

Nash Farm & Restaurant



BUSINESS PLAN

Georgia D. Nash - Owner

1. EXECUTIVE SUMMARY

Business Description:

Nash Farm will offer an event center and family style restaurant in a unique setting highlighting fresh, local, quality farm products in a renovated farm house in the Spring Hope community, Nash County. The operation will offer a venue for weddings, a petting zoo, and event services. The house has been a fixture in the community since the 1950s and the total project will include some eight acres of land. The farm will utilize the land on the property to grow and raise many of restaurant menu's ingredients. Those ingredients not grown on the property will be purchased locally from the many farmers and gardens in the community. The "Farm to Table" concept has developed into one of the fastest growing sectors of the restaurant industry. The "Chefs Predict Top Restaurant Menu Trends for 2016" survey by the National Restaurant Association summarizes the trend of local sourcing trends (appendix).



Ms. Nash will also take advantage of the "Family Style" concept. This theme has proven successful by many national chains such as The Cracker Barrel as well as state of North Carolina establishments such as the Boone Inn and Restaurant, Shatley Springs in Crumpler, NC, and Mikes Farm in Beaulaville, NC ... about 100 miles south of Spring Hope.

The Nash Farm event center will concentrate on the wedding industry. The wedding industry is a \$57 billion dollar industry with the average wedding costing about \$26,000. Wedding venues in the state rent between \$2,300 and \$5,900 with food and other services at additional fees.

Operational plans also include produce sales and a gift shop in phase one and plans a phase two of the operation that will include agri-tourism and a winery. Other seasonal promotions will be included.

Marketing Strategy and Competitive Advantages:

The Nash Family Farm restaurant will capitalize on the Farm to Table trend in its marketing efforts. The additional theme of family dining, a casual concept popular today with families and seniors, will also be a primary theme in advertising. Seasonal promotions will be included in the marketing plan.

The Spring Hope community business profiles indicate support of familiar restaurant franchises and independent operations. In addition, the larger



metropolitan area of Wake County is within driving distance. Restaurant data indicates that consumers will drive to a destination restaurant that is unique within the market place.

The Nash Farm Event Center and Restaurant will be one of a kind in the Nash County area. The center will have both a bride and groom suite with an outdoor and indoor venue. The wedding industry has been shown to be resilient to the same market forces that affect other industries and data from the National Association of Catering Executives reported that during the last recession, revenue generated in the industry did not substantially decrease.

According to the *Wedding Report* – the average wedding in the Rocky Mount area was \$29,119 in 2016. The bridal Association of America reports that 47% of all 2012 weddings were held outside of a church, 35% of those were held outdoors.



There is only one other on farm wedding venue in Nash County but we will have the only on-farm wedding venue with a price range of \$4,000 to \$6,000. The closest similar venue is Rose Hill Plantation with a price range significantly high at \$9,000 to \$24,000 per event. Rose Hill Plantation had reported revenue of over \$2,800,000. However operations at Rose Hill include a conference center and a hotel concept in a manor house. However, Rose Hill revenue figures do include its upscale wedding venue and many of those weddings come from the Raleigh metropolitan area as well as out of state, demonstrating a demand for unique settings for weddings.

The S.A.M. Nash Family Farm with differentiate itself from the local area competition by providing the only farm style wedding venue and family style restaurant providing farm to table locally sourced food and products in a unique comfortable/casual farm house style setting. In addition, offering to host events will provide clients with a one stop menu of services for various occasions for a level of convenience and value not found outside the triangle area thus providing the operation a distinct advantage over the local competition.

Ownership Structure and Management:

The Nash Family Farm and Restaurant is operated by Nash Farm, LLC, a Limited Liability Corporation organized under the laws of the State of North Carolina. Ms. Nash is the principal owner and operator. Staff will include an experience restaurant manager.

Financial Requirements:

Property – the farm house property is situated on 8.1 acres of land owned by Georgia Nash. The land will be used in the first and second phase of business development to include agri-tourism promotions and winery.

Renovations to the existing structure, including build out and equipping a full kitchen, adding additional dinning space and wedding amenities are budgeted for \$300,000. A schedule of start-up cost is provided in the financial section. The business is seeking Small Business Loan financing of \$200,000 for the start-up cost of the project.

Projected sales and profit:

Monthly sales in the first year of operation are predicted to grow from \$23,000 to \$100,000; with a combination of food sales, shop sales and revenue from the even center with combined second year revenue of \$940,000 and third year combined revenue of \$1,094,000 and profits of ten percent. First year break-even point is projected at \$31,000 during the third month of operations.

The business goal is to sustain revenue of 25% from the second phase of seasonal farm operations and promotions.

