

NEW CITY MARKET: A FOOD HUB FOR VANCOUVER

VISIONING REPORT | APRIL 2010



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Table of Contents

- I. Executive Summary 1**
- II. Introduction 2**
 - Background to the project2
 - Overview of the visioning session4
 - Visioning Words5
 - Core Attributes & Performance Areas.....6
- III. Hub Functions & Requirements..... 12**
 - Primary Performance Areas and Requirements..... 12
 - Supportive Performance Areas & Requirements 14
 - Other requirements for implementation 15
- IV. Conclusion 17**

I. Executive Summary

Much work has been undertaken by local food sector businesses, nonprofits and researchers in Vancouver to assess the gaps in the local food value chain.¹ Building on this work, LFF was convened in 2006 to initiate, organize and analyze extensive discussions between growers, processors, distributors, restaurants, and grocers, among many others. These discussions identified the need to re-build the missing infrastructure to connect the increasing demand for local food products with local producers. The notable lack of processing, storage, and distribution capacity for local foods were identified as critical barriers to strengthening and growing Vancouver's local food system. A local food Hub emerged as an innovative concept that could collaboratively address the missing infrastructure and also serve to develop, promote and celebrate a local food culture.

The New City Market, a local food Hub for Vancouver, is a home-grown initiative aimed at strengthening local food economies and increasing social and cultural capital of Vancouver's food system for the future. The New City Market is a physical place designed to drive local food consumption and production by providing a link between the rural supply and the urban demand in Vancouver's lower mainland. As such the New City Market will be a key resource where the rich variety of crops and value-added products that are grown and crafted from around Vancouver may be directly marketed and accessed by a wide range of purchasers including institutions, the commercial sector, and households. Home to for-profit enterprise and not-for-profit organizations, Vancouver's local food Hub can also provide programs and facilities designed to develop new products, increase direct marketing opportunities, and contribute to the development of Vancouver's food culture.

In January 2010, a cross-sectoral group of over 100 stakeholders gathered to further the concept for the New City Market and develop a grounded vision for this facility. Moving from blue-sky visioning - imagining what excellence would look like - to grounded discussion through examination of the requirements for excellence, priority areas emerged and the overall concept was refined. This report summarizes the perspectives and dialogue of workshop participants and offers a vision and refined concept for the New City Market's strategic objectives and general core functions as developed and endorsed by key members of Vancouver's local food sector and communities.

¹ *Feasibility Study for a B.C. Food and Bio Products Technology and Commercialization Centre* (2007). Prepared by Hart and Associates Management Consultants Ltd.

II. Introduction

Excitement and energy is building and concentrating around local food economy and culture in North America and Vancouver is quickly emerging as a leader in this movement. Over the past five years in Vancouver and the lower mainland, there has been significant growth in the number of food festivals, farmers markets, local green grocers carrying local products, new food policies, artisan agriculture enterprises, graduate student theses on food and agriculture, and neighbourhood food programs, among others. The availability and access to local food has somewhat increased across the region. This excitement is driven not only by a revitalized interest in locally produced foods, but also a renewed desire to build up a more resilient, dynamic local food and agriculture system that supports regional economic development.

One expression of this new interest is the emergence of the New City Market, a local food Hub for Vancouver. While still in the early stages of development, the New City Market is gaining overwhelming enthusiasm and support from decision-makers, funders, and community.

This report presents an overall concept and vision for the New City Market by defining the core performance areas, how they might fit together, and identifies the requirements for success. The report serves as the basis for future business planning, capital campaign development and future planning and design exercises.

BACKGROUND TO THE PROJECT

P A S T: Food Hubs are not a new idea. In fact, areas in a town or city solely dedicated to the production, processing, sales and celebration of food have actually only disappeared in the past 100 years. Dating back to 1908, Vancouver's "City Market" operated at the eastern end of False Creek as a multi-purpose facility featuring a farmers market, storage area and café.

Although significant efforts have been made over the past 10 years to re-establish a local food Hub for Vancouver, the need for such a facility is more pressing than ever. Current discussions of the local food Hub concept are entirely dependent on the tireless devotion of the many deeply committed and imaginative individuals and organizations dedicated to local food and farming issues have brought the conversation around food and sustainability into focus for the public, businesses, and government.

With public demand for locally-produced food soaring and political and funder interest in building a sustainable, green economy, there is now a significant window of opportunity for envisioning and successfully developing a local food Hub for Vancouver.

