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Executive Summary

Overview
Our Food Future is the City of Guelph and County of Wellington’s vision to create Canada’s first technology-enabled circular food economy. The project has three goals to achieve by the end of 2023: 1) a 50% increase in access to affordable, nutritious food, 2) 50 new circular businesses, collaborations, and social enterprises, and 3) a 50% increase in economic benefit by unlocking the value of waste. To support Goal 2 and assist businesses as a response to the COVID-19 pandemic, the Seeding Our Food Future (SOFF) micro-grant program was launched. The program ran from July 15, 2020 to March 31st, 2021 – with the possibility of extension if necessary, to June 30, 2021. A total of 40 participants completed the program by creating three key performance indicators (KPIs). Of the 120 total KPIs, 40% were environmental, 28% were social, and 32% were economic.

Key Performance Indicators
10 out of the 40 projects increased access to both affordable and nutritious foods. This includes projects that increased access by producing increased quantities of nutritious foods or through offering a product or service that assists in access to nutritious foods, by providing absolute affordability. Overall, at least 1,005lbs of additional food was produced over the course of the SOFF program, with at least 1,083lbs more project in the 2021 growing season. 4 participants sell their products on a sliding scale or reduced cost while 6 donate to local community groups. Specific examples are included in “Key Performance Indicators” section of report.

21 of the 40 participants impacted the goal of increasing economic benefit by unlocking the value of waste. Economic benefit can be seen through profit, revenues, and reduction in costs (raw material costs, labor costs, etc.). A total value of $28,039 was realized from waste reduction strategies and a total of 1,970L of water was saved from collection efforts, filtration systems, and increased plant nutrients. Furthermore, 10,933lbs of food was saved or reused, 34,765kg of greenhouse gases (GHG) were avoided or saved, and 9,713 take-out containers were diverted from landfills over the course of the SOFF program.

Sectors and Characteristics
The 40 participants consisted of 10 new businesses, 25 existing businesses adopting more circular practices, and 5 new collaborations between organizations with circular goals. They each integrated one of the established circular business models: regenerative materials, recovering waste, circular design, shared ownership, or product as a service. Regenerative materials was the most prevalent (30%) while shared ownership was the least prevalent (5%). The participants were evenly distributed across the City of Guelph and Wellington County and the top two sectors represented were traditional farms (22%) and retail (20%).
while hospitality, education, packaging, and infrastructure were the least represented (3% each).

**Circularity Checklist vs. KPIs**

The participants’ KPIs were compared to the Circularity Checklist results collected in September 2020 and March 2021. Most notably, the results of the checklists demonstrated an increase of businesses that can be considered circular, from 8 in September 2020 to 17 in March 2021. While the March 2021 checklist only had 36 respondents and 6 businesses did not complete their projects until June 2021, it is clear by the overall achievement of project KPIs among participants that the SOFF project has increased the total number of circular businesses in Guelph–Wellington. Findings on increased regenerative practices and reduction of food waste are also consistent between the circularity checklist results and analysis of KPIs.

**Conclusion and Lessons Learned**

All 40 businesses completed their project KPIs while integrating circular practices into their business models. Only one business decided to close its doors, and it was due to personal reasons. The 33 most captivating projects have been counted toward the Our Food Future goal of 50 new circular businesses, collaborations, and social enterprises. A total of 104 new collaborations and partnerships were initiated by participants over the course of the SOFF program, reflecting the eagerness of Guelph–Wellington businesses to move from a competitive to a collaborative food system.

There were a number of lessons learned throughout the SOFF program. Having the participants establish KPIs as well as reviewing them at the middle and end of their projects was a valuable way to track and analyze the type of impact their projects had. This was particularly effective for participants that were already past the idea stage and had a clear and established direction. For instance, early-stage start-ups experienced more challenges to generate measurable KPIs. In future programming, to ensure each participant can generate meaningful KPIs that they will be able to fulfil, a narrower selection process can be created. To measure impact more effectively, it would be beneficial to provide businesses with a consistent method to track specific data that aligns with their KPIs. This includes guiding businesses to always create both qualitative and quantitative KPIs.
Overview

To provide immediate, direct support and ignite a shift to more resilient communities, Our Food Future and the Circular Food Economy (CFE) iHub launched the Seeding Our Food Future (SOFF) program. This program was created to help new and existing businesses overcome the impact of the COVID-19 pandemic by building capacity and resilience. Open to businesses, non-profits, and social enterprises in Guelph and Wellington County, the program offered each successful applicant a small grant ($5,000), mentoring ($4,500 value), educational resources ($1,200 value) and the ability to apply for an additional interest free loan of up to $10,000. One or more of the following basic criteria had to be met for an application to be considered.

- Starting a new business (including not-for-profit or social enterprise) that contributes to the circular food economy.
- Pivoting to a more circular/sustainable business model.
- Implementing circular practices, systems, or processes in an existing business, not-for-profit or social enterprise that is part of the food system.
- Creating or pivoting an existing business, not-for-profit or social enterprise to a business model that supports inclusive access to nutritious food, particularly during the immediate crisis.
- Enabling a food system business, not-for-profit or social enterprise to effectively use data & technology.
- Initiating a collaboration that contributes to a circular food economy.

Successful applicants each received mentorship from either Innovation Guelph, Provision Coalition, or IOC Shared Space to help them grow as circular food businesses and establish circular food collaborations. They also had the opportunity to participate in Provision Coalition’s R-Purpose MICRO program, a 12-week virtual course to build resiliency, sustainability, and circularity. The interest-free loan they were able to apply to was provided by IOC’s Harve$t Impact Fund, a new community finance intermediary.

Of the 40 successful applicants, 34 completed their projects by May 31, 2021, with the remaining completing their projects by June 30, 2021.
(Figure 1). All projects addressed and were impacted by the three areas of the circular food economy (environmental, social, and economic).

- **Environmental**: Minimizing the impact on the environment or mimicking the environment’s natural systems. Includes sustainable practices like regenerative agriculture, resource management, carbon reduction strategies, and minimal waste production and disposal.
- **Social**: Supporting and nourishing our community through collaborations. Specifically impacting social equity and the access to nutritious foods by addressing costs and availability.
- **Economic**: Applying sustainable growth strategies through cost saving activities. Focusing on eliminating unnecessary waste or identifying new ways to extend product life cycle. Also includes the creation of new jobs and opportunities.

With the support of their mentors, SOFF participants tracked and identified the results of the three key performance indicators (KPIs) that they created at the beginning of the program. Each KPI related to one or more of the three areas of the circular food economy. Included in their individual final reports were recommendations from their mentors for the businesses’ next steps, which allowed the CFE iHub to determine how to best support these businesses going forward.

As this program continued through the COVID-19 pandemic, 6 of the 40 completed projects were delayed by the lockdowns. This resulted in those businesses planning for their KPIs to be realized once the lockdowns are lifted. Additionally, 10 of the 40 businesses adapted or changed their KPIs during the lockdown measures in response to the changing circumstances.

Figure 1 Timeline of the SOFF program.
Key Performance Indicators
Each business was required to identify at least three KPIs that were social, economic, or environmental. Of those, one KPI needed to be environmental. As each of the 40 companies had 3 main KPIs (=120 total KPIs), 40% (n=48) were environmental, 32% (n=39) were economic, and 28% (n=33) were social (Figure 2). There were also a number of businesses that created more than 3 KPIs, but these additional KPIs were not reported on.

Figure 2 Distribution of the 3 types of KPI’s created by SOFF participants: social (28%), environmental (40%), and economic (32%).

We also looked at each of the 40 completed projects and determined whether they contributed to the Our Food Future goals to be reached by 2023. A large majority of SOFF businesses can be counted among the most compelling 50 new businesses or collaborations generated by the broader Our

Our Food Future Goals
- 50% increase in access to affordable, nutritious food;
- 50 new circular food businesses, collaborations, and social enterprises; and
- 50% increase in economic benefit by unlocking the value of waste.

SOFF Collaborations

Caitlin Hall, founder of Reroot Organic Farm.

With the support of the SOFF program, Reroot Organic Farm built partnerships with organizations to create value-added products for their community. In collaboration with Funky Ferments, surplus produce from Reroot is now turned into a fermented product with a longer-shelf life. They have also partnered with social franchise, Raw Carrot to produce two custom gourmet soups using Reroot’s produce and chicken. A portion of the gourmet frozen soups are donated to their local food bank to further support increased access to nutritious foods.
Food Future initiative. In addition, we had a variety of new and existing businesses that engaged in multiple collaborations.

