

**Viability of Additional Youth Programming at the UBC Farm**

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**BA 511**

**May 01, 2017**

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# Viability of Additional Youth Programming at the UBC Farm

Monday, May 1st, 2017

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**FARMERS** 

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# Executive Summary

This report was created for the UBC Farm in collaboration with the SEEDS Sustainability Program to evaluate, analyze and discover the possibility of offering year-round children's programming. Currently, the summer and March Break programs offered at UBC Farm are at capacity with a large interest in connecting children with outdoor nature and farming opportunities. The following analysis includes a background report, competitive analysis, survey results, financial projections, recommendations, and risk mitigation strategies in pursuing additional programming at the UBC Farm.

A survey was conducted which identifies the likelihood and preference of parent's interests in agriculture-based children's programs based on their current enrollment patterns in various activity types. Results of the survey data analysed show that parents are interested in enrolling their children in programs relating to nature, nutrition, and ecology. In particular, the competitive analysis identified that there are no significant competitors offering after school programs related to farming or nature near the UBC Farm. The report finds the prospect of offering year-round after school programs as a viable solution for attaining an additional revenue stream.

# 1.0 Project Overview

The main objective driving this project is to generate additional funds that will remediate the costs of operating the UBC Farm. The farm currently offers children's summer and March Break camps that are at capacity. It is expected that there is demand to expand these programs to be offered year-round. Determining the viability of offering such a program will allow UBC Farm to decide which options are best for generating additional revenue.

## 1.1 UBC Farm Context

The Centre for Sustainable Food Systems's Strategic Plan for 2016 - 2020 identifies a focus on land-based knowledge and health as one of the plan's four key priorities. The purpose of this priority, which is "to integrate existing UBC research initiatives to create strategies to educate the community on topics relating to environmental stewardship, healthy living, and social development" directly relates to the aim of this project to increase Farm revenue through community engagement. The following programs currently exist at the farm to meet this objective of enhancing agricultural education and awareness:

- Farm Wonders children's program
- Comprehensive Volunteer Program
- Indigenous initiatives (i.e. Tu'wusht Garden project)
- CRUW program for vulnerable teenagers.

UBC Farm currently has five major revenue sources for fulfilling the non-profit goals of the Centre, including:

- Produce Sales;
- Academic Revenues;
- Donations, grants, and subsidies;
- Community and outreach; and
- Operations and other enterprise.

## 1.2 Case Studies

### 1.2.1 University of Toronto

The most pertinent example for the UBC Farm of demonstration gardens in use is the Dig In! Campus Agriculture Network at the University of Toronto (UofT). While the program varies from the UBC Farm in that it does not have one large, dedicated farm space, the network is comprised of “autonomous urban agriculture projects”. Incorporated in these groups of agriculture projects are their demonstration gardens. These small garden plots are scattered around the UofT campus and are designed to raise awareness of urban agriculture and sustainability. The Dig In! program takes food education into the heart of the community with which it is trying to communicate.

### 1.2.2 City Farm

City Farm is an agricultural organization located in Chicago that works directly with the Chicago Resource Centre to provide environmental education programs to the public. City Farm takes large plots of vacant land in the city and transforms these parcels into agricultural grounds for typically a 3-5 year period. Once a parcel is sold for redevelopment, all of the supplies and resources at that location are transferred to the next available plot to begin farming. Each farm produces approximately 20,000 lbs of produce each year, as well as employs 3-4 individuals full-time.

City Farm partners with local grocery stores, restaurants, pantries, and food shelters to sell or provide their produce to the general public at locations throughout Chicago. In order to enhance community awareness of the importance of urban agriculture, City Farm runs a garden consulting program with hospitals and schools to provide advice on farming practices to new and experienced gardeners - this program is also made available to members of the general public. As additional revenue generators, City Farm sells firewood at all of its locations and hosts tours at a cost of \$5 per person, 3 days a week. The farms can also be rented for special events purposes.

## 1.3 SWOT Analysis

A comprehensive analysis of the background research was conducted to determine how to proceed with the project, as outlined in Table 1.

Table 1. SWOT Analysis of the UBC Farm.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• UBC support</li> <li>• Access to potential customers from campus community</li> <li>• Research/academic support (access to these resources)</li> <li>• Partnerships (i.e. Saplings, The Good Stuff)</li> </ul>	<ul style="list-style-type: none"> <li>• Operational funding support from university</li> <li>• Geographic location (limited convenience/ease of access)</li> <li>• Farm topography (not ideal for seniors and disabled individuals)</li> <li>• Seasonal farming</li> <li>• Facility constraints (too small)</li> <li>• Lack of community engagement</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• University Hill Secondary School</li> <li>• Tapestry Senior residence</li> <li>• Societal trends increasing awareness of food production, sustainability and healthy eating habits</li> <li>• Enhanced partnership with local businesses</li> <li>• Cultural programming</li> </ul>	<ul style="list-style-type: none"> <li>• Weather restrictions</li> <li>• Price of products (typically more costly)</li> <li>• Miscommunication about pricing with vendors and suppliers</li> <li>• Farm awareness</li> <li>• Language barriers in programming</li> <li>• Knowledge of farming jargon</li> </ul>

# 2.0 Competitive Analysis

## 2.1 Saplings Outdoor Education Program

The Saplings program is the UBC Farm's most direct competitor and is targeted at children between the ages of 2.5 and 9 years of age. The aim is to enhance learning opportunities for youth through outdoor education to increase creative thinking processes while also establishing a stronger appreciation for the environment. Saplings is hosted at multiple locations throughout Metro Vancouver, including the UBC Farm.

The program at the Farm has a specific focus on educating children about the importance of agriculture and its role in sustaining our food systems. It is a weekly program that is hosted at the Farm every Tuesday for children between the ages of 2.5 and 6. Since this program generates \$90 per child enrolled each month, there is potential for the Farm to implement a similar program at a comparable cost to increase programming revenue.

## 2.2 Key Findings from Other Competitors

There are several direct competitors identified in the competitive analysis offering similar types of children's programs as UBC Farm (see Appendix). The programs offered range from activity type including sports, agriculture, creative arts, nature, and science. The most significant competitors identified are located within Metro Vancouver, however, there are programs offered in Toronto with year-round outdoor programming focused on nature. The organizations identified include Science World, Southlands Heritage Farm, Saplings Outdoor Education, Fresh Roots, UBC Camps, Old Barn Community Centre, Evergreen Brickworks, Bodwell University, Arts Umbrella, and Timberland Ranch. Based on the analysis, the cost of participating in the summer programs are more expensive than anticipated with the average cost of \$300 per week for half-day programs. All of the organizations identified offer summer and/or march break programs, with only a few offering after school programs year-round. Evergreen Brickworks offers outdoor winter camp programs in Toronto, recognizing an opportunity to offer winter programs to different age groups. Bodwell University offers summer programs for international students located on UBC campus, with a partnership opportunity for UBC Farm by offering programming. Community centres located in Kitsilano and Jericho currently offer after-school programming, however, there is no program offered relating to nature or farming. This opens up an opportunity for the UBC Farm to offer after school outdoor farming programs for children within UBC neighbourhoods.



## 3.0 Survey Analysis

Data collection was conducted between March 17th and April 8th, 2017 via various distributional channels, including in-person interviews, UBC Farm e-newsletter, Wesbrook Village e-newsletter, word of mouth, Wechat, and Facebook. The survey contained 18 multiple choices questions and one written question. Surveys were distributed to both Chinese- and English-speaking respondents to account for the cultural diversity of individuals who reside within Vancouver, particularly the UBC community. In total, there were 100 survey responses, including 68 from the Chinese survey and 32 from the English survey (see Appendix for copies of both the Chinese and English surveys). Among all submitted responses, there were 41 completed Chinese surveys and 22 completed English surveys. The majority of survey respondents (47%) reside within the UBC University Neighbourhood Association area.

### 3.1 Cultural Differences

One hypothesis of our project is that parents from different cultures would possess different preferences towards children's programs. First, the English survey was designed to capture both quantitative and qualitative details from survey participants. Second, the Chinese survey was translated and distributed through parent groups on Wechat (the most widely used social media application for Chinese audiences). The data from both versions has been collected, analyzed, and compared to better meet the needs of parents from different cultures and help children who are raised under different backgrounds.

### 3.2 Data Observations and Findings

Data analysis highlights key points pertaining to the structure of children's programs, particularly preferred types of activities, duration, and likelihood of enrollment. The results of both English and Chinese responses have been combined for better comparison of similarities and differences between the results. Other aspects of results obtained from the survey, including age of children and awareness of UBC Farm initiatives, will be discussed further in the Recommendations section of this report.

#### 3.2.1 Activity Type

Respondents were asked two questions pertaining to the types of programs that they are interested in enrolling their children in: the types of activities their children are currently enrolled in and the types of activities parents may enroll their children in in the future (see Appendix for survey Questions 10 and 13). As shown in Figure 1, the two most popular children's

activities are sports and arts programs for both Chinese and English respondents, with 71% and 81% of respondents currently enrolling their children in sports and 72% and 62% currently enrolling in arts programs, respectively. Agricultural programs were the least popular type of activity for current youth participation amongst both the Chinese- and English- speaking respondents (with 7% and 0% currently enrolled, respectively).

