

# Scenario One – Extending Local Food Purchasing: Establishing UBC Farmers' Market

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AGSC 450 - Group 15



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## *ABSTRACT*

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The University of British Columbia Food System Project (UBCFSP) was developed with the goal to increase the sustainability of UBC's food system. One important step toward achieving this goal is utilizing the Centre for Sustainable Food Systems at UBC Farm, formerly known as the UBC Farm. In order to use the farm as a tool for UBC food system sustainability, it must become financially viable and adhere to ecological, social, and economic sustainable practices. Further, our task for 2006 was to provide a framework as a means to establish a full-fledged farmers' market on the Farm, which is to be completely established, run and promoted by UBC volunteers and selected staff.

Essentially, the full-fledged farmers' market would be an extension of the current UBC Farm Market that runs through the summer on Saturdays. However, this specific project acknowledged the wishes of UBCFSP partners who suggested that the Centre for Sustainable Food Systems at UBC Farm collaborate with other local farms with the end goal of supplying local products for all UBC on-campus food providers. With this, there would be an increase in UBC farm and local producer's revenues as well as the potential to create even greater contracts and partnerships.

## *INTRODUCTION*

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The University of British Columbia Food System Project (UBCFSP) was developed with the goal to increase the sustainability of UBC's food system. The Centre for Sustainable Food Systems at UBC Farm (hereby also referred to as the UBC Farm or the Farm), located at the South Campus of UBC, is a unique, one of a kind urban agro-ecosystem situated in the City of Vancouver. The vision of the UBC Farm is to "explore and reveal the possibility of a better, healthier future for urban communities through its interaction and contribution to the ecological, economic and social health of the surrounding community" (UBC Farm).

UBC Farm is comprised of 24 hectares of land primarily used for teaching, research, and community farming. The Farm is an integral component of the University and the Community. In 2004, it was host to 38 University courses, consisting of more than 1,100 students and faculty visiting the UBC

Farm over the course of an academic year (UBC Farm). Furthermore, the UBC Farm also facilitates school programs, a summer camp, community garden projects, a Maya Garden, and a farm market (UBC Farm). In addition to programs benefiting the community, the Farm also offers an aesthetically pleasing green space, within a rapidly developing and urbanizing society.

Despite providing overwhelming environmental and social benefits, the UBC Farm was placed into a serious predicament in 1997 when the land comprising the farm was designated as future housing reserve under section 4.1.20 of the Official Community Plan (OCP). The value of this prime real estate was estimated to be four to ten million dollars per acre (Magee). Development of the Farm could begin as early as 2012; however, it would require an amendment to the Official Community Plan by the Board of Governors and the GVRD (UBC Farm). In response to this threat, students of Agricultural Sciences 450 have investigated potential venues to not only delay the decision of developing the UBC Farm, but to preserve the Farm so that future generations may benefit from the farm experience.

#### *PROBLEM DEFINITION*

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The Centre for Sustainable Food Systems at UBC Farm is an endangered entity in terms of it being a North American University Campus Farm. It is an integral component of the Faculty of Land and Food Systems and it has the potential to be a leader in promoting a better, healthier urban community, through the interaction with the local community. In order to achieve this goal, and to prevent the development of the land into housing, the Farm must present itself as an ecologically, economically, and socially viable venture. At present, the Farm has established relationships with various independent food services at UBC and off-campus establishment; it has piloted a Community Supported Agriculture program in 2005, and a market garden on Saturdays. Unfortunately, this has not allowed the Farm to become financially viable. As a result, the Farm is interested in making future partnerships with UBC Food Services, AMS Food and

Beverage Department, and other campus food providers in hopes of increasing sales volume. As the Farm has yet to become financially viable, there is an increasing threat that we may lose the Farm.

### *RESEARCH QUESTION*

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Our Group has been given the task of extending local food purchasing. We as a group felt that the Saturday Farm Market at the UBC Farm was, in principle, an ideal way to extend the local purchasing of food. The market revenue by itself, however, was not sufficient to support the Farm. From this, we explored the idea of facilitating a full-fledged farmers' market at the Farm, whereby we would expand the purchasing of local food through supplying goods to the surrounding community, and at the same time, we would bring awareness and exposure to the Farm, local producers, and artisans. By focusing on the successes of the Farm Market at UBC, this idea could be expanded beyond our University border to the city and even the regional context, where markets currently exist. This would lead to increased purchasing of local food on a city and regional wide basis. The ultimate goal of our study was to transform the Farm into a socially, ecologically, and economically viable option, which would benefit the University and the community as a whole, and could be used as a template for expanding local purchasing of food on a regional level.

### *IDENTIFICATION OF VALUE ASSUMPTIONS*

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We as a group have a mildly anthropocentric view. Regardless of our collective opinion, there were different views within the group, ranging from weakly to moderately anthropocentric. We feel that the success of the environment was essential for human existence, but at the same time we were not willing to completely sacrifice our current existence for the environment. This being said, we were willing to make compromises in order to ensure the mutual benefit and co-existence of humanity and nature.

