COUNCIL WORK SESSION
Tuesday, July 14, 2015, Following Special Session
Casper City Hall
Council Meeting Room

AGENDA

1. Community Promotions
2. Noisy Motorcycles & Smoky Diesels
3. Ownership of Sewer Lines West of Airport
4. Greenhouse Feasibility Study
5. Additional Liquor Licenses

July 9, 2015

MEMO TO: John C. Patterson, City Manager

FROM: Tanya Johnson, Special Projects Analyst

SUBJECT: Community Promotions – Second Round Voting Results

Recommendation:

That Council review the attached voting results for the second round of the Community Promotions process to confirm that they accurately reflect the will of the Council.

Summary:

The City of Casper received twenty-six applications for Community Promotions funding this year. Of those, twenty-four were successful in the first round of voting, so they were moved forward to the second and final round.

Council budgeted $115,000 in cash awards for Community Promotions in fiscal year 2016. There is $190,000 from Community Promotions FY15 that has been carried over for use in FY16 requests for in-kind and facilities. If there are funds remaining after this round of Community Promotions, an additional round of Community Promotions will be offered to the community in January 2016.

Council has now submitted vote sheets for the second round of voting. Those results indicate that **$189,664.47** of Community Promotions funding should be awarded this year, including **$59,967.47** in cash, **$59,263.00** for in-kind services, and **$70,434.00** for facility rentals. As a reminder, groups are required to match 50% of in-kind and facilities costs; the totals in this memo represent the entire amount.

	Cash	In Kind	Facilities	Total
Successful First and Second Round Applicant Requests	***$101,180.00***	***$59,263.00***	***$70,434.00***	***$230,877.00***
Preliminary Result	***$59,967.47***	***$59,263.00***	***$70,434.00***	***$189,664.47***

Council may now review and discuss the results of the second round. The voting compilation is included with this memo for Council's use and consideration. If these results are appropriate, they will be sent forward for formal approval at the Regular Council Session on July 21, 2015.

Community Promotions - FY 2016
Round 2 Voting Results

		Cash		In Kind		Facilities			
Event Name	First Round Result	*Cash Requested*	Cash Result	*In Kind Requested*	In Kind Result	*Facilities Requested*	Facilities Result	Total Request	Final Result
Recovery Rocks	Pass	$0.00		$0.00		$25.00	$25.00	$25.00	$25.00
Summer Programming	Pass	$0.00		$650.00	$650.00	$0.00		$650.00	$650.00
Season Events 7/1/15-6/30/16	Pass	$16,330.00	$10,299.52	$0.00		$31,680.00	$31,680.00	$48,010.00	$41,979.52
2015-2016 Concert Seasons	Fail								
T-bird Trek Half Marathon - 5k - 2k	Pass	$7,000.00	$4,369.17	$132.00	$132.00	$0.00		$7,132.00	$4,501.17
"Harvest" - Casper's Local Food Festival	Pass	$4,500.00	$2,464.29	$614.00	$614.00	$0.00		$5,114.00	$3,078.29
Holiday Program 2015	Pass	$0.00		$0.00		$3,720.00	$3,720.00	$3,720.00	$3,720.00
USPSA Competition 2016	Pass	$0.00		$0.00		$1,920.00	$1,920.00	$1,920.00	$1,920.00
Casper Marathon	Pass	$0.00		$1,128.00	$1,128.00	$500.00	$500.00	$1,628.00	$1,628.00
Oil City Cup	Pass	$0.00		$478.00	$478.00	$1,000.00	$1,000.00	$1,478.00	$1,478.00
Spring Jamboree	Pass	$0.00		$168.00	$168.00	$500.00	$500.00	$668.00	$668.00
Wyoming Cup	Pass	$0.00		$168.00	$168.00	$1,500.00	$1,500.00	$1,668.00	$1,668.00
Central Wyoming Fair & Rodeo (to include downtown banner advertising)	Pass	$0.00		$28,334.00	$28,334.00	$0.00		$28,334.00	$28,334.00
Downtown Sidewalk Chalk Art Festival	Pass	$5,000.00	$3,058.33	$0.00		$0.00		$5,000.00	$3,058.33
Spring Ice Show	Pass	$2,000.00	$1,310.83	$0.00		$4,080.00	$4,080.00	$6,080.00	$5,390.83
2015 Craft Fair	Pass	$2,600.00	$1,947.83	$3,258.00	$3,258.00	$9,700.00	$9,700.00	$15,558.00	$14,905.83
Christmas Parade	Pass	$1,500.00	$1,061.25	$2,400.00	$2,400.00	$0.00		$3,900.00	$3,461.25
Eddie McPherson Memorial Tournament	Pass	$0.00		$0.00		$4,080.00	$4,080.00	$4,080.00	$4,080.00
NIC Fest 2016	Pass	$25,000.00	$11,854.17	$11,571.00	$11,571.00	$225.00	$225.00	$36,796.00	$23,650.17
Wednesday Night Live 2016	Pass	$5,000.00	$3,120.83	$8,175.00	$8,175.00	$0.00		$13,175.00	$11,295.83
Respect Our River	Pass	$10,000.00	$6,866.67	$0.00		$0.00		$10,000.00	$6,866.67
Natrona County Volunteer Guides, Fall 2015 and Spring 2016 Editions	Fail								
Safe Kids Day; Safe Swim Night; and Kohl's Heads Up	Pass	$0.00		$0.00		$479.00	$479.00	$479.00	$479.00

Community Promotions - FY 2016
Round 2 Voting Results

		Cash		In Kind		Facilities			
Event Name	**First Round Result**	***Cash Requested***	**Cash Result**	***In Kind Requested***	**In Kind Result**	***Facilities Requested***	**Facilities Result**	**Total Request**	**Final Result**
Holiday Square & Reindeer Run	Pass	$0.00		$2,187.00	$2,187.00	$25.00	$25.00	$2,212.00	$2,212.00
Wyoming Oil & Gas Fair	Pass	$17,250.00	$10,993.75	$0.00		$11,000.00	$11,000.00	$28,250.00	$21,993.75
2015-2016 Concert Series	Pass	$5,000.00	$2,620.83	$0.00		$0.00		$5,000.00	$2,620.83
		$101,180.00	$59,967.47	$59,263.00	$59,263.00	$70,434.00	$70,434.00	$230,877.00	$189,664.47

June 12, 2015

MEMO TO: John C. Patterson, City Manager

FROM: Andrew Beamer, P.E., Public Services Director
David W. Hill, P.E, Public Utilities Manager

SUBJECT: Commitment for City of Casper to assume Ownership of U.S. Highway 20/26 Sewer System West of the Natrona County Airport

Recommendation:

That Council, conceptually commit to assuming the ownership, operation, and maintenance of a future sewer system on U.S. Highway 20/26 west of the Natrona County International Airport.

Summary:

Existing businesses along U.S. Highway 20/26 west of the airport have central water service but no central sewer service. These businesses have sewage disposal problems (Please refer to the Casper-Natrona County Health Department letter) which makes their operations difficult to expand.

CAEDA has expressed the desire to seek a Business Ready Community Grant from the Wyoming Business Council to construct a sewer system for existing businesses on U.S. Highway 20/26 as well as provide central sewer for future businesses in the area.

A key component of the grant stipulations would be that a governmental entity assume ownership, operation, and maintenance responsibilities of the sewer system after construction is complete. There are other nearby water and sewer districts and/or improvement and service districts in this general area but none want to assume sewer operations.

The constructed system would consist of approximately 13,000 feet of gravity sewer, one lift station, and a 7,100 foot force main from the U.S. Highway 20/26 area (Please refer to the attached drawing.) The sewer system would connect into a tributary main connected to the City owned Airport Interceptor Sewer located east of the airport.

A representative from the businesses as well as a CAEDA representative approached the Casper Utilities Advisory Board at its regular May 27, 2015 meeting requesting support from the Board to recommend to Council that the City assume ownership of the sewer system upon completion of construction. That recommendation was made by the Board.

In August CAEDA will approach Council requesting support for the Wyoming Business Council grant application for the sewer system. If a grant is obtained, the City would be a party to the Wyoming Business Council "Development and Contingency Agreement" whereby the City would formally commit to owning, operating, and maintaining the sewer system.

CAEDA in conjunction with Natrona County and the Economic Development Joint Powers Board (EDJPB) would administer the sewer system construction if a grant is obtained. These businesses on U.S. Highway 20/26 would become outside-city retail sewer customers of the City.

Attached for Councils information are 1) Letter from the Casper-Natrona County Health Department expressing support for central sewer; 2) Letter from CAEDA expressing support for the City to assume ownership of the sewer system; and 3) Conceptual drawing of the proposed sewer system on U.S. HWY 20/26 west of the airport.

At this time, it is requested that Council give conceptual approval for the City to assume ownership of the sewer system upon completion of construction so that CAEDA can start the grant application process.

Representatives from businesses and CAEDA will be present at the work session to discuss the request and answer questions.

Casper-Natrona
COUNTY HEALTH DEPARTMENT
Healthy People, Healthy Communities

475 S. Spruce St
Casper, WY82601
Phone: 307-235-9340
Fax: 307-237-2036
www.casperhealth.com

May 20, 2015

Dear Members of Casper Area Economic Development Alliance,

In the matter regarding Nalco Fab Tech located at 4500 33 Mile Road, the Casper/Natrona County Health Department (CNCHD) and the Wyoming Department of Environmental Quality (WDEQ) wish to express our support for a public sewer line to service the above mentioned business. The extension of a public sewer line may also benefit other business or homes in the area as well. Nalco Fab Tech has experienced considerable growth over the last several years. This growth has created a challenge for proper wastewater disposal. Our recommendation is based on the following:

1. High groundwater has been measured on the property at 5'below ground surface (bgs) during a trench inspection on 6/19/13 and at 6'(bgs) with mottling at 4'(bgs) on 7/26/13. Mottling is an indication of the groundwater has been as high as 4' from the surface. When septic systems are placed in areas where there is high groundwater, there is an increased risk of contamination.

2. The soils in this area have a high percentage of clay which results in poorly drained soils not conducive for small wastewater systems. Water movement through this type of soil is restrictive potentially leading to pre-mature failures of small wastewater systems.

3. Due to the considerable growth of the Nalco Fab Tech, many new employees have been hired by the company. The higher wastewater flows can potentially cause an increase of nitrates in the soil. Flowing groundwater can then pick up the nitrates from the soil.

CNCHD and WDEQ are compelled to protect the environment and the community and provide a level of assurance that proper wastewater disposal is done in an appropriate manner. In light of the challenges at Nalco Fab Tech, we would highly recommend a public sewer line be brought to the area in order to protect the environment and the people that work in that area. If you have any additional questions, please contact April Gindulis at 577-9745 or Karen Farley at 473-3478.

Respectfully,

April Gindulis

April Gindulis, MPH-EH, REHS
Casper/Natrona County Environmental Health Division

Karen Farley

Karen Farley, P.E.
WDEQ/WQD, NE District Engineer.

June 12, 2015

Mayor Charlie Powell
Casper City Council
City of Casper
200 North David Street
Casper, Wyoming 82601

RE: Support for Casper Public Utilities Advisory Board recommendation to transfer ownership of completed sewer infrastructure to the City of Casper

Mayor Powell,

We are writing this letter in support of a sewer infrastructure project to be constructed along US Highway 20/26 west of the Natrona County International Airport. This project will allow existing businesses in that area the opportunity to expand and it has the potential to open up the area for future business growth. CAEDA recognizes the investments our existing businesses make in our community in a myriad of ways through community involvement, capital expenditures, job retention and expansion, and tax base contributions help to make our business environment healthy.

CAEDA has agreed to provide our local businesses the mechanism to complete this project through the engagement of a Business Ready Community Program Business Committed Grant Application through the Wyoming Business Council. Public ownership of this infrastructure is a critical component for grant approval.

We believe this infrastructure is a necessary component to enable those businesses to do the things they do to make our community sustainable. Current regulations and recommendations provided by the DEQ are inhibiting the growth of our local businesses. We appreciate the recommendations of the DEQ and seek to work with those businesses to provide a solution that is equitable to all involved. This project is the key element to provide that solution. Another key component is ownership of that infrastructure once it is built. We ask that the Casper City Council agree to move forward with the recommendation of the Casper Utility Advisory Board to assume ownership of this project after construction is completed and accepted.