Equity

Ms. Nash will provide equity of \$100,000 for the start-up of the operation and offers the after construction net asset value of \$400,000 on the farm house and property as collateral.

2. BUSINESS PROFILE

The Nash Family Farm Restaurant and Wedding Venue will offer a family style menu specializing in the farm to table concept in a renovated farm house in the Spring Hope community, Nash County, North Carolina. Spring Hope is located just off Interstate Highway 64 and within a 25 minute drive of the Raleigh, NC area. The house and operation will include some eight acres of land. She will take advantage of the land on her restaurant property to grow and raise many of her menu ingredients. Those ingredients not grown on the property will be purchased locally from the many farmers and gardens in the community.



The “Farm to Table” concept has developed into one of the fastest grow sectors of the restaurant industry. The “Chefs Predict Top Restaurant Menu Trends for 2016” survey by the National Restaurant Association summarizes the trend of local sourcing trends (appendix).

Ms. Nash will also take advantage of the “Family Style” concept. This theme has proven successful by many national chains such as The Cracker Barrel as well as state of North Carolina establishments such as the Boone Inn and Restaurant, Shatley Springs in Crumpler, NC, and Mike’s Farm in Beulaville, NC. She has provided data on these and other businesses with similar operational aspects.

As a general foundation of sales vs expense ratios Ms. Nash utilizes data from the Cracker Barrel Restaurant chain which reports cost of goods sold of 30%, labor and related expenses of 35%, and other operating expenses of 19%, with store income of 15%. These ratios match the industry standards for restaurant operations. Ms. Nash has provided three years of cash flow projects with similar ratios.

Ms. Nash plans include revenue from an event center, produce sales and a gift shop in phase one of operation development and plans a phase two of the operation to include a winery, and an agri-tourism. Other seasonal promotions will be included. Only revenue from phase one operations was utilized in projecting the estimated breakeven point of \$31,000 per month attained by the 3rd month.



A total of 25 full time jobs will be created after full operation is attained.

Although the operation will draw customers from many surrounding communities as well as from the densely populated Wake County/ Raleigh area the immediate area of Nash County continues to provide and sustainable level of customer base. Census figures summarize the potential customer base of some 95,000 residents. Consumer expenditures in the dining out category top \$97,637,000. There are approximately 65 full service restaurants in the county and that equates to an estimated \$1,502,107 per business. At 50% revenue sharing the average shop generates an estimated sales volume of \$750,000 per year. (Reference USA)

The Wedding Venue will be the second major component of the businesses. The wedding industry continues to grow. Special event venues are an attractive alternative to traditional venues. Each year in the United States, about 2.5 million people get married. The industry is estimated to be \$60 Billion in the U.S. and \$300 Billion globally. Here in the U.S., the wedding industry comprises almost 600,000 businesses that employ about 1 million people. (Huffpost)

Nationwide the average venue rents for \$10,000 to \$15,000 per day.

The wedding industry is a great example of an industry in transition, spurred on by digital innovation. Some of the market is stuck in the past with old ways of doing things, while a significant portion of the market has embraced new platforms and technology. There are many new technologies that are driving the industry. The Nash venue will capitalize on the newest trends in the industry by offering a unique setting with all the newest available technology.



A summary of data compiled on Mike's Farm, a similar business in the area, notes \$968,000 of yearly revenue for that operation. The Barn charge for wedding receptions at that venue rents for \$2,500 per day and is book several month's out, demonstrating high demand for this type of operation. Ms. Nash is confident that a similarly run business providing a similar level of services in the Spring Hope Community will attain a similar level of yearly revenue. (Reference USA)

Agri-tourism will be the third component of the operation. This is a strong cross over sector in the farming/agriculture/tourism industry. The major benefits of Agritourism include Cultural Benefits, Economic Benefits, and Environmental Benefits.

Socio-Cultural benefits include educating the public about agriculture. Sharing and preserving rural heritage will be an important part of the Nash Farm mission. The unique setting of the Nash Farm will provide a wonderful opportunity for preserving for all the community the tradition of agriculture.

Farmers are conscious of the value of the family farm and the role of agri-tourism in providing additional income for farmers and land owners and enhancing the tourism appeal of rural areas. Farmers and residents alike understand that agri-tourism can revitalize local economies, provide job opportunities for farm household members, and enhance the quality of life for community residents. (NC Cooperative Extension Study) The Nash farm will create ten full time jobs and when phase two is implemented, many more. In addition many part time job opportunities will be created to fill the many roles in the various operation entities.

There are major resource sites and examples of successful operations in North Carolina. You've seen the Corn Maze layouts along highways; you pick your own fruit or vegetables, or the farm petting zoo. The Lazy Five Ranch in Mooresville is an example of a privately owned zoo that thrives as a tourist attraction and education center.

