

File No.: 04-1000-20-2019-018

May 21, 2019

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of January 11, 2019 for:

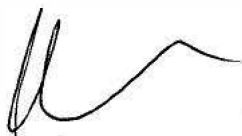
All correspondence between Philip Wong and the following City employees: Tom Wanklin, Cory Dobson, Carol King, Jerry Dobrovolsky, and Dale Bracewell from January 1, 2016 to December 31, 2018.

All responsive records are attached.

Under section 52 of the Act, and within 30 business days of receipt of this letter, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (#04-1000-20-2019-018); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,



Barbara J. Van Fraassen, BA
Director, Access to Information & Privacy

Barbara.vanfraassen@vancouver.ca
453 W. 12th Avenue Vancouver BC V5Y 1V4

*If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. Or you can call the FOI Case Manager at 604.871.6584.

Encl.

:aa

From: ["Dobson, Cory" <Cory.Dobson@vancouver.ca>](mailto:Cory.Dobson@vancouver.ca)

To: ["Philip Wong" <PhilipW@prodterm.com>](mailto:PhilipW@prodterm.com)

CC: ["Magnusson, Rachel" <Rachel.Magnusson@vancouver.ca>](mailto:Rachel.Magnusson@vancouver.ca)

Date: 2/19/2018 5:00:30 PM

Subject: Contact for the Flats Arterial Community Panel

Philp, it was great to chat with you this afternoon. Thank you very much for getting in touch.

I am copying Rachel on this email who will be a great point of contact for you should you have any questions on the process or timing on the consultant. If you should need to connect by phone, her direct line is 604-873-7215.

Rachel, by way of introduction, Philip has played a major role in coordinating the various produce wholesalers along Malkin over the last number of years as part of the False Creek Flats and Prior/Malkin discussions. He was checking in on the progress and timing of the consultant. Any information you can provide him would be greatly appreciated. If easier by phone, his number is 604-252-2101 (direct) or 604-251-3383 (office).

Thanks again both,

Cory Dobson

Downtown Division | Planning, Urban Design & Sustainability | City of Vancouver
t. 604.871.6419 | cory.dobson@vancouver.ca

From: "Philip Wong \\\(PT\\)" <PhilipW@prodterm.com>

To: susanna@fcfcommunitypanel.com
"Dobson, Cory" <Cory.Dobson@vancouver.ca>

CC: bryan.uyesugi@freshpoint.com
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Date: 6/6/2018 6:07:40 AM

Subject: RE: Introduction for False Creek Flats Arterial Conversation

Hi Susanna,

This is a follow up to Cory Dobson's email dated June 5, 2018.

I would like to be considered as a member of the independent community panel as the potential new arterial route that runs through the False Creek Flats will impact the economic activities and businesses located on Malkin Avenue and Charles Street.

I believe that my knowledge and expertise in this milieu will provide a broad perspective that reflects the community and business interests of various stakeholders. As a business representative, I can facilitate visitations and discussions relating to how the various food distribution facilities operate along Malkin Avenue, and provide a historical and economic overview of how the wholesale industry has organically developed into a produce / food hub known today as Produce Row (Malkin Avenue).

Produce Row is a major wholesale food hub for British Columbia and various provinces throughout Canada. It plays a crucial role in

supporting and sustaining food security for the Vancouver Lower Mainland. It provides many food retailers, restaurateurs, cruise ships, small and large businesses with convenient daily access to fresh produce. From a historical perspective, Produce Row has had ties to the development and growth of the Chinese community, Chinatown, Strathcona, and historical working relations between Chinese farmers and the Musqueam Indian Band.

I hope that the independent community panel will consider the perspectives of many stakeholders, and arrive at a decision that encourages the growth, development, and betterment of the whole community, including the preservation of jobs, economic activity and the living history of the City of Vancouver.

Looking forward to hearing from you.

Regards,
Philip

Philip Wong
President



The Produce Terminal
788 Malkin Avenue
Vancouver, BC, V6A 2K2

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From: Dobson, Cory [mailto:Cory.Dobson@vancouver.ca]
Sent: June-05-18 12:18 PM
To: Philip Wong (PT)
Cc: susanna@fcfcommunitypanel.com
Subject: Introduction for False Creek Flats Arterial Conversation

Hello again Philip, I hope this message finds you well.

As I believe you are aware, the City has initiated an independent community panel to explore and recommend an option for a potential new arterial through the False Creek Flats. A neutral third-party team – the Jefferson Centre - has been selected to bring their expertise and experience in leading similar processes to this process and will be running False Creek Flats Community Panel. This team is made up of people working in both Canada and the United States.

I am writing to introduce you to Susanna Haas Lyons, the Canadian project staff lead from the Jefferson Centre who will serve as Panel Chair. Over the next few months, Susanna would like to connect and interview area stakeholders and community members, like you, to help shape the information shared with the Panel and the overall Panel process. If you are interested in providing your expertise and perspective to this process, I encourage you to reach out to Susanna directly by email (copied above). She will provide you with more detailed information about the interview process and obtain your consent to share data with the US-based staff.

Once these initial interviews are completed the team will develop a process that engages the broader community and stakeholders with that likely getting started in the late summer/early fall. The Jefferson Centre would like to begin public recruitment for the False Creek Flats Community Panel in August, with the Panel set to convene first in October.

If you have any questions or concerns, please do not hesitate to contact me at 604-871-6419.

Thank you again for your time and commitment to your city. Hope to talk again soon,
Cory

Cory Dobson
Downtown Division | Planning, Urban Design & Sustainability | City of Vancouver
t. 604.871.6419 | cory.dobson@vancouver.ca

From: "Dobson, Cory" <Cory.Dobson@vancouver.ca>
To: "Philip Wong \ (PT)" <PhilipW@prodterm.com>
Date: 2/21/2017 3:21:02 PM
Subject: RE: Malkin Avenue, Produce Row Situational Analysis

Okay, thanks Philip. We will leave those boards as illustrated, but get our web team to improve the headings so it is clear that they represent our best understanding of the data at the time (which was based off of our various surveys of the produce wholesalers conducted to that date). We will be sure that material going forward reflects the numbers in the report.

Meg, please work with the web team so that the labels from the previous open house are more explicitly indicated. This open house was from over a year ago.

Thanks again Philip,

Cory Dobson
False Creek Flats | Planning, Urban Design & Sustainability | City of Vancouver
t. 604.871.6419 | cory.dobson@vancouver.ca

From: Philip Wong (PT) [mailto:PhilipW@prodterm.com]
Sent: Tuesday, February 21, 2017 3:07 PM
To: Dobson, Cory
Subject: RE: Malkin Avenue, Produce Row Situational Analysis

Hi Cory,
Yes, The information on the open house boards requires updating , page four, page heading, Key Considerations , Produce Row.
Thanks, Philip

From: Dobson, Cory [mailto:Cory.Dobson@vancouver.ca]
Sent: February-21-17 2:27 PM
To: Philip Wong (PT)
Cc: jonathan.burke@trimpac.net; leonardjang@vanwhole-produce.com; Damien Bryan; Jozef Hubburmin; bryan.uyesugi@freshpoint.com; O'Neill, James; Herod, Megan
Subject: RE: Malkin Avenue, Produce Row Situational Analysis

Philip thanks again for raising this discrepancy. James, from our Food Policy team has reviewed the plan material to ensure it aligns with the information in the report you shared. I just want to confirm that the information you are referencing was found on these open house boards: <http://vancouver.ca/files/cov/false-creek-flats-prior-venables-replacement-open-house-information-displays.pdf>

If so, these were generated for the open house on the Prior-Venables replacement in March 2016. If not, please let me know so I can look further into this. Thanks again,

Cory Dobson
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t. 604.871.6419 | cory.dobson@vancouver.ca

From: O'Neill, James
Sent: Tuesday, February 21, 2017 1:16 PM
To: Dobson, Cory
Cc: Herod, Megan
Subject: RE: Malkin Avenue, Produce Row Situational Analysis

I just checked the Produce Row numbers that we have in the FCF Plan, and they all seem to be solid in relation with the report. No discrepancies identified.

Just looking again at Philip’s email, he references Prior/Venables Replacement publication...is that different than the FCF Plan?

James

From: Philip Wong (PT) [mailto:PhilipW@prodterm.com]
Sent: Monday, February 20, 2017 2:37 PM
To: Dobson, Cory
Cc: jonathan.burke@trimpac.net; leonardjang@vanwhole-produce.com; Damien Bryan (damien@damienbryan.com); Jozef Hubburmin (jozef.hubburmin@freshdirectproduce.com); bryan.uyesugi@freshpoint.com
Subject: Re: Malkin Avenue, Produce Row Situational Analysis

Hi Cory,
I’ve notice that the information and numbers written in the section, Key Considerations, “Produce Row” of the False Creek Flats Prior/ Venable Replacement Publication do not represent the numbers in our study or the numbers in the Kom Lynn Associates Ltd March 16, 2016 report.
The attached pdf is a Situational Analysis we put together for Produce Row in July 2016. The data in the report is accurate and the most current to-date.
Regards, Philip

Philip Wong
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From: ["Dobson, Cory" <Cory.Dobson@vancouver.ca>](mailto:Cory.Dobson@vancouver.ca)
To: ["Philip Wong \PT\" <PhilipW@prodterm.com>](mailto:PhilipW@prodterm.com)
Date: 11/10/2017 3:35:14 PM
Subject: RE: Malkin Avenue, Produce Row Situational Analysis

Hello Philip, I trust that this message will find you well. I wanted to touch base to follow up on our recent conversation about the next steps for moving forward with a decision on the East-West arterial (Prior Venables replacement) through the False Creek Flats.

As you know, the various conversations on an option for a Prior-Venables replacement have failed to result in an obvious winner or recommendation to date. In an effort to arrive at a supportable alignment, City Staff are currently moving forward with a plan to launch a Community Panel in 2018 to help advance a conversation and eventual decision for a future overpass in the False Creek Flats. The Panel, with the assistance of a third party consultant (which we anticipate bringing on prior to the close of 2017), will participate in a process to establish a deeper conversation on the options, with the expectation of landing on a recommendation out of this process.

This panel will be made up of a representative group of stakeholders who will be selected randomly to advise and recommend a solution on this complex issue (which would include a certain number of produce row representatives). This process will build on the comments and advice that we have already received through the planning process to date, and key stakeholders like yourselves will be asked to participate in learning sessions to inform the decision of the Community Panel. These learning sessions will be a key component of this process, and we would anticipate participation from you or someone in your group to help inform the consultants as they design that component of the process.

Once I have additional information on the process and the application for participation on the Community Panel I will be sure to forward it along to you for distribution amongst your members. The details of this process will be housed at the website www.vancouver.ca/flatsarterial (although I do not believe it is live just yet).

Thank you again for helping to facilitate this discussion to date, and I look forward to reconnecting with you and the broader Produce community in the near future. Please don't hesitate to call should you require any clarification or have any questions.

Cory Dobson

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t. 604.871.6419 | cory.dobson@vancouver.ca

From: "Philip Wong \\\(PT\\)" <PhilipW@prodterm.com>

To: "Dobson, Cory" <Cory.Dobson@vancouver.ca>

CC: jonathan.burke@trimpac.net

leonardjang@vanwhole-produce.com

"Damien Bryan \\\(damien@damienbryan.com\\)" <damien@damienbryan.com>

"Jozef Hubburmin \\\(jozef.hubburmin@freshdirectproduce.com\\)" <jozef.hubburmin@freshdirectproduce.com>

bryan.uyesugi@freshpoint.com

Date: 2/20/2017 2:37:29 PM

Subject: Re: Malkin Avenue, Produce Row Situational Analysis

Attachments: Produce Row Situational Analysis FINAL PDF 8-8.pdf

Hi Cory,

I've notice that the information and numbers written in the section, Key Considerations, "Produce Row" of the False Creek Flats Prior/ Venable Replacement Publication do not represent the numbers in our study or the numbers in the Kom Lynn Associates Ltd March 16, 2016 report. The attached pdf is a Situational Analysis we put together for Produce Row in July 2016. The data in the report is accurate and the most current to-date.

Regards, Philip

Philip Wong

President

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A Strategic Situational Analysis For Produce Row July 2016



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PURPOSE

This document is a strategic situational analysis that identifies and documents Produce Row's:

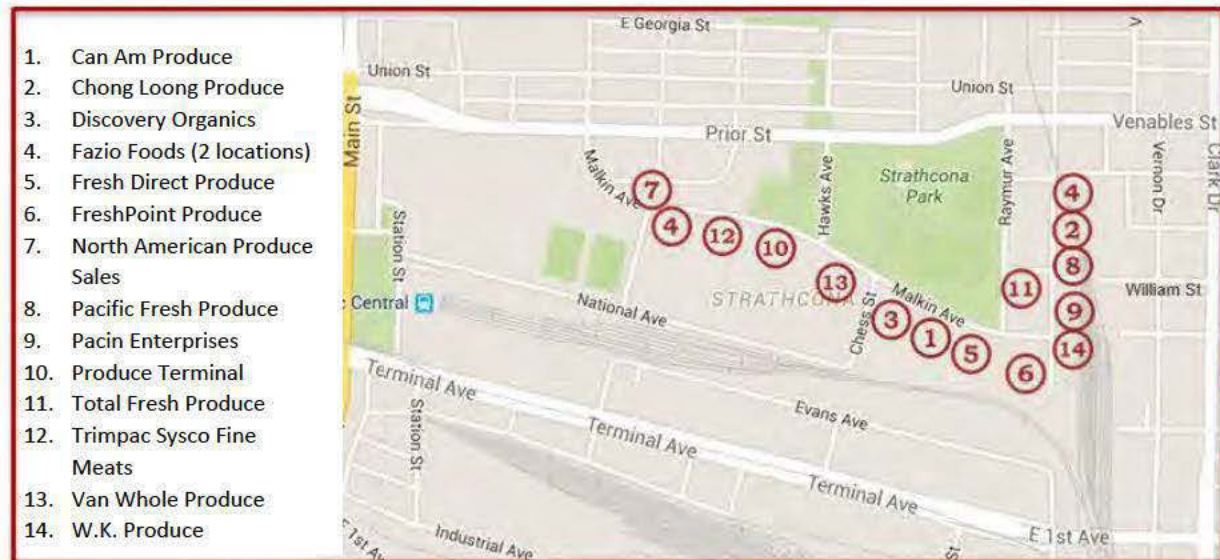
- historic and cultural legacy;
- strengths and opportunities;
- role in the local economy;
- economic, social, environmental and food security impacts and multiplier effects on the immediate area, the city, the region and beyond;
- relationships to potential allies in the False Creek Flats, Downtown Eastside/Strathcona Neighbourhoods and Local Government;
- alignments with key Municipal and Regional entities and policy directions;
- strategic priorities for the Save Produce Row campaign, capacity-building and future advocacy work; and,
- vision for the future.

