Food Hub Benchmark Questionnaire

Have your financials handy! Please answer all questions for the 2017 calendar year.

**Introduction/Food Hub Background**

- Contact Information
  - What year was the food hub established?
  - How many days per year is your food hub open for business?
  - How big is your facility (square meters for metric, square feet for standard)?
  - How many loading docks do you have?
  - How many kilometers or miles were driven by the delivery fleet?
  - How many days did you have a delivery truck on the road in 2017? (two trucks out on one day equals 2 days)
  - What do you consider 'local'? (Answer with a km or mileage radius)
  - From how far away do you source your products? (km or miles)
  - Can your customers order online?

**Organizational Structure/Governance/Regulatory**

- Is your Food Hub a 'Not-For-Profit' organization?
- Under what type of entity do you operate this business?
- What type of governance does your organization have? (multiple choice)
- What food safety requirements do you have of your suppliers? (multiple choice)
- What food safety certifications do your customers require your HUB to have? (multiple choice)

**Sourcing Product**

- Does your hub grow any of your own produce or raise your own livestock?
- Do you buy from your own incubator farmers?
- Do you take ownership of the products you sell? (as opposed to selling on commission)
- How many vendors do you buy from? (A vendor is an outfit that you, the Food Hub, buy something from.)
- How many of these vendors are farmers, livestock producers, or ranchers?
- How much do you spend ($) with your largest vendor?
- How much do you spend ($) with your largest 10 vendors?
- Do you charge a membership fee to your vendors?

**Sales and Inventory**

- How many customers do you sell to? (A customer is an outfit that buys something from you, the Food Hub.)
- What are the $ sales to your largest customer?
- What are the $ sales to your 10 largest customers?
- Do you charge a membership fee to your customers?
- What were your dollars of sales directly to:
  - Your own retail (including markets you participate in or your own CSA)
• Food retailer (grocery/food stores/mobile markets/clubs/co-ops/CSAs/online)
• Institutions (school, hospital, gov't, municipalities, long-term care homes or assisted living)
• Restaurants and caterers
• Processors
• Other distributors (including food service companies who then sell to institutions)

What are the $ of sales of value-added items you process in-house?
What are the $ of sales of value added product you buy to resell?
What is the value ($) of purchased product that was thrown away (spoiled, damaged, non-salable, stolen, etc.)?

Labor

How many T-4s (CAN) or W-4s (CAN) were issued in the calendar year?
How much did you pay for WSIB (CAN) or workers comp (US) insurance?
In which account is that expense recorded?
How many labour hours were used in each of these departments in 2017?
   We’ll ask about paid and unpaid for each
   Sales and Marketing
   Delivery/Distribution
   Office/Accounting/IT
   Management
   Production/Growing
   Marketing

Who does the daily accounting? (multiple choice)
Each food hub has a unique strategy that combines goals for pricing and volume. On the continuum of pricing, where do you aim for your business to be? What is your volume strategy?

Financial Reports

Please attach your financial reports (preferably in Excel format).

12/31/17 Accrual Balance Sheet, Previous Year Comparison
2017 Accrual Profit and Loss Statement, Previous Year Comparison
2017 Statement of Cash Flows

Important to remember:

  o Please include these reports in Excel format. (In QuickBooks, for example, use the 'Excel' button right next to 'Print', just above the date range on the report.)
  o Make sure you run all three reports at the same time (not an hour or a day or a week apart). If you do, they won’t give reliable information because someone will have had the chance to enter another transaction!
  o If you have questions, or an unusual scenario, please email Erin.Pirro@FarmCreditEast.com