Agri-tourism is growing as more and more people are interested in where their food comes from and how does it look before it is processed.

The Nash operation will market to the broader community emphasizing the major benefits of agri-tourism.

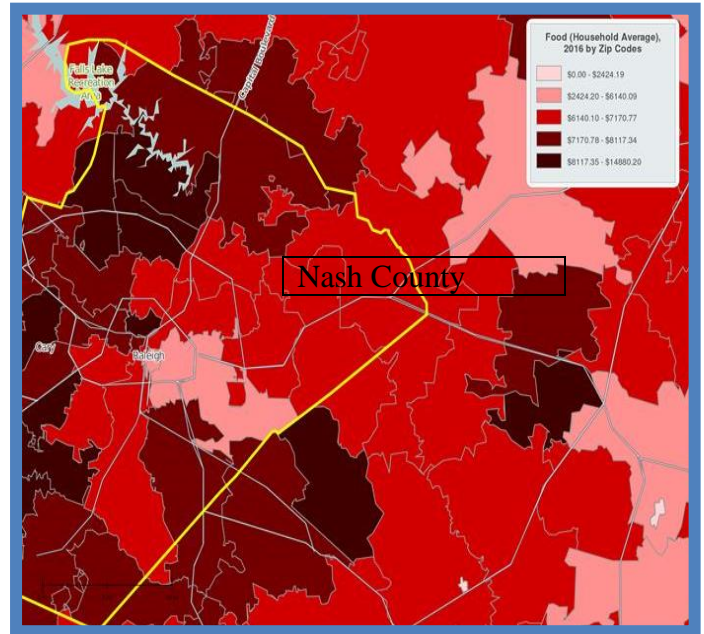
3. MARKET ANALYSIS

a) Market Area - Nash County

Nash County is a thriving community located just east of the Research Triangle (Raleigh-Durham-Chapel Hill) with a diverse workforce and a prospering local economy that offers distinct advantages for growing industries.

Nash County is uniquely located at the interchange of several major highways.

Prime industrial sites are available along Interstate 95 which provides quick and easy access up and down the eastern seaboard as well as along Future US Interstate Highway 495/64 and 264 Bypasses which both offer interstate quality travel from the western metro regions of Raleigh-Durham to the coast.



The Rocky Mount-Wilson Regional Airport is also located in Nash County off NC Highway 97 and it features a 7,100 foot runway that can accommodate most aircraft. In addition, the travel time to the Raleigh-Durham International Airport is less than one hour from most areas of the county.

Several successful Class A industries are located in Nash County including: Pfizer, Honeywell, Cummins Engine Plant, The Cheesecake Factory Bakery, Universal North America, Draka and more.

Attracting and retaining industries is the primary mission of the Carolinas Gateway Partnership, a public-private industrial recruitment agency dedicated to the economic development of Nash and Edgecombe Counties in Eastern North Carolina. The development of this agency was a collaborative effort between the two counties and their eighteen individual cities and towns.

Nash County and the Carolinas Gateway Partnership routinely strategize with these municipalities as well as with other state and local agencies to create opportunities to attract new industries and to aid in the expansion of existing businesses.

b) **Market Analysis**

“...the restaurant industry remains a robust and significant part of the overall U.S. economy, accounting for over \$782 billion in sales per year at over one million locations nationwide. Our industry employs 14.4 million, with an expected growth of another 1.7 million jobs within the next decade. That amounts to 10% of the total American workforce. With latest overall unemployment rates half what they were eight years ago, that tells a very good story about the viability of our corner of the hospitality market.” (Rewards Network)



Market trends in the restaurant industry continue to expand within the farm to table concept but also have evolved as consumers have:

“Menu trends today are beginning to shift from ingredient-based items to concept-based ideas, mirroring how consumers tend to adopt their activities to their overall lifestyle philosophies.”

This concept pairs consumer eating habits with lifestyle. This trend continues the expanding concept of dining out as an increasingly entertainment experience. Destination restaurants with an assortment of promotions, venue experiences, and menu options will continue to gain customers over one dimensional operations.

The projected top ten concepts for 2017 are:

- Hyper- local sourcing of food products
- Chef-driven fast casual concepts
- Natural ingredients/clean menus
- Environmental Sustainability
- Locally sourced produce
- Locally sourced meat
- Food waste reduction
- Meal kits
- Simplicity
- Nutrition

(HUDSON RIEHLE SVP OF RESEARCH NATIONAL RESTAURANT ASSOCIATION)



The Nash Farm Restaurant 's menu concept is developed to include 8 or 9 of the top ten predicted concepts for 2017.

