



TSAWWASSEN FIRST NATION  
sc̓awaθən məsteyəx<sup>w</sup>

## **Tsawwassen First Nation Agricultural Plan**

### **Final Phase 3 Report**

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The TFN Agricultural Plan is being developed by a collaborative process involving consultation with the agricultural sector, TFN members, government agencies and other local stakeholders. TFN’s Agricultural Steering Committee (AAC) has provided project oversight.

We wish to thank the following participants for their important contribution and commitment to the planning process:

Agricultural Steering Committee:

- Brayden T. Holtz
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- Louise Ahlm
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- Ruth Adams
- Ryan Daum
- Sarah Lang
- Shirley Larden

# 1.0 Introduction

The Tsawwassen First Nation (TFN) initiated an agricultural planning process in early 2012. The three phase process has consisted of investigation, analysis and consultation to develop an agricultural plan to utilize TFN agricultural lands in ways that meet the aspirations of TFN members and community.

The planning process started with the *Phase 1: TFN Agricultural Opportunities Pilot Report* (May, 2012). The *Phase 2: Issues and Options Report* (October 2012) examined in detail several issues to be addressed and proposed options that could be pursued in the plan.

The planning process has involved consultation with TFN members, the Agricultural Steering Committee and Advisory Council. Interviews and meetings were carried out with farmers and organizations interested in potentially assisting with TFN agricultural initiatives.

## 1.1 Purpose of the Agricultural Plan

TFN has 217 hectares of some of the best agricultural land in British Columbia. The TFN is faced with how it wants to utilize this land and benefit from the land's potential productivity. The Agricultural Plan is meant to provide a framework as well as a roadmap for TFN to pursue its vision and objectives regarding the management of its agricultural land resources. The Plan sets out Guiding Principles, a Vision and Objectives for what it wants to achieve. The Agricultural Plan also lays out an Implementation Strategy that sets priorities and tasks for making the plan a reality.

## 1.2 Phase 1 Findings

The Phase 1 report provided a scan of the TFN agricultural situation with the objective of identifying the scope for further effort to expand and develop TFN's agricultural potential, so that agricultural opportunities may also be realized for the benefit of the community.

The Phase 1, *TFN Agricultural Opportunities Pilot Report* (May 2012) included the following:

- **Current state of the agricultural land base** – current leaseholders were interviewed for their insights on cropping, the quality of land base, the state of the agricultural resources, lease conditions, and about what types of agriculture were most suited to TFN lands.
- **TFN Agricultural Heritage** - A particularly interesting facet of this study was the discovery of photos of, and reports on, of early member farming
- **Situation analysis** – the investigation characterized issues facing TFN farmland, now and potentially in the future These issues included:
  - Maintaining agricultural resource
  - Tenancy
  - Potential for emerging land use conflicts
  - Transitional land management
  - Land improvements
  - Habitat provisions and management obligations.
- **SWOT analysis** – Strengths, weaknesses, opportunities and threats facing agriculture in the area were listed and categorized
- **Strategic considerations** – the discussion of a farm plan explored practical considerations related to:

- Improving the resource base
- Making efficient use of TFN lands
- Acquiring agricultural knowledge
- Gaining access to the land
- Relating TFN agriculture to regional initiatives
- Looking at funding implications and potential options
- **Developing an Agricultural Vision** – This last topic was the springboard to the agricultural planning process. The range and breadth of agricultural options was explored. A decision was made to take the progress of Phase 1 to a member workshop for feedback. A Gathering was held in June 2012 at UBC to gauge member interest in agriculture. As part of the workshop, a survey was undertaken that was completed by 48 members, the majority of which were 16 to 35 years of age. The participants identified a number of key areas:
  - Capacity building including community gardening, community kitchen, and training
  - Economic development such as greenhouse/nursery operations
  - Community wellness including food baskets, community kitchen, community gardens, education and knowledge building around healthy living options and re-establishing cultural relationships to the land
  - Revenue generation – over 90% of members indicated that at least 50% of the TFN agricultural land should continue to provide revenue through leases to farmers

### 1.3 Phase 2 Findings

Phase 2 involved undertaking an agricultural issues and options analysis. This involved taking the key issues that flowed from Phase 1, providing a rationale and then outlining several options for addressing each issue. It is these issues upon which the current plan is based. Five key issue areas were identified and examined:

1. Protecting the Integrity of the Farmland Base
2. Maintaining and Enhancing the Resource Base for Agriculture
3. Creating Structure to Assist Members to Access Agricultural Opportunities
4. Assisting Members to Acquire Agricultural Knowledge and Skills
5. Obtaining Member Participation and Engagement in Agriculture

Several options were put forward to address the issues and the Phase 2 report (October 2012) was discussed with the Agricultural Steering Committee and the Advisory Council. These two groups provided valuable input into the consideration of options that have been carried forward into this current Plan.

