

Expanding the UBC Farm Market

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Group 3

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Table of Contents

Abstract	3
Introduction	3
Problem Statement	3
Group Reflections on Vision Statement and Identification of Value	
Assumptions	4
Methodology	5
Findings	7
Discussion	15
Policies for UBC Farm Market	21
Plan for the future	25
Recommendations to UBC Farm	25
Recommendations to UBC Students	26
Conclusion	26
References	27
Appendices	28

Abstract

The UBC Market Garden is considering expanding their Saturday Farm Market operations into a fully fledged farmer's market. This will help meet the great demand for locally produced food, while providing revenue that will lessen the need for continuous grants to fund the farm. Surveys conducted concerning the potential expansion of vendors showed that people were receptive to the idea of increased variety of products available at the Farm's Market. A farmers' market satisfies current UBC regulations, while also meeting the guiding principles of the Vision Statement for a Sustainable Food System. Clear procedures for the setup and operation of a farmers' market will allow for an easy transition for the Saturday Farm Market, while the establishment of the market will aid in solidifying the future of UBC farm as part of the south campus community.

Introduction

Over the last ten years, the appeal of farmers' markets has been growing across the lower mainland. Consumers who appreciate the value and impact of purchasing local food directly from the farmer have been able to do so, as farmers' markets have sprouted in East Vancouver, downtown, and various other locations in Greater Vancouver. Coinciding with this boom, a student driven initiative revived UBC Farm at South Campus on Point Grey. As new crops were produced, a weekly Farm Market was established to sell the food to the surrounding community, and since 2001, the UBC Farm's Saturday Farm Market has rapidly grown to sell over 250 varieties of organic agricultural products.

Problem Statement

Due to overwhelming demand for their goods, the Saturday Farm Market has come to routinely sell out of the majority of their products, leading those at UBC Farm to ponder expanding

the Saturday Farm Market to include a variety of other vendors, essentially creating a farmers' market at the Farm. A full fledged UBC Farm Market would not only sate the great demand for local food, but perhaps build their own existing customer base, while also potentially offering more economic returns to UBC Farm, which relies heavily on grants to maintain in operations. Growing the Farm Market could also perhaps assist in solidifying the UBC Farm's future on South Campus, by providing local produce to the residential areas that will be developed in the near future.

There are numerous obstacles to overcome when it comes to expanding the Saturday Market to include more outside producers. UBC Policies and regulations, guidelines for potential vendors, insurance concerns, and the willingness of local farmer's to join the market could all potentially hinder the UBC Farm Market's expansion. There are also concerns about which products should be sold, depending on whether they compete with UBC Farm's products. Finally, it is important to determine whether or not expanding the Farm Market to include outside vendors conforms to the guiding principles for a Sustainable UBC Food System.

Group Reflections on Vision Statement and Identification of Value Assumptions

Our group strongly agrees with the seven guiding principles collaboratively developed by the Sustainable UBC Food System project partners. We feel that the problem we are trying to solve with regards to expanding the UBC Farm Market aligns nicely with the Vision Statement for a Sustainable Food System by adding local producers.

Specific to the guiding principles, a farmers' market clearly demonstrates the value of food that is locally grown, produced, and processed, as all the producers are growing their food locally, within a day's drive of UBC Farm. The guiding principle concerning recycling and composting locally is satisfied by including compost from the Farm Market in the composting activities already underway at UBC Farm and collecting recyclables at the Farm Market. By ensuring that there is a

variety of local producers at the Farm Market selling their products directly to consumers, food sold at the market becomes more ethnically diverse, affordable, and nutritious. In addition to that, it will also fulfill consumers and producers paying and receiving fair price, while paralleling UBC Farm's aims towards ethnically diverse foods, such as the Mayan and First Nations garden.

By including educational information on Farm Markets regarding the importance of healthy eating, buying locally, composting, and sustainable farming practices, it will promote awareness among consumers about cultivation, processing, ingredients, and nutrition. The natural sense of community that is fostered by consumers and producers getting together at a Farm Market will easily satisfy the principle that food bring people together and enhances community. By setting standards towards which farmers are allowed to sell at UBC Farm, the Farm Market can ensure that the food sold "is produced by socially, ecologically conscious producers." (UBC Food System Project, 2006)

Methodology

To determine how to overcome the problems associated with expanding the existing Farm Market we initially carried out a literature review of the findings from previous AGSC 450 students, followed by further research of appropriate literature and internet searches to establish how successful farm markets are established and run. UBC policies and regulations were studied to determine any procedures that the farm need follow when extending the market. The British Columbia Association of Farmers' Markets (BCAFM) provided information on health guidelines for selling food at farmers' markets. Potential vendors and consumers were surveyed to establish which products would be available to the market.

The main purpose of contacting vendors was to determine the desirability of them when expanding the UBC farm market. Before contacting vendors we collected information regarding

what types of vendors UBC farm market is seeking. Based on that information we created a vendors list with dairy, meat, mushroom, and garlic sectors. We accessed the vendor contact information from Your Local Farmers' Market Society (YLFMS). The vendor's group tried to collect contact information of those who do not already attend other farmer's market as well; however, due to limited resources we were not able to do so. The vendor's subgroup designed eight questionnaires which asked about awareness of the UBC farm market, willingness of participation, and other background information regarding farmers' markets in general. For the vendors' convenience and so they would be aware of the questionnaire, we decided to contact them first by email then by phone if we did not hear from them. We thought since most of the vendors are very busy we would have a higher probability of getting responses if they could fill out the survey in their own time.

