

How to Start Your Community Farm

A Living Handbook from the Folks
at Hayes Farm

April 11, 2019



Hayes Farm

is a project of



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Version Details

This publication is **version 2** of Hayes Farm's *How to Start Your Community Farm* handbook, published on April 11, 2019. The following sections have been updated since the previous version:

- Curriculum; Crop Production
- Financing Your Community Farm; Program Fees
- Financing Your Community Farm; Farm Sales Revenue

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Woliwon!

Wela'lin!

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...and Mother Earth for all her endless miracles.

"The world's leading climate scientists have warned there is only a dozen years for global warming to be kept to a maximum of 1.5C, beyond which even half a degree will significantly worsen the risks of drought, floods, extreme heat and poverty for hundreds of millions of people."

~ Jonathan Watts¹

"It's a line in the sand and what it says to our species is that this is the moment and we must act now. This is the largest clarion bell from the science community and I hope it mobilises people and dents the mood of complacency."

~ Debra Roberts²

"If I could reveal anything that is hidden from us, it would be to reveal something that we have forgotten, that we used to know as well as we knew our own names. And that is that we live in a competent universe, that we are part of a brilliant planet, and that we are surrounded by genius... People are beginning to remember that other organisms, the rest of the natural world, are doing things very similar to what we need to do, but in fact, they're doing them in a way that have allowed them to live gracefully on this planet for billions of years."

~ Janine Benyus³

Introduction

Welcome! We are so happy to have you here. Our aim is to openly share this guide with anyone who wants to start a community-based farm. In this document we have outlined the fundamentals so that you can learn from our experiences. Every community is different and every community farm will be different. We think, however, that you will find our example a useful starting point. We have done a lot of work to develop our program, and we hope that this handbook will mean that you don't have to start from scratch!

About Us

The Hayes Farm project is the brainchild of a grassroots, volunteer-based non-profit - NB Community Harvest Gardens (NBCHG). Since 2010, we've been dedicated to creating accessible, inclusive and sustainable community gardens in Fredericton. Our mission to "grow food, grow minds and grow community" has been realized through our two flourishing community gardens, countless public workshops & events, our seasonal U-PICK-By-Donation and our Seed Library program in partnership with the Fredericton Public Library. You can find out more about our community garden programming at www.nbchg.org.

Over the years our gardeners have told us how much they appreciate all the mental, emotional and physical benefits of gardening – and often lament "if only I could make a living doing this." So, spurred on by the fact that 95% of New Brunswick's food is imported and we currently have 116,000 acres of dormant farm land, a courageous few of us decided to put it out to the Universe to see if there was a way to once again make small-scale regenerative farming a viable career option in New Brunswick.

In 2016, we conducted a feasibility study determining the need for a full-time learn-to-farm program in the Fredericton region. After almost 2 years of research and development, as well as extensive work preparing the land to be farmed, the pilot 30-week Regenerative Farming Certificate program was launched at the historic Hayes Farm site in Devon, Fredericton in April 2018. Now as we prepare for our 2019 growing season, we are sharing our work with you. Our focus has broadened from teaching aspiring farmers how to make a meaningful living as a small-scale market gardener or "agri-preneur" to teaching all aspiring growers how to feed their communities, and how to reconnect with the land.

Relationships are at the heart of our farm. These relationships exist between people, plants, microorganisms, soil, water, our neighbours, organizations, and governments. It is crucial that these relationships be explored, understood, and nurtured so that every part of the farm system and surrounding community can thrive. Read on to find out how you can join us.

Why We're Here: The Broader Context

Climate Change: The Clarion Bell

The world over, climate change scientists have spoken in a unified voice: we must enact profound change, and we must do it now. The time for denial and half measures has passed. According to the Intergovernmental Panel on Climate Change (IPCC), we have less than 12 years to limit human-induced climate change to an acceptable level. Governments around the world must take "rapid, far-reaching and unprecedented changes in all aspects of society" to avoid disastrous levels of global warming.⁴

We're all in this together and we've got this folks! The answer has its roots in the Earth, both literally and figuratively. We each possess the wisdom to move forward, but we have to dig deep to liberate it. To find our way forward, we must find our way back. We have to step back in time to when human populations lived in respectful collaboration with the natural world. The way we treat the land is reflected in the way we treat each other: **behaviour modification is critical to mitigating the effects of climate change**. NBCHG's past experience in two community gardens has confirmed that people are willing to - and do - modify their behaviour once they connect to the land in a meaningful way. In 2018, all six of our pilot year cohort confirmed that the regenerative practices learned and agroecology teachings woven into our Hayes Farm programming have left them transformed. They all agreed that their sense of community responsibility and advocacy had been awakened in them.

Industrial Agriculture and Food Insecurity in New Brunswick

Industrial agriculture contributes to climate change on a massive scale. Food systems contribute up to 29% of human-created greenhouse gases.⁵ Regenerative farming practices work to maximize carbon fixation while minimizing the loss of that carbon once returned to the soil, reversing the greenhouse effect. Expanded local food production in New Brunswick also reduces our reliance on imports thereby reducing transportation-associated greenhouse gas emissions.

*"Simply put, recent data from farming systems and pasture trials around the globe show that **we could sequester more than 100% of current annual CO₂ emissions with a switch to widely available and inexpensive organic management practices, which we term "regenerative organic agriculture."** These practices work to maximize carbon fixation while minimizing the loss of that carbon once returned to the soil, reversing the greenhouse effect." - Rodale Institute⁶*

In New Brunswick, we only produce 8% of the vegetables we consume, and we are only farming 11% of available farmland. The only foods we are self-sufficient in are potatoes, wild blueberries, maple syrup and seafood.⁷ A disruption in the supply of food to New Brunswick would be catastrophic. The only way we can protect ourselves from such a disruption is to begin producing more of our own food.

Farm Succession

The number of New Brunswick farms has decreased by 90% since the 1950s, and the average age of farmers in this province is fifty six.⁸ Furthermore, the majority of today's farmers did not grow up on a farm. New farmers of today have drastically different needs (training, access to land, equipment & capital) than farmers of previous generations who inherited knowledge and land from their families. In response to this need, farm schools and community farms are offering instruction in crop production.

Abundance and the Natural World

Our emphasis on decreasing consumption may leave us feeling like there is not enough to go around. In other words, the fact that we have to decrease what we consume makes it seem that there is a deficiency in resources. In fact, the opposite is true. ***We have to shift our mindset from scarcity to abundance.*** In a scarcity mindset we perceive that when we take something from the earth, it is gone. In an abundance mindset we see things differently: that the system is a cycle. If we feed the soil, then the soil feeds us, and in great abundance. We must shift our mindset, and choose to work within the cycle, and contribute to it. More than that, we need to help others change their mindset too.

Natural systems with no outside input are lush and abundant. You only have to step into a forest to see the abundance and interconnectivity of natural systems. Not only do we have to learn how to live in harmony with the natural world, but the natural world provides the perfect model from which we must work. It can teach us all we need to know.

Reconnecting by Starting Small

The key to changing minds is in reconnecting to the land and the natural world. The only way to do this is by starting at a grassroots level. We are creating change by changing minds. Meaningful change comes from personal transformation. Our relationship with the natural world allows us not only to nourish our families and communities, not only the soil and the natural world, but ourselves. When we really reconnect, when we use our power to grow and feed each other, we transform and become more whole. We are happier, healthier, and more connected.

Positive Impact

We tend to quantify our impact on the natural world by measuring our carbon footprint. And we all know by now that the smaller our footprint on the world, the better. That makes it seem as if humans should not have any impact on the world. But what if we looked at this from another perspective: that each of us can live in harmony with the natural world. And above and beyond this, that we can have a *positive* impact on the natural world. ***Don't decrease your impact. Just make it positive, and make it count.***

Let's make food insecurity a thing of the past. Let's reconnect with each other and the land that feeds us. Let's put that carbon back in the ground. Let's reclaim food sovereignty, where farmers, growers, and consumers have a greater deal of control over their food system. Let's spread the message that the way forward starts small, with you, me, and our neighbours. There's nothing more exciting than knowing that the solution to the industrial agriculture problem will not only feed our stomachs with abundance, but also our minds and hearts.

