

HAPPY LIFE. HAPPY PRODUCE, HAPPY  
PRODUCE, HAPPY LIFE. HAPPY PRO  
HAPPY PRODUCE, HAPPY LIFE.  
HAP CE,  
Y PR APPY  
BY L HAP  
DU PRO  
HAPPY PRODUCE, HAPPY LIFE.  
HAPPY LIFE. HAPPY PRODUCE,  
Y PRODUCE HAPPY LIFE HAPPY

**Hap-pea**



A close-up photograph of fresh vegetables on a dark wooden surface. In the foreground, several bright red tomatoes with green stems and small water droplets are visible. To the right, a bunch of white carrots with green tops is tied together with a red string. In the bottom left, several orange carrots are also visible. The background is slightly blurred, focusing attention on the fresh produce.

Over 179 thousand people in the Fraser Health region are food insecure.

PHSA

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## Thank You **Berry** Much

We started with an idea that grew, pivoted, morphed, and adapted to become our final project. This could not have been possible without the large amount of support we had throughout our journey.

To Shawn, Paola and Tamara; Thank you for challenging us and making us understand that even when you look into the depths of your soul, you can still go deeper.

To Deirdre, Breezie and Erin; you were the food experts we needed and allowed us to find a passion for food security!



To Alia Sunderji, Anne Todd, Richard Han, Fiona Stevenson, Helen Shin, Sasikala Sridar, Mike Bose, Gemma McNeill, Kuldip Ardawa and everyone else along the way; you provided industry expertise, insight and openness that allowed us to develop a sustainable model.

To Surrey residents, thank you for providing us excellent insights which allowed our project to grow!



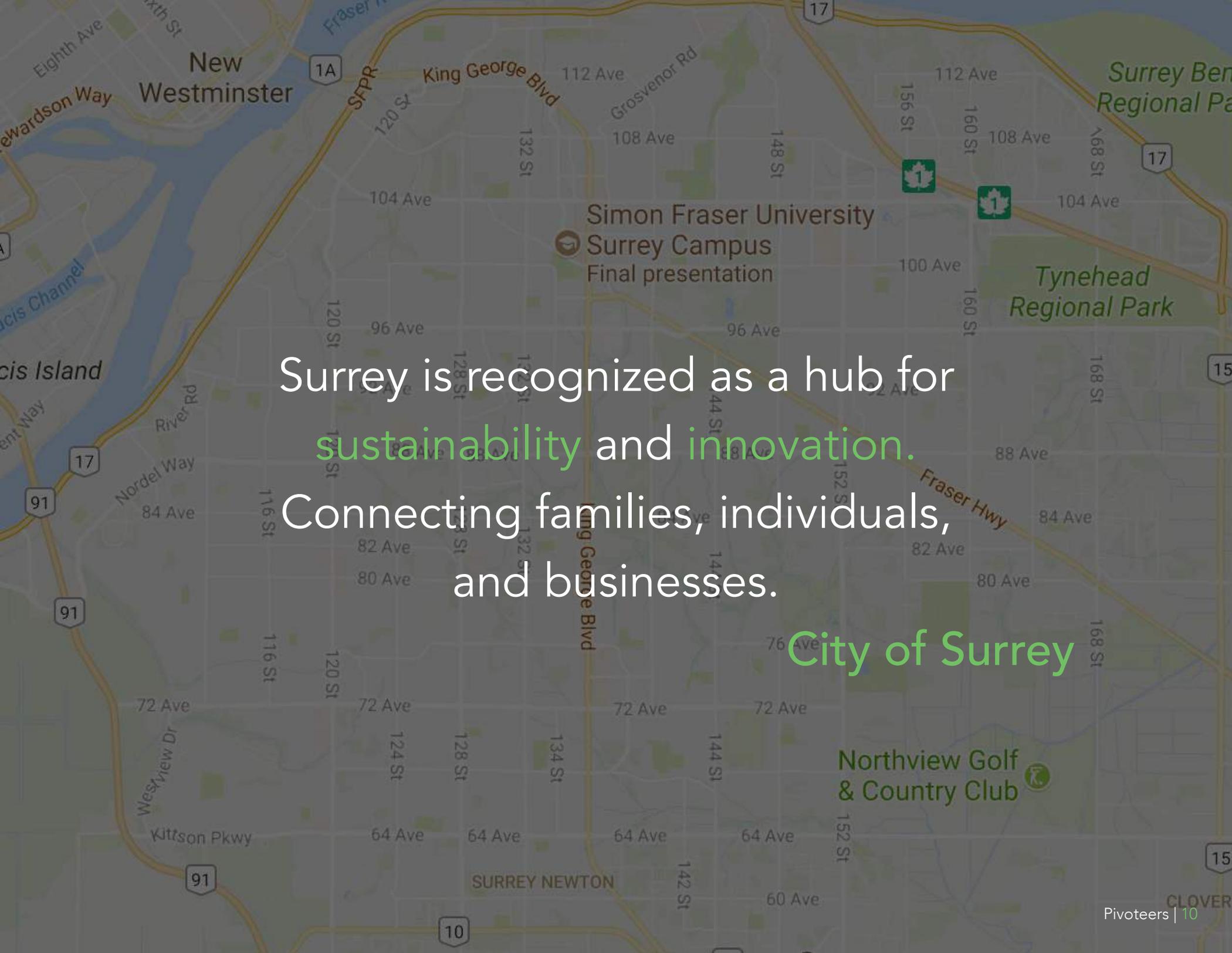
## A-beet Change Lab

Health Change Lab is an interdisciplinary cohort based program run in collaboration with Simon Fraser University, Beedie School of Business, and Radius SFU. The focus of this 10-credit program is to build a social venture response to a community health challenge in Surrey. With each student bringing a unique set of skills, teams work through a wide range of topics, from design thinking to the creation of a business model canvas. At the end of the program, students deliver a compelling 10 minute presentation on their selected prototype to a public audience, showcasing their achievements.

## Berry-a of Interest: Surrey

For the Fall 2017 cohort, Health Change Lab was partnered with the City of Surrey and Fraser Health. As the second largest city in BC, Surrey is home to over 500,000 people speaking over 100 different languages. The City Centre population is projected to more than double in coming years.

Although Surrey is booming and is set to bypass Vancouver as the largest city in BC, there are still many challenges to overcome, such as homelessness, food insecurity, senior isolation, youth engagement, and health literacy.



Surrey is recognized as a hub for  
sustainability and innovation.  
Connecting families, individuals,  
and businesses.

