

firmly rooted farm business plan
farmers growing farmers



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tamara mcmullen & brian wiley

tamaramcmullen@hotmail.com

brianyeliw@gmail.com

FIRMLY ROOTED FARM PLAN

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Introduction

Partner 1:	Brian Wiley	Email:	brianyeliw@gmail.com
Partner 2:	Tamara McMullen	Email:	tamaramcmullen@hotmail.com
Phone:	519 440 6676	Farm Address:	37273 Bayfield River Road, Clinton, ON

We are Brian Wiley and Tamara McMullen, a young couple with big dreams of living a tiny life on the farm we are building together. We are starting our farm in the spring of 2013 with just over one acre of land in production. We will be growing 30+ kinds of organic vegetables, flowers and herbs primarily for market. We have moved our off-grid tiny home on wheels to the Wiley family property and cannot wait to start growing healthy whole foods for our family, friends and neighbours in the community.



While we are starting our farm focused on the growing of annual vegetables we intend to expand our products and services over time. Once our farm is fully established we will help our clients live fulfilling self reliant lifestyles by offering a CSA, educational workshops, consultation, and the sale of agricultural seedlings and nursery plants.

Slogan

Dream big, live tiny.

Core Purpose – Why we exist

“...in living and working together, finding the way back to nature, they are the model of the "new farmer." They understand that to become firmly rooted means to live from the yields of their own land.”

One Straw Revolution, Masanobu Fukuoka

Firmly Rooted Farm exists to meet the lifestyle goals of the farm owners while sharing their love of food, and improving community health and self-sufficiency through food.

Vision – Where we are going, and how we'll know we're there

“A community that cannot manage to produce its own food will not last long.”

One Straw Revolution, Masanobu Fukuoka

Our vision is to provide knowledge and products that will help our clients live ‘big tiny lives’, lives that:

- Are rooted in the local community

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- Are healthy and fulfilling
- Are focused on basic needs and basic pleasures like food, homesteading, and relationships to family, friends and the natural world
- Create small scale yet meaningful positive change

Mission – What we do every day to get there

“At its most basic, Real Food is fresh, local food grown without toxic chemicals and processed without harmful additives. But it’s more than just what you put in your mouth...Real Food is the link between your food and four key elements: health, joy, justice and nature.”

Real Food for a Change, Wayne Roberts

Our mission is to provide education and accessible whole food choices to our local community through workshops, the building of relationships and by growing quality, organic foods and agricultural plants.

Values – What we believe in: our principles

“eat food, not too much, mostly plants”

In Defense of Food, Michael Pollen

We believe:

- That healthy eating should be pleasurable, not stressful.
- That farming is a noble profession and that being a farmer is an opportunity to create positive change.
- That food is the most powerful tool that people can use to improve their personal health.
- That organic food production is good for the environment.
- That everyone should be able to access, prepare, eat, grow and preserve local healthy food to enjoy year round.
- That health, family and homesteading should be preserved.
- That our food and our service should create a memorable experience, educate our community, and improve the way that our clients eat.
- That we can work to be firmly rooted in our community.

Personal Goals

- The farmers are able to produce the majority of their year round food requirements.
- The farmers continuously seek opportunities to learn; they explore and experiment with a vast range of sustainable food growing techniques and philosophies including perennial agriculture.
- Farming contributes to the physical and emotional health of the farmers; they find pleasure in the work, their bodies grow stronger, and they always take time to eat beautiful, healthful meals.
- The farmers are able to share what they have learned by teaching others.
- The farmers are able to live a big tiny life that satisfies their goals.

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Farm Goals

The farm provides a year round income that supports both farmers and allows them to reinvest in the business and save for retirement.

- The farm stays as small as possible while still making a profit. Instead of continued growth and expansion the farmers strive for efficiency in time and expenses.
- The farm remains primarily a two person operation; Brian and Tamara keep their hands in the soil, not in the office.
- Land and capital investment requirements remain low.
- The farm primarily services the local Huron County community.
- The farm continually progresses towards an increase in on-farm inputs.
- Quality in food produced and in the maintenance of client relationships remains a consistent priority.

Who We Are

Question: If you won a million dollars what would you do with your life?

Brian & Tamara's answer: "We'd grow a lot of food."

Tamara McMullen

I am an unashamed plant geek. I love flowers, I love leaves and I love Latin names. I've spent much of my life learning about plants: how they grow and how to design with them. I spent my childhood playing in the woods and my teenage years working at a garden centre. I studied Landscape Architecture at the University of Guelph and practised in the field when I graduated.



It took me two years of landscape architectural practise to realize that I did not want to work in an office; I wanted to get my hands into the soil and grow food. Food has always been important to me. For my whole life my family has come together around food and so embedded in all of my favorite family memories is the smell and taste of the meal we shared.

Farming is my perfect landscape architectural pursuit. It is design and planning using my very favorite palette: food plants. The completion of a full season internship at Everdale Organic Farm in 2012 introduced me to the skills I will need to be a successful market gardener and confirmed that what I want to do in my life is live it simply, with Brian, growing good food for good people and telling the story of that food.

My work experience as an Executive assistant will help me to manage our finances, write grant/ bursary applications, and keep things organized. My work as a Community Relations Coordinator gives me the foundation to start to build a website, network in the community, and to develop materials that will help us market our business.

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Brian Wiley

I grew up on the land that I will be farming. I spent my childhood outdoors with limited access to electronics, developing a fondness of the natural world and a keen sense of curiosity and creativity. I continued to pursue outdoor projects and worked with my hands throughout high school and University, gaining practical skills through landscaping work and theoretical knowledge through my studies in landscape architecture. It was at the University of Guelph that my eyes were opened to the many issues and opportunities in the world. I began to develop a passion for homesteading and a desire for a self sufficient lifestyle. This eventually led to my interest in farming as a profession that presented the best way to meet my newly developed life goals while simultaneously addressing many of the issues in the world I had learned about. I moved back to where I had grown up and built a sustainable home on wheels. I now live in this home, on the land I grew up in and have begun planning my farming future with my sweetheart who shares my dreams.

Our Farm

Refer to Appendix A: **Our Farm**, for aerial photographs, soil maps and regional map.

The Wiley family property is located just outside of Clinton, Ontario, and is minutes away from Lake Huron and the seasonally busy, culturally rich, tourist towns of Bayfield and Goderich. The region is marketed as Ontario's West Coast.

The property is in zone 5b and is rich in natural resources. All but five of the fifty-five total acres are under tree cover. The majority is high quality mature sugar maple- beech forest, with the remainder in pine plantation and mixed species wildlife plantings. A tributary of the Bayfield River runs through the forest at the south end of the property.



The remaining five arable acres are mildly sloped and are under hay that has not been cut for the last five years. The fields are all bordered by extensive windbreaks. Soils are clay- loam, designated as Class 1 prime land. No chemicals have been used on the land since the Wiley's took ownership in 1988. Previous to that the property was farmed as an orchard.

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Position- Where are we now, where are we headed?

Priorities	
Year 1	Learn, experiment, ask questions, develop community, evaluate
Year 2	Develop infrastructure and systems for efficiency
Year 3	Specialize in what works, eliminate what doesn't
Year 4	Diversify enterprises
Year 5	Find balance, start a family
Year 6+	Teach others what we have learned

Land
<p>Currently Brian and Tamara plan to farm at the Wiley property for a minimum of three years. If conditions remain favorable for the landowners and the farmers then Brian and Tamara would welcome a longer term lease agreement. After two years of operation we will begin to investigate additional lease opportunities to ensure we have a back-up option, and/ or access to additional acreage if needed.</p>

Pilots/ Hobbies	
<p>The following items will be undertaken in a small scale for personal and family use before a final decision is made regarding their expansion into a larger scale enterprise.</p>	
Year 1	Dried herbs, canning, fermenting
Year 2	Winter production, sun-drying, bees, soft fruits, pullets
Year 3	Seedlings, bees wax candles (and other handicrafts), tree fruits
Year 4	Consultation, nuts
Year 5	Plant propagation

Products and Services	
Year 1	Vegetables, herbs, flowers, winter wreaths and bundles Value add: stir fry kits, salsa kits, pre- cut vegetables, seasonal or holiday themed harvest baskets
Year 2	Same as above Value add: pre- made salads, dried herbs, dried teas
Year 3	Same as above, plus winter greens, eggs, honey

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	Value add: pickles, chutneys, ferments, sun dried tomatoes
Year 4	Same as above, plus 3.5" vegetable and herb seedlings, soft fruits Value add: herbal container gardens, jams
Year 5	Same as above, consultation and design
Year 6+	Same as above, plus tree fruits, hazelnuts, agricultural herbaceous perennials and shrubs

Markets

Brian and Tamara would like to move toward a CSA focused farm business; however, in the short term farmers' markets will represent the majority of vegetable sales. Initially farm produce will be sold at Goderich and Exeter farmers' markets. If Goderich sales prove to be lower than projected then Saturday sales will be moved to the Stratford market.

We are very interested in breaking into the Bayfield market. Currently there are no farmers' markets in the village, nor are there any local food stores. There is a conventional grocery store. Cottagers and vacationers in the area are typically high income individuals; in many cases travelling from the States to stay. This will be our main area of focus for restaurant sales and may be a good opportunity for CSA clients or an independent "pop up" stand. We will continue to investigate opportunities in this community.

Financial Objectives

2013 REVENUE

Stream	Type	Notes/ Description	Unit	Quan.	Per	Total	% of Revenue
farmers' market	Exeter	mid May to late October	weeks	24	\$393.75	\$ 9,450.00	27%
farmers' market	Goderich	mid May to early October lt. May to early	weeks	22	\$525.00	\$ 11,550.00	33%
restaurant	wholesale	November	weeks	24	\$250.00	\$ 5,250.00	15%
caterer	wholesale	occasional	each	10	\$320.00	\$ 2,800.00	8%
CSA pilot	friends/ family	18 weeks	person	8	\$525.00	\$ 4,200.00	12%
misc. sales	wholesale	good food box	each	5	\$400.00	\$ 1,750.00	5%
Total Revenue						\$ 35,000.00	100%

2014 REVENUE

Stream	Type	Notes/ Description	Unit	Quan.	Per	Total	% of Revenue
farmers' market	Exeter	mid May to late October	weeks	24	\$433.33	\$ 10,400.00	23%
farmers' market	Goderich	mid May to early October	weeks	22	\$577.27	\$ 12,700.00	28%
restaurant	wholesale	lt. May to early November	weeks	24	\$241.67	\$ 5,800.00	13%

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caterer	wholesale	occasional	each	10	\$300.00	\$ 3,000.00	7%
CSA	CSA customers	18 weeks	person	25	\$525.00	\$ 13,125.00	29%
Total Revenue						\$ 45,025.00	100%

2015 REVENUE

Stream	Type	Notes/ Description	Unit	Quan.	Per	Total	% of Revenue
farmers' market	Exeter	mid May to late October	weeks	24	\$529.17	\$ 10,400.00	17%
farmers' market	Goderich	mid May to early October	weeks	22	\$263.64	\$ 12,700.00	21%
restaurant	wholesale	lt. May to early November	weeks	24	\$250.00	\$ 5,800.00	10%
caterer	wholesale	occasional	each	10	\$320.00	\$ 3,000.00	5%
CSA	CSA customers	18 weeks	person	50	\$525.00	\$ 26,250.00	43%
Egg share, full	CSA customers	18 weeks at \$5.50/ week	share	12	\$ 99.00	\$ 1,188.00	2%
Egg share, half	CSA customers	18 weeks at \$3.00/ week	share	10	\$ 54.00	\$ 540.00	1%
Honey	market/ CSA	35 kg/ hive, \$10/ kg, 2 hives	each	70	\$ 10.00	\$ 700.00	1%
Total Revenue						\$ 60,578.00	100%

2016 REVENUE

Stream	Type	Notes/ Description	Unit	Quan.	Per	Total	% of Revenue
farmers' market	Exeter	mid May to late October	weeks	24	\$433.33	\$ 10,400.00	13%
farmers' market	Goderich	mid May to early October	weeks	22	\$577.27	\$ 12,700.00	16%
restaurant	wholesale	lt. May to early November	weeks	24	\$100.00	\$ 2,400.00	3%
caterer	wholesale	occasional	each	10	\$100.00	\$ 1,000.00	1%
CSA	CSA customers	18 weeks	person	60	\$525.00	\$ 31,500.00	39%
Egg share, full	CSA customers	18 weeks at \$5.50/ week	share	20	\$ 99.00	\$ 1,980.00	2%
Egg share, half	CSA customers	18 weeks at \$3.00/ week	share	15	\$ 54.00	\$ 810.00	1%
Honey	market/ CSA	35 kg/ hive, \$10/ kg, 3 hives	each	105	\$ 10.00	\$ 1,050.00	1%
Seedlings	market/ CSA	3.5" pots	each	6,000	\$ 3.00	\$ 18,000.00	22%
Herb gardens	market/ CSA	10" pots	each	50	\$ 15.00	\$ 750.00	1%
Total Revenue						\$ 80,590.00	100%

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2017 REVENUE

Stream	Type	Notes/ Description	Unit	Quan.	Per	Total	% of Revenue
farmers' market	Exeter	mid May to late October	weeks	24	\$346.67	\$ 10,400.00	9%
farmers' market	Goderich	mid May to early October	weeks	22	\$461.82	\$ 12,700.00	11%
CSA	CSA	18 weeks	person	70	\$525.00	\$ 36,750.00	41%
Egg share, full	CSA	18 weeks at \$5.50/ week	share	20	\$ 99.00	\$ 1,980.00	2%
Egg share, half	CSA	18 weeks at \$3.00/ week	share	15	\$ 54.00	\$ 810.00	1%
Honey	market/ CSA	35 kg/ hive, \$10/ kg, 3 hives	each	105	\$ 10.00	\$ 1,050.00	1%
Seedlings	market/ CSA	3.5" pots	each	10,000	\$ 3.00	\$ 30,000.00	33%
Herb gardens	market/ CSA	10" pots	each	100	\$ 15.00	\$ 1,500.00	2%
Total Revenue						\$ 95,190.00	100%

*Expenses for the 2013 year can be found in Appendix D. Expenses for years 2014- 2017 have not been thoroughly calculated but are estimated to be 50-60% of total gross income (not including capital expenses).

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Resources

Refer to Appendix B: Resources, for details on Tool, Equipment and Material resources.

Human

Current:

Firmly Rooted is a two person operation run by farmers Brian and Tamara. We have recently completed a full season internship at Everdale Organic Farm and Environmental Learning Centre. That experience introduced us to over 30 different farms and food businesses throughout Southern Ontario. In



addition we built relationships with members of the Everdale staff who offer a vast array of pertinent expertise and knowledge. Brian and Tamara will be working on farm full time, approximately 60 hours per week. If it remains feasible we also intend to maintain approximately 8 hours of weekly off farm work to reduce financial strain on the business in its first year.

We hope to manage our farm in such a way that additional long term staff is not required. We are looking forward to working together to develop systems and to feel our way through our first year of farming without worrying about directing workers. In year one, and in the future, experimentation and compromise on the farm will be very important.

In addition to our labour we will also gratefully accept the help of friends and family who have numerous applicable skills (inc. lawyer, screen printer, local business owners, etc.).

While we are not interested in staff we are open to occasional help in the form of work bees or short term occasional assistance for simple repetitive tasks such as weeding or winter squash harvest.

We developed numerous human resources when we lived in Clinton previously. We met many builders, carpenters and others when we built our home. When Tamara worked at REACH Huron she developed contacts with business owners, members of the media, municipal councillors and many others.

Brian's family represents a wealth of human resources. His parents, Robin and Peter, are both veterinarians who practiced locally. His sister, Karen, owns a kennels and has many clients in the local region. Karen's partner is an electrician with knowledge of plumbing and other construction related topics.

Future:

We intend to remain largely a two person operation. Over time we may consider taking on one intern on a case by case basis. We may also consider developing limited work share agreements.

It is likely we will require short term labor during the overlap between late spring farm tasks and seedling production/ sales. We may also require market assistance once we expand our enterprises.

In the distant future if our children are interested in farming they will be integrated into the business.