Of those, 10 projects increased access to affordable and nutritious foods within Guelph–Wellington (Figure 3). We can conclude that these 10 businesses directly addressed the Our Food Future goal of increasing access to affordable nutritious foods by analyzing their KPIs and recognizing the tangible ways their products or services had an impact. These businesses either produced increased quantities of nutritious foods or are offering a product or service that assists in access nutritious foods, at absolute affordability.

For example, 4 SOFF businesses aimed to increase access by developing hydroponic systems for residential and commercial use and to facilitate the growth of produce that can be used for donations. Using their hydroponic systems, GR365N sold or donated 276lbs of food to local community groups since December 25, 2020. In a similar vein, Urban Stalk is now working with the Guelph Food Bank and will continue using their vertical farming technologies to service food bank clients. In total, 6 businesses are collaborating with food security

**Figure 3** SOFF participants who have increased access to affordable, nutritious food (10).

Nutritious Foods

**nutritious foods** to encourage should not contribute to excess consumption of sodium, free sugars, or saturated fat.

Absolute Affordability

how much it costs a person to follow a nutritious eating pattern in a given community compared to their household income. Examples of initiatives to reduce absolute affordability would include sliding scale pricing or lowering prices such as through a subsidy program.

**SOFF Success Story: GR365N**

Colin McVicker, co-founder of GR365N harvesting hydroponically grown greens.

GR365N is a hydroponic company that designs, builds, and maintains custom made hydroponic systems. With the support of SOFF, they have been able to educate their community on the benefits of hydroponically grown food and increase accessibility for people to grow fresh food on their own all year round. The connections they’d made throughout the program with other businesses and community agencies will allow them to continue to provide food security and food literacy through hydroponic training programs and equipment partnerships.
organizations/service providers. Another way that the increase in access to affordable, nutritious foods can also be quantified is through the amount of food produced and sold that is available to local communities in Guelph-Wellington. Through the SOFF program participants and their associated KPIs, 3 Beets to the Wind was able to yield 130lbs of greens by the end of the project. They also increased the products offered at a **sliding scale price** by 10% and increased the products offered at or below market prices by 10%. Similarly, Elora Farmer’s Market offered a pay what you can/reduced price for the last 30 minutes of each market day and helped an average of 17–25 individuals access affordable, nutritious food on a weekly basis.

Overall, at least 1,005lbs of additional food was produced over the course of the SOFF program (around the average weight of a beef cow), with at least 1,083lbs more projected in the 2021 growing season. These examples demonstrate that the SOFF participants increased access to affordable, nutritious foods in a diverse and holistic way.

Participants with KPIs that did not focus on access to affordable, nutritious foods, did have KPIs that impacted the third Our Food Future goal: 50% increase in economic benefit by unlocking the value of waste. This was evident through the significant divide between social–related KPIs (focused mainly on increasing access) and economic– and environmental–related KPIs (focused mainly on increasing economic benefit through unlocking the value of waste). Economic benefit can be seen through profit, revenues, and

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**SOFF Success Story: Well Baked Box**

*Stewart and Courtney Clayson–Russel, founders of Well Baked Box.*

Well Baked Box is a healthy baked goods delivery service which provides nutritious baked good and snack ingredients each week in a convenient pre-portioned package. Participating in the SOFF program helped Stewart and Courtney to market and launch their business and expand the reach of their products within Guelph and the surrounding areas. Through the program, they connected with the Guelph Farmer’s Market, allowing them to reach customers in person and further increase access to nutritious foods.
of water was saved from collection efforts, filtration systems, and increased plant nutrients which is enough to fill an eight-person hot tub. Participants were also able to save or reuse 10,933 lbs of food – the size of an African elephant (Figure 5). As well, 34,765 kg of Green House Gases (GHG) were avoided or saved, which is the equivalent to an average commute from Guelph to Toronto every day for 3.6 years. Furthermore, a total of 9,713 containers of food were diverted from landfills over the course of the SOFF program (8 months) and this amount continues to increase.

Additionally, Retour Bistro created a 95% decrease in packaging waste and Fan/Joy developed a 60% decrease in waste by transitioning to compostable and recyclable materials, while Planet Bean anticipates similar results once they launch their reusable cup program (their project was delayed by the COVID-19 lockdowns). Zerocery was able to lower their GHG emissions by reducing the amount of travel between deliveries. This resulted in a decrease from 3.75 km per customer to 3 km per customer. Both Handsome Devil Bistro and Ambiance Gourmandes were also able to reduce costs, energy, and water usage by updating old appliances. Of the businesses that either increased access to affordable, nutritious food or increased economic benefit from waste, 6 businesses impacted both goals.

Based on the KPIs that each business identified, 68% (n=27) were able to complete or exceed all project goals and 90% (n=36) of businesses achieved at least 80% of their project goals (Figure 6). One of the reasons the remaining 5 businesses achieved less than 80%, is due to the COVID-19 lockdowns and restrictions, making them unable to launch their product/project fully. Nonetheless, most of the projects have everything put into place to launch once restrictions are lifted.
Sectors and Characteristics
Of the 40 successful applications, 25% (n=10) were for new businesses, 62.5% (n=25) were for pivoting or enhancing the circularity of an existing business and 12.5% (n=5) represented new collaborations between multiple organizations (Figure 7).

Figure 7 Distribution of the types of SOFF participants: new businesses (10), existing businesses (25), and collaborations (5).

Through their SOFF projects, all 40 businesses and collaborations worked to incorporate circularity at the core of their business models. They each integrated at least one of the common circular business models:

1. Regenerative materials: a company reduces the need for new material inputs through the use of bio-based, renewable, or recovered materials.
2. Recovering waste: a company uses as little energy and natural resources as possible through using waste as an input or incentivizing the return of used products or packaging.
3. Circular design: a company designs products to last and optimizes products and materials for reuse, repair, or refurbishment.
4. Shared ownership: a company leases products and uses them until the end of their life cycle rather than selling brand-new products to individuals or businesses.

5. Product as a service: a company offers the outcomes of a product rather than the product itself.

It was found that 30% (n=12) of the SOFF participants utilized regenerative materials, 22.5% (n=9) used recovered waste, 22.5% (n=9) used circular design, 20% (n=8) used product as a service, and 5% (n=2) used shared ownership as their circular business model (Figure 8). It is likely that regenerative materials is the most commonly used model among SOFF participants because their businesses were already familiar with regenerative agricultural practices and/or could easily transition to using their materials in a regenerative way at different stages of the value chain. Shared ownership was the least common model because most participants offer a product or service for purchase, instead of lease.

**Figure 8** Breakdown of circular business models used by SOFF participants.

Geographically, the successful applicants were evenly distributed between Guelph and Wellington County. Initially, 35 of 40 successful applicants (85%) wanted to apply for the interest free loan. However, by the end of the program 18 out of 40 applied for and received the loan. This may have been as a result of an increased hesitancy to take out a loan in a COVID-19 pandemic environment.
The segment breakdown (Figure 9) among the 40 SOFF participants reflected the highest representation in traditional farms (22%) and retail (20%). The lowest representation was disbursed equally amongst hospitality, education, packaging, and infrastructure (3% each).

**Circularity Checklist vs. KPIs**

The SOFF participants completed a **Circularity Checklist** in September 2020 shortly after they began the program to determine how circular their businesses were at that time (40 respondents). The businesses were then asked to complete the Circularity Checklist once again in March 2021 (36 respondents). Comparisons between the two results were drawn in the 2020-2021 Circularity Checklist Analysis. There were 4 businesses that did not complete the second checklist, therefore total numbers slightly differ in the comparison graphs. These results can now also be compared to the KPIs of the participating businesses.

As noted in the Key Performance Indicators section above, over 88% (n=35) of participating businesses achieved at least 80% of their project goals. Since these goals were all related to at least one of the areas of the circular food economy, this demonstrates that through the support of the SOFF program the number of circular businesses has increased. This outcome parallels the results of the checklists that show that only 8 businesses were considered circular in September 2020, with that number increasing to 17 in the March 2021 checklist.