Using our group's personal stand, we critically analyzed the plain language version of the UBCFSP Vision Statement. We felt that points 1 and 3 were contradictory; the consumption of local and ethnically diverse foods seem counter intuitive. This contradiction however was not regarded as an issue in the

academic version of the vision statement. Furthermore in regards to the definition of local, how do we define this in terms of distance? In addition, we feel that there was difficulty in determining fair prices, especially in terms of establishing a price that was fair for both consumers and producers (WebCT).

In regards to the plain text version, as a group, we felt that adjustments of the current model were essential to better reflect our group's opinions. Modifications to the plain language version required the clarification of definitions such as local and fair prices. Furthermore, the language must be clarified in order to remove contradictions within the plain language vision, as mention previously. In addition, the point reflecting the consumption of local foods should be amended to, 'the consumption of local foods, whenever possible', because it is difficult to consume a variety of foods, when solely considering local products. Therefore, we felt that the academic and plain language statements should be amalgamated, thereby creating a vision statement that was both accessible to and comprehensible by the general population.

### *METHODOLOGY*

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The research conducted to gauge the feasibility of a full-fledged farmers' market was based on literature review, researching website from reliable sources, and engaging in discussions with various stakeholders. Our research began by reviewing the work of previous Agricultural Sciences 450 students along with the review of literature of currently existing farmers' markets in both Canada and the US. This was carried out to determine the previous work conducted in our field and to form a basic understanding of farmers' markets in general. In terms of online research, "Your Local Farmers' Market Society" was studied to determine the location and composition of markets currently operating in the GVRD and the Raw Food Society of BC provided essential information on the formation of a market. Government websites pertaining to publication of policy regulations and legal factors were also explored to establish a framework for subsequent years of Agricultural Sciences 450 students to further their research. Furthermore, emails were exchanged with Mark Bomford (UBC Farm Program Coordinator) to determine the available space for the

potential Farmers' Market and discussions were carried out with Gavin Wright (UBC Farm Outreach and Education Coordinator) to determine a potential layout for the market. A list of potential sellers was obtained from "Your Local Farmers' market. Information was also shared between Group 28 of Scenario 1 in regards to transportation issues.

## *FINDINGS AND DISCUSSION*

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### **Farm Market Timeline**

In order to establish a successful and smoothly run farmers' market, a timeline of tasks was established, which was to be completed throughout the entire year. Essentially, this would prompt and assist those who were in charge of organizing the market and would reduce any complications that may arise along the way. The timeline, found in *Appendix I*, was developed as a month-to-month basis guideline.

In January, we suggest the Market Organizing Team (MOT) begin gathering interested vendors. This task could be accomplished through contact information and/or advertisement on a potential UBC Farmers' Market website. Types of vendors should range from artisans to farmers and include any homegrown products according to the market rules. In order to bridge the gap between UBC students and the UBC Farmers' Market, we suggest MOT contact AMS clubs with potential goods to sell at the market. At this time, it is also important to gather potential volunteer interest. We recommend the MOT contact Cathleen Nichols, the UBC Community Partnerships Manager, who has a resourceful student email list, to forward an appropriate volunteer recruitment email. Throughout January, the MOT should brainstorm goals and tasks for the upcoming market season.

Time in February would be used to gain community support for the market. Advertisement is best done through posters and flyers around UBC and surrounding communities such as Kerrisdale, Point Grey, Kitsilano, and Dunbar. This would also be a suitable time to recheck details regarding farm market licensing

as well as rules and regulations that may have changed from previous years. Another MOT meeting should be held, in preparation for addressing fundraising for the First Market Day BBQ.

In March, we suggest that the MOT continue with advertising and gathering vendors for the market. By April, the market should have a secured group of volunteers for set-up/clean-up purposes, as well as an appointed “market coordinator” and “market day assistant”. The market coordinator will be present at all markets and operate as a contact for any market-associated people (e.g. vendors, customers, volunteers, etc). The market day assistant will be present on market days, however; will not have further responsibilities with the market. The market coordinator will be a paid position; with wages coming from vendor fees and any approved grants. Ideally, the current UBC farm market day coordinator would hold this position.

In May, the MOT should begin to organize the First Market Day BBQ, which will serve as a fundraiser for the market. In June, the Market will open to the public on the first Saturday and Sunday of the month. Even though the Market is open at this time, further promotion should not be dismissed. It is important through June, July and August to continue with flyers and posters for the UBC Farmers’ Market; granted word of mouth would likely be the most successful advertisement tool.