According to a report from Sauder School of Business last year, it is already known that there is a demand for local, organic, and farm products within the Point Grey area. We decided, therefore, that the focus of our consumer survey should be directed towards existing customers of the UBC farm market because their comments will directly influence what vendors would sell. The sample population included UBC faculty staff, students, residents, farm volunteers, as well as members of University Neighborhoods Association (UNA), subscribers of Sprouts, and dietetics students. Survey questions were developed to find out what the customers want and thus how the UBC farm market can be improved to accommodate its customers and serve the community better as it expands. The questionnaire was implemented via a web-based survey site <www.surveymonkey.com>, which provides easy access for targeted audience and for more efficient data analysis. Once our findings were determined and discussed we drew up a set of policies and procedures to assist in the extension a successful UBC Farm Market.

Findings

The vendor and consumer survey questionnaires can be found in appendices A and B respectively.

Typical set up of a Farmers Market

UBC Farm Market can set up its own farmers’ market or it could become part of YLFMS; however at this time YLFMS is committed elsewhere (LaQuaglia, 2007). To set up its own farmers’ market we found, through BCAFM’s web site that while locations of farmers markets are varied the set up is standard with markets registered as a non-profit organization (BCAFM, 2007). In 2006 Group 15 identified there are two ways of registering, non – incorporated and incorporated, both of which provide for governance of the market, but which have distinct advantages and disadvantages.

Pros and Cons of Starting UBC Farm as a Non-Profit Incorporated Organization

REGISTERED NON-PROFIT	
<i>Benefits</i>	<i>Costs</i>
<ul style="list-style-type: none"> ○ Can qualify as tax exempt (subject to some restrictions in the Income Tax Act) ○ Tax-deductible status (subject to some restrictions in the Income Tax Act)ⁱ ○ Can apply for grants and funding as a NPO, increasing the number of potential funders ○ Can issue tax-deductible receipts 	<ul style="list-style-type: none"> ○ Requires a board of directors ○ Members can be held liable for the debts and liabilities of the organization ○ Cannot distribute profits ○ Specialized tax rules and accounting practicesⁱⁱ ○ Can have money making as a purpose, especially during reduced funding times, as long as its primary purpose is not this one.
INCORPORATED NON-PROFIT	
A not-for-profit entity can incorporate either federally or provincially, depending on the scope of its stated purpose and proposed activities. Each jurisdiction has its own legislation for the incorporation of not-for-profit organizations, and its own approval process.	
<i>Benefit</i>	<i>Costs</i>
<ul style="list-style-type: none"> ○ Own its own property and bank account ○ Protect individual members from 	<ul style="list-style-type: none"> ○ Incorporating a not-for-profit entity at the federal level and in most other jurisdictions requires government

<p>liability</p> <ul style="list-style-type: none"> ○ Ensure existence even after original members leave ○ Can enter into contracts (buy, sell property, etc.) ○ May be increased credibility among funders, government, etc. 	<p>review and approval (The proposed bylaws of the corporation must accompany the application, and include application for a <i>letter of patent</i>).ⁱⁱⁱ</p> <ul style="list-style-type: none"> ○ Annual corporate filing related to the location of head office as well as director information ○ Some NPOs must register (except if charity or very small NPO) must file annual information return with Canada Customs and Revenue Agency. ○ File and annual corporate income tax return (except if charity). ○ Federal corporations incorporated under the Canada corporations Act must get ministerial approval to change certain by laws. ○ The powers of a NPO corporation are limited to what is written into its objectives, as well as some constraints placed on the type of the activity. ○ Time and resources to devote to maintaining corporate structure. ○ Apply for a name (56 days approx. waiting period)^{iv} ○ Establishment of at least 5 board members: at least one resident from BC and at least three first directors.
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Governance: A non – profit organization requires a board of directors that develops and implements policies, and resolves conflicts (BCAFM, 2007). The board is also responsible for deciding which vendors and products are accepted to the market and for employing a market coordinator, usually a paid position, who allocates sites and oversees the running of the market on market day (BCAFM, 2007). The policies cover issues such as standards of conduct relating to insurance liability, noise, space, alcohol and pets. Other policies cover stall availability and set up, selling of goods, garbage and recycling, signs and marketing and also provide for community and social development. Some policies are straightforward, but the following are more complex.

Liability Insurance: Farmers' markets, as non-profit organizations, can carry liability insurance covering all participating vendors or vendors can provide proof of their own coverage; the latter is common when vendors do not participate on a constant basis. At present UBC Farm carries insurance that covers the farm and existing vendors, due to the farm's educational aspect. Future participating vendors, however, will be expected to provide their own insurance (UBC WebCT, 2007). There is an important concern regarding the potential to lose non-profit status once attained due to an increase in the organization's use of commercial activities, particularly as the number of vendors whose motivations are strictly commercial increases. Status as non-profit under these conditions is unaffected, however, provided non-profit accounting principles are still held. That is, as long as revenues or funds made above expenses are reinvested into the principal activity of the non-profit organization and that no dividends or payments outside operating expenses are made to employees, officers or board of directors. Similar to the UBC Alma Mater Society, which operates as a Non-profit organization, the UBC farm must acquire its own insurance policy that covers the board of governors, officers and employees as well as the potential for personal liability.

There are two short-term alternative recommendations made with regards to insurance. Insurance could be obtained by becoming an "Associate Member" to the BCAFM once the UBC farm has acquired non-profit status. Membership benefits warrant a reduced liability insurance package of \$325 per annum for \$2,000,000 coverage. The recommendation to become an "Associate Member" over a "Voting Member" is determined due to the association's by-laws, which have specific requirements that exclude the farm from "Voting Member" status (BCFAM).^v Due to the particular goals that drive the UBC Farm Market conception, there are no perceived benefits lost from adopting the former status. The alternative recommendation is to purchase individual liability as well as governor and manager/officer insurance whose rates are dependant on

the chosen coverage package but are certainly above those offered by BCAFM.^{vi} Given that insurance rates for non-profit organizations have seen a steady increase over the last years, this last option may seem less attractive. Reports document increases anywhere from 50% to 100% or more over the last years (Harris, 2005). To determine the current net benefit from adopting either of these two options the board of directors must assess incurred initial management costs, particularly time and resource expenses from finding an independent insurer, against a loss of management independence from having to abide to BCAFM by-laws and their associated transaction costs.