**Circularity Checklist**

A Circularity Checklist was created to assess how businesses are supporting the creation of a circular food economy in Guelph-Wellington. This resource enables businesses to track their progress toward achieving circularity in 4 main areas: reusing materials, reducing avoidable waste, recycling materials, and ensuring adequate access to affordable, nutritious food.
In the 2021 checklist, when asked about the use or facilitation of the use of food waste, non-food waste, and/or captured water for regenerative agriculture, 57% of businesses that completed the survey identified that they did. The number of businesses that participate in regenerative agriculture increased by 9% from 2020 to 2021 (Figure 10). Not all businesses participate in regenerative agriculture, but they implement sustainable practices in other ways. As a result, this checklist result is reflected in a tangible way through the 40% of environmental-related KPIs.

An additional comparison that can be drawn is in relation to the number of businesses that are proactively reducing the amount of food waste going to landfills. This coincides with the 19 businesses that are now realizing the value of waste for economic benefits. As seen in Figure 11, we have more businesses who are using their waste as a resource for compost and a 53% increase in businesses who use waste as a resource compared to before the SOFF program.

**SOFF Success Story: Ward 1 Brewing Co.**

Ward 1 Brewing Co. is a craft brewery and smokehouse. Through the SOFF program, they have been able to launch their business and work to filter brewery wastewater to reuse in their greenhouse. This new project allows them to unlock the value of their wastewater and become an industry leader in water stewardship. They have already donated 15 trays of seedlings to non-profit organizations and will continue to increase access to nutritious foods as they grow their operation.
Conclusion and Lessons Learned

Of the 40 SOFF businesses, 6 were granted extensions to finish their projects and 34 were able to complete their project KPIs by May 31st. The remaining 6 businesses completed their projects by June 30th. Of the 40 businesses, only 1 decided to close its doors due to personal reasons. As that business was able to achieve their KPIs before permanently closing, we still included it in our report. Even though all 40 SOFF businesses have shown commitment to circular practices, only the most interesting have been counted towards the second Our Food Future goal of 50 new businesses, collaborations, and social enterprises.

From the 40 final SOFF reports and the overall expansion of the businesses, we identified over 100 collaborations and partnerships initiated over the course of the project with more to be expected. It was clear throughout the program that businesses in Guelph–Wellington are eager to collaborate with one another.

While SOFF businesses had a measurable impact on the creation of a circular food economy in

Figure 11 Businesses using waste as a resource

| Uses waste as a resource for compost | 19% |
| Uses or facilitates the use of food waste or by-products as a resource for human or animal consumption or as an ingredient/input | 88% |
| Utilizes or diverts waste in other ways | 32% |

<table>
<thead>
<tr>
<th>Year</th>
<th>Uses waste as a resource for compost</th>
<th>Uses or facilitates the use of food waste or by-products as a resource for human or animal consumption or as an ingredient/input</th>
<th>Utilizes or diverts waste in other ways</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>19%</td>
<td>88%</td>
<td>32%</td>
</tr>
<tr>
<td>2021</td>
<td>17%</td>
<td>32%</td>
<td>45%</td>
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A Friendlier Company developed a smart, reusable food packaging system to reduce the use of single-use alternatives. During the SOFF program, they established several new partnerships with businesses across the Guelph–Wellington area. First launching with The SEED, they then expanded to partner with fellow SOFF business Ambiances Gourmandes, as well as The Cornerstone, Corner Market Guelph, Carbon Café, Dar’s Market, Lady Sara’s Bounty and Frabert’s Market. These new partnerships allow A Friendlier Company to use their technology and services to design waste out of the food system while supporting local businesses.
Guelph and Wellington County, there were several lessons learned in the process. Having each business establish measurable KPIs that they reviewed at the middle and end of their projects with their mentors was an effective way to track their progress and analyze their project impact. Existing businesses and collaborations experienced fewer challenges generating measurable KPIs that they were able to fulfil than early-stage start-ups. A narrower selection process for this type of program would help ensure all businesses are past the idea stage and ready to create appropriate KPIs. Furthermore, to see more consistent results across KPIs, it would be effective to provide businesses with a consistent method to track their data. More specifically, businesses can be guided to each create both quantitative and qualitative measurements.

To continue facilitating connections, inspire circular food collaborations, and build circular food businesses the CFE iHub is supporting ReSource Exchange Marketplace and the circular economy digital passport. SOFF businesses have been invited to participate in these new initiatives where they will receive access to on-going support, resources, and business tools to help them on their continuing journey toward circularity.

**ReSource Exchange Marketplace**

A project of COIL, ReSource Exchange is a free business-to-business marketplace connecting organizations that have food waste and by-products with others that will find use for them. Using ReSource Exchange, businesses can turn their waste into a revenue stream instead of an expense and access new production inputs.

**Circular Economy Digital Passport**

The circular economy digital passport provides free access to a diverse community of organizations committed to building a circular economy and connects businesses with programs, business resources, and experts that can support them on their circular journey.
## Appendix

### SOFF KPI Goals and Achievements

### 3 Beets to the Wind

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
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<tbody>
<tr>
<td>KPI 1</td>
<td><strong>Enviro</strong></td>
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| KPI 2 | **Econ** | Increase capacity by 1,000 sq ft of storage to generate $1,500 in new revenue (estimated at 83,200-gram bags of greens) each year. This will provide ~$2,400 of revenue to the farm for the Nov–Mar off-season. Baseline: In November 2019, 600 sq ft of available storage provided $900 of sales (in the month of November); which provided a yield of 50,200-gram bags of greens. $2570 to date and 294 bags to date. |

| KPI 3 | **Enviro** | Reduction in energy consumption & GHG of ‘X’ when compared to the energy & GHGs required from refrigerated storage for 1,000 sq ft over five months. In comparison with a Kold Locker Walkin Fridge 4’x6’ model KL46 with a 3251 BTU/h rating and an estimated running time of 16 hours/day. For 5 months: We would have saved $336.29 in electricity charges. And according to a carbon footprint calculator the 2303 KW it would take to run the walk-in fridge is equal to 0.07 tonnes of CO2 emissions. |

### 4th Line Cattle Co.

| KPI 1 | **Econ** | % increase in income / boxed sales<br>Profits from boxed sales (comparisons):<br>February 2020 – $988.00; February 2021 – $4,500.00 (increase – 455% increase).<br>March 2020 – $1,897.00; March 2021 – $7,128.00 (% increase – 375% increase) |

| KPI 2 | **Econ** | % increase in the average weight combined with % decrease in average age<br>Comparison January to March 2020 versus January to March 2021:<br>Jan–Mar 2020 – average weight 780–800lbs; Compared with Jan–Mar 2021 – 835–855lbs (% increase 6.875%)
Future: Expect the average weight to be 1000 lbs. (by the summer or fall of 2021) |

| KPI 3 | **Enviro** | % increase in number of cattle raised through rotational grazing<br>Herd Size: March 2021 – an increase of 30 cattle. |
**Future:** Expect further increases, the herd to grow by another 20 (50 cumulative) by the Summer 2021.

### A Friendlier Company

**KPI 1** [Enviro] % decrease in waste (reported as # of packages saved from landfill)
- Total number of reused containers were tracked each week
- Total packages saved from landfill since launch: 9000 containers

**KPI 2** [Econ] # of jobs created and job quality (fulltime / part-time / temporary / fair-wage/ benefits / security / equal opportunity / diversity & inclusion)
- Total jobs created:
  - 1 full time Sustainability Intern – full time pay Sept 2020–Dec 2020
  - 2 Masters of Business, Entrepreneurship and Technology Students working on a business strategy project – gain real world experience in market research, product validation and strategy. Sept 2020–Feb 2021
  - 4 Fourth Year Design Students working on their capstone project to analyze our drying system and recommend the optimum air heat and flow rates to dry the containers most efficiently. Students will receive a mandatory credit towards their degree. Sept 2020 – April 2021
  - 1 Full time Process Optimization Intern – full time pay
  - 1 Brand Ambassador – Part time pay

**KPI 3** [Econ] % increase in sales at A Friendlier Company
- The graph above shows our monthly revenue numbers to date. The large increase in December was a result of one of our clients placing a bulk order to replace all of their containers (Dec $4,400). The dip in January and February (Feb $2,700) was a result of the lockdown and a hesitation from restaurants to adopt a new system (Apr $7,500)

### Ag Business & Crop Inc.

**KPI 1** [Social] Number of newly informed distributors or end users, specifically with respect to Wintex and precision farming.
- This has easily been achieved through LinkedIn follow ups, trade show and conference engagements and new partnerships.
- Aurea Images project. Ag Business and Crop has two farmers participating, committed in the project in the Niagara region, but due to covid travel restrictions, had to be scaled down to fewer sample collections. With Covid restrictions lifted, real sampling scenarios can be performed and monitored, with results published.