In August, when the Market is in full swing, we suggest that the Farm sponsor a special activity, such as a family day on the farm, and arrange interactive farm games during the usual market hours. This would be an opportunity to not only bring awareness to the UBC Farmers’ Market, but also to promote sustainable farming practices and to allow children and parents to see exactly where their broccoli and lettuce are coming from. In September, we suggest the market continue to operate, but decrease to one day a week, depending on vendor and customer availability/interest. In October, the market should switch to selling fall crops in accordance to what UBC Farm and other producers are growing.



In November, we suggest the MOT come together and evaluate the market season, considering suggestions from farmers, customers and volunteers. We recommend the Farmers' Market close on the last weekend in November.

### **Logo**

A logo is essential in fostering recognition by consumers. The UBC Farmers' Market logo design is used as a marketing tool to give a first impression of the market (see *Appendix II*). Its concept is based on the main theme of the UBC Farm logo, while keeping the essential components of the current logo. UBC Farmers' Market logo is integrated with three-dimensional fresh food products as well as a "smiling" bee, which provide a definite and friendly image representing the market. Also, the logo reflects the Farmers' Market's personality. The beehives symbolize the UBC communities while the bee as a social insect represents the vendors. Moreover, the fresh food inside the hives illustrate that food is locally grown. The colour and font of the UBC Farmers' Market logo are similar to that of the UBC Farm's, which aids in bridging the two organizations. Green is a colour associated with nature, farms, plants as well as health foods. The use of lower case letters for the market represents fairness, indicating that the food products are sold at fair prices while the classic typography for the name UBC reflects the long establishment of the University.

### **Business Plan**

A business plan was created in order to gauge the feasibility of a full-fledged market at UBC Farm. Based on the findings of the analysis of the market (see *Appendix III*), it was determined that the market would be financially viable. The market, however, would not be capable of generating sufficient amounts of income to sustain the farm economically. Economic feasibility however, was not the ultimate goal of the market. Instead the goal of the farmers market was to become economically, ecologically, and socially viable. Furthermore, we wanted to increase the awareness and exposure of local producers and artisans to the local population. The result of the increase in exposure generated by the full fledge farmers' market

could however indirectly have the potential to generate more income for the UBC Farmers Market as a result of increased awareness of and traffic flow to the market.

### **Layout of the Farmers' Market**

A layout of the location of our full-fledged Farmers' market was created to provide our vendors an idea where everything will be located – their products, equipments, parking spots etc. To create this layout, we began by going to the UBC farm and browsing through the Farm's website. In order to gather more definite dimensions for the full-fledged Farmers' market, we contacted Mark Bomford and Gavin Wright. From conversing with the both of them, we determined that our Farmers' market could be divided into 3 main sections. **Section A** (Red) has an existing awning that is best used for the produce and equipment for the UBC Farm. **Section B** (Yellow) could be used for 2 larger vendors that need more space for their produce and equipment. Finally, **Section C** (Blue) has enough space for 12 smaller vendors. For the initial year of our full-fledged farmers' market, we believe that 14-15 vendors will be sufficient. If more vendors were interested in our Farmers' market in the future, there would be plenty of room for expansion.

### **Vendors**

After establishing the layout of the Farmers' Market, a list of potential vendors was created. Annie Moss of Discovery Organics was recommended as a resource for creating such a list. Annie Moss informed us that she was not involved with Farmers' Market administration (Moss). Alternatively a list was developed from the extensive list of vendors found at "Your Local Farmers' Market" website. The goal was to have approximately 15 vendors in the first year of operation: five fresh produce, eight prepared food, and two non-food (craft) vendors were selected. This list can be found in *Appendix IV*.

A letter was developed to send to the list of vendors via email to determine the interest in participating in a Farmers' Market at UBC Farm. This letter is located in *Appendix IV*. Response from the vendors was generally very positive. Of the 15 vendors contacted, 10 responded. And from these 10 it appeared that there was interest in this type of market.

Those who expressed direct interest in participating in the market included: Langley Organic Growers Association, Klippers Organic Acres, Snowy Mountain Organics, The Fruit Guy, The Granola King, Goat's Pride Dairy at McLennan Creek, Small Pleasures, The Cascadia Soap Company, and Tanya Mitchell Pottery (Susan, Klippenstein, Welsh, Granola King, Christelle, Lawrence, Morasutti & Mitchell). The Moonstruck Organic Cheese Company on Saltspring Island said they would not be able to attend due to travel logistics, but they felt that it was such a great idea that they offered to donate cheese for a raffle (Grace). The Fruit Guy also mentioned the need for an accessible location and good publicity (Welsh), and the Cascadia Soap Company, although showing interest, suggested that the market was currently flooded with venues for craft vendors (Morasutti). Overall, the responses were positive.

### **Incorporation as non-profit**

According to the BC Association of Farmers' Markets, in order to start a farmers' market, it is necessary to obtain a business license and to register as a not-for profit society ("How to Start a Farmers' Market"). Through discussions with the UBC treasury department, it was determined that acquiring a license involves receiving permission from the Dean of the Faculty of Land and Food Systems. Once received, an application by letter must be made to the Treasury department for the license. The aforementioned permission and plans for the market must be included within the letter.