P R E S E N T: In the spring of 2009, Local Food First began to galvanize political support for a Vancouver-based local food Hub. Illustrative



Discussion at the visioning workshop, Jan 2010

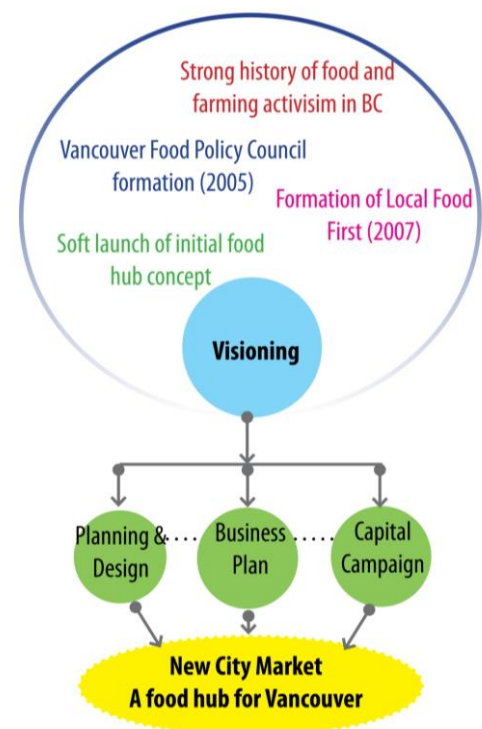


Figure 1: Past, present and future of the New City Market Initiative

drawings were drafted to provide a tangible focus for the concept and to initiate discussions with the City of Vancouver and potential funders (See Figure 3 for a sample). These discussions received positive support in principal, both politically and bureaucratically, and a request was made by City of Vancouver staff for a business plan for the New City Market.

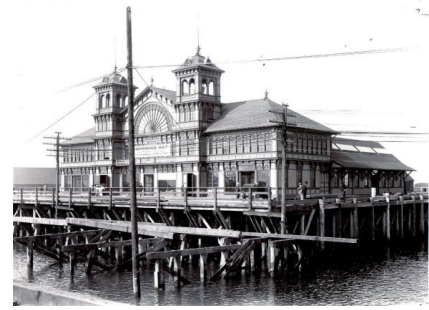
In addition, the City of Vancouver's Greenest City Action Team report, *Vancouver 2020: A Bright Green Future, An Action Plan for Becoming the Greenest City*, showed support for a local food Hub by including recommendations for:

- Identifying the location and facility for a Vancouver food Hub in collaboration with local organizers and businesses;
- Focusing funding initiatives on a resource centre for non-profit organizations for urban farmers, processors and distributors that would provide training and resources for the effective scaling-up and implementation of a citywide urban agriculture effort (e.g. techniques for safely keeping bees and chickens in backyards); and
- Focusing funding initiatives on land and facilities for local infrastructure such as Hubs for food processing, storage, distribution, and purchasing.

Consistent with these recommendations to Vancouver City Council, Metro Vancouver has also identified a food Hub as a key direction as part of a "regional food system plan" currently under development. In addition, the Summer 2009 Simon Fraser University Semester in Dialogue class researched the viability of a food hub model resulting in a valuable report that involved community consultation.²

The Real Estate Foundation of BC also recognized the value, importance, and timeliness of a food hub for Vancouver, and provided the Local Food First team with the funds to undertake the visioning process and bring key stakeholders together in defining a common future for the New City Market.

FUTURE: After the visioning phase of the New City Market is concluded, a business plan will be developed to test optimal ownership and management structures, and to determine feasible capital costs for development and operating costs for managing the NCM (Currently under development). Once the business plan is developed, and approved by the necessary stakeholders a capital campaign to raise funds for the acquisition of the land and construction of the facility will be undertaken.



1908 Market in Vancouver

² Planning a Food-Secure Future: Recommendations for Vancouver's New City Market, July 2009.

OVERVIEW OF THE VISIONING SESSION

Over 100 people representing food processors, food distributors, restaurants, neighbourhood houses, universities, local government, and health authorities convened on January 7th 2010 to envision what New City Market, a Food Hub for Vancouver would be. The objectives for the workshop were to:

- Collaborate in defining the key performance areas of this facility;
- Set strategic directions and identify how the performance areas might meet needs in the local food system; and
- Increase awareness and support for the establishment of Vancouver's New City Market.