We are a Resource

Taking your first steps to starting a community farm can be a daunting process, but the Hayes Farm and NBCHG are here to help in any way we can as we continue to grow and learn! Please consider us a resource and a working model. ***Consultation is available - we are committed to helping community-based farms pop up across the region as rapidly as possible.***

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Your Turn

The first thing anyone wanting to start a community farm must do is look at the broader social and environmental context. In your organization's eyes, what are the big issues you are addressing? A knowledge of the context within which you will operate is vital in this type of work. For us, some of the main issues we want to address are climate change, depleted soils, a grievous lack of food security and food sovereignty in New Brunswick, and changes in farm succession. What are your reasons for starting a community-based farm? Defining them is your first step in starting a successful project.

Vision: Our Approach to the Big Picture Stuff

After outlining the broader context, and identifying the issues you want to address, it is time to define your mission and your goals. A mission is generally a broad statement of your vision: what will you work toward and what do you hope to achieve? Goals follow a mission and help you break down the smaller components of your mission: what are the main aspects of your mission and how will you work towards those specific aspects? For us, when defining our mission and goals, we started by defining regenerative agriculture and human-scale agriculture, because we saw those as precursors for our mission.

We found it helpful to start with two fundamental principles. These may seem like common sense, but, in our current political climate we consider these ideas both fundamental and revolutionary and they inform everything we do.

- Food is a right.
- Farmers provide an essential service.

Defining Regenerative Agriculture

Regenerative agriculture enriches the soil instead of depleting it, respects nature instead of exploiting it, captures carbon instead of releasing it, and supports the interconnectedness of every aspect of our food web and communities.

Regenerative agriculture takes into account how the elements of natural systems interact, combining the simpler human-scale approach of our ancestors with the wealth of ecological knowledge that we have today. Understanding how Indigenous people foraged, cultivated, and interacted with the land is an essential component of this approach.

“Regenerative agriculture improves the resources it uses, rather than destroying or depleting them. It is a holistic systems approach to agriculture that encourages continual on-farm innovation for environmental, social, economic and spiritual well-being.”

- Rodale Institute White Paper on Regenerative Organic Agriculture and Climate Change

Defining Human-Scale Agriculture

The Hayes Farm follows practices that reduce the need for fossil fuels by adjusting our scale, employing small equipment, and using hand tools. Our human-scale operation, with less than 2 acres of intensive - and responsible - production, allows us to slow down and make decisions that will benefit the farm and its community over the long term. We make every decision with our surrounding ecosystem and biodiversity in mind.

Our Mission, Guiding Principles and Goals

The following is our statement of Mission, Guiding Principles, and Goals. Having these written out clearly informs all of our decisions, and is always a useful set of guidelines to return to when we must remind ourselves of our direction.

Our Mission

The Hayes Farm is a community-led initiative that aims to inspire and mobilize New Brunswickers toward a resilient and thriving food system by providing them with the skills, expertise, and support to practice human-scale regenerative agriculture. Our model addresses local food security, financial responsibility, personal and spiritual fulfillment for individuals, and food production in the local community. We do this in the spirit of honouring Indigenous culture and food ways, and integrative principles of land-based learning and reconnection.

Guiding Principles

The Hayes Farm is on traditional Wolastoqey territory. In 1725, the Wolastoqiyik (Maliseet), Mi'kmaq, and Peskotomuhkati (Passamaquoddy) signed the first of the Peace and Friendship Treaties with the British Crown, where land was neither ceded nor surrendered. The Treaties of Peace and Friendship were a mutual promise to a commitment of respect and peace between nations and their generations to come.

As the future generations and current beneficiaries of these treaties, it is now our responsibility to live in peace and friendship with one another as sovereign nations, as well as with Mother Earth.

Everything we do at Hayes Farm is:

- Human-scale
- Regenerative
- Relationship-based

Goals

Knowledge Sharing

- a) Provide a comprehensive training program on a working farm to teach:
 - Beginners how to confidently grow food for their communities,
 - Experienced growers how to critically examine and further develop their current agricultural and food distribution practices, and
 - Local residents how to evaluate their role in the food system and take action to create change.

- b) Create a community farm school model and template that can be easily adopted and adapted in other communities.

Enterprise and Stewardship

- a) Create a model of prosperous and regenerative agriculture.
- b) Help participants join a growing network of resources and community.

Reconnection and Indigenous Land Use

- a) In the spirit of and honouring Indigenous culture and food ways, integrate principles of land-based learning, decolonization, and reconnection.
- b) Remove barriers to entry to be inclusive and accessible.

Food Sovereignty and Self-Determination

- a) Contribute directly to New Brunswick's food security by producing food and making it accessible.
- b) Help growers to become advocates for local food and farmer autonomy.
- c) Empower communities in their decisions around food, farming, and their relationships with the land.

Education: The Focus

One of the biggest tasks in starting a community farm is deciding exactly what programming to offer. Many will choose to offer an intensive in-depth curriculum, and some will offer workshops and drop-in learning sessions. You must use your mission and goals to start this process, and define the scope of what you will teach, and how. Ask yourself:

1. What is the core focus of the program? (e.g. crop production, self-sufficiency, advocacy, reconnection, etc.)
2. What knowledge, skills, and abilities will participants enter the program with?
3. What knowledge, skills, and abilities will participants leave the program with?
4. What is beyond the scope of this program?

Scope of the Program

Livestock

We made a few decisions limiting our scope in both our pilot year and 2019 offering. While regenerative agriculture is a wonderful paradigm for raising livestock, (because the animals can be incorporated into a full circle cycling of nutrients), we decided against incorporating livestock for now. Raising animals within city limits raises its own set of challenges: restrictive city zoning and proximity to neighbours. We can better pursue this option when our program and our reputation are well-established.

Field Trips

In our pilot year, learners benefited from many field trips that allowed us to show a diverse range of farming and related operations. These field trips gave learners a practical view of the farming climate in New Brunswick. They helped demonstrate options when they were envisioning what farming would look like for themselves. This expansion in the breadth of the scope drew on the expertise of local farmers all while filling in the knowledge gaps for our instructors. Field trips do however present significant logistical challenges and in our second year we will be paring down the number of field trips, while ensuring the most useful and relevant ones continue to be offered. There is also the option of bringing in local farmers as guest speakers where needed so that we can draw upon their expertise and also eliminate the logistics of transporting learners.

Business Planning

An important part of our curriculum for the pilot year was business planning and business operations for the small-scale farmer. As a complement to the crop production and farm philosophy rubrics, we integrated farm business planning throughout the course, as well as a

dedicated section at the end of the growing season. During the first year we discovered that the farm business planning was either a distant secondary concern for the learners, or of no concern at all. In the end, this and the [Future Ready NB](#) Experiential Learning internship program for post-secondary students informed a larger decision by our team to re-work the 30-week learn-to-farm program into **two distinct semesters** as follows:

1) **Spring/Summer Semester** (18-weeks full time starting April 29, 2019) based on the community farm model focused on feeding community within a 2.5 km radius. See 'Operations' section for details.

2) **Fall Semester** (currently in development for September-November 2019) with a [10-session Holistic Farm Business Planner course](#) at its core. For those seeking a full-season experience to fully prepare them for their own small-scale farm start-up, continued on-farm teachings will be available. See [tentative schedule](#) for details.

Social Issues and Classroom Learning

Social issues, economics, and the philosophies of farming have become an integral part of the curriculum. While our focus remains on crop production, the reality is that **operating a small-scale regenerative farm in the twenty first century is a political act**, and participants in our program are best served by being well informed of the global, regional, and local context of our broken food system.