Wedding Venue

A 2018 study noted the median cost of a wedding, including both the ceremony and reception, but not the honeymoon, in the United States, was about US \$18,000 per wedding. Half of the people in the survey paid more than the median, and half of the people paid less. Regional differences are significant, with residents of large cities paying more than three times the median, while residents of rural areas spent less than half as much.



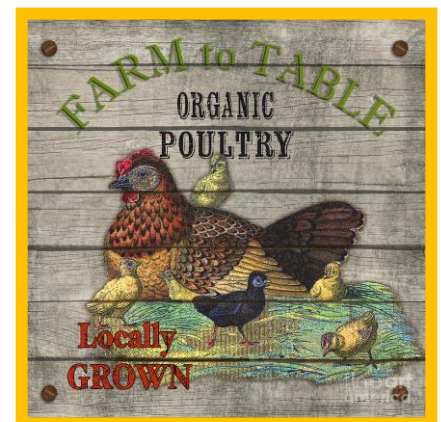
Another survey in 2017 estimated the average cost of a wedding in the United States to be \$29,858, with vast regional median differences. Notably, the average large city wedding was estimated to cost over \$80,000, whereas a small southern town wedding was estimated to cost around \$12,000. The most expensive part of a wedding was found to be the reception, followed by the engagement ring, wedding band, photographer, and ceremony site.

The Nash Farm, of course, will see its marketing concentrate on the rural sector but will also include the greater metro area of Wake County including the Research Park. Based on the area at large the farm should easily meet an average of \$6,000 per wedding with the reception food and drink, site rental, and photography and other ancillary services.

c) Market Research

The research we have included in this section is based on several sources:

- U.S. Census – Business Builder
- SEC Business Reporting
- National Restaurant Association trends report
- Food and Beverage Trends – The Food People
- Reference USA
- Rewards Network
- Food Services of America – 2017 Food Service Forecast
- Restaurant Business Online
- Nation's Restaurant Newsg



- Progressive Grocer – Top Trends in Food Service Industry
- NPD Group Analysis – Restaurant Industry Forecast
- Huffpost Study – Wedding Industry
- N.C. Cooperative Extension - Agritourism

Restaurants that want to stay relevant should focus on giving consumers more choices. NPD reports: “...more restaurant operators will offer digital menu options that will enable diners to customize their orders. One of the big potential levers the industry can pull this year is technology. NPD expects mobile ordering to grow exponentially, as operators like Domino’s Pizza Inc. demonstrate the ability to effectively use mobile ordering to generate positive sales. Likewise, delivery has big potential.”

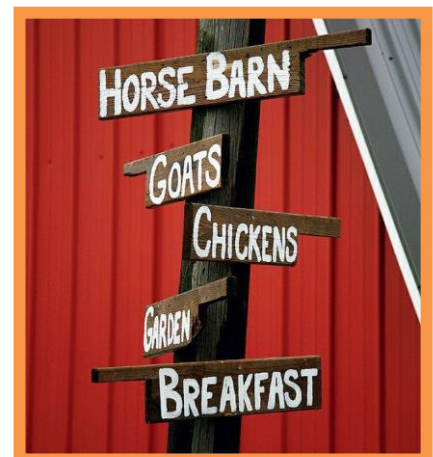
The biggest beneficiaries of this trend will be full-service restaurants, particularly independents who can adapt to the changing business environment and consumer needs.

NPD's top factors affecting the evolution in eating behaviors are:

- **Millennials** - In 2015, the Millennial generation is projected to surpass Baby Boomers, according to the U.S. Census Bureau population projections. Based on sheer numbers, Millennials are driving changes in this country’s eating behaviors with their approach to food choice and preparation. They like fresh, less processed food, which has played out in their preference for fast casual restaurants that offer freshly prepared foods and shopping the perimeter of grocery stores where fresh and non-packaged foods can be found.



- **Aging Boomers** - The Baby Boomer generation is aging, considering retirement, becoming empty nesters, and developing health ailments, all of which are typically associated with major changes in the way we approach food and beverage consumption. While shrinking in size, this generation is still too large to ignore especially given their expected lifestyle changes. This group will be less driven by the latest fad and more by what they need to sustain



their health and lifestyles. Healthful foods, such as high in whole grains, protein, and calcium, or low in saturated fat, cholesterol, and sodium, will be of most interest to this generational group. Boomers' restaurant visits have surpassed those of younger adults, who have cut back on visits over the past several years.