The purpose of this document is to help the businesses of 'Produce Row' better understand its capacity, current position and future in the False Creek Flats. It serves as a tool to help strengthen relationships with allies in the neighbourhood and when dealing with the City, the Region and the media. It outlines Produce Row's strengths and contribution to Vancouver and presents a case for why it should be retained, in its current form, into the future.

'PRODUCE ROW'

'Produce Row' is an industrial business cluster of food distributors, wholesalers and food processors on and around Malkin Avenue in the False Creek Flats, Vancouver, BC.

List of Businesses and Map of Locations



History

"The places we buy and consume food reflects the way neighbourhoods and cities evolved, but also reflect economic and social forces at the national and global levels."

--Metro Vancouver Regional Food System Strategy

Produce Row is more than a collection of companies. Produce Row is an important part of Vancouver history—the histories of the False Creek Flats, Chinatown and Strathcona, in particular. It began to form when Chinatown's John Hing Co. Ltd., a produce distributor serving Chinatown restaurants and grocers, moved to Malkin Avenue in 1959. The move was a strategic one, in order to be closer to the railway since produce used to come into the city by train. Malkin Avenue is in the middle of one of the city's first industrial areas, stemming from the late 1800s when industrial companies were drawn to the large parcels of flat land and access to transportation facilities nearby. Following John Hing Co. Ltd.'s lead, other Chinese wholesalers quickly followed to the new location.

Historically, these companies hired employees from generations of families who grew up in Strathcona and Chinatown. A position in Produce Row's grading and packaging lines was the first job of many youth in the area. Unskilled recent immigrants who couldn't speak English would also find jobs in Produce Row. Bryan Uyesugi, President of Freshpoint Vancouver and regional vice-president of Freshpoint Canada, is typical of the long-time Produce Row employees. He has been working for the company at the Malkin Avenue location for the past 46 years. He started as a 17-year-old high school graduate, first working as a janitor and moving his way up.

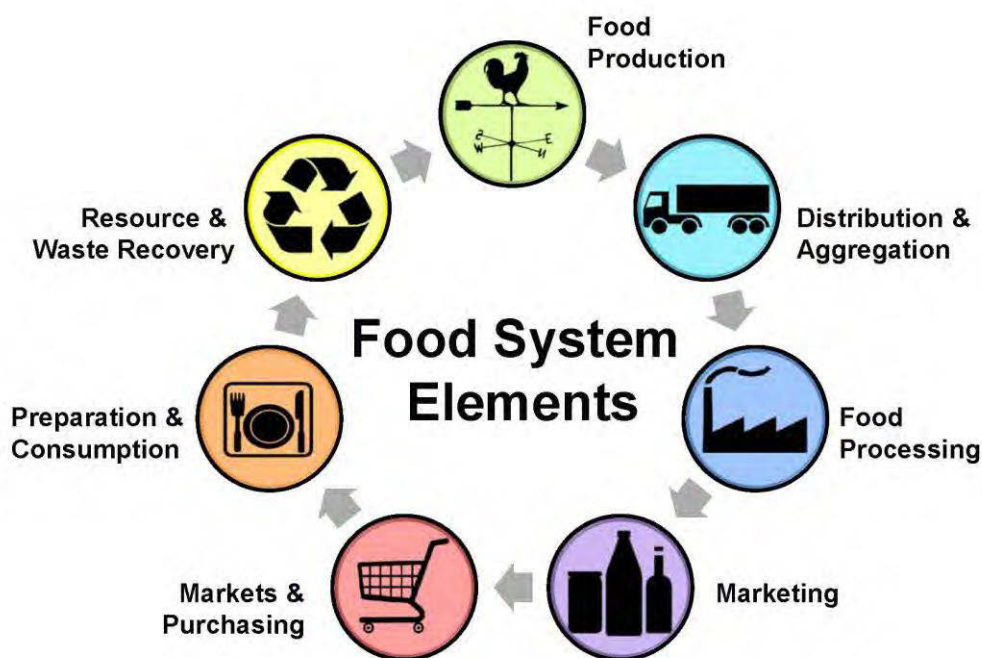
Over the years, industrial food businesses have dominated Malkin Avenue. Some have come and gone but many have been in this location for decades—for example Happy Planet Foods Inc., the company co-founded by Mayor Gregor Robertson, was also once located on Malkin Avenue. The current companies on Produce Row have evolved together for the past 56 years and have grown from serving the surrounding Chinese community to also serving the needs of the broader multicultural society. The movement of fruits and vegetables in North America and in Produce Row has also shifted to the use of semi tractor-trailers, with the bulk of the produce coming from California, Florida, Washington and Mexico. Produce Row businesses are now both wholesalers and food service distributors. They supply retailers and the food service sector. Some of the businesses also play a part in the marketing, packaging and preparation of food.

Today, Produce Row is the largest and most diverse produce wholesaler and distribution cluster in Metro Vancouver. It serves hundreds of retailers and the food service sector in Vancouver and across Canada. They also employ over a thousand people, many of them still local residents and recent immigrants with limited English, skills and Canadian work experience. Produce Row considers itself and its employees as a big family—one that it wants to keep intact. Furthermore, most of the businesses exist on land owned by the same people that run them. They see their past, present and future in and around Malkin Avenue and will do anything to remain here where they belong.

Our Local Food System

“A sustainable food system meets the needs of the present generation without compromising the ability of future residents to meet their needs. Accomplishing this will require protecting and conserving the region’s rich ecological legacy while taking actions that provide for ongoing profitability in the food sector, support healthier eating habits and address inequities in food access.”

--Metro Vancouver Regional Food System Strategy



Produce Row businesses now play a unique, significant and vital role in the supply component of our modern and global food system:

- 1) They supply smaller, independent and ethnic retailers often left behind by the mainstream distribution system
- 2) They promote the supply, distribution and consumption of local foods
- 3) They supply in an inherently sustainable way, with less environmental impact and waste

In Vancouver, a network of highly competitive business arrangements supplies most of the food we consume. Mainstream food distribution is based on low-cost, large volumes, and consistent quality. It seeks to optimize resource use, minimize costs to consumers, and maximize profits. 60% of the food distributed by the regional food distribution network goes to the retail sector, the other 40% of the food product sales are food services sales which goes to hotels and restaurants throughout the city.

A local food system includes all of the elements involved in keeping food on the table. These elements range from food production (growing and harvesting food) to its processing, packaging, transportation, distribution, preparation, marketing, and final consumption. It also includes the management of food and packaging waste and the recovery of nutrients within the region. In Vancouver, access to food also relies on global and regional food systems. Although national and international factors play important roles, local factors are also increasingly important (Food Secure Vancouver).

A local food system operates within and is influenced by the cultural, social, economic and environmental context in which it is situated. The local food system in Vancouver reflects the history of the first people of the region and subsequent waves of immigration (Metro Vancouver Regional Food System Strategy), such as in the case of Produce Row.

Vancouver relies on a large percentage of its food to come from elsewhere. Strengthening the local food system is a key way to ensure food is available to people living in cities into the future. Produce Row businesses play many important roles in Vancouver's local food system. In doing so, they contribute to a sustainable, resilient and healthy food system for Vancouver and food security for Vancouverites.

Each of these elements is interdependent. Just as the local food system is interdependent, so is Produce Row.

In addition to contributing to these important processes, Produce Row businesses also make a unique and vital contribution to each. In many cases, this is because of the unique business cluster it has evolved into in the unique location of Vancouver's inner-city.

Food Production

Getting farm fresh food onto the tables of Vancouverites increases the availability of nutritious foods, one of the tenants of food security (Food Secure Vancouver). Produce Row businesses support local farmers and food producers throughout BC. They buy approximately \$125 million of produce from local farmers, supporting thousands of farms in the Lower Mainland, Vancouver Island and other regions throughout BC. Produce Row businesses also supply inputs to many local food producers including product used to make fresh juices, salsa, baked goods and dog food.

Distribution & Aggregation

While some people grow their own food, most people depend on food distribution businesses to get the food they want, when they want it. There are four general players in the food distribution element of the local food system in Vancouver:

1. Large retail chains who have their own distribution centres
2. Produce Row
3. Food Service Distributors such as Sysco and Gordon Food Services (90% of the food consumed by hotel/restaurant/institutions comes from food service distributors who control an estimated 60-65% of the market).
4. Farmers Markets who, in a sense, bypass the distribution system by directly selling their products to the consumer. Their share of the market is very small. In 2014, their sales were around 8.1 million dollars.

In Vancouver, as in many large cities, a network of highly competitive business arrangements supplies most of the food consumed. In Metro Vancouver, there are 7 large supermarket chains such as Real Canadian Superstore, Overwaitea Food Group and Safeway. Large retail chains such as these control approximately 65% of the supply, often with their own built-in wholesale divisions. Other wholesalers (including the businesses in Produce Row) direct the balance. When compared to large retail chains with built-in wholesale divisions, Produce Row offers unique advantages and connections to local economic, social, environmental and food security benefits.

Many Vancouverites shop at their local green grocers or neighbourhood market. Produce Row businesses supplies this segment of the market that is not prioritized or well-served by mainstream suppliers—smaller, independent retailers such as Choices, IGA, T&T, Kin's Farm, Granville Island vendors, Lonsdale Quay markets, neighbourhood stores such as Benny's and Union Market in Strathcona and produce stores in Chinatown, Commercial Drive, among others. There are hundreds of these types of retailers in our city. They are corner grocers, specialty stores, and markets, many of which are small, ethnic and independent and this sector needs to be supported and expanded to achieve food security across the city. Furthermore, lower-income areas of the city are served by large numbers of these types of retailers (Food Secure Vancouver).

The rest of the food that Produce Row distributes is supplied to local super markets, local restaurants, other food distributors who further distribute it to local businesses—even large distributors such as Gordon Food Service and Sysco. It is also supplied to other areas in Western Canada and sometimes other parts of the world. An average of 61% of Produce Row's goods/services are sold in the Lower Mainland (33% Vancouver proper), 18% in BC outside the Lower Mainland, and 21% outside BC.

Produce Row is a very important link in the city's produce supply. Produce Row businesses, because of their proximity to each other, relationships built over the years and resulting synergies, have become a unique and sensitive 'food hub' right in the heart of the city. Because of the nature of this organically formed network, Produce Row is able to distribute in a way that best:

- fosters friendly but fierce competition that keeps prices low for local consumers and promotes food security;
- fulfills local customer demand for affordable produce and a large variety of ethnic produce that is not as easy to access elsewhere;
- creates a bridge between ethnic and mainstream markets;
- makes it easier for local, small, and independent stores to compete with big box stores;
- supplies local non-profits and social enterprises who do not have the means to travel far to access affordable foods;
- supplies cruise ships docked for limited timeframes downtown, thus contributing further to the economic health of the city;

- employs local residents. Some Produce Row companies have been listed as Canada's 50 Best Managed Companies and many take pride in providing quality benefits, training and upward mobility for their workers.
- distributes in a more sustainable way. Suppliers save gas and greenhouse gas emissions through the convenience of dropping product off to 14 businesses clustered in one small geographical area; and,
- contributes to the City's emerging zero waste targets by selling almost all of their product, even if it's near the end of its shelf life—due to the proximity of retailers and trade amongst the group of businesses.
- advocates for the local food system. Together, Produce Row businesses are seen by their counterparts as major players when it comes to the produce and food industry. Many of the businesses speak and advocate for food industry on numerous provincial, national and North American food industry associations and committees.

Food Processing

Some businesses on Produce Row produce and package their own products. For example, Fazio Foods creates its own cooking oils, dipping sauces, salad dressings and mayonnaise which are supplied to restaurants such as White Spot. Trimpac Sysco Fine Meats produces standard and specialty cuts of meats, including many local meats from livestock raised within 100-miles of Produce Row. FreshPoint Produce produces high quality cut produce such as shredded lettuce, chopped lettuce and sliced tomatoes for restaurant chains like Wendy's, McDonald's, KFC, Pizza Hut and White Spot, retailers such as Costco and food distributors such as Sysco. Produce Row businesses also buy some of the ingredients for their products from other Produce Row and local businesses. This contributes to community economic development and sustainability and would not be possible in the case of larger wholesalers.

Marketing

Most Produce Row businesses do their own marketing and some have their own built-in marketing departments. They design media and advertising campaigns, design packaging, create product information and seasonal menus for restaurants, introduce to products to the market, conduct sampling and in-store product demos for local retailers and create information on how to use ethnic and tropical product.

