LEBRET FARM

Background

The Lebret Farm was originally operated by the Oblate Fathers in conjunction with their Lebret Mission. The farm was used to provide training and employment for native people in the Lebret area. The farm received assistance as a welfare project from the Department of Social Services. The farm was turned over to the Saskatchewan Government and continued to be operated by the Department of Social Services as a Metis training farm. In 1968, administration of the farm was transferred to the Department of Agriculture. The objective continued to be that of training for people of Indian ancestry and source of employment for people who might otherwise be on welfare.

The farm comprises 3,520 acres of land with approximately 1,950 acres under annual cultivation and 1,000 acres seeded to perennial forage. All the farm land has been used to provide feed for livestock operations consisting of 200 sow farrow to finish hog operation and a 200 cow beef operation with calves finished to slaughter weights.

The farm staff consisted of the farm manager and from 12 to 15 farm workers depending upon the season. Except for the farm manager, all workers were unionized and worked on an hourly basis. Staff turn-over was high and productivity and efficiency low. In recent years, employment has not been limited to native people and it has been estimated that less than six of the workers were of Indian ancestry.

THE PROPOSAL

The objective of this proposal is to determine the most appropriate use of the Lebret Metis farm. There are a few basic assumptions which underlie this proposed plan. These assumptions are:

1) the farm operation would be required to be economically viable

2) that the farm plan would maximize employment where there is no cost to efficiency, opportunities and be labour intensive for the people involved with the operation and

3) that training would be estalished as an intergrate but separate functioning unit

4) that the farm would be a catalyst for future economic development

The land, buildings, equipment and inventory of what is now known as the Lebret Metis Farm Operation is the capital base which this proposal preceeds. All that is included and the Lebret Metis farm is required to complete this plan. This farming operation we see as catalyst. A catalyst is to provide for increased employment opportunities and future economic development of the Metis and Non Status Indians of the Southeast Area.

Specifically included in this proposal is the following:

1) a description of the existing farm operation

2) projected plans for the farm

   i) proposal for transfer - and alternatives lease agreement

   ii) suitable production activities

   iii) required employees

   iv) required equipment with approximate costs

v) management structure-concerns of tax implications

vi) financial - a) budget for the year I of operation
b) a description of existing farm operation. The legal description of land, buildings and inventory (agriculture should provide)

FUTURE DEVELOPMENT PLAN

1) Plan for the use of the farm as a catalyst/focal point for future development including Sask Land Bank, Farm Start, Federal Farm Credit Corp., new provincial program.

endix I - Suitable expansion production activities

1) activity is detailed

2) required employees

3) required equipment approximate costs

4) managerial structure

5) financial - budget considerations

endix II - Training and employment planning

a) identification of training needs

b) training curriculum

c) delivery mechanism alternatives

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Training in recent years was limited to a few individuals who wished to gain experience with hogs before undertaking their own hog operations and therefore were hired for a specific time period. As well, the Wascana Institute of Applied Arts and Sciences operated introductory courses in beef and hogs on the farm in the winter of 1978-79.

Existing Farm Operations

The Saskatchewan Department of Agriculture decided to terminate the Lebret farm operations by gradually phasing out the livestock enterprises before disposing of the land. The cow herd of 200 head was reduced to 100 in 1979 and the hog enterprise was completely phased out during 1980. The staff has been reduced to two full time employees and a part time manager. This staff is looking after the 100 head cow herd and operating the land surrounding headquarters. Seven quarter sections of cultivated land have been leased to adjacent farmers for 1981, pending this proposal of the farm.

Review of Existing Proposals

Two proposals were developed in 1979 were reviewed as follows:

1. Lebret Farm - Farm Business Section of Saskatchewan Department of Agriculture.

This proposal was developed in 1979 by farm management specialists and indicates that a viable farm can be operated using the livestock and cropping activity is recommended.

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Summary:

Gross Revenue	$462,900
Less: Cash Costs	170,816
Less: Depreciation	61,135
Less: Labour	162,000
Net Income	$ 68,949

This proposal would require 7 full-time and 4 part-time employees.