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Animal

- Current:** We recently decided to put our plans for animal husbandry on hold. At least for the short term we will not raise any livestock. This is partially due to recent changes in our diet (we are currently not consuming any animal products) and partially due to the negative effects the purchase of animal stock and feed would have on our cash flow. Current resources we can access include a significant amount of offsite horse manure that we can truck in. While most of it is mixed with wood shavings which is not ideal for compost it may still prove a valuable resource. We also have a fenced off area of approximately 800 sq.ft. that could house livestock in the future.
- Future:** Brian is very interested in raising bees and has taken a University bee keeping course. We will do more research and intend to start a hobby scale apiary in 2014. Neither of us are interested in raising ruminant animals despite the benefit they provide in regards to soil fertility. If we decide to raise livestock in the future then we will raise meat chickens (300/ year), laying hens (up to 99 at any one time), turkeys (50 per year) and heritage pigs (10-30/ year). We may also purchase some ducks as we enjoy them.

Land

- Current:** We currently hold a three year lease for up to three acres at the Wiley family property in Clinton, Ontario. The property is ideal for our needs. One acre of the three is in cover crop; half under oats/ peas/ barley (our spring field) and half under rye/ vetch (our summer field). A 180' x 90' x 16' deep pond is less than 200' from the field and it will be used for as our main water source for irrigation. A second smaller pond is approximately 50' from the field but it leaks and by midsummer the water level is quite low. The landowners have requested that we use the smaller pond in the spring to reduce water usage from the main pond. Irrigation is being designed to accommodate this request.
- Future:** Quite simply we are not sure what our long term plans for land are. We would appreciate the security of owning a property but are not comfortable with the level of dept that would be required to purchase one. At this stage we intend to farm in this region for the long term and land here is extremely expensive (approximately \$17,000/ acre). Our most likely scenario for land is to secure a long term or perpetual lease agreement. Our ideal property would be approximately 10-15 acres arable land, 5-10 acres pasture and 20-30 acres bush.

Building

- Current:** Brian and Tamara own an off grid tiny home on wheels. A 200 square foot house with everything we need including a stove, shower, bed, computer with internet and other amenities. We are not hooked up to water but are able to fill our water storage from the Wiley's well. The house is parked next to our vegetable field. Other buildings on the property include the Wiley family home. Brian and Tamara are able to use the basement for storage, including access to chest freezers. Brian's Dad has a large shed

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with three sections, one for tractor and tool storage, the central “workshop section” and a third section where Brian and Tamara will build their 8’ x 8’ vegetable cooler using refrigerator panels, a cool bot and an air conditioner. We will be constructing a wash station outside the shed this spring. There is also an 8’ x 8’ garden shed that we will use to store our hand tools and seeders. It is worth noting that numerous certified kitchens exist in Clinton, one of which rents for \$15/ hour. This may be useful should we wish to undertake value added production for sale outside of farmers’ markets.

Future: All infrastructural improvements will be built in a manner that they can be moved to another site if required.
Generally building additions will be for season extension and food storage. These will include greenhouses and caterpillar tunnels. Another tool storage structure may be required in the future.
In regards to housing Brian and Tamara intend to live in the tiny house for approximately 10 years. Future housing will also be small scale, movable and alternative in design; we may build an extension to the existing house or another structure such as a yurt.

Equipment

Current: We are in an excellent position in regards to equipment. Peter Wiley has granted us access to a Kubota tractor with loader and the following implements: bushhog, mulboard plough, s-tines and rotovator. We are also able to use his walk behind rototiller as required.
We personally own a 1996 Toyota Tacoma truck, an 8’ x 10’ open trailer, and a 2004 Toyota Echo Hatchback.
In terms of small tools we own an Earthway Seeder with standard seed plates, a Jang Precision seeder, two beet hoes, a wheel hoe with 12” blade, a tilther, sythe, various shovels and digging forks, and harvest knives.
We have ordered 100 tulip bulb crates to use as harvest bins and have numerous bushel and half bushel baskets to use for market display. We also own two 6’ fold up market tables.
Additional equipment assets are two laptops and a desktop computer with a range of programs including Microsoft office, Adobe Photoshop, Indesign and Acrobat and AutoCAD Lt. We also have various construction tools including a cordless drill and circular saw.
We still need to secure a market tent and an irrigation system. For irrigation we will be using a drip system and are working with irrigation companies to develop an appropriate design. We also need some sort of harvest cart like a Vermont cart but are hoping to get something built locally.

Future: We would like to purchase a set of discs at auction and will also research a tractor driven weeding implement.
We do not foresee purchasing a tractor while at this location; if our location changes we will have to reassess.

Materials & Supplies

Current: This year we have ordered our seeds from a range of suppliers including Johnny’s Selected Seeds, High Mowing, William Dam, Vesey’s, Terra Edibles and the Cottage Gardener.

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Row cover and transplants are being ordered from John Burkhard in Lynwood.

We will order plastic and paper packaging from Uline. Twist ties are being purchased through Everdale.

We have decided to use wooden pints and are planning to purchase them from Wellington Wood Products in Mount Forest.

We have not yet located a supplier of soil amendments but are currently having our soil test results reviewed by Ken Laing from Orchard Hill. Once we receive his recommendations we will work to secure a source of amendments.

Future:

We will continue to purchase seeds from a range of companies but will also start to save seed on farm. We will focus on crops with low separation distances and will use crop records to identify top performing open pollinated varieties.

We would like to transition towards using Protek Net instead of row cover for pest control and will replace portions annually. Transplants will continue to be contracted out until year three or four of production, at which time we will begin to grow our own.

We plan to move towards on farm fertility inputs where possible.

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Production

Refer to Appendix C: Production, for Master Crop Plan, Seedling Order Sheets, Field Maps, Bed Preparation and Planting by Week, and Time Flow Budgeting.

We have selected our specific production enterprises to suit our interests and to spread both workload and revenue over the course of the year (as illustrated in the chart below).

	late winter	early spring	late spring	early summer	late summer	early fall	late fall	early winter	late winter	early spring	late spring	early summer	late summer	early fall	late fall	early winter
Product/ Service	Primary Production Season							Primary Sale Season								
Seedlings	blue	yellow									yellow	pink				
Vegetables/honey/ eggs			yellow	pink	red	orange						pink	red	orange	brown	
Wreaths/ twig bundles							orange	light blue								light blue
Winter greens		yellow						light blue								light blue
Education/ consultation								light blue								light blue

Brian and Tamara will work together on all enterprises; however, they will divide managerial roles based on their specific skills and suitability. This strategy should reduce the potential for conflict and power struggles. A selection of management roles are noted below.

Tamara:
 Financial management
 Administration
 Seedling and nursery plant production
 Marketing: Digital (website, twitter, facebook), print (business cards, advertisements, brochures), CSA planning and development

Brian:
 Repairs and maintenance
 Construction
 Field production
 Fertility management
 Irrigation
 Marketing: farmers’ market, restaurant sales

Vegetable Production Plan

- Grow crops we enjoy raising and eating, and crops that grow well in the soil and environmental conditions of our land base.
- Focus on crops that support a year round local food diet either through harvest, preservation, or storage.
- Use organic methods; research and consider certification after one full year of production.

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Vegetable Production Strategy

Soil Fertility:

Cover crops will be a major component of farm soil fertility strategies; cover crops will be planted with a broadcast seeder.

Green manures will be planted to fill niches in crop rotations, and to prepare the soil for perennial installations. Winter covers will be and are currently being used to prepare the land for vegetables the following spring. The farmers are interested in experimenting with the strategy of spreading compost when planting cover crops in the fall rather than when planting vegetables in the spring. Compost spreading will be contracted out as the farm does not have the equipment to undertake this efficiently. Starting in 2013 the farm will begin to manufacture compost in windrows using on farm organic matter, supplemented with free horse manure available locally. Windrows will be managed using the loader on the Kubota tractor.

We will utilize purchased organic amendments as recommended by Ken Laing in 2013. In the future we will develop a stronger understanding of soil science and work to maintain healthy nutrient levels in our soil with minimal off farm inputs.

Crop Rotation:

The integration of crop rotation practises is identified as an area for growth. Current field map design is designed based upon planting date, installation method (direct seed or transplant), and plant family. In the future we would like to create blocks that take the above considerations into account while cycling heavy and light feeders and integrating sections that are under cover throughout the growing season.

Tillage:

Prepared land to date has been tilled with a mulboard plough and finished with a rotovator. Ideally, land in the future will be prepared in the following sequence: deep cultivation with mulboard or chisel plough, chopping and smoothing with discs or flail mower (discs/ flail mower will need to be sourced and purchased at auction), then pull roots to surface with S-tines (recently purchased by land owner). Final seedbed preparation will be conducted using the rotovator implement.

Planting:

Large seeds will be planted with an Earthway seeder, smaller seeds and those requiring more precise placement will be planted with the Jang seeder. Transplants will in planted by hand. We will be building a hand pulled rolling dibbler and a row marker, Elliot Coleman's "The New Organic Grower" provides sketches of suitable devices.

Weed Control:

Weed control is of paramount importance for the farm and will remain a top priority task. A combination of control method will be utilized including stale seed-bedding, wand style backpack flame weeding, hand hoeing and hand weeding when required. The farmers plan to investigate various tractor powered tine and/or basket weeders for possible future purchase (5+ years in the future).

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Pest Control:

The first principle of pest management at Firmly Rooted farm is healthy soil = healthy plants. Additional organic practices will be utilized such as crop rotation, diversity, and the promotion of beneficial insects. Row cover will be used for the control of flea and striped cucumber beetles.

In addition to row cover the farmers plan to research and experiment with the use of organic pesticides including compost teas and plant based herbicides and insecticides, a system of pest control developed by Phd. Fulvio Gioanetto.

Harvest:

Crops will be harvested by hand.

Post Harvest:

Crops will be washed in bath tubs then packed and stored in an onsite cooler.

Seedling Production

Commercial seedling production is not scheduled to begin until year four of the farm operation with capital improvements such as hoop house structures being purchased in year three. We have chosen to stagger the addition of enterprises to reduce the likelihood of burnout and to spread financial inputs over time.

In the years prior to seedling production Brian and Tamara will conduct extensive research and spend time each spring volunteering at other seedling production enterprises including Trout Lily and the Meeting Place Organic Farm.



We plan to manufacture potting soil on farm. Hoop houses will likely be purchased through Multi Shelter Solutions; we plan to purchase houses that automatically vent and will invest in an alarm that will alert us should the system drop below a set temperature.

Our primary seedling products will be 3.5" potted herbs, vegetables and flowers; we also intend to sell a small volume of 10" mixed herb container gardens. We are not interested in selling trays or cell packs as the profit margin per item is smaller and the production scale would need to be higher for a financially sustainable business enterprise.

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Nursery Plant Sales

Brian and Tamara are interested in pursuing a nursery plant business model that relies on the propagation and sale of perennial herbaceous vegetables and edible woody shrubs. Agricultural trees could be produced in small numbers. Perennials and shrubs are more attractive to the farmers than trees due to the reduced timeline before sale, and the ease of propagation through splitting (for perennials), cuttings and layering. Nursery plants will likely include raspberries, blackberries, black currants, hazelnuts, hardy kiwi, asparagus, sage, thyme, lavender, rhubarb, Jerusalem artichokes and others.

Additional research will be required to determine preferred marketing methods. Face to face sales are preferable to online sales as this is more fitting with our farm goals and will allow us to retain a higher level of income than we would be able to through bareroot, electronic sales. CSA members and farmers' market clients will be one marketing stream, additional streams will be determined over the next few years.

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Marketing

Refer to Appendix D: Sales, for Sales Projections.

Objectives

Gross \$35,000 over the 2013 season

Build a name for the farm by developing relationships with clients and by selling consistently high quality products.

Gather client contact information for use in developing CSA customers.



Product Description

Vegetables, herbs and flowers will be the primary enterprises for the 2013 season

We will market standard vegetable crops except sweet corn, potatoes, cauliflower and broccoli. We will also market standard crops “with a twist”: shallots as well as onions, specialty salad mixes along with lettuce, and broccolini instead of broccoli.

In 2013 the main market season will be 24 weeks, with some minor sales of storage crops and hardy greens later in the season. In 2014 or 2015 we will we secure year round sales through CSA customers, word of mouth, restaurants, or by branching out to the Stratford farmers market which operates year round.

Opportunity

We are in the age of the foodie. Canning is hip, juicing is cool, living tiny is big, and 2012 was dubbed the year of kale. Food focused documentaries abound, and books on homesteading and self reliance are common on book store (and home) shelves everywhere. Customers are starting to turn to food for health and are realizing that “food is also about pleasure, about community, about family and spirituality, about our relationship to the natural world, and about expressing our identity” (Pollan, 8). Food is necessity and indulgence all in one.

Both Restaurant Central (Canada) and the Canadian Grocer have published studies regarding food trends to watch for in 2013. Based on their findings (summarized below), the market opportunity for vegetable growers is huge.

“Eat your greens

Vegetables will be all the rage in 2013, especially leafy greens. Expect to see kale, swiss chard, mustard greens, collard greens, dandelion, beet greens, turnip greens, Asian greens and all other kinds of greens being incorporated into menu items everywhere. Chefs are also making vegetables the star of the plate, instead of relegating vegetables as a merely a side dish.”

“Pure” food: Consumers are looking for transparency about the foods they eat. Recognizable ingredients and sourcing information is key. If it’s local, all the better.”

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“Veggies take centre plate: “Veggies have become chic,” says Olsen, whose firm writes that vegetables will replace meat as the centrepiece of a meal.”

Market Research

The food culture in Huron County is growing but is still in its early stages. There are few well established organic farms to compete with. Our main sales outlets will be farmers’ markets. The map below shows our relative location to various markets and chart below summarizes the markets available in our region within a one hour drive.

Location	Est.	Day/ Time	Period	# Vendors	Website
Brussels	2012	Friday, 3-7	Mid May- Early Oct	14	www.brusselsmarket.com
Exeter	2009	Thurs., 2-6	Mid May- Lt. Oct	19	NA
Goderich	1893	Sat., 8-1	Mid May- Early Oct	41	www.goderichbia.ca
Grand Bend	2006	Wed., 8-1	May- Oct	17	www.grandbendfarmersmarket.ca
London	1999	Thurs., 8-2 Sat., 8-1	May- Dec	31	www.coventmarket.com/farmers_market.php
Mitchell	1996	Fri., 9-1	May- Oct	10	www.mitchellfarmersmarket.com
St. Mary’s	1992	Sat., 8-12	Mid May- Late Oct	16	www.stmarysfarmersmarket.ca
Stratford	1855	Sat., 7-12	Year Round	61	www.stratfordfairgrounds.com

The markets we’ve selected were chosen for the following reasons:

- We are only willing to attend two markets as market attendance requires significant time away from the farm and degrades left over produce.
- We needed to select farmers’ markets that run on separate days as we only have one vehicle suitable for transport and hope to attend together.
- We wanted markets that are located in what are considered larger centres in the rural area, but not major cities where it would be difficult to differentiate ourselves as producers.

Our selected markets have drawbacks that may need to be addressed in the future:

- It is possible that we may not be able to reach high enough levels of sales to meet our targets in these markets.
- When we move towards year round production and a higher level of winter storage we will want a winter sales outlet and may need to consider attending the Stratford market.

Our research regarding our selected markets is included below:

Goderich Farmers Market:

The Goderich Farmers market is a well established outdoor market with strong attendance. An organic farm from the area shared their sales records with us for the 2010 season, noting that with good representation they

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were able to match sales levels of the Stratford market which they also attended in 2010. At the time this farm was the only certified organic producer selling in Goderich; they no longer attend markets. The records they shared show maximum sales of approximately \$800.00 per market day and average sales of \$460.00. It is worth noting that the farmers’ market was a secondary sales outlet for the farm with their primary focus being CSA.

Though there are 41 vendors at the market this includes relatively few vegetable producers; there are many bakers and craftspersons. There is one well established vegetable producer using organic methods; this producer offers very few greens and tends to grow very standard vegetable varieties. Our focus on greens, and standard vegetables “with a twist”, such as rainbow beets and carrots, patty pan squash, shallots, herbs, etc., will act to set us apart and attract those that seek new, interesting foods.

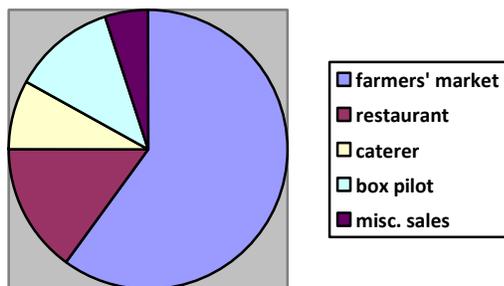
Exeter Farmers Market:

The Exeter market is a newer smaller market that we are less familiar with. We’ve selected it because it runs Thursday afternoon to evening, giving people an opportunity to shop on the way home from work. The market is also extremely discriminating in selecting vendors. They operate on the rule that a maximum of three vendors may offer the same products. Vendors also can only sell what they personally produce; exceptions can be granted for items that are not currently at market but that are produced locally.