City of Surrey

# Course **Thymeline**

Retreat  
Camp Alexandra



Initial Topic:  
Homelessness



Pivot 2: Youth  
Empowerment



Surrey/White Rock  
Food Coalition



Three  
Prototypes



Team  
Formation



Pivot 1:  
Job Security



Pivot 3:  
Financial Literacy



Pivot 4: Food  
Security

Midterm  
Presentation



Pivot 5:  
Reiterating



Team  
Sleepover



Final  
Presentation



Visit to the  
Food Bank



User Group  
Testing



Final  
Pivot



Hap-pea  
Produce

## Meat the Pivoteers - Emmo Cojesi



**Emma McFarlane**

**The DILF** - Does Innovation, Loves Food

Emma is a fifth year Health Sciences BA student with a minor in business. Emma is also a lifeguard/swim instructor. She is passionate about issues surrounding homelessness, and has experience in travel medicine. Speaking of travel medicine, Emma also LOVES to travel, and in her spare time, she can be found lying on a sunny beach drinking a margarita.

**Research · Appreciative Inquiry · Accountability**



**Monique Sekhon**

**Health SPY** - Spicy, Punctual Youngin'

Monique is a fourth year health sciences student in the population and quantitative stream. She is passionate about mental health, and acts as the co-lead of SFU's Student Health Advisory Committee (SHAC) as well as the community director for SFU Blood for Life. She is also a lifeguard/swim instructor and research assistant at the BC Cancer agency. Monique really, really loves dogs.

**Phone calls · Critical thinking · Team engagement**



**Cody De Leijer**

**The BB** - Beedie Beauty

Cody is a third year business student concentrating in Entrepreneurship/Innovation with a minor in curriculum and instruction. Cody is passionate about social entrepreneurship as President of Enactus SFU and a Entrepreneurship and Changemaker Activator for Radius SFU. You can find Cody either at campus, eating or hitting the rink for a quick lap.

**Field Research · Business model canvas · Ideating**



**Jesika Kula**

**SIAT** - Simple, Imaginative, Amazing Tomato

Jesika is a second year SIAT student concentrating in media arts and part of the Charles Chang Certificate of Entrepreneurship. Jesika co-founded and acts as the creative director for MetamorepHIIT - a non-profit offering free fitness to all. Jesika spends much of her time teaching/lifeguarding at various pools in Coquitlam and Surrey. She is also an avid lover of bad puns.

**Design · Keeping everyone on task · Emails**



## Re-treat

Every year, the HCL cohort holds a retreat to bring together students and foster a sense of community. This year, the retreat was held at Camp Alexandra in White Rock. The highlight of this day was connecting with our classmates on the beach in a beautiful environment. We learned to reflect on ourselves, to test our assumptions, to dig deep and be okay with being vulnerable. We learned to dream about the future, and take steps towards making it our reality.

One of the activities, the DOPE test, was suggested for us by our instructors to reflect each of our complex combinations of characteristics, strengths, motivations, and experiences. The results were given as a type of bird to represent different personalities:



## Bird Ty-peas

Dove – peaceful and friendly

Owl – wise and logical

Peacock – showy and optimistic

Eagle – bold and decisive

## Us

Emma - Dove & Owl

Monique - Peacock & Dove

Cody - Peacock & Eagle

Jesika - Peacock & Owl



## Team Farm-ation

Monique focussed on two different problem areas, presented her findings to Cody and other members of the cohort. Cody was interested in working with Monique on her "Strip" topic, 135a street. Meanwhile Cody and Jesika presented topics around tackling the rising homelessness crisis in Surrey. Emma presented on the opioid crisis, but the common thread between us all was

impacting a marginalized or disadvantaged group.

As Jesika was attempting to find her path, Emma, Cody, and Monique planned on how to get Jesika to choose their team. They Headhunted Jesika, and eventually she picked our team because she thought we were cool and was passionate about sharing her design skills with us.

# Team Agri-ment

Communication - Timely Response

Accountability - Getting things done and sharing the load

Commitment - Showing up

Openness - Willingness to share with the group

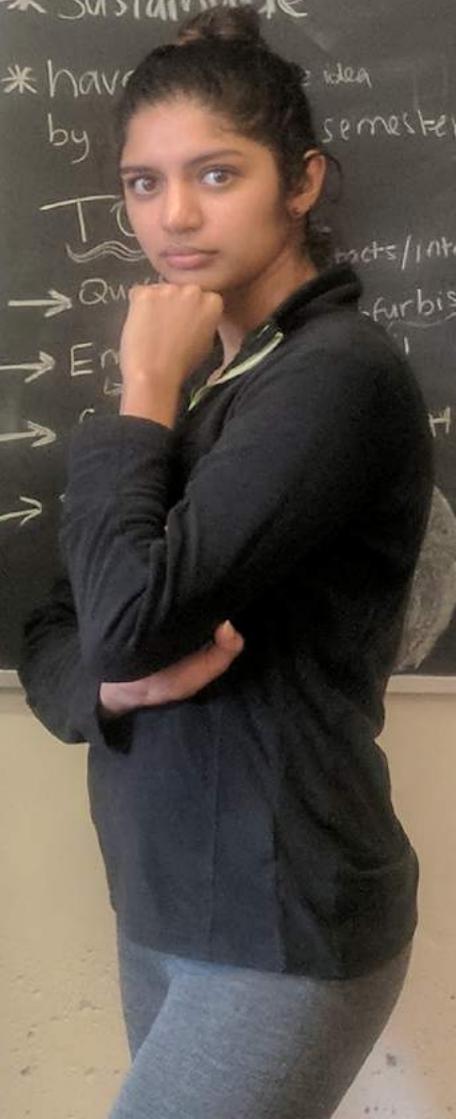
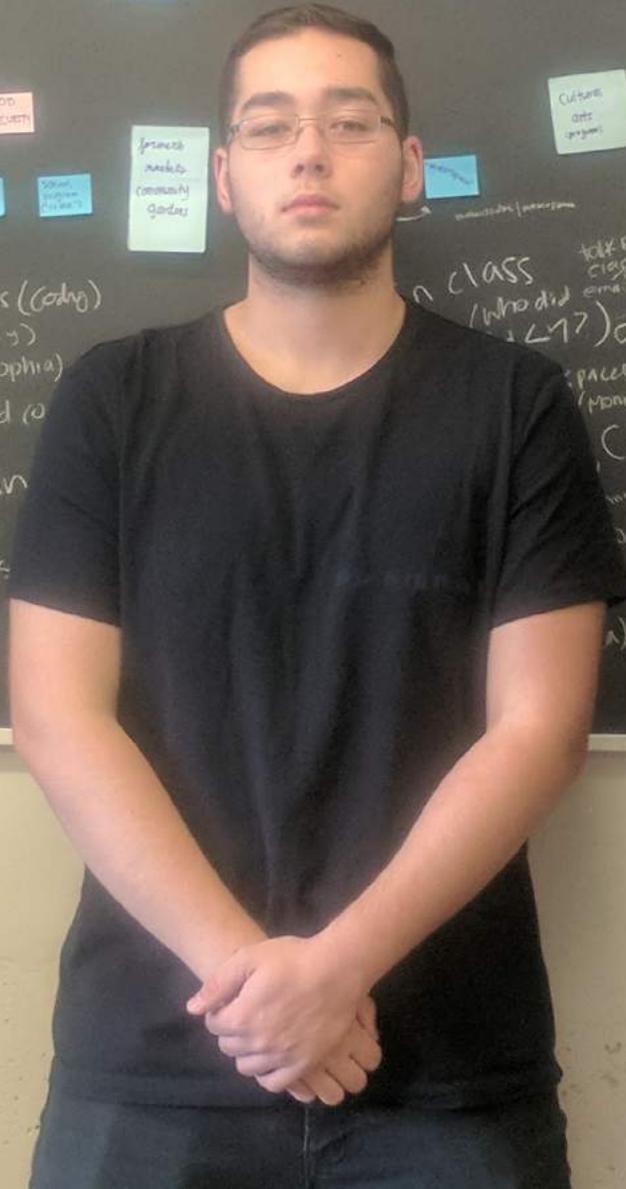
Initiative - Taking charge of tasks on one's own accord