## 2.0 Guiding Principles for TFN Agriculture

*Agriculture is a **sustainable community benefit***

Agriculture nurtures the Community, and is an important land use that provides revenues, local food, jobs, education, and an enduring cultural connection for present and future generations.

*Agriculture is **diverse***

Agriculture occurs on a variety of levels and intensity, from commercial agriculture and farm markets to community gardens. Opportunities exist to develop intensive agricultural operations (e.g. greenhouses, winery), processing facilities, and smaller scale commercial and community based enterprises –

including the leasing of farmlands to Members. The harvesting of marsh plants, berries and medicinal plants is a traditional use that Members would also like to see explored.

*Agriculture is **collaborative***

Agriculture provides the opportunity to develop partnerships with like-minded groups and organizations that benefit the Community as a whole. These may include arrangements with post-secondary institutions that can provide training and knowledge, farmers' organizations that are dedicated to farming and the long term viability of agriculture, and individual farmers who wish to engage TFN members in training, employment, and viable business opportunities.

*Agriculture is **valued***

The TFN agricultural lands are some of the most fertile and valued farmlands in the province. With efforts made to maintain the ecological values and agricultural capabilities associated with the land, the climate and soil capability support a diverse range of crops. Furthermore, agriculture is one way for TFN Members to reconnect with land through a tradition of stewardship passed down by ancestors through the generations.

## **2.1 Agricultural Vision**

Flowing from the core values and guiding principles, a proposed agricultural vision was presented to Chief and Executive Council for comment. The vision for agriculture is meant to describe how members envision the use of TFN agricultural land in 20 years:

***“Through support for local food production, job creation, and stewardship of farmland resources, agriculture contributes to the social, cultural, and economic well-being of the Tsawwassen Community, while fostering a healthy ecosystem upon which present and future generations can depend.”***

## **3.0 Agricultural Plan Recommendations**

The highest priority objectives for the TFN agricultural plan center on:

1. Ensuring that a productive agricultural land base is maintained and protected, and
2. Attracting members to agriculture
3. Assisting members in acquiring the agricultural tools and knowledge to pursue the vision.

### **3.1 Objective 1: Protect the Farmland Base**

The TFN has some of the best agricultural land in British Columbia. The long term sustainability of agriculture will require that TFN have in place, policies and guidelines for protecting farmland and that planning for TFN lands considers agriculture in other plans. Protecting farmland involves:

- Protecting the quality of the soils and water
- Ensuring transportation and access routes do not interfere with farmland and that farmers have access to their fields with heavy equipment
- Planning for agriculture adjacent to residential, industrial, commercial and recreational land use
- Maintaining the condition of transitional and “edge” lands adjacent to farmland to ensure there are no spillover negative impacts to farmland, such as weeds

- Recognizing and responding to the pressures of wildlife habitat and compensation projects on croplands

**Recommended Actions:**

1. Amend current TFN bylaws to require that potential impacts on agriculture are considered when planning for commercial, industrial, residential, transportation and recreational uses of TFN land. For example, this could involve preparing an Agricultural Impact Assessment for any development(s) that could potentially impact on agriculture.
2. Resolve tenant arrangements on agricultural land to ensure that the uses are compatible with the pursuit of agricultural development. This may involve terminating some rental/lease arrangements that are discouraging agricultural use of designated farmland.

### **3.2 Objective 2: Maintain and Enhance the Resource Base for Agriculture**

To maintain the productiveness of the agricultural land, a number of actions need to be implemented, including:

- Field drainage
- Regional drainage
- Adequate supply of good quality irrigation water
- Management of salinity
- Control of invasive species
- Land leveling
- Encouraging and requiring productive land use
- Management of recreation impacts
- Management of wildlife and waterfowl impacts.

Some of these can be ongoing activities, built into tenant lease arrangements while others may require cooperative projects with the Corporation of Delta and Metro Vancouver.

