Exploring the creation of a local and equitable Food Hub in South Vancouver
Final Report
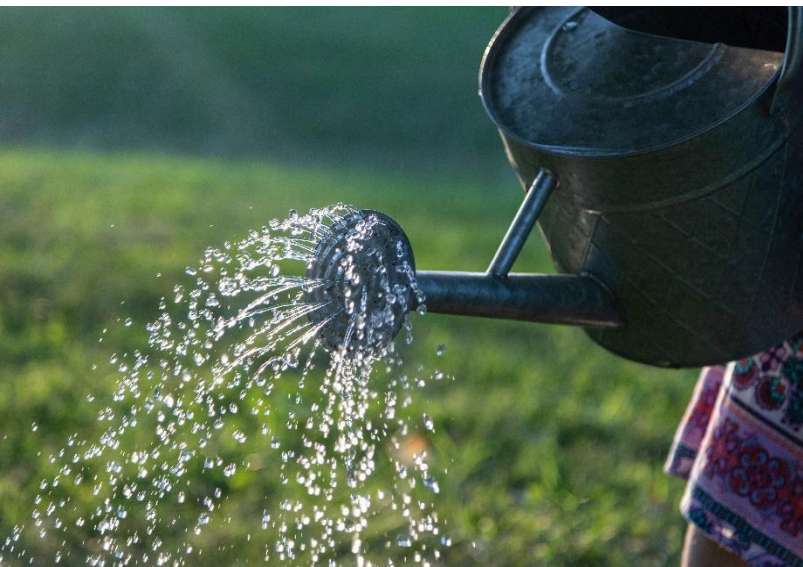
Acknowledgements

The South Vancouver Neighbourhood House, and many programs referenced in this report, are located on the unceded ancestral territory of the Musqueam, Squamish, and Tsleil-Waututh peoples who have cared for and protected the land upon which we grow and build community since time immemorial.

I would like to thank my mentor, Laura Gair, and the rest of the Food Hub Team at South Vancouver Neighbourhood House for their guidance and knowledge-sharing. I would also like to thank Sustainability Scholars Director, Karen Taylor, for her support. Moreover, I would like to thank all the representatives from initiatives, programs, and projects in South Vancouver and across Canada who took time to share their experiences with me. Each of you has made indispensable contributions to this report. Last, I would like to thank every individual, community, and organization working to create a local, just, accessible, inclusive, decolonized, and community-oriented food system. Your continuous work is deeply inspirational to our vision and future programs.

Executive Summary

The COVID-19 pandemic has had a significant impact on food programs in South Vancouver. In the beginning of the pandemic, the Greater Vancouver Food Bank centralized its distribution in Burnaby, making it difficult for individuals in South Vancouver to access food they had previously relied on. Meanwhile, other non-profits with food programs let go of regular staff, shortened hours or stopped food programs altogether due to budget cuts and/or safety restrictions.

South Vancouver is the most racialized area of Vancouver, with 80% visible minorities and 68.6% of the population with a mother tongue other than English[1]. The South Vancouver Neighbourhood House (SVNH) has been promoting food security in the region since 1977 through its various programs. The three neighbourhoods SVNH serves – Sunset, Victoria-Fraserview and Killarney-Champlain Heights – make up one fifth of the City's population and yet are continuously neglected in terms of food services.

Recognizing the scarcity of food assets in the community during the pandemic, SVNH led the way to a food secure future by envisioning, planning, and launching a Community Food Hub. In the early stages of development, it has been important to (1) understand the current landscape of food assets in South Vancouver and (2) create a vision for long-term food security through the Food Hub. This report describes the process and findings from these two investigations.

First, a *food asset map* was used to outline the current food landscape and simultaneously identify potential partners for the hub-and-spoke model. This asset map identifies geographic gaps between food assets, as well as organizations that could fill the gaps. Each category of food asset is spatially considered on an independent layer of the map. Existing food asset maps, and additional assets missing from prior maps, were examined, updated and amalgamated to create this map. There are a number of neighbourhoods in South Vancouver with food deserts, especially in terms of specific assets. Further, there were a number of potential spokes identified for further investigation.

Using this map and interviews with partner organizations, the *food gap analysis* identified further physical, social, cultural, and financial gaps to food access in South Vancouver. This analysis serves to better inform and support decisions on which programs would thrive in which area. It further points out the barriers, trends, and gaps to food security in each respective

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[1] Statistics Canada, 2016

neighbourhood. Together, the map, interviews, and census data identified key considerations to the development of programs in each region.

The *best practices guide* was driven by a literature review of food hubs and programs throughout Canada. Resulting from web-based data and key stakeholder interviews, this section supports the first steps of the Food Hub: envisioning values and planning programs. To adequately frame the food hub model, it is contrasted from that of the food bank model. From here, patterns of successful programs are explored more in detail. Through learning the project's context and understanding what made other food hubs a success, the South Vancouver Neighborhood House can begin to fill gaps in the food landscape in a way that best suits the community.

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1.0 Introduction

COVID-19 has highlighted major gaps in food assets and resources in the South Vancouver region. In response, South Vancouver Neighbourhood House (SVNH) is leading the way to a food secure South Vancouver by developing a community Food Hub. This food hub will operate on a hub-and-spoke model to coordinate existing resources and spearhead new projects. To ensure the long-term success of the Food Hub there was a need to further investigate (1) the current food asset landscape (Figure 1), and (2) best practices in food hubs. These are the intentions of the South Vancouver food asset map and complementary gap analysis, and food hub best practices guide outlined in this report.

The food asset map provides insight into the diverse food landscape of South Vancouver. Incorporating interviews with program coordinators in the region, the map was the first step to identifying a wide range of barriers to access in the region. The subsequent gap analysis looks deeper into the social, financial, political, and cultural barriers of access for community members. Supplemental work around best practices serves to provide guidance to project coordinators involved in the Food Hub.

Figure 1: Types of Food Assets
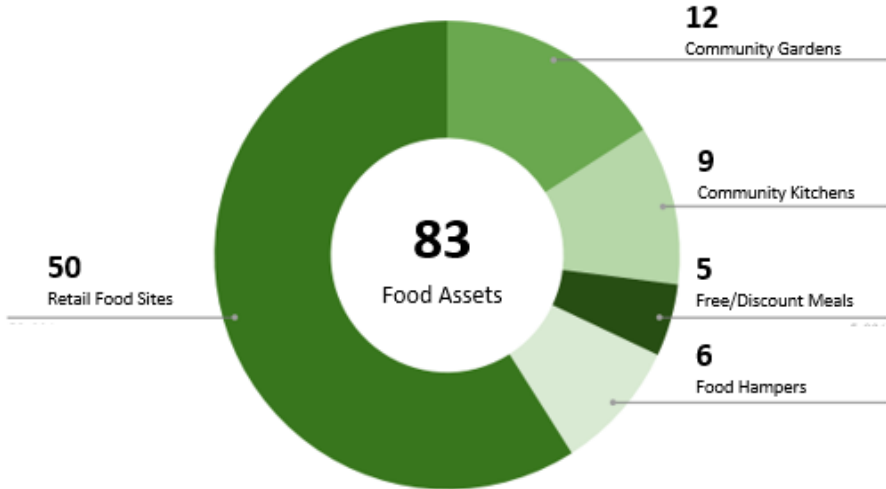
Created in collaboration with the South Vancouver Neighbourhood House, and funded through UBC Sustainability Scholars, the research in this project provides guidance both tailored to the region and unique to food hubs.

1.1 Key Terms

Community Food Hub: "A coordination centre nested within the system of food hubs that predominantly focuses on social connections around food. Community Food Hubs support the infrastructure and relationships needed to increase access to nutritious foods and build food skills, knowledge, and connections over the longer term. Community Food Hubs promote positive, non-stigmatizing initiatives that aim to move away from centralized food banks to a place-based, social, and empowerment model. Food hubs continue to grow connectivity between and across regions and provinces in their ongoing work to strengthen the local food system. While many CFCs are neighbourhood-based (i.e. geographically determined), others coalesce around other common denominators (e.g. queer communities, youth, etc.)."- CRFAIR 2017.

Community Food Security: is a "strategy for ensuring secure access to adequate amounts of safe, nutritious, culturally appropriate food for everyone, produced in an environmentally sustainable way, and provided in a manner that promotes human dignity. It features cooperation among all contributors in a local/regional food system, including growers and producers, citizen groups, community agencies, governmental organizations, businesses, academic researchers and environmental advocates." – OPHA Food Security Workgroup, 2002

Food Bank: "A non-profit, charitable organization that distributes food to those who have difficulty purchasing enough to avoid hunger." - Food Banks My, n.d.

Food Hub: "A business or organization that actively manages the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand." - US Department of Agriculture 2012

Food Security: "When all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences. Additionally, food security includes:
- the ways in which food is produced and distributed are respectful of the natural processes of the earth and thus sustainable.
- both the consumption and production of food are governed by social values that are just and equitable as well as moral and ethical.
- the food itself is nutritionally adequate and personally and culturally acceptable; and
- the food is obtained in a manner that upholds human dignity" – Bajagai, 2013

Hub-and-Spoke Model: "An organization design is a model which arranges service delivery assets into a network consisting of an anchor establishment (hub) which offers a full array of services, complemented by secondary establishments (spokes) which offer more limited-service arrays". - Elrod & Fortenberry, 2017

1.2 Asset Mapping and Gap Analysis Framework

Asset mapping and the complementary gap analysis in this project use the framework of Asset Based Community Development (ABCD)[2]. ABCD relies on the recognition and development of existing assets. Through beginning with which assets are present, ABCD aims to facilitate local social and economic development. In recognition that the term "asset" is not merely fiscal but can also refer to many types of value, the asset-based approach has a wide definition of assets from individuals to associations.

Below are five types of assets identified in the ABCD approach that contribute to the landscape and build community[3].

- **Individuals**: Each person within a community has much to offer, including diverse knowledge and skills. It is through identifying and mobilizing community members' unique qualities that a vibrant community can be built.
- **Associations**: Each association has its own specialization and expertise valued in ABCD.
- **Institutions:** Schools, governments, and private businesses each have resources that can be shared.
- **Place-based assets:** Land, built infrastructure, and open spaces each contribute to the community landscape.
- **Connections:** The exchanges between people are inherently valued under ABCD. Sharing gifts and knowledge to create networks play a big role in the asset landscape.

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[2] Haines, 2009

[3] Nurture Development, 2016

2.0 Background/Literature Review

2.1 Food Hubs and Food Banks

In the Canadian context, Food Hub model emerged in response to some of the limitations of food banks. Beginning in the 1980s, "The Stop" shifted its emphasis from emergency food to food with dignity. This paved the way for the development of Community Food Centres Canada (CFCC), which helps food banks and other organizations become food hubs.

The literature suggests there are key differences between food banks and food hubs, from values, to programs, to sourcing (Figure 2). Food banks typically use a charity model, where food is donated by community members and the focus is on alleviating hunger for low-income individuals. Contrastingly, food hubs use a network model, where food is sourced by farmers and local grocers and focus is placed on access to sustainable food. In addition, food hubs emphasize access with dignity, by creating low-barrier entry and promoting sharing[4]. The scope of each organization varies significantly. While food banks are generally limited to emergency food distribution, food hubs have several programs to build skills, literacy, and community networks that support long-term food security.

