



# Chatham-Kent COMMUNITY FOOD CENTRE FEASIBILITY STUDY



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HEALTHY COMMUNITIES PARTNERSHIP  
Chatham-Kent



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## List of Acronyms

<b>CFC</b>	Community Food Centre
<b>CFCC</b>	Community Food Centres Canada
<b>CFI</b>	Community Food Initiative
<b>CKFPC</b>	Chatham-Kent Food Policy Council
<b>CKHCP</b>	Chatham-Kent Healthy Communities Partnership
<b>CKPH</b>	Chatham-Kent Public Health
<b>FTE</b>	Full-time Equivalent
<b>NGCFI</b>	North Glasgow Community Food Initiative



# EXECUTIVE SUMMARY

Chatham-Kent Public Health, in partnership with Chatham-Kent Food Policy Council, has identified the creation of a Community Food Centre as a priority. A Community Food Centre (CFC) is a welcoming space where people can come together to cook, learn, and access or grow good food. This report describes the research and the results of a feasibility study undertaken to determine if a CFC or similar type of community food initiative is feasible for Chatham-Kent. The report also provides suggestions for what an appropriate initiative for Chatham-Kent might look like along with recommendations for next steps should the community decide to continue to pursue its development.

The research described in this report first established the need for a CFC or a similar initiative. The project then went on to describe the potential role of a new initiative by identifying the gaps in current services and the opportunities to strengthen or better connect those services. The feasibility of this recommended model was analyzed based on the following criteria deemed essential for success: Community Support, Leadership, Collaboration, Capacity, and Location. Financial feasibility of the approach deemed most likely to succeed was also examined.

According to the findings of this study, a new community-based food initiative should focus on the following programming:



Joint program network of food skills training and cooking programs delivered across Chatham-Kent.



Provision of specialized food preparation skills and programming.



Food Access, Food Skills and Education/Engagement programs together.

The findings also concluded that the following physical infrastructure should be considered:



A food storage facility that receives, stores, and distributes fresh produce to local shelters, food banks and non-profit organizations serving food to those in need.



A dedicated community food distribution truck.



A community kitchen that could double as a “kitchen/culinary incubator”, offering a commercial-grade kitchen facility and food preparation space, along with a large communal dining space.



Support existing and possible expansion of local community gardens.

Finally, the following next steps were recommended to continue the dialogue and work toward implementation of a community food initiative for Chatham-Kent:



Develop a working group.



Embark on a community consultation program.



Continue a dialogue with Community Food Centres Canada.



# 1 INTRODUCTION

## 1.1 Background and Context

Chatham-Kent Public Health (CKPH) serves the residents of the Municipality of Chatham-Kent, offering a wide range of health services focused on promoting and protecting health and preventing disease, illness and injury.

Chatham-Kent is located in the heart of South-Western Ontario and covers a wide geography including a mix of urban and rural communities. In 1998, 23 communities amalgamated to form the Municipality of Chatham-Kent. The Municipality's border currently extends from the north shore of Lake Erie and the east shore of Lake St. Clair.

In the two years prior to the commencement of this study, CKPH implemented a Community Food System Assessment called Let's Talk Food CK, in partnership with the Chatham-Kent Healthy Communities Partnership (CKHCP). The purpose of the assessment was to gain a better understanding of the strengths and challenges related to food in Chatham-Kent, identify local priorities, and support policies related to healthy eating. As a result of this community assessment, the CKPH initiated the development of a Chatham-Kent Food Policy Council<sup>1</sup> (CKFPC) in order to bring together community partners who have an interest in the local food system.

Through ongoing discussions, the CKPH, in partnership with CKFPC, have identified the creation of a Community Food Centre (CFC) as a priority. As described by Community Food Centres Canada (CFCC), a CFC is welcoming space where people can come together to cook, learn, and access or grow good food.<sup>2</sup> A CFC is distinct from food hubs or terminals. A CFC also offers more integrated programming than food banks. There are a number of examples of CFCs in Canada and other similar initiatives where community partners come together to provide a multifaceted service model centred around healthy food access, food skills and education.

Since identifying this as a priority, the CKPH and CKFPC have committed to pulling together stakeholders to further investigate if the development of a CFC or similar model is something that the community of Chatham-Kent should explore. The CKPH issued a Request for Project Quotes in early 2014 seeking consulting services to develop a feasibility study for the creation of a CFC or similar type of program in Chatham-Kent. This work included a Community Assessment and Financial Feasibility Assessment. In March 2014, Dillon Consulting was retained to conduct both aspects of the study.

This report describes the research and the results of the feasibility study undertaken by Dillon Consulting to determine if a CFC or similar type of model is feasible for Chatham-Kent. The report also provides a number of recommendations for next steps should the community decide to continue to pursue the development of a new CFC. The project has been made possible and is supported by the CKHCP.

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<sup>1</sup> [www.letstalkfood-ck.com](http://www.letstalkfood-ck.com)

<sup>2</sup> [cfccanada.ca/what\\_is\\_a\\_community\\_food\\_centre](http://cfccanada.ca/what_is_a_community_food_centre)

## 1.2 Definitions

Our food system is complex and multi-layered, impacting the lives of individuals and families in a number of overlapping ways. There is an enormous array of positive food initiatives in Ontario that include food producers, processors, distributors and consumers. The multitude of food hubs and terminals, food councils, co-ops and charters, food boxes and banks, community food centres and food networks demonstrate the importance of establishing parameters on the sort of food initiative that is under investigation as part of this feasibility study.

As described at the beginning of this section, CKPH and CKFPC have identified the creation of a CFC as a priority. Described in greater detail later in this report, CFCs emerged from the evolution of The Stop Community Food Centre (The Stop), an initiative in Toronto's Davenport West neighbourhood. CFCs are themselves examples of Community Food Initiatives (CFIs) – a broad term used in this report to describe food-based community organizations that take a comprehensive approach to addressing food systems challenges and food insecurity. The CFIs under consideration in this study operate in some or all of the following program areas:

- Reducing hunger and ensuring availability of healthy food, especially for vulnerable populations;
- Improving health;
- Increasing food skills and knowledge;
- Operating community kitchens and/or kitchen incubators;
- Providing urban agriculture training and resources;
- Operating community gardens;
- Engaging the community, building social capital and reducing social isolation;
- Advocating for policy change; and
- Supporting local agriculture and strengthening the local food economy.

### Community Food Initiatives:

Food-based community organizations that take a comprehensive approach to addressing food systems challenges and food security.

CFIs, as defined here, are unique from local food hubs that are focused strictly on local food infrastructure (i.e., they do not specifically target at-risk populations), or from food banks that focus solely on the provision of emergency food assistance and hunger relief. However, as multi-pronged initiatives, CFIs could incorporate elements of local food hubs and food banks.

## 1.3 Methodology

The purpose of the Chatham-Kent Community Food Centres Feasibility Study project was to determine the interest in and viability of a CFC or similar CFI for the municipality, as well as the financial viability of such a model. This study built progressively on work already undertaken in Chatham-Kent by following the steps listed below, which are explained in detail throughout the remainder of this section:

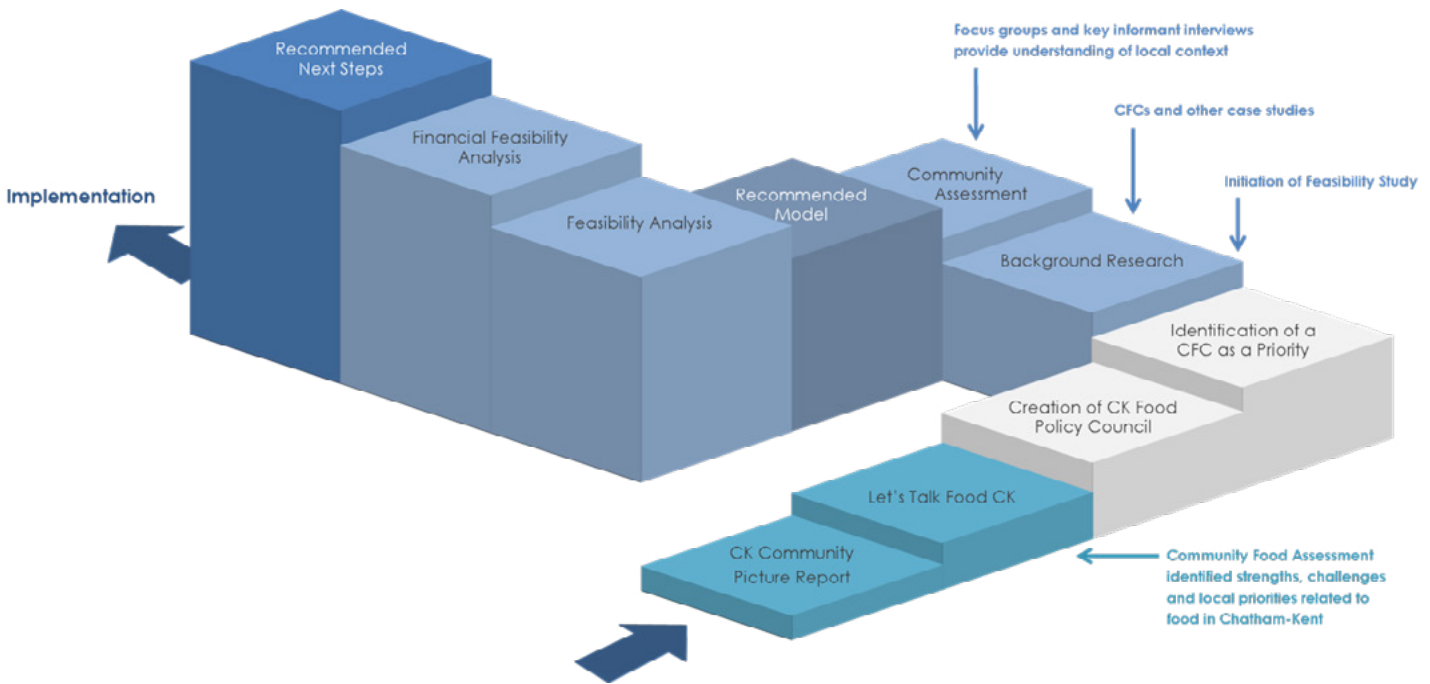
1. Background Research
2. Community Assessment
3. Recommended Model
4. Feasibility Analysis
5. Financial Feasibility Analysis
6. Recommended Next Steps

Following the introduction, the structure of this report generally mirrors the study process itself. Findings from the case study analysis, focus group sessions, and key informant interviews are included in the appendices. **Figure 1** provides an illustrative summary of the approach undertaken and how it builds on other work surrounding this initiative.

<sup>3</sup> Knezevic, I., Landman, K., Blay-Palmer, A. and Nelson, E. (Eds.) (2013). *Models and Best Practices for Building Sustainable Food Systems in Ontario and Beyond*. Guelph, ON: Ontario Ministry of Agriculture, Food and Rural Affairs.



Figure 1: Summary of Study Methodology



### 1.3.1 Background Research

Upon initiation of this study, a number of reports, articles, research papers and internet resources were reviewed to better understand the CFC model and other CFIs across Canada and internationally. These resources yielded over two dozen case study examples of CFIs, which are described in **Section 2** and detailed further in **Appendix A**. These case studies detail the wide variety of community-based food initiatives and approaches tackling inequities in the food system. A few of the case studies were explored in greater depth through key informant interviews, providing lessons learned and best practices that informed the feasibility analysis.

### 1.3.2 Community Assessment

The next step in the study was a community assessment research and consultation process. Through background research and information gathered during focus groups sessions and key informant interviews, the study team built a profile of the community. The assessment included a high-level review of the needs in the community, what current services related to food security were being offered, and what gaps existed.

The following background documents provided by CKPH were reviewed to help create a picture of the local context:

- Chatham-Kent Healthy Communities Partnership. (2011). Chatham-Kent Community Picture Report. Chatham, ON.
- Let's Talk Food: A Community-Based Approach to Food System Assessment in Rural Southwestern Ontario. Presentation by Lyndsay Davidson, Chatham-Kent Public Health.
- Key informant interview transcripts from the "Let's Talk Food" Community Food Assessment.

Three two-hour focus group meetings were held in mid-June 2014 at the Salvation Army Chatham-Kent Ministries. The outcome of these dialogues also contributed to the community assessment.

The invite list for the focus groups was generated by CKPH and Dillon Consulting and included a variety of stakeholders and interested parties representing various sectors, including:

- Emergency food providers;
- Small business;
- Local food producers and processors;
- Faith-based organizations;
- Healthcare workers;
- Local agricultural producers;
- Food-related networks; and
- Other stakeholders.

Over the course of three meetings, a total of 30 individuals participated. The meetings introduced stakeholders to the CFC model and explored what is currently being done in Chatham-Kent related to food security, including current gaps, how a new CFI could best serve the municipality, existing resources to support a new initiative, and potential challenges. A detailed agenda, participant list and detailed notes from all three focus groups can be found in **Appendix B**.

As part of the community assessment, a total of 10 key informant interviews were conducted with a range of stakeholders, interested parties and representatives of some case study organizations. These interviews were conducted by the consultant team over the phone and were generally one hour in length. Discussions with members of the Chatham-Kent community focused on current conditions in Chatham-Kent around food insecurity and the provision of services, interest in a CFC and its potential viability. Other interviews focused on the experience of community groups in other jurisdictions. A list of key informants is included in **Appendix C**.

### 1.3.3 Recommended Model

Information gathered through the exploratory qualitative analysis as part of the background research and community assessment helped answer the following questions:

- 1. Establishing the Need for a CFC:** Can we confirm there is a need for a CFC or similar service?
- 2. The Role of a CFC:** What gaps are there in addressing current needs that could be potentially filled by a CFC? What current programs, activities or resources could be strengthened through the implementation of a CFC?

Following the establishment of the need for a CFC or similar CFI and its possible role in Chatham-Kent, the scale and format of a potential new initiative was determined. The suggested approach was based on the capacity and ability of existing programs and services to address food security and the community's unmet need that would be best served by a new CFI. The recommendation for the most appropriate model for Chatham-Kent was developed through a health equity lens<sup>4</sup> and considered the broad geographic base of the municipality.

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<sup>4</sup>Health equity is a concept tied strongly to social justice and fairness. Equity in health can be defined as "the absence of socially unjust or unfair health disparities." More specifically, "equity in health can be defined as the absence of systematic disparities in health (or in the major social determinants of health) between social groups who have different levels of underlying social advantage/disadvantage—that is, different positions in a social hierarchy. Inequities in health systematically put groups of people who are already socially disadvantaged (for example, by virtue of being poor, female, and/or members of a disenfranchised racial, ethnic, or religious group) at further disadvantage with respect to their health; health is essential to wellbeing and to overcoming other effects of social disadvantage." See pg. 54 in: Braveman, P., S. Gruskin. (2003) "Defining equity in health." *Journal of Epidemiology & Community Health*. 57(4): 254-258.





### 1.3.4 Feasibility Analysis

Once the suggested model for a new CFC-type initiative was established, the general feasibility of the approach was analyzed. A review of the secondary source data, focus groups, and key informant interviews helped establish the following criteria for the feasibility analysis:

1. Community Support
2. Leadership
3. Collaboration
4. Capacity
5. Location

### 1.3.5 Financial Feasibility Analysis

Once an appropriate model was established and general feasibility was determined, an analysis of the financial feasibility of the proposed approach was conducted and a high-level business plan was developed. The business plan considered the various capital and operational resources that would be required to implement the initiative, established assumptions regarding physical, infrastructural, programming, and human resources supports. A high-level review was also conducted of the various potential funding sources to implement the recommended initiative.

### 1.3.6 Recommended Next Steps

Finally, based on the community assessment an overall feasibility analysis, a list of next steps for stakeholders and the community was developed. These next steps are presented at the end of this report.

## 2 BACKGROUND RESEARCH

### 2.1 What is a Community Food Centre?

As described by Community Food Centres Canada, a CFC is a welcoming space where people can come together to cook, learn, access or grow good food. Distinct from food hubs or terminals and offering more multifaceted programming than food banks, CFCs provide a service model centred to improve healthy food access, food skills and education. Food access programs are those that provide emergency access to healthy food to those in need in a respectful and dignified manner; food skills programs help develop healthy food behaviours and skills; and education and engagement programs work to give individuals and communities voice and agency on food and hunger issues.<sup>5</sup> Examples of the types of programs offered under these three core areas and intended impacts are illustrated in **Figure 2**.

#### What is a Community Food Centre?

A Community Food Centre is a welcoming space where people come together to grow, cook, share and advocate for good food. CFCs provide people with emergency access to high-quality food in a dignified setting that doesn't compromise their self-worth. People learn cooking and gardening skills there, and kids get their hands dirty in the garden and kitchen in ways that expand their tastebuds and help them make healthier food choices. Community members find their voices on the issues that matter to them, and people find friends and support. CFCs offer multifaceted, integrated and responsive programming in a shared space where food builds health, hope, skills and community.