- **Smaller Households** - Consumption behaviors in the U.S. have become less household-oriented and more individualized than previous generations and now more than 50 percent of eating and beverage occasions happen when consumers are alone. Also contributing to consumers dining alone is that 27 percent of all households now consist of just one person — the highest level in U.S. history, according to the U.S. Census Bureau. The number of solo eating and drinking occasions has wide-ranging implications for food and beverage marketers and foodservice operators in terms of new product development, packaging and positioning, restaurant seating design, menu development, and more.
- **Fresh** - From 2003 to 2013, consumption of fresh foods grew by 20 percent to more than 100 billion eatings and it's the youngest generations, Generation Z and Millennials, driving the trend. In addition to eating more fresh foods, Generation Z and Millennial consumers are also interested in eating more organic foods. In terms of foodservice visits, Millennials prefer fresh ingredients and freshly prepared items – key differentiators among many fast casual vs. traditional quick service restaurant formats. An aspect of freshly prepared that suits Millennials are menu components that are made to order or that can be customized.
- **Hispanics** - The U.S. Hispanic population is growing exponentially compared to non-Hispanics. In 2014, U.S. Hispanics grew restaurant visits while non-Hispanic visits declined. In-home, the Hispanic population combined with their adherence to dining traditions is beginning to influence national consumption patterns. Fresh and from-scratch are the most common food forms during Hispanic meal preparation. Stove top preparation dominates Hispanic meals more than non-Hispanic meals due to the types of dishes being prepared.

The resulting findings based on the research have allowed the Nash Farm operation to design a restaurant venue that will capitalize on the growing trends of the industry. Similar mature businesses in the state like the Boone Inn, in Boone, Shatley Springs, Rose Hill Plantation in Rocky Mont, and Mikes Farm in Beulaville, NC., demonstrate a mature demand for such operations. Ms. Nash plans to incorporate the operational features that have made these businesses successful along with the latest trends in farm to table service to provide a unique experience in the immediate neighborhood and even out to surrounding communities including the greater Wake County area.

d) **Suppliers:**

Listed below are the major suppliers for the operation:



Supplier	Products	Location	History/years	Credit terms
Sysco Foods	Misc	Smithfield, NC	45	Cash
The Cheese Lady	Goat Cheese	Climax, NC	10	Cash
Hyde Dist.	Jams, pickles, etc,	Nashville, NC	10	Cash
Local Farms	Vegetables/Fruits	Nash County		Cash

4. CUSTOMERS

a) Customer Profile

The target market for the Nash Family Farm and Restaurant are health conscious young people, families, and baby boomers demanding quality and convenience in a sustainable environment. Consumers in search of healthy family dining in a friendly country atmosphere and couples looking for a unique wedding venue will compose the bulk of the businesses target operation but the other level of services in phase one and phase two of the operation will also contribute a varied customer base needed to sustain a restaurant business operation.



Ms. Nash hopes to build a base of customers by offering quality service, and unique venue, and a diverse menu of products and services. Her menu pricing will reflect the value family's expect but will also include high margin items to insure sustainability. Operation plans include accepting all major credit cards.

b) Customer Base

Ms. Nash predicts growth in her customer base through quality customer service and a lively entertaining visit to her family farm. A diverse menu in the restaurant, a unique selection of stock in the gift shop, a unique full service wedding venue, and a business committed to fostering a sustainable environment will enable growth in the customer base. The ongoing expansion of the operation into a winery, and expanded agri-tourism will give the business an opportunity for continued growth in the first years and offer a bright future.



c) Sustainability

In any business sustainable operations rely upon customer feedback and the Nash operation will continually survey to make sure to stay abreast of customer needs and demands. Continued observation of changing trends and menu concept will enable Ms. Nash to ensure future growth and development of the operation's customer base.

5. COMPETITION

a) Competition

The food service and wedding industries remain a competitive environment for established operations as well as start-up independent businesses. However, the demand for restaurant services and unique wedding venues remains high in all communities and especially in communities where choice of style/themed options are limited.

The Spring Hope Hardees' franchise has reported yearly sales of \$1,300,000 and other food service sale's numbers reflect the traditional community demand for familiar food options in a convenient environment. The Nash Family Farm and Restaurant will provide the community with an alternative offering traditional southern comfort food in a relaxed and entertaining atmosphere.

Rose Hill Plantation is the closest all-inclusive wedding venue, located about ten miles away in Nash County. The average wedding cost at Rose Hill is estimated between \$8,814 and \$23,199. Their target clients are looking for an upscale wedding in a manor house setting. The target client for The Nash Event Center is looking for a casual experience at median cost on a farm setting. A full service wedding at The Nash Family Farm will be \$6,000, giving the operation a clear competitive advantage on price and style.

b) Competitive Analysis

Mikes Farm and Wedding Venue in Beulaville, NC is the closest direct competitor to the operation offering a range of services similar to what Ms. Nash hopes to provide. The farm has been in operation since 1980s. Mike's Farm is a family oriented business and is open to the general public. Agri-Tourism, is a specialty, including hayrides.