Figure 2: Food Hubs and Food Banks

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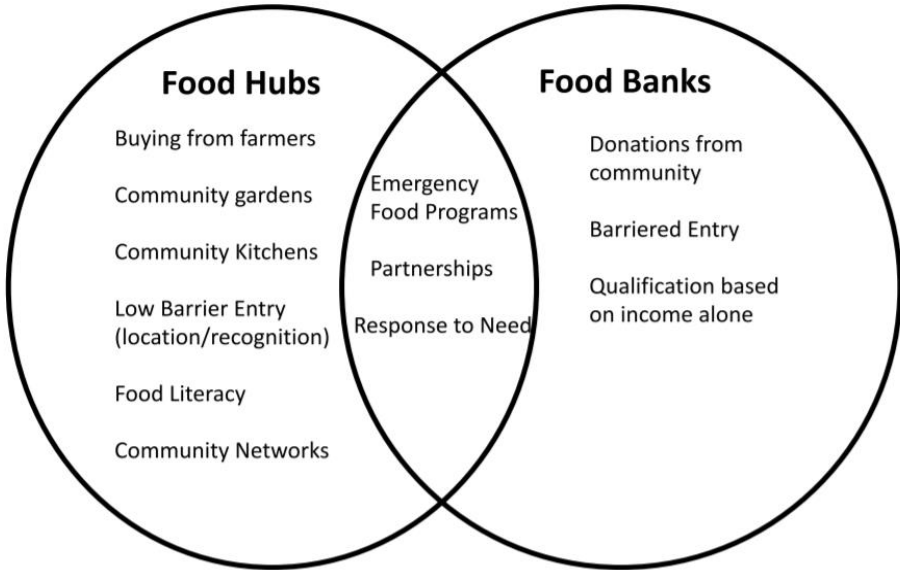
[4] Psarikidou et al., 2019; Cleveland et al. 2014; Le Blanc et al. 2014

2.2 Hub-and-Spoke Model

The Hub-and-Spoke food hub model has two major elements: the hub, managed by the host organization, and the spokes, managed by partner institutions. The hub will likely offer multiple programs and resources, while spokes may have more limited roles. For example, a hub may have a community garden, a market, and community meals and kitchens, while spokes may centre their resources around emergency food hampers. Under the same network, spokes share and promote the vision of the hub in their programs. This model stems from the Asset-Based-Community-Development framework, as the hub incorporates and empowers existing assets.

The hub-and-spoke model was selected for a number of reasons in the case of South Vancouver. Given the expansive geography and limited transit in South Vancouver, this model allows more physical access for community members, especially those with mobility issues. In addition, this model allows for the pooling of resources such as storage space and volunteers.

2.3 Placemaking

One of the most important characteristics of a food hub is the sense of community. However, the community's sense that a place is comfortable, welcoming, and builds community does not happen by accident: it is ensured through the process of placemaking.

Placemaking is the collective action of shaping space to maximize shared value[5]. It strengthens the relationship between people and spaces they share through reimagining public spaces as the heart of every community[6]. By focusing on the sense of "place," spaces transform in terms of patterns of use, behaviors, and community experiences[7]. The Project for Public Spaces[8] suggests eleven principles for placemaking, eight of which are highlighted here:

- **The Community is the Expert:** First, the assets as defined under ABCD must be identified. From here, community voices and visions should be amplified and supported.
- **Create a Place, not a Design:** Physical elements should be introduced that make people welcomed and comfortable, such as seating and new landscaping that facilitates connection.

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[5] Schneekloth & Shibley, 1995; Aravot, 2002

[6] Markusen & Gadwa, 2010

[7] Salzman & Yerace, 2018

[8] Project for Public Spaces, 2009

- **Look for Partners:** Partners can be used at any step of the way in the development of a community space. Partners can also be diverse in organizational type.
- **You Can See a Lot by Just Observing:** Observation can occur both internally and externally. Seeing and engaging with how community members use the food hub space can be just as valuable as communicating with other organizations about how folks use their spaces.
- **Have a Vision:** The vision should include both values and actions and should reflect that of community members.
- **Start with Short Term Improvements and Refine**: Pilot projects are often used to gauge the feasibility of different projects. Short term projects will allow for the community visions to be tested and refined.
- **Triangulate**: Triangulation occurs when some external stimulus provides a link between people and prompts strangers to connect.
- **You are Never Finished:** Ongoing adaptation is required for true placemaking.

2.4 Defining the Food Hub

Community food hubs have multiple programs that aim to create a network of resources for community food security. The guiding values behind food hubs are social justice, community, and sustainability[9]. Further, food hubs emphasize the importance of strong partnerships with existing food and cultural organizations, and the value of community[10]. Four broad categories of programs are generally included in food hubs: relief food programs, local food access programs, food literacy programs, and community-building programs (Figure 3).

Figure 3: Elements of the Community Food Hub

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[9] Prost 2019; Manikas et al., 2019.

[10] Berti and Mulligan 2016.

3.0 Contextual Analysis

3.1 Spatial Analysis

South Vancouver is a large and diverse area with a variety of food assets. For the purpose of this report, there is differentiation between city-defined neighbourhood areas and resident-defined sub-areas. While the City refers to the three large neighbourhoods, Killarney-Champlain Heights, Victoria-Fraserview, and Sunset, residents may instead identify with smaller neighbourhood areas with less city-defined lines. For this reason, ten sub-neighbourhoods (Figure 4) —accessed from a neighbourhood application "Nextdoor"—have been identified to further piece out neighbourhood cultural pockets and physical assets.

All of this considered South Vancouver residents each have multiple identities that may determine how they define their neighbourhoods.

Figure 4: South Vancouver with Sub-Neighborhoods
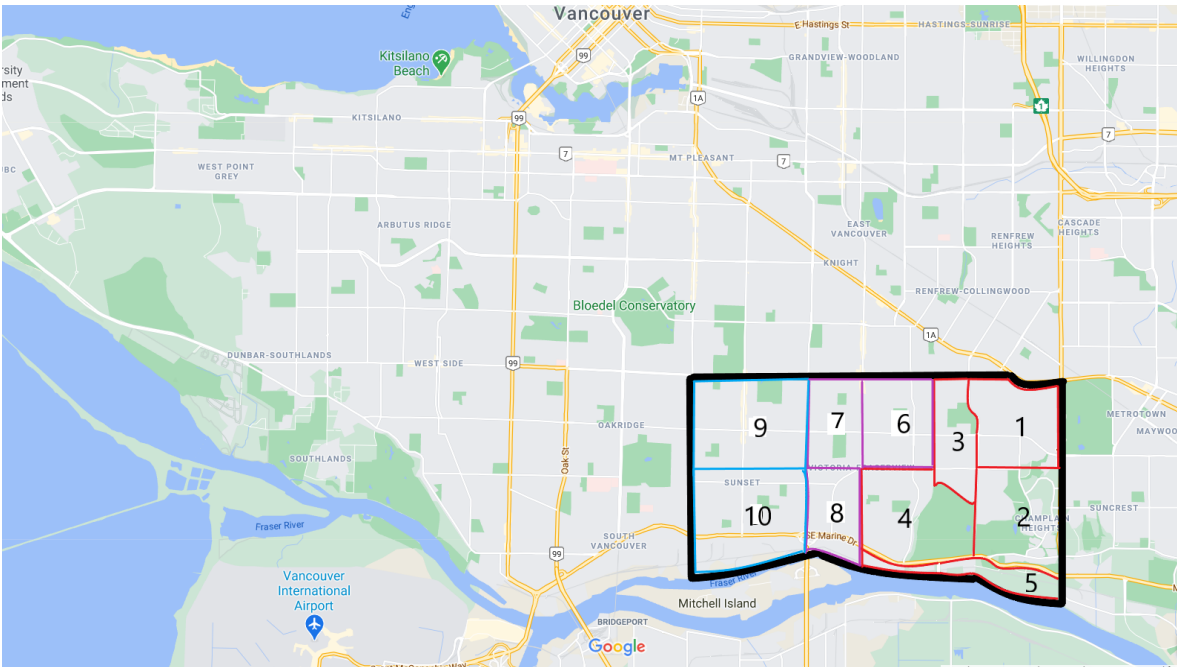
Note: *Red=Killarney-Champlain Heights, Purple=Victoria-Fraserview, Blue=Sunset*
Killarney East, (2) Champlain Heights, (3) Killarney West, (4) Killarney West, (5) Riverfront, (6) Nanaimo Park, (7) Gordon Park, (8) Fraserview West, (9) Punjabi Market, (10) South Vancouver Moberly

3.2 Demographic Analysis

In 2016, the total population of South Vancouver was 102,927, making up 16% of the total population of Vancouver[11]. South Vancouver has the median age of 42 years of age[12]. Moreover, in 2016 the average household size was 2.9 persons[13], as compared to the British Columbia average of 2.4 persons[14].

In the following sections, demographics in each neighbourhood are described in more detail.

3.2.1 Killarney-Champlain Heights

Killarney-Champlain Heights was one of the last areas in Vancouver to be urbanized[15]. It was created in the 1970s with a mix of housing types that accommodated many income levels[16]. Killarney-Champlain Heights can be separated into four sub-neighbourhoods: Killarney East, Killarney West, Champlain Heights, and Riverfront. Below is a summary of all neighbourhoods[17].

- Diverse workforce employed in blue collar and service industries.
- Historically family oriented, and now a shift toward older residents and people living alone.
- Many diverse cultures are represented, with 72% of the population belonging to a Visible Minority Group
- Linguistic diversity, with 58% of the population with a first language other than English.
  - In order: Cantonese, Mandarin, Tagalog, Punjabi, Spanish, Vietnamese, Korean, Japanese, Polish, French, Chinese, South Asian, Filipino

3.2.2 Victoria-Fraserview

Victoria-Fraserview is ethnically diverse, with Vancouver's highest percentage of South Asian-Vancouverites[18]. Of all the neighbourhoods in Vancouver, Victoria-Fraserview has the highest percentage of population in a visible minority group[19]. It was one of the earliest settlements in Vancouver and it consists mainly of single detached houses[20]. Victoria-Fraserview can be

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[11] Statistics Canada 2019a

[12] 12 Ibid.

[13] Ibid.

[14] Statistics Canada 2019b

[15] Thomas, 2013

[16] Ibid

[17] Accessed from the City of Vancouver (2020a

[18] City of Vancouver, 2021

[19] City of Vancouver, 2020b

[20] City of Vancouver, 2021

subcategorized into Gordon Park, Nanaimo Park, Fraserview East and Fraserview West. The demographic makeup is as follows[21]:

- A high rate of families, with Vancouver's second largest share of households with children, and second largest number of people per household.
- An increasingly diverse population: the neighbourhood has Vancouver's highest share of immigrants, population identifying as a visible minority, and residents using a non-English mother tongue or non-English Home language.
  - In order: Cantonese, Tagalog, Punjabi, Mandarin, Vietnamese, Spanish, Hindi, Chinese, Japanese, Italian.
- When compared to other Vancouver neighbourhoods, a population that is least likely to have a formal university education.