In order to meet these objectives, the workshop process was designed to begin with imagining ideal outcomes and end with a comprehensive vision for the project that includes the practical requirements that need to be considered in order to reach the ideal happen. Participants were asked to:

- Record their greatest hopes and fears for the workshop and the initiative overall;
- Discuss and record why their respective performance area was important to local food economy and culture;
- Imagine what excellence in this performance area would look like;
- Consider and record what the program and physical design requirements would need to be to realize excellence in the performance areas; and
- Prioritize the top four performance areas for the Hub.

Through this process and the contribution of the experts and practitioners in the room, a clearer vision and concept for the New City Market emerged. At the outset of the session, participants were asked to post a note on the wall indicating their greatest hope and fear for the day. Overwhelmingly, people feared not getting anything done and that the initiative would not go anywhere. People's hopes were based on developing a clear vision and process for the New City Market and realizing all of the potential benefits of a food Hub for Vancouver. This report seeks to clarify the vision for the New City Market and add to the momentum and support behind this initiative.

The last time a cross-section of food sector stakeholders was assembled in Vancouver was in 2003, and it resulted in the creation of the Vancouver Food Policy Council. As Vancouver moves to a greener, more sustainable future, it is clear that a resilient food system will play a primary, transformative role. Together, as food-based businesses and organizations, in partnership with government, funders and the public, we can create the infrastructure to build a sustainable food economy for ourselves and future generations.



New City Market Visioning Session, Jan 2010



Hopes and fears wall at the visioning workshop

VISIONING WORDS

At the end of the workshop, participants were asked to jot down a few notes on what they would summarize as the overall vision for the Hub. The word cluster below shows the words and phrases people used to describe a desired future for the Hub. Words and phrases in a larger font were mentioned more frequently.



Figure 2: Visioning words

CORE ATTRIBUTES & PERFORMANCE AREAS

The New City Market has four core attributes that will guide the future design and programming of the site. The performance areas of the Hub work together to give the Hub the core attributes described below (Please see Figure 3 for a list of key performance areas). A performance area is best understood to be a program focus or function of the facility.

The New City Market:

- 1. Is business oriented:** Medium to small food and agriculture businesses will prosper and consumers will have greater access to local/seasonal food. The increasing of existing and generation of new direct marketing opportunities will develop new pathways to markets for a wider range of local foods. Improved coordination of supply in a centralized location will allow for purchasers to have a better response to growth in demand for local products and will in turn increase product control. The increased efficiencies for medium to small scale operators will lower transaction costs.
Performance areas addressed: Wholesale/retail, storage/distribution, processing/preparation, cafes/restaurants, office space.
- 2. Has a sense of place and projects a strong identity:** The Hub experience is one of excitement, enjoyment and discovery. The sense of place around the Hub is made possible and authentic by the multiple programs and uses happening in the same area. The Hub will have a strong identity as an important place. It will also enhance the overall identity of Vancouver as a great place to live and do business.
Performance areas addressed: Architecture & landscape character, celebration & gathering, cafes and restaurants.
- 3. Is engaging to a wide user group:** The Food Hub promotes and enables civic engagement and social inclusion and is a community asset for citizen involvement and engagement. The Hub also acts as a resource centre to neighbourhood-based food precincts.³ A full range of medium to small scale producers, processors, distributors, and purchasers are serviced by the Hub.
Performance areas addressed: Education, celebration & gathering, wholesale/retail.
- 4. Increases system efficiencies:** The Hub bridges and streamlines rural supply with urban demand, resulting in system efficiencies in crop planning, transportation systems, distribution, storage, and market access. The Hub facility provides the infrastructure that is currently missing from the system that prevents these efficiencies from being realized. The Hub itself will be constructed and operated with green building technologies including zero waste. The recapturing and repurposing of waste is a key component to improving the efficiency of our food system.

FIGURE 3: KEY PERFORMANCE AREAS

1. Wholesale/retail
2. Processing & preparation
3. Storage & distribution
4. Office space
5. Food waste & recovery
6. Architecture & landscape character
7. Cafes/Restaurants
8. Education
9. Celebration & gathering

³ Neighbourhood food precincts are defined here as: facilities that support a range of programs and are appropriately scaled and programmed to address community needs and capacities.

Performance areas addressed: Waste recovery, architecture & landscape character.

The following paragraphs describe the importance and need for the nine performance areas in Vancouver.⁴ These performance areas work together to achieve the core attributes listed above and include:

1. Wholesale/retail
2. Processing & preparation
3. Storage & distribution
4. Office space
5. Food waste & recovery
6. Architecture & landscape character
7. Cafes/Restaurants
8. Education
9. Celebration & gathering

In subsequent sections, the performance areas are separated out into primary and supporting systems and requirements for each are listed.