"Mike's Farm serves up all our dishes family style with a touch of country. So have a seat at one of our large farm tables and we will bring our bowls of fried chicken and all the fixin's. We have plenty of comfortable rocking chairs on the front porch for you to relax in while waiting for your table or to recuperate after eating 'til your buttons pop! Our walls are covered with antiques, photos and trinkets from the local area throughout history. If you leave here hungry, you can't blame us!!" (Mike's Farm Web Site)

Mikes Farm offers an assortment of convenience venues including;

- Family Style Restaurant
- Gift Shop
- Bakery
- The farm – animal tours
- Barn venue for weddings and special events
- Banquet services

Mikes Farm and Wedding Venue is a mature operation and has expanded its line of services many times. It currently has revenue sales from the restaurant operation of over \$900,000 per year and its gift shop and store operation reports sales of over \$350,000 per year as well. (Reference USA) This success of this operation in a similar community, demonstrates the demand potential for a similar operation in Spring Hope.

Other indirect competitors are listed below:

Company	Location	Years in Business	Price Range	Menu Comparison	Strength/Weakness
Nashville Diner	Nashville	25	\$6.50 – \$9.50	Breakfast & Country Fare Menu	Older facility
Ribeye's Steakhouse	Nashville	10	\$9.00 – \$20.00	Expected Franchise Menu	Typical franchise operation and decor
Showside Grill & Bakery	Nashville	7	\$7.00 – \$17.00	Pub Style – Bakery Products	Varied menu/other services
Smithfield's Chicken & BBQ	Nashville	10	\$5.00- \$24.00	BBQ Menu – usual menu fare	Small Chain – expected menu
Chico's Mexican Restaurant	Rocky Mount	20	\$6.00 – \$19.00	Typical Tex-Mex menu	Friendly atmosphere
Langley's Town & Country	Nashville	20 +	\$6.00 – \$10.00	Burgers , vegetable plates,	Cozy, low priced fare – not diet fare

Please see other competitor reports.

c) **Competitive Advantage**

The Nash Family Farm, Restaurant, and Wedding venue's immediate competitive advantage is offering health conscious, locally sourced food, in a farm style casual atmosphere that is unique to the area and who's nearest competition in this theme are not conveniently located.

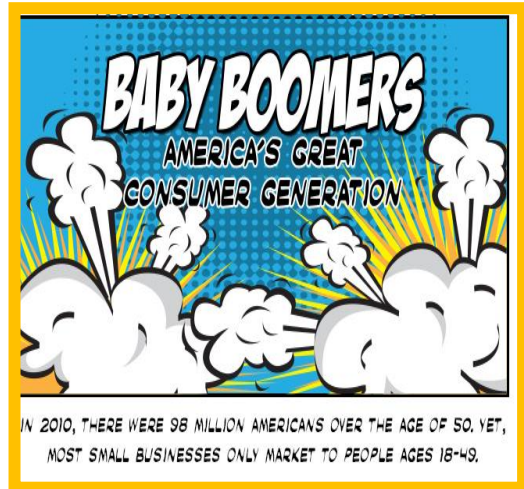
The Nash operation will distinguish itself further by phasing in other services and promotions available from the farm operation that are not typically found in the community. The farm to table concept is a growth area of the restaurant industry and this concept along with locally sourced opportunities will set the Nash operation apart from other businesses in the area.

6. COSTS AND PRICING

a) **Pricing Strategy**

The Nash operation will price its products and future services competitively with both direct and indirect competitors. Utilizing unique menus, a variety of services, and special products will allow the operation to price many items at a premium thus increasing the profit margins.

Going rates in the local markets vary with examples of both franchise and independent operations in the area. Research on menu pricing has shown that the Nash operation has an opportunity to price according to competition but also allow for premium pricing on many unique menu and other services.



b) **Pricing**

Food cost and pricing will be used to price out menu items and the food operation will maintain the industry standard ratios based on sales, expenses, and profit. Wholesale units in the gift shop will maintain standard retail ratios. These ratios are outlined in the financial section of the plan.

Wedding venue costs will be below competitors.

The pricing strategy will keep the operation competitive will allowing for premium pricing in unique opportunities. Cash flow projects are included in the financial section of the plan.

c) **Breakeven Analysis**

Ms. Nash predicts monthly sales in the first year of operation to grow from \$23,000 to \$100,000; with a combination of food sales, produce sales and shop sales. She predicts second year food sales of \$940,000 and third year food sales of 1,094,000 and profits of ten percent. Ms. Nash projects attaining her break-even point at \$31,000 during the third month of operations.