To operate as a society in BC, the organization is required to be not-for-profit. It must operate exclusively for social welfare, civic improvement, pleasure, or recreation or for any other purpose except profit; any funds must be used for the society's purpose and may not be distributed to any members of the society for personal benefit ("Non-Profit Organizations"). According to the Canada Revenue Agency, as a non-profit organization (NPO), a society is eligible for tax-exempt status, given it does not violate any requirements to be an NPO. Tax-exemption status of a society is given up to an income of \$10,000; a *Non-Profit Organization Information Return* will need to be filed if the society exceeds the allowable amount.

However, it should be noted that an NPO is required to comply with the *Income Tax Act* requirements when salaries and wages are paid (“Non-Profit Organizations”).

By law, it is not necessary for a society to incorporate; however, there are advantages and disadvantages associated with each. The advantages include the society being legally seen as an entity separate from its members (Small Business BC). Members of the organization would not be held personally liable for the actions of the organization, such as debts or obligations. Furthermore, the organization is given an unlimited life span and ownership to the organization can be transferred (Small Business BC). Incorporation comes with disadvantages, however, such as requiring time to apply for incorporation and other administrative tasks. Once incorporated, income tax returns must be filed each taxation year (Small Business BC).

In BC, incorporation of a society takes approximately ten working days and if the decision is made to incorporate, it will involve several steps (“Information,” 3). First, a name must be chosen (a maximum of three choices are allowed per request) and it has to be approved and reserved. This is to ensure the name of the society is available, and once a name is approved, it is held for 56 days (“Information,” 1). To incorporate a society requires a minimum of five members, at least one of which must be an ordinary resident of BC and at least three of which will be first directors (“Information,” 2).

The formation of a constitution and bylaws as described by the Society Act is required. The constitution must state the name and purpose of the society, and the bylaws state the rules of conduct of the society. The Society Act contains a set of typical bylaws that a society can adopt as is, or the society may also define their own bylaws, as long as they follow the provisions of section 6 of the Society Act (“Information,” 1-2). Five applicants and at least one witness are required to sign the constitution and bylaws and provide their addresses. An address in BC that will be used by the society also needs to be established, with the purpose of receiving communications, documents, and notices. Lastly, a list of the first directors is required to complete the application (“Information,” 2).

Based on our vision for the farmers' market and the UBCFSP's Vision Statement for a Sustainable UBC Food System (7 Guiding Principles) we propose the following constitution:

The name of the society is UBC Farmers' Market

The purposes of the society are to:

- a) Promote local purchasing of food, sustainable food systems, and awareness among the community about cultivation, recycling, and composting.
- b) Facilitate a safe and enjoyable environment for farmers and artisans to interact and sell local foods and products to the local population
- c) Provide sustainably produced food to the UBC and greater community.

The filing fee for name approval is \$30, and the application fee required for incorporation is \$100 ("Information," 1-2). The complete instructions, rules for choosing a name, and application forms may be obtained from the BC Ministry of Finance website found in *Appendix V*. The forms themselves were not added to the appendix as regulations are subject to change.

#### *CONCLUSION AND RECOMMENDATIONS*

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The findings and recommendations of group 15's exploration of establishing a 'full fledged farmers' market' at the UBC farm, with the end goal of extending local food purchasing and assisting the UBC farm in becoming a financially, socially and ecologically viable entity are a collaborated synthesis of past findings from previous AGSC 450 students and from our current group. If the establishment of our "UBC full fledged farmers' Market" is successful, it will further be competent in extending local food purchasing on a small scale basis; acting as a microcosm for an ideal global food purchasing system. The promotion of local food purchasing will ideally strengthen the local economy so that there is minimal reliance on food import and thus fair prices. In preparation for setting up the UBC farmers' market our group firstly examined past AGSC 450 papers as well as comprehensively researched past methods of farmers' market establishment.

Through this, we discovered the challenges that face us in regards to providing efficient transportation to and from the farm, the financial feasibility of having an on-campus farmers' market, developing a sufficient customer base for the market, and finally, the complex legal issues surrounding such a project. In order to find results for each of these points our group conducted extensive research alone, and in parallel with group 28. Based on our findings obtained through our research, we formulated the following recommendations for future AGSC 450 students and to the UBC Sustainability Office. Our future AGSC 450 students we recommend them to 1) write a proposal to BC Translink for extension of transit services down Westbrook past UBC farm in future years. 2) Obtain permission from Dean of Land and Food Systems for the UBC Farmers' Market. 3) Design a website for the farmers' market possibly linked with the distribution centre (group 19) 4) Draft letter for the application of a license for the Farmers' Market. 5) Collaborate with Sauder School of Business to ensure the business plan and financial requirements for the Farmers' Market are up to date. 6) Develop a constitution to enable the UBC Farmers' Market to register as a non-profit society. 7) Find five people interested in starting up the UBC Farmers' Market Society. As for UBC Sustainability Office, we recommend them to promote the Farmers' Market through any workshops or seminars they hold.

