



Shuswap Agricultural Strategy Report Appendices

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Appendix A

Situational Analysis

Agriculture Strategy: Situational Analysis

Prepared by Sustainability Solutions Group, August 2013

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1. Introduction

Agriculture plays a key role in the economy and identity of the Shuswap region, contributing to the high quality of life in this area. A 2011 discussion group hosted by the Salmon Arm Economic Development Society (SAEDS), CSRD and Shuswap Economic Development identified key challenges and began to explore how the organizations could support agriculture.

The Shuswap Agriculture Strategy will build on that discussion to identify mechanisms to support food security and the sustainable growth of agriculture in the Shuswap region including regional differentiation, collaboration between organizations, community engagement, research and education, and marketing. The strategy will contribute to the vision of an agriculture industry in the Shuswap region that produces exceptional products for consumption locally and outside of the region; is profitable, environmentally sustainable and innovative; is respected and valued; and that supports the aspirations of new and existing producers and growers. The strategy will also provide guidance for future land use and strategic plans.

The strategy includes the municipalities of Salmon Arm, Sicamous, and CSRD Electoral Areas C (South Shuswap), D (Deep Creek/Falkland), E (Malakwa/Eagle Valley) and F (North Shuswap).

The project scope includes:

- Working closely with a steering committee that has been established to guide the process;
- Investigating the context for agriculture in the Shuswap, including strengths, weaknesses, opportunities and threats;
- Identifying new ideas and best practices from other jurisdictions;
- Undertaking public consultation on the strategy;
- Liaising with CSRD Development Services, Shuswap Economic Development, the Salmon Arm Economic Development Society and other relevant organizations;
- Completing a draft Strategy for review and comment; and
- Preparing a final Strategy and presenting the findings to the CSRD board.

This situational analysis provides an overview of agriculture and the local government context in the Columbia-Shuswap, as background for development of the regional Agriculture Strategy. Key sources reviewed for this situational analysis include:

- Official Community Plans for Salmon Arm, Sicamous, and Electoral Areas C, D, E and F (various years)
- Salmon Arm Agricultural Area Plan (2004) and Background Report (2003)
- Salmon Arm Economic Development Society, Economic Development Action Plan (2013-2017)
- Shuswap Tourism Development Plan (2010)
- CSRD and SAEDS Agriculture Discussion Group Report (2011)
- Agricultural Census Data, CSRD Census Division (2001, 2006, 2011)

Understanding of the local context and strategies for strengthening the local agriculture sector will be further developed through a series of in-person and online engagement with the community, agricultural producers and organizations.

2. Biophysical Context

Geography and soils

The CSRD crosses three ecoregions—the Shuswap River Highland, the Northern Kootenay Mountains and the Central Columbia Mountains—as classified by the Ministry of Environment.¹ Shuswap’s moderate climate and fertile soils make it a rich area for agricultural production in the valley bottoms, with soil productivity being limited by rainfall in the growing season². Soils in the region include Gray Forested, Gray Wooded, Acid Brown Wooded, Podzol, Regosol, Glysol, Brown Wooded and Organic. In the original soil survey of the area, approximately 76 000 ha of land were considered arable, out of 118 000 ha surveyed³. Of this, around 23 000 ha were assigned a class I-III soil rating, and 53 000 ha were class IV-V⁴. Some areas of the Shuswap face challenges with drainage due to the influence of variable lake levels on the water table—high water tables in the spring can delay the growing season in some areas. Land on the lower edges of fan aprons (near creeks) can be subject to seepage from higher elevations, and poorly drained depressions can also pose problems. In some areas water tables of an appropriate height can aid in sub-irrigation of forage crops⁵.

Steep-side, gentle and rolling ridges are bisected by the Shuswap River and Shuswap Lake waterways, as well as the Eagle River. The humid Pacific air carries moisture deep into valleys that are oriented to the west, while valleys oriented to the North alternate between rainshadow and heavy precipitation systems. Wet Interior Cedar-Hemlock forests are common in the valleys and lower slopes, and Engelmann Spruce and Subalpine Fir forests occur on the upper slopes and ridges⁶.

Climate

The climate in this region features warm summers (average highs in July of 27°C in Salmon Arm) and cool winters (average lows in January of -7.7°C in Salmon Arm), with cooler and wetter conditions at higher elevations. Average precipitation at the weather station in

¹ Demarchi, D. (2011). Ecoregions of British Columbia Third Edition. Ecosystem information Section. Ministry of Environment. Victoria, BC. Accessed August 27 at: <http://www.env.gov.bc.ca/ecology/ecoregions/index.html>

² Dawson, A.B. and C. C. Kelley (1965) *Soil Survey of the Shuswap Lakes Area, British Columbia*. British Columbia Department of Agriculture, Kelowna, B.C.

³ “The area [surveyed] includes the highland between Shuswap River and Deep Creek, the Salmon River valley from Glenemma to Shuswap Lake, and the west side of the Shuswap Lake valley from Salmon Arm to Chase. The north side of the Shuswap Lake area was surveyed from Anglemont to Adams Lake. The Chase Creek valley and the valleys of Hiuihill and Loakin creeks were included.” (Dawson and Kelley 1965, p. 3)

⁴ Dawson and Kelley 1965

⁵ *ibid.*

⁶ Demarchi 2011

Salmon Arm is 550 mm annually, with precipitation falling relatively evenly across the seasons. June, July, September and October are the wettest months, and January is the snowiest⁷.

Climate change projections for the region⁸ show a future that will be significantly warmer (increasing average temperature by 1.8°C by the 2050s) and wetter overall. However, precipitation in the summer months is projected to decrease. As well, with a greater proportion of precipitation falling as rain rather than snow in the winter months, less will be available later in the summer from snowmelt. Combined with rising temperatures and evaporation rates, this means that there will be less water to support agricultural and other uses in summer in the future.

Hydrology

Watersheds in the Shuswap region are illustrated below, in Figure 1. Water sources in the region include surface water from lakes, rivers and creeks, and groundwater in some areas. Water for agricultural use is drawn from this range of sources across the plan area.

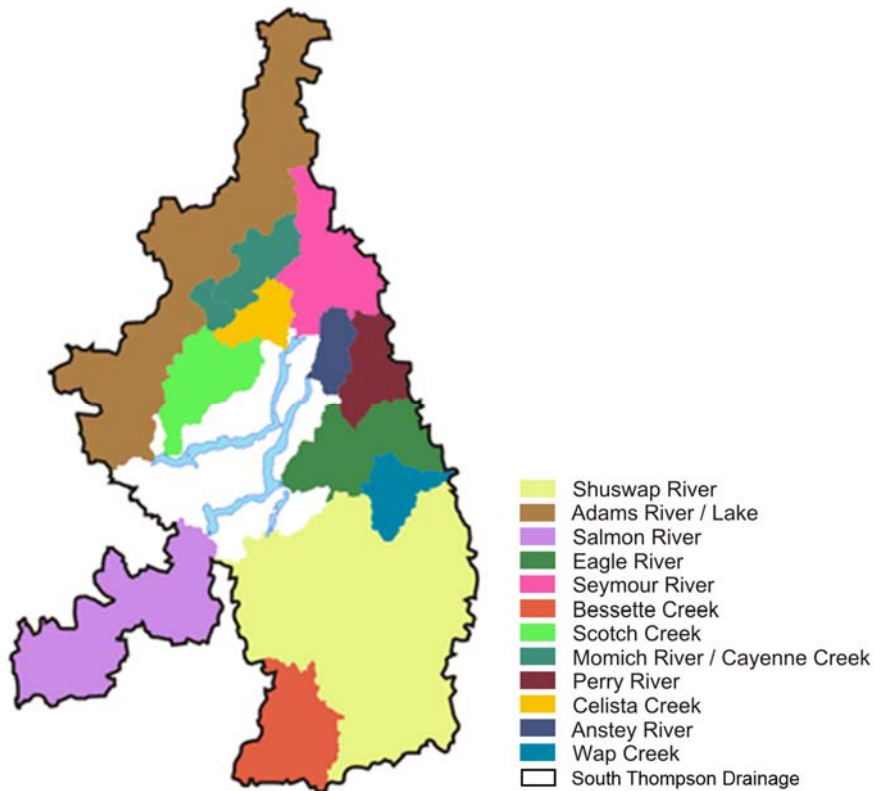


Figure 1. Watersheds in the Shuswap Region⁹

⁷ Salmon Arm Agriculture Area Plan, 2004

⁸ See www.plan2adapt.ca for both seasonal and annual climate change projections for the CSRD in 2020 and 2050.

⁹ Source: <http://www.shuswapwatershed.ca/maps/watershed-maps/>

3. History of Agriculture in the Shuswap

Development of the Shuswap region has progressed hand in hand with the development of its agricultural economy and culture for almost 150 years. While it was mineral deposits that originally attracted outside settlers to the region, further settlement of the area proceeded as families established farms. This was occurring as early as the 1870s and helped to support a growing shipping industry on Shuswap Lake¹⁰. Fertile valley bottoms, such as the Salmon River Valley, Deep Creek and Malakwa, supported general agricultural production while higher benches provided preferable conditions for growing fruit. Apple growing showed promise in the region initially, but was limited by the lack of irrigation. The industry was severely impacted by extreme cold temperatures in the winter of 1949-50, with production falling by 75% the following year. The last local packinghouse closed in 1958. Over time, dairy and mixed farming proved to be successful industries in the region, with berries and vegetables also being grown¹¹.

Formal agricultural associations have a long history in the Shuswap region, reaching back to the late 19th century with the establishment of the local fruit growers association, and Salmon Arm and Shuswap Lake Fall Fair Association. By the early 20th century, the region's active civic culture was already well established, in the form of the Farmers' Institute, Women's Institute and the Agricultural Association¹². The agriculture industry has more recently been involved in cooperative efforts such as the Salmon River Watershed Roundtable, an award-winning initiative that brings together farmers, biologists, First Nations and municipalities to restore fish habitat, often by modifying agricultural practices and infrastructure. The project has been running for twenty years.

Likewise, agricultural businesses are a storied part of the area's development in the past century. The area is still home to farms and farming families established early in the settlement of the Shuswap. For example, one of the founding farms in the region, the Peterson Family Farm, was recently honoured with the Century Farm Award in recognition of its ongoing contributions to the agriculture industry. By 1907, farmers in the area had organized to establish the Salmon Arm Farm Exchange, providing processing and marketing capacity¹³. The growing dairy industry launched the Salmon Arm Cooperative Creamery Association in 1915, quickly scaling up its processing capacity.

Some local agriculture businesses are now longstanding institutions, such as Askew's Foods, established in Salmon Arm and Revelstoke in 1929. The area's reputation for innovative agricultural business development has strong roots—as early as the 1940's, Askew's began offering frozen food lockers for rent to people in need of food storage facilities¹⁴. More recently, Askew's opened a state-of-the-art green building uptown in

¹⁰ Doe, Ernest, 1971. "Centennial History of Salmon Arm" accessed 18/08/13 at <http://www.ourroots.ca/toc.aspx?id=1256&qryID=bdf49020-c95a-4599-8c6c-10e681e4856c>

¹¹ www.salmonarm.ca/DocumentCenter/View/242

¹² Doe 1971

¹³ <http://www.salmonarm.ca/DocumentCenter/View/242>

¹⁴ www.askewsfoods.com

Salmon Arm, continuing to add value to the local community.¹⁵ Similarly, Demille's Farm Market began with only 10 rows of corn and an illegal sign in 1970. Today it still grows some of the highest quality sweet corn available, in addition to running a retail operation that brings a selection of high quality and local products to customers¹⁶ The tradition of successful, innovative, community-oriented farm businesses continues today, with the more recent establishment of Crannog Ales, an award-winning organic microbrewery (the first in Canada).

4. Shuswap Agriculture Today

The most recent agricultural census was conducted in 2011. The numbers provided below describe agriculture across the entire CSRD¹⁷ (including Electoral Areas A & B, which are not part of the area covered by the Agriculture Strategy).

Agricultural Land Base

In the CSRD region there is a total of 54 566 ha of land in the ALR (as of 2012), compared to 67 409 ha in 1974, when ALR was established. Figure 2 outlines ALR in the Agriculture Strategy Area. Actual farmland¹⁸ as of 2011 was 38 413 ha, down from 41 549 ha in 2006, but up from 33 691 ha in 1996. The number of farms in the region has been quite consistent over the past decade, with 616 farms reported in 2011. This is less than the 685 farms reported in 1996. About 10% of farmland in the area is irrigated (3 809 ha, spread across 225 farms). Nineteen farms in the CSRD were using organic practices in 2011 (15 certified, 4 transitional).

[PLACEHOLDER]

Figure 2. Map of ALR land in the Agriculture Strategy area of the CSRD

Agricultural Activities

In 2011, 11 448 ha of CSRD agricultural land were in crops (hay, field crops, vegetables, fruits, nuts, sod and nursery products), up from 9 383 ha in 2006. Most of this was in hay (8 995 ha), with a much smaller amount in fruit (116 ha) and vegetable production (77 ha). An additional 94 ha was in summerfallow. A larger proportion was in tilled and natural pasture land (17 896 ha), with another 8 975 ha in other types of production, or idle¹⁹.

¹⁵ For a description of the building, see this link: <http://www.northof50.com/article-2.html>

¹⁶ <http://shuswaptourism.ca/do/food-wine-and-farms/local-food/demilles-farm-market-listing>

¹⁷ Data in this section was compiled from: Statistics Canada, 2011 Census of Agriculture, Farm and Farm Operator Data, catalogue no. 95-640-XWE; and BC Ministry of Agriculture (forthcoming), Agriculture in Brief: Columbia Shuswap Regional District.

¹⁸ A census farm is defined as "an agricultural operation that produces at least one of the following products intended for sale: crops (hay, field crops, tree fruits or nuts, berries or grapes, vegetables, seed); livestock (cattle, pigs, sheep, horses, game animals, other livestock); poultry (hens, chickens, turkeys, chicks, game birds, other poultry); animal products (milk or cream, eggs, wool, furs, meat); or other agricultural products (Christmas trees, greenhouse or nursery products, mushrooms, sod, honey, maple syrup products)" <http://www.statcan.gc.ca/pub/95-640-x/2012005-eng.htm>

¹⁹ This includes woodland, wetland, Christmas tree land, land for farm buildings and other structures, greenhouses, mushroom houses, idle land

The amount of land in specific crops is listed in Table 1, while farm animals are detailed in Table 2.

Table 1. Crop Area in the CSRD

Crop Area (ha)	1996	2001	2006	2011
Hay crops	7 493	8424	7874	8995
Field crops	1273	1034	263	2088
Fruit, Berries & Nuts	184	124	164	116
Vegetables	68	37	53	77
Nursery products	48	29	16	15
Greenhouse (flowers)	4739	x ²⁰	3088	4996
Greenhouse (vegetables)	831	1874	1195	3412
Christmas trees	76	62	60	68

Table 2. Livestock in the CSRD (farms and number of animals)

Animals	1996		2001		2006		2011	
	farms	animals	farms	animals	farms	animals	farms	animals
Hens & Chickens	163	258268	171	310183	164	295 595	139	492 481
Turkeys	16	X	24	X	25	X	15	X
Other Poultry	62	965	48	3170	33	533	16	X
Cattle & Calves (incl. dairy & beef)	362	20704	303	18 720	289	17858	235	14 819
Dairy Cows	69	4117	46	2 801	39	2879	35	3 559
Beef Cattle & Calves	253	4481	216	5 359	207	5015	153	2 709
Pigs	43	7320	32	2 315	31	1444	13	163
Sheep & Lambs	45	2738	64	2 922	56	1839	41	1 514

²⁰ X is used to denote data withheld due to confidentiality requirements of the Statistics Act

Horses & Ponies	233	1436	225	1273	234	1366	201	1 254
Goats	43	741	47	1 175	40	990	28	1027
Bison	4	482	5	178	4	168	0	0
Llamas & Alpacas	7	154	27	324	27	217	20	189
Rabbits	26	221	11	229	13	214	7	20
Honey Bee Colonies	21	x	14	770	19	800	17	618

There were a smaller number of poultry operations in the CSRD in 2011 (139) than 2006 (164), with an increasing number of birds produced in total (295 595 in 2006; 492 481 in 2011). This reflects a trend towards consolidation in the poultry industry in Canada, particularly in broiler operations²¹. Likewise, there was a smaller number of dairy operations in 2011 (35) than in 2006 (39) but a greater number of cows overall (3 559 in 2011; 2 879 in 2006). Reflecting a number of challenging factors for Canadian beef sales, there was a sharp decrease in both the number of farms and cattle being raised between 2006 (207 operations and 5 015 head) and 2011(153 operations and 2 709 head).

Farm size & characteristics of farmers

The average farm size in 2011 was 62 ha. This was a drop from an average size of 68.6 ha in 2001, but up from 49.2 ha in 1996. In total there were 940 farm operators in 2011, whose average age was 56.1 years old. In comparison, the average age of farm operators in Canada is 54.0 years old, and BC farm operators (the oldest in the country) are 55.7 years old on average. The average age of farms with a single operator was higher, at 58.6 years old. Roughly half of farm operators in the CSRD (445) derive their only income from farm operations²².

Economic characteristics of farming

Gross farm receipts for CSRD agriculture in 2011 totaled \$52 619 759. This was substantially greater than 2006 (624 farms, \$40 394 994), and 2001 (616 farms, \$34 035 317). Likewise, the total wages and salaries paid in 2011 (\$6 394 776) were higher than in 2006 (\$4 529 068). Taking the total farm operating expenses into account, net farm receipts totaled \$3 889 729 in 2011. This translates to an average net farm income of \$6 314 per farm, or \$101.26 per hectare. This is an improvement from average net losses in 2006 of \$13 359 per farm, and 2001 average net farm receipts of \$2 237 per farm²³. The ratio of expenses to receipts in the CSRD (0.92) was higher than the Canadian (0.83) and BC

²¹ <http://www.statcan.gc.ca/pub/95-640-x/2012002/03-eng.htm>

²² <http://www.statcan.gc.ca/pub/95-640-x/2012002/02-eng.htm>

²³ Data source: 2001 Agriculture Census (Farm and Farm Operator Data), accessed 30/08/13 at <http://www.statcan.gc.ca/pub/95f0302x/2001001/4122713-eng.htm> and Ministry of Agriculture (forthcoming)

(0.89) average. In other words, CSRD producers paid \$0.92 in expenses, for every dollar of income²⁴.

However, the distribution of farm income varies considerably. In 2011 there were 450 farms in the CSRD with gross farm receipts under \$25 000 (334 of which were under \$10 000). In contrast, only 13 farms earned over \$1 million in gross farm receipts in the same year.

A 2012 market survey in nearby Kelowna and Kamloops showed that the twice weekly farmers market in each location contributes approximately \$10 million and \$5 million, respectively, to the local economy annually.²⁵ There are eight farmers markets listed on the Shuswap Tourism site, operating in Salmon Arm, Sicamous, Enderby, Chase, Blind Bay, Sorrento, Falkland. The Shuswap is also home to an emerging white wine industry, featuring 6 award-winning wineries, along with the first certified organic microbrewery in Canada.

5. Planning & Policy Context

5.1 Governance

Agriculture exists in a complex policy and regulatory context, interacting with all levels of government on various elements of farming that range from food safety to habitat and fisheries management and land use. In addition to roles in policy and regulation, the provincial and federal governments also administer various services and support programming to the industry. Local government is not directly responsible for agriculture, but influences the industry particularly due to its role in developing and administering land use plans and bylaws.

In addition, the Agricultural Land Reserve in BC has a significant impact on designated agricultural lands, where agricultural uses are prioritized and other activities are controlled. ALR regulation takes precedence over other legislation or bylaws in these designated areas, but does not replace them. Local governments must ensure that plans and bylaws are in compliance with the Agricultural Land Commission Act and Guidelines. Any proposed exclusions of land that is currently designated as ALR must be approved by the ALC to take effect²⁶.

5.2 Land Use Policies

While local government does not have particular jurisdiction over agriculture, many aspects of land use planning and local government operations affect the local agriculture

²⁴ <http://www.statcan.gc.ca/pub/95-640-x/2012002/02-eng.htm>

²⁵ Connell, D. and J. Frisque. 2012 "Economic and Social Benefits Assessment." Prepared in collaboration with the BC Association of Farmers Markets) <http://www.bcfarmersmarket.org/resources/subpage/economic-and-social-benefits-study>

²⁶ Agricultural Land Commission (undated) ALR & Community Planning Guidelines. Accessed 18/08/13 at http://www.alc.gov.bc.ca/publications/Community_Planning_Guidelinescolour.pdf

industry. The CSRD is taking action to support agriculture as a core element of community character, values, economy, history, and prudent future planning. Increased understanding of the sector's current issues and strengths, and stronger relationships across the agriculture sector also creates a foundation for meaningful engagement with provincial and federal governments to represent local agriculture interests at senior levels.

The area addressed by this agricultural strategy consists of four electoral areas (C (South Shuswap), D (Deep Creek/Falkland), E (Malakwa/Eagle Valley) and F (North Shuswap)) and two municipalities (Salmon Arm, Sicamous). The following Official Community Plans (OCPs) were reviewed to identify policies of relevance to agriculture:

- Salmon Arm Official Community Plan (2011), Bylaw #4000
- Sicamous Official Community Plan (2012), Bylaw #750
- Electoral Area C, Official Community Plan (2013), proposed
- Electoral Area D Official Community Plan (2011), Bylaw #750
- Electoral Area E Official Community Plan (2009), Bylaw #840
- Electoral Area F Official Community Plan (2012), Bylaw #830

OCPs cover a similar range of policy areas, many of which have some relevance to agriculture. Key policies from these OCPs are grouped by topic below.

In addition, various bylaws have implications for agricultural land and uses, including each area's zoning bylaws and subdivision and servicing bylaws.

Growth Management

The Salmon Arm and Sicamous OCPs include a growth management boundary (aka urban containment boundary) that restricts most development to a defined area, with the intention of reducing sprawl. This is also expressly to protect and maintain agricultural lands outside of this boundary, and is accompanied by policies (applying to land uses on the urban side) to buffer agriculture from potential impacts of future growth. In Sicamous, one such policy aims to raise awareness by establishing a covenant on parcels to the urban side of the boundary, advising landowners of the right to farm. This boundary generally follows the ALR boundary, although Salmon Arm's current OCP proposes to extend this boundary, and exclude a section of land from the ALR for low-density development. In Sicamous, one section of the ALR is located on the urban side of the boundary with the suggestion that exclusion from the ALR would be supported to enable development of affordable housing. Proposed exclusions would require approval of the ALC to be implemented.

Community Energy and Climate Change

The municipalities and electoral areas address climate change mitigation (reduction of greenhouse gas emissions) and adaptation (responding to the impacts of a changing climate) in their OCPs. Each plan has its own targets for emissions reduction, as required by provincial legislation. A number of plans include mention of energy conservation or development of local energy sources. In addition, each recognizes the need to better understand the potential impacts of climate change and develop strategies for adaptation. Support for increased local food production, processing and distribution as a climate

change adaptation and mitigation strategy is included in the OCPs of electoral areas C, D and F.

Rural and Agricultural Lands

In the electoral area OCPs, two main land designations are used for lands where agricultural activity is a primary or permitted use. In areas designated as “Agriculture” lands, agricultural activity is the primary supported land use. This generally includes all or most of the ALR land in the area, and may include non-ALR land with agricultural use value. The “Rural and Resource” designation typically includes agriculture as a permitted use, along with other activities such as forestry, mining, outdoor recreation and/or environmental conservation.

Salmon Arm’s OCP specifies three areas where agricultural activity is permitted: Acreage Reserve, Salmon Valley Agricultural, and Forest Reserve. In Sicamous, lands outside of the growth management boundary are designated “Rural” and considered the core agricultural area for the municipality.

The following table outlines policies in each OCP that pertain to development or subdivision of agricultural lands and applications for exclusion from the ALR.

OCP	Agricultural Land Designations	Policies on subdivision and/or ALR exclusions	Recommended minimum lot sizes
Area C	Agriculture, Rural and Resource	Discourages subdivision and development in favour of protecting environmental and agricultural uses. In agricultural areas, subdivision is discouraged except along ALR boundaries or where it will not conflict with agricultural community.	Agriculture areas (min. ½ of land parcel in ALR): 60 ha
Area D	Agriculture, Rural and Resource, Rural	Encourages retention of large land holdings in entire plan area, including ALR, to enable future farm use. Discourages fragmentation or encroachment on agricultural land by non-agricultural uses.	Inside ALR: 60 ha Rural and Resource lands: 1 ha
Area E	Agriculture, Rural and Resource	Discourages fragmentation of agricultural lands through subdivision. Supports retention of good quality agricultural lands and not detracting from agricultural viability, except where authorized by the ALC.	
Area F	Rural	Does not support subdivision in agricultural areas except where it doesn’t impact the agricultural	Agricultural land: 60 ha

		community. Identifies two specific ALR exclusions in the Scotch Creek area that are supported; no other exclusions are supported.	
Salmon Arm	Acreage Reserve, Salmon Valley Agricultural, Forest Reserve	Supports subdivision or boundary realignment to enable public ownership of parks or greenways. Residential development, rezoning, subdivision and ALR exclusions in agricultural areas are not supported. Supports boundary readjustments and parcel consolidation to improve configuration for agricultural use, and only on the basis of improved soil capability ratings.	Agricultural, inside or outside of ALR: 8 ha
Sicamous	Rural	Discourages subdivision in rural area.	Rural area: 16 ha

Home-based businesses

In most cases, home-based businesses or home occupations are a permitted use, as long as they are consistent with applicable regulations and policies (including ALC requirements). Sometimes the policy specifies that such a use should not conflict with character of the area or with neighbouring properties (eg: Area C & D OCP). In some cases home-based business is not specified as a permitted use for agricultural or rural; in Sicamous, for example, it is a permitted use for urban residential, but not specified for the rural area. Area C has a detailed policy differentiating home occupations (allowed on all parcel sizes) from home industries, with various conditions outlined in the zoning bylaw.

Second dwellings and secondary suites

In some OCPs, second dwellings are specifically permitted in agricultural areas, subject to zoning and/or with the condition that the dwelling be required to support agricultural activity (eg: to house additional farm help).

The Area C OCP encourages new, detached homes to be built with a secondary suite, in anticipation of housing needs for seasonal workers for the tourism industry.

Residential Lands

All plans include provisions for buffering agricultural lands from the impacts of adjacent development by encouraging or requiring that such development incorporate features such as:

- Vegetative buffers
- Fencing
- Building setbacks

- Access restrictions

Area D also includes a policy to encourage adjacent properties to cooperate on establishing fencing or buffers.

In some cases, a land designation such as “Rural Holdings” or “Medium Holdings” serves as a buffer between residential and agricultural (or other “resource”) areas. Policies applying to these lands may include:

- Maximum of one residential building per lot
- Both residential and agricultural uses permitted

In Area E, agricultural use is expressly permitted in residential areas, subject to minimization of conflicts. Urban agriculture is encouraged.