Ms. Nash projects increased revenue of 25% from the second phase of seasonal farm operations and promotions.

A summary of data compiled on Mike's Farm, the closest most similar business in the area, notes \$968,000 of yearly revenue for that operation. Ms. Nash is confident that a similarly run business providing a similar level of services in the Spring Hope Community will attain a similar level of yearly revenue. (Reference USA)

7. MARKETING AND PROMOTIONS

a) **Business Image**

The Nash Family Farm Restaurant and Event Center's image will be based on traditional farm life and culture. This concept will be unique in the community and the Farm to Table concept is one of the fastest growing sectors in the food industry. The agri-tourism phase of the operation is an additional concept that has gained market share in a unique field of food and entertainment. (Appendix)



The Nash Farm and full service wedding venue will be unique in the community and predictions include drawing from the greater metro area around Raleigh/Durham. Marketing through social media is an essential ingredient in the marketing plan and will include a web site with photos and video of the event center venue.

The Farm to Table message encompasses several benefits including supporting neighborhood farmers and the benefit of healthier food. Because it doesn't have to travel long distances, local food can be grown to be tasty and healthy. According to studies fruit and vegetables average travel of just under 1,500 miles before it is sold to a consumer. Additionally 39% of fruits and 12% of vegetables were imported from other countries. (Appendix)

To keep food from spoiling during these long trips, some produce is picked before it has had a chance to fully ripen. This shortened growth period prevents the produce from absorbing nutrients from its surroundings. This practice relies on the fruits and vegetables to ripen in transit and ensures that consumers get ripe produce year round, but according to the United States Department of Agriculture, it causes the produce to lack in the nutrients that would be present if it was allowed to ripen on the vine.



There are several successful Farm to Table restaurants in the area; Heron's in Cary and The Lantern in Chapel Hill. Both have outstanding reputations and loyal followings.

Restaurants, cooks, farmers, waiters, winegrowers, can all share a common philosophy about how we eat and live. The theme includes the importance of working locally, not just using ingredients from the surrounding area but also in the contribution the business makes to the community.

The wedding venue will be distinguished by offering a full service one stop venue with reception space, a variety of ceremony sites, catering, and bride and groom rooms. Other wedding services will be offered. The renovated Nash Farm House will provide a unique casual setting for ceremony and reception alike and provide the operation a distinct marketing message.

The agri-tourism is the partnering of working farms with the community to the mutual benefit of both. Inviting community members to visit a farm operation offers the promise of enjoyment and education. Area “you pick em” strawberry patches and mountain, “you cut em” Christmas tree farms, have a long history in the state. The Nash operation will provide the unique experience with the restaurant, “we cook em” theme.

Ms. Nash hopes to develop the farm petting zoo phase to the project which will enhance the operation and increase traffic to the business.

The restaurant dining experience has progressed from a sustenance activity to an entertainment venue and the Nash Farm will be an integral part of the businesses success.

b) **Advertising**

List the types of advertising you will conduct, how often, and the estimated annual cost. This will be covered in detail in your Marketing Plan.

Advertising Medium	Quantity/Size	Frequency	Annual Cost
Newspaper: Rocky Mount/Nashville	Varied	Monthly	\$ 1,000.00
Flyers: Seasonal	Varied	Seasonal/Promotio	\$ 500.00
Brochures: In house	Varied	Seasonal	\$ 200.00
Business Cards:	Standard	Continuous	\$ 100.00
Signage: Billboard	Standard	Yearly	\$12,000.00
Internet/website	Business	Continuous	\$ 240.00
Face Book	Social	Continuous	Free
Trade magazines:	Agritourism	Annually	\$ 100.00
Other Media – Web listing	NC Dept of Agri	Annually	Free
Other Media – NC Restaurant Ass	Ass. Publications	Annually	\$ 75.00
Other Media – Association	NC Agritourism	Annually	\$ 75.00
Other Media - Association	NC Vegetable Growers	Annually	Free
Other – Association	Carolina Farm Stewrdship Ass.	Annually	\$ 25,00

c) **Networking**

The farm is also a member of the following:

The North American Farmers Direct Marketing Agritourism Ass.