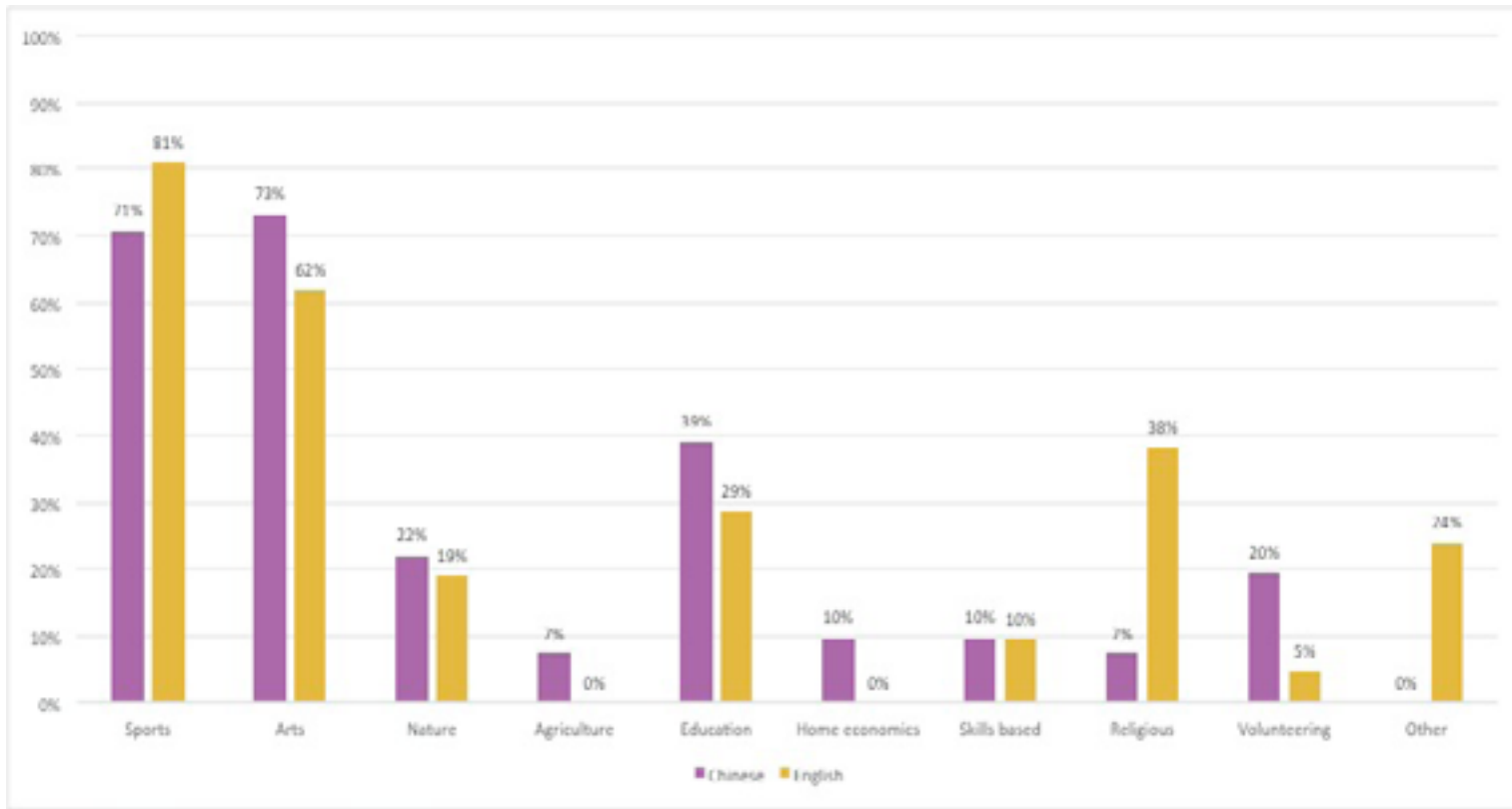


Figure 1. Current activity enrollment by program type.

Based on these results, we can conclude that the UBC Farm’s current highest competitor for attracting parents to enroll youth in their programs are sports- and arts-based programs. Referring back to the competitive analysis, many of these types of programs are offered in the UBC Community and surrounding neighbourhoods mostly during the summer months and March Break.

As shown in Figure 2, there is a solid opportunity for the UBC Farm to capitalize on offering agricultural-based programs for youth during non-summer months and school break periods, as these respondents indicated a level of high interest in enrolling their children in such programs (see Appendix for Question 13). Programs about nature were the most popular amongst both Chinese and English respondents (51% and 41% indicating they were very interested), while biology- and ecology-based programs (56% of respondents) and nature- and nutrition-based programs (41% of respondents each) were most popular amongst Chinese and English respondents respectively. Programs about indigenous knowledge were least popular amongst both parties. The demand level for youth programming during specific time periods will be further discussed in the next subsection.

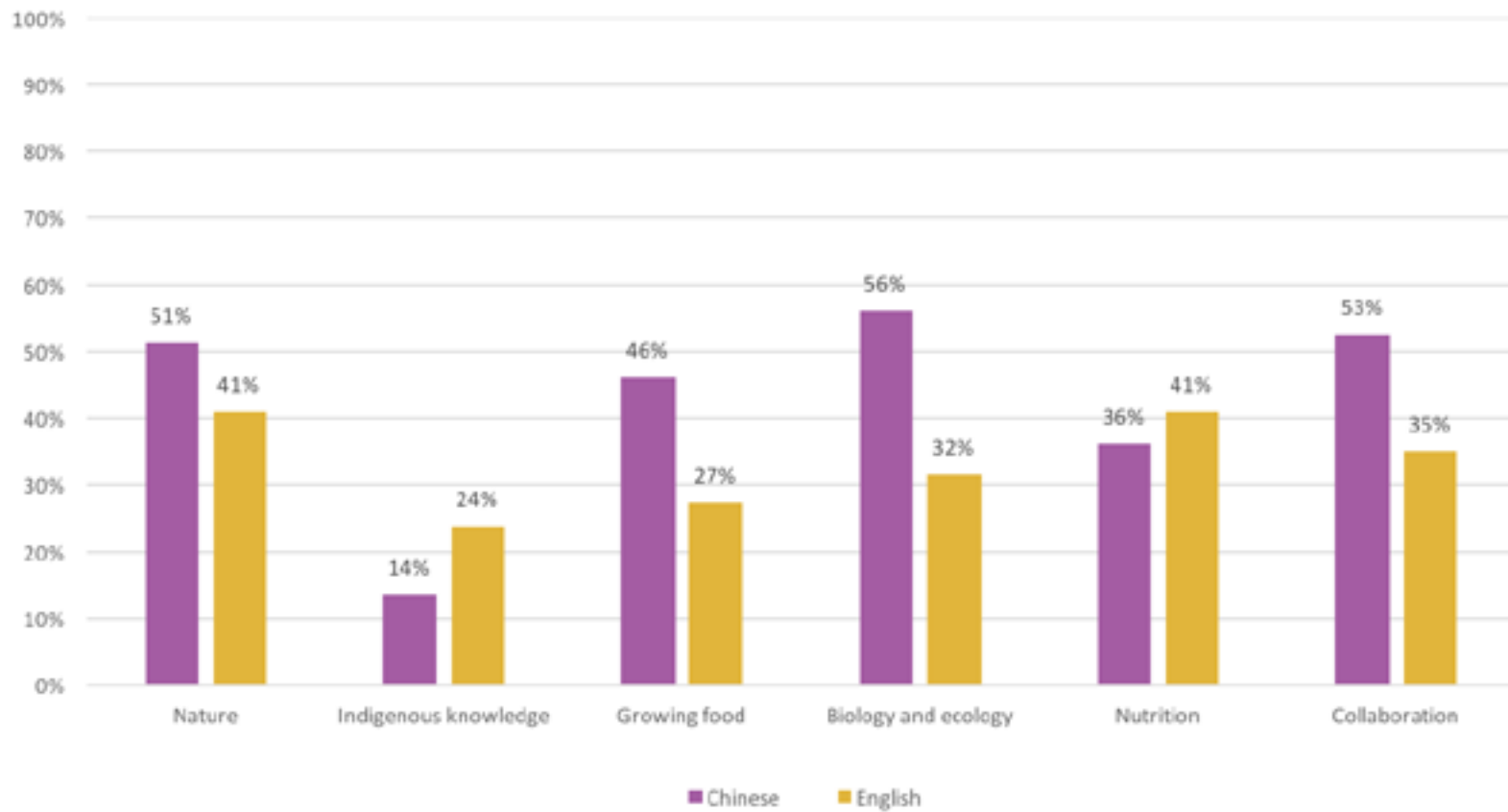


Figure 2. Enrollment likelihood by program type.

## 3.2.2 Time Preference

Respondents were asked to indicate their preferred time for enrolling their children in programs throughout the year, on an ongoing or one-time basis, and their likelihood of enrolling in various program durations.