We’ve been in contact with the market manager and will receive an application package in late February.

Description of Markets

2013 Market Segments:



Type: Farmers Market

60% of total income

Who: Upper middle class individuals with post secondary education
Pregnant woman or mothers with young children
Health minded individuals; vegetarians, vegans, those interested in the slow food movement
Tourists and vacationers “stocking up” for their stay in Ontario’s West Coast

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Those with major health concerns; Huron has one of the highest levels of heart disease, diabetes and obesity in Ontario. These individuals are being encouraged by physicians and family members to improve eating habits

What: The majority of crops are being produced for markets sales. Essentially a portion of all types of food produced will be brought to market.

How: Brian and I will bring produce to each market using his Toyota Tacoma truck and 8 x 10' trailer. The trailer is an open design so we will cover the produce with wet sheets and tarps for transit.

Connecting: Farmers market sales are direct to consumer so word of mouth will have a strong impact on increasing our sales. We will also use social media to build interest in local community members (eg. 'tweet': check out our spicy salad mix on Sat. at the Goderich market! Green, purple, yellow... snap beans are ready this Sat!).

Challenges:

1. It will take time to develop a loyal customer base at the farmers market.
2. Poor weather will lead to poor sales at market.
3. Some of the vegetables we've chosen to market are somewhat unfamiliar (eg. collards, Jerusalem artichokes) and will require client education to promote sales.

Growth: As a new vendor sales will increase over time as we develop repeat clients and a positive reputation, once sales peak the potential for growth will likely be limited. The Exeter market is relatively new (4 years in operation) and so is still gaining in popularity. Over time market attendance should increase which will correlate to improved sales potential. The Goderich market is well established and will remain more consistent in attendance.

Type: Restaurant Sales

15% of total income

Who: Chefs and/or owners of high end restaurants that promote the use of local food, primarily in Bayfield (the Black Dog, the Little Inn, the Docks). Thyme on 21 in Goderich also uses local vegetables.

What: Our intention is to market specialty greens, herbs, garlic, garlic scapes, patty pan squash, heirloom tomatoes and baby vegetables (baby carrots and beets) to restaurants. I've spoken to a former chef at the Little Inn and she said that the Little Inn will always take patty pan squash, squash flowers for stuffing and other edible flowers for garnish.

How: We will deliver vegetables to the restaurants in our personal vehicles. Herbs will be sold and transported in buckets, everything else will be delivered in bulb crates which will be picked up when the next weeks order is delivered. This method will reduce packaging costs.

Connecting: This being our first year in production we are not comfortable making commitments regarding production levels to restaurants in advance, as Graham from Fiddlefoot said we will aim to

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“under commit and over deliver”. We will send availability lists to the selected restaurants a week before the items will be ready for delivery. We’ve also been told by the owner of the Black Dog that (to paraphrase), if people bring quality local vegetables to the door of the restaurant they will take them, pay cash, and price is no object. If we have farmers market leftovers or an over abundance of a quick spoiling product we may attempt this method.

- Challenges:
1. Restaurants typically require consistency and this being our first year in production we are not certain that we will be able to consistently deliver. Our selected restaurants offer nightly specials and we’ve been told if we can offer a high enough quantity of an item they can put it on the menu (e.g. 200 squash blossoms). The Black Dog serves their entrees with “seasonal vegetables” so they are able to utilize a variety of vegetables.
 2. Restaurants are notorious for taking weeks or even months before paying invoices. This will have a negative impact on our cash flow. The Black Dog is open to paying cash on delivery which is ideal. I’ve been told that the Little Inn is known for misplacing invoices so we will need to be careful with our book keeping, make sure we follow up, and take interest on past due invoices.
 3. Soiled Reputations out of Sebringville sells greens to Bayfield restaurants which may reduce our ability to do so.

Growth: As our ability for consistent production and our understanding of client needs increases we can adapt our crop plans and production systems to increase our restaurant sales. This being said, restaurants sales have been selected as part of our marketing plan primarily for convenience (proximity) and are not intended to be a major component of sales in the long term.

Type: Caterer Sales

8% of total sales

Who: Devin Tabor is a local chef that we know through our employment at REACH Huron. He owns Bon Vivant, a personal chef service/ catering business. He prefers to use local foods when possible but has difficulty sourcing them. Devin has friends in the same industry and we’ve asked him for their contact information.

What: When told that we were starting a market garden Devin told us that he would like to purchase Chioggia beets, shallots, and patty pan squash. He also uses a range of other products including a large quantity of greens.

How: Currently Devin picks up the majority of his produce and so would likely be willing to do so from us. He also lives in Clinton which means that we could combine delivery of his products with delivery of produce to friends and family in town.

Connecting: Devin and his contacts will be emailed availability lists. They can place orders through email or phone.

Challenges: 1. Caterer orders will not be consistent and will likely be last minute.

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2. There will be a several week time lapse between invoicing and payment leading to negative impacts on cash flow. I know from previous experience that Devin is very good at paying his bills.

Growth: Caterers will always be a minor marketing segment though as our reputation increases there is a potential for sales increase.

Type: Family & Friends (CSA Pilot)

12% of total sales

Who: We will utilize our local contacts in Clinton to pilot a CSA. These will include family and friends, and possibly staff members at Clinton Veterinary services, clients of PETS Kennel (Karen Wiley's business), employees of REACH and municipal councillors.

What: Essentially a portion of all food produced will be offered for this market segment; crops produced in very small quantities will be reserved for CSA members.

How: We plan for our business to transition to a primarily CSA based farm. Family and friends have indicated an interest in purchasing shares for the 2013 season. We want to offer a free choice model similar to the one employed at Everdale. Members will receive a 10% value above their paid dollar amount.

This being our first year in production with a very small number of share members we will employ a pre-order box delivery method. Members will pay a set share fee at the beginning of the season (\$525 for a full 18 week share, \$275 for a half share), availability sheets will be sent out on a weekly basis. Members can place orders the week in advance; if orders are not sent in then members will receive a "standard" box which we will determine the contents of. The standard box will have a value of approximately \$32 (a 10% increase over the \$29 dollars paid). For those ordering a personalized box, accounts will be debited the value of their box. Accounts can be topped up as needed.

We will discuss appropriate pick up/ delivery options with clients once we secure them, currently we expect that we will deliver boxes to 2- 3 locations in Clinton and/ or Bayfield.

Connecting: Initial contact will be made face to face then orders will be placed by phone or email.

Challenges: People in Huron County tend to have traditional tastes and we are growing many crops that will take time for members to get used to. Details and logistics of this market sector will be difficult to work out and there will be a large learning curve to satisfying our customers without overextending ourselves.

Growth: This will be our main sector for growth. We will work to retain the members that we secure this season but also to build a mailing list from clients at the farmers' market who may be interested in joining our CSA in the future.

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Other: The Good Food Box

+/- 5 % total sales

Who: The Huron County Health Unit markets the 'Good Food Box', a monthly local food box with approximately 250-300 subscribers.

What: Items we are producing in large enough quantities to satisfy the boxes are: greens, carrots, beets, summer squash, onion, herbs and garlic.

How: Food Box organizers travel to farms to pick up produce.

Connecting: We will contact organizers by email to inform them of products that are available for the box.

Challenges: Organizers typically make arrangements for box items a year in advance. The box is designed to be a low cost option for healthy food so the budget for the box may not be within the price range for our produce

Growth: This is not a targeted area for growth. With increased production scale and additional lead time to make arrangements with the box organizer we could grow dollar sales in this market segment.

Promotion Strategy

Branding: Develop a recognizable, unique, creative logo with associated colors and typology.
Create a voice: fun, excited, educated, and passionate.
Be consistent.
Market us, tell our story: two people, two cats and big dreams in two hundred square feet. Our tiny house parked on our tiny farm growing amazing food to feed our local community.
Focus on the message of food as medicine, food as culture, food as a connection to earth, family and community.

Web/ Print: Develop a website, facebook page and twitter account. These should be operational by March-April of 2013.
Ensure that these are consistently updated, a minimum of once per week. We will use Brian's iphone to make regular in field updates. These can be extremely simple but should be part of our marketing strategy as they can be very effective in making our customers and friends feel like they are part of the farm.
Issue press releases to the local newspapers including the Clinton News Record, the Goderich Signal Star and the Seaforth Expositor.
Use contacts at the local radio stations to arrange for on-air interviews.

Word of Mouth: Friends, family and farmers' market clients will be our primary means of word of mouth promotion.
We will ensure that our stall is attractive, recognizable, well signed, with a high quality selection of produce. The stall will be branded with our colors and type.
We will offer samples.

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The stall will always have flowers to draw people in.

We'll have recipe cards and good conversation at our stall. We will research our products and make sure we are well versed in methods of preparation and nutritional information. We will strive to answer questions thoroughly so that our customers develop a sense that we are knowledgeable, educated, and that they can depend on us.

We'll come to the market with a 'farmer sheik' look: straw hats, cute plaid and big smiles

Packaging: Clean, neat, pre packaged/ pre bunched produce
We'll offer convenience kits: stir fry's, salads, salsa, chicken soup without the chicken, etc.
We will print labels at home with our logo, farm name and website and secure them to various bags at market

Incentives: We will offer gift certificates.
We will also develop some sort of a "coffee card", a card that can be stamped every time a customer purchases a specific item (e.g. salad greens) or a specific dollar amount (\$20.00), they receive a stamp on the card. Once full they get a bonus like one free bunch, or a small denomination gift card.

Community Engagement:
We will take part in community events such as Taste of Huron.
We will offer to take part in food related educational events in the County.

Pricing Strategy

To start we will be using a similar pricing strategy to that used at Everdale. We will also employ multi-unit mix and match pricing (\$3.00 each or 2 for \$5.00). This strategy is very effective on us as consumers and we believe it will increase our total sales.

We will adjust our pricing based on feedback, sales, other local producers and grocery store prices, and cost of production calculations. We will negotiate prices with restaurants and caterers but are only willing to offer a maximum discount of 20%.

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Financial Strategy

Refer to Appendix E: Finances, for Chart of Accounts, Revenue, Expense, and Cash- Flow Projections.

Budget Overview

Brian and Tamara will be financing the business start up with personal savings. Below is a summary of their current financial position:

Type	Brian	Tamara
Liquid Assets	\$7,500	\$2,000
Credit Card	\$1,000	\$1,500
Line of Credit	\$5,000	\$0
Other	Truck and trailer	Commuter vehicle

Current financial projections are based on gross revenue of \$35,000. Total expenses are shown as \$22,019.02; this includes a personal draw of \$2,070.00, and a contingency of \$2,001.73. Projected net profits are \$12,980.98. Based on current budgets Brian and Tamara will be able to operate the farm without requiring the use of Brian’s line of credit. If the couple are unable to secure pilot CSA shares (projected total of \$4,200) they will utilize the line of credit for the months of April, May and June, getting back into the black in July when other revenues increase.

Brian and Tamara’s personal expenses are extremely manageable largely because they own a tiny house on wheels and pay no rent or utilities. Additionally, food is currently the couple’s largest expense and the farm will provide for this. Projected farm incomes could cover their annual expenses; however both farmers will seek off farm winter income and maintain 8 hours weekly off farm work throughout the growing season.

Gross market sale projections total \$58,000; this does not include crops being grown on a trial basis, or in very small quantities including beans, collards, melons, stevia and peppers, nor does it include winter wreath sales. Certain contingencies are included in this total: it assumes that 25% of transplants will fail, and is calculated with low yield per row foot values. It does not consider major crop failure, and produce that cannot be sold due to spoilage, personal consumption or lack of market. It also does not include discounts provided to chefs, caterers, CSA customers or market clients through mix and match pricing. The gross revenue projection of \$35,000 can be achieved if a maximum 40% of all crops within our crop plan are not sold, or are sold at a discount (Refer to Appendix D: Sales, for detailed Market Sales projections).

Future Financial Strategy:

Once they are fully established Brian and Tamara would like to gross \$80,000- \$95,000, paying themselves an annual salary of \$20,000- \$25,000 each. They plan to save for retirement and put aside “dream farm” funds that could be used to purchase land or infrastructure.

Financial Management:

Tamara plans to do all bookkeeping and as much accounting for the business as possible. Her past experience assisting in the financial management for a company with a \$600,000 annual budget puts her in a good position to do so. She will be purchasing QuickBooks in the next few weeks to allow her to familiarize herself with the

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software and start to track expenditures. She has created a chart of accounts with categories that correspond with CRA's small business reporting requirements.

Tamara intends to input financial data on a weekly basis and to review financial information on a monthly basis. This schedule will help to identify and rectify issues in a timely manner. She feels that it is very important, especially in year one, to have a good handle on the farms financial position. At the end of the season an in depth evaluation will produce recommendations and strategies for the 2014 season.

Brian and Tamara will consult with either an accountant or financial advisor to review their chart of accounts, book keeping strategies and to provide tax recommendations.

Purchasing Decisions

In general we will purchase high quality, moveable infrastructure and tools that will increase efficiency, remove or mitigate limiting factors and lead to an increased profit margin. We will strive to think of both long term goals and short term cash flow when making purchases.

For large future purchase decisions we will try to employ a decision making process similar to one that Angie Koch employs at her farm, Fertile Ground:

Do I really need it? Do I need it now? Can I barter or share it? Wait a season, see if I can find a work around and if I still need it then I'll make a decision.

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Risk Management

IDENTIFIED RISK	MITIGATION PLAN	RISK LEVEL
Production Risks		
<u>Weather</u>		<u>High</u>
Drought/ Extreme heat	Purchase and set up required irrigation system Monitor rainfall Complete regular field walks to assess crop health	
Wet fields	Look for "windows" (dry days) to get field work done Move spring plantings to high elevation fields as required	
Late/ Early frost	Monitor weather reports Have extra row cover available Make careful, informed decisions about transplanting/ planting frost sensitive crops	
<u>Pests/Weeds</u>	Consult experts Purchase and use row cover; chose resistant varieties Monitor pest populations Try varied pest control methods (biological pest control, sticky traps, row cover, organic pesticides if required) Include flowers and herbs to attract beneficial insects and act as pest confusers (permaculture principles) Rotate crops, avoid large scale block plantings of a single family Use healthy seedlings and ensure water and nutrient needs are met; healthy plants can withstand pest pressure more readily Use cover crops, prepare fields a season in advance of use Stay on top of weeding, use a variety of weed control tools (flame weeder, hand hoes, wheel hoes, mulch) Mow field edges regularly	<u>Moderate</u>
<u>Seed failure</u>	Purchase seeds from reputable sources Store seeds in appropriate conditions	<u>Low</u>
<u>Soil/ Fertility</u>	Complete soil tests; consult experts and apply appropriate amendments Do not exhaust soil nutrients by over planting Rotate crops and use cover crops	<u>Moderate</u>
<u>Amendment Application</u>	Rent equipment or contract out application	<u>Low</u>

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<u>Low yields/ Loss/ Crop Failure</u>	<p>Include contingencies in crop planning and plant more than is required for sales projections; identify issues that led to reduced yields and mitigate</p> <p>Invest in proper storage to reduce spoilage</p> <p>Consult with experts</p> <p>Grow a variety of crops</p>	<u>Moderate</u>
<u>Sourcing</u>	Plan ahead, do research, talk to local farmers	<u>Low</u>
<u>Over production</u>	<p>Do not hesitate to leave crops in the field if too much is produced and there is not enough time to harvest; till under if necessary</p> <p>Monitor yields and production requirements and adjust crop plan throughout the season as required</p>	<u>Low</u>
<u>Equipment Failure</u>	Include contingencies in the budget, take care of equipment (store indoors, complete repairs and maintenance as needed)	<u>Low</u>
Marketing Risks		
<u>Inappropriate pricing</u>	<p>Look to other farms with similar products as a guide; check out local grocery stores</p> <p>Be ready to amend prices as required</p> <p>Determine if other marketing outlets would be prepared to pay our set pricing</p>	<u>Moderate</u>
<u>Lack of Customers</u>	<p>Have a marketing plan; build a brand and be consistent.</p> <p>Develop a strong digital voice and work with local media channels to get our name out there</p>	<u>Moderate</u>
<u>Client health & safety</u>	<p>Consult with experts and use best practices</p> <p>Complete Safe Food Handling training</p> <p>Work with contacts at the local health unit</p>	<u>Low</u>
<u>Competition</u>	<p>Find niches, offer different products</p> <p>Identify ways to work with other farms</p>	<u>Moderate</u>
<u>Lack of Sales</u>	<p>If a specific product is not selling find a new way to market it or stop producing it; if a specific marketing channel is not performing identify and mitigate the issue or shift focus onto another marketing channel</p> <p>Improve production systems to improve product quality</p>	<u>High</u>
<u>Market Popularity Decreases</u>	<p>Consider another market</p> <p>Shift focus to another marketing channel</p>	<u>Moderate</u>