## **Appendix I**

### **TIMELINE ~ Full Fledged Farmers' Market January-December**

#### January:

- Who's interested in selling at the Farmers' Market? (Contact farmers, artisans, local producers)
- Find potential volunteers and workers (perhaps get on Cathleen Nichol's email list / volunteer posting list)
- Determine specific goals and tasks for the season
- Contact AMS groups who would be interested in selling their stuff at the market

#### February:

- Gain community support through advertising (posters around surrounding neighbourhoods, campus, flyers, radio) **\*\*as free as possible\*\***
- Check into legalities (licensing/rules/regulations) \* year to year basis\*
- Market management and organization
- Fundraising (open to suggestions) for the first market day BBQ

#### March:

- Continue promoting for the farmers' market at the farm
- Flyers

#### April:

- Have a solidified group of volunteers (for set-up and clean-up purposes) and appoint a "market coordinator" and "market-day assistant."
- Market Coordinator ~ present at all markets and be the person of contact for sellers/customers etc (this person will be paid for their efforts from the money that the market gets from vendor fee's)
- Market-day-Assistant ~ only present on market days and will basically assist on a smooth-running market.

#### May:

- Begin arranging "first Market Day Barbeque" which will be by donation

#### June:

- First weekend in June is BBQ and first market day on Sat/Sun
- Continue promotion, encourage word of mouth
- Farmers market OPEN

#### July:

- If initial BBQ is successful encourage another one for the first weekend in every month
- Continue promotion
- Market ON-GOING

#### August:

- Sponsor a special activity for example "family day" or "farm day"
- Market ON-GOING

#### September:

- Continue promotion with emphasis on "first week back to school"
- Market ON-GOING

October:

- Extend the market season with fall crops
- Market ON-GOING

November:

- Solicit and evaluate suggestions from farmers and consumers
- Market ON-GOING

December:

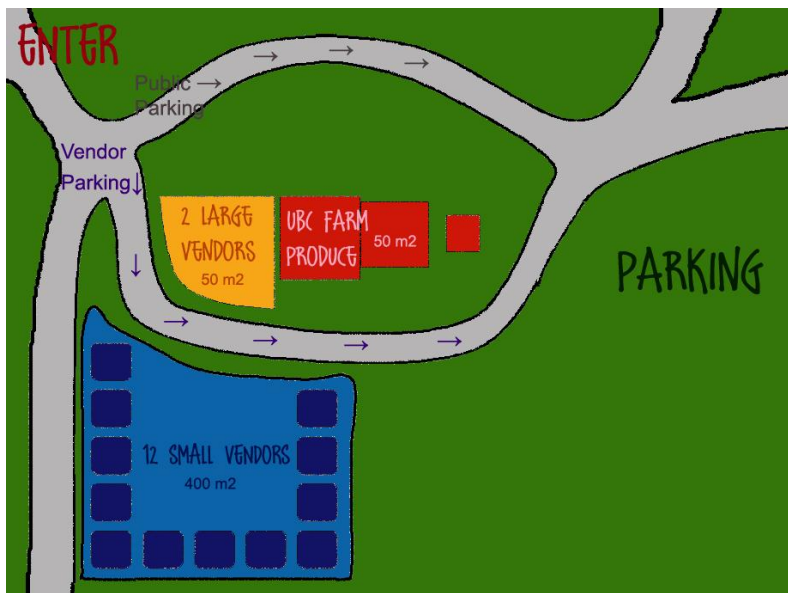
- CLOSE FARMERS MARKET

## **Appendix II**

### Proposed Farm Market Logo



### Proposed Farm Market Layout





## **Appendix III**

### **AGSC 450 Business Plan UBC Farmers Market**

#### **Executive Summary**

1. The goal of UBC Farmers Market is to facilitate a safe and enjoyable environment for farmers and artisans to interact with and sell local foods and products to the local population
2. We are a non-profit organization that strives to facilitate a safe and enjoyable environment for farmers and artisans to interact with and sell local foods and products to the local population through the organization of a full fledged farmers market
3. Based on a project vendor base of 15, we stand to have a net income of \$395 in our first year of operation, not including the capital required to hold the barbeque. As a result we would not require a loan to cover start up costs for. Furthermore, the projection is based on the assumption that the two employees will obtain grants and that we will obtain free publicity from local sources
4. The legal structure of our operation is a non-profit organization

#### **Mission Statement:**

We are a non-profit organization that strives to facilitate a safe and enjoyable environment for farmers and artisans to interact with and sell local foods and products to the local population through the organization of a full-fledged farmers market at UBC Farm

