

SANDOWN

Community Farm Plan: Overview



Submitted August 2018 by
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ACKNOWLEDGMENTS

This report is brought to you by CRFAIR, the Capital Region Food and Agriculture Initiatives Roundtable, and the Sandown Transition Team. The team members are: Bernadette Greene, Linda Geggie, Ann Eastman, Spring Harrison, and Jen Rashleigh. The work was also supported by the expertise of Hally Hofmeyr, the District Agrologist. We would also like to recognize the goodwill of the previous consultants and Platform Properties in working with us to realize this plan.

We respectfully acknowledge that the Saanich Peninsula is the traditional territory and current home of the Tsartlip, Pauquachin, Tseycum and Tsawout First Nations. We acknowledge that the land that is the subject of this report, Sandown, is the traditional territory of the W̱SANEĆ First Nation.

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Figure 1 image courtesy Vancouver Island Aerials

Document Context

This document, **the Sandown Community Farm Plan: Overview**, is part of a set of companion documents providing the overall Sandown Community Farm Plan. These include:

The **Sandown Community Farm Plan: Overview**

The **Sandown Community Farm Plan: Background and Detail**

The **Sandown Community Farm Plan: Resource Guide**

This document is an overview of the overall plan and recommendations. The other companion documents provide discussion and supporting details for the recommendations, as well as resources to support the District of North Saanich and the Long Term Operator for the transition to Sandown Community Farm. The recommendations and discussion presented here were informed by a large body of research, best practices and intelligence from within our networks. The information and specific recommendations contained in this report are based solely on the opinions and conclusions of the Sandown Transition Team.



Figure 2: imagining the entrance to Sandown; Farm Retail Centre in the distance

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Figure 3: Sandown land, awaiting farmers

Introduction

This report is brought to you by the Vision Sandown Transition Team (the Team) under the guidance of the Capital Region Food and Agriculture Initiatives Roundtable (CRFAIR) for the District of North Saanich, with the assistance of the District Agrologist. From March to August 2018, this group was tasked with creating a farm plan, a governance structure and financial sustainability plan for the Sandown lands based on the findings of the 2016 CRFAIR report, ***Vision Sandown: What We Heard***.

Recognizing that Sandown is on the traditional and unceded territory of the Coast Salish people and of great interest to the Tseycum First Nation, it was essential to engage and reflect the interests and hopes of the Nation in the plan. This will need continued conversations.

The process the Team undertook to create this report was to review the vision, the land use and regulatory frameworks for the future Sandown Community Farm (SCF), and other background studies and reports. Most importantly, we walked the land with farmers, soil scientists, construction experts, hydrologists, ethnobotanists and many more to really get a sense of its potential and where healing is needed. We met with folks in key interest areas, gathered expertise, and talked with potential partners who will be part of the development and ongoing vision of the Farm. We met with key bodies such as the Peninsula and Area Agriculture Commission and the Agriculture Land Commission (ALC) to inform SCF planning. We came up with the dream plan, and then used the financial sustainability planning lens to refine it considerably. At the Flavour Trails weekend in August 2018, over a hundred people reviewed and talked with us about the plan. The response was extremely positive. We know it is a work in progress and there is much more to be done.

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This document, the **Sandown Community Farm Plan Overview** provides a summary of the proposed recommendations by the Team. It is followed by

a brief synopsis of these recommendations. The report **Sandown Community Farm Plan: Background and Detail** is a companion document to the Overview document. It provides significant discussion and supporting details for the recommendations for the transition to Sandown Community Farm, dense with a depth of information about the land, the rationale, advice and ideas that came forward. Most of the recommendations come from looking at successful and promising practices from around the region and beyond that are a good fit for Sandown and community needs. Finally, a third document, the **Sandown Community Farm Plan Resource**, has a number of templates and resource materials that we thought will be useful for the Long Term Operator and the District of North Saanich going forward.

Recommendations

The following is a summary of key recommendations of the Sandown Transition team (STT) for the governance, financial sustainability, site development and farming operations at Sandown Community Farm.

1. Vision and Approach

The vision and foundation of the Sandown Community Farm (SCF) plan is in line with the **Vision Sandown** 2016 process recommendations and is grounded in ecological stewardship. This provides infrastructure and land for commercial farming, community food growing, and field-based teaching and learning. Partnerships and community involvement will be important to the success of the Farm.

2. Food Production as the Foundation

The primary focus of the Farm is to support food production and be at the centre of operations and investment in the future. We recommend that SCF



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support a mix of both new and experienced farmers producing a diversity of crops through providing land, infrastructure and long-term leases. With this approach it is projected that SCF can be a significant economic contributor to the local economy with over \$1.5 million being generated annually in produce sales. Community activities are also contemplated in the plan and they center on learning, growing and celebrating food.

3. Ecology and Reconciliation are Touchstones

Recognizing that Sandown is on the traditional and unceded territory of the Coast Salish people, and of great interest to the Tseycum First Nation, continued conversations are essential going forward. This must be the Long Term Operator's approach. In addition, the site's ecology and the biodiversity must be stewarded carefully, not only for the sake of the SCF but also for the surrounding lands and waters that could be affected by SCF operations. We are recommending that organic standards be used for production practices, as well as the implementation of additional measures to enhance water quality flowing through the SCF.



4. Governance Structure

A not-for-profit society is recommended to act as the Long Term Operator under a lease agreement with the District of North Saanich for management of the lands and programs. The society will be responsible for the management of leases to farmers who will farm the land and community partnerships. There is the potential for the development of a side-by-side charity to assist with fundraising; however, these goals could also be accomplished through partnering with an existing charity. The Long Term Operator will be overseen by a Board of Directors and employ an Executive Director that will manage a staff team that includes a Farm Manager, and staff for programs and resource development.

