RE: 2020-01-CS-RFP - Sandown Lands Operator Procurement

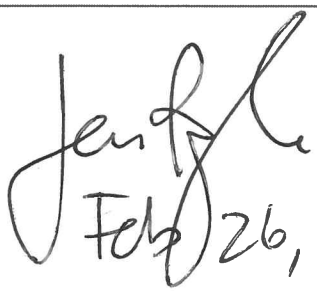
By completing the form below, the Proponent deems the following statements to be true:

1. The enclosed Proposal is submitted in response to the above-referenced RFP. Through submission of this Proposal we agree to all of the terms and conditions of the RFP.

2. We have carefully read and examined the RFP and have conducted such other investigations as were prudent and reasonable in preparing the Proposal. We agree to be bound by statements and representations made in this Proposal and to any Contract resulting from the Proposal.

   District of North Saanich
   1620 Mills Road
   North Saanich, BC, V8L 5S9
   Attention: Tim Tanton, CAO

Proponent Information	Incorporation # S0072157
Full legal name of Proponent: Circular Farm and Food Society: Vancouver Island	
Full name of authorized representative of Proponent for this RFP: Jennifer Rashleigh	
Business Address of Proponent: 10211 West Saanich Road	
Telephone number of Proponent: 250-812-4847	
Fax number of Proponent:	
Email address of Proponent: jkrashleigh@gmail.com	

Signature : 

Date: Feb 26, 2020

3. We confirm that the following appendices are attached to and form a part of this Proposal:

   Appendix C-1 –Proponent's Experience, Reputation and Resources; Appendix C-2 – Subcontractors; and Appendix C-3 –Details of Services to be supplied by Proponent; Appendix D – Proposal Checklist

4. We confirm that this Proposal is accurate and true to the best of our knowledge.

5. We have the authority to bind the Proponent.

This Proposal is submitted this 26 day of February, 2020.

Jen Rashleigh (Name of Proponent)
Circular Farm and Food Society : Vancouver Island.

(Signature of Authorized Signatory)

Jen Rashleigh, Co-executive Director
(Print Name and Position of Authorized Signatory)

(Signature of Authorized Signatory)

(Print Name and Position of Authorized Signatory)

The Sandown Centre for Regenerative Agriculture

(Legal Name: Circular Farm and Food Society: Vancouver Island)

This RFP submission has been prepared
by Lindsey Boyle and Jen Rashleigh
with direction from the Circular Farm and Food Society (CFFS)
Board and Advisory team
and significant contributions from the following:

Dr. Kent Mullunix and the Institute for Sustainable Food Systems
Dr. DeLisa Lewis, Green Fire Farms & the UBC Farm Centre
Barbara Johnstone Grimmer, P. Ag
Mitchell Morse, Fickle Fig
Stephen Herrin, Fickle Fig
Chris Hildreth, TOPSOIL
North Saanich farmers:

- Anneth Farm
- Snowden House Gourmet
- Country Wools
- Willowtree bakery
- Millstone Farm and Organics
- Farm or Die Agricultural Solutions

Lorea Tomlin, sheep care
Ian Bruce, Peninsula Streams
Tayler Krawczyk, Hatchet & Seed
Lauren Searle, former SPUD Business Development manager
Chris Hammer, Island Chef Collaborative
Lee Herrin, Scale Collaborative
Ted Sheldon, former Community Climate Action Advisor.
Lindsay Keele, lawyer
Linda Geggie, CRFAIR

This document has been prepared with financial support
from Vancity, which we gratefully acknowledge.

Vancity

SANDOWN CENTRE FOR REGENERATIVE AGRICULTURE
EXECUTIVE SUMMARY

IMPACT OVER 10 YEAR PERIOD 2020-2029

148 Emerging Farmers & Food Entrepreneurs trained in regenerative agriculture and business skills and given the opportunity to launch their business on a ¼ acre incubator plot at Sandown
72 Community Members or Families taught to grow their own food
29 Seasonal Youth / Student jobs created
19 Community events celebrating and educating on local food and agriculture
6 Full Time jobs created
1 more resilient community - more food-secure, local food conscious, biodiverse, prepared for climate change, and with increased connection and collaboration with the Tseycum First Nation

CORE OFFERINGS / INITIATIVES

1. **Apply & showcase leading soil regeneration practices and ecological stewardship** using managed intensive rotational pasture grazing, designed and managed in collaboration with the University of Victoria and the working farm of Fickle Fig. Our multi-species intensive grazing program includes sheep, goats, pigs and hens to provide a range of services that improve soil health, increase soil water retention and absorption, sequester carbon, minimize carbon-intensive machines and tilling, and increase biodiversity of wild plants and animals.

Sandown Centre will play an important role for research, education and replication in regenerative soil techniques for the future of carbon-conscious agriculture. This approach also decreases the need for and cost of man-made infrastructure and inputs.

2. **Farm & Food Entrepreneurs Program:** our inaugural 9 month part-time program meets the needs of an identified, under-served target market. Typically in their 30-40s, and coming from other careers to the opportunity of regenerative agriculture specifically, this demographic is looking to gain food production and modern farm system know-how, learn and apply entrepreneurial skills, develop a business plan, and build their network. The course is hands-on, interdisciplinary, and cohort driven to build a vibrant, diverse, and successful local food system.

Teaching and learning includes:

- Food production focused on 'strategic' crops (well suited to Sandown, high demand)
- Region-specific soil regeneration practices and techniques
- Access to student incubator plots during the program and short term leases after
- regenerative farm systems, operations and business models

- Entrepreneurial skills for farming and food businesses: finance, accounting, distribution/sales, branding, marketing, culinary partnership strategies
- Applied strategic planning, planting, harvesting, and processing for a busy bistro business and seasonal fresh meal kit box program

Classroom learning will take place offsite at a rented facility.

Upon graduation, Farm & Food Entrepreneurs Program students can receive a ¼ acre incubator plot to start their own commercial growing operations (with a $0 lease for up to three years after graduating from the program).

3. **Community food growing, community benefit:** rehabilitated sections of the site may be made available to community organisations interested in long term leases for food production, such as Lifecycles.

4. Recognising the importance of **ecological stewardship, especially as an important component in Reconciliation**, the Society will partner with higher learning and community organizations towards managing invasives and enhancing biodiversity in the forested areas, ensuring right stewardship of the land and waters on Sandown, and working towards increased connection and collaboration with the Tseycum nation.

REVENUE STREAMS:

- Farm & Food Entrepreneurs Program Tuition

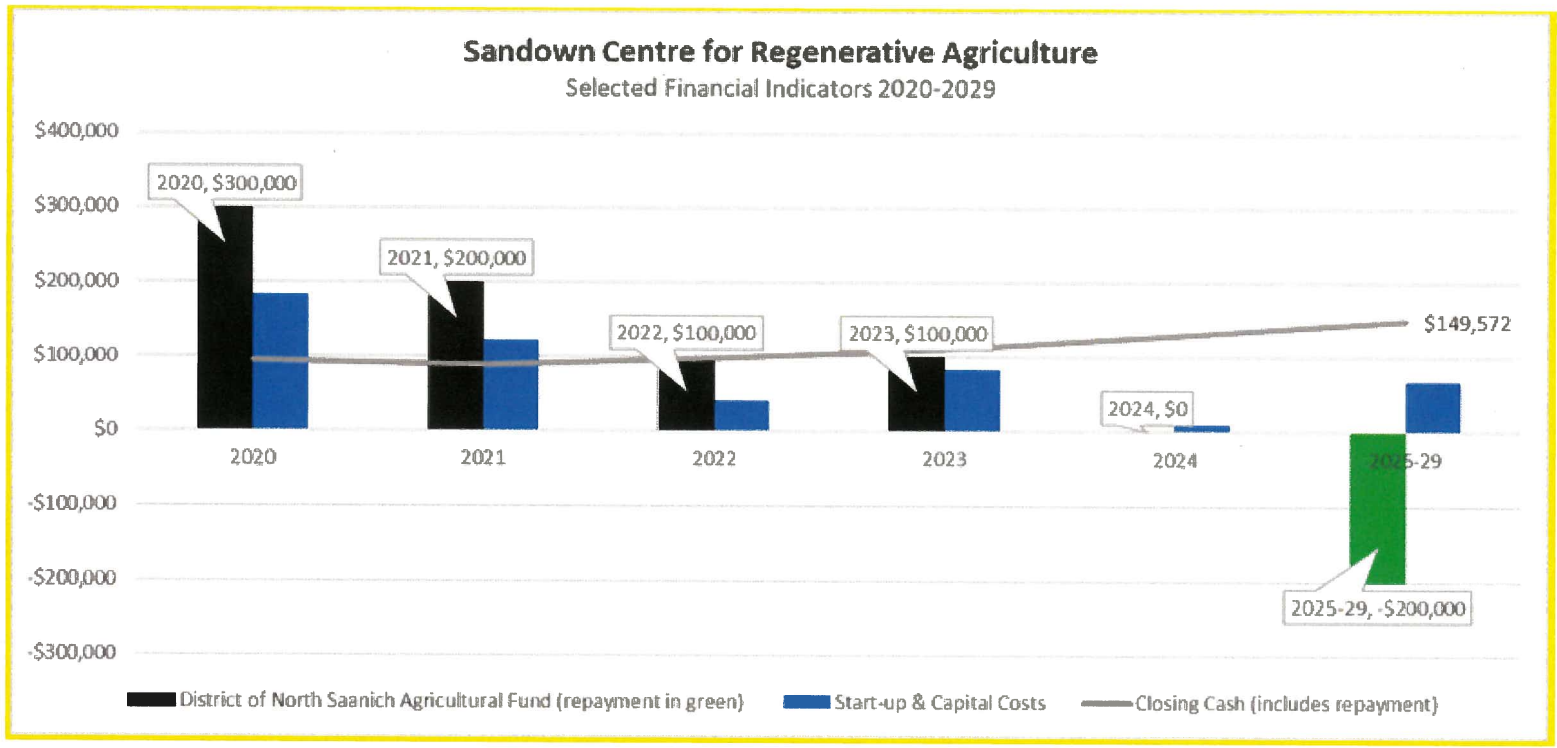
- North Saanich 'Fresh Meal Kit' (direct to consumer)
    - Each kit will have a different culinary inspiration for preparing a *specific* meal (recipes, stories inside) & some ingredients from Sandown Farm
    - Also features produce/products from other local farmers and makers
    - Order online. Available without membership or the season-long commitment required of CSAs.
    - Targeted at customers in the Capital Regional District who want local food, care about their health, and value meal inspiration and the time savings of home delivery. A secondary target is gift givers looking for unique, sustainable gifts for birthdays, maternity leave, or to welcome new neighbours.
    - Delivery by bike or electric car, to various locations convenient to the target: or direct to home for a small additional fee.

- Direct Sales of Produce to restaurants, caterers, and local vendors supportive of regenerative agriculture and emerging local farmers.

- Culinary Partnerships with chefs and local vendors supportive of regenerative agriculture and emerging local farmers.
    - Example: "Sandown Soil Story" initiative where participating restaurants/breweries feature our harvest on the menu as an educational tool and an incentive for diners to purchase.
    - $2 from each diner's order goes to training farmers in regenerative agriculture.

- Select events targeted at the North Saanich community and to day visitors to the region; ie, Tomato Festival, Melon Festival
    - 2x year events offering limited public access to the Sandown Center with opportunity for education and food experiences

- Membership - a range of annual membership options (from $90-$1,500) for people wanting to put their values into action, and expand their knowledge of regenerative agriculture and love of local food. Members get VIP access to exclusive events, including Long Table Dinners and Lecture Series at the Fickle Fig.


Sandown Centre for Regenerative Agriculture
Selected Financial Indicators 2020-2029
$400,000
$300,000
$200,000
$100,000
$0
-$100,000
-$200,000
-$300,000
2020, $300,000
2021, $200,000
2022, $100,000
2023, $100,000
2024, $0
2025-29, -$200,000
$149,572
2020
2021
2022
2023
2024
2025-29
District of North Saanich Agricultural Fund (repayment in green)
Start-up & Capital Costs
Closing Cash (includes repayment)

APPENDIX C-1: Proponent's Experience, Reputation and Resources

Proponents should provide information on the following (use the spaces provided and/or attach additional pages, if necessary):

a. Organizational background, stability, structure of the Proponent:

ORGANISATIONAL STRUCTURE

For a comprehensive snapshot of our Organisational structure, please see the attached sheet in ADDITIONAL MATERIALS.

This proponent is a registered not-for-profit corporation (a British Columbia Society) with a Board of Directors (a "Board"), an Advisory Board, and an Executive staff. The Board, Advisory Board, and Executive staff collectively serve to manage and oversee site operations and strategic direction.

The Society's **Executive Director role** serves to coordinate and manage the overarching Societal vision and operations.

The Executive Director and Society **partners with specific regional institutions, community organisations, aligned businesses**, and identified paid advisors for key management decisions to ensure that Society operations and site management follow and demonstrate best practices in our four main objectives and activities:

1. Organic and regenerative commercial food production;
2. Teaching & Learning for emerging commercial farmers and farm businesses;
3. Wholistic site management with best practices in stewardship of site ecologies, soils, land and water; and
4. Creating & reaching new markets in the regional food system—to the benefit of regional farms and food producers.

The Executive Director coordinates a diverse team of **key personnel, paid advisors and contractors** in a clear and cost effective manner to achieve operational objectives.

Selected paid advisors and committed partners ensure that the Society is supported and effective in both management and fiscal planning to achieve success.

Because the Society aims to create a centre with regional engagement and impact—a hub for regenerative agricultural practices—this structure is necessarily team & partnership-based, and thus distinct and different from a typical farm business. Two useful comparative examples upon which the structure is based are the University of British Columbia's Centre for Sustainable

Food Systems (https://ubcfarm.ubc.ca/about/people/), and the Stone Barns Centre for Food and Agriculture. (https://www.stonebarnscenter.org/about/staff/)

ORGANISATIONAL STABILITY AND BACKGROUND

- The Circular Farm and Food Society: Vancouver Island Society (the "Society") has been formed specifically for the purposes of overseeing the Sandown site as the long term operator. This Society is registered in British Columbia, and has already secured $50,000 in committed funding and partnership support from Vancity and an additional $40,000 from Real Estate Foundation leveraged through the support of CRFAIR.

- Three of the five Sandown Transition Team members actively serve on the Society as Board members, management, or key advisors. These three members alone collectively bring 16 years of active engagement specific to the Sandown file.