There are four time frames that were offered to survey respondents aiming to identify preference for program enrollment. The options allow for multiple responses for preferences during the school year on weekends, after school,

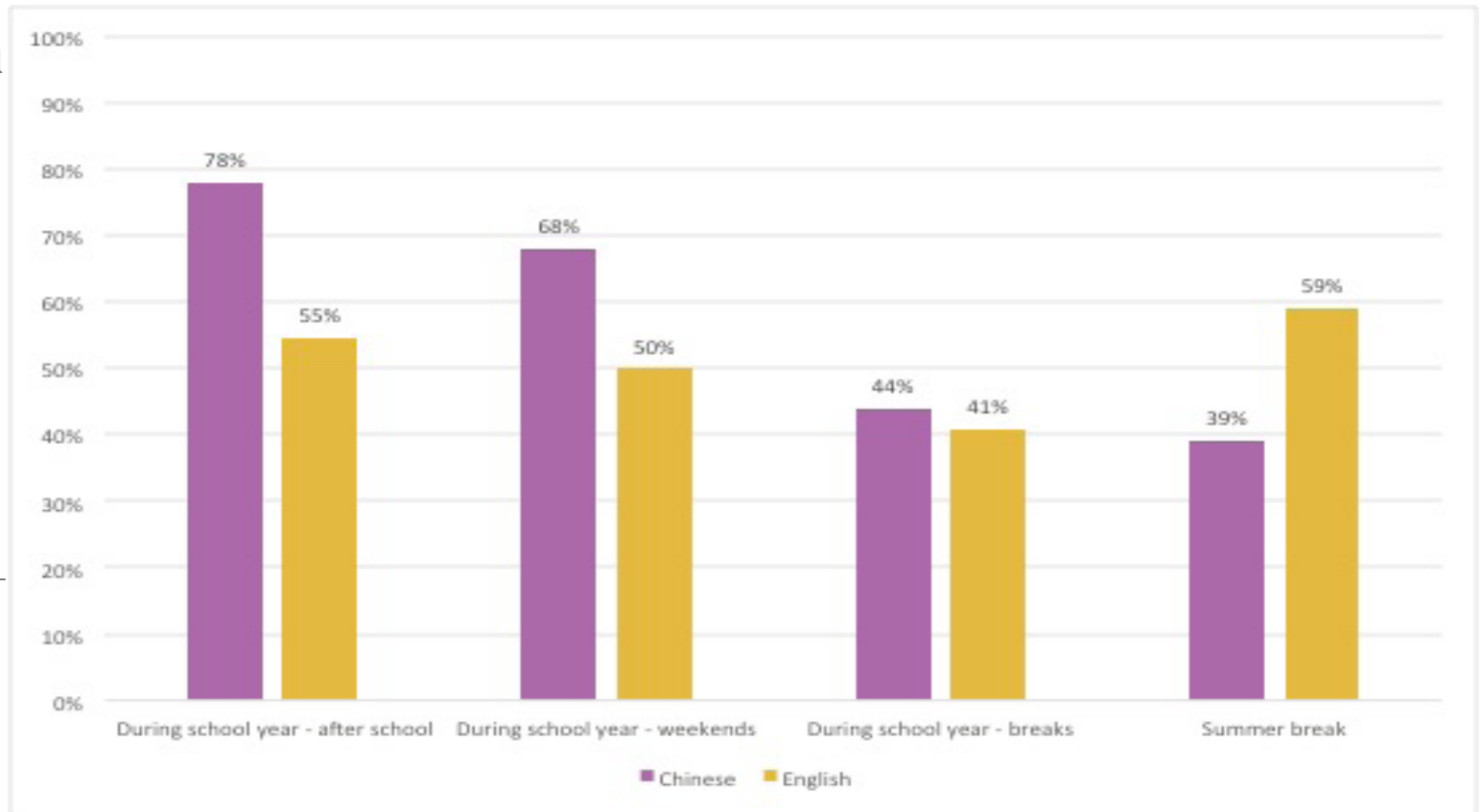


Figure 3. Activity timing preference.

during breaks, or during the summer (see Appendix for survey Question 11). Figure 3 identifies the most favourable time for participation in programs from both English and Chinese respondents in each category. The most popular choice for Chinese respondents with a response rate of 78% is programs offered after school during the school year. The second highest response from the Chinese respondents at 68% is for weekend programs during the school year. This is different from the English respondents that identified summer break as the most preferable time with a rate of 59% for enrolling their children in programs, whereas this is the least preferable time for the Chinese respondents with a response rate of 39%. Preference for march break during the school year was similar between both groups with responses rates of 44% for Chinese respondents and 41% for English respondents.

Survey respondents identified their preferred time for programs offered either as an ongoing program or as a one-time program (see Appendix for survey Question 12). As shown in Figure 4, there is a strong indication from the Chinese

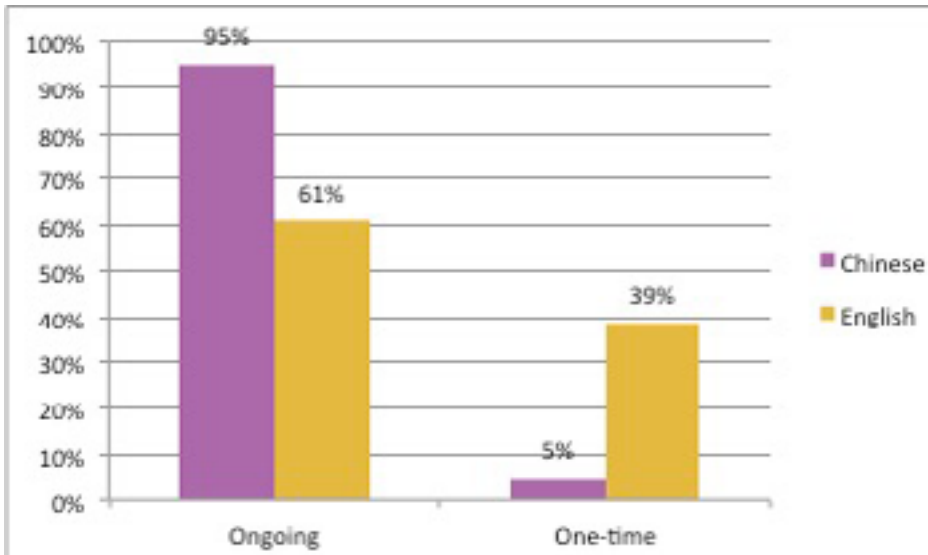


Figure 4. Program duration preference.

respondents with 95% selecting ongoing as their preferred program timing, and only 5% selecting one-time programs. On the other hand, English survey respondents prefer ongoing programs with a response rate of 61% and a one-time rate of 39%.

### 3.2.3 Program Enrollment Interest

Survey respondents were asked to specify their likelihood to enroll in after school programs, summer programs, and 3-month programs (see Appendix for survey question Question 16).

For after school programs, 49% of Chinese respondents indicated very strong likelihood of enrolling. However, only 11% of English respondents would be very likely and 42% of them would not be very likely to enroll their children in after school programs. As shown in Figure 5, different preferences towards after school programs have been chosen by the respondents.

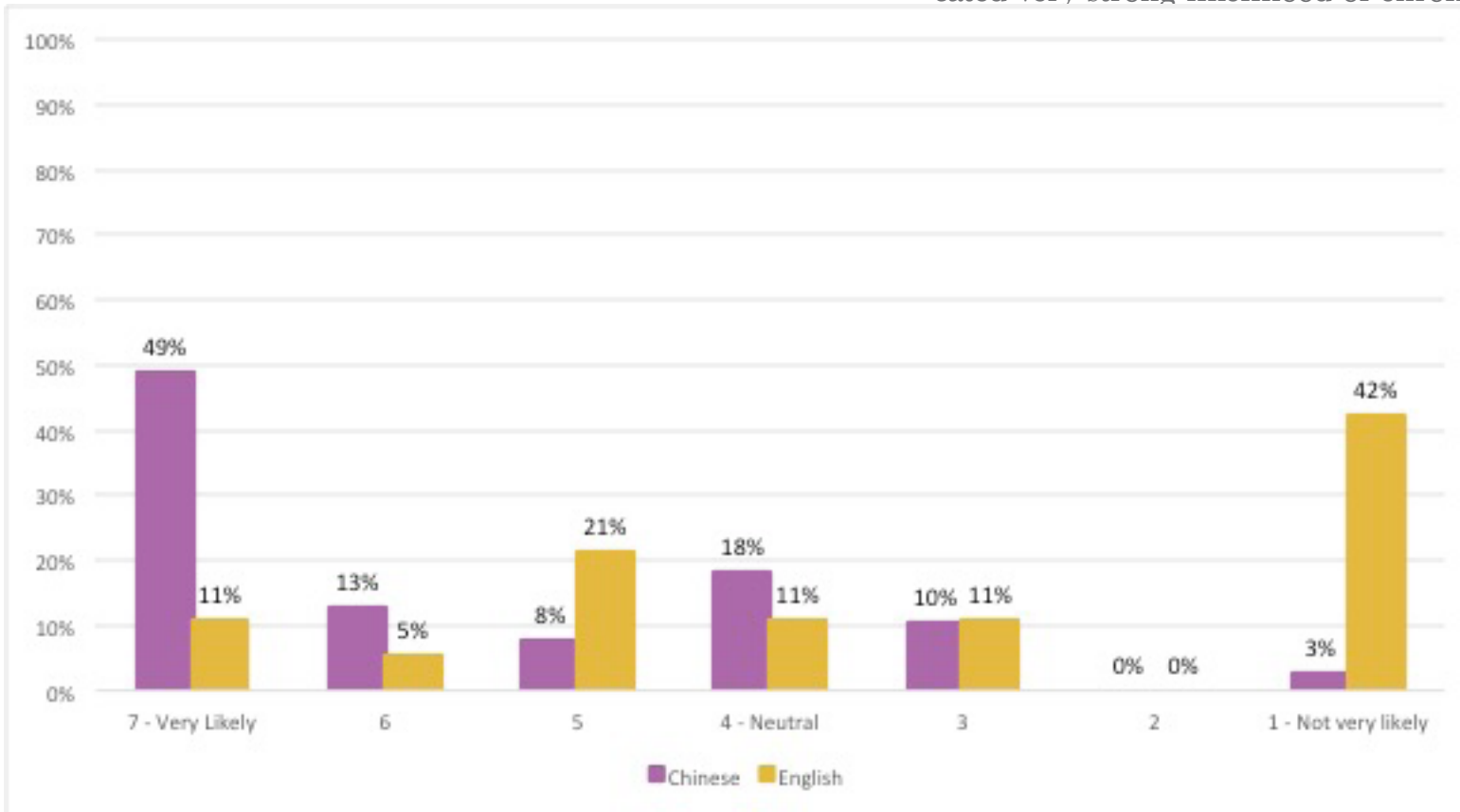


Figure 5. After school program enrollment likelihood.