**KPI 2** [Social] # increase in partnerships with Ag Business and Crop.
- Achieved, and beaten.
  - 1 new Wintex dealer (Valorix – Frederic Vincent) setup with one sale.
  - 1 Service location setup NB (Bud Auto Electric) and already has started servicing and installing some client’s units. Craig Gilbert has purchased a used Wintex in NB and will start his business soon. Contract signing pending.
  - 1 RPAS–Drone contract completed AbTech. This will help in all industries since, it is in Quebec – Contract signed and will be announced in the next month or so when all training is completed.
  - Demo unit purchased, signed as CartoCanada dealer (related to Ag
Business and Crop. 1 agriculture dealer expected within the next month to finalize but finally got in GPS Ontario (for Water resource management) – Contract pending approval – 1 month out. Sean Fraser accepted a contract and should be finalized within the next month. He has sold for Ag Business and Crop in the past but has renewed contact and is interested in signing as a partner/distributor and will purchase a demo unit in the next few weeks.

| KPI 3 | [Enviro] # existing or new business indicating anticipated adoption of Wintex and precision farming. Achieved and has resulted in strong winter/spring sales volume. Every Wintex and drone sale adds to the adoption of sustainable, precision farming practices across Canada. Soil is healthier, crop yields are higher, nutrient application is targeted, and more efficient. Not only is precision farming more environmentally friendly, but it is also more lucrative, which will ensure the sustainability of the move to a more enlightened end user. Lastly, with the efficiencies of precision farming, comes a reduction in waste product, as plants produced are healthier and can withstand environmental conditions, and spoil less often. |

| Ambiances Gourmandes | KPI 1 | [Enviro] Installation of the new dishwasher, which will reduce energy use and improve water efficiency at Ambiances Gourmandes. Installation goal of October 2020. Dishwasher installed; innumerable staff hours have been saved since the installation. Water usage has been greatly reduced. |

| | KPI 2 | [Social] Christelle will investigate with her accountant and SOFF mentor the time savings and ability to pay a Living Wage, completing necessary calculations to analyze if this would be feasible for implementation in 2021. Changed to: New collaborations with local businesses (Guelph, Paris, Elora and Quebec) vendors for in store retail display – goal is November 2020. Develop new product for online store – in-store purchases – tea advent calendar – goal is November 2020. Pursue adding new local products in-store to add them to online store, goal to implement for January 2021. Christelle was able to bring into retail products from ten different local suppliers like Althaea Tea Farm, Genuineo, Domaine Acer, A Friendlier Company and others as a result of staff delegation. Supporting these local producers have been an outlet for them to reach her customers in store, and an additional source of revenue for Ambiances Gourmandes. She has since placed re-orders from six of the ten she introduced since November 2020. |

| | KPI 3 | [Econ] Reduction of staff time spent washing dishes, measured previously, and noted on SOFF application, at approximately 2.5 hours/shift. Christelle has hired someone to delegate newsletter writing to and is delegating social media support with her current staff to allow her more time to build relationships and think strategically. Since implementation and work through SOFF Ambiances Gourmandes online sales went from 5% February 2020 to now 55% February 2021 of total revenue through their online store. Overall sales for |
the business is down 50%, so this shift to online sales is not only efficient, useful as a new revenue stream, but is also ensuring the viability of this business.

**BioFerm Functional Food**

**KPI 1** [Econ] Brand strategies development – define the consumer persona, and develop the brand and logo based on that. Developed our prototype design for Treetly brand label and packaging (front and back) with an Ontario-based Web & Graphic Designer (Shaza Mezi | LinkedIn). Our next step is to verify with a large group of consumers, especially our target consumers, through the Gryphon’s LAAIR Market Validation Grant to finalize our design.

**KPI 2** [Enviro] Operational strategies development – find copacker, package supplier, ingredient supplier and get ready for the first launch. Design the package and label as well. Both are complete. Sourced copacker within Ontario market; local recyclable (Symbol Grade 5) package supplier (identified by Dec. 1, 2020); local ingredient supplier (identify by Nov. 1, 2020.) Bioferm will utilize the Food Science pilot plant with some equipment they will purchase through the LAAIR project to initiate their production requirements.

**KPI 3** [Social] Sales strategies development – develop a practical sales plan that will include potential customer signed contract already. Ideally, including 2 health & wellbeing special retailer, 2 meal kits & subscription box, Amazon & Shopify store. Finished by Feb 1, 2021: Sent the prototype to about 20 potential consumers and received feedback on taste, texture, and ease of use. We will work with UoG to carry out market validation for our products and build marketing and sales strategies accordingly. In this project, we will develop social media channel, engage, and recruit potential consumer, collect feedback and update the feedback in the social media channel.

**Conscious Kitchen**

**KPI 1** [Econ] # of recipe boxes purchased per week. 5 recipe boxes per week (avg value $15)

**KPI 2** [Econ] Increased revenue to local, regenerative farms (due to purchase of imperfect produce for recipe boxes). Increased revenue to local farms by $20,000

**KPI 3** [Enviro] Kilograms (kg) of food waste avoided (due to recipe boxes sales). 1,500kg of food waste avoided

**Elora Farmer’s Market**

**KPI 1** [Enviro] Amount of food salvaged from disposal. Target: 1000lbs of food until the end of the market year. Actual: 5700lbs over a period of 16 weeks (<50% of their season)

**KPI 2** [Social] Average number of individuals helped to access affordable and nutritious food on a weekly basis. Target: 20 individuals/week. Actual: 17-25 individuals participating per week in the initiative (based on produce sold -> lower in the winter weeks as expected)
| KPI 3 | [Econ] Number of farmers participating in the program. Target: 10 farmers  
Actual: 13 farmers during summer weeks; 7 farmers during winter weeks (~50% of market vendors in both summer and winter weeks) |
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<tr>
<td><strong>Eramosa Herbals</strong></td>
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<tr>
<td>KPI 1</td>
<td>[Econ] Increase output and revenue by increasing growing area from 1000 square feet to .5 acres by renting land, which should also increase last year’s revenue from $3360 to over $5000. Eramosa Herbals scaled up growing capacity and increase revenue by increasing growing area from 1000 square feet to .5 acres,</td>
</tr>
<tr>
<td>KPI 2</td>
<td>[Social] Increase public engagement: Create a website and newsletter/blog with an engaged email list to increase participants interested in ongoing learning about cultivating and using plants as food and medicine from 0 to 100 participants on email list. Eramosa Herbals Increase public engagement in people interested in ongoing learning about cultivating and using plants as food and medicine from zero to over 150</td>
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<tr>
<td>KPI 3</td>
<td>[Enviro] Purchase tools &amp; planning a plant propagation infrastructure to improve our medicinal and culinary herbal garden using permaculture principles. Plant propagation infrastructure would also enable me to sell medicinal, culinary and native plant seedlings. Produce plan showing potential increase of plant seedlings from 75 to 150 Tools have been purchased and seedlings have increased from 75 to 150.</td>
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<tr>
<td><strong>Escarpment Laboratories</strong></td>
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<tr>
<td>KPI 1</td>
<td>[Enviro] % Decrease in waste (solid yeast waste). The yeast extract production process has been validated and is now being tested initially at small scale (1 kg per week). Pending results of equivalency between in–house yeast extract and off–the–shelf yeast extract, the internal utilization can be scaled up to 15–20 kg per month.</td>
</tr>
<tr>
<td>KPI 2</td>
<td>[Enviro] $ amount of cost–savings from raw material inputs, waste disposal, fuel consumption, water consumption, etc. We see a clear path to eliminate purchase of yeast extract which will save Escarpment approximately $20,000 per year.</td>
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<tr>
<td>KPI 3</td>
<td>[Econ] % increase in sales The first food fermentation product has been launched (Sourdough Starter) and has been purchased by early adopters. Approximately 100 ($1,300) units have been sold thus far and we now have an early adopter customer base which we can connect with to ensure that there is product–market fit for future food fermentation products. Launch of subsequent products depends on some construction projects in our facility but is slated for Summer 2021.</td>
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<tr>
<td><strong>Fan/Joy</strong></td>
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<tr>
<td>KPI 1</td>
<td>[Econ] Head Count; Measured with team members. 4 new team members added</td>
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<tr>
<td>KPI 2</td>
<td>[Social] Expanded Junior Chef Program; Establish baseline numbers of Junior Chefs, then compare monthly.</td>
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Junior Chef program expanded to Guelph and offered virtually. Fall Session promotion underway; 49 youth between the ages of 14–21 years of age served during COVID and the SOFF program period. 780 hours of kitchen education provided, 219 family members impacted through Jr. Chef Programs Oct 2020–May 2021, 1,167 plates served, and 1 virtual 12 week cooking club offered to 17 grade 8 youth with a 92% attendance rate Jan–June 2021.