3.2.3 Sunset Neighbourhood

Sunset neighbourhood has the highest recent immigrant population of any neighbourhood in Vancouver, and one of the highest percentages of mother tongues other than English[22]. The community has a high proportion of duplex housing and has comparable low-income rates to Metro Vancouver[23]. Sunset neighbourhood can be subcategorized into South Vancouver-Moberly and the Punjabi Market commercial district. Overall, the demographic makeup is as follows[24]:

- A relatively lower-middle-income neighbourhood with less polarization than the city overall.
- High rates of families with children, including Vancouver's largest share of multi-family households.
- An area with the vast majority of the population being part of a visible minority group; and a majority being first- or second-generation Canadian residents.
- Vancouver's proportionally largest South Asian population, including large numbers of immigrants born in India and speakers of Punjabi and Hindi.

3.3 Food Policy Review: Vancouver Food Policies

In order to inform the context of the project, I conducted a review of policy pertinent to food in Vancouver (See Figure 6). While food is only one component of the City's overarching plans, policies, and strategies, it is mentioned throughout its many sustainability initiatives. The focus of this review is food-oriented policy with direct reference to the food system.

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[21] Accessed from City of Vancouver, 2020b

[22] City of Vancouver, 2020c

[23] Ibid.

[24] City of Vancouver, 2020c

Figure 6: Vancouver Food Policy Timeline

3.3.1 Theme 1: Sustainable and Local Food

Development of a sustainable local food system is a theme that runs through Vancouver's Greenest City Plan, Healthiest City Strategy, Local Food Action Plan, Food Strategy, Food Charter, and Metro Vancouver's Regional Food Strategy. To support this mandate, the Region's Food Strategy emphasizes the preservation of Agricultural Land Reserve (ALR) land and economically incentivizes local farming[25]. In alignment with this strategy, the Vancouver Local Food Action Plan[26] implements a farming policy to enable urban food production. Further, the Greenest City Action Plan[27] and Vancouver Food Strategy[28] promote the availability of local food in markets, community centres, neighbourhood houses and other City-run facilities through local procurement. In the context of this project, this theme supports the development of community gardens and urban farming, as well as local food selling such as farmers markets. Supporting the mandate of these plans, the Regional Food System Action Plan[29] has strategies in place to increase the capacity for local food that include:

- Protecting agricultural land for food production
- Investing in a new generation of food producers
- Expanding commercial food production in urban areas.
- Increasing capacity to process, warehouse and distribute local foods.
- Increase direct marketing opportunities for local foods.

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[25] City of Vancouver, 2011: City of Vancouver, 2017

[26] City of Vancouver, 2013b

[27] City of Vancouver, 2009

[28] City of Vancouver, 2013a

[29] Metro Vancouver, 2011

Sustainability is also promoted through emphasis on environmentally friendly growing practices for local farmers. Here, sustainability revolves around support for the local economy, ethical and environmental growing, and low food-mileage.

3.3.2   Theme 2: Resilience and Infrastructure

Moreover, the importance of resilience and infrastructure is emphasized in the Vancouver Food Strategy[30], the Healthy City Strategy[31], the Regional Food System Action Plan[32], and the Park Board Strategic Plan[33]. To support this mandate, the City emphasizes the importance of increasing food assets from community gardens, to kitchens, and food hubs. Vancouver's overall food target beginning in 2010 was to increase city and neighbourhood food assets by 50% by 2020. The Vancouver Food Charter[34] lists food assets as a starting point to food security, where the Greenest City Action Plan is grounded on environmental resilience. The Regional Food System Strategy[35] mentions developing value chains with the food sectors and preparing for the impacts of climate change. In the context of this project, the City supports the mapping and expansion of food assets.

3.3.3   Theme 3: Coordination and Partnership

Last, the importance of coordination and partnership between stakeholders is emphasized in the Food Charter, Food Strategy, Greenest City Action Plan and Healthy City Strategy. To support this mandate, the Greenest City Action Plan[36] iterates the importance of linking across City departments and with the Vancouver Food Policy Council, community partners, and other programs to achieve the–then 2020—target. This partnership is partly to ensure a more holistic approach to food security that incorporates health, the environment, and culture. Further, the Local Food Action Plan[37] ensures additional resources can be allocated to non-City entities, such as non-profit organizations, to help these connections. Coordination in the case of the Food Action Plan[38] is used for communication and expertise in certain areas such as inclusion and accessibility. Further, neighbourhood food networks (NFNs) are considered vital to long-term food security. For the sake of this project, the food hub model and particularly the hub-and-spoke model aligns well with the current policies in place.

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[30] City of Vancouver, 2013a; City of Vancouver, 2017

[31] City of Vancouver, 2014

[32] Metro Vancouver, 2016

[33] City of Vancouver, 2012

[34] City of Vancouver, 2007

[35] Metro Vancouver, 2011

[36] City of Vancouver, 2009

[37] City of Vancouver, 2013b

[38] Ibid.

4.0 Research Approach (Methodology)

4.1 Food Asset Map/Gap Analysis

The Food Asset Map and Gap Analysis illustrate the food asset landscape in the SVNH catchment area. Each sub-neighborhood in South Vancouver has its own distinct demographic makeup and thus food security looks different in each area. Food assets are spatially represented in this report to inform growth and gaps. However, food access gaps can be either tangible or intangible. Thus, the gap analysis was textually based.

For the purpose of this project, food assets fall under the definition provided by Vancouver Coastal Health[39] as "places where people can grow, prepare, share, buy, receive or learn about local food".

4.1.1 Defining Food Assets

Food assets come in many forms, each adding to the network of the food landscape. Ranging from food literacy programs to food access sites, food assets each play relevant roles in ensuring and promoting food security. For the purpose of this report, food assets are broadly divided into five categories: places to grow, prepare, share, buy, receive, and learn.

Grow: Publicly Available Community gardens, semi-public garden areas, urban farms, fruit trees
Prepare: Community kitchens, privately owned or publicly owned
Share: Space for eating and exchanging food knowledge and experiences
Buy: Retail stores, farmer's markets
Receive: Free and low cost meals and food hampers
Learn: Community kitchen knowledge sharing, food workshops, gardening workshops

Programs and services do not always fit neatly into each category of assets, but often instead play multiple roles. The above division of categories loosely connects to the asset map's five layers: community gardens, community kitchens, free/discount meals, food hampers, and grocers. Two categories of assets—places to prepare, and places to learn—are tied into programs that fall under these categories. This section purposely leaves out any breakfast/lunch/backpack program the schools offer since they are targeted to children/youth and not community programs so will not necessarily influence the hub/spoke locations.

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[39] Vancouver Coastal Health, 2020

4.1.2 Food Asset Mapping

Assets for the map itself were gathered via the following:
1. The existing Vancouver Food Asset Map
2. Internet web searches
3. Informal conversations
4. Site observation

Using the categories in the Vancouver Food Asset Map, this project modified and expanded the food assets in the South Vancouver Region. The majority of food assets were identified through the existing [map](). Other assets were found by means of web search and through interviews with key stakeholders in the region. Once desktop research was complete, onsite research confirmed the existence of assets. Google maps MyMaps was chosen as the platform to plot the map for consistency with other food asset maps in the region. In addition, visual representations of the food landscape—by asset—were created to demonstrate physical gaps between assets.

4.1.3 Gap Analysis

The food gap analysis identifies the regional gaps, trends and barriers to food security in each neighbourhood. While the asset map identifies physical barriers, it fails to capture social, cultural, economic, and political barriers. Further information on these barriers was gathered through interviews and desktop research on food security in BIMPOC folks, new immigrants, women, LGBTQ+ folks, low-income folks and people with varying abilities. For the purpose of this project, barriers are categorized as follows:

Physical Barriers: Obstacles to physical access to programs and services.
Social Barriers: Social norms, group conformity, and a lack of community support that stand in the way of access to programs and services.
Cultural Barriers: Traditional, cultural, linguistic or religious characteristics that are not supported by programs and services.
Economic barriers: A lack of financial resources to access programs and services.
Political barriers: Obstacles for groups of individuals who do not support the ideologies and values of the association providing the programs and services.

The list of interview questions can be found in Appendix B.

4.2 Best Practices in Food Hubs

The best practices guide was informed by desktop research on a variety of programs, academic research, and food hub coordinator interviews. For the purpose of the guide, 30 Canadian food

hubs and 30 food banks were investigated. In addition, ten academic articles on food hubs were reviewed to support findings in grey literature. All food hubs were investigated broadly, and trends were identified in values, programs, and partnerships. Each of these elements was included in the best practices guide, though programs were looked into most deeply. The interview questions for the key informant interviews are in Appendix B.

5.0 Findings

5.1 South Vancouver Food Asset Map

Overall, 83 food assets were identified in South Vancouver, as compared to Vancouver's approximate 1000. Thus, while South Vancouver makes up 16% of the total population of Vancouver, it only has 8% of food assets. In this section, assets are spatially represented in terms of their City-defined neighbourhoods.

COVID-19 has influenced food assets, with some businesses and organizational programs shutting down due to provincial restrictions. However, the South Vancouver Food Asset Map is designed to extend far beyond the pandemic. Thus, this section includes food assets that are operational during the pandemic, and those that will likely resume once restrictions subside.

5.1.1 Killarney-Champlain Heights

Overall, the Killarney-Champlain Heights neighbourhood has sixteen food assets (Figure 7). Spatial trends indicate this region has many parks with access to fruit trees, some community gardens, and fewer sites for emergency food, community kitchens, and grocers. Community Kitchens and food programs are offered through Collingwood Neighbourhood House (Killarney East), Killarney Community Centre (Killarney West), and Champlain Heights Community Centre (Champlain Heights).

Figure 7: Killarney-Champlain Heights Food Assets
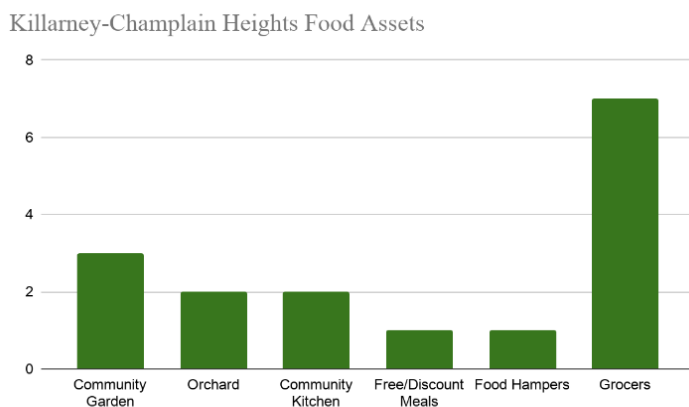
- **Collingwood Neighbourhood House**[40]: The Neighbourhood House reaches community members in Killarney West and Killarney East[41]. Programs include frozen meal delivery, community gardens and community kitchens. It aims to encompass the various cultures within the region with emphasis on storytelling and Indigenous connection programs. Further, programs celebrate cultural diversity and actively address colonialism.

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[40] Collingwood Neighbourhood House, 2020

[41] Collingwood Neighborhood House catchment area is between 45th street and 22nd, and Nanaimo and Boundary.