**Recommended Actions:**

1. TFN should review its leasing arrangements with local farmers to ensure benefits continue to accrue to TFN while at the same time providing adequate security to farmers for them to make improvements and add value to the land
2. Reinvest a portion of lease revenues into making productivity improvements to agricultural land such as leveling, irrigation, and ditch maintenance
3. Investigate options for reducing salinity such as flushing, placing of fill, addition of organic matter and amendments, and other measures
4. Establish a weed control program on vacant lands to reduce the spread of noxious weeds and invasive plants
5. Work with Delta Farmland and Wildlife Trust (DFWT), Ministry of Environment, Canadian Wildlife Service, Department of Fisheries and Oceans (DFO), and local farmers to manage the presence of fish and wildlife and agricultural activity

6. Work with The Corporation of Delta and Metro Vancouver to ensure TFN interests are addressed in regional drainage and infrastructure plans
7. Work with the Metro Vancouver Port Authority to mitigate impacts on agricultural land use and activities.

### **3.3 Objective 3: Creating Agricultural Capacity to Pursue the TFN Vision**

At present, the vast majority of agricultural land is leased to Delta farmers. This generates revenues for the community and assists in maintaining the productivity of the land through improvements made by the lease holders given appropriate lease arrangements. Although this land use is favourable, it is not geared toward meeting the needs and aspirations of those members who wish, at some point in time, to use the land themselves or to see the land used to produce food for the local community. There is significant potential for members to be engaged in business ventures to grow agricultural products for the local and regional food markets.

The most significant challenge to realizing the agricultural vision is the need to develop the capacity to undertake agricultural land use. As detailed in Phase 2, the key issues related to developing agricultural capacity that need to be addressed include:

- Low level of member participation in agricultural activities
- Limited agricultural knowledge and skills
- No organized structure or process to pursue individual, community or educational agricultural initiatives
- Identifying projects with clear objectives, measurable performance and high prospect of success.

#### **3.3.1 Objective 3A: Generate Organizational Structure and Capacity to Pursue Agricultural Opportunities**

In the immediate future, there is a low likelihood that individual members will enter agricultural pursuits on TFN land on their own for several reasons. These include:

- Unawareness of opportunities and pathways for getting into agriculture
- Not equipped to plan agricultural pursuit or work with partners
- Costs of startup are prohibitive

As such, it is recommended that an organizational structure be created that will undertake the following functions:

- Negotiate and administer agricultural leases on TFN farmland
- Select TFN land for starting projects and locating partnership initiatives
- Coordinate and liaise with partners to develop key agricultural pursuits (see below)
- Engage and enroll members in appropriately-sized doable projects that they support and have a high prospect of success.
- Manage TFN agricultural assets associated with specific projects
- Liaise with local and regional governments and organizations in support of agricultural interests
- Prepare grant applications, secure funding, budget and implement projects.
- Work with TFN governance to promote agriculture, attract participants, and pursue community goals related to culture, health, food choices, and diet.



### **Recommended Actions:**

1. Consider create an Agricultural Manager position within the Lands section of the TFN governance structure. The role of this position would be to implement the TFN Agricultural Plan, including coordinating and liaising with partners and participants and promoting its recommendations. Another important function of the Agricultural Manager will be to represent the interests of agriculture in dealing with potential impacts to agricultural resources from local non-agricultural developments.
2. Establish an Agriculture Advisory Committee to oversee the implementation of the Agricultural Plan and advise the Agricultural Manager, as required. It is anticipated that the Steering Committee guiding the agricultural planning process has several individuals who could continue to serve in this function.

### **3.3.2 Objective 3B: Assist Members to Acquire Agricultural Knowledge**

A need for skills training and education of TFN members has been identified for all of the types of potential agricultural projects under consideration. This objective should be the cornerstone in all agricultural initiatives in which members may be involved. With training and guidance, agricultural initiatives at TFN have prospects of becoming viable earlier and with a higher success rate.

There is also great opportunity for partnering to obtain necessary skills and training. Numerous organizations have established programs that members could benefit from and TFN has a land base to attract their interest and accelerate its own agricultural development. Consultations conducted during the planning phase of this agricultural plan have identified opportunities for TFN to develop agricultural capacity in partnership with specific groups. Programs that are modeled on First Nations needs and ways of doing things are likely to be more successful (including training for mature students).