#### **Goals:**

##### *Short Term (1 to 5 year)*

- Cost recovery for the first year of operation to remain in business
- Profitability in the subsequent years of operation
- Bring awareness of local producer and artisans to the local population
- Use profits generated from Farmers Market to bring awareness to UBC Farm
- Expansion in the number and variety of vendors

##### *Long Term (5 to 10 years)*

- Profitability
- Bring awareness of local producers and artisans to the local population
- Expansion in the number and variety of vendors
- Use profits generated from Farmers Market to bring awareness to UBC Farm
- Prevent housing development of UBC Farm

#### **Business Challenges and Opportunities:**

- Lack of business background and experience
- Farmers' Markets in the vicinity of UBC Farm
- Competition from large grocery store and other food services in or at UBC
- Require a minimum number of farmers each season for cost recovery

- Isolation of UBC Farm from the rest of the general population
- Lack of parking at and transportation to UBC Farm
- Incorporation of UBC clubs as artisans at the farmers market

Critical Success Factors:

- High volume of continued business from local population and students at UBC
- Funding from GVRD or the city of Vancouver or UBC
- Grants from UBC to fund the wages of the Market Co-ordinator and Market day Assistant
- Business loan for start-up costs obtained from bank if other funds not provided by region, city, or UBC
- Ensure quality of products sold by farmers and artisans to maintain existing customer base and to attract new customers
- Sufficient parking at and transportation to and from market

Market Analysis

Product/Service Description

Our organization at UBC Farm will be the facilitation of a Farmers’ Market during Saturdays and Sundays from the hours of 10am to 4pm, for the months of June to November. During the first year of operation, our Farmers’ Market will consist of 15 booths for both farmers and artisans.

The main benefit associated with our Farmers Market is the facilitation of a safe and enjoyable environment for farmers to sell high quality, nutritious, and delicious local produce to the local population and for artisans (possibly incorporating UBC clubs) to sell their products. Furthermore, it will facilitate the interaction between farmers and artisans with the local population.

Market Research and Analysis

Industry Analysis

As a farmers market, we are in the competitive food service industry

- According to Statistics Canada, the gross domestic produce of accommodation and food services grew from 22,661 to 23,154 million dollars (constant 1997 dollars) from 2001 to 2005
- Farmers’ Markets in Canada and the US have grown in popularity due to consumer preference towards healthier foods
  - In the US, farmers’ markets have grown 79% from 1994 to 2002, expanding to 3100 markets nationwide

Existing Farmers’ Markets around the Lower Mainland

Market	Location	Operational Time Frame
Granville Island Farmers’ Market	1585 Johnston Street, Granville Island	May – October Thursdays, 9 am - 6 pm
East Vancouver Farmers Market	Victoria Dr. and E. 15th Ave	May 13 - October 7 Saturdays, 9 am - 2 pm

West End - Nelson Park – Farmers Market	Comox Street between Bute & Thurlow	June 17 - October 8 Saturdays, 9 am to 2 pm
Nat Bailey Stadium	30th & Ontario St.	June 7 - October 25 Wednesdays, 1 pm - 6:30 pm
North Shore Farmer's Market	Lonsdale Quay, North Vancouver	Saturdays, 10 am - 3 pm Wednesdays, 11 am - 5 pm
East Richmond Farmer's Market	Cambie Community Centre	June 12 – Oct 9 Sundays, 10 am - 2 pm
West Vancouver Farmers' Markets	2400 block of Marine Drive or 1400 block of Bellevue	N/A
White Rock Farmers Market	Russell and Johnston Rd, White Rock	mid-June to mid-October Sundays, 9 am - 1 pm
Winter Market: Heritage Hall	3102 Main St. at East 15 <sup>th</sup>	December 9 <sup>th</sup> & 10 <sup>th</sup> , 2006 10 am - 5 pm

(RawBC)

### SWOT Analysis

<p><b>Strength:</b></p> <ul style="list-style-type: none"> <li>▪ Existing infrastructure and supplies to facilitate market</li> <li>▪ Enthusiasm in starting a full fledged farmers market</li> <li>▪ Offer exciting opportunity for community to interact with local producers and artisans</li> <li>▪ Operate on weekends – benefits customers that work on weekdays</li> <li>▪ Generally operate on different days than other markets</li> </ul>	<p><b>Weakness:</b></p> <ul style="list-style-type: none"> <li>▪ Location (poor parking arrangements and difficult to get to farm without car)</li> <li>▪ Limited funds</li> <li>▪ Possibly limited employee management skills</li> <li>▪ Rely on volunteers to ensure smooth daily operations</li> <li>▪ Operate on weekends – difficult for weekend workers to attend</li> <li>▪ Overlap in operation days at some markets</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>▪ Fast growing market</li> <li>▪ Greater interest in consuming healthy, local foods</li> <li>▪ Development of University Town in surrounding area will increase population</li> <li>▪ Expand the current popular UBC Farm Market</li> <li>▪ Increasing popularity of farmers' markets in Canada</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>▪ High number of food services located in and around UBC</li> <li>▪ Require a minimum vendor and customer base to ensure success of market over the long term</li> <li>▪ UBC Farm being land reserved for possible future development</li> </ul>

### Competitive Analysis

#### *Description of Competition*

Competition consists of grocery stores, food services current at or in the vicinity of UBC, and other existing food services. Competition, however, does not include other farmers' markets in the vicinity, because we all have the shared goal of promoting/bringing awareness of local producers and artisans to the local population.