- **Champlain Heights Community Centre**[42]: This community centre has cooking programs for youth, and a community kitchen available for use by members in non-COVID times. It is made accessible to youth and seniors, with no specific cultural focus.
- **Killarney Community Centre**[43]: This community centre has low-cost meals and youth programs. It focuses on age-wide accessibility.
- **YWCA**[44]: This centre is a City Reach food hamper distribution site during COVID-19.

In addition, there are three public parks with fruit trees, one community garden and four grocers. Below are the physical gaps identified from the Food Asset Map.

5.1.2 Victoria-Fraserview

Overall, the Victoria-Fraserview neighbourhood has twenty-nine food assets (Figure 8). Spatial trends indicate the neighbourhood has good coverage by small grocers, and fewer free/discount meals, community kitchens and community gardens. There are several community kitchens and food programs including those in: the South Vancouver Neighbourhood House (Nanaimo Park), South Vancouver Family Place (Fraserview East), Culloden Kitchen (Gordon Park), and the Boys and Girls Club (Fraserview East). Below are the programs and resources in the area:

Figure 8: Victoria-Fraserview Food Assets
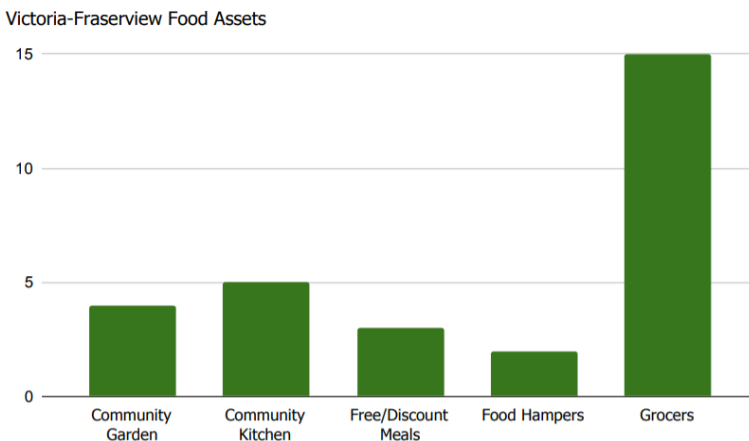
- **South Vancouver Neighbourhood House**[45]: SVNH has various programs including a community lunch program, rooftop garden, community kitchens, cooking groups, and various other cultural language programs.

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[42] City of Vancouver, n.d.

[43] Killarney Community Centre, 2020

[44] City Reach, 2021

[45] South Vancouver Neighbourhood House, 2017

- **Wilson Heights United Church**[46]: this church has a rental kitchen used for community kitchens, and a monthly dinner.
- **South Vancouver Family Place**[47]: this organization is a cultural hub, with 15 languages represented. Directed toward diverse family backgrounds, the organization has a hot lunch program, temporary food hampers, and multicultural Friday lunches. In addition, it is linked with community gardens and gardening literacy programs.
- **Fraserview Boys and Girls Club**: this organization has upcoming youth cooking programs and other school programs that give youth access to food.

In addition, there are five community gardens in Victoria-Fraserview: Fresh Roots Urban Farm, South Vancouver Family Place, Growing Eden, Ross Park, and South Vancouver Neighbourhood House. There are also fifteen grocers in the region with various cultural foods.

5.1.3 Sunset

Overall, the Sunset neighbourhood has thirty-eight food assets. Spatial trends indicate there are several grocers and food hamper programs, but the area is lacking in community gardens and kitchens. Three food hamper programs are held out of Ross Park and Sunset Community Centre. Several grocers and restaurants with Punjabi food are in the Punjabi Market area in Sunset. Further, there are two community centres with kitchens and food programs: Moberly Arts and Cultural Centre and Sunset Community Centre, and two community gardens.

Figure 9: Sunset Neighbourhood Food Assets, by unit
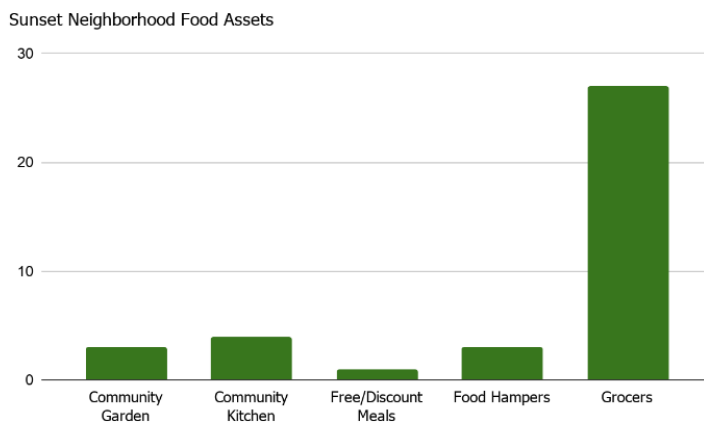
- **Sunset Community Centre**[48]: This community centre has cooking programs and hot meals for seniors and a youth cooking program. It also has a temporary food hamper program.

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[46] Wilson Heights United Church, n.d.

[47] South Vancouver Family Place, 2021

[48] Sunset Community Centre, 2020

- **Moberly Arts and Cultural Centre**[49]: This centre hosts cooking programs and hot meals for children and seniors. In addition, the centre has an Indigenous herb garden, tea classes, and native plant literacy programs.

Sunset also has spaces for growing and selling food: Christ City Church garden, Sunset Community Gardens, Wilson Heights Church, Ross Park and twenty-five grocers.

5.2 Food Landscape Gaps

Overall, there are major gaps in food programs in South Vancouver, both in the context of COVID-19 and in general. This analysis highlights physical, social, cultural, economic, and political barriers and how they may transform into gaps for diverse groups of community members. Overall, barriers, trends, and gaps in food security that span throughout South Vancouver are as follows:

- Income is a barrier to food security.
- There is a hunger for more food assets, and particularly those that encourage and accommodate diversity.
- There is a lack of Indigenous programming and guidance for decolonization.
- Childcare can be a barrier to program access.
- Transportation is a barrier to program access.

Growing Spaces

For the purpose of this report, growing spaces are private, semi-private, or communal and consist of urban farms, fruit trees, and community gardens. There are currently twelve growing spaces in SVNH's catchment area. In South Vancouver, there is a clear need for more growing assets in all neighbourhoods. The City of Vancouver is promoting many types of growing: community gardens, farms for local food production, and fruit trees for food security. This project has centered around communal gardens and urban farms in the region, though the City's fruit tree project is mentioned as an asset.

Community gardens vary in programs and operations. While some community gardens centre around decolonization[50], others revolve around garden literacy programming[51], and still others are merely spaces to grow[52]. There is only one *urban farm* within the South Vancouver boundaries, Fresh Roots, which centres around food programs for youth and children. Last, *private and semi-private gardens* were outside of the scope of this project but were considered with relation to community gardens.

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[49] Moberly Arts and Cultural Centre, 2020

[50] See Moberly Arts and Cultural Centre

[51] See South Vancouver Family Place, Fresh Roots, SVNH, Sunset Community Garden

[52] Sunset Community Garden, Chester's Field Garden, Fraserlands Community Garden

Figure 10 spatially represents the current South Vancouver food assets that fall under the category of "growing spaces". It is important to note that many community gardens shown on this map are "full" and are no longer taking on new members for plots. For this reason, our interviews suggested there is a desire for more community garden programs in *all regions*, including those covered here.

Figure 10: Community Gardens in South Vancouver surrounded by an approximate ten-minute walk radius. Yellow stars indicate semi-private community gardens.
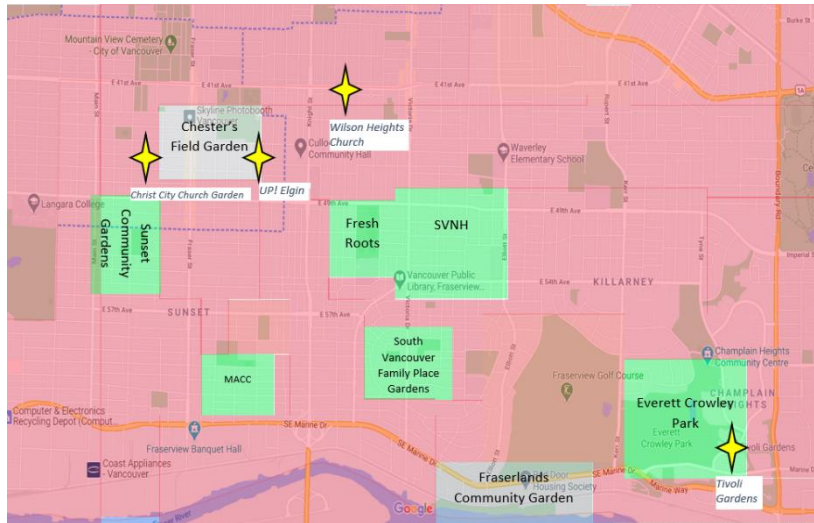
Note: Gardens in gray are full.

There are clear physical gaps in many areas, particularly in parts of central Sunset neighbourhood and Northern Killarney.

Spaces to Prepare

For the purpose of this report, spaces to prepare and share food are community kitchens and free / low-cost meal programs. There are currently fourteen of these spaces in the SVNH catchment area. In South Vancouver, there is overall good coverage of community kitchen space; however, there is potential for the development of more programs affiliated with the spaces. Spaces to prepare and share can increase a sense of community, provide a space for cultural sharing for diverse and vibrant communities, and facilitate food literacy programs.

Community Kitchens provide spaces for community members to prepare and share meals together. These kitchens often occur in unison with literacy programs and/or multicultural initiatives. Each community kitchen can be tailored to the neighbourhood it resides in, and for this reason the gaps and barriers may vary more than several other programs regionally. Figure 11 spatially represents places to prepare.

Figure 11: Community Kitchens in South Vancouver surrounded by an approximate ten-minute walk radius. Yellow stars indicate semi-private community kitchens.
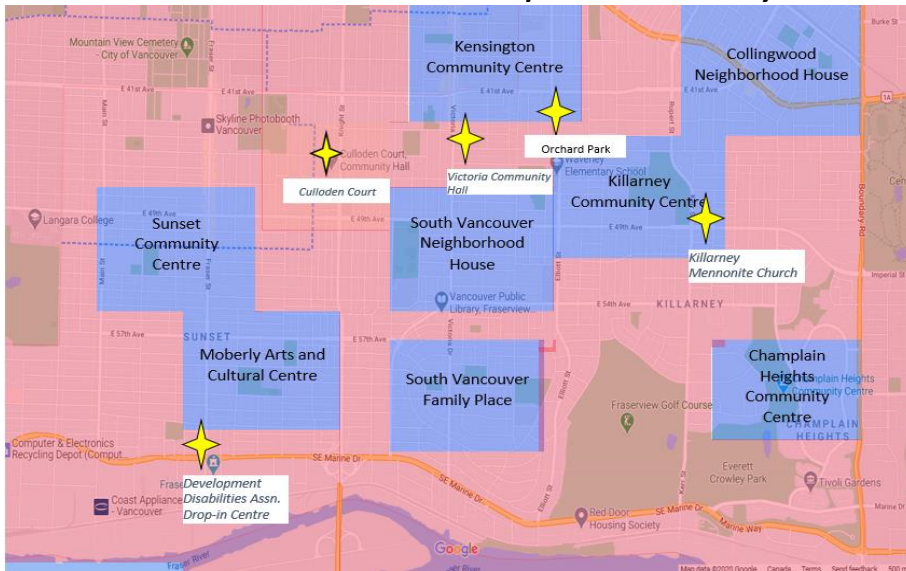
While there is overall decent physical coverage of community kitchen spaces, programs are sparse. It Is important to note that Killarney has limited coverage compared to other areas. The spaces shown in Figure 11 vary in function and frequency of program.

