

FOOD AND FARMS



Chamber of
COMMERCE
Portugal Cove - St. Philip's

OPPORTUNITIES ARE GROWING



2022-2027 KILLICK COAST STRATEGIC AGRICULTURE PLAN



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**Food and Farms: Opportunities are growing
2022-2027 Killick Coast
Strategic Agriculture Plan**

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- Catherine Dempsey, Chair
- Anita Walsh
- Deanne Lawrence
- Dave Walsh
- Evan Murray

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- Town of Portugal Cove-St. Philip’s
- Town of Logy Bay-Middle Cove-Outer Cove
- Town of Torbay
- Town of Flatrock
- Town of Pouch Cove
- Town of Bauline
- Town of Wabana

2022-2027 STRATEGIC AGRICULTURE PLAN

SUMMARY AT A GLANCE

MISSION

To build agriculture and food sustainability on the Killick Coast through modern collaborations between government, agri-businesses and residents that fosters innovation, health and wellness and new investments.

VISION

By redefining agriculture's value, the Killick Coast is positioned as a leader in agri-business and economic development in Newfoundland & Labrador.

STRATEGIC PILLARS

| Strategy 1: Enterprise Expansion | Strategy 2: Economic Impact | Strategy 3: Identity and Healthy Lifestyle | Strategy 4: Enable through Policy |
|--|--|--|--|
| 1.1 Grow the Cluster | 2.1 Foster Innovation | 3.1 Link Food, Farm, Heritage and Health | 4.1 Small Farm – Food Producers Policy |
| 1.2 Cultivate New Approaches | 2.2 Procurement and Distribution | 3.2 Responsible Waste Management | 4.2 Provincial Approach to Regional Planning - Model |
| 1.3 Conservation of Agriculture Land | | 3.3 Investing in People | |



Strategic Agriculture Plan: Scope and Initiatives

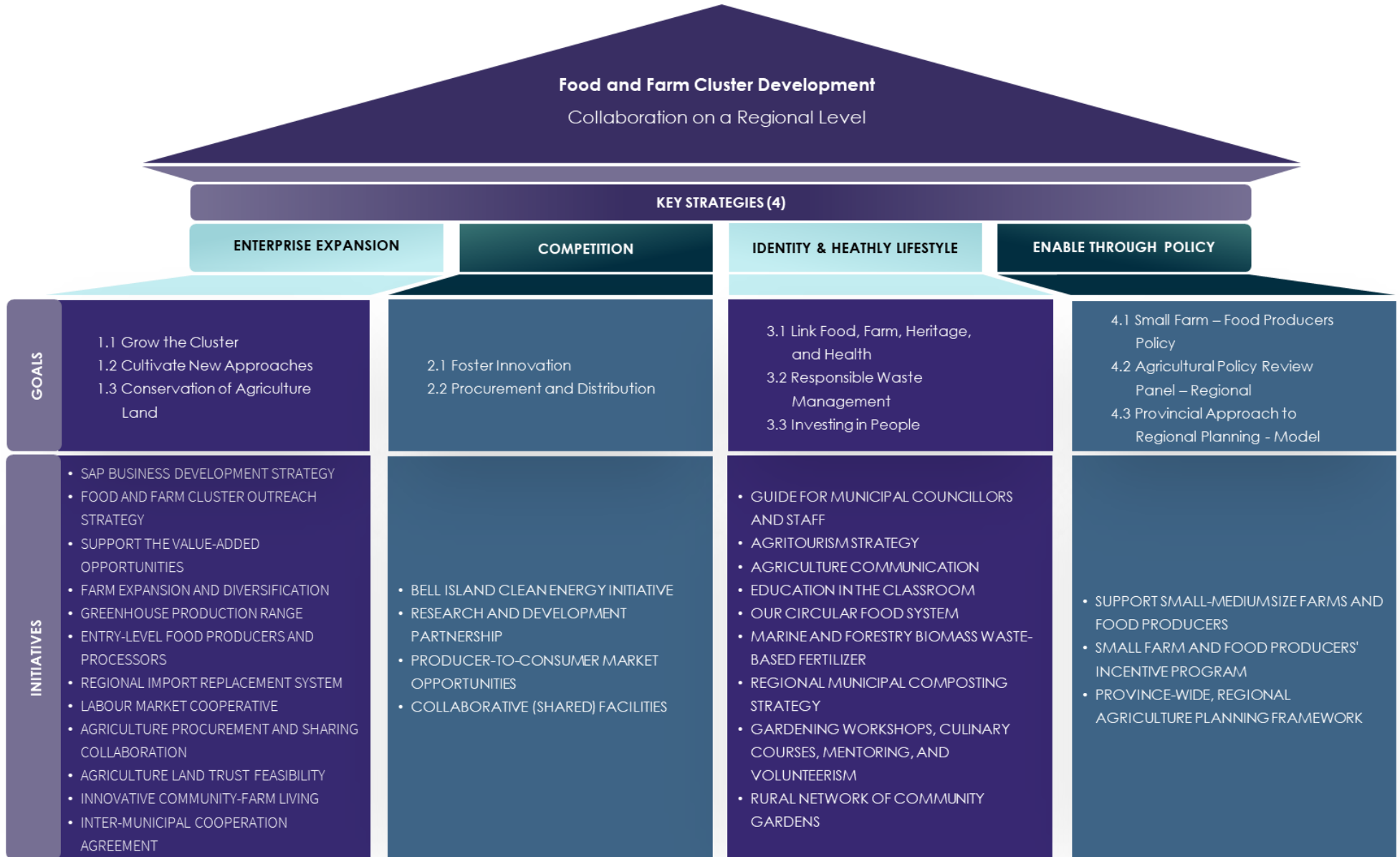


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KCAPC MESSAGE



Figure 1: Catherine
Dempsey

Agriculture is essential to any country's plan for self-sufficiency. When living on an island isolated by 180 kilometres of water from the mainland or is part of a small remote population stretched along the most north-eastern coast of North America, one must plan to optimize our ability to feed our people for more than three days. Newfoundland and Labrador recognizes this need and is working with the federal government on a Canadian Agricultural Partnership to provide funding to strengthen and grow agriculture and the agri-food sector. It is up to the municipalities and farmers in our province to work together to organize, harmonize and maximize this investment so that a steady growth towards defined agricultural self-sufficiency goals is met.

The Killick Coast region on the Avalon Peninsula encompasses seven communities, 24 recognized farms, and nine agriculture-related commodity groups. The communities are already starting to work together in other ways, so developing a Regional Strategic Agricultural Plan is a sensible complement to the other planning that is underway. Portugal Cove-St. Philip's Chamber of Commerce has championed and facilitated the development of this plan, but the active participation of all the communities is crucial to its success.

One thing that has been identified is the low percentage of arable land in the Killick Coast region. A high priority is for communities to work with the province on a way to properly value farms and protect the farmable land from being developed as housing. To do this a strategy must be developed so that farmers can actually afford to retire.

This plan also recognizes the development of backyard and small-scale food production and its role in self-sufficiency. Many of the best practices of small-scale gardening are identified and can be applied to larger initiatives.

The plan is ambitious and points out numerous economic benefits that communities or businesses can develop by working with an active, ongoing dialogue. Implementation will require further work with some staff and infrastructure, a committee to champion the plan, and representation from each community, as well as the government and the "grassroots" stakeholders - the farmers, gardeners and businesses that require locally grown, high-quality food.

By working with this plan, we have the potential to help our region grow economically, and to encourage and enhance businesses involved in food production and consumption. In the end we could be helping Newfoundland and Labrador along the road to greater self-sufficiency. That would be a wonderful legacy piece for the next generations. I invite you to help implement it.

Catherine Dempsey, Chair
Killick Coast Agriculture Planning Committee

PCSP CHAMBER OF COMMERCE MESSAGE



Figure 2: Dr. Farrell Cahill

In accordance with our mission statement, our organization's purpose is to help mediate cross-functional stakeholders, or advocate for change, to help construct a strong and unified voice that fosters positive economic opportunities. Through our advocacy for economic development both locally and provincially, together with the agricultural legacy of our community, we have always believed in the need for aggressive food sustainability measures through a strategic agriculture plan within this region. For that reason, we would like to thank our government partners, community, neighbouring towns and countless stakeholders throughout the region for taking the time to collaborate with us on the development of our strategic agriculture plan under the CAP Program.

The Killick Coast Region of Newfoundland and Labrador, spread across the shores north of St. John's, is rich with resources capable of making it one of the most valuable food and farming clusters in the province. Portugal Cove-St. Philip's, Bell Island, Torbay, Pouch Cove, Flatrock, Bauline and Logy Bay-Middle Cove-Outer Cove comprise seven distinct areas where workers and families are as committed to the development, implementation and growth of the agriculture sector as we are.

Developing and implementing a strategic plan of this magnitude could never be possible through any single organization. Yet, the PCSP Chamber of Commerce is humbled by having been given the confidence of our community and government in taking the first steps in establishing a regional vision for agriculture. However, in the end, it will be for our agri-businesses, new entrepreneurs and government to take actionable steps to create economic growth in the region. Our commitment to the region is to remain acting as an agency of change that supports all agri-business endeavours and advocates for all stakeholders regarding the critical/essential resources required to achieve the priorities set out within the regional strategic plan. In an effort to ensure that a solid foundation is developed from the report, our first priority would be the creation of a regional agriculture committee so that a strong agriculture co-operative can be formed over time.

This plan is a call to action for government, industry and community to halt talking about change and finally begin to enact it. We owe it to our agri-business owners, residents and environment to establish a resilient agriculture industry. We invite you to join us in implementing this plan to make the Killick Coast an agricultural business model for all regions in Newfoundland and Labrador.

Sincerely,

Dr. Farrell Cahill, President
PCSP Chamber of Commerce

MESSAGES OF SUPPORT

On February 6, 2022, I met with the Portugal Cove – St Philip's Chamber of Commerce Executive Director, Tara Lehman, and Board Directors to discuss the Killick Coast Agriculture Strategic Plan.

As presented, the Killick Coast Agriculture Strategic vision is to link food, heritage and health in a way that welcomes the modern age.

I support their plans to increase efficiency in the agriculture and food sector, strengthening our food security, and cutting agriculture's environmental footprint as these are approaches that will lead to sustainable growth of the agricultural and agri-food sectors.

Yours truly,



Joanne Thompson, MP
St. John's East

I'm very pleased to see the PCSP Chamber of Commerce spearheading this important initiative for the Killick Coast. The region is on the cusp of becoming a major food and farming cluster and I'm committed to providing supports necessary to make that happen.

David Brazil

MHA for Conception Bay East - Bell Island

Opposition Leader, Intergovernmental Affairs, Indigenous Affairs & Reconciliation & Labrador Affairs

The Town of Portugal Cove-St. Philip's is delighted to support the Chamber of Commerce on the development of an extensive agriculture strategic plan for the region. We thank the Provincial Government for supporting our local Chamber to spearhead this project and we're confident the next steps are highly achievable as we recognize the strong potential of our agriculture region.

Regards,

Mayor Carol McDonald

Town of Portugal Cove - St. Philip's

While "The Rock's" climate and soils conditions may not be viewed as optimal agricultural conditions, farming was as crucial as the fishery to the settlement of Pouch Cove. Traditional farming of root vegetables and hay for animals helped shape the way of life. Fast-forward almost 200 years later and the need for agriculture is still alive and well and perhaps more important than ever.

With a major focus today on food security and self-sufficiency, Pouch Cove is very interested in growing our agriculture sector. From backyard farmers raising hens to agritourism opportunities, communities across the Killick Coast have tremendous growth potential. Exploring innovative ways for economic development through this strategic plan will be vital in shaping our agricultural future.

Deputy Mayor Kara Connors

Town of Pouch Cove

Over the past couple of years, the Town Council of Flatrock has approved increasing numbers of greenhouse permits; residents are planting vegetable gardens again and the interest in food security is growing. Our council is happy to work with the other communities on the Killick Coast to help promote food security for our region.

Mayor Darrin Thorne

Town of Flatrock

INTRODUCTION

The Killick Coast Region: Past to Present

The Killick Coast is a historically vital piece of the mosaic of early agricultural developments in Newfoundland. Many immigrant Newfoundlanders focused more on fisheries than agriculture with a short growing season.

Families could import agricultural products in adjacent regions to St. John's relatively easily and enjoy a higher standard of living derived from fishing. But this didn't stop many English and Irish settlers who grew up in farming communities and saw the benefits of supplementing their families' food supply through the care and cultivation of crops and the breeding of animals (Webb, 2000).



Village of Flatrock Newfoundland
Figure 3: Vintage Flatrock (PCSP CoC)

In the early 1800s, the Killick Coast saw the emergence of commercial farming. This level of commercialization was mostly successful close to St. John's and concentrated in Logy Bay, Outer Cove, Middle Cove and Torbay (Cadigan, 1998). In the mid to late 1800s, the sustainability of commercial farming diminished when marine transport started bringing in cheaper versions of locally produced food. Most commercial operations had their challenges, but supplementary farming on the Killick Coast was still alive and well. According to Cadigan (1998), few outport women wasted their meagre land on ornamental flower gardening. They grew vegetables, herbs, hay and small fruits while tending animals for milk, eggs and a protein source, while most men worked in fisheries or trades in nearby St. John's.

Let us focus on what was happening in Newfoundland and Labrador at this time:

1. The focus on supplementary farming brought most coastal communities through the First World War, the Great Depression, and the Second World War. Still, hard times eventually paved the way for accepting J. R. Smallwood's dream of Confederation, transfer payments, industrial diversification schemes, and the introduction of the social welfare system (Cadigan, 1998). The 1953 provincial Royal Commission report recommended more investment in large-scale commercial agriculture while discouraging supplementary and small-scale farming, leading to a significant drop in agricultural activities.
2. This concentration on industrial diversification failed to turn Newfoundland and Labrador's agriculture sector into a game-changer for rural communities and, unfortunately, 69 years later, is still having a profound impact. According to an article published by CBC news, there were 3,626 farms recorded in 1951, just two years after

Confederation (Gushue, 2021). The last census reported by Statistics Canada in 2016 sees that number drop to 407 farms, a further 20.2% drop from the 2011 figure of 510. We now have the smallest number of farms per capita of any other province in Canada (Food First NL, 2022).

With the increased pressure of urbanization from land developers, some traditional farming areas in the southern portion of the Killick Coast have subdivided their properties into residential lots and left agriculture. Still, agriculture is an essential element to the lives of Killick Coast residents and they now see responsible planning as an adjustment to modern demands, changing technologies and an eco-centric philosophy.

Our Municipalities

Portugal Cove – St. Philip’s (PCSP)

Portugal Cove-St. Philip’s is built upon the history and heritage of two unique communities settled in the 18th century and amalgamated in 1992. Just 10 minutes from the St. John’s International Airport, PCSP has rapidly grown to an estimated population of 8,147 (Government of NL, 2021) and is the largest agricultural centre on the Killick Coast.

Bordering on the east of St. John’s, PCSP is the site of the first road built outside the capital St. John’s and the Provincially operated daily ferry service to Bell Island.

It has a current land area of 56.43 km² including parts of the East Coast Trail.



Figure 4: Portugal Cove-St. Philip’s (Town of PCSP)

Torbay



Figure 5: Torbay (Town of Torbay - Torbay.ca)

Torbay, the second fastest-growing municipality in Newfoundland and Labrador, has a history that dates back to the start of the early English fishery in the late 1500s. First mapped in 1617 by John Mason, the census of 1677 indicated residents from “Tarr-Bay,” Newfoundland, and in 1794, the population totalled 108 English settlers and 99 Irish settlers.

According to Bob Codner in the book The History of Torbay, “The other major milestone in the history and development of Torbay which occurred in the late 1700s was the arrival of a substantial number of Irish Settlers. The blending together of English and Irish, coupled with the beginnings of agriculture as an important supplement to the fishery, established the character of Torbay” (Codner, 1996, p. 5).

Located 10 minutes from St. John’s, Torbay’s current population is 7,899 people (2016 Census) and has a current land area of 18 km², including parts of the East Coast Trail.

Logy Bay-Middle Cove-Outer Cove

The area surrounding Logy Bay-Middle Cove-Outer Cove was within lands granted to the London and Bristol Company in 1610, with the earliest record of settlement in Logy Bay in 1818 when Luke Ryan, a fisherman, sought permission to build a fishing room. Agriculture was an essential supplement to its fishing community, as in every community on the Killick Coast.



Figure 6: Logy Bay-Middle Cove-Outer Cove (mnai.ca)

Present day LBMCOC is largely residential with high property values and minimal agriculture aside from one dairy farm and community and residential gardens.

Just a 10-minute drive from St. John’s, the current population is 2,364 people (Government of NL, 2021) and currently has a land area of 16.98 km², including parts of the East Coast Trail.

Flatrock

Settled in 1762, the chief reason people came to Flatrock (mainly Irish potato farmers) was fishing and a chance to purchase their own piece of land. They went through many hardships, clearing all the land by hand. The only tools used were picks and shovels, with rocks carried off in bags on men’s backs, with women doing most of the gardening.



Figure 7: Flatrock (Trudy Lidstone Photo)

With a current population of 1,722 (Government of NL, 2021), Flatrock is situated 12 kilometres northwest of St. John’s with a current land area of 18.1 km², including parts of the East Coast Trail.

Pouch Cove



Figure 8: Pouch Cove (Town of Pouch Cove)

Pouch Cove's origins date back to 1611, making it one of the earliest settlements in Newfoundland. Around 1800, the area had attracted enough homesteaders to formally establish a community. Most early settlers combined mixed farming with seasonal work as fishermen or sealers, with many raising cattle and vegetables for sale in St. John's. The town was incorporated in 1970, merged with Shoe Cove in 1987, and has a current population of 2,069 people (Government of NL, 2021). Located 25 kilometres north of St. John's, it has a current land area of 58.35 km² including parts of the East Coast trail.

Berry picking grounds are located in the northern and southwestern parts of the town and Marine Drive Park Reserve includes 15,000 acres.

Bauline



Figure 9: Bauline (Shannon White)

Settled in 1857 with a population of 35 people and reports of fishing started as early as 1676, Bauline was incorporated in 1988. It has a population of 412 people (Government of NL, 2021). This little fishing village, near the southeast point of Conception Bay, is the smallest incorporated community in the St. John's metropolitan area with a current land area of 16.05 km² including parts of the East Coast Trail.

Bauline has a strong sense of community, with its residents very active in community gardening. The

current Town Council is looking into modern day strategies to increase its agricultural capacity, developing independent agri-communities and ways to minimize its environmental footprint.



Figure 10: Bell Island-Collar of an abandoned mineshaft begun in 1916 (Paul Kinsman Photo - Pinterest)

Wabana (Bell Island)

The loss of iron ore mining on Bell Island decimated the island's economy and, over the years, the island's population dropped from 15,000 people to 3,000. Tourism Bell Island Inc., created in 2009, believes agriculture development is one way to bring Bell Island back to its prosperous past. Agriculture is an industry that is being vigorously pursued by Tourism Bell Island Inc.

Originally, Bell Island was settled in 1740 as a farming community. Iron Ore mining did not come into being until 1895. At that time, Bell Island had over 1,100 residents and was known as the Breadbasket of the Avalon Peninsula. Farming and fishing were major industries; However, with the advent of mining, farming shrunk to simple small backyard vegetable gardens. Bell Island has some of the most fertile farmland in the province and with urban sprawl taking place in St. John's, the island is now positioned to regain its place in the farming industry. Small ventures into farming have just begun and there are larger initiatives planned for immediate future.

Agriculture on the Killick Coast



Figure 11: Killick Coast ADA as part of the St. John's ADA

The Killick Coast is one of the prime locations for agricultural activity in the province of NL. In 2020, the total population for the Avalon Peninsula region was 272,773 (up from 260,652 in 2010) (Gov of NL, 2021). Not as arable of other agricultural hotspot areas of Newfoundland like the Codroy Valley or the Humber Valley, the Killick Coast can boast the closest accessibility to over 51% of the province's residents and a majority of restaurants and institutions vying for fresh agricultural products and services.

The Killick Coast region's agriculture industry is currently moderately developed, as illustrated in Fig.11. Agricultural production includes sheep and goats, fruit and vegetables, greenhouse production, Christmas trees, sods, dairy, eggs, forage, honey and mushrooms.

In the latest statistics from Fisheries and Land Resources, 24 farms generated annual revenue of \$1,892,500 on 183 acres. Home to only 5.9% of the total 407 provincial census farms, the Killick Coast generated 1.46% of the provincial annual revenue of \$129.9 million in 2020 (Gov of NL, 2020).

Table 1: Killick Coast Agriculture Statistics (Govt of NL)

| Commodity | Farms (24) | Land (Acres) | Employment |
|----------------|------------|------------------------|------------|
| Beef | 0 | 0 | 0 |
| Sheep/Goat | 2 | 10 | 2 |
| Fruit & Veg | 9 | 50 | 18 |
| Greenhouse | 3 | 10 | 15 |
| Christmas Tree | 2 | 3 | 2 |
| Sod | 1 | 10 | 2 |
| Fur | 0 | 0 | 0 |
| Dairy | 1 | 40 | 3 |
| Eggs | 2 | - | 3 |
| Forage | 3 | 60 | 5 |
| Honey | 1 | - | 1 |
| TOTALS: | 24 | 183 acres/74 Ha | 51 |

Note: This table represents agricultural activity data provided to the KCAPC from the Department of Fisheries and Land Resources on the Killick Coast. It is acknowledged from interviews that a segment of small-scale agricultural enterprises and commodities were not included, such as turkeys, mushrooms, ornamental products, wild harvest forage, blueberries, horses and market gardens.

These statistical trends show a need for collaboration and planning. St. John's and adjacent communities in the Avalon region have grown steadily for several decades. As a result, residential and commercial land development increases and pressure on the land base become a significant issue for agriculture's future. A portion of agricultural zoning is incorporated into municipal plans, but little integrated planning occurs outside municipal limits. According to interviews, conflicts are happening and opportunities are lost.

Food and Farm Cluster (FFC)

As one of the central growth areas identified in stakeholder interviews, the need for future collaboration and partnerships to improve the Killick Coast's agriculture economy is critical. Forming a food and farming cluster has excellent potential for sustainable growth over the next five years and beyond. Essential components to a solid foundation include a diverse mix of production potential, freshwater resources, historical context for agritourism and existing and prospective infrastructure. Combined with this is access to a large, diverse market on the

Northeast Avalon, a potential for a new entrant and skilled labour force, and outstanding research capacity through Memorial University.

An organizational structure founded on the principles of enhancing agriculture revenues of the region and implementing the SAP is directly linked to the success of this initiative.



Figure 12: Businessperson and farmer, Evan Murray (Murray Photo)

Definition of the Food and Farm Cluster

A cluster is defined as a geographic region with a sufficient number of activities with similar or related needs and interests to generate external economies of scale and promote innovation. A food and farming cluster comprises enterprises, municipalities, NGOs and institutions involved in education, growing, harvesting, processing and distributing food, beverage and bioproducts derived from agriculture. The phrase describes the collaborative activities and outputs of primary production (farmers), food processing, food service providers (including hotels, restaurants and institutions), food wholesalers/distributors, food retailers/merchandisers and community knowledge providers. Essential supporting activities that are a vital part of the cluster are those that provide services, impart skills and training, undertake research and innovation and enable commercialization (Walton, 2021).

In the cluster definition of the agriculture sector, food and farming include ornamental production, equestrian activities, bioproducts and bio-energy applications.