### **Recommended Actions:**

1. Develop a Farm School on TFN lands. The Farm School Program of Kwantlen Polytechnic University (KPU) appears to be an exceptionally good fit for delivering the types of skills needed to grow crops and manage agricultural activities and operations. The philosophy of the Farm School is to provide mentorship and land availability during the training period. It is anticipated that the program has the potential to provide much needed practical and extension knowledge to TFN members and others that will support initiatives for local urban food production, ranging from gardening to enterprises serving the large and affluent metropolitan population of the Fraser Valley
2. Engage resources, training and knowledge available from Earthwise Society, related to composting opportunities at TFN and training in community oriented agricultural initiatives
3. Explore opportunities to partner with organizations with personnel and resources in food areas of interest to TFN members, including nutrition and food preparation.

### **3.3.3 Objective 3C: Obtain Member Participation and Engagement in Agriculture**

A core group of members have become enthused about agricultural activities at TFN. There is also great potential to engage members at large who, at this point in time, know little about agriculture and the

personal, family and community benefits it is capable of providing. Attracting members to be involved in the first agricultural initiatives will affirm program suitability and their continued engagement in agricultural pursuits will be a measurable indicator of the success of the agricultural plan.

An overarching goal is to use agriculture to strengthen social connections in the community. Such approaches that increase community participation are generally regarded as the preferred way to improve community well-being. In the context of TFN community agricultural uses, obtaining the assistance of mentors who know where they are going and how to get there is indispensable to actually attain sustainable new levels of community participation and to ensure that project(s) progress beyond food awareness building. A number of support groups sponsor indigenous initiatives to use agriculture to promote and enhance community well-being and, in doing so, have learned lessons in how to attract and retain interest in agricultural pursuits by revitalizing traditional food and fibre relationships.

#### **Recommended Actions:**

1. Explain the Farm School to TFN membership and encourage them to enroll
2. Engage members in identifying desired agriculture –related activities and seek commitment to specific community oriented activities, e.g., involving youth and elders, nutrition education, community gardening
3. Explore opportunities to partner with organizations with experience in providing agriculture-related community benefits utilizing traditional food ways, cultural practices and heritage foods and plants that may be incorporated in agricultural initiatives. These organizations could include any of the following, or others as appropriate:
  - a. Institute for Aboriginal Health Teaching and Research Garden, UBC
  - b. Fraser Health Authority, Aboriginal Health
  - c. Vancouver Native Health Society.

## **2.0 Implementation Strategy**

Several activities are required to implement the Agricultural Plan. Not all these have to be done immediately but some by necessity, need to be done before other things can be undertaken. It is recommended that the plan's recommendations be implemented based on priority. The strategy is summarized in Table 1.

### **4.1 Immediate Priorities (0 to 9 months)**

#### **4.1.1 Start Grant Application Process**

A number of programs are available to be accessed to start the TFN's agricultural development based on the Agricultural Plan. We envision that qualifying proposals could include obtaining funding, either leveraged or through grants, to start the Farm School and employ an Agricultural Manager in the Start-Up phase. It is anticipated that TFN planning staff could undertake this requirement. This involves developing a job description for the position and the initiating a selection process.

#### **4.1.2 Hire an Agriculture Manager**

A manager is required to oversee overall administration of the business plan and agricultural plan. The individual should have a background in agricultural enterprise, knowledge of sources of funding for assisting with agriculture, grant application writing skills, and an engaging manner to attract TFN member participation. The manager will also be required to establish partnerships with external

organizations and work towards raising the profile of TFN agriculture in the community and with local governments.

**Highest Priority Tasks:**

- Initiate discussions with KPU and Earthwise Society partners to negotiate commitments on projects, with timelines, financial estimates, develop funding sources, start student and staff recruitment
- Work with other Lands Section staff to make grant applications, independently and with partners, for funding of local agriculture initiatives to complement the Farm School and other agriculture-related community projects
- Identify well situated and productive farmland and farm buildings required for the Farm School and other projects and notify current leaseholders of lease termination by October 01, 2013
- For other agricultural leases terminating December 31, 2013 and not currently required by TFN members, negotiate appropriate terms with area farmers under provisions that will encourage land stewardship to enhance productivity and still leave open the opportunity for entry by new farmers graduates of the Farm School
- Engage with TFN members to solicit interest and participation in agricultural initiatives.

### **4.1.3 Establish an Agricultural Advisory Committee (AAC)**

During the course of the agricultural plan development, the Steering Committee was instrumental in guiding the planning process. This valuable resource should not be disbanded, but instated as an Agricultural Advisory Committee, so as to continue to oversee agricultural developments at TFN and to advise the Agriculture Manager as the plan is implemented. TFN may want to consider if a member(s) of the Executive Council should sit on this Committee as a liaison between the AAC and TFN governance.