Free or discount meals (see Figure 12) provide accessible food options, whilst allowing for community sharing and connection. Through triangulation, with eating as the shared activity, meals can facilitate community connection and knowledge-sharing. Most of these programs are irregular and cater to particular populations such as seniors or youth.

Figure 12: Free/discount meal locations, with a ten-minute walking radius
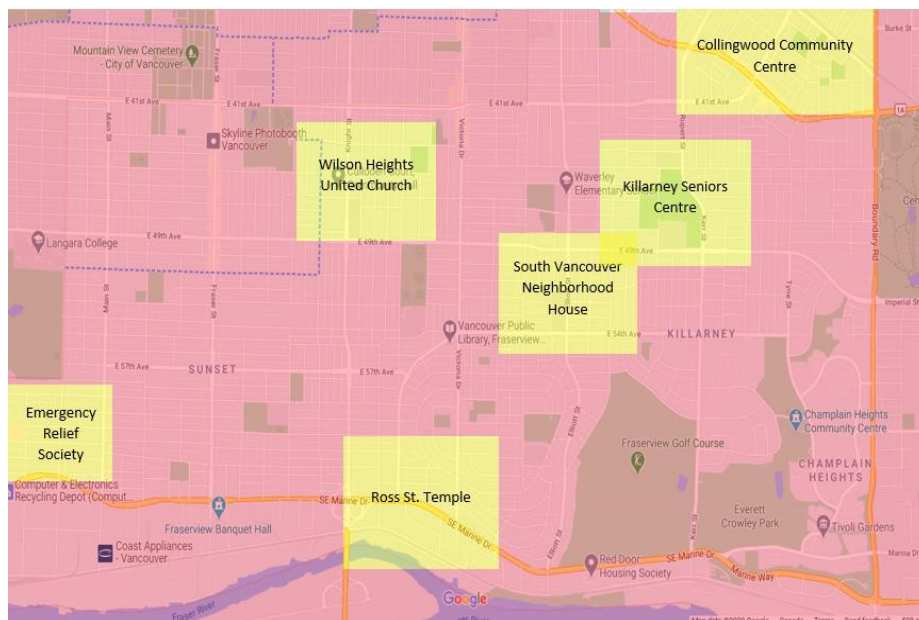
There are clear physical gaps in free or discount meals in South Vancouver in all neighbourhoods, particularly Sunset.

Spaces to Receive Food

For the purpose of this report, spaces to receive food are sites where food hampers—boxes of food—are given out. These programs are in response to COVID-19 and consequently are temporary. In some cases, delivery can reach those who otherwise would not be able to get food[53], which is not reflected on the map shown. There are currently seven distribution spaces that serve the SVNH catchment area. However, this map is ever changing since many non-profit organizations are in the process of becoming spokes for the SVNH Food Hub.

Food hampers provide immediate and emergency access to food for community members. These hampers allow for families, seniors, and others to access nutritious food. The food hamper landscape is ever changing and for this reason has not been visually displayed.

Spaces to Sell

For the purpose of this report, spaces to sell food are retail sites such as large supermarkets, small grocery stores, convenience stores, specialty food stores, and farmer's markets. There are currently forty-seven of these spaces in the SVNH catchment area. While there is a great concentration of grocers in some South Vancouver areas, such as Victoria Drive and Fraser Street, other areas such as Champlain Heights, Killarney, areas of Sunset-Moberly, and between Victoria and Fraser are barren. Grocery stores, depending on type, can strengthen the local economy and are typically the most used food assets for community members (Martin et al., 2014). Figure 12 shows the various spaces to sell in South Vancouver.

Figure 13: Grocer locations: purple are grocery stores and orange are seasonal markets.

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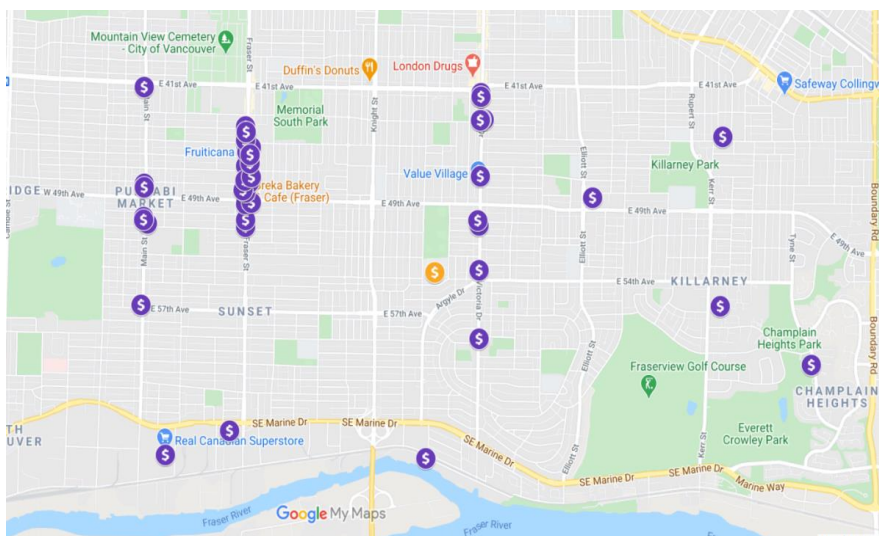
[53] City Reach provides delivery services for 50% of their customers in South Vancouver

While there is a concentration of retail sites on main streets, there are clear gaps in access in residential neighbourhoods.

Figure 14: Transit Map with Catchment Area
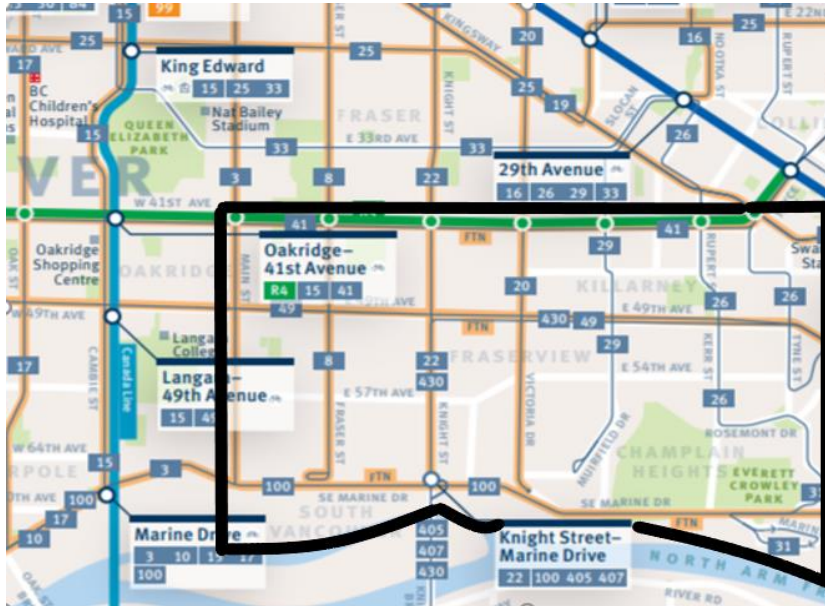
Note: The SVNH catchment program is contoured in black.

5.2.1 Physical Gaps

There are a number of physical barriers that widen the gaps shown in previous sections. Transportation is a significant barrier to program access for those not situated on a main road. Figure 14 shows the various bus routes, and the physical gaps that require walking between these routes. These gaps are of particular importance in the winter seasons, and for community members with physical limitations, or who are carrying hampers. On this issue, particular attention should be given to programs and spokes situated around 54th/57th street as there are no buses running East/West on these roads.

Recommendations:

- Target the location of spokes based on spatial gaps in the current food landscape and ensure several physical locations for community members.
- Consider surrounding transit routes in the development of each spoke and pay particular attention to walk times between the nearest bus stop and programs.
- Where possible, consider ways to reduce these physical barriers to community members—particularly those with physical limitations. Examples of this are delivery options and a shuttle.

5.2.2 Social Gaps

There are a number of social gaps to food programming in South Vancouver. Social gaps, again, are a result of social barriers to programming based on social norms, group conformity, and a lack of community support for initiatives. First off, programs are dominated by senior-aged, and disproportionately white, women. Further investigation on how to engage many cultures, other genders, and diverse ages is needed.

On this note, childcare and timing are both social gaps for community access to programs. Childcare or allowing children to participate in programs enhance the accessibility of program participation. A lack of childcare can be a barrier to programs. Similarly, timing can be a barrier to food programs. Most food programs —from community gardens to food hamper pickup - run during work hours, and those who work during the day are unable to attend.

Recommendations:

- Identify barriers to food programs for community groups that do not typically participate by communicating with them or those close to them. In particular, focus on newcomers, and men. With these barriers in mind, create targeted programming.
- Either provide childcare during programs, find a way to subsidize childcare so that parents can attend programs, or create a kid-friendly environment in programs.
- Hold programs at various times, with options outside of normal work hours.

5.2.3 Cultural Gaps

As has been described previously, South Vancouver holds some of the most culturally diverse neighbourhoods in the City of Vancouver. This diversity creates the unique opportunity to form vibrant and interesting programs specifically fit to each neighbourhood cultural pocket. Currently, there are still a number of cultural gaps to programming. First, it is imperative that language support and translation are available for community members where needed. Materials and websites should be translated into the primary languages spoken in the neighbourhoods in which they are situated. In addition to language, food itself should reflect the diversity of the region: from growing, to preparing and sharing, to selling. Grocers tend to reflect the cultural wants of each neighbourhood, and for this reason could guide cultural program directions.

In addition, programmers and programs need to be actively working to decolonize practices and educate community members on the history of the lands on which neighbourhood food is grown, prepared, shared, and sold. Currently, there are very few Indigenous programs and decolonizing practices are in early stages. Training, education, and programs must recognize the history and outcomes of Indigenous experiences on this land.

Recommendations:

- Hire staff and volunteers that represent the diversity in the neighborhoods.
- Language supports, translation, and imagery should be included in food-related materials and programs. Staff should represent the linguistic and cultural diversity of the catchment area.
- Food should be culturally situated: community members should have freedom to participate in programs that reflect and empower their cultures.
    - o Community gardens should have allotted space to community-relevant foods.
    - o Community kitchens should be centered around culturally diverse foods.
    - o Food boxes and emergency meals should have culturally appropriate food options.
    - o Community members should be actively engaged in food planning and programs.
- Halal food options and programs must be developed further in the region.
- Indigenous-specific food programs and staff training on decolonizing practices should be included in each food program. Partnerships should be established with Indigenous groups where possible.