5. State of the Land & Long-Term Remediation

Platform Properties will complete site remediation in 2018. Then work will be needed to improve the soils to become highly productive for various crops through good soils management practices, including the installation of additional water stewardship, drainage and irrigation systems, and application of organic matter. It is recommended that the northwest corner of the site be evaluated for reclamation to increase farm productivity and revenues. The forested area and hedgerows should be restored and enhanced to support onsite biodiversity and enable additional cultivation and learning about Indigenous Food and Medicine systems.



6. Land Designation & Overall Site Plan

The land is in the Agricultural Land Reserve (ALR) and consequently the foundations of the Sandown Community Farm are in line with Agricultural Land Commission (ALC) regulations and policies, and the District of North Saanich Sandown Community Farm Zone requirements and other associated regulatory frameworks. The elements of the site plan include different zones on the property for different size plots for lease to farmers, as well as a farm school and community food growing zones. In the initial years, low-cost temporary infrastructure will be put in place and, over time, a Farm Retail Centre planned to provide infrastructure for onsite commercial farm operations and to benefit other regional farmers.

7. Non-Farm Use application

Based on conversations with the ALC, we recommend an application for non-farm use during Phase 1 to increase the potential for diversification and innovation to benefit both Sandown and regional farmers. This will focus on the development of an onsite farmers' market (not an allowed use currently) and the Farm Retail Centre, as well as support more public access to the SCF.

8. Public Access

Public access to the farm will be centered primarily in Zones 1 and 2. These zones are dedicated to community orchards, allotment gardens, demonstration pollinator gardens and the Farm Retail Centre. Zone 9 is also an area that will see community activity in the way of restoration of the forest and trail along the west side of the property. We also propose a perimeter farm access road that doubles as a public access trail for walking and, potentially, horseback riding. The trail would follow the border of the Farm property, separated from the fields by a deer fence. This will allow for access for equipment and farm trucks and provide access to service the ditches. The road would also provide residents with recreation opportunities and the ability to experience food production first hand, while not interfering with the farmers who are working in the fields; a deer fence would protect against theft and vandalism.

9. Housing

We heard clearly that housing is a significant need for farmers onsite. A single dwelling is allowed currently with an additional caretaker building. We propose exploring housing options to be developed within the footprint of the proposed buildings on Sandown, on the second level of the Farm Retail Centre, and potential additional housing above the Operations Centre. Innovative approaches to housing have been suggested such as a tiny home farm village; however, this requires further study and approvals from the ALC.

10. District 12-Acre Site & Green Waste Program

Currently the site is undergoing remediation through the Green Waste Program under the management of the District of North Saanich. Many ideas were generated for future use; however, this site is outside the scope of this plan.

11. Financial Plan

There is significant upfront, start-up capital investment required for SCF to support farming; however, our projections clearly demonstrate how the operation of Sandown Community Farm over time can be sustainable. Although the Agriculture Fund plays a significant role in initial development of the Farm, we project decreasing reliance on the Fund over time. The financial plan we created is based on best estimates at this time, in a

context of significant variability and unknowns. We incorporated feasibility and cost-estimating provisions in Phase 1 of the plan for areas that we feel were beyond the scope that the current contract and timelines afforded. In particular, additional work is needed to better estimate the cost of roads after the remediation and ditching work is completed by Platform. Feasibility studies are also needed for the proposed farm school and Farm Retail Centre.

We also identified the potential need for a Farm Operations Centre to allow scaling to commercial farm operations, as well as the potential for housing to be explored in Phase 3. These are not included in our financial plan and should be assessed further into the implementation of this plan.

12. Responsibilities of the District

Sandown is a major asset that the District owns, and the District will benefit from the long-term improvements to the property. The District will use the ecological services of Sandown for its storm water and drainage management until improvements are made in the larger District infrastructure. If the District decided not to develop Sandown Community Farm, it will still require investment and maintenance. After conversations with District staff, we recommend that the District develop and maintain any roadways for public access or are required for maintenance of drainage and ditches. We also recommend that the District pay the property taxes, as well as provide installation of water services to the property at Glamorgan Road. **All other management and financial arrangements will be outlined in a lease agreement with the Long Term Operator.**

13. Integration with Regional Food and Agriculture Initiatives

There is opportunity to play a significant role as a hub for innovation, learning, research, and demonstration of food and agriculture in the region. We recommend that the Long Term Operator continue to explore these options with partners such as CRFAIR, the University of Victoria, the Ministry of Agriculture, and other regional actors. Sandown can also play a role in the proposed regional Food and Farmland Trust.

Synopsis

This section provides a concise overview of the SCF Plan; the context and rationale for this plan is all found in the companion document called **Sandown Community Farm Plan: Background and Detail**.

Vision

Over the next few years, the Sandown lands will become Sandown Community Farm, a key regional player in sustainable food production, respecting and working with natural ecosystems and building stronger and healthier communities.

As **Guiding Principles**, Sandown Community Farm will:

- Steward land and water systems to **restore, enhance and protect healthy ecosystems**. Sandown will model best practices for sustainable place-based food production, supporting small to medium scale commercial production and community food growing, gathering, and harvesting.
- Play a part in **creating a resilient food system**, modeling management and practices that are low carbon and work towards the mitigation and adaptation to climate change.
- Support **intentional, deep community engagement** by building respectful relationships and a community of support and exchange.
- Facilitate **innovative best practices in the field and classroom** for teaching, learning, and researching ecologically sustainable food production.
- Demonstrate a model of **financial sustainability**.