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Human Resource Risks

<u>Sickness/ Injury</u>	<p>Eat well, sleep well, stretch; focus on preventative health care to avoid sickness</p> <p>Establish health and safety procedures; purchase and use necessary safety equipment</p> <p>Lift properly and in pairs when necessary</p> <p>Maintain regular appointments with health professionals (dental, optometry, etc.)</p> <p>Take time to heal when necessary to reduce recovery time</p>	<u>High</u>
<u>Lack of Labor Resources</u>	<p>Create time budgets and stick to them as much as possible</p> <p>Develop contacts that can provide occasional labor</p> <p>Explore work share opportunities</p>	<u>High</u>
<u>Relationship Stress</u>	<p>Take time to be with each other away from the farm</p> <p>Work on communication and negotiation skills</p> <p>Schedule weekly farm meetings</p> <p>Determine division of work (i.e. which partner is responsible for various tasks)</p> <p>Reassess farm vision and goals twice annually</p>	<u>High</u>
<u>Death/ Divorce</u>	<p>Establish a succession plan and partnership agreement</p>	<u>Low</u>
<u>Burn Out</u>	<p>Schedule regular days off and take time away from the farm</p> <p>Set "farm free zones", where farm business is not discussed</p> <p>Visit other farms, keep learning and do whatever we can to stay excited about farming</p>	<u>Moderate</u>

Financial Risks

<u>Incorrect Projections</u>	<p>Seek advice from experienced and/or local farmers</p> <p>Do extensive research, secure quotes from suppliers</p> <p>Maintain excellent records to improve projections for future years</p>	<u>High</u>
<u>Lack of Capital</u>	<p>Save and secure a line of credit or other funding</p> <p>Assess and plan for capital purchases carefully; limit these purchases until business revenue can contribute to the cost</p>	<u>Low</u>
<u>High Dept Load</u>	<p>Avoid dept</p> <p>Make intelligent purchases and take advantage of government or other programs that cost share agricultural initiatives</p> <p>Share equipment, make bulk purchases with other farmers</p>	<u>Moderate</u>
<u>Lack of Emergency Funds</u>	<p>Maintain an emergency fund reserve, include a 10% contingency in budgeting</p> <p>Hold a line of credit</p>	<u>Low</u>

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<u>High Cost of Production</u>	Assess production records regularly, reduce production costs through improved systems or material sources or remove high cost crop from production	<u>Moderate</u>
<u>Cash Flow Issues</u>	Complete cash flow projections; ensure that there is a cushion (line of credit, staggered purchases, pre-paid vegetable sales, etc.)	<u>Moderate</u>
<u>Insufficient Revenue</u>	Budget and spend so that revenue can be significantly lower than projected and the business can still break even Seek additional or improved marketing outlets if revenue is low	<u>High</u>
<u>Lack of Tax Knowledge</u>	Hire a professional accountant or financial advisor; take courses offered through the Huron Small Business Enterprise Centre	<u>Moderate</u>
<u>Poor Credit Rating</u>	Pay bills on time and in full Stick to our budget and do not over spend Maintain healthy personal finances; limit expenditures	<u>Low</u>
Legal Risks		
<u>Issues with Land Owners</u>	Have a lease agreement and maintain open communications	<u>Moderate</u>
<u>Insufficient Insurance</u>	Carry a minimum of \$2 million commercial liability; have a honest relationship with insurers and respect their advice	<u>Low</u>
<u>Lack of Required Permits</u>	Work with the planning department prior to the construction of infrastructure; check with other officials when hoping to setup temporary produce sales stands	<u>Low</u>
<u>Being Sued for Illness/ Injury</u>	Hold current insurance, keep records of customer complaints, seek legal representation when necessary	<u>Low</u>
<u>Tax issues</u>	Work with professionals and/ or take classes to understand taxation requirements; maintain excellent and current financial records	<u>Moderate</u>

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Regulations/ Constraints

Legal Structure

- Partnership

Business Registration

- We have registered a business number; we will register for our FBRN once we are eligible
- We have registered our business name

Finances and Taxes

- We will be securing a business banking account and business credit card to simplify our financial record keeping; we will also designate a “mother” checkbook to facilitate ease of reconciliation
- We have registered a HST number and will claim HST

Insurance

- We will secure liability insurance within the next few weeks; our insurer is researching requirements for commercial vehicle insurance as we will be using personal vehicles to transport produce

Organic Certification

- We will not be applying for organic certification this year as it is a pilot year and we are unsure how our customers will respond.
- We will set up our record keeping systems so that they are suitable for organic inspections should we decide to certify.
- We will follow organic guidelines for our production systems and cleaning schedules.

Employment Insurance and Medical Benefits

- We will not pay into EI or Medical Benefits this year but will research costs and budget to do so in year two or three.

Health and Safety

- We will complete safe food handling training.
- We will communicate with our local Health Unit.
- We do not intend to have employees but will follow all pertinent health and safety and workplace safety regulations should that change.

Farmer’s Market

- We will sell only our own produce and products.
- We will apply for approval to sell products other than produce (value added, crafts, etc.).

Produce

- We will use potable water for washing and will have regular water testing done.
- We are using non-potable water for irrigation therefore we will only use drip irrigation (not overhead sprinklers).
- We will insure that produce washing areas, storage bins and coolers are kept clean and sanitary.

FIRMLY ROOTED FARM PLAN

Honey

- When we begin to keep bees we will register our hives and report any occurrence of American Foulbrood and Small Hive Beetle.
- Honey will be sold by grade and color and will be packaged in appropriate sized labelled containers.
- Dead colonies will be disposed of so that they cannot be accessed by healthy foraging honey bees.

Livestock

- If we chose to keep livestock we will do so within quota restrictions (99 laying hens, 300 meat birds, etc.).
- We will keep required records and meat animals for sale will be slaughtered at an inspected/ approved facility.
- Eggs will be sold on farm only.

Value Add

- Low risk value added products not produced in an inspected facility will be produced using best practices and will be sold at farmer's markets with more than 50% producer farmers.
- We will declare these products to the Huron Health Unit.

FIRMLY ROOTED FARM PLAN

Record Keeping

We plan to keep impeccable records and will schedule time daily, weekly and monthly to do so.

Methods:

Records will be kept using a combination of digital and manual methods. Digital records will be maintained with Microsoft Excel and QuickBooks. Paper calendars, to do lists and notebooks will also be important data recording materials. Field and soil maps will be used as additional tools for planning and record keeping.

Environmental:

- First and last frost
- Rainfall amount, timing and frequency
- Soil conditions and soil test results
- Temperatures and weather conditions
- Extreme weather events and occurrences

Production:

- Direct seed and transplant dates and quantities
- Bed preparation method
- Harvest date and amount
- Labour hours by task and by date
- Date of pest appearance, populations and other observances
- Date to maturity
- Post harvest procedures
- Daily activities
- Cultivar selection and performance
- Soil inputs and cover cropping regime
- Crop rotation

Sales and Marketing:

- Client contact information (mailing lists)
- Sales records by stream
 - Share/ Box records
 - Market summaries (crop, unit, opening inventory, price, sold out at, compost, closing inventory, comments)
 - Restaurant/ caterer sales
 - Food box/ miscellaneous sales
- Networking or educational events attended, contacts made
- Response to marketing initiatives
- Copies of electronic and print marketing materials (brochures, blog posts, newspaper articles, etc.)
- Responses to frequently asked questions

Financial:

- Accounts receivable/ accounts payable

FIRMLY ROOTED FARM PLAN

- Monthly bank reconciliation
- Cleared cheques
- Cash flow and profit and loss statements (projected and actual, total and by enterprise)
- HST remittance
- Income taxes
- Cost of production (income by crop, income by acreage)

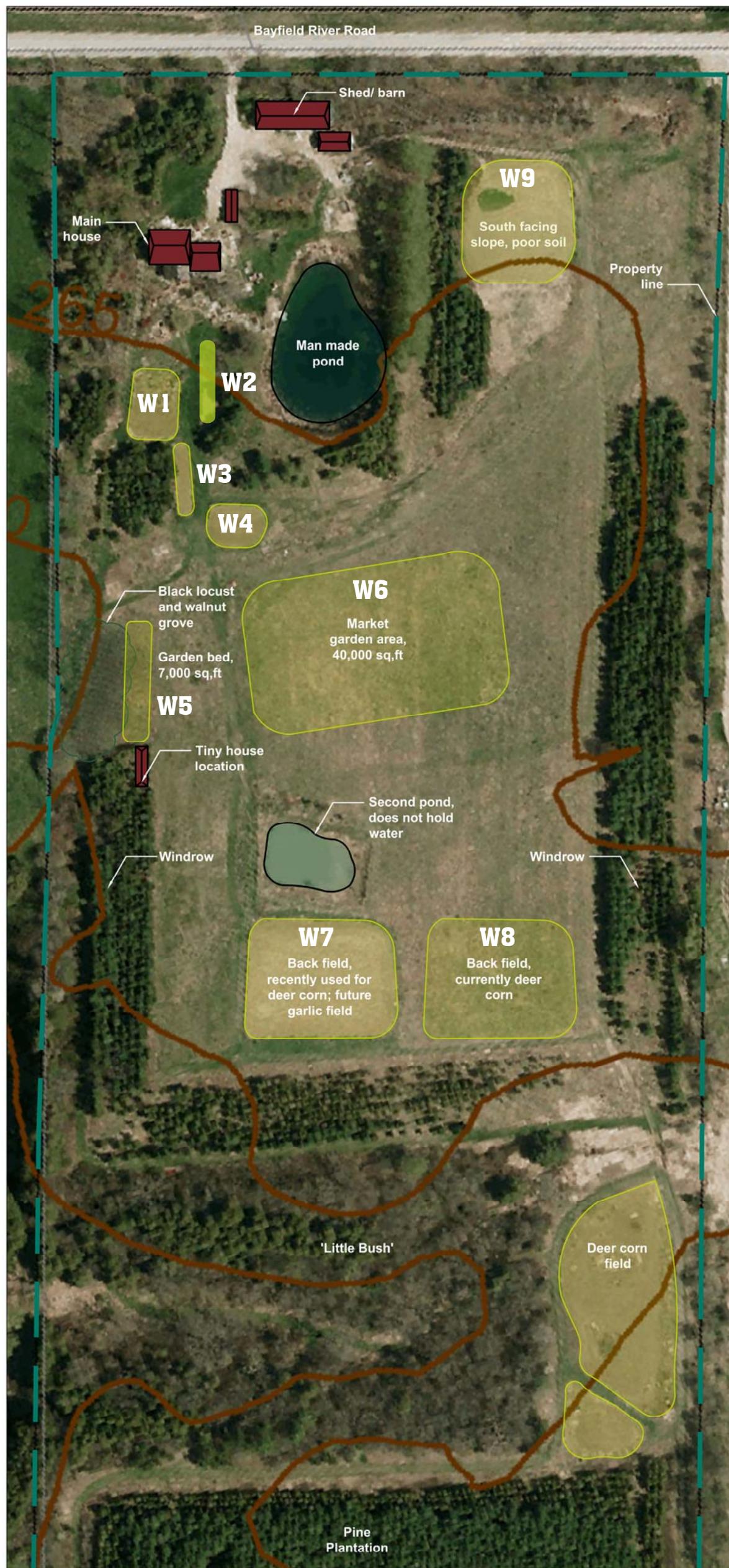
Additional Records:

- Complaint records
- Cleaning records
- Water testing records

Record Applications:

Records will be used to plan for subsequent seasons, and for financial analysis, communication with clients, crop variety assessment, livestock husbandry protocols and potentially for organic certification.

Appendix A: Our Farm



FIRMLY ROOTED FARM

BASELINE MAP

LEGEND

 property line

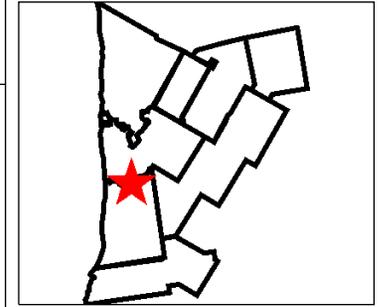
 garden bed

 water

 existing structure



10000



Legend

- CentralHuron_PublicAssessment
- Roads**
 - County Roads
 - Future Development
 - Highways
 - Municipal Roads
 - Private Roads
 - County Roads in Town
 - Highways in Town
 - Municipal Roads in Town
 - Unassumed Municipal Roads
- hc_lots
- CH_Assessment_Boundary
- CH_Lots
- ch_rivers
- Huron2010_DVD.sid

0 300 600 900 m.

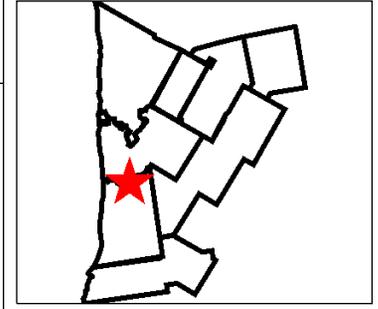
Map center: 450811, 4823634



Scale: 1:10,000

This map is a user generated static output from an Internet mapping site and is for general reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION.

Soils



Legend

- ☐ CentralHuron_PublicAssessment
- Roads**
- ↗ County Roads
- ↘ Future Development
- ↖ Highways
- ↙ Municipal Roads
- ↗ Private Roads
- ↘ County Roads in Town
- ↖ Highways in Town
- ↙ Municipal Roads in Town
- ↗ Unassumed Municipal Roads
- ☐ hc_lots
- Soils0**
- -
- 1-prime
- 2-prime
- 3-prime
- 4-non-prime
- 5-non-prime
- 6-non-prime
- Organic
- ☐ CH_Assessment_Boundary
- ☐ CH_Lots
- ↗ ch_rivers
- Huron2010_DVD.sid



Map center: 450843, 4823596



Scale: 1:10,000

This map is a user generated static output from an Internet mapping site and is for general reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION.