Selling of goods: A successful farmers market has a variety of vendors and ensures that there isn't too much of one product sold (YLFMS, 2007). The jury process ensures that there is not too much competition between vendors selling the same product, which increases vendors wanting to sell, and allows for a greater variety of products, which draws more customers (YLFMS, 2007).

Farmers markets, such as White Rock Farmers' Market (WRFM), Coquitlum Farmers' (CFM) and YLFMS have a policy which states that all food for sale must be grown, made, baked or prepared by the vendor (WRFM, 2007, CFM, 2006, YLFMS, 2007).

Specific guidelines about selling produce and other prepared food at farmers markets was found by looking at the BCAFM posting on health and food regulations and Vancouver Coastal Health Publications. Guidelines about labeling of prepared food was straight forward and generally all food labels must show food ingredients, date prepared, place of preparation, and contact information of farmer. Specific guidelines for labeling of foods prepared in a home kitchen also dictate that these foods must let the customer know that it was prepared in a kitchen, which was not inspected by a licensed health inspector. The guidelines set out by BC Health Authorities are product specific and are referenced in the proposed policies for the UBC Farm Market.

Garbage, recycling, signs and marketing: Usually the market organization will supply garbage cans for visitors, but vendors are expected to provide their own garbage containers and remove the

garbage at the end of the market. The amount of recycling depends on the market and vendor.

Signage outside and with in the market is determined by at various government levels and policies which, other than health related policies, vary between municipalities.

Parking: Regulations regarding parking for vendors differ according to the location of the market with customer parking closest to the market (YLFMS, WRFM, 2007). Only vendors who require freezer facilities may back up their vehicle to the site unless the location allows for this (YLFMS, 2007). AT UBC Farm Market, other than the space required for vendors, there is space for 8 - 10 cars outside the gate, and the events field could hold about 40 - 50 cars (UBC WebCT, 2007).

Although Gavin Wright states that parking on South Campus Road is illegal (UBC Web CT, 2007), Mark Bomford suggests that 12 cars can park there and “substantial” parking is available at Triumph and Paprican, a five minute walk from the farm (UBC WebCT, 2007).

Community and society development: Most farmers’ markets promote natural and organic farming methods, locally produced and home made products and fair trade goods. Vendors, especially those with fresh produce are encouraged to discuss their farming methods with market patrons and recipes are often provided. UBC Farm, while it follows organic farming methods, is not necessarily concerned that all products sold at the farm market are organically sourced; however it does wish to promote the educational and research programs offered at the farm (Bomford, 2007).

What makes a successful Farmers Market: Our research shows that a successful market fosters community links and is a fun and enjoyable social event. Successful farmers markets sell food and drink like coffee and baked goods, which can be eaten and drunk while shopping. Creating a festival like feel also makes the event much more enjoyable and this is accomplished by having musicians play a variety of different types of music. A variety of vendors is always key to drawing a larger crowd of customers and therefore ensuring and planning which vendors come to a farmers

market is key. In addition, encouraging farmer–customer relations is important in keep a customers coming back. To ensure that the farmer-vendor link is created all three farmers markets have policies which dictate that the farmer or family member must be present at the market to sell food and answer questions (YLFMS, WRFM 2007, CFM, 2006). It is important to make the market a social meeting point. This has been done at the White Rock Farmers’ Market by having mini competitions among customers such as a pet costume competition and because of social ties, many people go to the market to meet up with friends and then of course end up buying from farmers at the market. The YLFMS also has tents set up which have vendors marketing social/community events and there is a stall for a professional cook who talks to customers about recipes and cooking methods (YLFMS, 2007). These vendors also help to foster a community link. It is also important that appropriate planning for a farmers market is done to allow that the market functions smoothly and in accordance with bylaws and other regulations. To ensure quality all markets have a policy that allow the market manager to have authority on food for sale and can remove it from sale if its quality is poor.

UBC Polices: If UBC Farm decides to consider their potential farmer’s market as a commercial entity rather than a non-profit organization, then UBC policy has to be taken into consideration. Fortunately, a farmer’s market at UBC Farm seems to easily satisfy the UBC Board of Governor’s Policy concerning “Commercial Enterprises on Campus”. Policy 98, 1.1 states that:

“Commercial undertakings on the University Campus are permitted only with the prior written approval of the Vice-President responsible for the area/function in which the commercial undertakings is to take place and through a provision in the lease agreement between UBC and an organization such as the Alma Mater Society or Discovery Parks Inc.” (1997)

The fact that farm itself is already established on university land would exclude the need for a lease for the farmer's market.

Policy No 98 1.3 is also easily satisfied by a farmer's market, as the policy states: "The prime consideration for granting approval is the extent to which a commercial enterprise promotes and reinforces the objectives of the University" (1997). Considering a farmer's market promotes the purchasing of local foods, building community, and sustainable agriculture, these objectives align nicely with the University of British Columbia and the Faculty of Land and Food System's goals for campus sustainability.

The University's goals for sustainability are also addressed in Policy 98 1.4 which states:

All lease, licenses or other agreements that permit commercial enterprises to operate on campus incorporate the condition that the products and services offered meets the needs for products and services, staff, faculty and residents at optimum value, with minimal impact on the environment, and are not incompatible with the major purposes of the University". (1997)

Again, given that the UBC Market Garden continually sells out of the majority of their products, there is considerable demand for more farm products that could be supplied by other farmer's through a farmer's market.

