



FarmWorks Investment Co-operative Limited

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Business Plan 2021 – 2025

FarmWorks Investment Co-operative Limited

The FarmWorks Investment Co-operative Limited business plan for the next five years provides information and describes the strategy for accomplishing FarmWorks mission and goals.



FarmWorks Investment Co-operative Limited

FarmWorks Investment Co-operative Limited was incorporated as a for-profit Co-operative on May 18, 2011 by an association of community leaders concerned about social, economic and cultural needs. The mission is to promote and provide strategic and responsible community investment in food production and distribution in order to increase access to a sustainable local food supply for all Nova Scotians.

FarmWorks Directors bring a wealth of knowledge to the Board. They are assisted by a wide range of Advisors who contribute additional information and skills. All stakeholders are considered and partnerships and integrated approaches increase the impact as FarmWorks helps build farm and food-related capacity. The Directors promote community development and participation and put people and social and environmental responsibility before profit.

Directors

Johanna Kwakernaak – Chair

Health Administration

Andrew Meade – Vice-chair

Lawyer, Banker Retired

Linda Best – Treasurer

Microbiologist, Chair Friends of Agriculture

Ginny Point – Secretary

Nutrition, Health Services

Ann Anderson – Executive Committee

Educator, Friends of Agriculture

Leslie Brown - Director

Professor, Sociology, MSVU

Aaron Eisses – Director

Marketing Professional, Farmer

Jenny Osburn – Director

Restaurateur, Community

John Webster – Director

Business Professional and Analyst

Amin Tran – Director

Business Professional and Analyst

David Oulton

Farmer and Business Owner

Murray Coolican – Director

Business, Government

Keith Rudderham – Director

Base Commander, Farmer

Rosemary Murphy – Director

Restaurateur, Community Development

Advisors

Advisors have knowledge and experience in one or multiple fields and can be considered to be mentors or guides for individuals or organizations needing assistance with identifying issues and finding solutions for challenges. Advisors to organizations understand strategic goals and practices and procedures and bring their experience and perspective to the organization. Advisors to individuals gain knowledge of the issues and contribute their insights and experience to assist with outcomes. Advisors decide how much of their time they will invest in working with individuals and organizations.

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FarmWorks Business Plan 2021 - 2025

EXECUTIVE SUMMARY

FarmWorks Community Economic Development Investment Fund (CEDIF) helps create new opportunities by providing subordinated debt financing for farms and food-related businesses that increase viable, sustainable food production and the security provided by access to local food.

Production of food creates jobs on farms and throughout the food system, increases food sufficiency, keeps money in Nova Scotia, helps reinvigorate rural communities and contributes to Nova Scotia's economy.

FarmWorks forms partnerships with investors and loan recipients and may augment financing provided by other lending institutions such as Credit Unions, Futurpreneur, the Farm Loan Board, Community Business Development Corporations, other Co-operatives and commercial lenders. FarmWorks promotes the benefits of investing in local enterprises and buying local products.

FarmWorks Directors carry out significant due diligence prior to lending and provide mentoring and promote the businesses of clients. Loans are made to enterprises that will be successful in achieving, within three years, a minimum 10% increase in output and productivity. Guidelines for measuring and reporting outcomes are in place for loan recipients and for Board activities.

The first CEDIF offer closed at the end of February 2012 and raised \$224,200 from investors, the tenth offer raised \$783,300 and \$4 million is currently available for investment in farms and food-related enterprises across the Province.

ANALYSIS OF FOOD RELATED BUSINESS

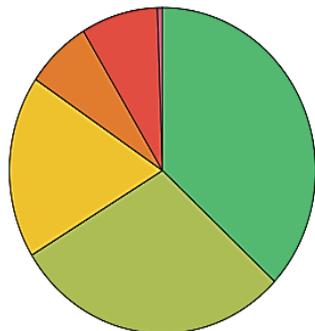
Food production has the potential to be a significant economic driver for Nova Scotia, but producers competing against low-cost industrial-scale production of foods that do not reflect the embedded costs of production or transportation, and with limited government support available, often have difficulty taking advantage of the rising tide of interest in healthy, less highly processed foods. The ability to

move into this market requires investment of money that may not be readily available for production and infrastructure.

