



**Wholesale and Other Opportunities
In the Vegetable Industry of
Newfoundland and Labrador**

Addendum 2010

Prepared for:

**Department of Natural Resources
Forestry and Agrifoods Agency**

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

Prepared by:

James Morris
Marketing Specialist
Department of Natural Resources
Forestry and Agrifoods Agency
August, 2010

Edited by:

Blaine Hussey
Manager of Market Development
Department of Natural Resources
Forestry and Agrifoods Agency
September, 2010

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
Retailers	4
Producers	4
INTRODUCTION.....	6
Methodology	6
RETAILER PERSPECTIVE.....	7
Fresh Field Grown Vegetables for the Retail Market.....	7
Beet	7
Broccoli.....	7
Cabbage	8
Carrot.....	8
Cauliflower	8
Celery	8
Corn	9
Lettuce – Head (Iceberg).....	9
Lettuce - Romaine	9
Onion - Green	9
Onion - Yellow	10
Parsnip	10
Potato – All Varieties	10
Rutabaga (Turnip).....	11
Tomato - Field.....	11
Field Vegetable Summary	12
Additional Information.....	14
Production Requirements	14
Food Safety	18
Direct Marketing.....	20
Demographics.....	20
PRODUCER PERSPECTIVE.....	21
Production	21
Food Safety	26
Direct Marketing	27
CONCLUSIONS.....	28
RECOMMENDATIONS	30

EXECUTIVE SUMMARY

This addendum focuses on the vegetable industry of the Labrador portion of Newfoundland and Labrador and serves to augment the report entitled, Wholesale and Other Opportunities in the Vegetable Industry of Newfoundland and Labrador (2007), which focuses on the island portion of the province. This addendum provides recent vegetable industry data, analysis and insight into the Labrador portion of the province; furthermore, it highlights recent potential vegetable market opportunities existing there. The approach of this addendum was identical to the original report – please refer to the 2007 document for details.

One Wholesaler plus several Retailers and Producers situated throughout Labrador participated in the study and the information has been combined within each of these sectors to ensure confidentiality for all participants; however, since only one wholesaler participated in the study, Wholesaler data is not included in this addendum for confidentiality reasons. Therefore, this addendum is limited to Retailer and Producer perspectives. This document provides insight into the present situation in the Labrador vegetable industry.

With respect to market opportunities for local produce in Labrador, Retailers reported that there were 14,955 pounds of locally produced vegetables supplied to the retail industry in 2009, which required approximately 1 acre to produce. This represents less than 0.4 percent of the total potential retail volume of 4,048,478 pounds and approximately 0.3 percent of the 4,711,241 pounds of fresh vegetables purchased by Retailers in 2009. With full cool storage capacity and capability, Labrador Producers could supply the Labrador retail industry with close to 86 percent of the total retail fresh vegetable requirements. This supply amount is currently valued at slightly more than \$1.1 million and requires approximately 244 acres to produce. This means that opportunity exists for substantial vegetable production expansion in Labrador.

The fresh potato market in Labrador represents approximately 3.9 million pounds which equates to nearly 218 acres (assuming a 5-year yield average of 17,900 pounds per acre). Three acres were planted in 2009; therefore, the consumption capacity for fresh potatoes in Labrador is over 72 times the current production level.

The predominant acreages of vegetables planted for 2009 by Producers were, in descending order, carrot, beet, white potato and rutabaga (turnip). Producers indicated that they receive the highest margins from greens, beet, potato and carrot, followed closely by cabbage. Broccoli was the 6th mentioned commodity behind beet.

Similar to the island portion of the province, most locally produced vegetables in Labrador are being sold directly at roadside stands and farm sites with small amounts being sold to Retailers and via Farmers' Markets.

According to data collected from other Department of Natural Resources surveys conducted at numerous festival and trade show events throughout the province of Newfoundland and Labrador, local produce is in very high demand. Close to 100 percent of festival and trade show event attendees surveyed in recent years who answered the question, "Do you prefer local produce?" indicated "Yes". In light of this, local produce needs to be quickly and easily identified by consumers in retail stores. This can be accomplished using attractive, clear and distinctively labeled packaging accompanied by appropriate and effective in-store signage.

Based on the information attained through this survey, similar previous island portion studies and other available information, the following conclusions have been made:

Retailers

- Retailers believe that potato, rutabaga and lettuce are the top vegetables that should be produced locally on a greater scale. Next in line, onion, carrot and cabbage complete the top 6 vegetables. Retailers also indicated that broccoli is an important vegetable that should have increased production in this portion of the province;
- Retailers indicated that quantity of product available and the relationship they had with Wholesalers was very favorable as was the consistency of supply;
- 17 percent of Retailers indicated that they prefer to deal with Producers on an individual basis and another 25 percent with both Producers and Wholesalers while 16 percent had no preference;
- Retailers prefer high quality and consistently supplied fresh vegetables with clear, attractive labeling that meets the standards of the organizations. Furthermore, Retailers need Producers to inform them, in advance, of the types of vegetables they will have to offer, including quantities, agreed upon pricing and expected delivery dates. Retailers need this information at the beginning of the season;
- Currently, there are no secondary processed vegetables being purchased from Producers by Retailers – although the potential exists for this opportunity to be fully developed;
- Retailers believe that an increase in the amount and quality of advertisement for local produce will increase awareness resulting in increased consumption of local produce, and;
- Retailers also indicate that freshness and taste are equally regarded by consumers as the most important features of vegetables, followed by appearance.

Producers

- Significant opportunity exists for the traditional vegetables at the retail level for Labrador Producers due to the current low quantity of local supply to the Retailers and Wholesalers;
- There is significant opportunity for alternative crops that could be grown in Labrador, including broccoli, cauliflower, celery, corn, lettuces, tomato, and yellow onion;
- There are 2 essential prerequisites that Retailers require from Producers to ensure an ongoing relationship – consistent quality (Canada No. 1) and consistent supply;
- Quality packaging is an essential attribute for successful marketing of local produce;
- The amount of production on individual farms needs to increase in order to benefit from economies of scale. The resulting reduction in production costs will help local Producers

**Wholesale and Other Opportunities in the Vegetable Industry of Newfoundland and Labrador
Addendum 2010**

compete more effectively with imported vegetables – there is adequate land base available to accommodate any expansion to meet current Labrador market demand and beyond. All Producers indicated having plans to expand production to the point of making it possible to satisfy the retail market potential and other market opportunities such as processed fresh and frozen vegetables; however, discussions with Labrador Producers revealed that there is a shortage of skilled and willing labour in Labrador which is limiting the ability to increase current production levels. A solution to this problem is to import labor. During labor shortages, Producers need to seek out and avail of opportunities that may exist to import skilled and willing labor;

- There are mixed feelings about Wholesalers and Retailers among Producers – some have very good relationships, while others indicate a poor relationship or no relationship;
- Most Producers believe co-operatives can be beneficial; however, they require cooperation and a similar vision amongst members;
- Producers must communicate with Retailers and/or Wholesalers at the beginning of the season as to type and volume of vegetables that will be available;
- A commodity will not extract a premium price – produce needs to be positioned as a premium product in order to receive a premium price;
- There are several key alternative crops that can be grown in Labrador that will provide an excellent return on investment;
- Proper storage facilities are vital in order to achieve full potential for the vegetable industry;
- The establishment of some type of integrated marketing infrastructure may assist in the further development of the vegetable industry;
- Communication, cooperation and coordination between Producers may become beneficial to ensure that all market demands are met;
- There is opportunity for successful greenhouse operations in Labrador, and;
- All Producers must consider implementing On-farm Food Safety programs in order to continue business relationships with Wholesalers and/or Retailers in the future.

INTRODUCTION

This addendum focuses on the vegetable industry of the Labrador portion of Newfoundland and Labrador and serves to augment the report entitled, Wholesale and Other Opportunities in the Vegetable Industry of Newfoundland and Labrador (2007), which focuses on the island portion of the province. This addendum provides recent vegetable industry data, analysis and insight into the Labrador portion of the province; furthermore, it highlights recent potential vegetable market opportunities existing there. The approach of this addendum was identical to the original report – please refer to the 2007 document for details.

One Wholesaler plus several Retailers and Producers situated throughout Labrador participated in the study and the information has been combined within each of these sectors to ensure confidentiality for all participants; however, since only one wholesaler participated in the study, Wholesaler data is not included in this addendum for confidentiality reasons. Therefore, this addendum is limited to Retailer and Producer perspectives. This document provides insight into the present situation in the Labrador vegetable industry.

Methodology

The study was conducted with Wholesalers, Retailers and Producers positioned across the Labrador portion of the province. A mixture of in-person, telephone, mail, electronic mail and fax interviews provided comprehensive responses from all participants and allowed for the expression of opinions in addition to answers to the pre-selected quantitative and qualitative questions. The participants were also encouraged to add any relevant comments related to the study. All surveys were conducted from December 19, 2009 to April 14, 2010 inclusive.