### **4.1.4 Develop an Agricultural Start-Up Plan**

A 5-year business plan (start-up and operations plan) would be prepared to identify specific initiatives to be undertaken within the time frame and outline the schedule for their implementation. The business plan would also include a budget for agricultural plan implementation that identifies capital and operating cost requirements; sources of revenue (e.g., lease revenues, development cost charges, compensation fund, matching grants, etc.), and human resource requirements. The business plan will pursue the highest short term priorities of this implementation strategy.

**Highest Priorities:**

- Get agricultural knowledge through training and education
- Use partnerships to accelerate and cost-share knowledge transfer to members
- Become actively involved in growing
- Connect agricultural activities to community functions.

### **4.1.5 Engage Potential Partners**

The highest priority farm development action is to arrange and negotiate partnerships in projects that will provide tangible evidence of agricultural progress on the ground. These projects need their timelines coordinated out in order to gain traction as soon as possible. Two initial partners are

### **Kwantlen Polytechnic University, Farm School**

This program will require at least 10 months, to get up and running by January, 2014. In the interim, decisions need to be made on the size of the school, location and size of the farmland base, acquiring the property, recruiting students and staff. Other considerations include:

- Utility of on-farm buildings for housing and farm outbuildings
- Access to adequate drainage and irrigation

### **EarthWise Society**

Preliminary discussions have already occurred about composting community organic waste. Earthwise is anticipated to offer its composting in the spring of 2013. Other activities of the partnership, may dovetail with the Farm School to some extent, but could include:

- Gardening education and training
- Demonstration gardens
- School age members and elders program
- Community and allotment gardens
- Local production and sales.

## **4.2 Short Term Priorities (9 months to Year 3)**

With the Farm School up and running by the end of January, 2014, the focus will expand to include:

- Engaging the TFN community in agriculture-related community activities
- Encouraging more students into the Farm School
- Working with other partners to develop socially and culturally meaningful land use activities.

There is also an opportunity to attract opportunities for Farm School students to contribute to TFN agricultural objectives once they graduate. The Agriculture Manager will have the following options to consider:

- Providing opportunity for community supported and/or market gardening in the community
- Lease rates and structures for new farmers
- Designating land and providing utilities to support allotment gardening
- Creating venues for community projects linked to agriculture
- Providing business plans, budgetary and manpower assessments, and funding proposals to support new initiatives.

## **4.3 Medium Term Priorities (Year 3 to Year 5)**

Medium term priorities extend into the period once graduates from the Farm School have completed their training at the Farm School and are ready to enter the workforce or develop businesses of their own. At this point, there may be additional demand for farmland and/or facilities to carry out agriculture on TFN lands. It is anticipated that potential farmers will be able to make proposals to TFN for its consideration.

Other possibilities include that graduates become trainers in the Farm School, or coordinators of broader agriculture programs at TFN. At the end of this period, the Agricultural Plan may have to be revisited and modified to address new challenges and situations.

The Agriculture Manager will have the following options to consider:

- Using TFN commercial development to support market opportunities

- Expanding agriculture-related community activities into the designated agricultural area
- Terminating leases with local farmers, where needed, in order to accommodate new farmers
- Working with local and regional governments to ensure adequate ongoing drainage and irrigation services
- Working with local agencies to promote sustainable integrated wildlife habitat and productive agricultural land use.

## 3.0 Budget Considerations

Budget considerations are limited to the immediate start-up phase of the agricultural implementation strategy.

### 5.1 Agriculture Manager

It is anticipated that this position should be filled by a qualified professional agrologist (P.Ag.) with extensive experience in agriculture and a starting salary in the vicinity of \$60,000 per annum. Options for partial or full funding this position include the following:

- Successful application for an Investment Agriculture Foundation (IAF) grant towards a three year pilot project geared to developing community based agricultural development on First Nations Lands
- Successful application(s) to sustainable community initiatives funded by Van City, Coast Capital, Walmart, or other community minded corporate interest
- Investment of a portion of TFN farmland lease revenues.

### 5.2 Farm School

The KPU Farm School, in its 4<sup>th</sup> year of operation, is essentially funded on a cost recovery basis from fees charged to students. Currently, the program provides 10 months of training followed by access to a leased “incubator” farm, where the graduate can farm up to 0.5 acres for three years upon program completion, with technical support and shared equipment supplied. The program is offered for \$5,000 per enrollee.