2. Lebret Training Farm - Association of Métis and Non-Status Indians of Saskatchewan, September, 1979.

This proposal was developed by a consultant and is dated September, 1979. It does not include a feedlot operation as the calves are sold in the fall at weaning. Less hay and grain are required and therefore fewer acres are sown down to grass and grain is produced for sale.

Only 5 full-time and 2 part-time employees are required.

This proposal shows a viable operation with a net income of $79,939.

Recommendation:

Field visits were made at the farm location and the land and buildings were inspected to determine a suitable plan of operation. The previous and present operations were discussed with the Saskatchewan Agologist responsible for the farm operation.

Several combinations of enterprises were developed and calculations made to arrive at a plan of operation that

would provide maximum employment and remain viable. This exercise was complicated by the variations in market situations for grain, cattle, and hogs. Expample, grain prices are high, however cattle and hog prices have not advanced enough to compensate for the increased cost of feed and supplies. Market trends for cattle, hogs, and feed and grain were studied; probable prices were selected and applied to a combination of enterprises that would be viable, utilize all the farm facilities, and provide maximum employment.

The plan that seemed to best achieve these objectives is based on the original proposal developed by Saskatchewan Department of Agriculture farm management specialists. It has been updated to reflect changes in prices, costs, trends, and current circumstances. Data from the Saskatchewan Farm Business Manual, and current market and cost trends, were used to develop the plan presented below:

Summary of Operations:

Enterprise	Cash Costs	Depreciation	Investment Level	Labour Hours	Min. Men Required
Grain	$ 97,500	$ 22,055	$ 158,700	2,646	3 (pk)
					1 (normal)
Hay	24,185	6,610	44,050	2,037	4 (season)
Silage	2,723	1,252	8,350	507	4 (season)
Farrow-Finish	111,385	21,680	243,500	7,000	3
Cow-calf	13,120	13,250	193,000	2,500	1
Feedlot	21,320	1,000	12,000	1,170	1
	$ 270,233	$ 65,847	$ 608,150	15,860	6
General Manager				2,500	1
				18,360	7

Estimated Labour Cost:

General Manager	1 @ $35,000	$ 35,000
Full-time Employees	6 @ $15,600	93,600
Summer Employees	4 @ $ 6,000	24,000
		$152,600

Employees Required - 7 full-time, 4 seasonal

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Grain Enterprise

- Minimum Men Required - 3 for seed and harvest
  1 normal

	Size	Times	Acres/Hr	Acres	Hours
Seed - Cultivator H.D.	35'	1	17.5	1,650	94
- Discer	50'	1	13.5	1,650	122
- Harrow	55'	1	30	1,650	55
Spray - Avadex - 400 gal	70'	1	25	1,530	62
- MCPA	70'	1	25	1,530	62
Harvest - 2 swathers	20'	1	11.5 ea	1,650	72
- 2 combines	6601	1	6.0 ea	1,650	138
- truck					80
Stone picker				1,650	20

Summerfallowing

Discer in fall	30'	1	16.5	1,530	93
Discer	30'	1	16.5	300	18
Cultivator for H.D.	35'	3	17.5	200	51
Tandem Disc	16'	1	8.0	120	15
					882

Tractors

155 HP
125 HP
90 HP

Production Barley - 1530 ac x 35 bus = 53,550 bus
Oats - 120 ac x 30 bus = 3,600 bus

Labour 882 actual hours x 3 - 2,646 hours

Grain Cash Costs 1,950 acres @ $50 = $97,500

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Grain Equipment

Tractors	$ 127,500
Truck	18,700
Combines	63,400
Swathers	11,000
Discer	25,000
Cultivator	2,000
Tandem Disc	8,800
Harrows	5,500
Sprayer	4,000
Auger	1,500
Stonepicker	5,000
Grain Storage	25,000 ✓
Machine Workshop	10,000 ✓
	$ 317,400

Average Investment $317,400 ÷ 2 = $158,700
Depreciation - Equipment (15%) 21,180
- Buildings (5%) 875
$ 22,055

Alfalfa - Hay Enterprise

Production - I.5 Tons x 1,000 ac = 1,500 Tons

Labour - 679 actual hours x 3 = 2,037 hours

Haying Operation - 4 Men Required

2 Mower-Conditioners 12'	1000 ac @ 5.5/hr	= 181 hours
2 Balers	5.6 Tons/hr	= 268 hours
N.H. SP Bale Wagon	7 Tons/hr	= 214 hours