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Background

The transformation of this unique 83-acres (33.6 ha) of land into the Sandown Community Farm (SCF) began when the District of North Saanich took ownership of the majority of the former Sandown Raceway, collaborating with Platform Properties and the Agricultural Land Commission to secure it as a long-term community asset for local food production. SCF will become an innovative, community-focused centre of food production while supporting sustainable land and water management for the District of North Saanich.

Building on the ***Vision Sandown*** recommendations, the Sandown Transition Team carefully researched local farmer and community needs, food production systems, and the biophysical features of the Sandown lands. The Team had to consider some very specific land use and regulatory frameworks that govern potential use, foremost that the land is in the Agriculture Land Reserve. We looked at best practices and successful models in the region and beyond.

The task of the Team was to work over a six-month period to develop a farm plan, a governance structure and a financial and resource sustainability plan. The proposed Sandown Transition Plan includes these elements. It is necessary to see the land and water systems as a whole, as well as its relationship to surrounding lands and communities.

At its core the plan must be founded in “that which gives life” the land itself and the communities of people that will work, gather and celebrate there.



The vision for Sandown Community Farm is a community integrated farm, or “community farm” for short. This means that while SCF is a place for **commercial food production** and will host over 20 commercial farmers onsite, it will also be a place to engage community support for agriculture, and **community-based food growing and learning**. By community, we mean a diverse range of people from North Saanich and beyond, who will come to the Farm to **grow, learn and celebrate food, community & the land**.



Figure 4 harvest knives

The Key Elements of SCF

Our recommendation is for Sandown Community Farm (SCF) to operate as a highly integrated farm that supports the intersection among diverse ways of growing, harvesting and producing food, providing opportunities for existing growers and new entrants. As proposed, the land will provide opportunity for approximately twenty diverse commercial food growers. It will also provide areas for community food growing and food literacy endeavours, as well as infrastructure for related agri-business and social enterprises. Areas of the land provide specific ecological goods and services (such as providing storm water management for the District until such time as the District completes its proposed downstream drainage work) and there are compatible opportunities for community learning, recreation and celebration, all focused around the food that sustains us.

To provide an overview of the integrated farm activities we have created a plan that divides the land into zones of agricultural activities and a site map with zone descriptions. The recommendations for each zone are detailed in **Appendix A**, with additional information in the companion report, **Sandown Community Farm Plan: Background and Detail**.



Figure 5: Sandown public feedback at Flavour Trails 2018



Figure 6: Conceptual rendering of Farm Plan

Farming

The recommended zones for commercial food growing cover a total of 54.6 acres (22.1 ha). An additional 5.3 acres (2 ha) is allocated to community food growing through allotment gardens and a community orchard. In total, the arable areas suitable for food production will represent over 60 acres (24.2 ha) of the site once the mandatory remediation work is completed in 2018. The remainder of the land is forest, ditches, buffer zones, buildings and farm access roads.

The focus of the first five years, Phase 1 of Sandown Community Farm, is to continue important site and soil remediation, establish primary infrastructure (utilities, road access, storage, and bathrooms) and to get people on to the land to start farming. Key community partnerships will be established, and relationships and opportunities with local First Nations explored.



Our recommendations for **farming in Phase 1** are:

Long-Term Land Use Agreements Established for Commercial Food Production:

On plots of 4 to 10 acres (1.6 to 4 ha) within Zone 5, leases will be established with farmers from the region. The Long Term Operator will seek out potential farmers to lease areas of the farm that are most ready (infrastructure and soil quality) and initiate leases.

Small Plots and Incubator Plots:

Incubator plots for new and small-scale farmers will be established in Zone 3. *Young Agrarians* have recently established a “land matcher” position on Vancouver Island and are keen to help new farmers apply for plots.

Establish the Farm School:

A feasibility study and business plan for a self-supporting, production-based farmer training and agribusiness development program will be initiated in Zone 3. Feasibility planning support is offered by Kwantlen Polytechnic University School of Sustainable Food Systems based on the successful cost recovery model of their Tsawwassen Farm School. This model sees up to 12 farmers gain experience and technical training working hands-on in the farm school, growing and selling produce; at the same time as they develop their own farm businesses on incubator plots. They have the option of co-marketing with the farm school business or finding their own marketing channels.

Establishing these diverse onsite food growing activities as soon as possible will provide early income for SCF through leases and farm school produce revenues. These activities will also provide a stable supply of production for a farm market and/or a food box program, provide essential training and mentorship, and build community support. A mix of new and experienced farmers and different scales of growing operations will provide synergy for growing local food production capacity and facilitate the negotiation of additional land use agreements for other areas of the site (Zones 4, 5 & 6).

Land agreements for commercial farming plus the small incubator farms plots could allow Sandown Community Farm farmers to earn and generate \$1,384,000 in total annual produce sales within the first four to five years. If production from the proposed greenhouses is added, by year five sales could increase to \$1.5 million annually. Projected revenues of the Farm School exceed \$100,000 annually in produce sales.



Community

The 2016 **Vision Sandown** process discovered strong interest from various community organisations in the possibilities for Sandown, and the 2018 community engagement work was no exception. From small local non-profits to provincially recognised agricultural institutions, all see the potential of Sandown to advance the agricultural, ecological, educational and/or recreational mandates of their organisation. Community programming at Sandown will bring valuable revenue streams, serve to amplify the benefits of a community integrated farm, and—with good planning and management—will help and not hinder the commercial agricultural work at Sandown.

This synopsis summarizes the key potential partnerships; for a thorough list of community engagement, please refer to the **Appendix I** in the companion report **Sandown Community Farm Plan: Background and Detail**.