"Minimal impact on the environment" is defined in the policy as "activities that reduction, reuse and recycling of materials and equipment; reduce the use of materials toxic to the Environment; and standardize common supplies and equipment where possible" (UBC Board of Governors). Farmer's markets satisfy this requirement as locally produced food consumes less fossil fuel as the foods are produced locally, and as such, require less fossil fuel to transport them to the consumer at the market.

Results of Vendor Survey: Most of the vendors who responded to our survey were aware that the UBC Farm hosts a Farm Market on Saturdays. Currently, these farmers attend from one to three other farmers market. At these markets, half of the vendors said they sell everything they have and the other half said they are usually left with extra goods. Unfortunately, the answers to a question about willingness of vendors to participate in UBC Farm Market were, in general, negative. About 50% of the vendors said they were definitely not interested in coming out to UBC Farm Market, 30% of the respondents said maybe they would consider it if the time works, and 20% said they were interested in participating at UBC Farm Market. The main reason many of the vendors said ‘NO’ to the question is due to large cost, long travel time, and lack of labor. The vendor’s subgroup suspected these would be the reasons for low willingness of vendor’s participant. Therefore, we had added a question whether a volunteer would be helpful. Surprisingly, many of the vendors who were not interested in participating UBC Farm Market said volunteers do not really affect their interest. On the other hand, vendors who would want to participate in the market said volunteers would be a great asset. It seemed as if many of these farmers who attend numerous other farmers’ markets believe the cost of coming out to UBC is greater than the benefits. Others who answered ‘Maybe’ or ‘ Yes’ said they would like to come out to UBC because they would want to increase the volume of their sales. These vendors mentioned that they could provide beef, lavender, garlic, potatoes, seafood, organic goat cheese, fresh eggs, and other vegetable crops to UBC Farm Market. To determine the best time slot for the UBC Farm Market vendors were asked their opinions about the time of the current UBC Farm Market which is Saturdays from 9am to 1pm. The majority of vendors (80%) said the time slot does not work for them and suggested Monday and Saturday evenings, and Sundays. The vendor’s subgroup also asked about the stall sizes the farmers use in order to determine a reasonable rate for UBC Farm Market and also to see how much space would be needed to accommodate them. The majority of the farmers said they

use 10*10 stall and \$25~\$30 is a reasonable starting rate for the farmer's market in general. However, some of vendors said the starting rate depends on the market size and they feel that starting rate should be about \$20~\$25.

Results of the consumer survey: Approximately 50% of survey respondents visited the UBC farmers market less than 5 times a year. 38% of respondents were UBC undergraduates and 18% were not affiliated with the University. Produce is in the greatest demand followed by various cheeses, baked goods and prepared foods. There was a mixed response for meat products with 28% very interested, 27% not interested and 22% somewhat interested in having meat products sold at the farm. Seafood does not seem to be desired by the survey respondents. Support for crafts and services ranged from not interested to somewhat interested.

The results of the survey indicate that products sold at the marker should be local (grown in BC) but not necessarily organic. Products should have quality and freshness, and free from pesticides and genetic modification. The results also showed that respondents were willing to pay a higher premium for sustainable locally grown products. Besides a Saturday farmers market, respondents were most willing to attend a on a Sunday from 9am – 2pm. When asked if they would like to see more family oriented activities at the farm such as barbeques and face painting, the results were indifferent (49% yes and 45% no).

Discussion

Vendor Liability: We consider an umbrella insurance coverage package for individual vendors to be unviable for two reasons. The first is associated with an increase in management costs that requires insuring many independent groups under a single package. This management and resource costs may not be available for the organization in the short-term as startup business costs are usually high. The second is related to the uncertainty of long-term participation of individual

vendors, which renders group insurance more of a hassle than an investment. Therefore, requiring proof of individual vendor insurance prior to registration is considered as cost-effective and optimal option at least in the short-term because it reduces management costs and avoids “moral hazard behaviour” from individual vendors.^{vii}

Non-profit – incorporating or not? Findings show that there are a number of liability issues both for non-incorporated non-profits and incorporated non-profits. There are evident benefits associated with becoming a registered non-profit organization such as the ability to qualify, under certain conditions, for tax exemption and/or tax-deductible status and an increased potential to access funding sources that require formal registration. Once an organization has established itself as a formal not-for-profit, however, it enters into a societal contract that exerts certain risks on individual board members. Such risks are subject to their individual accountability for future debts and liabilities that the organization may fall under. If board members are risk-averse, additional resources must be expended in order to register as an incorporated non-for profit. The UBC farmer’s market status as an incorporated non-profit organization liberates any individual board member or official from personal liability as long as the issue pertains to their duties and with respect to Property Damage and Bodily Injury or damage (BCAFM, 2007). Insurance for board members or officers, however, is still recommended given that under certain circumstances they may still be considered liable. A couple of examples may include negligence or accounting mismanagement (The Co-operators, 2007).

The most important benefits associated with incorporation depend on: the organization’s desire to acquire unlimited life, whether it wants to enter into legal contracts and to avoid board of directors’ risk for individual liability as mentioned above. Transaction costs associated with incorporation are usually small; however, this is not the case for non-profit organization incorporation and may represent sufficient opportunity costs for the organization not to see a net

benefit from incorporation (Canada Business, 2007). Yearly paperwork and management costs are also significant. Decision to incorporate or not should be made final by the board of directors themselves.

Farm Market Set up: UBC Farm Market is unique in that of all the farmers markets in Vancouver it is situated on its own farmland. This setting can provide a stage for promoting the value and vision of the UBC Food System Project and the high value product vendors that UBC Farm Market desires to accommodate (Bomford, 2007). Development of policies and procedures will serve to assist the smooth and safe operation of the market, and also reflect the vision of the farm.

