

# 2015 ANNUAL REPORT





## VFM 2015–16 STAFF

<b>EXECUTIVE DIRECTOR</b>	Tara McDonald
<b>OPERATIONS MANAGER</b>	Roberta LaQuaglia
<b>COMMUNICATIONS &amp; DEVELOPMENT MANAGER</b>	Jen Candela
<b>DISTRICT MARKET MANAGERS</b>	Randy Elliott Gabrielle Varachesse Laura Smit Laura Gibson Robyn Walters
<b>OFFICE COORDINATOR</b>	Christa Wood
<b>BOOKKEEPER</b>	Wendy Simpson

## VFM MARKET MANAGERS & CREW

Beatrice Andres	Dominique Goulet	Jordan Mehl
Anna Bock	Ania Hajda	Sam Mussett
Ron Braunagel	Eloise Haliburton	Louisa Ng
Olivia Brooke	Eva Jordisodn	Daniel Oong
Tamara Brown	Benjamin Keane-O'Hara	Brooke Oxley
Chika Buston	Karolina Kluska	Caroline Pollock
Jayne Cline	Shauna Kunstatter	Roan Reimer
Jennifer Ewing	Beverly Anne Lehman	Britta Rustad
Lukas Georgia	Eric March	Samantha Sivert

## VFM BOARD OF DIRECTORS

Carla Shore <b>CHAIR</b>	Andrew Arkestyn-Vogler (to 2015)	Lenore Newman (to 2016)
Meeru Dhalwala <b>VICE CHAIR</b>	Martha Burton	Eric Patel
David Le Page <b>SECRETARY</b>	Maria Dobrinskaya	Steve Snyder
Marta Becker <b>TREASURER</b>	Jeremy Douglas	
	Jesse Halperin	



# REPORT FROM THE BOARD

The last year and a half not only saw Vancouver Farmers Markets grow and thrive, but were also key to establishing our reputation as an economic force to be reckoned with and as a leader in BC's food security movement.

In 2015, we celebrated our 20th anniversary, a huge milestone for us. We leveraged our celebrations to implement a new strategic communications plan that focused on raising VFM's profile in social, economic and political circles. It also gave us a roadmap to build our networks and relationships with governments and businesses. In 2016, we continue to build on those successes to improve our reputation and launch our plans for future growth and permanency.

Last year we had our first full season of hosting two winter markets, and we're proud that in addition to the very popular Nat Bailey market, we are now also holding a regular Sunday market at Hastings Park. In 2015, we had record-high annual vendor sales, topping \$8.5 million, and in 2016, we built on that success.

This year we're working on our third year of VFM's current Strategic Plan, with a focus on achieving permanency for our markets. We're working hard on initiatives to establish bricks and mortar locations to supplement our weekly pop up markets, including exploring a shared cold storage location and building a permanent pavilion at Riley Park, along with other discussions we are having to find us better infrastructure.

We're also working with our 'landlords' to streamline all the paperwork and technicalities of our weekly markets. We relocated the Downtown market to Queen Elizabeth Theatre, and while it's been challenging to build a new market after losing our space in Yaletown, we used the move to best advantage to increase our profile with businesses and media.

We've started reaching out to the social venture community and building a network with them, which will help us as we grow our new social venture, VFM Direct. It started as a pilot project with Farm Folk City Folk in 2015, but VFM Direct is now our growing food distribution service for commercial buyers showing tremendous potential.

I'm proud to serve with such a dynamic, experienced and committed board of directors. Every board member has put in their time and expertise to help VFM move forward on our strategic goals, from meeting with Parks or City officials, to vendor liaisons, to government relations and business networking, fundraising, and offering professional expertise and contacts. Staff have been tremendous this past year and a half in helping us use our time and experience to best advantage to serve the market community. I'm honoured to work with them all, and am excited about what the next year will bring.