Together we can make this project become a reality. The partnership between local businesses, economic development agencies and public partners is a great way to demonstrate that positive work can lead to economic sustainability for those existing business as well as those to come.

Thank you for providing an opportunity to express our support for this endeavor. We are at your service should you have any questions regarding this project.

Sincerely,

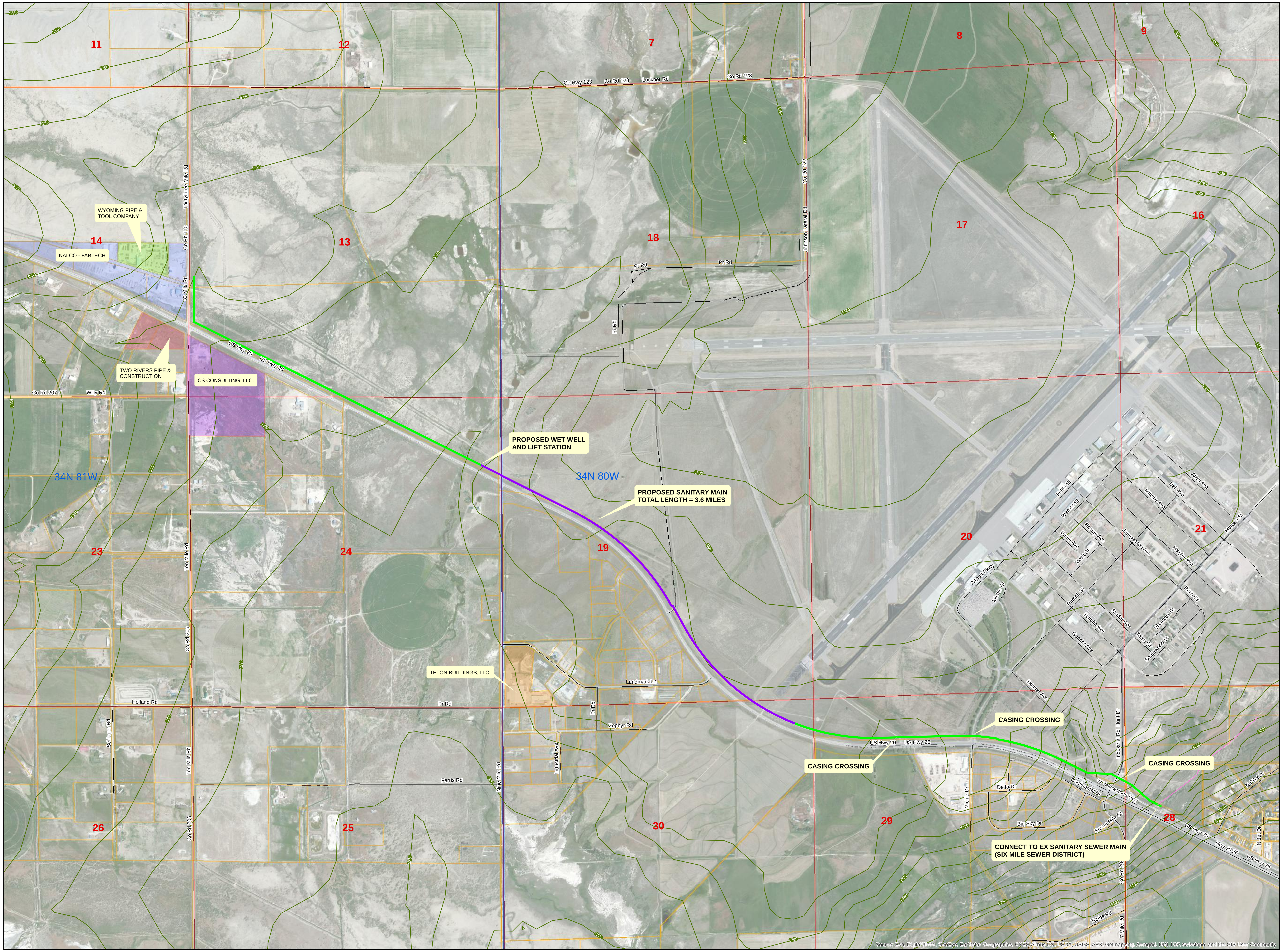
Bill Edwards
President/CEO

Chris Lorenzen
Board Chairman

Carrie Gomez
Existing Business &
Community Developer

Noelle Reed
Economic & Business
Developer

Casper Area Economic Development Alliance Inc.
300 South Wolcott, Suite No. 300, Casper, WY 82601
(800) 634-5012 ph (307) 577-7011 Fx (307) 577-7014



LEGEND

PROPOSED SEWER

- 4" FORCE SEWER MAIN
- 8" GRAVITY SEWER MAIN
- EXISTING SANITARY MAIN
- 10' CONTOUR
- TETON BUILDINGS, LLC.
- CS CONSULTING, LLC.
- TWO RIVERS PIPELINE & CONSTRUCTION
- WYOMING PIPE & TOOL COMPANY
- NALCO - FABTECH
- SECTIONS
- TOWNSHIPS
- OWNERSHIP

0 1,600 Feet

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

J·K·C ENGINEERING
ENGINEERING • SURVEYING • GIS MAPPING
CONSTRUCTION MANAGEMENT
111 W. 2nd St., Ste 420 • Casper, Wyoming 82601
Ph: 307-265-4601 • Fax: 307-265-4672

PROPOSED SANITARY SEWER MAIN IMPROVEMENT PROJECT

OPTION A

Drawn By: JRB | Checked by: | Date: 5/21/2015

Prepared For:
NALCO - FABTECH

WORKMAP

Identifying Food-based Economic Opportunities in Natrona County, WY

Project Overview

Background

The United States Department of Agriculture has identified local foods as an emerging trend that has potential to benefit communities through economic, environmental and social impact. The USDA Economic Research Service supports this trend.

"Growth in local foods is expected to generate public benefits that are currently lacking in the food marketing system. Examining the costs, benefits, and unintended consequences of local food markets can provide input into effective design of programs that involve local foods. It can also identify situations in which adopting local food characteristics is a cost-effective tool for accomplishing policy goals."[1]

These potential benefits of local food systems expansion led Bould Development to pursue this study, with the objective of building an evidence-based foundation for local food system development in Casper, Wyoming. In particular, the study sought to understand wholesale demand in Casper, WY and assess the potential impact and viability of a food hub. A successful food hub operating in Casper would lead to increased access to fresh, locally grown produce and a culture of health conscious, local eating. In addition, a food hub would support economic development in the form of increased market opportunities for producers, improved food system sustainability, job creation, expanded access to healthy food, and improved infrastructure to support local food production, processing and distribution. This type of local food system planning and development helps prepare regions for investment in both upstream and downstream opportunities in the local food supply chain. Food hub and broader food systems development work promotes diversification of the local economy and enables targeted investment to support new local food businesses.

WHAT IS A FOOD HUB?

A food hub is a centrally located facility with a business management structure facilitating the aggregation, storage, processing, distribution, and marketing of locally produced food products. Food hubs can also include additional services such as washing, grading and labeling. Food hubs provide wider access to institutional and retail markets for small to mid-sized producers and increase access of fresh healthy food for consumers, including underserved areas and food deserts. Food hubs around the country average approximately $1 million in gross revenue. Food hubs, on average, directly provide 15 jobs, but contribute to job creation along the local food supply chain. More mature hubs provide over one hundred jobs directly and thousands indirectly. Food hubs are identified as valuable infrastructure for small and mid-sized local food producers to reach larger markets, expand their operations, and invest in specialty crop production. In Wyoming, small and mid-sized producers account for 96% of the farms and ranches. (Sources: USDA, NGFN)

The focus of this study was to understand the production, wholesale demand, and existing infrastructure for local food in Casper, WY. While the study was predominantly centered on the city of Casper, producers, buyers and food systems stakeholders across the state were engaged.

Community Food Assessment

To understand the local food landscape in Casper, a Community Food Assessment (CFA) was executed. A CFA is a systematic process of collecting local food data in order to gather evidence and metrics to shape recommended food systems development strategies, and to motivate individuals and businesses to pursue these strategies in order to strengthen their food landscape and improve community food access.

[1] (Martinez et al. 2010)

The Community Food Assessment consisted of three priority areas:

- *Production analysis:* Assessment of current and future potential production and processing of local food in the area, and barriers that producers face in entering local wholesale markets
- *Demand analysis*: Assessment of current commercial and community demand for local food in Natrona County
- *Infrastructure analysis:* Evaluation of existing infrastructure to determine new infrastructure investments needed in order to develop a community-based local food system in Casper

This report documents and analyzes findings and trends related to the production, processing, distribution, and consumption of local food in the Casper area, and puts forth recommendations for strategies and enterprises that can address challenges uncovered and open new opportunities for local food systems development and local, healthy food consumption.

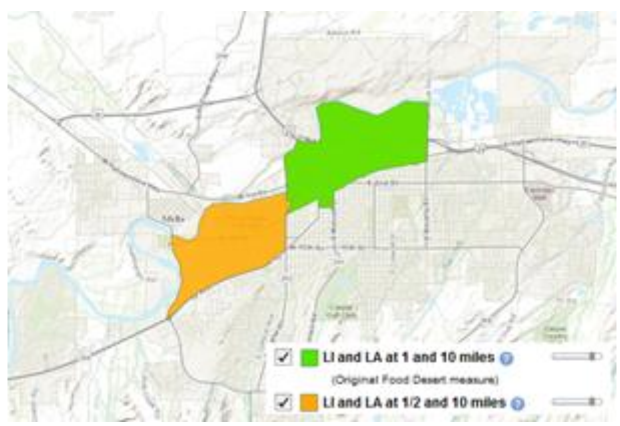
The study was driven by several key principles that are critical components of a successful CFA:

- A participatory process that involves diverse stakeholders in planning and implementing the assessment, including community members.
- An emphasis on shared leadership and collaborative decision-making.
- Education and empowerment strategies like training youth in survey methods.
- A broad food systems perspective that examines a variety of issues and the connections between them.
- An emphasis on generating specific recommendations and actions aimed at building and improving the local food system.

Impact Area

The impact will focus on the Casper metropolitan area. According to the United States Census Bureau, the Casper metropolitan area included an estimated 80,973 people with 59,628 within the City of Casper in 2013. Below is the ERS Food Access Research Atlas of the Casper Area (Figure 1).

FIGURE 1 CASPER LOW INCOME, LOW ACCESS AREAS



Nearly 11 percent of Casper residents have income below the poverty level, and more than 13 percent of children in Casper live in poverty. Food insecurity is a closely-related issue: more than 2,500 children in Casper and 26,000 throughout the state may not know where their next meal is coming from. Many studies have demonstrated that food insecurity is associated with chronic diseases and with increased risk factors for chronic disease. For example, according to the Food Research and Action Center, food insecure and low-income people are especially vulnerable to obesity. Nearly 23 percent of Wyoming children age ten to 17 are considered overweight or obese.

While the city of Casper was the primary focus of this study, primary and secondary research was extended to include producers and buyers across the entire state. This was driven by early insights that emerged suggesting that statewide analysis would be critical to ensuring a complete and accurate picture of the available local food supply and potential sales opportunities.

Study Funding

Bould Development funded this planning study through the USDA 2014 Local Food Promotional Program grant.

Project Team

The core team responsible for executing the feasibility study included Jesse Miller, Casper Community Greenhouse Project team member LeAnn Miller, and New Venture Advisors. New Venture Advisors is a Chicago-based consulting firm with expertise in the assessment, design, launch and development of businesses in the local food and sustainable agriculture arena. Since 2009 New Venture Advisors has worked on more than 40 food hub ventures and food systems projects across North America.