PERFORMANCE AREA 1: WHOLESALE/RETAIL

Food wholesale and retail encompasses the range of direct marketing activities - from restaurants and institutions purchasing product for their large kitchens, to permanent farmers markets and street food. The wholesale/retail performance area of the Hub is critical for increasing direct marketing opportunities for both producers and purchasers. This is currently an under-served function of the local food economy in Vancouver. By improving wholesale and retail capacity around local food, more producers will be attracted to starting up new farm operations. The Hub may include a local food auction, local food contractors, pick-up centre for large buyers as well as a retail/pubic interface for purchasing foods (i.e. permanent farmers market with some permanent retail). Target markets for the wholesale/retail function include institutional procurement officers, chefs, processors, individuals, and households.

Excellence in wholesale and retail would be seeing every square inch of the Hub used for all of the identified performance areas. The Hub would be drawing 10,000 visitors per day and would host a wide range of activities. Products sold would be traceable back to the primary producer and would have a local brand associated with them. The diversity of buyers would be visible and transparent.

QUOTES ON WHOLESALE/RETAIL

"[Wholesale/retail] has the ability to help make farming and growing food a realistic livelihood."

"Coming from the farmer, it seems that the foundation of the entire food system is built on the shoulders of the farmer. Farmers need a permanent place to be able to market the produce."

PERFORMANCE AREA 2: PROCESSING & PREPARATION

Processing and preparation encompass all the processes for value-adding to raw farm goods. In building a strong local food economy, processing facilities are a key

⁴ The nine performance areas were defined by the Local Food First team and are based on case study research from other food Hubs in North America.

element that not only generate their own jobs and investment but are also key to linking local foods to local markets. The notable lack of medium to small scale food processing facilities in the lower mainland and throughout BC are a barrier to local food economies. By adding more capacity to local food processing and preparation, more entrepreneurial opportunities are possible, access to a wider range of markets is likely, and more value and prosperity around local food is captured in the region.

Increased local capacity also helps to increase local resiliency and provide more stability in the local food economy. With increasing instability in the global food system, diverse local food processing capacity will help to mitigate the impacts of the world food crisis. Increased stability and access will allow the population to eat more locally all year round.

Regional processing and preparation are also important for reducing packaging and transportation requirements for moving product to market as the food is sold relatively close to the point of origin. This reduces the reliance on specialized processes and expensive transportation options that are used to bring faraway items to the grocery shopper.

Essential parts of recovering and minimizing food waste are to have a way to process the cull crops into value-added goods, and to store/preserve any surplus product for use in community kitchens and programs that serve hungry people, among other ways to reduce waste. Processing at the Hub will also allow for a consistent supply which will make purchasing for medium to large buyers more possible.

Culturally, being able to see and experience the making of foods helps to demystify the local food chain, and helps to connect people to how their food is made and where it comes from.

Excellence in food processing would be providing facilities for developing and testing new products and markets, job training and train-the-trainer programs, targeting medium to small-scale businesses, and focusing on artisanal producers as well as support/incubate new initiatives and business models.

QUOTES ON PROCESSING & PREPARATION

"With more processing, we'll have more jobs, control and consistent supply."

"[Processing] is the largest single most important link missing in the effort to eat locally 365 days per year".

PERFORMANCE AREA 3: STORAGE & DISTRIBUTION

Cold, dry, and frozen storage are essential for wholesale businesses, cafes, restaurants, farmers markets, and food retail and for food processing. Warehouse-format storage offers job opportunities and waste is reduced by being able to store the product until it needs to be delivered. Increased storage capacity for local foods also allows for efficiencies in wholesale procurement and distribution. By having storage facilities, it becomes more possible to create timely, efficient, competitive, and reliable distribution systems for local food. The Hub is not attempting to create a new system, its goal is to piggyback the existing distribution infrastructure. The Hub may act as an aggregator and redistribution centre that existing small and large scale for other distributors can utilize for gaining access to local products on a reliable basis, and at a scale that is cost effective. Storage at the Hub is also important to set up a system for sharing resources among different user groups including neighbourhood based food precincts. .

QUOTES ON STORAGE & DISTRIBUTION

"12 months of revenue for farmers, 12 months of local eating for the public."

"You can't farm successfully unless you can sell what you grow, when you grow it."