| KPI 3 | [Enviro] Reduce waste from takeout packaging; Establish baseline, then compare monthly. Packaging reduction 60% |

**Fifth Bean**

| KPI 1 | [Econ] Establishment of licensing, supply chain and contract distilling arrangements. Entered into a manufacturing agreement with Dixon’s Distillery in Guelph to be the producer of 5th Bean beverage and have also entered into a supply agreement with Ying Soy Foods of Mississauga to supply tofu by-products for the production of alcohol beverage. These two partnerships will serve as the foundation of 5th Bean’s business model. Have applied to the AGCO for a license to produce for which approval is pending. The AGCO application will allow 5th Bean to apply to sell at the LCBO. Entered into an agreement with Sunrise Tofu in Mississauga to supply tofu whey, which diversifies supplies and reduces reliance on Ying. Partnering with other Provision Coalition circular food economy businesses to augment pre-existing marketing strategies related to a fully circular meal. |

| KPI 2 | [Social] Finalized product that is suitable for consumption by vegan and gluten free restricted diets, made from chemical free, local ingredients and for sale in Canada. 5th Bean product has been finalized and is currently undergoing preliminary production testing (initial batch production). The product was developed in conjunction with the Guelph Food Innovation Centre at the University of Guelph and all ingredients are vegan and gluten free. Ingredients come from local supply, including the tofu whey that is consistent with circular practices. The soybeans used to produce the original tofu product are certified organic and grown in Ontario. |

| KPI 3 | [Enviro] % decrease in virgin material inputs. KPI Target: Use of tofu biproduct from waste stream of existing food manufacturers, none purchased new. The cost of the virgin ingredients used to produce new tofu whey would be $2.5/L. 5th Bean costs incurred to obtain 1 L of tofu whey is $0.075. This is a 97% reduction in costs, which supports sustainability of the product and the company. |

**Food Venture Program**

| KPI 1 | [Econ] Bring on 2 student/intern – 1 from now to Dec and then 1 from January to April. This was tracked with the recruitment of 2 student/interns. The first was hired in the fall of 2020 and the second was hired on February 1st, 2021 until April 2021. |
The students were able to learn the necessary steps on how to thrive in a circular economy.

### KPI 2

| [Enviro] | Each student’s plan will be evaluated and checked for at least 2 environment sustainable practices. This will be done at the end of each program. December 2020 and March 2021. FVP integrated this question in all student plans starting in December 2020. This was attained for these programs and all programs moving forward. They were able to evaluate each response and check for completion. |

### KPI 3

| [Social] | Expansion of program to 2 new cities by April 2021. FVP was able to increase their reach in more than 5 new regions in Ontario. Peterborough, Kingston, Mississauga, Niagara, and London have been added the program list. This has also resulted in an increase in program revenue and awareness for the company. |

### GR365N

| KPI 1 | [Enviro] % increase in the amount of food locally produced/distributed by Our Food Future business participants. # area new vertical hydroponic implemented in GW. 1.5 acres is contained in a 40ft x 10ft x 10ft container for growing vertical crops. The growing containers allow GR365N to grow 365 days per year. Uses 95% less water than traditional growing methods. All lighting is high efficiency LED lighting run 12hrs per day. |
| KPI 2 | [Social] # people empowered to enter vertical hydroponic food growing sector. 60 people trained during the course of the project. 1 staff part time, 1 volunteer for sales, 1 volunteer for harvesting. |
| KPI 3 | [Social] # food (volume/weight/$ value) of fresh nutritious food produced = # food produced for sale + # supplied to agencies supporting food access. 267lbs of food have been sold or donated to local community groups since Dec 25, 2020. This equates to ~$2000 donated to local groups as well as $7500 retail sales direct to consumer and wholesale. |

### Grow Well Eat Well/Blue Sky Beef

| KPI 2 | [Econ] # of food system innovators willing to be featured. Target: 6, farmers/food system players/organizations willing to be featured in the podcast. Note: 6 have expressed interest (Romi Schill from Revolution Wool regarding sustainable farm fashion; Brandon Hebor: New to farming and Vertical Farming; Gabrielle from Regeneration Canada regarding the regenerative farming movement; Christina Mann from Taste Real regarding Rural Romp; Stewart from Well Baked Box: nutritionifying our local food system; Martin de Groote: local dairy whipped up (Part of the best pancakes ever series) |
| KPI 3 | [Social] # of individual clients interested in subscribing to a podcast. Target: 50 people expressing an interest to subscribing participating in a podcast. |
Note: 57 individuals have expressed support

### Handsome Devil Bistro

| KPI 1 | [Enviro] Reduce the amount of input energy that is required – a new single appliance to replace two outdated poorly operating and inefficient appliances will reduce overall energy consumption, and improve quality of holding temperatures. The owners have installed a new appliance and had it retrofitted for taps and fixtures to serve beer. |
| KPI 2 | [Enviro] Reduce overall product waste – through functional pouring equipment and storage temperature. Improve overall alcohol beverage profitability by realizing a higher profit margin per pour. They have located a contractor to do some retrofit work on the exterior providing additional tap handles and towers so they can offer six various craft beer products. One existing appliance will be repurposed for patio use for improved summer season operations. The improved quality of the main keg fridge will save on waste product, and save on staff time. |
| KPI 3 | [Social] Improving collaborations with local producers of wine, spirits, and beer. Supporting their efforts to reach a larger and more widespread market. Creating an opportunity for brand storytelling – improving customer awareness of the local impacts of production. They have established a relationship with two breweries to do a private label brew that will be a new offering from their patio taps, where they can showcase their own branded beer. They have found a supplier to print custom growlers with their pub name on it, so they can retail this new private label beer as in house drinks and as a new take home beer offering. |

### Heartwood Farm & Cidery

| KPI 1 | [Econ] % of participants showing an increase in income / sales – online and experiential tours. Cider Sales (online): 2019 to 2020 – 300% increase in sales (due to first COVID lockdown) 2020 to 2021 – decrease 25% compared to 2020 (COVID shutdowns of experiential tours starting this spring, in April 2021, has been the largest impediment for Heartwood to execute on their plan. All the critical pieces were in place. They were able to have experiential tours in March were monthly sales, to more than $5000. Direct online cider sales have also flattened somewhat due to the second lockdown but are still higher compared with 2019 sales) Experiential Tour Revenue – # of Participants in tours: 2019 – 50; 2020 – 90; increase 80% compared with 2019. 2020 – 90; 2021 – 30: decrease 60% compared with 2020. |
| KPI 2 | [Social] % increase in participants (customers) participating in tours, or online education to have a better understanding of circular economy and capacity implementing sustainable / circular practices. |
Since spring of 2020, email marketing and social media, have increased as follows: # of Email subscribers – 800 to 2000 – increase 150% growth. # of Facebook followers – 1000 to 1500 followers – increase 50% growth. # of Instagram followers – 2300 to 3300 followers – increase 43% growth. New – # of Participants online education – 450 (live webinars and educational video) %100 growth New – #SimpleWonders hashtag – 14 sharing stories of the circular economy %100 growth New – Launch of new product – non-alcoholic cider – just released no sales data.