Retailers and wholesalers were chosen across this section of the province in an attempt to provide representation for the three major regions including Western, Central and Coastal Labrador. Several Producers participated, all from the Central region of Labrador, representing all known commercial vegetable production there.

The participants were assured that all information disclosed during the interview procedure would be held in the strictest confidence and used for research assessment purposes only; furthermore, all survey results have been amalgamated to ensure that individual respondents cannot be identified. All quantitative information was tabulated. Due to the limited number of potential respondents for the study, formal statistical analysis of the data was not feasible. However, the responses were similar among the respondents, representing a strong correlation among the data collected. Some of the information gathered in the study has been cross referenced with Agriculture and Agri-Food Canada statistics to provide additional detail and supplement the information gathered from the study.

Average yield per acre numbers for traditional root crops were calculated using the 5-year average from Statistics Canada, Fruit & Vegetable data. Other average yield-per-acre numbers were determined using the lower yield range published by the Atlantic Provinces Advisory Committee on Vegetable Crops. The data in this study has been collected in such a manner as to provide a benchmark for future growth of this industry. Also, the information contained within this study has been presented to provide the vegetable value chain clarification of the current retail supply and demand situation within Labrador along with the emerging trends in the industry with respect to consumer demand.

RETAILER PERSPECTIVE

The Retailer survey was conducted with Retailers throughout the Labrador portion of the province. The objective of this survey was to determine the outlook and perceptions of the vegetable industry from the Retailer's perspective and to assess their current relationships with Producers.

Fresh Field Grown Vegetables for the Retail Market

This section represents the annual volumes of fresh vegetables distributed by the Retailers in 2009 and the percentage of the volume that is sourced locally as reported by Retailers. Some crops are currently being grown on a small scale in this portion of the province. The charts provide data on the total potential for all 15 crops plus the growth potential (the difference between the total potential and the amount already produced) with and without the utilization of appropriate cool storage facilities. This presents the information in a way that allows for rapid assessment of the production level that could be supported by the Retail Industry in Labrador. Without the utilization of proper cool storage facilities, vegetables will only be available for the retail and wholesale markets during harvest periods; whereas, in some instances, vegetables can be made available for much longer periods with the use of suitable cool storage facilities.

All data is reported on a collective basis to guarantee that confidentiality of individual information is maintained. In addition, all vegetable value amounts were calculated using an average of actual prices Retailers reported paying.

Beet

Table1: Beet	2009	Acres	Value
Retail Purchases (lbs)	6,666	0.87	\$2,838
Locally Supplied (lbs)	500	0.07	\$213
Locally Supplied (%)	7.5%	-	-
Local Market Potential (lbs) - Without Cool Storage	1,026	0.13	\$437
Local Potential Growth – Without Cool Storage	526	0.07	\$224
Local Market Potential (lbs) – With Cool Storage	4,359	0.57	\$1,856
Local Potential Growth – With Cool Storage	3,859	0.50	\$1,643

Broccoli

Table 2: Broccoli	2009	Acres	Value
Retail Purchases (lbs)	96,612	10.74	\$60,528
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	27,869	3.10	\$17,460
Local Potential Growth – Without Cool Storage	27,869	3.10	\$17,460
Local Market Potential (lbs) – With Cool Storage	31,585	3.51	\$19,788
Local Potential Growth – With Cool Storage	31,585	3.51	\$19,788

Cabbage

Table 3: Cabbage	2009	Acres	Value
Retail Purchases (lbs)	190,735	10.92	\$88,744
Locally Supplied (lbs)	9,750	0.56	\$4,536
Locally Supplied (%)	5.1%	-	-
Local Market Potential (lbs) - Without Cool Storage	51,352	2.94	\$23,893
Local Potential Growth – Without Cool Storage	41,602	2.38	\$19,356
Local Market Potential (lbs) – With Cool Storage	190,735	10.92	\$88,744
Local Potential Growth – With Cool Storage	180,985	10.36	\$84,208

Carrot

Table 4: Carrot	2009	Acres	Value
Retail Purchases (lbs)	265,033	21.70	\$119,055
Locally Supplied (lbs)	4,705	0.39	\$2,114
Locally Supplied (%)	1.8%	-	-
Local Market Potential (lbs) - Without Cool Storage	30,581	2.50	\$13,737
Local Potential Growth – Without Cool Storage	25,876	2.12	\$11,624
Local Market Potential (lbs) – With Cool Storage	229,356	18.78	\$103,029
Local Potential Growth – With Cool Storage	224,651	18.40	\$100,915

Cauliflower

Table 5: Cauliflower	2009	Acres	Value
Retail Purchases (lbs)	56,617	4.92	\$58,550
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	15,243	1.33	\$15,763
Local Potential Growth – Without Cool Storage	15,243	1.33	\$15,763
Local Market Potential (lbs) – With Cool Storage	19,598	1.70	\$20,267
Local Potential Growth – With Cool Storage	19,598	1.70	\$20,267

Celery

Table 6: Celery	2009	Acres	Value
Retail Purchases (lbs)	68,546	4.57	\$60,829
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	7,909	0.53	\$7,019
Local Potential Growth – Without Cool Storage	7,909	0.53	\$7,019
Local Market Potential (lbs) – With Cool Storage	25,046	1.67	\$22,226
Local Potential Growth – With Cool Storage	25,046	1.67	\$22,226

Corn

Table 7: Corn	2009	Acres	Value
Retail Purchases (lbs)	17,350	1.81	\$10,783
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	1,335	0.14	\$830
Local Potential Growth – Without Cool Storage	1,335	0.14	\$830
Local Market Potential (lbs) – With Cool Storage	1,668	0.17	\$1,037
Local Potential Growth – With Cool Storage	1,668	0.17	\$1,037

Lettuce – Head (Iceberg)

Table 8: Lettuce – Head (Iceberg)	2009	Acres	Value
Retail Purchases (lbs)	176,404	11.03	\$108,654
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	40,709	2.54	\$25,074
Local Potential Growth – Without Cool Storage	40,709	2.54	\$25,074
Local Market Potential (lbs) – With Cool Storage	50,886	3.18	\$31,343
Local Potential Growth – With Cool Storage	50,886	3.18	\$31,343

Lettuce - Romaine

Table 9: Lettuce - Romaine	2009	Acres	Value
Retail Purchases (lbs)	165,989	10.37	\$94,044
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	38,305	2.39	\$21,702
Local Potential Growth – Without Cool Storage	38,305	2.39	\$21,702
Local Market Potential (lbs) – With Cool Storage	47,881	2.99	\$27,128
Local Potential Growth – With Cool Storage	47,881	2.99	\$27,128

Onion - Green

Table 10: Onion - Green	2009	Acres	Value
Retail Purchases (lbs)	12,859	1.01	\$19,962
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	1,484	0.12	\$2,304
Local Potential Growth – Without Cool Storage	1,484	0.12	\$2,304
Local Market Potential (lbs) – With Cool Storage	1,978	0.16	\$3,071
Local Potential Growth – With Cool Storage	1,978	0.16	\$3,071

Onion - Yellow

Table 11: Onion - Yellow	2009	Acres	Value
Retail Purchases (lbs)	246,664	20.73	\$121,641
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	28,461	2.39	\$14,035
Local Potential Growth – Without Cool Storage	28,461	2.39	\$14,035
Local Market Potential (lbs) – With Cool Storage	213,459	17.94	\$105,266
Local Potential Growth – With Cool Storage	213,459	17.94	\$105,266

Parsnip

Table 12: Parsnip	2009	Acres	Value
Retail Purchases (lbs)	10,117	1.30	\$10,758
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	778	0.10	\$827
Local Potential Growth – Without Cool Storage	778	0.10	\$827
Local Market Potential (lbs) – With Cool Storage	5,837	0.75	\$6,207
Local Potential Growth – With Cool Storage	5,837	0.75	\$6,207

Potato – All Varieties

Table 13: Potato – All Varieties	2009	Acres	Value
Retail Purchases (lbs)	2,918,773	163.06	\$496,951
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	954,214	53.31	\$162,465
Local Potential Growth – Without Cool Storage	954,214	53.31	\$162,465
Local Market Potential (lbs) – With Cool Storage	2,918,773	163.06	\$496,951
Local Potential Growth – With Cool Storage	2,918,773	163.06	\$496,951

Table 14: Breakdown of All Potatoes Purchased by Retailer Respondents in 2009			
Potato Type	Total (lbs)	Local Source (lbs)	Local Source (%)
White	1,949,053	0	0
Red	631,304	0	0
Yellow	330,116	0	0
Blue	8,300	0	0
Total	2,918,773	0	0

**Wholesale and Other Opportunities in the Vegetable Industry of Newfoundland and Labrador
Addendum 2010**

The total volume of fresh potato consumption in Labrador during 2009, including institution and restaurant, approached 3.9 million pounds (see Table 15).