For summer programs, respondents from the English survey has shown increasing preference than their interests to after school programs (see Figure 6). Respondents from the Chinese survey also indicated 42% interest that they would be very likely to enroll in summer programs.

For 3-month programs, 29% respondents from the English survey have indicated that they would be not very likely and 21% of them would be very willing to consider the 3-month programs (see Figure 7).

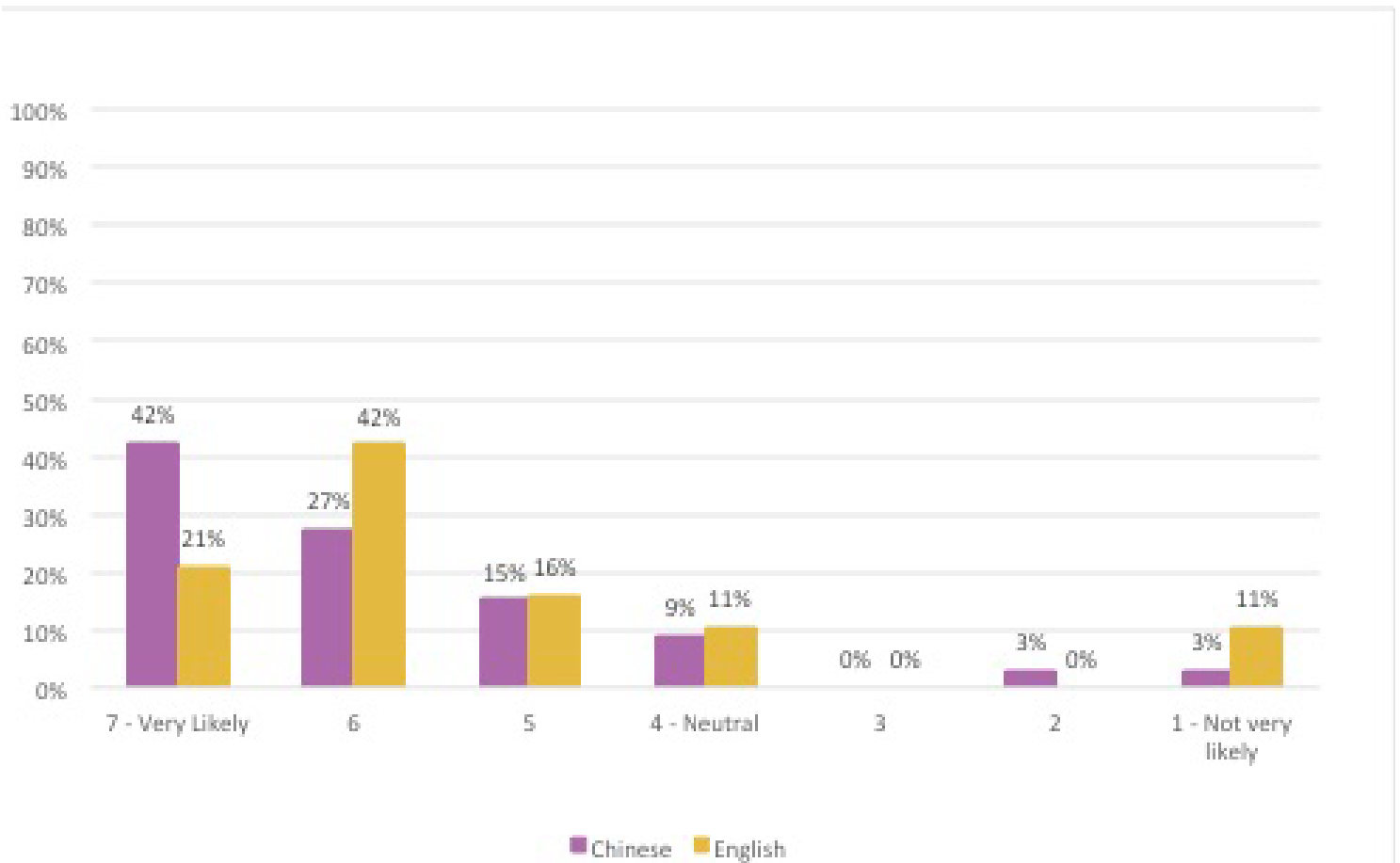


Figure 6. Summer program enrollment likelihood.

In summary, participants who completed the English survey showed low interest in enrolling in after school programs but high preference in summer programs. Respondents of the Chinese survey identified high interests of all three options.

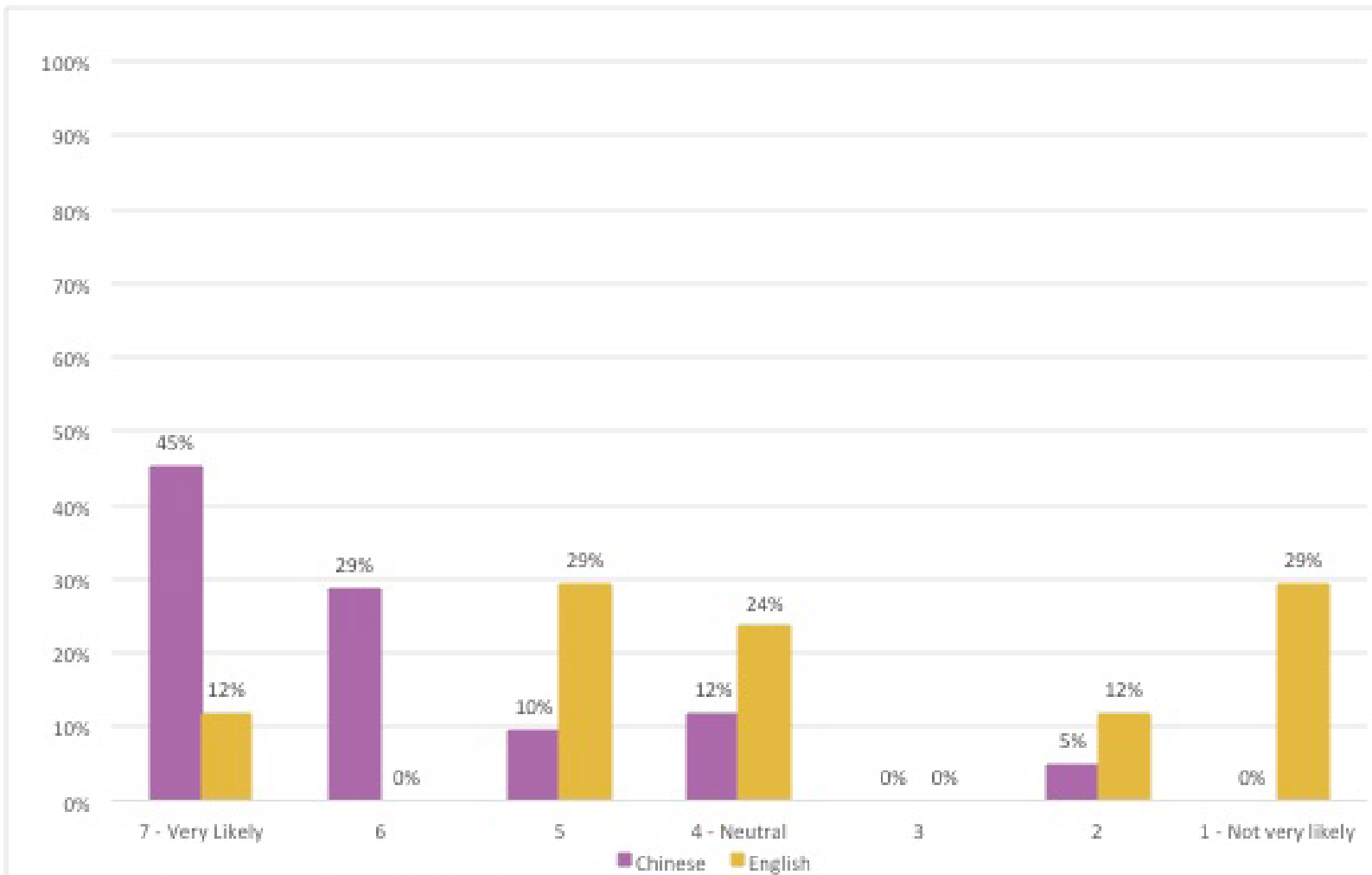


Figure 7. 3-month program enrollment likelihood.

# 4.0 Financial Projections

The financial analysis of an additional children's program contains two components -- revenues and expenses. As identified in the full projections in Table 2, the following assumptions can be made:

## *Revenues*

- Sales (in units) is the number of children per program. The number of 20 students utilized for these projections is suggested based on the average number of students from previous UBC activities and the Saplings program.
- Sales (in dollars) is the amount of revenue that an additional children's program could generate. Each student will be charged \$150/month for a 3-month program. From 2018 to 2019, we recommend hosting two 3-month programs from September to November to test out customers' reaction and program details. One program is for pre-school children and another one is for high school students. In total, there will be 40 students for 2018 and 2019. From 2020 to 2023, we recommend expanding the program size from 40 students to 80 students, by adding one more term from January to March. The establishment of participant fees and program duration will be further elaborated in Section 5.0 of this report.