# Ideation P-raw-cess

## Homelessness

There is a lack of **community cohesion** and a high number of homeless individuals living in the area in Surrey known as “**the Strip**”.





\* Team USA bus (Cody)  
\* ReFood (Cody)  
\* EMBARK (Sophia)  
\* SUR/WR food (Cody)  
\* Megan/Erin  
\* Lori (Deska)  
\* Brezlie (Deska)

\* Sustainable  
\* have idea  
by semester  
TO  
→ Qu...  
→ Em...  
→ ...  
→ ...



## Low income

Low income single parents in the Whalley/Newton area suffer from **time poverty** and need resources to assist them with this.



# Youth Empowerment

Youth in Surrey need low-barrier access to extracurricular opportunities that **build confidence** and experience in (their intended career path).





\* Tigris (only)  
 \* Rofod (only)  
 \* CHANGE (only)  
 \* SRAP and others (only)  
 \* Megan/Em (Mental CC)  
 \* Lori (only)  
 \* Brooke (United) CC

\* In class  
 \* Sharon (the class)  
 \* Sharon in our meetings (only)  
 \* Sean/Red (only) CC  
 \* Tim (Mumps)  
 \* Sunny BIA (only)

\* Sustainable  
 \* have ...  
 \* by ...  
 → G ...  
 → E ...  
 → G ...  
 → S ...

## Financial Literacy

There is a lack of **economic opportunity** for low-income young adults (ages 18-30) in the Whalley area.