Registration, pre-approval and payment procedures ensure that vendors are committed, quality goods are sold, and that the markets run at full capacity throughout the season. The stall layout designed by Group 15 (2006) provides a compact and unified market area, centered on the farm buildings, that easily accommodates 15 vendors. At this time it is not financially feasible for UBC Farm Market to provide stall equipment, however raising the site rental fee to \$25 per week will increase revenue. We feel this is a reasonable amount since vendors expect to pay more than this at other venues. Before parking is allowed on the events field it will be necessary to determine if parking, on a regular basis, will affect the land and the possibility of organic certification (UBC WebCT, 2007). If parking is feasible and legal, it will require organization and management which will necessitate at least two volunteers to oversee parking (UBC WebCT, 2007).

Group 15 (2006) made several suggestions regarding the educational aspect of UBC Farm and to promote the idea of ecological consciousness, UBC Farm Market can develop specific academic and educational policies that will make a visit to the UBC Farm Market a shopping and learning experience. Provision can be made for an information stall and recruitment of trained volunteers to supply information on sustainable living and the various UBC Farm Programs. If visitors to the market are made aware of the nature of the farm and its programs they may take part

in and/or promote them among their families and friends which may result in higher revenues from the UBC Farm programs.

Recruiting Vendors: From the results of the vendor survey this may be challenging. However, recruiting vendors will be done through both the Farm Market website, which will actively accept applications for potential farmers. In the case of customers demanding specific products that are currently unavailable at the market, an effort will be made to contact local producers of said products. This can be done through various means, including specific ads on the website, contacting other farmers' markets who may have a surplus of applicants to sell a specific product, as well as farmers groups such as the Fraser Valley Grower's Association.

Selling of Goods: The UBC Farm Market will have to comply with Health Canada Regulations. There are some limitations for the UBC Farm market when complying with the health regulations. For example, since providing access to running hot water to vendors and customers is likely not realistic in the near future no food samples can be given (BCAFM, 2007). According to regulations, any meat must be sold frozen and must be kept frozen in transit (BCAFM, 2007). It would be difficult for the farm to provide refrigeration for the farmer's food and since other farmer's markets require vendors to provide their own refrigeration/freezing vendors at the UBC Farm market should do so as well. Many of the regulations are food specific and therefore vendors at the farm need to be made especially aware of it. In order to make sure that the regulations are followed the farm will have to invest in some additional supplies such as ensuring garbage cans are available and making sure that vendors either bring their own or are given hand wipes. The UBC Farm's vision encourages ethnic local vendors such as the Urban Aboriginals Community Kitchen Garden Project and the Mayan Garden Project. The UBC Farm Market will likely need to help these new vendors comply with regulations such as coming up with ideas to individually package

all food or ensure that food is covered while being sold, and to create a setup to make sure that no food touches the ground.

Pro and Cons of having competing products: The issue of including producers who produce similar products as UBC Farm has to be taken into consideration. Due to the fact that the UBC Farm rapidly and regularly sells out of many of their products during on their weekly Farm Market, such an inclusion will likely have minimal impact on the sales of UBC Farm's products, and will instead help meet demand for such products. By increasing the supply of certain goods, this can hopefully attract more customers to the farmer's market who will not be discouraged of attending due to the risk of missing out on products that routinely sell out. An increased customer base will also potentially increase the demand for some of UBC Farm's products that do not sell out. The farmer's market should avoid recruiting vendors who provide products of which UBC Farm does not sell out, since they would be potentially dividing the sales of those products.

Community/Social: Creating a social/community oriented environment at the UBC Farm Market will be important in ensuring that people come back. Methods such as selling coffee and baked goods and allowing dogs on leashes are simple ways to foster an enjoyable atmosphere at the farm. Additionally a busker or performer could likely easily be recruited to sing/perform at the market to make it a successful day. Having a stall which provides information on community events is a good idea but may be more suitable to add to the UBC Farm Market once it is more established and larger. However, student volunteers from UBC could have a stall giving information on certain topics. Cooking demonstrations would likely make the market a huge success; however, demonstrations can only be done if there is running hot water. Instead recipes using foods that are in season could be distributed.

Consumer Survey: Produce appears to be a very popular product and should definitely continue to be offered at the farmers market. The demand for meat is not as strong but there does seem to be

some genuine interest in seeing it in the farmers market. Cheese, baked goods and prepared foods are desired and would add some variety to the farmers market. Currently, interests for crafts and services are not high and therefore should not be sold at the market. Products at the market should be local but not necessarily organic. Premium prices for these products did not seem to affect most of the respondents desire to buy local products. Quality and freshness ranked among the highest of importance among respondents. Produce should also be free from pesticides and genetic modification to meet with the demand of the public.

Activities such as barbeques and face painting should be implemented only if the market's budget allows it. To avoid competition with other nearby farmers market open on a Saturday, feasibility for a Sunday morning market should be looked into. The survey results showed the greatest interest for a Sunday morning market rather than a weekday evening market.

After careful analysis of the 500 plus responses to our survey, potential discrepancies emerged. Although the sample size is large enough for our results to be an adequate representation of farmers' market patrons, a fair portion of the surveys taken belong to one group. The UBC Farm volunteers comprised over one fifth of the responses received from the survey. This may create a voluntary response bias, which suggests that individuals with stronger opinions tend to respond more often, and thus, this group may be overrepresented in the survey.

Another concern of the survey is that we are using convenience sampling. The survey was primarily given to UBC-related groups. The fact that we selected individuals from the population based on easy availability and accessibility may generate bias in the result. On the other hand, we only made our survey available on the web due to time and budget constraint. This may create non-response bias because individuals who chose not to respond to the survey may differ from the respondents in certain aspects. This kind of bias is unavoidable, but should be considered when interpreting the results.