Why We Need a Plan



Figure 13: Planning for our future generation, NE Avalon Food Bank (Kelly Park Community Garden)

The Portugal Cove-St. Philip's Chamber of Commerce is providing the spark needed to ignite regional cooperation in developing and implementing a Strategic Agriculture Plan. The Killick Coast's food and farming cluster cannot grow without a strong foundation for collaboration. Addressing our weaknesses and threats is critical to minimizing the obstacles preventing regional agricultural advancement. The cluster is diverse, and we have plenty of strengths from small food producing enterprises to larger farm operations. Integrating these existing features into the potentially innovative layers of opportunities takes a heightened level of strategic planning.

Paradoxically, while the defining characteristics of the Killick Coast serve well in making the cluster

resilient, there has been a lack of focus and collective purpose in formulating integrated policies to support and nurture its growth (Walton, 2021).

Our challenges have been identified through our engagement sessions and have set the tone in formulating approaches to overcome them. The challenges include:

- 1) Diverse land values and lack of agreement: Urban and industrial development pushes land prices beyond the reach of farmers, and municipalities lack decision support tools to fight the conversion of farmland to other uses.
- 2) Insufficient public education on the value of agriculture and the opportunities and advantages.
- 3) Lack of/outdated regulations and policies that detract from the ability to do business efficiently.
- 4) Constant increases in the costs of production caused by inflated energy rates and global natural and political crises.
- 5) Need for coordinated approaches within the regional cluster.
- 6) Gaps in coordinated sharing of infrastructure and cluster investment.

A Strategic Agriculture Plan is designed to highlight potential solutions or pathways to resolving these challenges.

Timeframe

The SAP is a five-year strategy for project implementation, allowing sufficient time to achieve the longer term outcomes within a 10- to 20-year span. Some of the strategy elements are foundational, and success will be challenging without them. Some elements concentrate on our existing strengths and would require less effort to enhance and move forward. Other elements are long-term changes that steer the process into areas where familiarity as a region takes planning and investment.

We will use the categories of immediate, intermediate and long-term implementation. Our FFC will also keep in mind that priorities change with opportunity so that if funding opportunities arise, we should be flexible enough to seize them.



Figure 14: Educating the next generation of food producers. (Kelly Park Community Garden)

CURRENT SITUATION

Getting Started

In 2016, Portugal Cove–St. Philip’s farmers met with town officials about their concerns with respect to the future of farming in their community. The town’s response was that it would “work with the agriculture community to see how best to encourage farming in Portugal Cove–St. Philip’s” (Town of PCSP, 2016). Issues from the meeting included discussions on the ADA and farmland protection, farm tax rates and potential exemptions, feasibility of a farmer’s market, common branding relating the community identity and farm heritage, enforcement issues and inclusion of farmers on planning initiatives. Since this meeting, some representatives have indicated they felt that the momentum has slowed and that their issues could continue to go unresolved.

In the fall of 2021, the Portugal Cove–St. Philip’s Chamber of Commerce was successful in a proposal to the Canadian Agricultural Partnership Program, a federal-provincial-territorial initiative intended to enable the agriculture industry to grow, innovate and prosper. The proposal requested funds to develop a Strategic Agriculture Plan (SAP), not only for PCSP but for the Killick Coast region of the Northeast Avalon. The Chamber asked interested members and agricultural experts to assist in its development and formed the Killick Coast Agriculture Planning Committee (KCAPC) to manage its delivery.

The following figure shows the Chamber’s plan for the development of the SAP.

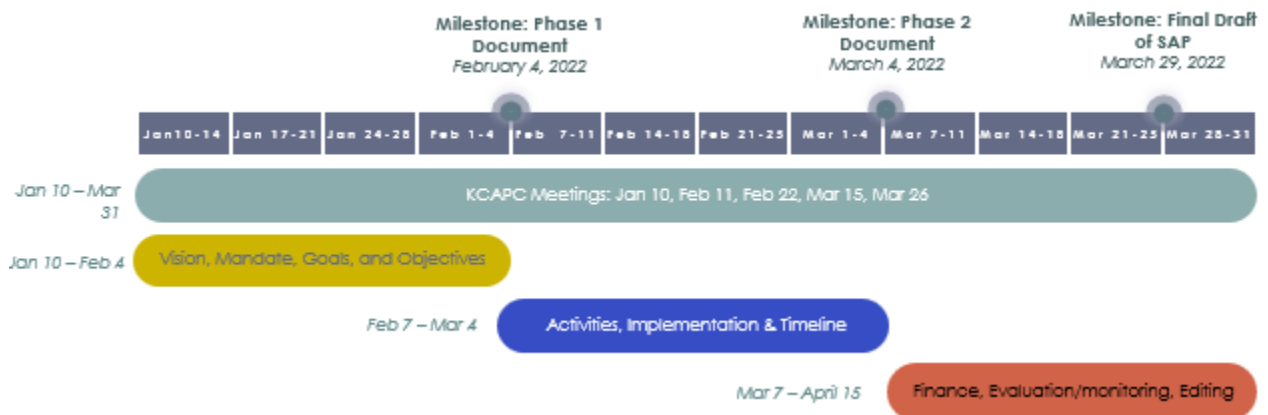


Figure 15: Timeline for the SAP

Engagement

The KCAPC and consultant established an east coast engagement team to manage the logistical challenges of the lead consultant's west coast location. This new consulting team ensured all phases achieved the intended outcomes and provided engagement data as the basis for creating the SAP's strategic approach. The engagement objectives of the consulting team were to:

- Define the parameters of the engagement environment for maximum input
- Assist in raising awareness about the SAP development and engagement sessions
- Facilitate the engagement sessions
- Ensure feedback was recorded and addressed in future documents
- Analyze the input results and develop sample visions, mandates, goals and objectives for KCAPC

Agriculture Value Chain Stakeholders

The engagement objectives required targeting specific Agricultural Value Chain stakeholders and receiving valuable input. The KCAPC was limited with its outreach timeline and targeted five categories. Missing from this chain are those businesses that provide service and supplies.



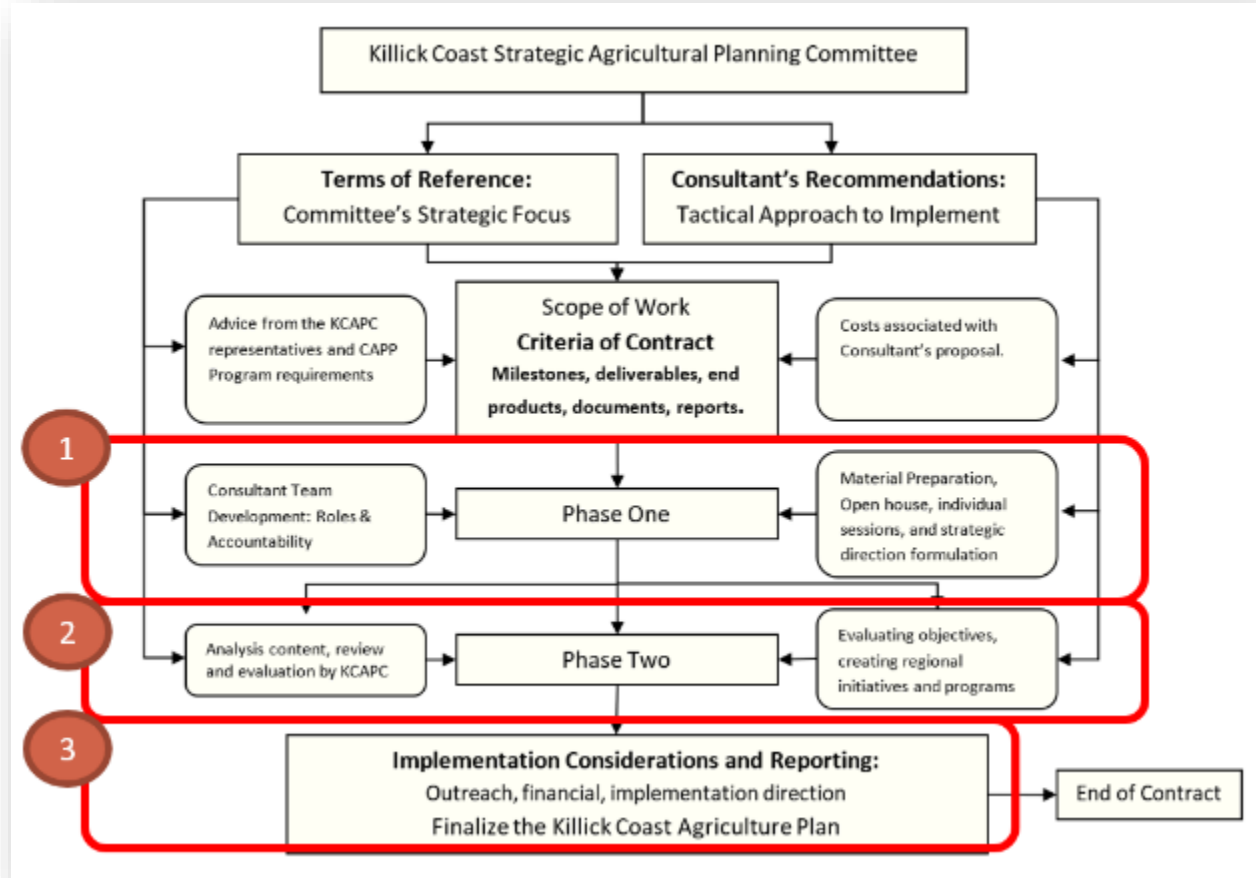
Figure 16: Agriculture Value Chain (AVC) used for the Killick Coast

At the heart of the AVC concept is the idea that stakeholders are connected along a chain, producing and delivering goods to consumers through a sequence of activities. (Henriksen, Riisgaard, Ponte, Hartwich, & Kormawa, 2014).

For the Killick Coast SAP, this level of engagement considered all factors impacting an agricultural producer's market access and profitability, leading to a broader range of chain interventions. Also emerging from interviews is the critical concept of public perception and acceptance of agricultural activities and the sustainability of farming operations.

Planning Phases

The team developed a three-phase SAP development plan that addresses the long-term sustainability of agriculture on the Killick Coast.



Phase One

After producing our scope of work, phase one defined the roles and accountabilities for each consultant team member and the Killick Coast Agriculture Planning Committee (KCAPC). Targets were set for material preparation, engagement sessions (open houses, interviews and surveys), analysis of engagement inputs, and the strategic framework of SAP's vision, mission, goals and objectives.

Phase Two

With a draft framework created, the KCAPC analyzed the components presented in the phase one document. After sufficient review and evaluation, the document was approved, and the process moved into research and activity creation. The consultant team set forth a pathway of recommended initiatives, programs and projects from the strategic objectives. These activities were to be implemented over a five-year period.

Phase Three

The SAP was finalized during this phase. Both the KCAPC and consultant team evaluated the proposed initiatives under several lenses. The context for implementation considered regional priorities, maximized benefit, implementation cost, financial leveraging and risk. Ensuring that SAP's outreach plan is part of the first step in implementation and is essential to regional acceptance.



Figure 17: KCAPC Phase Documents (Dolter, 2022)

Results of Engagement Sessions

The sessions extracted information on the Strengths, Weaknesses, Opportunities and Threats (SWOT) of present and future agriculture activities on the Killick Coast; facilitators did not introduce any biased information or leading recommendations. This information also made no reference to the pressures experienced by farmers in the Killick Coast, nor did it point to any specific area of future expansion.

The engagement sessions asked open-ended questions that could be analyzed according to the four categories used to formulate strategic directions. The following feedback is based on the views expressed by the participants present at these sessions. The feedback was arranged into common themes:

Strengths

- Product quality, diversity and natural sources of nutrients:
 - The market for organic and other forms of ethically grown food
 - High-quality products with quick to market transition
 - New diverse products in niche operations are happening
 - Natural soil amendments will be accessible in bulk
 - New entrants to production – microgreens, mushrooms and early/late season tunnel production
- Economic contribution and potential
 - \$1,892,500 in annual revenue
 - Investment potential may be higher than in remote areas
 - More significant opportunity for partnerships and collaborative business arrangements
 - Strong representation from service and suppliers including machinery and maintenance, welders, fertilizer, feed, manure, fuel and lubricant and power supplier
- Farming heritage and Human dynamics
 - An interesting agritourism story to tell; unique history and friendly tourism environment to build upon
 - A tradition of farming is strong
 - Rural municipalities recognize agriculture as an important community asset
 - A strong work ethic with farms and supplementary food producers
 - There is a strong sense of place that attracts expatriates back to Newfoundland and retains those who choose to stay in the region
- Cooperation, supportive environment and community resource
 - There is a history of collaboration demonstrated by NGO groups and cooperatives

- There is a general sense of support for farming in the region even though development has had a significant impact in areas adjacent to the City's limits
- Governments of Canada and Newfoundland and Labrador support agriculture as a critical component for food security and is offering programs to assist regions
- Grenfell Campus, Memorial University, now has research capacity in agriculture, policy and waste streams
- Many NGOs on the Avalon Peninsula support local food production and are willing to share knowledge and resources
- Location:
 - Accessibility to the Northeast Avalon market
 - Accessible road network
 - Abundant water supply
 - Low housing density and abundant green space
 - Village nature and seacoast atmosphere
 - The area attracts the bulk of new immigrants with new tastes

Weaknesses

- Programs and policy to protect farms:
 - The provincial and municipal governments lack logistical data, technical knowledge, updated regulations and the understanding of time-sensitive challenges in day-to-day operations, start-up activities and industrial processes. Many feel that the municipalities are where the work needs to begin
 - Government applications – the timing of when applications are finally approved rarely coincides with when farmers have time and can manage their projects
 - Municipalities are ambiguous about their view of agriculture and how to accommodate it
 - Lease fee for Crownland is only \$4 00/ha annually
 - Access to some areas is difficult due to lack of roads
 - Municipal policy on agriculture structures and permitting must be updated
 - Zoning of residential areas backing onto the farms/no buffer zones
 - Watershed area constraints (bordering with Torbay)
 - Niche and small-scale food production do not receive the same level of recognition when compared to more extensive operations
 - Farm insurance is based on size and is expensive
 - Improved investment programs in greenhouse production and construction is required

- Land utilization and environment:
 - Restrictions on land use and proper zoning
 - Lack of information available on the purchased or leased land
 - Leasing obstacles with Crown Land
 - Farmland is not necessarily leased in accordance with the commodity's value per hectare – fit the soil with the commodity
 - Require farm-friendly policy bridging water resource management and agriculture
 - Environmental concerns (i.e. composting, packaging obstacles and carbon)
 - There is a lack of enforcement on business operations, environmental protection and ensuring that agricultural land is utilized for farming – no help from the towns to keep snowmobiles, etc. off their land
 - Climate change: Wind, flooding, unpredictability
 - Quality soil and chemical use

- Human resources and skills:
 - Level of agricultural education in provincial and municipal government departments (specialized) and the community (general)
 - Pool of available skilled workforce: Most farmers have a very small pool of technically proficient personnel and skilled labour
 - Competition from other employers
 - Red tape federal for accessing labour assistance programs – administrative barrier
 - Age of workers
 - Red tape with foreign worker programs
 - There is a general public perception that farming is not desirable to the labour market. There is also the perception that the average hourly wage is too low for an acceptable standard of living
 - Succession planning: There is no formal mechanism to allow existing farm operations to interact with potential new entrants

- Engagement and marketing:
 - Places to sell if you cannot participate in wholesale and farmers markets
 - Few formal programs exist to share farm-based education with the non-farming community and students
 - Farmers are not traditionally vocal, and there is no “one” voice to speak on behalf of the Killick Coast agricultural community
 - Demand is high and not sustainable for smaller operations
 - Diversity of products: food preferences of the residents have become more demanding

- Supermarkets and their customers expect consistent supply, reasonably standard products in terms of portion or unit size, and eye appeal that are safe and ready to use with easy preparation
- Costs and profitability:
 - Due to the advantages of importing food (lower cost and seasonal consistency), retailers compete with local farmers who are direct marketers
 - Amount of packaging required to protect products against spoilage and physical damage over long, uncertain times
 - Local supply is only recognized when imports are restricted
 - Financial constraints – Lack of vision on long-term planning and investment returns
 - Access to local resources – affecting the cost of goods (i.e. organic soil, seeds, low-cost fertilizer)
 - Cost of transporting products from elsewhere – Distance, ferries and their unreliability primarily due to high winds with resultant spoilage and other losses, and empty haul backs, all contribute to costs
 - Tax preparation assistance is needed for some farm and food producers
 - Equipment access (equipment “library” for community use mentioned multiple times)

Opportunities

- Farm-Friendly legislation and policy:
 - Improve and update agriculture legislation and policy at all levels of government.
 - Improved land zoning
 - Allow tax incentives
 - Set time limits to put leased land into production. Could use incentives – tax breaks
 - Government must be better planners – use the upcoming regional government mechanism to implement strategies not just tax unincorporated communities
- Agriculture land base and expanding production:
 - Double farm/greenhouse production and add incentives to enhance production for existing farms.
 - Develop idea of renting existing farm land and create a standardized rental agreement that protects the interests of both parties
 - Make it attractive to be a young farmer.
 - Allow more time and understanding for start-ups.
 - Improve the diversity of what can be grown (i.e. grain production).

- Target products that are in demand, such as juice blends/cocktails. Also, consider products that contribute to the functional foods category (adding nutritious value to other foods – MUN research).
- Look closer at cultivated raspberries, cranberries, cloudbberries, black currents, elderberry, and small fruit tunnel production.
- Encourage naturally raised poultry and eggs produced on forage and insects provided that we are clear of avian flu. This is a quota issue for hens and eggs and there is a need to demonstrate that it can displace imports rather than disturb regular production
- Determine potential demand for products that are possible to produce over extended periods locally.
- Land allotments - Set aside good quality, well worked land, and rent on a renewable basis to ensure vested interest. Must set conditions related to responsible farming practices.
- Composting potential biogas capture
- Wild berry production could be large enough to support a line of branded products - fresh, frozen, jammed, juiced. Field mushrooms can be encouraged with spreading spawned compost along with manure.
- Secondary processing and adding value to agriculture:
 - Encourage primary processing facilities to meet all quality and safety expectations with well-managed marketing and supply consistency.
 - Ethnically and religiously-conscience foods and processes for sheep and goat, and a variety of traditionally rare vegetables are growing with immigration.
 - Create an agritourism industry for the Killick Coast.
- Outreach, collaboration, partnerships and distribution:
 - A sound, well-financed work plan that runs parallel programs to source and evaluate appropriate technology and materials, e.g. plants, market structure and opportunity management.
 - Increased marketing opportunities to meet demand (Farmers Market, online ordering, support local campaign).
 - More co-housing/co-farming initiatives
 - Better farmer network - connecting more farmers and identify ways to work together
 - Regional stock auctions
 - Increased local sourcing options

- Brand the Killick Coast with a collaborative market identity, maintaining the identity of local processors
 - Solid agreements with supermarket chains related to quality, safety, product cycles, presentation and pricing.
 - Surveys of restaurants, specialty stores, and growing ethnic groups may reveal niche markets.
 - Online food safety courses
 - Increased use of social media to market
 - Find community investors in food production
 - Trade shows, conferences, and exhibitions
 - Community gardening space
- Recycling and waste management:
 - The use of fish and forestry byproducts
 - Mandatory composting
 - Reduce chemical use to emergencies only. Standard best practice should be organic, local solutions
- Knowledge transfer, technology and innovation:
 - More community education
 - Encourage immigration – Immigrants arrive with farm knowledge and labour ethic
 - Access to more industry professionals
 - Use of windrows or fences to help reduce soil heat loss. Trapping soil heat by combinations and permutations of raised field beds and row covers also help.
 - Allow for extended seasonal crops. Varieties suited to our new climate and our stable annual day length cycle fixed by latitude may be available from places of similar latitudes, annual temperatures and precipitation.
 - Support controlled atmosphere storage to extend the availability of crops for months.
 - Emerging demand for cranberries and more practical harvesting techniques
 - Grow more fruit with high in-row productivity and develop for harvesting ease.
 - Improve pollination with more bees to supplement the native insect pollination. Also increase floriculture around farm fields.
 - Low till – composting reduces CO₂

Threats

- Government processes:

- Political will is not there to make changes occur or respond to requests – bureaucracy is comfortable maintaining the status quo
- The application process for assistance continues to be directed at more extensive operations due to the concentration on yields, profitability, human resources and scale
- Small, niche food production is seen as more work with smaller gains on provincial statistics for the department
- Government representatives see regional planning as a non-government process – different from fisheries and forestry
- Funding only capital investments and nothing toward sustaining collaborations
- Support and sponsorship of knowledge exchange: Access to technology is limited by the knowledge gained through visiting tradeshow, attending equipment and technology demonstrations and having agricultural representatives that are well informed on trends in the industry
- Demand:
 - No incentives to encourage the purchase of local product by distributors, retailers and local restaurants
 - Lack of public demand for local agricultural products in their daily consumption - seen as a niche purchase
- Image of farming:
 - Seen as only an impediment to development and the expanding residential footprint
 - Increase in residential–farming conflicts due to lack of awareness and understanding. Not-in-my-backyard (NIMBY) issues
- Human nature and culture:
 - Farmers are protective of their businesses and are reluctant to collaborate with other farmers
 - Farmer apathy in expanding farm operations to include public-oriented events and agritourism
 - Lack of confidence in collaborative processes due to past failures in the Killick Coast region
- Climate:
 - Increasing sea temperatures drive much more variable, frequent and stronger wind
 - Increased flooding and wet periods
 - Decreased snow cover to protect perennial crops and beneficial insect populations

MISSION, VISION, AND GUIDING PRINCIPLES

MISSION

To build agriculture and food sustainability on the Killick Coast through modern collaborations between government, agri-businesses and residents that fosters innovation, health and wellness and new investments

Our regional collaborations will carry out this mission by:

- A. Pursuing diversification and expansion of the Killick Coast Food and Farm Cluster
- B. Innovating our sector by creating solutions to increase competitiveness and sustainability, establishing partnerships, and developing new approaches with the supply and distribution chain
- C. Providing mechanisms to value agriculture, local food culture, and the relationship between food production and waste in communities
- D. Reforming existing agriculture policy to reflect the current and future requirements of a sustainable and innovative agriculture sector

VISION

By redefining agriculture's value, the Killick Coast is positioned as a leader in agri-business and economic development in Newfoundland and Labrador.



Figure 18: Peri-urban Farming in Torbay (Town of Torbay)

GUIDING PRINCIPLES

Principles that guide decision-making:

Collaborative. The advancement of Killick Coast's agriculture sector requires shared leadership, including the farmers, processors, businesses, municipalities, residents and other stakeholders within the Northeast Avalon and Bell Island Region.

Innovative. We are creative through strategic alliances that share expertise, collaborate on leveraging funding for the good of the Killick Coast region, invest in people, deliver services that benefit all, and grow strong leadership opportunities from within our region.

Inclusive. We embrace the diversity of our agriculture sector as an integral part of Killick Coast's historical, cultural, economic, and environmental heritage.

Sustainable. We focus on the long-term growth and development of solution to climate change and waste management.

Scale. We recognize the essential contributions of small-scale food production in enterprises that focus on niche and specialized products.

Protection. The conversion or fragmentation of primary or unique agricultural lands to non-agricultural uses to accommodate growth (residential, commercial, industrial) will only be done as a last resort.