Nova Scotia’s farm income (net) from 2015 to 2019 was \$595,889 (\$18,838), \$594,752 (\$6,166), \$566,939 (-\$16,583), \$576,188 (-\$26,196), \$608,708 (-\$35,022). Nova Scotia farm net incomes amounted to -5.8% (loss) decrease in farm cash receipts in 2019, widening from a loss of 4.5% of farm cash receipts in 2018. NL was the only other province to report negative net farm income in 2019. National average net farm income was 7.8% of farm cash receipts in 2019, up from 7.4% in 2018. The highest net farm income as a share of 2019 farm cash receipts were reported in SK (15.9%), PEI (15.2%) and NB (14.6%)¹.

For Nova Scotia the 2011 census showed 3,905 farms, and 2016 showed 3,478, an 11% decrease. Statistics Canada 2016: Fruit and tree nut type operations accounted for over a quarter of farms in the province and were the third largest in terms of gross farm receipts generating \$96.1 million. Poultry and egg production was the largest farm type in terms of sales, accounting for over one-quarter of gross farm receipts in the province in 2015. The area for corn rose by nearly one-half from 2011 and was the largest corn for feed area in Atlantic Canada. Primary agriculture represented 0.8% of provincial gross domestic product (agricultural GDP) in 2013. This percentage increased to 4.0% when agricultural input and service providers, primary producers, food and beverage processors, and food retailers and wholesalers industries were taken into account².

Number of farm operators, by income classes

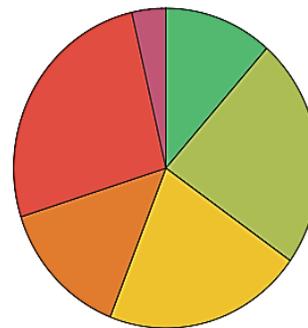


Legend ▼

Under \$25,000	1,710 farm operators
\$25,000 to \$49,999	1,360 farm operators
\$50,000 to \$74,999	840 farm operators
\$75,000 to \$99,999	320 farm operators
\$100,000 to \$249,999	375 farm operators
\$250,000 and over	25 ^E farm operators



Number of farm operations, by household income classes



Legend ▼

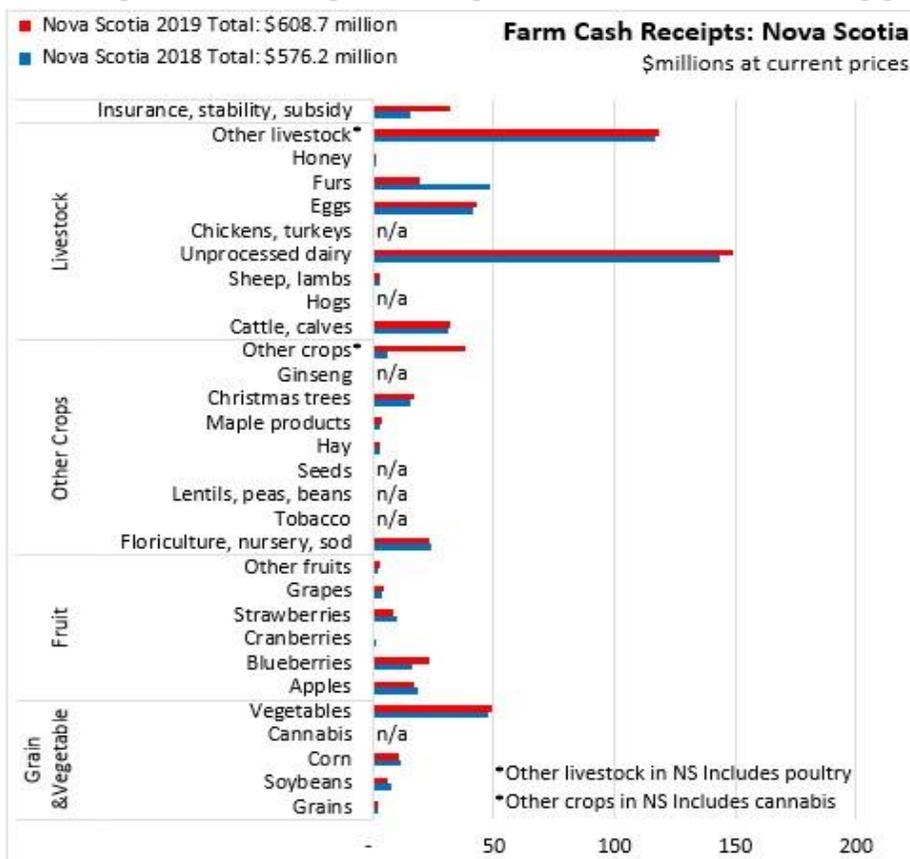
Under \$25,000	400 farm operations
\$25,000 to \$49,999	810 farm operations
\$50,000 to \$74,999	735 farm operations
\$75,000 to \$99,999	490 farm operations
\$100,000 to \$249,999	915 farm operations
\$250,000 and over	125 farm operations