Potential Partners and Programs:

The established and regionally-connected non-profit *Lifecycles* is a obvious initial partner, with their interest in establishing a 5-acre (2 ha) cider orchard at Sandown. They also express strong interest in processing and establishing an on-site educational and gleaning programming, a community orchard, and a regional seed saving library for small-scale commercial farmers.



Young Agrarians, with their province-wide mandate to match young keen farmers with arable land, will be invaluable partners in recruiting the 'emerging farmers' of Sandown farmers.



There is exciting leadership from the W̱SÁNEĆ First Nations in revitalizing indigenous food systems, and the *PEPÁḴEN HÁUTW̱* Native Plants & Garden Program, in alliance with Tseycum knowledge keepers, could be



valuable partners in identifying and propagating the indigenous cultural, medicinal, and food plants appropriate to the Sandown forested ecosystem.

Peninsula Streams has already committed support to help to remove and manage invasive species that currently plague portions of the property.



The University of Victoria, with its focus on community-based research and engagement, offers a myriad of possibilities for engaging graduate and undergraduate students in building Sandown Community Farm: the *Capstone MBA graduate program* to develop business models for social enterprises; and *Geography, Ecology and Restoration of Natural systems diploma program* to assist with bio-inventory, GPS mapping, and invasive plant removal in the forested areas. Student efforts would be overseen by university instructors at no cost to Sandown, making this an exciting and important partnership connection.



North Saanich grade schools, such as North Saanich Middle School, are keen to explore the food growing based educational possibilities from a productive and innovative community farm within walking distance.

Non-profits such as *Growing Young Farmers* and *Growing Young Chefs* see abundant opportunities for on-site programming at Sandown, providing SCF with revenue streams while providing important programming for the wider public.



There is particular consideration of the opportunity and responsibility to support the revitalization of indigenous food systems. Future conversations with Tseycum First Nation on these ideas will be vital. How can Sandown support wellness and economic development opportunities, and be a place of teaching and learning?

There is also interest and opportunity to work with partners such as Peninsula Streams, LAU, WELNEW Tribal School, and the RedFish School of Change at the University of Victoria, to restore the forested and surrounding land in Zone 7



Figure 7: a community mapping exercise looking at Sandown and water, summer 2018

(10.7 acres/4.3 ha) and ensure waterways are healthy. There are great opportunities to engage with many partners in a restoration plan, and to explore indigenous food and medicine growing systems, harvesting, knowledge sharing and celebration.

In the initial phase of the Farm's development we have recommended focusing on building partnerships and implementation of the following community activities (mainly in Zones 1, 2, 7 and 9):

- Allotment Gardens
- Community Orchard
- Demonstration Gardens
- Restoration
- Indigenous Food and Medicine Systems



Figure 8: UVic Redfish students identify native plants in the Sandown forested areas

Site Elements

As described above, Phase 1 will establish the basic infrastructure for commercial farming and Phases 2 and 3 will add infrastructure essential for scaling food production and revenue generation, and modeling sustainable, innovative local food systems.

Priorities for infrastructure development:

- Plan and build out access to power
- Install additional fencing
- Build primary roads and bridges
- Build wash stations for produce harvesting and cleaning
- Install the main irrigation system
- Purchase and refurbish two clean containers ('Seacans') for storage for tools, supplies and equipment, and cold storage for produce.
- Use portable washrooms onsite
- Install a poly greenhouse, approximately 35' x 100', for shared use
- Establish buffer zones, access ways and plantings
- Purchase and create covered storage for key farm equipment and tools



In Phase 1, a feasibility study and fundraising strategy to establish a **Farm Retail Centre** on Zone 9 will be completed. In Phase 2, this purpose-built, multi-functional building will provide space for indoor and outdoor farm markets and special events; dedicated produce sorting, washing and processing and farm kitchen facilities that comply with Good Agricultural Practices and food safety regulations; office space; and expanded cold, dry



Figure 9 an artist rendering of the farm market

and freezer storage. Potentially, onsite housing for farmers and seasonal farm workers could be built on the upper level.

By Phase 3, over seventy (70) percent of the Sandown arable land base will be used for intensive, sustainable local food production.

A **Farm Operations Centre** may be beneficial to provide additional space for commercial-scale greenhouse crop production, essential processing, storage and meeting facilities, and additional housing based on SCF farmer needs and community partnerships.



Governance

After reviewing four possible models for governance, the STT recommends the immediate establishment of non-profit society as the third-party operator for SCF. A volunteer board of directors will provide leadership in setting the strategic direction for SCF; financial management; steward the natural resources on Sandown; empower, supervise and evaluate the performance of operational staff; and report to government and the community.

The approach for governance is described in detail in **Section 6** of the companion report **Sandown Community Farm Plan: Background and Detail**. Resources including society bylaws and templates for land lease/use applications and agreements are in the companion document **Sandown Community Farm Plan: Resource Guide**.



Phases of SCF Development

Summary of Phased Development Approach:

A good foundation is critical for success in years to come. This includes both the development and establishment of an effective operational partner, the Long Term Operator, a sound governance model, and the implementation and management of the basic infrastructure needed to support farmers' success on the land. Site remediation and best practices for good drainage and building healthy productive soils are an early focus. We also heard

interest and opportunity for starting onsite production as soon as possible. With financially sustainable farm models as a guideline, we will establish activities with a greater return on investment, balancing this with the capital expenditures required for more lucrative activities (such as climate-controlled greenhouse construction, or the development of the Farm Retail Centre). Our plan provides the most detail for Phase 1 development; work for Phase 2 and 3 will depend on successes and emergent needs. With so many moving pieces, it is important to have a flexible plan that allows for synergies and evolving opportunities.