Figure 19: Coastal living in Torbay, (PCSP CoC)

OUR PLAN

Strategic Directions Overview



Figure 20: Trail in Flatrock (PCSP CoC)

Taking the strategic planning process to the next step requires a level of experimentation with defining strategic directions for the food and farming cluster of the Killick Coast. The mission describes who we are and incorporates guiding principles maintained while developing or implementing a strategy. Vision is the long-term, compelling description of the outcome of fulfilling the mission for the strategic plan. The strategy incorporates pillars that define the parallel pathways required to achieve the vision. Goals are the

successful accomplishments completed and are organized under the pillars. Objectives are what is must accomplish to meet strategic goals. And finally, initiatives are defined as the actions taken to accomplish the objectives.

STRATEGIC PILLARS

The mission describes four parallel pathways as the necessary elements to accomplish the vision for the Food and Farm Cluster (FFC). They are the key to executing the right strategy for the Killick Coast and are the arenas that the FFC must win to be successful. They are:

1. Pursue diversification and expansion of the Killick Coast Food and Farm Cluster
2. Innovating our sector by creating solutions to increase competitiveness and sustainability, establishing partnerships and developing new approaches with the supply and distribution chain
3. Providing mechanisms to value agriculture, local food culture and the relationship between food production and waste in communities
4. Reform existing agriculture policy to reflect the current and future requirements of a sustainable and innovative agriculture sector

The following four sections are defined simply as:



ENTERPRISE EXPANSION

Goal 1.1

GROW THE FFC BY ATTRACTING, RETAINING AND EXPANDING FARMS AND AGRI-FOOD BUSINESS OPPORTUNITIES

Rationale



Figure 21: Small and niche market food production (<http://www.open4business.com.ua>)

Across Canada, most agriculture-based economic strategies are strongly supported by municipalities or regional governments. Federal and provincial funding agreements leverage regional funds to produce a planning environment with the necessary human resource potential to successfully implement the strategy (Maynard & Nault, 2005).

Newfoundland and Labrador has no intermediate platform for implementing regional agriculture plans in the absence of land use planning strategies and a regional government authority. Funding for

these types of strategic documents is short-term and well within the capacity of some municipalities and non-government organizations. Still, most strategic agriculture plans fail to produce results due to the medium to long-term commitment required. This goal must consider the mechanism for sustaining this regional initiative by prioritizing the implementation commitment.

There is agricultural land in production within the Killick Coast region and a suitable land base for new or expanding operations. Food and farm enterprises also vary in size and range. Their needs and requirements to sustain their enterprises range from production and value-added manufacturing to human resources. This goal wishes to capture the diversity in commercial enterprises and bring an equitable focus on the opportunities available:

1. Business approaches to encouraging a secondary processing sub-cluster
2. Mechanisms to assist existing farm enterprises with expansion and diversification
3. Pathways to bring investment capital into new innovative enterprise startups
4. Investments to capture the demand in vegetable and horticulture production and livestock. We must capitalize on our competitive advantage due to our proximity to St. John's, Mount Pearl, and Paradise
5. Encourage small and niche market food production and local processing as a critical component of our direct market economy

OBJECTIVE 1.1.1 ORGANIZATIONAL AND PROCESS STABILITY

Build the self-sufficient organizational capacity to implement the Killick Coast SAP as a collaborative venture and create a positive investment environment.

INITIATIVE 1.1.1.1

SAP BUSINESS DEVELOPMENT STRATEGY

A. Killick Coast Agriculture Partnership

- Based on this SAP, develop a Killick Coast Food and Farm Cluster Business Development Strategy (BDS) for public and private investors and secure resources for the five years of the FFC's development with the goal of self-sufficiency
- Form the FFC organizational structure that fits the region's capacity Options suggested:
 - Cooperative – Shareholder structure
 - Formal Network or Alliance
 - Working group or task force under an existing organization (such as the PCSP Chamber of Commerce)
 - Legislative committee or commission under a new regional government in NL
 - Non-profit Association built upon the principles of a social enterprise
 - Legal partnership or a For-profit Corporation

B. Regional Agriculture Support Coordinator:

- Hire a coordinator to ensure the FFC maintains momentum based on an initial three-year term. To ensure its financial viability, the coordinator will assist in and manage the development and implementation of its BDS. The growing interest in collaboration by food producers, farms and processors continues to attract partners and create activities that accelerate investment and economic growth

INITIATIVE 1.1.1.2

FOOD AND FARM CLUSTER OUTREACH STRATEGY

A. Engagement Framework: Consult with value chain stakeholders in establishing a willingness to contribute to an FFC's BDS.

B. Food Producers and Farm Registration Program: Due to privacy issues with government databases, regional planning and collaboration are constrained without the ability to identify producers or processors by their business profiles.

OBJECTIVE 1.1.2 INVESTING IN FARMS AND FOOD

Value-Added and Secondary Processing

INITIATIVE 1.1.2.1

ALIGN AND STRENGTHEN DEDICATED ECONOMIC DEVELOPMENT AND PLANNING RESOURCES TO SUPPORT THE VALUE-ADDED OPPORTUNITIES

- A. Expansion of Value-Added and Secondary Processing (Focus on existing and potential businesses that seek support and can meet local demand:
- Business development assessment for secondary processing opportunities and assess infrastructure requirements and services in place to support moving forward. Awareness of primary production to support these opportunities is a must
 - An investment strategy for value-added and secondary processing: Target investors already aligned in food processing on the Northeast Avalon or create opportunities in the value-added chain by establishing business cases for processing primary production products on the Killick Coast
- B. Bell Island Mini-Cluster: Assess, as part of the Bell Island regional mini-cluster, the potential to add secondary, value-added processing to their business development strategy for strawberry production.
- C. Support proposals for investment into an Agrifoods Processing Facility in Portugal Cove-St. Philip's
- Support local companies that will work with local food growers/farmers and utilize their raw products for further processing. These companies should support individuals that cultivate produce, vegetables, berries, protein and other locally grown and harvested foods. This initiative allows an enterprise to add value and secondary process the products for local and export markets
 - The FFC will link initiatives that benefit regional processing with new or established companies and provide an advisory and engagement capacity for this potential collaboration
- D. Viability Study – **Killick Coast Agricultural Complex: Utility A:** Regional Food Processing Facility and Food Science Incubator:
- Assessment of the opportunity for collaborative infrastructure to assist small and medium-scale food producers and processors, a local food and craft market, food skills development centre (agriculture and culinary) and assess the regional demand for a facility to be housed in an existing institution or in a proposed multi-purpose Killick Coast Agricultural Complex

INITIATIVE 1.1.2.2

FARM EXPANSION AND DIVERSIFICATION OF HIGH-VALUE AGRICULTURAL PRODUCTS AND SERVICES

- A. Support an opportunities assessment on diversifying existing farm production or new entrant production based on market demand trends and the price point of producing it locally versus importing.
- Complete a Northeast Avalon agriculture and food production Asset Mapping Project (AMP) to raise awareness of the current assets and help to define the unique strengths and gaps in the Killick Coast's agriculture and agri-food industry. The types of assets can be any kind of entities, including businesses, organizations, people, places, and natural resources. The FFC for the Killick Coast will collect data and map these specifically related to the regional agri-food value chain within the Killick Coast (Golden Horse FFA, 2016)
 - From the AMP, identify opportunities to increase profitability by capitalizing on strengths and filling gaps to create development pathways for potential investments
 - Develop investment strategies to close gaps in the infrastructure required to support the food and farming cluster
 - Assess existing primary production of agriculture commodities presently in provincial demand and select a commodity (or commodities) to streamline regional production and meet provincial self-sufficiency quotas (i.e., become a provincial leader in a commodity our region produces efficiently)

OBJECTIVE 1.1.3 BELL ISLAND MINI-CLUSTER

Supporting Bell Island's Unique Strengths in Year-round Production Facility

INITIATIVE 1.1.3.1

GREENHOUSE PRODUCTION RANGE AS A CATALYST FOR YEAR-ROUND VEGETABLE AND FRUIT PRODUCTION AND PROCESSING

- A. Feasibility Assessment of the proposed Bell Island Food Producers/Processors Initiative
- Business startup and infrastructure expenses
 - Assembly a business development planning team
 - Determine projected expenses over five years' including, but not limited to: legal costs, insurance and liability provisions, permits, infrastructure expenses (structural, electrical, irrigation, operational structures, equipment, packaging infrastructure, shipping and receiving, administrative offices, parking, signage, OH&S and GAP certification protocols, signage, branding, marketing, human resources
 - Identification of high demand products and services:
 - Organic food provision, non-seasonal vegetable provision, exotic fruits, farm outlet shop and food restaurant (culinary tourism)

- Sales and marketing strategy:
 - Market trends (size and growth rate) for local retail customers, wholesale to grocery stores, restaurants, direct outlets (Farmer markets, Food HUB)
 - Targeting for profitability, product pricing
 - Transportation challenges and resolutions
- Sales strategy and projected revenue (forecasts)
- In addition to greenhouse production, assess Bell Island's existing strengths to diversify other external operations: No coyotes or foxes for sheep, goat and beef production

OBJECTIVE 1.1.4 NEW ENTRANTS TO AGRICULTURE

Building our future workforce capacity by attracting and retaining food-producing and farming entrants

INITIATIVE 1.1.4.1

PROMOTE AND SUPPORT PROGRAMS FOR ENTRY-LEVEL FOOD PRODUCERS AND PROCESSORS

- A. Establish apprenticeship programs for new agriculture entrants
 - Implement a farm and food mentoring program to provide opportunities for new entrants to learn from existing experienced businesses
 - Co-op placements for high school and post-secondary students
 - Skills matching placement services for immigrant agriculture workers
- B. Identify gaps in labour, skills and training requirements and work with organizations and educational institutions to establish and develop solutions:
 - Access to online and in-person agriculture certification and educational courses
 - Develop machinery maintenance and operation training programs to reduce down times, costs and increase efficiency
- C. Develop Whole Farm Business Planning Guides for achieving a farm's environmental, social and economic goals:
 - Provide access to business planning, value-added processing, human resources, marketing, financing, conservation, and environmental management resources for new food producers
- D. Increase accessibility to new and existing farmland
 - Attract agri-industrial investment to unallocated areas of the Northeast Avalon ADA and other vacant industrial-business lands in municipalities:
 - Through a regional investment strategy, focus on the foundation needed to attract new entrants and expand existing businesses to unallocated areas of the Killick Coast ADA
 - Implement a comprehensive attraction approach to coordinating commodity and technology research, business planning, regulation, and policies amongst municipalities, government departments and regional economic development enterprises

- Create a forum to assist farmers and food producers with succession planning – Keeping businesses in agriculture
- E. Develop a Pilot Farm Incubation Initiative in the Killick Coast Region
- Creating a Killick Coast Incubator Farm Program which operates on a five-year cycle:
 - Provide on-site land for entrant farmers
 - Farm infrastructure and equipment sharing
 - Knowledge resources and mentorship
 - Incubation to Farmland - First three years, farmers pay only 80 percent of space rental rate; years four and five, move into establishing their own farm identity, assistance provided through mentoring services (Hogue, 2014)

Figure 22: The Organic Farm (PCSP April 2020)



Goal 1.2

CULTIVATE NEW APPROACHES TO TRADITIONAL AGRICULTURE BY UNDERSTANDING SUPPLY AND DEMAND AND ALTERNATIVES TO FARM OWNERSHIP

Rationale:

Import substitution industrialization (ISI) is a trade and economic policy that seeks to replace imports with domestic production (Ewing-Chow, 2020). The Centre for Local Prosperity for Rural Atlantic Canada takes this concept further by explaining that "Import Replacement is a leading-edge local economic development strategy that seeks to produce locally those goods and services that are currently imported into a community or region as a way to keep money and wealth circulating in the region" (Cervelli, 2018).

Newfoundland and Labrador food security analytics report that suppliers import 71% of the food we eat. That dependency is unstable since food shipments are based on ferry transportation schedules leading to risk assessments of 2 to 3-day supply of produce if a catastrophic delay in shipping occurs (Food First NL, 2020). New approaches to traditional agriculture should push our producers and suppliers to examine what is in demand at our local supermarkets and the feasibility of re-orienting our production to meet and compete with those products in demand.

With the recent increase in fuel prices, fertilizer availability, plastic container supply, soil amendments and labour, farms and food producers are increasingly challenged to remain profitable. Transportation costs and availability of agriculture supplies are beginning to cripple our industry. Businesses can collaborate to form networks, hubs, partnerships, non-profits and/or cooperatives around solution-based supply issues, such as buying and marketing (Cervelli, 2018).

Another approach that needs consideration is alternatives to traditional farm management and ownership. Across Canada, farms are consolidating and becoming less accessible to non-corporate entities. Proposed new farms are evaluated by financial institutions by their short-term Return on Investment (ROI) and are often denied based on risk; one exception would be Farm Credit Canada. The question before most farming regions in Newfoundland and Labrador is whether the small- to medium-sized family-operated farms on leased land are destined to disappear. This leads to alternative to the traditional farm ownership model that places importance on revenue generation and focuses more on the non-economic dimensions of farming and innovative approaches to property rights. The Agriculture Land Trust (ALT) Model may be one option to resolve conflict over the affordability of land, access to land, sustainable use of land and a belief in some broader community interest in how land is used. The ALT model also considers purchasing existing farms for the preservation of agriculture in the region and are typically funded by provided by individuals, foundations and government (Hamilton, 2005).

OBJECTIVE 1.2.1 IMPORT DISPLACEMENT STRATEGY

Being strategic and focusing on empowering the food and farm cluster to assess available assets and consider import replacement opportunities

INITIATIVE 1.2.1.1

ESTABLISH A REGIONAL IMPORT REPLACEMENT SYSTEM TO OFFSET THE IMPORTATION OF 'REGIONALLY GROWABLE' FOOD AND AGRICULTURAL SUPPLIES.

A. Develop a Regional Killick Coast Import Replacement Response Plan

- Establish a Regional Import Replacement Task Force
- Inventory Economic Leakage and Import Replacement Opportunities: Anticipate where supply and demand quotas need to be in consultation with distributors and retailers. Inform farmers, food producers, and regional residents on what potential crops and supplies are 'in demand' and suitable for the Killick Coast (Cervelli, 2018)
- Inventory regional assets required to expand production into traditional and high value commodities and identify where gaps exist
- Develop an implementation strategy to address replacement opportunities

B. Local Suppliers Guide

- Assessment from food producers and farmers on current product needs, service gaps and opportunities for collaboration
- A current list of government departments and agencies that assist regional agriculture
- Regional suppliers guide to agricultural products and services that currently exist using a tier-level availability approach: Local – Regional – Provincial – Atlantic – Canada – North American – International

OBJECTIVE 1.2.2 COOPERATIVE VENTURES

Planning, promoting, developing, financing and implementing regionally collaborative initiatives

INITIATIVE 1.2.2.1

LABOUR MARKET COOPERATIVE

A. Explore the feasibility of using a collaborative framework amongst farmers, food producers and processors for labour recruitment:

- Bring together key agriculture enterprises to discuss the potential for developing a pilot immigration recruitment program
- Explore the possibilities for a regional labour cooperative that sponsors temporary foreign workers and collaborates on:
 - Labour planning and needs assessment
 - Government liaison activities related to initiation

- Application process
- Logistic planning on transportation
- Innovative accommodation and living culture
- Health care and child services
- Cultural orientation (social, cultural, and professional) and
- Integrated labour sharing and skills matching

INITIATIVE 1.2.2.2

AGRICULTURE PROCUREMENT AND SHARING COLLABORATION

- A. As part of an existing or potential agriculture collaboration, farmers, food producers and processor would collaborate to form a buyers' network, Hub, partnership, non-profit and/or a cooperative to increase their regional buying power and generate meaningful economic benefits around solution-based supply approaches in agriculture
- Related to INITIATIVE 1.2.1.1, this initiative focuses on the instrument of collaboration where products identified in 1.2.11B would be jointly purchased under a negotiated rate based on volume, stored collaboratively in a regional facility, and distributed according to pre-determined agreements from purchase orders
 - Collaborative purchasing of new and used farm equipment to make available via rental agreements to paying members and community organizations

INITIATIVE 1.2.2.3

AGRICULTURE LAND TRUST FEASIBILITY

- A. As an asset management model, determine the feasibility of piloting a Agriculture Land Trust for the Killick Coast. Arable land on the Northeast Avalon has long been seen as a valuable asset, and there's opportunity to be considered for reserving our farmland and investing in future farmers and food producers — as food security continues to be a challenge for Newfoundland and Labrador regions and urban expansion increases land values, a Killick Coast Agricultural Land Trust would take an innovative approach to land, farming, environmental and capital stewardship.
- Establish an investment-oriented task force to investigate this unique model. Options for leveraging financial capacity lies with mutual fund trusts and farm leasing arrangement with farmers and food producers. Evaluate options to decrease farmers and food producers intense capital requirements necessary for competing with land developers (Avenue Living Asset Management, 2021)

INITIATIVE 1.2.2.4

INNOVATIVE COMMUNITY-FARM LIVING

A. Endorse a Community Farm Program:

- Investigate the functionality and municipal policy environment associated with a community farm program as a multi-functional collaboration where the land is held "in trust" for either a municipality or community rather than owned privately. A town, community group or cooperative governs the land use agreements, and agricultural uses of the land are shared by a community of farmers or food producers. The primary focus of a community farm is local food production using sustainable agricultural practices (Farm Folk City Folk Society, 2016)

B. Innovative Housing Collaborations:

- Support farm and living arrangement initiatives that respond to the social, economic, and environmental challenges of rural living, such as initiatives that combine the autonomy of private and communal dwellings with the advantages of shared resources, collaborative food production and community living. This may be ideal for immigrant communities to maintain their cultural identity, subsistence lifestyle, social networks and commitment to family.



Figure 23: Residential development in Torbay (Town of Torbay)

Goal 1.3

CONSERVATION OF AGRICULTURAL LAND FOR EXISTING AND OUR FUTURE AGRICULTURE AND AGRI-FOOD PRODUCERS

Rationale:



Figure 24: Farmland on the Killick Coast needs protection. (MS Stock Photo)

The Killick Coast region covers land on the northeastern flank of the Avalon peninsula and Bell Island. The mainland areas predominantly include Class 7 soils in the northwestern area that have no capability for arable culture or permanent pasture according to the Soil Survey Report No. 47 for the provincial government. Classes 6 and 5 follow in the southern to northeast area that have severe limitations to producing perennial forage crops and improvement potential ranges from not feasible to somewhat feasible. Left as the smallest component are Class 4 soils located in

the eastern areas that also have significant limitations and require special conservation practices to remain viable for agriculture. Bell Island is relatively better with a southern mix of Class 4 and 3, giving it moderate limitations that respect crop diversity without special conservation practices (Government of Canada, 1975).

Because of this characterization of soil capability, the Killick Coast agricultural capacity of its farmland is significantly challenged, and availability is becoming increasingly rare. Very little can be done to affect the status of current soil capabilities beyond practicing special conservation practices. What can be done is to protect and reserve what resources we have.

Farmers, food producers and municipalities on the Killick Coast have long awaited regional direction specific to the protection or conservation of these rare pieces of agricultural lands. This was expected to be forthcoming in the Northeast Avalon Regional Plan. However, this direction has not been provided and, according to the provincial sector workplan for agriculture, conservation of agricultural land has not been made a priority. In the Killick Coast region, each municipality has been left to devise its own policies. Consequently, there is no provincial legislative framework to conserve agricultural land solely based on soil quality or agricultural use alone, and urban expansion is threatening the future of agriculture. With the lack of a provincial policy with respect to agricultural land conservation, the Killick Coast region must forge its own set of policies and land use planning tools.

OBJECTIVE 1.3.1 MUNICIPALITIES WORKING TOGETHER TO VALUE FARMLAND

A mutual agreement to set a course for the protection of valuable agricultural land assets

INITIATIVE 1.3.1.1

THE KILLICK COAST INTER-MUNICIPAL COOPERATION AGREEMENT ON AGRICULTURE LAND VALUE

- A. Establish an inter-municipal agreement that initiates municipal collaboration on planning, regulatory and program strategies to protect farmland and support the viability of the Killick Coast agriculture sector.
- The agreement would focus government (provincial and municipal) authorities and private landowners on either protecting farmland from conversion to non-farm uses by prohibiting or restricting development on farmland, permanently protecting those lands, or minimizing conflicts between existing agricultural operations and new development (real estate developments, commercial manufacturing, non-negotiated watershed protection). Pilot strategies to include:
 - agricultural zoning and rezoning
 - agricultural buffers
 - Clear definition of permitted/discretionary uses and a rationale supported by agricultural science
 - right-to-farm and process ordinances
 - generic agricultural land rental agreements for land sharing of private property
 - transfer or purchase of development rights programs
 - farmland mitigation requirements
 - land conservation and development regulations
 - Succession strategies for privately owned agriculture land with incentives for farmers or food producers whose farm equity is their retirement savings
- B. Establish a land inventory and soil capability rating system that indicates the agricultural capability of leased and privately owned agricultural land. Establish a valuation methodology that extends beyond the immediate needs of residential or commercial development. High quality agricultural land is important, but there are uses for lower quality land for activities like perennial crops of berry bushes, blueberries, rough pasture, buildings, etc.

ECONOMIC IMPACT

Goal 2.1

FOSTERING INNOVATION TO SUPPORT AGRICULTURE AND FOOD PRODUCTION

Rationale:



Figure 25: Food production is not just defined by farmland - Innovated greenhouse solutions are being planning on the Killick Coast (Creative Commons 2022)

It is not only common for today's farmers and food producers to utilize sophisticated technologies but to also employ a highly sophisticated set of professional services including geothermic, hydrological, agronomic, financial and marketing. Innovation on the Killick Coast is presented on two scales. Large scale innovation technologies that take advantage of the region's strengths and integrate solutions to energy production, cold storage, and distribution channels. The other scale is individual farming solutions involving environmentally sustainable farming and waste solutions, digital and data platforms, robotics, specialized equipment, and collaborative work environments that provide safe and progressive learning.

Innovation is vital to address the challenges facing the Killick Coast agricultural and horticultural sectors. New ideas, technologies and processes will play a key role in helping farmers, food producers, greenhouse growers and businesses to become more productive and competitive.