Commercial Lands

In the Sicamous OCP, a specific area of ALR land, along the highway and on the urban side of the growth management boundary, has been identified for potential commercial application subject to conditions already outlined by the ALC.

In Salmon Arm, expansion of the commercial area surrounding the Highway 97/Trans-Canada Highway junction into ALR land will not be supported.

Industrial Lands

In some cases (Sicamous, Salmon Arm, Area C), light industrial uses are supported in areas that include agricultural land. Salmon Arm has received preliminary approval from the ALC for a “Special Development Area” for light industrial use on ALR land, subject to site-specific application. Seeing agriculture as an economic growth opportunity, Sicamous supports more intensive use of agricultural lands for operations such as processing.

Area D supports light industrial uses on Industrial lands, subject to consideration of a number of factors including its impact on agricultural land.

Area E supports establishment of new industries to make use of waste products from other existing regional activities (which could include agricultural waste).

Transportation

The Area D OCP includes policies to minimize impacts of transportation systems on agricultural land and operations. This includes:

- Siting new rights-of-way for roads, trails, utilities or communications to avoid agricultural lands where possible. Where this is not possible, siting should minimize impacts to agricultural operations.
- Consultation with affected landowners and the ALC on rights-of-way
- Conduct traffic impact studies that include impacts to farming operations, for major development projects
- Encourage buffering consistent with ALC and Ministry of Agriculture specifications, and accommodate movement of agricultural machinery

Sicamous' OCP discourages new roads from encroaching on agricultural land. It also specifies that where new or existing roads are close to watercourses, environmentally sensitive areas or agricultural land, the District will work with appropriate agencies to mitigate impacts such as pollution or erosion.

Utilities

Water supply

Most of the OCPs specify that water services will not be expanded beyond current service areas; however, in some cases an exception may be made where the benefiting property owners would have primary responsibility for financing. In the Sicamous OCP, a policy states that in the case that water service area expansions are considered, strategies for agricultural water supply enhancement should also be pursued (noting that the District does not support the use of treated municipal water for agricultural irrigation).

As an alternative, demand management and/or water conservation measures are often encouraged. For example, Area D's OCP includes a comprehensive policy on developments that would lead to an increase in water use. This allows the CSRD to require a hydro-geological impact review and assessment (for water quantity and quality) that considers groundwater impacts, adequacy of supply, and impacts on other water supplies and properties.

Stormwater and runoff management

Effective stormwater and runoff management is emphasized across the region, particularly with respect to pollution and erosion impacts. Policies to enhance stormwater management from the site- to area-level are encouraged. For example, the Sicamous OCP conveys a strong interest in improved stormwater management at the site level and in cooperation with neighbouring jurisdictions and agencies. Salmon Arm now has requirements for stormwater management, as the capacity of the natural drainage system is no longer adequate.

Communications infrastructure

Many of the OCPs support working with communications service providers and others to expand access to high speed Internet and modern communications throughout the region.

Other policies

A number of OCPs (Salmon Arm, Sicamous, Area F) state that soil deposition and removal bylaws are being considered. This is related to regulating gravel pit and quarry activity, and would be compliant with, and in addition to, existing ALC application requirements for any such activity on ALR lands.

In its discussion of floodplain management (via Hazard Development Permit Areas), the Area F OCP includes agriculture as a low intensity use suitable for the floodplain area.

5.3 Environmental Management

Water Quality Management

The protection and sustainability of water resources is a focal issue for the Columbia-Shuswap, as evidenced by the Shuswap Lake Integrated Planning Process (SLIPP). SLIPP was established to improve coordination across the various agencies and groups with an interest and/or responsibility in the Shuswap watershed, in the face of increasing pressures on local water resources²⁷. Ongoing water quality monitoring is a cornerstone of SLIPP's work.

Various policies are articulated in the region's OCPs, with the aim of preventing pollution and managing water quality. Identified sources of potential pollution through stormwater runoff and other means, include septic systems, pet waste, landscaping, industrial activity and agricultural activity. Associated policies to prevent water pollution include increasing public awareness, requiring site- or area-specific stormwater management plans, encouraging environmentally responsible farm practices (see below), and participation in SLIPP. Of note, Salmon Arm's OCP contemplates developing a Development Permit Area (DPA) specifically for groundwater protection. Area C has also noted the need for protection of aquifer recharge areas from potential contamination, as well as depletion.

Watercourse Protection: Riparian Area Regulations and Development Permit Areas

In some cases, OCPs identify specific practices or impacts that may negatively affect the environment and water supplies. Policies range from encouraging coordination to develop strategies to limit livestock access to domestic/recreational water sources (Salmon Arm), to directly limiting farm practices with potentially negative environmental impacts, and encouraging greater enforcement of regulations by senior governments (Area E). The Sicamous OCP words this supportively as: "The District encourages farmers to ensure that soil conservation, pest management, and water management are conducted in a manner that does not degrade Environmentally Sensitive Areas by referring to guidelines in "Watershed Stewardship, A Guide for Agriculture" (as amended)."

All OCPs refer to Riparian Area Regulations (RAR), and the implications within the local plan area. It is noted consistently, that particular agricultural lands and/or uses are exempt from the RAR. Some OCPs define a Watercourse Development Permit Area that provides specifications and requirements for permitting development or other actions within riparian areas. DPAs are also used for defined Environmentally Sensitive Areas, outlining permitted and exempted land alterations within these areas. Similarly to riparian areas, some agricultural activities are exempt from these requirements.

Responsible and Environmental Farm Practices

Support for responsible and environmental farm practices, and discouraging poor farm practices, are common across the strategy area's OCPs. In some cases this specifies particular regulations or standards that farmers will be encouraged to uphold (eg: Best

²⁷ <http://www.slippbc.ca>

Management Practices and the Environmental Farm Program from the BC Ministry of Agriculture; Agricultural Control Regulation under the BC Environmental Management Act and the BC Health Act).

Other policies offer encouragement for education on environmental practices, or encouragement or support for producers to access funding from other sources (senior government or others) for education or implementation of environmental practices.

5.4 Economic Development Policies and Strategies

Salmon Arm Economic Development Society (SAEDS) Economic Development Action Plan (2013-2017)

SAEDS provides Community Economic Development services to the City of Salmon Arm. Their recently completed economic development action plan is supportive of agriculture as a component of a vibrant local economy, highlighting the multiplier effect of agriculture for economic activity in the region. Three key strategies for local agriculture are identified, outlining the role that SAEDS will play in enhancing local agricultural economic development:

- *Regional Agriculture Strategy:*
 - Supporting the efforts of CSRD Economic Development to complete a Regional Agriculture Strategy.
 - Improve workforce development, training and labour sourcing for management and seasonal labour positions.
 - Work with local workforce development agencies to determine demand for specific skills.
 - Wherever possible, integrate these efforts with the Downtown Community Campus²⁸ initiative and the talent attraction strategy.
- *Grassroots Agricultural Organizations:*
 - Support development of local agricultural groups and establishment of agricultural infrastructure through SAEDS' supporting non-profits program.
- *Local and Organic Food Markets:*
 - Support new local market opportunities by connecting producers with cafes, restaurants, hotels and other food providers and/or supporting these connections through establishment of cooperatives, partnerships and storage facilities to meet year-round demand.
 - Encourage development of a local food procurement program for institutional buyers (eg: City of Salmon Arm, Okanagan College)

Other strategies in the economic development plan that can or do involve and support agriculture include:

- Support for agri-tourism as part of tourism development

²⁸ The proposed downtown campus for the Okanagan College in Salmon Arm, is a focus of the SAEDS Action Plan. This development would enable expansion of the College's physical facilities and programming, with potential to attract new students and become a driver of the local creative economy.

- Participation in a SAEDS “buy local” marketing program (“A Product of the Shuswap” branding)
- Development of the Downtown Community Campus initiative, with agriculture as one of three focus areas for expanded programming (along with health and creative arts).
- Support for entrepreneurs interested in agricultural, manufacturing, tourism and retail sectors
- Support for business succession through the Business Retention Expansion Program

Shuswap Tourism Development Plan (2010)

The most recent plan by Shuswap Tourism identifies Agriculture as one of the key strengths for development of the region’s tourism industry. Agri-tourism is one of five sectors of focus (alongside trail experiences; festivals and events; sport tourism; and First Nations’ tourism) for enhancing Shuswap tourism into a “true four-season destination.” Agriculture is described as part of the “human experience” that animates the beautiful setting and contributes to the Shuswap’s sense of place—a key draw for tourists.

The Plan describes agri-tourism as a broad category that includes produce and craft food sales, farmers markets, u-pick farms, festivals and farm tours. Actions relating to agri-tourism include:

- Encouraging interested producers to take advantage of BC Agri-Tourism Alliance (BCATA) programs
- Approaching BCATA to provide resources and information to local producers
- Coordinating potential agri-tourism signage with broader tourism signage program, in support of a farm tour circuit

CSRD OCP Economic Development Policies

Policies in support of local agriculture and its economic development vary widely across the OCPs. Examples include support for:

- agri-tourism
- value-added agriculture
- small-scale related processing facilities
- marketing of local products
- new farmers to access land
- incentives for farmers to stay on their land
- economic development initiatives
- farmers markets
- farm gate sales
- raising awareness (shop local campaigns, community gardens, signage program to promote local agriculture)
- alternative, smaller-scale agricultural businesses

Agri-tourism is generally supported in agricultural areas (given that ALC requirements are satisfied), with some OCPs specifying ways that this will be furthered (eg: research, strategy development).

In most cases, Country Inn Commercial or Bed & Breakfast types of accommodations are specifically permitted in agricultural areas, subject to ALC requirements and any other applicable regulations. Further conditions may be specified in associated zoning bylaws. In Salmon Arm, resort residential development is allowed in conjunction with golf courses in agricultural areas, subject to certain conditions.

5.5 Provincial and Federal Legislation

A summary of key provincial and federal legislation pertaining to agriculture was compiled in 2003 for the Salmon Arm Agriculture Plan. This summary is included as Appendix A to this report, along with the following addition:

- *BC Food Safety Act* and the *Meat Inspection Regulation*

6. Challenges and Opportunities

In 2004, an Agricultural Area Plan was completed for Salmon Arm. Topics covered by the plan included:

- Rural-urban fringe issues
- Fisheries and wildlife issues
- Utility issues
- Recreation issues
- Other issues

Based on background information and initial discussions with the Agriculture Strategy Steering Committee, the following challenges and opportunities for the area have been identified. These will be further developed in subsequent steps of developing the Agriculture Strategy through engagement with the public, agricultural community and further analysis.

6.1 Identified Challenges

Aging producer population and succession

With the average age of farmers reaching 56.1 in the CSRD, and less children taking over the family farm, the transfer of knowledge and assets is a growing concern across the agriculture industry. High land values can be a barrier for new farmers to enter the industry and establish profitable businesses.

Farm profitability and access to labour

Overall, gross farm receipts for the region increased between the 2006 and 2011 census. However, more than half of CSRD farms make less than \$10 000, and the ratio of expenses to receipts in the Shuswap (0.92) is higher than both the BC and Canadian average. In addition, securing farm labour can be a challenge, especially since farm work is seasonal.

Markets

The small scale of production in the Shuswap could be a limitation to accessing larger markets requiring a minimum volume and year-round supply. Access and proximity could also be a barrier.

Economic and environmental change

Volatility of markets is an ongoing concern, while negative impacts on other growing regions may create opportunities here. Climate change impacts for agriculture will be significant, and taking advantage of opportunities will require proactive effort.

Water management

Water supply and irrigation is a longstanding concern and limitation to production in the region. Approximately 10% of agricultural land in the region is currently irrigated. Information about surface and groundwater supplies across the region is not adequate. As well, the extreme variability of lake water levels can be a serious challenge.

Protection of agricultural land

The limited base of agricultural land in the region continues to face pressure to be taken out of the ALR and developed for other uses. There are areas of agriculturally capable land that are not currently being farmed, but could be used for production again.

Development pressures

Increasing development of the surrounding land base brings with it a greater need to manage soil, land, vegetation and water impacts on surrounding areas, and from surrounding areas. Groundwater protection and stormwater management are growing areas of concern for the CSRD.

Inconsistent bylaws

Certain bylaws can prevent actions that would be supportive of agriculture. For example, some business activities that could be used to augment farming income may not be allowed in all areas, even if these activities are approved by the ALC.

Environmental values

There is a lot of concern in the region about water quality and other environmental values. In addition to managing agriculture's impacts on the environment, working collaboratively with other groups and raising awareness of good farm practices are increasingly important.

Awareness of the public and decision-makers

A general lack of understanding of the realities of farming and its importance to the local community and economy is a limitation. This is necessary for agriculture to become a greater political priority than it is currently.

Lack of supportive infrastructure

There is a shortage of distribution, processing and storage infrastructure in the region. The region has some great farmers markets but not all of them are in suitable locations and there is no year-round facility.

6.2 Identified Opportunities

Collaboration

The Shuswap has a long history of an active and engaged civic culture, and ongoing local initiatives demonstrate the capacity for collaborative initiatives in this region and for agriculture in particular.

As stronger relationships and direction across local agencies and organizations related to agriculture develop, it will be possible to approach other levels of government from a strong position to work effectively on areas of shared interest or responsibility.

Entrepreneurship and innovation

There are many current and past examples of innovate and entrepreneurial producers and organizations in the Shuswap (eg: Farmers' Exchange, Askew's, Crannog Ales, and many more). These already demonstrate the potential in targeting niche markets and value-added production, as well as building a strong local food economy.

Engaged local government

The CSRD and local economic development organizations are already showing leadership by spearheading development of this Agricultural Strategy. As well, CSRD land use policies are generally supportive of agriculture. The Sicamous OCP in particular, models proactive and positive support for agriculture and protection of agricultural lands.

Local Food Economy & Culture

Agriculture is a strong part of the Shuswap identity, and the rural and agricultural aesthetic is valued by local residents. Quality of life features could attract more management level workers, and new farmers.

Tourism

There is a desire for enhancing the tourism industry in the region, to the extent that Sicamous is taking steps to become a resort municipality. An increase in tourism in the region will include additional potential for agri-tourism. Agriculture and agri-tourism form a core part of the current tourism strategy, and could support a more robust local agriculture economy.

Support for adaptation to climate change

Local OCPs are supportive of addressing climate change impacts, and almost all identify local food production as a climate change mitigation and adaptation strategy.

Downtown Community Campus Initiative

The Downtown Community Campus initiative for the Okanagan College in Salmon Arm, and new programming for agriculture specifically, represent a strategic opportunity for the region to position itself as an agriculture innovation centre and offer a link between aspiring farmers and the existing farming community. Support for ongoing innovation and building infrastructure and capacity locally would be a strong asset.

Location

While distance is a factor, the Shuswap may find ways to take advantage of its convenient location between two major cities (Vancouver, Calgary), and the major regional centres (Kamloops, Kelowna).

Water supply

While water supplies and irrigation capacity are limited and need to be carefully managed, this area is relatively water rich compared to nearby parts of the region²⁹.

²⁹ <http://www.env.gov.bc.ca/soils/landscape/3.4interior.html>

7. Summary

Agriculture has been a key part of the Shuswap identity since the early days of outside settlement of the region over a century ago. With growth of the region since, development pressures and other interests have placed increasing pressure on the agricultural land base. In spite of this, the agriculture sector continues to thrive and innovate; recent trends show average profitability increasing, and the number of farms is holding steady. The local planning and policy context recognizes the importance of agriculture in the region and has established various mechanisms for balancing the needs of agriculture and other land use and economic interests. Current strategies for local economic development include agriculture and/or agri-tourism as important components to enhance the tourism industry and build a stronger local economy and culture. While agriculture in the region faces numerous challenges, there are many strong assets and potential opportunities that can be built on to strengthen sustainable growth of Shuswap agriculture.

This document is intended to serve as a baseline collection of information about the agriculture sector and the planning and policy context of the CSRD as it pertains to agriculture, for reference by the steering committee, CSRD and SAEDS staff, and the project team in development of the Agriculture Strategy. The challenges and opportunities identified here are a starting place and will be developed through feedback from the steering committee and the input of local residents, producers and stakeholder organizations. The accompanying background information and identified challenges and opportunities are a first step towards prioritizing strategies and actions for CSRD agriculture.

Appendix A: Provincial and Federal Legislation

The following summary of key Provincial and Federal legislation pertaining to agriculture was compiled in the Salmon Arm Agriculture Plan Background Report (December 2003), prepared for the District of Salmon Arm by TRUE Consulting Group. Updates since that time are noted with an asterix.

3.1 Federal Policy & Legislation

Federal legislative provisions cover a range of national and international interests that affect activities of the local agricultural industry.

World Trade Organization (WTO)

The WTO is the primary multilateral institution established to address cross-border trade agreements, negotiations, dispute resolution, trade policy monitoring and technical assistance for its membership. The WTO Agreement on Agriculture, ratified in 1995, focused on the establishment and maintenance of a fair and market-oriented international trading system for agricultural goods³⁰.

North American Free Trade Agreement (NAFTA)

NAFTA is a trilateral agreement established in 1994 between Canada, United States and Mexico to encourage and facilitate increased trade and investment between the member nations, and to work toward the elimination of all tariff and non-tariff trade barriers. Many agricultural interests were addressed in a Canada-U.S. agreement signed in 1998, which provided for the bilateral removal of tariffs on most goods. Also, a Canada-Mexico agreement signed in 1994 provides for the graduated removal of tariffs between those countries by 2003, with notable exceptions including dairy, poultry, egg products and sugar³¹.

Canadian Agricultural Products Act

The Canadian Agricultural Products Act, under the umbrella of the Ministry for Agriculture, Foods and Fisheries, regulates the import, export and interprovincial trade marketing of agricultural products. This Act standardizes agricultural grading and inspecting procedures across Canada³².

Canada-British Columbia Implementation Agreement (2003)

The Canada-British Columbia Implementation Agreement was adopted in 2003 as a roadmap for the implementation of the national Agricultural Policy Framework (APF) within British Columbia. The Agreement addresses a broad range of issues including risk management, food safety and food quality, science and innovation, environment and renewal management.

Species at Risk Act (2003)

The Species at Risk Act was enacted as Federal legislation in 2003 to encourage protection of endangered fish and wildlife species. The possibility of including a mechanism within the Act that would allow for provision of compensation to farmers who are affected by conservation

³⁰ See http://www.agr.gc.ca/itpd-dpci/english/trade_agr/wto.htm

³¹ See http://www.agr.gc.ca/itpd-dpci/english/trade_agr/nafta.htm

³² See <http://www.agf.gov.bc.ca/resmgmt/fppa/refguide/appendix1.htm>

agreements is currently under consideration

Fisheries Act

The Canadian Fisheries Act addresses the protection of fish habitats and outlines measures for pollution prevention. The Act stipulates that agricultural applications such as fertilizers, pesticides, fuel, manure or suspended solids must not adversely affect fish habitats, and that farming activities must not damage or obstruct any fish-bearing waterways.

Additional federal legislation that address various aspects of the agriculture industry include: Canada Grain Act; Canada Wildlife Act; Consumer Packaging and Labeling Act; Customs Act; Export and Import Permits Act; Feeds Act; Fertilizers Act; Food and Drugs Act, Health of Animals Act; Migratory Birds Convention Act; Pest Control Products Act; Plant Protection Act; Seeds Act; Transportation of Dangerous Goods Act; and, Wildlife Act.

3.2 Provincial Policy & Legislation

British Columbia legislation is in place that influences many agricultural practices and procedures in the province.

Local Government Act

The Local Government Act addresses regional growth strategies (Sec. 849), Official Community Plans provisions (Div. 2, 875-884), Development Permit designations, and Use of Land for Agricultural Operations (Div. 9, Sec. 919-920(1)) and the limits of local government by-laws in relation to farming (Sec. 915-918). This Act provides a basis for local government enactment of rural land-use bylaws to support the agriculture industry.

Land Title Act

The Land Title Act governs the overall disposition of land within British Columbia. Approving officers are now permitted to consider the impact on agricultural activities by proposed adjacent subdivisions. The potential intrusion impact of roadways accessing new development and abutting agricultural lands is also considered in the process of subdivision (Sec. 86).

Agricultural Land Commission Act

The Agricultural Land Commission Act was enacted in 1973 (with major amendments in 2002) with the goals of preserving agricultural land, encouraging farming, and encouraging local governments, to accommodate farm use of agricultural land and uses compatible with agriculture in their plans, bylaws and policies. This Act supports the maintenance of a healthy farm sector in communities across British Columbia. The Agricultural Land Commission recently restructured its organization to create six regional panels to work in closer collaboration with local governments. The ALR Act also provides for the Commission to enter into agreements to delegate decision-making authority in the ALR for non farm use and subdivision applications.

Agricultural Land Reserve Use, Subdivision and Procedure Regulation (2002)

This regulation defines activities designated as farm uses; establishes permitted non farm uses in the Agricultural Land Reserve; regulates soil removal and the placement of fill within the ALR; establishes what types of applications are filed directly with the Commission; defines subdivisions permitted without application; sets process and notification requirements for local

government, landowner and commission applications for inclusion, exclusion and non farm uses; and sets criteria for fees and penalties.

The Agricultural Land Commission has also established policies which address homesite severance for landowners who owned their property before the establishment of the ALR; and which clarify and expand on existing regulations pertaining to agri-tourism; farm retail sales; on farm processing; wineries and cideries; and additional dwellings for family members or farm help.

Farm Practices Protection (Right to Farm) Act

The Farm Practices Protection (Right to Farm) Act was enacted as Provincial legislation in 1996 to afford protection to farm businesses from nuisance complaints resulting from dust, odour, noise or other occurrences arising from normal farm operating practices. The Act established the Farm Industry Review Board, which serves as a forum to hear complaints concerning farming activities³³.

Marketing Boards

What is now the Farm Industry Review Board, created in 1934 under provisions of the Natural Products Marketing (B.C.) Act, is the provincial organization that oversees the activities of all commodity marketing boards or commissions, including those specific to the agriculture industry. The mandate of the British Columbia Marketing Board is to ensure the maintenance of orderly market conditions in the province by monitoring product demand, production quotas, and price structures. There are currently nine (9) Boards/Commissions in place under the umbrella of the provincial Marketing Board as follows: B.C. Broiler Hatching Egg Commission; B.C. Chicken Marketing Board; B.C. Cranberry Marketing Board; B.C. Egg Marketing Board; B.C. Hog Marketing Commission; B.C. Milk Marketing Board; B.C. Mushroom Commission; B.C. Turkey Marketing Board; and, B.C. Vegetable Marketing Commission.

****Food Safety Act***

The provincial Food Safety Act is aimed at the operators of food establishments to ensure that food is safe for human consumption. It provides for a licensing system for food establishments, and actions that can be taken to amend or suspend a license where standards for human health or safety are not met. The appointment and powers of inspectors are outlined, and the authority of the Minister to issue a recall where food is found to be contaminated or unfit for human consumption, is established.

*The ***Meat Inspection Regulation*** of the Food Safety Act came into force in 2004 and compliance became mandatory in September 2007. This regulation establishes requirements for provincially licensed slaughter facilities (note: federally licensed facilities are regulated by the Meat Inspection Act of the Canadian Food Inspection Agency), introducing an outcome-based standard for meat processing safety that includes. These changes had a significant impact on small-scale slaughter activities, especially in small and remote communities.

³³ See http://www.legis.gov.bc.ca/37th3rd/3rd_read/gov21-3.htm

Appendix B

SWOT Analysis

The following is a brief “SWOT” analysis based on the results of the in-person community mapping exercise, as background to identification of best practices to include in the report.

Strengths

- Irrigation
- Railway
- On highway
- A lot of dairy, cattle, hay
- Some veggies, nursery, vineyards, poultry, sheep
- Good agricultural knowledge base in the region
- Local grower-vendors
- Farmers markets
- Diverse production
- Specialty/niche production
- Community facilities (for gathering, other functions)
- Supporting businesses—mutually beneficial relationship (Ag feeds the local economy)
- Economic development organizations
- Agricultural community groups and facilities (eg: Fall fair society; Sorrento Centre Farm)
- Water resources

Weaknesses

- Meat processing
- Other food processing
- Not enough markets, local buyers
- Supporting cultural resources
- Agricultural diversity (diverse needs, unclear priorities and limited capacity collectively)
- Limited protected agricultural land
- Limited information about agricultural land & uses, and water resources
- Supporting/allied organizations (eg: links to local food security and access)
- Grain? Apiaries?
- Challenges of coordinating organizational capacity across a diverse industry
- Limited relationships between local retailers and growers
- Location and support for farmers markets; no year-round facility
- Involving large scale producers in this process, and other cooperative efforts
- Interest in organic and sustainable agriculture, but not many organic growers in the region (according to the census)
- Lack of solid support for organic agriculture
- Lack of cooperative facilities, processing, marketing, etc
- Affordable land for new farmers (2-10 acre parcels)
- Local government policies and regs restricting viable business development (non-ag) by ag producers, that could support continued local production
- Large acreages inside city limits and not on ALR (limits what can be done and allowed)
- Bylaws need to be changed to allow 4 or more homes on each property
- Farmers need a guaranteed annual wage

Opportunities

- Railway, highway
- Local markets, local buyers/sellers
- Credit Unions
- Equipment sales and repair (supporting businesses run by ag producers/on ag land)
- Economic development organizations
- Agricultural community groups and facilities (eg: Fall fair society; Sorrento Centre Farm)

- Connection to a rich, interesting agricultural history in the region
- City of Salmon Arm currently leases some land for ag production (Minion Fields)
- Local First Nations' knowledge of wild foods
- **College campus (New programming, capacity building function)
- Agri-tourism
- Cooperative and competitive..."Coopetition"
- Agriculture as an economic engine
- Cooperative facilities and marketing (eg: local storage, distribution, processing, research, education, year-round farmers market...)
- Branding by location, like French wine and cheeses
- Establish community pastures (again)
- Agro-forestry, municipal forest/grazing areas
- More local restaurants promoting and using local products
- Schools, hospitals, care facilities utilizing local food
- Look at UK for agri-tourism
 - o Eg: non-profit co-op for marketing local ag
 - o Local food co-op retail store ("forage"), in Harrowgate, UK (www.forage.uk)
- Community kitchen
- Permaculture hub
- Expanding market for organic food
- Food cooperatives and farm equipment sharing
- A "permanent" farmers market location with structures for rent (reasonable) in Salmon Arm (and other locations?)
- Identify Shuswap as an ideal location for a dairy production plant (reduce gas costs to farmers in dairy)
- Fisheries, pisciculture?

Threats

- export market volatility
- lack of local purchasing
- disconnect between eating and production
- lack of succession
- climate change, water resources
- Local government charging property taxes for ag businesses...innovative agriculture should not be a tax grab

Ideas from participants:

Shuswap Agriculture is...

- Important
- A secondary industry
- Central to this region's history & future
- Lacking a marketing cooperative

Shuswap Agriculture could be...