Curriculum

At the beginning of our pilot year in 2018, our anticipated program outcomes were:

1. Plan, create, and maintain small scale field crop production
2. Apply regenerative organic methods in the production of field crops on a small scale
3. Practice and promote the Seven Pillars of Food Sovereignty
4. Integrate knowledge of and skills in regenerative agriculture production with small business and entrepreneurial skills
5. Create a business plan for a small-scale field crop farm
6. Incorporate traditional Indigenous traditional practices and philosophies
7. Investigate opportunities to apply the principles of the sharing economy in the managing and maintaining of the crop farm
8. Promote the local food movement by working with community partners
9. Practice environmental and self care to protect the health and welfare of both

After extensive surveying of participants and weighting of topics by instructors, volunteers, and other members of the programming core team, we settled on the following curriculum for our 2019 Spring Semester of Regenerative Farming Certificate program. We have included topics, subtopics, and deliverables below. This is a great starting point for conceptualizing your own

learn-to-grow curriculum, but let your mission and goals guide you in creating a curriculum that matches with your vision. Hours spent in class are complemented heavily with on-farm activities.

Crop Production

Our 7.5 acre urban farm is an accessible model of regenerative market gardening. Learners learn by doing, and play a significant role in the production of annual and perennial crops for market and home use.

Topic	Deliverables	Class Hours
Berries and the season	An introduction to eating with the seasons by using berries as an example	3.5
Composting	An in-depth study in-class and on-farm of common composting techniques	3.5
Crop planning	<p>An introduction to how to choose vegetable varieties, calculate seed requirements, determine row lengths, create crop maps, generate a greenhouse calendar, and plan for succession planting and crop rotation.</p> <p>Spreadsheet literacy: Creating and reading a basic spreadsheet that works for your farm.</p> <p>Companion planting: Push and pull effect of plants growing side-by-side to increase pollination and reduce pests and disease.</p> <p>Sample Hayes Farm Crop Planning spreadsheets from 2018 & 2019</p>	8.75
Fertility management practices	The rationale, benefits, and planning principles of good soil nutrient management practices.	3.5
Greenhouse management	The importance of a greenhouse for our climate and choosing the best options and accessories for an operation. Introduction to seed starting techniques and soil mixes.	3.5
Integrated pest management	Introduction to integrated pest management: language, concepts, and techniques.	3.5

Irrigation systems	Introduction to intermediate knowledge of common irrigation options and their effects on the farm and ecosystem.	3.5
Permaculture	Language, concepts, and techniques.	3.5
Plant propagation	Introduction to common plant propagation techniques.	3.5
Pollination Sanctuaries	An introduction to pollination sanctuaries	7
Practical growing skills	Examining and critiquing popular small-scale farm tools used in this area. Understand the common terms and language used when designing a farm layout plan, and learning the common language of market gardening. Learning popular techniques for harvesting and post-harvest handling for a wide variety of fruits and vegetables.	8.75
Seeds	Select varieties and strains of market garden crops based on factors such as zone, yield, markets, open pollinated v.s. hybrid, organic v.s. conventional, and appropriate seed suppliers.	3.5
Three sisters gardening	An introduction to companion planting and how Indigenous community apply this concept	3.5
Wildcrafting	An introduction to the concept of gathering food from the wild, the ethics and methods involved, honouring the seven sacred laws (ie respect) while wildcrafting	7
Working with soil	Common tillage and cultivation techniques and their impacts on the soil.	1.75

Beyond the Farm

Insight into other farm operations has incredible value, and the guest speakers and field trips that are part of this program add to what we're able to provide on-farm and in-class. This part of the curriculum also explores the soft skills and knowledge that complement crop production.

Topic	Deliverables	Hours
Agricultural practices and models	Introduction to concepts, terms, ethics, and practices of a diverse set of overlapping agricultural practices,	3.5

	focusing on regenerative models such as bio-dynamic and climate-smart agriculture.	
Agroecology	Natural and mutually-supportive ecological processes and principles as applied to agriculture philosophy, design, and management.	3.5
Climate Smart agriculture	An introduction to the relationship between agriculture and climate change, exploring potential solutions to minimize your agricultural-related climate change footprint	3.5
Colonization and food	A discussion about colonization and how it has/does impact Indigenous Peoples' access to traditional/culturally-based foods.	3.5
Farm safety	Farm safety requirements, tips, and precautions at the Hayes Farm. *completed on-farm, during orientation week	N/A
Farming Ecosystem	Expanding agriculture networks and community in the local area.	4
Food preservation	Food preservation safety, tools, and techniques.	4
Food systems, social systems, and health	Food security and food sovereignty issues: learning the concepts, language, challenges, and contemporary solutions. An introduction to mental health awareness on-farm. Self-documentation and social media skills.	7
Foraging and wild edibles	An introduction to in-field plant identification on the Hayes Farm, plus common edible plants in our local area.	3.5
Gleaning	Gleaning philosophy and groups in the Fredericton area.	4
Harvest feast	A community gathering to celebrate the fall harvest.	3.5
Season extension techniques	Common season extension techniques to create growing micro-climates and winter food storage options.	3.5
Seven sacred laws and gardening	An introduction to the Seven Sacred laws and their application to the garden/food system.	3.5

Farm Economics

Farming is so much more than growing food. In the Regenerative Farming Certificate program, Hayes Farm advocates for an in-depth understanding of both the local and global food system. This means understanding factors that affect our food system, so as to be able to make personal on-farm decisions that are of net benefit both to the grower and their community.

Topic	Deliverables	Class Hours
Alternative economic models	An introduction to alternative economic models. Explore the intersection of farm and personal home finance.	3.5
Managing a prosperous community farm	Community farms as an essential service to the community they serve. Understanding how to apply holistic planning principals to an agricultural operation and critiquing the popular view of a profitable farm.	7
Marketing and food distribution practices	Direct and indirect sales strategies for small scale farms. Examining how farm diversification relates to marketing strategies. Exploring and discussing alternative food distribution models.	3.5
Solutions for small scale organic growers	Developing methods to meaningfully engage the wider public on a community-led farm.	3.5
The state of the family farm	Understanding the pros and cons of operating a family farm business in 2019.	7

On-Farm

On farm we learn by doing. Practical, hands-on, experiential learning. Hayes Farm Regenerative Farming Certificate learners will be engaged in a variety of seasonal farm activities related to market gardening.

Topic	Deliverables	Hours
Compost Mgmt	Compost mgmt techniques, vermicomposting.	6
Farm Priority Walks	Developing time management and project management skills.	18

Field Remediation	Cover crop mgmt., earthworks theory, drainage options; using permaculture and regenerative farming principles.	40
Food Distribution	Assist with execution of an on-farm CSA, PWYC CSA, wholesale account.	60
Regenerative Farming Philosophy	Understanding regenerative farming principles through application of regenerative farming techniques.	40
Small Tool Usage	Hoes, rakes, shovels, forks, etc; hammers, saws, wrenches, tie-down straps, etc; a hands-on introduction to many small tools commonly used on farm.	40
Spring Garden Maintenance	Preparing beds, direct seeding, weeding, transplanting, harvesting, post-harvest handling, fertilizing, insect/wildlife control, irrigation, drainage improvements.	100
Summer Garden Maintenance	Weeding, succession planting, direct seeding, transplanting, harvesting, post-harvest handling, fertilizing, insect/wildlife control, irrigation.	100

On-Farm Roles

Our program offers hands-on opportunities to learn all the different facets of a working community farm. These are encompassed in six on-farm roles. Participants of our program rotate through these roles throughout the 18 weeks. We dedicate our Fridays (9am-1pm) to these roles. See below for the responsibilities of each role.

Role	Responsibilities	Duration
Community Outreach Manager	Organizing volunteers, engaging with community partners, relationship building.	3 weeks
CSA and Market Manager	Maintaining market gear, veggie box logistics, communicating with subscribers, managing harvest station, maintaining subscriber list.	3 weeks
Farm Maintenance Manager	Irrigation management, tool and infrastructure management, wildlife management.	3 weeks
Field Manager	Weekly task list, crop planning spreadsheets, recording field data, organizing farm crew, post-harvest handling, compost management.	3 weeks

Human Resources Manager	Crew morale, division of labour, communication between on-farm roles, safety.	3 weeks
Office Manager	Recording farm expenses and income, emails, and social media, maintaining market float, managing veggie box subscriber payments.	3 weeks

Schedule

Our Regenerative Farming Certificate program for 2019 runs 18 weeks, April 29 to August 30, to line up with summer vacation for New Brunswick university students. New Brunswick universities have received funding from the Department of Post-Secondary Education, Training, and Labour for internships in experiential learning. We found in our pilot year that a 4.5 day weekly schedule works best.