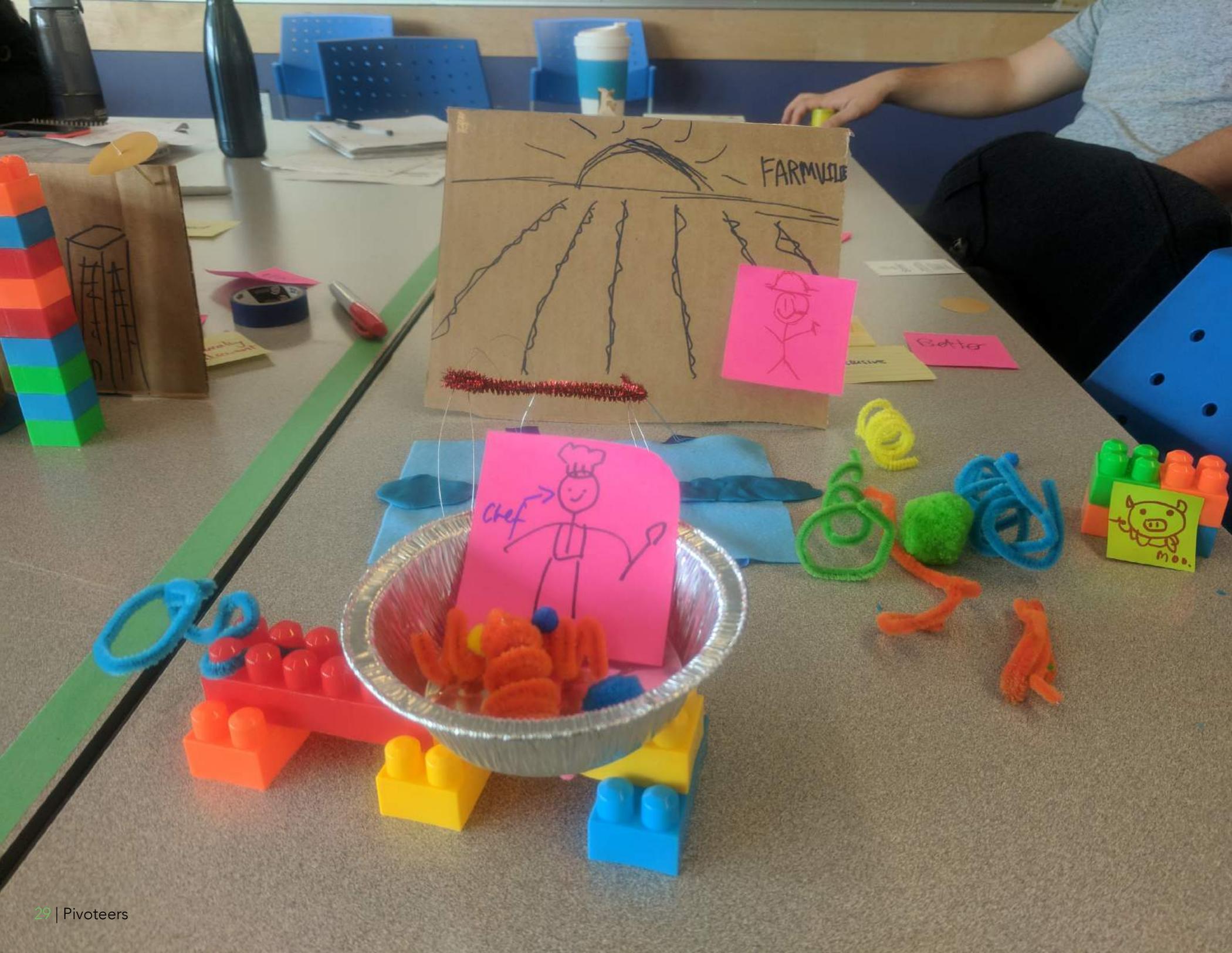


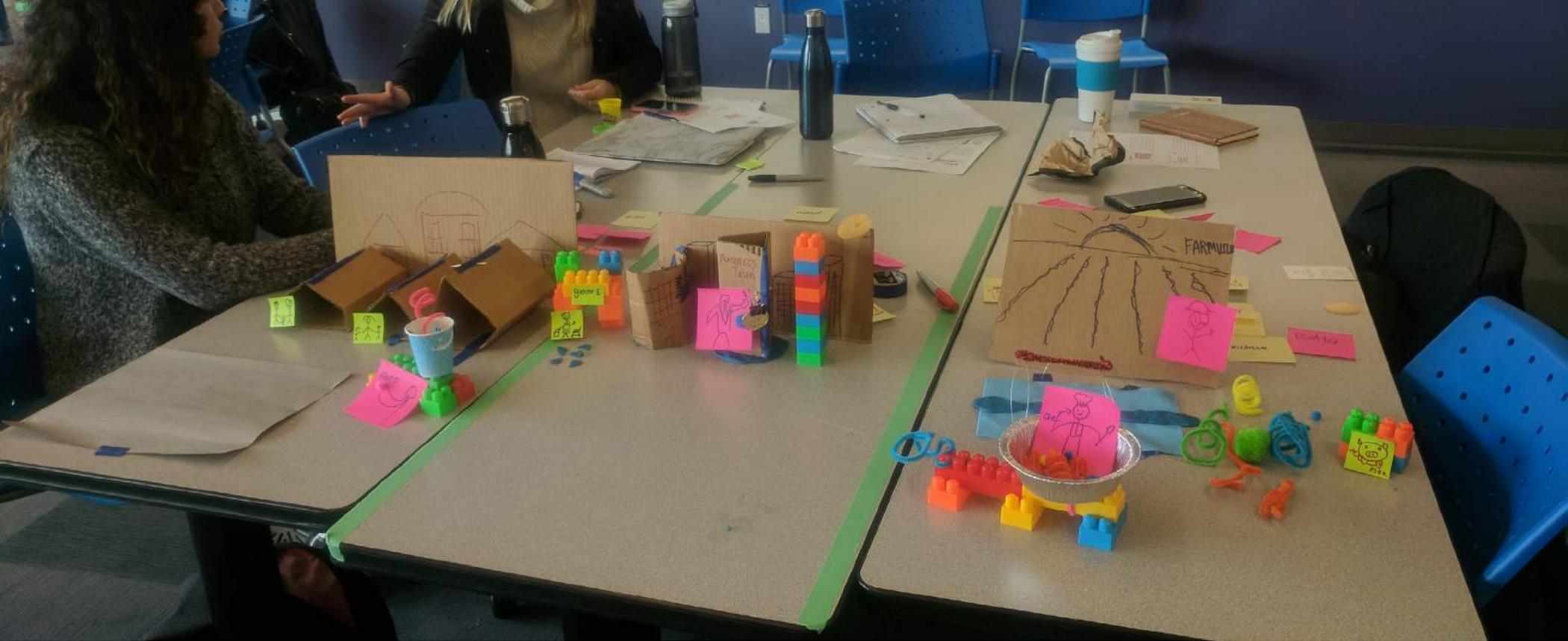


## Food Security

Low income families in Surrey face difficulties accessing healthy, affordable foods on a **consistent basis**. Therefore, they need additional resources to achieve food security.







## Pun Prototyping

We got the opportunity to create a physical prototype of our idea and get feedback from our classmates. Our main takeaway was that our model was very complicated and we needed to start simple!