¹ [Nova Scotia Department of Finance - Statistics](#)

² [2016 Census of Agriculture \(statcan.gc.ca\)](#)

The categories of farming and changes are shown in the following graph³



In 2014 the agri-food industry plus other food service sectors accounted for approximately 14% of all employment. Total revenues from agri-food processing exceeded \$1.2 billion contributing 1.8 % of the provincial gross domestic product (GDP) to the Provincial economy⁴.

Agricultural operations in Nova Scotia employed 4,630 people in 2019, 37% with a farm income under \$25,000 and 26% between \$100,000 and \$250,000⁵. Primary agriculture plus food manufacturing excluding seafood employed a total of 10,061 people in 2015⁶.

In 2018 Nova Scotians spent approximately \$3 billion on food. Every 10% increase in total sales of locally produced food in Nova Scotia could add millions of dollars to farm and other food sectors and generate hundreds of new jobs in food and other sectors^{7,8}.

A 2020 poll conducted by the Dalhousie Agri-Food Analytics Lab indicated that 79.5% of Canadians are willing to pay some kind of premium for locally grown produce when grocery shopping⁹. A BDC study found 45 per cent of consumers had made an effort to buy local in the past year, 87% believed it was more environmentally responsible and 97% said they bought a product to support the local economy. Consumers are also paying close attention to corporate business practices¹⁰.

³ [Nova Scotia Department of Finance - Statistics](http://www.gov.ns.ca/agri/AO0102-2010-NS-Ag-Overview-w-Appendices.pdf)

⁴ <http://www.gov.ns.ca/agri/AO0102-2010-NS-Ag-Overview-w-Appendices.pdf>

⁵ [Socioeconomic overview of the farm population \(statcan.gc.ca\)](http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/agri116b-eng.htm)

⁶ <http://novascotia.ca/agri/documents/business-research/agstats-NSagriculture-and-agrifood-snapshot-2014.pdf>

⁷ <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/agri116b-eng.htm>

⁸ Harry Cummings, University of Guelph - evaluationcanada.ca/distribution/20020408_cummings_harry_murray_don

⁹ [COVID Food autonomy report \(October 2020\) EN.pdf \(dal.ca\)](https://www.dal.ca/~econ/COVID_Food_autonomy_report_(October_2020)_EN.pdf)

¹⁰ [5 Canadian consumer trends to shape the future of retail | CBC News](https://www.cbc.com/news/5-canadian-consumer-trends-to-shape-the-future-of-retail)

FarmWorks fills a niche in the agricultural financing market. As farm debt and the value of land increases the threshold for entry into the sector rises. FarmWorks helps to lever the financing needed for new entrants and create opportunities for existing farm operations to develop additional revenues through value added processing. Investments by FarmWorks pay financial dividends for shareholders and contribute to the security of the food supply for all Nova Scotians.

FARMWORKS OVERVIEW

The FarmWorks Investment Co-operative Limited was incorporated as a for-profit Co-operative by an association of community leaders concerned about social, economic and cultural needs in order to promote and provide strategic and responsible community investment in food production and distribution to increase access to a sustainable local food supply for all Nova Scotians.