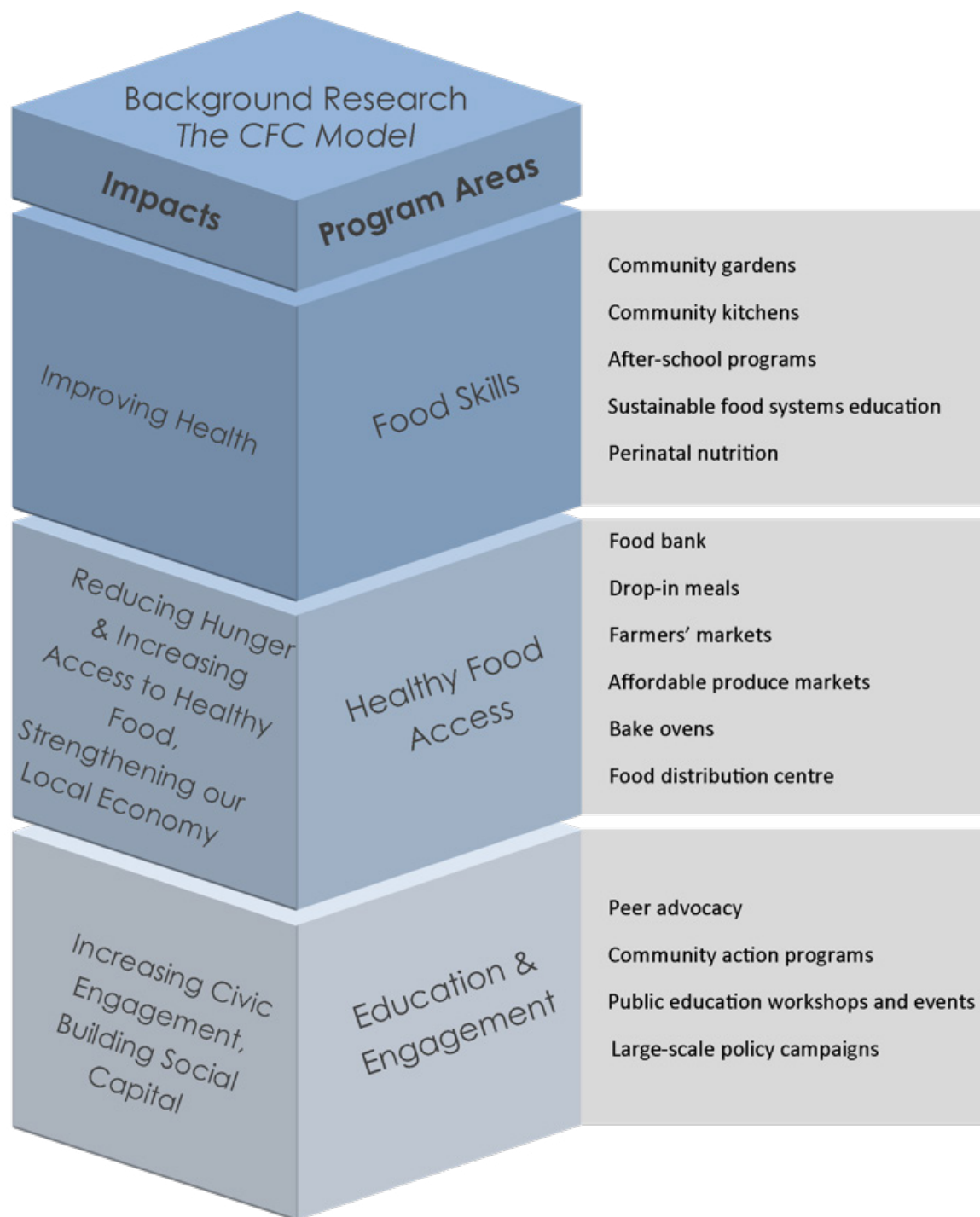
- Community Food Centres Canada

The CFC model grew out of the evolution of The Stop Community Food Centre in Toronto's Davenport West neighbourhood. The Stop developed from a traditional charitable food provision organization into a multi-faceted association that seeks not only to help meet basic food needs of low-income communities in the neighbourhood, but also combat diet-related illness, reduce social isolation and support local agriculture. This is done through a mix of programs offered under one roof, including a community kitchen and gardens, cooking classes, healthy drop-in meals, peri-natal support, a food bank, outdoor bake ovens, food markets, and community action programs. A full detailed list of The Stop's programs are included as part of **Appendix A**.



<sup>5</sup> Community Food Centres Canada, What Is a Community Food Centre? [cfccanada.ca/what\\_is\\_a\\_community\\_food\\_centre](http://cfccanada.ca/what_is_a_community_food_centre)

Figure 2: The CFC Model





In response to widespread interest in this model, *The Stop's* then-Program Director Kathryn Scharf co-wrote a paper entitled *In Every Community a Place for Food*<sup>6</sup> that described the model and proposed a program for expanding it to other communities. The model was piloted in Perth and Stratford, Ontario and in 2012. *The Table Community Food Centre* in Perth and *The Local Community Food Centre* in Stratford became the first new CFCs based on *The Stop's* model. CFCC was then founded in July 2012 as a national umbrella organization with the mandate to work with partners to develop the CFC model across the country. Since that time, new centres have been developed in Winnipeg, Dartmouth and Toronto's Regent Park. New centres are currently under development in Moncton and Calgary. CFCC has a goal to develop five to nine additional new partner CFCs across the country by 2017<sup>7</sup> (logos for a number of these centres are illustrated in **Figure 3**).

Figure 3: Community Food Centres Canada Partner Sites



The CFC model as promoted and supported by CFCC includes responsive programming in the three core areas discussed earlier. It offers that programming in a single integrated space, which includes gardens, a Public Health-approved kitchen, offices for a minimum of five staff, and a multi-purpose program and dining space to seat 80 to 100 people. The goals of each CFC are to:

- Increase access to healthy food among low-income community members;
- Increase skills and knowledge and encourage behaviour change around healthy food;
- Reduce social isolation and increase connections to a variety of supports; and
- Increase knowledge of poverty and food systems issues and create new opportunities for effective action on systemic issues.<sup>8</sup>

<sup>6</sup>Available at [cfccanada.ca/documents/In\\_Every\\_Community\\_a\\_Place\\_for\\_Food.pdf](http://cfccanada.ca/documents/In_Every_Community_a_Place_for_Food.pdf)

<sup>7</sup>Community Food Centres Canada, History, [cfccanada.ca/history](http://cfccanada.ca/history)

<sup>8</sup>Community Food Centres Canada, What Is a Community Food Centre? [cfccanada.ca/what\\_is\\_a\\_community\\_food\\_centre](http://cfccanada.ca/what_is_a_community_food_centre)

Figure 4: Illustration of a CFC



Image source: [www.thestop.org/the-community-food-centre-model](http://www.thestop.org/the-community-food-centre-model)

## 2.2 Becoming a Community Food Centre

Community Food Centres Canada has developed a specific process for establishing partnerships to develop new CFCs. New partnerships are assessed on an ongoing basis, although a limited number of new CFCs are developed each year. Interested organizations must meet most or all of the criteria listed in **Figure 5**.

Organizations that believe they meet a sufficient number of these criteria complete a “Questionnaire for Interested Organizations”.<sup>9</sup> Following submission of the questionnaire, CFCC staff will follow up to learn more about the prospective organization. If after several initial conversations both parties are interested in moving forward, CFCC staff will visit the organization’s community to meet with key staff and board members, tour the physical space and connect with key stakeholders. Finally, the interested organization must submit a detailed application for evaluation by CFCC.<sup>10</sup>

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<sup>9</sup>Questionnaire available at: <http://cfccanada.ca/documents/CFCC%20-%20Questionnaire%20for%20Interested%20Organizations.docx>

<sup>10</sup>Source: [cfccanada.ca/becoming-community-food-centre](http://cfccanada.ca/becoming-community-food-centre)

Figure 5: Criteria for CFC Partner Organizations



Image source: thepod.cfccanada.ca

### The prospective partner organization should:

- ▶ Have its own board and charitable status
- ▶ Have an existing, trusting relationships with members of low-income communities, and be able to offer CFC programming that is targeted at low-income communities
- ▶ Demonstrate community need and support (not duplicating other local initiatives, no significant risks or opposition)
- ▶ Have or be able to secure the physical space required for programs, including a commercial kitchen, dining/meeting space, offices, and a garden close by
- ▶ Embrace the shared CFC vision, strategic objectives and principles, and can demonstrate that the board, senior staff and other key stakeholders are supportive of the mission direction
- ▶ Be committed to developing programming representation in the areas of access, skills, and engagement
- ▶ Be located in a community that can sustain a CFC (likely a mid-size to major city, though there may be exceptions to this rule)
- ▶ Agree to adopt the CFC identity for the initiative, and to brand the space as such
- ▶ Have a track record of visionary, effective leadership
- ▶ Have staff infrastructure that is (or could be, with added CFC resources) robust enough to support the project
- ▶ Be willing to assign in-kind support to the project, proportionate to its size
- ▶ Be committed to implementing evaluation tools and contributing statistics to a shared evaluation framework that will allow CFCC to demonstrate collective impact across CFCs
- ▶ Be willing to participate in the capacity-building and/or collaborative fundraising framework necessary to build long-term financial sustainability, and ultimately to take on a significant local responsibility to resource the project
- ▶ Understand and be prepared to enter into a collaborative meeting and decision-making framework with CFCC
- ▶ In larger organizations, display a willingness to:
  - a) adopt the CFC as a key initiative, including making any necessary adjustments to the larger organization to ensure the CFC fits in — and doesn't compete — with other programs; and
  - b) provide support at senior levels while allowing enough breathing room for the CFC Director or Manager to exercise leadership

Source: cfccanada.ca/becoming-community-food-centre





## 2.3 Good Food Organizations

Launched in October 2014, Good Food Organizations is a new initiative of CFCC, offering another way for food security organizations to access resources, customized training, grants, and provide network opportunities to promote shared priorities. As a different stream of partnership with CFCC, this program aims to connect like-minded organizations around the country in a collective commitment to achieving a healthy and fair food system.

Groups interested in becoming Good Food Organizations should be:

- Already offering (or striving to offer) community food security programs;
- Committed to working towards a healthy and fair food system;
- Committed to making an impact in the areas of health, social justice and sustainable food systems; and
- Able to secure internal support for the Good Food Principles, including community support (established through a letter).



“The Good Food Organizations is an effort to go deeper into knowledge exchange and dissemination by working more closely with community food security organizations to provide more resources and supports that are tailored to local needs and contexts and to strategically work towards a set of common goals” ([goodfoodorganizations.ca/about](http://goodfoodorganizations.ca/about)).

In order to become a Good Food Organization, interested groups are to complete a self-assessment, including the identification of three tangible goals their organization is committed to working towards in the year of application. Along with the self-assessment, interested groups are asked to write a cover letter outlining their organization’s interest in joining the program and have it signed by a senior-level staff (such as a Director). The application process is opened in rounds.<sup>11</sup>

The Good Food Principles include:

- Taking action from individual to the systemic: integrating programs in the areas of food access, food skills, and civic engagement;
- Believing and investing in the power of good food;
- Creating an environment of respect and community leadership;
- Meeting people where they’re at; and
- Aiming high for our organizations and our community.

The Good Food Principles in full and more details on the program are available at [goodfoodorganizations.ca](http://goodfoodorganizations.ca).

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<sup>11</sup>See: [goodfoodorganizations.ca/apply/](http://goodfoodorganizations.ca/apply/)



## 2.4 Other Community Food Initiatives

This feasibility study examined the interest in and viability of a CFC or other similar model for Chatham-Kent. Other than CFCs, as defined by CFCC, there are a number of like-minded food-based community organizations and programs in operation that take the same kind of comprehensive or multi-programmatic approach tackling food insecurity. Focused on low income and at-risk populations, these CFIs operate in some or all of the following program areas:

- Reducing hunger and ensuring availability of healthy food;
- Improving health;
- Increasing food skills and knowledge;
- Operating community gardens;
- Providing urban agriculture training and resources;
- Engaging the community, building social capital and reducing social isolation;
- Advocating for policy change; and
- Supporting local agriculture and strengthening the local food economy.

The particular mix of programming depends on the community in question, the local needs, and the partnerships that make up the initiative.



Figure 6: The North Glasgow Community Food Initiative “Food Hub Activator” Model

In one case study example, the North Glasgow Community Food Initiative (NGCFI) in Scotland has developed what they call the “food hub model”. Each food hub focuses on a particular community or neighbourhood where they create a single project for participants gain access to “the whole fresh food virtuous circle - growing, cooking, choosing, accessing and enjoying fresh food”. Where they are unable to deliver all of the elements on their own, the NGCFI looks for partners and promotes other organization’s opportunities alongside their own.

Source: [www.ngcfi.org.uk/what-we-do/food-hubs](http://www.ngcfi.org.uk/what-we-do/food-hubs)

A review of reports, articles, research papers and Internet resources along with information from key informant interviews yielded a number of case studies of CFIs that can be instructive for Chatham-Kent. The initiatives provide examples of various approaches from across Canada as well as the United States and a few international examples. These case studies are catalogued in **Appendix A** and demonstrate how a unique program mix can be developed to meet a community’s specific needs.

# 3 COMMUNITY ASSESSMENT: UNDERSTANDING THE LOCAL CONTEXT

This section outlines the findings from the study's community assessment. Information was gathered from background research as well as the key informant interviews and stakeholder meetings. The results provide a baseline for current conditions in Chatham-Kent by profiling the needs of the community at a high level, reviewing what current services related to food security were being offered, and the gaps that exist. This information sets the stage for the recommended model presented in the next section and helped determine feasibility of a new initiative

## 3.1 About Chatham-Kent

### 3.1.1 Population and Geography

Chatham-Kent is located in Southwestern Ontario and is comprised of urban areas, hamlets, rural settlement areas, and agricultural lands. The communities in Chatham-Kent are diverse and include seven primary urban centres (in order of population from highest to lowest): Chatham, Wallaceburg, Bleinheim, Tilbury, Ridgetown, Dresden, and Wheatley. In addition, there are secondary urban centres that include rural communities of less than 1,000 people. These communities include Thamesville, Charing Cross, Merlin, Mitchell's Bay, Bothwell and Pain Court. Chatham-Kent also includes hamlets including Highgate, Erieau and Shrewsbury (see map in Figure 7).

Figure 7: Map of the Municipality of Chatham-Kent



Chatham-Kent has a population of 104,075 residents (2011), exhibiting a decline from 112,800 over the previous ten years. Over half of the population live in one of two primary urban centres, Chatham and Wallaceburg, with the remaining residing in the municipality's hamlets and rural areas. Despite the municipality's overall negative growth trends, the city of Chatham experienced a 2% growth in population over the same period. Other communities, including Wallaceburg and Ridgetown, however, have experienced a decline in population<sup>12</sup>. For the next twenty years, Chatham-Kent has established a plan for orderly growth that will see an increase in the municipality's population to 122,600 under a medium growth scenario. Based on this growth scenario, the demand for housing will be approximately 6,070 dwelling units. Most of this population growth will be distributed throughout Chatham-Kent's primary urban centres.

Chatham-Kent's geography and population presents challenges and opportunities for residents in the municipalities and affects decision-making regarding planned infrastructure, including the location of any future CFI. Inequalities existing across the urban-rural continuum and must be considered in the decision-making process regarding the location of community services and how those community services are operationalized. Concerns were noted from stakeholders regarding inequalities in the distribution and concentration of community services and programming between the urban and rural communities. Many of the municipality's existing programs and services are located in Chatham to serve residents in the downtown area. Fewer programs are offered to residents in other communities – whether urban or rural. Furthermore, stakeholders identified that a lack of accessible transportation and the rising cost of gas is driving the migration of residents from Chatham-Kent's rural communities into Chatham.

### 3.1.2 Social Exclusion

In a municipality with greater income inequalities than the province as a whole, social exclusion is of particular concern in Chatham-Kent. Households in Chatham-Kent earn approximately \$7,000 less after taxes compared to the provincial average (\$44,501 compared to \$52,117) and approximately 8% of residents and 10% of children under the age of 18 live in low-income households (after tax income). The municipality experiences a higher unemployment rate (9.5% in 2013 compared to 7.6% in Ontario) than the Ontario average. The poverty rate is 11.9% in 2012 and 8% of households in Chatham-Kent are food insecure – unable to afford to purchase the food they need. Among youths, 15.3% live below the Low Income Cut-off. Across the municipality, there are 12,370 households with children, but 38% of households are lone parent families (4,735), with the majority led by female-parent households. Over one-quarter of residents (26%) are renters.

Social exclusion due to this sort of income inequality is increasing and will continue to be a concern in the future. One impact in Chatham-Kent over the last few years has been an increase in usage of food banks. In particular, the Salvation Army's four food banks saw a 58% increase in usage from 2009 to 2011, while usage of the Chatham Outreach for Hunger food bank increased by 55%.<sup>13</sup> These increases in Chatham-Kent well eclipse the 19.2% rise in food bank usage seen provincially since the 2008 economic downturn.<sup>14</sup>

### Age Profile

Based on the 2011 Census, Chatham-Kent's median age is 43.8 years of age, and the population is characterized by a higher proportion of children, teenagers, and seniors compared to the province as a whole.

<sup>13</sup> Municipality of Chatham-Kent. CK Counts – Household Finances. Source: <http://www.chatham-kent.ca/measuringourprogress/ckcounts/Pages/HouseholdFinances.aspx>. Accessed on 2 February 2015.

<sup>14</sup> Food Banks Canada (2014). HungerCount 2014. Source: [http://www.foodbankscanada.ca/getmedia/7739cdf72d5-4cee-85e9-54d456669564/HungerCount\\_2014\\_EN.pdf.aspx?ext=.pdf](http://www.foodbankscanada.ca/getmedia/7739cdf72d5-4cee-85e9-54d456669564/HungerCount_2014_EN.pdf.aspx?ext=.pdf). Accessed on November 15, 2014.

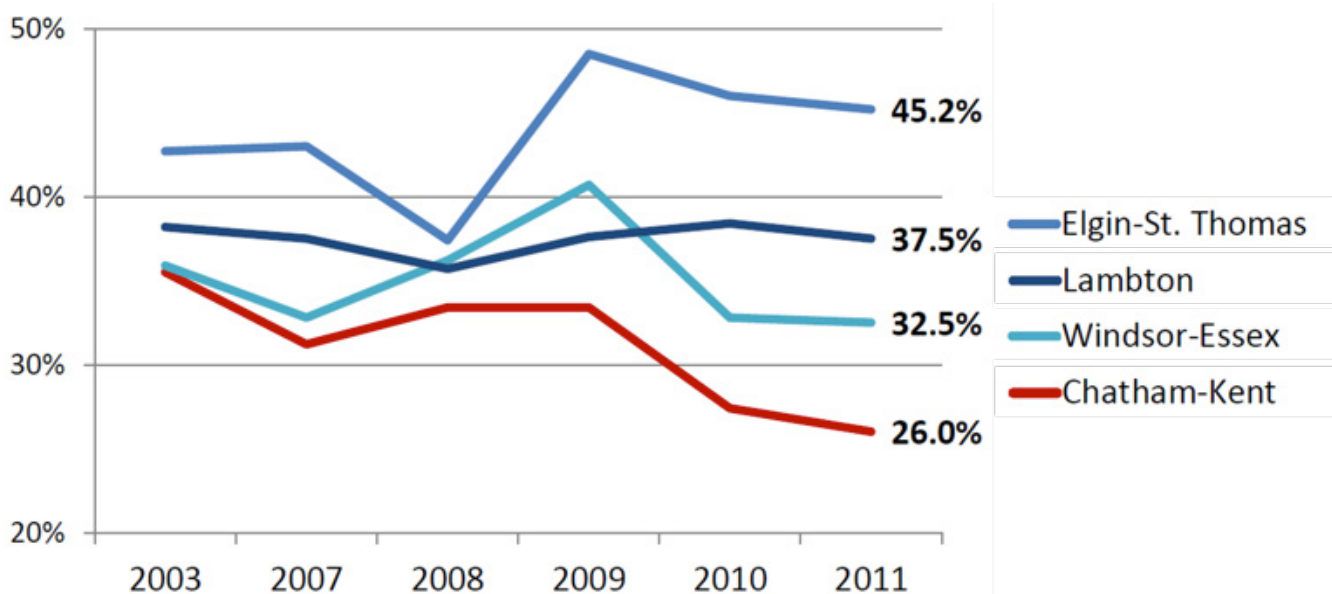




### 3.1.3 Food Production and Healthy Eating

Chatham-Kent is an agricultural community that grows more fruits vegetables than any other region in Ontario. There are 2,049 farms across the municipality, which account for nearly 4% of Ontario's total farms. Leading crops in Chatham-Kent include wheat, corn and soybeans. Fruit and vegetable crops grown locally include apples, peaches, sour cherries, raspberries, strawberries, grapes, tomatoes, green peas, wax beans and sweet corn. Innovation and investments continue to support Chatham-Kent in its development as a leading agricultural community. Despite a strong local agricultural sector, the municipality has the lowest fruit and vegetable consumption in Ontario (**Figure 8**) and has a low rate of self-reported food skills.