Operating Cost - $14.70/Ton x 1500 = $22,050

Breaking

15' Tandem Disc - 125 ac @ 8 ac/hr = 16 hours

Operating Cost - $5.62/hr x 16 hours = $90.00

Seed

7.2 lbs. Brome/2.7 lbs alfalfa/ac x 125 ac
(7.2 x 1.24) + (2.7 x 2.75)x = $2,045.00

TOTAL $24,185.00

Equipment

2 Mower-Conditions	$22,900
2 Balers	16,800
1 Bale Wagon	48,400
	$88,100

Average Investment 88,100 ÷ 2 = 44,050
Depreciation (15%) $6,610

Silage Enterprise

Production

Clover - 2.4 T/ac x 120 = 288 Tons
Oats - 2 T/ac x 10 = 20 Tons

308 Tons

Labour

169 actual hours x 3 = 507 hours

Harvesting - 4 Men Required

Forage Harvestor @ 6.5 T/hr = 48 hours
High Dump Wagon
1 truck
Windrower 20'

Silage Harvesting Operating Cost
$7.26 per ton x 308 tons = $2,236

Breaking

15' Tandem Disc 8 ac/hr x 120 ac = 15 hours
Operating Cost
$5.62/hour x 15 hrs = $84

Clover Seed

8 lbs @ 42¢/lb x 120 acres = $403

Silage Equipment

Forage Harvestor	$ 10,000
High Dump Wagon	6,700
1 truck and 1 windrower from grain enterprise	16,700

Average Investment = $16,700 ÷ 2 = $ 8,350
Depreciation (15%) = $ 1,252

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200 Farrow-Finish Hog Enterprise

Labour - 7,000 hours. 3 men required

Production - 200 sows x 14 - 2,800 market hogs

Investment - Sows (200) $ 40,000
- Boars (14) 3,500
- Buildings 270,000
- Equipment 130,000

Average Investment = $200,000

Total Average Investment = $243,000

Feed Requirements

Grain	- Sows/Boars	11,375 bus
	- Market Hogs	35,760 bus
		47,135 bus
Supplements	- Sow/Boar	78,400 lbs
	Market Hogs	288,400 lbs

Cash Costs

(Home Grown Grain)

Supplements	- Sow	$ 13,442
	- Hogs	49,605
Utilities and Machine Use		18,818
Veterinary and Medicine		5,112
Insurance		4,378
Marketing		10,102
Building and Equipment Repair		4,400
Death Loss (3% x 1/3 V.C.)		913
Operating Interest		4,618
		$111,385

Depreciation	- Sow and Boar	$5,180	
	- Buildings (5%)	6,750	
	- Equipment (15%)	9,750	$ 21,680

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Cow-Calf Enterprise

- Minimum Men Required = 1

Labour - 2,500 hours

Production - 200 cows x 80% = 160 calves

Investment	- Buildings $150 x 200	=	$ 30,000	average investment
	- Equipment $ 20 x 200	=	4,000	$17,000
	- Cows $800 x 200	=	160,000	
	- Bulls $2,000 x 8	=	16,000	
		Total Average Investment		$193,000

Feed Requirements

Cows - Hay	2 Tons x 200	=	400 Tons
or			
Silage			100 Tons
Hay			360 Tons
Bulls - Hay 2.2 Tons x 8			18 Tons

Cash Costs

Salt, Minerals and Vitamins	$ 1,600	
Bedding (Cost of Baling Straw)	1,250	63 Hours
Veterinary and Medicine	1,800	
Machine Use	1,450	
Building Repair	720	
Trucking, Marketing	400	
Fencing	2,400	37 Hours
Death Loss (2% x average value)	2,700	
Operating Interest - 12%	800	
	$ 13,120	

Depreciation - Cows $\frac{800 - 550}{5}$ x 200	$ 10,000	
Bulls $\frac{2000 - 900}{4}$ x 8	2,200	
Buildings (5%)	750	
Equipment (15%)	300	
	$ 13,250	