OBJECTIVE 2.1.1 BELL ISLAND'S CO-GENERATION ENERGY CAPACITY

Sharing the Bell Island mines as a unique tourism icon and a source of renewable energy for use in year-round agricultural production

INITIATIVE 2.1.1.1

THE BELL ISLAND CLEAN ENERGY INITIATIVE

- A. Assess the feasibility and political/public will to construct a co-generation (electricity and geothermal) facility within the abandoned mines of Bell Island:
- Since the closure of mining operations (1895-1966), Bell Island's abandoned iron ore mines have remained apart of the island's industrial history. As a Registered Heritage Structure by the Heritage Foundation of Newfoundland and Labrador, Number 2 mine still plays a significant role in tourism with underground tours during the peak tourist season (Rennie, 2016). This recommended initiative must convene an agreement between government, community and owner authorities to provide a proof of concept design that maintains the integrity of the RHS designation
 - Once an agreement has been reached on the proof of concept, the Bell Island proponents will demonstrate that a specific technology, investment and return on investment (ROI) strategy, and heat and electrical distribution plan are feasible
 - Technologies to be investigated include:
 - a. RUPHES (Renewable Underground Pumped Hydro Electric Storage) or UPHES System – Potential for 0.5 to 1.5 Gigawatts per plant. Electrical energy from the grid is used to run a pump that pumps water from a lower water reservoir to an upper reservoir. Water is stored there with potential energy. Once energy is needed the water is pumped back into lower reservoir and drives a turbine generator which produces electrical energy. This technology works well with solar and wind energy generation as the electrical source for the pump (ATA International, 2021)
 - b. CAES (Compressed Air Energy Storage) – Utilizes potential energy of compressed air stored in the underground reservoir. Air pressure is enhanced using a compressor driven by electricity and ambient air is compressed and stored in the reservoir. When power supply is required, the air is heated and expanded in the turbine to drive it and generate electricity. Storage capacity is lower than UPHES. Not limited by topographical conditions and can be implanted widely, relative low cost of energy storage. Also works well with solar and wind energy generation as the electrical source for the pump (Energy Storage Association, 2022)
 - c. MWG (Minewater geothermal energy) scheme – MWG fundamental design involves removing heat from water in abandoned flooded mines to provide low carbon heating through district heating networks via a secondary heat transfer circuit. This

technology is considered a subset of Ground Source Heat Pump (GSHP) technology (REM, 2021)

OBJECTIVE 2.1.2 RURAL AGRICULTURAL INNOVATION PARTNERSHIP (RAIP)

In partnership with the Department of Fisheries and Land Resources (FLR) Agriculture Production and Research Division, Agriculture and Agri-Food Canada (AAFC) and Grenfell Campus, Memorial University, establish a resilient Food and Farm Cluster on the Killick Coast through innovative research and agricultural development projects

INITIATIVE 2.1.2.1

ESTABLISH A STRONG RESEARCH AND DEVELOPMENT PARTNERSHIP INITIATIVE

- A. Form a partnership agreement with the Department of Fisheries and Land Resources (FLR) Agriculture Production and Research Division, Agriculture and Agri-Food Canada (AAFC), Grenfell Campus, Memorial University, and Dalhousie Faculty of Agriculture to pursue hands-on innovations that meet the production, processing and market needs of farmers and agri-food businesses.
- B. Build a RAIP Advisory Committee as part of the Killick Coast FFC with representation from agricultural producer groups, local markets and regional economic development corporations to engage in setting an agenda for research and development on the Killick Coast. Innovations may be in the categories of new product and service development, productivity enhancements and environmentally sustainable technology to address a circular food system. Integrate with the research station activities hosted at the Provincial agriculture complex, Brookfield Road. Make sure that previous research on crop suitability is utilized and variety selection suits our changing climate.



Figure 26: Agriculture research leads to innovation (MS Stock image 2022)

Goal 2.2

MARKETING AND DISTRIBUTION

Rationale:

The increase in demand for locally produced food in the Northeast Avalon region is widely acknowledged by distributors, grocery outlets, non-profit, local food advocates, direct marketing providers and the government. It is also widely acknowledged that the flow of product from regional food producers to purchasers is significantly hampered by the lack of distribution infrastructure, particularly for small and medium-sized producers.

While demand for local food continues to rise, methods to get it on local tables are lacking.

According to our interviews, there are two primary distribution chains: a) direct to the consumer through in-person or digital experiences and b) wholesale distribution through retailers. Direct to consumer methods are continuously evolving as we understand the purchasing practices and knowledge economy of the various 'buy local or buy organic' consumers in this region. One size, or farmers' markets, does not fit all consumers.

Although many farmers can expand beyond farm-direct marketing sources like farmer's markets, they remain challenged in the competitive wholesale and retail marketplace. One solution being piloted in Newfoundland and Labrador is the concept of food hubs. Hubs connect producers with consumers as a digital and in-person network of interconnecting links. A hub sells food online through a digital e-commerce platform and a retail store that consumers can browse. Hubs can also connect to wholesale distributors and their distribution channels of retailers. A hub may facilitate:

- an efficient ordering process for both parties
- centralized and coordinated delivery system
- a grading system for products
- promotes a credible regional brand
- ensures fair pricing
- facilitates the amalgamation of sufficient volumes of products
- ensures product quality, and
- shares supplier information and profiles

Collaborating on a Killick Coast branded food system in conjunction with a food hub allows food producers to work together and concentrate on production. Joint regional efforts ease competitiveness and promote sustainable development of the region. Group marketing initiatives reduce individually marketing burdens and increase sales by consolidating the visual impact of multiple Killick Coast products displayed next to each other.

OBJECTIVE 2.2.2 INCREASE MARKET OPPORTUNITIES

Establish market opportunities that encourage innovative local marketing techniques which help improve the economic viability of food production on the Killick Coast

INITIATIVE 2.2.2.1

EXPAND DIRECT PRODUCER-TO-CONSUMER MARKET OPPORTUNITIES

A. Killick Coast Direct Market Opportunities Strategy for Individual Producers

- Assess marketing strategies and their capacity to increase the economic viability of local food production. Specifically target:
 - OnFarm Retail: Farmgate sales techniques and set-up
 - Mobile 'Pocket' and permanent Farmer's Markets
 - Community Roadside stands: best practices
 - U-pick commodities and business strategies
 - Community buying clubs and Agriculture fundraisers initiative 'hamper' models
 - E-Commerce platforms that fit the producer: Online ordering and delivery/pickup distribution to local consumers
 - Community Supported Agriculture (CSA) baskets: Single or multi-food producer models
 - Direct sales to food establishments
 - Marketing approaches: Location, signage, amenities
 - Streamlining regulations: Health and safety, zoning, permits, labelling, labour, CRA and liability

B. Developing a Northeast Avalon Food HUB for Regional Producers

- Establish a food hub that allows food producers to pool resources and provide a combination of production, distribution and marketing services that help them gain access to larger volume markets. A business model specific to our region's needs reinvests revenue into the community and the FFC's resiliency. The hub will ensure that healthy, local food is accessible and affordable. It will provide steady employment through multiple revenue streams. This economic development strategy could be added to the Killick Coast Agricultural Complex as a core function.
 - Business Model Development: The Cape Breton Food Hub is an example of a model that could guide the development of the Killick Coast Food Hub. It operates in partnership with municipalities, community organizations and businesses across Cape Breton to maintain a lean operating model and currently has 50 producers providing a diverse selection of products. The Killick Coast would operate as a social enterprise. Being a non-profit, cooperative or a for-profit business, the hub would:
 - Identify the opportunities and constraints to increasing the availability of local food within mainstream wholesale and retail food distribution

- Identify further opportunities for value-added products, ornamental agricultural products, and products using locally grown ingredients
- Understand the competitive retail environment and local supplier constraints and employ strategies to adapt the local Hub system to respond to these barriers. A survey of buyers from small convenience stores to large supermarkets would be necessary.
- Identify food producers and register their production products and yields in a database
- Provide one central website which can be updated easily by multiple farms and where buyers can place their orders at their convenience in one go
- Ordering website that updates available inventory, pricing and quality in real-time also sends out alerts on major changes or updates to buyers
- Multiple orders on one refrigerated truck that coordinates with suppliers to pick up from local farms or a centralized location convenient to the farmers. Possible delivery more than once per week. Opportunity to use current distributors (Colemans, Loblaws, Sobeys, and Sysco) trucking service to bring orders with other products
- Negotiate agreement between multiple farms to fulfil volume requirements from retailers and consumers
- Administer accounts payable and receivables so farmers get one payment and buyers one invoice
- Maintains high standards of quality through the supply chain. Provide training for farmers on being wholesale ready and educate buyers on local food producers' product quality
- Recognized regional brand and slogan, e.g. Killick Coast “Local and Fresh” (See 2.2.2.1C)
- Support labelling innovation that gives consumers more information about Killick Coast food choices such as farm/producer point of origin, harvest date, and processing activity
- Assist and support food producers with obtaining and retaining their third-party certifications, such as organic certification regulated by the Organic Products Regulations (OPR) of Canada and CanadaGAP
- Negotiate a fair price for farmer and buyer and facilitate agreements for long term commitments
- Maintain relationships between farmers and buyers by providing a middle ground for negotiations (Bellows, 2017) (Scott, Lee, & Nichols, 2014)

C. Regional Food Branding Initiative (ties into agritourism)

- Regional branding is the cornerstone of regional marketing, providing a relatively simple way for farmers to differentiate and add value to their products in a cost-efficient way.

Features of this initiative:

- Designing a Killick Coast brand for products from the food hub
- Securing recognition of the Killick Coast brand with buyers and consumers
- Ensuring farm identity is maintained in the branding process
- Maintaining a reputation for freshness and taste
- Differentiating production standards of organic, pesticide-free, traditional and other systems
- Create a Killick Coast food trademark to represent high-quality local, agri-food products identified under the same brand

Note: This project requires funding to create/utilize a location where food can be audited for the highest standards, as there must be a branding approval process

INITIATIVE 2.2.2.2

COLLABORATIVE (SHARED) FACILITIES THAT ARE NOT ECONOMICALLY VIABLE FOR A SMALL-MEDIUM SCALE FOOD PRODUCER BUT CAN BE VIABLE FROM A REGIONAL PERSPECTIVE

A. Regional Cold-Storage, Processing and Packaging Facility featuring:

- Secured Level unloading/Loading bays and containerized shelving/storage systems
- Refrigerated trucking
- Cold and frozen refrigeration for bulk and packaged products
- Dry storage
- Commercial processing kitchen(s)
- Product aggregation and sorting capacity
- Composting and waste management system
- Inspection stations
- Packaging and re-packing equipment and stations
- Regional branding containers with farm ID
- SKU labelling capacity
- Office space

B. Regional abattoir/slaughtering facility featuring:

- A business development strategy that allows the regional Killick Coast producers and partners to manage supply through the economic cycles of the industry (Mallot Creek Group Inc. - Bruce Cowper, 2013)
- Producer involvement in ensuring livestock supply security
- Strong, phased-in marketing plan to support the sale and growth potential of the products the facility processes

- Processor partnership with an experienced regional business operator who understands the competitive nature of the business
- Solid financial plan with a strong equity investor base, debt partner and the ability to source long-term operational financing to ensure success through startup and brand development
- Infrastructure to accommodate slaughtering, packing, storage and shipping of beef, pork, lamb, sheep, moose and caribou
- Community freezers to accommodate requests from food banks, youth and women's shelters, and other non-government social enterprises



Figure 27: Communities working together would help support a future Food HUB (Town of PCSP)

IDENTITY AND HEALTHY LIFESTYLE

Goal 3.1

LINKING FOOD, FARMS, OUR HERITAGE AND HEALTH TO OUR KILLICK COAST COMMUNITIES

Rationale:

A challenge for the Killick Coast is creating equitable agriculture policies and strategies that balance the relationship between farms, municipal councils and staff, businesses, community groups and residents. One vital objective of the Killick Coast Strategic Agriculture Plan is to improve access to healthy local food while helping to revitalize communities.

Urban and peri-urban agriculture has always been a fabric of the Northeast Avalon region. It brings many benefits besides improved access to healthy food; it brings workforce training and job opportunities, a rural identity, and an economic contribution and reinvestment in struggling communities. Innovative policy approaches are needed to sustain this contribution and create an urban agriculture-friendly culture.

Municipal councils often struggle with adapting agriculture and development policies to meet the current demands of their residents and commercial developers. Newfoundland and Labrador has extensive regulatory barriers to agriculture resulting in outdated policies and regulations that require reformation (Fairbridge, 2021). Killick Coast communities can adopt agriculture-friendly language in their zoning regulations and planning documents, which helps protect farmers from redevelopment and encourage towns to invest in future agriculture infrastructure.

Agritourism has garnered global popularity in recent years, emerging as a vital component of the tourism experience. Millennials are driving change for agritourism operators. The urge to create memories pushes this market's growth through knowledge gathering and experiential learning. Capturing this market through various entertainment and education experiences, both tangible and intangible, will result in extra income for food artisans and host communities of the Killick Coast. Agritourism also attracts locals, extends the tourism season, and keeps our food entrepreneurs connected.

All of these activities build public trust in farms and food producers. Our outreach activities need to increase appreciation and pride in the contributions of farmers and food producers. The following regional approach will support initiatives that promote awareness of the strengths of our agriculture sector, further recognizing the Killick Coasts' contribution to sustainability, production and efforts to reduce food waste.

OBJECTIVE 3.1.1 URBAN AND PERI-URBAN AGRICULTURE PROTECTION

Leading municipal leaders by creating and remodelling agriculture-friendly policies

INITIATIVE 3.1.1.1

AN AGRICULTURE GUIDE FOR MUNICIPAL COUNCILLORS AND STAFF

A. Create the Killick Coast Municipal Advisory Council on Urban Agriculture

- All seven Killick Coast towns will make up a collaborative advisory group for this FFC project. Through their planning representative, the project will:
 - Identify gaps and uncertainties in the Urban and Rural Planning Act related to agricultural use of lands within municipal planning zones
 - Identify areas in their municipal plans set aside for agricultural, residential, industrial, commercial, recreational and institutional uses. Large contiguous tracts of land designated for agricultural uses are necessary for farming to prosper
 - Identify their zoning or rezoning agricultural land procedures according to their present municipal policies
 - Through a targeted engagement process, consult with existing farmers and food producers to identify measures to reduce or eliminate negative consequences with a municipality
 - Engage a consultant to explore advanced approaches to resolving conflicts with traditional and innovative farming practices Programs and policies developed by councillors and administered by municipal staff with limited knowledge of modern agriculture can inadvertently cause adverse effects to farmers, food producers and their operations. Positive, proactive approaches to enhancing the interface between community and farmers would be part of the research.
 - Each advisory council representative will liaison with their municipal councils and work with the consultant to review their findings, obtain input, and resolve issues with interpretation

B. Develop and publish a guidebook of policy options for municipal councils and staff

- As a publication of the Killick Coast Municipal Advisory Council on Urban Agriculture, the guidelines will focus on, but not be limited to, innovation in:

Agriculture Lands

- Land conversion or fragmentation of large tracks, primary or unique agricultural lands to non-agricultural uses to accommodate growth (residential, commercial, industrial). Experiment with land use patterns that promote the integrity of prime agricultural land through creative solutions like cluster/conservation design development on a smaller portion of a land parcel where the most negligible impact to agriculture can be achieved. (City of Kamloops, 2013)
- Regional Agricultural Impact Assessment requirement for rezoning agriculture lands

- Special zoning considerations that would support creative farming/ lifestyle uses such as organic farming cooperatives or eco-villages
- The inclusion of community gardens and edible landscapes as part of the planning process
- Municipal-based environmental farm plans and the use of Beneficial Management Practices (BMPs) to minimize conflicts. BMPs improve agricultural operations by providing environmental benefits to the municipality
- Encouraging new entrants and increasing the productive use of vacant farmland in the municipality. Options for leasing municipal land to urban food producers; examining regulations and guidelines for urban peri-urban agriculture; identifying mechanisms to protect and maintain the healthy ecosystems connected to peri-urban agricultural lands
- Disclosing agricultural practices at the building permit stage. The disclosure will inform prospective builders that agricultural sights, sounds and smells are expected in farming areas (City of Abbotsford, 2011)
- More contemporary definition of agriculture, with taxation implications, to support market opportunities in the peri-urban area (City of Abbotsford, 2011)

Waste Management

- Efficient waste management solutions (anaerobic digestion, gasification, composting, recycling) and contributing to a Circular Food System
- Partnerships to assist in the redistribution of healthy, fresh and high-quality surplus food, develop partnerships and initiatives to utilize and reduce food waste, take a leadership role in promoting initiatives to reduce the volume of packaging associated with the food system (City of Edmonton, 2012)

Urban Food-based Education and Experience

- Urban agricultural demonstration projects that promote agricultural awareness among municipal residents
- The inclusion of community gardening plots in all multi-unit residential projects to increase food growing opportunities and to provide knowledge of agriculture among the residents (District of Kelowna, 2011)
- Supporting community food access opportunities, new techniques for assimilating agriculture into the urban experience, handling products to retain quality, the wholesaling and retailing of horticultural plants and related gardening items, and agritourism and on-farm product sales
- Hosting an online portal for a wide range of food and urban agriculture information and education
- Adopting and enforcing development policies for topsoil depth requirements for growing a range of food crops, assessing the regulatory barriers for green roofs to

encourage food production, examine the implications and best practices of allowing urban beekeeping and backyard hens

- Green Streets and Blooming Boulevards program guidelines to allow for growing vegetables and other food plants in residential boulevards, traffic circles and swales; promote edible landscaping as an alternative to ornamental/flowering plants in residential, commercial, institutional and park landscaping plans; increase the planting of food-bearing trees when planting new trees in parks and on other civic lands and encourage community stewardship of those trees (City of Vancouver, 2013)
- Updating farmers market and stand policy, including permitting processes, fees, licensing and percentage of agricultural foods; explore opportunities to support farmers markets on municipal sites with electricity and water where appropriate; create long term strategic plan for food markets with geographical distribution, conditions for expansion, gaps in market/food system infrastructure; identify opportunities for regional multi-purpose structures and other infrastructure to be used for farmers markets and other community events

OBJECTIVE 3.1.2 AGRICULTURE AND CULINARY TOURISM

Economic development by linking the Killick Coast through our collective agriculture heritage and culinary uniqueness

INITIATIVE 3.1.2.1

KILLICK COAST AGRITOURISM STRATEGY: BRIDGING THE GAP BETWEEN PEOPLE, FOOD, DRINK, CULTURE, AND TOURISM

- A. Develop a collaborative, authentic culinary and “Open For Business” tourism and family experience that links the seven communities, presents a diversified agricultural heritage, integrates our uniquely local food and beverage industries and contributes to the region's seasonal tourism value.
- Establish a Killick Coast Regional Agritourism Advisory Council, including:
 - Farms and food producers willing to allow visitors to tour or view their facilities, give demonstrations and provide food education
 - Agricultural producers who do not give tours but are open to the public to sell their products
 - Permitted restaurant owners, food markets, and pop-up stands serving regional cuisine from local food producers
 - Government agencies and organizations involved in food safety and servicing, tourism product development (culinary diversity, value-added tourism targets, giftware,

heritage branding), tourism-oriented destination signage and marketing, safety and risk assessment

- Create a Killick Coast Agritourism Regional Business Plan, including:
 - Membership-based process for agri-businesses who care to participate
 - A community guide showing tourists and locals where to visit and what experiences to expect
 - Individual farm-based assessment tools for creating successful agritourism activities (Lattanzi, 2005)
 - Incentive tools such as gift cards and regional passports to be used exclusively at participating businesses in the region
 - Agritourism opportunities such as municipal public gardens, cooking classes, hands-on farm adventures, farm study courses and demonstrations, farm stays (accommodations), guided tours and hikes, recreation activities (i.e. kayaking, fishing, horseback riding), artesian events, spa and leisure experiences, concerts and performances, and annual Farm and Food Festivals
 - Digital and community-based marketing approaches to promote Killick Coast Agritourism

OBJECTIVE 3.1.3 OUTREACH STRATEGY

Sharing our present and future agriculture, food-producing, and value-added manufacturing potential with the region and beyond

INITIATIVE 3.1.3.1

IMPROVE AND INNOVATE AGRICULTURE COMMUNICATION

- A. Develop a Killick Coast Agriculture Communication Strategy
 - Review past communication efforts and utilize communication specialists in the Northeast Avalon region familiar with Killick Coast agricultural and food-producing issues
 - Determine where partnerships should be fostered and enhance existing communication platforms
 - Use the FFC as a centralized voice for engaging with Value-Chain stakeholders and decision-makers. Identify communications objectives and tools to increase awareness, understanding, action, or support involvement in the SAP implementation
 - Identify the key audiences to target the communication efforts. Determining the appropriate primary and secondary audiences is critical for the communication strategy. The FFC and its communication specialists must understand who the audiences are, how they prefer to absorb information (including, but not exclusively, research evidence), their typical timelines, needs, etc. This will significantly increase the likelihood that the communication strategy will achieve its objectives (TDR, 2022)

- Develop Killick Coast regional messages from the objective setting exercise directed at the key audiences
- Prioritize communication approaches: Assess the use of social media and the development of online tools and in-person activities that engage the public, transfer agriculture knowledge and foster a sense of passion for the local food economy
- Develop a methodology for evaluating the implementation of this communications strategy

INITIATIVE 3.1.3.2

DEVELOP A STRONG EDUCATION IN THE CLASSROOM PROGRAM

- A. Design and offer updated activities through the primary and secondary education system to engage students in healthy nutrition, agricultural awareness and good food choices.
- Review the effectiveness of existing school-based agricultural programs offered in primary and secondary schools
 - Target gaps in programs and enhance their effectiveness for Killick Coast schools
 - Engage agricultural specialists willing to engage primary and secondary school children and participate in existing programs.
 - Create engaging, first-hand food production experiences that immerse students in agriculture exploration, observation and rich hands-on learning experiences. These programs would focus on Killick Coast's agriculture history, innovative approaches to food security, and their potential role in local food production
 - Develop a regional Agricultural Resource Toolkit for teachers
 - A “Sustaining Nutrients for Life” program will identify curriculum objectives for teachers and design self-directed programs that teachers can adapt to their specific needs. The toolbox binder will include lesson plans, presentations, reading links, quizzes and additional mentors for class visitation.
- B. Support and promote school breakfast and lunch programs that encourage healthy food choices using Killick Coast food products
- Engage school boards through the Killick Coast Food Hub to source locally grown food for their programs. Enhance this relationship with food tracing software at the school cafeteria. Food journaling has never been easier with food-tracking apps that students have right on their smartphones. Scan food label barcodes to make it easy to track the food's trivia, its local producer, farm location, calories, macronutrients and protein amounts.
- C. Support and promote healthy local food choices by foodservice providers at Memorial University, Marine Institute, College of the North Atlantic and other colleges or programs.
- A similar approach to 3.1.3.2B

Goal 3.2

RESPONSIBLE WASTE MANAGEMENT

Rationale:

Residents of the Northeast Avalon still struggle with traditional agriculture and food waste. Simply composting food and garden waste is a noble and productive way for individual households to reap the benefits of producing soil amendments and lessening the load destined for Robin Hood Bay. But is it enough?

Our Strategic Agriculture Plan is a forward-looking document that maps out a progressive plan for our Food and Farm Cluster. Should we be happy with promoting the status quo, or should we hold the region up as a provincial example of true sustainability with waste management? We have taken the challenge and laid out a program to adopt a Circular Food System, or, Circularity.

"To build a Smart Food System, we need to start by understanding the system we have now—what data, technology, and relationships are in place and where we need something new to address existing gaps." (Innovation Guelph, 2022)

As a model, the Guelph-Wellington's Our Food Future started in 2018 when community stakeholders got together to reimagine their food system. They established nine initial pathfinder projects to realize their vision of a future circular food system (Ramírez Luna, 2022).

What a Circular Food System does is:

- Eliminates waste by keeping as much energy, nutrients, and materials as possible, cycling through the system and generating value as a result
- Rethinks how we produce, distribute, sell, and consume food
- Recognizes the value of waste, creates spaces for businesses to grow and adapt their operations and ensures everyone can access healthy, nutritious, and culturally appropriate food
- Improves production practices, value chains, and collaborative networks by designing out waste and pollution, and
- measures success based on Purpose, Planet, People, and Prosperity - Beyond profit

Let us accept this challenge and move forward with thinking differently about how we plan, grow, treat, harvest, select, clean, package, distribute, purchase, prepare, store and dispose of our waste.