Table 15: Labrador Potato Consumption in 2009	Pounds
Retail Requirement	2,918,773
Local Supply	-
Imported by Retailers	= 2,918,773
Labrador Production (2009 data: 3 ac x 166.7 cwt/ac)	+ 50,010
Retail Consumption	= 2,968,783
Institution and Restaurants	+ 925,194
Total Labrador Fresh Potato Consumption	= 3,893, 977
Acreage Equivalent (17,900 lbs/ac)	217.54

In summary, the fresh potato market in Labrador represents almost 3.9 million pounds which equates to nearly 218 acres (assuming a 5-year yield average of 17,900 pounds per acre). Only 3 acres were planted in 2009; therefore, the consumption capacity for fresh potatoes in Labrador is close to 78 times the current production level.

Rutabaga (Turnip)

Table 16: Rutabaga (Turnip)	2009	Acres	Value
Retail Purchases (lbs)	393,614	22.08	\$204,695
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	90,834	5.10	\$47,237
Local Potential Growth – Without Cool Storage	90,834	5.10	\$47,237
Local Market Potential (lbs) – With Cool Storage	287,641	16.14	\$149,585
Local Potential Growth – With Cool Storage	287,641	16.14	\$149,585

Tomato - Field

Table 17: Tomato - Field	2009	Acres	Value
Retail Purchases (lbs)	85,262	9.47	\$123,937
Locally Supplied (lbs)	0	0	\$0
Locally Supplied (%)	0%	-	-
Local Market Potential (lbs) - Without Cool Storage	13,117	1.46	\$19,067
Local Potential Growth – Without Cool Storage	13,117	1.46	\$19,067
Local Market Potential (lbs) – With Cool Storage	19,676	2.19	\$28,601
Local Potential Growth – With Cool Storage	19,676	2.19	\$28,601

Field Vegetable Summary

Table 18 provides a summary of the 15 vegetables discussed above that are currently supplied to the Labrador Retail Industry. As indicated, the 14,955 pounds of produce requires about 1 acre to produce and represents a total value of \$6,863.

	Amount Supplied (lbs)	Required Acres	Estimated Value
Beet	500	0.07	\$213
Broccoli	0	0	0
Cabbage	9,750	0.56	\$4,536
Carrot	4,705	0.39	\$2,114
Cauliflower	0	0	0
Celery	0	0	0
Corn	0	0	0
Lettuce – Head (Iceberg)	0	0	0
Lettuce – Romaine	0	0	0
Onion – Green	0	0	0
Onion – Yellow	0	0	0
Parsnip	0	0	0
Potato – All Varieties	0	0	0
Rutabaga (Turnip)	0	0	0
Tomato - Field	0	0	0
TOTAL	14,955	1.02	\$6,863

In comparison, Table 19 indicates the potential these same 15 vegetables represent, assuming full storage capacity and capability and thereby providing vegetables for the longest possible period throughout the year. The potential volume at the retail level is just over 4 million pounds representing nearly 244 acres and a value in excess of \$1.1 million.

	Retail Potential (lbs)	Required Acres	Estimated Value
Beet	4,359	0.57	\$1,856
Broccoli	31,585	3.51	\$19,788
Cabbage	190,735	10.92	\$88,744
Carrot	229,356	18.78	\$103,029
Cauliflower	19,598	1.70	\$20,267
Celery	25,046	1.67	\$22,226
Corn	1,668	0.17	\$1,037
Lettuce – Head (Iceberg)	50,886	3.18	\$31,343
Lettuce – Romaine	47,881	2.99	\$27,128
Onion – Green	1,978	0.16	\$3,071
Onion – Yellow	213,459	17.94	\$105,266
Parsnip	5,837	0.75	\$6,207
Potato – All Varieties	2,918,773	163.06	\$496,951
Rutabaga (Turnip)	287,641	16.14	\$149,585
Tomato - Field	19,676	2.19	\$28,601
Total	4,048,478	243.73	\$1,105,099

The information contained in Tables 18 and 19 is graphically represented in Figures 1 and 2 to provide a straightforward visual assessment of the data. Figure 1 contains root and other traditional crops except for potato. Potato was excluded from the graph since its inclusion would minimize the other crops within the chart and make it difficult to visualize the differences. Among the vegetables within Figure 1, it is relatively easy to identify that cabbage, carrot, rutabaga and yellow onion have the greatest potential for Producers with the Retail Industry in Labrador; whereas, beet, parsnip, and green onion represent very little potential. Out of all the vegetables discussed in this addendum, rutabaga, followed by carrot, represents the greatest growth potential within the retail marketplace, after potato.

Figure 1: Current and Potential Root and Traditional Vegetable Market (minus Potato).

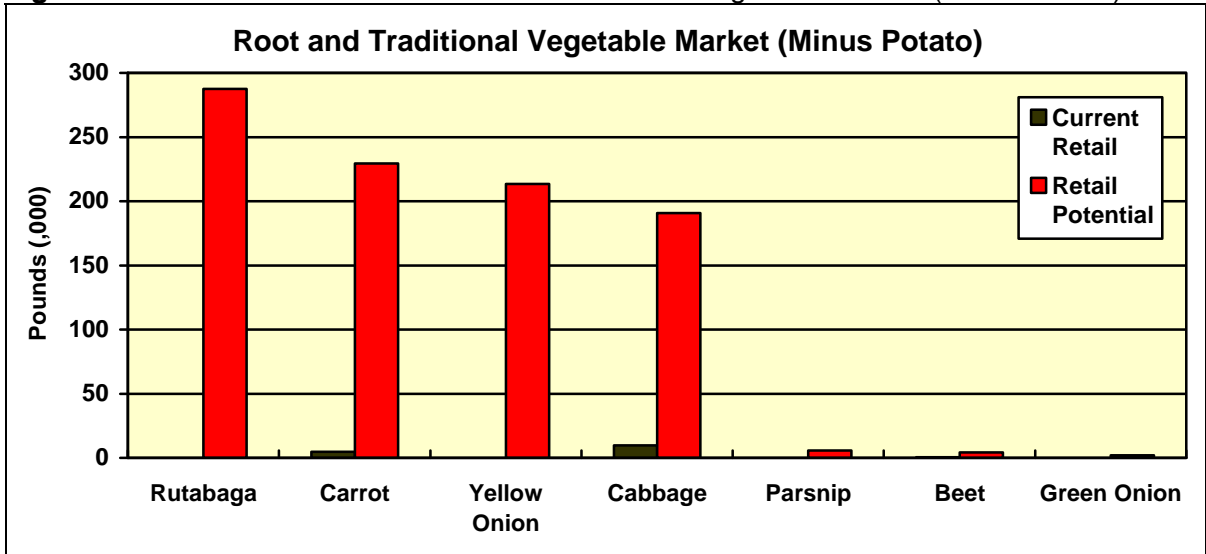
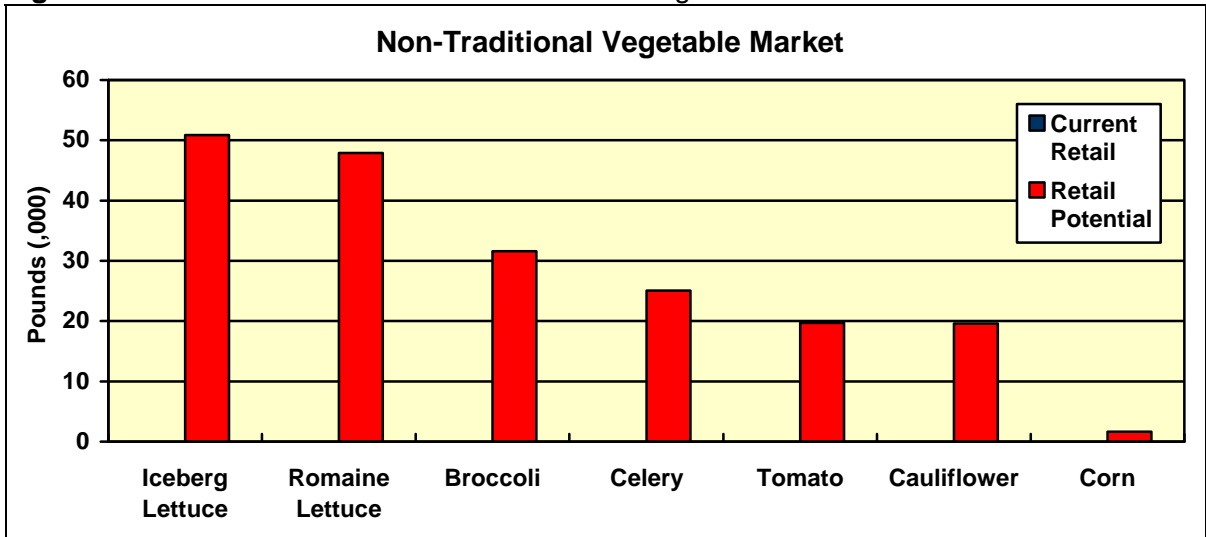


Figure 2 illustrates non-traditional vegetables which are represented in a separate graph from the crops in Figure 1 to provide an easier visualization of the data because of the difference in scale of volume required by the retail Industry. Figure 2 illustrates that lettuces, broccoli, celery, field tomato and cauliflower have the greatest potential for local Producers within the Labrador retail marketplace; whereas, corn represents a smaller potential. Iceberg lettuce has the greatest growth potential within this group of vegetables.