PHASE 1 (2019-2021):

Establish the Long Term Operator (LTO):

Our recommendation is to establish the LTO, a non-profit society with a volunteer Board of Directors with relevant expertise to oversee the Farm. An agreement for operations will be signed with the District that outlines the different roles and responsibilities of the parties. The LTO will hire its SCF Executive Director who would then assemble the SCF team.

Install Basic Farm Infrastructure:

Our recommendation is to put in place the basic infrastructure (fencing, water, power, roads) immediately, closely followed by installation of the main irrigation system, buffer zones and access ways. As temporary infrastructure for farm operations, we suggest refurbishing Seacans (shipping containers) for cold storage, produce washing and sorting; covered storage for basic tools and equipment; portable washrooms; and a 3,500 sq. ft. poly greenhouse for shared use. This approach offers faster, lower cost options to support farmers and develop the farm school and community food growing activities until a permanent structure is built.

Continue Land Improvements:

In 2018, the initial land remediation plan will be completed, the land tilled, and a cover crop planted. Informed by the results of the cover crop planting, an assessment of additional land improvements will be made by the LTO in concert with the District Agrologist. Additional drainage and water quality priorities will be addressed, as well as the first phase of soil improvements with organic matter completed.

Initiate Farm Activity:

Farming would begin by establishing leases and the farm school. The allotment gardens and partnered activities such as the community orchard with LifeCycles are also considerations for early implementation as there is good return to the farm from these activities through lease revenues and more capacity brought to grow the farm. There would also be activities initiated to restore areas of the farm that have been overrun by invasive species and develop opportunities for partnership for cultivation, teaching and learning about indigenous food and medicine systems.

Explore Market Options:

Through discussions with the *North Saanich Food for the Future Society* (NSFFS) there is the potential to move to SCF as a permanent market site. While the timing of this will depend on the NSFFS's long-term goals for the North Saanich Farm Market, we eventually envision a weekly farm market at SCF, initially, with tents and tables providing a welcoming sales site, and finally evolving to the more permanent building for farm sales. We are proposing that Zone 9 (2.1 acres/0.84 ha) could become a site for retail produce sales, the Farm Retail Centre could be the home for this market. Some of the proposed activities will necessitate an application to the ALC for non-farm use as currently only 50% of farm sales can occur from sources off site.

District Road Improvements:

In this phase, it is recommended that the District assess its approach to road infrastructure installation and begin priority primary road construction. This will include consideration of the perimeter farm and public access road.

PHASE 2 (2022-2025)

Establish Permanent Farm Infrastructure:

Planning conversations have revealed that the Farm Retail Centre is essential to the economic success of the Farm, and will also benefit regional

farmers. Central to the phased plan is a feasibility study and construction of the Farm Retail Centre - with facilities for washing, preparing and storing produce for sale; secure storage for tools, equipment and supplies, a farm office and a farm market. It is anticipated that this centre will cost approximately \$1.5 million to build, so it will be important to have a proper business plan and financing in place. The development of additional greenhouses or other enterprise-related infrastructure will also be considered.

Food production is expected on 70% of the land area designated for production by the end of Phase 2.

PHASE 3 (from 2026 onwards)

Depending on progress, the LTO will look at the emergent needs for the farm, including the potential for a Farm Operations Centre. This could include additional greenhouses, a food hub with light processing and storage, as well as consideration of additional agriculture related green technologies (i.e., a biodigester, combined heat and power for greenhouses). These additions are much more capital intensive and will require further planning and permissions. Housing is a major consideration. We outlined recommendations related to providing housing on the second levels of the proposed buildings in Section 5.4 in the companion report, **Sandown Community Farm Plan: Background and Detail**.



Figure 10: Artist rendering of a Farm Operations Centre

Financial Sustainability Plan

The Financial Sustainability Plan for SCF is described in detail in Section 7 of the companion report **Sandown Community Farm Plan: Background and Detail**.

The overarching direction for SCF is the successful transition to a self-sustaining community farm; however, it must be recognized that Sandown also provides considerable ecological services to the District of North Saanich and also acts as a community asset worthy of continued stewardship and investment. The proposed development plan aims to balance the considerable need for upfront investment with the projected trajectory of return on investment over time.

Key revenue generation options taken into consideration are land leases, a cost recovery model for the development of the farm school, in-kind and capital contributions from community partnerships, grants, loans, enterprise development, events revenue generation, cell tower lease, and, importantly, the contributions of the District of North Saanich fund established directly by the creation of Sandown Farm - the Agriculture Fund. The Fund will provide up to 50% of the taxes realized from the commercial development that now takes place on former agriculture lands, providing a sustaining contribution to agriculture. We have not included the projections for the Farm Operations Centre in this report as there are so many variables at play. It will need its own feasibility study and cost-recovery business plan.