- A growth industry, an economic engine
- Cooperative and competitive..."Coopetition"
- A major agritourism centre
- GMO free region
- Providing clean and healthy food for all members of society
- A model of sustainable agriculture for the world, Central to local and regional food consumption
- Only call local if 100% of what you sell is grown here
- A place for local storage and distribution, Dedicated mobile slaughter unit for Shuswap

Appendix C
Promising Practices Report

Shuswap Agricultural Strategies: Promising Practices Report

Submitted to the Shuswap Agriculture Strategy Steering Committee
October 5, 2013

Funding provided by:

Canada 



**Sustainability
Solutions
Group**





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Introduction

This document builds on our developing understanding of the issues, opportunities and assets for agriculture in the Shuswap region, to provide inspirational examples of projects that have been implemented in other jurisdictions. These case studies were selected to address priority issues that have been identified to date, drawn from:

- the objectives outlined for this project in the original Request for Proposals
- the draft Situational Analysis completed in August
- results from the first public engagement session (the asset mapping exercise, and identification of challenges and opportunities)
- feedback from the Steering Committee

The priority issues are summarized in the following section, and this list is referred to in each of the case studies, by number.



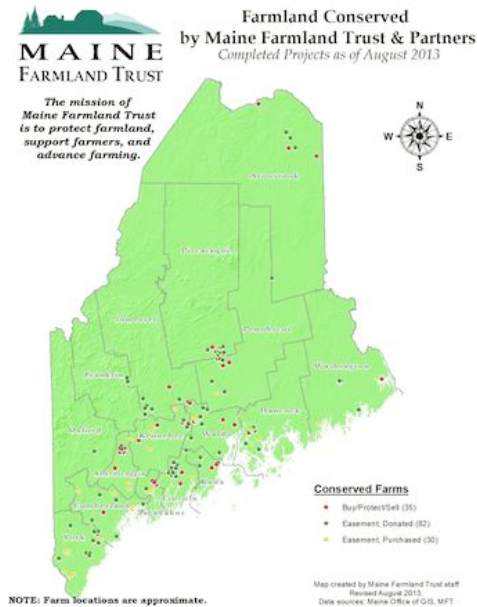
Key Issues for Shuswap Agriculture

- 1. Local awareness and support for agriculture**
 - a. Public and decision-maker awareness and support for agriculture
 - b. Links with local purchasers, promoters (eg: hospitals, schools, care facilities, chefs, restaurants, retailers)
- 2. Protecting agricultural land and maintaining production on agricultural land**
 - a. Farm succession (within family, or across generations)
 - b. Development pressures
 - c. Land values
- 3. Policy, planning and regulations**
 - a. Improving the process of working with the agriculture industry
 - b. Engaging large scale agriculture in local issues
 - c. Consistency across local bylaws and with ALR policy
 - d. Developing local policy to actively support agriculture
- 4. Collective infrastructure and services**
 - a. Research
 - b. Education for new and aspiring producers
 - c. Marketing
 - d. Processing, storage, distribution, retail, year-round facilities
 - e. Improving capacity of agriculture organizations to provide services and collective support to industry
- 5. Market development**
 - a. Increasing production, revenues and employment in Shuswap agriculture
 - b. Expanding local, domestic and international markets
 - c. Marketing
- 6. Profitability and business development**
 - a. Of agricultural production
 - b. Of on-farm business activity that supports agricultural production (eg: home businesses as revenue generator and/or to support year-round employment for farm workers; agri-tourism)
 - c. Why are input costs vs revenue higher here than elsewhere? What can be done about it?
- 7. Food systems, food security**
 - a. Links to the whole food system in the region
 - b. Access to food
 - c. Building resilience of the local food system
- 8. Water and environmental management**
 - a. Information about surface and groundwater
 - b. Coordination of agriculture needs/interests with regional water management
 - c. Improving understanding/cooperation across environmental and agricultural interests
 - d. Irrigation
 - e. Climate change impacts



Case Studies

1. The Maine Farmland Trust: enhancing protection, access, support and awareness



Farmland protected by the Maine Farmland Trust

Location: Maine, United States

Time Period: Founded in 1999

Organizations and/or key individuals involved

Maine Farmland Trust (MFT); founded by a group of concerned farmers and agriculture supporters who saw the need for a state-wide agricultural land trust.

Description of the issue

Similar to the situation in BC and the rest of Canada, a large portion of Maine's farmland resource (as much as 400,00 acres, according to MFT) is at risk of not being farmed in future years, due primarily to the age of landowners. Ensuring that farmland remains affordable and accessible for new agricultural producers is key to protecting Maine's agricultural future.

Description of the project and implementation

MFT works to protect farmland, support farmers and advance farming. MFT was established in 2000, and focused for the first few years on donated, voluntary easements by farmers interested in preservation of their land. In 2005 the leadership decided to take the project to the next level, hiring a new Executive Director with a strong fundraising background who has guided the organization since 2006. Since that time, membership in the organization has increased 10-fold, from close to 400 members, to around 4000 currently. In 2007 MFT developed a detailed strategy and implementation plan to expand its impact and meet its new official goal of protecting 100,000 acres by the end of 2014. A fundraising campaign was launched in 2010 to fund the implementation process. The new strategy was developed around four program areas: farmland protection, farmland access, farm viability and public outreach and policy.



MFT focuses on agricultural easements to keep farmland affordable and protected. Agricultural easements are a voluntary, legally binding agreement between a landowner and a conservation body that restricts the use of the land to agricultural production. These may be permanent or term-based, and the easement may be donated or sold by the landowner. MFT'S new strategy introduced the Buy/Protect/Sell program (BPS) whereby vulnerable farmland is first purchased by MFT and permanently protected with an easement and is then sold (either as a whole or in parts) to a farmer at the property's "farmland value" as opposed to its "development value". The difference in value is bridged in a variety of ways, including local fundraising for a specific property or allowing limited development that does not compromise agricultural production potential. MFT also issues up to \$10,000 to local and regional land trusts to protect agricultural land. MFT has so far preserved 27,500 acres by participating in over 147 land transactions.

To increase farmland access, MFT launched the Beginning Farmer's program that supports new farmers in assessing land needs and securing suitable land, provides business planning services to new farmers and coordinates events (educational workshops, policy forums and social gatherings) to help meet the needs of new farmers. MFT also set up Maine Farm Link which connects farmland "seekers" with farmland owners who are looking to sell, lease or work out non-traditional tenure arrangements. MFT's work has spun-off into programs such as a Shared-Use Farm Equipment club; a Community Farm Share program (connecting low-income residents with affordable local food); a strong public outreach strategy including art exhibits, documentary film and events. MFT has also produced a guide that describes how various Maine communities are supporting local farms and provides planning, policy and community engagement tools to build farm-friendly communities.

Application to the Shuswap context

Relates primarily to issues: 1, 2, 4, 6,7

Developing a regional agricultural land trust model suited to the needs of the Shuswap is one potential avenue to augment the ALR's role in protecting farmland. An agricultural land trust could provide stronger protection of land—inside or outside of the ALR—through the use of covenants or easements. Land in trust outside of the ALR may be able to be used for farm-supporting activities currently not allowed in the ALR (subject to local zoning restrictions). This type of activity and organization has the added co-benefit of raising awareness, public support, connecting people with farming, and providing programs and equipment to support existing and new farmers. A program like "Maine Farm Link" could be part of establishing the Shuswap as a hotspot for new farmers, attracting entrepreneurial individuals and resources to support start-up and innovative farm business.

Additional examples

There are a number of regional or community-based land trusts in BC, aiming to protect farmland and make it accessible. Formed in 2009 the Salt Spring Island (SSI) Farmland Trust is one example of a local agricultural land trust. The SSI Farmland Trust is currently creating access to affordable land for new farmers by transforming (installing drainage, fencing, irrigation infrastructure, etc) a sixty-acre piece of agricultural land (gifted by land owners and rezoned by the regional government) into a community garden and a farm incubator project.

Another example is the Community Farms Program, a project of Farm Folk City Folk and the BC Land Trust Conservancy. A community farm is a multi-functional farm where the land is held in trust for the community rather than being owned privately. A community group or a co-operative governs land use



agreements. Landholders, land managers and farmers work together to achieve local food production using sustainable agricultural practices. There are currently over 20 community farms in BC.

For more information:

www.maineFarmlandtrust.org

Kristin Varnum, Associate Director

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2. The Intervale Center: A food hub strengthening the local food system



Started in 1990 at the Intervale Center, the Intervale Community Farm (ICF) was Vermont's first CSA farm.

Location: Burlington, Vermont

Time Period: The Intervale Foundation (eventually the Intervale Center) was established in 1988.

Organizations and/or key individuals involved: Will Raap (founder of Gardener's Supply Company), Burlington local government, Intervale Foundation & Intervale Center.

Description of the issue:

The Intervale Center transformed an abandoned city property into a key resource for local agriculture and community food security. Intervale is situated within Burlington's municipal limits. In the 1980's the Intervale property was largely abandoned and agricultural fields served as an informal dumping ground. In 1986, Will Raap spearheaded a clean up effort to restore the Intervale property. In 1987, Burlington rezoned the Intervale land to exclude industrial and residential growth. Raap and a group of volunteers started to rebuild soil fertility and reintroduce farming and gardening activities. Their efforts eventually led to the creation of the Intervale Center, an internationally recognized centre for sustainable agriculture

Description of the project and implementation

The Intervale Center's mission is to strengthen community food systems, and the Center has become widely recognized as a model of food system revitalization. It currently stewards 350 acres of land and has developed and coordinates the following programs:

- The Farms Program—a farm incubator program operating on 135 acres. It aims to provide access to training, land, capital and markets, build knowledge of equipment operation and maintenance, and prevent a feeling of isolation in new farmers. This program contributes 60 full-time and seasonal jobs to the local economy.
- Success on Farms—a business-planning program that helps Vermont farm operations and value-added businesses improve their viability.
- The Intervale Food Hub—an online local foods market offering convenient, year-round delivery.



- The conservation nursery grows native locally sourced trees and shrubs for riparian restoration projects throughout Vermont.
- The Abenaki Garden—honouring the agricultural heritage of the Abenaki
- Intervale Gleaning and Food Rescue—relies primarily on volunteer labour to glean and rescue fresh food from Intervale farms and package and distribute weekly free food shares.

Application to the Shuswap context

Relates primarily to issues: 1, 2, 4, 5, 6 and 7

The Intervale model touches on many of the priority issues identified for Shuswap agriculture, and is an example of a multi-purpose hub where different organizations and functions can develop mutually beneficial/synergistic relationships (i.e. the gleaning program using left-over produce/fruits from Intervale farms) and feed off of each other's successes. Depending on the scale and mandate of such a project, a food hub has the potential to create employment and support the emergence of new businesses. Intervale also shows how an asset like unused municipal land can be leveraged into a driver of innovation and economic development, strengthening the entire local food system.

Additional examples

Metro Vancouver is exploring the possibility of transforming its Colony Farm Regional Park into the host of a [Sustainable Food Production Academy](#). The Academy would aim to:

- Improve local food security through sustainable farming practices
- Maintain and enhance the ecological diversity and integrity of park habitat
- Grow, process, and market agricultural products to the surrounding community
- Discover and demonstrate innovative ways to integrate agriculture, wildlife, and people.
- Host community events and programs
- Train new farmers and help them to access land off-site
- Provide a full range of field and classroom opportunities
- Have a fully connected trail system
- Re-establish therapeutic agriculture as a way to promote healing and wellness.
- Develop new partnerships and new organizations to collaboratively realize the Farm and Academy's goals.

For more information

www.intervale.org

<http://www.metrovancouver.org/about/publications/Publications/ColonyFarmSustainabilityPlan-DraftReport-August2009.pdf>



3. “Agripreneurship” in Hardwick: local food driving community economic vitality



The Vermont Food Venture Centre

Location: Hardwick, Northeast Kingdom, Vermont

Time Period: The community of Hardwick’s revival began with the back to the land movement of the 1960’s and 70’s. Newcomers attracted by low land prices and locals aiming to create employment opportunities, eventually developed modest food producing enterprises. Hardwick is now a dynamic and fast evolving hub for agricultural entrepreneurship (“agripreneurship”).

Organizations and/or key individuals involved: High profile businesses such as [High Mowing Seeds](#), [Pete’s Greens](#), [Vermont Soy](#) and [Jasper Hill Cheese](#), as well as innovative business models such as [Claire’s community supported restaurant](#) have all contributed to building Hardwick’s reputation. The centrepiece of Hardwick’s “agripreneur” sector is [The Centre for an Agricultural Economy](#).

Description of the issue

Hardwick has transformed from a dying granite industry town into a hub for “agripreneurs”. The small community (approximately 3000 residents) is a leading example of how food-based enterprises can create sustainable economic development when supported by a community coming together to develop a local food system.

Description of the project and implementation

The Centre for an Agricultural Economy (CAE) aims to “build a regenerative, locally based, healthy food system by engaging the greater Hardwick community through collaboration opportunities, educational outreach and providing infrastructure.” CAE programs include:

- The Hardwick Community Garden;
- Learning visits and tours;
- Food system research,
- The Vermont Farm Fund; and,
- The [Vermont Food Venture Center](#), a multi-use processing facility offering food business incubation and support.



In 2010 the Regional Planning Commission commissioned the CAE to produce the [Northeast Kingdom Food Systems Strategic Plan](#). The plan assessed the regional food system and recommended strategies to further enhance food system and economic development. The plan is comprehensive and rich in details. It sets out goals and targets for a vibrant food system, maps regional food system assets, identifies cross-cutting issues and support systems, recommends strategies and action items and establishes an implementation plan.

Application to the Shuswap context

Relates primarily to issues: 1, 4, 5, 6, 7

Hardwick reflects the kind of innovative and entrepreneurial capacity that continues to be demonstrated in the Shuswap, and demonstrates the potential for this to drive economic revitalization focused on local food. In particular, the CAE highlights opportunities for the Shuswap to coordinate the development of collective infrastructure and services that support the creation of new food businesses. It also shows the potential to elevate the Shuswap's profile as a hub of agricultural entrepreneurship and agri-tourism through activities such as visits and tours at the facilities, and connecting with media to tell their story. As well, the Northeast Kingdom Food Systems Strategic Plan is an example of how an organization like the CAE can work cooperatively with local government to support ongoing economic and market development to stay innovative and cutting-edge over time.

Additional examples

[Union Kitchen \(UK\)](#) (Washington, DC) is another example of a food business incubator. UK offers a shared commercial kitchen space for food entrepreneurs, thus providing a low-cost, low-risk, full-service kitchen for local businesses to grow. UK is situated in a 7,300 square foot warehouse including food preparation and cooking areas, dry storage, frozen storage and cold storage. It also provides parking, business services, fosters cooperative purchasing and customer networking among members and covers all costs for its members (utilities, taxes, cleaning, trash collection, pest control, other). UK is also home to The Lot, an outdoor venue and beer garden for concerts and events, and a catering service. UK houses close to 50 local food entrepreneurs.

For more information

<http://www.hardwickagriculture.org/>



4. New farmer incubator programs: FarmStart's Start-Up Farm Program



The Plateforme Agricole in L'Ange Gardien (credit: Virginie Lavallee-Picard)

Time Period: FarmStart was incorporated in 2005.

Location: McVean Farm in Brampton, Landmark Farm in Hamilton

Organizations and/or key individuals involved: FarmStart

Description of the issue

Canada's agricultural producers are aging, and new farmers face substantial structural, economic and practical barriers to entering the agricultural sector. FarmStart has developed an incubator program that aim to provide land access opportunities and general support for new farmers.

Description of the project and implementation

FarmStart's Start-Up Farm is a 5-year program that provides new farmers with access to land, infrastructure and equipment; coordinates technical and business planning skills training; and offers mentorship. FarmStart works primarily with New Canadians, young individuals from non-farm backgrounds and second career farmers. This incubator model incorporates four participant groups:

- Test Farmers: Potential farmers access $\frac{1}{4}$ acre of land for one year to grow and test market products of interest while developing business goals and plans.
- Start-Up Farms: New farmers access a land parcel corresponding to their business needs for three years, during which they receive a 20% cost sharing discount.
- Enterprise Farms: Following their third season new farmers present a renewed business plan and are allowed to stay on site for another two years, during which they pay full costs.
- Mentor Farms: Mentor farms can be granted permission on a case-by-case basis to stay on site for a longer period provided they contribute mentorship to incoming program participants and are involved in running the farm facility.



Community organizations can also access land through FarmStart's program. New farmers rent the space and access the services according to a progressive fee structure in order to prevent them from adopting non-viable production methods and business plans while supporting their start-up phase. Farm Start itself began as a single start-up farm, and has since developed to offer a diverse set of programming and resources. It draws on funding support from individual donors, provincial and federal governments and a number of foundations.

Application to the Shuswap context

Relates primarily to issues: 2, 4, 6

The average age of farmers in the Shuswap is higher than the BC and national averages, and there are other barriers to new farmers establishing viable operations. Farm incubator programs can help to reduce the risks of entering the agricultural sector by providing affordable land, and accessible and targeted training and other resources. This can also be a way for existing farmers to apply their assets (knowledge, land, capital assets) in new ways that could be a source of income generation (eg: leasing land and equipment) and to continue to support agricultural production after retirement. The program could increase employment in the food and agriculture sector and increase the availability of locally produced food products. It may also be a factor in diversifying local agriculture by supporting producers to explore new types of production and ensuring that this is based on sound business planning.

Additional examples

Just Food, in Ottawa ON, recently launched an incubator program that offers affordable access to land, infrastructure, equipment and training for new farmers. New farmers can access the program for a fixed 3-year period. New farmers in the broader region can, for a fee, access other Just Food farm supports including listing in a local food guide; a listing of farm internship/employment opportunities in the region; an economic development initiative connecting local producers with local restaurants and retailers; and a course for individuals considering farming.

Both Just Food's and FarmStart's incubator programs are inspired by the [Intervale Centre](#) (see case study #2). In addition, the [Plateforme Agricole de l'Ange Gardien](#) is another farm incubator program in Québec. The QC municipality of l'Ange-Gardien donated the land on which the program operates. The project was developed by the CREDETAO (Centre for applied agricultural research and technology transfer of the Outaouais). New farmers rent a certified organic parcel at a relatively low cost and have access to existing (shared) machinery and infrastructure such as a heated greenhouse, cold tunnels, irrigation systems, and a cold room.

For more information:

www.farmstart.ca/programs/start-up-farms/

www.justfood.ca/startupfarmprogram/

<http://www.demarretafermebio.com/>

Sri Sethuratnum, Start Up Farm Program Manager, FarmStart
519-836-7046 ext. 103



5. Salt Spring Island Agriculture Infrastructure Projects: Increasing capacity for island foods



Left: The SSI abattoir under construction in July 2012 (credit: Virginie Lavallee-Picard); Right: The SSI abattoir opened in September 2012 (Photo courtesy of the SSIAA)

Location: Salt Spring Island, British Columbia

Time Period: 2005-present

Organizations and/or key individuals involved: Salt Spring Island Agricultural Advisory Committee (SSIAAC) and the Salt Spring Island Agricultural Alliance (SSIAA).

Description of the issue

Salt Spring Island's Agricultural Advisory Committee (SSIAAC) guided development of an Area Farm Plan (AFP), completed in 2008. To increase SSI's capacity to produce, process, and market food grown or raised on the island, the AFP recommended the establishment of three community facilities: an abattoir, a produce centre and a community composting facility. The need for a community abattoir was a response to changes to BC's Meat Inspection Regulations. The Salt Spring Island Agricultural Alliance (SSIAA) was established to implement the AFP's recommendations.

Description of the project and implementation

The 2005 Gulf Islands Livestock Processing Study and the 2010 Salt Spring Island Livestock Production Study have informed the development of the abattoir. The abattoir's \$350,000 capital budget was covered in part by provincial funds from the Meat Transition Assistance Program (\$150,000) and community fundraising initiatives (\$230,000). The abattoir is designed to accommodate red meat and poultry, and opened in 2012. The SSI community (through the SSIAA) owns the abattoir's assets, while the facility is managed by the non-profit Salt Spring Abattoir Society. The SSIAA has been investigating the possibility of building an on-site anaerobic digester to transform offal into renewable fertilizer products and energy.

The local produce centre will be a multi-purpose facility designed to support SSI agriculture by storing, processing and distributing island farm products. It aims to build a dependable food supply and a strong local food brand, increase access to local food and increase farm profitability by diversifying market access and expanding market streams. Land and a basic building have been secured, a preliminary plan of the



produce centre has been developed, and a fundraising campaign should unfold in the near future.

In 2010 the SSIAA completed the Salt Spring Island Central Composting Feasibility study. The report proposed the development of a demonstration project to collect and compost general organic materials, but the local farmer who had offered his land to host the composting facility withdrew from the project following a neighbour's complaint. The SSIAA put aside the central composting facility idea and instead worked with a farm willing to accept clean woody debris from the public. This eliminated the need for regulatory approvals. Work to implement the composting pilot project is ongoing.

Application to the Shuswap context

Relates primarily to issues: 1, 2, 4, 6,7

There is an expressed interest in local, collective processing, storage and distribution infrastructure for the Shuswap, and the potential to involve local financial institutions. SSI's produce centre and abattoir provide year-round services that can help to grow the local food market and potentially increase incomes and employment. This also enhances the resiliency of Salt Spring Island's food system by localizing its processing, storage and distribution services. Key issues for the Shuswap include acquiring land and securing funds to build and launch the facility, and ensuring that zoning or other regulations support the intended uses.

For more information

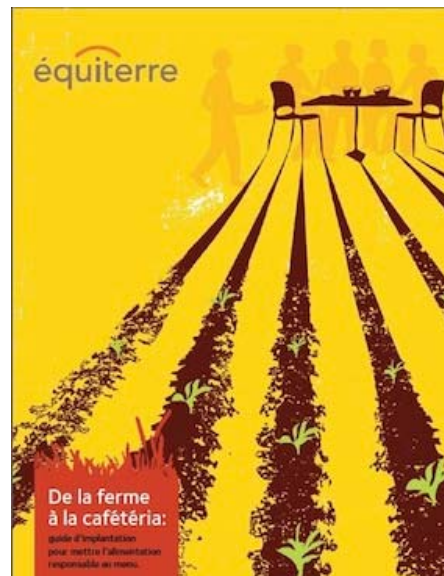
www.plantofarm.org

www.saltspringabattoir.ca

Ann Macey, Chair, SSIAA



6. Équiterre: closing the loop on local agriculture, health and institutional purchasing



Équiterre's implementation guide for linking producers and institutional purchasers

Location: Québec, Canada

Time Period: The first organic farm-to-daycare pilot project was developed by Équiterre in 2002. Other similar initiatives are ongoing.

Organizations and/or key individuals involved: Équiterre is a Montréal-based environmental non-profit who first promoted and developed a network for the community supported agriculture (CSA) model in Québec.

Description of the issue

The development of ecological and fairtrade consumption models at the citizen and institutional levels is central to Équiterre's mandate. The idea of partnering daycares, schools and healthcare facilities with CSA farms was a way to promote the CSA model beyond Équiterre's existing network that already linked families and farms. Participating institutions were motivated by the perspective of accessing fresh, local produce while benefitting from the technical and educational support provided by Équiterre. Elected officials were keen to support access to local and healthy food while simultaneously financially supporting farms in their region (the Montérégie).

The objectives of Équiterre's institutional local food sourcing programs were to:

- Promote healthy and sustainable food procurement in educational and healthcare institutions;
- Raise awareness regarding the social, environmental and economic dimensions of food, and;
- Contribute to the financial viability of local farms

Description of the project and implementation

From 2002 to 2005 Équiterre piloted an "Organic Daycare" program, *Garderie Bio*, by linking four CSA farms to 37 daycare centres in 9 different regions of the province. From 2007 to 2009, Équiterre piloted *À la Soupe*, another program linking CSA farms with schools, campuses, daycares and healthcare facilities. À



la Soupe participating institutions were spread across 7 regions and included 12 daycares, 15 primary schools, 2 high schools, 1 college, 1 cafeteria hospital (for personnel and visitors), 1 residential and extended care centre and 19 CSA farms. Équiterre and is now assisting and partnering with the regions of Montérégie Est, Longueuil and Vallée-du-Haut-Saint-Laurent to develop *CroqPlaisir*, another local food sourcing program for daycares.

Application to the Shuswap context

Relates primarily to issues: 1, 5, 7

Linking local farms with local institutional purchasers (hospitals, schools, care facilities) could help to address a number of fundamental and related issues, including:

- Raising awareness and support for local agriculture;
- Strengthening demand for local food, thus contributing to market development;
- Increasing access to local, healthy food among vulnerable populations, and;
- Contributing to the financial viability of Shuswap farms.

Additional examples

[Farm to Cafeteria Canada](#) is a national network that promotes, supports and links farm to cafeteria programs, policy and practice to increase access to healthy, local and sustainably grown foods in public institutions. Farm to Cafeteria works with schools, campuses and health care facilities.

The [Growing Up Organic](#) (GUO) project was developed by the Canadian Organic Growers to increase organically grown food served in Canadian institutions. GUO is primarily active in Ontario, Manitoba and British-Columbia.

The [BC School Fruit & Vegetable Nutritional Program](#) delivers healthy, BC-grown, fruit and vegetables snacks to over 525,000 school children across the province.

For more information:

<http://www.equiterre.org>

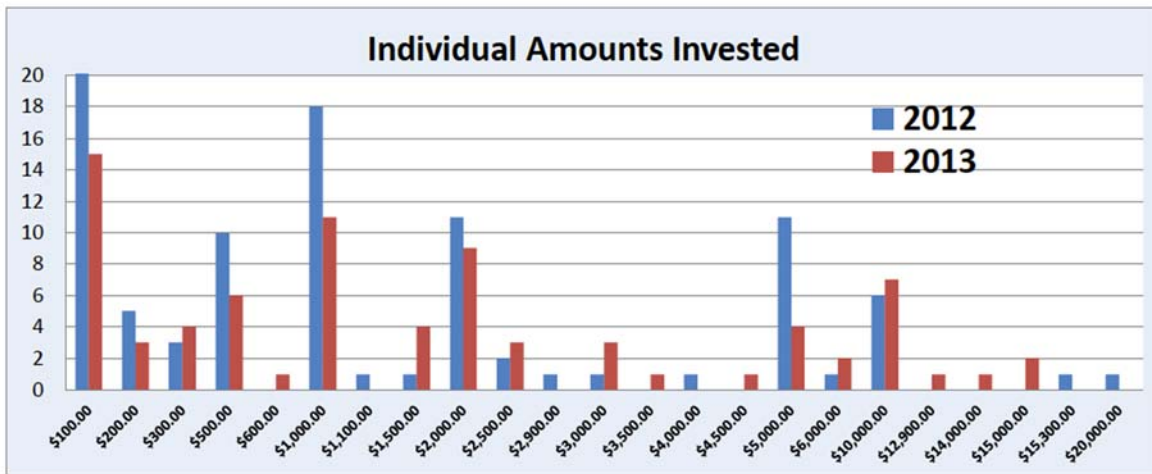
<http://www.farmtocafeteriacanada.ca/>

<http://www.cog.ca/our-work/growing-up-organic/>

<http://www.sfvnp.ca>



7. FarmWorks: Building the local food system through the Investment Cooperative model



FarmWorks share distribution in 2012 and 2013 (from the FarmWorks annual report)

Location: Nova Scotia, Canada

Time Period: FarmWorks Investment Limited was incorporated as a for-profit cooperative on May 18th 2011.