Figure 2: Current and Potential Non -Traditional Vegetable Market.



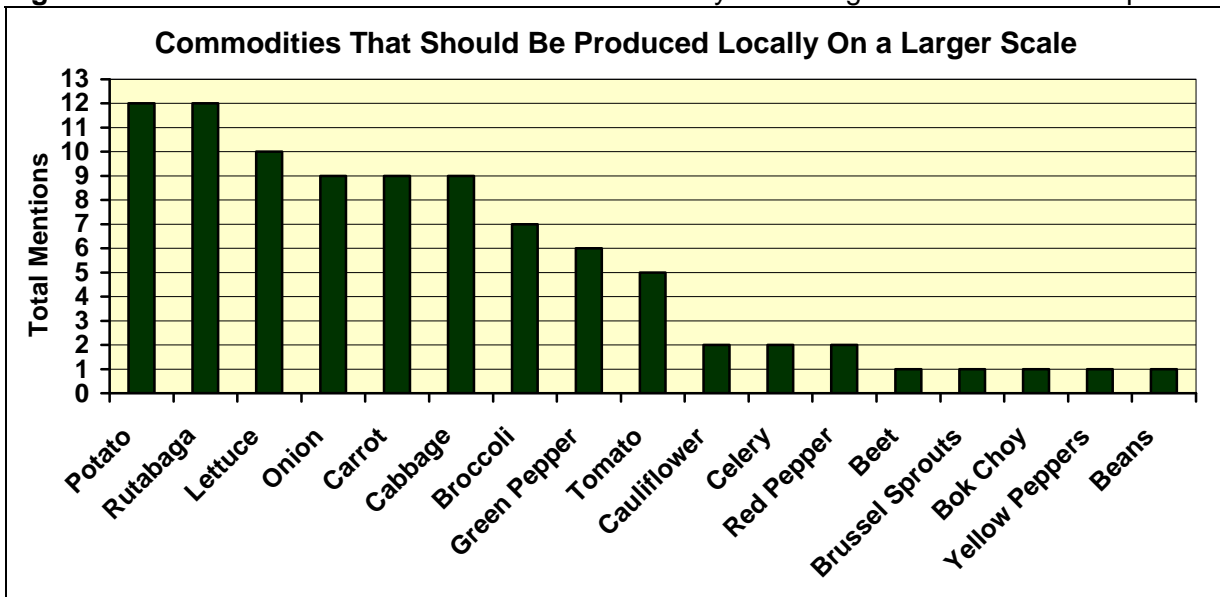
Additional Information

The following is a summary of Retailer survey responses regarding their perspective on various issues related to the vegetable industry in Labrador.

Production Requirements

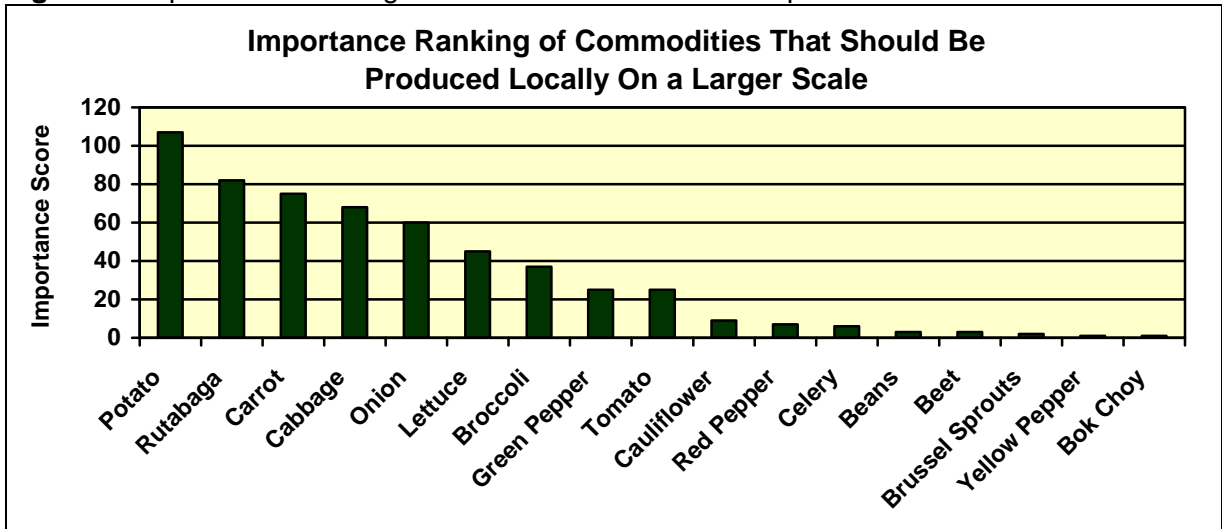
Overall, Retailers believe that potato and rutabaga are the top vegetables that should be produced locally on a greater scale (see Figure 3). Next in line, lettuce, onion, carrot and cabbage complete the top 6 vegetables. Retailers indicated that broccoli is an important vegetable that should also have increased production in the province.

Figure 3: Commodities That Should Be Produced Locally On a Larger Scale - Retail Perspective.



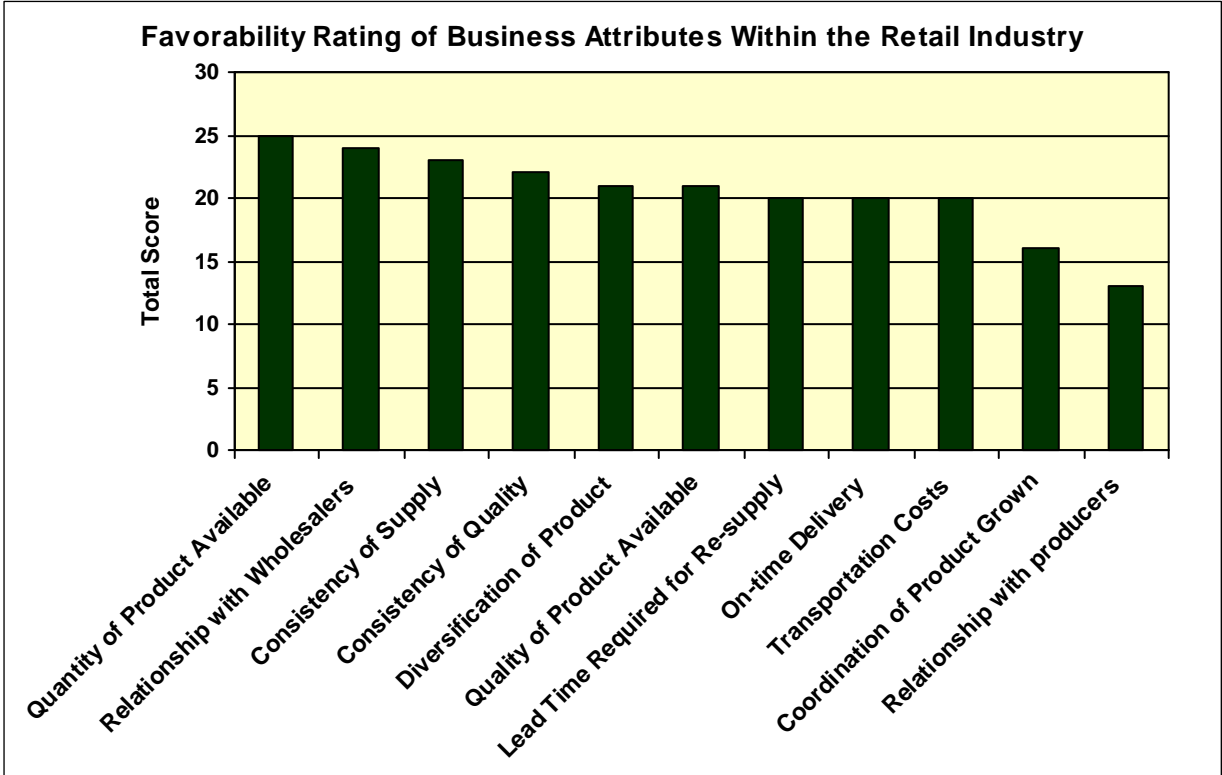
The Retailers were also asked to provide this information in order of importance (see Figure 4). The responses indicate a correlation between total mentions and importance score. The top six mentioned vegetables above are also the most important. Potato and rutabaga remain in the top two positions; however, potato is considered to be the most important. Broccoli, green pepper and tomato remain in mid level positions. The seven least mentioned vegetables are also the lowest in importance.