<table>
<thead>
<tr>
<th>KPI 3</th>
<th>[Social] % increase in collaborations, with respect to the gift economy and donations for those in need. Heartwood have grown their collaborative partnerships by 20% Farmer Initiatives – Sunny Farm (beef), Uphill Farm (asparagus), Willow Creek Farm (maple syrup) Three Sisters Honey – honey New – Chef Scotty &amp; Grain Revolution (Sold Out) – BBQ sauce using Scotty’s BBQ recipe with Heartwood’s cider and maple syrup. They have started this partnership, with boxed offerings with burgers, buns, BBQ sauce and cider. This sold out quickly and they plan to replicate</th>
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**Junction Food Network**

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<tr>
<th>KPI 1</th>
<th>[Enviro] Number of home/backyard gardens and increases (in size or quantity) over time. 57% of 43 have gardens (24.5)</th>
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<tbody>
<tr>
<td>KPI 2</td>
<td>[Social] Number of people (both growers and eaters) that engage with the program. 43 people signed up for Seed Voyage</td>
</tr>
<tr>
<td>KPI 3</td>
<td>[Econ] Number of local food transactions using the Seed Voyage platform. 0 transactions</td>
</tr>
</tbody>
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**Kortright Presbyterian**

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<thead>
<tr>
<th>KPI 1</th>
<th>[Social] Partnering with 3–6 lasting community partnerships with local food security agencies created as the beneficiaries of the food grown Chalmers, Royal City Mission and Hope House are all on board and KPC will distribute through them. The North End Harvest Market (from the GNStC), Onward Willow, Silvercreek Market, and Kitchen Bees are all potential collaborations that KPC is exploring and may have on board by mid-July.</th>
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<tr>
<td>KPI 2</td>
<td>[Enviro] To provide at least 750 to 1000lbs of nutritious local food produced on 0.25 acres of newly cultured arable land. This is 50% realized due to the nature of the project. It is on track to be achieved.</td>
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<tr>
<td>KPI 3</td>
<td>[Social] Increase the number of community relationships from 10–20 as supporters, volunteers and general knowledge sharing with community experts. As of May 31, 2021 there are over 40 supporters and volunteers who are engaged and providing support in various areas of need.</td>
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**New Earth Solutions**

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<tr>
<th>KPI 1</th>
<th>[Enviro] # of systems built, and number installed. No units were actually placed in homes yet, so the Environmental KPI was not achieved.</th>
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<tr>
<td>KPI 2</td>
<td>[Social] Number of hits on social media (followers, etc.).</td>
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Over 4,500 social media followers were generated

**KPI 3**  
[Econ] Economic gains (units sold, revenue, etc.)  
Over 1,000 units were sold, generating over $750,000

### Pfisterer Farm (vegetaBALES)

**KPI 1**  
[Enviro] Sell 100 VegetaBALES kits to 100 families equaling 1,350 square feet of new gardening space which was otherwise unused or unavailable for growing, and increased access to locally grown food.  
81 kits sold; 1,450 SQ FT gardening space

**KPI 2**  
[Enviro] Repurpose 25 acres of agricultural by-product, which would otherwise be unused, generating higher economic, social and environmental use, and contributing to the circular food economy.  
Purchased implements allowing us to repurpose 25 acres of bean straw that otherwise would have been left in the field. This will now become annual practice.

**KPI 3**  
[Econ] Convert 10% of VegetaBALES customers to The Pfisterer Farm customers supporting sustainable regenerative agriculture.  
20% of VegetaBALES customers became customers to Pfisterer Farm

### Planet Bean Coffee x Fill It Forward

**KPI 1**  
[Enviro] % decrease in solid waste & plastic packaging (i.e., paper cups and plastic lids)  
95% decrease in disposable cup, plastic lid use. Since COVID has closed most of Planet Bean’s take-out business, disposable cup use is significantly down. However, this is because retail locations are closed, rather than implementation of “re-use” cup.

**KPI 2**  
[Econ] % of participants showing an increase in income / sales.  
0% increase in sales / 100% of jobs maintained.  
The re-cup project has not been launched, because retail is still closed. However, the cup design is agreed, the relationship with Fill-it-Forward is in place. Photo of the final cup design is confirmed.

**KPI 3**  
[Social] % increase in partnerships.  
100% increased partnerships.  
The partnership with Fill it Forward is in place. A cup design has been agreed, and official launch date of the re-use cup will be decided once retail is opened. Website online store has been updated, and the project Sister Story is about to be launched. These are all significant milestones. With the Re-Use cup, Planet Bean will be using Innovation Guelph logo or name as part of the design

### Reroot Organic Farm

**KPI 1**  
[Enviro] % of cosmetically imperfect produce sold  
During the course of this project, 80% of cosmetically undesirable produce that would normally be composted or fed to pigs, was turned into a value-added product and either sold or donated.

**KPI 2**  
[Social] Number of community partnerships  
During the course of this project, 6 new community partnerships were established between Reroot Farm and Carrot Soup, The Stock Exchange, the local food bank in Harriston, Funky Ferments, and 2 local chefs. These direct partners
received produce grown on Reroot Farm. In addition, liaisons with many local producers were established and their products are now sold in the Reroot Farm Store.

**KPI 3**  
**[Social]** Number of meals provided to food banks  
During the course of this project, 45 meals were made from produce grown on Reroot Farm and were donated to the local Food Bank. The cost of producing these meals was partly born by people subscribing to Reroot’s CSA program.

### Retour Bistro

**KPI 1**  
**[Enviro]** Kilograms (kg) of food loss + waste avoided by sourcing “waste” garlic  
Planned to purchase 27lbs of wasted product in spring/summer months from local suppliers for pilot product. Contacted all partners to source in garlic season. Planning 100% complete, implementation in progress. They have sourced 1000lbs of this garlic so far.

**KPI 2**  
**[Enviro]** % reduction in waste-to-landfill packaging  
Goal to source 95% packaging as compostable/recyclable (except for small dip containers which cannot be recycled). Sourced and launch new packaging to achieve 95% reduction in waste-to-landfill packaging – complete.

**KPI 3**  
**[Econ]** Revenue from circular garlic sauce sales  
Planned to create 135 250mL of circular waste sauce and generate $1,000 in revenue from circular product pilot. Contacted all partners to source in garlic season and co-pack sauce. In progress – copackers are not able to produce sauce to quality standards so Retour has identified how to produce the sauce using their own facilities while the search for copackers continues.

### Spiral Farm

**KPI 1**  
**[Enviro]** # of existing or new business reported changes to a regenerative agriculture  
Completed four sessions about no-till vegetable growing during 2020 Ecological Farmers Association of Ontario conference. Completed a 7-part webinar series on growing organic produce in a regenerative no-till system, with no bare soil (all cover cropped) offered by the Organic Agriculture Centre of Canada. Perennial mulch bed, herbs, rhubarb, and berry bushes planted this season. 50’ rhubarb, 50’ haskap berry bushes, 50’ mulch bed (containing comfrey, clover, and oats), and 50’ perennial herbs (sage, oregano, lemon balm, thyme, chives, dill, sorrel). Completed cover crop plan for 2021 growing season. Sourced compost from a local animal sanctuary. Their compost is made with the bedding from the animals and also green waste from local grocers that is diverted from the landfill. Soil test pending, currently sourced alfalfa meal and compost mentioned above; will source other amendments as needed based on soil test results.

**KPI 2**  
**[Social]** % increase in the amount of food locally produced/distributed by Our Food Future business  
Crop plan accounts for 25 CSA shares (up from 20 CSA shares in the 2020 growing season) plus other sales (restaurants, farm stand, special orders – amount to be determined)
1 additional Large CSAs for 2021 = 10 vegetables items for 16 weeks (160 vegetable items per CSA share) = increase in 160 vegetables
4 additional Small CSAs for 2021 = 6 vegetables items for 16 weeks (96 vegetable items per CSA share) = increase of 384 vegetables
Total increase of 544 vegetables from new CSA shares offered.
22% increase in volume of vegetables from 2021, when compared to 2020
-2020 – 16 small (6 vegetables for 16 weeks) 1536 vegetables and 4 large (9 vegetables for 16 weeks) = 576 vegetables; total 2020 CSA vegetables = 2112
-2021 – 20 small CSA shares (6 vegetables for 16 weeks) 1920 vegetables and 5 large (10 vegetables for 16 weeks) = 800 vegetables; total 2021 CSA vegetables =2720 vegetables
Installation of walk-in cooler will allow greater volumes to be harvested & stored for sale

### KPI 3

[**Econ**] % increase in sales – if $20,000 revenue is achieved this will be a 65% increase in sales compared to 2020
Current crop plan for coming season includes sales target of $20,000 and associated production plan to grow and market the corresponding types & quantities of produce to reach this goal
This would be a 250% increase in sales from 2020
Shares will continue to be priced on sliding scale Addition of berries, various perennial herbs, & rhubarb = more variety available to customers

### Taste Detours

#### KPI 1

[**Social**] Create 3 distinct local food/circular content offerings.
2 items complete, 1 item in progress, 1 item launched.
1) Little Bites Cookbook and 2) Re(Purpose) fish meal both complete; 3) Virtual Tour is in progress; 4) Carefully Curated Picnics with local food focus and minimal waste materials has been launched

#### KPI 2

[**Enviro**] # of educational content items included in Taste Detours experiences.
50+ items of educational circular content created to date. Little Bites: Tastes from Isolation features 13 of 27 businesses who specifically employ sustainable practices. Information on each recipe page online indicates circularity and connection. Virtual tour (underway) will feature 4 – 6 businesses, and tangible content offerings that show – ‘This is Circular Detour’ in a virtual (video-based) showcase businesses who employ circular practices.