**Carla Shore**

Chair, Board of Directors



# REPORT FROM THE EXECUTIVE DIRECTOR

2015–16 has brought with it some of the greatest successes to date for Your Local Farmers Market Society/Vancouver Farmers Markets (fondly known as VFM). Highlights included:

- 20th Anniversary celebrations throughout 2015
- A successful first year of VFM's 2nd winter market location at Hastings Park/PNE
- Record-high vendor sales revenues (topping \$8.5M in 2015, up from \$8.1M in 2014)
- 15,100 Fresh to Families Nutrition coupons redeemed (up from 7,800 in 2014)
- 190 low-income families accessing farmers markets all summer long with VFM's Fresh to Families coupon program (up from 110 in 2015)
- Donation Stations re-distributing farm-fresh food to Kidstart programs, the Dr. Peter Centre and Neighbourhood House community meal programs throughout Vancouver
- 2 outstanding RIPE annual dinner fundraisers, generously supported by top Vancouver chefs, generous small farmers, sponsors and volunteers

- A very rapid, but smooth, transition of the downtown market to its new location at Queen Elizabeth plaza (2016)
- Continued growth of VFM's Wednesday market at Main St. Station and Sunday Market in Mt. Pleasant
- Fundraising targets met and exceeded, helping VFM support more low-income families, purchase market equipment and strengthen current markets
- Very successful launch of VFM Direct (spring, 2016), VFM's innovative new service helping small farmers increase their sales by aggregating and distributing their products directly to commercial and institutional buyers in Vancouver
- An emerging partnership with Vancouver Park Board to build a cost-shared pavilion for an extended season farmers market in the Riley Park neighbourhood

None of this is possible without the ongoing commitment and dedication of the VFM staff and market crews, board, vendors and volunteers who, week after week, season after season, deliver among Canada's busiest, most authentic and effective community-supported farmers markets. Nor would our award-winning markets be possible without VFM's continuously generous donors, members, sponsors and funders.

## **WHAT'S AHEAD FOR VFM?**

Despite our success, Vancouver's regional food system has a long way to go to reach both viability and accessibility for small farmers and community members. All outdoor farmers markets remain temporary and seasonal without long-term permits and are subject to costly changes or moves at any time. Power and water, as well as parking, washrooms and site signage are nearly non-existent at most VFM market sites, and without shelter, rainy and snowy days can mean thousands of pounds of fresh food remains unsold, to be trucked back to the farm.

VFM invites everyone to be a part of our mission "to transform our global food system by creating and nurturing a local, sustainable and vibrant marketplace for our community, environment and economy". At VFM, we want to see access to our region's small farmers, food processors and artisans expanded to all members of our community: individuals and families at all income levels, businesses, community institutions and organizations.

2017–18 and beyond will see VFM stepping out even further as an innovative best practices-based social enterprise, aimed at meeting its mission in new,

sustainable and cutting-edge ways. You'll see a fuller shift from non-profit model to social enterprise model (using business methods to achieve social and environmental benefits), with an increasing focus on distributing more farm-fresh food to more community members and commercial buyers, greater permanency for our markets, an investment in infrastructure for our vendors and shoppers through initiatives such as VFM Direct, the Riley Park Pavilion and VFM's Fresh to Families Coupon Program and Donation Stations.

All Vancouverites are invited to become a VFM member, introduce friends and family to their weekly neighbourhood farmers market, and join thousands of community members, hundreds of small farmers and food processors, dozens of volunteers, and funders, sponsors, local businesses and municipal government who are, together, investing in, and building, a stronger, flourishing regional food system.



**Tara McDonald**  
Executive Director

# 2015



Celebrating 20 years!

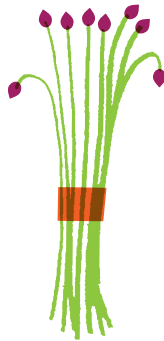
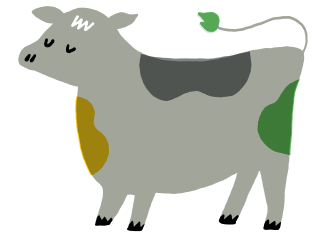


Windstorm forces closure of three Saturday markets at noon



*Final Holiday Market*

We retired the Holiday Market in 2015 after a great run of 20 markets.



**Operated Coffee Service business at Mt Pleasant Market**

(supported by Salt Spring Coffee)