Figure 4: Importance Ranking of Commodities – Retail Perspective.



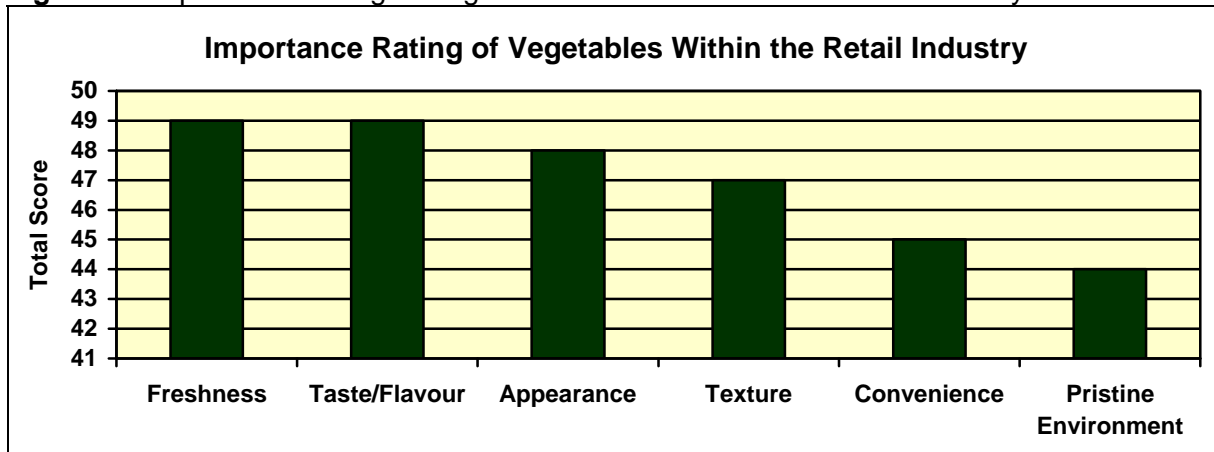
The Retailers were then asked to rate on a scale of 1 to 5 several business attributes related to local (Labrador) produce. Figure 5 depicts the collective summary of the responses. The Retailers indicated that quantity of product available and the relationship they had with Wholesalers was very favorable as was the consistency of supply. Diversification and quality of product ranked 5th. Relationship with producers ranked last.

Figure 5: Favorability Rating of Business Attributes Within the Retail Industry.



The Retailers were also asked to rate vegetable attributes as they relate to consumer purchase behavior of Labrador produce. Figure 6 illustrates the responses from the Retailers. Freshness and flavor are the most important attributes; however, Retailers believe that pristine environment is not as important as texture and convenience.

Figure 6: Importance Rating of Vegetable Attributes Within the Retail Industry.



Retailers were also asked the following questions:

“If you had a choice, what would be your preferred method of conducting business with local (Labrador) vegetable Producers?”

- 25 percent of Retailers indicated wanting to deal with both Wholesalers and Producers
- 25 percent would only want to deal with Wholesalers
- 17 percent would want to deal exclusively with Producers
- 17 percent indicated wanting to deal only with Co-operatives
- 16 percent of Retailers had no preference

“In the past 20 years or so, prices paid for certain commodities have remained relatively flat. In your opinion, is there a way to increase the value of commodities grown in Labrador?”

- Greenhouse/indoor growing
- Not sure
- Pesticide free
- Adequate storage to maintain consistent supply
- No opinion
- Better storage facilities for seasonal use of produce
- Increase quality
- Consistency of supply
- “Locally Produced” labels should be clear and large enough
- No idea
- Longer supply
- I don’t know if there are any commercial growers in Labrador
- More frequent delivery to minimize storage
- Presentation and quality
- Only through direct distribution from producer to retail/consumer

“In general, would you say that Producers in this province receive a higher, lower or the same price for their vegetables than produce coming into Labrador?”

Half of the Retailers indicated this question does not apply to them since they do not deal with Labrador vegetables. Of the remaining half of Retailers, 50 percent believe Producers receive a higher price, 33 percent believe the price is lower and 17 percent believe it is the same.

“Why?” (All mentions)

Higher price

- Shipping costs
- Quality
- Local produced
- Freshness perception

Same price

- Quality
- Supply

Lower price

- Quality
- Packaging
- Supply volume for year round is too low
- Harvest date

N/A

- Don't deal with local

“Do you promote local (Labrador) products in your store?”

Six of the 12 Retailers indicated this question does not apply to them since they do not deal with Labrador vegetables. There were three YES and three NO responses from the remaining six Retailers.

“If No, why not?” (All mentions)

- Don't carry local
- Not available
- Not close to suppliers and do not know of their business
- None offered
- Very little
- Are there any commercial growers?
- Never carried local

The Retailers were then asked to comment on the promotion of locally (Labrador) grown produce:

Quality of promotions:

- Very few
- Visual signage

Quantity of promotions:

- Very few
- More selling space

Suggestions to more efficiently increase consumer awareness and sales of local produce:

- More selling space
- Better storage facilities for seasonal use of produce

“Do you purchase any secondary processed vegetables from local (Labrador) Producers?”

All Retailers indicated NO.

“Do you see the secondary processed vegetable segment growing in the future?”

8 of the 12 Retailers responded to this question and they were split in their responses with four indicating yes and four indicating no.

“If yes, how?”

- More salads – higher quality
- Small ready-to-eat
- No comment

“How could Labrador Producers modify their present business practices to ensure a better working relationship with local Retailers?”

- No comment – not applicable – don’t deal with local producers
- No idea
- Communicate, promote, contact us and advise of volumes available, transportation, price, and times available
- Offer some product
- Consistency in receiving product
- Set wholesale price and supply on regular basis
- Contacting retailers
- If there are Labrador producers they should contact retailers and let them know they are out there
- For us it would probably be advertise
- Not aware of their practices
- Increase their production levels and storage capacity

Food Safety

There are considerable differences among Retailers with respect to the Food Safety industry initiative.

When asked, **“Will your retail operation become HACCP compliant for vegetable processing?”** Responses ranged from HACCP already implemented to implementation will occur after 36 months to unaware or not applicable to no response.

The retailers were then asked, **“How will HACCP affect direct sales from Producers to your retail location?”** Over half of the respondents indicated that all direct sales are already phased out completely while a small portion indicated direct sales will still continue as before. One Retailer indicated this question was not applicable and a few did not respond. One Retailer commented, “Currently not buying from Producers but am confident that HACCP will result in company not buying from any that are non-compliant”.

Retailers were also asked the following questions:

“As part of the Food Safety Initiative, will Producers be required to participate in the On-Farm Food Safety Program in order to do business with your organization?”

75% of Retailers indicated the question was not applicable while the remaining 25% indicated Producers would be required to participate in the On-Farm Food Safety Program.

“Does your organization require any of the following information from producers as part of the Food Safety Initiative?”

- Water quality at field and packinghouse
- Practices regarding the use of manure and/or municipal sludge
- Use of crop protection chemicals or integrated pest management
- Pesticide residues
- Field and packinghouse sanitation worker hygiene
- Field and packinghouse sanitation
- Transportation sanitation
- Government or third-party inspection and/or certification of field and packinghouses
- Field records
- Proof of recall capability

Three quarters of the Retailers indicated that none of the above attributes are applicable; one indicated that some would be required, while one indicated no to all and another responded no to all with the exception of yes to transportation sanitation. One of the Retailers who indicated that none of the items apply commented, "This will probably change once the HACCP program is fully implemented".

"As part of the Food Safety Initiative, will Producers be required to have liability insurance in order to do business with your organization?"

As with the previous question, three quarters of the Retailers indicated this question did not apply to them. Two more responded with no and two responded with yes. Neither of the two Retailers that responded yes specified an amount of liability insurance Producers would be required to carry.

"In your opinion, do you believe that your organization will be able to continue to do business directly with individual Producers in the future?"

Half of the Retailers indicated they would be able to continue doing business directly with Producers in the future and the other half indicated this question was not applicable to them.

"As part of the Food Safety Initiative, will Co-ops distributing primary produce be required to be HACCP-based in order to do business with your organization?"

Again, three quarters of Retailers indicated this question did not apply to their organization. Of the remaining Retailers, two responded with yes and one responded with no.

"Does your organization require any of the following information from Co-ops as part of the Food Safety Initiative?"

- Water quality at field and packinghouse
- Practices regarding the use of manure and/or municipal sludge
- Use of crop protection chemicals or integrated pest management
- Pesticide residues
- Field and packinghouse sanitation worker hygiene
- Field and packinghouse sanitation
- Transportation sanitation
- Government or third-party inspection and/or certification of field and packinghouses
- Field records
- Proof of recall capability

Only one Retailer responded with yes to all above attributes. One indicated that some would be required, another indicated unsure and three quarters of the Retailers indicated that none of the above items are applicable.