Figure 8: Fruit and Vegetable Consumption, CK and Neighbouring Regions



In 2010, the CKHCP completed a Community Picture, which provides a snapshot of the current state of health of its residents, as well as the current policy and programming efforts. According to the Community Picture report, over 60% of Chatham-Kent adults are classified as overweight or obese, which exceeds the provincial average of 53%. Chatham-Kent men in particular have higher obesity rates than their provincial counterparts (28% vs. 18%). Among adolescents age 12 to 17, 9% of girls and 19% of boys are considered to be overweight or obese. Approximately 8.6% of the population in Chatham-Kent has diabetes, which is two percentage points higher than the provincial average. Given Chatham-Kent's demographic profile and health status, the Community Picture identified a critical need to improve access to healthy food. This includes the need for policies and initiatives that would increase the provision of community gardens and sustainable food programs in community settings, schools and workplaces. The Community Picture also resulted in the development of a Community Food System Assessment called "Let's Talk Food CK", which was undertaken in 2012.

<sup>1</sup> [www.letstalkfood-ck.com](http://www.letstalkfood-ck.com)

<sup>2</sup> [cfccanada.ca/what\\_is\\_a\\_community\\_food\\_centre](http://cfccanada.ca/what_is_a_community_food_centre)

## 3.2 The Chatham-Kent Food Policy Council and Lets Talk Food

The purpose of *Let's Talk Food CK* was to gain a clearer understanding of the strengths and challenges related to food in Chatham-Kent, identify local priorities and support policies related to healthy eating. One theme emerging from *Let's Talk Food CK* was accessibility to fresh, healthy food, particularly for residents that do not have access to a private vehicle. The process also identified a low level of understanding, especially among the younger generations, of where food comes from and of the value of food. Moreover, people are losing the ability to cook for themselves. Food knowledge, awareness and skills are important for everyone, but particularly critical for persons living in low income households who have poor access to healthy food and face additional challenges accessing grocery stores.

### About the CKFPC

The mission of the Chatham-Kent Food Policy Council is to encourage and facilitate dialogue and collaboration among food related organizations, agencies, services, food producers and distributors, consumers, business and government to develop strategies for the promotion and facilitation of the vision and bring it to action.



*Let's Talk Food CK* included a series of recommendations for Chatham-Kent, including:

- Enabling healthy local food to be accessible for everyone;
- Increasing food awareness, skills, and knowledge, particularly among children and youths; and
- Promoting local food.

As a result of *Let's Talk Food CK*, the CKHCP and the Chatham-Kent Public Health Unit initiated the development of a Chatham-Kent Food Policy Council (CKFPC) to bring together community partners who have an interest in the local food system. The CKFPC has since identified the creation of a CFC for Chatham-Kent as one of its priorities.

## 3.3 Existing Efforts Addressing Food Security in Chatham-Kent

As part of the focus group sessions, participants were asked to identify current programs and initiatives that are being undertaken to promote food security. Their responses were categorized under the three program areas in the CFC model: **food skills, healthy food access and engagement and education**. Other related themes were noted as well, including local food production, which is of importance in Chatham-Kent.

There are a range of community organizations in Chatham-Kent who are working to increase access to healthier food and develop food skills and healthy eating practices. The Community Picture Report identified many networks or sectors that are collectively working to provide healthy eating opportunities in Chatham-Kent, supporting food security and delivering food skills programs. Of particular note, there are six organizations operating various food banks in Chatham-Kent, which are an important part of addressing immediate needs due to food insecurity within the community. In total, there are nine food banks in Chatham-Kent operating on a rotating schedule throughout the week/month, including:

- **The Salvation Army Chatham-Kent Ministries (four locations): Chatham, Wallaceburg, Ridgetown, Blenheim Baptist Church**
- **Outreach for Hunger, Chatham**





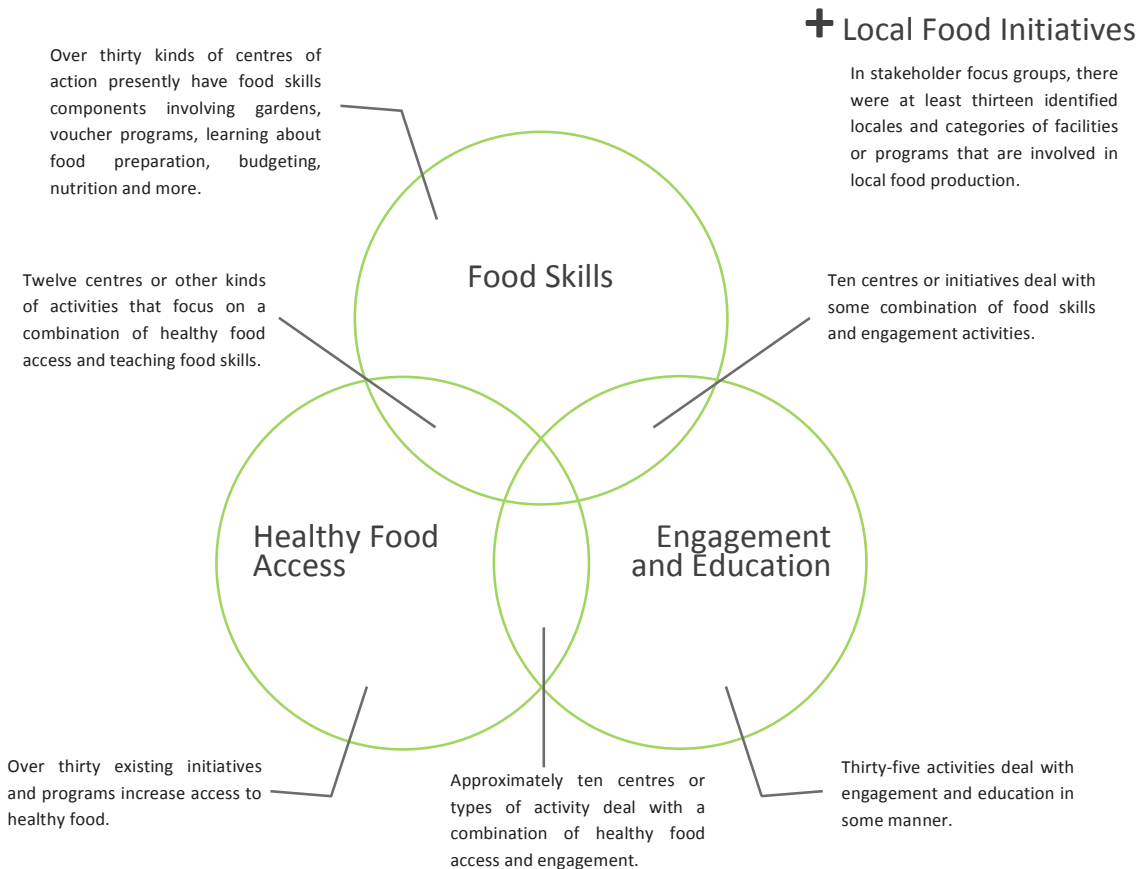
- **Tilbury Information & H.E.L.P Centre (operated by the United Way)**
- **Wheatley Baptist Church**
- **Dresden Community Church**
- **Mom’s Baby Cupboard, Wallaceburg**

Through focus groups and key informant interviews, a number of additional services, centres, programs or other efforts currently underway in Chatham-Kent were identified. These overlap with components of the CFC model, as summarized in **Figure 9**.

The Salvation Army, in particular, has made great strides in offering programming aimed at tackling food insecurity. Recently, the group opened a new Family Service centre in Chatham with a number of facilities that will help deliver the kinds of programming characteristic of a CFI. Located at 19 Raleigh St., the 5,000 square foot facility includes a food bank, a large training room that could facilitate healthy eating education programs, as well as a large teaching kitchen.<sup>15</sup>

A list of food security-related programming highlighted by focus group participants currently on offer in Chatham-Kent is included in **Appendix B**.

Figure 9: Existing Efforts Addressing Food Security in Chatham-Kent



<sup>15</sup> "Salvation Army settling into new location," 24 July 2014. *Chatham Daily News*. Accessed on 10 November 2014 at: <http://www.chathamdailynews.ca/2014/07/24/salvation-army-settling-into-new-location>



### 3.4 Gaps in Current Services

The community assessment revealed that concerted efforts are already being undertaken throughout Chatham-Kent to help tackle food insecurity (see focus group notes in Appendix B for a detailed inventory of the programs and services). Taken together, these various efforts cover many of the programming areas that are part of the CFC model, including initiatives focused on food skills development, healthy food access, and engagement and education. However, no one initiative in one location provides the kind of multifaceted approach that characterizes the CFC model. Furthermore, the community assessment revealed a number of gaps in servicing overall challenges in reaching populations in need, that could potentially be filled by a CFC-type initiative. Some of those gaps and challenges identified by stakeholders and key informant interviewees are listed below:

- More programs are needed that reduce social isolation. These programs need to be welcoming, non-judgemental, and provide food access with dignity and provide an opportunity for those accessing food to participate in programming.
- There is a need to better communicate existing food-related program availability, events, etc. to the community and target populations.
- There is a need for a facility located in a central location that can serve as a storage and distribution centre for excess produce. A lot of produce is wasted due to inadequate storage facilities. Pick-up and drop-off is challenging given the limited resources available to deliver produce to clients.
- In conjunction with a storage and distribution centre, a dehydration facility would be valuable. In Chatham-Kent where produce is seasonal, a dehydration plant would provide year-round access to food.
- Chatham-Kent could also use a centre that incorporates the many voices related to food in the municipality, including producers.
- There is a need for more programming that advocates the importance of local healthy foods to consumers at-large.
- The community could benefit from having a greenhouse that can facilitate year-round activities for seniors, students, and encourage intergenerational relationships.
- Chatham-Kent could use the provision of small urban spaces and kitchens for social entrepreneurs and small businesses who are interested in food production in a legal and inspected facility.
- The community could also use a well-appointed teaching kitchen for students to access. Schools in the area are not equipped with kitchens to teach students about nutrition and healthy eating. Such a teaching facility should provide basic cooking skills, canning, gardening, and nutrition.
- Art was recognized as an avenue to help break barriers between people. An art centre could include programming that integrates food, art, and culture.
- Recruiting sufficient numbers of volunteers remains a challenge.
- Some populations are proving difficult to reach, including young mothers and other younger demographics.



## 4 RECOMMENDED MODEL

### 4.1 Establishing the Need for a CFC

Previous work done by CKPH and the CKFPC originally established the need for a CFC. **This study confirms the need for a CFC or similar initiative, based on feedback from stakeholders and the ongoing challenges facing the community related to food literacy, poverty and food insecurity.**

The number of people in poverty who experience food insecurity continues to be a concern in Chatham-Kent. Chatham-Kent's existing demographic character, the municipality's long-term population growth, concerns related to social exclusion, poor fruit and vegetable consumption and the impact of other social determinants of health provide evidence to support the community need for a CFC or similar initiative. There are many current efforts underway to address these challenges, but stakeholders have identified some persistent gaps in services and programming. Moreover, consultations with stakeholders revealed general support for the kind of multifaceted approach characterized by CFCs and belief in their focus on providing emergency access to high-quality food in a dignified manner. Consultation also highlighted priority populations that would benefit from this type of initiative. According to feedback from stakeholders during the focus group sessions, there is a particular need to provide services for youth, seniors living in poverty as well as younger single mothers, who are often difficult to reach. Hard to reach populations in rural areas are also of concern.

Challenges related to food insecurity may be more acutely felt in Chatham-Kent, but they are not unique and are indeed present in every community across the country. We can confirm the need for a multifaceted community food security initiative because, arguably, every community in Canada could use a CFC.

"Diet-related illnesses are on the rise, especially in poorer communities, and rates of poverty and hunger are holding steady. It's high time for coordinated investment in preventive, community-building solutions that address these problems in new and innovative ways. One day we hope that these places for food [CFCs] will be in every community, as rooted in the neighbourhood as a health centre or a YMCA."

- Nick Saul, President and CEO of CFCC

Source: [cfccanada.ca/news/ontario-trillium-foundation-supports-development-more-community-food-centres-across-ontario](http://cfccanada.ca/news/ontario-trillium-foundation-supports-development-more-community-food-centres-across-ontario)

### 4.2 The Chatham-Kent "CFI Model"

Background research and the community assessment confirmed the need for a CFC or similar initiative in Chatham-Kent and identified the priority populations that it could target. The next step in this study was to suggest a Chatham-Kent-appropriate model for the community inspired by the CFC approach. This recommended model was based on a close examination of the present context in Chatham-Kent and the unique needs of the community that would be best served by a new initiative. The role that a new initiative could play was determined by addressing the following questions:

- What gaps are there in addressing current needs that could be potentially filled by a CFC?
- What current programs, activities or resources could be strengthened through the implementation of a CFC?

There are a number of programming, infrastructure, and location considerations that together delineate an appropriate approach to a new initiative for Chatham-Kent, addressing current needs while supporting ongoing activities. These are discussed on the following page.



### 4.2.1 Programming

Community Food Centres and other CFIs are characterized by a multi-pronged programming strategy. There are a number of current food security initiatives underway across Chatham-Kent, but many of these efforts are not necessarily coordinated and some potential services are missing. The following programming considerations would be especially important for a new initiative in Chatham-Kent.



**Joint program network of food skills training and cooking programs delivered across Chatham-Kent.** A joint network of existing programs delivery groups, coordinated by a Chatham-Kent Community Food Initiative, would have the potential to strengthen the capacities of existing program development and planning efforts while improving resources and volunteer coordination among service providers.



**Provision of specialized food preparation skills and programming.** Programming could include canning and preserving programs to process surplus produce during harvest season, safe food handling and storage workshops, and youth-focused food skills training and cooking programs in partnership with local schools.



**Food Access, Food Skills and Education/Engagement programs together.** Considering the well-documented positive impact achieved by CFCCs in other communities, a Chatham-Kent initiative should consider offering the same kind of multifaceted programming in the three core CFC areas: food access programs, food skills programs and education and engagement programs, but offering them in a single location.

### 4.2.2 Physical Infrastructure

Physical infrastructure associated with a new initiative that would best serve unmet need in Chatham-Kent and would enhance existing efforts should include a multi-use site that includes a food storage facility, communal dining area and community kitchen. To complement the storage facility and meet an unmet need in the community, a food transport truck would be required. Existing and new community gardens should be supported by a new CFI.



**A food storage facility that receives, stores, and distributes fresh produce to local shelters, food banks and non-profit organizations serving food to those in need.** There was strong interest among stakeholders for such a facility to include refrigeration, freezers, and perhaps a dehydration facility or other mechanism to process and preserve the large volumes of fresh produce that can be received. The facility would ideally be sufficiently sized to receive small and large-scale donations from local food producers, corporate sponsors, and other organizations.





**A dedicated community food distribution truck.** A refrigerated truck would transport surplus produce between local producers, the CFI storage facility, and possibly other recipients in Chatham-Kent's hamlets and rural settlement areas.



**A community kitchen that could double as a "kitchen/culinary incubator", offering a commercial-grade kitchen facility and food preparation space, along with a large communal dining space.** This facility could be used for meal preparation for the new CFI while supporting programming such as nutrition, food skills, cooking and other public education workshops. It should be of sufficient size to accommodate student groups from local schools. Furthermore, acting as a kitchen/culinary incubator, the community kitchen could satisfy the need for such a program as recently identified in the survey results from the Chatham-Kent Kitchen Incubator Project. For a description of various community kitchen program models, see the resource from CFCC's The Pod Knowledge Exchange, included in **Appendix D**.