ORGANIZATION	INDIVIDUALS
Casper Community Greenhouse Project	LeAnn Miller, Jude Buchanan
Prevention Management Organization	Megan Zaharas, Rob
Wyoming Business Council – Agribusiness	Donn Randall, Cindy Weibel
Wyoming Department of Agriculture	Ted Craig
Wyoming Department of Education	Brook Brockman
Wyoming Medical Center	Mandy Cepeda, Alisha Havens, Cornell Colbert
Casper Economic Development Alliance	Carrie Gomez, Bill Edwards

Additional Studies

One additional LFPP-funded food landscape study in another area of Wyoming offered opportunities for the Casper CFA to collaborate and leverage the resources and efforts of a broader base of stakeholders. Lovell, Wyoming was conducting a feasibility study for a regional food hub in the Big Horn Basin. The Casper project team engaged these other stakeholders throughout the study whenever feasible in order to share data and resources, avoid duplicating efforts, and promote mutually beneficial outcomes.

Study Methodology

The study is part of a stage-gate business planning approach, with informal go/no-go decisions made at each stage in order to reduce start-up risk and ensure that adequate due diligence instills confidence among future stakeholders. This project started with a market analysis as the first phase of an overall feasibility assessment.

The study includes the following steps:

- Quantified and characterized supply among producers of fruits, vegetables, proteins, dairy and other agricultural products operating across the state of Wyoming.
- Quantified and characterized demand for local produce among wholesale buyers in Casper, WY and across the entire state.
- Identified existing local food efforts that could function either as competitive threats or partners with respect to storage, distribution, marketing and technical assistance.

The market analysis is a comprehensive food systems assessment, driven predominantly by primary research in the form of interviews, surveys and stakeholder gatherings. This primary research results in a robust supply and demand analysis, and enables the team to quantify and characterize how much product may be moved through a food hub and what features and services it should provide. The primary research also uncovers competitive threats and potential partners with respect to infrastructure and services. The primary research is supported by secondary research on both national industry trends and the local food landscape. The purpose of the market analysis is to gain a firm understanding of the trends, challenges, gaps and opportunities in the regional food system; to determine if the food system is developed enough to potentially support a food hub; and to determine the optimal operating model for a food hub enterprise in the region.

If the market analysis results in a strong enterprise operating model that could effectively meet the needs of growers and buyers in the region, the next step in the feasibility study is a business analysis. The crux of this step is a financial model that analyzes the potential for the business to earn a satisfactory profit for owners and investors based on a set of reasonable assumptions. These assumptions are derived from primary and secondary research conducted in the market analysis, often borrowing available data from analogous operations. If the study reveals sufficient evidence that the business can be successful, a business plan is developed that adds further rigor to the assumptions and business model including complete operations, marketing and financial plans. The business plan will identify the funding needed from investors and project the level and timing of investor returns. As funding is secured, the entrepreneurial team can prepare to launch the business.

Project Plan and Timeline

SCOPE OF WORK	APPROACH
Demand Analysis *Potential Customers* *Procurement Needs and Requirements* *Supply Gaps* *Other Barriers to Procuring* *Demand Estimate*	• Interview 2-3 buyers to assess opportunities and barriers • Use insights from interviews to develop and disseminate survey instrument • Conduct follow-up interviews with key respondents to validate and deepen understanding of findings • Convene one producer/buyer meeting to discuss findings and possible remedies; to serve as the beginning of understanding the right enterprise structure, business model and operating plan • Access secondary sources for industry analysis
Production Analysis *Supply* *Capacity* *Assets*	• Interview 2-3 producers to assess opportunities and barriers • Use insights from interviews to develop and disseminate survey instrument • Conduct follow-up interviews with key producer respondents to validate and deepen understanding of findings • Convene one producer/buyer meeting to discuss findings and possible remedies; to serve as the beginning of understanding the right enterprise structure, business model and operating plan • Compare to buyer demand characterized and quantified in survey and interviews • Access secondary sources for broader production and harvested acreage assessment
Infrastructure Analysis *Aggregation* *Processing* *Wholesale* *Distribution* *Other*	• Infrastructure availability and gaps will be assessed through outreach described above • Analyze opportunity for coordinated distribution network with other regional food hub initiatives • Locations of key players in the regional food system mapped and analyzed
Recommendations and Final Report *Research synthesis* *Recommendations and soft go/no-go* *Final report*	• In-depth review of synthesized research and implications for potential food hub • Agree to recommendations and next steps • Final report summarizes all findings and contains recommendations for next steps as agreed to by steering committee

Timeline

Kickoff meeting with core team .... October 2014
Kickoff meeting with stakeholders and steering committee .... October 2014
Preliminary buyer and producer interviews conducted........ November 2014
Research plan and survey instruments finalized........ November 30, 2014
Grower and buyer survey opened........ December 10, 2014
Convened joint grower/buyer meeting to discuss findings and action plans .... February 13, 2015
Grower and buyer survey closed........ March 20, 2015
Grower and buyer interviews conducted........ February – March 2015
Compiled findings with core team and align on recommendations .... April 17, 2015
Present first draft of final report to core team .... April 24, 2015
Refine report based on feedback .... April 30, 2

Primary Research

This section includes an analysis of the buyer and producer survey responses, and an overview of key insights gathered through the primary research activities.

Methodology and Summary of Responses

GROWER AND BUYER SURVEYS were active from November 15, 2014 – March 20, 2015. Sixty-five growers and 17 buyers responded to the survey. The majority of responses were received online (through Survey Monkey); a small number of shortened paper surveys were fielded during community meetings.

INTERVIEWS WITH ADDITIONAL GROWERS AND BUYERS, as identified by the client team, were conducted by phone from November 2014 to March 2015.
GROWER/BUYER EVENT was held on February 20, 2015, with over 20 growers, buyers and food systems stakeholders in attendance.

Grower Survey Results

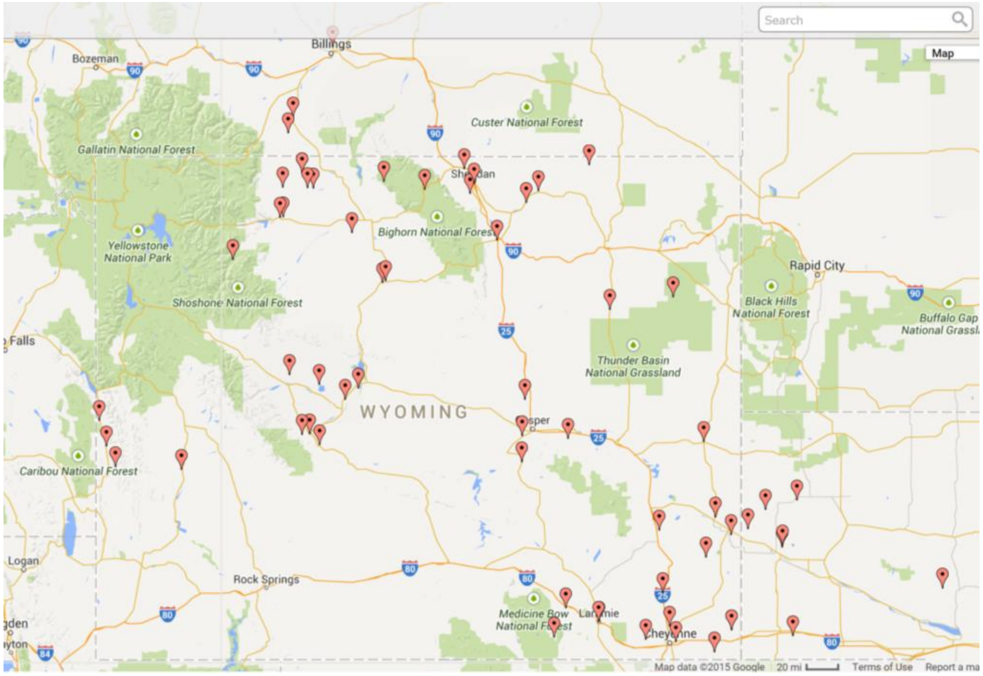
Characteristics of Overall Respondent Base

BREAKDOWN OF GROWER TYPES (Q1): Sixty-five survey respondents, 56 of whom completed the survey. Forty-one (63%) respondents produce vegetables, 19 (29%) produce eggs, 17 (26%) produce beef, and 12 (19%) produce fruits.

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Vegetables	63%	41
Fruits	19%	12
Eggs	29%	19
Milk	11%	7
Cheese	2%	1
Other dairy	5%	3
Beef	26%	17
Pork	12%	8
Lamb	14%	9
Poultry	15%	10
Other meat	9%	6
Grains	15%	10
Other	14%	9
Total	**N/A**	**65**

"Other" includes: honey, dry beans, herbs, olive oil and yak meat.

BREAKDOWN OF GROWER LOCATION (Q2): As outlined in the following map, growers are located across Wyoming, with a few in Montana and South Dakota. Map can also be viewed here: http://batchgeo.com/map/3dec9cdf5cab7dd989803b1808a1214f



GROWER EXPERIENCE (Q3): Grower experience varies, but 30 (68%) respondents have over five years of experience. On average, growers have 12 years of experience.

FARM SIZE AND TOTAL ACREAGE (Q4 AND Q5): Note that producers were asked to only consider their fruit and vegetable production when answering this question. Most producers have very low fruit and vegetable production volume. On average, respondents cultivate four acres. Thirty-four (74%) respondents have less than three acres under production, and just three (7%) have over ten acres.

ACREAGE	RESPONSE PERCENT	RESPONSE COUNT
<1	46%	21
1-3	28%	13
3-10	20%	9
10-20	4%	2
20-30	0%	0
30-40	0%	0
40-50	0%	0
50-75	2%	1
75-100	0%	0
100+	0%	0
Total	**100%**	**46**

Thirty-one growers (69%) are interested in expanding acreage if demand warranted the investment. Fruit and vegetable growers who are open to expanding their production have access to an additional 286 acres.

PRODUCTS (Q6 AND Q7): The crops cited most frequently by respondents include tomatoes, salad greens, peppers, potatoes, grains, cucumbers, beets, hay and sweet corn.

CROP TYPE	RESPONSE COUNT	CROP TYPE	RESPONSE COUNT
Tomatoes	20	Spinach	3
Salad greens	11	Squash	3
Peppers	10	Berries	2
Potatoes	10	Broccoli/cauliflower	2
Grains	8	Cabbage	2
Cucumber	7	Flowers	2
Beets	6	Herbs	2
Hay	5	Jams	2
Sweet corn	5	Kale	2
Beans	4	Melons	2
Lettuce	4	Oats	2
Onions	4	Olives	2
Winter squash	4	Peas	2
Carrots	3	Swiss chard	2
Corn	3		

Livestock growers bring over 2500 chickens, 2000 cows and 1800 laying hens to market each year. Lambs and hogs are in more limited supply among producers.

LIVESTOCK	TOTAL NUMBER OF ANIMALS RAISED EACH YEAR	RESPONSE COUNT
Beef cattle	2,023	16
Lambs	802	9
Hogs	305	9
Chicken	2,595	7
Laying hens	1,837	11
Total	**N/A**	**30**

ORGANIC AND SUSTAINABILITY (Q7 AND Q8): Thirty-six (88%) producers have no certified organic products (including fruits, vegetables, proteins and dairy). Two (5%) have a limited amount of certified organic and three (7%) are 100% certified organic.

PERCENT OF HARVEST THAT IS CERTIFIED ORGANIC	RESPONSE PERCENT	RESPONSE COUNT
None	88%	36
<25%	5%	2
25-50%	0%	0
50-75%	0%	0
>75%	0%	0
All	7%	3
Total	**100%**	**41**

Open-ended comments suggest that many of the non-certified growers employ sustainable growing practices.

- *Not interested in certified at this point. All methods used on farm would easily allow for certification.*
- *Farm is not certified organic, but we do NOT use any pesticides or herbicides. All natural.*
- *We use organic practices*
- *Nothing certified, but 95% grown with organic practices*
- *Too costly for a small operation, but compliance with the NOP.*
- *Was certified. After 5 years decided the cost of certification wasn't paying for itself. Still grow organic.*
- *[Certified organic] could be done without significant changes to operation*
- *Not certified but raised using organic principles without the use of chemical fertilizers. All pesticides used are OMRI approved.*
- *We are Bio intensive, hoping to go organic*

SALES OUTLETS (Q9): Direct to consumer channels including farmstands, CSAs and farmers markets collectively represent 81% of sales across the respondent base. Thirteen percent of sales across respondents are through smaller, wholesale channels (independent grocery stores and restaurants). Six percent of sales are through wholesalers. The majority of producers selling to wholesalers are meat producers who work with out-of-state processors or value-added producers.