Policies for UBC Farm Market

Governance and Volunteers

- Board of Directors – oversees development and enforcement of policies.
 - o Members include: president, vice president, secretary, treasurer and one to four other persons and must follow all bylaws and rules agreed upon which affect the society,
 - o Duties:
 - President: is the chief executive officer of the society and supervises the other officers in the execution of their duties.
 - Vice president: carries out duties of the president when absent.
 - Secretary: conducts the correspondence of the society, issue notices of meetings, keeps minutes at meetings, has custody of all records, documents and register of members of the society (except those kept by treasurer).
 - Treasurer: keeps financial records, books of accounts as well rendering financial statements to directors, members and others when required.
- Market Coordinator – paid position

Standards of Conduct

- **Liability**
 - o To participate at the UBC farmer’s market, vendors must either have valid membership in any of the already existing farmers’ market society of the lower mainland or apply as an associate member to the BCAFm. If vendors want to participate only during a limited amount of time during the season and do not want to become members of a society or the association, they must provide a copy of their insurance coverage extending over the participation period, related documents, regulation qualifications and a copy of the accepted Food Safety Plan as required by the Vancouver Coastal Health Authority for vendors selling processed foods. Failing to provide any of the above documents enclosed in the registration process will result in non-participation.
 - o Each vendor, or their society, is liable for accidents within their stalls and any health risks associated with his/her product. UBC does not provide group or individual vendor insurance; the BCAFm can provide vendors with appropriate insurance.
- **Noise**
 - o Noise from vendor-operated equipment must be kept to a minimum; hawking and stereos are prohibited. This is a family and community environment and we ask you to be considerate of customers and other vendors.
- **Space**
 - o Vendors should try not to encroach onto other vendor stalls. Any problems may be addressed to the market coordinator.
 - o All stalls and adjacent areas must be clear and clean at the end of the market day.
 - o For safety reasons vendors must keep vehicles away from market area during open hours to the public and leave the most convenient parking places for customers.
- **Other Regulations**
 - o The market is an alcohol-free and smoke-free environment.
 - o Vendors must follow the same pet guidelines as customers and pets must be kept confined to their assigned area.

- Non-compliance with standards of conduct will result in eviction from the farm market. Application and membership fees are non-refundable. The market coordinator may ask non-compliers to vacate the stall at any time of the day.

Stalls availability

- **Registration**
 - In advance by application to UBC Farm Market Society
 - Vendors who have not registered will not usually be accepted, however if a registered vendor has not arrived 30 minutes prior to market opening the market coordinator may register the vendor at his/ her discretion and collect the single day fee.
- **Charges and Payment**
 - Members: full season \$25 site per week, 3 installments by 3 post dated checks
 - Members part season: \$25 two installments by 2 post dated checks
 - Single day fee, no membership required \$30.
- **Cancellations**
 - Without notice payment of full fee for the day
 - With notice stall fee will be returned, less an administrative fee, if stall is re-let prior to market date.
- **Delayed arrival**
 - Vendors should arrive at least 30 minutes prior to start of market
 - If delayed the vendor must contact market manager and provide details of expected time of arrival
 - Failure to notify market manager of delayed arrival may result in loss of stall which may be assigned to a day vendor in the absence of the registered vendor

Academics and Learning Environment

- An information stall will be provided to promote an academic and learning environment
 - Provide information on farming methods e.g. organic, natural
 - Provide information about local foods and their importance in the community
 - Provide information about sustainable living
 - Provide information about composting
 - Provide information about the UBC Farm and its educational programs
 - All information will cater to both adults and children
- Volunteers
 - The information stall to be manned by volunteers
 - Volunteers will circulate on at the market and assist patrons with their search for products and information on such products
 - Volunteers will implement surveys at intervals during the season to assess whether the UBC Farm Market is meeting the needs of its patrons
- Vendors
 - Vendors will be encouraged to talk patrons about their product to encourage the land to plate and farmer to eater connection.

Market Setup

- **Stalls & Equipment**
 - Vendors are responsible for providing their own stall equipment.
 - Stalls and products must be in place and vehicles removed from market area by 8:30am at the beginning of the market day. Vendors are expected to stay until

closing time (1:00pm). Stall dimension availability are 7' x 6' and 10' x 10' (same cost and must be stated in the application procedure).

- **Vendor Population**

- Given only 15 vendors are currently being called to participate, only one stand per vendor will be allowed. As the market grows, vendors may negotiate with the market coordinator to determine the number of allowed stalls per vendor. However, the market coordinator must assess and weigh the importance of current market demand and vendor diversity to determine the number of stalls allowed per vendor.

- **Parking**

- Parking will be free and within close proximity to the farm. Appropriate signage must be in place the night before the market and removed at the end of the day. Signs must be clear as to what the parking is for and its hours of operation.

Garbage and Recycling

- Vendors are responsible for cleaning up and removing all garbage from their stalls at the end of each market.
- Garbage bins will be provided for the attending public, as well as recycling bins for organic waste, paper, and recyclable containers, to allow for proper recycling, as well as composting. Vendors are encouraged to include the least amount of potential litter with their products, such as biodegradable packaging, if necessary.