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Feedlot Enterprise

- 1 Man Required

Labour - 1,170

Production - 160 feeders x 600 lbs gain

Investment - Buildings $100 x 160 = $16,000
- Equipment $ 50 x 160 = 8,000

average investment = $12,000

Feed Requirements

Grain 3,600 lbs x 160 feeders = 576,000 lbs
Silage 2,250 lbs x 160 feeders = 180 lbs

Cash Costs

(Home grown grain)
Oats - 3,600 bushels, barley 9,150

Purchased grain - 3,035 bus x $3.25	$ 9,860
Bedding	840
Salt, Minerals and Vitamins	1,000
Vet & Medicine	1,160
Machinery (grinding, manure removal, etc.)	2,400
Feedlot Repairs	300
Trucking and Marketing	2,190
Death Loss (2%)	2,120
Operating Interest (20%)	1,450
	$21,320

Depreciation - Buildings	(5%)	$ 400	
- Equipment	(15%)	600	
		$ 1,000	

Required Farm Equipment

- 1981 Average Cost

Grain	$317,400
Hay	88,100
Silage	16,700
Total	$422,200

Employees and Training

The employees required to operate the farm are as follows:

	Full-time	Part-time
General Manager	1	-
Grain, Hay & Silage Enterprises	1	4
Cow-Calf and Feedlot Enterprises	2	-
Farrow-Finish Hog Enterprise	3	-
	7	4

The skills and/or training required by the employees are listed for each category as follows:

General Manager

This person should be experienced and capable with a good track record as a successful farm manager. The priority is an economically viable unit.

Grain, Hay and Silage Enterprises

One full-time employee should be experienced in the operation, maintenance, and repair of farm equipment. These skills are developed over several years working on a large well managed grain and livestock farm. Attendance at farm mechanics and other agriculture short courses would be beneficial.

The four seasonal employees should be able to operate trucks, tractors, and farm equipment used for the grain and forage enterprises. These skills are usually developed while working on farms during the seeding, haying, and harvest seasons. Employees with basic driving skills can train on the job.

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Cow-Calf and Feedlot Enterprises

The employee in charge should be an experienced cattleman with a record of the successful management of a large integrated cattle operation.

The second employee should have the desire to work with cattle and some related experience that will enable him to receive training on the job.

Farrow-Finish Hog Enterprise

The employee in charge should be swine herdsman with several years of experience gained while employed on well managed swine enterprises.

The two employees assisting the swine hersman should have some experience with hogs and be willing and able to train on the job.

Management Structure Options

This farm business could be incorporated under the province's co-operative legislation (The Co-operative Association Act) under Part III of this act). The objectives of the co-operative would be as follows:

Objectives and Purposes of the Co-operative:

1) On a co-operative basis to promote, initiate and support the development of services for the community well being of the Metisand Non Status Indian people of the area including:

   a) purchasing, leasing or otherwise aquiring land, buildings, equipment, livestock or other activities as

   b) the establishment of agricultural or other economic enterprises including joint venture activity

c) establishing centres for training, life skills, recreation, entertainment, counciling service or other practical training for career planning and management development

d) undertaking of civic improvements

e) doing all things conducive to the attainment of the principle objects

Membership

1) Any individual who has the support of a group with objectives of a benevolent and charitable nature towards Metis and Non Status Indian people in the area shall be eligible for membership in the Co-operative. Each member would make application for membership

2) Membership will be $10.00.