Goderich

Listowel

8

23

Huron East

Clinton

Bayfield

Our Farm

Bluewater

Mitchell

Exeter

Stratford

23

7

St. Marys

81

Ailsa Craig

Ilderton

London

Dorchester

402

Ingers

Appendix B: Resources

FIRMLY ROOTED RESOURCE INVENTORY

Type	Description	Source	Contact	Code	Date of Purchase	Quan.	Price	Total	Comments
Equipment	I Mac desktop computer	Apple store			2012	1	\$ 1,200.00	\$ 1,200.00	various programs
Equipment	Market tables	Home Depot			2012	2	\$ 40.00	\$ 80.00	gifted
Equipment	Jang JP1 Clean Seeder	Johnny's Selected Seeds	1 877 564 6697	9516	2012	1	\$ 315.00	\$ 315.00	
Equipment	Precision garden Seeder (earthway)	Lee Valley	1 800 267 8767	XK501	2013	1	\$ 125.00	\$ 125.00	
Equipment	Bulb Crate	Mark Weber	519 669 8238		2013	100	\$ 2.75	\$ 275.00	
Equipment	Thinkvantage laptop computer	Microsoft			2012	1	\$ 150.00	\$ 150.00	microsoft office, adobe, autoCAD
Equipment	Bushel baskets	Ontario Food Terminal			2012	20	\$ 3.00	\$ 60.00	
Equipment	Toyota Echo, 2004	Toyota			2008	1	\$ 6,000.00	\$ 6,000.00	
Equipment	Toyota Tacoma, 1996	Toyota				1	\$ -	\$ -	gifted
Equipment	Bathtubs				2013	1	\$ -	\$ -	gifted
Equipment	Trailer				2012	1	\$ -	\$ -	8' x 10'
Infrastructure	Cooler panels	New World Panel	905 929 7800		2013	1	\$ 1,700.00	\$ 1,700.00	8' x 8' x 8' cooler
Infrastructure	Market tent, heavy duty steel	surfturf.ca	1 289 339 2133		2013	1	\$ 315.00	\$ 315.00	10' x 10' with side walls
Material	Row Cover, AG 20	John Burkhard	519 698 2243		2013	1	\$ 70.00	\$ 70.00	7' x 500'
Material	Row Cover, AG 19	John Burkhard	519 698 2243		2013	1	\$ 265.00	\$ 265.00	14' x 1000'
Material	Transplants	Lena Burkhard	519 668 2243		2013	83	\$ 10.00	\$ 830.00	
Tool	Circular saw, cordless drill, chain saw	Canadian Tire			2010-2012	1	\$ 1,100.00	\$ 1,100.00	
Tool	Troy Built 6 1/2" Beet Hoe	Canadian Tire		59-1519-4	2012	2	\$ 24.99	\$ 49.98	
Tool	7" Collinear Hoe	Johnny's Selected Seeds	1 877 564 6697	9587	2010	1	\$ 41.50	\$ 41.50	
Tool	Glaser Wheel Hoe, 12" Blade	Johnny's Selected Seeds	1 877 564 6697	9090	2012	1	\$ 349.00	\$ 349.00	
Tool	Lettuce Field Knife	Johnny's Selected Seeds	1 877 564 6697	9177	2013	2	\$ 13.85	\$ 27.70	
Tool	Serrated Greens Knife- 6" Blade	Johnny's Selected Seeds	1 877 564 6697	9098	2013	2	\$ 9.90	\$ 19.80	
Tool	Tilther	Johnny's Selected Seeds	1 877 564 6697	9285	2011	1	\$ 449.00	\$ 449.00	
Tool	Victorinox Serrated Harvest Knife	Johnny's Selected Seeds	1 877 564 6697	9634	2010	2	\$ 6.95	\$ 13.90	
Tool	Wire Weeder	Johnny's Selected Seeds	1 877 564 6697	9673	2010	1	\$ 31.45	\$ 31.45	
Tool	Adjustable Fan Rake	Lee Valley	1 800 267 8767	PH202	2010	1	\$ 16.50	\$ 16.50	
Tool	Compact Pruning Saw	Lee Valley	1 800 267 8767	EC650	2010	1	\$ 15.90	\$ 15.90	
Tool	Diamond Shuffle Hoe	Lee Valley	1 800 267 8767	PD347	2010	1	\$ 32.50	\$ 32.50	
Tool	Ergonomic Duffing Fork	Lee Valley	1 800 267 8767	PG102	2010	1	\$ 44.50	\$ 44.50	
Tool	Ergonomic Transplant Spade	Lee Valley	1 800 267 8767	PG101	2010	1	\$ 44.50	\$ 44.50	
Tool	Ergonomic Weeder	Lee Valley	1 800 267 8767	PG108	2010	1	\$ 47.50	\$ 47.50	
Tool	Felco pruner #9	Lee Valley	1 800 267 8767	AB203	2006	1	\$ 52.00	\$ 52.00	
Tool	Power Rake	Lee Valley	1 800 267 8767	PH101	2010	1	\$ 44.95	\$ 44.95	
Tool	Reel Mower, 18"	Lee Valley	1 800 267 8767	PA810	2010	1	\$ 139.00	\$ 139.00	
Tool	Traditional Austrian Scythe	Lee Valley	1 800 267 8767	PC509	2010	1	\$ 119.00	\$ 119.00	
Tool	U-Bar Digger (broadfork)	Lee Valley	1 800 267 8767	LB101	2010	1	\$ 139.00	\$ 139.00	
Tool	Budding and Grafting Knife	Lee Valley	1 800 267 8767	BL130	2008	1	\$ 29.50	\$ 29.50	

Appendix C: Production

MASTER CROP PLAN

	Crop	Variety	Unit	Total Units Needed	Units Harvested	Total Row Ft	# Rows	Average Row Length	Row & Row Length	Area Rows	Actual Rows	# Rows (Est)	# Rows	Actual Harvest Date	DTM	Planned (D) Date	Actual (D) Date	Planned (D) Date	Actual (D) Date	Days in GH	Planned (D) Date	Actual (D) Date	Inches between plants	Plants / Ft	# Cops/Plants/Weekend	# Plants to Sow	Cops Per Tray	# Trays Needed	Row # Trays	Seeds Per Cell	# Seeds/Weekend	Seed Origin	Organic?	Catalog #	# Old Seed	# Seeds/Other	# Seeds by weight	Pkg Size	Standard Package	Quantity	Cost of Seed		
variety	Tomato, heirloom	Striped German				30												1-Apr		27-May				15	20	36	1	1	20	JS	Y	2372		20		package	50.00	1.00	\$3.95				
all-crop	Turnip, hakurei	Hakurei	bunch	400	0.50	800	16	50	100	8.00	8.00	4	2										1.25	9.6	7680																		
planting	Turnip, hakurei	Hakurei				50									15-Apr								480	480																			
planting	Turnip, hakurei	Hakurei				50									29-Apr								480	480																			
planting	Turnip, hakurei	Hakurei				50									13-May								480	480																			
planting	Turnip, hakurei	Hakurei				50									27-May								480	480																			
planting	Turnip, hakurei	Hakurei				50									10-Jun								480	480																			
planting	Turnip, hakurei	Hakurei				50									17-Jun								480	480																			
planting	Turnip, hakurei	Hakurei				50									24-Jun								480	480																			
planting	Turnip, hakurei	Hakurei				50									1-Jul								480	480																			
planting	Turnip, hakurei	Hakurei				50									8-Jul								480	480																			
planting	Turnip, hakurei	Hakurei				50									15-Jul								480	480																			
planting	Turnip, hakurei	Hakurei				50									22-Jul								480	480																			
planting	Turnip, hakurei	Hakurei				50									29-Jul								480	480																			
planting	Turnip, hakurei	Hakurei				50									5-Aug								480	480																			
planting	Turnip, hakurei	Hakurei				50									12-Aug								480	480																			
planting	Turnip, hakurei	Hakurei				50									19-Aug								480	480																			
planting	Turnip, hakurei	Hakurei				50									26-Aug								480	480																			
variety	Turnip, hakurei	Hakurei				800																	7680	7680					7680	JS	N	706		7680	185000/lb	oz	11562.50	1.00	\$21.75				
all-crop	Winter Radish		bunch	240	0.60	400	1	400	100	4.00	4.00	4	1										2.00	6	2400																		
planting	Winter Radish	Miyashige Daikon				200									5-Aug								1200																				
planting	Winter Radish	Red Meat				200									5-Aug								1200																				
variety	Winter Radish	Miyashige Daikon				200																	1200	1200					1200	JS	N	625		1200	2500/oz	1 oz	2500.00	1.00	\$8.90				
variety	Winter Radish	Red Meat				200																	1200	1200					1200	JS	N	624		1200	2500/oz	1 oz	2500.00	1.00	\$9.95				
all-crop	Winter squash		each	180	0.90	200	1	200	100	2.00	2.00	1	2										24.00	0.5	100																		
planting	Winter squash	Acorn, Jet				30									20-May								15																				
planting	Winter squash	Buttercup, BonBon				20									20-May								10																				
planting	Winter squash	Butternut, Waltham				30									20-May								15																				
planting	Winter squash	Delicata				20									20-May								10																				
planting	Winter squash	Hubbard, Red Kuri				20									20-May								10																				
planting	Winter squash	Pumpkin, Baby Pam				30									20-May								15																				
planting	Winter squash	Pumpkin, Black Futzio				20									20-May								10																				
planting	Winter squash	Spaghetti Squash				30									20-May								15																				
variety	Winter squash	Acorn, Jet				30																	15	15					15	JS	N	2616		15		packet	30.00	1.00	\$3.45				
variety	Winter squash	Buttercup, BonBon				20																	10	10					10	JS	N	2996		10		packet	30.00	1.00	\$3.45				
variety	Winter squash	Butternut, Waltham				30																	15	15					15	JS	Y	671G		15		packet	30.00	1.00	\$3.95				
variety	Winter squash	Delicata				20																	10	10					10	JS	Y	675G		10		packet	30.00	1.00	\$3.95				
variety	Winter squash	Hubbard, Red Kuri				20																	10	10					10	JS	Y	677G		10		packet	20.00	1.00	\$3.95				
variety	Winter squash	Pumpkin, Baby Pam				30																	15	15					15	HM	Y	2818		15		packet	20.00	1.00	\$2.75				
variety	Winter squash	Pumpkin, Black Futzio				20																	10	10					10	HM	Y	2822		10		packet	30.00	1.00	\$3.25				
variety	Winter squash	Spaghetti Squash				30																	15	15					15	JS	N	679		15		packet	30.00	1.00	\$3.45				

SEEDLING ORDER

<i>Crop</i>	<i>Variety</i>	<i>Actual GH Seed</i>	<i>Planned TS Date</i>	<i>* Good Plants Needed</i>	<i>* Plants to Sow</i>	<i>Cells Per Tray</i>	<i>Round # Trays</i>	<i>Seeds Per Cell</i>	<i>Comments</i>
Basil									
Basil	Italian Large Leaf		27-May	150	256	128	2	1	
Basil	Italian Large Leaf		17-Jun	150	128	128	1	1	
Cabbage									
Cabbage	Storage No. 4		1-Jul	50	64	128	0.5	1	Split tray between Storage No. 4 and Ruby Perfection
Cabbage	Ruby Perfection		1-Jul	50	64	128	0.5	1	
Celeriac									
Celeriac	Brilliant		20-May	100	128	128	1	1	
Celery									
Celery	Tango		27-May	100	128	128	1	1	
Chard									
Chard	Bright Lights		6-May	300	384	128	3.00	1	
Chard	Bright Lights		10-Jun	100	128	128	1.00	1	
Chard	Bright Lights		1-Jul	100	128	128	1.00	1	
Chard	Bright Lights		22-Jul	100	128	128	1.00	1	
Collards									
Collards	Flash (F1)		6-May	67	72	72	1.00	1	
Flowers									
Flowers	Snapdragon, Arrow Mix		27-May	75	128	128	1	1	
Flowers	Strawflower, Swiss Giant Mix		10-Jun	200	256	128	2	1	
Flowers	Zinnia, Benary's Giant Mix		10-Jun	75	72	72	1	1	
Ground Cherry									
Ground cherry	Aunt Molly's		3-Jun	50	72	36	2	1	
Kale									
Kale	Winterbor		6-May	150	256	128	2	1	
Kale	Starbor		6-May	50	128	128	1.0	1	
Kale	Redbor		6-May	100	128	128	1.0	1	

SEEDLING ORDER

<i>Crop</i>	<i>Variety</i>	<i>Actual GH Seed</i>	<i>Planned TS Date</i>	<i>* Good Plants Needed</i>	<i>* Plants to Sow</i>	<i>Cells Per Tray</i>	<i>Round # Trays</i>	<i>Seeds Per Cell</i>	<i>Comments</i>
Kale	Winterbor		10-Jun	100	128	128	1.0	1	
Kale	Starbor		10-Jun	25	128	128	1.0	1	
Kale	Redbor		10-Jun	75	128	128	1.0	1	
Kale	Winterbor		1-Jul	100	128	128	1.0	1	
Kale	Starbor		1-Jul	25	128	128	1.0	1	
Kale	Redbor		1-Jul	75	128	128	1.0	1	
Kale	Winterbor		22-Jul	100	128	128	1.0	1	
Kale	Starbor		22-Jul	25	128	128	1.0	1	
Kale	Redbor		22-Jul	75	128	128	1.0	1	
Lettuce									Nevada lettuce has not arrived yet, will be shipped seperately
Lettuce	New Red Fire		29-Apr	20	25	128	0.20	1	
Lettuce	Optima		29-Apr	60	81	128	0.63	1	
Lettuce	Red Cross		29-Apr	60	75	128	0.59	1	
Lettuce	Waldmann's		29-Apr	20	25	128	0.20	1	
Lettuce	Winter Density		29-Apr	40	50	128	0.39	1	
Lettuce			29-Apr				2.00		
Lettuce	New Red Fire		20-May	20	25	128	0.20	1	
Lettuce	Optima		20-May	60	81	128	0.63	1	
Lettuce	Red Cross		20-May	60	75	128	0.59	1	
Lettuce	Waldmann's		20-May	20	25	128	0.20	1	
Lettuce	Winter Density		20-May	40	50	128	0.39	1	
Lettuce			20-May				2.00		
Lettuce	New Red Fire		3-Jun	20	25	128	0.20	1	
Lettuce	Optima		3-Jun	60	81	128	0.63	1	
Lettuce	Red Cross		3-Jun	60	75	128	0.59	1	
Lettuce	Waldmann's		3-Jun	20	25	128	0.20	1	
Lettuce	Winter Density		3-Jun	40	50	128	0.39	1	
Lettuce			3-Jun				2.00		
Lettuce	Jericho		10-Jun	45	62	128	0.48	1	

SEEDLING ORDER

<i>Crop</i>	<i>Variety</i>	<i>Actual GH Seed</i>	<i>Planned TS Date</i>	<i>* Good Plants Needed</i>	<i>* Plants to Sow</i>	<i>Cells Per Tray</i>	<i>Round # Trays</i>	<i>Seeds Per Cell</i>	<i>Comments</i>
Lettuce	Magenta		10-Jun	25	31	128	0.24	1	
Lettuce	Nevada		10-Jun	45	56	128	0.44	1	
Lettuce	New Red Fire		10-Jun	20	25	128	0.20	1	
Lettuce	Red Cross		10-Jun	40	50	128	0.39	1	
Lettuce	Two Star		10-Jun	25	31	128	0.24	1	
Lettuce			10-Jun				2.00		
Lettuce	Jericho		17-Jun	45	62	128	0.48	1	
Lettuce	Magenta		17-Jun	25	31	128	0.24	1	
Lettuce	Nevada		17-Jun	45	56	128	0.44	1	
Lettuce	New Red Fire		17-Jun	20	25	128	0.20	1	
Lettuce	Red Cross		17-Jun	40	50	128	0.39	1	
Lettuce	Two Star		17-Jun	25	31	128	0.24	1	
Lettuce			17-Jun				2.00		
Lettuce	Rhazes		24-Jun	100	128	128	1	1	
Lettuce	Spretnak		24-Jun	100	128	128	1	1	
Lettuce			24-Jun				2.00		
Lettuce	Jericho		1-Jul	45	56	128	0.44	1	
Lettuce	Magenta		1-Jul	25	31	128	0.24	1	
Lettuce	Nevada		1-Jul	45	56	128	0.44	1	
Lettuce	New Red Fire		1-Jul	25	31	128	0.24	1	
Lettuce	Red Cross		1-Jul	40	50	128	0.39	1	
Lettuce	Two Star		1-Jul	25	31	128	0.24	1	
Lettuce			1-Jul				2.00		
Lettuce	Jericho		8-Jul	45	56	128	0.44	1	
Lettuce	Magenta		8-Jul	25	31	128	0.24	1	
Lettuce	Nevada		8-Jul	45	56	128	0.44	1	
Lettuce	New Red Fire		8-Jul	25	31	128	0.24	1	
Lettuce	Red Cross		8-Jul	40	50	128	0.39	1	
Lettuce	Two Star		8-Jul	25	31	128	0.24	1	
Lettuce			8-Jul				2.00		

SEEDLING ORDER

<i>Crop</i>	<i>Variety</i>	<i>Actual GH Seed</i>	<i>Planned TS Date</i>	<i>* Good Plants Needed</i>	<i>* Plants to Sow</i>	<i>Cells Per Tray</i>	<i>Round # Trays</i>	<i>Seeds Per Cell</i>	<i>Comments</i>
Lettuce	Jericho		15-Jul	45	56	128	0.44	1	
Lettuce	Magenta		15-Jul	25	31	128	0.24	1	
Lettuce	Nevada		15-Jul	45	56	128	0.44	1	
Lettuce	New Red Fire		15-Jul	25	31	128	0.24	1	
Lettuce	Red Cross		15-Jul	40	50	128	0.39	1	
Lettuce	Two Star		15-Jul	25	31	128	0.24	1	
Lettuce			15-Jul				2.00		
Lettuce	New Red Fire		22-Jul	20	25	128	0.20	1	
Lettuce	Optima		22-Jul	60	81	128	0.63	1	
Lettuce	Red Cross		22-Jul	60	75	128	0.59	1	
Lettuce	Waldmann's		22-Jul	20	25	128	0.20	1	
Lettuce	Winter Density		22-Jul	40	50	128	0.39	1	
Lettuce			22-Jul				2.00		
Lettuce	New Red Fire		29-Jul	20	25	128	0.20	1	
Lettuce	Optima		29-Jul	60	81	128	0.63	1	
Lettuce	Red Cross		29-Jul	60	75	128	0.59	1	
Lettuce	Waldmann's		29-Jul	20	25	128	0.20	1	
Lettuce	Winter Density		29-Jul	40	50	128	0.39	1	
Lettuce			29-Jul				2.00		
Lettuce	New Red Fire		5-Aug	20	25	128	0.20	1	
Lettuce	Optima		5-Aug	60	81	128	0.63	1	
Lettuce	Red Cross		5-Aug	60	75	128	0.59	1	
Lettuce	Waldmann's		5-Aug	20	25	128	0.20	1	
Lettuce	Winter Density		5-Aug	40	50	128	0.39	1	
Lettuce			5-Aug				2.00		
Onion				1200					
Onion, fresh	Gladstone		20-May		300	162	1	3	
Onion, fresh	Walla Walla		20-May		300	162	1	3	
Onion, fresh	Red Baron		20-May		900	162	2	3	
Onion, fresh	Candy		20-May		300	162	1	3	