- Expertise critical to the success of this project is actively represented by a carefully selected Governing Board, Advisory Board and Society staff which includes:
    - expertise in farm business operations,
    - academic agricultural research,
    - farm school curriculum design;
    - soil remediation using sheep;
    - integrated water management systems for watershed stewardship,
    - biodiversity enhancement and stewardship,
    - local organic food marketing,
    - agricultural community engagement, and
    - legal expertise.

  See details on experience and qualifications in Question b, below.

- The Society has established partnerships with key regional institutions:
    - a formal memorandum of understanding ("MOU") with the University of Victoria, based on 3 years of existing collaboration between UVic and the members of the Society (see attached MOU);
    - a Society partnership with Peninsula Streams for management of the forest and riparian zones (see attached letter of support); and
    - guaranteed multi-year support and mentorship from Kwantlen Institute of Sustainable Food Systems (with 3 years of committed and secured funding through the Real Estate Foundation)

- This proposal includes a long term, on-site working relationship between the Society and Fickle Fig Farm, who already operates a successful 17 acre farm and bistro business in North Saanich. This partnership, which will be legally formed pending a Sandown LTO agreement, consists of 1) a lease arrangement between the Society & Fickle Fig for commercial food production by Fickle Fig on Sandown, and 2) a license arrangement

that utilizes Fickle Fig livestock to create and showcase best practices systems of managed intensive rotational grazing (MIRG) for soil regeneration, weed management, and excellent water stewardship.

b. Proponent's relevant experience and qualifications in delivering services similar to those Services required by the RFP:

Society co-Executive Directors Lindsey Boyle and Jen Rashleigh serve to coordinate and manage the overarching Societal vision and operations. These are: Commercial Food Production; Field based Teaching & Learning; Community Food Growing; wholistic Site Management aimed at best practices in ecological stewardship; and Financial/Society Management. The Executive Director coordinates a diverse team of staff, paid advisors, contractors in a clear management structure and financially focussed manner to achieve Society operational objectives. **This is distinct and different from a typical farm business; good comparisons are UBC's Centre for Sustainable Food Systems, and the Stone Barns Centre for Food and Agriculture.**

Lindsey Boyle has proven business leadership experience in upper management. Over 10 years as Senior Vice President for The Sound, an insight, strategy and innovation agency, she grew the company from a start up to a global team with revenues of $16 Million US and a team of 70 people. Her responsibilities included hiring and managing a team of 5 direct reports and building trusted client relationships. Her key clients, including Google and Whole Foods, trusted to her to manage projects with budgets as high as $1.2 Million. She was responsible for the day to day management of The Sound's Vancouver Office for 8 years. Through the process of building The Sound from a start up to a medium sized business, Lindsey has demonstrated her ability to lead teams through complexity and uncertainty to achieve operational and financial strength.

Lindsey also has proven experience in fundraising and community Food Growing Teaching & Learning. In her positions of Board Member (2015-2017), Victoria Steering Committee Lead and Communications Committee Chair of Growing Chefs! (growingchefs.ca) Lindsey has worked to expand the impact of the classroom program for children in grades 1-6 by building relationships with corporate donors (for example raising $8K from Cook Culture for the 'Adopt a Classroom' program) and conducting pro-bono research on the social impact of the program on families well being to strengthen grant proposals. Over her 6 years of commitment to the organization, Lindsey has helped Growing Chefs! grow 368 gardens and taught 9000 kids how to cook.

Lindsey's work with Growing Chefs! has also provided experience in working with the Island Chefs Collaborative (ICC), a group that will likely be an important grant funder for our organization. Lindsey's relationship with the ICC also allows her to understand chef demand for Sandown Center produce in our region.

Lindsey also brings a strong business acumen in global food branding, food marketing and food consumer insights, from 7 years as a brand manager, first at Kraft Foods and then Mark Anthony Group (Okanagan Ciders, Mikes Hard Lemonade). In these roles, she had full P&L responsibility, meaning that she managed sales volume, costs of goods sold, advertising spend, and ultimately financial profitability of product portfolios worth $4-$5 Million CAD.

Lindsey is founder of the consulting firm Circular Citizen, teaching business people how to apply circular economy principles to create both food innovation opportunities and climate change solutions through food waste reduction and regenerative agriculture practices. This experience equips Lindsey to teach Sandown Farm School students about new circular food business models and innovation opportunities for 'dual harvest' and industrial symbiosis (examples of ways to create revenue streams and economic value from traditional farm & food waste).
As a result of her commitment to advancing the circular economy via Circular Citizen, Lindsey has recently been appointed a role as Senior Associate, One Earth (oneearthweb.org) and a role with One Planet Saanich (oneplanetsaanich.org). Through this growing sustainable innovation network and alignment with the funding priority of Vancity for zero-waste and the circular economy through 2024, Lindsey brings strong relationships with Vancity that will provide the foundation for grant funding opportunities to develop and execute the Circular Economy for Food aspect of the curriculum at Sandown.

Jen Rashleigh's In the world of food production & community engagement, Jen brings 12 years of experience in developing, fundraising and managing Farmers on 57th which she founded in 2008. Farmers on 57th is an educational and productive community integrated farm in Vancouver. In this role she continues to work closely (now remotely) with partners as diverse as the City of Vancouver, Vancouver Coastal Health, South Vancouver Family Place, South Vancouver Neighbourhood House, Coalition for People with Disabilities, University of British Columbia, Institute for Wellness. She singlehandedly fundraised for both start-up and ongoing funding of the non-profit and its programs, assembled the team of farmers and program leaders, and created market gardens from lawn and wheelchair accessible gardens from pavement. She managed extensive volunteer engagement; hosted higher learning and graduate research at the farm, interfaced with hospital administration and staff; managed publicity and outreach communications and still works closely with the farm's thriving commercial organic farm. Farmers on 57th is financially self sustaining non profit & business hybrid, a pioneer in its field, and listed as an example of best practice in the City of Vancouver's Greenest City strategy.

12 years as an educational documentary filmmaker taught her how to find the experts, listen deeply and learn, find the overarching narrative, and tell a good story—all tools that she brings to this modern-day agricultural project. Her excellence in this filmmaking was recognised in the six films she made for the Ministry of Children and Families, and the 7 years at the Ethnographic Film Unit of UBC which she co-ran with Dr. Charles. Menzies. Her films focussed on resource use in British Columbia, the politics of fishing and sustainability, and best practices in foster care for aboriginal children.

Jen is the current coordinator of the North Saanich Flavour Trails festival, is one of two project leads for the Destination Greater Victoria's federally funded agri-tourism initiative for the peninsula, and is part of the CRFAIR team which works towards a robust, sustainable and just local food system.

The Sandown site is an opportunity for this executive team to bring its experience to a new challenge. To accomplish the Sandown-specific vision and operations, as developed in North Saanich over the last decade, this Society has harnessed the expertise of the team described below. Lindsey and Jen have already successfully managed this team through Society incorporation, Vancity funding, Strategic Planning, and contract work to prepare the necessary components for this RFP application.

Every person on the following list will be engaged in a direct way in Society operations and site management.

Commercial Food Production and Farm Management :

Dr. DeLisa Lewis: Board Member, Paid Advisor
DeLisa has over 20 years experience with certified organic vegetable and flower farming, holds a PhD in agroecology and soils, and is an assistant professor in the UBC Faculty of Land and Food Systems, focusing on teaching during the winter months and on-farm research through the summer. Together with family & a seasonal farm crew, DeLisa operates Green Fire Farm in the Cowichan Valley, a 40 acre farm which includes mixed market farm vegetables & fruits, pasture-raised pigs, beef cattle, hay production, and a small flock of laying hens. Sales are via Farmers Markets, direct and delivered weekly orders to regional customers, and to wholesale markets in Victoria, Nanaimo and Tofino. Her teaching, research and consulting focus on soil nutrient management, farm planning and new farmer training. DeLisa is a member of Islands Organic Producers Association and serves on the Accreditation Board of COABC, the Cedar Farmers Market Board of Directors, and the Agricultural Advisory Committee in her home district of North Cowichan.

Connection: DeLisa advised Jen when she was establishing Farmers on 57th in 2009. They have been colleagues and friends since.

Mitchell Morse, Fickle Fig: Leasee, soil regeneration & weed management using intense rotational grazing livestock
Growing up on a 75-cow dairy farm in upstate New York, Mitchell Morse rediscovered his love for agriculture when he pursued his life dream of creating a farm-to-table bakery/bistro/farmers' market eight years ago, having moved from Vancouver to the Saanich peninsula in 2012. On leased farmland, Mitchell now cultivates over 15 acres

with a diversified array of farm products including honey, eggs, pork, lamb, wool, berries, fruit, and vegetables. Cheese making, fermentation, food preservation, and making value-added products from raw farm materials are all in his skill set, which he happily shares with others. Passionate about food security, he created The Fickle Fig Farm Market on Mills Road in North Saanich in March of 2015, having successfully completed almost four amazing years of steady growth as a local food hub, with his fifth year set to break the million dollar mark in total sales.

Connection: Jen and Mitchell have a three year relationship working on the Flavour Trails festival together, particularly the Friday night gala dinner.

Stephen Heggen: Farm Manager
"Steve Heggen is a first generation farmer who grew up on the Saanich peninsula. He has worked on organic farms around BC for more than a decade, most recently managing vegetable production for Fickle Fig in North Saanich. From a young age Steve has been fascinated with nature and has channeled that interest towards growing high quality food for his local community. He is experienced in managing commercial farming operations including greenhouse, hoop house, and field operations.

Chris Hildreth, Founder, Owner Operator, TOPSOIL Innovative Urban Agriculture, Paid Advisor & Subcontractor
Chris has four years of experience producing and selling top quality gourmet salad mix for chefs in Victoria. His vision for TOPSOIL (topsoileatlocal.com) is to improve every aspect of our current industrialized food system from production, packaging, transportation, distribution and waste. His operation is highly successful and financially profitable and he leads a team of growers committed to ecologically beneficial food production. He believes business aspirations and healthy community choices are not mutually exclusive.

TOPSOIL aims to increase local food production in any community by providing a fully integrated modular farming system which will empower people through education, production and employment. Chris provides training services around how to implement, grow and operate a sustainable farming operation. Services include implementation of the farm system infrastructure, and educational seminars focused on but not limited to: farm design, farm management, farm operations, farm economics, marketing, distribution and sales.

Lauren Searle: Board Member, FT Direct Sales and Marketing Manager for Society
Lauren is a graduate of UBC's Sustainable Food Systems program and worked as Business Development Manager with SPUD for 5 years. She brings a thoughtful and nuanced approach to building relationships, bringing an impassioned approach to team

and project management. Lauren has proven skills in sales & marketing, business analysis, stakeholder engagement, employee training, and professional networking. She understands the power of in-person connection and trust building as the strongest way to understand clients and colleagues.
Connection: Jen, Lindsey and Lauren met through CRFAIR in 2019. Lauren was hired by the Society to prepare the Fresh meal kit component of this plan.

Field based Teaching & Learning, Community Food Growing:

Dr. Kent Mullunix: Institutional Partner, Farm School Mentor
As Director of the Institute for Sustainable Agriculture and Food Systems, Dr. Mullinix oversees all of the Institute's research projects, two farm school programs, and other initiatives. Mullinix's research focuses on ecologically sound crop production, agriculture education programming, sustainable agriculture and food systems, and family-based agriculture revitalization as a foundational and integral element of sustainable society. Additionally Mullinix conceived and led the development of the B.A.Sc. Sustainable Agriculture degree at KPU and is now closely involved in its implementation. He also led the conceptualization and implementation of the Richmond Farm School and Tsawwassen First Nation Farm School. Mullinix is an Adjunct Professor in The Faculty of Land and Food Systems at the University of British Columbia and serves on the editorial board of the North American Colleges and Teachers of Agriculture Journal.

Connection: Jen and Kent met in a television interview about the Richmond Farm School for Metro Vancouver's Sustainable Region television program in 2012. They maintain collegial connections through the local small scale organic food movement.

Dr. DeLisa Lewis (see above)

Ann Eastman: Board Member
Ann is a passionate advocate for sustainable agriculture and food systems on the Saanich Peninsula. She has a strong background in plant science - a B.Sc. in botany, M.Sc. in plant biochemistry, and a Ph.D. in plant physiology, and innovation experience in industry, government and academia. She served as the Manager for Emerging Sectors and then the Senior Manager for Innovation in the BC Ministry of Agriculture for eight years. Ann is a strong supporter of the Haliburton Community Organic Farm Society, serving as a volunteer director for five years and launching the EcoFarm School program. Ann was a member of the Sandown Transition Team that developed the transition plan from former racetrack to thriving community farm presented to the District of North Saanich Council in September 2018.

Connection: Jen and Ann have a 3 year close working relationship, having worked together on the Sandown Transition Team plan.

Ecological Systems and BioDiversity Best Practices

DeLisa Lewis (see above)

Barbara Johnstone Brenner, P Ag: Paid Advisor
Barbara brings thirty years of experience in agriculture, animal production and nutrition. She is currently active in research communications and agricultural sustainability education and initiatives, especially with respect to climate change adaptation and mitigation. She is also experienced in hands-on farming producing grass fed lamb. Barbara is actively involved in farm organizations regionally, provincially and nationally: a member of the Poultry Science Association, Canadian Nutrition Society, BC Institute of Agrologists, BC Abattoir Association, BC Sheep Federation (BCSF), Inter Island Sheep Breeders Association, BC Farm Writers Association, and BC Hazelnut Growers. Barbara is a former board member of BCSF and of the Canadian Sheep Federation (CSF), past member of the Sheep Value Chain Roundtable, and past member of the National Farmed Animal Health and Welfare Council.

Connection: Barbara was brought into the team through Lorea Tomsin and has served as a paid advisor for this application, supported by Vancity funding.

Lorea Tomsin: **Paid Advisor, Sheep systems and care**
Lorea bought her first purebred, a Silver Down Suffolk from W&K Gould, when she was 12 years old. Lorea has been president of the Inter-Island Sheep Breeders Association since 2011, and recently stepped down after nine years as BC's director on the board of the Canadian Sheep Breeders Association (CSBA). Lorea was one of three delegates who travelled to Mexico on behalf of the CSBA and Canadian Sheep Federation in 2016.. We are incredibly fortunate to have Lorea's expertise and mentorship in our North Saanich farming community.