Although we are not competing with other farmers' market, our days of operation do overlap with existing markets. On Saturday, North Shore Farmer's Market and East Vancouver Farmers Market operate. Furthermore, on Sunday White Rock Farmers Market and East Richmond Farmer's Market is open for business. However, these markets are sufficiently far, so that we should do erode away at their customer base.

#### *Target Market Analysis*

The local population within 20km radius of UBC who are interested in supporting local producers and artisans and at the same time purchase local goods, and safe, local, and healthy produce. This includes the adjacent neighbourhoods of West Point Grey and Dunbar South Lands and beyond.

#### *Sales Volume Potential*

The West Point Grey and Dunbar South Lands Neighbourhoods directly adjacent to the University Endowment Lands have a combined population of 33,990 (City of Vancouver, 2003), with the potential for customers coming from peripheral neighbourhoods. Furthermore, the market also consists of the students at UBC, which included 7595 students in the current 2005 – 2006 school year (Planning and Institutional Research, 2006). The population in the adjacent neighbourhoods and the students at UBC exceeds 40,000, providing a sufficient customer base.

Furthermore, with the exception of North Shore Farmer's Market, all markets operate one day a week. By operating twice a week (Saturday and Sunday), we have the potential to generate more sales.

#### *Political/Regulatory/Legal Factors*

- Farmers Market business license
- Non-profit organization registration
- Ensure produce meets provincial and federal regulations
- Employment Standards Act of British Columbia (covers workers and volunteers)
- Establishment of a bank account, with two signatures

#### Marketing Activities

##### *Product/Service Strategy*

- Produce prices will be established by the producer and artisan. Generally prices will be lower than that of the market, but above that of the wholesale price

##### *Pricing Strategy*

- Vendors pay a flat fee of \$35 for a booth each season, which includes the use of utilities. Vendors must, however, provide their own tables and other supplies they require
- Monthly barbeques will be free, but customers may wish to give a donation

##### *Communicating Strategy*

- Sandwich boards and banners at the Student Union Building
- Word of mouth from vendors, students, and returning customers
- UBC Farm Website
- Advertisement and fliers (possibly free)
- Local newspapers, television, radio (possibly free)

## Human Resources Plan

The business will consist of two hired employees and volunteers. The positions include a market co-ordinator, a market-day assistant, and volunteers to help with day-to-day activities. The most important criteria for employees and assistants is they will have a positive attitude and be willing to learn about and interact with local producers and artisans and customers

## Responsibilities of employees

### *Market Co-ordinator*

The market co-ordinator will be present at all times during the year and will be the person of contact for farmers, customers, and others. The co-ordinator will be paid an annual salary and should have some experience in co-ordinating farm markets. The funding for the co-ordinator's salary will come from grant funding, which will be obtained through writing and submitting a proposal.

### *Market-Day Assistant*

The market-day assistant will only be present during Saturday and Sunday during the actual farmers' market and will ensure that operations run smoothly. The assistant will be paid an annual salary or for the year, which will also be funded by a grant and the ideal worker should have some experience working in a farm market.

### *Volunteers*

Volunteers will be responsible for helping out with operations in the farms market; they will assist with the set up and clean up of the market and other tasks as the market co-ordinator and market-day assistant see fit. The volunteers will not be paid in terms of monetary reimbursement, but may use their volunteer hours towards work experience, with the possibility of being hired as an employee in the following years, based on the success of the market in the initial year. At the end of each week, volunteers will be given goodies from market to take home

## Financial Plan

Total fixed costs for the farmers market include \$130, (licensing and other fees and barbeque supplies), not including the capital required to hold the barbeque. Total projected income from 15 vendors at \$35 is \$ 525. The net income is projected at \$395, which is sufficient to cover costs in the first year. This is based on the assumption of the two workers receiving grants and UBC Farmers Market obtaining free advertisement/publicity from local sources.