OBJECTIVE 3.2.1 OUR CIRCULAR FOOD SYSTEM

Working to revolutionize our approach to waste management in Newfoundland and Labrador

Special contribution by Ángela Viviana Ramírez Luna, PLANEET CONSULTING

INITIATIVE 3.2.1.1

ASSESS THE FOOD ENVIRONMENT (YEAR 1)

A. Establish a partnership with:

- Food First NL
- Food Producers Forum
- Sharing the Harvest
- Memorial University and
- College of the North Atlantic through student placements

B. Assessing the Northeast Avalon Food Environment:

- Map sources of nutritious food (retail outlets, institutional food programs, e.g. food banks, community gardens, etc.), supportive infrastructure, and geographic priorities for improving access
- Identify characteristics of food programs, educational opportunities and supporting infrastructure
- Identify availability, affordability and marketing of nutritious options in retail outlets and institutional food programs and opportunities to encourage purchasing of healthy foods
- Identify the presence or absence of municipal, provincial and federal policies, regulatory barriers and resources allocated for prioritizing supportive food environments
- Identify residents' facilitators and barriers to acquiring, selecting, purchasing, preparing and consuming nutritious foods, and identifying opportunities to support residents in accessing and consuming healthy foods
- Assess how COVID-19 impacted the above

INITIATIVE 3.2.1.2

CREATE A CIRCULAR FOOD SECURITY AND HEALTH ACTION PLAN (YEAR 2)

A. Establish a partnership with:

- Food First NL
- Food Producers Forum
- Sharing the Harvest
- MUN's Faculty of Medicine

B. Circular Food Security and Health Action Plan

- Building on the Food Environment Assessment, develop, implement, and evaluate evidence-based programs, policies and cross-sector solutions that promote nutritious food through the following areas:
 - Knowledge and skills for healthy eating so that residents can access nutritious food anywhere, feel motivated to choose healthier foods and know what to do with them
 - Transforming food insecurity (economic access) and healthy food communities (physical access) and incorporating lessons learned from the response to the impact of COVID-19 on food availability and accessibility

INITIATIVE 3.2.1.3

ESTABLISH A CIRCULAR FOOD ECONOMY INNOVATION HUB *(CFE IHUB) (YEAR 2)

A. Establish a partnership with:

- MUN's Genesis Centre and Centre for Social Enterprises
- NL Organization of Women Entrepreneurs NLOWE
- Mount Pearl Hackathon
- Planeet Consulting

B. Circular Food Economy Innovation Hub

- Create a web of collaborators to work together to surface challenges, identify the most important and feasible to address, and attract potential solution providers
 - Collaborators include researchers, business owners, food producers, industry association members, government representatives, academics, startup incubators, community members, business mentors, minority groups, consultants, etc.
 - Challenges include problems and issues at various points within the value chain (from field to fork) related to labour issues, packaging, nutritional challenges; avoidable and unavoidable food waste, energy and water waste, inefficiencies and unexploited opportunities, impact of regional, national and global events on the supply chain (e.g. COVID, wars, strikes, weather)
- Create physical, virtual, formal and informal events for collaborators to come together. Events can be one-on-one sessions, focus groups, food-related film screenings, gatherings of multiple organizations from the same or different sectors to discuss and celebrate progress

INITIATIVE 3.2.1.4

FOSTER NEW FOOD ECONOMY SKILLS AND TRAINING (SAME AS GOAL 3.3 – INVESTING IN PEOPLE)

A. Develop and promote food skills education:

- Food skills education includes circular components such as:
 - Food loss
 - Unavoidable and avoidable food waste
 - Composting that links households and farms

INITIATIVE 3.2.1.5

INCREASE CIRCULARITY IN MUNICIPAL WASTE SYSTEMS TO DRIVE INNOVATION ALONG THE FOOD VALUE CHAIN (YEAR 3 - 4)

A. Establish partnerships with:

- Food First NL
- Food Producers Forum
- MMSB
- Planeet Consulting
- Alooki

B. Material flow analysis and waste audits:

- Conduct a material flow analysis to pinpoint where to reduce food loss and waste at each stage of the food value chain, from raw inputs to the final consumer, and design opportunities for appropriate reuse
- Conduct waste audits to quantify household waste, which typically is done manually. Guelph has incorporated artificial intelligence

OBJECTIVE 3.2.2 CONTRIBUTIONS TO ORGANIC FARMING

Using Newfoundland and Labrador's marine and forest residues to improve soil productivity

INITIATIVE 3.2.2.1

SUPPORT MARINE AND FORESTRY BIOMASS WASTE-BASED FERTILIZER PRODUCTION AND DISTRIBUTION IN ORGANIC FARMING

A. Links with INITIATIVE 3.1.1.1, partner with manufacturing enterprises and work with municipal councils to devise policies that encourage the use of organic-based fertilizers while supporting regional natural fertilizer manufacturing facilities:

- Agricultural hydrolysates from marine ingredients: Existing conflicts between tourism operators and residential developments can be avoided with innovative policies that

discourage the encroachment of competing values on farmland designated for fertilizer manufacturing

INITIATIVE 3.2.2.2

REGIONAL MUNICIPAL COMPOSTING STRATEGY

A. Conduct a regional compost collection and feasibility study

- Research a source-separated organics (SSO) curbside collection program and organics processing facility model to service seven communities with an equivalent population to the Killick Coast
- Design the components of a composting model for each municipality on the Killick Coast:
 - Curbside collection capacity
 - Residential and commercial drop-off collection capacity
 - Grocery store/institutional organic waste collection capacity
- Determine infrastructure and human resource requirements for collection and a regional organics processing facility:
 - Trucks required
 - Staff required
 - Net system cost with containers by ton
 - Net system cost with containers by household
- Determine the feasibility of using alternative facilities

B. Communication and Education Strategy:

- Targeting tools and resources for residents, commercial operations, and institutions

C. Create a cost-recovery compost distribution strategy with regional farm operations, food producers, and community gardens

D. Conduct a risk assessment on mandating a compulsory composting policy for communities



Figure 28: PEI's Composting Initiative is a provincial success story and should be examined for best practices (Halton Recycles 2022)

Goal 3.3

INVESTING IN PEOPLE

Rationale:



Figure 29: Investing in our youth (MS Stock Image)

The strength in agriculture lies in the people that drive its value chain from policy to purchase. We need to understand where our food comes from at the community level. This realization has considerably diminished as we get further away from rural ideals and settle for urban conveniences.

“As a result, people in communities of all sizes have lost basic food growing, preserving and preparing skills” (City of Edmonton, 2012). The Northeast Avalon, with organizations like the

Food Producers Forum and Food First NL, have simulated the desire to fill this knowledge gap and acknowledge the links between primary food skill education and health.

Teaching food skill education can take diverse pathways, from one-on-one programming (such as cooking lessons at community kitchens and gardening workshops in community gardens) to more passive strategies (such as signage around demonstration gardens and gardening guidebooks).

Community gardens also play an essential role in sharing knowledge and motivating people to collaborate on community projects to improve food security. Community gardens need to become a staple planning activity for municipalities to create healthier and more sustainable communities. The long-term success of community gardens requires commitment from both the local government and community organizations. Public engagement in preparing the Killick Coast SAP has demonstrated support for increasing community garden sites in the region. Most urban agriculture strategies recommend at least one community garden in each neighbourhood. Although many community gardens provide recreation, they also contribute to local fresh food production and offer urban residents an opportunity to learn more about agriculture or experience the pleasure of growing their own food (District of Kelowna, 2011).

OBJECTIVE 3.3.1 COMMUNITY-BASED AGRICULTURE AND CULINARY SKILLS TRAINING

Celebrate food and the journey of growing healthy communities

INITIATIVE 3.1.3.1

GARDENING WORKSHOPS, CULINARY COURSES, MENTORING AND VOLUNTEERISM

- A. Acknowledge and support the existing efforts of organizations that give gardening workshops and tutorials
- B. Create the Killick Coast Local Food Knowledge Network:
 - Celebrate and promote local agricultural products through highlighting farms, community gardens and locally domestic gardens
 - Promote innovated approaches to season extension and process enhancements such as the use of tunnels, row covers, windbreaks, plastic (biodegradable) mulches, etc.
 - Engage local food producers, chefs, restaurants, as well as immigrant associations and social service providers to play a role in the Festival
 - Culinary demonstrations and hands-on workshops to show how to develop skills in working with fresh produce, spices and sauces, bottling and canning and creative healthy snacks for kids and adults
 - Engage grocers and utilize their kitchens to promote culinary skills targeted at youth, single families and seniors – focusing on healthy and low cost
 - Create a culinary mentors program for groups and agencies that support underprivileged neighbourhoods in the Northeast Avalon region:
 - Chefs and people interested in sharing their culinary gifts can be booked to provide a 1/2 day workshop on any aspect of food preparation
- C. Assist in developing a Fresh Food Strategy for Food Banks/Networks:
 - We understand the difficulty with using the present food storage and banking system and the shelf life for fresh, local agricultural products. The FFC needs to integrate healthy eating with lower-income families. Community gardens education on nutrition and food preparation are required elements of a regional program that could be piloted on the Killick Coast

OBJECTIVE 3.3.2 COMMUNITY GARDENS AND NETWORK

Providing healthy options in neighbourhoods by working together and sharing experiences with growing

INITIATIVE 3.3.2.1

CREATING A RURAL NETWORK OF COMMUNITY GARDENS

- A. Create multiple community gardens in rural areas with a limited population and lack distribution channels for food. Stimulate welcoming outdoor environments focusing on people, sustainable organic gardening, learning, teaching and healthy food choices.
- Community gardens are not a new phenomenon; however, they seem to be more relevant than ever as concerns about food security continue to rise. In a recent study conducted by the PCSP Chamber of Commerce, 58% of respondents said accessibility is the main barrier to enjoying local food, 37% have no space to grow food and 54% do not know how to proceed. The purpose of community gardens is to overcome these obstacles by providing land, learning opportunities, and fostering community engagement that allows neighbours to get to know one another as they work together towards a common goal of taking control of the foods we consume
- B. Promote the multiple benefits of community gardens beyond nutrition. They can also:
- Reduce “food miles” that are required to transport nutritious food
 - Reduce neighbourhood waste through composting
 - Increase physical activity through garden maintenance activities
 - Support mental wellbeing and relaxation
 - Encourage intergenerational and cultural transfer of skills and knowledge
 - Inspire other community initiatives
 - Nurture youth educational experiences
 - Create an appreciation for agriculture
 - Offer food bank assistance
- C. Evaluate the success of the Killick Coast community gardens, such as the Kelly Park Community Garden in Logy Bay-Middle Cove-Outer Cove and use it as a template for promoting regional standards and guidelines.

ENABLING THE FFC THROUGH POLICY

For the final strategic pillar, the rationale for the goals can be accomplished with one entry. A regional strategy can demonstrate policy innovations that have province-wide significance. The Killick Coast region is ideal for using small pilot initiatives as laboratories to examine the process of engagement, formulation, implementation and evaluation.

As earlier reported, there were 3,626 farms recorded in 1951, just two years after Confederation (Gushue, 2021). The latest census reported by Statistics Canada in 2016 sees that number drop to 407 farms, a further 20.2% drop from the 2011 figure of 510. Newfoundland and Labrador now have the smallest number of farms per capita of any other province in Canada (Food First NL, 2022)... But do we? Perhaps we need to define farms and food producers differently and reflect a changing workforce and entrepreneur model for food production.

Across Canada, the trend is the same. The consolidation of agricultural production makes large farms bigger and diminishes the number of small to medium-size farms. "Farming is headed for more industrialization and greater coordination of production and distribution systems, although some small and medium-sized farms find ways to remain profitable" (Brown, 2017). "Remaining profitable" may reflect the economic scale in which small operations exist. Brown further suggests that small, niche-market and part-time farms play an essential role in the sector but contribute only a small portion of food production on a national scale. When looking at what stays in our rural communities, small farms contribute significantly to food security but get the least attention.

Policymakers must consider the different set of economic realities faced by small food producers and new entrants into agriculture. Large, family-owned farms have stayed in the family unit for generations. They have built most of their wealth and capital through cost-shared initiatives between the federal and provincial governments, making them bigger and stronger and able to acquire the assets of smaller farms (Brown, 2017).

Some provinces see the value of small farms and food-producing enterprises, turning the scales around to invest in regional and local agri-business development. British Columbia's Small Farm Business Acceleration Pilot Program sees small and new farm businesses making the "investments necessary to achieve farm income growth goals, ensure commercial viability and strengthen financial sustainability" (Government of British Columbia, 2022).

The Killick Coast region is predominantly made up of small food producing enterprises. The relationship between government and these producers is interactive and meaningful. Newfoundland and Labrador requires a parallel policy and program environment focusing on the value of small and medium-sized food production and regional planning. Our demographics are changing, and new entrants and millennials do not see large-scale investments and long

working hours in their future (Silva, 2017). Small farms contribute immensely to the social fabric of the Killick Coast. Both large and small farms need their own set of agricultural policies. Let's use the Killick Coast region as a policy experiment in partnership with province of Newfoundland and Labrador and the Government of Canada.

Goal 4.1

SMALL FARM – FOOD PRODUCERS POLICY

OBJECTIVE 4.1.1 REVIEW OF EXISTING POLICY SUPPORT SMALL AND MEDIUM-SIZED FARM AND FOOD-PRODUCING ENTERPRISES AND OFFER SOLUTIONS

Determining the gaps in business development policy and programs for small and medium-sized agriculture businesses and developing solutions to overcome these constraints

INITIATIVE 4.1.1.1

ANALYSIS OF THE CURRENT PROVINCIAL REGULATIONS AND THEIR FUNCTION TO SUPPORT SMALL-MEDIUM SIZE FARMS AND FOOD PRODUCERS

-
- A. Engage Memorial's Environmental Policy Institute at Grenfell Campus and/or Harris Centre at St. John's Campus to investigate the interrelationships between and among small-scale production practices, marketing and distribution systems, the structure of agriculture enterprises and their impact on the financial, ecological and human wellbeing of rural communities in Newfoundland and Labrador.
- Perform a comparative analysis across other regions in Newfoundland and Labrador, analyze trends and determine the initiative's scope
 - Examine innovative policy solutions to existing barriers for supporting small to medium-size farms and food producers
 - Examine interactions of government employees that build the capacity of smaller enterprises. With a less identified array of technical professionals from expert soil surveyors and specialists to food safety specialist, livestock and crop specialist and farm business management specialist providing free of charge services, the region must give recognition to past and existing contributions
 - Evaluate present policy impacts on all sub-sectors of agriculture including greenhouse ornamental production, sod producers and fur producers
 - Conduct a regional assessment on the Killick Coast to determine the applicability of barrier solutions:
 - Engage small and medium scale food producers in the Killick Coast region to determine the constraints experienced related to business development

INITIATIVE 4.1.1.1

DEVELOP A FRAMEWORK FOR A SMALL FARM AND FOOD PRODUCERS INCENTIVE PROGRAM

A. Develop, with the assistance of government, components of the framework for a Small Farm Incentive Program:

- Provincially define and standardize the terminology when referring to farm size. This is essential when designing programs and services for large, medium and small farming operations. Home/community-based farm businesses should also be included in this definition when potentially selling agricultural products through direct market channels (Dolter, 2018). The following is only to be used as an example:

Table 2: Sample farm definition breakdown (Dolter 2016)

| <i>Farm Category</i> | <i>Total Annual Receipts</i> | <i>Average size</i> |
|--|------------------------------|--------------------------------------|
| <i>Subsistence (Garden)</i> | \$0 | Less than 1/4 acre |
| <i>Community Garden (Garden Network)</i> | \$0 | Multiple plots |
| <i>Specialty - Market (CSA, Farmers Market Vendor, Roadside)</i> | \$1k - \$14,999 ¹ | Less than 1 acre |
| <i>Small Farm</i> | \$15k - \$99,999 | More than 1 acre, less than 10 acres |
| <i>Mid-sized Farm</i> | \$100k - \$249,999 | Variable |
| <i>Large Farm</i> | \$250k plus | Variable |

- Create a new food producers startup guide (Also see 1.1.4.1C)
 - Adapting a farm to your needs and interests

¹ Government of Newfoundland and Labrador set a limit of \$15,000 annual farm receipts as an indicator of a commercial farm but does give customized services to start-ups and allows five years to reach this revenue objective. Within this period, new entrants can access a multitude of various services and funding arrangements.

- Identifying worthwhile local market opportunities
- Determining the best products to sell
- Creating a profitable farm operation
- Establishing a farm enterprise plan
- Develop a Self Assessment analysis tool to assist new entrants with identifying strengths and weaknesses in their operation in business management areas
- Describe methodologies for researching market opportunities: Investigating emerging market opportunities and the required skills to succeed will help mitigate risk
- Develop training programs for managing an agriculture business. The fundamentals of food production are relatively simple compared to the management skills needed to keep a farm profitable and sustainable
- Develop training programs for skills creation and enhancement. Studying agriculture at a post-secondary institution, taking on an internship and volunteering on a farm are some ways to develop farming skills (Government of British Columbia, 2022)
- Pathways for accessing farmland: Locating land to purchase or lease is essential in starting a new operation but difficult, particularly in Newfoundland and Labrador. It is vital to develop matching databases where land assets are appropriate for the farm activity proposed
- Accessing start-up and infrastructure capital: To obtain funding to finance a small agriculture enterprise or update its infrastructure, most new entrants are directed toward local banks, credit unions or Farm Credit Canada. Government programs designed explicitly for these operations could assist many producers with increasing production and stimulating the local economy
- Government investment standards: As with commercial banks, Government programs need to show return on investment (ROI) from increased production and/or processing revenue from clients. Farmers must understand formal reporting mechanisms and the role profit and loss plays in eligibility for financial services over time



Figure 30: Small farms utilize more organic and free range techniques than large operations (MS Stock Image)

Goal 4.2

REGIONAL PLANNING FRAMEWORK FOR THE PROVINCE

OBJECTIVE 4.2.1 INTEGRATING AGRICULTURE STRATEGIC PLANNING WITH REGIONALIZATION

Creating a provincial scale regional planning framework for agriculture using previous SAPs as templates

INITIATIVE 4.2.1.1

SUPPORT THE ESTABLISHMENT OF A PROVINCE-WIDE, REGIONAL AGRICULTURE PLANNING FRAMEWORK USING THE KILLICK COAST, HUMBER VALLEY AND CODROY STRATEGIC AGRICULTURE PLANS AS MODELS

- A. Engage the Environmental Policy Institute of Grenfell Campus or the Harris Institute of Memorial University (St. John’s Campus) to investigate existing provincial planning frameworks to determine the required elements for a regional planning framework.
 - Examine the provincial forest management planning framework, integrating five-year regional plans into a province-wide twenty-year planning system
- B. Conduct a strategic analysis to identify, collect and analyze provincial and regional agriculture datasets to set strategic targets for agriculture regionalization:
 - Determines the issues and challenges facing regional agriculture development and management
 - Identify constraints and opportunities to implement harmonized regional planning frameworks through the proposed regionalized government structure
- C. Implement a Pilot Program for Regional Agriculture Planning for 2027
 - Field test a demonstration of regionalized agriculture planning framework:
 - According to the recent proposal from the Joint Working Group on Regionalization, “The Regional Analytics Laboratory (RAnLab) at Memorial University of Newfoundland and Labrador (MUN) has identified 29 ‘functional regions’ that delineate the areas in which people live and work based primarily on commuting patterns. It is primarily within these functional regions that the biggest impact on a region’s economic development potential can be realized” (Joint Working Group on Regionalization, 2022)

IMPLEMENTATION STRATEGY

Building the Food and Farm Cluster Capacity



Figure 31: Past-president Michael Murray and current President, Dr. Farrell Cahill, of the Portugal Cove-St. Philip's Chamber of Commerce.

In order to have the FFC transition directly into implementation starting April of 2022, proposals to financing institutions and programs must be coordinated before the end of March for the 2022 fiscal year. Key initiatives also require a hosting organization to manage proposal development, financing, and implementation. Currently, the Portugal Cove-St. Philip's Chamber of Commerce is discussing potential avenues to ensure the success of the SAP's implementation:

1. PCSP Chamber of Commerce will establish a sub-committee to begin the implementation of the SAP. Depending on program funding, staffing will be required

- to manage the plan's implementation and be sourced from sector diversification agreements.
2. Considerations for an agricultural cooperative are being investigated with an initial business plan.
 3. Collaborative ventures may also be considered under one umbrella organization managing several regional programs.

Implementation will require the coordination of not only the PCSP Chamber of Commerce but also various government departments, agencies, agri-businesses, non-government organizations and volunteers to address the key objectives. As Table 2 indicates, the recommended strategic initiatives will be initiated through the actions of a lead implementing proponent and support collaborators with interest in the relevant area of agricultural progress.

It is anticipated that many initiatives may have a greater priority ranking for the sector than others. Table 2 also analyses each initiative and provides a projection of the initiative's:

- Feasibility range: Level of capacity of being accomplished or implemented successfully
- Necessary investment: Level of financial or in-kind contributions required outside of normal operations for the proponent, and
- Timeline: In any planning horizon, which initiative should be addressed immediately, intermediately, or is long-term
- Ranking: Based on the above analysis and recommendations, which initiatives are priority

All ranges at this point of the analysis, except for timeline, are measured on a scale from "Very Low" to "Very High." They should all be considered subjective.

A group similar to the KCAPC but focusing on implementation of the SAP is warranted and could also function to ground truth the desirability and/or feasibility of initiatives and identify specific considerations and priorities in the implementation of these strategic initiatives. As such, it is proposed that KCAPC's successor play a lead role in monitoring the progress of the various initiatives, including the implementation of the highest immediate ranked initiatives.

The table includes an investment scale that combine the projected requirements at the end of five years. The overall program investment should not consider in-kind contributions from collaborators at this point. It is acknowledged that a strategic plan is a directional strategy for investment and is not considered as an "all-or-nothing" document.