Connecton: Jen and Lorea have known one another for three years through the Flavour Trails coordination. Jen has interviewed Lorea for a featured article in *Concrete Garden* magazine.

Ian Bruce of Peninsula Streams: Partner Organisation
Ian Bruce is the Executive Coordinator for Peninsula Streams Society. Through his consulting firm, Watershed Ecological Services Ltd., Ian also provides ecological and

fisheries services to industry, government and First Nations. Ian is a registered professional biologist and completed a Diploma in Restoration of Natural Systems at UVic in 2003.

Connection: Peninsula Streams has been a participant in the Flavour Trails for the past three years, leading restoration walks and facilitating relationship building with the Tseycum community. Peninsula Streams and the Society have already begun collaborative work on the Sandown site, orienting three UVic students through the winter to embark on Sandown-specific research and ecosystem management design. Peninsula Streams led the Creatures of Habitat program in the Sandown forest in 2019.

Tayler Krawczwk: paid advisor
Tayler is an ecological landscape designer, permaculture practitioner and project manager. Focusing on edible landscaping and climate-smart land development, he operates Hatchet & Seed, with his partner Solara Goldwynn. Tayler manages project logistics, completes open-access farm plans and works to ensure successful project delivery.

Connection: Ian Bruce of Peninsula Streams brought Tayler into our site planning team.

Board, Legal and Financial Management Support

Lindsay Keele: Board member
Lindsay is an established and mid-career lawyer working in Business & trade, Transactions and General Practice in Vancouver.

Connection: Lindsay and Lindsey met as neighbours and have stayed closely connected.

Linda Geggie: Advisor
Linda has been actively working on regional food system issues since the early 1990s. She has worked extensively with a wide range of individuals and groups and believes in collaboration as a meaningful path to getting results. In addition to her work with CRFAIR, Linda is a member of the Peninsula and Area Agricultural Commission and Board Member of the BC Food Systems Network. In 2015 she was recognized by Food Secure Canada with the Cathleen Kneen Award for vision, leadership, and a commitment to grassroots activism in building a more just and ecological food system. She was also the Community Research Fellow with the University of Victoria's Institute for Studies and Innovation in Community University Engagement. Linda is an avid food grower and fisher.

Connection: Jen and Linda have worked closely together on CRFAIR initiatives for the past three years.

Lee Herrin: Paid Advisor, Scale Collaborative

Lee has worked in management and leadership roles in both public sector and non-profit environments over the past 17 years. Lee also has more than 20 years of experience serving on Boards of Directors including 15+ years chairing non-profits. In any setting, Lee is always focused on identifying opportunities for growth and greater impact. Lee is widely recognized as having successfully reduced his organization's (Fernwood NRG's) grant reliance while also creating additional impact through social enterprise.

Connection: Lee, Lindsey and Jen met through the Scale Collaborative's three day Social Impact course in 2019. Lee is already engaged as a paid advisor for the Sandown Centre for Regenerative Agriculture with Vancity financial support.

c. Proponent's demonstrated ability to provide the Services including Proponent's systems for environmentally friendly practices and elements:

Establishing and showcasing best practices in regenerative agriculture and environmental stewardship is at the heart of our proposal. We are qualified to provide this service through the following means:

- On the Society's direct governance team we have four individuals with direct and substantial experience in managing organic farming systems
- Society paid advisors, who will serve as ongoing site advisors, include both a Professional Agrologist pasture expert and a holistic water management consultant.
- Our Society's on-site partner, Fickle Fig, is a current practising organic farming operation (non-certified).
- The Society has an MOU developed with UVic engaging its Ecological Restoration program to advise and partner on the establishment of a riparian zone in stormwater areas for best practises stewardship of these wetlands
- The Society has an established working partnership with Peninsula Streams to create a long term plan to manage invasive species in the forest, and to protect water quality on site. The Peninsula Streams mandate is to achieve healthy aquatic habitat. They accomplish this objective through research, restoration, innovative projects, public education, and private land stewardship.

d. Proponent's equipment servicing resources, capability and capacity, as relevant:

Knowing who has the equipment and services for various site operations is an important part of the LTO role. Our team's farm manager Steve Heggen grew up farming in Central Saanich and is well connected. Additionally, the Society's close working partner Fickle Fig has a 17 acre farm and multi year experience in the area with equipment servicing. Finally, our various Society teams each bring their own expertise and contacts, and graciously offer their network advice. We have the contacts lined up for:

- greenhouse installation,
- road construction,
- tractor purchase,
- irrigation installation,
- site ploughing, tilling, and seeding,
- deer fencing,
- seed purchase,
- hoop houses,
- washroom rentals

e. Proponent's financial strength (with evidence such as financial statements, bank references, if applicable):

Bank Reference: Brent Fuller, Branch Business Account Manager, Vancity
Mt. Tolmie Community Branch
#100-1590 Cedar Hill Cross Road Victoria BC V8P 2P5
250-995-7634
Brent_Fuller@vancity.com

The Circular Farm and Food Society: Vancouver Island was recently formed (November 2019) so our 10 year financial projections are the best available reflection of our team's financial strength and expertise.

Bank deposits thus far are $25K grant funds from Vancity in November 2019.

We also have additional **committed** grant funding of $25K from Vancity pending the Society being awarded the long term operatorship (LTO). As per a letter of support (dated August 21, 2019) from Vancity, funds are ear-marked specifically for *'the development of the Sandown property to support regenerative agriculture and new / young farmers'.*

Vancity Reference for $25K committed grant funds: Andrea Di Lucca Bustard
Community Investment Portfolio Manager (Victoria Region)
3075 Douglas St. Victoria BC V8T 4N3

T 250.995.7647 / 604.648.5127 M 250.661.2186
andrea_diluccabustard@vancity.com

Additionally we have $40,000 in committed funding from the Real Estate Foundation (REF) to support the startup costs of the Farm School for the first 3 years. This is being held by CRFAIR pending the Society being awarded the LTO. REF is fully informed of this arrangement.

CRFAIR Reference for REF grant: Linda Geggie, Executive Director lgeggie@telus.net

f. A designated senior manager responsible for the day-to-day operations and sufficient qualified support staff to provide the Services who has direct experience in the delivery of comparable services:

Stephen Herrin is committed and looking forward to serving as site Senior Farm Manager. He will be on-site in a full time capacity (in a cost share with Society and Fickle Fig). He will oversee day-to-day on-site operations including commercial food production, site infrastructure & servicing, greenhouse and field operations, machine operations, and overseeing of on-site subcontractors for specific work (greenhouse installation, fencing, haying, etc).

Starting in fall of 2020, an **Educational Farm Manager** will additionally be on site in a full time capacity. This person is still to be determined and the Society will network with regional farmers networks and the Kwantlen Institute for Sustainable Food Systems to fill this important role.

Additional staff needed to fulfill Society vision and responsibilities:

As owner of the Fickle Fig operations, **Mitchell Morse** will visit the site daily and take a lead role in managing the regenerative rotational grazing system on site. **Lorea Tomsin** will play a strong support role in expert livestock care.
Starting in Year 2, summer students will provide support for invasive management and on-site operations.
Lauren Searle will take a lead in marketing the North Saanich Food box distribution and developing relationships with other distribution channels.

These positions will be managed and overseen by the **Society Executive Director** role. All these positions will be additionally supported by the enrolled **Farm school students**, providing valuable labour as well as ample teaching and learning opportunities for emerging farmers.

G. Demonstrate an understanding of the complexities of this specific Project. Identify specific items such as management of farm operations, reclamation of agricultural lands, and general administration:

Reclamation of Agricultural lands: the Challenge and the Opportunity

Although this approximately 60 acre ALR parcel of land is considered a large parcel of land by North Saanich standards, it has significant challenges and complexities that limit and define its agricultural function. We will discuss the various sections and features of the Sandown LTO lands, and offer up our thoughts on best management strategies.

Area 1: North area
The north area of Area 1 comprises approximately 30 acres of the site. This area is a topographically low point in the region, and serves an important municipal function as a water

catchment area for the municipality in cases of extreme precipitation events. This function has been enhanced with a large berm to catch water, a significant drainage canal, and a controlled culvert. The land on either side of this drainage canal, which has heavy clay, is resultantly inundated with water through the wet winter season, waterlogging the soils in this area and significantly limiting this area's agricultural function. **Additional agricultural challenges** are that the Canada geese consider this 'seasonal lake' a winter haven, eating the freshly planted cover crop; deer additionally access the site through the forest for grazing activities. Furthermore, **Ecological stewardship** is a key priority in this section of the site, as water from the site flows into ditches and into Tseycum creek, travelling through traditional Tseycum community (who makes significant and ongoing efforts to cultivate fish habitat) and finally out into Patricia Bay which features a rich clam bed ecosystems. This clam bed has been closed for harvest for decades, in large part due to high nutrient runoff and contamination that can be linked to regional agricultural practices and impacts of settlement (see CRD Saanich Peninsula Stormwater Quality, 2018 Program Report). *It is very important that land management agricultural activities in this section prioritize best practices in water stewardship*: minimizing soil and nutrient runoff, settling potential contaminants flowing through, keeping the water pristine. Any plan for this area needs to fully comprehend its limitations and features.

Our Management Plan for this Area 1 North area section:
Given these features listed above, our team proposes a cost effective and powerful approach for soil regeneration ecological stewardship while still gaining productive value from the land.

In the wetlands, our team will design and **create a riparian zone** around the canal by cultivating water-tolerant silviculture and perennial grasslands, taking appropriate consideration for and 30 m setback from the municipal functions of the canal, as noted above. In the appropriate areas of Area 1 (See agrologist Johnstone Grimmer's recommendations for detail on this), we will create a **stable perennial grassland** in which to graze sheep and livestock using a regenerative grazing management system, often called a **Managed Intensive Rotational Grazing (MIRG) system**. Please note that we will designate and manage livestock grazing areas with proximity to water in mind to avoid any water contamination from manure.

For this work in northern Area 1 we will work closely with partners and paid advisors to create an integrated water management plan, silviculture and pasture planting plan that is suited to the site. This team includes:

- pasture agrologist & Pender island sheep farmer Barbara Johnstone Grimmer, P. Ag
- Lorea Tomsin, regional sheep expert
- Dr. DeLisa Lewis, soil specialist and mixed farm operator
- Tayler Krawczyk of Hatchet & Seed
- Peninsula Streams and biologist Ian Bruce
- UVic department of Ecological Restoration

This land use plan for North Area 1 elegantly and competently addresses the challenges and priorities identified above. Specifically:

Water stewardship; perennial pasture (and silviculture plantings in the riparian zone (willow, red osier dogwood, pear trees) eliminate the need for ongoing tilling and anchor the soils, while slowing down and serving to decontaminate and purify the water.

Soil building and regeneration: Managed Intensive Rotational Grazing, or MIRG, is widely regarded as a cost-effective and powerful approach to soil regeneration. The practice and benefits of MIRG is well described in academic literature, extension service manuals and agricultural organisations (for a brief overview see BC Organic Grower's https://bcorganicgrower.ca/tag/rotational-grazing/; the excellent https://www.nrcs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb1097378.pdf published by the University of Wisconsin; Savory Institute at https://savory.global/holistic-management, Australia's RCS https://www.rcsaustralia.com.au/rcs-regenerative-grazing-principles).

Simply put, the objectives of regenerative grazing (MIRG) are to manage the ecosystem with grazing animals to maximise the ecological rebuilding of biodiversity, water and nutrient cycling and energy efficiency within the local ecosystem while utilizing the landscape to support agricultural livestock; *"to profitably leave our country in better condition" (RCS Regenerative Grazing Principles).* Our team proposes to work with Fickle Fig in a license arrangement to build soil health throughout the Sandown LTO site using regenerative grazing techniques with sheep and other livestock.

Agricultural value: Grazing livestock would allow the marginal land of north Area 1 to have productive agricultural purpose in the short term, producing a value-added product of cheese (a North Saanich, organic, pasture-fed local cheese that the community will love!) as well as local organic meat, and milk.

Climate change mitigation: maintaining permanent pasture is a vitally important means to sequester carbon from the atmosphere, keeping it in the soil. Maintaining permanent well managed pastureland is the significant opportunity and contribution that the municipality of North Saanich can make towards the CRD's climate change strategic priority. We intend to make Sandown a best practices demonstration site for this means of addressing climate change. For more information on this, see Ted Sheldon's contribution in the Additional Materials.

Additional challenges include the presence of rocks and debris throughout the site, which will need to be cleared with a machine rock picker and likely additional hand picking to minimize damage to equipment and tires. Bryce Rashleigh and the Saanichton Farm crew & machinery will be very helpful in the large scale management required for the site, which also includes keyline ploughing, surface tilling, spring manure spreading, mowing and haying.

The presence of deer and geese are challenges addressed in the section on Pest Management, below.

Area 3: former horse stables
The cleared area labelled Area 3 adjacent to the forest has been identified by P. Ag Holl as unsuitable for in-ground agriculture. He deems it most appropriate for agricultural support infrastructure. We have followed his recommendations

This will be the location for an overwintering sheep barn, the winter manure pile (appropriately managed and cleared each spring), and a 'high and dry' sheltered exercise area for livestock through winter. In the warmer months, we anticipate this high ground spot becoming a favourite spot for community members to come and enjoy the fine view.

The Forested Area:
The forested area has ecological features which include natural springs, wetland, a year round pond, biodiversity including a population of owls and native frogs, and a potentially rich forest ecosystem. Currently the forest's heavy infestation of introduced invasives are outcompeting native plant ecosystems. Adding to the complexity, the Sandown site is on unceded traditional territory of the Tseycum people. With Reconciliation is a significant priority of Canadian society, it is important that the management of the Sandown site meaningfully engage with Tseycum community and with principles of Reconciliation.

Our Management Plan for the Forested area:
Our approach leverages the expertise and labour of University of Victoria, community organisations, and federal youth employment programs to develop an invasives management strategy for the forest. UVic is an active partner in this work, forming an MOU with our Society and already working with partner Peninsula Streams to create a biodiversity and management plan for the forested area. We intend to utilize federal employment grants to hire summer staff and Tseycum community members for invasives management.
Management of Farm Operations & Administration:

Our team is geared up for the ambitious challenge of creating a financially viable Farm school business while engaging in the not-for-profit work of promoting and enhancing the regional food system.