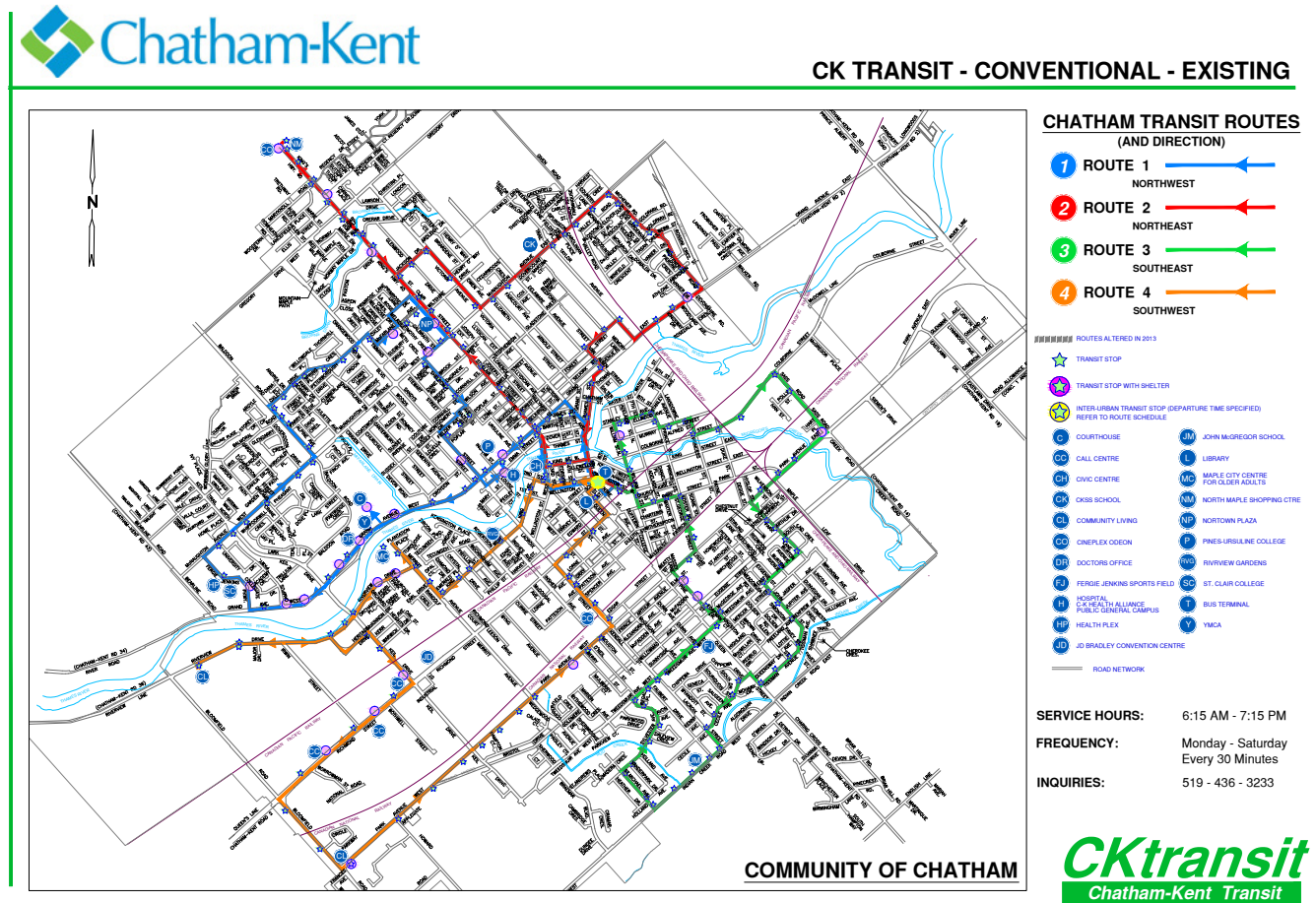
**Support existing and possible expansion of local community gardens.** Any new community food initiative in Chatham-Kent should include a community garden space. A number of community gardens already exist across Chatham-Kent. A new CFI could partner with an existing garden or lead the creation of a new garden if the appropriate land is available in close proximity.

### 4.2.3 Location Considerations

Community Food Centres, as described earlier, are neighbourhood-based, addressing the specific needs of nearby residents. Part of their strength lies in offering a multitude of support services all under one roof. Therefore, where a CFC is sited is an especially important consideration. Considering the broad geographic base of Chatham-Kent, siting of a single CFC would present a critical challenge. What location can best serve the most acute needs while still adequately servicing the municipality at large? Is it an unrealistic expectation that a single centre can provide for the entire municipality? Should a Chatham-Kent initiative have multiple locations to address these challenges?

A single location in the city of Chatham, likely downtown, would be accessible to the highest portion of clients in need. Unfortunately, considering the transportation challenges faced by many residents in need, especially those in rural areas, and the dispersed nature of poverty in Chatham-Kent, a downtown Chatham location would present a barrier to potential users coming from outside the city. However, multiple locations throughout the municipality at this stage would likely dilute resources and volunteers to such an extent that overall impact would be limited. To address this challenge, in part, **it is recommended that the Chatham-Kent approach to a new CFI consist of a single centre, but one that incorporates features such as a food storage facility, a distribution system, a large community kitchen and support for a municipality-wide network of food initiatives.** Efforts should be made to collaborate with transportation service providers to offer residents outside of Chatham access to the centre. For those using the urban transit system, a location on the CKtransit bus route would be most beneficial (Figure 10).

Figure 10: Chatham Conventional Transit Routes



Source: [www.chatham-kent.ca/SiteCollectionDocuments/transportation/CKTransit%20PIC%20Presentation.pdf](http://www.chatham-kent.ca/SiteCollectionDocuments/transportation/CKTransit%20PIC%20Presentation.pdf)

Securing an appropriate location for the type of initiative discussed here is a central question to the overall feasibility of the project. This represents one of the main challenges in the development of CFCs and other CFIs and will be addressed further in the sections to follow.

## 5 FEASIBILITY

The previous section outlined features of a CFI that would be most appropriate for Chatham-Kent and would address unmet needs in the community. Based on this recommended approach, this section describes the general feasibility of such an initiative. The feasibility analysis is based on five high-level criteria for success that were developed during background research and feedback from stakeholders and key informant interviewees. The advice of key informants involved in the development of CFIs in other communities was of particular importance in establishing these feasibility criteria.

The following criteria represent the primary success factors that will determine the feasibility of a new CFI:

1. Community Support
2. Leadership
3. Collaboration
4. Capacity
5. Location










Table 1 summarizes general feasibility by outlining the potential to meet each of these indicators. Overall, a new CFI for Chatham-Kent is feasible. However, there are some criteria that remain unmet at this time and a few unknowns must be addressed before a definitive recommendation can be made. For instance, the level of support for a new initiative from the community at large (especially potential users) is not fully understood at this stage. Furthermore, no clear champion organization has come forward definitively at this stage to drive the initiative forward and no suitable location for a CFI has been identified. The recommended next steps presented in Section 7 of this report should help address some of the gaps identified here.

Table 1: Feasibility Analysis

Criteria	Indicator	Yes	Somewhat	No	Unknown	Discussion
<b>Community Support</b>	Programs, activities or resources currently exist in Chatham-Kent that could support a new CFI.	●				There is a strong repertoire of food-related services, programs, and mechanisms already established in Chatham-Kent delivered by social services, health care, and child care providers as well as volunteers and charitable organizations. These providers form a network of like-minded organizations that could lend support to the development of a new initiative.
	There is stakeholder interest and support for the development of a CFI.	●				There is general support from community organizations and other stakeholders for a new CFI. Interest expressed by existing organizations overcomes the need to establish a new social institution in Chatham-Kent.
	A new initiative would not duplicate services or face significant opposition.		●			Some concern was expressed by existing emergency food providers that the provision of this kind of service in a new CFI would duplicate existing efforts and compete for scarce resources. However, other stakeholders and background research indicates that there is unmet need in the community that could be in part addressed by a new CFI.
	There is demonstrated need and support from the community at large and among potential users of such a service.				●	Background demographic research and findings from previous reports indicate that there is a need for the kind of programming that would be offered in a CFI, however this study has not confirmed interest and need with potential users of the centre.

Criteria	Indicator	Yes	Somewhat	No	Unknown	Discussion
<b>Leadership</b>	There is a key champion with an existing relationship with members of low-income communities in Chatham-Kent who has committed to driving forward the development of the initiative.					There has been no commitment from an existing organization to take the lead on this initiative. However, Chatham-Kent Public Health will continue to play an important role and other organizations, such as the Salvation Army, have expressed interest in taking on a leadership role.
	Interest been expressed by an organization in Chatham-Kent to support the development, management, and operation of a CFC.					The Salvation Army has come forward in expressing their interest to take a lead role, but in collaboration with other organizations.
<b>Collaboration</b>	There are organizations that have expressed interest in forming a partnership or collaborating to implement the CFC.					Victoria Avenue United Church has also expressed strong interest in providing a supporting role alongside other community organizations in the implementation and operation of a CFI. Interest has also been expressed by the United Way of Chatham-Kent to act in a coordination role.
	Potential collaborators share a common vision and set of values that would support a CFI that takes a multi-faceted approach to tackling food insecurity.					Stakeholder focus groups indicate general support for programs that reduce social isolation, are welcoming, non-judgemental, and provide food access with dignity and an opportunity for those accessing food to participate in other programming.  Open communications and outreach is needed to overcome resistance from other organizations over competition for funding dollars.
<b>Capacity</b>	Potential leadership organization and/or partnership organizations have the skills, capital, human, and financial resources and internal capacities to drive the initiative forward.					A likely lead partner (Salvation Army) does have potential capacity, but this would need to be confirmed with the organization's leadership.



Criteria	Indicator	Yes	Somewhat	No	Unknown	Discussion
<b>Capacity</b>	There are external resources, funds and in-kind support that can be drawn upon.	●				Potential key partners in the development of a new initiative, including the Salvation Army and Victoria Avenue United Church each have access to helpful resources. The Salvation Army has a well-established reputation and support among the broader community as well as the Salvation Army of Canada to draw external funds. Victoria Avenue is a viable partner as a result of their ability to access financial support from the United Church of Canada. In addition, Victoria Avenue can draw from a range of human resources that includes leadership responsibilities and support staff.
<b>Location</b>	There a suitable building available that could house a centre, including facilities for a commercial kitchen, food storage, dining/ meeting space and a community garden close by.			●		At this stage, there is no suitable site readily available, although suggestions have been offered, including vacant land owned by Victoria Avenue United Church. The Salvation Army recently moved into a property in Chatham that includes a teaching kitchen, dining/ meeting space, and food bank, which could provide a potential site depending on discussions with the organization.
	There is general agreement on a location that can best address the needs of the clients to be served.		●			Further analysis will need to be undertaken to identify a suitable location that can support the food storage facility, community kitchen, and logistics and transportation infrastructure. It is recommended that a location analysis and community focus groups be undertaken to identify a suitable location.



## 6 FINANCIAL FEASIBILITY

As demonstrated in Section 5, a new CFI for Chatham-Kent is generally feasible. Critically, however, no clear champion organization has come forward definitively at this stage to drive the initiative forward and no suitable location for a CFI has been identified. Without this knowledge, a fulsome financial feasibility analysis is not possible. However, as discussed under the leadership criteria, the Salvation Army has come forward, expressing their interest to take a lead role, albeit in collaboration with other organizations.

The following financial feasibility review is based on the assumption that a new CFI for Chatham-Kent would involve a dovetailing with the Salvation Army's ongoing efforts in the community and would be housed in their new facilities in Chatham. This represents an ideal option for many financial reasons, including:

- Effective offloading of fixed and capital costs to a responsible partner;
- Synergies in human capital that reduce full-time equivalent (FTE) and labour expenses;
- Reduction of operating expenses resulting from shared resources between these parties; and
- Time requirements for the centre to fully implement its plan and programs will be lessened considerably.

Each of these factors is discussed in further detail throughout the remainder of this section.

### 6.1 Fixed and Capital Costs

It is recommended that a CFI use existing infrastructure rather than raising funds for property and building construction, which may not be feasible, especially considering and the related maintenance and operational costs of such assets. This will enable any new initiative to focus its financial, operational, and strategic efforts on creating and implementing programs to improve food security for the residents of Chatham-Kent.

If the CFI were to pursue the purchase of land and building, it is estimated that an additional cost of \$15,000 for planning applications and building permit fees would be incurred in addition to the almost \$5,000 per month that would be required solely to fund the mortgage payments. However, these costs would be avoided should the CFI use the existing Salvation Army building. The outlay of some initial capital costs will be required, however, such as funds for office furniture (\$2,500), kitchen equipment (\$2,500), and technology (\$5,000). It is estimated that these total costs would not exceed \$10,000 and would be amortized at attractive rates of 20%, 20%, and 50% respectively. Some local businesses and donors may be more likely, or able, to donate in-kind gifts such as this equipment, rather than monetary gifts.

Other start-up costs to consider are incorporation (\$1,000), initial branding, marketing, and PR materials and services (\$5,000), and a market study (\$5,000) to identify the optimal mix of programming for the participants most likely to use the services of the CFI and how to best reach and encourage those in greatest need. **Table 2** below details the estimated start-up costs for a CFI assuming a partnership with the Salvation Army that would share fixed and capital costs.

Table 2: Estimated Capital and Start-up Costs for a CFI

ACCOUNT	DEBIT	CREDIT	MEMO
Office Furniture	2,500.00		Capital and Start-up Costs
Kitchen Equipment	2,500.00		Capital and Start-up Costs
Technology	5,000.00		Capital and Start-up Costs
Incorporation	1,000.00		Capital and Start-up Costs
Branding, Marketing & PR Materials	5,000.00		Capital and Start-up Costs
Market Study	5,000.00		Capital and Start-up Costs
Capital and Start-up Costs		21,000.00	Capital and Start-up Costs

## 6.2 Human Capital Synergies

The most significant expense related to the operation of a not-for-profit is the ongoing payroll requirements. It is expected that a full-time Executive Director (\$50,000 salary and benefits annually) and a part-time program coordinator (\$20,000 salary and benefits annually) would be required. A key consideration is that as the Salvation Army has full-time staff available, the CFI would be strictly responsible for providing some type of additional pay to increase hours of employment for this existing staff.

It is estimated that the total FTE requirement for a CFI would be 2.5 FTE. Therefore, an additional 1.0 FTE, to be paid as “top-up” to increase the hours of the existing Salvation Army staff, should be budgeted to meet this staffing requirement. Support staff, such as legal and accounting would be contracted out on an as-needed basis, estimated at \$5,000 per year. As long as the existing Salvation Army staff has the appropriate skillset for operating a CFI, the organization will also forego the majority of the start-up costs related to interviewing and hiring new staff.

A new CFI could draw upon human resources from the Victoria Avenue United Church to deliver specialized programs, including one staff member who can devote hours, as well as opportunities to secure “in kind” staffing from Chatham-Kent Public Health and from the Chatham-Kent United Way. It is to be determined whether financial compensation for any of these services will be required. Table 3 below that details the estimated annual human resources and labour expenses for CFI in this ideal scenario.

Table 3: Estimated Annual Human Resources and Labour Expenses for a CFI

ACCOUNT	DEBIT	CREDIT	MEMO
Full-time Executive Director	50,000.00		Annual HR and Labour Expense
Part-time Program Coordinator	20,000.00		Annual HR and Labour Expense
Equivalent of 1.0 FTE for topup	20,000.00		Annual HR and Labour Expense
Professional/Support Staff	6,000.00		Annual HR and Labour Expense
Capital and Start-up Costs		96,000.00	Annual HR and Labour Expense



## 6.3 Shared Resources

By utilizing the space at the Salvation Army Chatham building, many potential costs related to a new CFI will be effectively reduced and even eliminated: property taxes, general building upkeep, maintenance, facility costs, and utilities. As well, as the Salvation Army has a full-time driver, any transportation costs associated with operation of the CFI will be substantially subsidized. With this assumption, it is estimated that the CFI would need to budget \$500 per month in fuel costs.

There will still be various costs that will be the sole responsibility of the CFI, namely rent and food. A local real estate resource would need to be consulted, but it is estimated that fair market commercial rent in the given area, based on similar properties, would be \$9.00 per square foot. At this rate, the fair market rent payment to compensate the Salvation Army would be \$1,875 per month, based on 2,500 square feet (the total building represents 5,000 square feet). Food expenses to operate the CFI will be partially supported by public and private donations and as such is estimated to be \$5,000 per year. In addition, \$100 should be budgeted for monthly office expenses, namely office supplies, photocopies, and other related goods and services to be consumed in regular office operations.

**Table 4** below details the estimated monthly operating expenses for a CFI in this ideal scenario.

Table 4: Estimated Monthly Operating Expenses for a CFI

ACCOUNT	DEBIT	CREDIT	MEMO
Rent	1,875.00		Monthly Operating Expenses
Fuel	500.00		Monthly Operating Expenses
Food	500.00		Monthly Operating Expenses
Office Expense	100.00		Monthly Operating Expenses
Capital and Start-up Costs		2,975.00	Monthly Operating Expenses

## 7 RECOMMENDED NEXT STEPS

Based on the feasibility analysis, this report concludes with a number of recommended next steps to continue to support this initiative and move it toward implementation.

### 7.1 Develop a Working Group



Taking the findings of this report into account, the first step toward creating a new CFI should be to develop a Community Food Initiative Working Group. In particular, dialogue should continue with the Salvation Army, which has been identified as a potential leadership organization. Other invited members should include:

- Chatham-Kent Public Health Unit
- Victoria Avenue United Church
- The United Way of Chatham-Kent
- The Municipality of Chatham-Kent
- Lambton Kent District School Board
- Community representatives with lived experience





Groups or networks that should be engaged to support the efforts of the working group include the Chatham-Kent Food Policy Council, the Prosperity Roundtable and the Chatham-Kent Healthy Communities Partnership.

In addition to following the recommendations established in this feasibility study, the Working Group should consider adopting CFCCs Good Food Principles described in **Section 2.3** in a charter from the outset of the collaboration. The Working Group should be tasked with moving the CFI concept forward to implementation. Consideration should be given to the formation of the Working Group to focus on actions. One approach in such a governance structure could be in the form of a constellation model, which includes a core group of members (such as those identified above), as well as other members who may be called upon to execute specific work programs.

The Working Group should also be guided by the principles of Collective Impact in its organization and consideration of the development of a new CFI for Chatham-Kent. Collective Impact is an innovative and structured approach to making collaboration work to achieve significant and lasting social change. It is based on the belief that no single entity can solve the sort of complex problems faced by our communities and it calls for multiple organisations or entities from different sectors to work towards a common agenda, shared measurement and alignment of effort. Based on an original article by John Kania and Mark Kramer<sup>16</sup>, Collective Impact is guided by five key elements that can lead to meaningful results<sup>17</sup>:

- 1. Common Agenda:** All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.
- 2. Shared Measurement:** All participating organizations agree on the ways success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.
- 3. Mutually Reinforcing Activities:** A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.
- 4. Continuous Communication:** All players engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation.
- 5. Backbone Support:** An independent, funded staff dedicated to the initiative provides ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

A full consideration of this working group will be established in consultation with stakeholders. A stakeholder presentation and engagement meeting is intended to be undertaken in March 2015. It is our recommendation that the session also engage stakeholders in a discussion regarding the governance model that would support the implementation of the CFI.

## 7.2 Embark on a Community Consultation Program



Considering some of the gaps in information outlined in the feasibility analysis, a survey or series of focus groups with community members and potential users of a new CFI should be undertaken to confirm what mix of food programming is appropriate for Chatham-Kent. This may include a market study that evaluates different options in program composition and the community's "likelihood" of using or accessing them.

<sup>16</sup> Kania, John, and Mark Kramer. "Collective impact." *Stanford Social Innovation Review* 9.1 (2011): 36-41.

<sup>17</sup> Source: *What is Collective Impact?* FSG. Accessed on 5 February 2015 at: [www.fsg.org/OurApproach/WhatsCollectiveImpact.aspx](http://www.fsg.org/OurApproach/WhatsCollectiveImpact.aspx).

This opportunity could also be used to gather information from potential users on questions such as location for a new centre and how their experience with emergency food provision could be improved.