## *Expenses*

- Operation & Program (staff) expenses is the cost to hire program teachers and facilitators. Every 10 students will be matched with one instructor. Based on the UBC human resources paying scale, \$20/hour is a general salary estimate for student staff and facilitators. Each program will operate for 2 hours every week.
- Training (staff) expenses is the cost to train program instructors. Each instructor will receive 10 hours of training prior to the program. The cost for senior staff to train student instructors is estimated at \$30/hour.
- Community & Outreach (staff) expenses is the cost to hire staff to promote the children's program and deliver community outreach to parents, students, and the public. Every 20 students will have one community outreach staff, with an estimated salary of \$20/hour.
- Events & Outreach cost is calculated by budgeting \$50 per student. This is the cost to attend school fairs, organize promotional events, and engaging activities to spread awareness of the children's program.



- Program Supplies expense is the cost for students during children’s programs, including participation, activities, tools, and general supplies.
- Advertising & Promotion expense is the promotional cost, including paid social media promotion, flyers, and brochures. The promotional cost per month is estimated at \$100.

Table 2. UBC Farm Programming Financial Projections (2018 - 2023).

<b>UBC Farm After School Program</b>						
<b>Financial Projection</b>						
<b>2018 - 2023 (Fiscal Year: April 1 - Mar 31)</b>						
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Revenue</b>						
Sales (in units - number of children per program)	20	20	20	20	20	20
Sales (in dollar)	\$ 18,000	\$ 18,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
Net Sales	\$ 18,000	\$ 18,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
<b>Expenses</b>						
Operations & Program - Staff	\$ 1,920	\$ 1,920	\$ 5,760	\$ 5,760	\$ 5,760	\$ 5,760
Training - Staff	600	600	1,200	1,200	1,200	1,200
Community & Outreach - Staff	1,440	1,440	2,160	2,160	2,160	2,160
Events & Outreach	1,000	1,000	1,000	1,000	1,000	1,000
Program Supplies	2,000	2,000	6,000	6,000	6,000	6,000
Advertising & Promotion	1,200	1,200	1,200	1,200	1,200	1,200
<b>Total Operating Expenses</b>	<b>\$ 8,160</b>	<b>\$ 8,160</b>	<b>\$ 17,320</b>	<b>\$ 17,320</b>	<b>\$ 17,320</b>	<b>\$ 17,320</b>
<b>Total (Future Value)</b>	<b>\$ 9,840</b>	<b>\$ 9,840</b>	<b>\$ 18,680</b>	<b>\$ 18,680</b>	<b>\$ 18,680</b>	<b>\$ 18,680</b>
<b>Total (Present Value)</b>	<b>\$ 9,791</b>	<b>\$ 9,742</b>	<b>\$ 18,403</b>	<b>\$ 18,311</b>	<b>\$ 18,220</b>	<b>\$ 18,129</b>

The financial projections have been conducted on a conservative basis. Many related expenses can be reduced by utilizing the existing and current UBC Farm resources and because the UBC Farm has already been doing similar promotions to other programs and events.

Based on our financial projections alone, it is viable for the UBC Farm to implement additional youth programming. After the fiscal year 2018, a profit of \$9,791 is estimated based on 20 students per session, two sessions from September to November. Specific details regarding the recommended program structure have been outlined in Section 5.0 Recommendations.

Additional non-financial benefits further prove the viability of additional children's programming. These include:

1. *Enhanced farm awareness* - Additional programming at the Farm will bring more visitors to the site. When parents drop off their children, they may become aware of upcoming Farm events that may be of interest. Increased visitors to the Farm also enhances word-of-mouth promotion, especially if the visitors had a positive experience.
2. *Experiential learning opportunities* - Children enrolled in programming at the Farm, particularly high school students, are provided the opportunity to make connections between what they learn in their science and geography classes to real-life situations.
3. *Increases environmental stewardship* - Due to the exposure to nature and agriculture that programs at the Farm provide, the awareness of the importance of nature for students enrolled can be significantly increased. The Farm provides the opportunity to interact with nature and farming practices first hand, so that youth better understand where their food comes from and how they can take part in farming and gardening at their own homes.
4. *Fosters a sense of community* - The Farm is located within UBC's Wesbrook Village, which provides multiple opportunities to engage directly with Wesbrook residents and the UBC community. Hosting events and programming at the Farm provides a social opportunity for local children to interact with each other and foster meaningful relationships.
5. *Provides opportunity for partnerships* - The Farm can take direct advantage of its affiliation with UBC by using this as leverage to generate new partnerships such as those that have been created already with Saplings Outdoor Education Program. These partnerships, in turn, will also enhance awareness of the Farm.

# 5.0 Recommendations

A number of recommendations can be generated from the conclusions drawn in the Competitive Analysis in Section 2.0 and the Data Analysis in Section 3.2. These recommendations form the general structure of the additional youth program that the UBC Farm may choose to offer, focussing on elements including: participant ages, program marketing, program content, program duration, and participant fees.

## 1. Age

The UBC Farm aims to provide further offering of children’s programs to youth within pre- and high school ages (2 - 4 and 13 - 18, respectively). The survey asked respondents the age of their children currently residing in their household (see Appendix for Question 9). The results indicate that programming for youth falling within the pre- and high school age groups may be an attractive option for most respondents. As shown in Figure 8, 31% of English-speaking respondents indicated that they have children between the ages of 0 and 2, and 23% between the ages of 3 and 5, while 26% of Chinese respondents have children between the ages of 15 and 18. That being

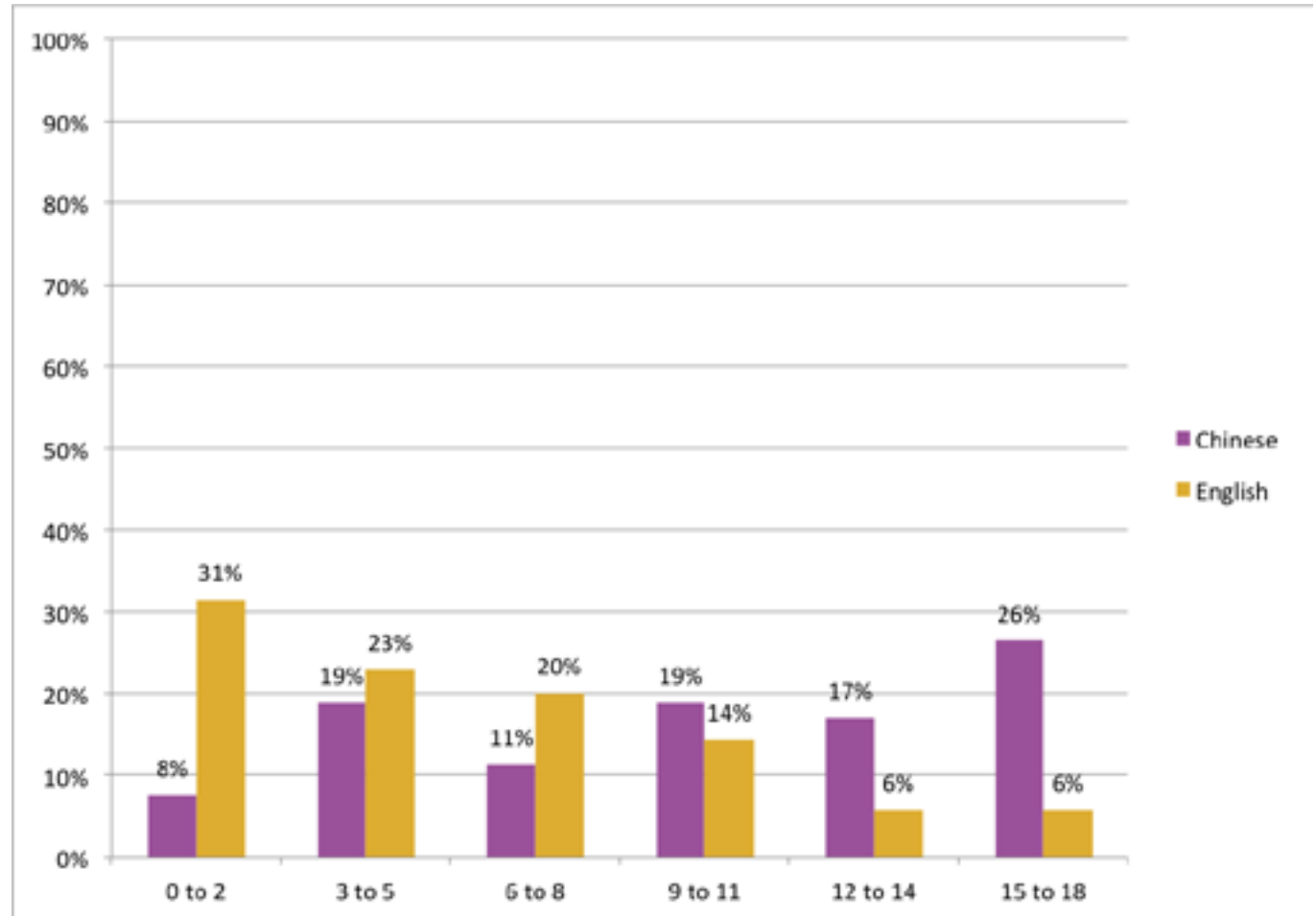


Figure 78 Ages of Survey Respondents' Children.

said, there is evidence suggesting that the UBC Farm’s targeted youth demographic resides within or nearby the Wesbrook Village community. If the UBC Farm decides to move forward with the creation of an additional children’s program, we recommend continuing to further

target parents who fall within this segment and offering two programs - one for pre-school aged children and another for high school youth.