Initiative Summary and Assessment

Table 3: Initiative Summary and Assessment

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROPONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|--|--|--|--|---|-------------|------------|--------------|-----------|
| STRATEGY 1: ENTERPRISE EXPANSION | | | | | | | | |
| 1.1.1.1 SAP BUSINESS DEVELOPMENT STRATEGY | | | | | | | | |
| 1.1.1.1A | Killick Coast Agriculture Partnership | <ul style="list-style-type: none"> Business Development Strategy (BDS) Organizational Structure (FFC's Food HUB) | <ul style="list-style-type: none"> PCSP CoC | <ul style="list-style-type: none"> Start-up programs i.e. NL Federation of Cooperatives (NLFC) Dept. of Immigration, Population Growth and Skills (DIPGS) | Very High | Low | Immediate | Very High |
| 1.1.1.1B | Regional Agriculture Support Coordinator | <ul style="list-style-type: none"> Advertise and hire | <ul style="list-style-type: none"> PCSP CoC | | High | Medium | Immediate | Very High |
| 1.1.1.2 FOOD AND FARM CLUSTER OUTREACH STRATEGY | | | | | | | | |
| 1.1.1.2A | Engagement Framework for BDS | <ul style="list-style-type: none"> Survey and interviews | <ul style="list-style-type: none"> PCSP CoC | <ul style="list-style-type: none"> Federation of Agriculture (FoA) | High | Low | Immediate | High |
| 1.1.1.2B | Registration Program | <ul style="list-style-type: none"> Program development database Engagement interviews and survey | <ul style="list-style-type: none"> PCSP CoC Food HUB | <ul style="list-style-type: none"> Municipalities DIPGS Master's Students - Internship Volunteers | | | | |
| 1.1.2.1 ALIGN AND STRENGTHEN DEDICATED ECONOMIC DEVELOPMENT AND PLANNING RESOURCES TO SUPPORT THE VALUE-ADDED OPPORTUNITIES | | | | | | | | |
| 1.1.2.1A | Expansion of Value-Added and Secondary Processing | <ul style="list-style-type: none"> Business development assessment Investment strategy | <ul style="list-style-type: none"> Enterprises | <ul style="list-style-type: none"> ACOA FLR: CAPP PCSP CoC Enterprise | High | Low | Intermediate | Medium |
| 1.1.2.1B | Bell Island Mini-Cluster | <ul style="list-style-type: none"> Feasibility Assessment | <ul style="list-style-type: none"> Town of Wabana | <ul style="list-style-type: none"> Municipalities CFIA HACCP | Medium | Low | Longterm | Low |
| 1.1.2.1C | Agrifoods Processing Facility in Portugal Cove-St. Philip's | <ul style="list-style-type: none"> Support structure Advisory and engagement capacity | <ul style="list-style-type: none"> Enterprise | | High | Very Low | Intermediate | High |
| 1.1.2.1D | Regional Food Processing Facility and Food Science Incubator | Viability Study <ul style="list-style-type: none"> Assessment of the opportunity for collaborative infrastructure Assess the regional demand | <ul style="list-style-type: none"> Food HUB (Future projection) | | Medium | Medium | Longterm | Low |
| 1.1.2.2 FARM EXPANSION AND DIVERSIFICATION OF HIGH-VALUE AGRICULTURAL PRODUCTS AND SERVICES | | | | | | | | |
| 1.1.2.2A | Opportunities assessment | <ul style="list-style-type: none"> Asset Mapping Project (AMP) Identify opportunities to increase profitability Develop investment strategies | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> ACOA FLR: CAPP MUN: Dept of Geography | High | Medium | Intermediate | Very High |

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|-----------------|---|---|--|--|-------------|------------|--------------|-----------|
| | | <ul style="list-style-type: none"> Assess provincial self-sufficiency quotas with a regional lens | | <ul style="list-style-type: none"> Retail stores RANL | | | | |
| 1.1.3.1 | GREENHOUSE PRODUCTION RANGE AS A CATALYST FOR YEAR-ROUND VEGETABLE AND FRUIT PRODUCTION AND PROCESSING | | | | | | | |
| 1.1.3.1A | Bell Island Food Producers/Processors Initiative | <ul style="list-style-type: none"> Feasibility Assessment | <ul style="list-style-type: none"> Town of Wabana | <ul style="list-style-type: none"> ACOA FLR: CAPP Food First NL Private investors Food HUB Processors Transportation Contractors | Medium | Medium | Immediate | High |
| 1.1.4.1 | PROMOTE AND SUPPORT PROGRAMS FOR ENTRY-LEVEL FOOD PRODUCERS AND PROCESSORS | | | | | | | |
| 1.1.4.1A | Establish apprenticeship programs | <ul style="list-style-type: none"> Implement mentoring program Co-op placements Skills matching placement services for immigrant agriculture workers | <ul style="list-style-type: none"> PCSP CoC Food HUB | <ul style="list-style-type: none"> DIPGS Federation of Agriculture MUN College of the North Atlantic (CNA) | Very High | Low | Immediate | High |
| 1.1.4.1B | Identify gaps in labour, skills, and training | <ul style="list-style-type: none"> Institutional assessment Engage organizations and educational institutions Access to online and in-person agriculture certification and educational courses | <ul style="list-style-type: none"> PCSP CoC Food HUB | <ul style="list-style-type: none"> Association of New Canadians Food First NL PCSP CoC Municipalities FLR Crown Lands Real Estate | High | Low | intermediate | Medium |
| 1.1.4.1C | Develop Whole Farm Business Planning Guides | <ul style="list-style-type: none"> Develop a regionalized guide to business planning, value-added processing, human resources, marketing, financing, conservation and environmental management | <ul style="list-style-type: none"> Food Producer Forum | | Medium | Medium | Intermediate | Medium |
| 1.1.4.1D | Accessibility to new and existing farmland | <ul style="list-style-type: none"> Attract agri-industrial investment to unallocated areas Regional investment strategy Implement a comprehensive attraction approach | <ul style="list-style-type: none"> Food HUB | | Medium | Medium | Intermediate | Medium |
| 1.1.4.1E | Pilot Farm Incubation Initiative | <ul style="list-style-type: none"> Create a Killick Coast Incubator Farm Program Provide on-site land for entrant farmers | <ul style="list-style-type: none"> Food Producers Forum | | Very High | Low | Immediate | Very High |

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|-----------------|--|---|--|--|-------------|------------|--------------|--------|
| | | <ul style="list-style-type: none"> • Farm infrastructure and equipment sharing • Knowledge resources and mentorship • Incubation to Farmland | | | | | | |
| 1.2.1.1 | ESTABLISH A REGIONAL IMPORT REPLACEMENT SYSTEM TO OFFSET THE IMPORTATION OF 'REGIONALLY GROWABLE' FOOD AND AGRICULTURAL SUPPLIES. | | | | | | | |
| 1.2.1.1A | Import Replacement Response Plan | <ul style="list-style-type: none"> • Establish a task force • Inventory economic leakage and import replacement opportunities • Inventory regional assets • Develop an implementation strategy | <ul style="list-style-type: none"> • Food HUB • Food Producers Forum | <ul style="list-style-type: none"> • Retail Stores • Wholesale distributors • Enterprises • FLR: CAPP • CFIA • HACCP | High | Medium | Intermediate | High |
| 1.2.1.1B | Local Suppliers Guide | <ul style="list-style-type: none"> • Assessment on current product needs, service gaps and opportunities • Contacts for government departments and agencies • Regional suppliers guide | <ul style="list-style-type: none"> • PCSP CoC | <ul style="list-style-type: none"> • Food Producers Forum • FLR • Federation of Agriculture • Retail Stores • Wholesalers • Service-based businesses | High | Low | Intermediate | Medium |
| 1.2.2.1 | LABOUR MARKET COOPERATIVE | | | | | | | |
| 1.2.2.1A | Explore the feasibility of using a collaborative framework for labour recruitment | <ul style="list-style-type: none"> • Engage key agriculture enterprises • Explore the regional labour cooperative that sponsors temporary foreign workers | <ul style="list-style-type: none"> • PCSP CoC | <ul style="list-style-type: none"> • Enterprises • NLFC • Association of New Canadians | High | Low | Immediate | High |
| 1.2.2.2 | AGRICULTURE PROCUREMENT AND SHARING COLLABORATION | | | | | | | |
| 1.2.2.2A | Form a Procurement network | <ul style="list-style-type: none"> • Feasibility assessment to increase their regional buying power | <ul style="list-style-type: none"> • Food HUB | <ul style="list-style-type: none"> • Enterprises • Wholesalers and suppliers | High | Low | Intermediate | Medium |
| 1.2.2.3 | AGRICULTURE LAND TRUST FEASIBILITY | | | | | | | |
| 1.2.2.3A | Piloting a Agriculture Land Trust for the Killick Coast | <ul style="list-style-type: none"> • Feasibility assessment of a Killick Coast Agricultural Land Trust • Establish an investment-oriented task force • Evaluate options to decrease farmers and food producers' intense capital requirements | <ul style="list-style-type: none"> • PCSP CoC | <ul style="list-style-type: none"> • Municipalities • Crown Lands • Investment companies • Enterprises • Nature Conservancy (Model) | Medium | Low | Long-term | High |

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|------------------------------------|--|---|--|---|-------------|------------|--------------|-----------|
| 1.2.2.4 | INNOVATIVE COMMUNITY-FARM LIVING | | | | | | | |
| 1.2.2.4A | Endorse a Community Farm Program | <ul style="list-style-type: none"> Investigate the functionality and municipal policy environment Devise options for a multi-functional collaboration where land is held "in trust" for either a municipality or community | PCSP CoC | <ul style="list-style-type: none"> Municipalities Crown Lands Enterprises | High | Low | Intermediate | High |
| 1.2.2.4B | Innovative Housing Collaborations | <ul style="list-style-type: none"> Support, on request, farm and living arrangement initiatives that integrate communal cooperative living with food production | Enterprise | <ul style="list-style-type: none"> Municipalities DIPGS | High | Very Low | Long-term | Very Low |
| 1.3.1.1 | THE KILLICK COAST INTER-MUNICIPAL COOPERATION AGREEMENT ON AGRICULTURE LAND VALUE | | | | | | | |
| 1.3.1.1A | Establish an inter-municipal agreement | <ul style="list-style-type: none"> Devise options and negotiate an agreement to protect farmland and support the viability of the Killick Coast agriculture sector | PCSP CoC | <ul style="list-style-type: none"> Municipalities FLR Municipalities NL | High | Low | Intermediate | High |
| 1.3.1.1B | Establish a land inventory and soil capability rating system | <ul style="list-style-type: none"> Establish a valuation methodology Develop a regional pilot with ADA leased areas, municipal and private land | Grenfell Campus – Environmental Policy Institute (EPI) | <ul style="list-style-type: none"> Municipalities FLR Crown Lands | High | Medium | Immediate | Very High |
| STRATEGY 2: ECONOMIC IMPACT | | | | | | | | |
| 2.1.1.1 | THE BELL ISLAND CLEAN ENERGY INITIATIVE | | | | | | | |
| 2.1.1.1A | Assess the feasibility to construct a co-generation facility | <ul style="list-style-type: none"> Convene an agreement to provide a proof-of-concept design Feasibility assessment to demonstrate a specific technology, investment and return on investment (ROI) strategy, and heat and electrical distribution plan | Town of Wabana | <ul style="list-style-type: none"> FLR: CAPP Dept of Natural Resources ACOA Private investors | Medium | Medium | Intermediate | Very High |
| 2.1.2.1 | ESTABLISH A STRONG RESEARCH AND DEVELOPMENT PARTNERSHIP INITIATIVE | | | | | | | |
| 2.1.2.1A | Form a partnership agreement | <ul style="list-style-type: none"> Research and development agreement to pursue hands-on innovations that meet the production, processing and market needs. Build an advisory committee | <ul style="list-style-type: none"> PCSP CoC Food Hub | <ul style="list-style-type: none"> Grenfell Campus, MUN MUN Harris Centre Agriculture Canada Enterprises | High | Very Low | Long Term | High |

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|-----------------------------|---|--|--|--|-------------|------------|--------------|-----------|
| 2.2.2.1 | EXPAND DIRECT PRODUCER-TO-CONSUMER MARKET OPPORTUNITIES | | | | | | | |
| 2.2.2.1A | Killick Coast Direct Market Opportunities Strategy for Individual Producers | <ul style="list-style-type: none"> Assess marketing strategies and their capacity to increase the economic viability of local food production | <ul style="list-style-type: none"> Food Hub | <ul style="list-style-type: none"> Municipalities | High | Medium | Intermediate | High |
| 2.2.2.1B | Developing a Northeast Avalon Food HUB for Regional Producers | Establish a Food HUB: <ul style="list-style-type: none"> Business model development | <ul style="list-style-type: none"> PCSP CoC | <ul style="list-style-type: none"> Enterprises Municipalities DIPGS | High | High | Immediate | Very High |
| 2.2.2.1C | Regional Food Branding Initiative (ties into agritourism) | <ul style="list-style-type: none"> Design a Killick Coast brand for products Brand recognition program Farm ID Policy Production Standard Policy | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Enterprises FLR | High | High | Intermediate | Low |
| 2.2.2.2 | REGIONAL COLLABORATIVE (SHARED) FACILITIES | | | | | | | |
| 2.2.2.2A | Regional Cold-Storage, Processing and Packaging Facility | <ul style="list-style-type: none"> Feasibility assessment | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Municipalities FLR Enterprises | High | Medium | Intermediate | Medium |
| 2.2.2.2B | Regional abattoir/slaughtering facility | <ul style="list-style-type: none"> Feasibility assessment | <ul style="list-style-type: none"> Food HUB | | High | Medium | Intermediate | High |
| STRATEGY 3: IDENTITY | | | | | | | | |
| 3.1.1.1 | AN AGRICULTURE GUIDE FOR MUNICIPAL COUNCILLORS AND STAFF | | | | | | | |
| 3.1.1.1A | Killick Coast Municipal Advisory Council on Urban Agriculture | <ul style="list-style-type: none"> Engage municipalities and form a collaborative advisory group Establish a terms of reference and deliverables | <ul style="list-style-type: none"> PCSP CoC | <ul style="list-style-type: none"> Municipalities MNL FLR | High | Low | Immediate | Very High |
| 3.1.1.1B | Guidebook of policy options for municipal councils and staff | <ul style="list-style-type: none"> Develop and publish a guidebook of policy options for municipal councils and staff | <ul style="list-style-type: none"> PCSP CoC | <ul style="list-style-type: none"> Municipalities NEAR Plan FLR MNL | High | Medium | Intermediate | Very High |
| 3.1.2.1 | KILLICK COAST AGRITOURISM STRATEGY: BRIDGING THE GAP BETWEEN PEOPLE, FOOD, DRINK, CULTURE, AND TOURISM | | | | | | | |
| 3.1.2.1A | Agriculture and Culinary Tourism Strategy | <ul style="list-style-type: none"> Establish a Killick Coast Regional Agritourism Advisory Council Create a Killick Coast Agritourism Regional Business Plan | <ul style="list-style-type: none"> Food Hub | <ul style="list-style-type: none"> Municipalities MNL FLR Tourism NL | High | Low | Intermediate | Medium |
| 3.1.3.1 | IMPROVE AND INNOVATE AGRICULTURE COMMUNICATION | | | | | | | |
| 3.1.3.1A | Killick Coast Agriculture Communication Strategy | <ul style="list-style-type: none"> Create a communications strategy | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Food Producers Forum | High | Low | Intermediate | Medium |

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROPONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|-----------------|--|---|--|--|-------------|------------|--------------|--------|
| 3.1.3.2 | DEVELOP A STRONG EDUCATION IN THE CLASSROOM PROGRAM | | | | | | | |
| 3.1.3.2A | Primary and secondary Agriculture Programs | Design and offer updated activities: <ul style="list-style-type: none"> Review the effectiveness of existing school-based agricultural programs Develop a regional Agricultural Resource Toolkit for teachers | <ul style="list-style-type: none"> Federation of Agric. | <ul style="list-style-type: none"> Food Producers Forum Food HUB School Board | High | Medium | Ongoing | Low |
| 3.1.3.2B | School Food Service Program | School breakfast and lunch programs that encourage healthy food choices using Killick Coast products <ul style="list-style-type: none"> Engage school boards through the Killick Coast Food Hub | <ul style="list-style-type: none"> Federation of Agric. | <ul style="list-style-type: none"> Food Producers Forum Food HUB Both School Boards | High | Medium | Ongoing | Low |
| 3.1.3.2C | Institutional Food Service Program | Institution programs that encourage healthy food choices using Killick Coast products <ul style="list-style-type: none"> Engage Institution administration through the Killick Coast Food Hub | <ul style="list-style-type: none"> Federation of Agric. | <ul style="list-style-type: none"> Food Producers Forum Food HUB MUN CNA Marine Institute | High | Medium | Ongoing | Low |
| 3.2.1.1 | OUR CIRCULAR FOOD SYSTEM (CFS): ASSESS THE FOOD ENVIRONMENT (YEAR 1) | | | | | | | |
| 3.2.1.1A | CFS assessment partnership | <ul style="list-style-type: none"> Engage organizations and establish a collaborative agreement | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Food First NL Food Producers Forum Sharing the Harvest | High | Low | Immediate | High |
| 3.2.1.1B | Northeast Avalon Food Environment | <ul style="list-style-type: none"> Assess the Northeast Avalon Food source, characteristics, pricing and marketing, policies and barriers to accessibility and consumption. | | <ul style="list-style-type: none"> Memorial University College of the North Atlantic | High | Medium | Intermediate | Medium |
| 3.2.1.2 | CREATE A CIRCULAR FOOD SECURITY AND HEALTH ACTION PLAN (YEAR 2) | | | | | | | |
| 3.2.1.2A | CFS Security and Health Action Plan partnership | <ul style="list-style-type: none"> Engage organizations and establish a collaborative agreement | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Food First NL Food Producers Forum Sharing the Harvest | High | Low | Intermediate | High |
| 3.2.1.2B | Circular Food Security and Health Action Plan | <ul style="list-style-type: none"> Develop, implement, and evaluate evidence-based programs, policies and cross-sector solutions | | <ul style="list-style-type: none"> MUN's Faculty of Medicine | High | Medium | Intermediate | High |
| 3.2.1.3 | ESTABLISH A CIRCULAR FOOD ECONOMY INNOVATION HUB *(CFE IHUB) (YEAR 2) | | | | | | | |
| 3.2.1.3A | CFS CFE iHUB partnership | <ul style="list-style-type: none"> Engage organizations and establish a collaborative agreement | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> MUN's Genesis Centre and Centre for Social Enterprises | High | Low | Intermediate | High |
| 3.2.1.3B | Circular Food Economy Innovation Hub | <ul style="list-style-type: none"> Identify challenges, identify the most important and feasible to | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> NL Organization of Women Entrepreneurs (NLOWE) | High | Medium | Intermediate | High |

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROPONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|-----------------|---|---|---|---|-------------|------------|--------------|--------|
| | | address and attract potential solution providers <ul style="list-style-type: none"> Create physical, virtual, formal and informal events for collaborators | | <ul style="list-style-type: none"> Mount Pearl Hackathon Planeet Consulting | | | | |
| 3.2.1.4 | FOSTER NEW FOOD ECONOMY SKILLS AND TRAINING | | | | | | | |
| 3.2.1.4A | Food skills education | <ul style="list-style-type: none"> Develop and promote food skills education (See Goal 3.3) | Integrated into previous Initiative 3.1.3.1 | | High | Medium | Ongoing | Low |
| 3.2.1.5 | INCREASE CIRCULARITY IN MUNICIPAL WASTE SYSTEMS TO DRIVE INNOVATION ALONG THE FOOD VALUE CHAIN (YEAR 3 - 4) | | | | | | | |
| 3.2.1.5A | CFS Municipal Waste System partnership | <ul style="list-style-type: none"> Engage organizations and establish a collaborative agreement | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Food First NL Municipalities Food Producers Forum | High | Medium | Intermediate | High |
| 3.2.1.5B | Material flow analysis and waste audits | <ul style="list-style-type: none"> Conduct a material flow analysis Conduct waste audits to quantify household waste | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> MMSB Planeet Consulting Alooki | Medium | High | Intermediate | Medium |
| 3.2.2.1 | SUPPORT MARINE AND FORESTRY BIOMASS WASTE-BASED FERTILIZER PRODUCTION AND DISTRIBUTION IN ORGANIC FARMING | | | | | | | |
| 3.2.2.1A | Organic-based fertilizers | <ul style="list-style-type: none"> Partner with regional enterprises and work with municipal councils to devise policies that encourage the manufacturing of organic-based fertilizers | <ul style="list-style-type: none"> Enterprises | <ul style="list-style-type: none"> Municipalities Grenfell Campus, MemorialGovt. of NL Federation of Agriculture Crown Lands | High | Low | Immediate | High |
| 3.2.2.2 | REGIONAL MUNICIPAL COMPOSTING STRATEGY | | | | | | | |
| 3.2.2.2A | Regional compost collection and feasibility study | <ul style="list-style-type: none"> Conduct a regional compost collection and feasibility study | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Municipalities MMSB Govt. of NL PEI's Model Grenfell Campus: EPI | High | Medium | Immediate | High |
| 3.2.2.2B | Communication and Education Strategy | <ul style="list-style-type: none"> Targeting tools and resources for residents, commercial operations and institutions | | | High | Medium | Immediate | High |
| 3.2.2.2C | Cost-recovery compost distribution strategy | <ul style="list-style-type: none"> Create a cost-recovery compost distribution strategy with regional farm operations, food producers, retail consumers and community gardens | | | High | Medium | Immediate | High |
| 3.2.2.2D | Risk assessment on mandating a compulsory composting policy | <ul style="list-style-type: none"> Conduct a risk assessment on mandating a compulsory composting policy for communities | | | High | Medium | Immediate | High |
| 3.1.3.1 | COMMUNITY-BASED AGRICULTURE AND CULINARY SKILLS TRAINING: GARDENING WORKSHOPS, CULINARY COURSES, MENTORING, AND VOLUNTEERISM | | | | | | | |

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROPONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|--|--|---|---|--|-------------|------------|--------------|-----------|
| 3.1.3.1A | Existing Training Initiatives | <ul style="list-style-type: none"> Acknowledge and support the existing efforts of organizations that give gardening workshops and tutorials | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Municipalities Gov't of NL Enterprises | Very High | Very Low | Immediate | High |
| 3.1.3.1B | Killick Coast Local Food Knowledge Network | <ul style="list-style-type: none"> Create the Killick Coast Local Food Knowledge Network | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Federation of Agriculture Food First NL | High | Low | Immediate | High |
| 3.1.3.1C | Fresh Food Strategy for Food Banks/Networks | <ul style="list-style-type: none"> Assist in developing a Fresh Food Strategy for Food Banks/Networks | <ul style="list-style-type: none"> Food Banks | <ul style="list-style-type: none"> Food Banks Food Producers Forum ACOA PCSP CoC | Medium | Low | Intermediate | High |
| 3.3.2.1 | CREATING A RURAL NETWORK OF COMMUNITY GARDENS | | | | | | | |
| 3.3.2.1A | Rural Community Gardens Initiative | <ul style="list-style-type: none"> Create multiple community gardens in rural areas with a limited population and lack distribution channels for food | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Municipalities Gov.t of NL Federation of Agriculture Food First NL | Very High | Low | Immediate | High |
| 3.3.2.1B | Promotional Program on Community Gardens | <ul style="list-style-type: none"> Promote the multiple benefits of community gardens beyond nutrition | | <ul style="list-style-type: none"> Food Banks Food Producers Forum PCSP CoC | High | Low | Immediate | High |
| 3.3.2.1C | Evaluation of the Killick Coast community gardens Initiative | <ul style="list-style-type: none"> Evaluate the success of the Killick Coast community gardens Establish a template for promoting regional standards and guidelines | | | High | Low | Immediate | High |
| STRATEGY 4: ENABLING THROUGH POLICY | | | | | | | | |
| 4.1.1.1 | ANALYSIS OF THE CURRENT PROVINCIAL REGULATIONS AND THEIR FUNCTION TO SUPPORT SMALL-MEDIUM SIZE FARMS AND FOOD PRODUCERS | | | | | | | |
| 4.1.1.1A | Research into Small Farm Policies | <ul style="list-style-type: none"> Investigate the interrelationships between and among small-scale production practices, marketing and distribution systems, the structure of agriculture enterprises and their impact on the financial, ecological and human wellbeing of rural communities in Newfoundland and Labrador | <ul style="list-style-type: none"> Food HUB | <ul style="list-style-type: none"> Municipalities MNL ACOA FLR Enterprises Federation of Agriculture PCSP CoC | High | Medium | Intermediate | Very High |
| 4.1.1.1 | FRAMEWORK FOR A SMALL FARM AND FOOD PRODUCERS INCENTIVE PROGRAM | | | | | | | |
| 4.1.1.1A | Small Farm and Food Producers Incentive Program | <ul style="list-style-type: none"> Develop, with the assistance of government, components of the framework for a Small Farm Incentive Program | <ul style="list-style-type: none"> Federation of Agriculture | <ul style="list-style-type: none"> Municipalities MNL FLR Enterprises | Medium | High | Long-term | Very High |

| REF# | INITIATIVE | TASK SUMMARY | LEAD PROPONENT | COLLABORATORS | FEASIBILITY | INVESTMENT | TIMELINE | RANK |
|-----------------|--|---|---|--|-------------|------------|--------------|--------|
| 4.2.1.1 | REGIONAL AGRICULTURE PLANNING FRAMEWORK | | | <ul style="list-style-type: none"> • PCSP CoC | | | | |
| 4.2.1.1A | Research on provincial and regional planning frameworks | <ul style="list-style-type: none"> • Investigate existing provincial planning frameworks to determine the required elements for a regional planning framework | <ul style="list-style-type: none"> • Federation of Agriculture | <ul style="list-style-type: none"> • Municipalities • MNL • ACOA • FLR • PCSP CoC | High | Low | Intermediate | High |
| 4.2.1.1B | Regional agriculture datasets | <ul style="list-style-type: none"> • Conduct a strategic analysis to identify, collect and analyze provincial and regional agriculture datasets to set strategic targets | <ul style="list-style-type: none"> • Federation of Agriculture | <ul style="list-style-type: none"> • Food First NL • Food Producers Forum | Medium | High | Intermediate | Medium |
| 4.2.1.1C | Pilot Program for Regional Agriculture Planning for 2027 | <ul style="list-style-type: none"> • Field test a demonstration of regionalized agriculture planning framework | <ul style="list-style-type: none"> • Federation of Agriculture | | Medium | High | Long-term | Medium |

MONITORING AND EVALUATION

Measuring Performance and Achievement

The Killick Coast SAP is a “living document” that is flexible to adapt to regional and provincial changes to agricultural policies and financing. The strategy should be reviewed and updated every five years and assessed on its successes and obstacles. This review will also create opportunities to adjust these initiatives to reflect new management environments and develop new policies that respond to the needs of the regional agricultural economy. Performance indicators, as part of the Business Development Strategy and specific to the SAP’s objectives, will be developed to facilitate and quantify reviews of the SAP.