It is critical that the community be consulted with to identify opportunities and constraints in selecting a location. Consideration should be given to ensure equitable provision of resources and accessibility for those most in need.

### 7.3 Continue a Dialogue with CFCC



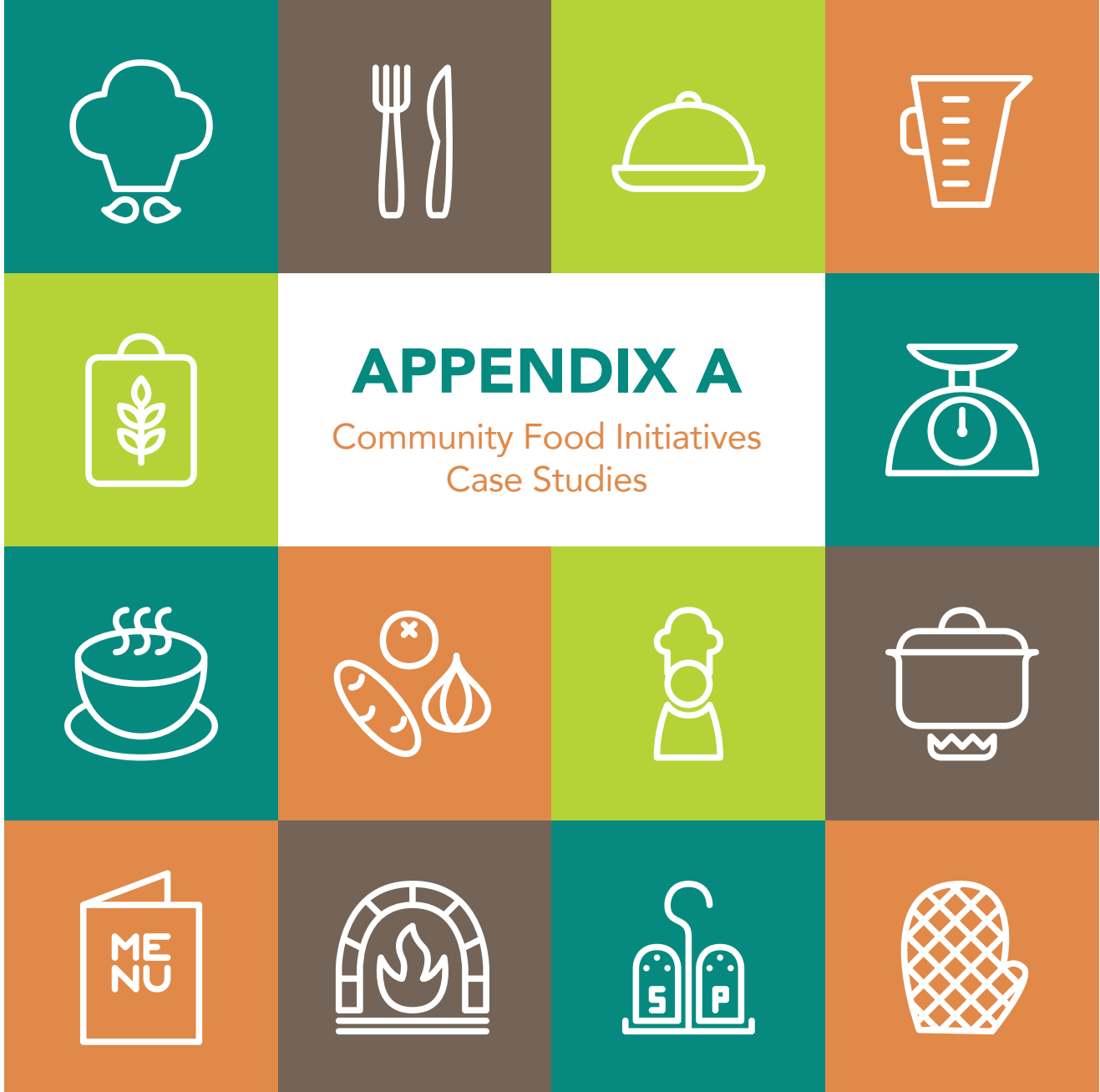
As part of this feasibility study, a dialogue was opened up with CFCC. This dialogue should remain ongoing, as there are three levels of support CFCC could offer a new initiative in Chatham-Kent:

- 1. Create a self-funded CFI and dialogue with CFCC.** Any like-minded initiative created in Chatham-Kent would benefit from accessing the shared best practices, research and other resources offered by CFCC through its “Pod Knowledge Exchange” ([thepod.cfccanada.ca](http://thepod.cfccanada.ca)). This should be a minimum level of collaboration with CFCC for any new initiative in Chatham-Kent.
- 2. Apply to become a “Good Food Organization”.** A new CFI should adopt the “Good Food Organization” principles from the outset. Once launched, the new initiative could apply to become a “Good Food Organization” in order to access resources, customized training, grants, and chances to network and promote shared priorities.
- 3. Consider application to create a CFCC-affiliated CFC.** This collaboration route involves a formal application to CFCC outlining how the initiative in Chatham-Kent meets the criteria outlined in Figure 5 earlier in this report. Considering that a CFI for Chatham-Kent is in the conceptual stages at this point, it is too early for an application to CFCC. However, this option should be considered once a new initiative begins to meet the CFCC criteria.

## 8 SUMMARY

The analysis outlined in this report has established that a new Community Food Initiative tailored to the needs of Chatham-Kent is a worthwhile undertaking and could be feasible. However, in order to determine ultimate feasibility, some data gaps identified in the feasibility analysis should be filled, namely, demonstrating need and support from potential clients and the community at large, and an understanding of the capacity of a potential leadership organization, once identified. Furthermore, steps must be undertaken to address acknowledged feasibility shortfalls. These include the absence of a firm commitment from a key champion organization and uncertainty regarding an appropriate physical space to house the initiative and agreement on location.

In order to continue moving this dialogue forward by addressing knowledge gaps and exploring the possibility of tackling the shortcomings in feasibility, it is recommended that CKPHU and its partners develop a working group, embark on a community consultation program, and continue a dialogue with CFCC.



The following tables present a number of food-based community organizations that take a comprehensive approach to addressing food insecurity. These “Community Food Initiatives” operate in some or all of the following program areas: reducing hunger and ensuring availability of healthy food, especially for vulnerable populations; improving health; increasing food skills and knowledge; operating community gardens; providing urban agriculture training and resources; engaging the community, building social capital and reducing social isolation; advocating for policy change; and supporting local agriculture and strengthening the local food economy. Community Food Initiatives, as defined here, are unique from local food hubs that are focused strictly on local food infrastructure (and not on access for at-risk populations), or food banks that focus solely on the provision of emergency food assistance and hunger relief, although they could incorporate elements of these.

The first table provides an overall snapshot of the core program areas offered by each of the case studies. The second table offers further detail on the program areas, funding support and other details about each case study.

## Community Food Initiatives Case Studies – Core Program Summary

	Organization/Initiative Name	Location	Healthy Food Access			
			Food Bank	Good Food Box	Drop-in Meals	Farmers' Markets, Affordable Produce Market, Food Co-op
1.	The Stop Community Food Centre	Davenport West, Toronto	X		X	X
2.	The Table Community Food Centre	Perth, ON	X		X	X
3.	The Local Community Food Centre	Stratford, ON	X		X	X
4.	The NorWest Co-op Community Food Centre	Winnipeg, MB	X		X	X
5.	The Dartmouth North Community Food Centre	Dartmouth, NS	X		X	X
6.	The Regent Park Community Food Centre	Regent Park, Toronto, ON	X		X	X
7.	The Moncton Community Food Centre	Moncton, NB	X		X	X
8.	Plentiful Harvest	Windsor, ON	X			
9.	Just Food	Ottawa, ON				
10.	The Seed Community Food Hub (proposed activities)	Guelph, ON	X		X	
11.	All Things Food	Stormont, Dundas and Glengarry, ON		X		
12.	The Nourish and Develop Foundation (TNDF) Community Food Hub	Cannington, ON	X	X	X	
13.	FoodShare	Toronto, ON	X	X	X	X
14.	True North Community Co-op	Thunder Bay, ON		X		X
15.	Ecology Action Centre Our Food Project	Halifax, NS				
16.	Project MANA (Making Adequate Nutrition Accessible)	Incline Village (Lake Tahoe), Nevada	X	X		
17.	La Cocina (kitchen incubator for low income populations)	San Francisco, California				
18.	Marion-Polk Food Share	Salem, Oregon	X	X		X
19.	Philomath Community Services	Philomath, Oregon	X			
20.	Common Market	Philadelphia, Pennsylvania				
21.	Growing Power	Milwaukee, Wisconsin				X
22.	Feed Denver: Urban Farms & Markets	Denver, Colorado				
23.	Our School at Blair Grocery	Lower Ninth Ward, New Orleans, Louisiana				
24.	Truly Living Well	Atlanta, Georgia (multiple urban agriculture sites)				X
25.	Community Food Initiatives	Athens, Ohio	X			
26.	North Glasgow Community Food Initiative	Glasgow, Scotland				X
27.	Edinburgh Community Food	Edinburgh, Scotland				X

## Core Program Areas

		Food Skills			Education & Engagement
Food Hub, Terminal or Storage	Gleaning/Food Recovery	Community Gardens/Sustainable Food Systems Education	Community Kitchen and/or Kitchen Incubator	Food Skills and Nutrition Programming	Peer Advocacy, Public Education Events, Policy Campaigns, Etc.
		X	X	X	X
		X	X	X	X
		X	X	X	X
		X	X	X	X
		X	X	X	X
		X	X	X	X
		X	X	X	X
X	X		X		
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		X	X	X	
X		X	X	X	X
				X	X



## Community Food Initiatives Case Studies – DETAILS

	Organization/ Initiative Name	Location	Core Program Areas	Funding and Support (all include volunteer support)
<b>Community Food Centres Canada Affiliated</b>				
1.	The Stop Community Food Centre (more detailed list of The Stop's programs at the end of this table)	Davenport West, Toronto, ON	<p>All CFCC-affiliated CFCs offer programming in three core areas:</p> <ul style="list-style-type: none"> <li>- Healthy Food Access Programs</li> <li>- Food Skills Programs</li> <li>- Education and Engagement Programs</li> </ul> <p>The exact mix of programming is dependent on the local context, but can include some combination of the following:</p> <ul style="list-style-type: none"> <li>- Healthy Food Access: food bank, drop-in meals, farmers' markets and affordable produce markets, bake ovens, food distribution centres</li> </ul>	CFCC, fundraising events, individual and corporate donations, foundation grants, government
2.	The Table Community Food Centre	Perth, ON	<ul style="list-style-type: none"> <li>- Food Skills: community gardens, community kitchens, after-school programs, sustainable food systems education, perinatal nutrition</li> <li>- Education and Engagement: peer advocacy, community action groups, public education workshops and events, large-scale policy campaigns</li> </ul>	CFCC, fundraising events, individual and corporate donations, United Way, Canadian Mental Health Association
3.	The Local Community Food Centre	Stratford, ON	<p>At minimum a CFCC-affiliated CFC offers programs in an integrated space, which will include gardens, a Public Health-approved kitchen, offices for a minimum of five staff, and multi-purpose program and dining space to seat 80-100 people.</p> <p>CFCs endeavour to address complex food security/food systems issues by measuring impacts in five key areas: reducing hunger and increasing access to healthy food; improving health; building social capital; increasing civic engagement; strengthening our local food economy.</p> <p>Funding for CFCC at the national organization level comes from individuals, foundations, government and corporate partners, including major contributions by The Sprott Foundation, Public Health Agency of Canada, The J.W. McConnell Family Foundation, Government of Ontario Healthy Communities Fund, Ontario Trillium Foundation, and many more.</p>	CFCC, United Way Perth-Huron, fundraising events, individual and corporate donations, City of Stratford Social Services, Public Health Agency of Canada, Trillium Foundation, Stratford Community Foundation, Government of Ontario Healthy Communities Fund, Sprott Foundation, Atkinson Foundation, Grocery Foundation, Heifer International, Rotary Charitable Foundation, Canadian Mental Health Foundation, Foodland Ontario, Forgotten Harvest Canada, House of Friendship
4.	The NorWest Co-op Community Food Centre	Winnipeg, MB		CFCC, fundraising events, individual and corporate donations, foundation grants, government
5.	The Dartmouth North Community Food Centre	Dartmouth, NS		CFCC, fundraising events, individual and corporate donations, foundation grants, government
6.	The Regent Park Community Food Centre	Regent Park, Toronto, ON		CFCC, Weston Family Parks Challenge grant, fundraising events, individual and corporate donations, foundation grants, government

Links	Comments/Resources
<a href="http://www.thestop.org">www.thestop.org</a>	<p>Founded as a food bank over 30 years ago, evolved into The Stop Community Food Centre in 2001 and pioneered the Community Food Centre model with expanded and integrated programming in the areas of healthy food access, food skills development and education and engagement under one roof. Today, includes two Toronto locations: Davenport West location providing frontline services (drop-in, food bank, perinatal program, community action program, bake ovens and markets, community cooking, community advocacy, and urban agriculture programs at two off-site community gardens) and the Green Barn location, a sustainable food production and education centre located in the Wychwood Barns (3,000-sq. ft. greenhouse, food systems education programs, a sheltered garden, a Global Roots Garden, a community bake oven and compost demonstration centre).</p>
<a href="http://www.thetablecfc.org">www.thetablecfc.org</a>	<p>Perth &amp; District Food Bank partnered with CFCC in early 2011 to pilot CFC model. Food Bank had a new building and capital grant from Ontario Trillium Foundation for renovations, CFCC provided resources and guidance. Programming includes a healthy food bank (re-envisioned as a grocery store), regular drop-in meals, community kitchens and gardens, a fitness and nutrition program, prenatal nutrition program, after-school program, community action training and a community advocacy office.</p> <p>See Key Informant #4 with Steve Stacey, Director of The Local CFC.</p>
<a href="http://thelocalcfc.org">thelocalcfc.org</a>	<p>Grew out of a collaboration between local agencies (United Way of Perth-Huron and the multisector members of the Perth County Food Security Coalition) and CFCC. Became a CFCC pilot site in 2012. Consultation with stakeholders in Stratford and surrounding county helped develop a locally relevant suite of programs, including drop-in meal programs, community kitchens, a greenhouse for year-round educational programming, a community advocacy office, community gardens, and a food distribution centre that meets the original need identified by the community.</p> <p>See Key Informant #3 with Nancy Wildgoose, Executive Director of The Table CFC.</p>
<a href="http://cfccanada.ca/norwest-coop-cfc">cfccanada.ca/norwest-coop-cfc</a>  <a href="http://www.norwestcoop.ca/community-food-centre">www.norwestcoop.ca/community-food-centre</a>	<p>Under development. Expected opening Fall 2014. CFCC partnership with the NorWest Co-op Community Health Centre.</p>
<a href="http://cfccanada.ca/dartmouth-north-cfc">cfccanada.ca/dartmouth-north-cfc</a>  <a href="http://www.dartmouthfamilycentre.ca/index.php/community-food-centre">www.dartmouthfamilycentre.ca/index.php/community-food-centre</a>	<p>Under development. CFCC partnership with the Dartmouth family centre that will expand existing array of programs. Programming will include advocacy, a food distribution initiative, and community kitchens and gardens. Currently working to secure a location in Dartmouth North and planning community consultations to determine programming needs.</p>
<a href="http://cfccanada.ca/regent-park-cfc">cfccanada.ca/regent-park-cfc</a>	<p>Opened in Spring 2014. CFCC partnership with Toronto Christian Resource Centre (CRC)</p>

## Community Food Initiatives Case Studies – DETAILS

	Organization/ Initiative Name	Location	Core Program Areas	Funding and Support (all include volunteer support)
7.	The Moncton Community Food Centre	Moncton, NB		CFCC, fundraising events, individual and corporate donations, foundation grants, government
<b>Other Community Food Initiatives</b>				
8.	Plentiful Harvest	Windsor, ON	Food rescue, refrigerated truck and mobile food bank, food storage hub, community kitchen	United Way Giving Program, local labour community (UNIFOR), City Council, local industry (Ford Motor Company), other individual and corporate donations
9.	Just Food	Ottawa, ON	Projects include: a Just Food Farm, a Farm start-up program, a Buy local guide, a Community Garden Network, a Food link Directory, a breastfeeding friendly business project, a community food assessment tool, farm internships and jobs, CSA Farms and a committee called Savour Ottawa that runs events in connection with local tourism and restaurants.	City of Ottawa, Trillium Foundation, OMAFRA, Canadian Institute of Health Research, individual and corporate donations
10.	The Seed Community Food Hub (under development)	Guelph, ON	The vision for The Seed is rooted in the Community Food Centre model. The initiative is currently under development and has a long-term vision of offering a central storage and distribution hub for emergency food to be accessed by emergency food providers in Guelph and Wellington County (hub and spoke model). The envisioned hub would eventually include a wide range of programming that could include community gardens, kitchens, nutrition education, etc.	City of Guelph, County of Wellington, Guelph Neighbourhood Support Coalition, University of Guelph, Wellington-Dufferin-Guelph Public Health, Family and Children’s Services of Guelph and Wellington County, United Way
11.	All Things Food	Stormont, Dundas and Glengarry, ON	Community Garden Network; “Garlic Project” (social enterprise to grow and sell garlic in Dundas County); Green Food Box (affordable monthly food box available throughout Stormont, Dundas, Glengarry and Cornwall); farm-to-school program; Healthy Food, Healthy Kids program; and food skill development workshops.	Trillium Foundation
12.	The Nourish and Develop Foundation (TNDF) Community Food Hub	Cannington, ON	New “Food Hub” under development to include a community kitchen, cold room food storage, training rooms and dining hall.  Other TNDF programming includes a food basket service, food skills certificate program, community lunch program in partnership with the local United Church, a community garden, garden to table program, food pantry, a timebank, “Table Talks” event series, and other workshops, webinars and resources.	Variety of individual and corporate donations, South Lake Community Futures Development Corporation, other non-profits