Excellence in storage and distribution would be well-financed, looking at alternative distribution systems such as rail, and contributing to a coordinated approach to supply and demand in the region.

PERFORMANCE AREA 4: OFFICE SPACE

Workspaces are an essential support service for any businesses and /or organizations and many groups are finding office space difficult to find. Office space may also be a revenue generator that could become part of the future business plan for the Hub. Affordable office space for non-profit groups is needed in the community. Office space in the Hub provides opportunities to share resources such as IT, communications, and first aid. Office space may also serve other functions such as areas for volunteers to muster and as community classrooms. Co-locating office space with other uses at the hub offers a range of benefits including adding energy and an active presence to every-day activities (e.g. lunch rush downstairs to the best lunch patio in town).

Excellence in office space would be maximizing the use of green building strategies, having a mix of scales for accommodating a range of business/organization sizes, adding to the brand recognition of office tenants, and offering affordable/accessible spaces for a range of business/organization types.

QUOTES ON OFFICE SPACE

"The Hub is a key brand location for businesses and healthy, desirable location for other businesses (non-food) to generate revenue."

PERFORMANCE AREA 5: WASTE RECOVERY

As noted in the food processing and storage areas, waste recovery is both an enterprise opportunity as well as a method of redirecting viable foods back into the food service sector working directly with people in need. By making use of viable food as well as composting all organic by-products not being used in another process, trips to the land fill are decreased, high quality compost is produced, and the carbon footprint of food is reduced. With composting facilities on-site, visitors are offered educational opportunities on effective composting.

Excellence in waste recovery would be having a zero waste standard for organics, surplus food meeting demands within food insecure groups, enterprise around food waste recovery becoming viable, and broader City-wide "no waste" programs being supported.

QUOTE ON WASTE RECOVERY

"[Waste recovery] helps close the system and [is] key to the public in learning about the entire process of growing and using food."

PERFORMANCE AREA 6: CAFES & RESTAURANTS

Cafes and restaurants are important community gathering places and add to the overall sense of excitement and vibrancy of the Hub. The venues at the Hub will showcase the local and seasonal foods coming through the facility, which will be an opportunity for raising awareness about local products and their uses. Cafes and restaurants will be important in terms of tenant casting, the selection and attracting of business and organizations that have complimentary services and functions, and being a revenue generator for the Hub.

Excellence in cafes and restaurants would be having a range of places to enjoy food from street foods to high-end bistros. The establishments would have a true and

QUOTE ON CAFES AND RESTAURANTS

"Vancouver has some of the best and biggest restaurants in Canada. Dining out in Vancouver is a lifestyle. Incorporating local food and restaurants will benefit the economy and the people."

authentic feel and incorporate a sense of discovery around local foods.

PERFORMANCE AREA 7: ARCHITECTURE & LANDSCAPE CHARACTER

Architecture and landscape design will be primarily responsible for the character of the facility. The principal of transparency is a key design feature, allowing for all functions to be visible, creating passive and active education opportunities. The Hub will model the food system in one building (See Figure 4) and the facility and grounds will encourage a range of activities and create an overall experience of food and agriculture. Green building technologies will be utilized to maximize energy performance of the building.

Excellence in architecture and landscape character would be including living/green building design strategies, explicitly demonstrating closed-loop systems, and would be sited to accommodate multiple forms of transportation.

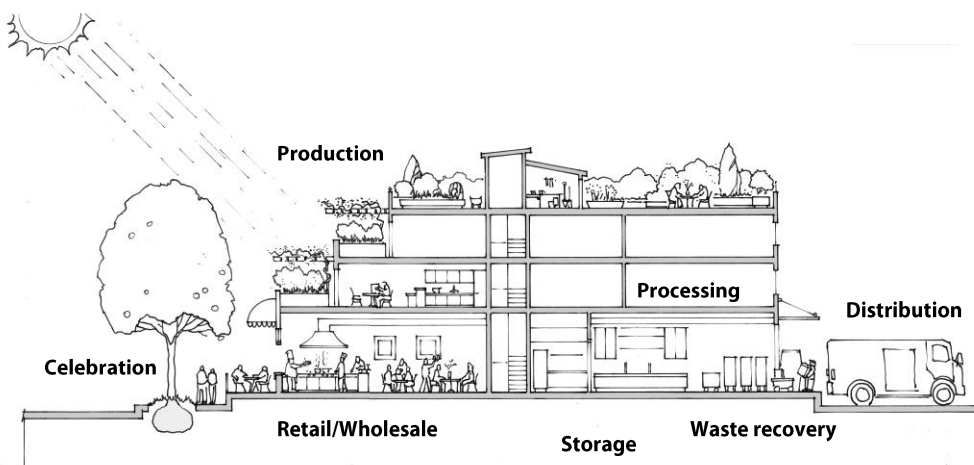


Figure 4: Illustration of food system functions in one building. Source: Don Crockett HB Lanarc.