SALES OUTLET	NUMBER OF RESPONDENTS WHO SELL THROUGH CHANNEL	REVENUE PERCENTAGE THROUGH EACH CHANNEL
Farm stand	21	26%
CSA	13	14%
Farmers market	30	42%
Direct to grocery stores	14	8%
Direct to restaurants	14	4%
Direct to institutions	6	0.3%
Wholesalers, distributors	8	6%
Total	**41**	**100%**

Grower Interest and Concerns

WHOLESALE MARKET BARRIERS (Q10 AND Q11): Eleven (25%) growers are interested in expanding their participation in wholesale markets and 27 (61%) would consider expansion if certain barriers were addressed.

INTEREST IN EXPANDING WHOLESALE	RESPONSE PERCENT	RESPONSE COUNT
Yes	25%	11
Yes, if certain barriers are removed or conditions are met	61%	27
No	14%	6
Total	**100%**	**44**

Open-ended responses to this question include:

- *Price is important. Would increase production if markets are there.*
- *They usually take a large share and do not want to deal with us and we do not believe in their GAP nonsense*
- *We have a limited supply each year so it will be hard to expand.*
- *We still have expansion in our current markets. Working on expanding our growing season through the use of greenhouses.*
- *I want to market sauerkraut*
- *CHS regulations discourage local marketing.*
- *Cannot increase production without willing labor*

The following chart illustrates the barriers to wholesale expansion that growers are most and least concerned about. Labor, pricing, cost of infrastructure, buyer commitment, lack of access to processing and delivery limitations were the top concerns, although no concerns were marked as "extremely" or "very" significant by more than 50% of respondents.

BARRIER	EXTREMELY/VERY SIGNIFICANT	RESPONSE COUNT
Availability of labor	50%	21
Concerns about fair pricing	50%	21
Cost of equipment, systems, raw materials and/or labor required increase production and manage this operation	50%	21
Lack of commitment from buyers	40%	17
Lack of processing capacity	38%	16
Delivery cost or limitations in current delivery range	33%	14
Difficulties finding and/or negotiating with buyers	31%	13
Lack of adequate slaughterhouse capacity	31%	13
Risk of not selling what you grow	26%	11

BARRIER	EXTREMELY/VERY SIGNIFICANT	RESPONSE COUNT
Availability of suitable land	24%	10
Concerns about meeting food safety requirements	24%	10
Cost, time and/or labor to get GAP certified and to implement / follow GAP protocols	24%	10
Affordability of land	21%	9
Access to post-harvest handling facilities (cooling, washing, grading, packing)	19%	8
Liability insurance costs	17%	7
Knowledge about post-harvest handling (cooling, washing, grading, packing)	12%	5
Other	12%	5
Total	**N/A**	**42**

Other issues and comments flagged in open-ended responses include:

- Proteins processing was repeated: *Lack of state certified poultry processing to enable retail and wholesale sales; Concerned about locating USDA inspected facility - timely processing*
- Time: *Once I retire, in four years, I will have more time to grow business and marketing strategies; Having the time to expand vs. in town job requirements; Simply a matter of having the time to allocate for food production.*
- Regulations: *We are not concerned with the safety of the food we organically raise, but the burden of the Food Safety Act and its regulation.*
- Seasonality: *A short growing season is our biggest challenge for expansi*on.
- *We are able to sell everything we grow now in local market. But if we are to size up to meet demand we need more labor, better infrastructure and on farm (or co-op) processing capability. Otherwise I don't think the income from raw produce will cover labor costs (in Riverton WY).*

OVERALL INTEREST IN A FOOD HUB (Q12): Twenty-seven (45%) growers are very or extremely interested in selling into a food hub. An additional 25 (41%) are somewhat interested.

ANSWER OPTIONS	RESPONSE COUNT	RESPONSE PERCENT
Extremely Interested	15	25%
Very Interested	12	20%
Somewhat Interested	25	41%
Not Very Interested	5	8%
Not at All Interested	4	7%
Total	**61**	**100%**

Representative open-ended comments for this question are included below. Many who are "somewhat interested" articulated in their comments that their interest level depends on how the hub is structured and what the pricing strategy would be. Additionally, several suggested that they are already working with Triple Crown and consider this to be a food hub. Finally, one comment mentioned that shipping to Casper was likely infeasible (as the survey did not clarify that the food hub would not necessarily be located in Casper).

- *Depends on how it is organized and the cost. Depends on the professionalism of the other participants.*
- *I could increase production. May not be worth it if hub price is not sufficient to cover costs.*
- *Depends on how the hubs works: buy produce from me at time of delivery or at time of sale from the hub. Cost of using the hub.*
- *I feel Wyoming meat products are extremely high quality and very marketable to consumers.*
- *We have been selling a few beef locally for many years and have not been able to go to the next level of local small groceries or restaurants. We believe we have a delicious, healthy product to which more people should have access.*
- *Our products have a very short availability and short "shelf life". I don't know if we could pick enough product, get it to Casper, and delivered to consumers before it "went bad"*

- *Most wholesale prices are not high enough to keep small, local farms profitable.*
- *We are already part of an online farmers market located in the SE corner of WY*
- *Triple Crown seems very easy to use, it is just a matter of time for me.*
- *I've spoken w/ (Big Horn) on regional food hub. I remain very skeptical, but willing to listen and keep open mind.*

In subsequent analysis, "interested growers" refers to trends within the respondent set that indicated "TOP 3 BOX" interest, defined by those who are "Extremely Interested", "Very Interested" or "Somewhat Interested" in selling into the hub.

"Somewhat Interested" respondents are included in this set because open-ended feedback indicated that their interest would increase significantly based on how the hub is structured, what its pricing structure would be, and if delivery into Casper markets was not required.

CHARACTERISTICS OF INTERESTED (I.E. TOP 3 BOX) GROWERS:

- *Producer type (Q2, xQ12):* Of the 52 interested producers, 32 (62%) respondents produce vegetables, 17 (33%) produce eggs, 13 (25%) produce beef, and 11 (21%) produce fruits.

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Vegetables	62%	32
Fruits	21%	11
Eggs	33%	17
Milk	12%	6
Cheese	2%	1
Other dairy	4%	2
Beef	25%	13
Pork	14%	7
Lamb	14%	7
Poultry	19%	10
Other meat	10%	5
Grains	15%	8
Other	14%	7
Total	**N/A**	**52**

- *Experience (Q3, xQ12):* Interested producers have an average of 12 years of experience farming.
- *Acreage (Q4 and Q5, xQ12):* Interested fruit and vegetable growers (37 total) have a total of 168 acres under production. Twenty-eight of these growers are interested in expanding their production and have approximately 280 acres of expansion capacity.

ACREAGE IN PRODUCTION	RESPONSE COUNT	RESPONSE PERCENT
<1	16	43%
1-3	11	30%
3-10	7	19%
10-20	2	5%
20-30	0	0%
30-40	0	0%
40-50	0	0%
50-75	1	3%
75-100	0	0%
100+	0	0%
Total	**37**	**100%**

- *Proteins (Q6, xQ12):* Interested livestock producers bring over 2500 chickens, 1800 beef cattle and 1800 laying hens.

LIVESTOCK	# ANIMALS RAISED EACH YEAR	RESPONSE COUNT
Beef cattle	1,850	13
Lambs	780	7
Hogs	295	8
Chicken	2,595	7
Laying hens	1,837	11
Total	**N/A**	**26**

- *Certified organic (Q8, xQ12):* Four (12%) interested growers have at least some certified organic output (three are 100% certified organic). The majority of respondents who provided open-ended feedback indicated that their growing practices are organic, but they have not pursued certification.

PERCENT OF ACREAGE THAT IS CERTIFIED ORGANIC	RESPONSE PERCENT	RESPONSE COUNT
None	88%	29
<25%	3%	1
25-50%	0%	0
50-75%	0%	0
>75%	0%	0
All	9%	3
Total	**100%**	**33**

- *Current sales channels (Q9, xQ12):* Interested growers' sales channels are similar to the overall population. They do have a lower percentage of sales coming from wholesalers or distributors (2% versus 6% among the entire population).

SALES OUTLET	NUMBER OF RESPONDENTS WHO SELL THROUGH CHANNEL	AVERAGE REVENUE THROUGH EACH CHANNEL
Farm stand	5	29%
CSA	1	6%
Farmers market	4	48%
Direct to grocery stores	1	9%
Direct to restaurants	3	5%
Direct to institutions	0	0%
Wholesalers, distributors	3	2%
Total	**7**	**100%**

DESIRED FOOD HUB FEATURES (Q13, XQ12): Interested growers are most interested in a food hub with the following features:

- End customers know produce comes from my farm (farm-identified)
- Locally owned and operated
- Handles sales and marketing so I can focus on farming
- Offers pick-up service
- Carries customer-required liability insurance so our farm does not have to
- Reduces the cost of GAP certification
- Maintains cold chain and traceability of all aggregated products
- Offers cooling service

FOOD HUB FEATURE	% INTERESTED GROWER RESPONDENTS	INTERESTED GROWERS WHO ARE VERY / EXTREMELY INTERESTED IN FEATURE
End customers know produce comes from my farm (farm-identified)	72%	26
Locally owned and operated	64%	23
Handles sales and marketing so I can focus on farming	58%	21
Offers pick-up service	50%	18
Carries customer-required liability insurance so our farm does not have to	50%	18
Reduces the cost of GAP certification	47%	17
Maintains cold chain and traceability of all aggregated products	44%	16
Offers cooling service	42%	15
Makes healthy food available to schools and/or low income shoppers	39%	14
Offers cold storage or freezer service	36%	13
Reduces the cost of HACCP certification	36%	13
Reduces the cost of organic certification	33%	12
Offers or coordinates wholesale training classes	28%	10
Offers low-cost short-term financing for production expenses	28%	10
Offers processing services	22%	8
Offers washing, grading and/or packing services	17%	6
Other – please describe in comments below	8%	3
Total	**N/A**	**36**

PRODUCTS (Q7 AND Q14, XQ12): Interested producers have the following products.

PRODUCE

CROP	RESPONSE COUNT	CROP	RESPONSE COUNT
Tomatoes	16	Lettuce	3
Potatoes	9	Spinach	3
Salad greens	9	Squash	3
Peppers	8	Beans	2
Grains	6	Berries	2
Cucumber	5	Cabbage	2
Hay	5	Carrots	2
Sweet corn	5	Herbs	2
Beets	4	Peas	2
Onions	4		
Winter squash	4		

PROTEINS

PROTEIN	RESPONSE COUNT
Beef	14
Eggs	11
Pork	7
Lamb	4
Turkey	3
Chicken	2
Goat	1
Sheep	1

When asked what products (at what volumes) they would like to sell into the food hub, many producers were unsure. Of those that responded this question, the following products were identified in moderate to high volume:

- Fruits and vegetables: Potatoes, onions, tomatoes, raspberries, salad greens, herbs, strawberries, cabbage, sweet corn
- Proteins: Beef (largely grass fed beef), chicken, lamb, pork (eggs were not frequently cited for this question although eggs are available in high quantities among interested producers).
- Other products include: Olive oil, packaged oat products, jams

SEASON EXTENSION (Q16 AND Q17, XQ12): Twenty-seven (63%) interested growers already employ season extension strategies. An additional five (12%) growers would be open to pursuing season extension in the future. Twenty-five of these growers provided information on their square footage of greenhouse, hoop house or high tunnel production, totaling over 100,000 square feet, almost 2.5 acres.

CURRENTLY EMPLOY SEASON EXTENSION STRATEGIES	RESPONSE PERCENT	RESPONSE COUNT
Yes	63%	27
No	26%	11
Not currently, but I am interested in doing so in the future	12%	5
Total	**100%**	**43**

Labor, infrastructure costs, and sales limitations were cited as the biggest barriers to pursuing or expanding season extension strategies. Other barriers respondents described in open-ended feedback include:

- *Production of crops during the early/late frost events*
- *Time commitment as of now - will be better once I retire from current career*
- *Lack of frozen storage*
- *If I expanded to 12 month production, I would need on site labor. I can provide living arrangements if revenue was enough to cover expenses. Would also need to improve my irrigation system to operate in cold months.*

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Labor shortages throughout the year	46%	12
High cost of infrastructure	31%	8
Limited sales outlets for products grown during off season months	27%	7
Other	27%	7
Importance of using off season months to focus on other activities	23%	6
Satisfied with the way things are	15%	4
Limited available land	8%	2
Lack of knowledge	4%	1
Total	**N/A**	**26**

FOOD SAFETY (Q18 AND Q19, XQ12): Nineteen (59%) of interested growers have a food safety plan. No interested growers are GAP certified. Twenty-four (73%) interested growers would be to pursuing GAP certification if there was reliable demand, and an additional eight (24%) would consider it. Two growers indicated (in open-ended comments) that they have or are planning to attend GAP training.