Links	Comments/Resources
<a href="http://cfccanada.ca/moncton-cfc">cfccanada.ca/moncton-cfc</a>	Under development. CFCC partnership with the YMCA of Greater Moncton to develop a CFC. Currently working to determine best location for the centre and developing a community consultation process to determine the centre's program mix.
<a href="http://www.plentifulharvest.ca">www.plentifulharvest.ca</a>	<p>Unemployed Help Centre (UHC) has been established since 1977 and has had a food bank for a long time. It is currently a hub for 15 food banks in Windsor-Essex County and now incorporates the food rescue/storage, community kitchen and mobile food bank.</p> <p>See Key Informant Interview #7 with June Muir, UHC Chief Executive Officer and Dean Christie, UHC Finance Director.</p>
<a href="http://justfood.ca">justfood.ca</a>	<p>Former Ottawa Food Security Council. Just Food has no centralized physical centre. Grassroots, non-profit organization that includes staff, volunteers, community partners, members and funders. All projects are community-based, seeking direction from broad community partners. Feedback solicited through project advisory/ steering committees and through a monthly newsletter. All members are invited to meet formally once a year and provide feedback into the work of Just Food. Overall direction comes from the Board, with staff input.</p> <p>The Model: <a href="http://nourishingontario.ca/wp-content/uploads/2013/01/JustFoodOttawa.png">http://nourishingontario.ca/wp-content/uploads/2013/01/JustFoodOttawa.png</a></p>
<a href="http://gwpoverty.ca/index.php/projects/theeed">gwpoverty.ca/index.php/projects/theeed</a>	<p>Collaborative initiative supported by the Guelph &amp; Wellington Task Force for Poverty Elimination. Innovative community consultation process, including "Open Space Consultation" for champions to provide input into the overall vision, and a Food Charette to create an Action Plan. Action Plan to be released in Summer 2014.</p> <p>Exploring an application to become a CFCC partner site.</p> <p>See Key Informant Interview #10 with Brendan Johnson, Executive Director, Guelph Neighbourhood Support Coalition (The Seed).</p>
<a href="http://allthingsfoodbouffe360.ca">allthingsfoodbouffe360.ca</a>	<p>All Things Food Community Food Network committed to:</p> <ul style="list-style-type: none"> <li>- Empowering community members and institutions to grow their own food</li> <li>- Supporting local food producers by fostering food connections between local food producers and individuals, institutions and community programs</li> <li>- Food skill development (e.g. providing resources on how to prepare local, healthy foods)</li> <li>- Creating and maintaining partnerships with community organizations which allow both partners to excel</li> <li>- Raising awareness of the benefits of sustainable food systems</li> <li>- Acting as a food "hub" for SD&amp;G</li> </ul>
<a href="http://tndf.ca">tndf.ca</a>	<p>Community Food Hub: <a href="http://tndf.ca/bakery-food-hub">tndf.ca/bakery-food-hub</a></p>

## Community Food Initiatives Case Studies – DETAILS

	Organization/ Initiative Name	Location	Core Program Areas	Funding and Support (all include volunteer support)
13.	FoodShare	Toronto, ON	<p>Programming divided into four areas:</p> <p>Cooking: baby and toddler nutrition, community kitchens, field to table catering, good food café, healthy lunch program, Power Soups (provision of nutrient-dense soups for shelters), kitchen incubator</p> <p>Fresh produce: fresh produce for schools and agencies, good food box, good food markets, mobile good food market</p> <p>Growing: beekeeping, composting, onsite urban agriculture, school gardens, “Sunshine Garden and Market” at the Centre for Addiction and Mental Health (CAMH), community gardens</p> <p>Schools: field to table for schools, fresh produce for schools, “School Grown” (schoolyard farming project that employs students to run urban market gardens), student nutrition</p> <p>Programs also include, “FoodLink”, a volunteer-staffed referral service connecting people with food programs in their neighbourhood, and food policy advocacy work.</p>	United Way, City of Toronto, Sprott Foundation, Trillium Foundation, other federal and provincial government, Heart & Stroke Foundation, and other foundations, faith groups, unions, individual and corporate donors.
14.	True North Community Co-op	Thunder Bay, ON	Not-for-profit cooperative food store that seeks to provide a market for local producers (foods and handicrafts) and also focuses on social justice issues relating to local food accessibility. Initiatives include good food box programs for remote communities	Storefront and membership sales
15.	Ecology Action Centre Our Food Project	Halifax, NS	Food and Garden Skills Education; Infrastructure and Capacity Building; Policy Change and Civic Engagement; Story-telling, Research and Evaluation	Four-year grant from the Public Health Agency of Canada
16.	Project MANA (Making Adequate Nutrition Accessible)	Incline Village (Lake Tahoe), Nevada	Emergency food relief (distribution, food bags and deliveries), food rescue, nutrition education, food budgeting classes, community garden	Unknown
17.	La Cocina	San Francisco, California	Food business incubator for low income food entrepreneurs	Variety of corporate donors and foundation support
18.	Marion-Polk Food Share	Salem, Oregon	Emergency food, “Better Food Box”, community kitchen, community gardens, food production, crop sharing, food recovery program in partnership with local grocery stores, hands-on youth agriculture and business education at a Food Share Youth Farm (includes a Community Supported Agriculture program and farmers market)	Food donations from local grocery stores, foundation grants, individual and corporate donations
19.	Philomath Community Services	Philomath, Oregon	Gleaning program, food bank, community garden	Unknown
20.	Common Market	Philadelphia, Pennsylvania	<p>Brokers local food sales.</p> <p>Primarily a Food Hub, connecting wholesale customers to local famers by marketing and distributing food to schools, hospitals, grocers and workplaces. Also supplies food for vulnerable populations through non-profit organizations, elder care facilities, and faith-based institutions.</p>	Sales, donations



Links	Comments/Resources
<a href="http://www.foodshare.net">www.foodshare.net</a>	Multifaceted community food security organization.
<a href="http://truenorthcoop.ca">truenorthcoop.ca</a>	Although based in a storefront in Thunder Bay, the co-op has a Northern Ontario regional focus
<a href="http://www.facebook.com/TrueNorthCommunityCooperative">www.facebook.com/TrueNorthCommunityCooperative</a>	Case study: <a href="http://nourishingontario.ca/true-north/">http://nourishingontario.ca/true-north/</a>
<a href="http://www.ecologyaction.ca/ourfood">www.ecologyaction.ca/ourfood</a>	Policy, engagement and capacity-building project
<a href="http://www.projectmana.org">www.projectmana.org</a>	Serves three counties in Northern California and one county in Northern Nevada
<a href="http://www.lacocinasf.org">www.lacocinasf.org</a>	Although La Cocina does not include the variety of programming consistent with community food initiatives discussed here, it is included to provide a successful example of an incubator program targeting low income populations.
<a href="http://www.marionpolkfoodshare.org">www.marionpolkfoodshare.org</a>	Acts as the regional food bank for Marion and Polk counties through a network of nearly 100 hunger-relief partners. Engaged in other initiatives aimed at addressing the root causes of hunger.
<a href="http://philomathcommunityservices.org">philomathcommunityservices.org</a>	Grown from an emergency food provider into an umbrella organization supporting five local non-profit ventures, all housed in one large 6,800 sq. ft. building.  Staffed year round by 100% volunteer support, no paid staff.
<a href="http://commonmarketphiladelphia.org">commonmarketphiladelphia.org</a>	Operates in 20,000 sq. ft. warehouse in North Philadelphia that the organization owns, with 100,000 cubic feet of cold storage. Operates a fleet of three refrigerated trucks, picking up from producers' locations and rural aggregation points.

## Community Food Initiatives Case Studies – DETAILS

	Organization/ Initiative Name	Location	Core Program Areas	Funding and Support (all include volunteer support)
21.	Growing Power	Milwaukee, Wisconsin	Focus on growing food/urban agriculture. Three main program areas: “Grow” (workshops and training for urban agriculture), “Bloom” (education and technical support for community gardening, youth programs and policy initiatives), and “Thrive” (food production and distribution from demonstration greenhouses and urban and rural farm sites).	Unknown
22.	Feed Denver: Urban Farms & Markets	Denver, Colorado	Urban farming education; job training and entrepreneurial skills development; incubation program for multicultural urban farmers and value-added producers; research centre.	Unknown
23.	Our School at Blair Grocery	Lower Ninth Ward, New Orleans, Louisiana	Independent alternative school and sustainability education centre. Committed to empowering at-risk youth to end hunger in New Orleans. Urban agriculture education.	Unknown
24.	Truly Living Well	Atlanta, Georgia (multiple urban agriculture sites)	Gardening classes, gardening summer camp and urban grower training. All programs focused on increasing wealth in low-income neighbourhoods and providing access to fresh food and nutritional education.	Philanthropic organizations, corporate and government partners, other non-profits and individual donations
25.	Community Food Initiatives	Athens, Ohio	Community Garden plots; fresh local foods for food pantries and agencies serving the food insecure through the Donation Station program; school garden support; farm to school; cooking and gardening education for community members, youth, and food pantry patrons; “Discovery Kitchen” healthy food cooking classes.	Unknown
26.	North Glasgow Community Food Initiative	Glasgow, Scotland	Current activities include: food hubs, low price fruit and vegetables, and cookery based mostly out of their three “food hubs”.	Local and national government, foundations and private donors
27.	Edinburgh Community Food	Edinburgh, Scotland	Food co-op, healthy eating and cooking education, early years programming, advocacy programs, other training and learning, and a local produce delivery social enterprise	Local and national government, foundations and private donors

Links	Comments/Resources
<a href="http://www.growingpower.org">www.growingpower.org</a>	<p>“Growing Power is a national nonprofit organization and land trust supporting people from diverse backgrounds, and the environments in which they live, by helping to provide equal access to healthy, high-quality, safe and affordable food for people in all communities. Growing Power implements this mission by providing hands-on training, on-the-ground demonstration, outreach and technical assistance through the development of Community Food Systems that help people grow, process, market and distribute food in a sustainable manner.”</p> <p>Growing Power supports the creation of community food centres/initiatives and “regional training centres” in other locations.</p>
<a href="http://www.feeddenver.com">www.feeddenver.com</a>	Non-profit education and development organization created to empower local-level economic independence through sustainable small-scale farms and markets in urban settings.
<a href="http://www.schoolatblairgrocery.blogspot.ca">www.schoolatblairgrocery.blogspot.ca</a>	Profile article: <a href="http://grist.org/urban-agriculture/new-orleans-school-cultivates-a-generation-of-forward-thinking-farmers">grist.org/urban-agriculture/new-orleans-school-cultivates-a-generation-of-forward-thinking-farmers</a>
<a href="http://www.trulylivingwell.net">www.trulylivingwell.net</a>	
<a href="http://www.communityfoodinitiatives.org">www.communityfoodinitiatives.org</a>  <a href="https://www.facebook.com/pages/Community-Food-Initiatives/167269056624041">www.facebook.com/pages/Community-Food-Initiatives/167269056624041</a>	Established 1992
<a href="http://www.ngcfi.org.uk">www.ngcfi.org.uk</a>	<p>In operation since 2001. Engages the community in practical and sustainable food related projects that inspire health and well-being and celebrate the diverse nature of communities in North Glasgow.</p> <p>Three food hub locations created through partnerships. These hubs focus on all aspects of healthy food – growing, cooking, choosing, accessing and enjoying fresh food.</p>
<a href="http://www.edinburghcommunityfood.org.uk">www.edinburghcommunityfood.org.uk</a>	Staff of 15

## The Stop's Program List (as of 2009)

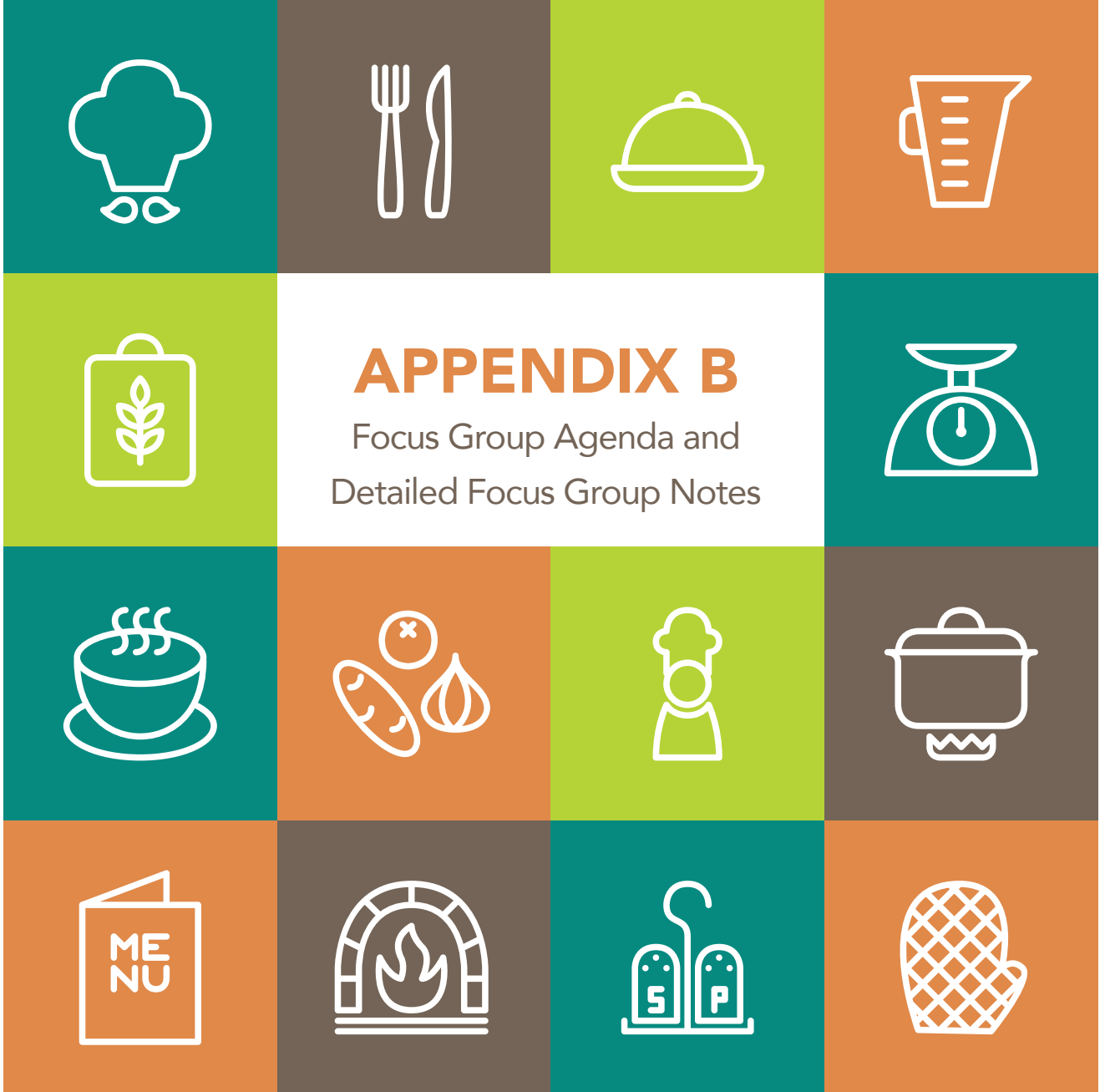
### Green Barn Programs

- **Greenhouse** Unique in Canada, our greenhouse is designed to Gold LEED environmental standards and grows organic produce year-round. Under the supervision of an expert team of growers, children and adults gain hands-on experience in sustainable food production. The produce grown there is used for drop-in meals and other programs at our main site.
- **Compost Systems** Our large composting units and vermicomposting bins turn food waste into a growing medium for our gardens. We use them to teach children and other visitors about biodiversity and sustainability.
- **Sheltered Garden & Bake Oven** Tucked inside heat-trapping brick walls but open to the sky, our sheltered garden is an ideal location to demonstrate season-extension techniques for growing the diverse food plants of Toronto's multicultural communities. Our outdoor woodburning bake oven produces bread and pizzas for The Green Barn.
- **Farmers' Market** This year-round market offers everything from sustainably grown vegetables and fruit to ice cream and coffee, attracting about 1,000 people every Saturday. Music, food, product tasting, and opportunities to learn about the food system make it a vibrant public space.
- **After School Program & Summer Camp** Offered to lower-income kids Grade 3 to 6, our free after-school program runs three days a week and provides hands-on fun in the kitchen, garden, and greenhouse, as well as art, games, and homework help. Two one-week food camps in the summer also aim to inspire engagement with food issues through cooking and gardening, as well as field trips and other outdoor activities.
- **Sustainable Food Systems Education Program** Grade 5 students from local schools attend a series of workshops that are focused on food issues, run through the school year, and support the Ontario curriculum. Using games, tastings, and hands-on activities, students learn about the many dimensions of the food system — from sustainable growing and cooking skills to social justice and biodiversity.
- **Shovel & Spoon** Working in partnership with other local agencies, this cooking and gardening program aimed at marginalized people (survivors of violence and trauma, as well as homelessness) offers a therapeutic and supportive environment for learning new skills, creating connections with nature and one another.
- **YIMBY (Yes In My Backyard)** This program connects city dwellers who have land to share with low-income people who want to garden but don't have access to space for growing food. A community and skill building project, YIMBY works with seniors, youth, and the multicultural gardeners of the neighbourhood, offering workshops, tool sharing, and other opportunities to learn together.
- **Social Enterprise** Led by The Stop's in-house chefs, we host a variety of initiatives aimed at raising funds for our front-line programs. These include the Food for Change dinner series (in which participants join the kitchen crew and learn what it's like to prepare a gourmet meal for paying customers, or simply come to enjoy the dinner) as well as cooking classes, team-building, facility rental, and catering.

## Programs at Main 1884 Davenport Road Site

- **Food Bank** Community members can receive a three-day supply of food once a month. We strive to provide a dignified environment and the highest-quality, freshest food possible.
- **Drop-in** In our safe, welcoming space, community members enjoy nutritious food and an opportunity to connect with others as well as find access to information on social issues, housing, health care, and welfare.
- **Community Kitchens** Groups range from Meals Made Easy and Sabor Latino for Spanish speakers to moms-and-kids cooking classes. Participants learn new skills and connect with others over nutritious food.
- **Community Advocacy** Trained peer-support workers use their own experience navigating social services to provide one-on-one assistance to others who need help accessing community resources.
- **Healthy Beginnings and Family Support** Pre- and post-natal nutrition and support programs for women living on low incomes.
- **Civic Engagement** We offer support and training so community members can speak out about and work for change on issues of poverty, hunger, and inadequate income.
- **Community Gardens** At our 8,000-square-foot garden in EarlsCourt Park, we engage community members in growing, tending, and harvesting more than 2,000 lbs of organic produce for use in our programs.
- **Bake Oven & Markets** Neighbours come together at an affordable fresh food market and enjoy a free weekly pizza-baking session at our outdoor, wood-fired bake oven.