SEEDLING ORDER

<i>Crop</i>	<i>Variety</i>	<i>Actual GH Seed</i>	<i>Planned TS Date</i>	<i>* Good Plants Needed</i>	<i>* Plants to Sow</i>	<i>Cells Per Tray</i>	<i>Round # Trays</i>	<i>Seeds Per Cell</i>	<i>Comments</i>
Onion, red	Ruby Ring		20-May		300	162	2	3	
Onion, yellow	Patterson		20-May		300	162	3	3	
Parsley									
Parsley	Giant of Italy		20-May		256	128	2	1	
Parsley	Forest Green		20-May		256	128	2	1	
Pepper									Seeds have not arrived, will be shipped seperately
Pepper	Flame F-1		27-May		8	36	0.22	1	
Pepper	King Arthur F1		27-May		14	36	0.39	1	
Pepper	Purple Star F-1		27-May		14	36	0.39	1	
Pepper	El Jefe		27-May		8	36	0.22	1	
Pepper	Golden Star F-2		27-May		14	36	0.39	1	
Pepper	Bright Star F-3		27-May		14	36	0.39	1	
Pepper							2.00		
Tomato, cherry									
Tomato, cherry	Matt's Wild Cherry		27-May	30	36	36	1	1	
Tomato, cherry	Mexican Red Grape		27-May	30	36	36	1	1	
Tomato, cherry	Black Cherry		27-May	30	36	36	1	1	
Tomato, cherry	Sun Sugar		27-May	60	72	36	2	1	
Tomato, heirloom									
Tomato, heirloom	Black Krim		27-May	12.5	16	36	0.44	1	
Tomato, heirloom	Earl of Edgecombe		27-May	15	20	36	0.56	1	
Tomato, heirloom	Eva's Purple Ball		27-May	15	20	36	0.56	1	
Tomato, heirloom	Green Zebra		27-May	12.5	16	36	0.44	1	
Tomato, heirloom	Indigo Rose		27-May	15	36	36	1.00	1	
Tomato, heirloom	Longkeeper		27-May	12.5	16	36	0.44	1	
Tomato, heirloom	Moneymaker		27-May	12.5	20	36	0.56	1	
Tomato, heirloom	Opalka		27-May	12.5	16	36	0.44	1	
Tomato, heirloom	Persimmon		27-May	15	20	36	0.56	1	
Tomato, heirloom	Pineapple		27-May	12.5	16	36	0.44	1	

SEEDLING ORDER

<i>Crop</i>	<i>Variety</i>	<i>Actual GH Seed</i>	<i>Planned TS Date</i>	<i>* Good Plants Needed</i>	<i>* Plants to Sow</i>	<i>Cells Per Tray</i>	<i>Round #</i>	<i>Trays</i>	<i>Seeds Per Cell</i>	<i>Comments</i>
Tomato, heirloom	Striped German		27-May	15	20	36	0.56	1		
Stevia										Seeds have not arrived, will be shipped separately
Stevia	Candy Organic		27-May		72	72	1	1		

BED PREPARATION AND PLANTING BY WEEK

Row Ft/Wk	15-Apr	22-Apr	29-Apr	6-May	13-May	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun	1-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	Totals
DS	1300.0	0.0	700.0	700.0	700.0	1100.0	1150.0	900.0	1200.0	1200.0	1100.0	800.00	1600.00	800.0	600.00	500.00	1100.00	0.0	1000.0	400.0	16850.0
TS	0.0	0.0	1400.0	900.0	0.0	600.0	1450.0	0.0	600.0	300.0	200.00	600.0	200.00	200.00	400.00	200.00	200.0	200.0	0.0	0.0	7450.0

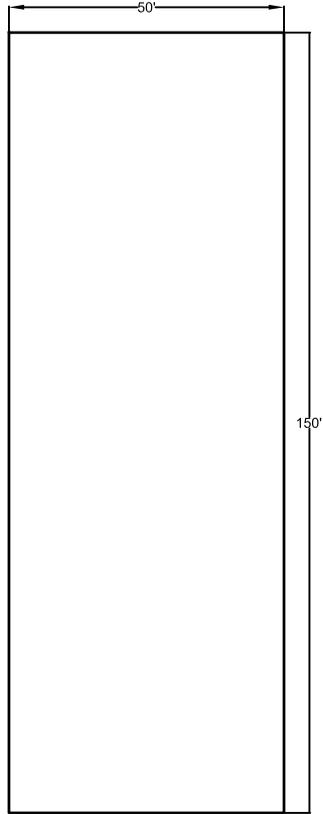
# 100' Beds/Wk	15-Apr	22-Apr	29-Apr	6-May	13-May	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun	1-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	Totals
DS & TS	3.4	0	5.6	4.5	1.5	10.0	13.0	2.0	4.6	4.9	3.2	3.8	4.3	3.4	2.6	1.6	3.1	1.3	2.0	0.7	75.5

Beds/ Month % of an Acre	Apr	May	June	July	Aug	Total
	9.0	29.0	14.7	15.7	7.1	75.5
	0.12	0.40	0.20	0.22	0.10	1.04

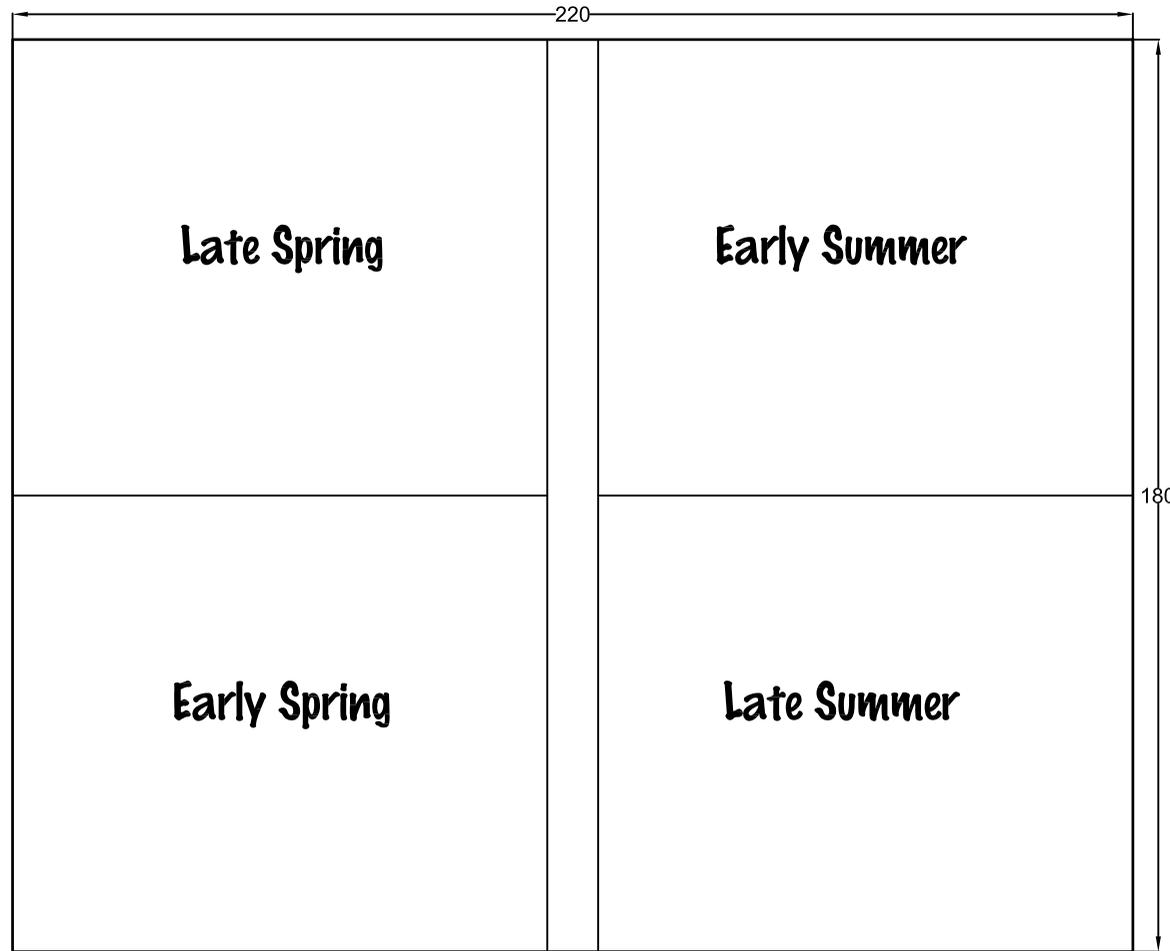
TIME FLOW

Week	1-Apr	8-Apr	15-Apr	22-Apr	29-Apr	6-May	13-May	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun	1-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	4-Nov	11-Nov	18-Nov	25-Nov	
Administration (meetings, phone/ email correstpondance)	3.0	3.0	10.0	10.0	5.0	5.0	5.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Digital marketing (sales lists, website, twitter, facebook)	10.0	10.0	10.0	10.0	10.0	10.0	10.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	1.0	1.0	1.0	1.0
Cleaning	5.0	5.0	5.0	5.0	5.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	10.0	10.0	10.0	10.0	10.0	10.0	
Direct marketing (CSA, farmers' market, caterer, restaurant)	0.0	0.0	0.0	10.0	5.0	10.0	5.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	14.0	14.0	4.0	4.0	4.0	4.0	4.0	
Direct seed	0.0	0.0	3.0	1.0	2.0	2.0	2.0	3.0	3.0	2.0	3.0	3.0	3.0	2.0	3.0	2.0	2.0	2.0	2.0	1.0	2.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fertility management	0.0	4.0	2.0	2.0	2.0	4.0	2.0	2.0	2.0	4.0	2.0	2.0	2.0	4.0	2.0	2.0	2.0	2.0	4.0	2.0	2.0	2.0	5.0	5.0	5.0	5.0	5.0	2.0	2.0	2.0	2.0	2.0	0.0	0.0	0.0	0.0
Financial management	20.0	15.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	5.0	5.0	5.0	5.0
Harvest	0.0	0.0	0.0	0.0	0.0	0.0	4.0	5.0	5.0	6.0	7.0	8.0	8.0	10.0	12.0	12.0	14.0	24.0	18.0	18.0	18.0	26.0	16.0	24.0	15.0	16.0	18.0	21.0	16.0	16.0	16.0	10.0	10.0	0.0	0.0	
Infrastructure set-up	40.0	40.0	40.0	40.0	20.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Irrigation	0.0	0.0	0.0	0.0	20.0	10.0	5.0	5.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	10.0	10.0	5.0	5.0
Livestock management	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Maintenance and repair	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Pest control	0.0	0.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Post- harvest	0.0	0.0	0.0	0.0	0.0	0.0	2.0	3.0	3.0	3.0	4.0	4.0	4.0	5.0	6.0	6.0	7.0	12.0	9.0	9.0	9.0	13.0	8.0	12.0	8.0	8.0	9.0	11.0	8.0	8.0	8.0	5.0	5.0	0.0	0.0	
Professional development	0.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	4.0	
Research and planning	10.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	20.0	20.0
Record keeping	0.0	0.0	1.5	1.5	1.5	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	8.0	8.0	8.0	8.0
Tillage	5.0	5.0	1.0	1.0	2.0	2.0	1.0	4.0	5.0	1.0	2.0	2.0	1.0	2.0	2.0	3.0	2.0	2.0	3.0	2.0	2.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transplant	0.0	5.0	3.0	0.0	2.0	5.0	0.0	2.0	1.0	1.0	2.0	1.0	1.0	2.0	1.0	1.0	1.5	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Travel	4.0	4.0	6.0	4.0	4.0	4.0	6.0	4.0	4.0	4.0	6.0	4.0	4.0	4.0	6.0	4.0	4.0	4.0	4.0	6.0	4.0	4.0	4.0	6.0	4.0	4.0	4.0	4.0	4.0	6.0	4.0	4.0	4.0	4.0	4.0	4.0
Weed control (hand weed, hoe, wheel hoe, flame weed)	0.0	0.0	0.0	0.0	4.0	10.0	15.0	15.0	25.0	40.0	40.0	45.0	50.0	45.0	45.0	50.0	40.0	30.0	30.0	25.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Weekly Totals	99	96	92	95	97	96	91	89	101	110	115	118	126	123	126	129	122	130	120	113	106	121	84	96	81	82	89	84	78	74	78	65	65	62	66	

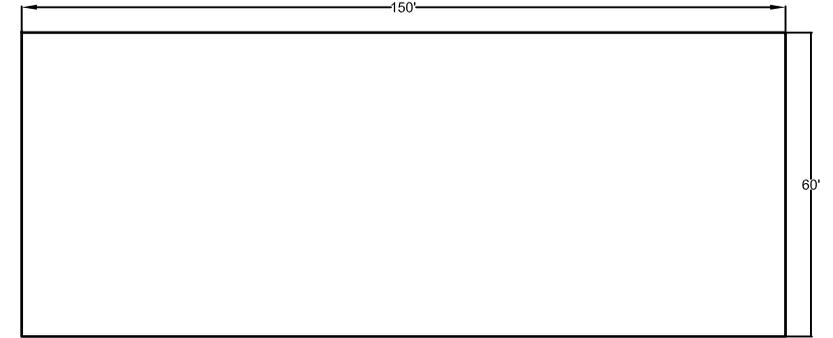
W5: nut tree field
7,500 sq. ft



W6: main field
39,600 sq. ft



W7: garlic field
9,000 sq. ft



Row 4: May 13, Cilantro	Row 4: May 13, Dill	Row 4: May 13, Bull's Blood Beet Greens
Row 3: May 13, Green Onion		
Row 2: May 6, Green Onion		
Row 1: May 6, Cilantro	Row 1: May 6, Dill	Row 1: May 6, Bull's Blood Beet Greens

Row 4: May 13, Carrot 'Munchin' or 'Mokum'
Row 3: May 13, Carrot 'Nelson'
Row 2: May 6, Carrot 'Nelson'
Row 1: May 6, Carrot 'Nelson'

TS

Row 4: Apr 29, Onion, Yellow
Row 3: Apr 29, Onion, Yellow
Row 2: Apr 29, Onion, Yellow
Row 1: Apr 29, Onion, Yellow

TS

Row 4: Apr 29, Onion, Red
Row 3: Apr 29, Onion, Red
Row 2: Apr 29, Onion, Red
Row 1: Apr 29, Onion, Red

TS

Row 4: Apr 29, Onion, Fresh
Row 3: Apr 29, Onion, Fresh
Row 2: Apr 29, Onion, Fresh
Row 1: Apr 29, Onion, Fresh

Row 4: Apr 29, Carrot
Row 3: Apr 29, Carrot
Row 2: Apr 29, Beet
Row 1: Apr 29, Beet

Row 4: Apr 15, Shokito 'Camden' F1
Row 3: Apr 15, Shokito 'Camden' F1
Row 2: Apr 15, Shokito 'Camden' F1
Row 1: Apr 15, Shokito 'Camden' F1

Row 6: Apr 29, Anjou	Row 6: Apr 29, Spinnach
Row 5: Apr 29, Anjou Greens	Row 5: Apr 29, Baby Lettuce
Row 4: Apr 15, Baby Lettuce	Row 4: Apr 29, Baby Lettuce
Row 3: Apr 15, Anjou Greens	
Row 2: Apr 15, Baby Chard	
Row 1: Apr 15, Anjou	Row 1: Apr 15, Spinnach

Row 4: Apr 29, Hakurei Turnip	Row 4: Apr 29, Radish
Row 3: Apr 15, Hakurei Turnip	Row 3: Apr 15, Radish
Row 2: Apr 15, Baby Kale	
Row 1: Apr 15, Baby Kale	

Row 2: Apr 15, Peak 'Sugar Ann'
Row 1: Apr 15, Peak 'Sugar Ann'