Markets & Purchasing

Produce is available for sale 365 days a year on Produce Row. If Produce Row were to shut down, many of Vancouver's produce retailers and restaurants would run out of fruits and vegetables within 3 to 4 days. In addition to large-scale distribution and deliveries, Produce Row businesses also sell product directly to customers. Many local retailers and restaurants come first thing in the morning to pick up product to get to their customers for that night's dinner. Front dock sales represent a third of the sales for the businesses that do offer this service on Produce Row. The cash-carry consumers are local grocery stores, green grocers, restaurants and other small food service distributors. These retailers have more flexibility to purchase local and seasonal products as well as hand select their product. They are also able to get good deals by buying products that are towards the end of the shelf life—sparing this produce from the local landfill.

Preparation & Consumption

Food consumption patterns have changed dramatically over the past 50 years with most Canadians now relying on purchased, imported and usually packaged foods. Stats Canada reports that only 40% of Canadians consume more than 5 fruits and vegetables per day. People are now recognizing that good health depends on going back to eating fresh and nutritious foods like fresh produce. Produce Row

businesses directly and indirectly ensure that fresh fruits and vegetables are on the plates of people across the province. They sell directly to local businesses and restaurants—getting the freshest, most affordable and most accessible food possible on local residents’ plates. Produce Row businesses supply food for food security programs such as DTES Kitchen Tables and Quest Food Exchange. They are also industry partners in programs such as Half Your Plate (www.halfyourplate.ca) which promotes increased fruit and vegetable consumption for Canadians and is endorsed by the Canadian Cancer Society and the Heart and Stroke Foundation. They are involved in educational marketing campaigns that teach consumers how to best prepare certain foods such as ethnic and tropical varieties of produce that may not be familiar to all Canadians. Furthermore, most Produce Row businesses donate food to local food security initiatives and for charity events which ensures that local residents receive fresh produce and other foods which they wouldn’t normally have adequate access to. They give to local charities, the food bank, hospitals and neighbourhood schools across the city. For example, Fresh Direct Produce supplies around 7,000 pounds of produce a week to Quest Food Exchange which assists them with their healthy snack program providing 150 elementary school students with a snack each day. They are also able to supply hundreds of local families with fresh vegetables for their holiday dinners because of Fresh Direct’s donations. Fresh Direct also supports Strathcona Elementary School with breakfast kits each morning for their breakfast program. Other charities supported by Produce Row include the BC Children’s Hospital, the Ronald McDonald House BC, the BC Cancer Society, and the Boys and Girls Club of South Coast BC.

Resource & Waste Recovery

All of Produce Row’s businesses participate in the City’s composting and recycling programs. Some give compost back to local farmers who pick it up to use for things like producing pig feed. As large businesses, they also pay recycling fees to Multi Material BC which helps reduce costs for the City of Vancouver. In addition, they are almost zero-waste operations as a result of their location and the synergies amongst themselves. Frequent deliveries and smaller shipments are necessary when distributing produce due to shorter shelf life. A produce distributor could replace their warehouse inventory on average 55-90 times per year, whereas dry food is closer to 17 times per year. Amazingly, very little product is wasted by Produce Row businesses. This is partly due to its proximity to cash and carry customers who pick up more affordable product that isn’t ‘grade A’ and sell it in their nearby stores before it spoils—sparing this produce from the local landfill.

PRODUCE ROW STRENGTHS

As a unique and essential part of the local food system, Produce Row has a significant positive impact on the city and regional as a whole. This positive impact can be broken down into the following four areas: economic, ecological, social and food security strengths.

Economic Strengths

"I certainly completely agree with the Produce Row owners that there has to be a priority in protecting the jobs and the contribution they make to the urban economy, especially our food system... It's not just of city significance – it's got some provincial significance.

--Vancouver Councillor Geoff Meggs

Regional Economic Development

- The food sector is a vital component of the regional economy. One in every eight jobs in Metro Vancouver is in a food-related industry, including agriculture, fishing, processing, distribution, retail and food services. Total revenue for the B.C. food industry is estimated to be over \$35 billion dollars and a significant portion these businesses are located in Metro Vancouver.
- Move approximately \$700 million worth of goods in and out of Vancouver and Western Canada annually which has a multiplier effect of 1.2 billion dollars in retail sales. To put it in perspective, the Farmers Markets generated 8.1 million in sales in 2014.
- 38% of their goods and services are purchased within BC.
- 79% of their products are sold within BC.
- Outbound shipping through the port and airport allows them to have customers in other regions.
- Every 100 acres of industrial land that is developed results in \$1.9 billion of direct and secondary economic benefits. Metro Vancouver reports about 23 per cent (275,000) of the region's jobs are accommodated on industrial lands.

Local Economic Development

- For the most part they are independently-owned, local businesses, so they are an important part of Vancouver's local economy.
- Produce Row businesses pay approximately \$120,000 each in property taxes to the City of Vancouver every year.
- Supply produce to other local supermarkets such as Kin's Farm Market, T & T Supermarket and the Granville Island Public Market and to local food service distributors like Emerald Earth Foods which delivers fruit and vegetables to 80 restaurants in the North Shore.
- The amount of food they distribute results in approximately 1.2 billion dollars in retail sales annually.
- The distribution hub is vital for the very small independent grocers and fresh produce markets that are completely dependent on the close proximity of Produce Row's for the success of their operations. Many of them would not exist without Produce Row.
- Proximity to customers allows food grocers and other food-related businesses to keep prices down and affordable.
- Distribute local farmers' produce.
- Most sales are local, an average of 33% of goods/services sold in the City of Vancouver, 28% in the Lower Mainland outside Vancouver, 18% in BC outside the Lower Mainland, and 21% outside BC.

Community Economic Development

- Buy and trade from each other and other nearby industrial food producers and distributors.
- Supply community-based, small, independent and neighbourhood-based businesses that are often left behind by mainstream suppliers.
- Contribute to the affordability of goods and services in nearby neighbourhoods.
- Part of Food Security initiatives in Vancouver, which depend on the affordability, diversity and proximity of Produce Row to run their programs. Downtown Eastside Kitchen Tables caterer supplies food for several soup kitchens and social enterprises. They spend \$1,500 to \$2,000 a week buying fresh produce at Produce Row.
- Provide low-skilled jobs for immigrants and those who do not speak English.

Large-Scale Local Employer

- Provide 1002 total jobs: 823 full-time jobs and 179 part-time or seasonal jobs.
- Average annual payroll amount, including employee benefits, is around \$49 million.
- Source of unskilled labour employment opportunities and immigrant labour employment opportunities. Utilize the services of local workforce non-profits to get workers. Have historically hired Chinese immigrants who couldn't speak English when they first came to Vancouver.
- Provide opportunities for upward mobility. Many employees start at the bottom and work their way up.
- Employee loyalty: The companies on Produce Row have employed generations of families that grew up in the Strathcona and Chinatown area, often hiring many unskilled workers and new immigrants. "We often say the employees of Produce Row are like a big family. It's a family we want to keep intact."

Interdependency/Synergy

- Constitute a cluster of independent and informally linked companies. The proximity of companies and businesses in one location and the repeated trade among them fosters efficiency, effectiveness, flexibility and trust. With this alternative way of organizing, clusters avoid the inflexibilities of vertical integration or the challenges of forming and maintaining more formal linkages such as networks, alliances, and partnerships.
- Specific markets and niche were created over many decades and emerged from the relationships among these companies, their neighbourhood, their customers, many times in a personal manner. The time, energy and relationship-building invested into this cluster are irreplaceable.
- Have inherent flexibility due to well-established network of independent customers, which makes them more affordable, resilient and sustainable.
- Competitive nature of the cluster gives the cash and carry customers a cost-effective edge. It keeps their prices low because customers can decide and haggle over prices.
- Constitute a one-point sale for customers, which save them time and money.
- Buy from and sell from one another, as needed, to avoid shorting customer orders.

Ecological Strengths

Lower Greenhouse Gas Emissions and Dependency on Fuel

- Proximity to port and airport.
- Proximity to the local/independent retail and food businesses they serve so less fossil fuel is spent in this part of the distribution.
- Single point of sale for customers, brokers and suppliers.

- More than 50% of Produce Row employees live close to their employers in the City of Vancouver, keeping the city green by walking or taking a short bus ride to work. Damien Bryan from Discovery Organics estimates 70% of his 50-plus workers bike, walk or take public transit to work. “We have a predominantly young staff. Seventy per cent don’t have cars or a license.”

Lower Chemical Pesticide-Use

- Supply foods that are organically grown, free of chemicals and environmentally-unfriendly pesticides

Support for Local Food Producers

- They distribute produce from local farms such as Evergreen farms and Berry Haven Farms. Due to the lack of infrastructure/technology in smaller local farms they often can’t trade their products because they are not retail-ready. Produce Row businesses enable them to do so.
- Some of the businesses produce food such as Fazio Foods, Trimpac Sysco Fine Meats and FreshPoint Produce.
- Produce Row businesses also buy some of the ingredients for their products from other Produce Row and local businesses.

Zero Waste

- They produce virtually zero waste because of their flexibility with prices and relationships with independent grocers, who can also lower prices on their shelves. Produce is almost always sold. The very little product that does spoil is composted.
- They participate in City composting and recycling programs and recycle most of their waste.
- They give compost to local farms.

Social Strengths

Piece of Living History

- Legacy and cultural link to Chinese community--In 1959, produce distributor Kohn Jing Co. Ltd was the first to move to Malkin Avenue from Chinatown and other distributors followed. Economic activity grew on the street and evolved organically into a business hub, now known as Produce Row.
- The food system in Metro Vancouver reflects the history of the first people of the region and subsequent waves of immigration. Produce Row is a prime example of this.

Long-Term Neighbourhood-Based Tenure

- Many of the businesses currently operating on Malkin Ave. have been in this location for over twenty years. The Produce Terminal has been operating in the Chinatown/DTES/Strathcona/Flats area for the past 68 years, 37 of those years on Malkin Ave.

Social Impact Employment

- Historical low-barrier employer. From the beginning, the produce houses provided the employment for unskilled immigrants who didn’t speak English when no one else would. Possibly the only produce hub that is dominated by Asian workers in North America today.
- Employee loyalty and place-based employment: The companies on Produce Row have employed generations of families that grew up in the Strathcona and Chinatown area, often hiring many unskilled workers and new immigrants with limited English. We often say the employees of Produce Row are like a big family. It’s a family we want to keep intact.
- Provide upward mobility: Bryan Uyesugi, president of FreshPoint Vancouver, started work 46 years ago, when he was 17, with FreshPoint’s predecessor, Pacific Produce. Upward mobility for immigrant/unskilled workers: Decades ago, these businesses, many of which migrated to Malkin

from Chinatown, hired unskilled immigrants when no one else would. A lot of those workers, youngsters at the time, now occupy senior posts within Produce Row businesses.

Diversity and Multiculturalism

- Serve needs of a diverse population. Buy, sell, trade and share goods with each other to meet the demands of a diverse multicultural group of customers.
- History and business practices reflect the rich cultural diversity that has shaped the region and Metro Vancouver's food system. 40% of the region's residents were born outside of Canada.

Charity

- Give to local charities, including the nearby food bank, hospitals and neighbourhood schools. We support local charities like the Ronald McDonald House BC, BC Children's Hospital, BC Cancer Society, the Boys and Girls Club of South Coast BC, and Quest Food Exchange.

Community Connection

- Buy, sell, trade and share goods with each other to meet the demands of a diverse multicultural group of customers.
- Connected to community businesses and residents. For example, Peter Joe is a Board Director of Strathcona BIA. Peter (son) and Lesley (father) own and operate Sunrise Soya Foods and Sunrise Market located in the DTES. Sunrise Market purchases all of their produce from Produce Row.
- Embodies 'local.' Give to local charities, hospitals and neighbourhood schools. Supplies independent stores, produce stands and restaurants. Buys from many local farmers.

Food Security Strengths

"Central elements of any community's food security are its domestic food stocks and production capacity, and its capacity to import adequate food to fill the gap between what is produced and what is consumed."

—Baker Mukeere, Food Secure Vancouver

Filling the Gap in the Food System

- Key component of Metro Vancouver food system. Since only 20% of the food we consumed is grown locally, these companies are filling the gap between what we produce here and what we consumed. They move approximately \$700 million wholesale of food products whereas Farmers Markets sales were 8.1 million in 2014.

Local Food Source and Distribution

- Trade local products when possible and in season.
- Distribute local food products such as the Sunrise Soya Foods' tofu products and soya drinks and some of them produce food products.

Nutritious, Healthy, Fresh, and Diverse Food Source

- Meet demands of multicultural/ethnic markets, which make up a large portion of Vancouver's population and retail.
- Provide many more varieties of produce than mainstream food retailers.
- Source of nutritious food: fruits, vegetables, organics, healthy oils, protein.
- Source of organic products from local and imported sources.
- Proximity allows restaurants and grocery stores to access the food in the freshest state possible after the food arrives from their initial sources. They can avoid traffic peak hours and cut the delivery times by an hour since the location of Produce Row is the inner city.

Affordable Food Source

- Can offer more affordable food to the people. Produce Row and their well-established network of independent, local customers are more flexible in their pricing.

Contributor to Food Security Initiatives and Charity

- Part of various food security initiatives in Vancouver, which depend on the affordability, diversity and proximity of Produce Row to run their programs. Downtown Eastside Kitchen Tables caterer supplies food for several soup kitchens and social enterprises. They spend \$1,500 to \$2,000 a week buying fresh produce at Produce Row.
- Donate food to school meal programs, local food charities and other charitable initiatives.
- Donate staff time to charity events.

Resilience

- Once local food production increases and the regulatory system changes to allow more of these products in our markets, this independent, Vancouver-owned network could potentially distribute more locally grown products because their customers, independent food retailers and food services companies, have the necessary flexibility to change.