FarmWorks volunteer Directors have a diverse array of experience, knowledge, skills and abilities that enrich the planning and implementing of investment and lending to food related businesses. The Directors insure that Shareholder investments are placed for maximum economic impact on food supply and the economy. The Board strives to gain information that enables them to work effectively with investors and investees, potential co-funders of enterprises and other partners. FarmWorks engages with other financial and business enterprises that contribute to the success of food-related businesses and FarmWorks CEDIF.

VISION

Healthy Farms, Healthy Food

MISSION

Promote, and provide, strategic and responsible community investment in food production and distribution to increase access to a sustainable local food supply for all Nova Scotians.

STRATEGIC GOALS

Promote investing in local food related businesses, and buying local food, to gain health, economic, social, environmental and other benefits that result from growing and processing food in Nova Scotia.

Use investment vehicles to allow Nova Scotians to invest a significant percentage of their capital in NS agriculture and food related enterprises as measured by:

- 10% increase in revenue by each investee
- 10% Increase in production or value by each investee
- Contribute to increase in food production by 20% by 2025.
- Contribute to an increase in new entrants by 10% by 2025.

OPERATIONAL GOALS

- Develop and market an annual Community Economic Development Investment Fund that raises \$6 million within 15 years.
- Invest strategically in agricultural and food enterprise opportunities to increase participants' local food production and profitability by a minimum of 10% by their third year.
- Provide mentoring for clients and help to facilitate farm and food-related innovation and diversification in partnership with government and non-government organizations.
- Monitor and evaluate other investment tools and investment opportunities.

PRODUCT: COMMUNITY ECONOMIC DEVELOPMENT INVESTMENT FUND

FarmWorks CEDIF provides a means for efficiently and effectively leveraging local capital to assist in growing sustainable food related enterprises that help rebuild rural communities and contribute to all aspects of life in the Province.

The CEDIF enables investors in FarmWorks to gain five year NS Equity tax credits of 35%, 20% and 10% or 65% over 15 years, and RRSP tax deferral for investing to provide capital for loans to enterprises and individuals scaling up or launching agricultural and food-related businesses in NS.

FarmWorks is a “blind pool” CEDIF that strategically invests Nova Scotian funds in multiple enterprises with the potential for growth. These enterprises must have outstanding management, capacity for innovation and pent-up demand. FarmWorks Directors collaborate with the enterprise owners and facilitate mentoring by appropriate specialists to insure the success of the enterprise and the CEDIF. Support also takes the form of ongoing promotion of the benefits of eating healthy local food and investing in local enterprises. Through sustainable funding, knowledge transfer and mentoring, FarmWorks helps meet a range of provincial food-related needs, helps stimulate economic growth and provides social and environmental benefits.

ENTRY AND GROWTH

The first CEDIF offer closed at the end of February 2012 and by 2021 over \$4 million is available for investment in farms and food-related enterprises across the Province. As loans are repaid the funds are loaned to qualifying investees. FarmWorks manages the growing portfolio and sells new CEDIF shares each year to acquire more investment capital. Investments decisions are guided by historic results, opportunities in the sector and due diligence.

MARKET RESEARCH

The market for FarmWorks loans is limited only by ability to raise investment capital. FarmWorks helps finance local entrepreneurs able to expand to respond to customer demand. The increasing demand for locally produced foods outstrips current supply, especially since the onset of COVID 19 in March 2020. Consumer awareness of the potential for interruption in the existing supply chain, concern about the quality of foods, and interest in supporting local production is creating growth in local production.

Customers for food and beverages

The population of Nova Scotia has increased to nearly one million and Nova Scotian producers currently supply less than 20% of the food purchased in the Province.

Significant numbers of consumers are becoming more aware of the taste and nutritional qualities and the economic, social, health and environmental benefits of local food. It is important to continue to raise public awareness of the multiple benefits of growing, processing, distributing and selling food and other products grown and manufactured in Nova Scotia.