# 2016



First full year of farm direct to food service deliveries

CELEBRATING DIVERSITY WITH LOCAL FOODS - GLOBAL FLAVOURS PROGRAM THROUGH SIGNAGE, RECIPES, VIDEOS

YALETOWN MARKET BECOMES DOWNTOWN MARKET IN JUNE, RELOCATED TO QE THEATRE



LION DANCERS AT THE WINTER MARKET



**RAIN!**







# 2015: 20<sup>th</sup> ANNIVERSARY FUNDRAISING

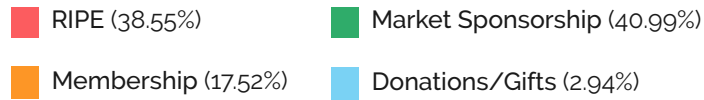
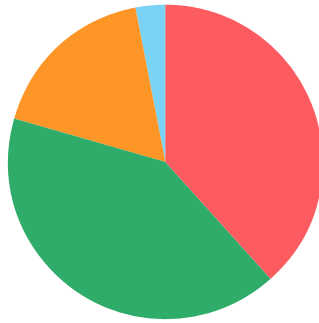
Vancouver Farmers Markets experienced great success with its Fundraising program in 2015, achieving 120% of its overall annual goal. The VFM 20th Anniversary was a major focus and included special initiatives such as a May–October Anniversary Membership Drive, and a 20th Anniversary-themed RIPE celebration and live donation drive.

Market Sponsorship was especially strong for the second year in a row, coming in at 42% over its 2015 target and almost doubling 2014 results. Strong ticket sales and sponsorship for our annual RIPE dinner fundraiser helped it overshoot its goal by 21%, which was also a 21% increase over its 2014 fundraising total.

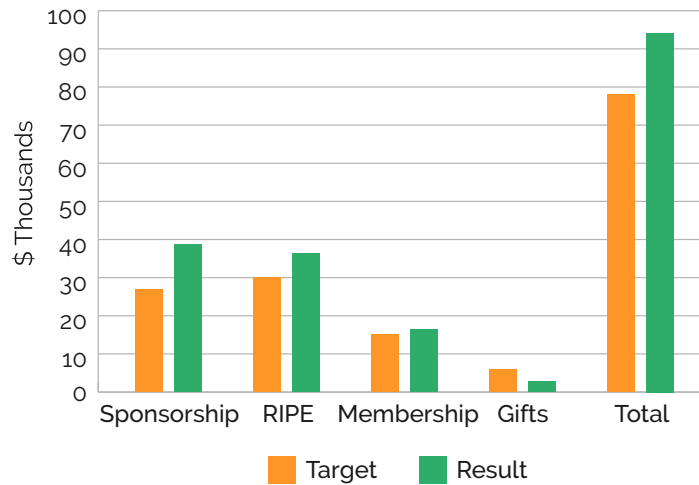
VFM's Membership Program met and surpassed its annual goal for the first time in the organization's history, coming in at a slight increase of 10% over 2015 targets.

The 2016 Fundraising year will include more attention and resources focused on Market Sponsorship and the Membership Program — initiatives that yield higher return for less organizational time and effort. The annual RIPE Dinner will continue as planned, but initiatives such as the Big Harvest Draw and Food Fundraisers will be taken out of the plan for 2016.

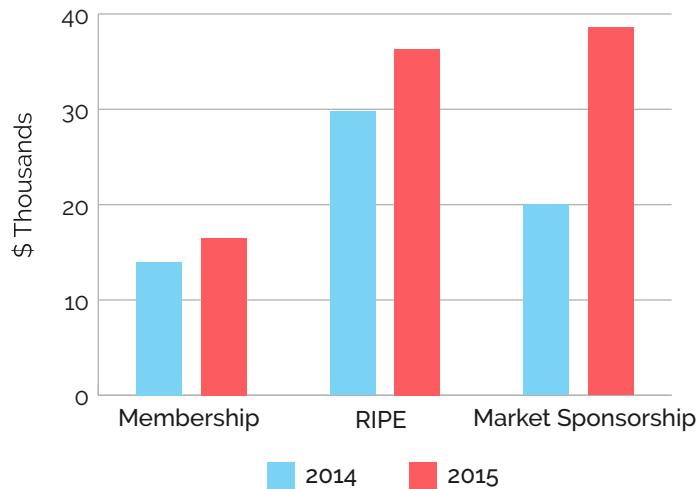
## 2015 Fundraising Revenue in Dollar Amounts



## Results vs. Targets in Dollar Amounts



## 2-Year Comparison of Major Initiatives





# VENDOR ADVISORY COMMITTEE REPORT

The Vendor Advisory Committee (VAC) has had a busy year beginning with a very well-attended All Vendor Meeting at Hillcrest Community Centre which attracted new vendors to work with the committee. Over the remainder of the year, the VAC has been working with the vendor community to address and resolve concerns, as well as with staff to review and advise on policy and operational changes.

In the coming months, the committee will again review the Handbook and make recommendations for changes to both policy and operations, as well as working on some new projects in conjunction with staff.