POLICY CONNECTIONS

Produce Row Contributions and Policies that Affirm Them

Local and Regional Economic Development	<ul style="list-style-type: none"> • DTES Local Area Plan • False Creek Flats Plan (Emerging Directions) • CoV Healthy City Strategy • CoV Industrial Land Policies (1995) • CoV Metropolitan Core Jobs Strategy • Metro Vancouver Industrial Land Protection and Intensification Policies • Metro Vancouver Regional Growth Strategy • VEC Economic Action Plan
Preservation of Industrial Land	<ul style="list-style-type: none"> • False Creek Flats Plan (Emerging Directions) • CoV Industrial Land Policies (1995) • DTES Local Area Plan • CoV Metropolitan Core Jobs Strategy • Metro Vancouver Industrial Land Protection and Intensification Policies
Retention of Employment Space	<ul style="list-style-type: none"> • False Creek Flats Plan (Emerging Directions) • CoV Metropolitan Core Jobs Strategy • VEC Economic Action Strategy
Environmental Sustainability	<ul style="list-style-type: none"> • False Creek Flats Plan (Emerging Directions) • CoV Greenest City 2020 Action Plan • CoV Healthy City Strategy • Metro Vancouver Regional Food Strategy • Metro Vancouver Regional Growth Strategy • Vancouver Food Charter • Vancouver Food Strategy • VEC Economic Action Plan
Green Enterprise	<ul style="list-style-type: none"> • False Creek Flats Plan (Emerging Directions) • CoV Greenest City 2020 Action Plan • Vancouver Food Strategy • VEC Economic Action Strategy
History/Heritage/Culture	<ul style="list-style-type: none"> • DTES Local Area Plan • DTES Social Impact Assessment • False Creek Flats Plan (Emerging Directions) • CoV Healthy City Strategy • CoV Metropolitan Core Jobs Strategy • Vancouver Food Strategy
Strong Food Sector	<ul style="list-style-type: none"> • False Creek Flats Plan (Emerging Directions) • CoV Greenest City 2020 Action Plan • Metro Vancouver Regional Food Strategy • Vancouver Food Strategy • VEC Economic Action Strategy
Local/Social Employment	<ul style="list-style-type: none"> • CoV Healthy City Strategy • DTES Local Area Plan • DTES Social Impact Assessment • CoV Healthy City Strategy
Local-Serving Retail	<ul style="list-style-type: none"> • DTES Local Area Plan • DTES Social Impact Assessment
Sustainable Local Food System	<ul style="list-style-type: none"> • DTES Local Area Plan • CoV Greenest City 2020 Action Plan • CoV Healthy City Strategy • Metro Vancouver Regional Food Strategy • Vancouver Food Charter • Vancouver Food Strategy
Food Security	<ul style="list-style-type: none"> • DTES Local Area Plan • DTES Social Impact Assessment • CoV Healthy City Strategy • Metro Vancouver Regional Food Strategy • Provincial Food Security Initiatives • Vancouver Food Charter • Vancouver Food Strategy

Both the City of Vancouver and Metro Vancouver have put sustainability as the centre of their planning, operations and vision for the future. Various local community, municipal, regional and provincial initiatives include short and long term goals to build a fair, sustainable and healthy Regional Food System and thriving economy. Produce Row fits directly within this framework in terms of social, environmental and economic sustainability, as well as a major contributor to urban food security. The following policies/initiatives can be used as support for the retention of Produce Row businesses at its present location in the False Creek Flats.

7 Food Solutions (DTES Kitchen Tables Project)

www.dteskitchentables.org

The Downtown Eastside Kitchen Tables Project, a program of the Potluck Cafe Society, is improving the health of Downtown Eastside residents by increasing the availability and choice of nutritious food neighbourhood-wide. Based on a Right to Food philosophy, the project is a collaboration of residents, food and service providers to create a sustainable Downtown Eastside Food System that enables people to access, abundant healthy food in a dignified manner while creating jobs in the community.

The 7 Food Solutions are about reforming the quantity, quality and delivery of food in the DTES. The 7 Solutions were determined by the community back in 2009 when the DTES Kitchen Tables Project was first created. They're holistic in that they go from "seed to compost" and are key to creating a DTES Food Economy which employs low-income residents facing barriers to traditional employment.

7 Food Solutions:

1. Creating Nutritional & Food Quality Standards=fresh protein, fruits & vegetables)
2. Menu & Recipe Development=creative, tasty and nutritious meals)
3. Effective Food Procurement (collective buying from local BC & Canadian Farmers)
4. Food Preparation & Processing (creating diverse food related 'jobs')
5. Food Distribution (no long lineups and many neighbourhood distribution points)
6. Engaging Food Professionals (partnering with creative Chefs with proven kitchen processes and procedures)
7. Greening DTES Kitchens (food composting & recycling through existing DTES social enterprises)

Pertaining to Produce Row:

- Provide nutritional and high quality food standards (Food Solution #1).
- Buy from local BC and Canadian Farmers (Food Solution #3)
- Create diverse food related jobs, often for people with limited skills, limited English and other barriers to traditional employment (Food Solution #4)

Downtown Eastside Community Economic Development Strategy (Fall 2016)

<http://vancouver.ca/people-programs/ced-strategy.aspx>

The City of Vancouver is currently co-creating a Community Economic Development Strategy with Downtown Eastside (DTES) communities to help meet goals of the Downtown Eastside Plan which include attracting new business, the retention of local business, retention of local-serving business, retention of industrial lands and business, and inclusive local employment among other social, health, food security and well-being goals.

Pertaining to Produce Row:

- The City of Vancouver's Community Economic Development Strategy Action Committee is a potential ally.

Downtown Eastside Food Charter (DTES Neighbourhood House)

The Downtown Eastside Food Charter is a grassroots Charter, an affirmation of our Right to Food. It's a community-based neighbourhood specific Charter that acts as a complement to the City of Vancouver's Food Charter.

Pertaining to Produce Row:

- What it means for the DTES to be a community where everyone is well nourished:
 - Healthy abundant food is available across the neighbourhood in a variety of affordable grocery stores, markets and restaurants as well as Community Kitchen type initiatives.
 - Food providers employ DTES residents living with barriers to traditional employment.
 - Food providers and sister organizations work collaboratively to together secure better quality food, improve the ways in which it's delivered and educate food donors about the nutritional needs of residents.

Downtown Eastside Local Area Plan (City of Vancouver)

<http://vancouver.ca/files/cov/downtown-eastside-plan.pdf>

This Local Area Plan for the Downtown Eastside (DTES) was prepared over a two-year period by the City and the Local Area Planning Process (LAPP) Committee. The LAPP Committee consisted of representatives from a number of community groups, low-income and middle income residents, Aboriginal groups, as well as business, non-profit housing and social service organizations. The plan aims to ensure that the future of the DTES improves the lives of all those who currently live in the area, including low-income and middle-income residents, the homeless, seniors, women, children and families.

Pertaining to Produce Row:

- Social Impact Objectives:
 - Ensure that developments and businesses fit the DTES neighbourhood context, offer needed, locally-serving uses, and do not significantly exclude or negatively impact the low-income community.
 - Maintain the diversity of existing businesses and commercial uses and support affordable commercial spaces for social enterprises, micro-enterprises and small businesses providing low-cost goods and services for residents.
 - Encourage the use of local goods and services in the construction, operation and maintenance of the proposed development or business.
 - Encourage local and inclusive hiring in the construction, operation and maintenance phases of the improvement and the strengthening of social and micro economies.
 - Retain, preserve and celebrate local heritage, arts and culture for all.
- Principle 1—Neighbourhood Development
 - The area remains mixed-use, allowing residential, commercial, industrial, civic, and institutional uses, as well as parks and open space
- Principle 3—Local Economy
 - Community economic development is encouraged and supported

- Retail and mixed-use centres serving local needs are encouraged
- Local business is supported and barriers to establishing business are reduced
- Residents are given opportunities to earn a living that at a minimum, pays for their basic needs
- Local hiring and social purchasing policies are a priority
- Opportunities for employment in local business, social enterprise, green/ high tech and micro enterprises are created
- Industrial job space is preserved while accommodating new uses and processes, which align with the evolving economy.
- Principle 4—Health and Well-Being
 - There is improved community safety, access to nutrition, addiction, mental health and other health supports
- Principle 5—Art, Culture and Heritage
 - The arts, cultural, and heritage assets of the area are identified and key assets are protected
 - The area's diverse cultural heritage is recognized and celebrated (including Aboriginal, Japanese-Canadian, Chinese-Canadian, labour movement, etc.).
- Policies
 - 6.9.1 Maintain as local, regional, national, and global- serving industrial areas with key transportation infrastructure and connections.
 - 6.9.2 Work with BIAs to better understand the needs of local industrial sector, including ways the city can support and foster growth and intensification of industrial uses, as well as potential infrastructure and transportation network improvements.
 - Support local industry clusters in areas of economic growth and social enterprise.
 - 6.10.2 Encourage new businesses and services that are committed to social responsibility and provide benefits for all residents.
 - 6.13.1 Continue to work with VEC in support of business and community-based initiatives to develop green enterprises and broaden green business practices in support of the Greenest City 2020 Action Plan.
 - 8.2.2 Continue to support businesses, social enterprises and non-profit agencies involved in processing and distribution of affordable, healthy, local, and sustainable foods.
 - 8.2.4 Continue to expand local food production and food growing opportunities.
 - 8.2.5 Encourage more affordable restaurants/food retail businesses that serve the community through social enterprises or cooperatives.
 - 8.2.6 Facilitate job creation in the food sector.
 - Create food-related green jobs.
 - Address challenges to growing, processing, warehousing and distributing local and sustainable foods.
 - 8.3.1 Support programs serving DTES residents within the City's range of policies and tools.
 - 10.1.1 Give support to existing businesses, foster business-to-business networking and create more demand for local products and services.
 - Continue to improve infrastructure, digital connectivity and the public realm environment to support business competitiveness, sharing between businesses and institutions and create opportunities for local residents for education, self-employment and micro business development.

- Facilitate green enterprise practices and innovative green business methods to achieve the Greenest City Action Plan objectives and create local employment.
- 10.1.2 Direct special attention to local-serving businesses, supporting successful social enterprises and maximizing the potential of the industrial lands and historic heritage areas
 - Identify, secure and maximize economic/business assets that serve the low-income community.
 - Ensure the regulatory environment and city infrastructure maximizes opportunities for industrial lands and existing industrial enterprises.
- 10.1.3 Support community-based initiatives that strengthen the local economy.
 - Continue to support business and community-based initiatives to develop green enterprises and broaden green business practices in support of the Greenest City Action Plan.
- 10.2.1 Work with Vancouver Economic Commission (VEC) to introduce measures to reduce barriers to new business establishments (which are considered a good fit and needed in the neighbourhood) and support their integration into the social fabric of the neighbourhood.
- 10.2.2 Review industrial land policies to ensure they remain attractive to business investment.
 - Investigate ways to improve infrastructure and ensure an environment within which industry can remain competitive and sustainable in partnership with the BIAs, VEC and the industrial sector.
 - Maximize opportunities in industrial lands for existing and new enterprise to support the Port and the regional economy.
- 10.2.3 Create opportunities for green enterprise, social enterprise and high tech business.
- 10.3.1 Ensure all residents, in particular low-income residents, have access to necessary affordable goods and services near where they live.
 - Undertake an analysis of the retail and commercial needs of the low-income community to contribute to broader retail strategies and to ensure appropriate and adequate retail for people with low purchasing power.
 - Facilitate the establishment of suitable and culturally appropriate affordable food and retail enterprises (e.g. restaurant, green grocer and produce markets) to areas of the neighbourhood where there are gaps in retail and amenities
 - Maintain and encourage fine-grained, small-scale commercial opportunities (for example, corner stores) in residential areas where demand exists and where their position may be secured with minimal impact on adjacent uses.
- 10.3.2 Formulate and implement retail strategies to attract new enterprise investment which is needed in the neighbourhood while achieving a good neighbourhood fit
 - Assist and support existing retail areas (including Chinatown, Powell Street (Japantown) and Gastown) to have a vibrant mix of shops and services.
 - Secure affordable local-serving retail and food outlets, encourage social enterprise development and guide new retail and restaurant investment.
- 10.4.1 Create employment (especially low-barrier jobs) through inclusive, social impact hiring, and local employment opportunities.
 - Encourage labour intensive local industry, light and service industry and the creative arts sector.
 - Maintain industrial lands for industrial uses that contribute to local job creation.

- 11.4 Support the efficient movement and delivery of goods and services, while reducing negative impacts to the community and the environment
- 13.3.1 Update the Vancouver Heritage Register to reflect broader heritage values, e.g., social movements, significant street events, traditions, public places and historic areas (such as Powell Street (Japantown), and other building sites and places of heritage value which are currently not on the heritage register.
- 18.2.1 Develop a Community Asset Management program (focused on the CBDA) to monitor existing assets regarded as essential for vulnerable groups living in the DTES, facilitate sustainable asset creation to fill identified gaps and create awareness in the community and across the city about the importance of these assets.
- 18.2.2 Perform further work to identify, categorize and define critical community assets including a retail and social service analysis to determine needs, gaps and opportunities.
- 18.2.3 Develop mitigation strategies to retain and/or replace critical assets where necessary.
- 18.2.4 Encourage partnerships between residents, businesses, developers and governments in managing the assets towards building the neighbourhood in terms of the vision of the DTES LAP.
- 18.2.8 Develop a good neighbour practices program to support local business, bridge the local resident community with the local business community, maximize opportunities to leverage community benefits from these connections and promote inclusive community economic development
- Actions for Implementation
 - Continue to expand access to affordable, nutritious, and culturally-appropriate foods for residents.
 - Attract and retain food-related non-profit organizations and small businesses to be viable within the DTES.
 - Assist BIAs to enhance the local business environment and attract new businesses at a 10-year target rate of 3 to 5% growth.
 - Increase local employment (a target of at least 1,500 jobs over 10 years) encouraging inclusive local hiring opportunities.
 - Facilitate social and green enterprise practices and innovative business methods to achieve Social Impact objectives and Greenest City Action Plan objectives.
 - Identify, secure and maximize economic/business assets that serve the low-income community.
 - Promote a social procurement policy for the DTES in partnership with key stakeholders.
 - Ensure the regulatory environment and city infrastructure maximizes opportunities for industrial lands.
 - Support the local economy through more efficient goods movement and loading facilities.
 - Identify, preserve and improve places with social and cultural meaning to the community.
 - Update the Vancouver Heritage Register to reflect broader heritage values.
 - Implement the Social Impact Management Framework to protect and enhance identified community assets, and manage neighbourhood change to provide benefits and opportunities for local residents.