PERFORMANCE AREA 8: EDUCATION

Education is a vital performance area of the Hub and is a key resource in building social capital around food and agriculture. The Hub will offer a range of passive and active learning opportunities for people from a wide range of ages, ethnicities and economic backgrounds. Education programs at the Hub will build support for and awareness around local food (who, where, what, why, how) to promote informed purchasing choices and eating habits. Education programs will reconnect people to local food and farming through classes, tours, conferences, and events.

Experiential learning is a key feature of the Hub with courses offered on food growing, preserving and preparation, as well as training and apprenticeship in the food and agriculture sector. The history and place of food in BC will be at the forefront of education efforts.

QUOTES ON EDUCATION

"Educators, community builders will create the essence of community that enlivens a food Hub."

"We have forgotten many of the skills we used to know—relearning them is important in the context of climate change, peak oil and other challenges we might expect to face in the future."

"Why is this important: Because I work with 'hungry' people who have no idea what real food is and have a hard time qualifying and quantifying their hunger, much less knowing how to shop or cook."

"No change is possible without education. Education is the power behind change."

Excellence in education would be focusing on demonstrating innovations in urban agriculture, composting, and green building among many others. Education would be included in every aspect of the Hub to provide an engaging and alive atmosphere.

PERFORMANCE AREA 9: CELEBRATION & GATHERING

Celebration and gathering are an important function of the Hub and a vital part of food culture and social capital that the Hub will bring to Vancouver. Celebration and gathering will create a sense of excitement, enjoyment and discovery to the Hub. Events such as feasts, rites, conferences, and city celebrations are at the heart of enhancing Vancouver's food culture - an important identity for the city. Food culture that is celebrated may include First Nation, ethnic, gourmet and slow food as well as art, music and dance. Celebration and gathering brings people together and involves the broader community in generating awareness on health, local food and farming, the life cycle of food, etc.

Excellence in celebration and gathering would be having the Hub become a destination location with a farmers market open 52 weeks per year and major organizations such as the United Nations booking conferences at the Hub. Every season would be celebrated by art, song, dance and food events that would be held amongst the bustling market and cafes.

QUOTES ON CELEBRATION & GATHERING

"Celebrations and gatherings are central to creating Hubs because they're a way for regular citizens to gather. This gives the food movement groundedness in community and citizen participation."

"Food is like babies and pets – people love talking about it. It brings people together."

III. Hub Functions & Requirements

Out of nine possible performance areas, four areas emerged as the primary functions of the Hub. Primary functions are defined as the performance areas that are needed to fill the gaps in the value chain and tend to be more dependent on physical design. Primary functions include wholesale and retail, storage and distribution, processing and preparation and office space. These primary functions are enhanced by the supporting functions that tend to cut across physical spaces and are more programmatic in nature. Supporting functions encompass waste recovery, architecture and landscape character, cafes/restaurants, education, and celebration and gathering.

PRIMARY PERFORMANCE AREAS AND REQUIREMENTS

Table 1: Primary Performance Areas and Requirements

PRIMARY PERFORMANCE AREA	REQUIREMENTS (DESIGN AND FUNCTION)
1. Wholesale/retail	<ul style="list-style-type: none">• Energy efficient refrigeration.• Dehydration facilities.• Walk-in freezers.• Modular storage for different seasonal crops.• Make it large enough for future volumes (growth).• Separate organic from non-organic sales and storage.• Space for permanent retail shops, cafes, restaurants.• On-site retail offers robust information on all products sold (e.g. where it was grown, by whom, carbon footprint etc.)• Farmers market hall around 10,000 -20,000 sq. ft.• Warehousing space around 20,000 sq. ft.• Loading bays separate from public spaces, may be visually accessible.• Optimize proximity to alternative transportation modes for product movement e.g. rail, grain mill.• Views - make wholesale buying visible, like a contractor desk at a lumber yard.
2. Processing and preparation	<ul style="list-style-type: none">• All waste that is created is recycled or composted on-site.• Education in processing: Need how-to, hands-on training and historical education about processing in BC and the value of food processing.• Design a range of food processing options including research and development kitchens, community kitchens for education around processing, dehydrators, food carts.• Make food processing visible: Design processing areas so that the