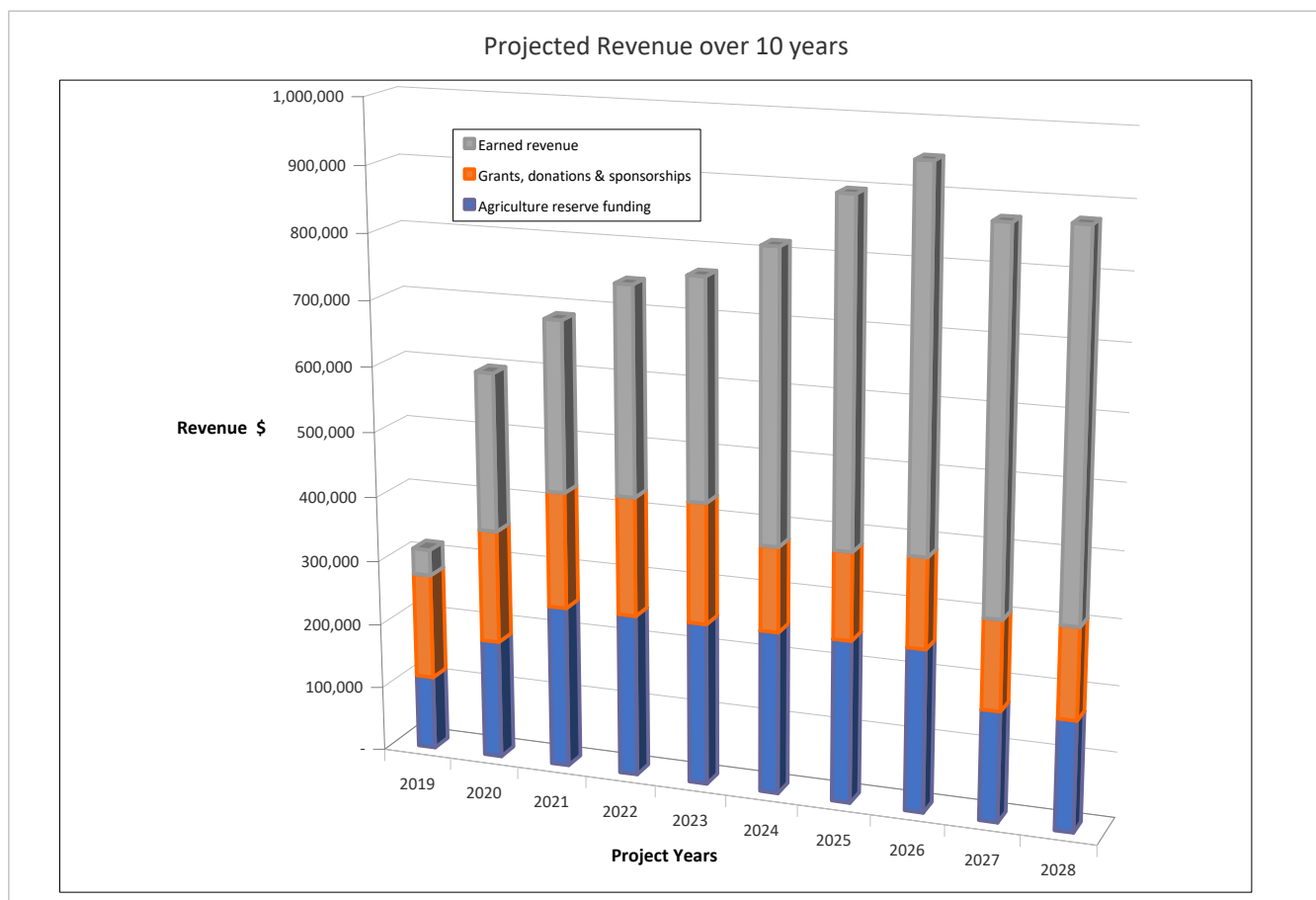


Figure 11: Projected revenue for SCF over 10 years

Key cost projections for Sandown Community Farm include both upfront capital costs as well as the longer-term operations management. With limited time, and multiple potential pathways for development we have done our best to provide numbers based on quotes and comparative initiatives in other jurisdictions.

Financial Analysis on the Sandown Financial Plan was provided by Phyllis Horn, a business analyst and financial consultant of FarmFoodDrink.

She advised the Sandown Transition team that with the realization of anticipated revenues and injections of cash through funding and donations, the financial picture for Sandown Community Farm looks good. It is projected that the Sandown Farm would receive an upfront loan from the DNS of \$230,000 to cover initial start-up costs but Sandown would have the ability to repay this loan back over a period of 10 years or less. With projected fixed investment costs over 10 years for infrastructure and farm

development of \$2,536,600 and the variable long-term operating costs at about 3% of revenue, it is projected that the farm will operate at or above breakeven beginning in 2020. The addition of the financing and operation of a farm center is anticipated in year 2023. When the retail building is built it is anticipated that a capital campaign will finance 25% of this and a mortgage of \$1.5 million will be needed. The debt to asset ratio will rise to its highest point of .53 in that year but will be a comfortable 1/3 of net assets by the year 2028.

The farm will be sustained by a broad mix of revenues which significantly reduces the risks inherent in financial projections. Earned revenue from operating activities increases from 39% in 2020 to 65% in 2028 and there is a decreased reliance on the Agricultural Reserve Fund over time.