DTES Social Impact Assessment (2012)

<http://vancouver.ca/files/cov/social-impact-assessment-2014-feb-26.pdf>

In 2010, DTES residents and community groups voiced their concerns about development impacts on their neighbourhood and patterns of displacement and in response, Vancouver City Council directed: “THAT a social impact study be conducted to assess the effect on the existing low-income community of new developments in the historic area and where opportunities for enhanced affordability and liveability may be achieved.” The following year, when considering the Terms of Reference for undertaking a planning program in the Downtown Eastside, City Council directed: “The development of a City-directed Social Impact Assessment will be pursued as a priority of the Downtown Eastside Local Area Planning Process work program”. As a follow-up to Council directions and community concerns, a Social Impact Assessment (SIA) was prepared in 2011-2013 in a parallel process with the DTES Local Area Planning Program (LAPP). The key goal of both the SIA and LAPP is to ensure that future development in the DTES improves the lives of all those who currently live in the area, particularly those with low-incomes.

Pertaining to Produce Row:

- Potential Impact Areas
 - Livelihoods
 - Retail affordability and access
 - Employment opportunities
 - Local hiring
 - Places
 - Heritage and cultural conservation
 - Food Access and Security
 - Low-cost and free food options
 - Food assets
 - Nutritious and quality food
 - Inclusion, belonging and safety
 - Sense of community and social cohesion
- Community Assets
 - Affordable food
 - Benny’s Market
 - Chinatown
 - Sunrise Market
 - Food assets
 - Food lines
 - Free food from non-profits
 - Food-related social enterprises
 - Low-cost stores/retail
 - Potluck Café
 - Small neighbourhood retailers
 - Work/jobs
 - Community-minded business
- Community Gaps
 - Affordable grocery stores
 - Nutritious and good quality food
 - Access to food that comes from farms
 - Purchasing power
 - Employment
 - Affordable shops

- Local community businesses (not franchises)
- Things to be monitored
 - Social enterprise
 - Locations of low-cost or free food
 - Cultural assets/spaces

False Creek Flats Planning Process Emerging Directions

The Greenest City Action Plan targets the Flats to become the Greenest Place to Work in the World. In addition to this goal, the area has also been identified as well-served by transit and ideal to significantly intensify industrial and office employment. In order to achieve these goals, the emerging directions seek to establish a framework to harness the unique opportunities and unlock the untapped potential of the area.

Pertaining to Produce Row:

- Key Principles:
 - Greater sustainability through green and resilient spaces, businesses, infrastructure and development.
 - Economic diversity, with affordable work spaces, innovation and the circular economy leading to intensification of green jobs through mixed land uses.
 - Appropriate policies to enable future development while honouring industrial and cultural heritage assets and the historic link to water.
 - Opportunities for the local food system with an inclusive food bank, food commissaries, community gardens, produce businesses and farmers market.
- 'Back of house'
 - These industrial areas in the north and eastern sector, provide a strategic back-of-house location for a variety of city-serving businesses, City of Vancouver facilities, an artist/cultural cluster, and the core of an established and growing food district. Home to two of Vancouver's oldest community gardens and Strathcona Park, future connections will seek to link existing ecological habitats with new pathways, an expanded public realm and tree canopy.
 - Protect industrial back-of-house
 - Grow the established food district
- Local Economy
 - There are an estimated 600 businesses providing a wide range of essential services, industrial and creative manufacturing supports to the economy of the region. The Flats is also home to a number of innovative green business clusters in which individual businesses are often struggling to get established. Business to business networks could play a critical role, contributing to economic transformation, innovation and growth. Emerging directions and economic strategies need to investigate opportunities to develop ongoing business support, partnerships and business-to-business networking, leading to intensified mixed employment opportunities. Directions also identify potential business decisions and choices that could place a renewed focus on innovation in environmental stewardship and sustainability.
 - Explore assistance programs, incentives, education, workshops to encourage industrial intensification

- Food District
 - A variety of food related businesses call the Flats home and create the backbone of a long-term sustainable food system in our city. Relying on existing distribution networks, these businesses have largely clustered along Malkin, in what is often referred to as Produce Row. In addition to the variety of innovative food related businesses, the area is also home to two of the city's oldest community gardens. With such a strong cluster already present, the emerging directions seek to support this sector in the development of an emerging 'Food District'. Additional food related industries are clustered throughout the Flats, including food commissaries, food processing and storage
 - Support long term viability of food related businesses
 - Explore the development of a 'Centre of Urban Food Excellence' to embed food and food related businesses
 - Explore potential synergies with other food related businesses/ community groups across the area
 - Investigate impacts to produce companies and community gardens from potential the east-west road link
 - Support intensification and improved efficiencies with produce wholesalers and other food related businesses
 - Examine the future space needs of wholesale, aggregation, and retail uses and review existing policy accordingly
- Transportation
 - A large focus of the planning process is focused on the desire for better connections to and through the False Creek Flats. While new connections and linkages will be explored, Council has also directed staff to seek a new alignment for the existing east-west arterial on Prior/Venables Streets. The ultimate goal of these improved connections will be a more accessible area, unlocking the untapped potential to transform it into a greener, healthier place to work.
 - Explore a new east-west rail/road separated arterial alignment as an improved replacement truck route for the current Prior/Venables Street route, thereby providing for uninterrupted movement of rail, trucked goods, and emergency response vehicles

Greenest City 2020 Action Plan (City of Vancouver)

<http://vancouver.ca/files/cov/Greenest-city-action-plan.pdf>

The City's Greenest City 2020 Action Plan (2011) has set goals aimed at building a more just and sustainable food production, distribution, access, and waste management. Existing food assets are supported through policy, supportive land-use, infrastructure, and grants that will increase capacity-building and local food jobs.

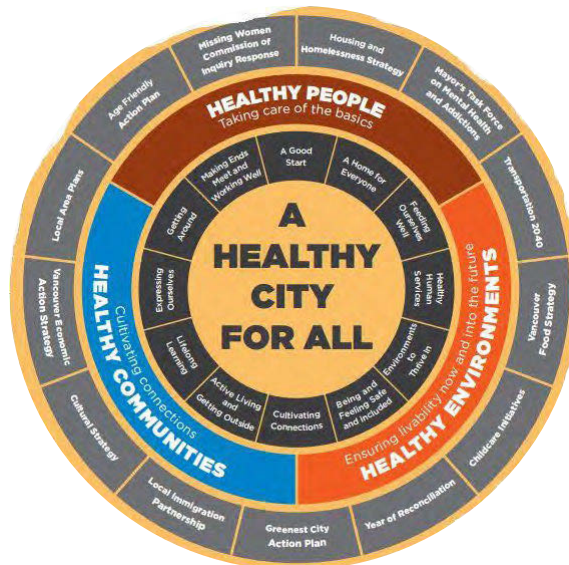
Pertaining to Produce Row:

- Goals
 - Eliminate dependence on fossil fuels
 - Make walking, cycling and public transit preferred transportation options
 - Create zero waste
 - Vancouver will become a global leader in urban food systems
 - Secure Vancouver's International reputation as a mecca of green enterprise
 - Achieve a one-planet ecological footprint

- 2020 Targets
 - Reduce community-based greenhouse gas emissions by 33% from 2007 levels
 - Make the majority of trips (over 50%) by foot, bike, and public transit (achieved)
 - Reduce distance driven per residents by 20% from 2007 levels (achieved)
 - Reduce solid waste going to landfill and incinerator by 50% from 2008 levels
 - Increase city-wide and neighbourhood food assets by a minimum of 50% over 2010 levels
 - Double the number of green jobs over 2010 levels
 - Double the number of companies that are actively engaged in greening their operations over 2011 levels
 - Reduce Vancouver's ecological footprint by 33% over 2006 levels
- 2040 Targets
 - Make at least two thirds of all trips by foot, bike and public transit
- 2050 Targets
 - Reduce greenhouse gas emissions by 80% below 2007 levels

Healthy City Strategy (City of Vancouver)

http://council.vancouver.ca/20141029/documents/ptec1_appendix_a_final.pdf



The City of Vancouver's Healthy City Strategy is a long-term and integrated plan that helps us think, act and work together in new ways to change the conditions that impact the health and well-being of people, places and the planet. It is based on a broad and holistic understanding of health and well-being: The building blocks of a Healthy City for All which are based on the interconnected social determinants of health.

Pertaining to Produce Row:

- Feeding Ourselves Well
 - Access to sufficient, safe and nutritious food is critical. It not only nourishes our bodies, it fuels our minds, and is often central to our social gatherings, family celebrations and cultural traditions. When we are adequately fed and nourished, we are better able to thrive and reach our full potential. Right now, there are people in the city who have

barriers to accessing the food they need. Whether the experience is temporary or long term, moderate or severe, not having enough nutritious food to eat can lead to chronic physical health conditions, poor mental health, including stress and depression, and poor performance at work or school. A strong, local food system can strengthen community connections, boost local food production, and bolster our resilience in the face of climate change and continuing erosion of agricultural land.

- Creating a just and sustainable food system can only be achieved through the collective efforts of many different groups, including local governments, community groups, institutions, agencies, businesses, government partners, and individuals. The City supports a just and sustainable food system through the Vancouver Food Strategy which has five key goals: support food-friendly neighbourhoods; empower residents to connect around food; improve access to healthy, local, affordable, culturally diverse food; make food a centerpiece of Vancouver's green economy; and advocate for a just and sustainable food system with partners and at all levels of government. Work toward reaching these goals is underway by leveraging City land, supporting flexible regulations, and enabling partnerships with the Vancouver Food Policy Council, Vancouver School Board, Vancouver Coastal Health, Greater Vancouver Food Bank Society, Neighbourhood Food Networks and a wide range of other public and private enterprises.
- Goal: Vancouver has a healthy, just, and sustainable food system.
- Target: By 2020, increase city-wide and neighbourhood food assets, including community gardens and orchards, farmers' markets, urban farms, community kitchens and community food markets by a minimum of 50 per cent over 2010 levels.
- Making Ends Meet and Working Well
 - The connection between income and health is well-established. Those with lower incomes are more likely to suffer chronic conditions, live with disabilities, require health services, suffer from mental distress and die earlier. More equitable income distribution, healthy work environments, and jobs that allow people to meet their needs are a crucial part of a healthy city for all. Income influences our housing choices, food security, access to education, recreation activities and early childhood development.
 - Addressing issues such as poverty, income inequality, job conditions and related issues are complex challenges. Reducing the City's poverty rate by 75 per cent by 2025 and increasing median incomes is not something the City of Vancouver can achieve alone. However, there are key areas where the City shows leadership. They include:
 - the work of the City and Vancouver Economic Commission in continuing to attract investment and new jobs through the implementation of the City's first Vancouver Economic Action Strategy
 - facilitating equitable and inclusive job growth through community planning and land-use regulations; enabling supported employment initiatives such as funding for social enterprises
 - Goal: Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.
 - Target: By 2025, increase median income by at least 3 per cent every year.
- Cultivating Connections
 - Social connections are important for us as individuals and as communities. People who are connected to their social networks and engaged in civic and community life report better health and are more likely to care about and contribute to a healthy city for all. However, for some Vancouverites, the city can be a lonely and isolating place. Social

exclusion and isolation are linked to poorer health outcomes, including an increased risk of heart disease, Alzheimer's disease and other dementias, and depression.

Communities with high levels of neighbourliness and more connections to civic institutions are more resilient. People in connected communities are better at withstanding, adapting to and recovering from change, stress and loss. In emergency situations, including earthquakes or heat waves, the most important sources of help are friends, family and neighbours. In addition to our personal relationships and social networks, being engaged in civic life allows us to shape decisions that affect us all. This is how we exercise our rights and obligations as citizens.

- Goal: Vancouverites are connected and engaged in the places and spaces that matter to us.
 - Target: By 2025, all Vancouverites report that they have at least four people in their network that they can rely on for support in times of need.
- Getting Around
 - The ways we move around the city impacts our health as individuals, as well as that of our communities and our environment. When getting around is safe and easy, we can spend more time engaging in the activities that are important to us. An array of accessible, sustainable transportation options allows people to save time and money while improving health and well-being. Many health benefits are associated with sustainable transportation, including reduced rates of obesity, diabetes, heart disease and cancers, and less respiratory and cardiovascular disease. Active transportation such as walking, wheeling, cycling, or boarding allows people to make exercise part of their daily routine. Using public transit also has health benefits as nearly every transit trip starts and ends with walking or cycling. By making these modes safe and convenient, we can directly affect the health of citizens of all ages, benefit our natural environment, and contribute to the vitality of our public spaces.
 - The City is working internally and through partnership to achieve safe, active and accessible sustainable transportation. Key strategies include:
 - land-use planning to support shorter trips and sustainable transportation choices.
 - Goal: Vancouverites enjoy safe, active, and accessible ways of getting around the city.
 - Target: By 2020, make the majority (over 50 per cent) of trips on foot, bike and transit.
- Environments to Thrive in
 - All people have the right to live in a healthy environment, which includes the right to clean air and water, safe food, access to nature and preservation of native biodiversity. Citizens also have the right to know about and to say no to pollutants and contaminants released into the local environment that can cause harm, and the right to participate in decision-making that will affect the environment. The environments we live in have a profound impact on our health and well-being. A livable environment is easy to get around in by foot, bike, wheelchair and public transit. It has vibrant streetscapes, strong neighbourhoods, and green spaces. There is a mix of residential and commercial uses. People participate in civic life, and neighbours, friends and families come together for leisure and community-building. Local businesses, new investment and global trade attract and retain workers.
 - Key areas in which the City can show leadership include:
 - pursuing land use, transportation and infrastructure planning with a social equity lens, to ensure that all Vancouverites have equitable access to livable

environments in which they can thrive. This can take place at both community and city-wide levels.