5.2.4 Political Gaps

Many food programs operate within organizations that are historically or presently politically and religiously affiliated. As a consequence, many food programs are still deeply colonially driven. On the one level, various religious dietary practices may not be supported, but on a different level accessing these programs may be much more challenging for some community members than others. Within our current structure, community members of different religions from those offering programs, and Indigenous community members with histories of trauma surrounding religious organizations, face disproportionate barriers to programs.

Recommendations:

- Offer multiple options for programs with diversely politically situated organizations.
- Form human connections with food program users and create a universally welcoming space.
- Keep the line of communication open with community members. Ask whether they feel comfortable and welcomed in the space, and/or which changes could improve their comfort.
- Identify and practice under unified values that are not inherently colonial nor politically tied.
- Educate community members and celebrate diversity in order to foster community connection.

5.2.5 Economic Gaps

Perhaps the most glaring gaps to food access in Vancouver are economic barriers. Income is deeply connected to food security. Moreover, financial barriers generally determine what types of food community members eat and whether or not they participate in food-related programs. For this reason, many programs are free or low cost.

Recommendations:

- Hold free community connection-oriented programs.
- Mimic affordable prices of other food hub programs (ie. markets, good food boxes), and have free emergency food options.
- Offer transit tickets for food programs.
- Offer vouchers for folks who cannot afford the meal price.

5.3 Best Practices in Food Hubs

The food hub model is unique in many respects from its food bank counterpart. This said, there is great diversity within food hubs. To ensure the success of the South Vancouver Food Hub, 30 food hubs were researched to determine common themes and best practices. Research identified key best practices in food hubs from values, to partnerships and governance, to procurement and programming.

5.3.1 Values

Three general values are shared among food hubs: sustainability, social justice, and community. Food hubs promote sustainability through centering around local food to (a) improve the local economy, (b) improve social conditions for community members, and (c) promote environmental resilience. Food hubs' value for social justice provides the foundation for equitable access to nutritious, dignified, and culturally appropriate food. To ensure justice, food hubs emphasize the importance of information and resource sharing, dignified access to food programs, and broader financial programs. Last, community as a value manifests a network of support for community members. This value grounds the model's emphasis on partnerships and multidimensional programs.

Community Food Centres Canada (CFCC) has played a major role in informing food hub values. CFCC emerged as an alternative to the food bank model in the 1980s, emphasizing long term food security and dignified access. There are currently thirteen Community Food Centres (CFCs) in the country, and Community Food Centres Canada is working with 178 communities through

other programs[54]. CFCC requires that each of their food hubs shares their values and guiding principles[55].

Guiding Principles

- Food is a powerful tool that builds community and improves health.
- Space matters and it is important to build dignified, inclusive, diverse, and vibrant spaces.
- Meet people where they are at, respecting and recognizing what they have to contribute and facilitating them along the way.
- Act at all levels from grassroots initiatives to policies.
- Aim high to provide quality service that is guided on existing knowledge.

For the success of a food hub, it is crucial that values are coherent and consistent between the food hub and its spokes. While each spoke organization has its own specialization and mission, there must be a common vision among all stakeholders specific to food programs. For example, if the mission of the food hub is to increase community food security, then each organization must support this vision and all work must align with it.

Recommendations:

- Create a mission and mandate independently but in consultation with community and partners.
- Have organizational clarity around the values of the food hub and consider how they will filter into each program.
- Use a uniform training program for all food hub and spoke employees and volunteers, in each organization, to ensure everyone is using the same methods to work under the same umbrella of values.

5.3.2 Partnerships

Partnerships are key to the overall function of food hubs. Whether the food hub is operating with the hub-and-spoke model, or just as a regular distribution site, many layers of partners play vital roles in programs, support, and infrastructure. Below are the types of partners commonly found in Food Hubs in Canada:

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[54] Community Food Services Canada (2020)

[55] Ibid.

- **Funding Partners:** Prior to beginning a food hub, partnerships must be established between the hub organization and funders. This relationship can provide opportunities for programs and secure daily operations.
- **Community Organizations:** Partnerships with community organizations are critical to the success of a food security network. On the level of governance, they provide collaboration and resource-sharing. On the ground, they provide infrastructure, connections with community members, and in some cases staff and volunteers.
- **Farmers and Gardeners:** Partnerships between the food hub and farmers and gardeners are crucial to sustainable procurement that strengthens the local economy. Farmers and gardeners supply food for many food programs from school programs and community kitchens to food boxes.
- **Grocery Stores and Food Banks:** Partnerships between the food hub and grocery stores are equally as important, as they will also play a significant role in procurement. Regardless of differences between the food hub and food bank model, many hubs have strong partnerships with food banks for procurement purposes. Procurement from partnerships is typically used for community kitchen programs and gleaning distribution.
- **Schools:** Schools are pivotal for programming, storage, and reaching the most vulnerable. Programs with school span from community kitchens, to hot lunches, to community gardens. Schools can also give a list of potential families to reach in programs.

Recommendations:

- Create a board of directors that represent the different partner organizations to ensure the operations and mission of the food hub are supported by all organizations.
- Ensure that the line of communication between the food hub coordinator and partner organizations is open and relationships are being developed.
- Create a Community Advisory Committee so community members are partners in the ongoing development and vision of the food hub.

5.3.3 Programs

The Food Hub model is dependent on its multiple complementary programs. While programs vary significantly, there are three general categories of care: relief food programs, food literacy programs, and community-building programs. Within these general categories are food box programs, school breakfast and lunch programs, markets, seed drives, community gardens, community kitchens, workshops, community-building activities, and advocacy programs.

5.3.3.1 Relief Food Programs

On the first level, food hubs aim to address hunger just as food banks do. There are multiple overlaps between the two, in terms of relief food programs from food boxes to school lunches.

Food Hub Food Box Programs source their foods from local farmers and local grocers, with occasional reliance on the food bank. From here, the food is either picked up or delivered to community members. Most food hubs aim to both destigmatize and anonymize these programs in order to reduce social barriers to entry. This is done through anonymous and secured registration – without proof of need. In addition, food hub members often pay a small fee for their food either through membership fees, or a standard pay-per-box model. This approach is aimed at dignified access to food, as opposed to the "hand-out" model.

Unlike many food *banks*, the emphasis for these food box programs is on produce and local goods. One of the simultaneous aims of food hub food box programs is to connect farmers with their communities for a more sustainable food system. On occasion, box programs are directly connected to community kitchens.

- Examples: Organic Box Edmonton, Food Share Toronto, "Good Food Box," Nanaimo Foodshare "Good Food Box," Hillhurst Sunnyside Community Association "Good Food Box," Deep Roots Kanata "Good Food Box," Under One Roof "Food Box," Strathcona Food Hub "Good Food Box".

School Breakfast and Lunch Programs source their food from local farmers and grocers and are often also interwoven with a school garden program. The aim of these lunches is to increase children and youths' access to nutritious and local food. Often, these breakfast and lunch programs are linked with educational workshops. Other times, they are stand alone and children do not participate in the procurement nor preparation of the food. Unlike food box programs, registration for these breakfasts and lunches is not required; students pay a small fee in the cafeteria for food, which goes toward costs of procurement and preparation.

- Examples: Foodshare Toronto Student Nutrition Program, Nanaimo FoodShare school meals, Under One Roof "Food4kids".

5.3.3.2 Local Food Access Programs

At the core of the food hub model is a connection between local food and community. Food hubs play a vital role in providing spaces for community members to access nutritious and local

food. From markets to seed drives, food hubs are at the centre of procurement and distribution.

Markets and food hub involvement in markets can take many forms. In-house markets are low-cost grocery stores with local produce that operate out of food hub spaces, whereas farmers' markets are spaces for farmers to sell their goods directly to the public either on or off food hub sites. Recently, some markets have shifted online. Each option requires strong partnerships with farmers in the region. Affordability is a unique property of these markets as compared to standard markets. This affordability typically results from some combination of BC Farmers' Markets nutrition coupon program for community members, and subsidy given from the hub directly to farmers.

- Examples: The Stop's "Good Food Market," Hillhurst Sunnyside Community Association's Farmers' Market, The Alex's "affordable produce market", FoodShare Toronto's "Good Food Markets" and "Mobile Market", Nanaimo Food Share's "Farmers' Market online".

Seed drives and seed-sharing initiatives aim to create further connections between farmers and other community members. These programs play important roles in the growing and sharing of local food. The food hub's role in seed drives is to provide a space or platform for interaction to occur between community members. This can either be online or in-person as an annual or monthly event or can be ongoing.

- Examples: Village Vancouver, Kootenay Food "Seed Project", Just Food "Seed Savings Project", Nanaimo Food Share "Seedy Sunday Annual Event", Kamloops Food Hub "Seed Library".

5.3.3.3 Food Literacy Programs

Food hubs aim to address a gap between food access and food security: literacy and education. Rather than merely giving food, the food hub model aims to promote a culture around food through developing healthy and empowered relationships with food in the community. Food literacy programs are interwoven with many other projects including farming and gardening, kitchens, and educational workshops. Given the many ways to know food, the breadth of topics covered in food literacy programs is extensive: from technical skills such as how to plant seeds, to how to cook meals on a budget, to how to decolonize food systems.

For the purpose of this report, food literacy programs are separated into community gardening programs, community kitchen programs and workshops.

Community gardens aim not only at increasing environmental resilience and improving the local economy, but also at building skills within a community. Many large Canadian food hubs have their own urban farms and support a variety of community gardens. Each of these farms or gardens is connected to a food literacy program whether it is school-based or targeted at some other demographic such as seniors, new immigrants, youth with varying abilities or urban Indigenous populations. Learning in community gardens is a shared process between participants and coordinators and aims to support and expand food knowledge through communication. To reduce barriers to entry, community gardens are typically drop-in and zero cost, other than time put into caring for the plants.

- Examples: *School Programs:* Just Food "Ottawa Farm School", Nanaimo Food Share "Community Roots School Gardens", Cowichan Green Community "KinPark Youth Urban Farm". *Non-specified:* The Stop Community Garden—focus on decolonization, Cowichan Green Community "Community Food Forest", FoodShare Toronto community garden, Just Food gardens, Strathcona Food Hub community gardens.

Community Kitchens provide spaces for community sharing and knowledge exchange about culture and cooking. These kitchens give community members the tools to be healthy at home and feel empowered in the kitchen. Like community garden literacy programs, these programs are tailored to a range of participants. School programs generally center around nutrition, health, and basic skills. Non-specified community programs can range from cultural sharing programs, to cooking on a budget programs, to basic cooking skills. To reduce barriers to entry, community kitchens are typically drop-in with low-to-no cost.

- Examples: *School programs*: FoodShare Toronto "Chefs in the Classroom", Foodshare Toronto "Good Food Café", Nanaimo FoodShare "Kids get Cooking". *Non-specified:* The Alex "Dads in the Kitchen", The Alex "New Roots Community Kitchen", Two Rivers Food Hub Community Kitchen, Food Share Toronto Community Kitchen, Food Share Network Victoria "Food Literacy program".