Row 4: June 3, Peppercorn	Row 4: June 3, Peppercorn
Row 3: June 3, Adult Greens	Row 3: June 3, Peppercorn
Row 2: May 27, Hakurei	Row 2: May 27, Hakurei
Row 1: May 27, Bunching	Row 1: May 27, Bunching

Row 4: June 3, Spinhart	Row 4: June 3, Spinhart
Row 3: June 3, Spinhart	Row 3: June 3, Spinhart
Row 2: May 27, Baby Lettuce	Row 2: May 27, Baby Lettuce
Row 1: May 27, Spinhart	Row 1: May 27, Spinhart

Row 4: June 3, O'Rourke	Row 4: June 3, O'Rourke	Row 4: June 3, Bull's Blood Beet Greens
Row 3: June 3, Green Origan	Row 3: June 3, Green Origan	Row 3: June 3, Bull's Blood Beet Greens
Row 2: May 27, Green Origan	Row 2: May 27, Green Origan	Row 2: May 27, Bull's Blood Beet Greens
Row 1: May 27, Origan	Row 1: May 27, Origan	Row 1: May 27, Bull's Blood Beet Greens

Row 4: May 27, Beet	Row 4: May 27, Beet
Row 3: May 27, Beet	Row 3: May 27, Beet
Row 2: May 27, Carrot 'Mini Hercules' Minkum'	Row 2: May 27, Carrot 'Mini Hercules' Minkum'
Row 1: May 27, Carrot 'Nadine'	Row 1: May 27, Carrot 'Nadine'

TS

Row 1: May 27, Peppers	Row 1: May 27, Peppers
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TS

Row 1: May 27, Ground Cherry	Row 1: May 27, Ground Cherry
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TS

Row 1: May 27, Tomato	Row 1: May 27, Tomato
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TS

Row 1: May 27, Tomato	Row 1: May 27, Tomato
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TS

Row 1: May 27, Tomato	Row 1: May 27, Tomato
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TS

Row 1: May 27, Tomato	Row 1: May 27, Tomato
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Row 1: June 9, Carmel Nodden
Row 2: June 9, Carmel Rainbow
Row 3: June 10, Orlon Green
Row 4: June 10, Orlon Green

Row 1: June 10, Carmel Nodden
Row 2: June 10, Carmel 'KishHerculesAkoum'
Row 3: June 10, Beet
Row 4: June 10, Beet

Row 1: June 10, Sibbach
Row 2: June 10, Baby Lettuce
Row 3: June 10, Cherry
Row 4: June 17, Cherry
Row 5: June 17, Baby Lettuce
Row 6: June 17, Sibbach
Row 3: June 10, B.M.'s Blood Beet Greens
Row 4: June 17, B.M.'s Blood Beet Greens

Row 1: June 10, Wagon
Row 2: June 10, Arden Greens
Row 3: June 17, Arden Greens
Row 4: June 17, Baby Kale
Row 5: June 17, Baby Kale
Row 6: June 17, Wagon

Row 1: June 10, Hakoni
Row 2: June 17, Hakoni
Row 3: June 24, Hakoni
Row 4: June 24, Anasch
Row 3: June 10, Broom
Row 4: June 17, Anasch
Row 5: June 24, Broom

TS

Row 1: June 10, Chard
Row 2: June 10, Kale
Row 3: June 10, Kale

TS

Row 1: June 10, Lettuce
Row 2: June 10, Lettuce
Row 3: June 10, Flowers 'Shredlover'

Row 1: June 17, Carmel Nodden
Row 2: June 17, Carmel Rainbow
Row 3: June 24, Orlon Green
Row 4: June 24, Cherry
Row 4: June 24, CM
Row 4: June 24, B.M.'s Blood Beet Greens

TS

Row 1: June 17, Lettuce
Row 2: June 17, Lettuce
Row 3: June 17, Beet

Row 1: June 24, Carmel Nodden
Row 2: June 24, Carmel 'KishHerculesAkoum'
Row 3: June 24, Beet
Row 4: June 24, Beet

Row 1: June 24, Lettuce
Row 2: June 24, Baby Lettuce
Row 3: June 24, Baby Lettuce
Row 4: July 1, Baby Lettuce
Row 5: July 1, Spinach
Row 6: July 8, Spinach

Row 1: July 1, Carrot Water
Row 2: July 1, Carrot Water
Row 3: July 1, Chlorella
Row 4: July 8, Chlorella
Row 5: July 1, DM
Row 6: July 8, DM
Row 7: July 1, Buffs Blood Boost Cream
Row 8: July 8, Buffs Blood Boost Cream

TS

Row 1: June 24, Lettuce
Row 2: June 24, Lettuce
Row 3: July 1, Chart

TS

Row 1: July 1, Lettuce
Row 2: July 1, Lettuce
Row 3: July 8, Lettuce

TS

Row 1: July 1, Caroban Cream
Row 2: July 1, Kelp
Row 3: July 1, Kelp
Row 4: July 1, Caroban Cream

Row 1: July 1, Mergara
Row 2: July 1, Mergara
Row 3: July 1, Mergara
Row 4: July 8, Mergara
Row 5: July 1, Procodin
Row 6: July 8, Procodin

Row 1: July 8, Procodin
Row 2: July 8, Adren Cream
Row 3: July 8, Baby Lettuce
Row 4: July 15, Baby Lettuce
Row 5: July 15, Adren Cream
Row 6: July 15, Procodin

Row 1: July 8, Beets
Row 2: July 8, Beets
Row 3: July 8, Beets
Row 4: July 8, Beets

Row 1: July 8, Beets Storage
Row 2: July 8, Beets Storage
Row 3: July 8, Beets Storage
Row 4: July 8, Beets Storage

Row 1: July 8, Carrot Water
Row 2: July 8, Carrot Water Heronika Mixture
Row 3: July 15, Carrot Water
Row 4: July 15, Carrot Water

TS

Row 1: July 8, Lettuce
Row 2: July 15, Lettuce
Row 3: July 15, Lettuce

Row 1: July 15, Carrot Storage
Row 2: July 15, Carrot Storage
Row 3: July 15, Carrot Storage
Row 4: July 15, Carrot Storage

Row 1: July 15, Spinach
Row 2: July 15, Baby Lettuce
Row 3: July 15, Cherno
Row 4: July 22, Cherno
Row 5: July 22, Baby Lettuce
Row 6: July 22, Spinach
Row 3: July 15, Bull's Blood Bell Greens
Row 4: July 22, Bull's Blood Bell Greens

TS

Row 1: July 22, Kale
Row 2: July 22, Kale
Row 3: July 22, Lettuce

TS

Row 1: July 22, Lettuce
Row 2: July 29, Lettuce
Row 3: July 29, Lettuce

Row 1: July 15, Hakurei
Row 2: July 22, Hakurei
Row 3: July 29, Hakurei
Row 4: July 22, Akiba Orange
Row 1: July 15, Blood 4
Row 2: July 22, Blood

Row 1: July 29, Sugarb
Row 2: July 29, Akiba Orange
Row 3: August 5, Sugarb
Row 4: August 5, Akiba Orange
Row 5: August 12, Sugarb
Row 6: August 12, Akiba Orange

Row 1: July 29, Spinach
Row 2: July 29, Baby Lettuce
Row 3: August 5, Spinach
Row 4: August 5, Baby Lettuce
Row 5: August 12, Spinach
Row 6: August 12, Baby Lettuce

Row 1: July 29, Tumbi Hakurei
Row 2: August 5, Tumbi Hakurei
Row 3: August 5, Tumbi Hakurei
Row 4: August 5, Rapun
Row 1: July 29, Blood

Row 1: August 5, White Radish
Row 2: August 5, White Radish
Row 3: August 5, White Radish
Row 4: August 5, White Radish

TS

Row 3: May 6, Kale
Row 2: May 6, Kale
Row 1: May 6, Kale

TS

Row 3: May 6, Chard
Row 2: May 6, Chard
Row 1: May 6, Chard

REPLANT

Row 3: August 5, Lettuce
Row 2: August 5, Lettuce
Row 1: August 19, Lettuce

Row 4: May 13, Carrot 'Nantes'/Heritage/Alakum
Row 3: May 13, Carrot 'Nantes'
Row 2: May 6, Carrot 'Rakibow'
Row 1: May 6, Carrot 'Nantes'

Row 4: May 13, Cilantro	Row 4: May 13, CH	Row 4: May 13, B (1's) Blood Beet Greens
Row 3: May 13, Green Onion		
Row 2: May 6, Green Onion		
Row 1: May 6, Cilantro	Row 1: May 6, CH	Row 1: May 6, B (1's) Blood Beet Greens

Row 4: April 26, Carrot
Row 3: April 26, Carrot
Row 2: April 26, Beet
Row 1: April 26, Beet

REPLANT

Row 3: August 19, Baby Kale
Row 2: August 19, Baby Kale
Row 1: August 19, Lettuce

REPLANT

Row 6: August 26, Lettuce Baby
Row 5: August 26, Lettuce Baby
Row 4: August 19, Lettuce Baby
Row 3: August 19, Spinach
Row 2: August 19, Spinach
Row 1: August 19, Spinach

Row 4: April 15, Shokito Camellid F1
Row 3: April 15, Shokito Camellid F1
Row 2: April 15, Shokito Camellid F1
Row 1: April 15, Shokito Camellid F1

REPLANT

Row 6: August 26, Asparagus
Row 5: August 26, Aspin Greens
Row 4: August 19, Aspin Greens
Row 3: August 19, Aspin Greens
Row 2: August 19, Asparagus
Row 1: August 19, Asparagus

Step 11 Step 20, 19 Jan 2020

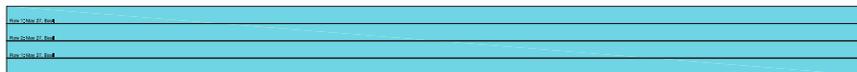
Step 11 Step 20, 19 Jan 2020	Step 11 Step 20, 19 Jan 2020
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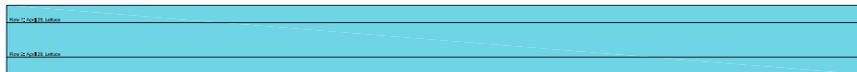
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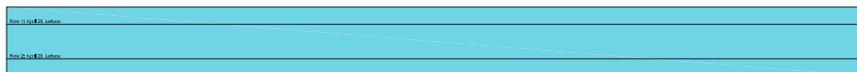
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Appendix D: Sales

SALES PROJECTIONS FOR 2013

Crop	Unit	Cost	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun	1-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	Total	Harvest Total
Arugula	lbs	\$ 9.00	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	\$ 3,240.00	360
Basil	bunch	\$ 2.00	0	0	0	0	0	0	0	0	0	0	50	50	50	50	50	50	0	0	0	0	0	0	0	0	\$ 600.00	300
Beets	bunch	\$ 3.00	0	0	0	0	0	0	0	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	0	0	\$ 2,340.00	780
Beets	loose	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	65	65	65	65	\$ 780.00	260
Cabbage	each	\$ 4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	15	15	15	\$ 240.00	60
Carrots, bunch/ baby	bunch	\$ 4.00	0	0	0	0	0	0	0	56	56	56	56	56	56	56	56	56	56	56	56	56	56	56	0	0	\$ 3,360.00	840
Carrots, storage	loose	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	49	49	49	49	\$ 588.00	196
Celeriac	each	\$ 4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25	25	25	\$ 300.00	75
Celery	each	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10	10	10	10	10	\$ 150.00	50
Chard	bunch	\$ 3.00	0	0	0	0	0	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	0	0	0	0	\$ 1,080.00	360
Chard, baby	lbs	\$ 9.00	0	5	5	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$ 180.00	20
Cilantro	bunch	\$ 2.00	0	0	0	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	10	\$ 980.00	490
Cucumber, field	fruit	\$ 1.00	0	0	0	0	0	0	0	0	75	75	75	75	75	75	0	0	0	0	0	0	0	0	0	0	\$ 450.00	450
Cucumber, pickling	pint	\$ 3.00	0	0	0	0	0	0	0	0	5	5	5	5	5	5	0	0	0	0	0	0	0	0	0	0	\$ 90.00	30
Dill	bunch	\$ 2.00	0	0	0	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	0	\$ 560.00	280
Flowers	bunch	\$ 5.00	0	0	0	0	0	0	0	0	25	25	25	25	25	25	25	25	25	25	25	0	0	0	0	0	\$ 1,375.00	275
Garlic	bulb	\$ 2.00	0	0	0	0	0	0	0	0	0	0	0	300	300	300	300	300	300	300	300	300	300	300	300	300	\$ 7,200.00	3600
Garlic scapes	lbs	\$ 6.00	0	0	0	0	0	25	25	25	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$ 600.00	100
Green onion	bunch	\$ 3.00	0	0	0	0	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	\$ 1,800.00	600
Ground Cherry	0.5 lbs	\$ 4.00	0	0	0	0	0	0	0	0	0	0	25	25	25	25	25	25	25	25	25	25	0	0	0	0	\$ 1,000.00	250
Kale	bunch	\$ 3.00	0	0	0	0	0	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	39	0	\$ 2,106.00	702
Kale, baby	lbs	\$ 9.00	0	0	0	0	15	15	15	15	10	10	10	10	0	0	0	0	0	10	10	10	10	10	10	0	\$ 1,440.00	160
Lettuce	each	\$ 3.00	0	0	0	0	0	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	0	0	0	0	\$ 3,600.00	1200
Onion, fresh	bunch	\$ 3.00	0	0	0	0	0	0	0	0	0	0	30	30	30	30	30	30	0	0	0	0	0	0	0	0	\$ 540.00	180
Onion, red	lbs	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	30	30	30	30	30	30	30	\$ 720.00	240
Onion, yellow	lbs	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	30	30	30	30	30	30	30	\$ 720.00	240
Parsley	bunch	\$ 2.00	0	0	0	0	0	0	0	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	0	\$ 800.00	400
Peas	lbs	\$ 12.00	0	0	0	5	5	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$ 240.00	20
Radish	bunch	\$ 3.00	20	20	20	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	15	15	15	0	\$ 465.00	155

SALES PROJECTIONS FOR 2013

Crop	Unit	Cost	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun	1-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	Total	Harvest Total
Winter Radish	bunch	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	60	60	60	\$ 720.00	240
Salad Mix	lbs	\$ 9.00	20	20	20	20	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	\$ 7,560.00	840
Shallots	lbs	\$ 6.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	20	20	20	20	20	\$ 720.00	120
Spinach	lbs	\$ 9.00	8	8	8	8	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	\$ 2,448.00	272
Summer Squash	fruit	\$ 1.00	0	0	0	0	0	0	0	0	75	75	75	75	75	75	75	75	0	0	0	0	0	0	0	0	\$ 600.00	600
Tomato, cherry	lbs	\$ 5.00	0	0	0	0	0	0	0	0	0	0	0	100	100	100	100	100	100	100	100	100	0	0	0	0	\$ 4,500.00	900
Tomato, heirloom	lbs	\$ 4.00	0	0	0	0	0	0	0	0	0	0	0	75	75	75	75	75	75	75	75	0	0	0	0	0	\$ 2,400.00	600
Turnip, hakurei	bunch	\$ 3.00	0	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	0	0	0	\$ 1,200.00	400
Winter squash	fruit	\$ 4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	30	30	30	30	\$ 720.00	180
			\$447.00	\$552.00	\$552.00	\$688.00	\$1,051.00	\$1,585.00	\$1,585.00	\$1,955.00	\$2,200.00	\$2,050.00	\$2,340.00	\$3,140.00	\$3,650.00	\$3,650.00	\$3,560.00	\$3,560.00	\$3,475.00	\$3,565.00	\$3,850.00	\$3,455.00	\$3,125.00	\$3,165.00	\$2,785.00	\$2,427.00	\$58,412.00	

SALES PROJECTIONS FOR 2013 (LESS 40%)

