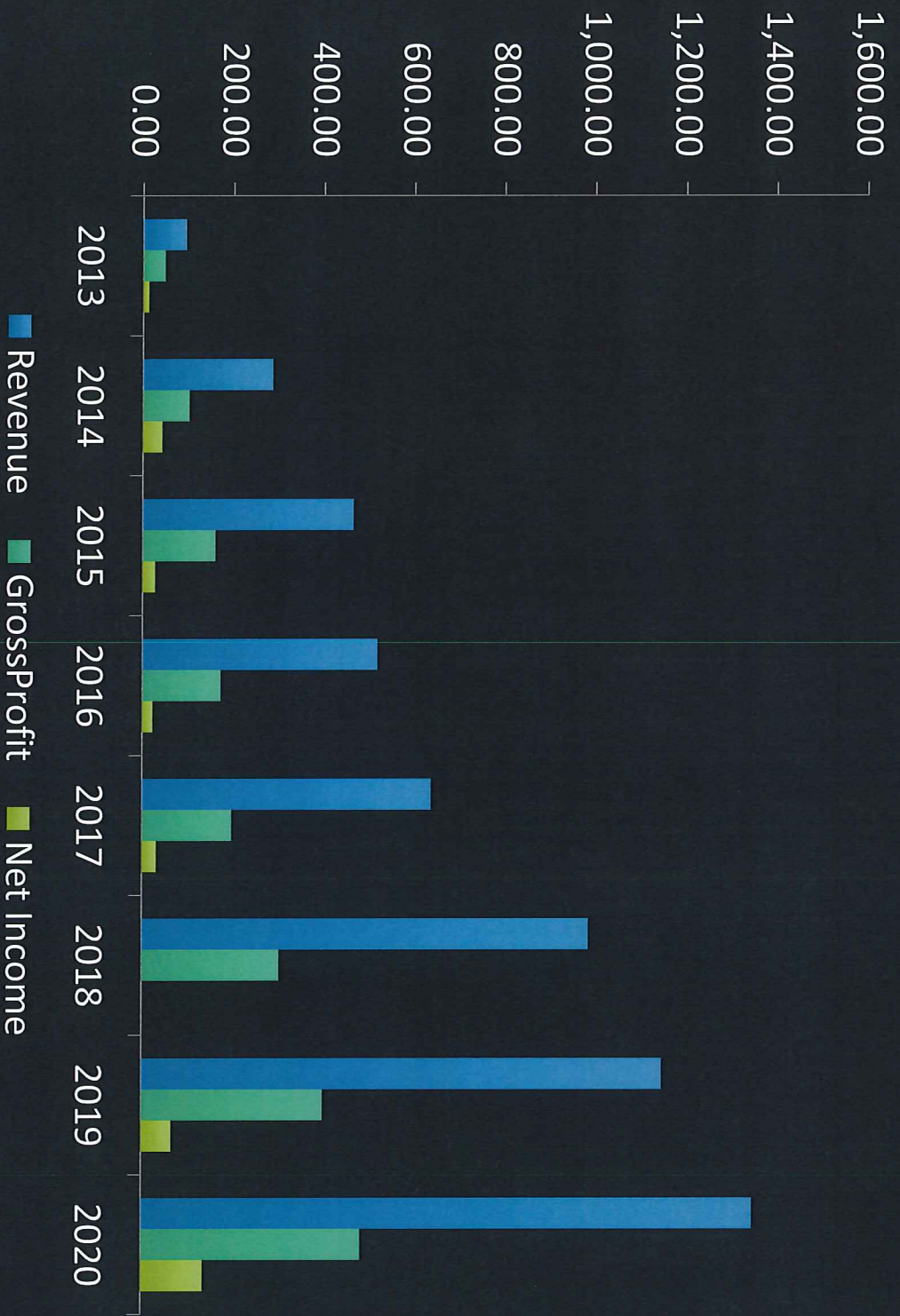
Farm to Market Evolution

Diversifying and expanding Farm to Market:

1. Secure a more stable **revenue stream** by expanding **direct-to-consumer sales**.
1. Relocate the farm shop to a more **centralized location**.
1. Expand and improve the **Build Your Own Box** program.
1. Increase **wholesale mark-up** from **27% to 30%** by 2019.



Financial Growth Projection



Farm to Market Evolution

Develop Pitchfork & the Pan:

1. Additional **pop-up farm dinners**.
2. Offer **prepared meals** that are available with Build Your Own Box.
3. **Catering** business for events.
4. Concept **Café** with 100% local seasonal foods



Build Your Own Box (BYOB)

BYOB 2.0

Expanding BYOB will enable individual consumers to get a single, customizable box without having to form or join a buying club.

- **Start Date:** Winter 2018 (pilot)
- **Projected Sales Targets:**
 - Winter 2018 – 12 shares, \$4,500 - 12 weeks
 - Summer 2018 - 48 shares, \$28,800 - 20 weeks
 - Summer 2019 - 96 shares, \$57,600 - 20 weeks
- **Distribution:** Consumers would come to the Farm Shop to customize and pick up their box
- **Add-ons:** Can add a prepared meal each week from Pitchfork & the Pan



Increasing Direct-to-Consumer Options

Proposed new location for the Farm Shop at the Truckee Airport is **closer to larger population centers** with lots of cross-traffic.



PITCHFORK & the PAN

- **Prepared Meal** add-on for BYOB customers - \$20 for 2-person meal
- **Pop-up Farm Dinners** - 8/year, 45 ppl @ \$95 = \$34,500/year
- **Pitchfork & the Pan Catering** – Fall 2018, profit donated to TFH
- **Pitchfork & the Pan Café** – Summer 2019, profit donated to TFH



Outreach & Education

Farm to School

Sierra Agroecology Center

- Develop a new centralized campus to allow for more classroom access.
- Proposed sites: Squaw Valley, Plumas Bank Truckee, and the Truckee Airport.

Farm Cart in the Classroom

- Brings the farmers market to the school as students learn business skills as well as the importance of local, sustainable food.

Harvest of the Month & School Lunches

- Continue Harvest of the Month partnership.
- Annual Farm to School fundraiser to support TTUSD bringing local food into school meals.



Outreach & Education

Healthy Food Access

- 3-4 **gleanings** by volunteers annually
- **Weekly donation boxes** by our farmers
- Food grown in the **growing dome** at SAC
- **Grants** that help us buy local food for those in need



Outreach & Education

Events

TFH Events

- Connects us with the community
- Education opportunities

Event Beneficiary

- Communicate our message and reach a wider audience
 - Winter Wondergrass, Made in Tahoe, Alpenglow Film Series



Timeline for Food Hub 2.0