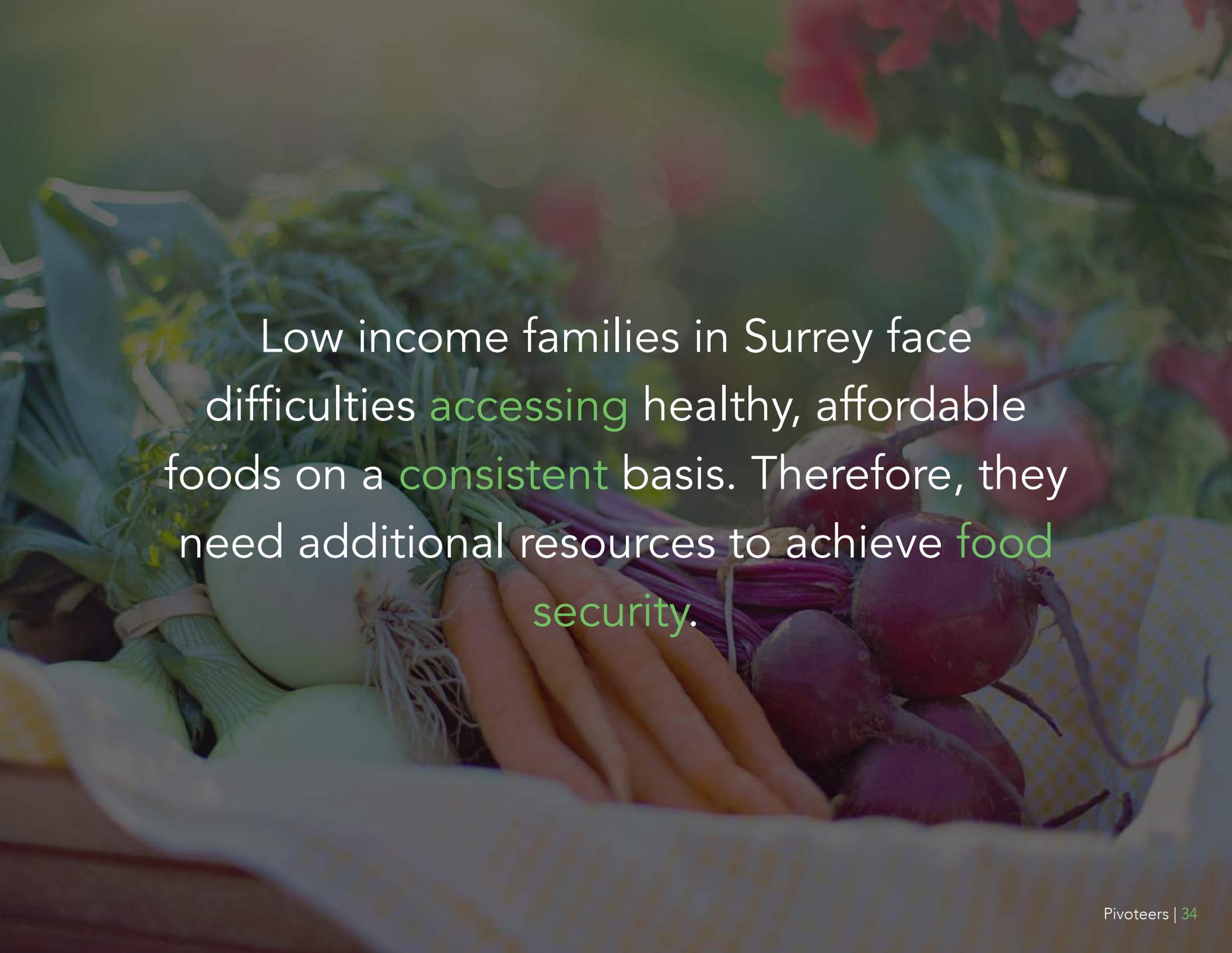
## Importance of Pea-vots

We learned that we needed to be flexible over the course of the semester as new insights shifted our focus over the semester. We also learned not to get too attached to our ideas as they would continuously evolve and adapt to input from our users, experts, instructors, and each other. The more we learned, the more our ideas grew and took form, and at every iteration we reflected on where we'd been and where we wanted to go!



There is a lack of economic opportunity for young adults (age 18-30) in Surrey.

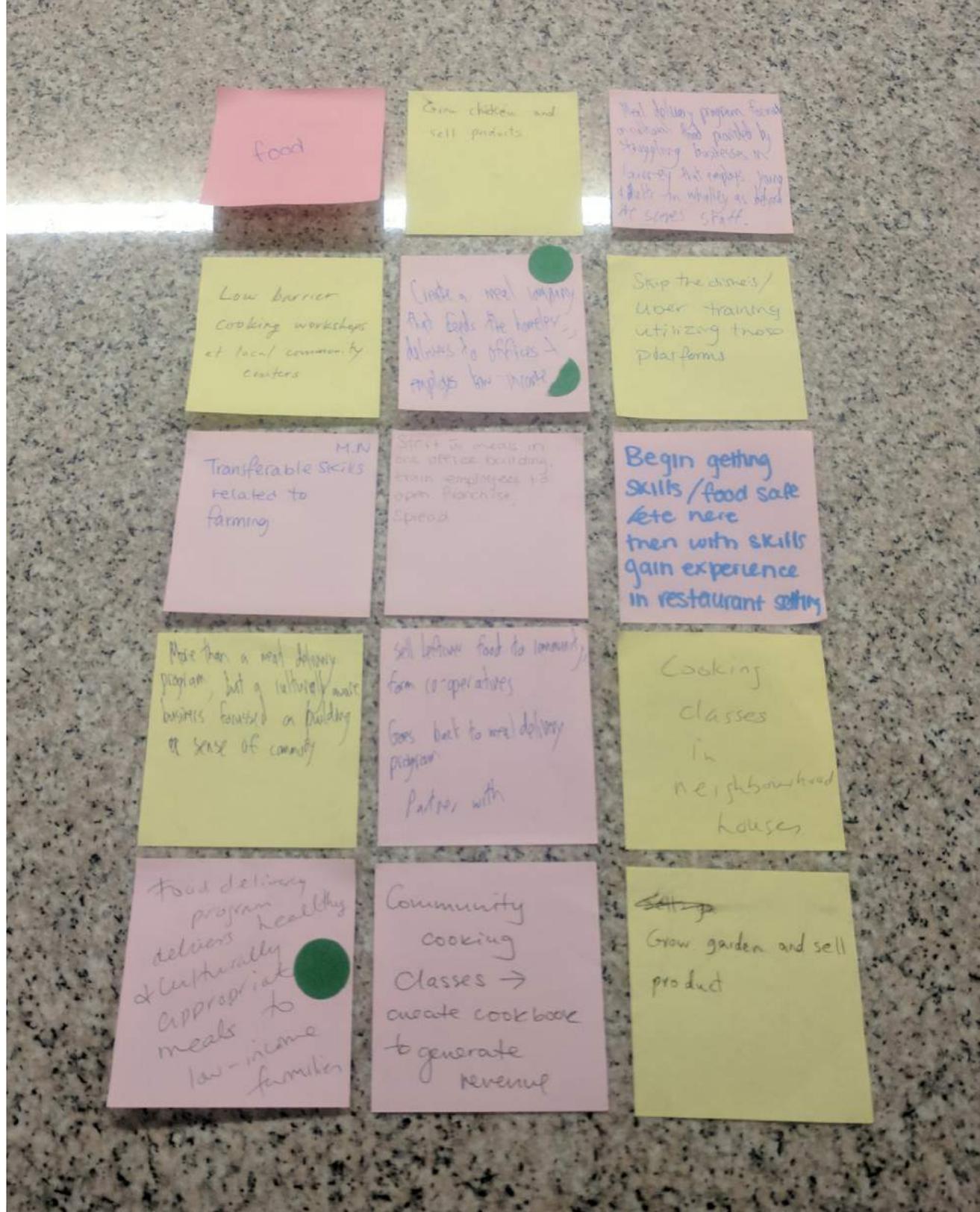
# The Prob-plum

A close-up photograph of a woven basket filled with fresh vegetables. In the foreground, several bright orange carrots are visible, along with a bunch of purple root vegetables, possibly purple carrots or beets. To the left, there are white onions with their green stalks. The background is softly blurred, showing more greenery and flowers, suggesting a garden or market setting. The overall lighting is natural and bright.

Low income families in Surrey face difficulties **accessing** healthy, affordable foods on a **consistent** basis. Therefore, they need additional resources to achieve **food security**.

## Talking with Ex-p<sup>er</sup>-ts

We landed on food security after a pivotal conversation with Deirdre from the Surrey/White Rock Food Action Coalition. She mapped the current challenges associated with food security in Surrey and helped our team understand the potential gaps within the ecosystem. Deidre helped spark a passion within our team and made us realize that we can make an impact on a large issue.





## Food Se-curd-ity & Waste

The first ideation phase for tackling food security led us down a path of trying to solve two issues with one solution. We wanted to address the ever increasing problem of food grown that goes to waste in Canada but soon realized that this was another issue on its own.

MAKING AN IMPACT

“

We cannot be the answer to the food insecurity crisis.

Surrey Food Bank

# P(r)ototypes



Product



App



Box



Product

## Nut-ritious Food Item

Product that uses visually imperfect, locally grown produce as a base for hearty stews to provide Surrey residents with a low-cost, convenient meal option.