Signs and Marketing

- The market will market itself by highlighting the importance and advantages of purchasing local foods. Advertisements will prominently display the date and times of the farm market, as well as display the URL of the market's website, which will have detailed information on vendors and their specific products.
- Vendors that register for a market must comply to have their stall name and farm displayed on the UBC Farm Market Website and in the online newsletter.
 - An online newsletter to subscribing visitors will be distributed monthly to highlight foods that are in season and any special events that are happening at UBC Farm Market

Selling of Goods

- All food must be grown, made, baked, or prepared by the vendor.
- All vendors must submit a list of food that they are selling to the market coordinator
- All food sold must be either be whole fresh fruits and vegetables or prepackaged before sold at the market
- Vendors must have hand wipes available to them and use them to clean their hands.
- All food ingredients and produce sold must be locally grown (within a days drive away).
 - There are exceptions for certain foods (such as coffee and some ingredients in prepared foods) but vendors must contact Market Coordinator
- **PRODUCE**
 - All produce sold must be grown ecologically friendly. If labeling food as certified organic it must be in accordance to standards set by Certified Organic Association of BC
- **PREPARED/VALUE ADDED FOOD**
 - No vendor may sell home prepared high risk food. For a list of high risk foods please see <http://www.bcfarmersmarket.org/web/pdf/foodsaleguidelines07.pdf> or contact your local Environmental Health Officer.

- Vendors must submit an application to sell food at the farmers market to the local Environmental Health Officer at least 30 days before farmers market. Vendors must be able to produce evidence of approval from the local Health Authority to the market coordinator.
- All prepared food must be first approved by UBC Farm Market Board before being sold at the market.
- All vendors selling prepared food must show evidence of obtaining Food Safe Certification
- All prepared or processed food must have all ingredients listed on packaged food item and be in view for the customer to read
- Food in jars should be airtight and using only proper sealing jars. Sealing rings and lids should not be reused. Jars should have a list of ingredients of the food, the date made shown, and place of production shown on the label.
- A sign should be placed in view of customers on market day saying “THIS FOOD HAS BEEN PREPARED IN A KITCHEN THAT IS NOT INSPECTED BY A REGULATORY AUTHORITY”
- Vendors are not allowed to distribute food samples to customers.
- SALE OF MEAT
 - Vendors must submit an application to sell food at the farm market to the local Environmental Health Officer at least 30 days before farmers market. Vendors must be able to produce evidence of approval from the local Health Authority to the market coordinator.
 - Vendors must also submit a food safety plan. For guidelines on how to write the plan see <http://www.bccdc.org/downloads/pdf/fps/reports/EnsuringFoodSafety-HACCPWay.pdf>
 - Raw meat products must be frozen and kept frozen until sold to customer.
 - Raw meat products must be labeled and have the following information: processing plant, vendor contact info, product name, packaging date and notice to keep frozen.
- A family member living with the farmer or an employee of the farmer may sell food at the market but must be able to answer questions about the farming process and any other questions asked by customers.
- Food must be protected from contamination by a cover – for example plastic wrapping or a plastic display cover
- Food must be kept off the ground at all times.
- Food that needs to be kept refrigerated or frozen must be transported and sold at market while refrigerated/frozen. Vendors must provide their own method of refrigeration/freezing. Vendors should have a thermometer to check temperatures throughout the market day to ensure cool temperatures.
- The Market Coordinator has authority to ask that poor quality produce, prepared and processed food be removed from sale.

Social/Community

- Performers and musicians must make an application to perform at the farm market. It is the musician’s responsibility to provide a sound system if needed. Musicians are not paid by the UBC Farm Market board but are allowed to ask for contributions from customers. The market coordinator has the authority to ask musicians to leave if performance is unsuitable.
- Dogs/pets are allowed at the market but must be kept on a leash.

- Vendors are encouraged to distribute their own personal recipes, which highlight food that is in season.

Market Day Procedures

- The ringing of a bell will officially open and close each Market.
- Vendors may not start selling prior to the ringing of the bell except to identified staff, on-site volunteers or other vendors who sell at the Market.
- Vendors should arrive no less than 30 minutes and no more than 2 hours prior to the opening of a Market.
- All vending equipment (awnings, tables, etc.) and displays are required to be assembled by the official opening and remain assembled until the official closing, regardless of weather, turn-out or being sold out. Vendors, who have sold out prior to the end, may place a sign saying, "sold out" in their stall if they choose to leave their stall. Exceptions to this rule may be requested in writing and may be approved in extenuating circumstances only.
- To respect customers, who may have arrived close to closing time, Vendors may continue selling to customers for an additional 10 minutes after the closing bell has rung. After that time, vendors must actively be packing up their stall and may not engage in any further commerce.
- The market site must be clean and vacated within 1 hour after the closing bell has rung.

Plan for the Future

The increased levels of residential and commercial areas on South Campus will increase the pressure to develop UBC Farm, for which it is currently zoned. Visible efforts to maintain UBC Farm as a viable source of education, food, and economic productivity are necessary to continue UBC Farm's survival in the near future. The continued operation of a farm market at UBC Farm will assist in the economic sustainability of the farm, lessening the need for grants to keep the farm in operation, while also providing a source of local food for the new South Campus community. Maintaining close contacts with other farmer's markets, such as YLFMS, and listening to demand from market customers, will help keep the farm market viable. By establishing its place as a part of that community, UBC Farm will help ensure its own survival as a valuable component of the Land and Food Systems Faculty, as well as the University of British Columbia as a whole.

Recommendations to UBC Farm

Although, at this point in time, UBC Farm Market will be unable to join up with Your YLFMS, this option could be reevaluated in the future. In the meantime UBC Farm Market should

form a non-profit organization and in order to guarantee the viability of the UBC farm as a non-profit organization we recommend that a self-insurance fund be established as soon as the organization comes into existence. A fund of this nature does not fall out of a non-profit's ability to declare zero profits provided the appropriate accounting guidelines are followed (Friedrich, 2007). All potential insurance issues cannot be covered under this report and we recommend the UBC farm to contact a specialist in the subject to provide any additional information. We also recommend that UBC Farm Market adopt the policies that have been drawn up as these will provide governance and basis for the extended farm set up in line with the guiding principles of the Sustainable UBC Food System.