ON-FARM FOOD SAFETY PLAN	RESPONSE PERCENT	RESPONSE COUNT
Yes	59%	19
No	41%	13
Total	**100%**	**32**

OPEN TO PURSUING GAP CERTIFICATION	RESPONSE PERCENT	RESPONSE COUNT
My farm is already GAP certified	0%	0
Yes	73%	24
No	3%	1
Maybe	24%	8
Total	**100%**	**33**

Open-ended comments related to food safety and openness to pursuing GAP certification include:

- *Attending GAP training in April*
- *Been through GAP training*
- *Would prefer less government involvement in operating our farming business.*
- *[I need to] understand the requirements*
- *Would have to check to see if this is really needed in addition to our organic certification which already covers good ag practices. We would not get GAP certified if it just duplicates certifications we already have. We are not able to waste money that way and would look to wholesalers to be educated in knowing that there may be many ways a farm can meet wanted requirements.*
- *I do not know the details of USDA GAP standards. I expect that my organic certification would be close in most details.*
- *I stand behind my produce and do not need someone telling me things that I already know and charging me for it.*
- *I feel the cost is going to be too high*
- *Farm focused on direct sales. Understand that certification would be necessary if wholesale buyers involved, and would tackle that then.*

ASSETS (Q21, XQ12): Eight (24%) growers have access to quick cooling and cold storage, and four (12%) have access to refrigerated trucks for deliveries.

ACCESS TO EQUIPMENT	RESPONSE COUNT	RESPONSE PERCENT
Refrigerated truck(s) for deliveries	4	12%
Access to quick cooling to remove field heat	8	24%
Total	**33**	**N/A**

Open-ended comments highlight several other assets that a small percentage of growers have access to:

- Storage:
  - *Large florist free standing refrigerator - 2 small refrigerators*
  - *We have walk in cooler / freezer on site.*
  - *I have an earthen cellar to cool and store the potatoes it is about 2 miles from the field*
  - *fridge and freezer*
  - *I have a refrigerated trailer that I store the vegetables and then use to deliver to my pickup place which has electricity. The trailer is not refrigerated if not plugged in. The trailer is located next to the gardens.*
- Processing: *Have dehydration on farm*

DESIRED RELATIONSHIP WITH FOOD HUB (20, XQ12): Most interested growers prefer to simply sell into the food hub, rather than engaging in a leadership, membership or ownership role.

DESIRED RELATIONSHIP WITH FOOD HUB	NUMBER OF INTERESTED GROWER RESPONDENTS	% INTERESTED GROWER RESPONDENTS
Become the owner and/or operator of a food hub	1	3%
Become an investor in a food hub	2	6%
Become a partial owner in a food hub as part of a grower-owned cooperative	4	12%
Be on the management team or work force of a food hub	4	12%
Total	**6**	**N/A**

ADDITIONAL CONCERNS OR COMMENTS (23, XQ12): Several interested growers provided additional open-ended comments or concerns about the food hub.

- Geographic concerns:
  - *Transportation*
  - *DISTANCE, trucking is one of the biggest setbacks in trying to expand the markets that I have.*
  - *My experiences with promoting alternative crops and products in Wyoming has not been so much with production challenges, but rather with logistics and access to a ready, liquid market. Due to our low population and distances to ready market, transportation costs to market is a huge issue that must be considered in order for a food hub to be sustainable. Also, consumers are going to realize they will pay more for a local, high quality food product.*
  - *Limiting it to Wyoming only for cattle may not provide sufficient demand for grass fed products*
- Excitement from growers and curiosity about next steps:
  - *We have 40 acres that is sitting fallow (8 yrs) that we want/could use for various production (25 variegated acres)*
  - *Impressed with what I saw at the meeting in Casper. Please continue with these efforts!*
  - *We would be new to this kind of operation and are curious how long it takes to get a hub up and working. It might be in the least of concerns, but we are always interested in and the upkeep of marketing.*
- Online marketplace: *Transparent, computerized, and easy access to the hub with the Internet.*

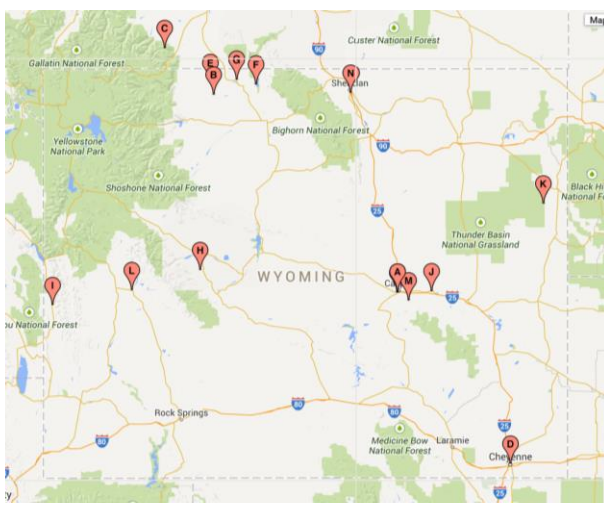
Buyer Survey Results

Buyer Characteristics and Requirements

BUYER TYPES (Q1): Sixteen buyers responded to the survey. The majority (nine; 56%) are educational institutions. Others include restaurants, one direct-to-consumer distributor, one grocery store, and one hospital.

BUYER TYPE	RESPONSE PERCENT	RESPONSE COUNT
Grocery – chain	0%	0
Grocery – retail / wholesale	6%	1
Grocery – corner store	0%	0
Distributor – broad line	0%	0
Distributor – specialty produce	0%	0
Distributor – direct to consumer (e.g. CSA, online, home delivery)	13%	2
Institution – hospital	6%	1
Institution – childcare center, school, university	56%	9
Institution – hunger relief organization	0%	0
Institution – retirement community, assisted living or nursing home	0%	0
Restaurant	19%	3
Bakery	0%	0
Butcher	0%	0
Processor	0%	0
Total	**100%**	**17**

BUYER LOCATION (Q2): Buyers are all located across Wyoming, with one buyer in Montana. The map can be accessed here https://batchgeo.com/map/f17040145c278fa6cf5e7ed294048120.



LOCAL PROGRAM (Q4, Q5, Q6): Four of the 13 buyers who responded to the question indicated that they currently purchase or use locally produced farm products. In open-ended comments for this question, buyers emphasized that local products are not available. Representative comments include:

- *Realistically, none available.*
- *Easier to buy from distributor since I need a large amount*
- *Local products have not been available and when we did purchase local, producers were unable to supply during winter months, which is most of the year.*

The definition of local varies significantly among buyers.

DEFINITION OF LOCAL	RESPONSE PERCENT	RESPONSE COUNT
< 50 miles	29%	2
<100 miles	14%	1
<150 miles	0%	0
<200 miles	0%	0
<250 miles	0%	0
In-state	29%	2
250+ miles	0%	0
Other	29%	2
Total	**100**	**7**

Four buyers responded to questions about the challenges they face in sourcing local farm products. The most pressing challenges include: finding consistent year-round supply with volume and/or with food safety certifications, price points, time associated with sourcing from farms, and food consistency and seasonality.

CHALLENGES SOURCING LOCAL FARM PRODUCTS	RESPONSE COUNT
Finding suppliers that can supply necessary volumes	4
Finding suppliers with required certifications and/or facility inspections (i.e. GAP, USDA, etc)	3
Finding product at required price point	3
Staff time to source directly from farms	3
Consistency of local produce	3
Seasonality of local produce	3
Knowing how to procure directly from farms	2
Complexity of dealing with multiple suppliers	2
Diversity of local produce	2
Local, state and/or federal policy and legislation	2
Limited ability to meet my delivery requirements and expectations	1
Handling produce from local farms (receiving, cooling, storing, repacking, etc)	1
Contracts with current suppliers that prevent us from purchasing from suppliers that have local produce	0
Total	**4**

FOOD SAFETY AND PACKING STANDARDS (Q7, Q8, Q9): Almost all buyers have at least basic food safety requirements in place for produce suppliers, but these vary drastically. Institutional buyers are most likely to require GAP and HACCP certification.

FOOD SAFETY REQUIREMENTS	RESPONSE PERCENT	RESPONSE COUNT
None	7%	1

Must pass our on-farm audit	13%	2
Must have on-farm food safety plan	33%	5
Must be GAP and/or GHP certified	33%	5
Must be HACCP certified	47%	7
Must offer traceability	47%	7
We depend on our distributors' requirements	47%	7
Other	7%	1
Total	**N/A**	**15**

All buyers have certification requirements in place for their protein suppliers.

FOOD SAFETY REQUIREMENTS	RESPONSE PERCENT	RESPONSE COUNT
None	0%	0
Must be purchased from a USDA-inspected facility	87%	13
Must be purchased from a state-inspected facility	47%	7
We depend on our distributors' requirements	27%	4
Other (Describe below)	0%	0
Total	**N/A**	**15**

Nine (out of 10) respondents indicated that liability insurance is a requirement. Only one of these buyers provided information on the liability insurance amount that is required (respondent indicated $5 million in insurance is required).

Buyers' packing standards vary, but all have basic quality standards in place, ranging from USDA grading, distributors' requirements, and internal quality specifications.

PACKING STANDARDS	RESPONSE PERCENT	RESPONSE COUNT
None	8%	1
Must follow USDA grading standards	75%	9
Must meet our own packing specifications	17%	2
Must meet our quality specifications	42%	5
Must maintain cold chain	33%	4
Must be recyclable or reusable packaging	8%	1
Must be able to provide fresh (rather than frozen) meats	17%	2
Must meet our distributors' standards	42%	5
Other (Describe below)	0%	0
Total	**N/A**	**100**

PURCHASING VOLUME (Q11, Q12, Q13, Q14): In total, buyers who provided information on annual farm product expenditures purchase:

- Approximately $2.9 million per year on fresh, whole produce
- Approximately $970,000 per year on processed produce
- Approximately $3.0 million per year on proteins (meat, poultry, dairy, eggs)
- Approximately $1.1 million per year on grains

ANNUAL PURCHASING VOLUME	RESPONSE COUNT FOR WHOLE PRODUCE	RESPONSE COUNT FOR PROCESSED PRODUCE	RESPONSE COUNT FOR PROTEINS	RESPONSE COUNT FOR GRAINS
Less than $10,000	1	5	1	3
$10,000 - $50,000	6	4	4	5
$50,000 - $100,000	1	1	3	0
$100,000 - $250,000	0	0	0	1
$250,000 - $500,000	1	2	1	0
$500,000 - $1,000,000	1	0	3	1
$1,000,000 - $2,000,000	1	0	0	0
$2,000,000 - $3,000,000	0	0	0	0
$3,000,000 - $4,000,000	0	0	0	0
$4,000,000 and above	0	0	0	0
Total	**11**	**12**	**12**	**10**

LOCAL AND ORGANIC PURCHASE VOLUME (Q15, Q16, Q17): Approximately three percent of total produce purchasing and three percent of total proteins purchasing among respondents is local (weighted according to buyer spend). Approximately six percent of total produce purchasing among respondents is organic (weighted according to buyer spend).

PERCENT OF ANNUAL PRODUCE SPEND	RESPONSE COUNT FOR LOCAL PRODUCE	RESPONSE COUNT FOR ORGANIC PRODUCE	RESPONSE COUNT FOR LOCAL PROTEINS
0%	5	4	6
<10%	4	4	0
10-20%	0	1	2
20-30%	1	0	1
30-40%	0	0	0
40-50%	0	0	0
50-60%	0	0	0
60-70%	0	0	0
70-80%	0	0	0
80-90%	0	1	0
90-100%	0	0	0
Total	**10**	**10**	**9**

Buyer Interest and Demands

INTEREST LEVEL (Q18): Two buyers (out of five) are very or extremely likely to purchase directly or indirectly from a food hub. One additional buyer is somewhat interested.