John Parker wrote “Because food is so important, agriculture—more than any other form of economic activity—is expected to achieve a series of competing and overlapping goals that change over time and from place to place. The world looks to farmers to do more than just produce food. Agriculture is also central to reducing hunger and provides many people’s main route out of poverty. Food is probably the biggest single influence on people’s health, though in radically different ways in poor countries and in rich ones, where the big problem now is obesity”.¹¹

¹¹ John Parker, The Economist, February 24, 2011

Customers for loans

There is a significant need for more capital for producers and to rebuild infrastructure for the agricultural and food sector. Food related entrepreneurs are continually seeking support to start or grow and there are few lenders other than FarmWorks that specialize in providing capital, mentoring and promotion of businesses across this spectrum.



Food producers are innovating by extending their growing season, processing foods, expanding direct and wholesale markets, providing consumers with diverse products and collaborating to achieve better outcomes for all. Funds are needed to purchase land that is suitable for agricultural production (Canadian Land Inventory classes 2, 3 and 4) which comprises slightly less than 30% of Nova Scotia. Approximately 13% (236,000) of the 1,500,000 hectares is under cultivation¹².

Analysis

Nova Scotia stands to benefit on many levels by gradually shifting more of our global net-input farm and food economy to one oriented toward local and regional markets. It's well understood that money spent at local businesses creates multiplier effects, circulating dollars in the local economy¹³.

Nova Scotians spend over \$3 billion on food annually but less than 20% overall on local food and beverages. Strategies that increase the availability of Nova Scotia-grown food will help improve the local economy. With a modest economic multiplier of two to three cycles, even a 10 percent increase in local food production, processing and purchasing could generate millions of dollars in new economic activity annually. Hundreds of new jobs could be created on and off farms and through farm-related businesses such as seeds and stock, equipment, tools, storage, processing, packaging, and distribution.



Agriculture has the potential to be a significant economic driver, but farmers with limited equity, competing against low-cost industrially-produced foods that don't reflect the embedded costs of production or transportation, with little government support available, may be unable to take advantage of the rising tide of individual and community interest in rejuvenating food¹⁴ Local food production requires investment in farms and food production and infrastructure.

The Government is constrained in its fiscal ability to affect food trends. Of the \$12.5 billion Nova Scotia budget for 2021/2022, \$40 M (0.03%) is directed to the Department of Agriculture and \$5.3 B (43%) to Health¹⁵.

¹² NSDA Preservation of Arable Land - <http://www.gov.ns.ca/agri/elibrary/nsalrc/AppendixF-AgriculturalProfiles-NS.pdf>

¹³ http://www.usask.ca/agriculture/plantsci/hort2020/local_linkages.pdf

¹⁴ <http://novascotia.ca/agri/documents/business-research/AO0102%202010%20NS%20Ag%20Overview%20w%20Appendices.pdf>

¹⁵ Budget ftb-bfi-043-en-budget-2021-2022.pdf (novascotia.ca)

Diet-related chronic diseases such as cancer, cardiovascular diseases, diabetes, and stroke take up two-thirds of the direct costs of the health system, and appropriate nutrition and physical activity could reduce the prevalence of cancer by 24% and lead to dramatic reductions in heart disease.¹⁶ Locally grown vegetables and fruits can retain more nutrients than food transported long distances and foods that are highly processed. Local food production leads to gains in economic activity and helps decrease regional income disparity and increase food security.

*"Nutrition security' incorporates all the aims of food security but with additional emphasis on the need for wholesome, healthful foods and drinks for all. COVID-19 has made clear that Americans who are most likely to be hungry are also at highest risk of diet-related diseases including obesity, diabetes, heart disease, and many cancers -- a harsh legacy of inequities and structural racism in our nation. A new focus on nutrition security for all Americans will help crystallize and catalyze real solutions that provide not only food but also well-being for everyone," said first author Dariush Mozaffarian, dean of the Friedman School of Nutrition Science & Policy at Tufts University.*¹⁷

More than half the arable land in Nova Scotia is held by farmers who could increase production if they could support their farms by doing so. Growing more healthy local food could increase farm income, create more jobs on farms and throughout the food system, increase food sufficiency, keep more money in Nova Scotia and provide economic stimulus to reinvigorate rural communities.