- creating economic development plans that incorporate sustainability and equity as key components of economic growth and prosperity
- ensuring social sustainability by developing more opportunities for people in Vancouver to meet their basic needs, contribute to their city and participate in networks, organizations, communities and institutions that empower and engage them.
- Goal: Vancouverites have the right to a healthy environment and equitable access to livable environments in which they can thrive.
- Target: By 2025, every Vancouver neighbourhood has a “walk score” of at least 70, meaning most errands can be done on foot.

Industrial Land Policies

<http://vancouver.ca/docs/eastern-core/industrial-land-policies.pdf>

The Industrial Lands Strategy provides a policy framework to guide future decisions on the use of industrial land. The policies of the Strategy are divided into three sections: overall objectives; area-specific policies; and policies concerning the rezoning of industrial land.

Pertaining to Produce Row:

- Overall objective
 - Retain most of the City's existing industrial land base for industry and service businesses (with the exceptions noted below) to meet the needs of port/river related industry, and city-serving and city-oriented industries.
- Retain False Creek Flats for mainly city-serving industry, transport, and service uses.

Metropolitan Core Jobs Strategy (City of Vancouver)

<http://vancouver.ca/docs/planning/metro-core-jobs-and-economy-study.pdf>

The Metropolitan Core Jobs Strategy is a land use planning framework geared towards enhancing and protecting job spaces and industrial land, as well as building strong connections between neighbourhood population and employment. This is an important initiative given the increasing pressures on industrial land in our region. The commercial densification of industrial areas represents an important opportunity to create more jobs within the City.

Pertaining to Produce Row:

- Overall Policy Directions
 - Affirm the Metro Core's role as the major employment and cultural centre of the region and ensure adequate job space for future job growth, while meeting other City objectives such as affordable housing, sustainable transportation, cultural amenity and heritage revitalization.
 - Ensure a diversity of job space type, location, and costs to meet the needs of a growing and changing Metro Core economy.
 - Support sustainable transportation objectives by focusing job growth in areas well-served by public transit, and by maintaining a balance between jobs and housing.
 - Explore parking strategies and standards that support sustainable transportation modes; visitor and business/customer needs; and re-use of existing industrial buildings.

- Confirm the role of industrially zoned areas in the Metro Core as areas for production, distribution and repair (PDR) activities. Encourage the development of services and appropriate office use to intensify employment without displacing PDR functions. Restrict housing. The PDR areas include: The False Creek Flats; Powell Street and Clark Drive Industrial; Mt Pleasant Industrial; and Burrard Slopes Industrial.
- Future Desired Role
 - The future role of the False Creek Flats is as a jobs area, with specifics to be determined through the False Creek Flats planning program.
- Policy Directions to Explore
 - The Metro Core Team will collaborate with the False Creek Flats Planning Team to identify and consider policy options that maintain or increase job space within that study area.

Metro Vancouver Industrial Land Protection and Intensification Policies

http://www.metrovancouver.org/services/regional-planning/PlanningPublications/RGS_Implementation_Guideline_5_Industrial_Land_Policies-Oct_2014.pdf

Industrial lands comprise a substantial amount of the land base in Metro Vancouver, and are an important part of the region's economy. Any changes in industrial land use designations can have regionally significant impacts, including on the region's transportation system and economy. Given the pressure to convert industrial lands to other uses, and the limited size of the current industrial land base, protecting the region's industrial land supply is imperative to accommodate the growing economy and employment base. As such, a key objective of Metro Vancouver 2040: Shaping our Future (Metro 2040), Metro Vancouver's regional growth strategy, is to protect and maximize the effective use of industrial lands in the region.

Metro 2040 primarily seeks to protect the supply of industrial land through maintaining the amount of land that is designated Industrial. A second, related, strategy is to extend the lifespan of remaining industrial lands through industrial intensification and redevelopment.

Intensification optimizes industrial land potential by allowing sites to achieve higher intensity / density forms of industrial development, facilitates new growth through the re-development of existing under-utilized sites, reduces pressure to convert agricultural and rural lands to industrial uses, and promotes using lands, resources, and infrastructure more efficiently. However, it is important to note that industrial intensification is not a panacea and is not possible in all locations or for all industrial uses/activities (Appendix 2).

Advancing and communicating Metro 2040 industrial land protection and intensification objectives is integral to the successful implementation of both the regional growth strategy and municipal Official Community Plans. Providing clarity and direction on the kinds of policies and actions by member municipalities, the region, and other agencies and stakeholders to support regional objectives, is also key. This guideline is therefore intended to provide clarity about industrial land objectives, as well as to convey additional information related to how planning policies, market conditions, site locations, industrial sectors, and context influence and nuance the implementation of these objectives. It also provides guidance for member municipalities on how to support the protection and efficient development of industrial land, while also reflecting local contexts and issues, during the preparation of Regional Context Statements.

Metro Vancouver Regional Food Strategy

<http://www.metrovancouver.org/services/regional-planning/PlanningPublications/RegionalFoodSystemStrategy.pdf>

The Regional Food System Strategy is focused on how actions at the regional level can move us toward a sustainable, resilient and healthy food system while recognizing that the Metro Vancouver food system is affected by influences at the global scale. This strategy provides a vision and structure that will enable more collaboration among different agencies and groups to shape the food system in Metro Vancouver.

Pertaining to Produce Row:

- *Strategies:*
 - Invest in a new generation of food producers
 - Increase the capacity to process, warehouse and distribute local foods
 - Increase direct marketing opportunities for local foods
 - Further develop value chains within the food sector
 - Review government policies and programs to ensure they enable the expansion of the local food sector
 - Enable residents to make healthy food choices
 - Communicate how food choices support sustainability
 - Celebrate the taste of local foods and the diversity of cuisines
 - Improve access to nutritious food among vulnerable groups
 - Enable non-profit organizations to recover nutritious food
 - Protect and enhance ecosystem goods and services
 - Reduce waste in the food system
 - Facilitate the adoption of environmentally sustainable practices

Metro Vancouver Regional Growth Strategy (adopted in 2011 by 21 municipalities in the region)

<https://www.google.ca/search?q=metro+vancouver+regional+growth+strategy&oq=metro+vancouver+regional+gro&aqs=chrome.0.0j69i57j0l4.10632j0j4&sourceid=chrome&ie=UTF-8>

Metro Vancouver 2040: Shaping our Future, the regional growth strategy, represents the collective vision for how our region is going to accommodate the 1 million people and over 500,000 jobs that are expected to come to the region in the next 25 years. Metro 2040 was unanimously adopted in 2011 by 21 municipalities, TransLink and adjacent regional districts. It contains strategies to advance five goals related to urban development, the regional economy, the environment and climate change, housing and community amenities, and integrating land use and transportation.

Implementing the strategy means putting Metro 2040's goals into practice, including:

- Containing growth within a defined area and channeling it into vibrant, livable Urban Centres
- Supporting the region's economy, by protecting industrial and agricultural lands and ensuring their efficient use
- Protecting the region's valuable natural environment and promoting ecological health and supporting land use and transportation patterns that improve the region's ability to adapt to climate change.
- Building complete communities with affordable and diverse housing, close to employment and amenities, with good transportation choices

- Integrating land use and transportation planning to help get people out of their cars, support the safe and efficient movement of goods and people, and reduce greenhouse gas emissions.

Pertaining to Produce Row:

- Goal 1: Create a Compact Urban Area
 - The Metro 2040 Vision: Metro Vancouver's population is concentrated in compact communities with access to a range of housing choices, employment, amenities and services. Compact, transit-oriented development patterns help to reduce greenhouse gas emissions and pollution, and support both the efficient use of land and an efficient transportation network.
- Goal 2: Support a Sustainable Economy
 - The Metro 2040 Vision: The land base and transportation systems required to nurture a strong regional economy are maintained and the labour force is supported. Industrial and agricultural land is protected and the business sectors dependent on these lands thrive, while commerce flourishes in Urban Centres throughout the region.
- Goal 3: Protect the Environment and Respond to Climate Change Impacts
 - The Metro 2040 Vision: Metro Vancouver's vital ecosystems continue to provide the essentials of life – clean air, water and food. A connected network of habitats is maintained for a wide variety of wildlife and plant species. Protected natural areas provide residents and visitors with diverse recreational opportunities. Metro Vancouver and member municipalities meet their greenhouse gas emission targets, and prepare for, and mitigate risks from, climate change and natural hazards.
- Goal 4: Develop Complete Communities
 - The Metro 2040 Vision: Metro Vancouver is a region of communities with a diverse range of housing choices suitable for residents at all stages of their lives. The distribution of employment and access to services and amenities builds complete communities throughout the region. Complete communities are designed to support walking, cycling and transit, and to foster healthy lifestyles.
- Goal 5: Support Sustainable Transportation Choices
 - The Metro 2040 Vision: Metro Vancouver's compact, transit-oriented urban form supports a range of sustainable transportation choices. This pattern of development:
 - expands opportunities for multiple-occupancy vehicles, transit, cycling and walking;
 - encourages active lifestyles;
 - improves air quality; and
 - reduces energy use, greenhouse gas emissions and household expenditure on transportation.

The region's road, transit, rail and waterway networks play a vital role in serving and shaping regional development by providing linkages among communities and reliable routes for goods movement.

Provincial Food Security Initiatives

<http://www2.gov.bc.ca/gov/content/health/keeping-bc-healthy-safe/food-safety/food-security>

Since 2006, food security has been a public health core program in a policy framework that supports the delivery of a comprehensive public health system in British Columbia. The province has an important role in the preservation of Agricultural land and has initiatives for food security. Food security is the

foundation for healthy eating and requires a food supply that is stable and sustainable. A person is considered food secure if they can access with dignity, healthy food that is affordable, safe, culturally appropriate, and meets their nutritional needs and preferences.

Under the leadership of the Provincial Dietitian, the province is addressing food security by:

- building partnerships to support healthy living;
- developing evidence-based best practice resources with partners and stakeholders;
- developing strategic policy to ensure activities and programs are both effective and aligned with goals; and
- ensuring accountability for managing resources and monitoring outcomes.

Site Economics Report to The Port of Vancouver

http://www.portvancouver.com/wp-content/uploads/2015/12/SiteEconomics-Study_MetroVancouver-Industrial-Land-Market.pdf

This report was commissioned by Port Metro Vancouver in May 2015 and completed in June and July 2015 by Site Economics Ltd. The purpose of the report is to provide a comprehensive summary of the state of the industrial real estate market in the Metro Vancouver region and its relationship to anticipated port growth. The report uses all available land supply information including an assessment of the industrial demand and associated economic impacts of logistics related industrial uses in the region. Much of the information in this report is compiled from other previously published sources including Metro Vancouver, various municipalities, the major real estate brokerages, and previous Site Economics work on the topic done over the past 14 years. This analysis is intended to address the following:

- The industrial real estate market, characteristics and factors
- The demand for industrial lands, particularly port and supply chain / logistics related
- The existing supply of industrial lands across the region, and potential new supply
- The economic, employment and taxation impact of industrial land development and use

Pertaining to Produce Row:

- Given the importance of Metro Vancouver's transportation sector, industrial lands are essential to the future vitality of the local, regional, and national economy.
- There is strong and growing demand for well-located industrial sites which have been filled, serviced, zoned, and are ready to build. Increasing and developing an expanded land supply is essential to help satisfy demand and keep the many economic benefits of logistics from relocating outside the region.
- Metro Vancouver's supply of vacant industrial lands is moderate and declining rapidly. A serious logistics land shortage is expected to become ever more evident and have negative implications for the regional economy by 2020, becoming more severe by buildout, expected in 2025.
- This is the projected time frame when the supply of well-located industrial will be nearly exhausted under normal growth projections and anticipated port developments needed to meet increasing container demand.
- The land shortage, coupled with congested rail and highway traffic, has made the Lower Mainland a less favourable location for some distribution centre operations.

- The total direct and indirect economic impact of every 100 acres of logistics development is equal to approximately \$1.9 billion of economic value. It is thus critically important for Metro Vancouver and British Columbia to try and keep this economic benefit within the province.
- Location is critical in the logistics industry and Metro Vancouver offers the best location for most logistics operations. Alternatives such as Calgary are viable, however, they are generally less efficient due to their distance from PMV and the need for additional transportation and resulting greenhouse gas emissions. In addition, longer travel times increase costs and therefore eventually the prices of consumer goods.
- Metro Vancouver will likely exhaust its supply of logistics-oriented industrial land within the next ten years. The vacant logistics land supply is estimated to be 1,067 acres and absorption is well over 100 acres per year. Without land to develop, it will be very difficult for PMV and the Gateway to support the growth in container handling within the region.
- Logistics oriented lands are under pressure from upzoning to more valuable forms of industrial or nonindustrial uses. The market and the approving authorities are unable to secure an adequate supply of logistics lands and the interests of the supply chain cannot be met without direct non-market intervention.
- If logistics-oriented lands are inadequate, the national impact will be the reduction of the role of PMV as it will not be able to provide a full range of efficient services and therefore will become less competitive with alternative ports and forms of transportation.