INTEREST LEVEL IN PURCHASING FROM A FOOD HUB	RESPONSE PERCENT	RESPONSE COUNT
Not at all likely	0%	0
Not very likely	8%	1
Somewhat likely	46%	6
Very likely	31%	4
Extremely likely	15%	2
Total	**100%**	**13**

Of the six buyers who indicated that they are “somewhat likely” to purchase from a food hub, four provided detailed and engaged comments throughout the survey and/or spoke with the team directly about their level of interest while filling out a paper survey.

In subsequent analysis, “interested buyers” refers to the respondent set that indicted “Top 3 Box” interest, defined by those who are “Extremely Interested,” “Very Interested,” or “Somewhat Interested” in selling into the hub. “Somewhat Interested” respondents are included in this set based on open ended feedback and team engagement with two-thirds of these buyers that indicated that their interest would increase significantly based on how the hub is structured and what its pricing structure would be.

CHARACTERISTICS OF INTERESTED BUYERS

- *Buyer type (Q1, xQ18):* Five interested buyers are educational institutions, three are restaurants, two are direct to consumer distributors, one is a hospital and one is a retail wholesale grocery store.
- *Local program (Q4, Q5 and Q15, xQ18):* Three interested buyers are currently purchasing some local produce; six do not. (Others did not answer this question). The definition of local varies greatly among these buyers – one defines it as within 25 miles, one as within 50 miles, and the rest more broadly – within 250 miles, in-state or in Wyoming or Montana.
    - Interested buyers currently purchase three percent of their produce locally.
- *Organic purchases (Q16, xQ18):* Interested buyers indicate that six percent of their produce is organic. This is largely driven by one buyer for whom 80-90% of produce purchased is organic.
- *Purchasing volume (Q11, Q12,Q13, Q14, xQ15):* Interested buyers indicate the following spending amounts on farm products:
    - Approximately $2.9 million per year on fresh, whole produce (note that only interested buyers responded to this question, so this annual spend is the same as was indicated for the full group)
    - Approximately $600,000 per year on processed produce
    - Approximately $2.3 million per year on proteins (meat, poultry, dairy, eggs)
    - Approximately $340,000 per year on grains

CROP TYPES (Q20, Q22, Q23, XQ18):

Interested buyers of whole produce indicated interest in purchasing the following products from the food hub

PRODUCT	RESPONSE COUNT	PRODUCT	RESPONSE COUNT
Lettuce	8	Apples	2
Carrots	5	Cauliflower/Broccoli	2
Tomatoes	5	Citrus	2
Onions	4	Cucumbers	2
Peppers	4	Peas	2
Broccoli	3	Sprouts	1
Celery	3	Stone fruit	1
Potatoes	3	Summer squash	1
Salad greens		Winter squash	1

Protein products interested buyers indicated interest in purchasing from the food hub

PRODUCT	DESCRIPTION	RESPONSE COUNT
Beef	Ground, flats, shoulder, steak cuts	11
Chicken	Breast, diced	6
Milk	1% milk, 1% chocolate milk	2
Pork	N/A	2
Eggs	Shell eggs	1
Fish	N/A	1

Grain products interested buyers indicated interest in purchasing from the food hub

CATEGORIES	DESCRIPTION	RESPONSE COUNT
Bread	Sandwich bread, dinner rolls, buns, breadsticks	9
Flour	Whole wheat, white wheat blend	4
Rice	N/A	2
Tortillas	Flour, whole grain	2
Croissants	N/A	1

REQUIRED FOOD HUB FEATURES (Q19, XQ18): Input from interested buyer respondents suggests that the following features are most important:

- Food safety and traceability: *Sources from farms with food safety plans, has comprehensive traceability protocols, sources from GAP-certified farms, is HACCP certified*
- Supply consistency: *Offers year-round supply of the items we use most*
- Delivery: *Delivers my orders directly to my facility*
- Source-identification: *Offers farm-identified produce*

FOOD HUB FEATURE	PERCENT OF INTERESTED BUYER RESPONDENTS TOP 2 BOX (VERY/EXTREMELY IMPORTANT)	NUMBER OF INTERESTED BUYER RESPONDENTS TOP 2 BOX (VERY/EXTREMELY IMPORTANT)
Sources from farms with food safety plans	100%	12
Has comprehensive traceability protocols	100%	12
Offers year-round supply of the items we use most	92%	11
Delivers my orders directly to my facility	92%	11
Sources from GAP-certified farms	83%	10
Is HACCP certified	83%	10
Offers farm-identified produce	83%	10
Carries appropriate amount of liability insurance	75%	9
Sources from farms that comply with farm labor requirements	75%	9
Is GAP and/or GHP certified	75%	9
Provides the option for online ordering	67%	8
Is locally owned and operated	67%	8
Has a strong consumer-facing brand that stands for local/regional produce	58%	7
Offers certified organic products	50%	6
Offers value-added products (honey, flour, jams, etc.)	50%	6
Offers private labeling	42%	5
Has technology that seamlessly interfaces with ours	8%	1
Other	0%	0
Total	**N/A**	**12**

One open-ended respondent indicated that she would like the food hub to "define local."

PROVIDING ASSETS TO A FOOD HUB NETWORK (Q24, XQ18): Buyers are limited in their ability to provide logistical support to either growers or food hubs across the state. Two buyers can provide some delivery support, two can provide processing support, one can provide cooling support and one can provide temperature controlled storage.

ABILITY TO PROVIDE ASSETS TO GROWERS AND/OR THE FOOD HUB	RESPONSE COUNT
Delivery service between farms, storage facilities and/or the food hub	2
Cooling produce (to remove field heat) from nearby farms	1
Temperature-controlled cold storage	1
Frozen storage	0
Processing services or access to processing equipment (describe in comments below)	2
Other (no respondents specific what type)	3
Total	**4**

ADDITIONAL COMMENTS OR CONCERNS (Q25): Final open-ended feedback from buyers.

- *One that delivers quality produce that can meet our needs to provide on an as needed basis.*
- *Food safety and traceability are a MUST for schools. Keeping prices low for schools.*
- *I must tell you, no one is pounding on my door to buy local, they are patting my back on controlling costs. Just a thought.*
- *We would look forward to helping in any way with this project!*

Grower Buyer Meeting Insights

A diverse group of growers, buyers and food systems stakeholders across the state attended the Grower / Buyer meeting in Casper on February 13, 2015, many traveling long distances to engage in the discussion. Attendees were largely enthusiastic about food hub development in Casper and statewide, and there was a spirit of collaboration and enthusiasm throughout the meeting.

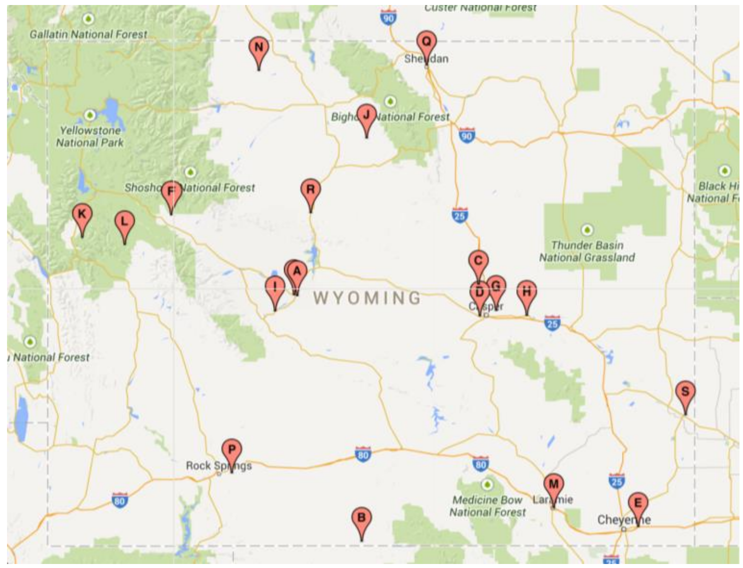
The following themes emerged as insights during the meeting:

- ***Definition of local:*** There are widely varying opinions on the definition of local. The original scope of this study defined local as within the state of Wyoming. Buyers present at the meeting had differing opinions about what they consider local, but they appeared to agree that neighboring states can often be considered local, especially because of the lack of processing within Wyoming.
- ***Infrastructure for processing and storage:*** Several meeting attendees suggested infrastructure gaps they would like to see closed, including cold storage, frozen storage (particularly for proteins), tannery (for animal hides), malting facility, and a mill (for brewing). Produce processing did not come up during the course of the Grower / Buyer meeting.
- ***Importance of matchmaking:*** Throughout the meeting, it became clear that certain gaps could already be filled by the demand and supply represented in the room. For example, one retailer mentioned how difficult it is to access grass fed beef. A grass fed beef producer in the room described the volume of frozen beef she has in storage that is available for sale. The idea of having an intermediary, information sharing portal or even just a statewide newsletter that connects buyers and growers, and identifies market gaps and opportunities was suggested by a grower, a buyer and a food system advocate.
- ***Pricing:*** Growers, particularly those who are solely focused on direct-to-consumer markets, are anxious about the pricing levels and structures they would receive through a food hub that is selling wholesale. However, growers also shared examples when they were unable to sell large quantities of their product, and expressed openness to accepting wholesale level pricing if it would ensure that they would find markets for these products that otherwise go unsold. Additionally, several buyers indicated that they are willing to pay significantly more for local. One retailer said that even though he prices local tomatoes 50% higher, he cannot keep them on the shelf. One institutional buyer explained that he would pay more for local because he anticipates that he can pass this price increase to end consumers.
- ***Consumer education:*** A buyer discussed the importance of marketing local food to end consumers. Branding local food will help differentiate the product from other food products, and allow buyers to charge local price premiums. Marketing can also help raise consumer awareness about the benefits of local food and educate consumers about where and how their food is grown.
- ***Innovative product ideas:*** During the meeting, new ideas for products that may be highly marketable and profitable emerged, including spent grains for poultry feed, potatoes for vodka micro distilleries, and grains for breweries.

MEAT PROCESSING FACILITIES

There are 19 state inspected meat processing facilities in Wyoming, based on input provided by Cindy Weibel of the Wyoming Economic Development Association.

John Henn, Livestock & Meat Marketing Program Manager for the Wyoming Business Council, described a recent study the group conducted on meat slaughter and processing capabilities in Wyoming, and the potential for the development of a USDA inspected processing facility whose output could be sold and distributed to neighboring states which have significantly larger population and demand.



It is important to note that meat can be processed in one of these state inspected facilities and be sold within Wyoming. Ranchers; however, have expressed concern that (1) processors give wild game preference during the same months when they have the highest demand for processing, and (2) the quality of packaging from these state inspected facilities is too low for wholesale (i.e. cuts are not even, facilities cannot vacuum seal, etc). Because of this, ranchers are looking for either a USDA inspected facility *or* a state inspected facility that is focused on wholesale rather than hunters.

In the survey conducted by the Wyoming Business Council, Wyoming ranchers expressed extremely high interest in establishing a USDA inspected facility in the state, but interest from processors was extremely limited.

These processing facilities are small, processing 5-15 animals per week. Most make a significant portion of their profits from wild game processing and are not willing to give this up this part of their business. They therefore do not believe the revenue generated by USDA inspection would warrant the significant investments they would have to make. Only one processor emerged that expressed any interest in exploring USDA inspection further. A more promising potential strategy that emerged from the study is the potential to establish a cooperative inspection service in Wyoming that the USDA could approve as equivalent to its own inspection. These inspections would be overseen by the WY Department of Agriculture, and it is likely that the requirements would be more lenient and therefore less expensive to meet.

PRODUCE PROCESSING FACILITIES

The Wyoming Food Freedom Act (HB 56) allows food entrepreneurs in Wyoming with home-based production to produce and sell *any* kind of food, as long as it does not contain non-poultry meat, and as long as the sales are direct to consumer.[2] This is one of the country's most progressive Cottage Food Laws. However, because the law restricts entrepreneurs from pursuing wholesale channels, many fruit and vegetable growers are eager for the development of facilities that enable the production of value-added goods that can be sold wholesale.