Even a 10% increase in total farm gate food sales will add at least \$60 million to farms and \$120 million to the local economy and generate approximately 500 new on-farm jobs and 800 in food and other services.¹⁸

Each year billions of investment dollars flow out of NS and the cumulative effect of many years of missing out on local investment has decreased the economic viability of every sector of the economy. The effects on food producing sectors have not been immediately evident to those who rely on chain stores for food, but the downstream economic and health costs are being paid by all Nova Scotians.

The medium and long term prospects for success in the sector are positive: increased public interest and support, expansion of farmers' markets, government *buy local* campaigns, food security as a core program for many public health agencies, the growth of agri-tourism and culinary tourism, rising food costs, the impact of currency fluctuations, economic potential of new farmers and those increasing output, emerging leadership, and new programs for producers.

It is reasonable to expect that over the next ten years income will increase as producers increase output to meet increasing demand. Substantial Investments in farms and infrastructure are needed to help producers meet that demand.

MARKETING THE CEDIF TO INVESTORS

Beginning in December 2012 FarmWorks began holding community meetings with the goal of raising awareness of the benefits of buying locally and investing in the local economy. Advertisements are placed on the FarmWorks website and in local papers to announce meetings. Each year during the 90 days when shares are available at least 20 meetings are held, and there frequent additional meetings throughout the year.

¹⁶ Canadian Coalition for the [Public Health in the 21st Century](#) 2005

¹⁷ [Time to shift from 'food security' to 'nutrition security' to increase health and well-being -- ScienceDaily](#)

¹⁸ Harry Cummings, University of Guelph - evaluationcanada.ca/distribution/20020408_cummings_harry_murray_don

During the Offer period and whenever there are opportunities, FarmWorks Directors present information (including virtual sessions during COVID 19) about the benefits of secure and healthy food, agricultural sustainability, economic development, issues with the food system, and the urgent need for support for local agriculture and food enterprises. Potential investors and investees are provided with print and web-based resources from FarmWorks and other organizations that offer guidance for sourcing local food and investing locally. For people who have never considered the question of food security and sufficiency, these presentations provide a new 'food lens' through which to view local farming and eating practices.

FarmWorks Community Economic Development Fund (CEDIF) sells shares to raise funds to make loans and provide support to qualified food-related for-profit businesses to help increase economic, health, social, environmental, and other benefits. Food production helps restore rural vitality, increases access to healthy food and decreases the risks associated with lack of food self-sufficiency. FarmWorks' diverse business portfolio achieves strategic goals, balances risk and preserves redeemable capital enabling shareholders to gain tax credits and tax deferral by supporting healthy farms and healthy food.

- Each share is \$100, minimum purchase is one share, Investors may purchase up to 500 shares if NS Securities Commission conditions are met.
- Share price is established arbitrarily by the Issuer.
- Shares are fully paid, newly issued voting common shares that are non-retractable and non-redeemable for 5 years, non-convertible and not restricted in profit sharing or participation upon dissolution.
- Investments may be eligible for a 35% Nova Scotia non-refundable Equity Tax Credit (may be carried forwards 7 years and backward 3 years) and for RRSP tax deferral.
- Investments may be eligible for further Equity Tax Credits of 20% and 10% at the 5 and 10 year investment anniversaries, respectively provided the CEDIF meets NS Securities Commission conditions.

FarmWorks investors (five year terms) have an unusual benefit in that they receive a 35% Provincial tax credit that can be applied to the preceding tax year (and can be carried back 3 years or forward 7 years). Subsequent 20% and 10% credits are received at the beginning of each five year term. The 15 year Provincial tax credit is 65%, or greater if the upfront tax credit is reinvested in FarmWorks or another fund.

Investing funds in FarmWorks' RRSP (through Canadian Workers Cooperative Federation) defers federal tax based on the investor's marginal tax rate. For example, a 37% tax rate would gain combined Provincial credit and Federal deferral of 72%, and at 5 and ten years the investment gains the additional 20% and 10% NS tax credits.

Transferring existing RRSPs to FarmWorks gains the 35%, 20%, 10% Provincial tax credit on funds that otherwise sit outside Nova Scotia working for economies other than our own.

FarmWorks enables citizens to benefit from significant tax credits by investing in the food economy of Nova Scotia.