Vancouver Food Charter (2007)

http://vancouver.ca/files/cov/Van_Food_Charter.pdf

The Vancouver Food Charter presents a vision for a food system which benefits our community and the environment. It sets out the City of Vancouver's commitment to the development of a coordinated municipal food policy, and animates our community's engagement and participation in conversations and actions related to food security in Vancouver.

Pertaining to Produce Row:

- The City of Vancouver is committed to a just and sustainable food system that:
 - contributes to the economic, ecological, and social well-being of our city and region;
 - encourages personal, business and government food practices that foster local production and protect our natural and human resources;
 - recognizes access to safe, sufficient, culturally appropriate and nutritious food as a basic human right for all Vancouver residents;
 - reflects the dialogue between the community, government, and all sectors of the food system;
 - celebrates Vancouver's multicultural food traditions.
- Principles:
 - Community economic development
 - Ecological health
 - Social justice
 - Collaboration and participation
 - Celebration
- To create a just and sustainable food system, we in Vancouver can:
 - Be leaders in municipal and regional food-related policies and programs
 - Support regional farmers and food producers
 - Expand urban agriculture and food recovery opportunities

- Promote composting and the preservation of healthy soil
- Encourage humane treatment of animals raised for food
- Support sustainable agriculture and preserve farm land resources
- Improve access to healthy and affordable foods
- Increase the health of all members of our city
- Talk together and teach each other about food
- Celebrate our city's diverse food cultures

Vancouver Food Strategy

<http://vancouver.ca/files/cov/vancouver-food-strategy-final.PDF>

In partnership with the Vancouver Food Policy Council, the City created and adopted the Vancouver Food Strategy in 2013. The Strategy addresses a number of gaps and vulnerabilities in the food system. A food strategy is an official plan or road map that helps city governments integrate the full spectrum of urban food system issues within a single policy framework that includes food production (typically referred to as urban agriculture), food processing, distribution, access and food waste management. Not only do food strategies coordinate and integrate stand-alone food policies, they also embed them within broader sustainability goals. The importance of creating a coordinated food strategy for Vancouver is identified in the Vancouver Food Charter (2007) and the local food goal of the Greenest City 2020 Action Plan (GCAP) (2011). GCAP calls for Vancouver to become a global leader in urban food systems.

- **Priority Action Areas:**
 - Food Production
 - Empowering Residents
 - Food Access
 - Food Processing and Distribution
 - The City of Vancouver understands food distribution as the movement of food from the producer or processor to consumers with a focus on 1) improving food storage and movement infrastructure, 2) shortening the distance that food travels, 3) supporting local producers and processors (urban, peri-urban and B.C.-based), and 4) increasing the types and number of locations where local and sustainably-produced or processed food is available.
 - Food Waste
- **Goals:**
 - Support food-friendly neighbourhoods
 - Empower residents to take action
 - Improve access to healthy, affordable, culturally-diverse food for all residents
 - Make food a centrepiece for Vancouver's green economy
 - Advocate for a just and sustainable food system with partners and at all levels of government
- **Assets:**
 - Community food networks
 - The City of Vancouver understands neighbourhood food networks (NFNs) as coalitions of citizens, organizations and agencies that work collaboratively in and across Vancouver neighbourhoods to address food system issues with the goal of improving access to healthy, affordable and nutritious food for all.
 - Community food markets

- Principles:
 - be leaders in municipal and regional food-related policies and programs
 - support regional farmers and food producers
 - expand urban agriculture and food recovery opportunities
 - promote composting and the preservation of healthy soil
 - support sustainable agriculture and preserve farm land resources
 - improve access to healthy and affordable foods
 - increase the health of all members of our city
 - talk together and teach each other about food
 - celebrate our city's diverse food cultures
- Actions:
 - Conduct environmental scan to determine assets and gaps in mid-scale local and sustainable food aggregation and distribution infrastructure.
 - Support businesses and social enterprises involved in processing and distribution of healthy, local and sustainable food within Vancouver and connect to local agricultural producers in the region.
 - Support an outreach strategy that brings together neighbourhood food networks and a broad range of individuals, diverse groups, businesses and other sectors.
 - Increase the number of community food markets in Vancouver from four to 15 by the year 2020.
 - Ensure that a food systems lens is applied to community planning processes and other public consultation exercises.
 - Increase city and neighbourhood food assets by 50 per cent over 2010 levels by the year 2020.

Vancouver Economic Commission Economic Action Strategy

<http://vancouver.ca/files/cov/vancouver-economic-action-strategy.pdf>

The Economic Action Strategy was launched by the City of Vancouver and executed by its economic development agency, the Vancouver Economic Commission (VEC). The direction of this strategy emerges from the citizens and businesses of Vancouver, and the foundation of the plan is based on thousands of hours of research, consultation and direct input from business leaders and residents of all demographics. This strategy is a result of the City's commitment to addressing, within its fiscal capacity, both the opportunities and the gaps in local economic development programs. The majority of the plan's activities focus on changes that will continually improve Vancouver's business climate, support existing local businesses and facilitate new investment, and attract the human capital essential to the future.

Pertaining to Produce Row:

- Areas of focus:
 - A Healthy Climate for Growth and Prosperity;
 - Support for Local Business, New Investment and Global Trade;
 - A Focus on People: Attracting and Retaining Human Capital.
- Targets:
 - Protect, enhance, increase and densify employment spaces.
 - Pursue and leverage local and global partnerships.
 - Actively attract, retain, retrain and support talent.

THE WAY FORWARD

Potential Allies

- Agricultural Land Commission
- BC Trucking Association
- Berry Haven Farms. Peter Joe (Strathcona BIA Board Member)
- Chinatown BIA
- Chinatown Historic Area Planning Committee
 - Doris Chow (Member-at-Large)
 - Helen Lee (Planning Institute of British Columbia)
 - Kenneth Liu (Chinese Benevolent Association)
 - Mark Silvanovich (Chinatown Property Owner)
 - Inge Roecker (Heritage Vancouver)
 - Ken Wong (Architectural Institute of British Columbia)
 - Brian Yu (Chinatown Merchants Association)
 - Gregory Borowski (Architectural Institute of British Columbia)
 - Matthew Halverson (Dr. Sun Yat-Sen Garden Society)
 - Pui Lam Ho (Chinatown Merchants Association)
 - Kelly Ip (SUCCESS)
 - Andrew Lau (Chinese Cultural Centre)
 - Edmund Ma (Chinatown Property Owner)
- *Liaisons*
 - City Council: Councillor Kerry Jang
 - City Council: Councillor Raymond Louie
 - Park Board: Commissioner Erin Shum
- Chinatown Merchants Association
- Christina DeMarco (Industrial Lands planner and advocate. Former Metro and Vancouver employee)
- City of Vancouver BIA Coordinator (Peter Vaisbord)
- Development Permit Board Advisory Panel
 - Roger Hughes (Chair, Urban Design Panel)
 - Phil Sanderson (Design Professions)
 - Sheldon Chandler (Development Industry)
 - Hamid Ahmadian (Development Industry)
 - Kim Maust (Vancouver Heritage Commission)
 - Rebecca Chaster (General Public)
 - Jonathan Denis-Jacob (General Public)
 - Nicholas Lai (General Public)
 - Jim Ross (General Public)
- Downtown Eastside Community Economic Development Strategy Action Committee (contact Colin Stansfield colin@potluckcatering.com)
- East False Creek Stewardship Group (currently forming)
<http://council.vancouver.ca/20160203/documents/cfsc4.pdf>
- Education institutes with food and food systems programs
- Emerald Earth Foods (Felix Roesner)
- False Creek Residents Association
- False Creek North Neighbourhood Association

- Pete Frye, former Strathcona Residents Association President, pete@petefry.ca
- Gordon Neighbourhood House (Paul Taylor, paul@gordonhouse.org)
- Northeast False Creek Joint Working Group (no longer functioning but good to know these people were involved in thinking about the future development of this area)
 - Albert Fok, Vancouver Chinatown BIA
 - Ann Phelps, Canadian International Dragon Boat Festival
 - Annette O'Shea, Yaletown BIA
 - Bob Laurie, Vancouver Board of Trade
 - Brent MacGregor, PavCo
 - Daisen Gee-Wing, Canadian Metropolitan Properties
 - Daniel Ho, Vancouver Chinatown Merchants Association
 - David Negrin, Aquilini
 - Deanna Geisheimer, ArtWorks Gallery
 - Debra Barker, Crosstown Residents Association
 - Douglas Swanston, False Creek Alert Network
 - Elizabeth Allegretto, Concord Pacific
 - Graham McGarva, Downtown Vancouver Association
 - Henry Tom, Vancouver Chinatown BIA
 - Herman Mah, Downtown Vancouver Association
 - James Cheng, James Cheng Architects
 - Jennifer Ingham, Science World
 - John Barnes, Central Heat Distribution Ltd.
 - Jonathan Bleackley, Vancouver Public Space Network
 - Kate Hodgson, Network of Inner City Community Agencies
 - Kate Hunter, PavCo
 - Kathy Gibler, Dr. Sun Yat-Sen Classical Chinese Garden
 - Kevin Dale McKeowen, Alliance for Arts
 - Leslie Adams, Roundhouse Community Arts & Recreation Association
 - Mark Mazzone, Aquilini
 - Matt Meehan, Concord Pacific
 - Michael Alexander, City Conversations SFU
 - Pat Graca, False Creek Residents Association
 - Patsy Dairon, False Creek North Neighbourhood Association
 - Patsy McMillan, False Creek Residents Association
 - Patti Smolen, Tourism Vancouver
 - Peter Webb, Concord Pacific
 - Riaan DeBeer, Aquilini
 - Shirley Chan, Dr. Sun Yat-Sen Classical Chinese Garden
 - Simon Litherland, False Creek Rowing Club
 - Stephen Pearce, Tourism Vancouver
 - City of Vancouver staff
 - Brian Jackson, City of Vancouver (ex-employee)
 - Catarina Gomes, City of Vancouver/Park Board
 - Catherine Neill, City of Vancouver
 - Devan Fitch, City of Vancouver
 - Holly Sovdi, City of Vancouver
 - Kevin McNaney, City of Vancouver
- Potluck Café Society (Colin Stansfield)

- Ronald MacDonald House BC
- Sunrise Market
- Sunrise Soya Foods
- Strathcona Business Improvement Association Green Initiatives (food recovery processing partnership?)
- Vancouver Board of Trade
 - Rob MacKay-Dunn 604-314-1277 or 604-640-5454 Director Public Policy
- Vancouver City Planning Commission
 - Elizabeth Ballantyne (Executive Director, elizabeth.ballantyne@vancouver.ca)
 - Laura Carey
 - David Crossley
 - Lihua Huang
 - Neal LaMontagne
 - Nola-Kate Seymoar
 - Karenn Krangle
 - Melanie Matining
 - Robert Matas
 - Brandon Yan
 - Anthony Perl
 - Andy Yan
 - Liaisons**
 - City Council: Councillor Adriane Carr
 - City Council: Councillor Andrea Reimer
 - Park Board: Commissioner Casey Crawford
 - School Board: Trustee Mike Lombardi
- Vancouver Economic Commission
 - Board of Directors**
 - Mayor Gregor Robertson
 - Tom English, Chair
 - Bruce Flexman, Treasurer
 - Joel Calvo
 - Warren Franklin
 - Dr Moura Quayle
 - Shahrzad Rafati
 - Karri J Schuermans
 - Staff**
 - Pietra Basilij, Sustainable Community Development
- Vancouver Food Policy Council
 - Veronik Campbell, Member-at-large
 - Anna Cavouras, Access and Consumption
 - Andrew Christie, Access and Consumption
 - Larry Copeland, Retail
 - Rebecca Cuttler, Production
 - Caitlin Dorward, Processing and Distribution
 - Zsuzsi Fodor, Member-at-large
 - Antonietta Gesualdi, Access and Consumption
 - Dirk Gibbs, Waste Management

- Chashma Heinze, Production
- Kimberley Hodgson, Member-at-large
- Will Jung, Waste Management
- Gabrielle Kissinger, Member-at-large
- Ilana Labow, Production
- Emme Lee, Waste Management
- Pat McCarthy, Retail
- Tara Moreau, Member-at-large
- Saber Miresmailli, Member-at-large
- David Speight, Retail
- Colin Stansfield, Processing and Distribution
- Liasons:*
- City Council: Councillor Adriane Carr
- City Council: Councillor Heather Deal
- Park Board: Commissioner Michael Wiebe
- School Board: Trustee Janet Fraser
- City staff: Mary Clare Zak, Social Policy
- City staff: James O'Neill, Social Policy
- Vancouver City Council
 - **Mayor Robertson** (*Housing, Transit, Environment*. Vancouver Economic Commission, Vancouver Economic Development Corporation, Metro Vancouver Board Director and VISION)
 - **Councillor Affleck** (*Business Interests*. Heritage Foundation and NPA)
 - **Councillor Ball** (*Culture and Heritage*. Vice-Chair, Standing Committee on Planning, Transportation, and Environment and NPA)
 - **Councillor Carr** (*Environment*. Food Policy Council Liaison, Vancouver Planning Commission and Green Party)
 - **Councillor De Genova** (*Seniors*. NPA)
 - **Councillor Deal**, Deputy Mayor (*Arts and Culture*. Food Policy Council, Vancouver Heritage Commission, Metro Vancouver Board Director and VISION)
 - **Councillor Jang** (*Housing and mental health*) Chinatown Historic Area Planning Committee, Metro Vancouver Board Director, Union of BC Municipalities Executive and VISION)
 - **Councillor Louie**, Acting Mayor (*Finance*. Chinatown Historic Area Planning Committee, Standing Committee on Planning, Transportation, and Environment, Metro Vancouver Board Vice-Chair, Western Transportation Advisory Council and VISION)
 - **Councillor Meggs** (*Affordable housing*. Metro Vancouver Board Director and VISION)
 - **Councillor Reimer** (*Environment and Community*. Vancouver Planning Commission, Metro Vancouver Board Director, Metro Vancouver Climate Action Committee Chair, Metro Vancouver Regional Planning Committee, Metro Vancouver Zero Waste Committee and VISION)
 - **Councillor Stevenson** (LGBTQ. Standing Committee Planning Transportation on Environment, Metro Vancouver Board Director, Metro Vancouver Climate Action Committee and VISION)
- Vancouver Heritage Commission
 - Julia Hulbert
 - Richard Keate, Chair
 - Mollie Massie