Crop	Unit	Cost	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun	1-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	Total	Harvest Total	
Arugula	lbs	\$ 9.00	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	\$ 1,944.00	216	
Basil	bunch	\$ 2.00	0	0	0	0	0	0	0	0	0	0	30	30	30	30	30	30	0	0	0	0	0	0	0	0	\$ 360.00	180	
Beets	bunch	\$ 3.00	0	0	0	0	0	0	0	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	0	0	\$ 1,404.00	468	
Beets	loose	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	39	39	39	39	\$ 468.00	156
Cabbage	each	\$ 4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	9	9	9	\$ 144.00	36
Carrots, bunch/ baby	bunch	\$ 4.00	0	0	0	0	0	0	0	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	0	0	\$ 2,016.00	504
Carrots, storage	loose	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	29	29	29	29	\$ 352.80	117.6
Celeriac	each	\$ 4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	15	15	\$ 180.00	45	
Celery	each	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	6	6	6	6	\$ 90.00	30	
Chard	bunch	\$ 3.00	0	0	0	0	0	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	0	0	0	0	\$ 648.00	216	
Chard, baby	lbs	\$ 9.00	0	3	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$ 108.00	12	
Cilantro	bunch	\$ 2.00	0	0	0	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	6	\$ 588.00	294	
Cucumber, field	fruit	\$ 1.00	0	0	0	0	0	0	0	0	45	45	45	45	45	45	0	0	0	0	0	0	0	0	0	0	\$ 270.00	270	
Cucumber, pickling	pint	\$ 3.00	0	0	0	0	0	0	0	0	3	3	3	3	3	3	0	0	0	0	0	0	0	0	0	0	\$ 54.00	18	
Dill	bunch	\$ 2.00	0	0	0	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	8.4	0	\$ 336.00	168
Flowers	bunch	\$ 5.00	0	0	0	0	0	0	0	0	15	15	15	15	15	15	15	15	15	15	15	0	0	0	0	0	\$ 825.00	165	
Garlic	bulb	\$ 2.00	0	0	0	0	0	0	0	0	0	0	0	180	180	180	180	180	180	180	180	180	180	180	180	180	\$ 4,320.00	2160	
Garlic scapes	lbs	\$ 6.00	0	0	0	0	0	15	15	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$ 360.00	60	
Green onion	bunch	\$ 3.00	0	0	0	0	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18	\$ 1,080.00	360	
Ground Cherry	0.5 lbs	\$ 4.00	0	0	0	0	0	0	0	0	0	15	15	15	15	15	15	15	15	15	15	15	0	0	0	0	\$ 600.00	150	
Kale	bunch	\$ 3.00	0	0	0	0	0	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	0	\$ 1,263.60	421.2	
Kale, baby	lbs	\$ 9.00	0	0	0	0	9	9	9	9	6	6	6	6	0	0	0	0	0	6	6	6	6	6	6	0	\$ 864.00	96	
Lettuce	each	\$ 3.00	0	0	0	0	0	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	0	0	0	0	\$ 2,160.00	720	
Onion, fresh	bunch	\$ 3.00	0	0	0	0	0	0	0	0	0	0	18	18	18	18	18	18	0	0	0	0	0	0	0	0	\$ 324.00	108	
Onion, red	lbs	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18	18	18	18	18	18	18	18	\$ 432.00	144	
Onion, yellow	lbs	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18	18	18	18	18	18	18	18	\$ 432.00	144	
Parsley	bunch	\$ 2.00	0	0	0	0	0	0	0	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	0	\$ 480.00	240	
Peas	lbs	\$ 12.00	0	0	0	3	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	\$ 144.00	12	
Radish	bunch	\$ 3.00	12	12	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	9	9	9	9	0	\$ 279.00	93	

SALES PROJECTIONS FOR 2013 (LESS 40%)

Crop	Unit	Cost	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun	1-Jul	8-Jul	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	Total	Harvest Total
Winter Radish	bunch	\$ 3.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	36	36	36	36	\$ 432.00	144
Salad Mix	lbs	\$ 9.00	12	12	12	12	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	\$ 4,536.00	504
Shallots	lbs	\$ 6.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	12	12	12	12	12	12	\$ 432.00	72
Spinach	lbs	\$ 9.00	4.8	4.8	4.8	4.8	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	7.2	\$ 1,468.80	163.2
Summer Squash	fruit	\$ 1.00	0	0	0	0	0	0	0	0	45	45	45	45	45	45	45	45	0	0	0	0	0	0	0	0	\$ 360.00	360
Tomato, cherry	lbs	\$ 5.00	0	0	0	0	0	0	0	0	0	0	0	60	60	60	60	60	60	60	60	60	60	60	60	60	\$ 2,700.00	540
Tomato, heirloom	lbs	\$ 4.00	0	0	0	0	0	0	0	0	0	0	0	45	45	45	45	45	45	45	45	0	0	0	0	0	\$ 1,440.00	360
Turnip, hakurei	bunch	\$ 3.00	0	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	0	0	0	\$ 720.00	240
Winter squash	fruit	\$ 4.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18	18	18	18	18	18	\$ 432.00	108
			\$268.20	\$331.20	\$331.20	\$412.80	\$630.60	\$951.00	\$951.00	\$1,173.00	\$1,320.00	\$1,230.00	\$1,404.00	\$1,884.00	\$2,190.00	\$2,190.00	\$2,136.00	\$2,136.00	\$2,085.00	\$2,139.00	\$2,310.00	\$2,073.00	\$1,875.00	\$1,899.00	\$1,671.00	\$1,456.20		
																											\$35,047.20	

2013 REVENUE

Stream	Type	Notes/ Description	Unit	Quan.	Per	Total	% of Revenue
farmers' market	Exeter	mid May to late October	weeks	24	\$ 393.75	\$ 9,450.00	27%
farmers' market	Goderich	mid May to early October	weeks	22	\$ 525.00	\$ 11,550.00	33%
restaurant	wholesale	lt. May to early November	weeks	24	\$ 250.00	\$ 5,250.00	15%
caterer	wholesale	occasional	each	10	\$ 320.00	\$ 2,800.00	8%
CSA pilot	friends/ family	18 weeks	person	8	\$ 525.00	\$ 4,200.00	12%
miscellaneous sales	wholesale	good food box	each	5	\$ 400.00	\$ 1,750.00	5%
Total Revenue						\$ 35,000.00	100%

EXPENSES

Department	Category	Expense	Vendor/ Description	Unit.	Quan.	Average Cost/ Unit	Total	% of Expense
Variable								
Administration	food and entertainment	client meals		each	0	\$ -	\$ -	-
Administration	materials and supplies	office supplies	pens, paper, ink, photocopying, file folders, etc.	lump sum	1	\$ 150.00	\$ 150.00	
Administration	materials and supplies	postage	Canada post stamps	each	100	\$ 0.63	\$ 63.00	
Administration	materials and supplies	postage	shipping	lump sum	1	\$ 200.00	\$ 200.00	
Livestock	materials and supplies	feed, hay, bedding		bag	0	\$ -	\$ -	-
Livestock	professional services	veterinary		hourly	0	\$ -	\$ -	-
Production	contract services	custom work		each	0	\$ -	\$ -	-
Production	contract services	seedling production	Lena Burkhard	tray	82	\$ 10.00	\$ 820.00	
Production	fuel and oil	machinery	tractor	lump sum	1	\$ 100.00	\$ 100.00	
Production	fuel and oil	machinery	irrigation	monthly	6	\$ 50.00	\$ 300.00	
Production	fuel and oil	vehicle	Goderich farmers market (56km * 22wks)	wks	22	\$ 25.20	\$ 554.40	
Production	fuel and oil	vehicle	Exeter farmers market (64km * 24wks)	wks	24	\$ 28.80	\$ 691.20	
Production	fuel and oil	vehicle	Deliveries to Clinton and Bayfield (50km*24wks)	wks	24	\$ 22.50	\$ 540.00	
Production	materials and supplies	inputs and amendments	compost, rock dust, etc.	each	1	\$ 400.00	\$ 400.00	
Production	materials and supplies	inputs and amendments	mulch, straw round bale	each	6	\$ 25.00	\$ 150.00	
Production	materials and supplies	miscellaneous		lump sum	1	\$ 250.00	\$ 250.00	
Production	materials and supplies	packaging	plastic bags	each	5	\$ 24.00	\$ 120.00	
Production	materials and supplies	packaging	twist ties, \$0.0162 from Everdale	each	3000	\$ 0.0162	\$ 48.60	
Production	materials and supplies	packaging	pints	lump sum	1	\$ 100.00	\$ 100.00	
Production	materials and supplies	seed	cover crop	each	1	\$ 200.00	\$ 200.00	
Production	materials and supplies	seed	Johnny's Selected Seeds + shipping	each	1	\$ 688.60	\$ 688.60	
Production	materials and supplies	seed	Vesey's + shipping	each	1	\$ 64.90	\$ 64.90	
Production	materials and supplies	seed	William Dam + shipping	each	1	\$ 49.50	\$ 49.50	
Production	materials and supplies	seed	High Mowing + shipping	each	1	\$ 198.25	\$ 198.25	
Production	materials and supplies	seed	Terra Edibles + shipping	each	1	\$ 37.50	\$ 37.50	
Production	materials and supplies	seed	Cottage Gardeners + shipping	each	1	\$ 8.00	\$ 8.00	
Production	repairs and maintenance	machinery	tractor, covered by landowner	lump sum	1	\$ -	\$ -	
Production	repairs and maintenance	vehicle		lump sum	1	\$ 400.00	\$ 400.00	
Total						\$	\$ 6,133.95	31%

EXPENSES

Department	Category	Expense	Vendor/ Description	Unit.	Quan.	Average Cost/ Unit	Total	% of Expense
Fixed Expense								
Administration	marketing and promotion	print	business cards, postcard and banner	lump sum	1	\$ 350.00	\$ 350.00	
Administration	marketing and promotion	web	domain name renewal	lump sum	1	\$ 11.98	\$ 11.98	
Administration	marketing and promotion	web	web hosting	monthly	10	\$ 3.15	\$ 31.50	
Administration	membership/ fees	EFO/ COG	\$45 EFO, \$100 COG	lump sum	1	\$ 145.00	\$ 145.00	
Administration	membership/ fees	Exeter market fees	\$15.00/ market day or full season fee + \$20 membership	lump sum	1	\$ 344.00	\$ 344.00	
Administration	membership/ fees	Goderich market fees	\$18.00/ market day or full season fee	lump sum	1	\$ 325.00	\$ 325.00	
Administration	professional services	accounting		each	1	\$ 600.00	\$ 600.00	
Administration	professional services	legal services		hourly	0	\$ -	\$ -	
Administration	professional services	other		hourly	0	\$ -	\$ -	
Administration	training and education	safe food handler	\$75.00 * 2	each	2	\$ 75.00	\$ 150.00	
Administration	utilities	electricity	to run cooler	monthly	6	\$ 30.00	\$ 180.00	
Production	professional services	soil testing	A & S soil testing	each	2	\$ 35.00	\$ 70.00	
Salaries and Wages	personal draw	Brian and Tamara's wage		monthly	5	\$ 414.00	\$ 2,070.00	
Total							\$ 4,277.48	21%
Overhead								
Administration	insurance	liability		lump sum	1	\$ 2,000.00	\$ 1,333.36	
Administration	insurance	vehicle	\$108.00/month for the car, \$128.00/month for truck; 50% assigned to the business	monthly	8	\$ 118.00	\$ 944.00	
Administration	rental fees	land		annual	1	\$ 1.00	\$ 1.00	
Administration	utilities	internet		monthly	12	\$ -	\$ -	
Administration	utilities	telephone		monthly	8	\$ 60.00	\$ 480.00	
Administration	bank fees			annual	1	\$ 120.00	\$ 120.00	
Total							\$ 2,878.36	14%

EXPENSES

Department	Category	Expense	Vendor/ Description	Unit.	Quan.	Average Cost/ Unit	Total	% of Expense
Capital								
Production	materials and supplies	harvest bins		each	100	\$ 2.75	\$ 275.00	
Production	tools and equipment	trellising	cedar posts from bush, twine and wire	lump sum	1	\$ 100.00	\$ 100.00	
Administration	furniture and fixtures	office set up		lump sum	1	\$ 100.00	\$ 100.00	
Production	materials and supplies	row cover	John Burkhard, 14' x 800' (HW), 83" x 400'	each	1	\$ 459.50	\$ 459.50	
Production	marketing and promotion	market tent		each	1	\$ 365.00	\$ 365.00	
Production	tools and equipment	small tools		lump sum	1	\$ 400.00	\$ 400.00	
Administration	computer	software	QuickBooks Pro	each	1	\$ 229.00	\$ 229.00	
Production	tools and equipment	scales		lump sum	1	\$ 500.00	\$ 500.00	
Production	infrastructure	irrigation		lump sum	1	\$ 1,800.00	\$ 1,800.00	
Production	infrastructure	cooler	panels	lump sum	1	\$1,700.00	\$ 1,700.00	
Production	infrastructure	cooler	cool bot	lump sum	1	\$ 299.00	\$ 299.00	
Production	infrastructure	cooler	air conditioner	lump sum	1	\$ 200.00	\$ 200.00	
Production	infrastructure	wash station	lumber, roofing	lump sum	1	\$ 300.00	\$ 300.00	
Total							\$ 6,727.50	34%
TOTAL EXPENSES (variable, fixed, overhead and capital)							\$ 20,017.29	
CONTINGENCY							\$ 2,001.73	
TOTAL EXPENSE WITH CONTINGENCY							\$ 22,019.02	
NET PROFIT							\$ 12,980.98	

CHART OF ACCOUNTS

Category	Sub Category	Department Code	Account #	Account Description
Assets		1000		
	Current	1000	1010	petty cash
	Current	1000	1050	chequing account
	Current	1000	1100	saving account
	Current	1000	1150	accounts recievable
	Current	1000	1200	other receivables
	Current	1000	1250	raw material inventory
	Current	1000	1300	supplies inventory
	Current	1000	1350	work in progress inventory
	Current	1000	1400	finished goods inventory
	Current	1000	1450	prepaid expense
	Current	1000	1500	prepaid interest
	Current	1000	1550	other current assets
	Fixed	1000	1600	furniture and fixtures
	Fixed	1000	1610	equipment
	Fixed	1000	1620	vehicles
	Fixed	1000	1630	other depreciable property
	Fixed	1000	1640	leasehold improvements
	Fixed	1000	1650	buildings
	Fixed	1000	1660	building improvments
	Fixed	1000	1690	land
	Fixed	1000	1700	accumulated depreciation, furniture and fixtures
	Fixed	1000	1710	accumulated depreciation, equipment
	Fixed	1000	1720	accumulated depreciation, other
	Fixed	1000	1730	accumulated depreciation, lease
	Fixed	1000	1740	accumulated depreciation, buildings
	Fixed	1000	1750	accumulated depreciation, building improvements
Liabilities		2000		
	Short term	2000	2000	accounts payable
	Short term	2000	2200	accrued expenses
	Short term	2000	2250	taxes payable
	Short term	2000	2300	wages payable
	Short term	2000	2350	current portion of long term dept
	Short term	2000	2400	deposits from customers
	Short term	2000	2450	other current liabilities
	Long term	2000	2500	land payable
	Long term	2000	2510	equipment payable
	Long term	2000	2520	vehicles payable
	Long term	2000	2530	bank loans payable
	Long term	2000	2540	deferred revenue
	Long term	2000	2550	other long term liabilities

CHART OF ACCOUNTS

Category	Sub Category	Department Code	Account #	Account Description
Owner's Equity		3000	3000	retained earnings
		3000	3100	stated capital
Revenue		4000		
		4000	4000	farmer's market 1 income
		4000	4010	farmers' market 2 income
		4000	4030	restaurant sales
		4000	4050	cateror sales
		4000	4100	CSA sales
		4000	4200	value add
		4000	4300	seed stock
		4000	4350	seedlings
		4000	4400	livestock, honey
		4000	4420	livestock, eggs
		4000	4440	livestock, poultry
		4000	4460	livestock, pork
		4000	4500	other
Expense		5000		
	Fixed	5000	5010	bank fees
	Fixed	5000	5020	farm, insurance
	Fixed	5000	5030	memberships and subscriptions
	Fixed	5000	5040	vehicle, insurance
	Fixed	5000	5050	vehicle, liscence and registration
	Overhead	5000	5100	interest
	Overhead	5000	5110	internet
	Overhead	5000	5120	licenses
	Overhead	5000	5130	phone
	Overhead	5000	5140	professional services
	Overhead	5000	5150	rent, lease
	Overhead	5000	5150	utilities
	Variable	5000	5200	contract services
	Variable	5000	5250	farm, maintenance and repairs
	Variable	5000	5300	farm, materials and supplies
	Variable	5000	5400	farm, tools and equipment
	Variable	5000	5450	farm, trucking/freight/delivery
	Variable	5000	5500	marketing
	Variable	5000	5550	meals and entertainment
	Variable	5000	5600	office, materials and supplies
	Variable	5000	5650	office, shipping/ postage fees
	Variable	5000	5700	taxes
	Variable	5000	5750	training and education
	Variable	5000	5800	travel
	Variable	5000	5850	vehicle, fuel oil
	Variable	5000	5860	vehicle, maintenance and repairs
	Variable	5000	5900	wages

Appendix E: Finances