We recognise that this project is complex and includes many factors, amply described in the RFP. The management of the project requires a team and leaders well versed in a systems approach to management. Our approach is to build a diverse team of individuals that represent key components of expertise; bring together various partners in meaningful working relationships; and leverage the political, financial opportunities that these partnerships represent. This is why our project brings together our particular blend of Board members and staff, paid advisors, contractors, and partnerships.

We have diverse revenue streams which include: commercial crops for a direct to consumer 'Fresh Meal Kit; direct sales (to restaurants and values and operations aligned independent stores such as Zero Waste Emporium); farm school (tuition); long term leases; membership

from supporters; grants; and special events. In the granting world, our initiative qualifies for a wide variety of grant categories including climate change, environmentally informed farming, higher education, Youth and First Nations employment, social impact investment, lighter footprint living, and habitat restoration. We will be leaning into these opportunities for funding. Regenerative agriculture is a growing international movement that has strong interest from social impact investment. As such, we have assumed a start up loan.

Finally, there are significant resources available to organisations moving into the growing field of social enterprise, and we are fortunate to be aligned with Scale Collaborative and their superlative staff, who can advise in all areas of financial, administrative and administrative planning and strategizing through this important start up phase.

H. List any actual or potential conflicts of interest and existing business relationships the Proponent, its principals, directors, officers and shareholders may have with the District, its elected or appointed officials or employees. The District may rely on such disclosure and may exercise its discretion to disqualify any Proponent in the event of an actual or potential conflict of interest:

Jen Rashleigh is part of the Community Agricultural Commission for North Saanich and so will either recuse herself from any Sandown discussions, or resign from the Commission. She is happy to take advice from District staff on this regard.

2. Proponents should provide information on the background and experience of all key personnel proposed to provide the Services (use the spaces provided and/or attach additional pages, if necessary): Key Personnel

Please see organisational chart in Additional Materials, and bios above.

APPENDIX C-2 SUBCONTRACTORS

Proponents should provide the following information on the background and experience of all subcontractors and partners proposed to undertake a portion of the Project (use the spaces provided and/or attach additional pages, if necessary). If no sub-contractors or partners will be taking part in the Project, the Proponent should indicate N/A.

For key personnel and partners, please refer to the organisational chart in Additional Materials, and see bios detailed in Question 1b. Additional contractors and suppliers include:

Bryce Rashleigh: haying, seeding, tilling, rockpicking, fencing. Fourth generation Saanich farmer.

Hastings Road Construction: contact Cory Hastings. North Saanich family business.

BW Global, Greenhouses: Abbotsford. Established long time business in greenhouse supplying.

Miller Fences, fencing. Local business, experienced and recommended.

Island Tractor: Duncan. Established Kubota tractor and attachment supplier.

Quality Seeds: Established business providing forage seed in the Cowichan Valley.

Gayle Pallas: Farm school instructor. Gayle is an agri-food and tourism training professional with over 15 years of practical experience in training food entrepreneurs in face to face and online environments. Her practical approach guides entrepreneurs along the path to market, avoiding common pitfalls and accelerating their journey towards increased market share and product awareness. She is an award-winning marketer that has designed, implemented, and participated in provincial, national and international campaigns for clients across a variety of industries and takes particular pleasure in sharing her insight through workshop facilitation and one-on-one or group training.

APPENDIX DC3: DETAILS OF SERVICES TO BE SUPPLIED BY PROPONENT

Proponents need to include information and materials set out in this Appendix C-3 with their Proposals.

1. Clear definition of the total lease areas requested by the Proponent including map/drawing showing intended activities on specific subareas within the proposed overall lease area. (Note: Proponents don't need to lease the entire area):

Please refer to drawing in Additional Materials.

2. Minimum lease area(s) which would be considered for the Proponent's Proposal to be viable if the District were to consider leasing to multiple Proponents. Proponent should also address the financial and other impacts of a potential reduced lease area on the Proposal:

As a personal and professional philosophy, we look to align and collaborate in our activities. This project is about building and fostering community. Having said that, we are requesting an LTO for the entire site for a few important reasons:

- **Southern strip in Area 1**: Only 10 acres of total 60 acres is practically arable for more intensive cultivation and vegetable production in the short term. This is a minimum area for the needs of Farm School and Fickle Fig operations using organic crop rotations with additional incubator and community organisation lease plots for emerging farmers and the wider community. Furthermore, the revenue projections and financial viability of this project depend on this 10 acres in the 'southern strip'.
- **North Area 1**: Much of the 30 acres in the north area 1 is inundated with winter water and cannot currently support thriving plant life, or is in need of longer term soil remediation. Similarly, the forested area is teeming with English ivy. However because these areas are so critical to the health of the watershed and ecological biodiversity and potential in the region, we would like to take on the responsibility of stewarding this riparian area and have entered into partner relationships with UVIC and Peninsula Streams to take on this work.
- **Area 2:** requires extensive longer term remediation. Frequent observation through the winter shows that soils have been impacted by disturbance, along with potential contamination.
- **Area 3** is not suitable for in-ground production activities. Our planned use for this site is to enable Fickle Fig to operate a sheep dairy and also keep livestock for managed intensive rotational grazing for soil regeneration for the rest of the site. This area, being high ground, is absolutely critical for overwintering livestock and also is needed for good residue management to avoid contaminating the watershed.
- Finally, we have approached the oher proponent with the friendly offer to discuss collaboration or site sharing. They did not respond.

3. Proposed lease term:

10 year lease term with interest to renew.

4. Details of anticipated development and activities described for each year of the proposed Contract term including any proposed infrastructure, buildings, major activities and events on the site. The proposed development activities may form part of the long-term commitments of the Operator to the District under the Contract:

For our plan we follow a general approach of keeping major infrastructure to an elegant minimum to minimize start up costs, minimize need for permits, eliminate ALC special approvals for non-farm use, and focus on food production.

In Year One (June 1 2020 onwards):

- Time permitting, in late spring rockpick, debris clear
- Time permitting, deep plough the subsoil, surface till and seed the perennial pasture, and plant initial fast-growing silviculture plantings (native willow) following our advisor recommendations in the riparian zone.
- From June 1 onwards, bring power & a single main water line onto the site
- Fence the perimeter of the LTO parcel with deer fencing.
- Soil testing and contamination testing as needed
- From June onwards, establish the "southern strip" on the 10 acre parcel of land adjacent to Glamorgan Road and plant first agricultural crops using drip and microspray irrigation
- Install a mobile field processing and cooling container on site
- bring a portapotty washroom in site
- **Please note for consideration by all parties:** Consider Johnstone Grimmer P. Ag's recommendations 2 & 3 in this report regarding cover crop planning: timing and seed selection. *It is important to note that much of the riparian section soils is bare and needs to be replanted to protect against further soil erosion.* The timing to seed is spring to allow the seed to become established before summer hot dry conditions set in. **Something needs to be planted this spring**. However the LTO agreement is not expected to commence until June 1, 2020 (beyond ideal planting conditions). While Holl's recommendations for cover cropping are excellent ones for the general purpose of soil health, planting Johnstone Grimmer's recommended pasture seed (see Recommendation 8) would establish the pasture grounds in 2020. Quality Seeds Wetland mix as recommended by Johnstone Grimmer is the purpose specific and preferred seed to be planted this spring.

Year One: Fall 2020

- Establish farming support buildings including a metal livestock barn (as part of Fickle Fig lease operations), and several hoophouses. Connect to utilities as needed, or install solar power.
- Bring Fickle Fig livestock onto the site, including sheep, pigs, goats and chickens.
- Establish minimal roads into the site in 2020; assess and potentially expand in 2023
- Develop Farm School course curriculum with key partners and advisors including the Kwantlen Institute of Sustainable Food Systems
- Welcome UVic classes and students (undergrad and graduate) on site in group projects to conduct community based engagement in the soil health, riparian zones, and forested areas
- Riparian plantings and erosion controls (hay bales & cloth) in preparation for winter season to control winter erosion and soil/nutrient runoff. In partnership with Peninsula Streams and UVic
- Establish residue management systems. District delivery of wood chips to the sheep overwintering location close to forest and Glamorgan road.

Year Two (2021):

- Put in a welcome and information sign
- Install a 20 x 40 greenhouse (2020/21)
- build/install Farm School basic infrastructure including field processing station, an on-site cooler, storage shed
- Start the field production-based teaching & learning Farm School
- Assess site growth and soil health from 2020, obtain advise from the team Professional Agrologist and other key advisors, and follow their recommendations. These could include re-seeding, cover cropping, deep ploughing.
- Actively use livestock throughout site for soil regeneration and soil building, weed management.
- Mow as needed and necessary for site maintenance
- Welcome UVic classes and students (undergrad and graduate) on site in group projects to conduct community based engagement in the soil health, riparian zones, and forested areas
- Invasives management in the forest, in partnership with UVic and Peninsula Streams and with community engagement: volunteer work parties, grade school visits and university groups
- Riparian plantings and enhancement, in partnership with Peninsula Streams and UVic.
- One community event on site: Tomato festival (invite the public in)
- Participate in Flavour Trails

Year Three (2022)

- Establish cheese dairy on site (costs covered through Fickle Fig)
- Install septic field (costs covered through Fickle Fig)
- Additional hoophouses
- Second shipping container for cold storage
- potentially expand road access in 2023
- As soil regenerates and become viable for intensive agriculture (particularly the south western and northwestern sections of the property, establish incubator and small long term lease plots for emerging farmers and community food growing groups such as Lifecycles, who is interested.
- Welcome UVic classes and students (undergrad and graduate) on site in group projects to conduct community based engagement in the soil health, riparian zones, and forested areas
- Invasives management in the forest, in partnership with UVic and Peninsula Streams and with community engagement: volunteer work parties, grade school visits and university groups
- Riparian plantings and enhancement
- Two community events on site: Tomato festival and Midsummer festival (public tours)

Years Four through Ten (2023-2030)

- Continue to establish incubator and small long term lease plots for emerging farmers and interested community groups, while maintaining enough pasture land for livestock, erosion control, and significant carbon sequestering.
- Continue to host university UVic classes and students (undergrad and graduate) on site
- Purchase biodiesel tractor and mow site for maintenance and weed management as needed. Shelter for tractor already built in Year 2.
- Invasives management in forest
- Riparian plantings and enhancement
- Two community events on site each year

5. Detailed annual financial projections, including details and assumptions used to determine estimated revenues and expenses for the duration of the Contract:

It is important to note that the strategy, framework and excel template for our annual financial projections have been created under the guidance of a professional financial planner, Lee Herrin, of Scale Collaborative. Lee also brings years of farm and local food industry expertise to his advising (including direct produce sales and marketing and operations of the Fernwood-based Good Food Box (goodfoodbox.ca).

All revenue and expenses estimates have been thoroughly researched and vetted.

Estimates for **start up capital expenditures** are based on quotes provided by professional vendors and/or subcontractors who are subject matter experts including:

Barbara Johnstone Brenner, P. Ag
Bryce Rashleigh Saanichton Farm
Hastings Road Construction
DeLisa Lewis UBC Farm
BW Global Greenhouses
Fickle Fig
Hatchet & Seed
Quality Seeds
Island Tractor
Miller Fencing
Topsoil Innovative Urban Agriculture

Estimates for ongoing operating expenses are based thorough research and quotes provided by service providers and suppliers (including local farmers & makers via a survey pertaining to the Fresh Meal Kit).

Fickle Fig
The Cooperators Insurance
McTavish Academy of Art
Scale Collaborative
Shopify

Estimates for revenue streams are based on today's market rates provided by successful local vendors of the produce, products and services we are planning to sell or execute:

NorthStar Organics
Saanich Organics
Topsoil Innovative Urban Agriculture

Where a local source is not available, estimates are based on information from a proxy organization (for example SPUD, Kwantlen's Tsawwassen Farm School, Stone Barns Center for Food & Agriculture).

Key Financial Assumptions:

District of North Saanich Agricultural Fund:
Start-up ventures are most at risk of running out of funds in Year 3 given the timing of cash flows. Given upfront capital is essential to start up farm activities, our projections reflect a shift in timing for North Saanich Agricultural Fund funds to contribute more per year at the start up phase but less than $100K per year over the ten year period (total $700K over ten years).

We have reflected a plan for repayment of District of North Saanich Agricultural Funds in 2028-2029. Total repayment amount is assumed to be $200K. **It is important to note that repayment is contingent on achievement of business plan targets.**

Loans:
We assume a loan of $50,000 from a lender (with first right of refusal to Vancity).

Committed Society Revenues from grants:
$25K from Vancity in 2020

Committed Farm School Revenues from grants:
$40K from the Real Estate Foundation 2020-2022

We have also reflected the likelihood we will secure funds from values and priorities aligned granting organizations:

Unconfirmed - Society Revenues from grants:
$36K from Canada Summer Jobs over 2021-2029
$162K from First Nations & Inuit Summer Youth Experience Program over 2021-2029
Total $198K

Unconfirmed - Farm School Revenues from grants:

$100K from Vancity over 2021-2022
$10K Island Chef Collaborative Micro Loan Program over 2021-2022
$3K from Innoweave Investment Readiness Program over 2021-2023
Total $113K

We assume two core sales revenue streams from product sales:

1. Direct Sales of produce starting in 2020

We have assumed a phased approach starting with gourmet salad mix in 2020 and building to a full, diversified portfolio of strategic crops suited to the growing conditions starting in 2021, including:

- Arugula
- Basil
- Beets
- Broccoli
- Carrots
- Kale

- Melons
- Pole Beans
- Romaine Lettuce
- Spinach
- Tomatoes (cherry)
- Tomatoes (slicers)

Produce prices (per lb) used to calculate the direct sales revenue stream (*see Farm School Revenue Plan 2020-2029 for details*) have been provided by and/or validated with pricing from Shawn Dirksen, *Northstar Organics*, Chris Hildreth, *Topsoil Innovative Agriculture* and *Saanich Organics*.

Between 2021-2024, projections assume a 25% increase in produce yields each year.
For 2025-2029 yield remains constant at 2024 levels.

2. 'Fresh Meal Kit' sales revenue starting in 2021.

We assume 30-50% of produce grown goes into The Fresh Kit (30% in 2021-2022, 50% 2023-2029).

Supplemental revenue will be generated via (starting Year indicated below):
Leases & licenses 2020
Farm School Tuition 2021
Memberships 2021
Community Events 2021
'Grow Your Own Food' Courses 2024
Incentive Tourism & Corporate Events (in partnership with Destination Greater Victoria) 2025

Important note: our loan and grant funding assumptions are conservative. With a secured contract for the long term operatorship as leverage we will be able to secure additional funding sources to improve our financial strength, especially over Years 3-5 as we establish a proven track record of our team's competency, sound financial management and positive impact on the North Saanich community.