**Pros:** easy to help others, solves issue of grocery leftovers, nice to know where ingredients are coming from

**Cons:** need more options, similar products already out there, want organic

## Price Com-pear App

An app that partners with local grocery stores to compare item costs across a geographical area

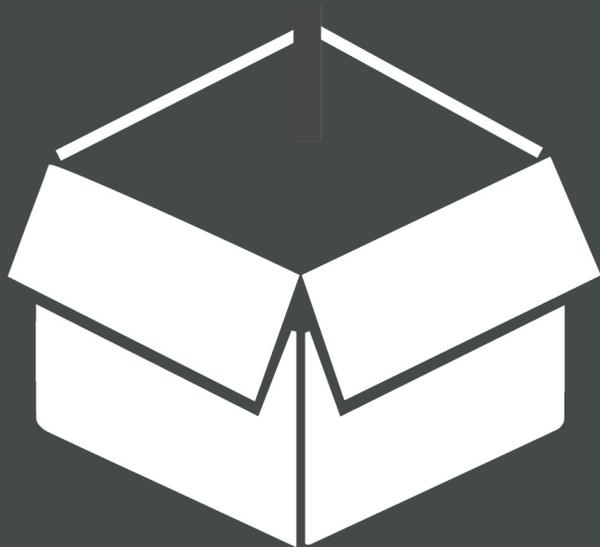
Least favourite

**Pros:** community to share recipes, offers coupons and loyalty points,

**Cons:** time consuming because so many different retailers



App



Box

## Im-**pear**-fect Produce Box

A revamp of the City of Surrey's Harvest Box; a fresh fruit and vegetable box in convenient pick-up locations in food deserts. We intended to use 'imperfect' produce from farms as it is still entirely edible.

**Pros:** convenience, education for future generations on what "real" food looks like

**Cons:** dinner portion sizes not consistent, add other necessities, how will food stay fresh?

# MAKING AN IMPACT



## Impact on User **Grapes**

We prototyped these 3 ideas at the Surrey Food Bank, and got lots of helpful feedback from our user population. The users who responded the most tended to be mothers or families, and they had a preference for the harvest box and the product. Many mothers mentioned that they thought the product idea was more favorable for singles or students, while the harvest box would allow for them to cook food of their own choosing but make healthy options easier to access. They mentioned that it was difficult to access certain services due to a high level of barriers.

# Midterm Peas-entation



## Mint-term Presentation

At the midpoint of the semester, the Health Change Lab facilitators invited an expert panel of business, health, and community specialists to provide feedback on our three presented prototypes.

An app that partners with local grocery stores to compare item costs across a geographical area.

Product that uses visually imperfect, locally grown produce as a base for hearty stews to provide Surrey residents with a low-cost, convenient meal option.

A revamp of the City of Surrey's Harvest Box; a fresh fruit and vegetable box in convenient pick-up locations in food deserts.

Users Ranking based on online survey:

1. Box
2. Product
3. App

Judge feedback: Continue user testing, check out competitors and innovative ideas!

# Final Soy-lution

A wooden crate filled with fresh produce, including onions and carrots, set against a dark wooden background. The crate is positioned on the left side of the frame, and the produce is arranged in a way that shows a variety of items. The onions are in the foreground, and the carrots are behind them. The background is a dark, textured wooden surface.

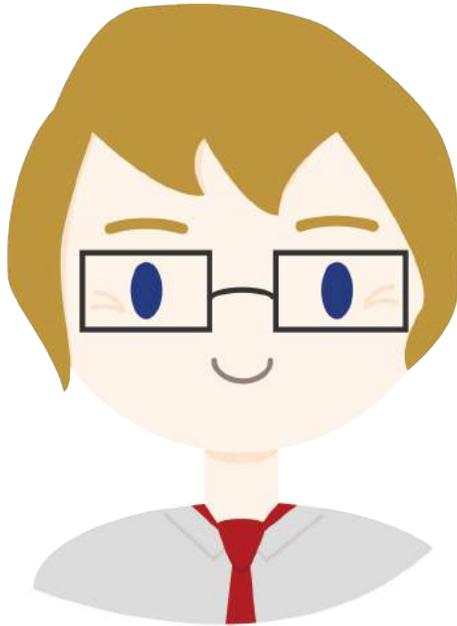
How might we **improve access** to fresh,  
affordable, local produce for low-income  
individuals on a **consistent basis**?



## Hap-pea Produce Box

Our final solution was the Hap-pea Produce Box - a box filled with fresh, local produce; there are many convenient pick up locations carefully placed in both city hubs and food deserts. Those needing financial assistance can purchase the box at a subsidised rate!

## Pear-sona Examples



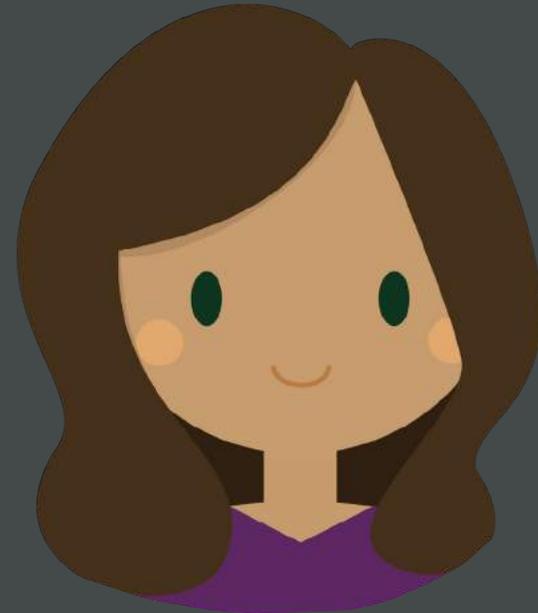
Rob

Professor at SFU

Doesn't have the time to stop at the grocery store and pick up food.

Constantly on the lookout for convenient ways to provide healthy produce to his family

Supports local farming



Sara

Single mother of two school aged children

Constantly on the go

Wants to get healthy, affordable produce for her family

Has to transit to multiple stores to find affordable, culturally diverse fruits and veggies



## User **Fresh**-ting 2.0

User testing is difficult at best. Our team struggled to connect with our target audience on a consistent basis in order to get valuable feedback. One of the barriers to this was language, as often users were newcomers to Surrey. We also found that people would give binary answers (yes/no) instead of qualitative responses. However, we were lucky enough to run multiple focus group graciously hosted by DiverseCity to talk with a large variety of different people!