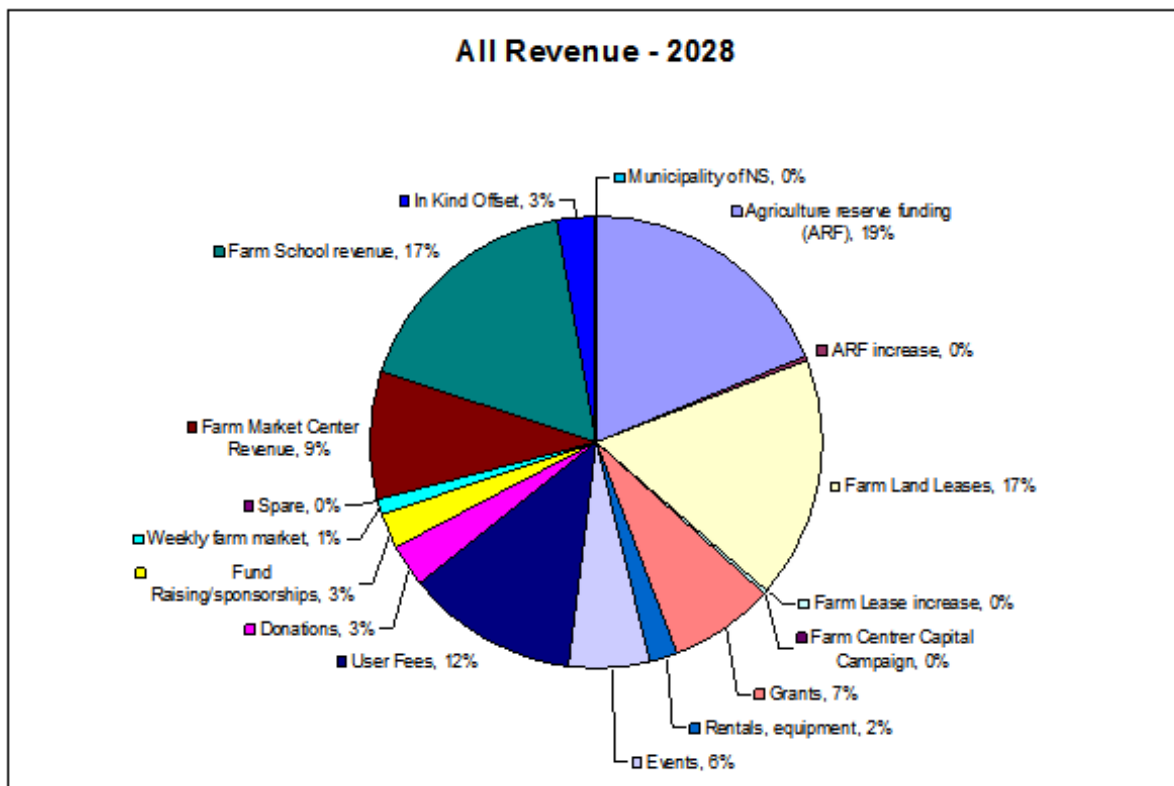


Figure 12: Estimated relative contributions of revenue sources for SCF

A full financial breakdown is in Section 7 of the **Sandown Community Farm Plan: Background and Detail**. A detailed spreadsheet and summary table of notes that outline cost and revenue estimates will also be provided to the District.



Opportunities & Considerations

Training and Research:

Sandown has the potential to be a major hub for production-based training, learning and research. There is considerable interest by the University of Victoria and Kwantlen University in supporting these activities. There are also opportunities to explore relationships with the federal Centre for Plant Health. It is important that these activities be hands-on and production-based, as the land is within the ALR.

Model for Innovation:

SCF has the potential to model innovation and become part of the new move to establish agri-food innovation centres in the Province. SCF has the opportunity to draw partnerships and investment for the development of SCF while demonstrating leadership in sustainable building and energy systems design.

Additional feasibility studies are recommended for larger-scale organic waste and materials management systems; on-site rainwater collection and storage; and energy generation and storage options. SCF could pilot new approaches in farmer and farmworker housing.

Non-Farm Use and the ALC:

Not all of the projected needs of SCF are currently allowed under the Agriculture Land Reserve regulations; however, conversations with ALC staff point to potential approval for these activities through non-farm use application(s) because they are consistent with benefitting agriculture. We recommend that the District and the Long-Term Operator work closely with the ALC to initiate a non-farm use application for the non-farm use exemptions required during Phase 1. Work by Deb Curran at the

Environmental Law Centre, her class and graduate students have been offered pro-bono to support this. The primary reasons for the application are to ensure that the diverse needs of the Farm can be accomplished. This includes activities such as:

- establish longer-term infrastructure - the [Farm Retail Centre](#) and the [Farm Operations Centre](#) with onsite farmer and farm worker housing on the upper levels and potential on-farm processing and aggregation
- support agriculture in the region with a permanent farmers' market,
- enable additional public access to the site as it is publicly owned land.

This is explored further in **Section 5.4** of the companion report **Sandown Community Farm Plan: Background and Detail**.