Recommendations to UBC students

With regards to our 2008 AGSC 450 colleagues, we recommend that an ongoing analysis of the operations of the farm market relating to the effectiveness of the policies drawn up in 2007, assuming that a farm market is in operation at UBC Farm. Areas that will require continued research include potential parking-related issues on South Campus road, effective methods of advertising the farm market, and changes in layout of the farm market in the case of continued expansion. An ongoing analysis of the vendors providing products at the farm market will ensure the goods sold at the farm continue to be ecologically and socially sustainable. An economic evaluation relating to the demand for certain products related to the producers who are able to supply them will help the farm market continue to provide desirable products for consumers who attend the markets.

Conclusion

In conclusion, we feel that the policies and recommendations developed from our findings will adequately address the implementation of a farm market at UBC Farm. Such a farm market

will satisfy the guiding principles for a Sustainable UBC Food System, meet the excess local demand for farm fresh produce in the Point Grey area, while providing valuable additional revenue to UBC Farm. UBC Policies are amenable to the expansion of the current Farm Market, while allowing similar products to the ones sold currently at UBC will not adversely affect their present volume of sales. Results of surveys conducted for both consumers and potential vendors will allow the farm market to develop according to current tastes with regards to specific products available at the market. Ultimately, a farm market, attractive to residents of the newly developed South Campus, will also help strengthen UBC Farm's position on South Campus, in the face of increasing levels of development.

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Appendix A

Vendor Questionnaire

- 1) Are you aware that the UBC Farm hosts a Farmers Market on Saturdays?
- 2) At the farmers markets you currently attend, how much of your produce are you able to sell? (Kg, fraction of total produce?)
- 3) Are you interested in coming out to the UBC Farmers Market to sell your products? Why or why not?
- 4) Presently, the UBC market is held on Saturdays from 9 am to 1 pm. Does this time slot work for you? If not, what day would work best for you?
- 5) Which products and what volume do you estimate you could supply to the UBC Farmers market?
- 6) What is the size of the stall you are utilizing at the farmers market you are currently attending? Small (6X7)? Medium (10X20)? Large (16X20)?
- 7) If there are volunteers available, would you be interested in having them help you during the market hours?
- 8) Do you think \$25 - \$30 is a reasonable starting rate to be a vendor at a farmer's market?

Appendix B

UBC FARM MARKET SURVEY (*note: the survey below is a condensed version of the actual survey due to page constraints)

The UBC Farm is considering expanding its Saturday Market, and would like to assess the desirability to their valued customers.

1. How often do you visit the UBC Market Garden between June and October?

-Frequently? Occasionally? Infrequently? Other?

2. Which of the following do you consider yourself to be?

- a UBC undergraduate student, a UBC graduate student, a UBC staff member, a UBC faculty member or instructor, a UBC alumni, a University resident, not directly affiliated with the University, other

3. Please indicate whether you are Not Interested, Mildly Interested, Somewhat Interested, Very Interested, N/A in purchasing the following products:

- Produce, Meat, Seafood, Cheese, Baked Goods, Prepared foods, Crafts, Services

4. Farmers markets promote local products, not all of which are organic.

Would you continue purchasing from the UBC Farm Market if other vendors were local but not organic?

- Yes, No or N/A

5. Please rate each of the following factors (Not important, Somewhat important, Very important, Extremely important, N/A) on how important they are when shopping at a farmer's market.

- Convenience, Quality/Freshness, Unusual/diverse varieties, Quantity from which to choose, Price, In season, Grown at the UBC Farm, Grown in the Lower Mainland, Grown in BC, Free of pesticide residues, Free of genetic modification, Has organic certification.

6. Are you willing to pay a higher premium for higher quality, more sustainable, local and/or organic products?

- Yes, No, N/A

7. Our Farmer's Market is currently held on a Saturday. We are considering changing the day of our Market in order to accommodate our vendors. What other days (besides Saturday) would you like to come (check all that apply):

- Monday, Tuesday, Wednesday, Thursday, Friday from 3pm to 7pm

- Sunday from 9am to 2pm, Other

8. Would you be interested in attending activities at the UBC Farm Market, such as barbeques, face painting, etc on a regular basis?

- Yes, No, N/A

9. Is/are there anything specific that you would like to see at the UBC Farm in the near future? If so, please list them.

ⁱ Can apply at both Provincial or Federal Levels for tax exceptions and deductibles.

ⁱⁱ If they are of a certain size, they are required to disclose many details of their operations to the general public and to state regulators and watchdog agencies using IRS form 990 (e.g. salary to employees, divide its expenses into "functional categories" -- program, administration and fund-raising -- and report the totals for each along with the amounts expended on each program activity).

ⁱⁱⁱ A not-for-profit entity can incorporate either federally or provincially, depending on the scope of its stated purpose and proposed activities. Each jurisdiction has its own legislation for the incorporation of not-for-profit organizations, and its own approval process. Not-for-profit entities incorporating federally under the Canada Corporations Act must apply to the federal Minister of Industry to issue **letters patent to the corporation (LPC)**. LPC or articles of inc. and the bylaws establish elements of the corporate governance, which parameters are established by each jurisdiction.

^{iv} AGSC 450 – Group 15, 2006

^v The UBC farm market does not qualify under the definition of “Voting Member” because it requires a market to “operate for 2 or more hours per day for a minimum of 4 markets per year.”

^{vi} For example of insurance rates with the business section of *the co-operators* website see:
http://www.cooperators.ca/en/business/5_4_2.html

^{vii} If in the future, the UBC farmer’s market considers registration as a “Farmer’s Market” under the BCFMA by-laws, UBC farm must then provide individual vendor coverage. “Moral hazard or morale hazard” refers to the change in behaviour that results in the transfer of risk from the insured to the insurer. In this case vendors are likely to behave less carefully if the immediate insurance costs from high insurance claim rates is weighted on UBC Farm rather than on the individual vendor itself.