## **Appendix IV**

### Vendor List

#### Produce vendors

- Langley Organic Growers Association (Abbotsford, Aldergrove and Mt. Lehman, B.C.): Glen Valley Farm, Olera Farms, Glorious Salads, Friesen Farm, Myers Organic Farm Brenda Grealis, Susan Davidson, Sharmin Gamiet, John Switzer, Ann & Albert Friesen, Bob & Marlene Myers
  - Contact: [REDACTED]
  - Large variety of organically grown vegetables, greens, herbs, garlic, onions, rhubarb, berries, cut flowers, edible flowers and eggs

- Klippers Organic Acres (Cawston, BC): Kevin & Annamarie Klippenstein
  - Contact: [REDACTED]
  - Certified organic vegetables and fruit, including but not limited to: tomatoes, peppers, cabbage, spinach, lettuce, celery, herbs, melons, cauliflower, grapes, cherries, peaches, apricots, apples, plums, figs
- Yarrow Ecovillage Farm (Yarrow, BC): Michael Hale
  - Contact: <http://www.yarrowecovillage.ca/farm/index.html>
  - Lettuce, kale, chard, broccoli, cauliflower, spinach, beets, beans, carrots, corn, cucumber, squash, peas, tomatoes, tomatillos, potatoes, pumpkin, cut flowers, potted plants, herbs, Asian vegetables, walnuts and more

#### Prepared food vendors

- Anne's preserves (North Vancouver): Anne Duffy
  - Contact: [REDACTED]
  - Jams, jellies
- Arila Apiary (New Westminster): Laila Axen and Gus Axen
  - Contact: [REDACTED]
  - A variety of honeys and bee products including candles, propolis ointment and pollen
- The Fruit Guy: Michael Welsh
  - Contact: [REDACTED]
  - Dried fruit: apricots, pears, plums, nectarines, apples, some fruit juices (apple and pear)
- Goldwing Ostrich Products (Aldergrove): Bonnie and Ed Curtis
  - Contact: [REDACTED]
  - Frozen ostrich and beef, ostrich jerky and pepperoni, ostrich eggs, ostrich oil, soap, feather dusters and leather
- The Granola King (Vancouver?)
  - Contact: [REDACTED]
  - Granola, seed and nut mixes, nut butters
- Moonstruck Organic Cheese Inc. (Saltspring Island): Susan & Julia Grace
  - Contact: [www.moonstruckcheese.com](http://www.moonstruckcheese.com)
  - Certified organic cow's milk cheese
- Sapo Bravo Organics (Lytton, BC): Gabriel Fernandez & Katie Brown
  - Contact: [REDACTED]
  - Tomatoes, onions, garlic, herbs, leeks, squash, peppers, eggplant, cucumbers, and sunflowers as well as tree fruits such as peaches, plums, cherries and more.
- Small Pleasures (Vancouver, BC): Deborah Lawrence
  - Contact: [REDACTED]
  - Fruit pies, cookies, loaves, squares, tarts, scones, cinnamon buns, fruit preserves and other assorted baked goods
- Snowy Mountain Organics: Lauren Sellars
  - Contact: <http://www.fjordhorse.net/>
  - Large variety of tree fruit including apples, apricots, plums, pears, cherries, peaches, nectarines. Also ground crops such as garlic, onions, squash, peppers, broccoli and more.

#### Non-food vendors

- The Cascadia Soap Co. (White Rock): Joel and Maureen Morasutti
  - Contact: [www.cascadiasoaps.com](http://www.cascadiasoaps.com)
  - Soap, creams and body care items made from goats milk
- Tanya Mitchell Pottery (Vancouver, BC): Tanya Mitchell
  - Contact: [REDACTED]
  - Porcelain tableware including teacups and saucers, bowls, vases, teapots, cake plates, cups, mugs, cream and sugar, and pedestal bowls

#### Letter to Vendors

Dear **blank**,

We are students at the University of British Columbia involved in a research project aimed at determining the feasibility of starting a Farmer's Market at the UBC farm (The Centre for Sustainable Food Systems). The Farm is located at the South Campus of UBC and is currently threatened by surrounding development that could begin as soon as 2012. The purpose of starting a Farmer's Market would be to increase public awareness and increase financial viability of the farm to delay/prevent future development there. The Farmer's Market could start as early as spring of 2007. We have not yet determined which day(s) the Farmer's Market would be held on during the week, but it would run from June to November. We are currently determining local grower's/vendor's interest in participating in such a Farmer's Market. We have compiled a list of possible vendors and **blank** was one of our desired choices. Our task at this time is simply to determine interest and requires no commitment on your part.

If a Farmer's Market were to be set up at the UBC farm in the future (no earlier than spring of 2007) would you be interested in participating as a vendor?

Thank you for in advance for taking the time to respond to our inquiry.

Sincerely,

Meaghan McCollum  
Faculty of Land and Food Systems - UBC

#### **Appendix V**

##### Incorporation Forms Link

Complete instructions and application forms for incorporating a society in British Columbia can be found at <http://www.fin.gov.bc.ca/registries/corppg/forms/reg20.pdf>.

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