Table 1: Primary Performance Areas and Requirements

PRIMARY PERFORMANCE AREA	REQUIREMENTS (DESIGN AND FUNCTION)
	<p>public and passersby may look into the processing operations.</p> <ul style="list-style-type: none"> • Make the diversity of buyers visible and transparent.
3. Storage and distribution	<ul style="list-style-type: none"> • Hub storage can handle (store and process) raw product surpluses. • Management: Needs an efficient inventory system that will work with multiple operations. • Uses efficient ways to store food (energy-efficient and cost effective). • Available for not-for-profit and for-profit users (e.g. Urban agriculture storage). • Rental to groups. • Virtual auction on-line. • Valley food Hubs connected to New City Market. • Connect to hospitals and schools with purchasing contracts. • Around 20,000 sq. ft. for warehousing. • Flexible hours for receiving. • Set-up consolidation points close to farmers to bring product into the Hub (decrease GHG and farmer travel).
4. Office space	<ul style="list-style-type: none"> • Office space looks fun, colourful and has views of the food system. It is designed with windows to support transparency, and promotes social interactions (e.g. white collar/blue collar). • Office space and other resources are shared, where appropriate. • Steady, stable tenancy to subsidize non-profit costs of the Hub. • Bikes, showers, biodiesel and change stations are considered at the design stage. • Used by on-site wholesalers/distributors as well as other businesses on and off site. • Specific uses may include dispatch for food distributors, food sciences lab, labelling, testing, digital media, studios, daycare/support services, flexible. Meeting rooms for negotiating contracts, meetings, volunteer work space i.e. food box packing, others. • Management of office space will address how resources such as IT and first aid will be shared. • Support to education functions in the form of classrooms and/or offices for education groups.

SUPPORTIVE PERFORMANCE AREAS & REQUIREMENTS

Table 2: Supportive Performance Areas and Requirements

SUPPORTIVE PERFORMANCE AREAS	REQUIREMENTS (DESIGN AND FUNCTION)
5. Food waste & recovery	<ul style="list-style-type: none"> Food recovery and waste functions closes nutrient loop by returning organic material back into the soil, reduces landfill volume as well as trips to the landfill. Support existing food waste recovery and waste programs as well as create partnerships. Good composting facilities on-site (heat capture). Locate food recovery and waste facilities near offices to food service providers.
6. Architecture and landscape character	<ul style="list-style-type: none"> Green building technology and sustainability education as part of building (e.g. gray water landscapes). Back of house is front of house and there is permeability between inside and outside areas as well as transparency between different uses. Facility is accessible for all mobility types and is human-scale and welcoming to all (e.g. signs in different languages that speaks to food experience). Designed to be flexible, changeable (i.e. walls) and to be open, airy, and interconnected, conducive to learning/gathering as well as to reduce/mitigate potential conflicts (e.g. noise from distribution centre), and adaptable to all seasons. Accessible for trucks, the public, bikes. Specific design ideas: covered outdoor space, retractable door, outdoor kid space, demonstration gardens, permanent space (vendor) stalls vs. temporary stalls, edible landscaping, central advertizing wall, explicitly model food system through building design. Possibility of reuse/repurpose the building. Flexible office space with shared support facilities. Flexible, bookable space that isn't food-themed but could connect other users to food (i.e. office party bookings, workshops).
7. Cafes and restaurants	<ul style="list-style-type: none"> Designed to be attractive to Hub/office staff, destination for larger community, showcase educational aspects of local food (e.g. taste education, test kitchen). Locally sourced menus. Diversity of styles – café/high-end/fast food. Connected to gathering spaces.