Workshops are educational tools that center around specific skills and/or topics. These programs vary slightly from ongoing food literacy programs in that they typically require registration and only occur once or in a series. Given the irregularity of these programs, they can be targeted to specific audiences, and cover particular topics. Some target audiences are school-aged children, farmers, youth, and at-home gardeners. Workshops typically have both

theoretical and practical components, like other literacy programs. They can be online or in-person, and the popularity of web-based workshops is increasing significantly.

- Examples: The Alex "Turtle Island Teachings", FoodShare Toronto "Field to Table Schools", Just Food "Start-up Farm, Ottawa Incubator Kitchen Workshops, Deep Roots Food Hub Educational Workshops, Kamloops Food Hub Workshops

5.3.3.4 Community Building Programs

One of the central aims of the food hub is to destigmatize food access programs. Perhaps the most important and unique way by which food hubs carry out this mission is through community building. Food literacy programs, and those outlined in this section, all seek to create a culture of connection around food. The idea behind this approach is that food is a pivotal tool for community, and those living on the margins of society are often invisible and have to seek out their own communities. Through developing community alongside food, community members feel a sense of belonging and place in their lives, and have a network of support as they become food secure.

Community building programs can be further divided into community-building activities and community advocacy programs.

Community-building activities in the food hub model are designed to help participants expand their social networks and feel a sense of community. For the food hub provider, there are many considerations to community-building activities including placemaking and staff training. The key to these programs is to provide a physical and social space that encourages interaction. Community-building activities vary from shared meals, to community kitchens, gardens, and markets. In most cases, the desired outcome of these activities occurs as a byproduct of the shared activity. Examples for these activities are programs which were not included in previous sections.

- Examples: The Stop "Drop In", Under One Roof "Community Meals", Kootenay Food "Food Shed", Kootenay Food "Harvest Help," Nanaimo Foodshare FoodShare Film Group

Community advocacy programs in food hubs empower community members and provide resources for greater food security. Some advocacy programs are food-related, while others surround elements of social justice. These programs are volunteer-based and engage participants in their own journeys to food security to mentor and advocate for themselves and their peers.

- Examples: The Stop "Community Action Program", Cowichan Green Community "Cowichan Food Security Coalition", The Alex "Coffee Time with Peer Advocates", Foodshare Toronto "Supportive Partnership Platform", Nanaimo Food Share "Food Security Roundtable.

6.0 Limitations

This report was limited in a number of ways, each of which are taken into consideration for the final recommendations section (section 8).

6.1 COVID-19

Research for this project was carried out during many different levels of provincial restrictions due to the COVID-19 pandemic. The food landscape has been very constrained due to the pandemic, and most of these food assets are precarious in the current context. Thus, some assets included on the map are temporary or temporarily available. Similarly, some assets not included on the map will come to resume or emerge following the pandemic. Further, desktop research surrounding best practices also took place during restrictions and some usual programs may not have been listed on websites. At the same time, interviews with local food service providers took place at the height of restrictions and may not reflect the context that will exist after the pandemic. Given the evolving nature of food hubs, as they adapt to community wants and needs, food hub projects following COVID-19 may not be reflected in interviews and websites right now.

In addition to these COVID-19-related constraints, many food and community program coordination staff are under irregular levels of stress that made it particularly difficult to communicate and reach all folks. On this note, many regular staff were let go with the closure of programs, so it was a challenge to represent all levels of staff.

6.2 Time Constraints and Consultation

This project was conducted in the span of 250 hours between October 2020 and March 2021. Given this short window, engagement prior to the project and COVID-19 could have provided more context coming into interviews, because the information used to prepare for interviews was primarily based off of desktop research—some of which had shifted in the past few months. It would also be helpful to engage stakeholders after the project to see the fluctuations in programs, barriers, and trends.

For example, it was a challenge to contact community kitchen operators because kitchens are not currently in operation. There is a significant lack of continued knowledge on these programs because in many cases these staff have moved on to different jobs. This said, in

coming months they will be up-and-running again, either with previous staff or new staff, and the gaps and barriers to these programs could be better identified through these interviews.

6.3 Google Maps MyMaps

Google maps is a great tool since it is free, user-friendly, and accessible to users. It was chosen for this project for consistency with the existing Vancouver Food Asset Map. The success of this tool will depend on its user. For the purpose of internal use, the tool is sufficient, though it is a challenge to search specific assets using the search bar.

In its current form, the map may not be user friendly for community members. Thus, if the map is to be shared, it may need to be created with GIS software.

6.4 Project Scope

The bulk of this research was focused on the South Vancouver neighbourhoods, though there may be organizations and programs outside of the boundaries that could take part in the food hub. Thus, there is still a need to further investigate partners outside of the South Vancouver boundaries (see Appendix E).

7.0 Summary

South Vancouver is a diverse community with a variety of existing food assets and areas for collaboration. The visions of the SVNH and their partner organizations, alongside policies in the City and Regional District provide great foundations to carry out food security initiatives in the region. SVNH's force as an established charity that aims to build healthy and engaged neighbourhoods in South Vancouver through connection and empowerment has and will continue to encourage conversations in the public and private sphere for change in policy and support for programs. As SVNH moves through the stages of establishing the Food Hub, leading these conversations in the community and through organizations will be crucial.

The South Vancouver Food Asset Map and Gap Analysis are two of the first steps toward these goals. Asset-based mapping and subsequent gap identification highlight the existing strengths and weaknesses of the food landscape, while identifying places for collaboration. The best practices guide the navigation of existing weaknesses to create more strengths.

All of this said, there are some significant gaps in the current food landscape that must be addressed. This report has outlined key assets that can be built and developed, and important considerations in their development. In addition, it has provided the best practices for the cohesion and focus of food hub programs that can address current gaps.

8.0 Recommendations: Next Steps

Opportunities for the expansion of this research are outlined below.

8.1 Maintenance and Adaptation of the Food Asset Map

In order for the South Vancouver Food Asset Map to be of use it must be maintained and accommodate its audience. First, programs and organizations must be closely monitored as COVID-19 restrictions and the food landscape change. Next, the map must be adapted to its audience. If the map is to be used externally for community members, it may require the function of a search bar with key words. Thus, future projects with the food asset map may wish to use a more accessible mapping tool other than Google Maps.

8.2 Placemaking and Consultation

More research on the topics of placemaking and identity could serve the physical development of the Food Hub once focus shifts toward longer term programs and spaces. Next steps in the development of these programs must include extensive public consultation with emphasis on equity-seeking groups, using guiding principles of placemaking.

8.3 Communication surrounding Food Landscape Gaps and Barriers

For the gap analysis to inform practices, there must be ongoing communication with those interviewed, adapting the food asset map, and gap analysis. This communication can also be expanded to community research to understand the ongoing gaps and barriers to food security for residents of South Vancouver neighbourhoods. Some areas of focus might include:

- A deeper look into the relationship between existing and future assets and transit maps
- Continuous monitoring of demographics, specifically those who are accessing food programs.
- Specific research into which cultural foods are accessible in each neighbourhood.

8.4 Expand Partnerships and Establish Governance Strategies

Partnership and good governance are identified as a key component of successful food hubs and programs. The SVNH is already placing efforts into establishing spoke partnerships but there may be room for research into partners outside of the South Vancouver region. Once all of the options are considered, a cohesive governance structure can be established.

8.5 Continued Evaluation

External evaluation through all stages of development of the Food Hub is crucial to its success. Evaluation will capture the constant and changing objectives of the hub, improve program implementation, provide accountability to funders, the community and other stakeholders, increase community support, contribute to the scientific base for community health interventions and inform policy decisions[56].

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[56] Capwell, Butteross & Francisco, 2000, p.15

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Appendix A
List of Food Assets

South Vancouver Food Assets

Name of Asset	Location	Type of Asset
Everett Crowley Park	Killarney-Champlain Heights	Fruit Trees
Fraserlands Community Garden	Killarney-Champlain Heights	Community Garden
Matheson Heights Housing Co-op	Killarney-Champlain Heights	Semi-private community garden
Killarney Gardens Housing Co-operative	Killarney-Champlain Heights	Semi-private community garden
Sparwood Park	Killarney-Champlain Heights	Fruit trees
Champlain Heights Community Centre	Killarney-Champlain Heights	Community Kitchen
Killarney Community Centre	Killarney-Champlain Heights	Community Kitchen
Killarney Seniors Centre	Killarney-Champlain Heights	Discount Seniors Meals
YWCA of Greater Vancouver	Killarney-Champlain Heights	Food Hamper
Village Market	Killarney-Champlain Heights	Convenience Store
Miller's Your Independent Grocers	Killarney-Champlain Heights	Large Grocery Store
88 Supermarket	Killarney-Champlain Heights	Convenience Store
Safeway Collingwood	Killarney-Champlain Heights	Large Grocery Store
Mediterranean Halal Meats and Grocery	Killarney-Champlain Heights	Specialty Store
Kin's Farm Market	Killarney-Champlain Heights	Convenience Store
Save-On-Foods	Killarney-Champlain Heights	Large Grocery Store
South Vancouver Family Place	Victoria-Fraserview	Community Garden
South Vancouver Neighbourhood House	Victoria-Fraserview	Community Garden
David Thompson Secondary School	Victoria-Fraserview	Urban Farm

Wilson Heights United Church	Victoria-Fraserview	Semi-private community garden
The Malaysian Association of BC	Victoria-Fraserview	Meal-sharing space
Victoria Drive Community Hall	Victoria-Fraserview	Kitchen Rental
Fraserview Club	Victoria-Fraserview	Community Kitchen for Youth
South Vancouver Neighbourhood House	Victoria-Fraserview	Community Kitchen
Wilson Heights United Church	Victoria-Fraserview	Community Kitchen
South Vancouver Family Place	Victoria-Fraserview	Food Hamper program
South Vancouver Neighbourhood House	Victoria-Fraserview	Food Hamper Program
Sunny Market	Victoria-Fraserview	Specialty Food Store
Easly Seafood	Victoria-Fraserview	Seafood Store
Sue's Grocery	Victoria-Fraserview	Convenience Store
Wan Shi Produce	Victoria-Fraserview	Specialty Food Store
B W Farm Produce	Victoria-Fraserview	Produce Store
Teemway Seafood Co Ltd	Victoria-Fraserview	Seafood Store
Chong Lee Market	Victoria-Fraserview	Specialty Food Store
Pinehouse Bakery	Victoria-Fraserview	Bakery
Sue's Grocery	Victoria-Fraserview	Convenience Store
Consumers Food Market	Victoria-Fraserview	Cultural food store
Tak's Farm Produce and Meat	Victoria-Fraserview	Butcher
K Goods Produce	Victoria-Fraserview	Produce Store
Osoyoos Produce	Victoria-Fraserview	Produce Store