Our learning sessions are as follows:

Monday	Tuesday	Wednesday	Thursday	Friday
8-11:30am	8-11:30am	8am-4pm	8-11:30am	9am-1pm
12:30-4pm	12:30-4pm		12:30-4pm	---

A typical week looks like this:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
on-farm 8-11:30	in-class 8-11:30	On-farm day with working lunch	in-class 8-11:30	on-farm role activities 9-1	site inspection, make-up hours
lunch 11:30-12:30	lunch 11:30-12:30		lunch 11:30-12:30		
in-class 12:30-4	on-farm 12:30-4		on-farm 12:30-4	on-farm self-directed	

View the [Syllabus](#) and [Spring/Summer Schedule](#).

Classroom Space

While most instruction can happen in the field, there will be times when learners need a classroom setting. Classroom space on-farm is ideal to allow for flexibility in topic delivery; however, do not fret if this is not possible for your organization. Consider renting a classroom or

meeting space at a local community centre, public library, or college, or using a temporary structure such as a hoop house or yurt. At this time, there is no infrastructure on our farm suitable for a classroom. We rent a classroom at the nearby Kinsmen Club of Nashwaaksis. The “Kins” is located just 850m from the farm gate, so learners can easily walk between the two.

Evaluation

Gathering feedback from learners about their progress is essential. This starts with assessing students’ needs and following up periodically to determine how the program meets (or doesn’t meet) those needs. Whenever possible, constructive feedback should be followed up on right away. Because our first year was a pilot, we considered our first cohort of learners co-creators. They received a comprehensive education in small-scale regenerative agriculture in exchange for providing extensive feedback on the program so that we could continue to refine the program to best suit future learners. We gathered feedback on the program in the following ways:

2018	Lessons Learned	2019
<p>Three one-on-one consultations with the participants in June, August and November. Learners were asked to be candid, as constructive feedback would be used to improve the program.</p>	<p>The interviews allowed for real-time clarification and probing questions. Interviewing the learners several times throughout the program allowed us to track their shifting plans for the future, but also allowed learners to get more comfortable with the interviewer, and opinions became more candid throughout the process, with most of the constructive feedback being given in the second and especially the third interview.</p>	<p>We plan on continuing the interviews the same way next year, with additional options to provide anonymous feedback (see below).</p>

<p>An invitation to attend any of the weekly programming meetings and contribute to agenda items.</p>	<p>Some weeks we had only instructors, the coordinator, and volunteers, and other weeks we had learner representatives, who could offer first-hand insight into issues from a participant perspective.</p>	<p>We will be continuing to extend this invitation to learners during the 2019 season.</p>
<p>An online curriculum feedback exercise: where learners rated the relevance of topics taught and some additional ones not taught this year, and were asked to provide additional comments where applicable with a view to determining what level of theoretical material learners need in a program like this.</p>	<p>This exercise revealed many issues in the topics as well as delivery, and learners gave very candid reviews of the instruction as well. Learner feedback matched up very closely with the program development documents which all specified that this program should focus on teaching practical growing skills with a complementary focus on social issues and tools for advocacy.</p>	<p>This exercise was very useful for the pilot year, since we were still creating our curriculum, but does not need to be completed at such an in-depth level every year.</p>
<p>Field trip feedback: Learners were not asked to rate the relevance of each field trip.</p>	<p>We did not have enough real-time feedback on the field trips.</p>	<p>We will be asking learners for feedback directly after each field trip in 2019. A short form to be filled out on the way back from the field trip, or in class or on farm the following morning would be effective.</p>
<p>Anonymous feedback: Learners were told that any feedback they wanted to keep confidential would be recorded without names attributed.</p>	<p>Learners became more comfortable giving honest feedback as the program progressed, but they might have felt more comfortable giving such feedback earlier if there were an online or written way of providing feedback completely anonymously.</p>	<p>In order for feedback to be completely confidential, we need to provide opportunities to offer feedback by a secure online comment form, or in written form.</p>

Operations: The Nuts and Bolts

Determining Your Operational Structure

Operations refer to your organization's routine functions and activities. It is important to decide on a structure for how you will operate and on mechanisms for decision-making. Your mission and goals will help you determine what the best organizational structure will be. Different organizational structures have different pros and cons, so let your mission guide your choices. In this section we will share our own background and experience which helped guide our own choices.

Staying Agile: The Case for Keeping it Simple

We recommend keeping your operations as simple as possible so that you can achieve your goals. Every step you take toward making your organization more complex (e.g. incorporating, registering as a charity, etc.) ultimately makes your organization less agile. We are working in a political and economic climate that is always changing (not to mention a physical climate that is always changing), so we have found it crucial to stay nimble, and be able to pivot quickly and effectively when circumstances call for it. For us this has meant minimizing our levels of administration and bureaucracy.

NBCHG Operational Backgrounder

NBCHG got its start back in April 2010 when a call was put out announcing a public meeting for anyone interested in starting a community garden in Fredericton. Twenty-five passionate people showed up and by September 2010 we were an incorporated, membership-based non-profit organization with a mission to create **accessible, inclusive, and sustainable** gardening spaces in Fredericton.

Our choice to incorporate as a non-profit was two-fold: 1) it opened the door for us to access government grants to help with garden start-up costs and 2) it protected our members from personal financial liability.

Strong believers in the community-based "pay-it-forward" model or "gift culture", we chose not to apply for registered charitable status.

Over the years, however, NBCHG has developed strong partnerships with other front-line service agencies who are registered charities and from time to time we have co-created mutually beneficial project submissions to funders requiring that status level.

Along Comes the Hayes Farm Project...

For a grassroots volunteer-based group, managing a community garden group is one thing - starting a learn-to-farm program was quite another. All we knew was that we wanted to 1) elevate farming as a viable career choice in the minds of the public, 2) openly share the curriculum and community farm template to inspire rapid replication across the region, and 3) keep operational costs lean to ensure associated fees remain as accessible as possible.

2016-2017: Our first plan was to shop the learn-to-farm program to local colleges and universities to take advantage of their established administration and student support programs. Sadly, there was no appetite to take on the risk of an unproven program and some red flags popped up around curriculum ownership.

We then looked to our more established service agency partners but non-profits are notoriously underfunded and understaffed so no one had the capacity to take the new program on.

2018: We switched gears yet again and seriously looked at registering Hayes Farm as a separate vocational training organization under New Brunswick's Private Occupational Training Act (POTA) as a means to qualify for Post-Secondary Education, Training & Labour's (PETL) student support programs. Being grassroots, we have no recognized assets - the land we grow food on is either donated or rented and we don't own any buildings or equipment other than a few tool sheds, a 3-season greenhouse and some hand tools. The one asset we do have in abundance is 8 solid years of community goodwill, but sadly, that still doesn't make us a good candidate for the letter of credit required by POTA to back the program fees collected in the first two years of our program.

A Membership-Based Solution Backed by Community

Around this same time, the analysis of the pilot year feedback revealed that our Regenerative Farm Certificate program is so much more than a vocational learn-to-farm training program. It is a portal for behavioural modification at the community level. It is a transformational experience of mind, body, and spirit that teaches all aspiring growers how to feed their communities by reconnecting with the land. It is really no different than what we are already offering to our community garden members.

2019: The answer to our governance question was right in front of us the whole time. NBCHG is a membership-based non-profit. Community garden members pay a membership fee and automatically become members of NBCHG with full voting rights to help steward the organization. Hayes Farm should remain as an initiative under NBCHG with Hayes Farm program participants automatically becoming members of NBCHG, paying a tiered membership fee in line with the value of the program or service being delivered.

To keep the program membership fee accessible, we will continue to show faith in our community-based model. We will leverage our abundant community goodwill by hosting a crowdfunding campaign as a mechanism for our community to invest in our learners and the farm.