Table 2: Supportive Performance Areas and Requirements

SUPPORTIVE PERFORMANCE AREAS	REQUIREMENTS (DESIGN AND FUNCTION)
8. Education	<ul style="list-style-type: none"> Creates a sense of discovery and enjoyment. Education is embedded into all aspects of the Hub through information sharing, hands-on learning, mentoring-internship-coop Design common areas for increased interactions Invite education oriented tenants to have their offices at the Hub New marketing methods (big established – start-up/new) The Hub is a resource centre for food education and research (e.g. development of tools for restaurants and retailers about product labelling) Overall impact is increasing knowledge around food and agriculture: ingredients, how to select for ripeness, cultural identity around food, how to buy cook food affordably, demystifies good food (does not have to cost a lot), urban agriculture, farmer training, internships Provides a directory of local organic dealers. Kitchen lab for research, teaching, training (e.g. could run train the trainer programs)
9. Gathering & celebration	<ul style="list-style-type: none"> Space for indoor/outdoor festivals and events celebrating local produce, cooking, wine, locally processed products, food art, seasonal/solstice etc. Space for small and large meetings Accessible space (wheelchairs, strollers) Hub becomes a resource place for gathering, generating ideas for growth and success of local food economy and culture. Hub managers could liaise with cultural groups to plan events (i.e. rotating organizations hosting a cultural meal akin to the Ukrainian cultural centre dinners)

OTHER REQUIREMENTS FOR IMPLEMENTATION

In order for the New City Market to come to fruition, additional steps must be taken to ensure success. These areas include, but are not limited to:

- Establishing a management and governance model.
 - Create guidelines for tenancy to attract compatible businesses and organizations
 - Bringing together an effective and experienced management team to coordinate the Hub.
 - Define ownership options

- Identifying a location that is centrally located and transit-oriented and potentially repurposing a building.
- Developing a business model for each of the performance areas and for the facility as a whole.
- Finding/attracting project funding, capital investment, and resources for initial operations.
- Ongoing process design that seeks out farmers, neighbourhood groups, nutritionists, government, colleges/academia, school boards, restaurants, business alliances, community centres, credit unions, NGOs, institutions, cooperatives, etc.
- Creating a brand around the New City Market
 - Understand for fully who the customers are and what their needs are
 - Promotion and advertising in trade magazines, among many other promotion avenues
 - Markets the Hub with chefs and wholesalers
 - Facilitates establishment of local brands
- Further explore how the central food Hub can work to support neighbourhood food precincts.

IV. Conclusion

SUMMARY

In brief, the New City Market will

- Fill local food infrastructure gaps in the local food value chain by connecting and enabling a spectrum of local food producers, processors and buyers.
- Serve as a local-food, one-stop shop for a wide-range of purchasers.
- Foster the growth of small to medium local businesses across the food and agriculture system.
- Be a centre for innovation and entrepreneurial growth for the local food community
- Become a locus of celebration and experience making visible local food and agriculture.
- Be a state-of-the-art green building with integrated infrastructure systems.
- Feature other complementary functions such as office space to serve as a shared facility for food system non-profits and a central resource site for emerging neighbourhood food precincts throughout Vancouver.

The concept of the Hub that is envisioned here complements and augments existing successful food sector businesses and enterprises that are working to increase farmer access to urban markets through crop planning and contracts, processing and value adding, storage, distribution, and marketing. Additionally, the Hub would expand, and support the existing successful education and celebration activities featuring local food and agriculture in Vancouver. Figure 5 below illustrates what the New City Market may look like.



Figure 5: Illustrative sketch of the New City Market. Credit: Jay Cassels, Citylab.

NEXT STEPS

Over the next two years, there are many discussions to be had, decisions to be made, and ideas to refine. The Local Food First project team is defining the next steps of the New City Market initiative as:

- **Connecting with City Council.** Deliver a special report to City Council on the outcomes of the visioning session, summarizing the key ideas for what the Hub is and what is needed for it to come to fruition. *Anticipated completion date is Spring 2010.*
- **Business planning.** Undertake feasibility assessments as part of an overall business planning process. This work will help us to understand what is economically feasible for and what is needed for all of the performance areas to be successful. *Anticipated completion date is December 2010.*
- **Food Precincts.** Collaborate with the Vancouver Food Policy Council on the community engagement, research, and visioning necessary for moving the neighbourhood food precinct model forward. *Anticipated completion date is Ongoing 2010-2011.*
- **Planning and design.** Conduct further planning and design exercises to bring the technical and policy rigour and expertise to bear on designing and building the facility. *Anticipated completion date is ongoing for 2010-2011.*
- **Formalize the Local Food First network.** Local food first in the process of becoming a registered charity and formalizing as a group. Communication tools such as a website to provide current information on the New City Market initiative and other project will be made available. *Anticipated completion date is Spring 2010.*
- **Community and stakeholder engagement.** Throughout the future phases of the project noted above, the project team will be further consulting with key stakeholders as well as broader audiences in order to put forward the best plan that is equipped to meet the current and future needs of the local food movement in Vancouver.