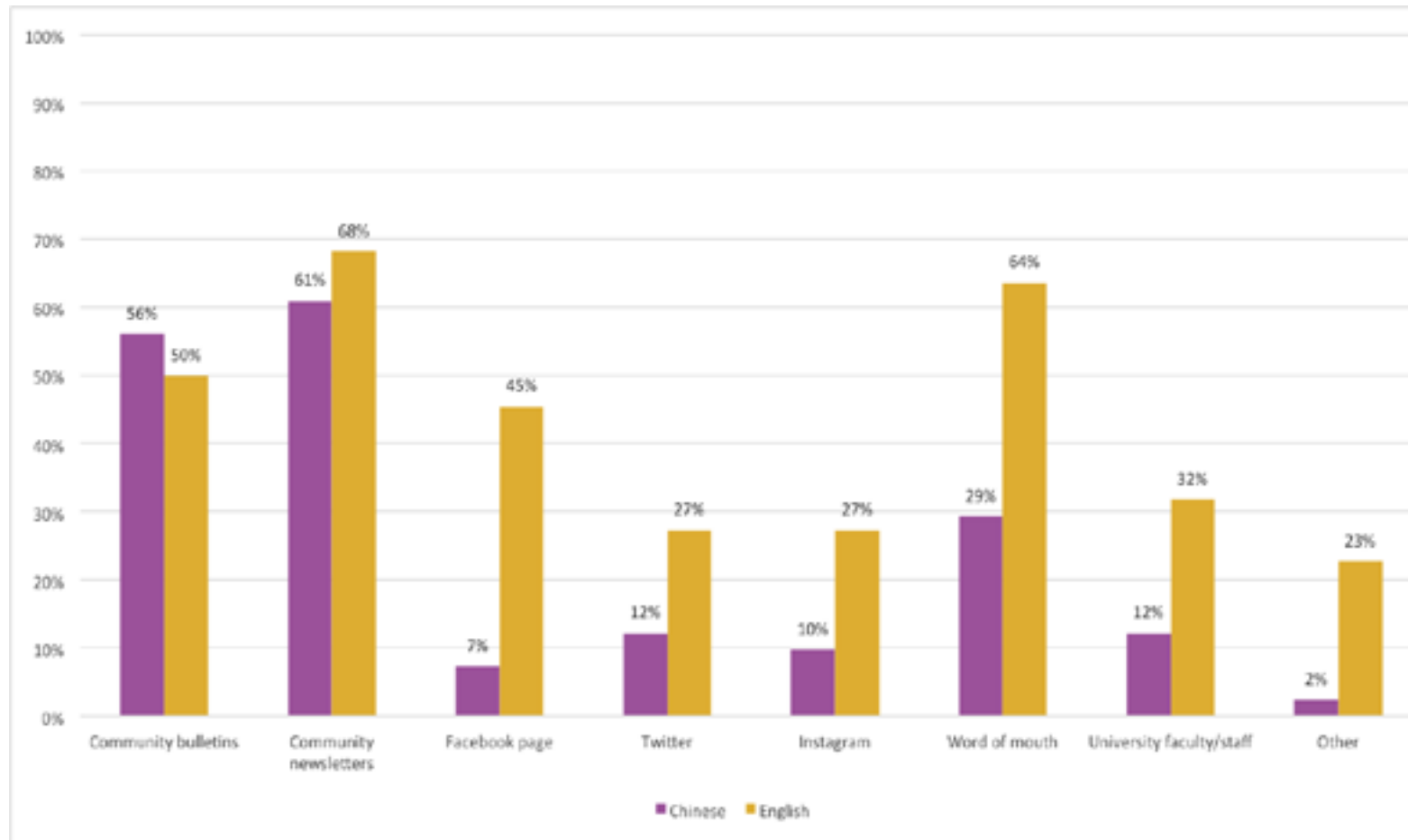


Figure 9. Communication Channels for UBC Farm Information.

## 2. Promotion Strategy

The manner in which the UBC Farm’s customers and targeted segments receive information about the Farm and its programming varies by demographic (see Appendix for Question 4). From the English and Chinese survey respondents, approximately 85% of respondents have heard of the UBC Farm. However, only 65% of respondents have actually visited the farm.

For Chinese-speaking individuals, the communication form in which they expect to receive information pertaining to the UBC Farm is via community bulletins and newsletters, while English-speaking individuals anticipate to hear about this information via word-of-mouth, along with community newsletters (see Figure 9). This implies that the UBC Farm should focus its marketing strategy on an array of communication channels, particularly these three, but with consideration still given to other platforms, such as social media. The survey results also suggested that the Farm should consider promoting events in UBC resident emails. Additionally, high school students have a set number of volunteer hours they must complete each year. The Farm can take advantage of this by promoting the pre-school program to students at Univeristy Hill Secondary as a volunteering opportunity.

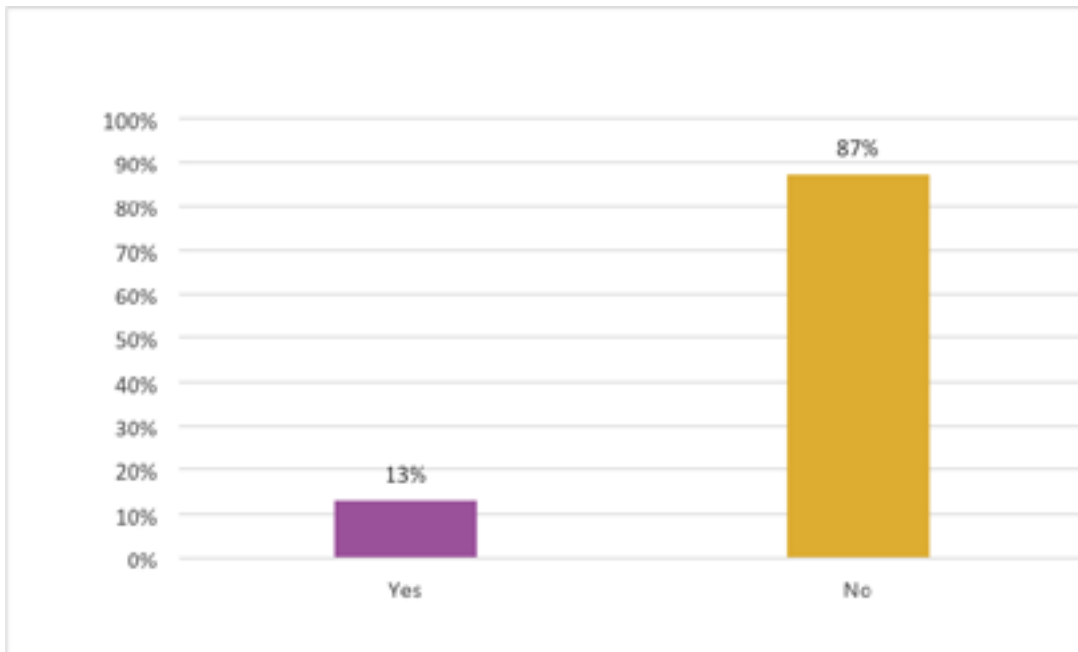


Figure 10. Current Enrollment in UBC Farm Programs.

### 3. Activity Type

As indicated in Section 3.2.1, there are currently few students enrolled in agricultural-based programs. Most respondents (87%) indicated that they have not previously enrolled their children in a program at the UBC Farm (see Figure 10 and see Appendix for Question 14). However, it was suggested that demand for nature-, nutrition-, and biology-based programs does exist (see Section 3.2.1). Moving forward, if the UBC Farm decides to implement additional youth programming, they should focus the content on these three subject areas in order to better appeal to a wide demographic (of both Chinese- and English-speaking participants), as well as consumer demand.

### 4. Program Duration

The suggested duration for an additional youth program at the UBC Farm is 3 months. As suggested in the survey results outlined in s. 3.2.2, program time preferences vary for Chinese-speaking and English-speaking families. While English respondents prefer summer programs, Chinese respondents have no specific preference for program duration times - they are equally interested in all 3 options. That being said, in order to accommodate for the preferences of both groups, we recommend a 3-month program duration. However, both cultural groups did display a preference for programs that are ongoing, rather than one-time (see Figure 4 in s. 3.2.2).

These programs should be held during times after school, as this was a more appealing option for both English and Chinese respondents than those held on weekends. One factor contributing to a relatively low interest towards summer programs from Chinese respondents is that the general awareness and popularity of summer camps is not as deeply embedded in the Chinese culture compared to that of Canada.

UBC Farm's partner, Saplings Outdoor Program, holds similar programming for youth both at the Farm and in other

locations around Vancouver. We recommend that the UBC Farm adopt a similar timing format by implementing a program that is offered once per week after school for a 2-hour period. Since we also suggest a three-month time period, the Farm may wish to consider operating the after school program during the fall (September to November) and spring (March to May) seasons. Since the UBC Farm wishes to target their programming towards pre-school and high school youth, two separate programs will need to be held each week. These could either be run concurrently by different staff members or on separate days of the week by the same staff person.