The SAP contains numerous recommendations that provide direction for the Killick Coast Agriculture community. Most of the initiatives lead to some sort of action from the implementing body but are general and strategic in nature, not necessarily operational. As illustrated in the strategy development process, the next stages for the implementing body will be:

1. Business Development Strategy (BDS): A plan for maintaining the stability of the implementing body, such as a Food HUB
2. Governance: A structure for effective decision making and leadership
3. Annual Work plan: Consolidating projects into operational proposals and into yearly increments
4. Financial Planning: Determining the financing available to initiate the first year of implementation
5. Adaptive Management: Continually assesses the SAP and revising approach

The BDS must establish a solid foundation for a results-based evaluation and performance management framework (EPMF). The first is a broad overview of the Logic Model (sequenced causal relationships between program initiatives, the outputs being created and the outcomes impacting achievement) and the second is the Performance Measurement Strategy (PMS). The key performance indicators would be policy-specific and include:

- Level of adoption of lead roles by implementing agency
- Evidence that the projects, programs and services recommended in SAP have been initiated/completed
- Willingness and level of participation of partners and farms
- Changes in the number of farms and the amount of land being accessed
- Adoption of practices by Killick Coast farm operations
- Once targets are set for performance indicators, measure the progress toward measurable targets (e.g., area of ADA farmed, growth in farm gate receipts, creation/attraction of agri-

businesses into processing, number of agriculture-related public awareness events, level of public participation, agritourism venues and tourism numbers)

- Variances in the sale of local agricultural products
- Observations related to diversification on Killick Coast farm operations
- The extent of agritourism or culinary tourism activities
- Indication of new collaborative relationships between agri-business enterprises
- Increase in the number of new farmers in the region
- Uptake of training and education opportunities by farmers and food producers
- Number of new entrants or requests for assistance
- Media coverage of farming initiatives
- Increase agricultural use of ADA land or municipal land for agriculture
- Adoption of increased agriculture curricula in primary and secondary schools
- Implementation and enrolment in new Agriculture Technician and Undergraduate programs at CNA and Grenfell Campus, Memorial University
- Amount of diversion (%) of organic waste from landfills
- Regional public perceptions of agriculture – Social licence
- Completion of the state of Killick Coast Agriculture report

The implementing agency for the FFC, whether it be the Portugal Cove-St. Philip's Chamber of Commerce or a new food hub, must establish a review process for the SAP and should revisit this process annually. This is the only way strategy plans remain current and valid. Regular review of the plan should be conducted by the organization selected as the legal entity of the FFC on a bi-annual basis with a more detailed review of the plan after the fifth year of implementation.

CONCLUSION

The development of the SAP engaged the full agricultural value chain of stakeholders involved or interested in the Killick Coast agricultural development, as well as the analysis of strengths, weaknesses, opportunities, threats, trends, statistics and a review of comparable SAPs across Canada and other countries. The conclusions are threefold:

- Participants felt that there is a multitude of opportunities due to the adjacency with St. John's and potential for the establishment of a Food and Farm Cluster for the Killick Coast
- While the potential is high, it is recognized that several significant challenges face the proponents of an FFC, namely:
 - Establishment of a centralized organization to implement the SAP
 - Access to initiative and investment capital
 - Avoidance of risk by participants
 - Attitude toward changing traditional farming practices and embracing innovative and less capital-intensive approaches

Dick Whittaker, a wonderfully knowledgeable farmer who attended many of our sessions puts our future this way,

"Opportunity resides within these parameters. What is needed is:

- A sound, well-financed plan that runs parallel programs to source and evaluate appropriate technology and materials e.g., plants, market structure and opportunity
- Sound primary processing facilities meeting all quality and safety expectations with well managed marketing and supply consistency
- Market identity
- Solid agreements with supermarket chains related to quality, safety, product cycles, presentation and pricing."

Mr. Whittaker responds further by stating, "The Killick Coast is adjacent to the greatest concentration of people in the province and therefore presents a significant market opportunity. The food preferences of the residents have become more demanding related to food diversity, quality and almost year-round supply of any item. This is a result of a cosmopolitan population of specialist visitors servicing new industries, a quite highly educated population, the diverse population of university staff and students, as well as acting as headquarters for various industries, suppliers and major government departments. As a consequence of this, supermarket service has become very diverse as well as consistent."

Mr. Whittaker's perspective is important. The knowledge required to succeed in the implementation of the SAP is already in the Killick Coast region.

The Portugal Cove-St. Philip's Chamber of Commerce's greatest challenge in the upcoming months will be to engage decision makers at the local, provincial and federal levels about their desire to implement elements of this SAP.

There will be ups and downs on the path ahead. The organizing team must be resilient in these efforts and see criticism as a component to remodel their approach and overcome obstacles. They need to remain hopeful and enthusiastic about its acceptance and implementation.

The time for realizing our vision is now. As the nature of the agriculture and agrifood industry changes in response to provincial, national and international pressures, we must move forward with the myriad of opportunities expressed in this SAP. We must seize and capitalize on our unique advantages and benefit from having the vision to grow.

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APPENDIX A: Acronyms used

| | |
|-------|--|
| AAFC | Agriculture and Agrifood Canada |
| ACOA | Atlantic Canada Opportunities Agency |
| ADA | Agriculture Development Area |
| ALT | Agriculture Land Trust |
| AMP | Asset Mapping Project |
| AVC | Agriculture Value Chain |
| BDS | Business Development Strategy |
| CAPP | Canadian Agricultural Partnership Program |
| CBC | Canadian Broadcasting Company |
| CFE | Circular Food Economy |
| CFIA | Canadian Food Inspection Agency |
| CFS | Circular Food System |
| CO2 | Carbon Dioxide |
| CoC | Chamber of Commerce |
| CRA | Canadian Revenue Agency |
| CSA | Community Supported Agriculture |
| DIPGS | Department of Immigration, Population Growth, and Skills |
| EPI | Environmental Policy Institute |
| EPMF | Evaluation and Performance Management Framework |
| FFC | Food and Farm Cluster |
| FLR | Department of Fisheries and Land Resources |
| FOA | Federation of Agriculture |
| GAP | Good Agricultural Practices |

| | |
|--------|--|
| HACCP | Hazard Analysis Critical Control Points |
| KCAPC | Killick Coast Agriculture Planning Committee |
| LBMCOC | Logy Bay-Middle Cove-Outer Cove |
| MMSB | Multi-material Stewardship Board |
| MNL | Municipalities NL |
| MUN | Memorial University of Newfoundland |
| NL | Newfoundland and Labrador |
| OH&S | Occupational Health and Safety |
| OPR | Organic Producers Regulation |
| PCSP | Portugal Cove-St. Philip's |
| PMS | Perfromance Management Strategy |
| RAIP | Rural Agriculture Innovation Partnership |
| RANL | Restaurant Association Newfoundland Labrador |
| SAP | Strategic Agricultural Plan |
| SSO | Source Separated Organics |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |

APPENDIX B: Analysis of Canadian Agriculture Strategies

The consultant prepared for the engagement sessions by reviewing seven national SAPs with the intent to formulate a standardized framework for the SAP. The following is a summary of findings. During the upcoming Phase 2, the consultant will examine Agricultural advancements and strategic methods used in the Atlantic provinces as a source of pan-Atlantic collaborative opportunities.



Figure 32: Canadian Agriculture Strategies Reviewed (AgCanada-MAP)

Each SAP is characterized in accordance to their format or chapter focus, strategic directions or goals and a small sample of the objectives or actions relative to the plans implementation.

| SAP Location | Format | Strategic Directions | Sample of Objectives/Actions |
|--|---|--|---|
| North Cowichan, BC (Penfold & Guiton, 2001) | Intro SWOT Vision Strategic Goals Implementation Monitoring | <ul style="list-style-type: none"> • Planning framework • Small farms • Local market • Communications • Stewardship • Cost/ regulatory barriers | <ul style="list-style-type: none"> • Cooperative value-added, processing, marketing facilities • Identify product with local market potential • Beginners guide to farming • Allocation of Quotas |
| West Kelowna BC (Don Cameron Associates, 2011) | Intro Context Guiding Principles Vision/Goals Strategies Implementation Monitoring | <ul style="list-style-type: none"> • Education & promotion • Diversity & expansion • Conservation & sensitivity • Implementation | <ul style="list-style-type: none"> • Inform on normal farm practices • Farmer/non-farmer conflict reduction • Community gardens & markets • More intensive agriculture when appropriate • Integrate residential and agricultural expansion • Protect Agriculture Land • Agri & Culinary tourism |
| Abbotsville BC (Zbeetnoff Agro-Environmental Consulting & Serecon Management Consultants Inc., 2011) | Intro Research & Consultation Issues & Options Agriculture Strategy Key Strategic Perspectives Vision Objectives & Policies | <ul style="list-style-type: none"> • Enterprise enhancement • Protection of agric. land • By-product management • Agri-Industrial investment • Agricultural infrastructure • Agri-Friendly regulation • Public support | <ul style="list-style-type: none"> • Support of supply management • Needs assessment for small scale and peri-urban farmers • Access provincial/federal funding • Enforcement of regulations to curtail illegal land uses • Rural area planning • Attract new entrants • Research into processes and technology innovations • Development of permanent Farmers Markets • Integrating agritourism |

| | | | |
|---|--|---|--|
| | Implementation Performance Indicators | | <ul style="list-style-type: none"> • Support the employment of seasonal and foreign agricultural workers |
| Edmonton AB (The City of Edmonton, 2012) | Food Systems and Framework Strategic Directions and Recommendations Enacting the Strategy | <ul style="list-style-type: none"> • Establish a Food Council • Food skill education • Urban agriculture • Infrastructure capacity • Food supply and demand • Diversity of food activities • Waste as a resource • Ecological approaches • Integrated land use | <ul style="list-style-type: none"> • Appropriate spaces and opportunities for local food businesses • Examine establishing a commercial/private sector Agri-Food Hub • Improving neighbourhood-scale food infrastructure • Examine local food system resilience & diversify the local food economy |
| Durham ON (Region of Durham, 2008) | Intro Legislative and Policy Framework Agriculture in Durham Region Vision and Guiding Principals | <ul style="list-style-type: none"> • Attract, Retain and Expand Agriculture and Agri-Food Businesses • Outreach and Education • Supportive Policy Environment • Agriculture Labour Force | <ul style="list-style-type: none"> • Support food processing and value-added agriculture • Diversification or expansion • Implement a business mentoring program/networking group • Agri-food asset mapping exercise • Research and Development • Build a strong network and infrastructure to support local food procurement • Identify gaps in labour, skills and training requirements |
| Yukon (Serecon Management Consulting Inc., TransNorthern Management Consulting, Research Northwest, 2007) | Intro Methodology Multi-year development plan Management, implementation, timelines & resources | <ul style="list-style-type: none"> • Infrastructure • Regulatory • Financing • Research and Development • Perception of Agriculture • Information | <ul style="list-style-type: none"> • Multi-use processing facility • Establish a commercial kitchen • Hire a livestock veterinarian • Improve farm parts supplies and service • Develop and promote a job posting site • Financial support for training • Improve the meat processing infrastructure |

| | | | |
|--|---|---|--|
| | | | <ul style="list-style-type: none"> • Improve the further processing of vegetables, and other Yukon products • Improve the infrastructure at local community markets • Improve access of livestock producers to veterinarian resources • Improve the availability of parts and service for farm machinery • Increase the availability of labour and skilled labour |
| Codroy Valley - St. Georges NL (Economic Zones 9 & 10) (AgraPoint, 2010) | <p><i>Industry Assessment</i></p> <p><i>Academic and Retail Partners</i></p> <p><i>Strategic Comparisons with other jurisdictions</i></p> <p><i>Recommendations</i></p> | <ul style="list-style-type: none"> • New Entrant Attraction Strategy • New Infrastructure through Cooperative Ventures • Communications Strategy • Training Opportunities • Labour Development and Immigration Strategy • Applied Research Opportunities • Sector-based Strategies • Cost of Production Models • New Investment Models | <ul style="list-style-type: none"> • New Entrant Mentorship and Advisory Group • New Entrants Resource Kit • School-based new entrant curriculum programs • New Entrant Workshops at the College of the North Atlantic • Development of the Codroy Valley Farmers Market Cooperative • Enhanced use of the Robinson's Warehouse Facility • Farmers Market in Stephenville • Develop secondary processing facilities and commercial kitchens • Establishing a "single desk" marketing cooperative • Creating equipment cooperatives • New infrastructure and market development partnerships within the livestock sector |
| Humber Valley, NL (Grand Lake Centre for Economic Development) | <p><i>Background</i></p> <p><i>Analysis of regional Perspectives</i></p> | <ul style="list-style-type: none"> • Attract, Retain and Expand Agriculture and Agri-food Business Opportunities | <ul style="list-style-type: none"> • Supply & Demand Assessment • Import Displacement • Pilot: Leading Commodity • Small Farm Program |

| | | | |
|--|--|---|---|
| | <p><i>Legislation, Guidelines and Policy Instruments</i></p> <p><i>Our Plan: Goals, Objectives, and Action Implementation</i></p> <p><i>Performance Evaluation and Management Strategy</i></p> | <ul style="list-style-type: none"> • Target Applied Research Opportunities in Enhancing Traditional Farming and Innovative Solutions for Expanding our Productivity. • Market Assessment and Distribution • Policies for Competitiveness • The education system in our region encourages local agricultural awareness in meeting its curriculum objectives at all grade levels. • Promotion and Outreach | <ul style="list-style-type: none"> • Apiculture Support • Greenhouse Production • Feasibility Assessment • Investment Strategy • Asset Mapping • Pilot Product • Processing Facility • HVFC - Stakeholders Roundtable • Experiential Learning Tours • Education Strategy • Promotions & Awareness Strategy • Outreach - The Agri-Complex • Community Stewardship |
|--|--|---|---|

APPENDIX C: Review of the Urban and Rural Planning Act – Agriculturally relevant

Research by Ali Mujahid (All comments are Mr. Mujahid's personal perspective as a policy analyst)

Relevant Sections

13. (2) A plan shall

(c) divide land into land use classes and the use that may be made in each class and shall include prohibited uses of land;

(d) include proposals for land use zoning regulations;

(3) A plan may, with respect to a planning area

(a) describe and determine the physical, economic and social environment;

(f) provide for the protection, use and development of environmentally sensitive lands;

(j) provide for the non-removal of trees and vegetation and for other environmental matters including requiring that environmental studies be carried out prior to undertaking specified developments;

Comments

13.2(c), (d) and 13.3(a), (f) and (j) of the Act can have agricultural implications. 13.2(c) can possibly classify land as agricultural and unable to be used for residential or commercial development. 13.3(a) can possibly make provisions for the physical and economic environment. It's possible that the 'social environment' can include community gardens, farmers markets and so forth but that would require a loose interpretation. 13.3(j) can be used for the protection of valuable topsoil to save it for agricultural purposes etc.

14. (1) Where a planning area has been established under section 6 or 11, the council or regional authority responsible for that area shall, during the preparation of a plan and development regulations, provide a consultation opportunity for interested persons, community groups, municipalities, local service districts, regional economic development boards and the departments of the government of the province to

(a) provide input with respect to the proposed development of the regional or municipal plan; and

- (b) receive information on the development of the plan and development regulations.

Comments

14.1, 14.1(a) and (b) may incorporate farmer/agriculturalist/environmentalist input in order to inform zoning decisions as well as protection of agricultural lands.

Development schemes

29. (1) Where a plan and development regulations have been registered under section 24, a council or regional authority responsible for them may prepare and adopt a development scheme for the purpose of

- (2) A development scheme prepared and adopted under subsection (1) may

- (a) provide for the acquisition, assembly, consolidation, subdivision, sale or lease of land and buildings that are necessary to carry out the development scheme;

- (b) reserve land for future acquisition as the site or location of a public highway, service or building or for a school, park or other open space;

- (c) specify the manner in which a particular area of land is to be used, subdivided or developed and regulate or prohibit the construction of buildings that would interfere with the carrying out of the development scheme; and

- (d) make land available for agricultural, residential, commercial, industrial or other uses.

Comments

29.2(b) can possibly include farmers markets, community gardens, fruit trees, community orchards and edible plants for urban agriculture. 29.2.(c) can possibly prohibit or allow certain sorts of land usage to further agricultural/residential/commercial interests. 29.2(d) is self explanatory.

31. (1) Where it appears necessary or desirable, the Minister may declare an area outside a municipality to be

- (a) a local planning area; or

- (b) a protected area, where, in his or her opinion, control should be exercised over development in order to preserve an area of natural beauty or amenity,

and the minister may define the boundaries for that local planning area or protected area.

(2) Where a local planning area has been defined under paragraph (1)(a), the minister shall authorize the preparation of a plan to be known as a local area plan for the physical development and improvement in a systematic and orderly manner of the local planning area based upon public convenience and general welfare, economic use of the land, improved facilities

for traffic, transportation, sewage disposal, water supply, schools, parks and recreation and other public requirements.

Comments

31.1.(b) can be used for the protection of community gardens, fruit trees and edible plants. 31.2 can set out land for farmers markets and community gardens under “water supply”, “recreation,” “parks” and other public requirements.

36.(3) The minister may make regulations

(c) for the purpose of regulating, controlling, directing, prohibiting or licensing development and controlling and directing the design, subdivision, appearance, maintenance, use and occupancy of buildings, land and development in the province; and

Comments

36.3.(c) can possibly be used for controlling and guiding residential/agricultural/hybrid developments and ensuring that their usage falls within urban agricultural and residential parameters.

37. (1) A council or regional authority may make regulations requiring that an applicant for a permit for a subdivision dedicate to the council or regional authority, not more than 10% of the subdivision or land to be developed for park land or other public use.

(8) A council or regional authority may, for a development that is not a subdivision, require that the owner of the land being developed convey to the council or regional authority, for a public purpose, a portion of the land proposed for development.

Comments

37.1 and 37.8 can be directly used by the authorities to ensure that residential developments set aside certain portions of project land to be used for urban agricultural usage such as farmers markets, community gardens, edible plants etc.

- Not sure if this the nature of legal documents but there are no specific references in the Act towards essential development issues like waste management. It is possible that this is relevant not to the Act but rather in the specific development plan being made.
- No specific provisions for the management, maintenance and funding for the development and maintenance of community gardens.
- Maybe a section providing clarity for application processes for the creation of community gardens, orchards and edible landscaping is needed.

- Provision of commercial food production as a defined use on zoned lands (it's possible that this already exists, need to check since the Act does not provide definitions for various usage or zoning categories).
- No provisions for the keeping and usage of backyard hens or bees or other farm animals that can be utilized in urban agriculture.
- Section 37 does not contain any provisions for the authorities deciding that underutilized or vacant property can be used for urban agriculture.
- Perhaps there is a need for specific provisions to incorporate farmer's markets, community orchards, community forests, community food markets along with 'parks, recreations and other public requirements' in Section 31.2 of the Act.
- There are no specific provisions for the development of environmental farm plans to ensure that agricultural land expands in an environmentally sustainable and resource efficient manner.
- If the popularization, expansion and adoption of urban agriculture is the goal, there need to be provisions present that provide incentives such as possible leasing of City owned land for example.
- Perhaps there is a need for provisions specifically stating that the conversion/fragmentation of large tracks, primary or unique agricultural lands to non-agricultural uses to accommodate growth (residential, commercial, industrial) will only be used as a last resort. Additionally any application to re-zone or re-designate lands currently zoned or designated agricultural will require an Agricultural Impact Assessment and the results will be a key consideration in the final planning decision.
- Lack of specialized zoning considerations. For sites where the rural-urban interface is very abrupt and there is recognized pressure for the expansion of urban growth, special zoning considerations that would support creative farming/lifestyle uses such as organic farming cooperatives or eco-villages should be considered.
- No provisions or sections present that define an Urban Growth Boundary that will regulate expansion.
- Need for provisions that specifically protect prime agricultural land and specify that these cannot be used for developmental purposes other than agriculture.
- There needs to be a provision/section that formally sanctions urban agricultural activities such a zoning category or creating a zoning overlay that defines land usage by scale and defines whether sales are allowed or not.

- There are no provisions for conflict-resolution which may occur between urban residents and farmers where the borders of agricultural and residential land are not clearly defined.

APPENDIX D: Research for National Municipal Policies for Agriculture

Research by Ali Mujahid (All comments are Mr. Mujahid's personal perspective as a policy analyst)

Waste Management

1. Support cost efficient waste management solutions (anaerobic digestion, gasification, composting, recycling) to remove prime bottleneck to continued growth of the agricultural industry. (City of Abbotsford, Agricultural Strategy, 2011)
2. Develop partnerships to assist in the redistribution of healthy, fresh and high-quality surplus food, develop partnerships and initiatives to utilize and reduce food waste, take a leadership role in promoting initiatives to reduce the volume of packaging associated with the food system (Edmonton's Food & Urban Agriculture Strategy, 2012).
3. Food waste management: Expand food scraps pilot program to all residential areas, develop strategies to reduce food packaging in city facilities, ensure that food composting is available in city facilities and that dishes and packaging is reusable, recyclable or compostable, expand food scraps collection to multi-family dwellings, explore pilot food recovery programs and initiatives to channel surplus edible food to people, support community composting models (Vancouver Food Strategy, 2013).