Financing your Community Farm

Financial considerations are more complex for a community-based farm than for a for-profit farm business, which generally rely only on sales of produce and value added goods for income. This income stream is customized by each farmer, depending on their products, their strengths, and their own personal goals. In community-based farms, the education component means considering additional factors:

1. Higher expenditures: educating people is labour intensive and cost intensive.
2. Potential for more revenue streams: learners and participants generally pay for the learning experience they receive, although some farm schools actually pay their learners because they provide labour on-farm.

Program Fees

Without the guarantee of core funding, it's a delicate balance between making your community education programs accessible to learners while ensuring cost recovery. The appeal of our programming spans a wide range of learners and participants from diverse backgrounds and we have always believed that 'ability to pay' should not be an obstacle to participation.

We also believe strongly that participants should feel they are a part of something bigger - making the farm a busy, vibrant place managed by members who genuinely care about land stewardship, since the farm is literally in their backyard. Because these members live and work in the immediate community, they are acutely aware of the needs of the local community – in our case, these needs include addressing food security issues, providing work opportunities for youth, transitioning veterans and new Canadians, teaching food literacy and farm management, inspiring people to grow their own food, and providing a green space for local residents.

With all of that in mind, we have developed **a tiered membership fee structure** valued in accordance with different levels of services and programming. Our considerations included:

- Budget requirements: how much did we need to charge to cover expenses?
- What are students/participants willing and able to pay for the value of what we are providing?

Our 2019 membership fee structure:

<p>NBCHG Supporter</p>	<ul style="list-style-type: none"> ✓ Access to all NBCHG community garden & Hayes Farm programming including free basic gardening skills and seed-saving workshops ✓ Subscription to our e-newsletters with information on upcoming local workshops and educational programs offered year-round on a wide range of topics related to food security ✓ Access to free online resources on all aspects of gardening ✓ Opportunity to join NBCHG committees involved in developing existing & new community-based projects ✓ Opportunity to attend & participate in the NBCHG Annual General Meeting for the election of officers ✓ Invitations to join in events hosted by NBCHG
<p>Fee: \$20</p>	
<p>Regenerative Farming Certificate Program Participant</p>	<ul style="list-style-type: none"> ✓ All <i>NBCHG Supporter</i> membership benefits ✓ 18 weeks of intensive, hands-on learning on a working farm, theory, and field trips; learn human-scale food production and community relations - \$3,000 value for \$2,000! ✓ Access to surplus farm-fresh food ✓ Opportunity to find your path ✓ Introduction to like-minded individuals ✓ Reward that comes from growing food and creating a beautiful and productive garden space ✓ Access to knowledgeable instructors and a farming mentor with 20 years market gardening experience
<p>Fee: \$2,000 (\$20 base membership + \$1,980)</p>	
<p>Drop in Learner</p>	<ul style="list-style-type: none"> ✓ All <i>NBCHG Supporter</i> membership benefits ✓ Access to select in-class sessions offered as part of the Regenerative Farming Certificate program (weekly schedule available online soon at HayesFarm.ca) ✓ Opportunities to expand your network, meet like-minded individuals, and engage with other learners and knowledgeable instructors
<p>Fee: \$20 base membership + \$15 for each 3-hour session</p>	
<p>Veggie Box Subscriber</p>	<ul style="list-style-type: none"> ✓ All <i>NBCHG Supporter</i> membership benefits ✓ 20 weeks of farm-fresh vegetables (and a smattering of fruit!) grown at Hayes Farm and NBCHG's food forest - subscriptions are limited ✓ An increased connection to community and a contribution to improved food access and security in our city
<p>Fee: \$520 (\$20 base membership + \$500)</p>	

Hayes Farm [Membership Handbook](#) and [Membership Form](#)

Farm Sales Revenue

In our 2018 pilot year, our sales revenue came from the following avenues:

2018 Distribution Method	Actual Revenue	% of Sales
30 weekly veggie box shares (also known as a CSA shares): subscribers picked up their produce at the weekly market, or at the farm within 24 hours of the market	\$14,540	65%
Sales to select local restaurants	\$3,236	14%
Wholesale to Community Food Smart, a local organization that distributes reasonably priced veggie boxes once a month	\$202	1%
A market table at the new Garrison Night Market on Thursday evenings switching after Labour Day to a market table at a new market at the University of New Brunswick	\$4,525	20%
Actual 2018 Gross Revenue	\$22,503	100%
Actual yield of produce sold (from 2/3 of an acre)	7,800 lbs	

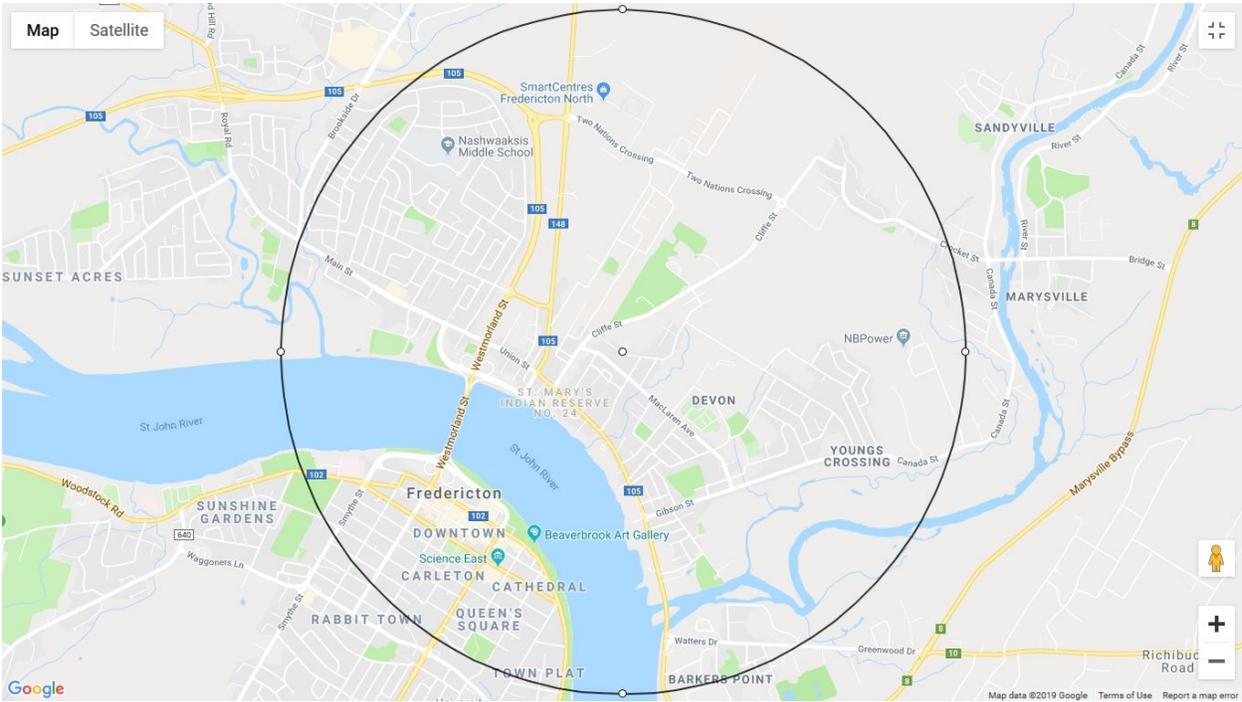
Other avenues of farm sales revenue to explore:

- Farm stand on farm property: In a less urban area, this is a great idea. If your community farm is in a residential neighbourhood though, do your homework. Your relationship with your neighbours and your community is important. Check the zoning rules for your municipality, get permission from the landowner if applicable, and get permission from your neighbours.
- A market table at an established market: we chose two new markets, which allowed us to reach early-adopters and curious folks who might not frequent more established markets. A table at a more established market might be more difficult to secure, but you are in a unique position as a community farm, and your local farmer's market board might be very happy to have you on board. An established market will also give you access to your community's more devoted locavores, and a bigger pool of potential clientele.

New for 2019: As a community-based farm, we are **changing our focus** from maximizing profit to maximizing production for greater community impact. As such, there will be a change in crop choices - from less 'high value' baby cut leafy greens and herbs - to more potato, carrot, beet, sweet potato, squash, zucchini etc.