"As part of the Food Safety Initiative, will Co-ops be required to have liability insurance in order to do business with your organization?"

In this case, two thirds of Retailers indicated this question did not apply to them, one indicated no, two indicated yes and one did not answer. Neither of the two Retailers that responded yes specified an amount of liability insurance Co-ops would be required to carry.

Direct Marketing

The Retailers were asked to comment on the following for Labrador Producers:

Farmers' markets:

- We have some local people who grow potatoes, turnip, cabbage (hard vegetables) for their own use. Growing season is very short. They usually don't have any to sell. But, this would be a very nice thing to see
- No thoughts on – no experience with
- Not in the area to be able to avail of the markets
- Great experience but not good for retailers if selling products at farmers' markets. Should be turned into more of a trade show for educating the public and creating awareness. Should only sell through retail outlets. Otherwise, unfair
- Once a year
- We are in an isolated community so we don't see any of these Farmers' markets, roadside stands/farm gate sales or door-to-door sales
- Will do good and we might buy from them
- Increases competition
- None here

Roadside stands/farm gate sales:

- If they sell for lower than retailer price – unfair practice – but otherwise great
- Not in the area to be able to avail of the stands/farm gate sales
- Don't agree.
- Don't agree. Unfair competition because producers are selling for less (undercutting retail prices). Retailers need to mark up in order to cover overhead costs
- Would be very pleased to see this
- Some now doing small amount
- Takes our sales away
- Increases competition

Door-to-door sales:

- We see door-to-door sales for fish but product is frozen. In order to do this with produce you would have to have a refrigerated truck
- Not cost effective – may lose profits
- Not in the area where such is done
- Don't agree since it takes away business from retailers
- This is another way that would be accommodating
- Not applicable
- Decreases sales in the store
- In this case door-to-door sales originate from Cormack area

Demographics

Retailers indicated that they employ between 1 and 100 people. The amount of square footage that the produce department represents in each retail location ranges from 48 square feet to 3,000 square feet and comprises anywhere from 2% to 30% of the entire store.

Most Retailers indicated that vegetable sales represented 0-20% of the overall store sales; although, two locations indicated 21-30%. All of the Retailers also indicated that local (Labrador) produce comprised 0-10% of the total vegetable sales.

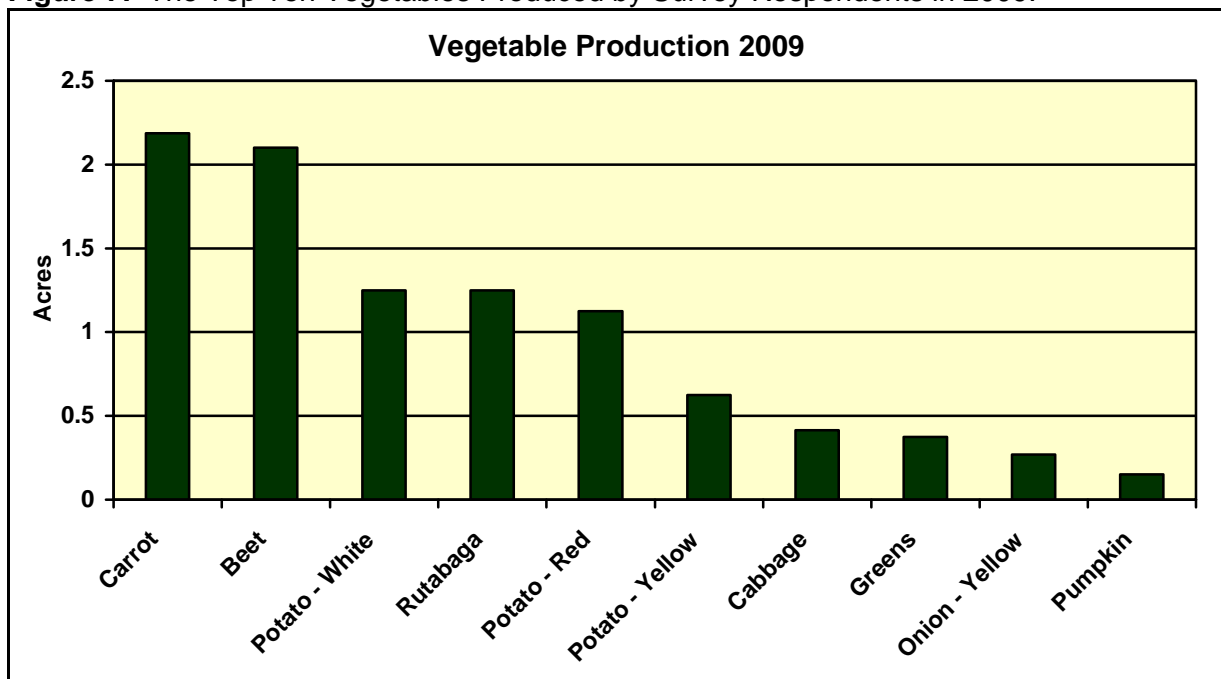
PRODUCER PERSPECTIVE

The Producer survey represents the second and final segment of this addendum with several Producers from the Labrador portion of the province completing the questionnaires. The purpose of this survey was to discover what vegetable production is taking place, assess the current mind-set and cultural practices that exist in the vegetable industry in Labrador, and determine the relationship with Wholesalers and Retailers from the Producers' perspective.

Production

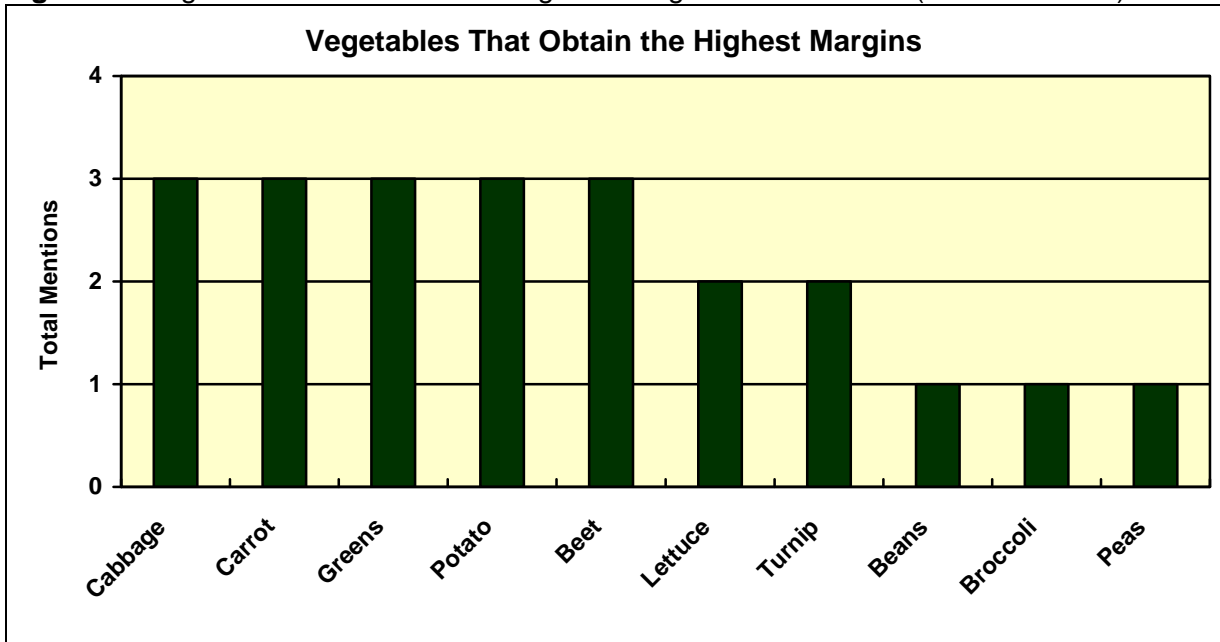
The Producers were asked to provide the acreages of vegetables planted in 2009. Figure 7 is a summary of the results. The results are indicative of the vegetable industry in Labrador with the traditional crops of carrot, beet, potato, and rutabaga (turnip) being the predominant vegetables grown.

Figure 7: The Top Ten Vegetables Produced by Survey Respondents in 2009.