Unfortunately, growers are frustrated with the lack of commercial processing facilities in Wyoming. CulinaryIncubator.com lists no shared-use commercial kitchens in Wyoming. A 2009 study identified 189 food processing facilities across the entire state of Wyoming.[3] These facilities are either highly specialized, focused on large scale production, or are very small, operating out of a church basement or restaurant. Input from Cindy Weibel suggested that efforts are being pursued by the Wyoming Department of Agriculture to create more commercial processing capabilities in the state, including:

[2] ("Wyoming - Cottage Food Law" 2015)

[3] (*The Development and Safety of Wyoming's Value-Added Food Products* 2009)

- Establishing a database of commercial kitchen facilities to help growers better connect to their local resources.[4]
- Working with state and county owned facilities (such as county fairgrounds) to convert their kitchens into well equipped, certified value added production centers. Stakeholders in 14 of Wyoming's 23 counties expressed interest in exploring this idea further.[5]
- Better educating growers and food entrepreneurs about food safety and the opportunities and limitations posed by the Wyoming Food Freedom Act to help producers launch value added business lines.

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[4] Ibid

[5] (*Feasibility Study: Determining the Feasibility of Enhancing State and County Owned Facilities as Shared-Use Value-Added Food Processing Centers* 2008)

Summary of Data

Statewide Data Summary

The following chart summarizes statewide data gathered through the primary research, including both interviews and surveys.

GROWERS			BUYERS		
Interest	*Production*	*Key Needs*	*Interest*	*Purchasing*	*Needs*
• 55 interested producers (52 via survey, 3 via interviews) • 34 veg, 11 fruit • 17 eggs • 14 beef • 15 poultry • 7 pork • 7 lamb	• 310 acres of fruit/veg • 3800 chickens • 2000 heads cattle • 1800 laying hens • 780 lambs • 300 hogs	• Farm-identification • Logistics, offers pick-up • Carries liability • Supports with wholesale success • Offers cooling and cold storage	• 16 buyers (12 via survey, 3 via interviews) • 7 additional buyers identified that may be interested	Annual spend from buyers who provided data: • Whole produce: $4.3 million • Processed produce: $600,000 • Proteins: $2.3 million • Grains: $340,000	• Food safety, liability and traceability • Delivery to warehouse • Consistent supply, high quality • Provides marketing and branding support

Regional Data Summary

Given Wyoming's vast geography, and the distance between the state's main cities and agricultural production areas, the core team identified six food system clusters across the state (and crossing into Nebraska and Montana, as several survey respondents are located just out of the state). Several of these clusters have food systems development and/or food hub planning efforts underway.

The following chart summarizes the key data on demand for and supply of local farm products within each cluster.

CLUSTER	INTERESTED	VOLUME	BUYERS	ANNUAL SPEND	POTENTIAL BUYERS*	ASSETS
ALPINE/ JACKSON	2 interested • 1 veg • 1 fruit • 1 eggs • 1 protein	• 2 acres (greenhouse), 12 acres for expansion • 1000 chickens • 600 laying hens • 30 hogs	2 interested • 2 educational institutions	• Whole produce: $60,000 • Processed produce: $35,000 • Proteins: $105,000 • Grains: $60,000	None	None
BIG HORN BASIN	11 interested • 8 veg • 3 fruit • 4 eggs • 2 dairy • 6 protein • 2 grains	• 44 acres, 127 acres for expansion • 50 cattle • 270 lambs • 80 hogs • 100 chickens • 550 laying hens	2 interested • 1 direct to consumer distributor • 1 hospital	• Whole produce: $30,000 • Processed produce: $5,000 • Proteins: $5,000	None	3 potential asset partners (all growers) • 2 refrigerated delivery • 2 refrigerated storage • 2 processing

CLUSTER	INTERESTED	VOLUME	BUYERS	ANNUAL SPEND	POTENTIAL BUYERS*	ASSETS
CASPER	5 interested (1 through interview) • 2 veg • 3 protein	• 63 acres, none identified for expansion • 1280 cattle	7 interested • 1 direct to consumer distributor • 1 educational institution • 1 hospital • 1 grocery store • 3 restaurants	• Whole produce: $3.4 million • Processed produce: $420,000 • Proteins: $1.5 million • Grains: $215,000	2 potential buyers • 1 grocery chain • 1 educational institution	2 potential asset partners (1 buyer, 1 grower) • 2 refrigerated storage • 1 could potentially serve as a sub-hub
CHEYENNE	21 interested (1 through interview) • 13 veg • 3 fruit • 5 eggs • 1 dairy • 7 protein • 4 grains	• 42 acres, 75 for expansion • 428 cattle • 59 lambs • 80 hogs • 300 chickens • 475 laying hens	2 interested • 1 educational institution • 1 grocery store	• Whole produce: $675,000 • Processed produce: $75,000 • Proteins: $890,000 • Grains: $30,000	2 potential buyers • 1 hospital • 1 educational institution	3 potential asset partners (1 buyer, 2 growers) • 1 refrigerated delivery • 3 refrigerated storage • 3 processing
POWDER RIVER BASIN	8 interested • 6 veg • 3 fruit • 5 eggs • 2 dairy • 5 protein • 1 grains	• 14 acres, 44 for expansion • 146 cattle • 70 hogs • 1100 chickens • 162 laying hens	2 interested • 1 educational institution • 1 retail / wholesale grocery	• Whole produce: $105,000 • Processed produce: $60,000 • Proteins: $405,000 • Grains: $35,000		3 potential asset partners (1 buyer, 2 growers) • 1 refrigerated delivery • 3 refrigerated storage • 1 processing • 1 could potentially serve as a sub-hub
RIVERTON/LANDER	8 interested (1 through interview) • 4 veg • 1 fruit • 2 eggs • 2 dairy • 5 protein • 1 grains	• 146 acres, 23 for expansion • 46 cattle • 451 lamb • 35 hogs • 95 chickens • 50 laying hens	None	None	3 potential buyers • 1 casino • 2 restaurants	2 potential asset partners (2 growers) • 2 refrigerated storage • 2 processing

*These buyers have been identified as potential highly interested stakeholders; however, connections have not yet been established.

Research Synthesis

Positive Indicators

The primary research and infrastructure analysis revealed many positive indicators that signal an opportunity for food hub and food systems development in Casper and across the state.

- Significant interest level among producers engaged (52 interested producers identified), who have moderate volume of supply and opportunity for production expansion.
- Many fruit and vegetable producers have invested in season extension (27 out of 52).
- There is high product alignment among producers and buyers. Crops of interest include tomatoes, potatoes, lettuce, carrots, onions, peppers, cucumbers, summer squash, and winter squash and proteins of interest include beef, chicken, eggs, pork.
- Significant demand among nine buyers, spanning grocery stores, institutions and restaurants, has been identified in Casper.
- Buyers across the state are open to local, regional and statewide sourcing.
- Wyoming's culture of self-reliance and state pride set a strong foundation for the development of a branding and marketing campaign that would increase demand for local farm products.
- There are emerging parallel local and regional food system development efforts in all parts of the state.
- Highly committed infrastructure partners who are passionate about a Casper food hub's mission and potential have been identified.
- There is excitement among the Casper Area Economic Development Association and other local organizations focused on economic development in the positive economic implications a Casper food hub would have on job creation and overall local revenue generation.
- Food hub development in Casper would expand availability of healthy food, both by selling to institutions serving lower income Casper residents and through food donations.

Potential Challenges

The research also uncovered challenges that should be better understood and addressed before investing significant time and resources in a food hub development project.

- The core team is based in Casper and therefore had somewhat limited access to stakeholders in other clusters, making it difficult to forge strong connections with buyers and growers across the entire state.
- Wyoming's low population density, lack of large urban centers, and dispersed production make a traditional hub-and-spoke food hub model less feasible.
- Producers need access to infrastructure in order to sell wholesale. In particular, there is a strong need for cold storage, long haul distribution and processing.
- Identified demand in the state outside of Casper is very low. At the current level, the weekly order volumes among interested buyers identified in most clusters of the state would likely be too low to warrant the expense of organizing, aggregating and distributing among growers in those regions.
- There is lack of alignment between buyer needs with respect to quality and food safety and grower capabilities to deliver on these requirements.
- Developing a pricing strategy that effectively serves both buyers and sellers will be challenging, but is critical to the success of food hubs in Wyoming.

Strategic Recommendations

The trends, opportunities, and challenges evaluated as part of this Community Food Assessment indicate initial potential for (1) the successful development of a robust food hub in Casper and (2) a possible statewide food hub network. Demand in Casper is strong, providing initial support for a Casper food hub that can source from Casper and other clusters. Because identified supply in the Casper cluster is relatively limited, the food hub's access to supply would be significantly strengthened through the development of a statewide network of hubs that have access to regions of the state with a larger base of agricultural production.

Such initiatives would likely result in public health and economic benefits for the entire state. However, the research also suggested that leaders should first take steps to understand and address certain obstacles related to the demand and supply landscape in order to lay a foundation for success. The core team is proposing two separate sets of recommendations.

Casper Metropolitan Area

The core team makes the following recommendations regarding food hub development in Casper, WY, based on data gathered from the surveys, interviews, grower-buyer meeting and secondary research:

RECOMMENDATION 1: FURTHER DEVELOP A FOOD BUSINESS NETWORK THAT SERVES GROWERS AND BUYERS IN AND AROUND THE CASPER CLUSTER

An important early step will be to <u>solidify commitments from buyers who have expressed interest and locate new buyers</u>. Additionally, given the limited volume of supply identified within the Casper cluster, the team should <u>seek to expand fruit and vegetable production</u> within the Casper cluster, by identifying additional supply sources and pursuing technical assistance to ensure that growers can meet buyers' food safety requirements. Three strategies for expanding the base of growers that a Casper food hub can access include:

1. Conducting additional on the ground research to identify growers who did not emerge from the study research efforts.
2. Working with growers already identified in the Casper cluster to expand and diversify their production.
3. Engaging growers in the Cheyenne and Powder River Basin cluster that can access Casper relatively easily.

The team should aim to identify two or three additional vegetable growers with a total of 50 acres of production, bringing the total production among interested produce growers to 113 acres. If a Casper food hub could have access to 25-30 acres of this production, it would likely be well positioned to generate at least $400,000 in annual revenue from produce sales (based on national averages with respect to yield per acre, and average price per pound of produce). This would likely be a solid starting point for the development of a small physical food hub.

RECOMMENDATION 2: ASSESS THE LONG-TERM FINANCIAL PROFITABILITY OF A CASPER FOOD HUB

The core team recommends moving forward with the next phase of research. This phase – ***business & technical analysis*** – will assess the recommended capacity (i.e. facility square footage) and potential financial profitability of a Casper food hub.

It is important to note that establishing a Casper food hub may be critical even if such a stand-alone hub is not by itself profitable. *The Casper food hub can serve as the anchor hub that will enable subsequent development of food hub clusters across the state*.

RECOMMENDATION 3: DEVELOP CASPER CLUSTER AREA TECHNICAL ASSISTANCE SERVICES, MARKETING AND EDUCATIONAL CAMPAIGNS

The core team also recommends launching a number of initiatives and direct service programs in the Casper area that help expand demand for local farm products and improve growers' ability to produce high quality, food safe, wholesale ready products.

Recommended initiatives focused on spurring additional demand for local farm products include:

- Implementing USDA Farm to School Programs in Casper in order to expand K-12 school's participation in local purchasing efforts. K-12 schools can be valuable anchor buyers. Despite the fact that they are price sensitive, they often provide hubs with consistency and volume levels that other wholesale buyers cannot offer. Natrona County Schools expressed no interest in working with a Casper food hub because they are currently only incentivized to minimize their costs. However; they may make this more of a priority if they received funding through the USDA's Farm to School Program that is specifically allocated to local food purchasing.
- Collaborating with buyers and local nonprofit organizations in running end consumer education programs to encourage more local, healthy food consumption. This may include cooking education programs, SNAP education initiatives, and healthy eating workshops.