- Kim Maust, Vice Chair
- Jenny Sandy
- Cassandra Sclauzero
- Jan Fialkowski
- Lori Kozub Hodgkinson
- Michael Kluckner
- Joel Massey
- Anthony Norfolk
- Liaisons*
- City Council: Councillor Heather Deal
- Park Board: Commissioner Sarah Kirby-Yung
- School Board: Trustee Penny Noble
- Staff: Marco D'Agostini, Senior Heritage Planner
- Vancouver Heritage Foundation
 - Elisabeth Donnelly
 - Marta Farevaag
 - Heather Keate
 - Michael MacLean
 - Brian Roche
 - Jim Ross
 - Barbara Vanderburgh
 - Stacy Bhola-Reebye
 - David Dove
 - Robert Lemon
 - Rima Martinez-Bakich
 - Daryl Nelson
 - John Quinton
 - Karen Russell
 - Liaisons*
 - City Council: Councillor George Affleck
- Vancouver Port Authority

Key Contacts in Local Government

City Manager's Office

- Sadhu Johnston, City Manager, 604-873-7627 sadhu.johnston@vancouver.ca
- Paul Mochrie, Deputy City Manager, 604-873-7666, paul.mochrie@vancouver.ca
- Wendy Au, Assistant City Manager, 604-871-6639, wendy.au@vancouver.ca

Corporate Communications

- Rena Kendall-Craden, Director, 604-673-8121, rena.kendall-craden@vancouver.ca
- Shayna Rector Bleeker, Associate Director, 604-873-7031, shayna.rector@vancouver.ca
- Jason Watson, Communications Manager, 604-873-7425, jason.watson@vancouver.ca

Engineering Services

- Jerry Dobrovolny, General Manager, 604-873-7331, jerry.dobrovolny@vancouver.ca
- Devan Fitch, Civil Engineer, 604-871-6998, devan.fitch@vancouver.ca

Mayor and Council

- Gregor Robertson, Mayor, 604-873-7171, gregor.robertson@vancouver.ca
- George Affleck, Councillor, 604-873-7248, clraffleck@vancouver.ca
- Elizabeth Ball, Councillor, 604-873-7240, clrball@vancouver.ca
- Adriane Carr, Councillor, 604-873-7245, clrcarr@vancouver.ca
- Melissa De Genova, Councillor, 604-873-7244, clrdegenova@vancouver.ca
- Heather Deal, Councillor, 604-873-7242, clrdeal@vancouver.ca
- Kerry Jang, Councillor, 604-873-7246, clrjang@vancouver.ca
- Raymond Louie, Councillor, 604-873-7243, clrlouie@vancouver.ca
- Geoff Meggs, Councillor, 604-873-7249, clrmeggs@vancouver.ca
- Andrea Reimer, Councillor, 604-873-7241, clrreimer@vancouver.ca
- Tim Stevenson, Councillor, 604-873-7247, clrstevenson@vancouver.ca
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- Kana Okano, Assistant to Councillors, 604-871-6710, kana.okano@vancouver.ca
- Barbara Sage, Assistant to Councillors, barbara.sage@vancouver.ca
- Cecelia Smith, Assistant to Councillors, 604-871-6711, Cecelia.smith@vancouver.ca
- Tamarra Wong, Assistant to Councillors, 604-871-6713, tamarra.wong@vancouver.ca

Mayor's Office

- Mayor's Office Reception, 604-873-7171, mayorandcouncil@vancouver.ca
- Kevin Quinlan, Chief of Staff, 604-873-7232, kevin.quinlan@vancouver.ca
- Mike Magee, Special Advisor to the Mayor, 604-873-7624, mike.magee@vancouver.ca
- Emma Lee, Director Community Relations, 604-873-7410, emma.lee@vancouver.ca
- Naveen Girn, Community Relations Consultant, 604-873-7161, naveen.girn@vancouver.ca
- Katie Robb, Director of Communications, 604-873-7490, katie.robb@vancouver.ca

Planning and Development Services

- Jane Pickering, Acting General Manager, 604-873-7456, jane.pickering@vancouver.ca
- Randy Pecarski, Acting Assistant Director, City-wide and Regional Planning, 604-873-7810, randy.pecarski@vancouver.ca
- Kevin McNaney, Project Director, Northeast False Creek Project Team, 604-871-6851, kevin.mcnaney@vancouver.ca
- Heather Burpee, Industrial Lands Planner, City-wide and Regional Planning, 604-871-6068, heather.burpee@vancouver.ca
- Tom Wanklin, Senior Planner, Downtown East, 604-673-8288, tom.wanklin@vancouver.ca
- Wes Regan, Community Economic Development Planner, Downtown East, 604-871-6894, wes.regan@vancouver.ca
- Hale Jones-Cox, Planner, St. Paul's Hospital Planning Policy Program, 604-873-7136, hale.jones-cox@vancouver.ca
- Cory Dobson, Planner, False Creek Flats, 604-871-6419, cory.dobson@vancouver.ca
- Holly Sovdi, Planner, Northeast False Creek/Viaducts 604-871-6330, holly.sovdi@vancouver.ca
- Peter Vaisbord, Coordinator, BIA Program/Business District Initiatives, 604-871-6304, peter.vaisbord@vancouver.ca
- Tanis Knowles Yarnell, Heritage Planner, 604-871-6077, tanis.yarnell@vancouver.ca
- Jesse Wiebe, Roads & Transportation Design Lead, Northeast False Creek Planning Team, 604-873-7321, jesse.wiebe@vancouver.ca

Social Policy

- Mary Clare Zak, Managing Director, Social Policy & Projects, 604-871-6643, maryclare.zak@vancouver.ca
- James O'Neill, Food Policy, 604-871-6048, james.oneill@vancouver.ca
- Keltie Craig, Healthy City Strategy, 604-673-8292, keltie.craig@vancouver.ca

Sustainability

- Doug Smith, Acting Director, 604-829-4308, doug.smith@vancouver.ca
- Brad Badelt, Senior Sustainability Specialist, 604-673-8165, brad.bedelt@vancouver.ca
- Tamsin Mills, Senior Sustainability Specialist, 604-673-8075, tamsin.mills@vancouver.ca

Transportation

- Lon LaClaire, Director, 604-873-7336, lon.laclaire@vancouver.ca
- Carol Kong, Planner, 604-871-6683, carol.kong@vancouver.ca

Vancouver Park Board

- John Coupar, john.coupar@vancouver.ca
- Casey Crawford, casey.crawford@vancouver.ca
- Catherine Evans, catherine.evans@vancouver.ca
- Sarah Kirby-Yung, sarah.kirby-yung@vancouver.ca
- Stuart MacKinnon, stuart.mackinnon@vancouver.ca
- Erin Shum, erin.shum@vancouver.ca
- Michael Wiebe, michael.wiebe@vancouver.ca

Opportunities

- Tours and Marketing
- BIA affiliation
- Advocacy/communications
- Community-development/ally building
 - Create a list of supporters
 - Start a letter of support campaign
 - Start a postcard campaign
- Alignment with City policies such as:
 - Greenest City 2020 Action Plan
 - Vancouver Food Strategy
 - Vancouver Food Charter
 - DTES Food Charter
- Alignment with City's goals around food recovery and waste management. Show how Produce Row contributes.
- Align with local education institutes that have food and food systems programs
- Get a university student to intern with you. Have that student study the economic impact of your businesses or any other subject you would like to promote. This could be a Planning student from UBC's School of Community and Regional Planning <http://www.scarp.ubc.ca/> . This could also be a group of students.
- Don't discount Vancouver's Food Strategy. Find Produce Row's place within it

- Create a strategic plan. Figure out your timing. Create milestone projects assigned to every month you have left before final decision by City.
- Lobbying (City, Metro Vancouver, Province, Feds/Port)
- Demonstration
- If displaced, negotiate for purpose built space in new multi-storey light industrial-office buildings at the same price you pay now.

A Vision for the Future

Produce Row is an important part of our local food system which contributes to significant positive economic, ecological, social and food security impact for the city, region and province. A large part of its success is due to its location and the organic nature of its cluster which, over the years, has resulted in irreplaceable synergy and local multiplier effects. Produce Row's past, present and future is in its current location. Produce Row grew out of Chinatown and was started over 60 years ago. Today it supplies most of Vancouver's small, independent and local retailers who are not served by mainstream distribution. It is essential for the businesses of Produce Row to continue operating on Malkin Avenue. The owners of these businesses have spent decades investing in their business infrastructure and in the local community. It would be unviable for Produce Row to move elsewhere in the city or region. Produce Row's vision for the future is to build on the success it has already had in its original location, Malkin Avenue. It will continue to be a fixture in the local food system and supply Vancouver's food retailers with fresh, affordable and accessible produce. It will also continue to be a fixture in the community, as a social impact employer and contributor to food security initiatives.

September 28, 2018

Philip Wong
President, The Produce Terminal &
Discovery Organics
Fresh Direct Produce Ltd
FreshPoint Vancouver
Trimpac Meat Co.
Van-Whole Produce Ltd.

Dear Mr. Wong:

RE: Flats Arterial Community Panel Process

We are writing in response to your letter dated August 23, 2018, regarding the collective concerns of the Produce Row businesses about the Flats Arterial Community Panel process. Thank you for the feedback around the timelines of the process, the business representation on the panel, and the stakeholder support of the process. We apologize for the delay in responding to you on this matter.

With any of the route options being explored there will be changes to the goods movement network, and some options may have major impacts to Produce Row and other businesses that are valued components of the local economy and community. Given the potential impact, business representation on the panel is crucial and the consultants are developing a methodology to include a mix of residents and business representatives. The Community Panel follows a jury model in which panel members will not simply represent their individual or business interests, but will represent the interests of the broader community. In addition, your contribution to the learning program – the curriculum communicated to the panel members – will allow the impacts to Produce Row to be considered by panel members in a more informed way.

Regardless of the recommended route, we know that the success of the Community Panel's recommendation lies in a transparent and fair process. Following your letter and feedback heard from other stakeholders, we have asked our consultants to re-evaluate the timing and breadth of the engagement to address some concerns that have been raised. Our updated approach will ensure the process builds from the guiding principles and learnings of the previous engagement conducted in support of the False Creek Flats Area Plan. Based on feedback that the City of Vancouver and the Jefferson Center has heard from important stakeholders like you, the Community Panel recruitment will begin at the end of 2018. This delayed timeline will allow more time for development of the learning program and more outreach to the community.

We appreciate your concerns and recognize the importance of your support in both the Community Panel model and confidence in the process of executing it.

If you have any further questions on the matter, please contact us at the False Creek Flats Arterial email at flatsarterial@vancouver.ca.

Sincerely,

A handwritten signature in black ink, appearing to be 'CK' with a stylized flourish.

Carol Kong, P.Eng.
Senior Engineer, Transportation Planning
False Creek Flats Arterial Team

Kong, Carol

From: Philip Wong (PT) <PhilipW@prodterm.com>
Sent: Saturday, September 29, 2018 9:32 AM
To: Kong, Carol
Cc: Harry Tom (harryt@na-prod.com); lau@telus.net; burke.jonathan@trimpacmeats.com; Leonard Jang (leonard@vanwhole-produce.com); Damien Bryan (dbryan@discoveryorganics.ca); jim_su@telus.net; Jozef Hubburmin (jozef.hubburmin@freshdirectproduce.com); bryan.uyesugi@freshpoint.com; fjlau@faziofoods.com; bryan@pacificfreshproduce.com; wkproduce@hotmail.ca; pacinnew@hotmail.com; 'Kelly Ready'; iahmed@boardoftrade.com; davee@bctrucking.com; Cory Paterson; BCPMA Margie; tony@chongloongproduce.com; cathyliu@totalfreshproduce.com
Subject: RE: Flats Arterial Community Panel Process
Attachments: 2018-09-28 - Community Panel - Produce Row Response Letter.pdf

Hi Carol,
We appreciate your update on the Flats Arterial Community Panel process.
I will forward your response to our August 23rd letter to the business stakeholders.
Sincerely,

Philip Wong
President



The Produce Terminal
788 Malkin Avenue
Vancouver, BC, V6A 2K2

Office: (604) 251-3383
Direct: (604) 252-2101
Fax: (604) 252-2128
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Email: philipw@prodterm.com

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From: Kong, Carol [<mailto:Carol.Kong@vancouver.ca>]
Sent: September-28-18 4:04 PM
To: Philip Wong (PT)
Cc: Flats Arterial
Subject: Flats Arterial Community Panel Process

Hello Philip,

We are writing in response to your letter dated August 23, 2018, regarding the collective concerns of the Produce Row businesses about the Flats Arterial Community Panel process. Thank you for the feedback around the timelines of the process, the business representation on the panel, and the stakeholder support of the process. We apologize for the delay in responding to you on this matter.

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We appreciate your concerns and recognize the importance of your support in both the Community Panel model and confidence in the process of executing it.

If you have any further questions on the matter, please contact us at the False Creek Flats Arterial email at flatsarterial@vancouver.ca.

Sincerely,

Carol Kong, P.Eng.

Senior Transportation Planning Engineer
Engineering Services | City of Vancouver
t. 604.871.6683 | c. 604.347.6859 | carol.kong@vancouver.ca