With support from Under One Sky Friendship Centre, the Hayes Farm will be ***piloting a ‘pay what you can’ (PWYC) CSA program*** where the farm will provide fresh weekly vegetables and Under One Sky will help with the distribution of farm goods as well as coordinate external fundraising to help offset costs for the PWYC CSA participants.

To focus and intensify our food distribution strategy, we have decided on a 2.5km radius from the farm as our immediate community. This includes a residential population and downtown core including ten K-12 schools, Under One Sky Friendship Centre, Community Food Smart’s distribution centre, front-line agencies and services housed in the Victoria Health Centre, Greener Village (food bank), 2 public libraries, Downtown Fredericton Community Health Centre, and many other public agencies.



The Hayes Farm will also continue to support the ‘pay what you can’ market at the Marysville Community Garden, building on successes in 2018.

2019 Distribution Method	Estimated Revenue	% of Sales
CSA - 17 shares @ \$500/share	\$8,500	57%
CSA - 17 shares @ \$250/share, estimated (PWYC model)	\$4,250	29%
Wholesale	\$1,073	7%

Restaurant Sales	\$1,000	7%
Farmers' Market - U-PICK-By-Donation (PWYC) revenue supports Marysville Community Garden programming	\$0	0%
Estimated 2019 Gross Revenue	\$14,823	
Estimated 2019 produce yield on 2/3 of an acre	12,000 lbs	

Funding from Other Sources

It is very likely that in the early stages of your project as you focus on planning and establishing a farm site, you will be operating without sales as a revenue source. Furthermore, depending on your ongoing operations, you may need to continually apply for funding for your activities. This is where grants come in. If you're leery of relying on external organizations for financial support, keep in mind that virtually all higher education institutions rely heavily on government subsidies. The fact is that it is expensive to educate people. The good news is that education is highly valued in our society and there are many possible funding streams.

Your ability to secure funding will depend on your operational structure. Some foundations and other funders only disburse to registered charities. In some cases they will allow incorporated non-profits to apply with a partnering organization that is a registered charity.

Your success in securing funding will also depend on you choosing funding opportunities that line up with your stated goals and your operations. Think outside of the box. There are likely many potential partners in your community. Depending on your mission and goals, there are many possibilities including - but not limited to - organizations and government departments devoted to dealing with poverty, wellness, healthy food, environmental conservation, climate change mitigation, agricultural practices, retraining for military personnel, and Indigenous issues. Furthermore, members of your community would love to help out whether through direct financial donations (e.g. through a crowdfund campaign) or through in-kind support, such as donated tools or volunteering their time.

In 2018 we secured funding from our generous partners at:

2018 Funder	Amount
Economic and Social Inclusion Corporation (ESIC): ESIC develops, oversees, coordinates and implements strategic initiatives and plans to reduce poverty and New Brunswickers to become more self-sufficient. ¹⁰	\$48,346

<u>Environmental Trust Fund (ETF)</u> : The New Brunswick ETF is a Provincial fund that provides assistance for projects aimed at protecting, preserving and enhancing the Province's natural environment. They accept applications for funding from community groups, municipalities, First Nations, non-profit NB organizations, and institutions furthering sustainable development. Projects in the following categories are eligible: protection, restoration, sustainable development, conservation, education, and beautification. ⁹	\$33,000
<u>Our Crowdfund campaign</u> : This campaign invited individuals to donate to Hayes Farm's pilot year, and was run through Chuffed.org. Chuffed is an easy-to-use platform that allows not-for-profits, charities, social enterprises, community projects to raise funds online.	\$30,405
<u>Department of Agriculture, Aquaculture and Fisheries (DAAF)</u>	\$5,000
<u>Open Your Eyes (OYE) Fredericton</u> : a Project of DOCTalks	\$2,000

Our in kind support in 2018 was estimated at over \$100,000 and has come from:

- Open Your Eyes (OYE) Fredericton: a Project of DOCTalks, OYE is a community based, cross-sector collaboration to mobilize knowledge-based documentary media content. OYE helps not-for-profit organizations build community awareness about a social issue in your community through financial and in-kind support in promoting the project.
- Hayes Farm Steering Committee
- Farm labour volunteers, mentors, and advisors
- Fredericton Public Library and St. Thomas University - meeting and workshop space
- City of Fredericton - compost, wood chips, and tree pruning

Transitioning to a Gift Economy

Our society's current economic model is based on scarcity - a false belief that places all of us in a win-lose competition with each other for everything. The result is wealth for the few and poverty for the rest.

We need to recognize that poverty can be experienced in many forms, not just financial. Across our population we can witness poverty of health, poverty of social inclusion, poverty of knowledge and poverty of spirit. These multiple manifestations of poverty make poverty reduction a very complex quest requiring an equally complex or holistic solution.

The ultimate vision of the community farm model is the creation of many small scale community farms, each serving their *immediate* area to meaningfully feed those people who genuinely need access to good, clean food while providing opportunities for skills development and a green oasis for spiritual fulfilment and mental health. Indeed, this is exactly what we are educating Hayes Farm learners to do. With enough time, support, and momentum, the community farm will become an essential service to the community it serves. With enough community farms, together, we could make a real impact on food procurement and food security in both urban and rural communities while educating eaters on food issues through on-farm educational opportunities.

Ideally, knowledge should be shared, not bought and sold. At Hayes Farm, we choose the abundance model - one that recognizes that Mother Earth provides everything we need - we simply have a distribution problem. To aid in our collective transition towards a gift economy, we will advocate for mechanisms like **Universal Basic Income** to ensure everyone's basic needs are met, giving them agency to uncover and share their true gift.

"We feel basic income would also be more effective than minimum wage increases or worker subsidy programs which exist in Canada, the US, and the UK. Unlike those programs, a basic income would compensate for unpaid forms of work such as caregiving, community service, and entrepreneurship. It would also reduce personal risks associated with taking time to retrain or relocating to find jobs. Basic income reduces stress, improving health and reducing crime, all which are good for society. Rural areas and small towns would also be the biggest winners economically, from a basic income." ~ CEO's For Basic Income ¹¹

Land

One of the most important considerations in any community farm is the land. Sometimes the land becoming available is the catalyst for the development of a community farm. Other times, a community-led organization begins with the idea of a community farm, and finding the land comes next. This can be a daunting prospect if there is no well established process in a province or community to access available farmland. The other main issue can be cost. It can be prohibitively expensive to purchase farmland with appropriate infrastructure for your operation. The good news is that there are farmers either looking to retire or looking to share land with beginning farmers whether through incubator farmland, farmer co-ops, community farms, or farm schools. This is where a relationship-based approach really shines. Reach out in your networks to identify farmers or other land-owners with fallow land, and share your passion with them.

Our Story: The Hayes Farm is located on the north side of Fredericton on what remains of the original 550-acre land grant from King George III to Loyalist Nehemiah Marks. It was purchased

in 1836 to become the Hayes family farm for 5 generations. Subsequent land donations and sales reduced the small dairy farm to its current 7.5 acres.

In May 2015, owner Mary Hayes passed away with the request that her nephew, local architect Ian Robertson, see it remain as a farm. Ian lives across the street and fondly remembers spending his childhood exploring the woods and helping his grandfather and great-uncle with haying. He wondered how to best honour his aunt's request to keep this heritage farm "intact".

Six months later opportunity knocked! At a public meeting, project lead Edee Klee was introduced to Ian and their conversation very quickly revealed the potential for collaboration.

Land Use Agreements

If you do not own the land your community farm will be situated on, we recommend establishing a formal Land Use Agreement. This will clarify the rights, responsibilities, and expectations of both your organization and the landowner. The Land Conservancy of British Columbia has created a guide to the different types of agreements farms and land owners can create, entitled [A Guide to Farmland Access Agreements](#). While the guide is intended for growers in BC, it gives a very good overview of different types of agreements. This is a good starting point before getting a lawyer to draft an agreement for you. Young Agrarians has also created a guide on land access, which includes a sample lease form: [Young Agrarians Land Access Guide](#).

In our case, we created our own [Hayes Farm Land Lease Agreement](#) that was very mindful of the needs of the Hayes Farm program, the landowner, the farmhouse tenant, and the surrounding residential neighbourhood.