Organizations and/or key individuals involved: Community leaders from the food, health and business sectors in Nova Scotia founded FarmWorks.

Description of the issue

FarmWorks was developed to address risks associated with a lack of food self-sufficiency, restore rural vitality, increase access to healthy food and stimulate economic growth in Nova Scotia. FarmWorks' mission is to "Promote, and provide, strategic and responsible community investment in food production and distribution in order to help increase access to a sustainable local food supply for all Nova Scotians".

Description of the project and implementation

FarmWorks Investment Co-operative Limited has established a "blind pool" Community Economic Development Investment Fund (CEDIF) that provides equity and subordinated debt financing for farms, farm-based secondary processing, and value-added food products. FarmWork's objectives are to:

- Develop and market an annual CEDIF that raises a minimum of \$100,000 in the first year and \$5 million after 5 years;
- Invest strategically in enterprises to increase recipients' sustainable local food production and profitability by 10% per year;
- Provide mentoring support for new businesses;
- Facilitate farm and food-related innovation and diversification in partnership with government and non-government organizations; and,
- Monitor and evaluate emerging and existing investment tools and opportunities.



The outcomes of FarmWork's operations are measured in terms of the percent increase in production and profitability by each loan recipient, the percent increase in employment, and the CEDIF's contribution to increases in overall production and new food related businesses. Investors are required to purchase at least one share (\$100 each). By February 2012, 102 shareholders had invested \$223,500. By February 2013, 53 new and 28 continuing investors had invested \$225,300, for a two-year total of \$448,800.

FarmWorks loan recipients have included food businesses [Pie R Squared](#), [Big Spruce Brewery and Eatery](#), [Valley Flaxflour](#) and [Helen B's Preserves](#), the [Meadowbrook Meat Market](#), meat and produce farms [Kingsville Farm](#), [Stewart's Organic Farm](#), and [Rocky Top Farms](#), as well as Meander River Farm, a micro-brewery and agro-tourism destination in the making.

Application to the Shuswap context

Relates primarily to issues: 5, 6

This example demonstrates how leveraging community-based capital through an investment cooperative could stimulate agriculture-related business development. Financing mechanisms can be designed to support existing and start-up enterprises, and target growth of desired markets. Local economic development organizations and credit unions could be key allies in developing capacity-building investment mechanisms to stimulate the local food economy and employment, increase the resilience of the local food system and improves access to local foods. Small amounts can make a big difference for start-up food enterprises and farms, and have long-term positive repercussions on the local food system and economy.

Additional examples

[FarmStart's Seed Capital Program](#) supports new farmers by providing \$1000 to \$5000 in start-up capital for livestock, seeds, tools and mentorship. Recipient farmers are required to pass on the value of the grant through a combination of: donating seed or livestock gifts to new farmers; providing mentorship, support and training opportunities for other new farmers; and, producing food donations to community food banks or drop in meal centres.

For more information:

www.farmworks.ca



8. The Delta Farmland and Wildlife Trust: Farmers and conservationists as allies



A short eared owl in a set aside grassland (source: www.deltafarmland.ca)

Location: Delta, British Columbia

Time period: [Delta Farmland and Wildlife Trust](http://www.deltafarmland.ca) was established in 1993.

Organizations and/or key individuals involved: A group of local farmers and conservationists founded the Delta Farmland and Wildlife Trust.

Description of the issue

The Delta Farmland & Wildlife Trust is a non-profit organization working to promote the preservation of farmland and wildlife habitat on the lower Fraser River delta through co-operative land stewardship with local farmers.

Description of the project and implementation

The Delta Farmland and Wildlife Trust:

- Administers and raises funds for its Stewardship Programs;
- Works with farmers to assess and improve agricultural management practices;
- Conducts research on the quality of wildlife habitat resulting from the Stewardship Programs; and,
- Coordinates educational activities pertaining to the role of local farmland for local food production and wildlife conservation.

The Stewardship Programs provide \$325,000 of cost-sharing funding to establish wildlife habitat and/or to invest in long-term farm soil fertility on farmland. These programs result in an annual average of: 500 acres of grassland set aside annually; 3000 acres seeded to winter cover crops; and over 12kms of hedgerows and grass margins. This funding also supports cost-sharing for the use of laser levelling to minimize the impact of water erosion as well as field liming for soil productivity.

Application to the Shuswap context

Relates primarily to issues: 1, 2, 8

Environmental issues are an important issue for Shuswap residents and a key element of community plans in the area. The DFWT provides a model of how the Shuswap could organize to further enable good land stewardship by agricultural producers, and enhance cooperation between environmental and agricultural



interests in the region for better outcomes overall. This model recognizes the costs that may be incurred by producers in deciding to protect environmental features, and provides financial incentives and support. It also contributes to public awareness of the value of local agricultural land and production, and demonstrates how shared interests and activities can benefit the social, economic and environmental activities of all.

For more information:

<http://www.deltafarmland.ca/>

Christine Terpsma, Program Coordinator, DFWT



9. North Saanich: Developing local policies that actively support local agriculture



2013 edition of the North Saanich Flavour Trail (source: www.flavourtrails.com)

Location: North Saanich, British Columbia

Time Period: in 2009 the province completed a Land Use Inventory for North Saanich. The [North Saanich Agriculture Plan](#) was conducted in 2010 and the [Whole Community Agricultural Strategy](#) was completed in 2011.

Organizations and/or key individuals involved:

District of North Saanich, Agriculture Advisory Committee, Local Producers

Description of the issue

One of the main challenges identified in the Agriculture Plan and the Whole Community Strategy was a decline in the profitability and viability of agricultural economic activities. Factors affecting the financial viability of the agri-food sector included high land values, limited labour availability, an aging farm population, the lack of extension support, a reduction in agricultural research, climate change and the water supply.

Description of the project and implementation

To address key opportunities and challenges of the agri-food sector, an [Agriculture Economic Development Strategy](#) was undertaken in 2011/2012. The North Saanich Agriculture Economic Development Strategy establishes 5 key objectives and corresponding priority actions, and outlines municipal roles and potential partners. The 5 key objectives are:

- Promote and educate about the value of agriculture in North Saanich by building points of contact with the food and farming community that contribute to growing public demand for local food
- Leverage investment in and build the agri-food sector, and the infrastructure it needs to thrive
- Support retention and access to land for new farmers and for scaling up of food production



- Support sector development to invest in current and future generations of innovative and successful farmers
- Create an enabling policy environment for agriculture

Actions of interest in the Shuswap context and that include a key role for local government include:

- Expand the existing “[Flavour Trail](#)” annual event
- Support the development of a food hub
- Create an annual levy or donor option for District taxpayers to contribute to an agricultural legacy fund providing patient loans or equity investments for agricultural land retention and agri-business infrastructure.
- Promote (to regional and provincial governments) a regional agriculture investment fund to assist with farm land retention and succession.
- Inventory municipal land for potential agricultural leases and community gardens or other food growing opportunities. Incorporate a land lease and new farmer incubation function into any municipal land lease arrangements.
- Ease the restrictions on farm structures, cold frames and greenhouses in the District’s zoning bylaws and regulations.
- Develop a standardized sign design and brand for farm signage already allowed under the bylaw, coordinated with the permanent “Flavour Trail” promotion above.

Application to the Shuswap context

Relates primarily to issues: 2, 3

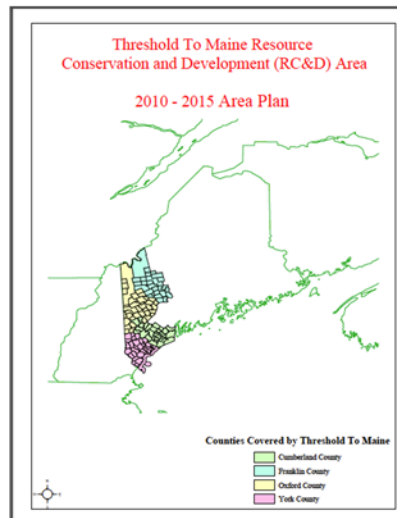
One of the notable elements of the North Saanich case is the phased approach taken to complete a land use inventory, agricultural plan, whole community strategy and economic development plan. This reflects the many facets of agricultural planning at a local/regional level and how a thorough approach can be taken to address the multiple elements required to strengthen a local agricultural economy, including both traditional and non-traditional agricultural activity (eg: in the Whole Community Agricultural Strategy). While most actions are specifically aimed at what can be done locally, there may also be opportunity to cooperate with communities like North Saanich, in advancing projects such as the proposed regional agriculture investment fund—either through a joint project, or sharing learning and resources to develop these locally.

For more information

www.northsaanich.ca



10. The Threshold to Maine project: a local & senior government partnership



The RC & D 2010-2015 Area Plan

Location: York, Cumberland, Oxford and Franklin Counties, Maine, United States

Time Period: The Threshold to Maine Resource Conservation and Development Area (RC&D) was formed in 1970 under the Food and Agriculture Act of 1962 (Public Law 87-703).

Organizations and/or key individuals involved: RC&D sponsors include the Soil and Water Conservation Districts and County Commissioners, as well as the Greater Portland and Androscoggin Valley Council of Governments.

Description of the issue

The RC&D was established as part of a national movement seeking to address issues pertaining to rural communities and natural resource management. More specifically, the movement responded to a need for a local partner for the Soil Conservation Service federal agency (now the Natural Resources Conservation Services). The economy of the RC&D area appears to be on the verge of experiencing a major shift that may include an increased dependence on tourism and recreation, the expansion of the agricultural sector and the decline of the forest product-manufacturing sector (more raw wood export).

Description of the plan/action/implementation: The Threshold to Maine RC&D Area is a non-profit corporation whose purpose is to foster and advocate for natural resource protection through community restoration. The RC&D enables communities to solve natural resource problems through a variety of functions that share information, engage the public, and facilitate connections between governments, agencies, NGOs and individuals.

Through its partnership with a number of federal agencies, the RC&D allows local residents to benefit from highly skilled federal technical assistance providers while supporting the design and implementation of programs tailored to meet local needs. The Threshold to Main Area has focused on agricultural development by:



- Assisting communities in rebuilding their local farm sector by supporting farm surveys and farmland inventories;
- Establishing Shared Use Commercial Kitchens;
- Working with local farm groups and organizations on web-based direct marketing initiatives; and,
- Helping communities establish local Agriculture Commissions and assisting those organizations develop strategic initiatives.

Description of application to the project at hand and how it can translate into the local context:

Relates primarily to issues: 1, 6, 8

The RC & D is an example of how community initiatives might be used to leverage government resources and support locally, and establish cooperative working relationships in support of local agriculture. A community organization or local government could develop programs and initiatives tailored to the needs of the Shuswap while simultaneously drawing in other forms of government support including research, expertise, technical support, and more. This could be done to address current gaps that senior government is well-placed to support, such as extension services and improving information resources about water supply and management. The existing Shuswap Lake Integrated Planning Process could be a bridging organization/initiative to enable such issues to connect with senior government support.

For more information

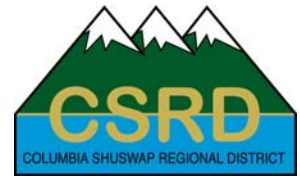
<http://thresholdtomaine.org/newsite/>

Appendix D

Focus Group Engagement Strategies

SHUSWAP AGRICULTURAL STRATEGY

RESULTS OF FEB 11-13 FOCUS GROUP SESSIONS



BACKGROUND

The Columbia Shuswap Regional District is in the process of developing an Agricultural Strategy that covers the City of Salmon Arm, the District of Sicamous and Electoral Areas C, D, E, and F. As part of the planning process a series of 5 Focus Group meetings were held in the Regional District engaging over 100 residents in a conversation about the desired future for local agriculture. These sessions provided an opportunity to gather information from agricultural sector workers and the public through informal small group discussions aiming to answer three questions:

1. What is your prediction for agriculture in this area 25 years from now?
2. What is your vision for agriculture in this area 25 years from now?
3. What can be done to realize this vision?

In addition to these three questions, participants were asked to think about the following:

- How do we increase public awareness and support for local food production?
- How do we strengthen the agricultural sector through policy, planning and regulation processes?
- How can we support agriculture organizations in providing services to producers?
- How can we support the processing or adding of value and marketing of agricultural products?
- How do we maintain and enhance agricultural production research?
- How to increase production, revenues, and employment for our agriculture industry?
- How do we increase local food security in the CSRD?
- How do we differentiate Shuswap's agriculture industry from other regions in BC?

A one-page project summary that was distributed identified opportunities and challenges:

- Involvement of local government
- Local appreciation for agriculture
- Tourism
- Education
- Innovative entrepreneurial approaches
- Availability of water
- Local food economy and culture
- Aging producer population and succession
- Farm profitability and access to labour
- Access to markets and economic viability
- Protecting the regions limited agricultural land base from development pressures
- Impact of climate change
- Lack of supportive infrastructure

SESSION LOCATIONS

Tuesday, Feb. 11	Deep Creek/Ranchero Fire Hall - 6-9 pm
Wednesday, Feb. 12	Malakwa Learning Center - 2-5 pm Harmonious Homestead - 7-9 pm
Thursday, Feb. 13	Scotch Creek Fire Hall - 1-4 pm Carlin Hall - 6-9 pm

OUTCOMES - SUMMARY

Thank you to all of you who participated and contributed to the conversations. Your input is greatly appreciated and will help us ensure that the policies and actions we include in the Agricultural Strategy are relevant and reflect the interests and ideas of the region's agriculture communities. For clarity and to contribute to a shared understanding about the attitude and ideas for agriculture within the region we are providing a compilation of the notes gathered from those meetings. Please feel free to share this information with your friends and networks.

Deep Creek

Predictions

- Big farms grow, small farms and artisans also grow
- More local food and good consumer education
- Continued decrease in local, value-added processing
- Increased costs: production, fuel
- Increased support for local products
- Continued pressure on ALR

Vision

Increased:

- Local demand
- Processing
- Quality of products
- Youth involvement
- Big farms
- Custom operators
- Secure land for Ag
- Ag college programs
- Local market, consumers
- Warehouse exchange

Strategies

- Policies to protect ALR, covenants
- Processing on farms/ALR lands – regulatory changes
- Ag education – institutional and public, young labourers, local politicians
- More young farmers
- Get a local market
- Research on product/market demand analysis – what is consumed?
- Develop brand
- Get away from economic competitions between districts – ag doesn't respect political boundaries

Malakwa

Prediction

- Fewer farms, more billboards, more condos, more regulation
- No change without incentives, de-regulation
- Stagnation
- More big business
- More ALR subdivision
- Fewer farmers
- More dependence on tourism

Vision

- Viable farms, more economical, less regulation
- All ages involved
- Sustainable
- Knowledge and education, participation and connection
- More cooperation
- High value crops
- Education
- Balance for land sizes and quotas
- Farming is valued as a lifestyle

Strategies

- Education in schools
- Less regulation
- More farmer consultation
- Collaborative marketing
- Makes rules & regulations known & accessible
- Support local, buy local
- Public and individual participation
- Cooperative farming & organizing for lobbying

Salmon Arm

Prediction

- Desertification
- Less labour, more foreign workers
- Less skilled workforce
- More big ag, more corporate
- More small farms, organic, local ag
- More use of tech
- More organics, fewer commodities

Vision

- Organic grown region
- Voice of small farmers impact gov
- Locals buying local
- Local coop system
- More small scale intensive ag
- Sustainable use of land
- More local processing
- Retain ag land
- Self sufficient in food
- More specialty products
- Slowly change from price to value
- More small viable farms

Strategies

- Proper education system for producers, consumers, gov
- Salmon Arm farmers' exchange – ed marketing
- Support for ALR
- Promote coop initiative
- Ed for local consumers – CSR role
- Local railhead
- Cooperative
- Amending ALR to allow sales
- More processing
- Local branding
- Regulations to control land use
- Change peoples' relationship to food

Scotch Creek

Prediction

- Small plot ag
- Fewer farmers
- More large farmers
- Less diversity
- Not profitable
- Land value remains the same
- Under utilization of farmland
- More pressure on farmland
- Less productive use of viable ag land
- More development
- Fewer young people
- More financial constraints
- More large farms

Vision

- ALR recognize quality vs quantity
- Viability of ALR
- No marketing boards
- Food hub
- Other uses for ALR
- More farmers, farm viability
- More young people
- More self reliance
- More local production
- Less reliance on global food supply
- More diversification
- More change

Strategies

- Modification of ALR
- Smaller plots for niche markets
- ALC to work better for CSR
- Lease for other purposes
- Modify rules of ALR
 - Subdivision of large properties
 - Tourism accommodation
 - Remove marginal land or allow it to be used for other purposes
- Concentration of small parcels

Carlin Hall

Prediction

- Smaller, specialized plots
- Coops
- More retirement villas, large estates, hobby farms
- Larger farms, dairy
- Some small farms, hard to make a profit
- Shuswap can't feed itself
- Fragmentation, agglomeration
- Tourist markets, small garden industry
- Lack of local market

Vision

- More local consumption and awareness of local products
- More viability of farming, quality products
- More coops
- Land accessibility for new farms
- Farming as a lifestyle
- Diversified farms
- Develop local food and farming culture
- Coop and locally controlled infrastructure
- Education, increased perceived value of farming
- More processing
- More intensity of land use
- Good marketing

Strategies

- Marketing – ag centre at CSRD
 - Coop clearinghouse
 - Centralized year-round market
 - -Okanagan college training, research
- Education – towards making a living on small farms, kindergarten, youth, re-education of consumer

Standouts

- Local procurement policies
- Ag extension coordinator
- Communication, resources made available from governing bodies
- Dairy farmers are organized
- Organic farmers are somewhat organized, but fractured and have broad knowledge

- Policies encourage more of population to be involved in farming
- Branding within region
- Make land use easier
 - Small space leasing
 - Long term leasing
 - Place to advertise land
- Marketing coop
- Not much communication between different farming industries
- Need ag-related PSA/communications program
- Weeding should be part of phys ed.

OUTCOMES – DETAILED NOTES

Deep Creek Focus Group
Deep Creek/Ranchero Fire Hall
6-9 pm February 11, 2014

Approximately 20 people in attendance in four conversation groups.

QUESTION 1: Your prediction for agriculture in 25 years

1. ***We see things increasing in cost: production: property; fuel... Small niche market and support for local valued products. Mono culture-big-agro – milk, meat, eggs, grains continues to grow. Continued pressure on ALR.***
 - Further parcelization of the ALR
 - Government vs. farmer
 - More small scale farmers – increasing diversity of farming
 - Value production
 - More large scale farmers – monoculture – big ag
 - Localization due to increasing fossil fuel cost and scarcity
 - Climate change
 - Transportation - fossil fuels (scarce, expensive??)
 - Support of buying local
 - More educated public
 - Continued growth of big ag. – milk, wheat, eggs, meat, grains
 - Impact on the “little guy”??
 - Permaculture
 - No one knows if they will exist
 - Where is the ALR going?
 - Urban sprawl
 - Need to protect farm land
 - Hope that the ALR is stronger
 - Diversity in infrastructure
 - Local processing
 - Need for big building for farmers
 - Create local employment
 - Food access issues – community gardening, food bank
 - Public awareness – educated, systems, essential??. support

2. ***Everything will be a factory farm or a hobby farm. Niche farms and the growth of small homesteads. Lack of value-added processing. Food costs will continue to rise. ...will continue to drive up costs to farmers. Animals and produce will continue to be shipped out and trucked back***
 - Factory farms → processing → challenge
 - No processing... or challenge to local processing
 - Rising transportation costs
 - Import/export??
 - Regulations

- What does this mean
 - for dairy – none
 - For meat (beef) → shipped to the States
 - For grain?? + feed? Sask + AB
- Need local markets
- Local processing
- Hay??
- Continue to see increase in small lot agriculture and small homesteads
- Continued decrease in local value added processing

3. *In 25 years the Shuswap will have agriculture that is diversified and provides opportunities for all farmers. Communities will be educated on the benefits of buying local food that can be supplied year round. Processing facilities will be located within the region that will ensure that agriculture is sustainable and provides local food for our communities.*

- More diversified – more wineries, more high-tech. ag.
- Younger farmers – how to get them involved?
- Land use intensified – produce more with less – less energy – more productivity (crops and animals)
- More specialty farming
- More product
- Process animals in area that they are raised
- Products shipped out of region to be processed
- More part-time farmers
- Lease for farmland
- Big farms squeezing out small farmers
- Public education
- Promotion of local products – better to be local
- Energy efficiency – cost effective
- Infrastructure for year-round markets
- Services

4. *As the bigger farms and processors get bigger, a growing sector of artisanal and local production will also grow!*

- Continued consolidation
- Growing importance for local product
- Moving to more split model processing
 - Big continue to grow as small/local processing grows
- Growing cost/margin pressure
- Pressure to carve ALR land
- More high tech./increased efficiency
- Public demand for better/more efficient water use
- Water drainage becomes more important
- More custom machinery operators

QUESTION 2: Vision for agriculture in 25 years

1. *Secure land base for agriculture. Local processing for all sectors of agriculture. Local consumer support. Warehouse exchange – many local products available to consumers. Keep everything local!*

- Farmers' co-op – joint ownership of slaughterhouse/ farmer's market
- Public awareness and education
- Demand for quality products
- Bigger pop. In area – more niche farmers
- No GMO or steroids in meat
- Less dictation by large corporations
- Youth involvement
- Specialty crops
- Viable way to make a living
- Power to be increase in common sense
- More control of quality of product – better quality
- Organics
- Make a living farming
- Market up from other countries?
- Stricter rules for imports – better inspection of imports (produce)
- More local production and processing
- Less industrial farming
- Labels/branded
- Consumer awareness and education
- Demand for local products – consumer support
- Management of local production to avoid flooding market
- Bank support
- Farmer market/coop increasing

2. *More local processing. Farmer-friendly leasing policy that is governed. Government sell-off crown land for housing and building development to relieve pressure on ALR.*

- Regional designation with a certification body
- Certification fro local food products ie. North Okanagan
- More direct marketing
- Sustainable ag. – environmentally, socially, economically
- Local milk processing
- Ag. Will be a major industry
- Market the quality of local products
- Marketing based on quality of local products
- More local processing for all products
- More multi-use of farmland in addition to active farming eg. Camping
- Consumers have a more intimate knowledge of where food comes from
- Opportunities to gain information about the farms e.g. soil mate apps
- Agritourism

3. ***Local farmers and processors feeding a local market. Local economic opportunities draw in local labour. Local education, local government and local consumers all support local agriculture.***
 - Local producers will be more prominent
 - Demand for local will grow
 - More infrastructure for year-round access to local food e.g. cold storage
 - ALR land needs to be better utilized, rationalized
 - Stronger ALC – keep it non-political
 - Support U-pick/farm-gate sales
 - Opportunity to grow agri-tourism e.g. Dutchman Dairy
 - College has ag. program
 - Better consultation with regard to regulations
 - More small parcel utilization for ag.
 - Land swap/lease of ag. land
 - Marketing of ag. opportunities
 - Institutions committed to buying local e.g. local procurement policies, farm to school program
 - Local branding of products e.g. buy local/eat natural
 - Local government support
 - Full value-added industry
 - More co-op opportunities for small producers

4. ***Increased local demand will grow local processing even as the demand for increased efficiency results in some bigger farms and more custom operators.***
 - More diversity of processor/farm sizes
 - Growing artisanal processors
 - More secondary processing to fill local demand e.g. dairy processing
 - Educated public that is willing to pay for artisan/local production
 - Improved storage to extend season
 - More sustainability of farms large and small
 - Quota system continues
 - Acceptance of need to maintain ditches
 - Better preservation of farmland – zoning buffer between ALR and houses
 - Homeowners in ALR areas to be required to understand that they are in a farming area

QUESTION 3: Strategies to achieve your vision

Group 1

- ***Consumer education to shop local/support farmers***
- ***Branding – Certified Shuswap/Okanagan/Taste of Place label/stickers***
- ***Small local processors***
- Buy local – consumer awareness – advocate
- Support your farmers’ market
- Invest in local infrastructure
- Buy farm supplies locally – trickle-down effect
- Portable slaughterhouse – come to farms
- Commitment to quality

- SASCU – ag. loans dept.
- Ag. School – support future generations of farmers
- Ag. course for children
- Valued products
- Big building for farmers to sell product – farmers market
- Educate public to support farmers
- Permaculture
- Specialty crops/poultry/meat – niche farming
- Access to low/no interest loans from government
- Environmental farm plan
- Grow hemp for fuel
- 3 phase power
- Engineers to help farmers
- Better government – more control over useless spending
- Community support

Group 2

- **Regulatory changes to promote agricultural processing**
- **Educate local politicians on agriculture (advisory committee)**
- **Research on demand and economics of what can be produced e.g. production, transportation**
- Local labeling
- Education – kids
- Form a co-op
- Detailed analysis of markets for each product by region and what is currently produced locally

Group 3

- **Collaborate together to make things easier, to make things happen (i.e. processing facilities, land share, etc.)**
- **Institute buy local programs and branding to build education (consumers)n and markets**
- **Harmonize all levels of government on agriculture policy**
- Consumer education
 - Agri – tourism → policy change to accommodate on ALR
 - Buy local programs
 - Local media
 - Young people (school kids on farms)
 - College courses – attract workers for off-season school
- Processing/Infrastructure
 - Community halls – rental for small producers
 - Dairy/milk processing (cheese, yogurt) – could we cooperate to get a facility going? Attract local investors
 - Butchering/abattoirs – community run and operated (time-share??) – same as dairy – start small and build up
 - Cold storage/freezer – same as dairy
- Markets → Local + Branding
 - Logo – stickers

- Buy local campaign
- Local Stickers denoting local producers – Shuswap local tag or perhaps a regional approach...
- Funding – Milk Board/BC Cattlemen might be helpful
- Hay Trade – Swap or a Market
 - An on-line exchange and listing for farmers and consumers
- Processing – value-added
- Skilled Labour Force – college/university
 - Targeted skills??
 - Subsidized education – apprenticeship
 - Housing – where will young workers and their families live??
 - Support services
 - Aging farmers have to commit (if they sell or retire jobs will go away)
 - Training (school + practical)
- Access to Land
 - Rent??
 - Seed money or trade for training to get land in use
 - New farmers trained – labour for existing farmers
- What works elsewhere??