Recommended initiatives focused on preparing growers for wholesale include:

- Coordinating wholesale success training workshops that teach growers about post-harvest cooling and handling, cold storage, USDA grading and packing standards, and cold supply chain management. Additional group training programs might focus on Good Agricultural Practices certification and USDA organic certification.
- Developing and coordinating financial and technical assistance to growers, to help them gain access to capital to support production expansion.
- Promoting and education about season extension expansion, to help more growers increase their product availability during off season months when demand for local significantly outstrips supply. Season extension strategies include high tunnel development, greenhouse development and investing in the production of storage crops that can be stored and sold during the winter months.
- Encouraging collaborative food processing efforts, by working with buyers, growers, associations, and public entities to promote innovative processing strategies. For example, several K-12 schools and food banks purchase large volumes of produce during the summer, process it in house, and store it for use during the year.

Statewide Planning and Development

Data from the study suggests that a statewide food hub network would help strengthen a Casper food hub, by enabling it to access a larger set of supply than what is available in the Casper cluster alone. Additionally, throughout the study, it became clear that there is significant interest in food hub development across the state – including Cheyenne, Big Horn Basin and Powder River Basin. Planning groups leading these efforts were open to collaboration and recognized the importance of coordination among statewide efforts, so clusters can offset each other's gaps in either supply or demand.

This study was limited in its access to primary research across the state; particularly with respect to its ability to access buyers outside of Casper. This resulted in very low identified demand in all clusters besides Casper. Therefore, the core team makes the following recommendations regarding food system development in Wyoming, to set the stage for a potential statewide food hub network long-term:

RECOMMENDATION 1: PURSUE A STATEWIDE STUDY TO EXPLORE A WYOMING FOOD HUB NETWORK MODEL
The proposed Casper food hub would serve a critical role in catalyzing and supporting a potential statewide food hub network, in which the state is divided into supply and demand clusters. Each cluster would maintain the minimum cooling, cold storage, and distribution infrastructure required to serve growers in their area. The hubs in each cluster would move product between one another other, with each cluster hub managing relationships and distributions to wholesale buyers within their region. Infrastructure partners would play an instrumental role, allowing product to be moved efficiently across large distances. The following clusters emerged from this research: Alpine/Jackson, Big Horn Basin, Casper, Cheyenne, Laramie, Powder River Basin, and Riverton/Lander. Study steps include:

a. ***Further analysis of the supply, demand and existing infrastructure in each cluster across the state***, building from the primary research conducted for this study, in order to determine the optimal food hub model, including the infrastructure and services each cluster's food hub should offer.
b. ***Statewide planners should work together to determine the entity type for the statewide food hub network.*** It could be a cooperative, with each cluster hub a member of the food hub cooperative), a nonprofit organization, or a private entity that provides fee-based coordination and distribution support services for cluster hubs.

RECOMMENDATION 2: DEVELOP STATEWIDE LOCAL FOOD BRANDING, MARKETING AND EDUCATIONAL CAMPAIGNS
The study illustrated the importance of executing a series of campaigns to expand consumer and wholesale buyer commitment to local purchasing and to help producers across the state better understand the potential upside of moving into wholesale markets. Strategies include:

a. ***Development and initial execution of market development strategies**,* that will establish relationships with new buyers, educate buyers about the benefits of local, develop and promote a statewide brand, and promote local purchasing among institutional buyers.
b. ***Development and initial execution of technical assistance strategies*** and wholesale readiness programs that will prepare growers for successful food hub participation.
c. ***Development of a Wyoming food system communication network.*** As soon as a statewide effort is organized, the planners should first build a system that facilitates communication among growers, buyers and food systems stakeholders.

June 17, 2015

MEMO TO: John C. Patterson, City Manager

FROM: V.H. McDonald, Assistant City Manager

SUBJECT: Additional Liquor Licenses

Recommendation:

That the City Council authorize acceptance of applications for the additional Retail and Bar & Grill Liquor Licenses (one additional license for each license type) available as a result of the 2015 revision of the City of Casper population, and that the City Council continues issuance of these licenses to contribute to development goals or purposes of the City.

Summary:

In Wyoming, the number of Retail, Bar & Grill, Micro-brewery and Winery Liquor Licenses authorized to be issued by local governments is determined by the population of the city, town or county.

At mid-decade between the ten-year censuses taking times, the estimated populations of Wyoming local governments are evaluated by the Wyoming Department of Revenue – Liquor Division to determine the number of liquor licenses available for issuance by the particular government. Typically, of interest to the local governments is the number of Retail Liquor Licenses and Bar & Grill Liquor Licenses. The City of Casper has been particularly interested the number of Bar & Grill Liquor Licenses authorized because of the popularity of these licenses by establishments that are not interested in retail liquor sales but want the ability to operate a full bar to serve alcohol to complement the establishment's main product, food service.

As a result of the 2015 population estimate, the City of Casper has one additional Retail Liquor License and on additional Bar & Grill Liquor License. A table of the number of all liquor licenses types authorized for the City of Casper is attached.

Bar & Grill Liquor Licenses

When the Bar & Grill Liquor License type was originally authorized by the Wyoming Legislature in 2006, the issuance process was an ongoing application process with applications accepted anytime applicants chose to apply as long as licenses were available. For these licenses Council adopted issuing preference criteria. The section of the Casper Municipal Code containing those criteria follows:

508.285 - Bar and grill liquor license issuance, council authority, criteria and restrictions.

A. Subject to availability, restaurants, as defined by subsection 19 of Section 5.08.010 of this chapter, may be licensed by the city council under a bar and grill liquor license. In addition to the application requirements required by this chapter, the license applicant shall submit a valid food service permit issued by the state of Wyoming upon application. Criteria that may be considered by the city council in determining to whom any such license may be issued may include, but is not limited to the following:

1. The location of the proposed business is in an area: (1) in need of redevelopment; (2) officially designated as an urban renewal area; or (3) that has been identified as being under served by food and beverage services.
2. The issuance of the license will contribute to economic development goals or purposes of the city.
3. Whether the applicant will be investing in the construction of a new structure or will otherwise be materially and substantially updating a current building.
4. If the applicant's business is a new business, the number of new jobs reasonably estimated to be created, or if an existing business, the number of new or additional jobs that will reasonably be created by use of the bar and grill liquor license.

The clear focus of the issuance criteria for Bar & Grill Liquor Licenses as specified in paragraph 2. above, was to use the licenses as development tools for the community.

Applications for Bar & Grill Liquor Licenses have been accepted as long as there were unissued license available and whenever an applicant identified a desire to obtain a license.

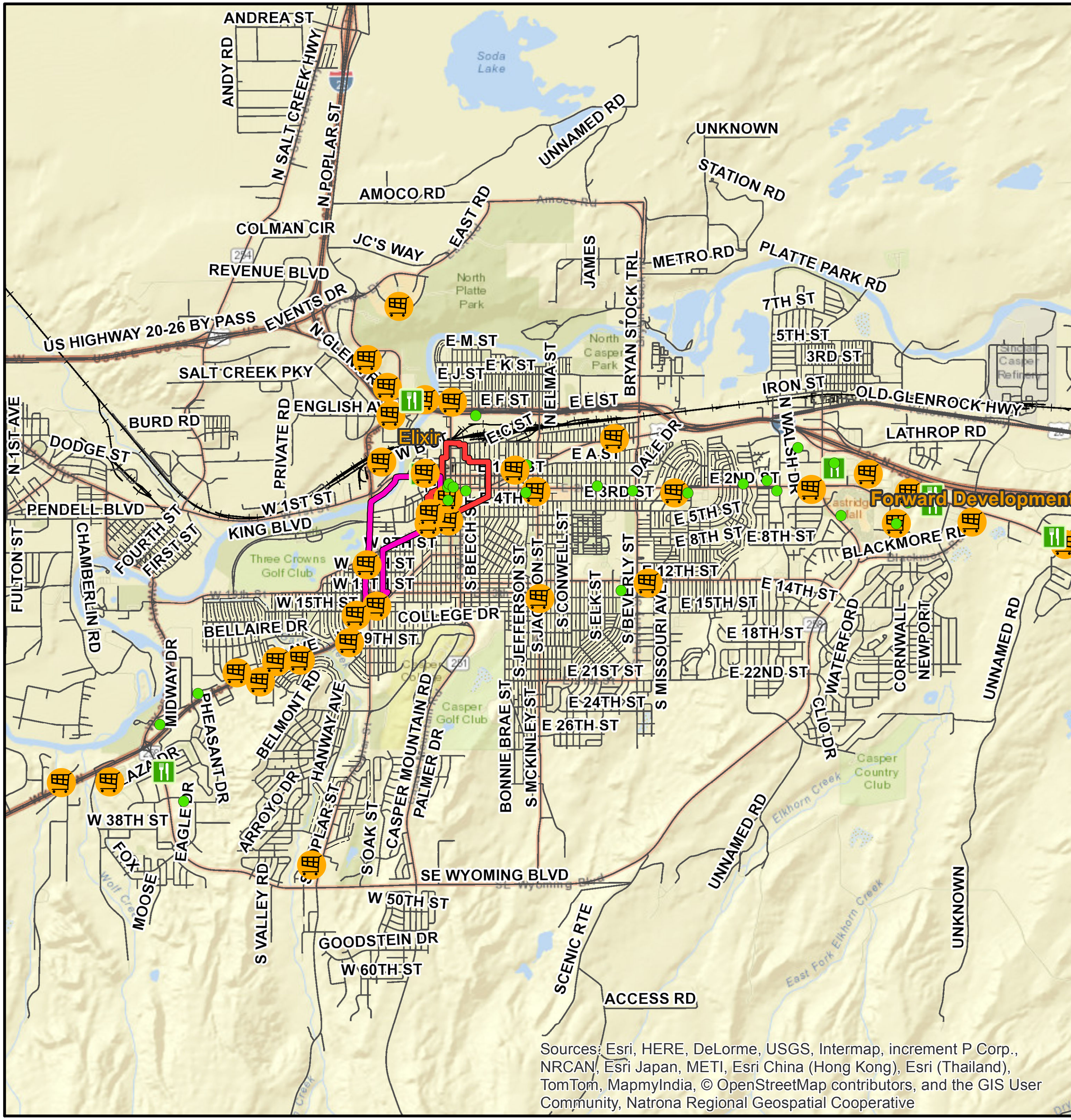
Retail Liquor License

As was for the issuance of the Bar & Grill Liquor Licenses, using liquor licenses as development tools also applied for the issuance of the additional Retail Liquor License authorized for the City of Casper as a result of the 2010 census. Transfer and location restrictions were placed on that license to bolster the development of the Old Yellowstone District.

Staff recommends that City Council continues utilizing the additional licenses now available for issuance as development tools. Staff is seeking authorization from the City Council to accept applications for the additional licenses any preferences the Council develops to guide applicants.

	2015 Population	Retail Liquor Lic Authorized	Retail Liquor Lic Issued	**Retail Liquor Lic Available**	Restaurant Liquor Lic Issued	Restaurant Liquor Lic Available	Bar & Grill Lic Authorized	Bar & Grill Lic Issued	**Bar & Grill Lic Available**	Limited Retail Liq Lic Issued	Resort Liq Lic Issued	Micro-brewery Permits Authorized	Micro-brewery Permits Issued	Winery Permits Authorized	Winery Permits Issued	Distillery/ Winery Satellites Issued
Casper	**60,086**	36	36ac	**1**	24	unlimited	8	7	**1**	9	4	36	2	36	0	1

(a) Includes 1 annexed December 1, 2006 (See Page 5)



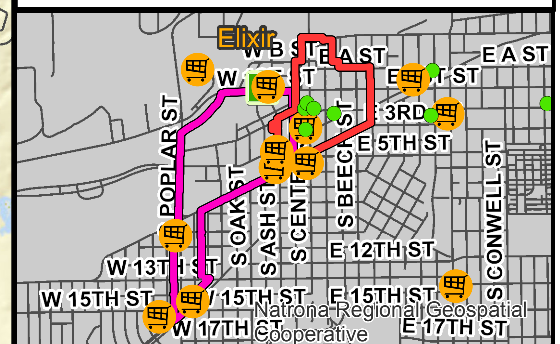
NRGC GeoSMART

Legend

Casper Liquor Licenses

License Type

- Bar & Grill
- Retail
- Restaurant
- OYDSPC
- DDA



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Feet

0 3,900 7,800 11,700 15,600

N