Coldfish Seafood Company Inc	Victoria-Fraserview	Specialty Food Store
Fresh Roots Seasonal Market	Victoria-Fraserview	Farmers' Market
Moberly Cultural Herb Garden	Sunset	Community Garden
Chester's Field Community Garden	Sunset	Community Garden
Sunset Community Garden	Sunset	Community Garden
Christ City Church Garden	Sunset	Semi-private community garden
Culloden Court Kitchen	Sunset	Community Kitchen
Moberly Arts and Cultural Centre	Sunset	Community Kitchen
Sunset Community Centre	Sunset	Community Kitchen
Main Street Drop-In Centre	Sunset	Community Kitchen
Khalsa Diwan Society	Sunset	Free Meal
Ross Park	Sunset	Food Hamper
Culloden Court	Sunset	Food Hamper
Sunset Community Centre	Sunset	Food Hamper
Breadbasket Discount Outlet	Sunset	Specialty Food Store (discount bakery)
Superstore	Sunset	Large Grocery Store
Michael's Discount Foods	Sunset	Convenience Store
Vancouver Meat Market	Sunset	Butcher
Lahore Halal Meat	Sunset	Halal Butcher
Garden Fresh Food & Grocery	Sunset	Convenience Store
Fraser Market	Sunset	Convenience Store

Polo Market	Sunset	Produce and Grocery
Apollo Produce Market	Sunset	Produce and Grocery
Produce Marketplace	Sunset	Produce
Maxim's Bakery	Sunset	Bakery
Lee Loy BBQ Meat	Sunset	BBQ Meat
Fruiticana	Sunset	Small Grocery
Fraser Seafood	Sunset	Seafood Store
J&J Supermarket	Sunset	Small Grocery
Super Spice House	Sunset	Specialty Food Store
Ken Liang Farm Market	Sunset	Produce
Halo-Halo-Sari-Sari Store	Sunset	Specialty Food Store
Buy-Low Foods	Sunset	Grocery Stores
New Dhaka Bazar	Sunset	Specialty Food Store
Noor Jalan Halal Store	Sunset	Specialty Food Store
Sabzi Mandi Express	Sunset	Specialty Food Store
Punjab Food Centre	Sunset	Specialty Food Store
Mother India	Sunset	Specialty Food Store
Persia Foods Ethnic Market	Sunset	Specialty Food Store
Top Food Store	Sunset	Convenience Store
Baker's Market Vancouver	Sunset	Artisans' Market
Bread Basket Discount Outlet	Sunset	Specialty Store

Real Canadian Superstore	Sunset	Large Grocery store

Appendix B

Interview Questions

Questions for Gap Analysis Interviews

1. Who is served by your programs?
2. Which accommodations have you used to encourage diversity?
3. What are the trends of food insecurity in your respective region?
4. Which barriers to food security have you identified?
5. Which services are needed in your region?

Questions for Food Hubs

1. Who is served by your programs?
2. Which accommodations have you used to encourage diversity?
3. What do you see as success in your programs?
4. What have been the keys to the success of your programs?
5. What are some challenges you have faced?

Appendix C

List of Food Hubs and Food Banks Reviewed

Food hubs

Name	Location	Year est.	Link
The Stop	Toronto	1980s	https://www.thestop.org/
Two Rivers	Smith Falls	2018	https://tworiversfoodhub.com/
United Countries of Prescott and Russell	Eastern Ontario	Forth.	N/A
Ottawa Valley Food Co-op	Ottawa Valley	2007	https://ottawavalleyfood.org/
Neighbourhood Hub	Toronto	2019	https://www.neighbourhoodfoodhub.com/
The Station	Halifax	2019	https://www.thestationfoodhub.ca/
Cape Breton Food Hub	Cape Breton	2018	https://www.capebretonfoodhub.com/
Community Food Hub	Newfoundland	Between 2009 and 2013	https://www.facebook.com/communityfoodhub/
Deep Roots Food Hub	Ottawa	2016	http://www.deeprootsfoodhub.ca/
Just Food	Ottawa	2003	https://justfood.ca/
Fireweed Food Co-op	Winnipeg	2019	https://www.fireweedfoodcoop.ca/
Lethbridge agri-food hub	Lethbridge	Forth.	N/A
The Public Food Information Hub	Edmonton	2020	https://www.jointhepublic.com/
Organic Box Food Hub	Edmonton	2014	https://www.theorganicbox.ca/
RedHat Cooperative	Medicine Hat	1966	https://redhatco-op.com/about/
Plenty & Grace	Fraser Valley	2020	N/A
Commissary Connect	Vancouver	2012	https://commissaryconnect.com/
Sprout Kitchen	Quesnel	2021	https://www.sproutkitchen.ca/

Goodly Foods	Greater Vancouver	2019	https://hellogoodly.ca/
Food Share Network	Victoria	2013	http://www.foodsharenetwork.com/
Under One Roof	Squamish	2020	https://www.squamishhelpinghands.ca/
Food Hub Pilot	Kamloops	2019	https://kamloopsfoodpolicycouncil.com/food-hub-pilot-project/
Sources Food Hub	Greater Vancouver	2010	https://www.sourcesbc.ca/our-services/food-hub/
Lillooet Grown	Lillooet	2014	https://www.lillooetagricultureandfood.org/
Texada Food Hub	Texada Island	2014	https://texada.org/texada-agriculture-group-tag/
Nanaimo Food Share	Nanaimo	1997	https://nanaimofoodshare.ca/
Mt. Waddington Community	Mt. Waddington	2014	https://mountwaddingtoncommunityfoodinitiative.wordpress.com/
LUSH Valley Food Action Society	Comox Valley	2000	https://lushvalley.org/
Cowichan Green Community	Cowichan	2004	https://cowichangreencommunity.org/
Alberni Valley Food Hub	Port Alberni	2015	https://foodatlas.ca/alberni-valley-food-hub
Eat West Coast	Ucluelet	2015	https://www.eatwestcoast.ca/
Strathcona Food Network	Strathcona	2018	https://www.greenwaystrust.ca/food-security/
Cow-op	Cowichan	2013	https://cow-op.ca/
KBFPC	Kootenay and Boundary	…	https://kootenayfood.com/

Food Banks

Name	Location	Link
Saige Food Bank	Vancouver	https://saigecommunityfoodbank.com/
Surrey Food Bank	Surrey	https://www.surreyfoodbank.org/
Richmond Food Bank	Richmond	https://richmondfoodbank.org/
Muslim Food Bank	Victoria	https://www.muslimfoodbank.com/
Harvest Food Bank	Port Hardy	https://harvestfoodbank.org/
Quadra food bank	Quadra Island	http://www.quadrarec.bc.ca/
Cowichan Valley Basket Society	Cowichan Valley	https://www.cvbs.ca/
Comox Valley Food Bank	Comox Valley	https://comoxvalleyfoodbank.ca/
Mustard Seed Food Bank	Victoria	https://mustardseed.ca/ministries/food-bank/
Food Bank on the Edge	Ucluelet	https://www.facebook.com/Food-Bank-on-the-Edge-645224955537342/
Saanich Peninsula Lions Food Bank	Saanich	http://splfoodbank.com/
CMS Food bank	Mill Bay	http://cmsfoodbank.ca/
Goldstream Food Bank	Victoria	https://goldstreamfoodbank.org/
Campbell River Food Bank	Campbell River	https://campbellriverfoodbank.com/
The Sooke Food Bank	Sooke	https://www.facebook.com/sookefoodbank/
Harvest Food Bank – Salt Spring	Salt Spring	https://harvestsaltspring.ca/programs/harvest-foodbank/
Sources Food Bank	Langley	https://www.sourcesbc.ca/our-services/sources-langley-food-bank/
St. Joseph's Food Bank	Mission	http://missionfoodbank.com/
Loaves and Fishes Community Food Bank	Nanaimo	https://www.nanaimoloavesandfishes.org/
Friends in Need Food Bank	Maple Ridge	http://www.friendsneedfood.com/
Powell River Action Centre Food Bank	Powell River	https://powellriverfoodbank.com/
Central Okanagan Food Bank	Kelowna	https://cofoodbank.com/

Squamish Food Bank	Squamish	https://squamishfood.ca/
Whistler Food Bank	Whistler	https://mywcss.org/food-security/food-bank/
Pemberton Food Bank	Pemberton	https://www.sscs.ca/programs/pemberton-food-bank/
Calgary Food Bank	Calgary	https://www.calgaryfoodbank.com/
Tsuut'ina Food Bank	Tsuut'ina	http://foodbanksalberta.ca/locations/tsuutina-food-bank/
Cochrane Activettes Food Bank	Cochrane	https://www.cochraneactivettes.com/cochrane-food-bank/
Airdrie Food Bank	Airdrie	https://www.airdriefoodbank.com/
Iyahrhe Nakoda Foodbank Society	Morley	https://www.facebook.com/Iyahrhe-Nakoda-Foodbank-Society-250621278389503/

Appendix D

List of Recommendations

Condensed Recommendations

Physical Recommendations

- Target the location of spokes based on spatial gaps in the current food landscape and ensure several physical locations for community members.
- Consider surrounding transit routes in the development of each spoke and pay particular attention to walk times between the nearest bus stop and programs.
- Where possible, consider ways to reduce these physical barriers to community members—particularly those with physical limitations. Examples of this are delivery options and a shuttle.

Social Recommendations

- Identify barriers to food programs for community groups that do not typically participate by communicating with them or those close to them. In particular, focus on newcomers, and men. With these barriers in mind, create targeted programming.
- Either provide childcare during programs, find a way to subsidize childcare so that parents can attend programs, or create a kid-friendly environment in programs.
- Hold programs at various times, with options outside of normal work hours.

Cultural Recommendations

- Hire staff and volunteers that represent the diversity in the neighborhoods.
- Language supports, translation, and imagery should be included in food-related materials and programs. Staff should represent the linguistic and cultural diversity of the catchment area.
- Food should be culturally situated: community members should have freedom to participate in programs that reflect and empower their cultures.
    - Community gardens should have allotted space to community-relevant foods.
    - Community kitchens should be centered around culturally diverse foods.
    - Food boxes and emergency meals should have culturally appropriate food options.
    - Community members should be actively engaged in food planning and programs.
- Halal food options and programs must be developed further in the region.
- Indigenous-specific food programs and staff training on decolonizing practices should be included in each food program. Partnerships should be established with Indigenous groups where possible.

Political Recommendations

- Offer multiple options for programs with diversely politically situated organizations.
- Form human connections with food program users and create a universally welcoming space.

- Keep the line of communication open with community members. Ask whether they feel comfortable and welcomed in the space, and/or which changes could improve their comfort.
- Identify and practice under unified values that are not inherently colonial nor politically tied.
- Educate community members and celebrate diversity in order to foster community connection.

Economic Recommendations

- Hold free community connection-oriented programs.
- Mimic affordable prices of other food hub programs (ie. markets, good food boxes), and have free emergency food options.
- Offer transit tickets for food programs.
- Offer vouchers for folks who cannot afford the meal price.

Food Hub Value Recommendations

- Create a mission and mandate independently but in consultation with existing partners.
- Have organizational clarity around the values of the food hub and consider how they will filter into each program.
- Use a uniform training program for all food hub employees and volunteers, in each organization, to ensure everyone is working under the same umbrella of values and understands the mission.

Food Hub Partnership Recommendations

- Create a board of governors that represent the different partner organizations to ensure the operations and mission of the food hub are supported by all organizations.
- Ensure that the line of communication between the food hub coordinator and partner organizations is open and relationships are being developed.
- Create a Community Advisory Committee so community members are partners in the ongoing development and vision of the food hub.