#### KPI 3

[**Econ**] # referrals to partner companies.
19+ partner food companies, including the SEED. All projects: Shared content on various digital platforms and in print, encourage visits and patronage, discounting of products with purchase of virtual tour link

### The Friendly Society

#### KPI 1

[**Enviro**] Addition of compost bins in March/April as needed. Compost will be utilized in garden beds in 2021.
The bins will be installed by June 30, 2021. This is due to the township providing the space allotment after the construction was complete in the area. FS is 50% to their goal and will start to calculate the decrease in carbon footprint by year-
end 2021. The materials have been ordered. The Kitchen team will measure this on a monthly basis and start to realize a decreased in waste transportation fees due to volume. The compost will be utilized in the garden beds in 2022.

KPI 2  [Social] The FS will engage 5 experts to deliver an event in the restaurant that will educate people on the circular food economy. Topics may include planting, menu/recipe options, impact of local produce, etc. This will take place from October 2020 to April 2021. The five educational events were delivered by April 1st, 2021 and the new learning's have been integrated into the teams objectives and projects. Based on the success of this initiative FS will do another educational series in the Fall that will include customers and integrate menu/recipe options. This was 100% complete.

KPI 3  [Enviro] We will realize a cost saving of up to 800lbs of waste once we fill a compost bin. They will measure the decrease in waste disposal costs on a monthly basis. This measurement has not been realized due to the construction extension on the property by the township. This will be an ongoing objective for the later part of 2021 and into 2022. The bins are in process of being installed.

The Red Express

KPI 1  [Enviro] Increase in Customers (Reduction in use of fossil-fuels)
Number of customers from opening July 1, averaged 10/day for first three months.
Number of customers Oct, Nov, Dec, averaged of 36/day.
Number of customers Jan, Feb, March sporadic due to COVID restrictions
Number customers April, May, averaging 60/day.
Increase of 500% since opening, and 66% pre–new year. People are starting to travel!
Reduction in use of fossil-fuels Over Apr1 –May 31(61days)—60 visits*61= 3,660 trips displaced from Hanover & Harriston
Assume 50/50 split between Hanover (22km) and Harriston (11km)
1,830*11 km = 20,130km saved
1,830*22 km = 40,260km saved
TOTAL km = 60,390km saved over 61days. With average of 9km/L, 60,390/9 = Reduction of 10,065Litres of gas (fossil–fuel)

KPI 2  [Econ] Increase in number of customers (as measured in KPI1)
= 500% since opening, 66% increase from before new year.
Majority of customers comment on convenience, selection, and variety of food (produce) in The Red Express.
Facebook and Instagram activity is monitored and there is an increase in followers and those sharing posts.
Since Website has gone live Google searches in April is reported to be over 1200 searches.

KPI 3  [Econ] Number of part–time jobs created since beginning of SOFF program
Two part–time people added in store.
One part-time person added for deliveries, pick-ups, and inventory set-up. Anticipate hiring another part-time person by end of June.

The Urban Orchardist

KPI 1  [Enviro] Service model created that restores trees to health
Successful graduation from RPM enabled clear definition of target market, key messaging, business and financial model and value proposition.
Website and social media has launched and Matt is already booking clients
Product and service model including a subscription program has been set-up

KPI 2  [Social] # of strategic partnerships will help restore neglected trees.
4 strategic partnerships created with local municipality, nurseries, non-profits, and local orchardist consultants (tracked by counting number of strategic partnerships created)
Connection made to Heartwood Cidery
Has been contacted by St. Ignatius for his services on their grounds

KPI 3  [Econ] Launch business.
Business has launched and Matt is already booking clients
Detailed work on the financial modelling is complete
Strategy for products and services, including a subscription model, is complete
Financial and strategy session have been completed

Transition Guelph

KPI 1  [Econ] Promotion/awareness: 15+ articles/pieces into the community
Achieved: 4 articles in TG, 10C and other newsletter blasts; 1 podcast with Steven and Emma Biggs from Toronto; webinar at the Resilience Festival; flyer drops in selected Guelph neighbourhoods; targeted messages to Ignatius Farm community gardeners; targeted messages to CSA participants at several local organic farms; participated in Innovation Guelph video; 2 radio spots on The Grand in Fergus; multiple posts on FB and Twitter. We have politicians at all 3 levels of gov’t confirmed to do a media event when the circumstances allow. The project has a dedicated page on Transition Guelph’s website that includes a brochure on the benefits of root cellars and a root cellar owner’s manual.

KPI 2  [Social] Increase food security and food quality for Guelph’s population at risk.
Achieved: we have 2 confirmed and funded builds. Two Rivers Community Center to support ‘at risk’ people in The Ward by increasing the Center’s ability to store healthy fresh produce. 10C to support Nourish Kitchen and to act as a demonstration facility for the public having events in 10C.
NOTE: we expect both of these projects to be completed in the next 2–3 months pending the easing of lockdowns AND the availability of building materials.

KPI 3  [Enviro] Increase the number of residential homes that have passively cooled root cellars: Goal: a minimum of 4 root cellars installed in homes or non-social enterprise buildings
Achieved: we upgraded the historic Ignatius Farm root cellar in the fall and our Ignatius contact has reported a noticeable improvement in the effectiveness of the root cellar. We have had over 25 residential inquiries out of which we have 2 confirmed proceeds; several ‘on hold’ waiting for the lockdown to ease off; and a
pipeline of people interested that we need physical access to their home in order to provide a quote.

NOTE: had the lockdowns not interfered, we fully expect to have had completed more than 4 residential projects by this time and it’s quite realistic to expect to have them completed in the next 2–3 months if circumstances allow.

Uprooted

KPI 1 [Econ] Increase volume of output to local market (Volume available for sale weekly)
Plants are now only taking what they need which resulted in healthier produce with longer shelf-life and faster turnaround time.

KPI 2 [Enviro] Decrease in number of times reservoir tanks need topping up
Went from a few 18L buckets per week to only one 18L bucket every two weeks. 54L/weekly to 18L/bi-weekly = decreased water by approx. 90L/week

KPI 3 [Enviro] Decrease in number of pounds of composted grow waste
Plants are now only taking what they need which resulted in healthier produce so less is going to compost.

Urban Stalk

KPI 1 [Enviro] Creation of Early-Stage Technical Pilot Model
This partnership has been developed for both the hardware and software components of Urban Stalk's domed hydroponic systems. Note that this is only the dome and base hydroponic systems and not the robotics portion of the Urban Stalk system.

KPI 2 [Econ] Business Sector Validation
Connect with local Sobeys retail locations to introduce concept and determine alignment of business philosophies of sustainability and local market development. November 20th, 2020
Obtain signed letter of intent with Sobeys retailers. January 31st, 2021
Sobeys has been a great educational client, however, have let the conversation run dry to the point that Sobeys representatives have not been responding to both Urban Stalk and Innovation Guelph representatives.
However, Urban Stalk has been able to network with Goodness Me Canada and has received an invitation to develop a cost of goods sold, production and waste management strategy for Urban Stalk Inc. to become the exclusive produce supplier to Goodness Me Canada.
Given our conversations, the notion around production, waste management and the value added to businesses in the grocery segmentation given these conversations, it should be reasonable to assume business sector validation has been achieved as the mid-range retail grocery market.

KPI 3 [Social] Community Validation through Not for Profits
Enter into discussions with Guelph Food Bank as the model for the Food Bank program. Oct.15, 2020. Obtain signed letter of intent to work with Guelph Food Bank. Dec 31st, 2021. Urban Stalk Inc. has presented several models to The Guelph Food Bank and have learned extensively about their operations. A Letter of intent to work with the Guelph Food Bank has been received. Conversations will continue.