6. Details for development and production of the Sandown Lands for each year of the Contract:

Please see Question 4 for a detailed, year by year timeline of on-site activities.

Our overall approach is to keep major built developments and infrastructure to a minimum and focus on food production, building biodiverse ecosystems, minimizing the financial burden in the start up phase, and demonstrating lighter footprint living.

Whenever possible, we site classroom based, administrative, and distribution activities in nearby off-site spaces; thereby creating community, offering rental revenue for existing businesses, and demonstrating lighter living principles.

On-site, we apply low impact , system saavy organic regenerative techniques advised and demonstrated by our Board members, institutional partners and paid advisors. (for example, building a commercial residue management system for manure *without* using concrete; repurposing and retrofitting shipping containers for cooler units, etc)

Having said that, we plan on:

- Sheep barn (Year 1) (concrete pad)
- 40 x 60 greenhouse (concrete corner posts)
- Hoophouses (earthen floor)
- Covered shelter & moveable shipping container-sized storage units for farming activities, field processing, tractor storage
- Minimal roads built in start up phase, and added to if deemed necessary in Year 3

7. Details for soil building activities and investments for Sandown Lands for all arable areas:

Please see Question 4 for a detailed, year by year timeline of on-site activities.

First Phase:

- Keyline plough **entire site** in initial establishment, followed by tilling and seeding where appropriate. Do not leave soil bare.
- Establish **southern 10 acres** along Glamorgan Road strip as first intensive food production site in Year 1, with realistically conservative yield estimates for start up food production. Amend soils with organic amendments, composting, cover cropping, and crop rotation in these intensive food production areas
- Establish appropriate plantings in the **riparian zones** as a means of immediately minimizing soil erosion and nutrient runoff for proper water stewardship. Initial design will be flexible and cost effective (choosing grasses and willow over pear trees, for example), with the intention that these be test & observation sites for teaching, learning (and additionally recognising that these areas are part of an ongoing municipal drainage plan that may bring changes to the site). Plan for revisions and enhancements informed by the observations and data collection that come with a direct relationship with soils and waters.
- Establish **perennial pastures** in the area north of the drainage canal, in areas that can support plant growth (winter water inundadtion is a challenge here).
- Use **livestock throughout site** in a managed intensive rotational grazing system (MIRG) as the primary means of soil regeneration and weed management.
- Plan for revisions and enhancements informed by the observations and data collection that come with a direct relationship with the site.

Second Phase

- As pocket areas of the site regenerate in soil health and become viable for more intensive agriculture (particularly the more immediately promising southeastern and northeastern sections of the property) establish incubator and small long term lease plots for emerging farmers and interested community groups. Continue to amend soils with organic amendments, composting, cover cropping, and crop rotation in these intensive food production areas

8. Proponent's paid directors, officers and employees and their respective salaries for each year of the proposed Contract:

Two Executive Co-Directors: 20 hours a week, year round, $34,400 each annually
Educational Farm Manager FT $54,600
Sales Marketing Manager, FT $62,400
Fresh meal kit manager, $22,400
Fresh meal kit student, $16,800
Salad mix start up lead, $4,800

9. Detailed list and description of any anticipated uses or activities on the Sandown Lands which may require permits, variances or other approvals from the District, the Agricultural Land Commission or other regulatory bodies:

We do not propose any activities which would trigger an ALC non-farm use application.

Permits from the District will be required for:

- greenhouse
- sheep barn (owned and installed by Fickle Fig, not included in these financials)
- septic field required for sheep barn (owned and installed by Fickle Fig, not included in these financials).
- Along with fees for water, sewer and power hookup

.

Additionally, we may wish to consider on site-water for pasture irrigation, which would require us applying for a Water Licence on Tsyecum Creek through the BC Water Sustainability Act. Our water management team advises us that this application process is fairly straightforward.

10. Clear, detailed, and quantified requirements of District support for the duration of the lease broken down by year including:

a. Direct financial support and funding required from the District:

Start-up ventures are most at risk in Year 3 given the timing of cash flows between start up phase and fully operational, revenue generation phases.

As such, our financial projections reflect the requirement of North Saanich Agricultural Fund at the start up phase but less than $100K per year over the ten year period (total $700K over ten years).

2020 $300,000
2021 $200,000
2022 $100,000
2023 $100,000
2024 $100,000
2025-2029 $0

We have reflected a plan for *repayment* of District of North Saanich Agricultural Funds in 2028-2029. Total repayment amount is assumed to be $200K, in order to bring District contribution *back down to a total of $500,000.* **It is important to note that repayment is contingent on achievement of business plan targets.**

b. Any in-kind services expected of the District (including materials, equipment, operators, labour, and capital works):

We will minimize in-kind services from the District. The Society and its staff team are conscientious of the time consuming burden of this LTO process to date, and hold a similar ideal of mutual "Quiet Enjoyment" as expressed and outlined in the Draft Contract.

1. One in-kind service from the District that would be extremely beneficial to the Society would be an annual delivery and spreading of a thick wood chip mulch layer adjacent to the sheep barn, as a location to stockpile and cover livestock manure. This location is very close to the District green waste yard, and is the location of the former stables. This technique of wood mulching under the manure pile, topped by a geo-textile cover, is part of our residue management practices, meets regenerative ecological standards, and eliminates the use of a concrete pad. The manure composts and becomes a high-value amendment.

2. The Society requests that we access the salvaged stables boards from the reclamation process, at no cost to the Society. These will be used on-site to create the farm support buildings, as an aesthetic reminder of the racetrack days, and also as a significant cost saver. District assistance with transporting these boards to the site would be very helpful.

3. For clear delineation of LTO and District areas, and to reduce risk to humans and animals, it may be wise to consider interior fencing of the District drainage ditches, which are steep sided and slippery.

c. Expectations for water supplied by the District (i.e., whether water to be provided at no cost, at agricultural rate, or other) and approximate anticipated volume required on annual basis:

Intensive agricultural cultivation water use ranges from .5 to 1 million litres of water per acre annually. Sheep average 2.4 kl/head/year (averaging out the varying water needs for dry sheep, lactating sheep and lambs); 100 head of sheep = 240,000 litres.

By Year 5 onwards, we expect to use from 3 to 6 million litres annually. We plan to pay for our water usage at the agricultural subsidy rate.

As leasees come on-site in future years, we can expect our water consumption to increase. At the same time, once the District larger drainage plan gets resolved we plan to develop a water management system for use of on-site naturally occurring water as part of our 'best practices' climate-informed agricultural management. We plan to access funding (including from the Environmental Farm Management program) for this work and have already been in preliminary contact with the EFP. As we do not yet have Farm Status we cannot detail these plans and so they are not reflected in our financial projections.

d. Clear indication as to Proponent's commitment and intent to pay applicable taxes and fees or requirement for these to be waived by the District. This would include any permits, application fees, property taxes or parcel taxes which would normally apply:

Traditionally, centres with a mandate dedicated to public wellness, learning and recreation do not pay property taxes. In our municipality, these include examples such as McTavish Academy of Art and the Panorama Recreation Centre; there are many such examples in the CRD. We consider our Centre for Regenerative Agriculture to qualify for the same tax exemption.

We are open to discussing whether connection fees for services should apply. We have presently factored them into our financial plan.

e. Any infrastructure to be provided or installed by the District (e.g. water service(s), fencing, roads, trails, etc.)

We need to bring the water and power onto the site. We have built these costs into our projections and are happy to waive them if the District deems this appropriate.

11. Annual crop management plan including:

a. Proposed crops, areas, timing of seeding and harvesting:

On southern 10 acres of most arable land:

Diverse organic market vegetables, for North Saanich Fresh Meal kit and for Fickle Fig restaurant operations, including but not limited to:

early crops: gourmet salad mix, arugula, spinach, radish, peas, broccoli, kale
mid spring crops: beets carrots, salad mix
main season crops: beans, tomatoes, melons, cucumber
fall/winter crops: parsnip, turnip, overwintering brassicas, etc

Fickle Fig will additionally have livestock on site for meat, milk, eggs and soil regeneration, which are not reflected in these financials.

For anticipated yield and associated revenues specific to the Society, please refer to the *Farm School Revenue Plan shee*t in the Financials. Revenues for Fickle Fig yields are not included as they are not Society revenue streams.

On Pasture areas: A pasture mix can be planted in spring.
This is a Quality Seeds Wetland Mix (35 lb/acre) with an oats nurse-crop (45-50 lb/acre)
Custom Wetland Mix

30% Cowgirl Tall Fescue
10% Creeping Red Fescue
7% QS Tall Fescue
10% Alsike clover and Single cut red clover mix
33% TITAN Timothy, soft leaf
10% PALATON Reed Canarygrass

b. Residue management plan:

Biomass management includes:

- In pasture: rotational graze through grazing months, mowing if/when necessary
- Stockpiling of livestock manure during overwintering in barn, covered, with bark chip mulch under pile, site to completely avoid watershed contamination according to organic practices.
- Each .5 acre section of intensive cultivation has its own dedicated compost system

- Invasives (english ivy) disposal: tarp top and bottom and leave in sun for solarization or 'cooking' of ivy to get rid of weed seed bank. Incorporate into compost. Circular organic system.
- No fire burning on site

c. Fertility management plan:

This has been amply described in this RFP as can be summarized as:

- Intense rotational grazing for soil remediation using sheep, livestock, pigs, goats and chickens
- Spreading manure generated on-site
- Active on-site composting from on site food growing
- Cover crop
- Organic amendments when/as needed

d. Pest management plan:

Our pest and disease management plan focuses on preventative design. In practice this means understanding the life cycles, habitat, and history of pests and disease on the site, and designing systems to address them. It may mean delaying initiating certain crops, and it may mean reduced revenue at times. Field design (including crop rotation) organic biological controls (eg nematodes, IPM) and physical barriers to pests (reg row covers) are typical practices.

The prevalence of geese on site presents a significant issue that will require creative and persistent approaches. Regular on-site human activity and livestock will deter geese, as will planting taller grasses in the riparian zone (which they do not like). Building falcon boxes for the local kestrel falcon will certainly help to control rodents and smaller ground mammals, and perhaps deter geese. Broadcasting falcon sounds at key points in the year are another possibility, to be discussed with neighbours. We are not planning on sound cannons for this mixed residential-farming community.

Finally, deer will be solved with deer fencing. We will keep the forest accessible to deer, as this is already a habitat for them, and we do not wish to increase deer pressure on neighbouring farms and homes.

e. Source of anticipated equipment/operators to be used:

Bryce Rashleigh for higher HP and attachments equipment/operator
Tayler Krawzyck for keyline plough equipment/operator
Fickle Fig for smaller HP equipment/operator
Hastings Road construction for road related equipment/operator
Etc. Please refer to question 2.

12. Detailed business plan for each year of the proposed Contract including:
a. Grants; b. Product sales; c. Other revenues:

Please see Financial sheets named Revenue Plan

d. Expenses/costs:

Please see Financial sheets named Start Up Costs and Farm School.

13. Details of governance and oversight model including:

a. Corporate structure/composition:

Please see Society team chart in Additional Materials.

b. Governance/decision making process:

We are a not-for-profit Society with conventional non-for-profit processes of meetings and an annual AGM. Executive Staff reports to the Board and requires governance and approval on strategic direction and activities. The Society aims for consensus, voting where necessary.

c. Staff/board salaries over course of Contract term:

The Board is an unpaid position. See Question 8 for Staffing salaries.

d. Anticipated role for District in governance, if any:

None.

e. Copies of all corporate charter documents and proof that Proponent is in good standing, included with Proposal:

Please find attached in Additional Materials.

14. Proponents anticipated borrowing for the Proposal:

$50,000 Loan.

15. Detailed description of all anticipated partnerships including role/responsibilities of each partnering entity.

University of Victoria

See the attached MOU with **University of Victoria** for the details of this partnership.

Peninsula Streams

See the attached partnership letter of Support with **Peninsula Streams**. The partnership will continue in the same manner that we already establish:

- Representatives from Peninsula Streams (Ian Bruce, Brian Koval), CFFS Society (Jen Rashleigh) and UVIC (Rhianna Nagel and UVic profs) work together to coordinate student research and engagement at Sandown, at the grade school, undergraduate and graduate level.
- We have already coordinated together on several 'Creatures of Habitat' invasives management sessions in the Sandown forest, with many more planned for the future.
- We have already coordinated together to orient three UVic students to the Sandown site and get them going on research and projects on riparian zone, forest biodiversity and soil health.

Fickle Fig

This partnership has been clearly discussed in detail with a draft legal arrangement that will be formalized into a legal document pending the LTO agreement. The broad nature of the agreement is as follows:

1. Sandown Society takes on the legal responsibility as Long Term Operators of the Sandown site, in a long term lease arrangement with the District of North Saanich.
2. Mitchell Morse of the Fickle Fig holds longterm lease arrangements with the Society for use of 4 acres of dedicated land on Sandown. Lease rate is $500/acre.
3. In the southern "most ready to go" 10 acre section of the farm, **Fickle Fig Farm** would have a long term lease for ~3 acres for annual veggie production etc; The **Farm School shared teaching area** would be around ~3 acres); Society managed **Individual student plots** around (~2 acres) and **graduate incubator plots** around (~2 acres), with room to expand as soil remediates.
4. The Fickle Fig section is a seperate and distinct farm, managed independently of the Society but adhering to the same principles of organic and regenerative agriculture. Student visits, internships etc to the Fickle Fig farm portion can happen on an invite basis to allow for exchange of teaching and learning, flow of expertise and farm labour.
5. For the **start up** of the Farm School's 3 acre shared teaching area, the Society will pay Fickle Fig Farm Manager for his time in farm planning and overseeing of the 3 acres.
6. Each party covers costs to set up their own infrastructure in the southern area.
7. The Society pays to bring water and power onto the site. FF to set up from this main line.
8. Fickle Fig will pay its own water and power use.
9. Fickle Fig would also lease out approximately 1 acre for the Sheep dairy area (in the area 3 section on the RFP map). FF plans and infrastructure in this area include:

- Rigid sheep barn for winter and lambing. Owned for and paid for by Fickle Fig. Should they leave the site, Fickle Fig will take the barn with them or sell it.
- The barn will likely need a concrete underpad for the sheep barn, in the Area 3 that has been deemed unsuitable for agriculture. The FF will pay for this concrete pad install. The concrete pad can stay if FF should leave the site. This building will need access to water and power; Society to pay for bringing in both onto the site; Fickle Fig to take on responsibility to hook up from the farm site's water/power points and pay for usage.
- Sheep dairy will need a septic field for the water, and FF will pay for this install and maintenance.