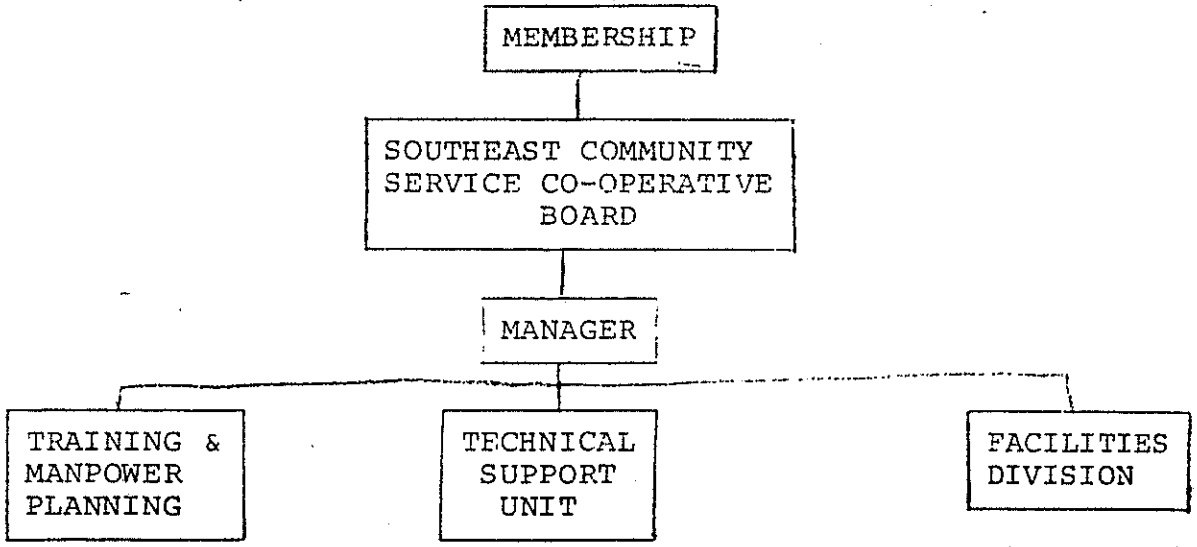
3) The Southeast Area Community Service Co-operative will have eight board members and an advisory board. This board will be elected by the membership. Three members for three years, three for two years and two for one year each.

Duties of members initially will be to attend and volunteer services in the functioning of the Co-operative.

Duties of the directors will be in accordance with the Act and the Standard Bylaws. Additional Supplemental Bylaws will include formal policy outlines. Also from within their number will elect the officers of President, Vice President, Secretary and Treasurer.

Meetings of the Southeast Area Co-operative will be held annually. Meetings of the organization will be in a business-like manner with proper minutes and financial reports for the operation year.

Structure



The facilities division has the prime directive organizing all the activities of the farm "to establish an economically viable unit." All facilities on the farm including lands, buildings, machinery, equipment, livestock and other facility items would be the responsibility of this division. Organizing these resources to establish the prime directive is activity of this division.

Technical support Division as the name implies is the technical resources which will be required to maintain this operation.

Training and Manpower planning will be the division which provides training to individuals. This training will be intergrated but will be a self-sustained function of this division.

Training

The Association of Metis and Non Status Indians while looking for training for the agriculture employee's has negotiated with Wascana Institute of Applied Arts and Science to jointly deliver agricultural module. Attached is a copy of the proposal from the Association. This proposal details the methodology of the format for the training, by jointly intergration of materials which we feel is important and the modules which Wascana Institute has compiled in their modules. There are a number of potential approaches which can be used.

1) AMNSIS Southeast Area would develop and deliver the training program.

2) AMNSIS jointly would contract with W.A.I.S. for cost recovery. AMNSIS would be responsible for the covering of costs as wage and expenses. The Insititute would provide the certification.

3) Affiliation agreement. This would permit the Wascana Institute to make an arrangement similar to that of the Community Colleges again there would be certification. Wascana Institute would certify the program. Costs would be as an attendance at Wascana Institute Registration, $25.00 weekly charge $8.40. Costs would be covered by Wascana Institute by agreement approximately $270.00 per course.

Whatever option is agreed to, the farm would be giving training which is recognized and certifiable. All these modules will in the future provide an overall training certification for farm operator or employee. To accomplish this an agreement will establish Lebret as a training farm. Depending on the method we choose, there is the opportunity to receive $1000.00 to cover costs of placements. This however, must be recognized, it only applies if we affiliate with Wascana Institute.