Group 4

- ***Policies and bylaws to protect ALR land***
 - ***Covenant on title on land adjacent to ALR so buyers are aware***
 - ***Zoning of buffer areas***
- ***Bylaw permission for processing/on-farm sales on ALR***
 - ***Ease process***
- ***Encourage Ag./Educate consumers***
 - ***Educational system***
 - ***Young farmers***
- Processing
 - Brand local production
 - Educate local consumers
- Local crowdsourcing of funds
- Agri-tourism – builds awareness and appreciation
- Database – demand for what product
- Co-op processing

Approximately 30 people in attendance in five conversation groups.

QUESTION 1: Your prediction for agriculture in 25 years

1. ***Farms will disappear due to regulation and economics.***
 - All condos.
 - Stay as it is.
 - Farmers markets may disappear.
 - Beef industry is unstable.
 - Losing farmers to other industries (oil, trades).
 - Government regulations becoming too cumbersome. Less farms, bigger farms.
 - Children leaving farm.
 - Young people less interested.
 - More large operations.
 - Not conducive to large farming.
 - Stay farming as long as I can.
 - ALR will maintain the land as it is.
 - Status quo.
 - Yellow people taking over.
 - No bees in 25 years.
 -
2. ***Large farms killing small farms***
 - Need no quotas
 - Regulations making it difficult to survive
 - Farming will stay like it is unless large corporate farms buy out
 - Production from large farms
 - Small farms not economically feasible
 - Government not really caring or doing what is needed
 - More regulation
 - Higher costs
 - Less interest in farming
 - Fewer family farms
3. ***If we don't better educate people on local opportunities and marketing of products and lifestyle continue to lack. Things will continue to stagnate and big business will take over***
 - Growing food to sustain community
 - Better educated about wholesome natural food (pesticides)
 - Trouble getting young people involved
 - If we don't better educate people on opportunities, things may stagnate
 - If marketing continues to lack this sector won't grow (products and lifestyle)
 - Big business

4. We predict no change unless change is initiated by various levels. Incentives need to be provided for farmers to expand or explore new options.

5. Small plots of produce – 10-20 acres of specialty foods

- Natural gas?
- Nobile? On farm slaughter of livestock for market
- Loosen up marketing restrictions
- Retirement community of Salmon Arm - a bedroom community
- Lower taxes

QUESTION 2: Your vision for agriculture in 25 years

1. Farms will stay viable, there will be less regulation and more economical.

- More demand for products
- Dean wins lottery and farms until its all gone ☺
- Young people will enter work force and make a decent living
- Sustainable farming
- Less government restriction
- Larger farms to be profitable
- Organic would be nice
- ALR still here?
- Educate children on value of food and farming through gardening and farming practices
- People would put more value in local products
- People will start growing their own produce
- Processing will return to area
- Local distribution will increase
- Groceries, produce will be delivered right to your door

2. Back to small farms

- Get young people back in
- Market as a lifestyle
- Ability to cover cost of production and small profit
- Expand markets – remove marketing board and allow farmers to sell to stores and direct to consumer
- Canning/packaging facilities local
- Look at WCB rules and allow youth workers
- Reinstate homesite severance
- Reinstate quotas
- More government support
- Better balance between land size and quota for small farms
- “big Brother” needs to back off
- Reduce regulation for small farmers to allow competition
- Educate people to buy local and benefits of doing so
- Local sustainability
- Year-round growing
- Co-ops
 - Be like Wild Flight Farm in Grindrod

- Buying local – all food
 - Farming is a viable option
 - Farming education to youth and old farmers – learning whole processes
 - Vertical integration
 - Collective voice to lobby government
3. ***Education about benefits of farming activities, connection to food. Creation of a community where knowledge of farming is accessible to encourage participation***
- Market gardening
 - Websites → communication/marketing
 - Expansion of small farm activities/opportunities
 - Activity
 - Year-round markets
 - Storage facilities
 - Eating seasonally
 - Make a life through making a living
 - Making jobs as well as producing food for community
 - Educating youth on farming/agricultural practices
 - Educate people on benefits of local
 - Connection to food
4. ***Involvement of all ages committed to a sustainable, domestic agricultural industry***
5. ***Start in school gardening to increase interest***
- Increase farm gate sale with less government involvement
 - Lower farm taxes
 - Cut lobbyist out of farming
 - Protect farms from development or go hungry

QUESTION 3: Strategies to achieve your vision

Group 1

- ***Education should be promoted in schools toward agriculture opportunities***
- ***Less government regulation and more consultation with farmers***
- ***Farmers need to work together to promote their products***
- Change slaughter regulations to allow for small producers to prosper
- Advertise to promote local farming
- Coordinate farm tours and local ag partners
- Awareness should be promoted in school
- Employ some young people to work on the farm
- Farm courses in high schools
- Introduce farm lifestyle to kids
- Change regulations
- Farm assessment must be more accurate

Group 2

- ***Education***

- *One stop to find regulations (CSRD website)*
- *Signage to promote independent farms*
- *Locally developed farm courses*
- *Local educational workshops*
- *Connections to others in farming - networking*
- *Reduce regulations to make it easier for small farms*
- *Production, transportation*
- Local processing
- “woofers”
- Local marketing co-ops

Group 3

- *Support local, buy local*
- *Make friends, be friendly – create friendships and support networks so people know where to go locally and get what they are looking for*
- *Individual participation*
- Cooperation not competition
- Communication
- Educate youth, community gardens
- Local year-round market

Group 4

- **EDUCATION!**
- We need a source of information so we can diversify our farms, so we know regulations

Group 5

- *Help with marketing of existing products*
 - *Websites*
 - *Professional assistance*
- *Education of urban population about what is grown locally*
- *Government regulations information*
 - *Potential deregulation*
- Allow small operators to sell off the farm without penalty
- Farming doesn't need government through our tax dollars but support farmers through our own voice through farmers' institutes
- We have to change the attitude of urban population to support their local farming community
- Larger representation by farm votes
- Public woofers to labour on farm to educate where food comes from

Approximately 26 people in attendance in five conversation groups.

QUESTION 1: Your prediction for agriculture in 25 years

1. Dairy – more dairy

- More intensification
- Something? Of land ownership (substantial)
- Different approaches (organic)
- Greater emphasis on local production
- Greater sense of independence with younger generation
- Reduced exclusivity of global perspective
- Local production more “nested”
- Corporate farms (more larger operations)
- Higher risk expectations because of size
- Greater use of technology

2. Organic on the rise. Commodities on the downturn

- Less than 10% of this economy if nothing done
- Desertification (topsoil gone) due to poor soil management and fertilized to death
- Urban encroachment
- Rising land costs
- Larger dairy farms moving in
- Higher transport costs
- Higher organic production
- Consumer drives more organic food
- Growth of farmers’ markets
- Increase in small-scale farmers
- Organics on the increase
- Specialty/increased productivity

3. Big farms will get bigger. Small farms will deteriorate

- Fewer farmers
- Supply management only means sustaining viable farm operations
- More corporate farms
- More hobby farms – fewer hobby farms
- Supply management will survive
- Same amount of land for farming
- More pressure to subdivide
- Food will not go up in price
- ALR legislation will be much weaker
- Industrial farming will collapse
- Organic farming will still be around
- Younger farmers will go organic and not industrial
- Industrial farming will be connected to harmful food

- Organic cereals and grain production will stay the same
 - More environmental degradation
- 4. *More industrialized farming but also more small scale ag. operations. Smaller pieces of land are snapped-up by larger producers. Continued lack of ag. labour (more foreign workers) and lack of basic ag. skills. Fewer younger skilled ag. workforce.***
- Higher operating costs e.g. fuel
 - Dead soil (weeds) i.e. desertification
 - Higher food costs and shortages → class war
 - Clean water scarcity
 - Higher demand for organic products
 - More intensive ag. and specialty crops
 - Parcelization of ALR

QUESTION 2: Your vision for agriculture in 25 years

- 1. *Sustainable use of land – use what your home?***
 - Reinvent family farm
 - Local providers, local trades, more locally developed supply chain
 - Dairy, local processing – all commodities locally produced
 - Local exchange e.g. Salmon Arm Farmers Exchange
 - Retain land we have - grow, process, supply according to local need
 - Return of small family farms
 - Balance and proper infrastructure to support small farms

- 2. *Self-sufficiency – can we feed our own population. Property produces more specialty products more efficiently. Emphasis slowly/convincingly changes from price to value***
 - Self-sufficient
 - Sustainability – “close the loop”
 - Can we feed our own population?
 - Less government regulation on growers
 - Methane from hog farms to burn/provide heat to operate greenhouses year round
 - Farmers will do the farming and marketers will market the product
 - Something like a co-op not a farmers’ market
 - Prices on food will not rise significantly

- 3. *More smaller economically viable organic farms***
 - GMO free zone
 - Shuswap
 - All of BC
 - Monsanto goes bankrupt
 - Return to the small family farm
 - Incentives for farmers and land to be certified organic
 - Land sharing arrangements – land owners and young farmers
 - All local food feeds local population and excess exported
 - Specialty crops prevalent – stevia, sour cherries, berries, etc.
 - Value-added and processing takes place in the Shuswap

- Salmon Arm Food Exchange revived (S.A.F.E.) for marketing, storage and distribution
 - Shuswap brand – easily identifiable and highly desirable
 - Highly developed marketing organization
 - Money stays in Shuswap
 - College supporting agricultural economy
 - Support from local, provincial, and federal agencies
 - Education starting in Grade 1 about local healthy nutritious food
 - Agri-business education at college
 - Year-round S.A.F.E. coop on college campus
- 4. *Small-scale intensive ag. Co-op marketing system that allows farmers to farm and not spend so much time on business end. Local buy much more local food***
- Buffers between residential and ag. operations
 - Image of ag. more prominent
 - Less small parcels that are under utilized for ag.
 - Incentive that makes people want to farm and get educated on ag.
 - Ag. lands are better rationalized
 - Better tax breaks to farmers
 - Post-secondary ag. program
 - Well-trained ag. workforce
- 5. *Bring back the voice of small family farms over agriculture regulation on a local, provincial and federal level***
- Non- GMO region
 - Regional control over our food system – new policy for the people
 - Organically grown region
 - High-speed internet for rural farmers
 - A co-operative food hub and processing kitchen
 - More specialty niche crops
 - Permanent CSRD Agricultural Advisory Committee
 - Policies focus on supporting small-scale family farms

QUESTION 3: Strategies to achieve your vision

Group 1

- ***Processing co-op***
- ***Local warehousing and grading; re Fridgeration***
- ***Permanent farmers' market (hub)***
- Local infrastructure e.g. local rail head
- Amend ALR Act to allow value-added
- Greater local control
- Limit foreign ownership
- Educate public

Group 2

- ***Education***
 - ***Starting with youth in schools***

- *Agriculture classes in schools*
- *Farm tours*
- *Key decision makers*
- *Local branding – it truly comes from the Shuswap*
- *Labeling*
- Natural
- Organic, certified
- Educated producers/consumers

Group 3

- *Salmon Arm Food Co-op – farmers as producers, others sell and market*
- *Educate the consumer – nutrition, economics, agriculture*
- *Regulations to control land use*
- Develop a new model for food production (bigger is not better – new values – new priorities – more organic – more European in strategy – revive communities)
- Change zoning laws
- Change regulations
- Change tax laws
- Make economic environment friendly to new ideas and innovations (e.g. raspberry-flavoured honey should not require huge sources of money for government – approved equipment)
- Seasons determine food supply
- Emphasize local food consumption – buy Shuswap

Group 4

- *Co-op business (marketing/planning)*
- *Continued support for the ALR*
- *Educating the local consumer on what ag. is done in the Shuswap*
 - *Where available*
 - *CSRD to coordinate info on ag industry (website)*
- Support idea of ag. education in Shuswap i.e. college, co-op
- Incentive for land to be used
- Research as to what best grows here
- More people/workers to be able to live on ALR land
- Marketing/branding to create local demand
- CSRD to help mobilize a regional farmers market
 - Staff help
 - Grants in aid
 - Promotion

Group 5

- *Proper education for the producer, consumer and government*
 - *Understanding of external costs of “cheap goods”*
- *S.A.F.E – redesign*
 - *More community support vs. government/corporate support*
 - *Farmers pay into S.A.F.E. to leave “Shuswap Grown” marketing to the Farmers’ Exchange*

- **Marketing Campaign**
- **Create logo to educate and give pride to the consumer for choosing “Shuswap Grown”**
- Commercial zoning policy to assist farmers to process → tax incentives
 - More support for agricultural processing facilities
 - To be considered agricultural vs. industrial zoning
- More cooperation between government, producers and consumers
 - CSRD Ag. Advisory Committee (permanent) to work directly with the government
- Shared qualities of what is needed for the CSRD “grocery needs” of the consumer
- Mentorship program for teaching preserving methods, farming and self-sufficiency practices
- More diversity in crops grown for year-round consumption

Approximately 12 people in attendance in two conversation groups.

QUESTION 1: Your prediction for agriculture in 25 years

1. *As much agriculture if not more if our changes are implemented*

- Less used more developed
- Less utilized as agricultural land
- Fewer young people farming
- More industrial farming
- Financial constraints will increase
- Downward slope with current land use

2. *Less productive use of viable agricultural land*

- Change land structure to allow smaller plots – likely still ag.
- Need form of financing for families to get into ag.
- Substantially less farmers
- Average age will increase (currently 56)
- No loss of farmland because it is locked in
- See less diversification – chicken farms are gone
- Less farming – not profitable
- Land values are not changing
- Some of the land may go to hobby farms as recreational property
- Can't chop off pieces
- Fewer farmers
- Continued under-utilization of farm land
- Farming doesn't pay
- Increased development pressure on farm land – inflates price
- Difficult getting out of ALR
- Because you can't get out of ALR, value won't hold
- Farm values are not increasing over time – one person says yes
- Farm values will continue to decrease

QUESTION 2: Your vision for agriculture in 25 years

1. *More farmers, more making a living, more agricultural products if our changes are implemented*

- ALR has to change and need to recognize quality vs. quantity
- Questionable whether ALR land is sustainable
- Serious changes to make it more viable
- Smaller plots for niche markets
- Land reform for leasing
- Substantially different so that young farmers can earn at least a partial living
- Get rid of marketing boards
- Get rid of subsidies
- Farming as a viable economic lifestyle

- More diversity of use – allow multiple dwellings and facilities to process homegrown products
- Food hub storage and processing and year-round market

2. To have economically viable land

- Increase on increase in utilization (that it is actively producing farm products)
- More young people farming
- Nothing is going to change
- Farmers are in our family but they don't want to take over our property
- On the one hand we have a positive- become more self-reliant – grow own vegetables/raise chickens – be self-reliant
- Need to grow locally to take over from Lower Mainland to replace whatever we consume
- Increasing food security
- Retailing locally-grown produced
- Global food supply to be replaced

QUESTION 3: Strategies to achieve your vision

Group 1

- ***Modify the ALR as it is totally archaic and unworkable***
- ***Allow smaller plots on ALR land that can be niche markets – this is cost effective and less labour intensive***
- Land to be rated as to best use and taxed accordingly
- Take politics out of appointing commissioners (ALR?)
- Promote farming not just preserving ALR land
- Have the ALC work better with regional districts and municipalities and not just overrule local decisions
- Promote local branding i.e. Shuswap grown or organically grown
- Water use policies for certain areas - irrigation district
- Long term lease with the ability to build on it
- Lobby government for change (ALR?)
- Agritourism needs to be allowed within zoning and ALR land use
- Allow more subdivision within the ALR for niche markets and best use
- ALR is not working for farmers – changes need to be made
- Small specialty crops
- Organic – GMO-free area
- Honey production
- Flowers and herbs
- Medicinal plants – hemp
- Cottage housing
- Tax imports

Group 2

- ***Modify rules for ALR***
- ***More concentration on creating small parcels***

- ***Protect agriculture land that is economically viable – take non-productive or marginal land out i.e. 2/3 agriculture/1/3 used for other purposes***
- With status – less farming/fewer farmers
- Age is a problem
- Diversified farming to grow such crops as hemp and marijuana
- Need to put land to its highest use or it will continue to be marginal
- Abolish ALC
- ALR is a challenge
- Subdivide land for best use
- Small specialty crops
- Organic/GMO free area
- Honey product/specialty herbs/hemp
- Cottage housing on farm property
- Tax imported food products
- Agricultural tourism – allow zoning changes
- More intensive on creating small parcels of farm land (mechanism in place) like creating a greenhouse
- ALR is the stumbling block
- Tourism/park
- Permit large properties to subdivide

Approximately 20 people in attendance in four conversation groups

QUESTION 1: Your prediction for agriculture in 25 years

1. *The Shuswap can't feed itself. Increased industrialization in agriculture, decreased food security*

- More industrial scale agriculture
- Under-utilization of farmland
- Trend of fewer younger people staying or becoming farmers
- Increased export of products out of the area
- Increased import of food products, agricultural needs
- Supply managed sector – big chicken, dairy operations
- Decline of “small,” “mixed farm” producers
- Increased population pressure on ALR lands
- More fragmentation of ALR
- Increase in unattainability for new farmers because of high priced land
- Widened gap between “big producers” and “small scale’ farmers
- Harder for “niche market” producers to maintain and expand
- Farmers’ markets, “buy local” can help but not enough to close the gap
- Mostly small farms in the future
- Return on investment i.e. \$\$ generated per acre will go up
- Struggle to farm will continue
- Decline in “family labour”
- Continued conflict between residential and agricultural needs

2. *Retirement villa with non-active farmland*

- Golf courses and highways
- Non-active farmland
- Dairy mega farms increasing
- Smaller holdings as well
- Larger farms in separate parcels split up
- Where’s the food?? – Above leads to lowed food security
- Young farmers want to take on the challenge of farming
 - Require social and political change
 - Conflict/opposition between local food vs. mega farm

3. *Move to smaller plots and acreages that can be highly specialized and the emergence of co-ops*

- Market gardens (due to land cost)
- Co-ops or unions for selling
- Smaller acreages
- Consolidation of farms
- Area is attractive to outsiders who may only be able to afford smaller acreages
- Specialized in quality outputs for premium markets and potential export for surplus

- Local sales may not allow a surplus
- Co-ops likely
- Organic farming may not last
- More land will be lost to dairy farms so no-dairy entities will decrease

4. *Smaller plots. Different types of crops*

- Cost of equipment
- Cost of land means that farm economics will not allow to build small into large
- Young people will not go into farming unless they are given the land
- Farm income in general to allow people to live on the small farms without work off farm
- Regulations (beef and other animal slaughter) stopping the economics of farmers.
Changes types of produce – effect food source
- Golf courses – taking ALR lands for non-ag. use
- Mix of small and large farms is essential
- Tourist market small market garden type of industry
- Who is going to purchase the product from small very productive land holdings
- Cost of fuel will effect larger producers

QUESTION 2: Your vision for agriculture in 25 years

1. *Develop a thriving local food and farming culture. Co-operative and locally controlled infrastructure*

- No GMOs
- Make a viable living – no need for extra off-farm income
- More local supply of food to grocery stores
- Support from government and general public for local
- More young people farming
- Framework for long-term leasing so young people can start off without a huge debt
- More utilization of small plots i.e. using garden space for consumable produce
- More utilization of existing farmland
- Less use of ALR land for non-productive uses
- Less government interference
- More autonomy for farmers i.e. kill on site rather than in government inspected facility
- Less bureaucracy
- Alternative agriculture education
- Having rules and regulations applied evenly and fairly
- More agricultural education – focused for small-scale producers
- Changing housing regulations for multi-generational farming
- More local abattoirs, less government interference
- More public education about how farming actually works
- More facts less spin
- More Canadian information – filter out deceptive information
- More co-ops
- More support for small producers
- More balanced information to the public
- Make it easier for farmers to self – diagnose and treat sick animals

- More educated sales people in ag. supply so this self-diagnosis and treatment of farm animals can happen
- More diversified, less monoculture

2. Centralized co-operatives with a central hub. Access to land for interested farmers. Consumer recalibration

- Centralized co-operatives provide market certainty – prevent dumping and provide quality control
- Getting land to farmers – lease, non-purchase arrangements – greater utilization
 - Retired farmers, aging land-owners
 - Arable land that is unused
 - Need to rebuild infrastructure
- Shuswap self-sufficiency for food – used to be, have to let this fall
- Local government leads local food supply – start developing ag. classes now
- Able to make a living from farming - profit
- A lifestyle and a way to make a living
- Restaurants, local markets pulling from centralized cooperative
- More young people and more diversified farms
- Need to feed this area
- Educational opportunities – ag. college
- Make land diversity work to our advantage

3. Increased local consumption and awareness. Increased viability of small, diversified farms so young people can start or continue farming as their main livelihood

- Eating population will integrate with farmers
 - Being involved in agriculture
 - Have more influence in how food is produced
- Smaller producers will not exist
- Ideally changes in process would limit how much of this would happen
- More regulations (if on the current path) will make it harder to survive as a farmers
- Should be less regulations
- Should be more education
- Create greater food self-sufficiency in the Shuswap
- Need to diversify into larger number of farm types and processing opportunities
- Increase local consumer support for local food (education and get local government support)
- Increased viability to allow younger generation to return to the area and continue farming
- Branding could assist in allowing local consumers to buy local
- Have more facilities to process locally produced food
- Need more resources available to sell the product e.g. have a “shared resource” like a cow and everyone shares the milk produced
- To be able to make a living
- Smaller parcels of land made available for younger farmers to start up

4. Small craft agriculture industry in the Shuswap. More intensive use of land in multi-crop type of farms. Cooperative marketing programs. Impact of climate change – drying

- Fiber processing plant for sheep, alpaca and goats – meat and wool
- Farm money gifting programs increase to get people to stay on the land and produce
- Marketing programs, must get together – image, sell the Shuswap, dryland farming gives better taste
- Climate change – drying of the area?
- Tourist industry – top quality – specialty crops other farms – must compete with cheap imports from China
- Almost any type of crop can be grown in Shuswap
- Must get the best specialty type of marketing for our products
- More government support for local food production
- Sell to outside area using (Shuswap branding) as means to get sales for our top quality produce
- Environmental sustainability as important part of the production
- Private ownership
- Environmental farm plan
- Sustainable farm plan

QUESTION 3: Strategies to achieve your vision

Group 1

- **More long-term leasing – small space leasing – a “Craig’s List” for farmland**
- **Education, education, education**
- **Create a co-op for mentoring (educating, expanding opportunities, marketing) – get more community involvement and commitment to a farmers’ market**
- Mentorship program
- Apprenticeship
- Make farming more appealing
- Co-operative for farmland pooling
- Expand agriculture into cities and towns i.e. allow backyard chickens
- Expand 4H to include “city kids”
- Increased places for sales
- Create opportunities for year-round sales
- More farmers’ markets
- Create year-round market
- Local food buying policies for CSRD, etc.

Group 2

- **Food hub/co-op – year round market space – CSRD owned – operated by co-op**
- **Education – focus on “skipped” generation**
 - **Consumer**
 - **Truthful**
 - **Mentorships**
 - **Teach where food comes from**
- **Branding – primary production**
 - **Levels – “Shuswap grown”**

- **Recognizable with criteria**
- **Make carrying the brand in stores desirable**
- Local government to buy local
- Farmers should also buy local

Group 3

- **Policies to be developed to allow more of the population to be involved in farming activities**
- **Support with education to make a living in the smaller farms e.g. what crops? How to sell – including mentorship**
- Smaller entities should be the way forward
- Make use of land use agreements
 - Give a grant to others to use the land without the large investment
- Educate people to make a decision to buy local
- Get local government organizations to assist in decreasing regulatory roadblocks which limit local processing
- Change the system of how farmland is viewed i.e. long-term agreements for land lease and other resources
- For premium quality products (with Shuswap brand) make this more attractive to a wider group, including, local market
- Focus on alternative small farm models and use local educational programs to train new/young generation to make it happen
- Research ideas to promote organic sector and market feasible
- Ensure policy development maintains agricultural land use and not lose it to development

Group 4

- **Develop a better system to market Shuswap quality products – different than the grocery store**
 - **Branding Shuswap is best**
 - **Central clearinghouse – local Shuswap – farmers have say in this (own)**
 - **Semi-indoor, year-round farmers’ market**
- **Ag committee at CSRD**
- **OK College ag. program to be centered in Shuswap**
 - **Research**
 - **Workers trained in mixed farming**
 - **Information – soil, weather, markets**
- Environmental farm plan
- ALR management
- Sustainable farm plan –quality of local production
 - Excess to go outside
- Huge diversity of production to give value to what you grow e.g. type of carrots
 - Different types of beef – for flavor
 - Free range pork and chicken meats (different variations)
- Committee role to work between the large producers and the smaller mixed producers
- To sell ag in Shuswap we also sell tourism

Appendix E

Steering Committee Priorities Survey Summary

CSRD Agricultural Strategy

Steering Committee Action Strategy Survey Results



Funding provided by:



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Agriculture and Agri-Food Canada, the BC Ministry of Agriculture and the Investment Agriculture Foundation of BC, are pleased to participate in the delivery of this project. We are committed to working with our partners to address issues of importance to the agriculture and agri-food industry in British Columbia. Opinions expressed in this report are those of the Columbia Shuswap Regional District and not necessarily those of Agriculture and Agri-Food Canada, the BC Ministry of Agriculture and the Investment Agriculture Foundation.

Survey Purpose

After discussing potential strategies to include in the Agricultural Strategy, steering committee members were asked to complete a survey whose aim was to prioritize the strategies. Steering committee members were asked to rate the importance of each strategy on a scale from 1 to 10, which 1 being not important at all and 10 being very important.

Ten steering committee members, two CSRD staff and one economic development officer completed the survey (13 respondents). The survey results are summarized here.

About the Graphs

The survey results are shown here in graph format. Graph title numbers correspond with the numbering of the strategies in the Shuswap Ag Strategy Draft Recommendations Report, not the number of the survey question.