PRIORITIES, GOALS AND PERFORMANCE MEASURES

Over the years 2021 to 2025 it is intended that CEDIF investments and income will result in \$10 million being loaned to multiple enterprises. It is hoped that other community organizations will establish CEDIFs so that the cumulative effect of joint endeavours will exceed the reach of FarmWorks Investment Co-operative. In line with socially responsible community-based investing, FarmWorks will balance the needs of investors and investees.

Over the next five years, FarmWorks has identified the following priorities:

- Increase the amount of funds available for investment in local farms and food.
- Increase the demand for local food.
- Increase the supply of local food.
- Increase the viability of farms and food producers.
- Increase awareness and collaboration between funders and recipients of investment capital.
- Increase confidence in the option of investing locally.

Priorities	Goals	Measurable Outcomes
Demand for local food	Engagement with stakeholders	1. # of investors 2. # of investees 3. # of key collaborator agreements 4. # of working relationships with organizations
Viability of enterprises	A) 10% increase in output B) 10% increase in retained income C) Mentoring of funded enterprises D) Promotion of funded enterprises	1. # of enterprises meeting and exceeding 10% 2. # of mentoring interactions and type 3. # of enterprises repaying loans 4. # of initiatives to increase awareness and interest in local food and investment
Collaboration	Communication and collaboration with and among investors, potential investors, investees, advisors, government agencies, organizations and businesses	1. # of communications with investees 2. # of communications with investors 3. # of communications with public 4. # of public consultations 5. # of outcomes research initiatives
Confidence	A) Professional, fiscally responsible organization B) Transparent and accountable B) Board Development sessions	1. Governance structure and documents available 2. Successful implementation of business plan 3. Financial statements 4. Attendance at AGM

GOVERNANCE

FarmWorks Directors

The FarmWorks Executive is comprised of the Chair, Vice Chair, Secretary and Treasurer and other Directors as approved by the Board. All Directors work to insure the highest possible degree of oversight of all transactions and collaborations with shareholders, investees, all other stakeholders and the general public.

The FarmWorks vision, mission, and values are the driving forces for the business plan. The goals are the achievements that will move FarmWorks towards its vision. The plan is strategic in nature and provides a focus regarding activities to achieve the goals and subsequently the vision.

Vision

Healthy Farms, Healthy Food

Mission

Promote, and provide, strategic and responsible community investment in food production and distribution to increase access to a sustainable local food supply for all Nova Scotians.

Values

- Diligence
- Responsibility
- Responsiveness
- Accountability
- Honesty
- Stewardship
- Democracy

Guiding Principles

- Empower others and build sector strength and capacity,
- Consider all stakeholders,
- Food self sufficiency,
- Cooperate with other organizations,
- Community based development,
- Community participation,
- Informed choices for the public,
- Socio-economic and environmental justice,
- Adherence to environmentally sound principles

Co-operative Principles

- Open and voluntary membership
- Democratic member control
- Member economic participation
- Autonomy and independence
- Education, training, and information
- Co-operation among co-operatives
- Concern for community

Community Building

- Building collaborative agreements with organizations that support the key priorities,
- Growing positive working relationships with all Shareholders, investees, government agencies, businesses, citizens and communities

Finance

- Diligent stewardship of all monies invested in FarmWorks,
- Obtaining adequate investor commitments to implement the goals.

Process

- Members will be catalysts and facilitators advancing the mission and goals,
- Members will have input into the implementation of the business plan.

Growth and Development

- Directors will continually inform themselves about food systems, finance and economic development in order to provide the public and investees with appropriate information,
- Board development will be an integral part of FarmWorks strategic planning.

COMMITMENTS AND COLLABORATION

The FarmWorks CEDIF helps insure Healthy Farms and Healthy Food by:

- Promoting the value of locally produced foods to consumers and the advantages of investing in the agricultural and food economy of NS,

- Identifying the needs of the farming community and food producers, governments, business, non-governmental organizations and academia for sustainable, healthy, sufficient, fairly-produced food,
- Using the CEDIF as the vehicle for the sales of shares to provide funds to assist food producers, processors, distributors and other food-related enterprises to become economically viable and sustainable and to decrease the province's dependence on imported foods,
- Collaborating with and mentoring funded enterprises to assist in building their success,
- Providing public information about the benefits of CEDIFs and co-operatives for socially responsive investing in economically viable enterprises,
- Collaborating with appropriate partners to track changes in local food availability and sales,
- Helping investees to increase the amount of local food sold in Nova Scotia by 20% by 2025.