## Focus Group Agenda

When: Meeting #1: June 17th 1:30 pm – 3:30 pm  
 Meeting #2: June 17th 5:30 pm – 7:30 pm  
 Meeting #3: June 18th 9:00 am – 11:00 am

Where: The Salvation Army Chatham-Kent Ministries  
 46 Orangewood Blvd, Chatham Ontario N7L 5H1

### MEETING #1

#### Attendees:

- Derwyn Armstrong, Community Gardens Chatham-Kent
- Jennelle Arnew, Chatham-Kent Public Health Unit
- Kim Cooper, Economic Development
- Lyndsay Davidson, Chatham-Kent Food Policy Council
- Diana (Sis) Lalonde, Neighbourlink CK
- Karen Loney, Chatham-Kent Community Leaders' Cabinet

- Gayle Martin, Victoria Avenue United Church, Outreach Committee
- Jillian McCallum, VON Chatham-Kent
- Sherri Saunders, ESC LHIN
- Mary Alice Searles, Municipality of Chatham-Kent, Employment and Social Services (on behalf of Valerie Colasanti)
- George Service, Victoria Ave. United Church
- Jessica Smith, St. Andrew's Residence
- Paul Spence, Producer/CK Table Co-creator
- Tamara Stokes, Chatham-Kent Agri Development

Host: Lyndsay Davidson, Chatham-Kent Public Health Unit  
Facilitators: Morgan Boyco and Sari Liem, Dillon Consulting

#### MEETING #2

##### Attendees:

- Fred Poolman, Loads of Love/Neighbourlink
- Brandon Houston, Ground Floor
- Melina Tomeo, The Ground Floor
- Dave Cullen, The Ground Floor
- David Martin, Victoria Ave. United Church, Outreach Committee
- Stephanie Watkinson, Salvation Army
- Paul Warriner and Julie Zaylor, Local Producers, Involved in Farm to School

Hosts: Lyndsay Davidson and Karen Loney, Chatham-Kent Public Health Unit  
Facilitators: Morgan Boyco and Sari Liem, Dillon Consulting

#### MEETING #3

##### Attendees:

- Sylvia Blay, Chatham-Kent Public Health Unit
- Kelly Emery, Chatham-Kent Children's Services, Best Start
- Maureen Geddes, Chatham Horticultural Society
- Elaine Lewis, Chatham-Kent Student Nutrition Program
- Jacqueline MacAdams, Chatham-Kent Public Health Unit
- Danielle R. Shaw, Prosperity Roundtable
- James Snyder, Grants, Chatham-Kent Agriculture Development
- John Zarebski, CK Community Health Centre

Hosts: Lyndsay Davidson and Karen Loney, Chatham-Kent Public Health Unit  
Facilitators: Morgan Boyco and Sari Liem, Dillon Consulting

##### Regrets:

- Andrew Fleet, Growing Chefs! Ontario
- Valerie Colasanti, Municipality of Chatham-Kent, Employment and Social Services (Represented in Meeting #1 by Mary Alice Searles)
- Karen Kirkwood-Whyte, Chatham-Kent United Way
- Brenda LeClair, Outreach for Hunger
- Stephanie Segave, VON Chatham-Kent
- Diane Lozon, Family Service Kent

## PURPOSE OF THE MEETING:

To discuss the great work already being undertaken in Chatham-Kent to address food insecurity and to talk about the Community Food Centre model, its feasibility for this community and how this or a similar model could enhance current efforts.

## BACKGROUND

The [Chatham-Kent Food Policy Council](http://www.letstalkfood-ck.com) ([www.letstalkfood-ck.com](http://www.letstalkfood-ck.com)) and Chatham-Kent Public Health Unit are committed to pulling stakeholders together to investigate if a Community Food Centre (CFC) is something that as a community we should explore. These discussions are made possible and supported by the Healthy Communities Partnership.

As described by [Community Food Centres Canada](http://cfccanada.ca) ([cfccanada.ca](http://cfccanada.ca)), a CFC is welcoming space where people can come together to cook, learn, access or grow good food. Distinct from food hubs or terminals, there are a number of examples of Community Food Centres in Canada and other similar initiatives where community partners come together to provide a multifaceted service model centred around healthy food access, food skills and education. For more information on CFCs, please see:

- Community Food Centres Canada – What is a Community Food Centre? - [cfccanada.ca/what\\_is\\_a\\_community\\_food\\_centre](http://cfccanada.ca/what_is_a_community_food_centre)
- In Every Community a Place for Food: The Role of the Community Food Centre in Building a Local, Sustainable, and Just Food System - [cfccanada.ca/documents/In\\_Every\\_Community\\_a\\_Place\\_for\\_Food.pdf](http://cfccanada.ca/documents/In_Every_Community_a_Place_for_Food.pdf)

## AGENDA

120 minutes	Agenda Items
10 minutes	Introductions
5 minutes	Introducing the Project
20 minutes	Food Insecurity and the Community Food Centre Model
40 minutes	What's Being Done in Chatham-Kent?
20 minutes	Where Are the Gaps?
20 minutes	Additional Discussion Questions <ul style="list-style-type: none"><li>• What key target populations facing food insecurity have you identified through your work in the community (e.g., new Canadians, young mothers)?</li><li>• What are the best channels to get these people involved and engaged?</li><li>• What kind of supports does your group need to strengthen your work around addressing food insecurity (e.g., Program evaluation? Access to funding?)</li><li>• Are there other groups/individuals we should be speaking with, programs we should be examining?</li><li>• Do you have any concerns/red flags about this project?</li><li>• Any other final thoughts/questions?</li></ul>
5 minutes	Conclusion and Next Steps

## Detailed Focus Group Notes – Compiled

### FOOD SECURITY AND THE COMMUNITY FOOD CENTRE MODEL

A background of the project was provided by Morgan Boyco and the rationale for examining the Community Food Centre as a potential model in Chatham-Kent. The following information was communicated to participants at each of the focus groups:

- It is important to confirm definitions for “Community food security” vs. “food insecurity”. Food security has become a catch-all term encompassing agriculture, food distribution infrastructure and logistics, farmers markets, etc. These are all related issues, but this project focuses on food insecurity, particularly those facing at-risk and vulnerable populations. The project’s outcomes are to: increase access to healthy food, build food skills and develop healthy food behaviours, and increase civic engagement on food and hunger issues, giving individuals and communities a voice. The value of these outcomes include combating social isolation and creating opportunities for people to make new friends in the kitchen, in a garden, and sharing a meal around the table. A “Community Food Centre” (CFC) is a specific model that has evolved in response to these challenges and to achieve positive outcomes related to these areas. Therefore, the “Community Food Centre” model is used as a starting point to test the feasibility and viability of applying this particular solution in Chatham-Kent.
- Morgan outlined the evolution of Community Food Centres and Community Food Centres Canada. It is a story of the evolution of “The Stop” in Toronto’s Davenport West neighbourhood from a food bank into what became termed a “Community Food Centre”. The Stop evolved from emergency food programming into a more multi-faceted approach to food insecurity. The mission of The Stop has become “to increase access to healthy food in a manner that maintains dignity, builds health and community, and challenges inequality.” This is done through three core programming areas: (1) Food Access Programs that provide emergency access to healthy food to those in need in a respectful and dignified manner; (2) Food Skills Programs that help develop healthy food skills, especially in the areas of gardening and cooking; and (3) Education and Engagement Programs that work to give individuals and communities a voice on food and hunger issues. Programs include community kitchens and gardens, cooking classes, healthy drop-in meals, perinatal support, a food bank, food markets and community advocacy programs. The model pioneered by The Stop has been so successful that it was piloted in two new communities (Perth and Stratford), which led to the creation of Community Food Centres Canada (CFCC) in July 2012. CFCC is a national organization with the mandate to work with partners to develop the CFC model across the country. Has since partnered to create 3 more CFCs – Winnipeg, Dartmouth and Regent Park in Toronto. Community Food Centres are a specific model supported by Community Food Centres Canada. However this is just one model. There are alternative approaches.
- The purpose of the focus group is to learn about the existing efforts being undertaken in Chatham-Kent to increase food skills, improve access to healthy food and foster engagement and education, identify any gaps in programming and services, and discuss the potential challenges and opportunities for developing a CFC-type entity in Chatham-Kent. This understanding will enable conversations to assess whether the the CFCC model or an alternative approach can help address some of these issues in the Chatham-Kent context.



## WHAT'S BEING DONE IN CHATHAM-KENT?



Participants were asked to identify the range of programs and initiatives in Chatham-Kent that their organizations were undertaking. Their responses were categorized under the three themes that are reflective of the CFCC model, which includes: food skills, healthy food access and engagement and education (illustrated in the figure below). Other related themes were noted as well, including local food production, which is of significant importance in Chatham-Kent. The purpose of this exercise was to understand the depth and range of efforts already being undertaken, and to uncover gaps in services that could be best fulfilled by a Community Food Centre.


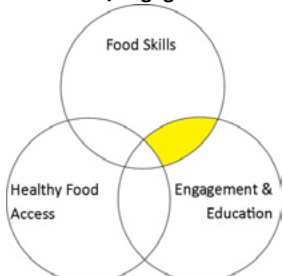


The following table presents a collection of all of the current initiatives underway in Chatham-Kent as identified by focus group participants. Initiatives are organized into each of the separate or overlapping theme areas as well as those initiatives related to local food production and other related endeavours.



Theme Area	Related Initiatives and Programs in Chatham-Kent
<p><b>Healthy Food Access</b></p> 	<ul style="list-style-type: none"> <li>• Prosperity Roundtable meetings to purchase local food and healthy foods</li> <li>• Farm to Daycare, Farm to School (LD Group 3) <ul style="list-style-type: none"> <li>◦ Farm to Daycare – purchasing local produce from the farmers and getting it in the daycares</li> <li>◦ Farm to School program – set up a network through regional office to bring in fresh products to 8 schools for 10 weeks, program will continue for the next 2-3 years with funding that has been secured and will be expanded out to additional schools starting this fall.</li> </ul> </li> <li>• Youth drop in centre provide after school snacks through SNP</li> <li>• Youth drop in centre at one for the local churches</li> <li>• Gleaning Program being started by CKFPC</li> <li>• Healthy nutritious breakfast, lunch and snacks</li> <li>• Every school has a school nutrition program, All CK schools have breakfast and/or snack programs, 53 student nutrition and summer school feeding programs</li> <li>• Food and beverage policy at every school</li> <li>• Food literacy in schools</li> <li>• Summer school project to help feed children</li> <li>• Big Crunch – provide apples for every student to crunch one day per year (provincially coordinated)</li> <li>• More affordable food for students, particularly elementary school students</li> <li>• Food and vegetable voucher programs</li> <li>• 20 church sponsored food vouchers from Food Basics every two months and requires ID</li> <li>• 10-15 church sponsored benevolent fund vouchers every two months through Vic Ave United Church</li> <li>• Community Meals</li> <li>• CHS and LTVCA program for Heritage Trees that includes fruit and nut trees (Urban Forest Gardens)</li> <li>• Lower Thames Valley Conservation - Heritage trees (Urban Forest Garden)</li> <li>• United Way Bushels of Hope for the Agriculture Sector - this is a fundraiser for the United Way and its agencies</li> <li>• Produce delivery program such as the Good Food Box</li> <li>• Produce delivery to soup kitchens</li> <li>• Connecting church volunteers to local soup kitchens</li> <li>• Soup Kitchen</li> <li>• Sandwich guys delivery to homeless and motel</li> <li>• Seconds produce local farmers- occasionally available</li> <li>• VOL pickup</li> <li>• Email food bank - need to email to let them know when seconds produce is available to be distributed</li> <li>• Pick up fresh vegetables from farmers that donate them. Bring them to Loads of Love for distribution</li> </ul>
	<ul style="list-style-type: none"> <li>• Ontario Works Emergency Assistance helps with crisis situation including emergency food issues</li> <li>• Ontario Works provides basic financial assistance to low income participants which is to cover food costs</li> <li>• Ontario Works - financial assistance (but not enough money), emergency assistance, emergency gift cards, culinary course, garden plots on property</li> <li>• Ontario Works – providing some staffing support to soup kitchen</li> <li>• New this year – Ontario Works coordinated with Health Unit to bring fresh food to OW office for clients from onsite garden.</li> </ul>
<p><b>Food Skills</b></p> 	<ul style="list-style-type: none"> <li>• Community garden on Mary Street in Chatham for urban residents in high density development</li> <li>• Victoria Ave community garden</li> <li>• Two community gardens</li> <li>• Community Garden in Chatham trying for the first time (Sylvia with Building Healthy Babies clients - incorporating into group programming)</li> <li>• 14 Community gardens (2 new this year)</li> <li>• Ontario Works partnership for food skills with LEAP and other client groups in conjunction with AIM for 8 voucher program</li> <li>• Aim for 8 Voucher program (in its 6th year) \$10 coupons to increase consumptions of fruits and vegetables; given out at farmers market and grocery store</li> <li>• Basic food skills with pre and post natal and young families</li> <li>• Food Skills Programs (CHC satellites, CMHA CCHA)</li> <li>• Food Skills Program for students, regarding food preparation</li> <li>• Food skills and cooking classes, eating on a budget</li> <li>• Mental health and addictions programs for food skills - works with public health (through Ontario Works)</li> <li>• Nutrition month cooking demos at all libraries in CK</li> <li>• Community cooking club</li> <li>• Foodlink – community cooking clubs and soup kitchens</li> <li>• Feed Your Mind nutrition and literacy program for 3-6 year olds and parents - education food skills opportunity to try new foods</li> <li>• Churches providing facility for cooking and gardening</li> <li>• Neighbourhood LINK - connect churches with people in need (30 churches, work with surplus products, cooking clubs; to preserve food, to teach people)</li> <li>• VON Food Skills Prep - incorporated students into the food preparation with the farm to school program</li> <li>• VON Food Literacy within the schools (links from Farm to Table, a future plan)</li> <li>• Community kitchens (people learning to prepare)</li> <li>• Cooking and preserve food</li> <li>• Ontario Works (various workshops for life skills)</li> <li>• Culinary course for OW clients (employment focus)</li> </ul>

	<ul style="list-style-type: none"> <li>• Supermarket tours</li> <li>• Growing chefs</li> <li>• Teaching programs</li> <li>• Looking at a culinary model to expand business</li> <li>• Create a survey to see if Chatham-Kent could or would be able to support a kitchen incubator - survey to determine who is interested, what would be needed, who will use the facility</li> <li>• Kitchen incubator</li> <li>• Culinary incubator project initiative (Ground Floor)</li> </ul>
<p><b>Engagement &amp; Education</b></p> 	<ul style="list-style-type: none"> <li>• Prosperity Roundtable public awareness promotion for food issues, food workshops food calendar food events</li> <li>• Prosperity Roundtable supports lived experience for people to participate on planning committees</li> <li>• One of the focus of Prosperity Roundtable is food access</li> <li>• Public education and workshop</li> <li>• Meal Calendar and Food Resource – public health produces a calendar that shows all the place you can access food</li> <li>• Food handlers course has a nutrition component</li> <li>• Food Handlers – includes information on why we are marketed to buy unhealthy food</li> <li>• Nutri-step screening program</li> <li>• Dietitian services to support primary care surveillance for eating disorders in Kent County(CKCHC)</li> <li>• Offer dietitian support for young women with eating disorder (CKCHC)</li> <li>• Dietitian services to Walpole island Health Centre (CKCHC)</li> <li>• Social services through childcare BDK (Walpole Island Childcare Centre)</li> <li>• Diabetes prevention program has three year funding CHC for pre-diabetic(CKCHC)</li> <li>• Budget and menu planning workshops with Goodwill and Future Focus</li> <li>• Educational and awareness on budgeting for all groups</li> <li>• Nutrition component education and awareness prenatal classes in Chatham (health unit)</li> <li>• Prenatal classes - Do an Education Program</li> <li>• Seniors on the move Program</li> <li>• Presentation for senior on the move – falls prevention and where senior have gathering</li> <li>• Education speakers for ecosystem health (Maureen) through the Chatham Horticultural Society</li> <li>• CK Food Policy Council Website - providing information on the site as a one stop location for all things related to food.</li> <li>• Food Link community group</li> <li>• Social inclusion working group with prosperity roundtable and investigation of best practices</li> <li>• Grocery Store Tours</li> <li>• Grocery Store Tours – expanded to French community</li> <li>• United Way Women’s leadership council new mentoring initiative in development</li> </ul>
	<ul style="list-style-type: none"> <li>• Buy Local Buy Fresh with accompanying map</li> <li>• Agriculture and health videos</li> <li>• CKAD website – food info and articles</li> <li>• Agriculture in the classroom</li> <li>• Food and Fellowship Network meet 3 times per year to share information and work together</li> <li>• Procurement research (gauging support)</li> <li>• Local food procurement research</li> <li>• Food Policy Council and Working Groups</li> </ul>
<p><b>Healthy Food Access/Food Skills</b></p> 	<ul style="list-style-type: none"> <li>• The Blair Building includes the Hungry Vegan, bootcamp and fitness classes, greenspaces and spaces for social entrepreneurs</li> <li>• Community gardens (teaching skills and composting)</li> <li>• 8 school gardens (2 in Blenheim, 1 Tilbury, 1, Wallaceburg, 4 Chatham in a 2 year program)</li> <li>• Salad Bar food skills program at Tecumseh Public School in Chatham</li> <li>• Building Healthy Babies in CK</li> <li>• Snacks and food coupons for prenatal moms to help support healthy pregnancy (Building Healthy Babies in CK)</li> <li>• Free prenatal supplements for all pregnant moms - ensure prenatal clients have access to prenatal supplement for free in partnership with Shoppers Drug Mart pharmacists (Building Healthy Babies in CK)</li> <li>• Education and awareness around healthy eating, healthy food choices and budgeting with pre and post natal clients and young families (Building Healthy Babies in CK)</li> <li>• Community garden with pre and post natal clients(Building Healthy Babies in CK) but this is only in Chatham now</li> <li>• Basic food skills with Building Health Babies and with community</li> <li>• Bus coupons for Chatham clients to reduce barriers to groups using transportation (Building Healthy Babies in CK)</li> <li>• Looking at transportation policies – an indirect route to look at food access. One of the focuses of the Public awareness and education working group is transportation.</li> </ul>
<p><b>Healthy Food Access/Engagement</b></p>	<ul style="list-style-type: none"> <li>• STEP Ahead - mentoring with Ontario Works clients to work in Childcare Centres</li> <li>• Childcare feed kids</li> <li>• Childcare centers have to meet standards for food served – reviewed by the Public Health dietitians</li> <li>• Dietitian reviews daycare menu</li> <li>• Training for cooks and child care centre</li> <li>• Bagged lunch buffet</li> <li>• WOW groups for Ontario Work (about 6 times per year in Wallaceburg/Chatham) – food skills and provision of materials and key pieces of equipment</li> <li>• Opportunity for education food sampling and supply</li> </ul>