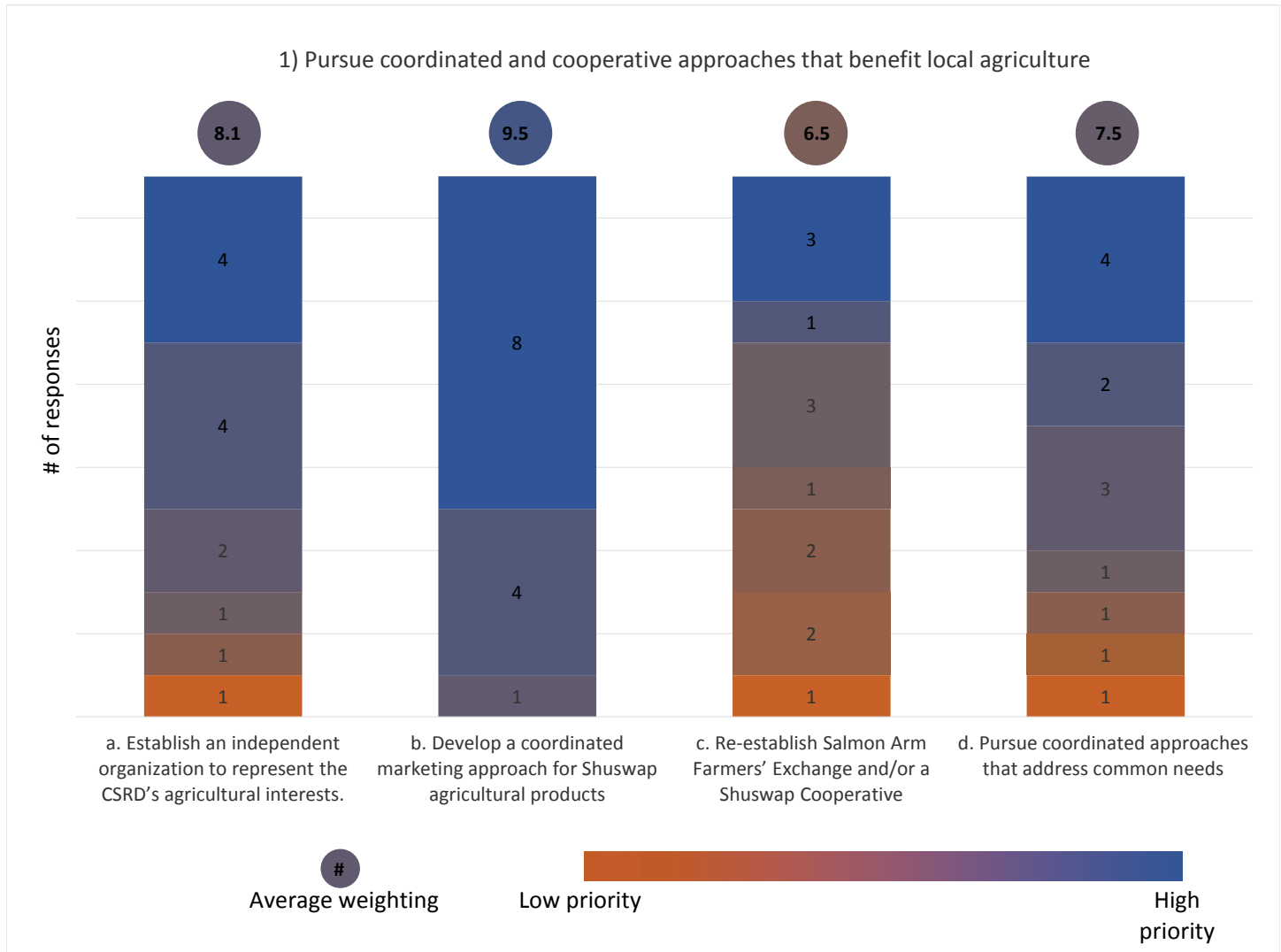
The circles with numbers in them at the top of the graphs indicate the average score for each question. For example, for Question 1) a, the average of the values assigned by respondents is 8.1.

The stacked column graphs show the voting results in degree of priority. A pure orange block in a column is the lowest priority (value = 1). A pure blue block in a column is highest priority (value = 10). The more orange the blocks in a column, the less of a priority respondents feel the strategy is. The more blue the blocks in a column, the more of a priority respondents feel the strategy is. The numbers in the column blocks indicate the number of respondents who chose that value. For example, in Question 1) a, 4 respondents feel this strategy is very important and assigned it a 10 (pure blue block with the number 4 in it). One respondent feels this strategy is not important at all and assigned it a 1 (pure orange block with the number 1 in it). Four respondents assigned a 9, 2 respondents assigned an 8, 1 respondent assigned a 7, and one respondent assigned a 5.

It is important to remember that the columns are spectrums and the bottom of the column is not 0 and the top is not 10, as would be in a conventional graph. For example, Question 1) b shows that 8 respondents assigned this strategy a 10, 4 respondents assigned it a 9, and 1 respondent assigned it an 8. The tops of the columns in Questions 1) a and b have the same value (10). The bottoms of those columns have different values (1 and 8, respectively). Displaying the data this way allows us to see the breadth of support for a given strategy.

Survey comments for each section are summarized at the end of each summary section.

A. Economic Viability



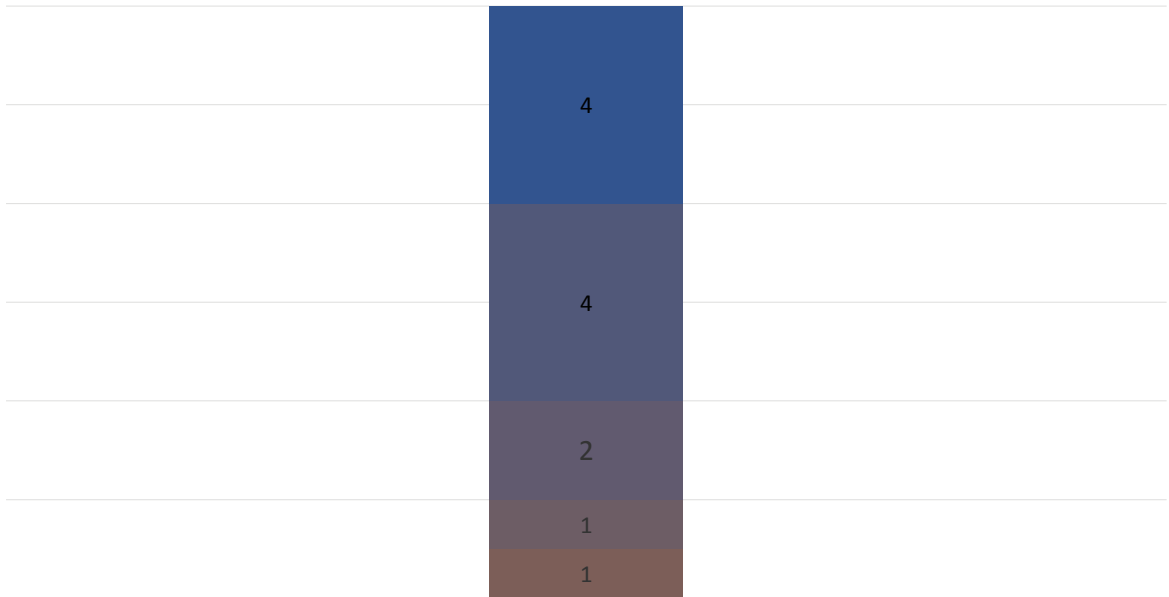
Notes

- Most felt establishing an independent ag organization is a priority.
- There is very strong support for developing a coordinated marketing approach for Shuswap ag products.
- Support for re-establishing the Salmon Arm Farmer's Exchange is mixed.
- Pursuing coordinated approaches is of medium priority.

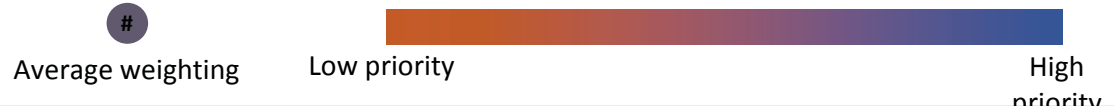
2) Undertake a detailed local economic development strategy for agriculture

8.8

of responses



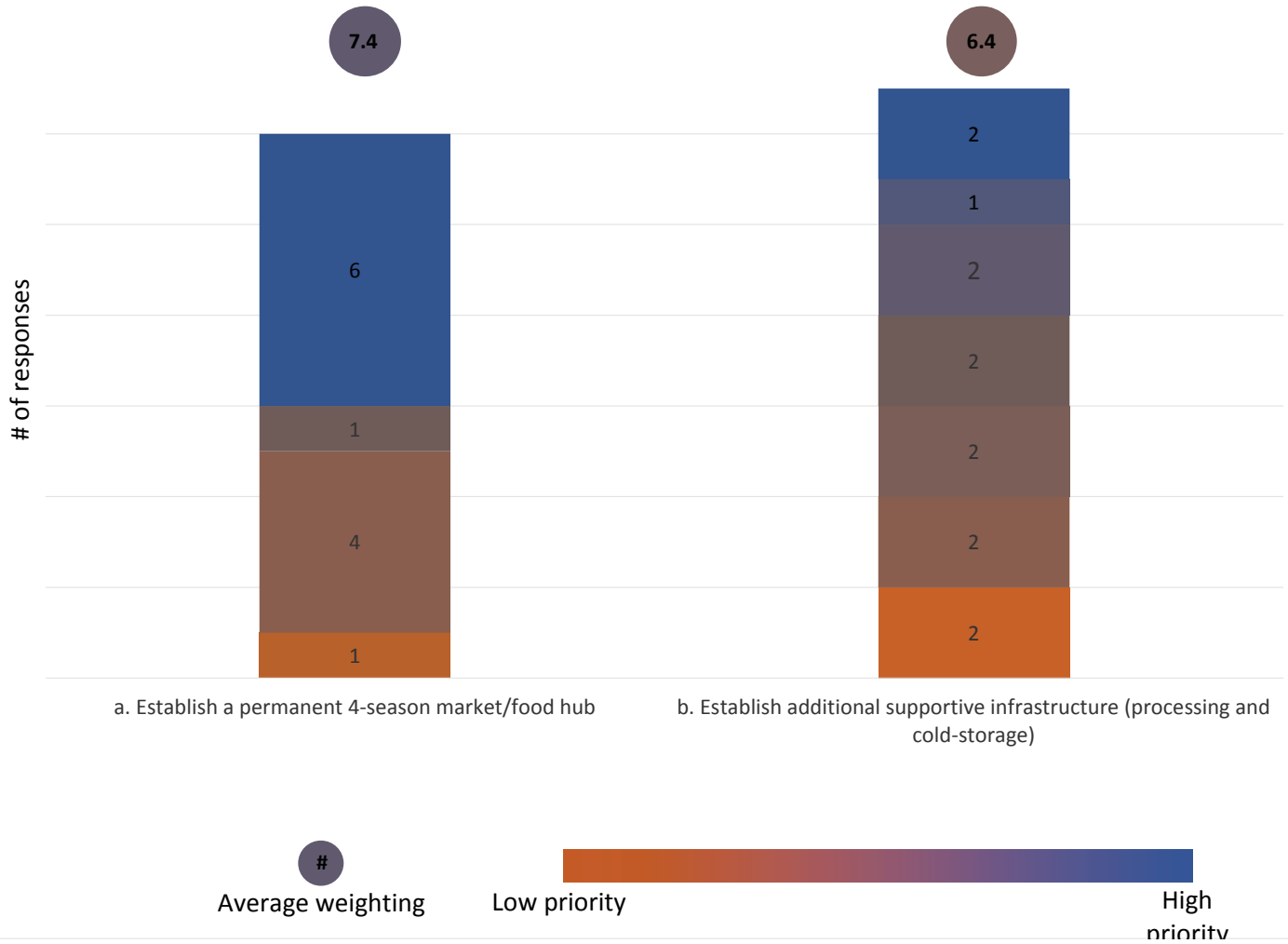
a. Initiate an ec. dev. strategy that considers individual farm opportunities and larger approaches



Notes

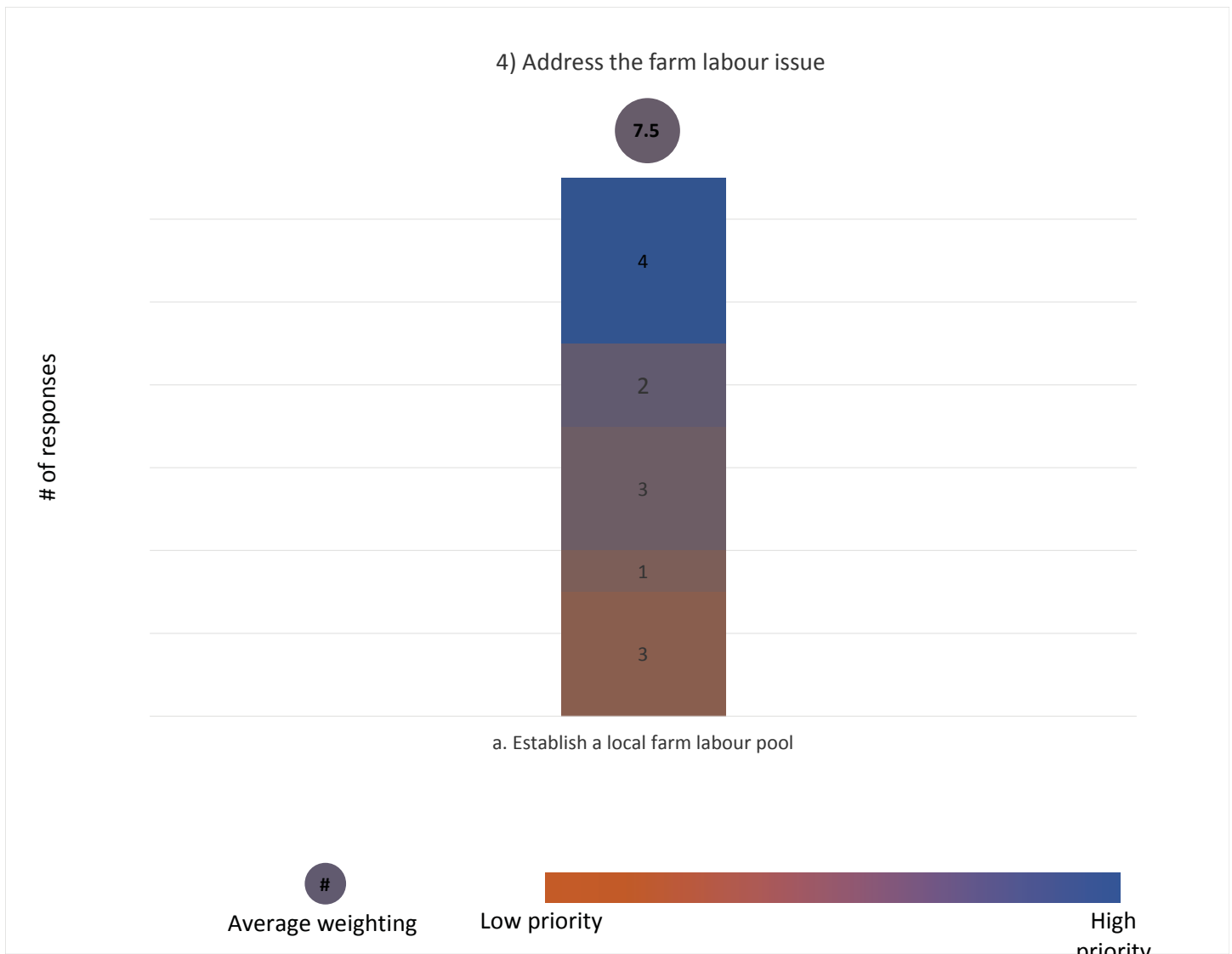
- Support for initiating an economic development strategy is very high.

3) Establish key facilities and infrastructure that stimulate and diversify local agriculture.



Notes

- Establishing a 4-season food hub is medium priority.
- Establishing supportive infrastructure has mixed support.



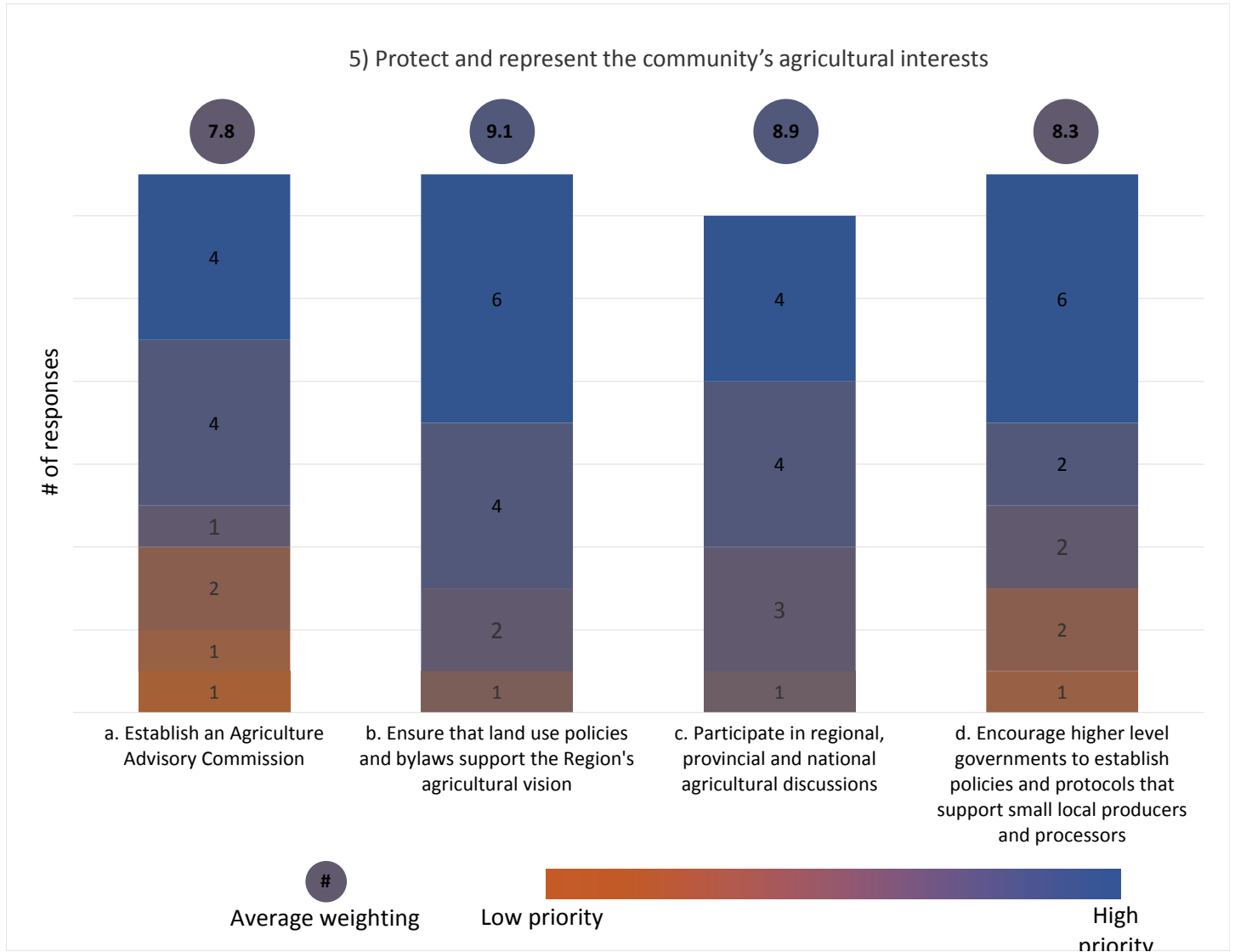
Notes

- Establishing a local farm labour pool is medium priority.

Other comments on economic viability

- Consideration - Where will the funding come from to support these strategies?
- Suggested strategy - Support for the Okanagan College’s Downtown Community Campus project
- Suggested strategy - Education around what agriculture labour looks like (i.e. technology)
- Suggested strategy - Establish a coordinated online presence for branding, ordering, labour, etc.
- Suggested strategy – Create a year round food hub for the farmers exchange to build off of.
- Consideration – There is current movement towards a coop but it lacks coordination, focussing on visioning over action. Could use help in this regard.
- Suggestion – Administer the ‘Shuswap Grown’ brand by the independent ag-organization of (1a).
- Suggestion – Remove 3b- given that the areas of the CSRD would not be equally served by a central hub or central infrastructure.
- Consideration – Putting infrastructure as a medium priority and leaving the community to find a place for this market.

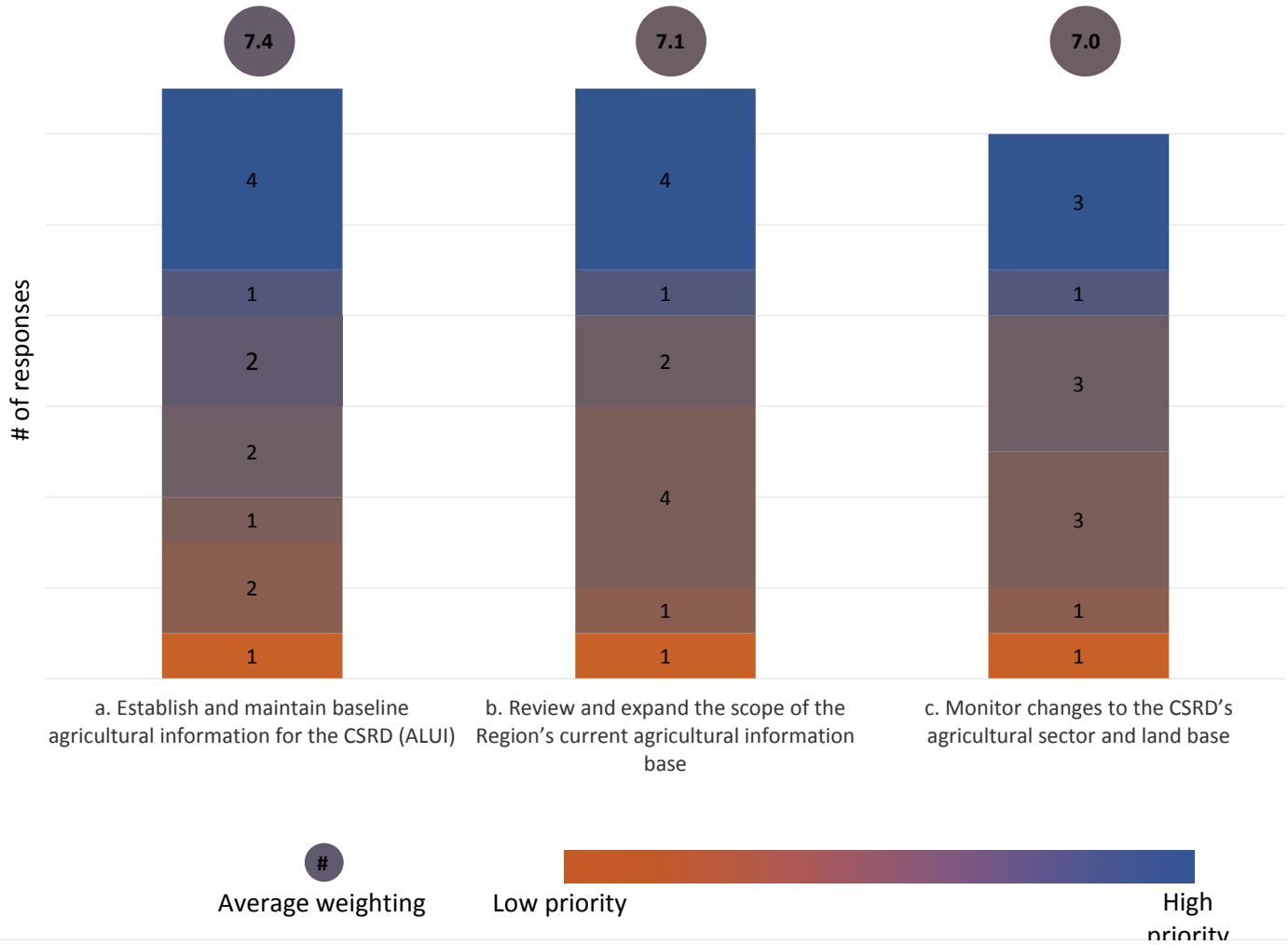
B. Leadership and Governance



Notes

- Establishing an Ag Advisory Commission is medium priority.
- Addressing land use policies and bylaws is high priority.
- Participating in ag discussions at various levels has high priority.
- Policy supporting small producers is high priority

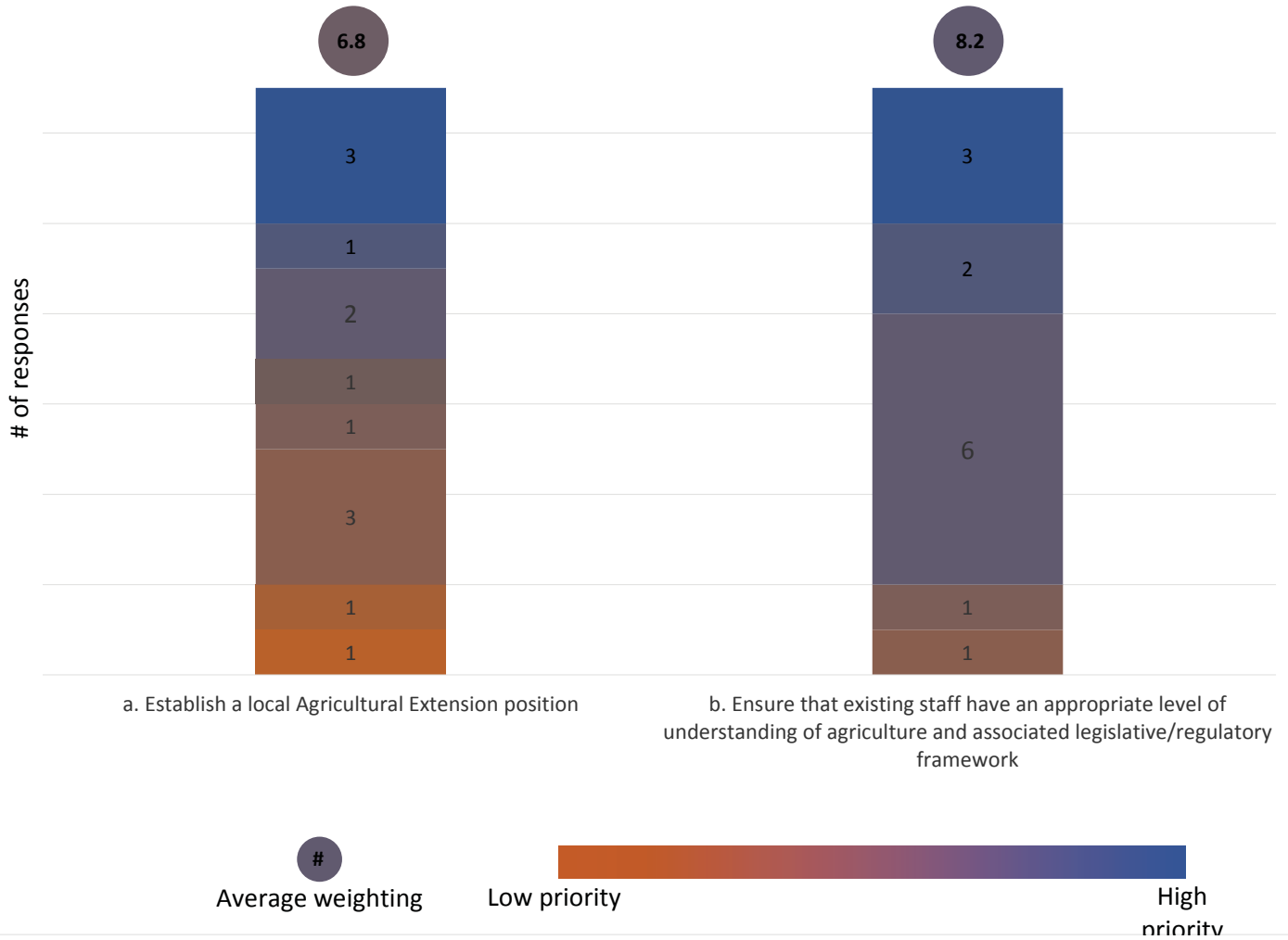
6) Maintain a local agricultural information database