Although most respondents indicated a preference for ongoing versus one-time programs, there were comments noted in the survey indicating that occasional one-time program offerings are also appealing, especially for children or parents who may be interested in agriculture but are unsure if they would like to commit to an ongoing program. That being said, we recommend that the UBC Farm provide the option for a maximum of 2 additional non-registered participants to partake in each weekly program for an hourly fee.

### *5. Participant Fees*

Based on the findings outlined in the s. 2.0 Competitive Analysis (see Appendix for full analysis), we recommend that the UBC Farm implement each program with a participation fee of \$150 per student, per month. The programs reviewed in s. 2.0 were mostly full-day programs offered in the summer or school break periods only, with average fees of \$300 per child, per week for a half-day period. Since Saplings Outdoor Program currently offers programming similar to what the Farm wishes to implement, we have decided to also consider their fee of \$90 per student, per month in the recommended fee estimate. Assuming that a half-day consists of 3 hours, the Saplings price is well below what most parents are willing to pay for their child for a monthly program (an estimated \$1,200 per month or \$20 per hour). The recommended participation fee more closely replicates the average fee of summer programs, but at a lower rate in recognition of the lower popularity or demand of outdoor education programs. Drop-in participants will be charged at an hourly rate of \$15/hr which is the average between the hourly drop-in rate utilized by the Saplings program and the average rate of the observed summer programs in the competitive analysis.

# 6.0 Risks & Mitigation

Implementation of an additional youth program at the UBC Farm may initially pose some challenges, particularly in regards to establishing clientele. Based on the survey, some respondents identified reasons for why they may not be interested in enrolling their children in a program at the Farm. These mostly pertained to the Farm's location and their child's primary interests, however some other factors influencing the success of a new program may include the weather, and lack of promotion.

## 6.1 Location

The UBC Farm is located within close proximity to the University Neighbourhoods' Association communities, making these residents easy targets for customers. However due to the isolation of the University from the rest of Vancouver, enrollment in a program at the Farm may be an unattractive option for parents due to the travel time required to reach the Farm. This was a concern raised by respondents of the survey when asked to identify why they are not interested in programming about agriculture (see Appendix for Question 14). In order to mitigate this risk, it is important that the Farm considers the recommendation for promotion strategies outlined in Section 4.0 to better target residents in the UBC community and ensure a sufficient number of participants.

## 6.2 Child Interests

Sports and arts activities were identified as the most popular children's programs for survey respondents currently, with agriculture-based programs being the least popular (see s. 3.2.1). The UBC Farm thus faces competition from a variety of other organizations in the offering of its programs. As technology continues to become more prevalent in society, children may struggle with finding a connection or interest in the outdoors, or fail to understand the role that nature plays in their lives. Some of the survey respondents identified this issue as a reason why they do not enroll their children in outdoor education programs. To mitigate the risk of poor enrollment levels, the Farm should consider incorporating aspects of physical activities and crafts into their programs to aid in appealing to a wider audience.

## 6.3 Weather

Vancouver's consistent inclement weather may be unappealing to a number of parents who do not wish for their children to be partaking in activities outside in rainy weather. During a conversation with the Saplings program manager, she indicated that the weather is not an issue as most parents are usually comfortable with having their children in outdoor conditions.

Setting a requirement for children to be dressed weather-appropriately or installing tents for coverage when precipitation is heavy will help the Farm address this concern.

## **6.4 Lack of Promotion**

Awareness of the UBC Farm has been identified as an issue in the past. Results from the survey indicated that the culture of residents in the UNA influences how the residents receive information about the Farm. If the Farm does not properly promote its events and programming to the community, the risk of having not enough participants in the program arises. That being said, the Farm should consider the promotion strategy outlined in Section 5.0 of advertising through various communication channels to ensure that the programming enrollment levels are adequate.



# Appendices

## Appendix A - Chinese Survey

### 调查问卷

这项研究，是由UBC 尚德商学院发起，为了帮助客户，提升社区影响力和社区服务。

为了感谢您的时间，我们将会分别抽取，\$30 加币 和 \$10 加币代金券。

本次调查问卷大概花费 5-10。分钟的时间。请选择最适合您的答案。所有内容，将会保持匿名。

1. 您有听说过 UBC农场么？

- 有
- 没有

2. 您有去过UBC农场么

- 有
- 没有

3. 您会因为下列哪项原因，到访UBC 农场？（多选）

- 购买蔬菜和水果
- Farmer's market - 农贸市场
- 儿童夏令营或扩展项目
- 社区活动
- 其他

4. 您希望，从哪些地方了解到关于 UBC 农场活动的信息？（多选）\*

- 社区信息交流板
- 社区报纸或者邮件
- UBC 农场 Facebook 宣传
- UBC 农场 Twitter 宣传 UBC 农场 Instagram 宣传 朋友或者家人口头宣传 UBC 大学教授或者员工
- 其他

## 社区活动

5. 您之前参加过，下列哪些社区活动？（多选题）\*

- 运动项目（直接参与）
- 运动项目（观看）
- 健康及养生类
- 文化或艺术类（音乐，美术，舞蹈等）
- 娱乐类（电影或喜剧）
- 教育类（参加讲座，厨艺课）
- 宗教类
- 志愿者类（例如环保，清理海岸线）
- 其他

6. 您参与这些活动的频率，怎么样的？

- 每周至少一次
- 每周一次
- 每两周一次
- 每月若干次
- 每月一次
- 每年若干次
- 没有参加过

7. 您有孩子么？\*

- 有
- 没有

8. 您有几个孩子（18岁以下）

- 1
- 2
- 3
- 4
- 5+

9. 您孩子的年龄，分别是多大？

10. (多选题) 下列哪项活动，您的孩子正在参与或者参与过？\*

- 体育
- 文化或艺术类 (音乐, 美术, 舞蹈等)
- 自然类 (野外训练)
- 农业类 (例如园艺课)
- 教育类 (比如语言课, 辅导课)
- 家庭手工类 (例如厨艺课, 缝纫, 手工)
- 技能提升类 (比如口才, 象棋)
- 宗教类
- 志愿者
- 这道题目, 不适用于我的情况
- 其他, \_\_\_\_\_

11. 关于活动时长, 您倾向于哪种? \*

- 学期间 (放学之后)
- 学期间 - 周末
- 暑假期间
- 这道题目, 不适用于我的情况

12. 您更倾向于选择:

- 非一次性的活动
- 一次性的活动

13. 您和您的孩子，对于自然类，农业类，和园艺类的活动， \*

1      2      3      4      5      6      7

没有兴趣

非常有兴趣

14. 您和您的孩子，对自然类或者园艺类的活动，不感兴趣的原因，是什么？

15. 您的孩子，有没有参加过 UBC 农场的 三月春假活动？ \*

- 有
- 没有

16. 如果UBC 农场提供，给儿童的全年度活动项目，您有没有兴趣，给您的孩子报名这类的项目？ \*

1      2      3      4      5      6      7

没有兴趣

非常有兴趣

其他信息

17. 您的年龄段，大概是 \*

- 18岁以下
- 18 至 25 岁
- 26 至40 岁
- 41 至55岁
- 56岁以上 不希望回答

18. 您的家庭年收入，大概是多少？ \*

- \$25,000 以下
- \$25,000 至 \$34,999
- \$35,000 至 \$49,999
- \$50,000 至 \$74,999
- \$75,000 至 \$99,999
- \$100,000 至 \$149,999
- 不希望回答

19. 您居住在下面哪个社区？ \*

- Arbutus
- Ridge
- Dunbar
- Eastside
- Kerrisdale
- Kensington-Cedar Cottage
- Killarney
- Kitsilano
- Marpole
- Mount Pleasant
- Oakridge
- Point Grey
- Renfrew-Collingwood Shaughnessy
- South Vancouver
- South Cambie
- Southlands
- Strathcona
- Sunset
- UBC
- Victoria-Fraserview
- Other

20. 如果您居住在UBC附近，是下列哪个区域？

- UBC Endowment Lands
- University Neighbourhood Association area
- UBC 学生宿舍

Translated Comments:

*Reasons for visiting the UBC Farm:*

- volunteer activities
- fresh air and taking a walk

*How respondents expect to hear information about the Farm (other):*

WeChat

*Why you or your children are not interested in children's farming activities:*

- Don't have information/never heard of this type of activity before
- Transportation/distance to the Farm
- Not enough time to enroll children in additional activities
- Weather
- Interested, but haven't had a chance to participate

## Appendix B - English Survey

This survey is conducted by students at the UBC Sauder School of Business. Our client will use the information from this survey to improve their community services. All responses from this survey will remain confidential.

For each question, please select the response that describes you best. This survey will take approximately 5 - 10 minutes to complete.

1. Have you heard of the UBC Farm?

Yes            No (please continue to question 5)

2. Have you visited the UBC Farm?

Yes            No

3. For what reasons do/would you visit the UBC Farm? Please select all that apply.

Buy produce  
Farmer's market  
Children's programming  
Community events  
Other: \_\_\_\_\_

4. How or where would you expect to hear about events at the UBC Farm? Please select all that apply.

Community bulletins  
Community newsletters  
UBC Farm Facebook page  
UBC Farm Twitter page  
UBC Farm Instagram page  
Word-of-mouth

University faculty/staff

Other: \_\_\_\_\_

5. What types of community programs/events outside of UBC Farm do you attend? Please select all that apply.

Sports (spectator)

Sports (participant)

Health and wellness

Arts and cultural (music, visual art, dance, etc.)

Entertainment (movies, comedy, etc.)