	<ul style="list-style-type: none"> <li>• Ingredients to make new recipes at home</li> </ul>
<p><b>Food Skills/Engagement</b></p> 	<ul style="list-style-type: none"> <li>• Farms to schools (8 schools expanding to 16 schools and 8 local farmers)</li> <li>• VON Farm to School take on local clients and expansion for future</li> <li>• School food and beverage policy</li> <li>• Services for Seniors at Seniors Centre in Ridgetown – 6 week cooking session and education</li> <li>• Seniors Day Programs</li> <li>• Municipal Seniors Centre</li> <li>• Best Start – works with all organizations that work with all service providers; has hubs all across CK, vision in CK is to repurpose classrooms with declining population</li> <li>• Best Start website –www.ckbeststart.ca</li> <li>• Young Moms Groups - provided support for eating healthy meals on a budget</li> <li>• Field trips for students to food centres, restaurants and grocery stores</li> </ul>
<p><b>Local Food Production</b></p>	<ul style="list-style-type: none"> <li>• Grown in CK brand with CKAD Chatham Kent Agri Develop - partnership with FPC, Health Unit and Economic Development</li> <li>• CK Table - an agritourism event</li> <li>• Food Hub</li> <li>• Grand Ave Greenspace Project (Chatham Horticultural Society)</li> <li>• Food Terminal in development</li> <li>• Agri-Food Incubator being investigated by the "Ground Floor"</li> <li>• Agri-food incubator project – have 93 responses to the survey through the CKAD with the support of the CKFPC and the health unit; places like North Cumberland county is building 1.5M</li> <li>• Small scale food production and processing</li> <li>• Multiple new agricultural crop and processor development projects</li> <li>• Food processor map</li> <li>• Looking for 3,000 acres of potatoes to grow for processing</li> </ul>
	<ul style="list-style-type: none"> <li>• Multiple food processing expanding (James)</li> <li>• CK Agriculture Development website - articles and directory of where people can buy food (Kim)</li> <li>• CK Agri-Development – bring back farming in agriculture and allow the 3rd parties to be a part of that in our community (Tamara)</li> <li>• We grow for the world (Kim)</li> </ul>
<p><b>Other</b></p>	<ul style="list-style-type: none"> <li>• Grant and product research and development</li> <li>• CK Tourism</li> <li>• Directing food problems back to the real source</li> <li>• Be a thorn in the side of health and safety issues.</li> <li>• United Way</li> <li>• Farm Start</li> <li>• Farm spaces where you rent an acres – Farm Start – GAPS</li> <li>• VON and MOW in Windsor</li> <li>• Social Enterprise</li> <li>• Helps with current model....need volunteers, funding prep..</li> <li>• Ridge Farmers' Market</li> <li>• Run groups</li> <li>• Toastmaster club</li> <li>• Review PPMI standard</li> <li>• Personal garden</li> <li>• Community food advisor program</li> <li>• Surplus produce</li> <li>• CK Community Futures – delivery system in Quebec - stands out as a culture of being good for going to the market – light years ahead of us for delivering system to where they take it an package – expertise from Community Futures</li> <li>• Community Integration Leadership project in Wallaceburg – warm referral or seamless referral – focus on any referral for children – need to let everyone know how to get the help that they need</li> <li>• Community emails in Wallaceburg – one per week and in one week have 2 – food and fellowship</li> </ul>

## WHAT ARE SOME CURRENT SERVICE GAPS AND WHAT IS THE POTENTIAL ROLE OF A COMMUNITY FOOD CENTRE IN CHATHAM-KENT?

The range of initiatives, programs, and services are indicative of the efforts that have already been established in Chatham-Kent to enable food security. While there is a lot that is already being done in Chatham-Kent, participants identified a role that a Community Food Centre could play in enhancing current efforts. Some gaps in current efforts are listed below. There is an opportunity for a CFC to begin to address some of these gaps.

- Programming that advocates the importance of local healthy foods for consumers at-large.
- Programs that reduce social isolation, are welcoming, non-judgemental, and provide food access with dignity and an opportunity for those accessing food to participate in programming.
- A centre that incorporates the many voices related to food in Chatham-Kent, including producers.
- A Community Food Advisor program to assist people with weekly meal planning, meal preparation, and safe food handling and storage.
- The provision of a small urban spaces and kitchens for social entrepreneurs and small businesses who are interested in food production in a legal and inspected facility.
- Provision of a well-appointed teaching kitchen for students to access and use. Schools in the area are not equipped with kitchens to teach students about nutrition and healthy eating. This is an idea that would need further investigation with the school boards. The Ministry of Education identifies schools as neighbourhood hubs for communities. Such a teaching facility should provide basic cooking skills, canning, gardening, and nutrition.
- There is a need for a facility located in a central location that can serve as a storage and distribution centre for excess produce. Concerns were raised that a lot of produce is wasted due to inadequate storage facilities. Pick-up and drop-off is challenging given the limited resources available to deliver produce to clients. In conjunction with a storage and distribution centre, an idea was raised to have a dehydration facility within a CFC. In Chatham-Kent where produce is seasonal, a dehydration plant would provide year-round access to food.
- Art was recognized as an avenue to help break barriers between people. An art centre and programming that integrates food, art, and culture. Participants recognized a value of having in-house artists who can be effective in engaging the community and attracting different sectors of the community. The Arts and Cookery Bank in West Lorne is an example of the integration between art and food.
- A greenhouse that can facilitate year-round activities for seniors, students, and encourage intergenerational relationships.
- Communicating program availability, events, etc. to the community and target populations is a current gap.
- Recruiting sufficient numbers of volunteers.
- Food production in Chatham-Kent is largely commodity-driven. These “supply-side dynamics” impact healthy local food accessibility.

## CHALLENGES IN DEVELOPING A COMMUNITY FOOD CENTRE

- Participants across the sessions agreed that Chatham-Kent’s geography and dispersion of communities will present challenges in selecting a location for a Community Food Centre. Multiple perspectives were raised regarding where the community food centre should be located. A location in Chatham will present difficulties for residents in other communities to access. Conversely, a location in another community, whether Ridgetown, Wallaceburg will present challenges in supporting a large population base. Further analysis will need to be undertaken as part of the feasibility assessment regarding the suitability of selecting Chatham to house the

facility and satellite locations across the municipality's other communities. It was identified that a community food centre should be located in a neighbourhood that would most directly benefit a community with the greatest need. This can be done by identifying services delivery gaps. Satellite locations that can provide additional support to a community food centre includes local churches, schools, and child care facilities.

- People who will benefit from a community food centre are already faced with challenges in accessing services in the community. Lack of an interconnected transportation system is a challenge that needs to be overcome. It was agreed that a reliable transportation network is needed to facilitate an exchange in food, programs and services. This is a challenge to overcome regardless of where a facility is located. A potential solution was identified that the school boards have a well-structured courier service that delivers weekly supplies to schools, libraries and Early Years Centres in Chatham-Kent. There is an opportunity to share resources.

### OTHER IDEAS DISCUSSED

- Edible green walls and rooftop gardens
- Municipal boulevard for food planting (Guelph example)
- A cooperative model may have some utility here.

### ADDITIONAL DISCUSSION QUESTIONS

What key target populations facing food insecurity have you identified through your work in the community (e.g., new Canadians, young mothers)?

- Young mothers are difficult to reach

What are the best channels to get these people involved and engaged?

- Possible to reach younger demographics online

What kind of supports does your group need to strengthen your work around addressing food insecurity?

- Included in discussion of Gaps above.

Do you have any red flags/concerns about this project?

- See "Challenges in developing a Community Food Centre" above.

Are there other groups that need to be consulted?

- Chatham-Kent Community Futures (related to funding)
- Chatham-Kent Women's Centre

Are there possible locations that you could envision for a future CFC site?

- There is a vacant lot on the site of the former Victoria Ave. United Church that could provide a possible location for a CFC or related programming.





### List of key informant interviewees, in order of interview date:

1. Kathryn Scharf, VP, National Programs – Community Food Centres Canada
2. Randy Hope, Mayor – Municipality of Chatham-Kent
3. Nancy Wildgoose, Executive Director – The Table Community Food Centre, Perth
4. Steve Stacey, Director – The Local Community Food Centre, Stratford
5. Stephanie Watkinson, Community Ministry Director & Asst. Corps Officer – The Salvation Army, Chatham-Kent Ministries
6. Karen Kirkwood-Whyte, CEO – Chatham Kent United Way (interview conducted by Lyndsay Davidson, CKPH)
7. June Muir, Chief Executive Officer and Dean Christie, Finance Director – Unemployed Help Centre of Windsor (Plentiful Harvest)
8. Brenda LeClair, Executive Director – Chatham Outreach for Hunger
9. Gayle Martin and David Martin, Outreach Committee – Victoria Avenue United Church, Chatham
10. Brendan Johnson, Executive Director – Guelph Neighbourhood Support Coalition (The Seed Community Food Centre Initiative)



# APPENDIX D

Community Kitchen Models



### Community Kitchen Models

Source: The Stop Community Food Centre

There are as many ways to structure and run community kitchen programs as there are people who participate in them. Although there are similarities across the different approaches, each model works towards its own desired outcome, and can have different methods, timeframes and required resources. Adapted from the Food Animators Project from September 2004, this document categorizes the following community kitchen models: Model 1A – Kitchen as Community Development, Model 1B – Community Kitchen as Facilitated Learning, Model 1C – Community Kitchen incorporating Value-Added Products; Model 2 – Kitchen as Community Outreach; Model 3 – Kitchen as Food Distribution System; and

#### Community Kitchen : Model 1A – Kitchen as Community Development

Program Model	Method	Goals / Outcomes	Timeframe	Critical Resource Issues
The Vancouver model of a community kitchen is one in which a group of individuals who meet regularly to cook healthy, nutritious meals. Everyone is expected to participate in the menu selection shopping, preparation, and cooking; the only requirement is an interest in food.	Find a host kitchen space to use (eventually, the CK could create own facilities). Participants / members share in decision-making & work.  Often managed / initiated by a social service organization.  Can be volunteer-run or staffed. Needs a kitchen coordinator	Healthy Food Access (participants take food home)  Food nutrition education  Life skills (generally no formal training component)  Social / Cultural interaction  Community development	1-2 months to find the host kitchen and develop partnership  1-2 months to find a Kitchen Coordinator with cooking knowledge (may need to train)  1-2 months to advertise, recruit members, and begin cooking  Total: 3-5 months  <i>Recruitment of coordinator &amp; finding host kitchen can happen simultaneously</i>	Food sources: food banks, gardens, gleaning, purchased (retail or wholesale)  Kitchen equipment (ranges, depending on stocking needs of community and host kitchen). Should be minimal with host kitchen support.  Kitchen Coordinator – knowledge of cooking, First Aid, and food safety  Liability Insurance (burns, food poisoning, etc.)  Cost of food – determining who pays  Food handling permits, Inspections

#### Community Kitchens: Model 1B – Community Kitchen as Facilitated Learning

Program Model	Method	Goals / Outcomes	Timeframe	Critical Resource Issues
This model is a more facilitated version of Model 1A, in which an organization focuses on food health information, but also on transformative learning, conflict resolution, cultural knowledge, etc.	CK in a host kitchen, geared towards pre / after-school programs or parents.  Managed by a social / service organization. Part of food nutrition / food access program.  Food obtained through gleaning, markets, food banks.	Healthy Food Access  Job Skills (informal)  Life Skills (training component)  Cultural knowledge / Social interaction skills / Conflict resolution  Healthy food / nutrition  Transformative learning about food and food systems	1-2 months to find the host kitchen and develop partnership  1-2 months to find a Kitchen Coordinator with cooking knowledge (may need to train)  1-2 months to advertise, recruit members, and begin cooking  Total: 3-5 months  <i>Recruitment of coordinator &amp; finding host kitchen can happen simultaneously</i>	Kitchen space (model 1A)  Reliable food source or food storage options  Kitchen Coordinator – knowledge of cooking, First Aid, food safety, and nutrition  Liability Insurance (burns, food poisoning, etc.)  Cost of food – how obtained  Food handling permits, Inspections, Kitchen certification  Promotion of program, so that new people are brought through on a regular basis

Community Kitchen : Model 1C – Community Kitchen incorporating Value-Added Products

Program Model	Method	Goals / Outcomes	Timeframe	Critical Resource Issues
Community-run CK for job skills development and for economic opportunities. Food products could be sold at markets, to local stores, or as catering.	Managed by community-members. Could have support from organization to facilitate start-up. Potential focus on production of cultural foods  Could also happen semi-independently with jobbers interested in value-added food products from CK activities.  More self-organization needed, especially in shared decision-making.	Community development  Job skills  Life Skills  Job development  Access to culturally appropriate food in wider community	For a small-scale start-up:  2-3 months to find host kitchen (needs to be cert. for food sales)  2 months - Outside Kitchen Coordinator (KC) could be brought in to offer initial start-up advice. Don't need long-term KC, as participants would take this on.  1-2 months to do some market research, business research (how to distribute food, what is marketable, etc.)  2-3 months to recruit participants and build group cohesion (meetings, planning, decision-making)  <i>Total: 7- 9 months</i>  <i>Research and finding kitchen happens concurrently.</i>	Kitchen space & equipment \$500 - \$2300 for cooking supplies, including bowls, trays, etc.; \$20,000 minimum for major appliances, including range hood, fridge / freezers, sterilizers. Many CKs start with the absolute basics and gradually increase.  A temporary host kitchen could be found nearby, until own kitchen finished.  Everyone trained in food safety, First Aid, etc.  Liability Insurance (burns, food poisoning, etc.) for host kitchen  Reliable food source & / or food storage options  Cost of food  Food handling permits, Inspections  NB: Catering is the most intensive and least achievable option in the 12 month timeframe.

Community Kitchen : Model 2 – Kitchen as Community Outreach

Program Model	Method	Goals / Outcomes	Timeframe	Critical Resource Issues
This is the congregate dining model with food shared by all (free or PWYC).  Could be a CK group provides food for a broader community	Larger group and accessed by more vulnerable people than model 1.  Food is often prepared by volunteers.	Connect food to other service objectives. Food as a tool for bringing in participants to a broader program. (e.g. multi-service agency offer a congregate meal).  Healthy food access  Food nutrition education  Social / Cultural interaction  Break down cultural barriers	1-2 months to organize and plan  Finding appropriate space for meal  Advertise meal  Total: 1-2 months	Appropriate space for eating  Food sourcing





Community Kitchen : Model 3 – Kitchen as Food Distribution System

Program Model	Method	Goals / Outcomes	Timeframe	Critical Resource Issues
<p>These kitchens are primarily affiliated with food banks or other food distribution systems for low-income families. These are more common in the US.</p>	<p>Procure food from: farmers (gleaning), purchased, donations, or Second Harvest.</p> <p>Usually staffed kitchens, possibly core staff for an existing other program, with pool of volunteers to draw on. This allows flexibility to respond to food availability.</p> <p>Managed by a social service organization or faith group.</p>	<p>Food distribution / Food Access (volunteer cooks take food home, too).</p> <p>Job Skills for Volunteers (generally no formal training component, but could be good for volunteers to gain job skills)</p>	<p>A basic, start-up kitchen to get things going. Expansion happens over time:</p> <p>2-3 months to get organizational commitment and find space to convert into kitchen (expand existing kitchen)</p> <p>1-2 months to find a Kitchen Coordinator with cooking knowledge (may need to train)</p> <p>2-3 months to recruit volunteers &amp; begin cooking.</p> <p>Total: 4-6 months</p> <p><i>Recruitment of coordinator &amp; getting volunteers could happen at the same time. Need organizational commitment and secured space first.</i></p>	<p>Organizational commitment to the project.</p> <p>Availability of food - predictability, cost, etc.</p> <p>Kitchen space &amp; equipment \$500 - \$2300 for cooking supplies, including bowls, trays, etc.; \$20,000 minimum for major appliances, including range hood, fridge / freezers, sterilizers. Many CKs start with the absolute basics and gradually increase.</p> <p>A temporary host kitchen could be found nearby, until own kitchen finished.</p> <p>Kitchen Coordinator – knowledge of cooking, First Aid, and food safety</p> <p>Liability Insurance (burns, food poisoning, etc.)</p> <p>Reliable food source or food storage options</p> <p>Food handling permits, Inspections</p> <p>Distribution system – how &amp; to whom is food distributed ( example, congregate dining)</p>

Community Kitchen : Model 4 – Community Kitchens as Life Skills Learning Environment

Program Model	Method	Goals / Outcomes	Timeframe	Critical Resource Issues
<p>This model encompasses a variety of learning opportunities:</p> <p>Job skills training (a formalized training course)</p> <p>Life Skills (Public Health model for nutrition – with children and / or adults)</p>	<p>A formal job training system, that offers certification and partnership with institutions. Could be more low-key, but with lower impact.</p> <p>Managed by an organization that is already doing a job skills program (e.g. adult re-employment or youth employment). Run by staff / training staff. Organization is expanding types of job skill development opportunities. Food procured through purchase, gleaning, donation, Second Harvest. Need reliable food source.</p>	<p>Healthy Food distribution / Healthy Food access</p> <p>Community / economic development</p> <p>Job Skills</p>	<p>Job Skills:</p> <p>3-4 months to get organizational commitment and find space to convert into kitchen (expand existing kitchen)</p> <p>2 months to find a Training Cook, who can run kitchen and organize curriculum</p> <p>2-4 months to be develop program and promote it</p> <p>3-4 months to recruit participants and begin program</p> <p>Total: 9-12 months</p>	<p>Kitchen space (See Model 1A)</p> <p>Job Skills: Trained chef / cook to undertake intensive teaching program.</p> <p>Reliable food source or food storage options</p> <p>Distribution system – how &amp; to whom is food distributed?</p> <p>Partnership with organization / association to recognize program for job seekers</p> <p>Life skills: Kitchen Coordinator – knowledge of cooking, First Aid, food safety, and nutrition</p> <p>Liability Insurance (burns, food poisoning, etc.)</p> <p>Cost of food – how obtained?</p> <p>Food handling permits, Inspections, Kitchen certification</p> <p>Promotion of program, so that new people are brought through on a regular basis.</p>