← Pool  
← Weight Room  
Physiotherapy →  
Concession →

IMPORTANT NOTICE





## The Final Piv-pit

After speaking with large and small scale farmers, an assumption we had been carrying for weeks hit a roadblock - farmers have systems in place to avoid wasting food. Within weeks of the final, saying the next steps were chaotic would be an understatement. Their responses to our idea of using produce from farms discouraged us, and grocers also had a lot of steps in place for produce that wasn't sold (such as reducing prices or giving it to the homeless).

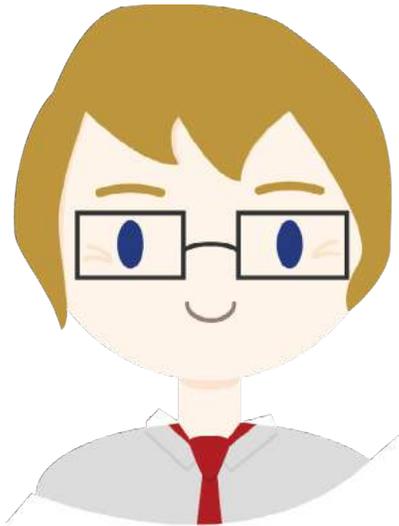
# Fennel Presentation



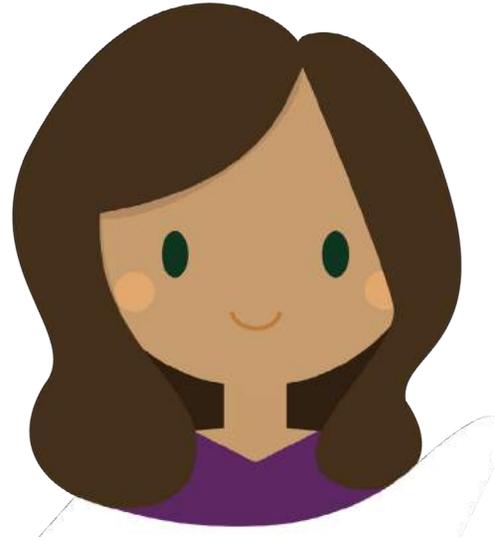
## Fennel Presentation

Our semester full of pivots came together in an exciting way at the final presentation. We presented our final prototype to our classmates, instructors, health professionals, community members, and other interested individuals.

## Mo-dill Overview



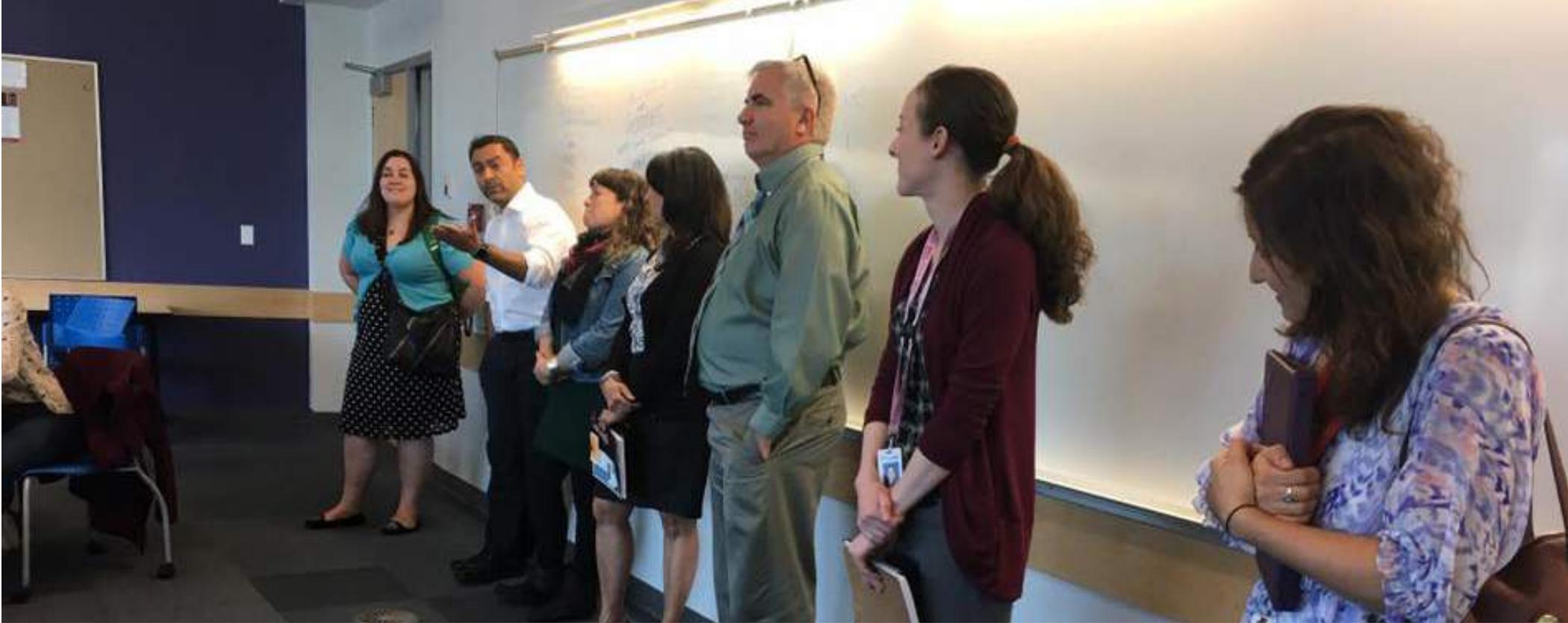
\$35 - 50



\$20 - 30

The business model we have developed is a cross-subsidy model that targets two different user demographics. Rob, a higher income earner purchases our boxes for \$35-55, whereas users like Sara receive a subsidy and spend between \$20-30. Users like Rob can also add \$5 to their box as a donation towards the subsidy model.

We wanted to partner with diversity, options, and other community resources in order to lower access to barriers for low-income customers, therefore they receive a discount code to put towards their order if they are a client in order to receive a subsidy.



## Insights from Pan-apple

Have culturally diverse produce been taken into consideration?