Education & workshops (i.e. guest speakers, cooking lessons)

Religious

Volunteering (i.e. shoreline clean-up)

Other: \_\_\_\_\_

None of the above

6. How often do you attend these events?

More than once per week

Once per week

Bi-weekly

A few times per month

Monthly

A few times per year

Never

7. Do you have children (under the age of 18)?

Yes No (if no, please continue to demographics section)

8. How many children (under the age of 18) live in your household?

1 2 3 4 5+

9. What is the age of each of your children?

—  
—  
—  
—  
—  
—

10. What activities do you enroll your children in? Please select all that apply.

- Sports
- Arts (music, visual, dance, acting, etc.)
- Nature (Scouts, Girl Guides)
- Agriculture (4H, gardening)
- Education (languages, tutoring)
- Home economics (cooking, sewing, woodworking)
- Skills-based (chess, public speaking)
- Religious
- Volunteering
- Other: \_\_\_\_\_
- N/A

11. Which activity duration period do you prefer?

- During school year - after school
- During school year - weekends
- During school year - breaks
- Summer break

12. Do you prefer programs that are:

- Ongoing
- One-time



13. How interested are you in enrolling your child/children in programs where they will learn about (1 - not very interested, 7 - very interested):

Nature	1	2	3	4	5	6	7
Indigenous knowledge	1	2	3	4	5	6	7
Growing food	1	2	3	4	5	6	7
Biology and ecology	1	2	3	4	5	6	7
Nutrition	1	2	3	4	5	6	7
Collaboration	1	2	3	4	5	6	7

14. Please explain why you and your children are or are not interested in children’s nature and farming programs.

---

15. Has your child participated in one of UBC Farm’s summer or March Break programs?

Yes            No

16. What is the likelihood that you would enroll your child at a program at the UBC Farm for (1 - not very likely, 7 very likely):

After school	1	2	3	4	5	6	7
Summer	1	2	3	4	5	6	7
3 months (seasonal)	1	2	3	4	5	6	7

17. What is your age?

- Under 18 years old
- 18 to 25 years old
- 26 to 40
- 41 to 55
- 56 or older
- Prefer not to answer

18. What is your household income level?

\$0 - 25,000

\$26,000 - 50,000

\$51,000 - 75,000

\$76,000 - \$100,000

\$101,000 - 125,000

\$125,000 - 150,000

\$150,000+

19. Which neighbourhood do you live in?

Arbutus Ridge

Downtown

Dunbar

Eastside

Kerrisdale

Kensington-Cedar Cottage

Killarney

Kitsilano

Marpole

Mount Pleasant

Oakridge

Point Grey

Renfrew-Collingwood

Shaughnessy

South Vancouver

South Cambie

Southlands

Strathcona

Sunset

UBC

Victoria- Fraserview

Other: \_\_\_\_\_

20. If you selected UBC, which area do you live in?

UBC Student Housing

University Neighbourhoods Association area

UBC Endowment Lands

## Appendix C - Competitive Analysis

Company Name	Type of Program	Frequency (daily, weekly, seasonal)	Cost of participation	Age range for participants	Location
Science World (alternative)	<p>Name: Science Camp</p> <ul style="list-style-type: none"> <li>- Kinder Camp</li> <li>- Primary Camp</li> <li>- Intermediate Camp</li> <li>- Tween Camp</li> </ul> <p>Type: Indoor/Science</p> <p>Description: Focus on science exposure for kids through interactive galleries, experiments. Most topics are not nature-related.</p>	<p>Week long camp sessions</p> <p>Mon-Fri 9am-4pm</p>	\$240-\$315/week per program	Kindergarten to middle school	Science World 1455 Quebec St, Vancouver, BC V6A 3Z7
Southlands Heritage Farm (direct competitor)	<p>Name: Spring Break Survival Skills &amp; Farm Chef Camp</p> <p>Type: outdoor/farming</p> <p>Description:</p> <ul style="list-style-type: none"> <li>- Provides opportunity for youth to enhance outdoor survival skills</li> <li>- Key activities: farm chores (feeding animals, etc.), fire building, baking, hatchet safety, fort building, farmer's market visits</li> </ul>	<ul style="list-style-type: none"> <li>- Weekly, during the March Break and summer (starting June 19th, ending Sept 1st)</li> <li>- Hosted for 3 hours in the morning or afternoon</li> <li>- Lunchtime supervision option offered for enrollment in both morning and afternoon programs</li> </ul>	<p>\$250/week per program (this is two separate camps, one runs in the morning and the other in the afternoon)</p> <p>\$25/week for lunchtime supervision</p>	6 - 12 yrs	6767 Balaclava St, Vancouver

Company Name	Type of Program	Frequency (daily, weekly, seasonal)	Cost of participation	Age range for participants	Location
Fresh Roots (potential threat)	<p>Name: SOYL</p> <p>Type: Outdoor/farming</p> <p>Description: educate and support youth in learning about farming and supporting local food systems. Selling produce to develop financial literacy skills and develop communication</p> <p>Name: After School Club  <a href="http://freshroots.ca/get-involved/after-school-clubs/">http://freshroots.ca/get-involved/after-school-clubs/</a></p>	<p>SOYL: Seven weeks July 11 - August 26</p> <p>9am-4pm Monday to Thursday</p> <p>After School Club: Meet on a weekly basis all year</p>	Free to participate, get paid for employment	Grade 8-12	After School Club at Schoolyard Market Gardens
UBC camps (direct competitor)	<p>Name: Storm the Campus - Exploring Nature</p> <p>Type: Outdoor/nature/adventure</p> <p>Description:</p> <ul style="list-style-type: none"> <li>- Encourage connection with and knowledge of outdoors</li> <li>- Emphasis on learning through play and observation</li> <li>- Key topics: insect habitats, rocks/fossils, oceans, forests</li> <li>- Visits to UBC Farm and Beatty Biodiversity Museum</li> </ul>	<ul style="list-style-type: none"> <li>- Summer, weekly program (July and August)</li> <li>- Can choose morning or afternoon time slots (3 hours each)</li> <li>- Option to enroll children in full-day activities at UBC (two different programs for morning and afternoon with lunch supervision), cost varies by program</li> </ul>	<p>\$155/week</p> <p>Lunch supervision: \$37/week (for those enrolled in full-day UBC programs)</p> <p>After-care (4:00 - 5:30pm): \$42/week</p>	5 - 8 yrs	National Soccer Development Centre, 3055 Wesbrook Mall



Company Name	Type of Program	Frequency (daily, weekly, seasonal)	Cost of participation	Age range for participants	Location
City of Vancouver (2-3 kits, Jericho, False Creek Community Centers)	<p>Kitsilano Community Centre Name: Kits Kids Spring Break Day Camp</p> <p>Type: outdoor, arts, sports</p> <p>Description: crafts, cooperative games, sports and outdoor play</p>	<p>Week long program March 13-March 17 9am-3pm</p>	\$150/week	6-12 yrs	2690 Larch Street Vancouver, BC V6K 4K9 Canada
Old Barn/Wesbrook Community Centre	<p>Name: UBC 4H Club (could be used as example)</p> <p>Type: outdoor/agriculture/food</p> <p>Name: Spring Break Explorer's Camp</p> <p>Type: outdoor/adventure/crafts</p>	<p>Yearly, meet once per month for 1.5 hours on a weeknight</p> <p>March Break, full-day</p>	<p>\$120/year</p> <p>\$295/week</p>	<p>9 - 20 yrs</p> <p>6 - 12 yrs</p>	<p>Old Barn Community Centre</p> <p>Wesbrook Community Centre</p>

Company Name	Type of Program	Frequency (daily, weekly, seasonal)	Cost of participation	Age range for participants	Location
Other (Toronto) Evergreen Brickworks (could be used as example)	<p>Name: Evergreen Brickworks Day Camps</p> <p>Type: Nature Nut Kids Camp, Sprout parent and tot play, March Break day camp, Evergreen adventure camp, Winter camps</p> <p>Description: Evergreen adventure camp</p>	<p>Evergreen Adventure Camp offers two types of a sessions. A one week “Explorer” program and a two week “Adventurer” program.</p> <p>Winter camp focuses on exploring the winter forest and ravines in Toronto’s Don Valley.</p>	<p>\$400/week</p>	<p>6 - 15 yrs</p> <p>6 - 12 yrs</p>	<p>Toronto</p>
Bodwell University Summer Programs (could be used as example)		<p>Summer programs</p>	<p>\$3950, 2 weeks.</p> <p>Including:</p> <ul style="list-style-type: none"> <li>- University Accommodation</li> <li>- Meals (3 per day)</li> <li>- Medical Insurance</li> <li>- Transportation (airport transfers both ways, to all outings)</li> <li>- English Classes, Activities, Events &amp; Outings</li> </ul>	<p>7-18</p>	<p>UBC</p>

Company Name	Type of Program	Frequency (daily, weekly, seasonal)	Cost of participation	Age range for participants	Location
Arts Umbrella	<p>It seems that they have all kinds of events and programs throughout the year for all age groups!</p> <p>Arts Umbrella is where creativity spends its vacations. Our hands-on Theatre, Music, Dance, Visual, Applied, and Media Arts classes challenge students' curiosity and explore artistic boundaries. But we think it'll feel more like stupendous fun than just another day at camp.</p>	Summer program		3 - 19	Vancouver, BC
Timberland Ranch	Timberland has its own farmland and facilities that offer different types of outdoor activities.		\$250/week	7 - 18; All ages	Maple Ridge, BC