In Area 2, which needs longer term soil remediation and building, the proposed arrangement for this area is that:

- The Society for Regenerative Agriculture is the LTO of this "Pasture Grazing Area". In this area Fickle Fig is not a leasee, but instead accesses the land in a legal license arrangement in exchange for the service of land remediation, soil building and weed control provided by the livestock in a well-run rotational grazing system.
- The Fickle Fig will own and manage the sheep, pigs, goats and poultry, starting in Year 1. They are responsible for animal health, shelter, feeding and costs associated with this.
- Fickle Fig will have access to a minimum number of acres required for the purposes of running an intensive rotational pasture grazing program for up to 100 sheep. The actual areas set aside for the pasture grazing may shift from year to year, due to various demands for land from Farm School graduates etc. Any shifting land use decisions will be made in the winter months when the livestock are off the land, to allow for ideal planning and smooth transition.
- The pasture management plan will be co-designed with Fickle Fig and the Society Land Management team (which will include Barbara Johstone Grimmer, DeLisa Lewis, Ian Bruce, Tayler of Hatchet & Seed, Lorea, and UVic specialists in ecological restoration and soil health.
- We have mutual agreement to do our best to follow best practices in regenerative rotational grazing, as defined by the advisory team and two manuals:
- https://www.nrcs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb1097378.pdf
- https://catalog.extension.oregonstate.edu/sites/catalog/files/project/pdf/pnw699.pdf
- We imagine that the Sandown pastures will become *a key demonstration site for regenerative techniques using livestock*: a place for people to be inspired, teach, learn, research. We also understand that "best practices" is an ideal, and that farming and budgets sometimes require pragmatic decision making.
- In Year 1, The Society will incur the costs to ensure that the ground is made suitable for grazing. Specifically, the Society will pay for rockpicking prior to planting, and keyline ploughing. The Society will also pay for tilling and seeding/planting grassland

and riparian zones according to the planting recommendations of the land management team.

16. Requirements for qualified and certified professionals as required for the Proponent's Services and activities including agrologists, engineers, architects for major modifications/activities, and if applicable, names and contact information:

Our certified professionals will include:

Professional Agrologist for planning and planting of both riparian zone planting and the rotational grazing plan in the pasture forage areas.
Barbara Johnstone Grimmer, P. Ag: firhill@live.ca

Greenhouse engineers as referred through BW Global Greenhouse

An electrical engineer to design the distribution power for the site.

An electrical engineer for designing the septic system for Year 3.

17. Alignment of Proposal with District policies, including Official Community Plan ("OCP") and Whole community Agricultural Strategy ("WCAS") including reference to specific relevant policies and details of how Proposal achieves the objectives of that policy:

The plan outlined in this application satisfies many important aspirations laid out in District of North Saanich and CRD policies. This application aligns and delivers on the following policies and priorities, detailed in these three tables:

DNS Official Community Plan	
2.0 COMMUNITY VISION	
Commit to the protection, and where possible the restoration of the natural environment, and the enhancement of the District's parks, land, air and water qualities;	• use organic regenerative techniques in all agricultural practices • design and create riparian zone for best practices in water stewardship • management invasives and enhance biodiversity in the Sandown forest
Additionally, it is the intention of the District to foster cooperation, respect and understanding with neighbouring First Nation communities through consultation and referral processes on land use issues.	• Hire two indigenous youth in full time positions each summer through federal grants.

3.0 ENVIRONMENTALLY SENSITIVE AREAS	
3.4 Promote the use and retention of hedgerows and native vegetation to preserve natural biological diversity, and to conserve water.	• Maintain livestock and plant riparian zones with perennial grassland and native silviculture for enhanced biodiversity and reduced irrigation needs
3.5 If any development occurs in these areas, it must be consistent with the protection of watercourses, wetlands, riparian areas, aquifers and sensitive ecosystems. Where possible, watercourses and natural drainage channels should be preserved in their natural state and, where feasible, developed as drainage rights-of-way.	• In partnership with UVic and Peninsula Streams, create onsite riparian zones that filter water contaminants, minimize soil and nutrient runoff, and increase biodiversity
3.7 If development occurs in environmentally sensitive areas, erosion is to be addressed and, if possible, prevented in areas of steep slopes by leaving slopes uncleared, retaining areas of mature tree cover and preserving other natural features.	• establish perennial pastureland and a riparian zone in the low lying winter-water inundated areas to minimize soil erosion, nutrient loss, and contamination of Tseycum creek and Patricia Bay.
5.0 AGRICULTURE	
5.14 To ensure the sustainability of the District's farm community as an integral part of agriculture on the Saanich Peninsula, agricultural activities, ancillary agriculture uses such as agri-tourism and the uses outlined in the Agricultural Land Commission Act Regulation 171/2002 Section 2(1) are encouraged on lands in the ALR.	• Offer two harvest-based community events per year for the public, with farm tours and agricultural education • Offer lecture series and long table dinners to celebrate and inform on the benefits of regenerative agriculture and local food Offer season-long Grow Your Own Food courses to the interested public • Offer agri-tourism experiences to celebrate and inform on the benefits of regenerative agriculture and local food

DNS Whole Community Agricultural Strategy	
1. Municipal Actions to Support the Agricultural Land Base	
Support the provision of services that link available farm land with farmers seeking land.	• Create direct networks between Farm school graduates, and Young Agrarians (see their letter of support in our EOI package) to connect potential farmers with YA land matching services. Extend this support to the

	matching services. Extend this support to the wider community as needed. • provide short term land leases on site for Farm school graduates
2. Municipal Actions to Support Agricultural Marketing	
Promote local food and local farms (SP 27).	• Create and market regional fresh meal kit using all local seasonal ingredients • Create full time position within Society to promote and encourage local seasonal food habits: "Peninsula Proud". • Offer two harvest-based community events per year for the public, with farm tours and agricultural education • Program for farm school student fieldtrips and internships at local farms as integral part of Farm School curriculum
Support the establishment of a centralized food hub (farm aggregation, processing, distribution centre).	• Create and market of fresh meal kit using all local seasonal ingredients sourced from a variety of local farms (online aggregating & distribution system)
3. Municipal Actions to Support Agricultural Labour	
Connect local producers to agricultural labour resources.	• Foster relationships between Farm school students and existing farm operations through site visits and internships to develop skilled farm labour and post-graduation employment options
Support the creation of agricultural jobs through government wage subsidy programs.	• Apply each year to Canada Summer Jobs and First Nations and Inuit Summer Employment program for four youth positions at the site
6. Municipal Actions to Support Agricultural Training and Information	
Provide an agrologist and government extension services at the regional or sub-regional level.	• Create an established relationship with the supporting Institute of Sustainable Food Systems, who has the knowledge capacity and vision to develop agricultural extension services for the region. As a partner, the Society will support the regional uptake and impact of this ISFS mandate.
Host agricultural dialogues (forums, presentations, etc).	• Host regular Sandown Centre Dinner and Lectures for the interested public

Increase awareness of resources, availability of information, training opportunities (SP 31).	• offer guest instructors and speaker series including Young Agrarians, Ministry of Agriculture, Grounded Strategies (agri food training and market development) etc
9. Municipal Actions to Address Environmental and Climate Change Challenges	
Control of agricultural water run off during the rainy season	• In partnership with UVic, Peninsula Streams, and the Society's P. Ag advisor, create onsite riparian zones to filter water contaminants, minimize soil and nutrient runoff, and increase biodiversity
Plant food producing plants on public lands and pursue a location for a public orchard.	• Actively encourage community groups to grow community food in long term lease arrangements on Sandown lands

Capital Regional District Regional Context Statement	
OVERARCHING VISION & OBJECTIVE: Foster a resilient food and agriculture system.	• This is a key priority and objective for our Society
2.1 Protect, Conserve and Manage Ecosystem Health	
PRINCIPLES II. Depletion rates for natural resources should not exceed the regenerative capacity of the ecosystems that produce them;	• Practice, teach and showcase best practices in regenerative agriculture in all on-site farm systems and farm management
PRINCIPLES III Consumption of scarce renewable and non–renewable resources should be minimized through conservation, efficiency and application of technology and reduce, reuse and recycle practices;	• Solar power use when possible throughout site • Circular economy principles in all operations including farming practices, packaging and processing • Commitment to electric vehicles as soon an financially viable for Society
PRINCIPLES V Decision–making should give first priority to options that maintain ecosystem and population health and support the ongoing ability of natural systems to sustain life.	• Practice, teach and showcase best practices in regenerative agriculture in all on-site farm systems and farm management
POLICY 5 Protect the ecological integrity of watersheds and marine areas through collaborative initiatives consistent with the principles set out in Objective 2.1.	• In partnership with UVic, Peninsula Streams, and the Society's P. Ag advisor, create onsite riparian zones to filter water contaminants, minimize soil and nutrient runoff, and increase biodiversity

POLICY 6 Manage surface water, drainage and groundwater in non–catchment watersheds throughout the region using an integrated watershed planning approach consistent with the principles set out in Objective 2.1.	• Design and implement an integrated water management system for the site with expertise of existing Society team
POLICY 7 Plan for the long term strategic resource needs in the Capital Region – including food (paying specific attention to local food production), energy, water, and aggregate materials consistent with the principles set out in Objectives 2.1 and 7.1. Plans will consider long term demand, security of supply and potential impacts of factors such as long term climate change, fossil fuel depletion and water reclamation where feasible,	• Foster a robust, resilient and regenerative region food system through: ○ on-site best practices in regenerative agriculture ○ teaching, learning and internship opportunities for emerging farmers ○ extension and network supports for the next generation of farmers (and existing farmers, as needed) ○ marketing a fresh meal kit using local seasonal ingredients sourced from a variety of local farms
5.1 Realize the Region's Economic Potential	
Economic Development Consideration V Finding ways to increase economic activity in forestry and agriculture including high– value and specialized agriculture and value-added forestry;	• Offer curriculum and training specifically to develop "farmpreneurs" equipped with the business skills and mindset required to create value-added, niche market agricultural businesses
Economic Development Consideration IX Finding ways to attract, develop and maintain a highly skilled workforce	• position North Saanich's Centre for Regenerative Agriculture as a regionally significant teaching and demonstration site for regenerative agriculture and the circular economy
POLICY 1 Collaboratively build on the region's economic, environmental and quality of life advantages to position the region as a highly desirable location for investing in existing and new businesses, working to address the economic development considerations identified in Objective 5.1.	• Deepen existing partnerships with Destination Greater Victoria's two year, federally funded agri-tourism initiative for the peninsula. This initiative is aimed at a high-calibre domestic and international audience. • One of the Society Executive Directors is a lead contractors on this initiative, in a committed position for 2020-2021. • The other Society Executive Director is a Senior Associate with the one Planet Saanich initiative
POLICY 3 Prioritize the attraction of new businesses and investment that will support climate action, while supporting the retention and growth of existing businesses and economic activities in the region.	
6.1 Foster a Resilient Food and Agriculture System	

PRINCIPLES I Support First Nations food interests and rights; II. Protect and enhance the region's food and farmlands; IV. Enhance local food security; V. Expand food system economic opportunities; VI. Encourage food system education and agri-tourism; and, VII. Foster resiliency in the face of an unpredictable climate, increased pest resistance, and declining, increasingly expensive water and energy supplies.	• Proposed Society supports and enacts all six of these principles through our mandate and proposed activities
POLICY 2 Enable food production, processing and distribution that will foster a place-based food economy that increases local food security.	• this is a key priority of the Society
POLICY 3 Support food waste management that is environmentally sustainable, benefits the regional economy and improves residents' connections to rural and agricultural landscapes	• create local food production and distribution systems that minimizes the food waste that is so prevalent in the global food system
7.1 Significantly Reduce Community-Based Greenhouse Gas Emissions	
PRINCIPLE i Create a low-carbon built form to reduce energy demand;	• Minimize concrete on site (earth floor greenhouses, wood chip floor compost piles, etc) • Minimize new on-site infrastructure and equipment purchasing through a policy of partnering, renting and sharing wherever possible
PRINCIPLE IV Protect and assess the carbon sequestration and ecosystem values of natural systems, including forested lands, agricultural lands and wetlands;	• practice, educate and promote permanent pasture and regenerative agricultural techniques for carbon sequestering
POLICY II Design, manage, fund and operate programs, services and infrastructure to reduce greenhouse gas emissions to mitigate and adapt to climate change in keeping with the principles outlined in Objective 7.1.	• promote of a plant based diet • Serve as demonstration site for solar and biodiesel use in farming • use reusable and natural material packaging instead of fossil fuel based plastics • use electric vehicles and install EV charging stations

CRD Regional Growth Strategy 2038 TARGETS BY PRIORITY AREA AND OBJECTIVE	
Increase the amount of land in crop production for food by 5,000 ha (12,355 acres) to enhance local food security.	• Train new farmers in the agricultural and business skills needed to reach this ambitious target • Offer supports for these new farmers and farm businesses
Reduce community greenhouse gas emissions by 33% (from 2007 levels) by 2020, and by 61% by 2038.	• Sequester carbon through regenerative soil techniques and perennial pastures • increase local organic food consumption and promote lower carbon footprint local and plant based diets

18. Describe all risk factors and risk mitigation strategies, including insurance coverage and indemnities and measures for safety and protection against liability:

1. There is risk that the Sandown land site has significant challenges for viable food production. Poor soil and site condition may impede the ability to achieve the yield and/or timing of production projected in our financials.
- We are mitigating this risk by assuming a phased approach to production, starting with very small yields for a single crop (gourmet salad mix) in 2020, building to a full complement of produce over 2021-2029, giving us time to learn about the condition of the site, and employ strategies to overcome the damage. In 2021-2023, we have assumed a gradual, 25% increase in yields each year until peak achieved after 4 years of production.

2. There is risk given the Municipal Drainage strategy is not yet complete and plans are not finalized – potential that the ALC looks at what they have got in place now and say that is not allowed. The implication of this risk is that our plans for the Sandown Centre for Regenerative Agriculture may not align with the ultimate drainage strategy.
   - We are mitigating this risk by applying low investment in infrastructure that achieves ecological best practices, stewarding water and soils and using it as a teaching and learning site for riparian water management and holding off on any significant capital / start up costs until the drainage plans are clear and executed.