The estimated budget for the Farm School is as follows:

#### Land Requirement:

- Year 1: Start with 2 acres
- Year 2: 5 acres total, including for orchard and demonstration garden
- Year 5: Potentially 10 to 20 acres
- Dependent on number of students taking on incubator farms

#### Revenue:

- 8-15 students - \$40,000 to \$75,000 @\$5,000/student/year
- Fundraise
- Grants (approach a bank that TFN deals with)

#### Costs

##### Farm School Staff and Personnel Requirement:

- Staff: Instructors and part-time coordinator - \$45,000

- Farm manager (could be a local farmer) = \$30,000
- Some of this requirements may be addressed by the TFN Agriculture Manager

**Equipment/Facilities Requirement:**

- Startup - \$25,000

The total financial requirement for the Farm School is estimated at about \$100,000 annually, not including land and buildings. The total fee revenue at the outset may be expected to amount to \$40,000 to \$50,000, leaving a shortfall of \$50,000 to \$60,000, annually. This shortfall would be sought through grants and other fundraising.

### **5.3 Earthwise Society**

Preliminary discussions have occurred between Earthwise and TFN regarding the installation of a community composting operation. A TFN Budget has been allocated for this purpose in the 2013 fiscal year. TFN obtained federal funding in the amount of \$5,000 under the Lands Environment Action Fund. No additional financial commitment to this project is anticipated. Other potential partnerships between TFN and Earthwise would be negotiated by the Agriculture Manager, based on appropriate analysis of projected costs and benefits.

### **5.4 Other Partnerships**

At this point, it is not possible to predict which other partnerships might be developed between TFN and other agencies. These initiatives would require independent budgeting and feasibility assessments on a project-by-project basis, probably related to the success of grant applications. It is anticipated that the Agriculture Manager would pursue these opportunities, under the advice of the Agricultural Advisory Committee. There may be occasions where the resources of the Farm School may be shared at marginal cost.

## **6.0 Benefits and Risks**

The Agricultural Plan offers the potential for several benefits for the TFN community. At the same time, there are some risks involved as well. Below is a summary of the expected benefits and potential risks.

### **6.1 Potential Benefits**

Under the proposed Implementation Strategy, TFN will be able to:

- Use existing staff to apply for grant funding for agricultural projects and recruit the Agricultural Manager
- Lever TFN funds with grant monies to carry out projects, including a portion of the Agricultural Manager position
- Access community programs and partnerships to develop projects, share agricultural development costs, and target those areas of greatest interest
- Develop a structured and comprehensive approach to agricultural rents and leases.

## 6.2 Potential Risks

The following risks have been identified that could expose TFN efforts, along with responses to each potential risk.

- 1. Agricultural Manager Position**
  - a. Risk Exposure:
    - i. Agricultural initiatives may not succeed
    - ii. Salary paid by TFN would be spent
  - b. Risk Management:
    - i. Review performance on a regular basis
    - ii. Reduce/terminate position if not productive
  
- 2. Farm School Project**
  - a. Risk Exposure:
    - i. May experience low student uptake
    - ii. Members may not participate
    - iii. Will know within first 3 years
  - b. Risk Management:
    - i. Modify/cancel program
    - ii. Re-lease land/properties
  
- 3. Other Agriculture Initiatives**
  - a. Risk Exposure
    - i. May not be able to attract interest
    - ii. Members may not participate
    - iii. May not be able to commit to partners
  - b. Risk Management
    - i. Defer projects
    - ii. Suspend partnership initiatives

**Table 1: Recommended Timeline for Key Actions in the 5 Year Implementation Strategy of the TFN Agricultural Plan**

Task	Period Ending:								
	Mar 31 2013	Jun 30 2013	Sep 30 2013	Jan 31 2014	Jan 31 2015	Jan 31 2016	Jan 31 2017	Jan 31 2018	Jan 31 2019
Task #1: Complete Agricultural Plan	-----								
Task #2: Hire an agricultural manager and start tasks in Sec 4.1.1		-----							
Task #3: Establish an Agricultural Advisory Committee		-----							
Task #4: Develop agricultural business plan			-----						
Task #5: Engage initial partners and identify member participants			-----	-----					
Task #6: Engage Members to identify other projects			--	-----	--	--	--	--	
Task #7: Engage other partners				----	--	--	--	--	--
Task #8: Review and modify the Agricultural Plan								-----	--