Notes

- Maintaining agricultural information generally has medium priority support

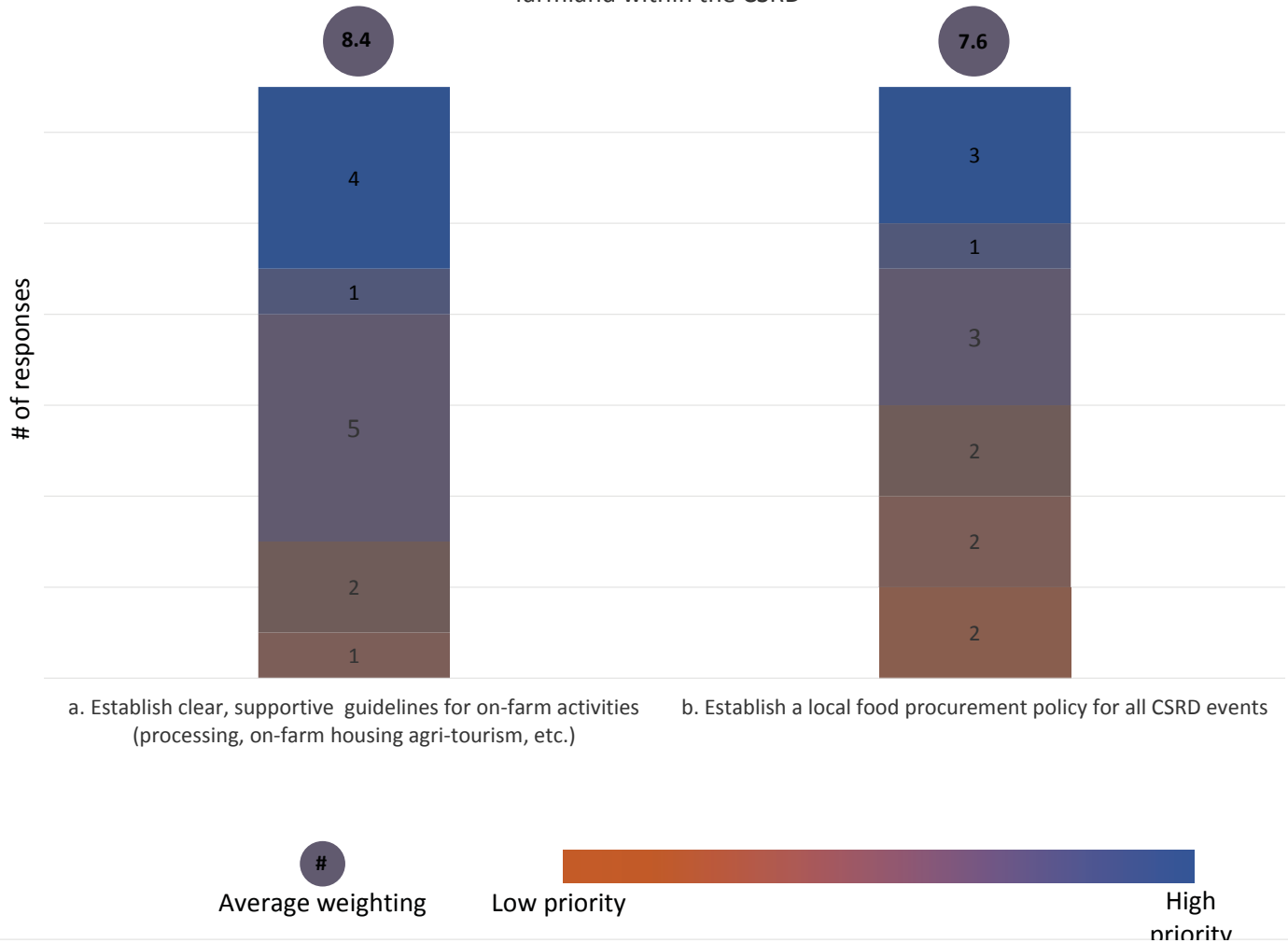
7) Provide knowledgeable local agricultural information services



Notes

- Establishing a local Ag Extension position has medium priority.
- CSRD staff with ag knowledge is a high priority.

8) Pursue strategies and policies that support farming and increase the extent of “active” farmland within the CSRD



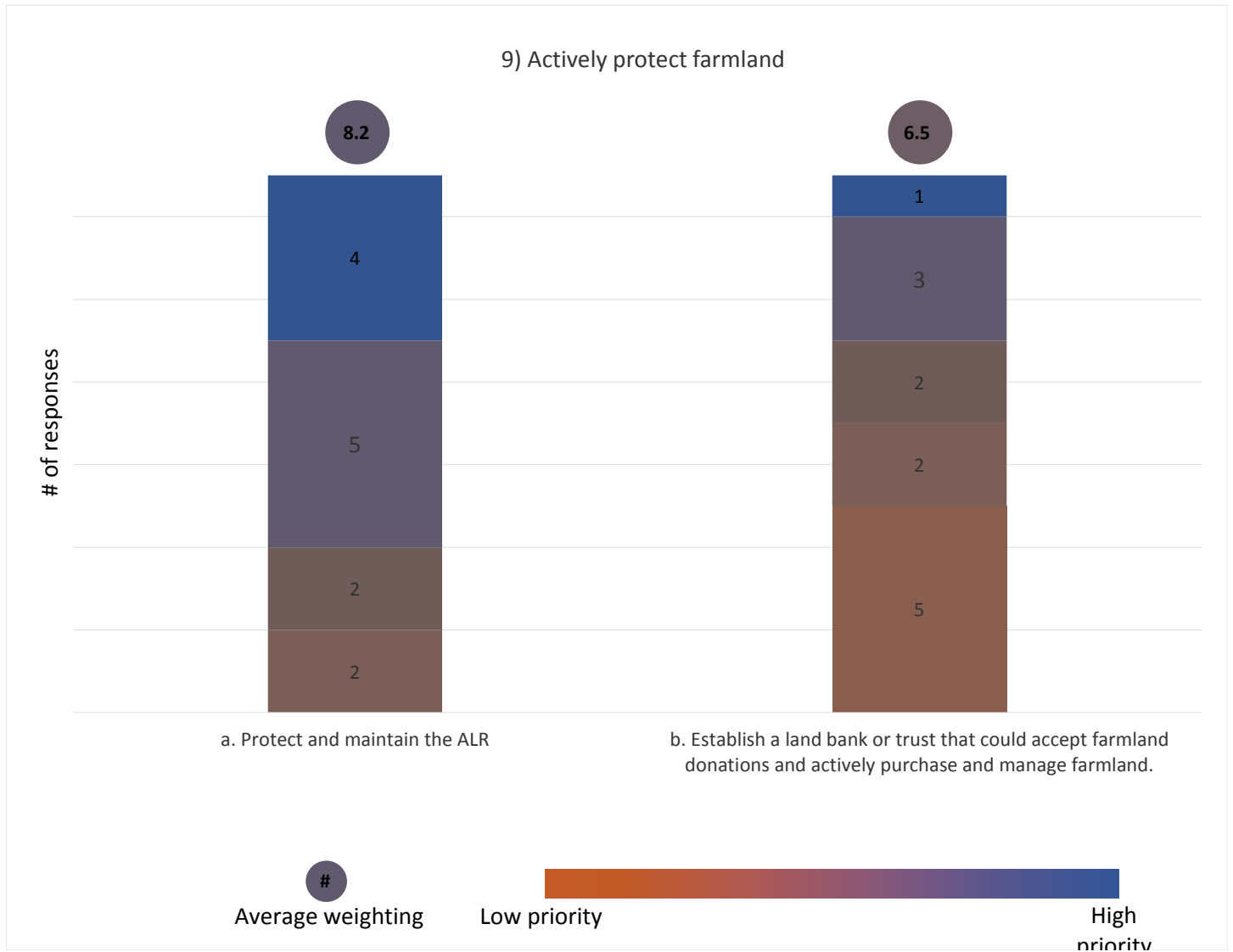
Notes

- Making it clear what activities are supported on-farm is high-priority.
- A local food procurement policy is medium priority.

Other notes on leadership and governance

- Suggested strategy - Better utilize, train, and get agricultural representation on the existing Advisory Planning Commissions of the CSRD.
- Consideration - An agri information database is a good idea, however, the main focus and resources should go to developing and supporting actual ag right now.
- Suggestion - Have the Agricultural Extension position focus as much or more on facilitating development of Shuswap ag in general rather than providing production extension services which are already available on the web or from other sources.
- Suggested strategy - Work with newly announced Agriculture program at Okanagan College Salmon Arm partnering with the University of the Fraser Valley
- Suggested strategy – [for] # 5a&b same as #1, # 5c&d- recommend CSRD join BCFSN and FSC.

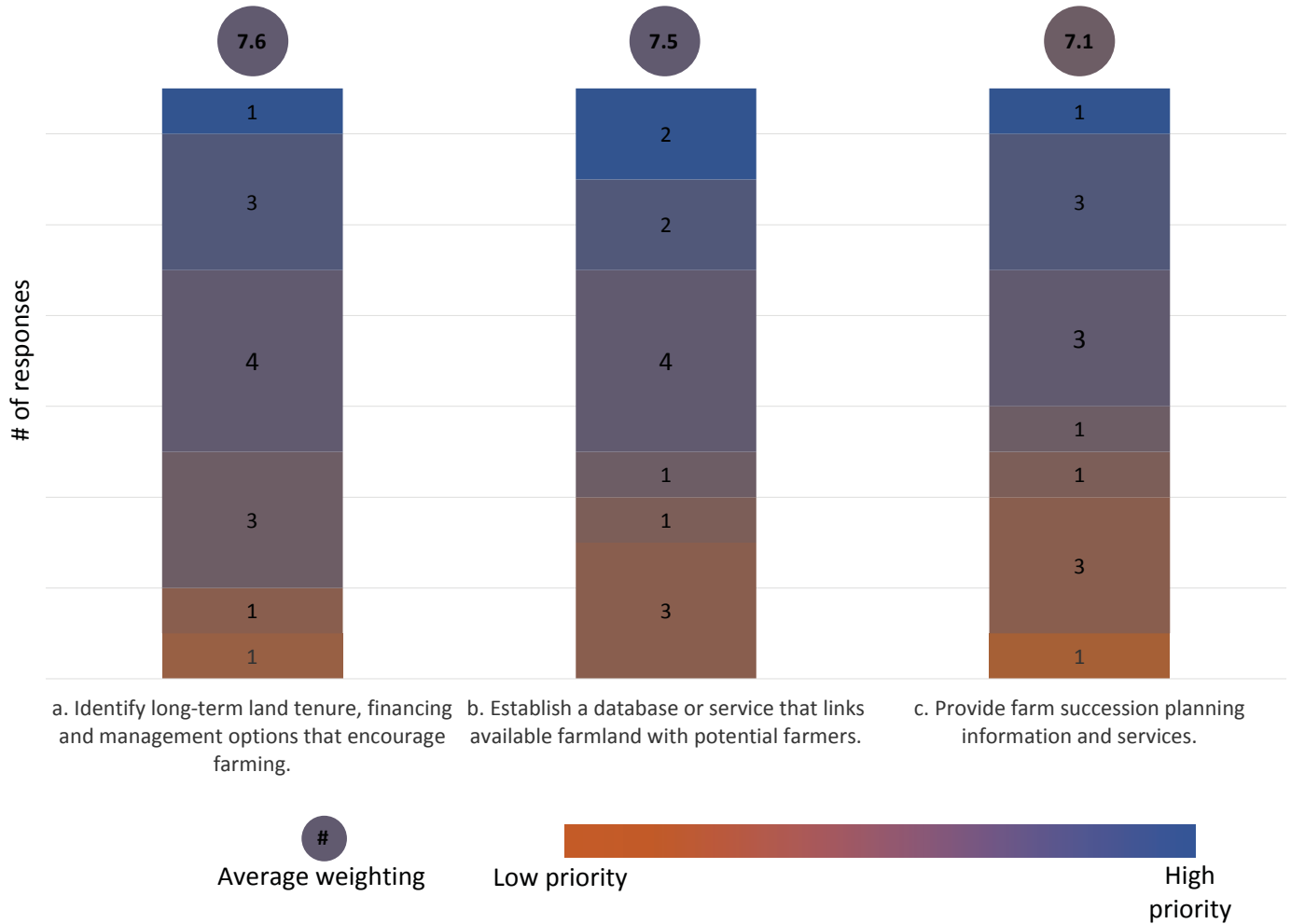
C. Protection and Stewardship



Notes

- Protecting ALR is high priority.
- Establishing a land bank is medium priority.

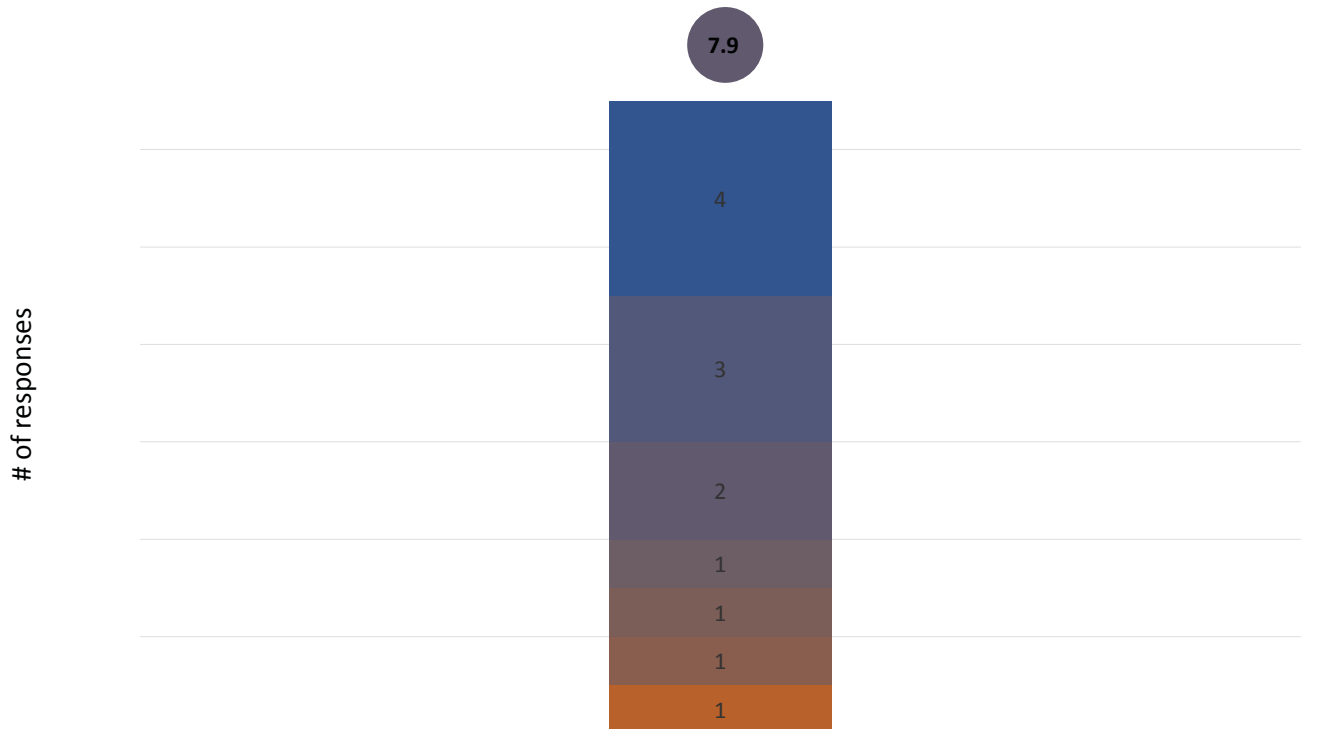
10) Pursue strategies that increase land available for farming



Notes

- Increasing farm land availability generally has medium priority support.

11) Increase agricultural awareness and appreciation of new and future residents



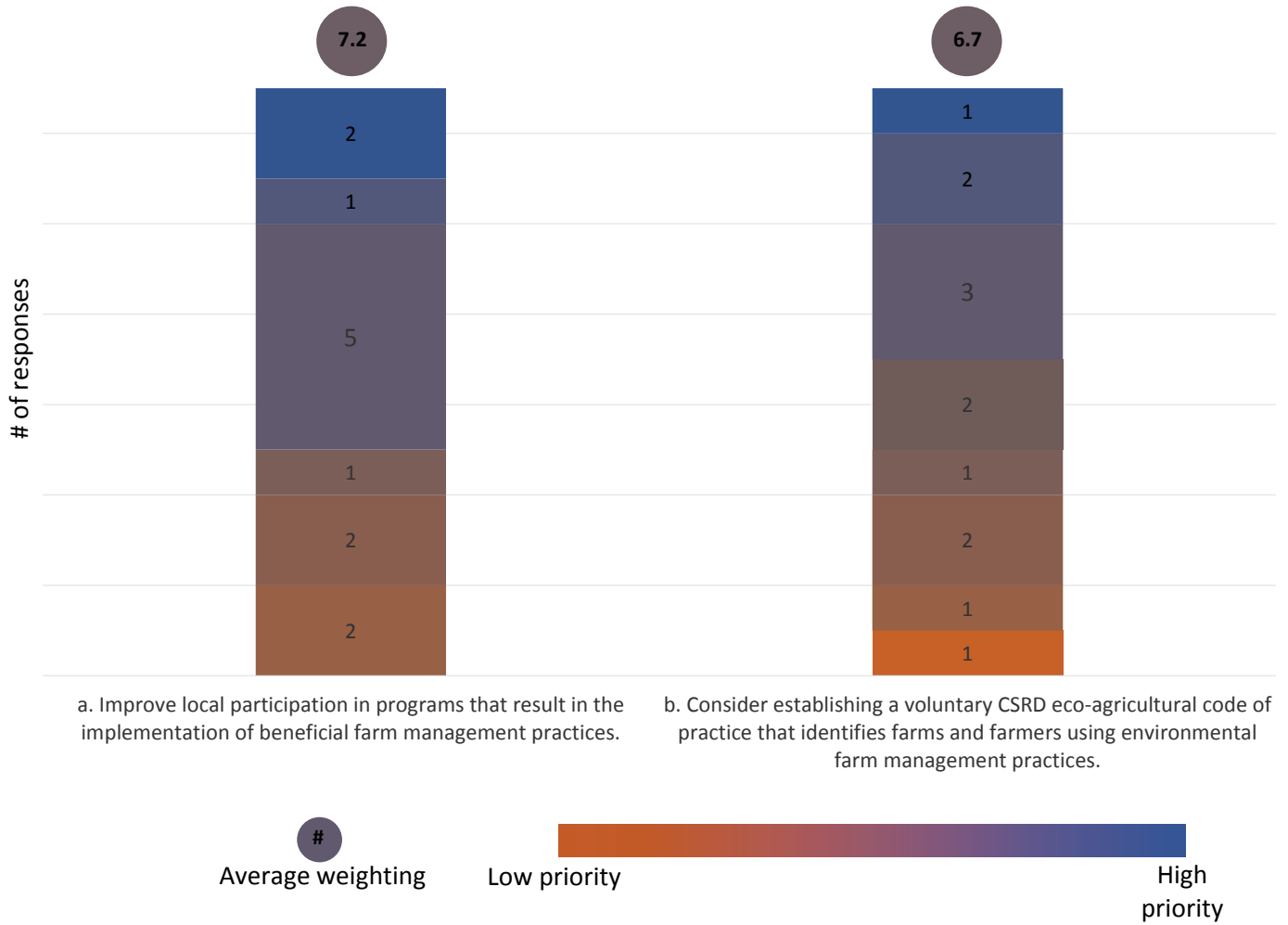
a. Develop appropriate information materials that could be provided to new or future residents who have or are considering purchasing property on, adjacent or near farmland.



Notes

- Ag awareness for new and future residents is medium priority.

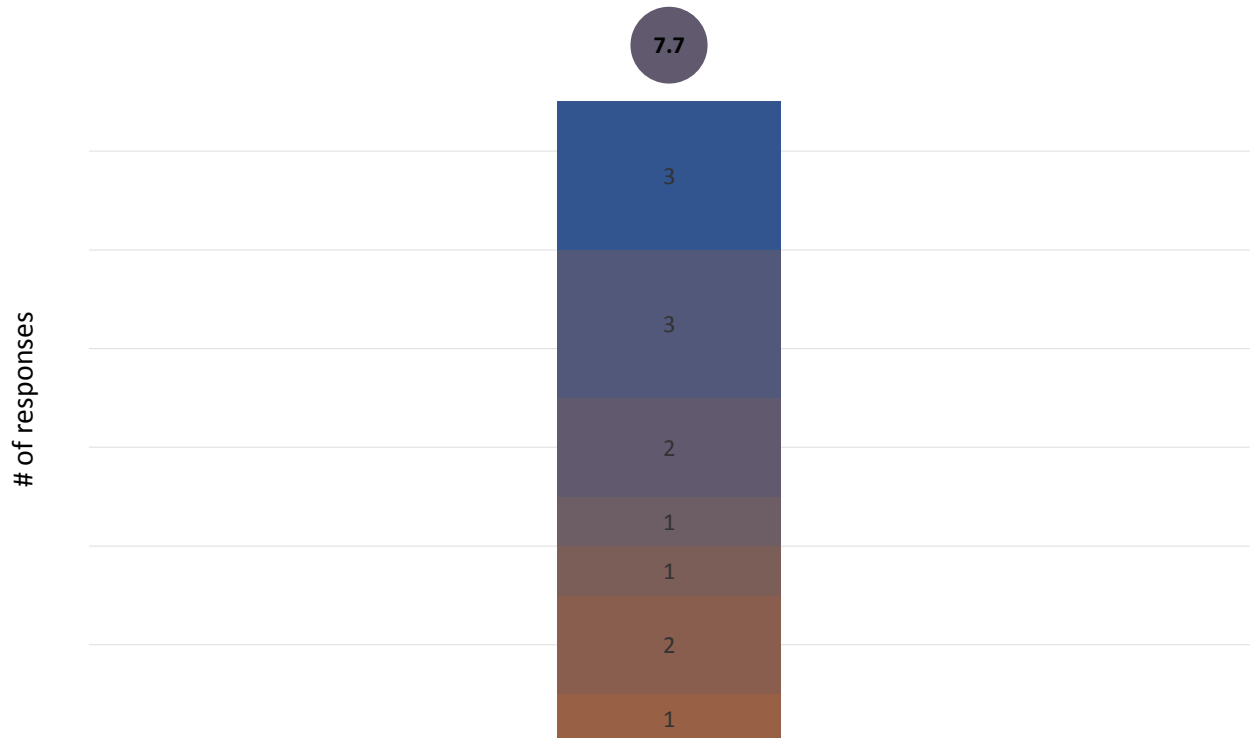
12) Encourage the use of ecological farming practices



Notes

- Ecological farming practices have low to medium priority support.

13) Establish programs that reward farms for the environmental services they provide



a. Investigate the effectiveness of existing programs that reward farmers for the environmental services that they provide (tax incentives, carbon credits, subsidies, direct payments, etc.)



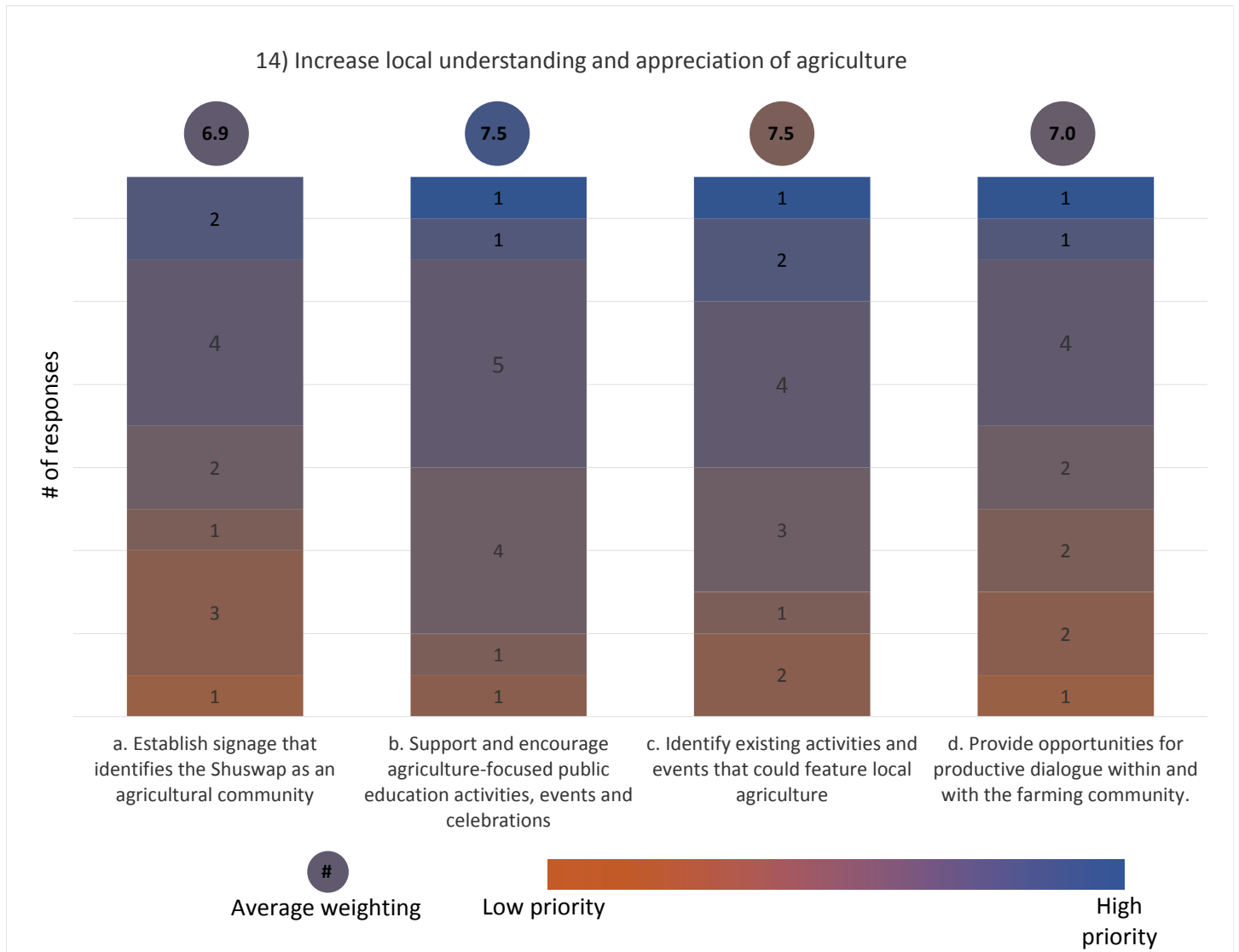
Notes

- Farmer reward programs for environmental services has medium priority support.