Urban Agriculture

1. Support community gardens and/or urban agricultural demonstration projects that promote agricultural awareness among city residents. Will boost public involvement in growing food by increasing awareness of consumers of the value of protecting farmlands and supporting local production. (City of Abbotsford, Agricultural Strategy, 2011)
2. Encourage the development of community gardens in all commercial and residential zones and in public places (parks, rights-of-way, utility corridors and other appropriate areas) (District of Kelowna, Agricultural Plan. 2011).
3. Encourage the inclusion of community gardening plots in all multi-unit residential projects to increase food growing opportunities and to provide knowledge of agriculture among the citizens (District of Kelowna, Agricultural Plan. 2011).
4. Require a commitment of a local community garden society or strata for each garden area to ensure that it is managed and maintained and to support funding required for development and maintenance and involves existing community garden societies in the

planning, development, funding and management of gardens in the district (District of Kelowna, Agricultural Plan. 2011).

5. The district may consider compatible uses of community gardens such as nearby public recreation, educational institutions and commercial uses as well as transportation to community gardens facilitated by trails, public transportation and vehicle transportation (District of Kelowna, Agricultural Plan. 2011).
6. Support community food access opportunities, new techniques for assimilating agriculture into the urban experience, the wholesaling and retailing of horticultural plants and related gardening items, and agritourism and on-farm product sales (District of Kelowna, Agricultural Plan. 2011).
7. Create a single portal for a wide-range of food and urban agriculture information and education which could include information on topics such as: how to find a community garden plot, how to access health and safety information on food processing and preparation, key resources for start-up businesses, online engagement tools such as food asset mapping (such as agricultural land, community gardens, grocery stores, farmers markets, food and culture-related gathering places) (Edmonton's Food & Urban Agriculture Strategy, 2012).
8. Pursue urban agriculture opportunities in existing and developing neighbourhoods by creating inventory of public and private lands in the city that could be used for a variety of urban agriculture activities, creating and applying guidelines to integrate urban agriculture into public spaces, such as streets, boulevards, parks and plazas, consider the development of an edible landscaping strategy with fruit trees and edible plants, explore opportunities for agro forestry, work with developers to provide land and infrastructure for urban agriculture for example: community gardens (including beds, tool sheds, soil and water hookups), community orchards, food forests and berry patches, working with home builders to provide information to home buyers on top soil depth requirements for growing a range of food crops, assessing the regulatory barriers for green roofs in order to encourage food production, examine the implications of allowing urban bee keeping and backyard hens (Edmonton's Food & Urban Agriculture Strategy, 2012).
9. Community Gardens: Explore opportunities to improve security of tenure for community gardens and orchards on city property, improve accessibility and clarity of application processes for creating and participation of community gardens and orchards, create healthy soil guidelines for community gardens informed by environmental best practices, facilitate creation of an Association of Community Garden Coordinators to assist in capacity building, information sharing and overall garden development, update existing, and develop new land use policies, zoning and other regulatory levers to bolster the creation of community gardens and other forms of urban agriculture, implementation of

strategies that will reduce community garden waiting lists and improve access (Vancouver Food Strategy, 2013).

10. Urban farming: Create policy to enable commercial food production as a defined use on zoned lands with appropriate limitations and mitigation strategies, explore possibilities for urban farmers to sell produce directly from an urban farm with appropriate limitations, enable alternative food retail and distribution models for urban farming produce such as community food markets, food distribution hubs and pre-approved community-supported agriculture distribution sites in locations such as community centres, neighbourhood houses and schools, create an urban farming business license category (Vancouver Food Strategy, 2013).
11. Edible landscaping: Encourage implementation of Green Streets and Blooming Boulevards program guidelines to allow for growing vegetables and other food plants in residential boulevards, traffic circles and bulges, promote edible landscaping as an alternative to ornamental/flowering plants in residential, commercial, institutional and park landscaping plans, increase the planting of food bearing trees when planting new trees in parks and on other civic lands and encourage community stewardship of those trees (Vancouver Food Strategy, 2013).
12. Hobby beekeeping: Review and update existing guidelines to consider conditions under which beekeeping on rooftops, institutions and higher density locations could be permissible, explore options to allow sale of honey directly from an urban farm with appropriate limitations, support public education programs on pollinator bees, honeybees and beekeeping in response to community demand and interest (Vancouver Food Strategy, 2013).
13. Backyard hens: Explore options to allow the sale of eggs of backyard hens directly from an urban farm with appropriate limitations, review and update zoning and development by-laws to consider conditions and locations for the keeping of backyard hens, support public education programs on backyard hens in response to community demand and interest (Vancouver Food Strategy, 2013).
14. Farmers markets: Review and update interim farmers market policy, including permitting processes, fees, licensing and percentage of agricultural foods, explore opportunities to support farmers markets on city sites with electricity and water where appropriate, create long term strategic plan for farmers markets with geographical distribution, conditions for expansion, gaps in market/food system infrastructure, identify opportunities for multi-purpose structures and other infrastructure to be used for farmers markets and other community events (Vancouver Food Strategy, 2013).
15. Community food markets: Establish community food markets as a permitted use and streamline application process, encourage integration into school board programming as

part of healthy food options for youth and families, incorporate community food markets into community centre programming (Vancouver Food Strategy, 2013).

16. Street food vending: Convene regular meetings between authorities, vendors and stakeholders including Business Improvement Associations to identify issues and mitigate conflicts, explore options to enable street food vending on private property, review and provide recommendations for the mobile food vending program, encourage food vendors to source local and sustainable ingredients in their menus and require vendors to use reusable, recyclable or compostable packaging (Vancouver Food Strategy, 2013).
17. Consider temporary use permits for underutilized or vacant property for urban agriculture (Kamloops Agriculture Area Plan, 2013).

Agricultural Land

1. Promote and support completion of environmental farm plans and use of Beneficial Management Practices (BMPs) to improve agricultural operations and provide environmental benefits. This will ensure that agriculture grows in an environmentally sustainable, resource efficient manner (City of Abbotsford, Agricultural Strategy, 2011).
2. Require disclosure of agricultural practices at building permit stage. The disclosure will inform prospective builders that agricultural sights, sounds and smells are to be expected in farming areas (City of Abbotsford, Agricultural Strategy, 2011).
3. Consider ways of reducing wasteful use of agricultural land for excessive building footprints, access roads and inappropriate siting. These initiatives to reduce wasteful use of farmland are intended to highlight that top quality soils should be retained for agriculture (City of Abbotsford, Agricultural Strategy, 2011).
4. Create signage that identifies agricultural sub-areas within the city, what is grown there, provides directional signage for agritourism, and directs motorists to respect farm traffic. This will inform the public, improve safety, increase respect for agriculture, as well as facilitate meeting farmer's needs in an efficient and cost-effective manner (City of Abbotsford, Agricultural Strategy, 2011).
5. Support the leasing of farmland with additional mechanisms that identify potential landlords and tenants. This is expected to encourage new entrants and increase the productive use of farmland in the city (City of Abbotsford, Agricultural Strategy, 2011).
6. Develop a more contemporary definition of agriculture, with taxation implications, to support market opportunities in the peri-urban area. (City of Abbotsford, Agricultural Strategy, 2011).
7. Identify options for providing incentives to new and emerging urban farmers including the possibility of leasing city-owned land to urban farmers, examine regulations and

guidelines for urban peri-urban agriculture, identify mechanisms to protect and maintain the healthy ecosystems that are connected to peri-urban agricultural lands. (Edmonton's Food & Urban Agriculture Strategy, 2012).

8. The conversion or fragmentation of large tracks, primary or unique agricultural lands to non-agricultural uses to accommodate growth (residential, commercial, industrial) will only be used as a last resort. This will be done by identifying a permanent long term agricultural land base and strengthening the protection of agricultural lands within this area. Growth should be directed to areas that have less negative impact on agriculture. A framework should be provided for the purchase of agricultural easements and/or transfer of development rights associated with agricultural lands that may include both market-driven and public funded components. Any application to re-zone or re-designate lands currently zoned or designated agricultural will require an agricultural impact assessment and the results will be a key consideration in the final planning decision. Future community should include provisions for farmers markets in public or private space areas in new or existing communities. The county should review its bylaws related to the establishment of agri-business/opportunities and make them more supportive to equine and local food development/initiatives. Establish a mechanism for the purchase of agricultural protection easements through different sources, this could be in conjunction with the system for administering environmental credits and includes options for funding such as a special levy, land conversion fee, or donations. Establishment of a development credit transfer strategy which could be a program that requires developers in a designated receiving area (e.g. an area to be developed or redeveloped) to purchase development rights from a designated sending area (the agricultural area to be protected) (Strathona County, Agriculture Master Plan).
9. Specialized zoning considerations: For sites where the rural-urban interface is very abrupt and there is recognized pressure for the expansion of urban growth, special zoning considerations that would support creative farming/lifestyle uses such as organic farming cooperatives or eco-villages should be considered, subject to ALC approval. An ecovillage strategy is recommended since it would help to meet urban growth needs, promote sustainable development and enrich the agricultural fabric of the community (Coldstream Agricultural Plan, 2009).
10. Urban growth containment: Strategies to contain growth such as the urban growth boundary and expansion of opportunities for secondary suites in single family dwellings (Coldstream Agricultural Plan, 2009).
11. The official community plan should require opportunities for community gardens and edible landscapes to be considered as part of the planning process; particularly where new development is achieving higher densities. It should also permit density bonusing for projects that include urban agriculture (Coldstream Agricultural Plan, 2009).

12. Explore and promote land use patterns that promote the integrity of prime agricultural land in the city through creative solutions like cluster/conservation design development equals higher density on a smaller portion of a parcel where the least impact to agriculture can be achieved. (Kamloops Agriculture Area Plan, 2013).

Education & Communication

1. Enhance agricultural education at schools which will lead to educated consumers and encourage kids to pursue the profession in adult life (City of Abbotsford, Agricultural Strategy, 2011).
2. Support agricultural education initiatives for the non-farming population (Region of Durham, Agricultural Strategy, 2013).
3. Develop a comprehensive communications plan to promote local farm products, entertainment and education opportunities on the farm as well as food safety, environmental stewardship, new marketing initiatives and best practices utilized by farmers (Region of Durham, Agricultural Strategy, 2013).
4. Work with post-secondary institutions to develop courses, programs and research projects to meet the training needs of the agriculture and agri-food industry (Region of Durham, Agricultural Strategy, 2013).
5. Use of district website by creating a sub-area for agriculture that provides information about normal farm practices and other farming activities likely to occur in the District (District of Kelowna, Agricultural Plan. 2011).
6. Create partnerships with key stakeholders to provide education and training about ecological approaches to urban farming and urban agriculture (Edmonton's Food & Urban Agriculture Strategy, 2012).
7. Increase access to food resources and information that supports and celebrates healthy and sustainable foods, strengthen alliances and partnerships with other municipalities, ensure that a food system lens is applied to community planning processes and other public consultation exercises, create toolkit to assist development applicants to incorporate food system elements in new developments, promote education and awareness about growing food in backyards, balconies, podiums, rooftops and other spaces in neighbourhoods (Vancouver Food Strategy, 2013).

Food Systems

1. Pursue strategies to promote the local food system e.g., the development of a permanent farmer's market and other marketing facilities and integrating agro tourism into the city's tourism theme (City of Abbotsford, Agricultural Strategy, 2011).

Taxation

1. Investigate creating a tax classification to tax rural residential at urban residential tax rates (City of Abbotsford, Agricultural Strategy, 2011).

Infrastructure & Asset Mapping

1. Investigate providing infrastructure bundles to areas suited/targeted for certain types of agricultural investment (City of Abbotsford, Agricultural Strategy, 2011).
2. Complete an agri-food asset mapping exercise to raise awareness of the current assets and help to define unique strengths of the agriculture and agri-food industry. Identify opportunities to increase profitability by capitalizing on strengths (Region of Durham, Agricultural Strategy, 2013).

Zoning and Bylaws

1. Update the agriculture section in the zoning bylaws to facilitate agricultural regulatory awareness and compliance (City of Abbotsford, Agricultural Strategy, 2011).
2. Reviewing of bylaws related to urban agriculture to make them more supportive of development/initiatives like food processing and urban/acreage agriculture. Bylaws should be amended to allow appropriate specific/limited livestock to be raised under the same public nuisance and safety bylaws governing pets. Inspired by Hamilton's (ON) "Urban Agriculture Policy, and Practice:" With regards to zoning, urban agricultural activities should be formally sanctioned, legitimizing and encouraging their practice including as a permitted use, include as a zoning category or creating a zoning overlay which defines uses by scale and whether or not sales are allowed. Undertake a land inventory to determine which lands would be suitable for urban agricultural usage. Other bylaws may also need addressing such as those which deal with compost, pesticides, drainage, manure, animals, nuisance, food handling, business licenses, fences, site alteration and signs (Strathona County, Agriculture Master Plan).

Investment

1. Attract and encourage investment in food processing and value-added agriculture. Actively target investment in complementary businesses such as cold storage, meat processing, distribution, canning, alternative energy production, post-harvest handling

facilities and direct marketing outlets to improve viability and ensure sustainability (Region of Durham, Agricultural Strategy, 2013).

Conflict Resolution

1. Encouragement of positive relationships between all residents (District of Kelowna, Agricultural Plan. 2011).
2. Supporting of farmers that have made reasonable efforts to address the concerns of their neighbours (District of Kelowna, Agricultural Plan. 2011).
3. Farmers will be encouraged to get to know their neighbours and share information about their farm practices, support neighbourhood practices that enhance quality of life, protect are environment with sensitive farm practices, reduce dust and odour where reasonable, be mindful of faster moving traffic. Neighbours will be encouraged to understand and appreciate 'normal farming practices' and best management practices, prevent the development and spread of established and new invasive alien plants, plant pests and diseases harmful to local food and crop production, appreciate the contribution of area farms to local food supplies and food security, share the roads with farm equipment and other vehicles accessing farms (District of Kelowna, Agricultural Plan. 2011).
4. Placing appropriate signage in farming areas to warn drivers about slow moving farm equipment (District of Kelowna, Agricultural Plan. 2011).

Equine Sector

1. To conduct detailed economic development and business plans for the equine sector to foster a robust and sustainable industry, increase its economic impact and to develop the sector's contribution to the cultural social, educational, health and sporting life of its community. These plans comprise the following elements: bring the horse industry together by making sure that the many differing interests within the sector are in contact with each other and communicate, boost the economic contribution of equine businesses, address barriers to investment by tweaking bylaws and regulations, address infrastructure requirements such as indoor equestrian centres, training facilities and trails, create awareness of the equine sector through communications and education, increase access to off-road riding, trail riding and carriage driving. (Strathona County, Agriculture Master Plan).

APPENDIX E: Municipal Plan Reviews

Prepared by Tara Lehman

PCSP Municipal Plan Summary

Plan name: Town of Portugal Cove-St. Philip's Municipal Plan 2014-2024

Author: Tract Consulting

Date: October 17th, 2014

Link:

The boundaries of the St. John's Agricultural Development Area (the Agricultural Zone) were reviewed approximately six years ago; the review included a number of ADA areas in Portugal Cove-St. Philip's, but at the time that the majority of this Municipal Plan was prepared, no decision had yet been taken by Cabinet. Specific infill residential lands are proposed within the updated Plan and Regulations to be re-designated and rezoned from agricultural, as per the Commissioner's Public Hearing report recommendations. The town has also requested approval from the Minister for varied Regional Plan amendments of specific formerly designated ADA lands.

Lands for Traditional Community are identified as TC on the Generalized Future Land Use Map. The intent of the Traditional Community designation is to preserve and enhance the traditional character and landscape of the original harbour communities in the vicinity of Portugal Cove and St. Philip's.

| Small Livestock Facilities AG Development Standards | | |
|--|------------------|------------------------------------|
| Animal Units (AU) | Minimum Lot Size | Minimum Setback from all Lot Lines |
| (a) one (1) or less AU rabbits, ducks, chickens, turkeys and geese | 0.4 hectares | 18m |
| (b) two (2) or less AU of all species other than in (a) | 1 hectare | 30m |
| (c) > two (2) to four (4) AU of all species | 2 hectares | 50m |
| (d) > four (4) to six (6) AU of all species | 3 hectares | 70m |
| (e) > six (6) to eight (8) AU of all species | 4 hectares | 85m |
| (f) > eight (8) to ten (10) AU of all species | 5 hectares | 100m |
| Note: see definition of Animal Unit (AU) in Schedule A | | |
| See Regulation 45 for development standards of livestock facilities containing more than ten (10) AU | | |

Regarding PCSP's agricultural policies, they include:

Council shall minimize the potential for land use conflicts arising as a result of livestock

confinement (including significant poultry operations) and non-agricultural land uses developing in proximity to each other through the establishment of separation buffers, and for more intense livestock (including poultry operations), through consultation with the Agrifoods Development Branch of the Department of Natural Resources.

1. It shall be a policy of Council to permit the continuation of a non-conforming livestock facility located near an existing residential area.
2. While the Town is considering a future comprehensive review of the recently released ADA lands, and possibly also the Town controlled agricultural lands, the overall intent of this Municipal Plan is to protect agricultural lands from conflicting uses of land and to provide existing farm operations with the assurance that they can continue to operate through the agricultural designation and companion land use zoning.

Town of Torbay Municipal Plan Summary

Author: Plan-Tech Environment

Date: 2015-2025

Link: <https://torbay.ca/resident/regulations-policies/>

According to the municipal plan for 2015-2025, their primary objectives for agriculture are to:

1. Ensure that new development does not encroach on existing agriculture operations, limiting them in operation
2. Protect existing agriculture uses from other non-compatible uses. Lands within the municipal planning area which form part of the Agricultural Development Area (ADA) for the St. John's Urban Region are designated as Agricultural Development Area on the Future Land Use Map. There are three primary areas: west of Bauline Line (Connor's farm); west of Torbay By-Pass Road surrounding Axes Pond; and east of Torbay Road around Ryan's dairy farm.

Regarding Torbay's Environmental objectives, this includes and is not limited to:

1. Preventing development within municipal watersheds (and governing activities around them)
2. To protect and enhance the natural environment for its aesthetic, recreational, and resource values as reflected in the Habitat Management Plan.

Torbay has a history of traditional agriculture use such as hobby farming and small-scale root cropping for personal use. Nothing in this municipal plan shall prohibit the continuation of this established use. Unless indicated, land uses such as the keeping of livestock (farm animals) may be permitted in residential land use zones as defined in the Torbay Development Regulations. Existing livestock uses associated with hobby farming shall be allowed to continue.

Town of Logy Bay-Middle Cove-Outer Cove Development Regulations Summary

Author: Town of LB-MC-OC

Date: The Town adopted the Town of Logy Bay-Middle Cove-Outer Cove Development Regulations Amendment on the 25th day of June, 2019.

Link: <https://www.gov.nl.ca/mpa/files/registry-community-logy-bay-middle-cove-outer-cove-pdf>

Agricultural land uses to be permitted are:

- Agriculture
- Animal Use
- Community Garden
- Domestic Forestry Use
- Home Office within existing Dwelling
- Indoor Riding Arena
- Recreational Open Space
- Single-Detached Dwelling
- Subsidiary Apartment

Discretionary Uses are:

- Outdoor Market
- Rural Industry
- Veterinary Use (subject to Regulation 6.15)
- Wind Turbine (Small Scale) (subject to Regulation 5.49)

The agricultural use of a Residential Lot shall be limited to traditional small-scale agricultural uses and hobby farms including the propagation, cultivation or harvesting of plants including cereals, flower, fruits, vegetables, turf and orchards and the keeping of poultry, small farm animals including goats and rabbits, and beekeeping. Note: No more than ten (10) chickens, ducks or turkeys.

- Traditional Agricultural Uses which include the keeping of livestock (farm animals) or large animals as pets shall be at the discretion of Council. The minimum Lot Area for the keeping of livestock or large animals shall be determined by Council in conjunction with the provincial Department of Fisheries, Forestry and Agriculture and the Water Resources Management Division of the Department of Environment and Climate Change.

Flatrock Municipal Plan Summary

Plan name: Town of Flatrock, Municipal Plan

Year: 2015-2025 - The Plan repeals and replaces the Flatrock Municipal Plan 2001-2011.

Author: Plan-Tech Environment

Link: <https://townofflatrock.com/town-plan/>

Their History & Regional Context (as described in their plan)

The Flatrock Municipal Planning Area, which coincides with the Flatrock Municipal Area, covers an area of about 21 km². The Town of Flatrock was first settled around 1762. Historically, the major source of employment was found in fishing and agriculture. At present only a small percentage of the workforce is engaged in the fishing and farming industries.

Regarding Flatrock's agricultural policies, they include:

1. Areas designated for Agricultural Uses, where forest cover exists, it is desirable that this secondary forestry resource be maintained, managed and harvested in such a way that forestry potential can be best realized until it becomes necessary for the land to be cleared for development for the designated use.
2. Land designated Agriculture includes provincially designated Agricultural Development Area lands. Non-agricultural uses, including conservation, recreation or other types of rural uses may be considered by Council.
3. Agricultural use directly connected with or ancillary to an existing agricultural use may be permitted in association with the approval of the Land Development Advisory Authority, Department of Natural Resources.
4. Traditional small scale hobby and agricultural uses may be permitted in residential areas.
(it does not say in the plan what small scale means, will research)

Pouch Cove Municipal Plan Summary

Plan name: Town of Pouch Cove, Municipal Plan

Year: 2020-2030

Author: Plan-Tech Environment

Link: <https://pouchcove.ca/town-hall/legislation/>

The 2020-2030 municipal plan for Pouch Cove identifies objectives for Sustainable Development to include, but not limited to enhancing:

1. Individual food security through promoting traditional agricultural uses such home gardens, hobby farms, and livestock uses where applicable guidelines can be met.
2. Community food security through promoting the development of community gardens, community pastures, and local food markets and businesses.

Lands within their municipal planning area which form part of the St. John's Urban Region Agricultural Development Area (ADA) are designated as Agriculture on the Future Land Use Map. The Shoe Cove Pasture, located off Satellite Road, is designated as part of the St. John's Urban Region Agriculture Development Area. Land designated Industrial shall be developed primarily for marine related industrial uses and the Town will also prevent development within the municipal watersheds.

Bauline Municipal Plan Summary

Plan name: Town of Bauline, Municipal Plan

Year: 2007-2017

Author: Plan-Tech Environment

Link: <https://www.gov.nl.ca/mpa/registry/community/bauline/>

There is no section dedicated strictly to agriculture. Instead, the following two points are mentioned individually:

1. In areas designated for Agricultural Uses, where forest cover exists, it is desirable that this secondary forestry resource be maintained, managed and harvested in such a way that its forestry potential can be best realised until it becomes necessary for the land to be cleared for development for the designated use.
2. Agriculture falls under Rural Land

Town of Wabana Municipal Plan Summary

Plan name: Town of Wabana, Municipal Plan 1990-2000

Author: W.B. Titford Limited

The Wabana Municipal Planning Area includes the entire area of Bell Island. There are substantial areas of soil cover capable of farm crop production and additional areas capable of supporting forage crops or animal grazing.

Regarding Town of Wabana's agricultural policies, they include:

- The provision of conservation areas where development will be restricted for the purpose of water supply catchment areas, natural drainage routes, and cemeteries; agriculture is not mentioned. (Section 2.6)
- Section 2.8 Resource Management – Policies I, ii: Designated areas where agriculture and forestry are permitted. Animal husbandry is permitted under regulatory standards for buffer areas.