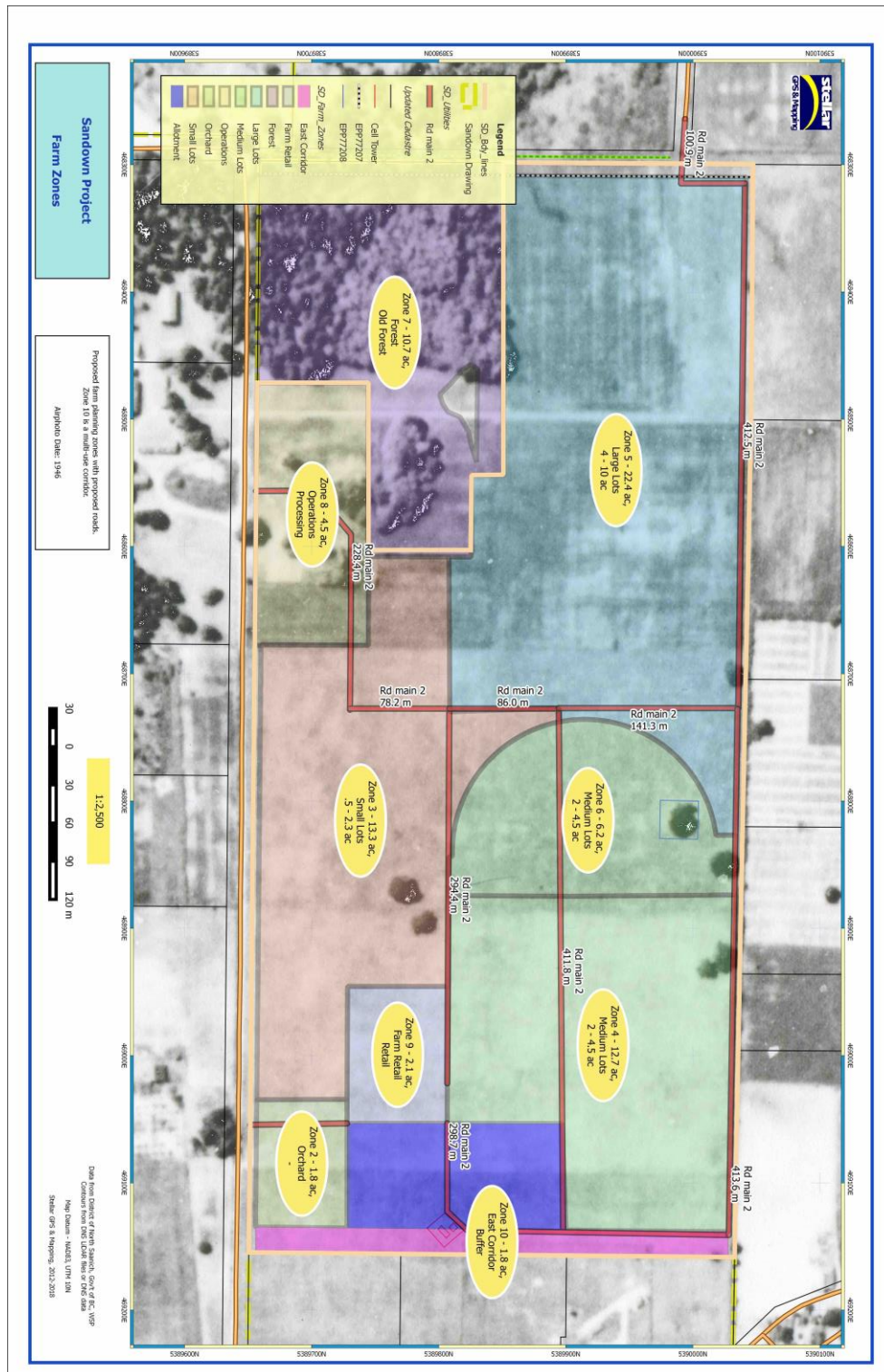


Next Steps

Key next steps include:

- Put in place interim transition manager
- Move forward installation of basic infrastructure such as power, water, fencing, etc.
- Establish LTO and create agreement with DNS.
- Hire staff and gather resources
- Get farming!

Suggestions for key next steps are outlined in Section 8 of the **Sandown Community Farm Plan Background and Detail report**.



Appendix A:

Sandown Community Farm Zones

Zone 1: Community Farm Lots/Garden 3.6 Acres (2.1 ha)

- Primarily for community farm lots for market and community farming, crop testing and coaching
- Uses to include allotment gardens, demonstration gardens, teaching and learning

Users: Community members, school groups, food literacy/access groups, teaching and learning

Zone 2: Community Orchard 1.8 Acres (0.7 ha)

- Community Orchard, the 'gateway' to the farm, will emphasize aesthetics and design
- Uses will include a fruit orchard for community food provision, demonstrations, events

Users: Community partners such as LifeCycles

Zone 3: Incubator Farm Lots 13.3 Acres (5.4 ha)

- Small to medium size lots, 0.5 to 2.3 acres, 3 to 5 year renewable leases for new farmers
- Suitable crops for the soil and location include fruit trees, small fruits, annual/perennial crops

Users: New farmers in the incubator program

Zone 4: Small to Medium Farm Lots 12.7 Acres (5.1 ha)

- Medium size lots, 2 to 4.5 acres, for longer-term lease to more experienced farmers
- Suitable crops for the soil and location include fruit trees, small fruits, annual/perennial crops

Users: Experienced farmers looking for longer term leases

Zone 5: Medium to Large Farm Lots 22.4 Acres (9.1 ha)

- Larger farm lots, 4 to 10 acres, for longer-term lease to local experienced farmers
- Drainage improvement will allow for a variety of crops

Users: For long term leases to local farmers, ideally leases within the first years for early income generation

Zone 6: Small to Medium Farm Lots 6.2 Acres (2.5 ha)

- For leases to experienced farmers; however, the area is prone to flooding as part of DNS flood management system, which limits crops
- Area includes a pond and the Garry oak tree protected by covenant.

Users: Year to year leases for tenants to be made aware of flooding with lease rates reflecting crop growing conditions.

Zone 7: Natural Forested Area 10.7 Acres (4.3 ha)

- Natural area includes bird and other wildlife habitat incorporating passive trails for public use

Users: Focussed on First Nation needs and interests.

Zone 8: Farm Operations Centre 4.5 Acres (1.8 ha)

- Highly disturbed land recommended for future use for a Farm Operations Centre supporting the farm and local farmers

- This would include storage for tools and equipment and other operational resources such as including coolers, freezers, washing stations, packaging and processing, areas for wholesale sales, CSA box packing, storage), plus a compost/manure aging facility
- Additional greenhouse space will be available for lease to Sandown and local farmers

Zone 9: Farm Retail Centre

2.1 Acres (0.85 ha)

- This location was selected as ideal for the proposed two-story multi-use facility, for farm markets, food processing and sales
- It will include a farm kitchen, farm office, washrooms, storage, and a multi-purpose space for agri-food activities and agri-tourism events

Users: Farmers and other food producers to access purpose built space for processing value-added products, aggregating and packaging, cooler and freezer space.

Zone 10: Buffer Zone

1.8 Acres (0.7 ha)

- Designated buffer zone between farms and commercial area.
- Includes deer fence, fruit trees and other food plantings and large drainage ditch, installed by Platform Properties.
- Also includes path for farm access and public use.