While the membership of the VAC has expanded to include broader representation from the prepared foods, crafts and alcohol categories, additional farm vendors are always welcome and encouraged to participate.

All vendors are encouraged to communicate with their VAC representatives via the committee email: [VAC@eatlocal.org](mailto:VAC@eatlocal.org).

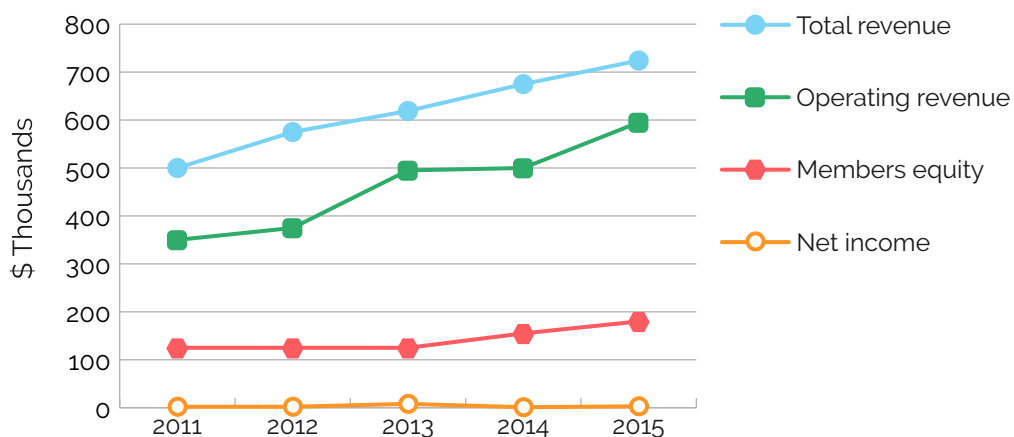
**Rebekah McGurran**  
VAC Chair

# TREASURER'S REPORT 2015

VFM's financial performance strengthened in 2015, with total revenues approaching \$725,000 (up from \$625,000 in 2014), strong operating margins, and a positive net income contributing to a steadily growing members' equity position. In addition, VFM's balance sheet reports negligible debt, and healthy cash reserves.

VFM's solid financial performance has been fundamental to the reliability of market operations, which in 2015 supported a record level of \$8.5 million in vendor sales, up from \$8.1 million in 2014.

**VFM Summary Financial Performance 2011–2015**



**YOUR LOCAL FARMERS MARKET SOCIETY**

**dba Vancouver Farmers Markets**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED DECEMBER 31, 2015**

**(UNAUDITED - SEE NOTICE TO READER)**

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# **HEDDEN CHONG LLP**

**CHARTERED PROFESSIONAL ACCOUNTANTS**  
(A PARTNERSHIP OF INCORPORATED PROFESSIONALS)  
SINCE 1961

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## **NOTICE TO READER**

On the basis of information provided by the Society's management, we have compiled the balance sheet of Your Local Farmers Market Society as at December 31, 2015 and the statement of operations and surplus for the year then ended.

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.



**July 22, 2016**  
**Burnaby, BC**

**CHARTERED PROFESSIONAL ACCOUNTANTS**

**YOUR LOCAL FARMERS MARKET SOCIETY**

**BALANCE SHEET**

**AS AT DECEMBER 31, 2015**

**(UNAUDITED - SEE NOTICE TO READER)**

	<b>2015</b>	<b>2014</b>
	<b>\$</b>	<b>\$</b>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	230,899	190,719
Term deposits	101,637	81,486
Accounts receivable	-	1,237
Inventory	8,730	8,581
Prepaid expenses	23,232	7,306
	<hr/>	<hr/>
	364,498	289,329
<b>INVESTMENT</b> (Note 3)	50,000	50,000
<b>EQUIPMENT</b> (Note 4)	4,530	6,622
	<hr/>	<hr/>
	419,028	345,951
<hr/>		
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	23,185	21,695
Employee deductions payable	7,313	6,472
Market money obligations	29,866	19,640
Sales tax payable	4,556	12,260
Unearned revenue	200,469	134,989
	<hr/>	<hr/>
	265,389	195,056
<hr/>		
<b>MEMBERS' EQUITY</b>		
<b>SURPLUS</b>	153,639	150,895
	<hr/>	<hr/>
	419,028	345,951
<hr/>		