Through its work, FarmWorks interacts with a diverse community:

- Farming community
Food producers
- Businesses
- Government Agencies
- Non-Governmental Organizations involves in stewardship, heritage, agriculture; and
- Academia.

SUMMARY

The 2020 Survey Report – [Economic and Social Impacts of FarmWorks Support for Food Related Businesses in Nova Scotia](#) — describes the success of FarmWorks clients: providing wider access to healthy food; creating employment; contributing to an improving economic outlook for farmers and food producers; helping to restore rural vitality; and helping to remove the risks associated with lack of food self-sufficiency.

The 2020 Survey measured the economic and social impacts of funded businesses, FarmWorks' support for them, clients' access to mentoring, their assessment of opportunities and challenges and the effects of COVID 19. The importance of FarmWorks loans is clear as 61% indicated that their business would not have succeeded, and 37% considered success would be only somewhat likely without the loan.

The respondents are generating approximately \$14,250,000 in annual gross business revenues with annual business expenditures of about \$12,900,000 and multiplier effects indicate that FarmWorks' clients' annual monetary impact in Nova Scotia may range from \$40,000,000 to \$60,000,000.

Prior to COVID 19 they had 233 full-time and part-time employees and by the middle of 2020 they had 217 employees. Hourly wages ranged from minimum wage of \$12.55 to \$38.00 with an average of \$15.47 and 84% of clients paying above the minimum.

FarmWorks-supported businesses are providing local employment and purchasing goods and services in their area or the province, they're providing good food and are raising awareness of the benefits of supporting the local economy, they're supporting community endeavours, the restaurants have become hubs for their communities and those that are restaurants, cafés and markets are contributing to year-round tourism from near and far. The FarmWorks business plan sets forth a roadmap for the next five years (2021 - 2025). FarmWorks Vision leads towards an economically sustainable future where healthy food is available for all citizens. The Mission, Goals and outcomes direct the strategic plan. As a community-based organization, FarmWorks achieves its goals by working collaboratively with strategic partners in Government, local communities, business, non-government organizations, charitable organizations and academia. FarmWorks core values guide its approach to helping provide a secure, sustainable and fairly produced supply of healthy local food to benefit current and future generations.

BUDGET - ACTUAL AND PROJECTIONS

FarmWorks	2012	2013	2014	2015	2016	2017	2018	2019	COVID 19	2020	2021 Proj	2022 Proj	2023 Proj	2024 Proj	2025 Proj	Total	Percent
Actual and Projections																	
Annual Expenses	(\$11,107)	(\$14,174)	(\$27,531)	(\$30,254)	(\$45,785)	(\$28,654)	(\$61,846)	(\$60,260)	(\$37,997)	(\$60,000)	(\$60,000)	(\$75,000)	(\$80,000)	(\$90,000)	(\$90,000)	(\$712,608)	37%
Annual Income	\$4,230	\$11,316	\$31,444	\$40,459	\$52,884	\$71,197	\$102,356	\$119,261	\$107,884	\$160,000	\$210,000	\$210,000	\$270,000	\$340,000	\$410,000	\$1,931,031	
Income after Expenses	(\$6,877)	(\$2,858)	\$3,913	\$10,205	\$7,099	\$42,543	\$40,510	\$59,001	\$69,887	\$100,000	\$135,000	\$135,000	\$190,000	\$250,000	\$320,000	\$1,218,423	
Loan Loss				(\$38,129)		(\$23,084)	(\$7,266)		(\$32,816)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$401,295)	21%
Profit/Loss	(\$6,877)	(\$2,858)	\$3,913	-\$27,924	\$7,099	\$19,459	\$33,244	\$59,001	\$37,071	\$40,000	\$75,000	\$130,000	\$130,000	\$190,000	\$260,000	\$817,128	42%