Other notes on protection and stewardship

- Consideration - 9.a) Existing ALR land needs to be better rationalized, i.e. AG Plan, and appropriate marketing and public awareness to support/complement this
- Consideration - 12b - excellent idea, but it might be good for the CSRD to simply sign on to existing certifications - adding a label for the region to farmers who hold certs in Salmon-Safe, organic, or ??
- Suggestion - 12b could also be a requirement of the “Shuswap Grown” brand.
- Suggestion - # 12 a & b and # 13 be included into Ag. and Environment Committee. One committee will be more effective due to less bureaucracy and meeting time

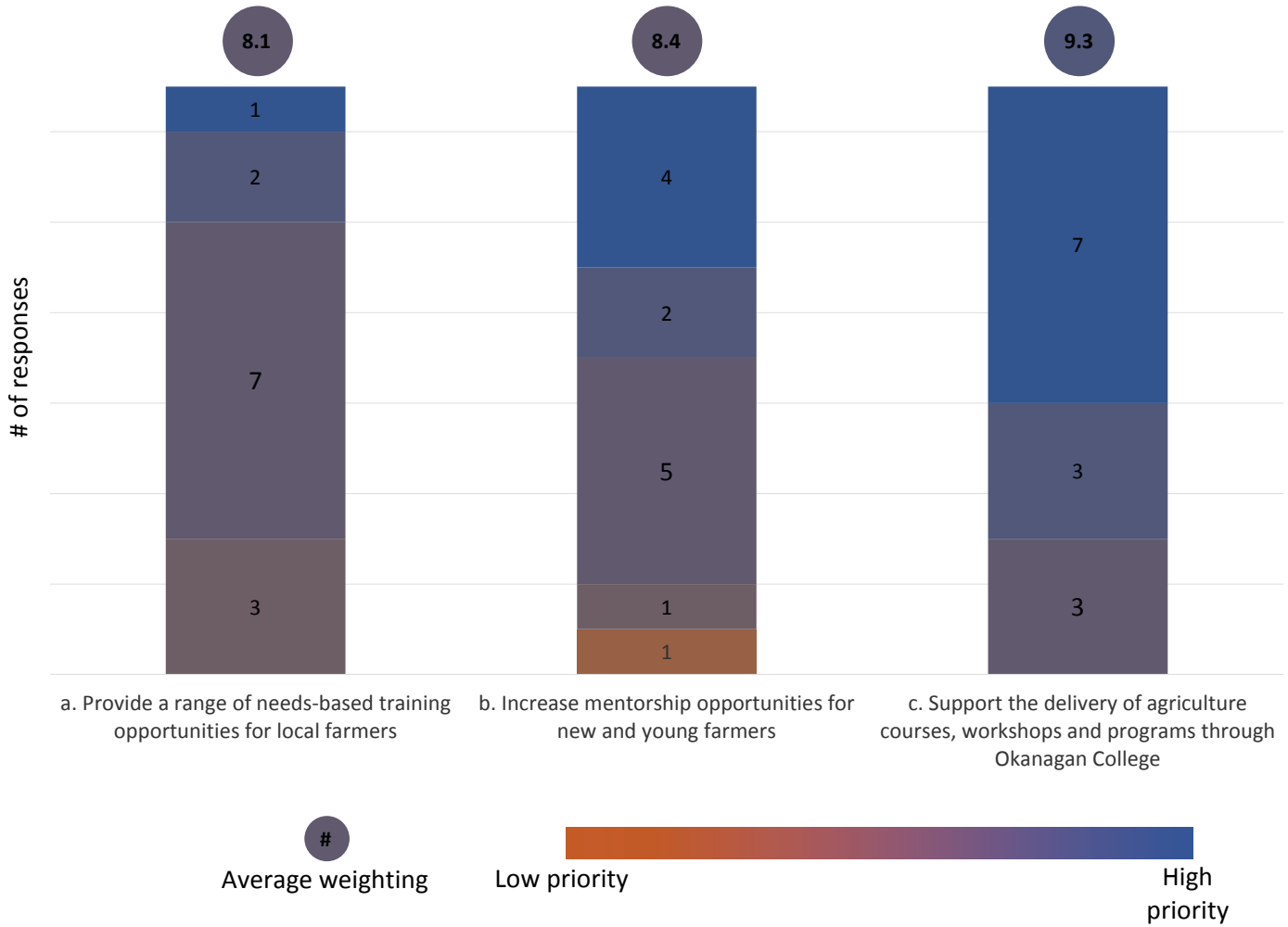
D. Education and Training



Notes

- Increasing local understanding of local ag has low to medium priority support.

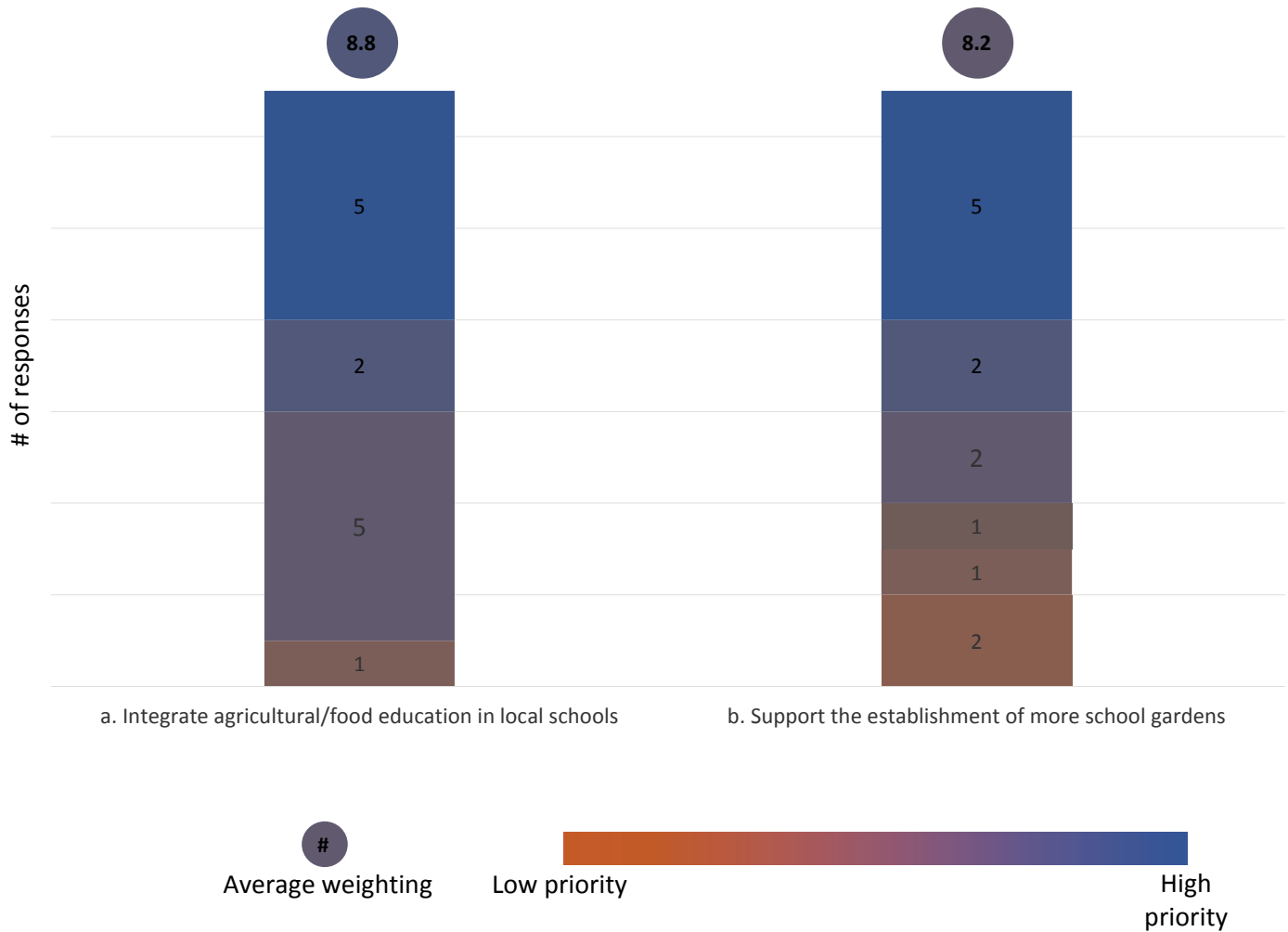
15) Support the development of local food and agriculture skills and abilities



Notes

- Developing local ag skills has high priority.
- Developing an ag program at Okanagan College is a top priority.

16) Connect agriculture and food with youth



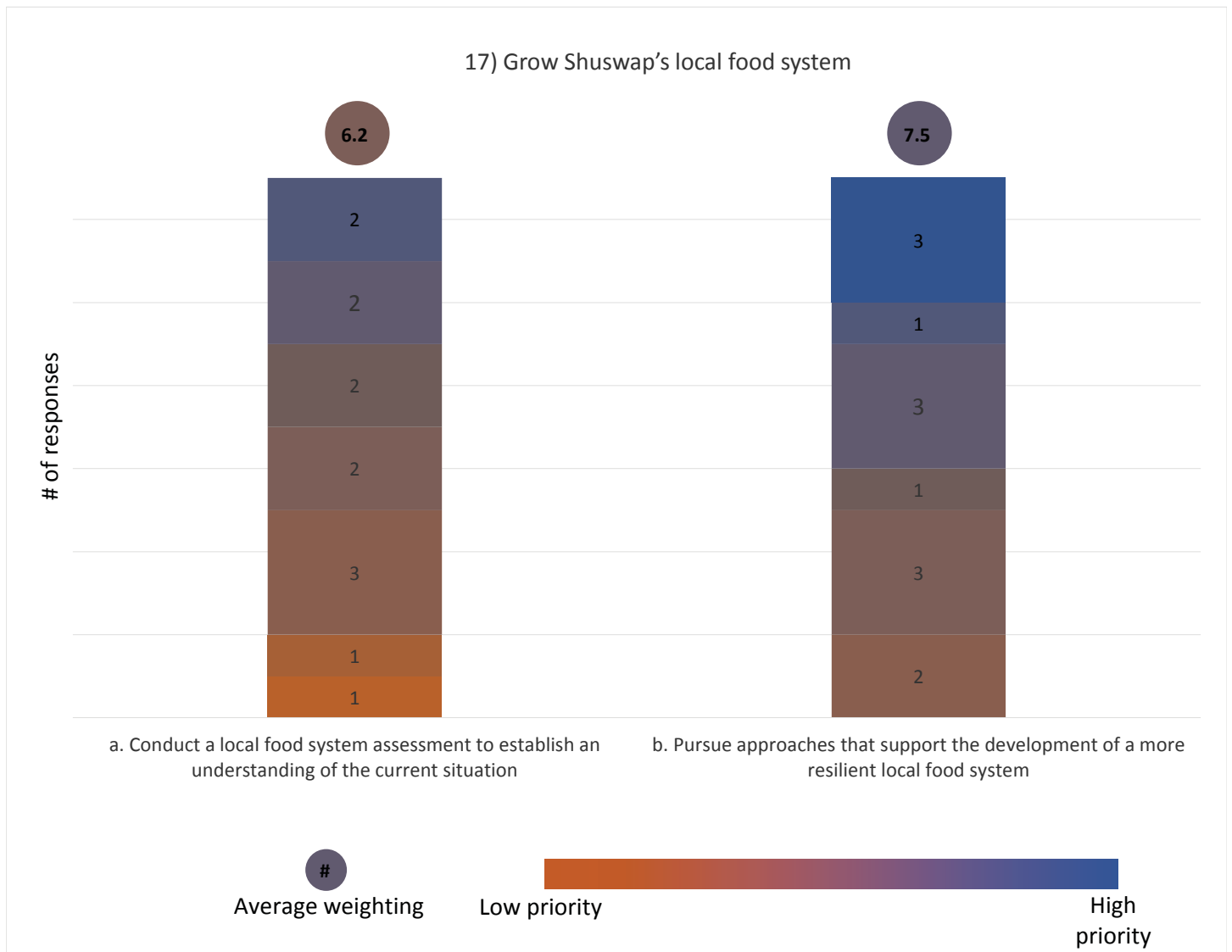
Notes

- Grade school ag curriculum is a high priority.
- School gardens are a medium to high priority.

Other notes on education and training

- Consideration - School gardens are a good idea except teachers feel overwork and underpaid. Does it work without their help?
- Suggestions - # 15 a - College & UFV # 15 b - AAC

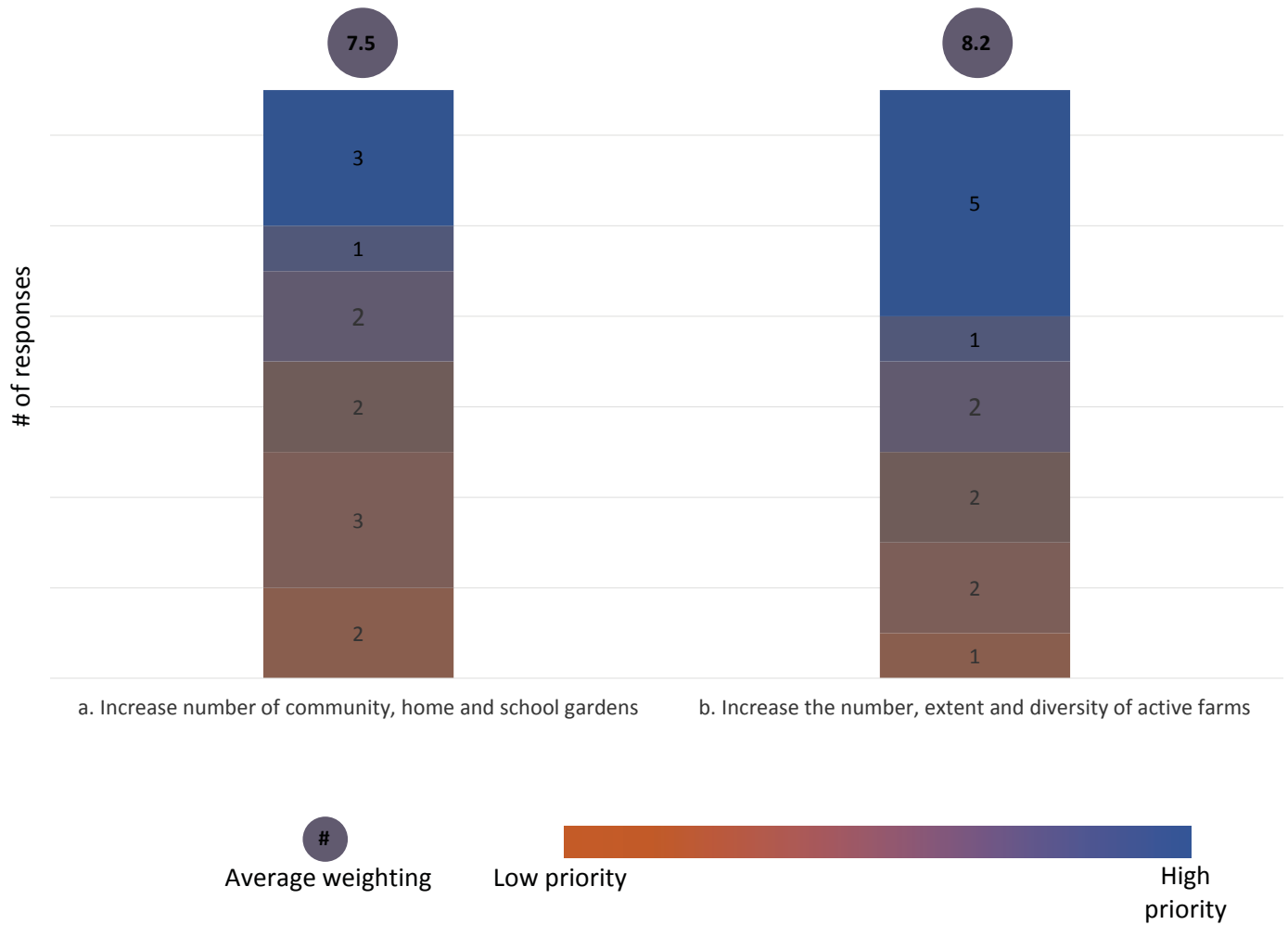
E. Community Health



Notes

- Assessing the current ag inventory is low priority.
- Resilient food systems are medium priority.

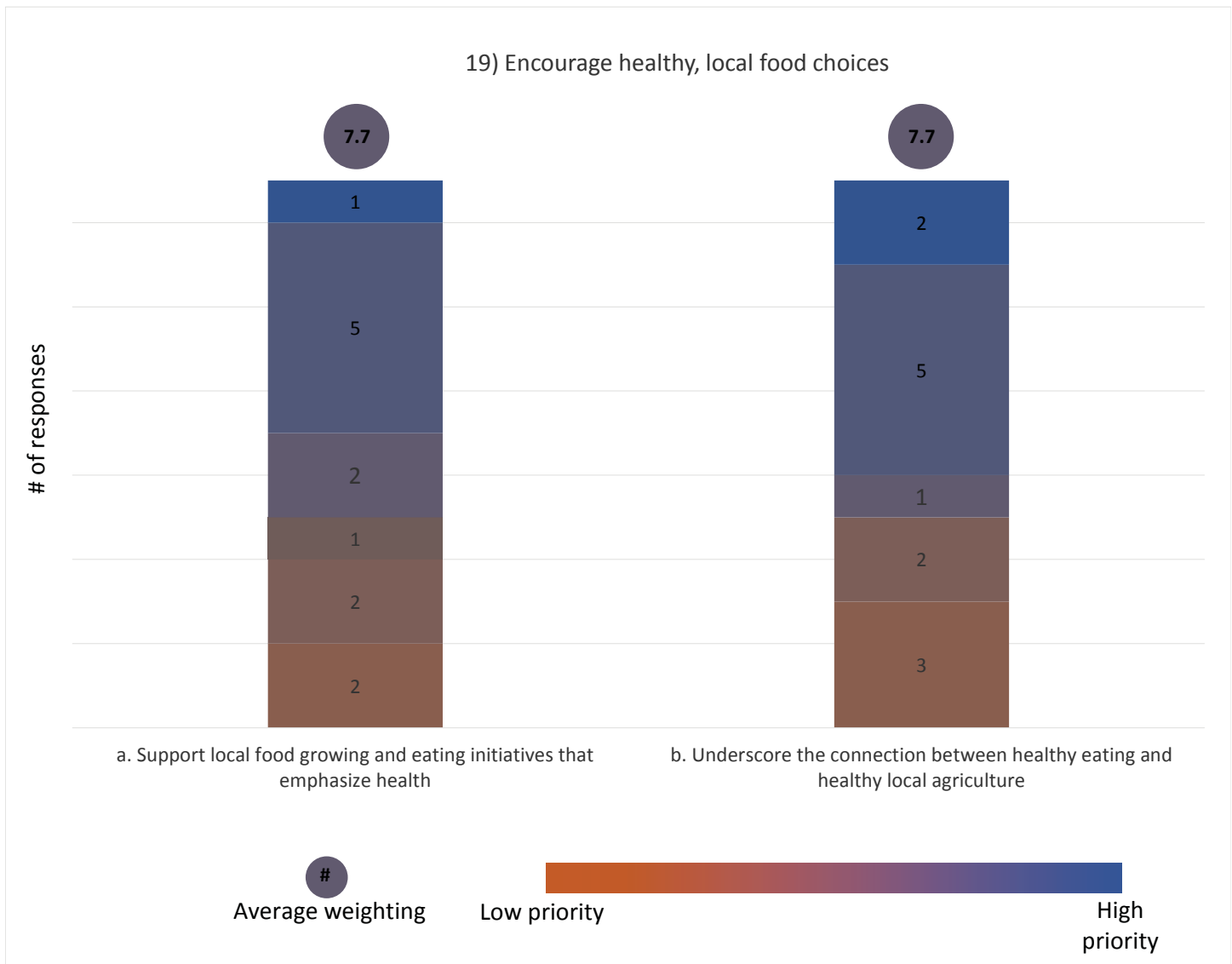
18) Increase local production capacity



Notes

- Increasing local production capacity has medium to high priority.

19) Encourage healthy, local food choices



Notes

- Encouraging local food choice programming has medium priority support.

Other notes on community health

- Suggestion – Where appropriate, work with other agencies towards some of these initiatives. The CSRD is constantly being handed additional responsibilities from the federal and provincial governments. Agencies such as Interior Health or Ministry of AG must play lead roles when it comes to community health, with the CSRD being involved.
- Consideration - farmers are always open to some form of change. They also will step up and grow products if demand is there. As demand increases so will the diversity and amount of farms.
- Suggestion – Use existing information (Shuswap Food Action Co-op should have quite a bit) on the current food system - no need for more studies.
- Consideration – It's important to remember that “local” does not necessarily mean healthy.... Local battery chicken is not all that different from foreign birdies
- Suggestion - # 17 a & b - except for farmers markets, this is pretty much non-existent, needs to be developed in partnership with Salmon Arm Food Action Co-Op (SFAC) initiative of developing a food sovereignty policy.
- Suggestion - # 19 a&b partner with Interior Health's Healthy Communities Initiative.

Appendix F
Project Process Overview

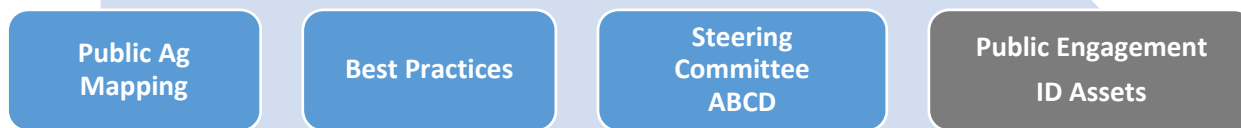
Overall Process



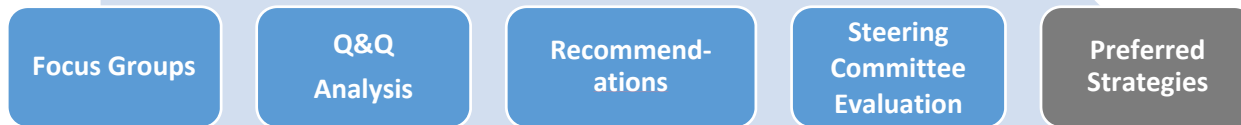
Phase 1: Learning



Phase 2: Engaging



Phase 3: Evaluating



Phase 4: Launching



ABCD = Asset-Based Community Development
SWOT = Strengths, Weaknesses, Opportunities and Threats
Q&Q = Qualitative and Quantitative

Appendix G

Challenges and Opportunities Summary

Identified Challenges

Aging producer population and succession

With the average age of farmers reaching 56.1 in the CSRD, and less children taking over the family farm, the transfer of knowledge and assets is a growing concern across the agriculture industry. High land values can be a barrier for new farmers to enter the industry and establish profitable businesses.

Farm profitability and access to labour

Overall, gross farm receipts for the region increased between the 2006 and 2011 census. However, more than half of CSRD farms make less than \$10 000, and the ratio of expenses to receipts in the Shuswap (0.92) is higher than both the BC and Canadian average. In addition, securing farm labour can be a challenge, especially since farm work is seasonal.

Markets

The small scale of production in the Shuswap could be a limitation to accessing larger markets requiring a minimum volume and year-round supply. Access and proximity could also be a barrier.

Economic and environmental change

Volatility of markets is an ongoing concern, while negative impacts on other growing regions may create opportunities here. Climate change impacts for agriculture will be significant, and taking advantage of opportunities will require proactive effort.

Water management

Water supply and irrigation is a longstanding concern and limitation to production in the region. Approximately 10% of agricultural land in the region is currently irrigated. Information about surface and groundwater supplies across the region is not adequate. As well, the extreme variability of lake water levels can be a serious challenge.

Protection of agricultural land

The limited base of agricultural land in the region continues to face pressure to be taken out of the ALR and developed for other uses. There are areas of agriculturally capable land that are not currently being farmed, but could be used for production again.

Development pressures

Increasing development of the surrounding land base brings with it a greater need to manage soil, land, vegetation and water impacts on surrounding areas, and from surrounding areas. Groundwater protection and stormwater management are growing areas of concern for the CSRD.

Inconsistent bylaws

Certain bylaws can prevent actions that would be supportive of agriculture. For example, some business activities that could be used to augment farming income may not be allowed in all areas, even if these activities are approved by the ALC.

Environmental values

There is a lot of concern in the region about water quality and other environmental values. In addition to managing agriculture's impacts on the environment, working collaboratively with other groups and raising awareness of good farm practices are increasingly important.

Awareness of the public and decision-makers

A general lack of understanding of the realities of farming and its importance to the local community and economy is a limitation. This is necessary for agriculture to become a greater political priority than it is currently.

Lack of supportive infrastructure

There is a shortage of distribution, processing and storage infrastructure in the region. The region has some great farmers markets but not all of them are in suitable locations and there is no year-round facility.

Identified Opportunities

Collaboration

The Shuswap has a long history of an active and engaged civic culture, and ongoing local initiatives demonstrate the capacity for collaborative initiatives in this region and for agriculture in particular.

As stronger relationships and direction across local agencies and organizations related to agriculture develop, it will be possible to approach other levels of government from a strong position to work effectively on areas of shared interest or responsibility.

Entrepreneurship and innovation

There are many current and past examples of innovative and entrepreneurial producers and organizations in the Shuswap (eg: Farmers' Exchange, Askew's, Crannog Ales, and many more). These already demonstrate the potential in targeting niche markets and value-added production, as well as building a strong local food economy.

Engaged local government

The CSRD and local economic development organizations are already showing leadership by spearheading development of this Agricultural Strategy. As well, CSRD land use policies are generally supportive of agriculture. The Sicamous OCP in particular, models proactive and positive support for agriculture and protection of agricultural lands.

Local Food Economy & Culture

Agriculture is a strong part of the Shuswap identity, and the rural and agricultural aesthetic is valued by local residents. Quality of life features could attract more management level workers, and new farmers.

Tourism

There is a desire for enhancing the tourism industry in the region, to the extent that Sicamous is taking steps to become a resort municipality. An increase in tourism in the region will include additional potential for agri-tourism. Agriculture and agri-tourism form a core part of the current tourism strategy, and could support a more robust local agriculture economy.

Support for adaptation to climate change

Local OCPs are supportive of addressing climate change impacts, and almost all identify local food production as a climate change mitigation and adaptation strategy.

Downtown Community Campus initiative

The Downtown Community Campus initiative for the Okanagan College in Salmon Arm, and new programming for agriculture specifically, represent a strategic opportunity for the region to position itself as an agriculture innovation centre and offer a link between aspiring farmers and the existing farming community. Support for ongoing innovation and building infrastructure and capacity locally would be a strong asset.

Location

While distance is a factor, the Shuswap may find ways to take advantage of its convenient location between two major cities (Vancouver, Calgary), and the major regional centres (Kamloops, Kelowna).

Water supply

While water supplies and irrigation capacity are limited and need to be carefully managed, this area is relatively water rich compared to nearby parts of the region¹.

¹ <http://www.env.gov.bc.ca/soils/landscape/3.4interior.html>