**APPROVED BY THE DIRECTORS:**

**DIRECTOR:** \_\_\_\_\_

**DIRECTOR:** \_\_\_\_\_

(The accompanying notes form an integral part of these financial statements)

**YOUR LOCAL FARMERS MARKET SOCIETY**

**STATEMENT OF OPERATIONS AND SURPLUS**

**FOR THE YEAR ENDED DECEMBER 31, 2015**

**(UNAUDITED - SEE NOTICE TO READER)**

	<b>2015</b>	<b>2014</b>
	\$	\$
<b>REVENUE</b>		
Fees and sales of merchandise	593,358	554,990
Donations and fundraising	82,780	60,703
Grants restricted for NCM/FoodHub	29,550	27,480
Memberships	16,490	14,000
Interest and other	1,829	7,456
Grants restricted for special project	-	10,000
	<b>724,007</b>	<b>674,629</b>
<b>DIRECT COSTS</b>		
Markets' operating expenses	129,708	123,999
Grant project coordination	29,550	37,480
Merchandise	13,829	12,085
	<b>173,087</b>	<b>173,564</b>
<b>GROSS PROFIT</b>		
Gain on disposition of asset	-	2,806
	<b>550,920</b>	<b>501,065</b>
	<b>550,920</b>	<b>503,871</b>
<b>ADMINISTRATIVE EXPENSES</b>		
Salaries	428,342	365,293
Advertising and promotion	37,149	52,143
Rent	21,590	19,185
Event program expenses	15,188	14,162
Contract services	12,727	13,751
Office	11,145	6,283
Board expenses	10,703	17,855
Accounting and legal	3,525	3,500
Telephone	3,210	2,975
Amortization	2,092	1,724
Interest and bank charges	1,804	2,760
Publications and subscriptions	602	145
Professional development	99	329
	<b>548,176</b>	<b>500,105</b>
<b>NET INCOME FOR THE YEAR</b>		
<b>SURPLUS, beginning of year</b>	<b>2,744</b>	<b>3,766</b>
	<b>150,895</b>	<b>147,129</b>
<b>SURPLUS, end of year</b>	<b>153,639</b>	<b>150,895</b>

(The accompanying notes form an integral part of these financial statements)



**YOUR LOCAL FARMERS MARKET SOCIETY**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED DECEMBER 31, 2015**

**(UNAUDITED - SEE NOTICE TO READER)**

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**1. PURPOSES OF SOCIETY**

Your Local Farmers Market Society is a not-for-profit organization whose purposes are as follows:

- a) To contribute to the economic viability of small farms and local cottage industries by providing ready markets and creating long term opportunities for them to retail their products at a fair return;
- b) To provide consumers with a choice of fresh, quality produce and other agricultural goods in settings that allow them to interact with the people who grow the food they eat and to thereby foster stronger connections between urban and rural dwellers;
- c) To help create a sense of community in the urban neighbourhoods where markets are held;
- d) To help preserve rural communities and farmland by fostering sustainable small-scale agriculture; and
- e) To serve as a practical and accessible medium for public education and mobilization around nutrition, agricultural and food policy issues.

The society was incorporated under the Society Act of British Columbia on May 24, 1995.

**2. SIGNIFICANT ACCOUNTING POLICIES**

The Society follows accounting principles generally accepted in Canada in preparing its financial statements. The significant accounting policies used are as follows:

**INVENTORY**

Inventory is recorded at the lower of cost and net realizable value.

**INVESTMENT**

Investment is recorded at cost.

**EQUIPMENT**

Equipment is recorded at cost with amortization provided on a straight-line basis as follows:

Vehicles	5 years
Computers	4 years
Office furniture and equipment	5 years

The above rates have been utilized to reflect the anticipated life expectancy.

In the year of acquisition only one-half the normal rate is applied.

**YOUR LOCAL FARMERS MARKET SOCIETY**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED DECEMBER 31, 2015**

**(UNAUDITED - SEE NOTICE TO READER)**

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**3. INVESTMENT**

The Society acquired 15 Class B non-voting common shares of Burdock & Co. Restaurant Ltd. for \$50,000. The investment was funded from an investment grant received from Vancity Saving Credit Union.

**4. EQUIPMENT**

	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE	
	\$	\$	2015	2014
	\$	\$	\$	\$
Computers	4,549	3,717	832	1,688
Vehicles	5,136	1,541	3,595	4,622
Office furniture and equipment	1,043	940	103	312
	10,728	6,198	4,530	6,622