Land Trusts

A land trust is established in order to protect the value of a piece of land, whether biological, historical, or agricultural in value. A land trust is a way for a landowner to ensure that a piece of land is protected in perpetuity. This can be a positive option for both the land owner and the community farm organization as it offers legal long-term protection and a defined purpose for the land.

The Ontario Association of Land Trusts has developed a [Land Trust Starter Kit](#) for folks looking to start a land trust in Ontario, but much of the information is useful for anyone interested in the process.

We are very fortunate in that the Hayes Farm landowner has always been very open to moving the property into a Land Trust to protect it from high-density development in the future. In discussion with the Wolastoq Grand Council, we share a collective vision for the land to be transformed into a land-based learning, gathering, and healing place that truly embodies the

Peace & Friendship Treaties. With the current support of both the Wolastoq Grand Council and the landowner, we look forward to exploring a co-managed Indigenous-led land trust in 2019.

Land-Use Planning

You have your land and an idea of what you want to do with it. Creating a site plan and assessing the following steps is next. We recommend getting as much help as possible with this. You may choose to create a multi-phased plan; starting small and selecting one or two fields to begin working, and planning to work other fields and develop other areas in subsequent years. This will allow you to plan your farm labour with the amount of funding and production needs you will have over time. A gradual approach will also allow you to learn about the land over time and see it in different seasons.

A permaculture approach advocates for a prolonged period of observation of a piece of land before ever changing it. Returning to it many times over the course of seasons will allow a much more profound knowledge of the land and its nuances. In this case, moving slowly is not a waste of time. Planning your land use with an in depth knowledge of the land will increase yields and efficiency down the road.

Incorporating several viewpoints can be very helpful in this process as well. We recommend tapping into local resources such as farmers who have farmed in your area for an extended period of time, local Indigenous elders with an in depth knowledge of the local flora, and students of local universities or colleges completing projects or practicum placements.

2017-2018: We partnered with students from the UNB Department of Forestry and Environmental Management who completed a Hayes Farm project for their practicum. According to the UNB website: “The [4020 capstone projects](#) are a forestry or environmental management practicum. These projects allow you to work in multidisciplinary teams to develop integrated solutions to a real world environmental or natural resource management problem. In addition you will learn how to manage work plans, projects and planning process.”

They helped us answer the following questions:

- How much water will be required for 2 acres of crops and the greenhouse, and what are the options to meet these needs?
- What type of irrigation system will be best suited for this operation?
- What options are available for a greenhouse and the artificial pond?
- What are the potential soil amendments to the farming system?

2018-2019: Here's an [aerial map](#) outlining the Hayes Farm proposed land use planning from December 2018. In both 2018 and 2019, we are growing on four 'field blocks' of 7000 sq. ft. each, totalling 2/3 acre. This is annual vegetable production only and does not include perennial plantings (ie proposed blueberry planting, rhubarb & asparagus patches, and oregano, tarragon, lemon balm, and chive plantings).

2020: We plan to bring on two more field blocks for a total of six, while growing on 5 for a total of 4/5 of an acre in production. This will allow for proper rotation by having one block in cover crop every year.

Due to clay soil on the property, significant drainage issues were identified in blocks 4 and 4a. In collaboration with local permaculture experts in 2019, we are exploring regenerative solutions to this problem.

Infrastructure

You will need to determine what structures, tools, and other infrastructure needs you have. Once you have a site, you will need to assess the existing infrastructure and what changes and additions you will need to make to it.

What facilities and infrastructure do you need? Here are some ideas to get you started and how they are currently managed at Hayes Farm.

Infrastructure Needs	Hayes Farm
Bathroom facilities	On-site compost toilet facilities & hand wash station
Classroom space	Rented space at Kinsmen Centre. Possible rehabilitation of existing farmhouse could open up on-site space.
Composting areas	Wooden pallet, open bin construction
Kitchen space for value-added products	Using facilities provided by other community organizations. Possible rehabilitation of existing farmhouse could open up on-site space.
Office space	Everyone currently either works from home or uses rented space at Kinsmen Centre. Possible rehabilitation of existing farmhouse could open up on-site space.
Produce washing station	On-site outdoor harvest/produce wash station
Season extension: heated hoop house, cold frames	Thanks to Farm Credit Canada's AgriSpirit award, we purchased and erected the frame of a 20' x 96' hoop house in November 2018. We're currently waiting for the snow to melt and for additional materials to be delivered so we can have a fully functional 3-season hoop house.

Seed starting space, e.g. hoop house, green house	Until our heated hoop house is up and running, we have volunteers doing seed starts in their homes and we've constructed a straw-bale cold-frame to house the cold-hardy varieties
Vegetable storage: e.g. cold storage, walk-in cooler, root cellar	6' x 6' x 6' walk-in cooler housed inside on-site car garage
Water and Irrigation	Rain capture plus municipal water collected in 1-tonne totes and pumped through drip lines

For infrastructure needs, we encourage you to think outside the box. If you do not have bathroom facilities, consider a composting toilet and hand wash station. If you do not have office or classroom space on site, consider renting space in a local community centre or meeting occasionally at a local public library. Temporary structures can also double as learning spaces on inclement days: think yurts or even shaded hoop houses.

In 2019, we will be working with the landowner to explore the possible rehabilitation (through heritage grants) of the existing 1840's farmhouse which currently has a tenant and is in need of some significant TLC. Our dream is to have both office and classroom space on-site.

Your Team

One operational consideration is how you will work collaboratively as a group. This means not only in-person meetings, but also how to co-create and share documents. Meeting regularly to share information and organize operations is important not only for productivity, but also to maintain morale, connect, share ideas, and make new discoveries. For document collaboration, there are many options for this including very sophisticated online applications.

In-person collaboration: We have weekly or bi-weekly programming meetings, depending on how much we need to accomplish. In our 2018 pilot year we did not have designated meeting space at the farm, but met there when the weather was nice, and at our rented classroom in inclement weather. Regular meetings with the whole team were very useful during the growing season, to share ideas, address challenges, and to track our progress. As the team grew after the growing season ended in our pilot year, we opted to create smaller working groups to maximize efficiency. We currently have a Curriculum Development working group and Field Operations working group.

Document collaboration: We have found that, once again, simplicity works best. We use Google Drive, which gives us access to shared word processing, spreadsheets, PDFs, and images. It is particularly useful to have an online collaborative workspace when we are not able to meet as a group. We can easily collaborate on a document without having to worry about which version is the most up-to-date.

Our Community Farm Positions

The largest portion of any operational budget is human resources and, as we previously mentioned, delivering quality education in a low teacher-to-learner ratio environment is both labour intensive and cost intensive. It is critical to value and invest in your program deliverers - in our case, our paid positions represent just over 70% of our operational budget.

In 2018, our funding allowed us to hire the following three positions to deliver our 30-week pilot program:

Farm Manager/Instructor: 37.5 hrs/wk - program development and delivery, all aspects of farm management

Curriculum Developer/Instructor: 21 hrs/wk - program development and delivery

Program Refinement Coordinator: 15 hrs/wk - feedback collection, analysis and program refinement - creation of Handbook

In 2019, based on feedback received during our 2018 pilot year, we look forward to being able to fund the following refined roster of positions at Hayes Farm:

Program Coordinator

This full-time (37.5 hrs/wk) position is responsible for:

- Management of all Human Resources-related needs for all the learners, the part-time Agroecology Instructor, the part-time Indigenous Content Instructor, the full-time Farm Manager/Instructor position and all ad-hoc/specialty instructors/guest speakers
- Administration of all programs and workshops including registration and membership fee requirements
- Management of all aspects of recruitment and application processing
- Assisting with next-level placements, and networking of alumni
- Liaising with community volunteers, the property owner, the public, and partners.
- Management of all communications including social media and traditional media.
- Grant writing and submissions

Farm Manager/Instructor

This position is full-time (37.5 hrs/wk) and is responsible for:

- All aspects of running a successful small-scale regenerative farm operation
- Instruction focus on Crop Production and some Beyond the Farm in collaboration with the Agroecology Instructor and Indigenous Content Instructor position

Agroecology Instructor

This part-time (18 hrs/wk) position is responsible for:

- Instruction that focuses on Farm Economics and Beyond the Farm instruction in coordination with the Farm Manager/Instructor and Indigenous Content Instructor position
- Coordination and scheduling of ad hoc/specialty instructors and field visits

Indigenous Content Instructor

In 2019, this part-time position will be responsible for:

- Piloting 10 three-hour sessions woven throughout the 18-week program that are rich in Indigenous knowledge and food ways - in collaboration with the Farm Manager/Instructor and Agroecology Instructor positions

Program Learners and Recruitment

In 2019, with the pilot year under our belt, our instructors feel that a maximum of 24 fulltime learners can be accommodated into the RFC program without compromising the quality of knowledge sharing.