As the District municipal drainage infrastructure physically cuts right through the LTO site, there is risk of confusion in who takes on responsibility for maintenance, safety liability and ecological stewardship in the drainage area. Specifically:

- The large water catchment ditches with steep, slippery sides are a risk to both humans and animals. This risk could be mitigated through a setback fence erected by the District, and also ensure that farm activities are kept separate from Municipal works (the Society does not wish to pay for additional fencing). This risk could also be mitigated by riparian plantings to discourage humans and animals.
- The drainage culvert already becomes blocked up with winter debris, causing blockages and unnecessary flooding to the farm production areas. Additionally, the ditch sides currently do not have sufficient vegetation to stop silt from washing downstream, destroying nursery habitat for salmon downstream in Tseycum creek. This can be mitigated by riparian plantings (we can help with recommended plantings, and labour as part of a larger riparian zone management strategy).
- These risks can be mitigated with clear communication and between LTO and District, legal clarity on the setback and zones of responsibility, and a mutual commitment to sound ecological practices and stewardship on site.

3. There is risk of loss or damage to property or persons on Sandown site due to theft, vandalism or acts of God.
   - We are mitigating this risk by assuming costs to purchase full insurance coverages for the entire 10 year term (including Commercial General, Property & Casualty insurance and Board of Directors insurance)

4. There is risk the venture runs out of money.
   - We are mitigating this risk with a phased approach to start up capital and infrastructure building as well as anticipating timing of greatest needs for funding from the District in 2020 (Year 1), decreasing to over time and eventually not required (in 2025-2029).

5. There is risk of change in priorities at all levels of government away from local and sustainable food production.
   - We are accepting this risk as low given the declaration of a climate emergency by all levels of government and the increasing likelihood of disruptions in the global food supply due to the impacts of climate change.

6. There is risk we don't get as many students applying to the Farm School as projected due to tuition fees being a barrier.
   - We are mitigating this risk by aligning with the Community Workforce Response Grant

(workbc.ca/Employment-Services/Community-Workforce-Response-Grant.aspx) in order to be able to offer the program to successful grant applicants at no cost

7. There is risk that our Leadership Team, Board or staff have difficulty working together and/or we experience unforeseen departures by core team members due to the stress or burden of the start up phase.
   - We are mitigating this risk by using our Vancity grant to recognize the market value of people's time in the potentially stressful start up phase.
   - We have also assumed we will receive proactive coaching on social venture team leadership provided by Scale Collaborative and funded through a Innoweave Investment Readiness Program grant.

19. Method, frequency and content of status/progress update reports to be provided to the District:

We propose annual updates in the form of a report and Council presentation to the District coinciding with our annual Society AGM. Content could include financial reports, operational highlights, impact metrics, and photographs celebrating the year's achievements, much like the Flavour Trails report.

20. Disclosure of Conflicts of Interest, if any:

Jen Rashleigh serves on the Community Agricultural Commission and so would either resign from this role or recuse herself from any Sandown related discussion. Jen is happy to follow Staff recommendations on this particular topic.

ADDITIONAL MATERIALS

Team Organisational Structure

ORGANISATION: Circular Food and Farm Society of Vancouver Island

GOVERNANCE:

Executive Directors: Jen Rashleigh, Lindsay Boyle

Board of Directors: Dr. Ann Eastman, Lindsay Keele, Lauren Searle, Dr. DeLisa Lewis

Key Advisory Board: Linda Geggie, Ian Bruce, Ted Sheldon, Dr. Kent Mullinix

SOCIETY MANAGEMENT & SUPPORT

Varsity
Committed Funding Partner
(contact Andrea Di Lucca Bustard)

Scale Collaborative
Paid Advisors
Financial Strategy, managing thriving non-profits
(Lee Herrin, Kristi Rivait, Kristi Farnholm-Mader)

Accountant:
contractor to be hired

SOCIETY KEY OBJECTIVES / ACTIVITIES

	Food production: Commercial production	enhance ecology & biodiversity, soils, land & water	food production: teaching & learning, support emerging farmers	Finding/Reaching new markets for local/regional food system
KEY PERSONELL:	**Stephen Heggen** Key Personnel role: Site Farm Manager **Lorea Tomlin** Key Personnel role: Livestock Expert SUPPORTED BY FARM SCHOOL STUDENTS	**Canada Summer Jobs Youth hires** **First Nations Youth hires** role: labour for forest & riparian health - managed by Society - fulfilling plan developed partners & advisors **UVic students** role: labour for forest & riparian health SUPPORTED WITH FARM SCHOOL STUDENTS	**Educational Farm Manager** Key Personnel role: leading Farm School. Site Farm manager SUPPORTED WITH FARM SCHOOL STUDENTS	**Lauren Searle** Key Personnel role: Market business development SUPPORTED WITH FARM SCHOOL STUDENTS
SUBCONTRACTORS & PAID ADVISORS:	**Barbara Johnstone Grimmer** Paid Advisor role: Sheep/Pasture/Climate Change **Bryce Rashleigh** Contractor role: large scale site work: haying	**Barbara Johnstone Grimmer** Paid Advisor role: advise on Sheep/Pasture/Climate Change **Taylor Krawczyk** Paid Advisor role: advise on integrated water mangement	**Dr. Kent Mullinix** Paid Advisor role: advise on Farm School **Dr DeLisa Lewis** Paid Advisor role: advise on Farm School	**Gayle Palas** Grounded Strategies Paid Advisor role: food marketing & branding strategy
PARTNERS:	**Fickle Fig** PARTNER	**Peninsula Streams** PARTNER **University of Victoria** PARTNER	**Kwantlen Institute Sustainable Food Systems** PARTNER **From the RFP: DNS Objectives for Site:** 1. Regional Player in Sustainable Food Production 2. Respect and Work with Natural Ecosystems 3. Build stronger and healthier communities Activities A Develop Commercial Farming, community food growing and field based teaching & learning B Preserve Ecology and Biodiversity of Sandown and surrounding land and water C Organic standards in agricultural practices and additional measures for quality of soil and water	**CRFAIR** PARTNER

The North Saanich Fresh Meal Kit Concept

Researched and compiled by Lauren Searle,
Former Business Development Manager for Vancouver SPUD delivery (2014-2019)

The North Saanich Fresh Meal Kit is a direct to consumer meal kit, that provides a healthy recipe and food theme chosen by the Sandown team and a curated set of products to make a meal. We are focused on providing convenient, minimal packaging meal solutions and delivering on the District's goal of local food growing. The focus will be on local and organic food products, with organic certification not necessary.

Based on learnings from the online grocery delivery company SPUD.ca and other CSA farmers, there will be no subscription or long term commitment - orders can be placed week to week by the customer, offering full flexibility and taking summer vacations into account. However, the goal of the Society is to secure enough of a customer base to provide consistent and reliable sales for the growers. The goal is to create a system that appeals to both growers and purchasers.

Kit price is estimated to be $40 and will target customers in the Capital Regional District who value local food, care about their health, value meal inspiration and the time savings of home delivery. A secondary target is gift givers, for example, those who want to send a kit for birthdays, maternity leave, or new neighbours in North Saanich. Marketing strategies will include storytelling on social media handles, monthly email campaigns showcasing grower and supplier biographies and important food facts, and regular communication with suppliers to understand what is or what is not working. The busy season will run from May to September, with seasonal slow down in October and November.

In **2021** this would justify a full time role to manage the Kit operations (product ordering, marketing and communication with suppliers and customers) from April through to November. The manager would be supported by a very part-time role to create kit recipes that would change each week. The recipes serve to provide convenience, nutritional support, learning and inspiration around cooking different cuisines. This role would only require 3-5 hours of work per week to design and create the recipe and to communicate with the manager.

In **2021** we will offer the kit every other week, to ensure the service is being run effectively and successfully and to ensure the suppliers can adequately meet the demands. We will gain 50 customers and would assume a minimum 8 week ordering period per customer over the 14 weeks the kit is available (May to November). This would take into account kit holds or summer vacations. We will offer locally grown fruits and vegetables, infused vinegars, eggs, organic breads, lamb and greens, from both Sandown and other suppliers in North Saanich.

By 2022, after we secure a strong customer base, prove an operationally viable program and gather quantitative and qualitative feedback from our customers, we plan to offer the kit every week. We will build to 250 customers. This would assume a minimum 14 week ordering period per customer over the 28 weeks the kit is available.

Minimizing waste is an important goal for our team and a needed consideration due to our circular economy principles. We understand that some years crops can yield a surplus of product, or more than expected, and that extra certain products have shorter shelf-lives. To mitigate this issue, we plan to sell second-grade produce, sell high-volume crop items in bulk pricing and partner with local charities/organizations where food can be incorporated into meals. The kits will be delivered in reusable rubbermaid bins, via electric car or electric bicycle. We will offer multiple drop off locations with organizations or institutions whereby partnerships are created and fostered. These partnerships will work to build community and share the Sandown story. Multiple pick up locations will accommodate various mobility needs, including direct to homes for a delivery fee of $5, or North Saanich schools or churches.

To inform this concept in our proposal to the District of North Saanich, **a survey** was conducted with 6 farmers/suppliers in North Saanich who are interested in being suppliers for the Fresh Meal Kit. The data showed what products they want to supply, quantities, prices and first impressions of the concept.

For year one, the average number of kits that all 6 suppliers could fulfill each week is 70, which further supports our objective of obtaining 50 regular ordering customers.

A few examples of the responses received via the survey:

Snowdon Farm Gourmet shared "*I have a deep passion for strengthening the local food system and am excited about the potential to collaborate on recipe creation for the kits.*"

Millstone Farm and Organics stated "*we have been trying to create a kit idea similar to this for a while, because it's convenient, local matters and it can be done sustainably.*"

Country Wools shared "*we advocate for other farmers in North Saanich because that's what builds the local food movement.*"


FENCE LINE FOLLOWS THE LTO BOUNDARY
FUTURE LONG TERM LEASE PLOTS
INTENSIVE MANAGED PASTURE GRAZING with FICKLE FIG SHEEP, GOATS, PIGS, CHICKENS
FOOD and MEDICINE FOREST
FIELD PROCESSING STATION, COLD STORAGE, STORAGE located in here on most compacted soils
FARM SCHOOL GRAD PLOTS, SMALL PLOT LEASES
FICKLE FIG SHEEP DAIRY
ROAD/ PARKING
FICKLE FIG MAIN CROPS (3 ACRES)
FARM SCHOOL SHARED MAIN CROPS (3 acres)
FARM SCHOOL STUDENT & GRAD PLOTS
Glamorgan Rd
Glamorgan Rd
Glamorgan Rd
Glamorgan Rd
Glamorgan Rd
Ardwell Ave
McDonald Park Rd
Canadian Tire
TRIA
U-Haul Moving & Storage of Sidney

Barbara Johnstone P. Ag.
Sandown Community Farm
Advisor: Forage Rotational Grazing Plan
Site Visit February 20, 2020

I have a background in sheep farming, growing up on a small mixed farm, active in 4-H and later attending university to study agriculture and animal nutrition. I have more recently studied climate change, carbon footprinting, and nutrient management planning. I own and manage a commercial, primarily grass and forage-fed sheep flock in the Gulf Islands and have recently planted a hazelnut orchard.

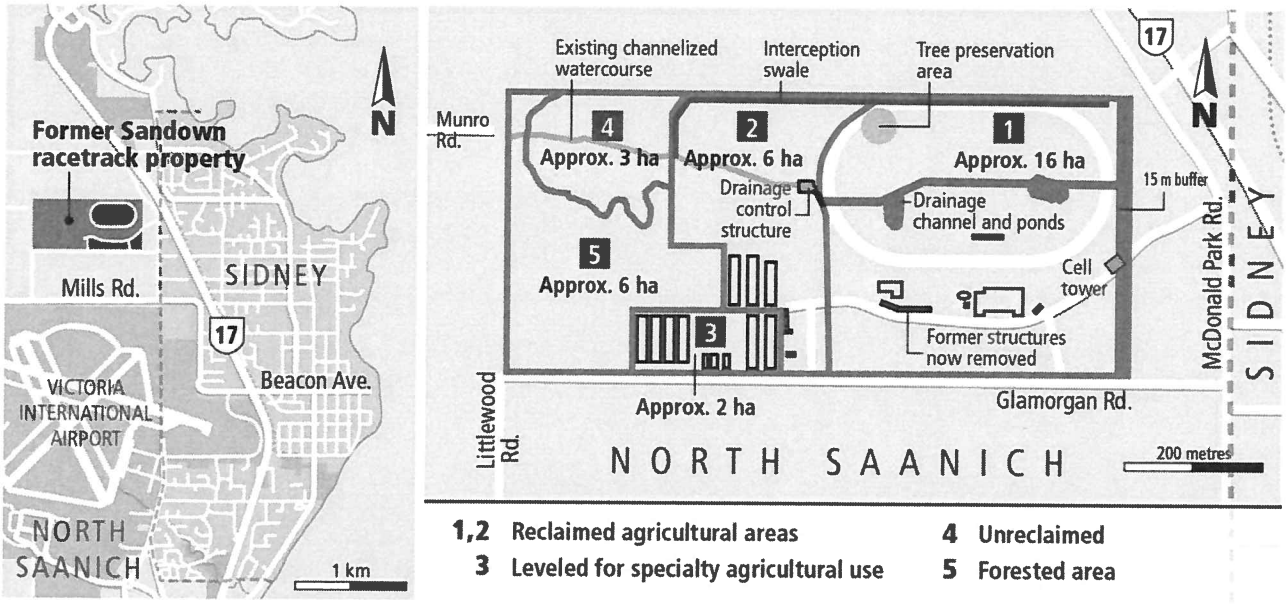
The Sandown land varies in topography and soil type. Part of the land is flooded over the winter rain period. The soil has been remediated yet requires soil-building and drainage to meet its potential. A portion of the site has been identified as a good candidate for soil-building through managed intensive grazing with sheep.

The purpose of implementing managed intensive rotational grazing (MIRG) is to improve the soil health and manage weeds, while providing an opportunity to demonstrate an agroecological approach to livestock management.

The Sandown pastures are planned to become a "key demonstration site for regenerative techniques using livestock; a place for people to be inspired, teach, learn and research." I agree with this philosophy.