The N.C. Agri-tourism Networking Association

NAPA – North America Professional in Agri-tourism

N.C. Restaurant Association

Carolina Farm Stewardship Association

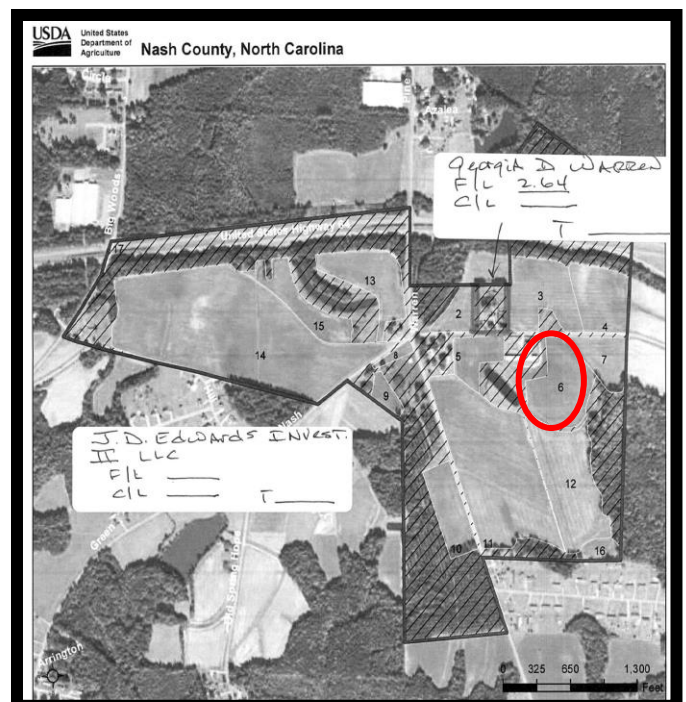
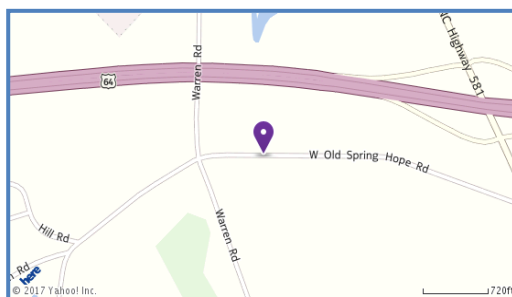
d) **Location**

The Nash Family Farm will be located at 7820 Old Spring Hope Road in Spring Hope, North Carolina. Operations will be housed in a farm house and an addition built on to the existing structure. The house has been a fixture in the community for the past 60 years and the land and surrounding farm families have been valuable assets and neighbors. There is an architectural drawing of the venue included in the appendix.

The location is situated near major US Highway 64, the longest numbered route in the state. The route runs from the state line in the west to Manteo on the outer banks in the east. In between the highway runs through the Raleigh/Durham area and its eastern most sections are to be designated part of the interstate system, part of the I-87 corridor.

The location is 40 miles distance from the densely populated Wake County, the second most populated area of the state and within 50 miles of Greenville NC the home of East Carolina University, and a thriving community.

Ms. Nash believes the combination of rural farm environment and highway access to major population areas is the ideal blend for the operation.



8. OPERATING REQUIREMENTS

a) **Facilities**

The Nash Family Farm will be located in a renovated farm house at 7820 Old Spring Hope Road, on 8 acres of land in Nash County.

Renovations of the property include adding a dining area to the structure and wedding amenities including bride and groom suites. The original interior of the space of 3250 square feet will hold the kitchen area and further dining. There is a second floor which will be used for administration and storage.



The property has acreage for the wedding venues and room for raising farm vegetables and general produce, spices and herbs, as well as free range chickens. The property has ample grounds for parking. The property also has room for a phase two expansion which will include a winery.

b) **Regulations**

The location is zoned appropriately for the business and all licenses, permits, and special government regulations for the business will be obtained.

c) **Insurance**

All necessary insurance coverage for operations and venues will be in place at opening.

d) **Industry Alliances and Advisors**

Martha Glass – Executive Director, National Agritourism Professional Association
Briscoe Gassaway, Accountant – Rocky Mount Professional Association

e) **Skills and Employees**

The varied operations will require experienced restaurant personnel, event staff, as well as retail staff. The farm garden will require a special skill set which is available in the community. It is anticipated that the operation will have between 20 and 25 employees

Resumes of owners and key employee are attached.

9. START-UP COSTS AND FUNDING

Category	Items	Cost
Inventory		10,000
Equipment		50,000
Fixtures		50,000
Furniture		25,000
Other Equipmwnt		15,000
Renovation Improvements		90,000
Vehicles		
Deposits		
Working Capital		50,000
Contingency reserve		10,000
TOTAL:		300,000

b) Source of Funds

	Amount
Personal cash contribution	\$100,000
Private	
Bank name: Type/rate/terms:	
Other (SBA)	\$200,000
TOTAL:	\$300,000

Three Years of Monthly Cash Flow Projections Attached