Post-secondary institutions in New Brunswick have received significant funding through PETL's Future Ready NB internship program to expand experiential learning experiences for undergraduates, especially those in Liberal Arts programs. As a tool for critical thinking, democratic citizenship and skills-building, with Indigenous land-based and worldview teachings throughout the curriculum, Hayes Farm offers a unique experiential learning opportunity that appeals greatly to both universities and undergraduate students of all disciplines.

In 2019, we are partnering with St. Thomas University and University of New Brunswick to offer a **18-week paid internship** for 8-10 of their students. The balance of learners in our 18-week program cohort to date are coming from a varied demographic of backgrounds and age (newcomer, civil servant, etc.) as we continue to actively recruit until the start of our program on April 29th.

Farm Visioning Workshop: this 3 hour workshop was developed as a recruitment tool in late 2018 and has been successful in recruiting one of our 2019 cohort. In 2019 we anticipate hosting several of these workshops throughout the Fall to help in the recruitment of our 2020 cohort. For a nominal fee of \$20, participants will:

- Identify why they want to be a farmer
- Learn about what's involved in being a farmer and what the lifestyle and day-to-day requirements are from an experienced farmer/food producer
- Establish whether their vision of farming matches the reality of what is required
- Identify their existing strengths and learning requirements to pursue farming
- Learn and explore next steps if farming is a career they wish to pursue

Volunteers

Much like our program cohort, we are attracting volunteers with a variety of backgrounds and ages. This is very exciting for us as it demonstrates the broad appeal, spur to action, and powerful attraction that a community-based farm can possess.

During our 2018 pilot year, we were so busy putting the 30-week learn-to-farm program through its paces, that little time was left to develop a volunteer base. Miraculously, people just started showing up asking how they could help. Newcomers with agrarian backgrounds, veterans transitioning back to civilian life, and troubled souls seeking mental peace and healing by reconnecting with the land all found time and space to contribute to the project.

Recognizing the healing benefits of the Hayes Farm, in 2019, we are actively partnering with the local Canadian Armed Forces Transition Centre to match medically released military personnel who are transitioning out of the force with volunteer tasks/projects around Hayes Farm, based on their needs and/or expertise.

We will also be taking advantage of Fredericton's online volunteer portal - [ConnectFredericton](#) - to continue building our volunteer base.

Promotion and Advocacy

One of the most important aspects of our work is to grow our community of like-minded people. We want to invite people to our cause in as many ways as possible. It is important to promote not only our activities and our programs, but also the bigger picture of what we're working toward, and why. Climate change and its relationship to food security and poverty issues has never been more present in people's minds, and people in your community are ready to take action. They want to know what is happening locally, and how they can participate.

We recommend the following avenues of information sharing in your community:

- **Dedicated website:** One central place for you to post your mission and goals, introduce people to the members of your team, describe your programs in detail, and provide your application forms and other important documentation. Here's the link to the [Hayes Farm website](#).
- **Facebook page:** Although Facebook remains problematic, it is still the most popular way for folks to get quick updates on the community farm, find out about upcoming events, and get to know your work in an informal way. Folks love seeing photos of what is happening on the farm, and it is simply a great way to stay top of mind, and engage with people in a low-key, low-commitment way. Often people who want to be involved in something watch the organization via social media for some time before they actively

reach out as a volunteer or program participant. In this way, Facebook is a great passive recruitment tool. Here's the link to the [Hayes Farm Facebook page](#).

- **E-newsletter:** E-newsletters are a great way to engage and grow our most loyal fans. For those people in your community who are passionate about what your community farm is doing, an e-newsletter with a thorough update on all the new goings on (since the last update) is exactly what is needed. It is also a great way to show community donors what you are achieving, and people will be thrilled with your progress every time you send out an update. We use Mailchimp because it's easy to use and is free based on our current volume. Here's a [sample Hayes Farm e-newsletter](#).
- **Public Outreach:** Presence at local conferences, roundtables, workshops, and meet-and-greets: Tap into that person on your team with a gift for engaging people and making connections. Passion is contagious, and whether it is setting up an information booth at a conference, introducing yourself (and your community farm) next time you attend a foraging workshop, or a local community lunch, every connection you make has the potential to become another participant and ambassador for our cause.
- **Publications:** Reach out to local and regional publications (print and online) when you have an important announcement. We have found again and again that people want to hear about what we're doing, and that publishers want to share our news. Here's a recent [Saltscapes magazine article on Hayes Farm](#).
- **Radio & TV:** Call up the local radio or TV station - the CBC has been particularly supportive in sharing our story. Here's an [Information Morning interview with reporter Shane Fowler](#) done in February 2018 as we prepared for our pilot year. It later aired on CBC-TV on the 6 o'clock news.
- **Video:** We were extremely fortunate to have won the 2018 Open Your Eyes Fredericton contest which resulted in the creation of a wonderful short documentary of our pilot year entitled [Growing Farmers](#). This gift has been a wonderful outreach and recruitment tool for us - here's [our report](#)

We also encouraged our team to create their own compelling testimonials just using their cellphones and uploading them to YouTube. Very effective and well-received - here's a [compilation from 2018](#)

- **Simple conversation:** Talk to people in the grocery store, at the gas station, on the bus, at school functions, at the bank or doctors office. Start sharing your ideas with everyone and anyone! You'll be amazed and delighted to discover how many like-minded others are out there.

Appendix: Detailed Timeline

Edee Klee and Ian Robertson meet, and the project begins.	Fall 2015
ETF Grant Application Submitted	November, 2015
The Feasibility Study begins	March, 2016
Hayes land plowed	November 24, 2016
The Feasibility Study is submitted	March, 2017
Project Outline submitted to City	April 25, 2017
Soil test	May 5 & 8, 2017
Tillage, raking, tarp, sowing buckwheat	July 2017
Compost delivered, buckwheat cut, tillage, more cover crops sown	August 2017
Farm Design session	October 5, 2017
Beds built (Fields 1 & 4)	October 19, 2017
Compost delivered, garlic planted	November 8, 2017
ETF Application Submitted (year 3)	November 30, 2017
ESIC Application Submitted (year 2)	December 2017
Open Your Eyes Fredericton Application Submitted	December 2017
Crowdfund launched	January 8, 2018
Open Your Eyes Fredericton Awarded	January 29, 2018
Mark, Amy, Corinne start part-time preliminary work	February 5, 2018
Crowdfund reaches goal, celebration held	February 20, 2018
Crowdfund ends	February 22, 2018
Garrison Night Market Application Approved	February 22, 2018
ESIC grant awarded	February 27, 2018
Crop plan completed by Mark	February 28, 2018
Seeds ordered	March 12, 2018
DAAF Awards \$5,000 funding	April 19, 2018
ESIC Awarded	March 29, 2018
Mark arrives in New Brunswick	April 3, 2018
ETF Announced	April 26, 2018

Regenerative Farming Certificate Pilot Program Day 1	April 30, 2018
First CSA/Market week	June 21, 2018
Last Garrison Market week	September 13, 2018
First UNB Campus Market	September 19, 2018
Began to erect 3-season hoop house	October 2018
Growing Farmers' screening	October 18, 2018
Last CSA/Campus market	October 24, 2018
Final day of Regenerative Farming Certificate Pilot Program	November 23, 2018

End Notes

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