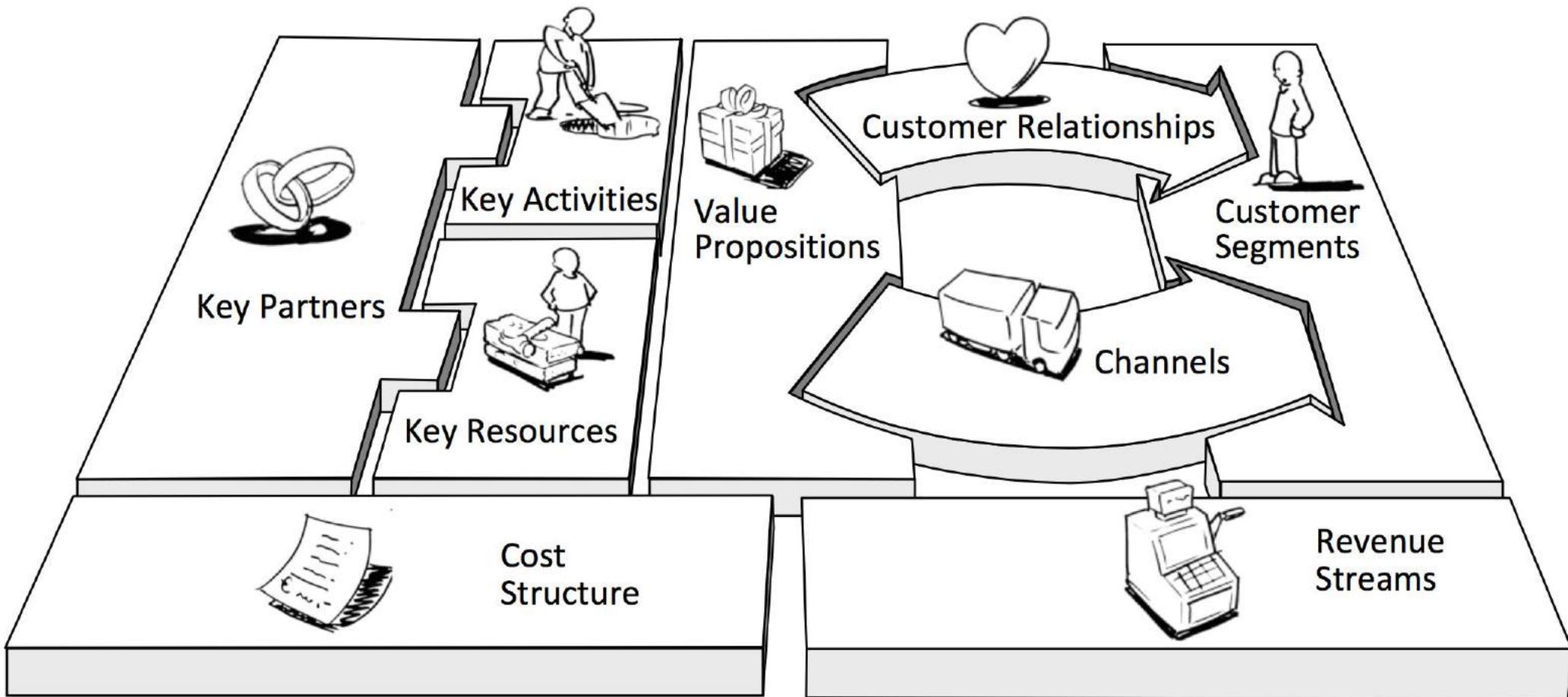
There is a huge demand for these kinds of programs in vancouver - great idea.

Have you taken into account the cost of the previous Harvest Box?

Have you considered what might go into the box/how much? What produce will you be able to offer?

How does your subsidy model work, as this is a key aspect of your business?

# Business Mo-dill Canvas



## Key Partners

Farms

Distributors

Community organizations serving  
low-income clients

## Key Activities

Manufacturing

Packaging

Sourcing fresh excess produce from farms  
and grocery stores

## Key Resources

Timely distribution

Human capital

Box/sticker supplies

## Cost Structure

Variable costs associated with produce from farms given the seasonality of established crops

Cost of packing materials

Transportation costs

Labour costs

## Value Proposition

Offering fresh and affordable food competing on the aspect of convenience

Access and affordability to health food

## Customer Relationships

Customer service email

Scale to an employee available during business hours

Email confirmation and communication around pick-up

## Customer Segment

Clients of diversity and Options

Trendy, hip and urban consumers in the city centre

## Channels

Pick-up via convenient locations: Diversity & Options

## Revenue Streams

Recurring subscription model  
Subsidy model



## Fu-core Directions

Our team has grown to be close-knit, cohesive and driven. Although we do not plan to continue with our Change Lab Project, we look forward to utilizing the skills and strategies we employed in this course in a new enterprise we launch together.

# Pear-sonal Development

## Pear-sonal Growth



**Emma McFarlane**

It is hard to summarize my entire experience and growth in Change Lab. In a relatively short time, I feel as though I have grown so much as a person in areas that will benefit me in all aspects of my academic, professional, and personal life. The weekly encouragement to reflect has provided me the opportunity to think critically about my experiences and personal development throughout the semester. I really value this unique learning experience that Change Lab provided!



**Monique Sekhon**

The weekly reflection journals really helped me track my growth throughout the semester. I had the opportunity to learn new things from my peers, to make mistakes and find motivation in the midst of failure, to allow myself to be vulnerable with other amazing individuals from all over the university and not get down on myself for it. This experience has shown me that often in life, when you're inspired and want to make change but you don't know where to start, all you have to do is ask and there will be motivated people out there to guide and support you!



Cody De Leijer

Openness, connectivity and passion. Three words that define a semester's worth of work. For me, this experience has changed my perspective not only on group projects in general but in experiential learning altogether. I learned that I can be vulnerable and utilize it as a strength rather than bottle it up as a weakness. I learned that I can admit I am not perfect and be ok with it. I learned that I can always learn from every experience, whether it be positive or negative. Believe in your team and good things will happen.



Jesika Kula

This semester has sure been a doozy! From forming close bonds with your team, to being pushed to delve deeper and deeper into asking yourself self 'why' you act the way you do. Change Lab constantly pushes you to go outside your comfort zone; it has given me a brand new perspective on how I view myself and how I want to help others. I can truly say this semester has been the highlight of my undergrad degree!



## Contact Us

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# Glossary

Thank You Berry Much (very)

A-beet Change Lab (about)

Berry-a Of Interest: Surrey (area)

Thymeline Overview (timeline)

Meat the Team (meet)

Re-treat (retreat)

Bird Ty-peas (types)

Team Farm-ation (formation)

Team Agri-ment (agreement)

Ideation P-raw-cess (process)

Pun Prototyping (fun)

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Prob-plum (problem)

Talking with Ex-pear-ts (experts)

Food Se-curd-ity & Waste (food security)

P(r)ot-ato-types (prototypes)

Nut-ritious Food Item (nutritious)

Price Com-pear App (compare)

Im-pear-fect Produce Box (imperfect produce)

Impact on User Grapes (groups)

Mint-term Peas-entation (midterm presentation)

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Mo-dill Overview (model)

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Business Mo-dill Canvas (model)