Future Farm Development

When the Southeast Area Community Service Co-operative Facilities Division begins to earn a profit it is the intention of providing opportunities for members or individuals who wish to establish viable farm units. The Co-operative would provide training and development assistances to these families. Also, there would be developed the opportunity of joint venture activities. Activities would include economic development projects not restricted to the agricultural area, but would priorize these types of activities. The following figures are for a production unit which will produce $12,000 to $15,000 net income per year. Because of the instability of the market a variety of factors must be considered they are:

- whether feed is purchased or grown
- whether wife/children will work
- amount of capital available for purchase of new buildings and equipment
- interest reates including bank payments and other payments

When dealing with a one product farm we would expect the following needs for one family:

Dairy farm - 55 cows - 40 milking at any one time
Swine - 70-80 sows - farrow to finish
Sheep - 300 - 400 ewes
Grain - two secions
Chickens (broilers) - 22,000 chickens
Turkeys - 10,000 to 12,000 turkeys
Beekeeping - 250-300 hives
Goast/milk - slaughter
Rabbits

Financing

Financial Documentation; Assumptions are as follows:

Transfer of the land, buildings, equipment and livestock. The proposal premise is that all land known as the Metis Farm would be made available to this Co-operative. The government would transfer all land fee simple, and provide long term leases (47 years) on other lands that may be negotiated. All buildings, equipment and livestock would be transferred for a nominal amount. This is the premise which we are proceeding on. We understand that communication has been received to the contrary but we take this position that this is our land and is for our benefit. In the calculations hwever, we detailed the financial proposal for the farm that details revenues and expenditures for the farm that only the land was made available fee simple. This was necessary because Social Planning Secretariat could not make available an inventory of buildings including renovations, equipment including repairs and livestock detailing cattle, pigs and other inventory items. Also, we recognize that this proposal details the first step in a series of negotiation activities. Although we see a need to negotiate we also require a commitment to expediate the process so that we can be in a position to begin the spring of 1982.

Thirdly, we have not concluded all the negotiations with the appropriate agencies.

LEBRET TRAINING FARM

Projected Revenue	
Market Hogs	$322,200.00
Slaughter Steers	67,200.00
Slaughter Heifers	57,000.00
Surplus Hay	60,000.00
TOTAL REVENUE	$506,900.00

*This does not include grain and hay which is produced on farm to feed cattle and hogs. (barley - 53,550 bus., oats - 3600 bus., hay - 400 tons, clover - 288 tons, oats - 20 tons)

All these financial projections are based on the assumption that there are no buildings, no equipment, no livestock and the land is turned over. We will adjust. As the figures for inventory are provided we will adjust the financial documentation.

LEBRET TRAINING FARM

ESTIMATED EXPENSES

	YEAR 1	YEAR 2	YEAR 3
OPERATING EXPENSES:			
Salaries & Benefits			
General Manager-1@35,000	$ 35,000		
Full Time Employees-6@15,600	93,600		
Part Time Employees-4@6,000	24,000		
Honorariums & Special Services	5,500		
TOTAL SALARIES & BENEFITS	$ 158,100		
Professional &Technical Services	2,500		
Rents,Insurance & Utility Services	9,500		
Repairs & Maintenance	8,000		
Travel,Sustenance & Vehicle Expenses	12,000		
Postage & Communications	1,100		
Freight,Express,Cartage & Duty	3,500		
Contractual Services	9,750		
Medical & Hospital Supplies	12,500		
Clothing & Clothing Material	800		
Coal,Wood & other Fuels	15,500		
Truck,Tractor,Aricraft,Machinery Supplies	41,500		
Miscellaneous Materials & Supplies	144,600		
Taxes & Licences	8,000		
Sundry	1,000		
TOTAL OPERATING EXPENSES	$ 428,350		
CAPITAL EXPENSES			
Farming,Machinery(see schedule A)	366,915		
Livestock	219,500		
TOTAL CAPITAL EXPENSES	$ 586,415		
TOTAL OPERATING & CAPITAL EXPENSES	$1,014,765		