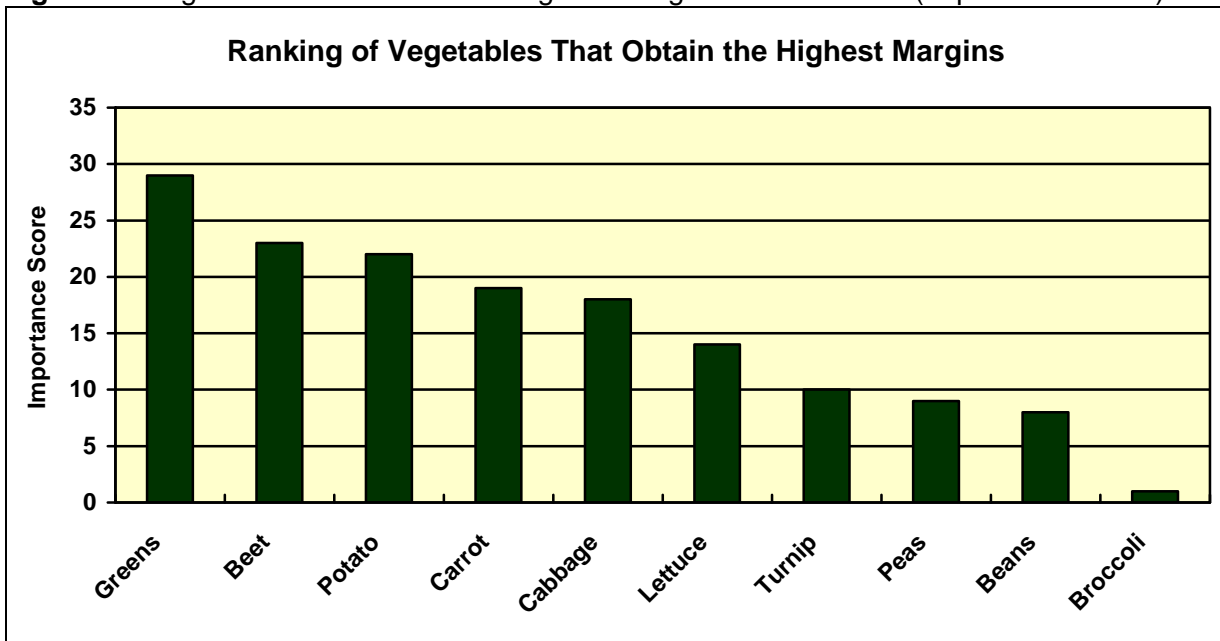
Producers were also asked for which commodities do they obtain the highest margins (i.e. selling price less cost of production). Potato, cabbage, beet, carrot, and greens were the top mentioned vegetables (see Figure 8).

Figure 8: Vegetables That Obtain the Highest Margins for Producers (Total Mentions).



The Producers were asked to rank these commodities in order of importance from the highest to the lowest margin. Figure 9 illustrates that Producers consider greens as providing the highest margin, followed by beet, potato, carrot and cabbage respectively. Producers do not consider lettuce, turnip and peas as providing the same level of profit margin as the first five vegetables. Broccoli represents the vegetable obtaining the lowest profit.

Figure 9: Vegetables That Obtain the Highest Margins for Producers (Importance Score).



**Wholesale and Other Opportunities in the Vegetable Industry of Newfoundland and Labrador
Addendum 2010**

The presentation format of the remaining information provides verbatim responses for each of the Producer survey questions. This will provide an unbiased representation of the current attitude of Labrador Producers rather than providing a summary of the responses.

“What factors influence your decision on what commodities to plant and in what acreage?”

- Local demand
- What is brought in
- Soil quality
- Market demand
- Soil conditions for excellent growing
- Personal preference
- The pH levels of soil
- Past sales
- Experimentation
- Customer demand
- Demand
- Soil suitability

“How has your commodity mix and total acreage changed over the last 10 years?”

- Not applicable
- Relatively unchanged
- Larger variety
- Four times increase in acreage
- Planting more now
- About same variety
- N/a – new entrant
- Went from 1 to 50 acres over last three years

“If there were additional market opportunities for locally produced vegetables in Labrador, would you be willing and able to produce more to help supply that demand? If yes, how much more? If no, what would prevent you from increasing production?”

- Yes - 200%. Growth is limited by lack of willing and skilled labor
- Yes - 100%. Growth is limited solely by labor to plant seeds
- Yes – 400%. Definitely
- Yes – 300%. No additional comment
- Yes – 350 acres. Will add livestock later

The Producers were asked where they sell their produce.

The majority of vegetables are sold through the following distribution channels:

- 60% sell via road-side stands
- 60% sell from farm location
- A very small amount was sold to retailers and via farmers' Markets.

“Please describe your relationship with Wholesalers.”

- Not applicable to market
- Not applicable
- Not applicable
- Not applicable
- Excellent

“Please describe your relationship with local Retailers.”

- Not happy with Retailer ‘A’; happy with Retailer ‘B’
- Not applicable
- Negative experience
- Not applicable
- Excellent

“How do you feel about Producer Co-operatives?”

- Frustrated, since I know can produce and it can work – but in order for it to work it requires three partners with similar visions. It is extremely difficult to get members to cooperate. Did set up on two separate occasions – a lot of work to set up each. After setting up second one, other members withdrew because of low profits. Hard to get others together with same vision.
- Against
- Good as long as participants are committed
- For most places it doesn’t work, but, I definitely cooperate with other producers
- Great

“In the past 20 years or so, prices paid for certain commodities have remained relatively flat. In your opinion, is there a way to increase the value of commodities grown in this province?”

- Supply consistency by utilization of storage
- Utilization of washing machinery
- Proper packaging
- Cold storage
- Increase production to supply market demand
- Cheaper fertilizer
- Customers will pay more in recent years for quality and freshness
- Transportation
- Get rid of out-of-province vegetables
- Continue (increase) promoting local vegetables as healthier, fresher, safer, and available.
- Make available year-round – supply consistency

“In general, would you say that Producers in this province receive a higher, lower or the same price for their vegetables than produce coming into the province?”

Most Producers feel that they receive a higher price for their vegetables as those coming into the province. However, one indicated lower while another indicated the same.

“Why?” (All mentions.)

Higher price

- Patronage
- Harvest date
- Perceived as safer
- Quality

Lower price

- Inconsistent supply

Same price

- Consumer willing to pay the same – no competition

“How do you currently promote your produce?”

- Big Land Fair / word of mouth / provide fresh product / have a good sign
- Invest in good sign / word of mouth / reputation
- Non-applicable
- Word of mouth / reputation / highway signage
- Sign at farm entrance – indicates what is being sold

“What do you consider to be your biggest marketing challenge and why?”

- No challenges
- Production increase
- Decision on selling direct or through retailers
- Increasing competition
- Not enough supply for demand
- Labor is an issue

“How could the Department of Natural Resources – Agrifoods better assist local Producers in their marketing efforts?”

- Seed and supplies cheaper
- Marketing workshop
- Provide links to information sources related to producing various commodities
- Agriculture Days / schools teach kids about agriculture
- Program that assists in hiring and providing labor
 - Finding and training labor
 - Salary support
 - Help producers through business plan development and funding processes
 - More support for raising animals

“Do you do any secondary processing or value-added services?”

The majority of Producers indicated they are not involved in any form of secondary processing or value-added service. One producer bottles and sells pickled beets while another producer indicated this question was not applicable.

“Do you see the secondary processed vegetable segment growing in the future?”

80 percent of Producers indicated YES, while 20 percent answered NO. When the Producers who answered YES were asked how this growth would happen; the Producers indicated the following:

- Supplying market with French fries
- Extending season
- Utilizing marginal crops
- More packaging
- Frozen
- Pickles

“Many Retailers object to Producers being both their suppliers and competitors. How do you feel about this practice?”

- Against
- No other choice in isolated communities – profits suffer if do not sell direct
- Not on a significant level yet
- Good as long as a balanced cooperation exists
- Quebec bringing stuff in should be regulated so NL products bought before
- Not concerned

“How would you describe the term “local”?”

80 percent of Producers indicated the term “local” means from the general region (e.g. Central Labrador); however, 20 percent of Producers indicated the term “Local” means from the immediate community.

“How would you describe the future of agriculture in Labrador?”

- Excellent with road open now
- Local vegetables will increase supply to 10 percent from present supply
- Will always be a pioneer industry
- Huge potential for growth
- Necessary for food security
- Great potential
- Good potential – room for growth in all vegetables

Food Safety

“Have you implemented any of the following as part of the On-farm Food Safety Initiative?”

The majority of Producers indicated that all or most of the following attributes are not applicable; only one producer indicated having implemented all the following applicable attributes:

- Water quality at field and packinghouse
- Practices regarding the use of manure and/or municipal sludge
- Use of crop protection chemicals or integrated pest management
- Checking pesticide residues
- Field and packinghouse worker sanitation and hygiene
- Field and packinghouse sanitation
- Transportation sanitation
- Government or third-party inspection and/or certification of fields and packinghouses
- Field records
- Recall capability

“As part of the On-farm Food Safety Initiative, do you have liability insurance?”

Only one of the Producers that responded to the survey indicated having liability insurance. This Producer specified having \$1 million in liability insurance.

“In your opinion, how will the Food Safety Initiative affect direct sales from you to individual retail locations?”