### Ward 1 Brewing

| KPI 1  | [Enviro] Reduction in levels of BOD and COD of the wastewater from brew operations. Initial expectations at end of project was to be at 70% level of current industry standards. He achieved 90% and still continue to see improvements. |
| KPI 2  | [Social] To donate any and all excess produce grown for our brewpub in our greenhouse to local community charity organizations such as Hope House, Guelph Food Bank and others local to us as supply and demand require Social-Donation of 15 trays of seedlings were made to non-for -profit groups (goal was 15) within Guelph area such as Green Tech. Based on the current seasonality, this is almost completely dispersed. |
| KPI 3  | [Enviro] Reduce the amount of wasted water in our brewery and be an industry leader in water stewardship. While the initial startup of the brewery/restaurant has stalled due to the pandemic, tests completed with trial runs of wastewater showed successful results.20 trays of plants in total were grown and it is clear that the initial goal to be self-sufficient in the restaurant with specific produce requirements such as peppers will save considerable costs. Additional savings will be created as brewery volume increases in the diversion of wastewater. |

### WaterFarmers Urban Agriculture

| KPI 1  | [Econ] New drawings would be created / updated based on the product developed challenges faced. New bill of materials would be created / updated to accommodate the changes. We have a drawing and BOM set that is being used for installation of the systems. The first system will be at the Arboretum at UofG end of March |
| KPI 2  | [Enviro] Rainwater storage device tied into the house system of eaves. Collecting X Litres of rainwater (to be defined during the planning phase). This produces $X (to be defined) amount of savings from water usage instead of city water also diverted X Litres of rainwater from the sewer system. We are installing a 1250L system at the Arboretum. With the one system, they will be getting a $625 rebate based upon the stormwater fee that they would have paid had they been using up 1250L of water over the course of the operating time for the life of the product. |
| KPI 3  | [Social] Creating marketing collateral for B2C and/or B2B sales channels. These will be in the form of brochures if B2C is the most interested channel and/or sell sheets if B2B. Marketing positioning is complete for the product. Some paid media is being investigated with various vertical specific channels, but the budget on this is TBD. |
The big focus is on EARNED media via the City of Guelph Water group. The installation at UofG will be done with the City video team used to promote the program at the City as well as webinars that WaterFarmers will attend and contribute.

### Well Baked Box

**KPI 1**  
[Social] Increase access to affordable, nutritious food.  
Well Baked Box have improved access to affordable nutritious food by expanding the reach of Well Baked Box within Guelph and the surrounding areas. They now average 45 orders a week and have just joined the Guelph Farmers Market where they are connecting with customers in person.

**KPI 2**  
[Econ] Increase Revenue. KPI Target: Complete 200 sales by end December 2020, and 1000 sales by end March 2021.  
Achieved revenue goals by making 400 sales by the end of December and 1009 sales by the end of March.

**KPI 3**  
[Enviro] Reduce food and packaging waste. KPI: Eliminate plastic packaging and subsequently increase recyclable and compostable packaging and provide exact portions to eliminate waste ingredients for all Well Baked Box offerings by end December 2020.  
Reduced food packaging and waste by rolling out a reusable option which they have delivered 69 orders of 140 recipe kits, saving 713 containers from entering the waste stream. Well Baked Box continues to increase the number of customers taking advantage of the reusable program.  
WBB have employed 2 additional people, a Co-op student (30h/week @ $20/h) and a Delivery driver (20h/week @ $18/h) paying both a living wage

### Wellington Made

**KPI 1**  
[Enviro] Kilograms (kg) of food loss + waste avoided  
750lbs of elderberry skins and elderberry fig pulp reclaimed (FLW avoided) – tracked by measuring and recording product reclaimed.

**KPI 2**  
[Enviro] Greenhouse gases avoided through prevention of food loss + waste  
An estimated 1,000kg (1 tonne) GHG emissions avoided – measured by using Provision Coalition’s FLW Toolkit to convert FLW prevented into GHG emissions avoided

**KPI 3**  
[Enviro] Dollars ($) of revenue from products with ingredients that would have gone to waste  
$2,700 of chutney sold using elderberry fig pulp – tracked using point of sale (POS) system.  
Additional economic value generated – two partnerships created by sending elderberry skins to a local brewer, and sending rescued maple syrup to a distiller

### Wild Grove

**KPI 1**  
[Social] total number of product life cycles where client substituted previously imported ingredient with native plant cultivated locally.  
Progress continued from the fall when 24 product lifecycles were developed. The same life cycles were cultivated and more added. Unfortunately, a quantitative number is not available to specify the additions.
### KPI 2  
**[Econ]** Total revenue generated through new local collaborative projects.  
As production and sales have paralleled the fall efforts it is anticipated that a similar, and most likely greater revenue will be generated. That being at least $38,000. Unfortunately, a more definitive number is not available currently.

### KPI 3  
**[Enviro]** Total number of new seedlings propagated at local nurseries using native plant material.  
Spring planting again paralleled the progress in the fall with over 1000 seedlings of various species being propagated.

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**Winterhill Farm and Garden**

### KPI 1  
**[Econ]** Develop a marketing plan that generates new demand and retains current customers.  
Market research as an ongoing process with customer contact. Market research was conducted 1:1 and via survey.  
Marketing Research – sent out survey – most customers responded. What they liked/didn’t like. Tweaked offerings: more communications, what vegetables receiving, farm visits – sharing it with them. See their veg growing, different crops mix – kale vs. onions. Get rid of items they hate. Increased from 16 to 18 weeks and therefore pricing up –  
Develop and test promotions: free samples, member get a member, family events “meet the farmer’. Several promos have been conceived and concept tested. Test pricing and number of weeks – especially vs. competition. New increased pricing has been adopted for 2021; price up for existing customers: none have questioned the price increase. Increased $112 from $80/year for delivery. may hire a third party to do deliveries. Subscription is now $540 /season about $30/week.

### KPI 2  
**[Enviro]** Execute capacity development / infrastructure plan  
Acquire new, small tools: Bio-disk, Flame weeder–complete  
Build pond–complete  
Recycling grey water–complete

### KPI 3  
**[Econ]** Operations planning  
HR best practices for recruiting, Leadership (Town Hall), pricing, Aberfoyle Farmer’s Market analysis & merchandizing tips, Budgeting/Cash Flow Forecasting, management decision–making criteria = revenue.

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**Zerocery**

### KPI 1  
**[Econ]** Add an additional employee during COVID-19 pandemic.  
Completed. Added a contract driver

### KPI 2  
**[Econ]** Increase earnings from an average of $35,000/ month to $42,000/ Month.  
Completed

### KPI 3  
**[Enviro]** Reduce average deliver kms from 3.75 KM per customer to 3 KM per customer. (Delivery van averages 8L/ 100 KM)  
Completed. Reduced average deliver kms from 3.75 KM per customer to under 3 KM per customer. (Delivery van averages 8L/ 100 KM)

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**Zocalo Organics**
<table>
<thead>
<tr>
<th>KPI 1</th>
<th>[Econ] Zocalo will work on financial modeling to ensure it is able to pay its employees a living wage. Zocalo recognizes that it must pay its employees a living wage for the business to be sustainable so starting with Beth, they have reorganized the business model to pay Beth a living wage and the business model has been altered to support the other employees. Neither Beth nor Seb were paid a living wage in advance of SOFF, so retooling of the business model had to be done in order to manage this, including adding profit centers with repeatable revenue beyond vegetables.</th>
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</thead>
<tbody>
<tr>
<td>KPI 2</td>
<td>[Social] Zocalo will increase the number of people with an understanding of circular economy and capacity in implementing sustainable/circular practices by increasing the number of participants interested in sustainable/circular practices including future farmers and CSA members. Zocalo recognizes that it must increase the number of people with an understanding of circular economy and capacity in implementing sustainable/circular practices, so Seb started a LinkedIn Account and took the following from 0 to over 120 and counting and is now planning webinars.</td>
</tr>
<tr>
<td>KPI 3</td>
<td>[Enviro] Zocalo will change its packaging to be even more environmentally effective. Zocalo recognizes it needs to further improve upon the packaging it uses which is recyclable but comes with some other challenges. Zocalo currently uses 100% compostable packaging made up of wood fiber and they are looking to something that maintains the 100% compostable capability while improving the shelf life of their products and reducing food waste. Zocalo landed on what they think is a better option, but now is considering A Friendlier Company and their reusable containers and system which are even more environmentally friendly, environmentally circular and circular within Innovation Guelph.</td>
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