SCHEDULE A

EQUIPMENT AND LIVESTOCK

1.	Grain Enterprise			
	Tractors	$127,500		
	Trucks	18,700		
	Combines	63,400		
	Swathers	11,000		
	Discer	25,000		
	Cultivator	2,000		
	Tandem Disc	8,800		
	Harrows	5,500		
	Sprayer	4,000		
	Auger	1,500		
	Stonepicker	5,000		
	√Grain Storage	25,000		
	√Machine Workshop	10,000		
	TOTAL	$317,400	50%	$158,700
2.	Hay Enterprise			
	2-Mower-conditions	$ 22,900		
	2-Balers	16,800		
	1-Bale Wagon	48,400		
	TOTAL	$ 88,100	50%	$ 44,050
3.	Silage Enterprise			
	Forage Harvestor	$ 10,000		
	High Dump Wagon	6,700		
	TOTAL	$ 16,700	50%	$ 8,350
4.	Hog Enterprise			
	Sows (200)	$ 40,000		
	Boars (14)	3,500	100%	$ 43,500
	TOTAL	$ 43,500		
	√Buildings	270,000		
	Equipment	130,000		
	TOTAL	$400,000	50%	$200,000
5.	Cow-Calf Enterprise			
	√Buildings	$ 30,000		
	Equipment	4,000	50%	$ 17,000
	TOTAL	$ 34,000		
	Cows	160,000		
	Bulls	16,000	100%	$176,000
	TOTAL	$176,000		
6.	Feedlot Enterprise			
	√Building	$ 16,000		
	Equipment	8,000	50%	$ 12,000
	TOTAL	$ 24,000		

SCHEDULE A (CON'T)
BUILDINGS AND EQUIPMENT

A. AS PER PROPOSAL

	BUILDINGS	EQUIPMENTS
1. Grain Enterprise	$ 25,000	$292,400
2. Hay Enterprise	-	88,100
3. Silage Enterprise	-	16,700
4. Hog Enterprise	270,000	130,000
5. Cow-calf Enterprise	30,000	4,000
6. Feedlot Enterprise	16,000	8,000
TOTAL	$341,000	$539,200

B. ACTUAL ON SITE

	BUILDINGS		EQUIPMENTS	
	App. Value	Dep. Value	App. Value	Dep. Value
TOTAL	$210,600	$146,370	$37,550	0

C. INVESTMENT REQUIRED FOR BUILDINGS & EQUIPMENT

	BUILDINGS	EQUIPMENTS	
As per proposal	$341,000	$539,200	
Less Depreciated value of existing	(146,370)	(0)	
TOTAL INVESTMENT REQUIRED	$194,630	$539,200	$733,830

D. TOTAL CAPITAL EXPENSE

Building & Equipment (50% of $733,830)	$366,915
Livestock (100%)	219,500
TOTAL CAPITAL EXPENSE	$586,415

APPENDIX 1

AGRICULTURAL PRODUCTION UNITS NECESSARY TO SUPPORT ONE FAMILY

The figures below are for a production unit which will produce $12,000.00 to $15,000.00 net income per year. The figures below are very general and can vary somewhat. Factors which must be considered are:

- -whether feed is purchased or grown
- -whether wife and children will work on the farm
- -amount of capital available for purchase of new buildings and equipment
- -bank payments and other payments

Before any farm units are established a detailed budget should be drawn up and cash flow predictions for a 2 to 3 year period prepared. It is also useful to talk to farmers who are operating successfully to determine what size of production unit is practical.

The figures provided are for a one product farm. Most Saskatchewan farms are mixed farms and may have a small amount of several different products.

Dairy farm - 55 cows - of the 55 cows 40 will be milking at any one time

Beef farm - 100 cows

Swine - 70-80 sows in a farrow to finish operation

Sheep - 300-400 ewes

Grain farming - 2 sections of land

Chickens (broilers) - 22,000 chickens

Egg production - 7,200 laying hens

Turkeys - 10,000 to 12,000 turkeys

Beekeeping - 200 hives - 300 hives

CASH FLOW STATEMENT

	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
	$	$(144,747)	$(293,113)	$(445,188)
Operating Expenses	107,088	107,088	107,088	107,088
Amortized Capital Costs	34,129	34,129	34,129	34,129
Cash Position	$(141,217)	$(285,964)	$(434,330)	$(586,405)
Projected Revenue	0	0	0	506,900
Cash Position	$(141,217)	$(285,964)	$(434,330)	$(79,505)
Interest Costs	3,530	7,149	10,858	
	$(144,747)	$(293,113)	$(445,188)	

* Interest costs are calculated on the balance of cash position at 10%

** Amortized capital costs - i.e., $586,415 at 12% over 6 year term which is $136,518 per year for 6 years