All of the Producers suggested that direct sales are still continuing.

“In your opinion, do you believe that you will be able to continue to do business directly with individual Retailers in the future?”

40 percent of the Producers indicated that they will continue to do business directly with individual Retailers in the future. Another 20 percent reported that the amount of business they will do directly with retailers will be limited. The remaining 40 percent of Producers suggested that this question was not applicable to them since they are new entrants or have not done business with retailers.

Direct Marketing

The Producers were asked to comment on the following for Labrador Producers:

Farmers' markets:

- Not for me – can sell at farm
- Would be good to have in the area
- Based on production – when production is high enough utilize farmers markets
- Wonderful – prefer local farmers market
- Good – encourages community to come out
- Consumers seem to respond good to them and like them. Limitations to volume you can sell. Quality would be limited because of more handling.

Roadside stands/farm gate sales:

- Offer farm gate sales now and eventually will have a roadside stand set up close by farm
- Most of business done this way and will continue to do so
- Farm gate sales are very valuable and receive great response from consumers
- Good – but food safety issues (Foot and Mouth Disease, etc)
- Best when producing smaller amounts

Door-to-door sales:

- Not worth doing unless selling meat or fish
- No – a lot of work to be done
- Very useful in generating business
- Not good
- Wouldn't work – too much time – too expensive and impractical

Agri-tourism:

- Would like to but will not do. I think it is a good idea
- Has potential here – do a little bit now with seniors and children coming to visit. Do not participate in any trade shows currently
- Very much valued – U-pick
- Great thing – want to become involved
- Interested in – want to learn more and may try

CONCLUSIONS

Based on the information attained through this survey, the previous surveys on the island portion of the province, festival and trade show event surveys, and other available information, the following conclusions have been made (Please refer to the conclusion section of the main report for further conclusions that may also apply to Labrador):

- According to data collected from other Department of Natural Resources surveys conducted at numerous festival and trade show events throughout the province of Newfoundland and Labrador, local produce is in very high demand. Close to 100 percent of festival and trade show event attendees surveyed in recent years who answered the question, “Do you prefer local produce?” indicated “Yes”. In light of this, local produce needs to be quickly and easily identified by consumers. This can be accomplished using attractive, clear and distinctively labeled packaging accompanied by appropriate and effective in-store signage;
- Retailers reported that there were 14,955 pounds of locally produced vegetables supplied to the retail industry in 2009, which required approximately 1 acre to produce. This represents less than 0.4 percent of the total potential retail volume of 4,048,478 pounds and approximately 0.3 percent of the 4,711,241 pounds of fresh vegetables purchased by Retailers in 2009. With full cool storage capacity and capability, Labrador Producers could supply the Labrador retail industry with close to 86 percent of the total retail fresh vegetable requirements. This supply amount is currently valued at slightly more than \$1.1 million and requires approximately 244 acres to produce. This means that considerable opportunity exists for substantial vegetable production expansion in Labrador;
- Retailers prefer high quality and consistently supplied fresh vegetables with clear, attractive labeling that meets the standards of the organizations. Furthermore, Retailers need Producers to inform them, in advance, of the types of vegetables they will have to offer, including quantities, agreed upon pricing and expected delivery dates. Retailers need to know this information at the beginning of the season;
- Retailers believe that potato, rutabaga and lettuce are the top vegetables that should be produced locally on a greater scale. Next in line, onion, carrot and cabbage complete the top 6 vegetables. Retailers also indicated that broccoli is an important vegetable that should have increased production in this portion of the province;
- Retailers indicated that quantity of product available and the relationship they had with Wholesalers was very favorable as was the consistency of supply;
- 17 percent of Retailers indicated that they prefer to deal with Producers on an individual basis and another 25 percent with both Producers and Wholesalers while 16 percent had no preference;
- Currently, there are no secondary processed vegetables being purchased from Producers by the Retailers – although the potential exists for this opportunity to be fully developed;

**Wholesale and Other Opportunities in the Vegetable Industry of Newfoundland and Labrador
Addendum 2010**

- Retailers believe that an increase in the amount and quality of advertisement for local produce will increase awareness resulting in increased consumption of local produce;
- Retailers also indicate that freshness and taste are equally regarded by consumers as the most important features of vegetables, followed by appearance;
- Based upon the amount of production versus the amount supplied to the retail industry, most locally produced vegetables in Labrador are being sold directly. Producers have indicated that most of these direct sales have occurred through road-side stands and at farm sites with very few sales happening via Farmers' markets – there is considerable prospect with the retail and wholesale industry;
- The amount of production on individual farms needs to increase in order to benefit from economies of scale. The resulting reduction in production costs will help local Producers compete more effectively with imported vegetables – there is adequate land base available to accommodate any expansion to meet current Labrador market demand and beyond. Additionally, Producers indicated having plans to expand production to the point of making it possible to satisfy the retail market potential and other market opportunities such as processed fresh and frozen vegetables; however, discussions with Labrador Producers revealed that there is a local shortage of skilled and willing labor which, in some cases, is delaying production expansion. A solution to this problem is to import labor. During labor shortages, Producers need to seek out and avail of opportunities that may exist to import skilled and willing labor;
- Significant opportunity exists for the traditional vegetables at the retail level for Labrador Producers due to the current low quantity of local supply to the Retailers and Wholesalers;
- There is also significant opportunity for alternative crops that could be grown in Labrador, including broccoli, cauliflower, celery, corn, lettuces, yellow onion and tomato;
- There are two essential prerequisites that Retailers require from Producers to ensure an ongoing relationship – consistent quality (Canada No. 1) and consistent supply;
- There are mixed feelings about Wholesalers and Retailers among Producers – some have very good relationships, while others indicate a poor relationship or no relationship, and;
- Most Producers believe co-operatives can be beneficial; however, they require cooperation and similar vision among members.

RECOMMENDATIONS

Based upon the conclusions of this addendum, the following are recommendations for the vegetable industry of Labrador to consider as part of a comprehensive development strategy:

- In order to facilitate production expansion during labor shortages, Producers may want to consider seeking out and availing of opportunities that may possibly exist with other potential labour sources;
- Producers need to inform Retailers, in advance, of the types of vegetables they will have to offer, including quantities, agreed upon pricing and expected delivery dates - Retailers need to know at the beginning of the season;
- Since demand is very high for local produce, it needs to be more quickly and easily identified by consumers. This can be accomplished using attractive, clear and distinctively labeled packaging accompanied by appropriate and effective in-store signage. Quality packaging is an essential attribute for successful marketing of local produce;
- Producers need to be aware of emerging trends and diversify into new crops and understand the cost of production associated with alternative crops;
- Producers should adjust cultural and business practices within their own operations when necessary to effectively compete in the marketplace;
- Utilization of proper cool storage facilities are vital in order to achieve full potential for the vegetable industry by enabling the Producers to supply vegetables for longer periods of time, thereby satisfying one of the needs of the Wholesalers;
- Communication and coordination between Producers may become beneficial to ensure that all market demands are met – it may be better for individual Producers to be responsible for growing a few selected crops, rather than several crops, thereby collectively meeting the market demands;
- There is opportunity for greenhouse operations in Labrador – requires coordination of crops grown (not just monoculture) and close proximity to markets;
- A commodity will not extract a premium price – produce needs to be positioned as a premium product in order to receive a premium price;
- Producers must consider implementing On-farm Food Safety programs in order to develop or continue business relationships with Retailers and Wholesalers in the future;
- Wholesalers and Retailers need to assist in the promotion of Labrador vegetables by developing strategies for advertising local produce within the retail locations on an ongoing basis;

**Wholesale and Other Opportunities in the Vegetable Industry of Newfoundland and Labrador
Addendum 2010**

- Wholesalers and Retailers need to participate in industry meetings on an ongoing basis and communicate consumer purchase behavior and emerging trends to allow Producers sufficient lead time to adjust their future crop strategies – also provide Producers during pre-season with projected requirements for vegetables, including quantity and package sizes for the upcoming season;
- Wholesalers and Retailers also need to communicate to Producers any changes in business strategies that will impact the relationship with Producers, such as requirements around on-farm food safety programs, and provide any necessary documentation to facilitate the process;
- An increase in the promotion of the vegetable industry in Labrador is required through all forms of media (i.e. from POP to mass media) – this will increase consumer awareness and drive consumption of local products – freshness and taste should be the key messages;
- Development of branding programs for all appropriate Labrador vegetables – this will assist in positioning the vegetables as premium products rather than commodities, and;
- Exploration into the development of a integrated marketing infrastructure that will establish and communicate market prices for all Labrador Producers – a “centralized marketing desk” will assist in gaining efficiencies and effectiveness with all aspects of marketing through coordination of efforts (e.g. type and quantity of vegetables delivered, reduced transportation costs, etc.) – branded premium products could be channeled through this type of infrastructure.