The Sandown site was visited with Jen Rashleigh (Circular Farm and Food Society, co-Executive Director), Lorea Tomsin (Country Wools and Pasture Perfect Lamb, President of Inter Island Sheepbreeders Assn.), Mitchell Morse (Fickle Fig Farm, owner) and Stephen Heggen (Fickle Fig, Farm manager).

The site has been cleared, tilled, and cover crop planted. Some of the cover crop was evident, particularly at the south side near Glamorgan Road. The northern side closest to the drainage channel had been flooded during the winter, and for the cover crop that was able to grow and wasn't drowned, plants were trampled and eaten by resident Canada geese. Although the site had been rock-picked, there was more rock picking to be done.



Portions of area 1 and 2 on the map above are available for pasture grazing. Soils and topography are variable, with the site made up of 40% clay loam Cowichan soil, and 60% silt loam to loam Parksville soil. The Cowichan soil has a persistent and seasonably perched water table, and the Parksville soil is imperfect to poorly drained. There is evidence of soil erosion, despite attempts to plant cover crops.

Area 3 is identified as a site suitable for a winter livestock area, with suitable housing. This area could also be used for some grazing as needed.

The south and east perimeters are deer-fenced. The remainder of the property is yet to be deer-fenced. Interior cross-fences are absent.

The land management team intends to test soils this spring, select areas and seed types for planting, and be responsible for rock-picking, surface tilling and seeding. Water will be connected to the site, and perimeter deer fencing is to be installed.

Challenges and Recommendations

1. Rock-picking will need to continue to prepare the site for seeding, followed by surface tilling.
2. Continue the cover cropping plan of Brian Holl, Ph.D., P. Ag into 2020 for selected areas. This is a comprehensive and well-thought out plan and a good initial step to build the soils. Rye, clover, peas and tillage radish. I have used tillage radish to incorporate organic matter, good for wet, heavy soils and the flowers attract bees. Will self-seed.
3. In areas that are determined to not be submerged by stormwater for extended periods, and if the timing is right and irrigation available, a pasture mix can be planted. I would recommend that given the possible start-date in June, the pasture planting would be more appropriate for Year 2. It is difficult for the tractor to get onto the land in the wetter area in the time frame that planting should occur. (Manually seeding with teams of volunteers? It may be too soft to walk on as well.)
4. There should be an effort to control resident Canada geese through several methods, as well as locate and addle the eggs to discourage long term residency. The CRD has a Regional Goose Management strategy that should be consulted. Resident Canada geese are not native to the

area, they stay throughout the winter and are non-migratory and destructive to many agricultural crops. It is recommended to keep records of numbers of geese, if possible, to measure success. If someone could live on the site, with a good dog trained to keep the geese off the land, that would go a long way to controlling the geese.

5. Monitor the district drainage ditches and keep records. Maintain erosion control. Ensure that the drain into the creek is kept open. Collaborate with the district on this. Note the extent of flooding onto the land, how long the water sits on the surface of the land, and when the water subsides. Water levels in the district drainage ditches fill during the winter rains, starting in November – December and the ground remains too wet for farm equipment well into spring. Equipment can't go in the vicinity of the ditches until late May. This appears to surpass the recommended regional drainage criteria in that runoff from the 10 year, 5 day storm should be removed within 5 days in the dormant period (November 1 to February 28). Between storm events and in periods when drainage is required, the base flow in channels must be maintained at 1.2 m below field elevation.
6. Explore tile drain installation, utilizing funds from the district agriculture fund. This was a recommendation by the Agricultural Land Commission. Discuss the drainage challenge with district engineers.
7. Irrigation of a new planting – may be costly to use the municipal water, so water from ditch and ponds could be considered. It may be a good idea to test the water, since it is stormwater from industrial areas and the edge of the airport.

8. Planting mix recommendation: (Quality Seeds West, Bill Awmack, P. Ag.)

Quality Seeds Wetland Mix (35 lb/acre) with an oats nurse-crop (45-50 lb/acre)
Custom Wetland Mix
30% Cowgirl Tall Fescue
10% Creeping Red Fescue
7% QS Tall Fescue
10% Alsike clover and Single cut red clover mix
33% TITAN Timothy, soft leaf
10% PALATON Reed Canarygrass

Estimated cost for 20 acres of seed : $2500 for wetland mix, $500 for oats

Bill Awmack can do a custom mix for sheep, replacing some red clover with white clover, adding a soft-leafed Timothy, and reducing Timothy levels slightly to add a creeping red fescue. Red clover has been said to affect fertility of sheep, although I have read studies indicating that it does not have this effect. To be on the safe side, white clover can be added to the custom mix.

We discussed Reed Canarygrass, it is such a good grass for wet conditions he recommended keeping it in. We have Reed Canarygrass on our home farm, it is the preferred forage in the dry summers for the sheep. We have not found it to be invasive because it is grazed in a managed way. It has also been there so long; it may not be a hybridized variety. I also discussed the pasture mix with Bryce Rashleigh, who is very knowledgeable about Sandown and the growing conditions on the

Peninsula. He also said Reed Canarygrass would do well on the wet soils, and in fact he spent a lot of time removing it all through tillage on the Sandown site.

Reed canarygrass is native to North America, including BC, Europe and Asia. It is common in southern BC, especially in coastal Douglas fir and sub-boreal pine-spruce zones. It grows on wet sites where periodic flooding can occur for extended times. It is slow to establish. There are concerns of invasiveness with Reed Canarygrass if it is not managed or is in a poor site, which was probably the reason it was removed from Sandown. This should be thoroughly discussed but at this time an equivalent grass hasn't been identified. The pasture grasses can be custom mixed, so substitutions are possible.

Palaton reed canarygrass is a low alkaloid variety that is leafy, high yielding, and long lived perennial. It works well on very wet areas and on dry soils.

Titan Timothy is a perennial bunchgrass, palatable and digestible. It does better on wetter sites than drier sites. It did very well in a BC forage council trial.

Creeping red fescue is a long-lived perennial, used for turf, forage and reclamation. It can be grown on wide variety of soils, including clay, loam, sandy loam when enough moisture. Does best in high precipitation areas.

Cowgirl Tall Fescue has a wide range of tolerances and is very durable. Cold and drought tolerant. Soft-leaf can grow in variety of climates and soil types.

Oats are a cool season annual grass. Oats can serve as a "nurse" or companion crop. Nurse crops provide erosion control, help suppress weeds, provide extra forage

9. In the first year of grass-growth, it is possible to mow the grass as an oat-hay forage before the oat seed heads mature. Alternatively, the grass-oat mix could be cut tall and the clippings allowed to mulch into the soil, if the stand is too short for hay. Grazing would require the grass stand to be established for a minimum of three months, watching closely for damage to the crop (i.e. crop being pulled out by roots), and moving animals frequently in a managed intensive rotational grazing system. Keep the stand as tall as manageable to discourage geese grazing. Geese prefer the grass to be short.
10. It may be necessary to repeat the seeding the following year, if flooding and resident Canada geese are problematic. Year to year variations in climate and rainfall are to be expected, we can always hope it works in our favour.

11. The grazing area should be planned for water, salt, mineral and nutrient blocks or tubs which can be moved from cell to cell. Electric fences are frequently used to separate the grazing areas. Grazing plans vary from day to day; sheep are to be checked daily, grass height and condition monitored, records kept.
https://www1.agric.gov.ab.ca/$department/deptdocs.nsf/ba3468a2a8681f69872569d60073fde1/c7680c2589c33e8587257c3c00598a03/$FILE/pfm-grazing-1-growth-final-press.pdf

12. To monitor geese or deer damage, a "cage" can be constructed and the forage height monitored inside and outside the cage. Agriculture producers can be compensated due to wildlife damage by enrolling in the Agriculture Wildlife Program. Producers can be compensated if unharvested forage crops intended for livestock are damaged by wildlife. There are conditions for eligibility. https://www2.gov.bc.ca/gov/content/industry/agriculture-seafood/programs/crop-loss-damage-due-to-wildlife/damage-to-standing-forage

Preliminary Site map for Managed intensive grazing on Sandown.
Barbara Johnstone Grimmer.

Prepared by Taylor Krawczyk of Hatchet and Seed

These design and planting suggestions are for illustrative purposes and are not to be considered a final site plan.

Rotational Grazing Plan for the Sandown site prepared by Mitchell Morse

Purpose: To help remediate the degraded soils and fields of the Sandown location through a perpetual cycle of intensive rotational livestock grazing, cover cropping, and soil building.

Why: Rotational grazing builds a future of healthy soil, reduce soil erosion and runoff, eliminate any need for pesticides/herbicides/and chemical fertilizers, while at the same time saving money to feed various livestock, resulting in healthier grass-fed free-range eggs, pastured pork, goat, lamb, chicken, turkey, and beef. It also adds as much as two tons of dry matter per acre in the amount of forage harvested, as opposed to continuous grazing. The livestock benefit from the access to clean air, feed, and environmental conditions, resulting in a healthier herd/flock.

Livestock: We plan to utilize 2-5 beef cattle, 40 dairy sheep, 10 goats, 20 pigs, 200 chickens, and 50 turkeys in our rotational grazing plan, rotating their paddocks anywhere between two-six days at a time allowing regrowth for optimal nutrition in the chosen forage.

Timeline: We plan on seeding the selected fields in the spring of 2020 with a selection of grasses, legumes, and other appropriate forage, and allowing said selection to establish itself for future light foraging in the fall of 2020, and being put to use in the late spring of 2021. The further use of tilling shall not be needed with the utilization of swine, and cover cropping with further forage if necessary. We plan to have the livestock on the paddocks from about mid March till October, allowing the extreme cold season for rest, whereas the livestock shall reside in appropriate indoor shelters (with selected outdoor access).

How: We see the pasture grazing areas as broken into approximately 1-acre plots, made so by moveable electric fencing, contained within a permanent border fence. This shall take an employee about 1-4 hours a day, 7 days a week, to manage properly, and troubleshoot any problems that arise. Daily observation is needed to adjust schedules, and make course corrections where needed. When the need for supplemental feeding occurs, all measures will be taken to ensure the viability of the grazing fields (i.e.: removing livestock from fields, or moving livestock on to the next paddocks, etc.).

Extra benefits: Manure from the livestock and remnants from supplemental feeding all add passive additional essential fertility to the soil in the forms of nitrogen, potassium and phosphorous, as well as some trace minerals. Any odours from the keeping of livestock are mitigated with the progressive movement of the herd/flock. Parasites within a species are kept at a low point due to inter-species crossover, allowing a healthier livestock.

Regenerative Agriculture versus Conventional Agriculture: SCRA Carbon Sequestration Potential

Prepared by Ted Sheldon for this RFP submission
Former Climate Change Secretariat for BC Communities
Feb 24, 2020

It has been estimated that at least 50 percent of the carbon in the earth's soils has been released into the atmosphere over the past centuries. As well, today's food system, "including feed, fertilizer and pesticide manufacture, processing, transportation, refrigeration and waste disposal, accounts for 30% or more of total annual global greenhouse gas emissions."[1] "Bringing that carbon back home through regenerative agriculture is one of the greatest opportunities to address human and climate health, along with the financial well-being of farmers."[2]

The United Nation's international '4p1000' initiative was launched (see release video[3]) at COP 21 (i.e., Paris Agreement) in December 2015.[4] The aim of the initiative is to demonstrate that agriculture, and in particular agricultural soils, can play a crucial role in food security and climate change, particularly if **carbon levels increased in the first 30-40 cm of soil by 0.4%, or 4 parts per thousand per year (**see explanatory video[5]). "Simply put, recent data from farming systems and pasture trials around the globe show that we could sequester more than 100% of current annual CO_2 emissions with a switch to widely available and inexpensive organic management practices, which we term 'regenerative organic agriculture'. These practices work to maximize carbon fixation while minimizing the loss of that carbon once returned to the soil, reversing the greenhouse effect."[6]

As part of international research undertaken by the Project Drawdown initiative, "regenerative agriculture enhances and sustains the health of the soil by restoring its carbon content, which in turn improves productivity—just the opposite of conventional agriculture." At a local scale, their studies indicated that "farms practicing regenerative agriculture, by restoring crops and pasture lands, are seeing soil carbon levels rise from a baseline of 1 to 2 percent by conventional agricultural methods to up to 5 to 8 percent over ten or more years, which can add up to 25 to 60 tonnes of carbon per acre".[7]

The Sandown Centre for Regenerative Agriculture (SCRA) is proposing to focus 45 of the 60-acre property to regenerative agriculture practices. For SCRA, that could translate into 1,125 to 2,700 tonnes of carbon per year, or sequestering carbon dioxide between 4,100 to 9,910 tonnes per year[8],[9],[10], roughly the equivalent of from 1,460 to 3,500 cars off the road per year [*Note – confirm calculations with Climate Action Secretariat*].[11] If good practices were maintained, the carbon accumulation in soils would continue 20 to 30 years after implementation. SCRA is proposing to split the 45 active acres of farmland into 30 acres for

pasture grazing and 15 acres for vegetable growing. One report suggests that regenerative agricultural practices on pasture land has potential to increase soil organic carbon by 50% over an equivalent area of crop land.[12]

In addition to the importance of organic soils in sequestering carbon:

- Conventional agricultural practices tend to require a larger carbon footprint (e.g., fertilizer and pesticide use, and farming equipment); and
- "Soils rich in organic matter, and by consequence in carbon, are better suited to withstand the impact of climate changes because they are more resistant to erosion and retain water a lot better, especially during extreme events such as droughts."[13]

"If we work with nature, we can reduce our greenhouse gas emissions, maximize carbon sequestration and adapt to the effects of a changing climate."[14]

[1] https://rodaleinstitute.org/wp-content/uploads/rodale-white-paper.pdf, page 6.
[1] https://www.drawdown.org/solutions/food/regenerative-agriculture, homepage.
[1] https://vimeo.com/146177360.
[1] https://www.4p1000.org/ - Almost 40 countries and 320 institutions and organizations worldwide have joined this movement. Note - Regeneration International is a complementary, collaborative effort of more than 150 companies, farms and institutions – https://regenerationinternational.org/4p1000/.
[1] https://www.4p1000.org/ (see explanatory video).
[1] https://rodaleinstitute.org/wp-content/uploads/rodale-white-paper.pdf, page 2.
[1] https://www.drawdown.org/solutions/food/regenerative-agriculture
[1] 1tC = 3.67tCO_2 (see https://wedocs.unep.org/bitstream/handle/20.500.11822/28453/Foresight013.pdf, page 2)
[1] Note - estimates for carbon sequestration through improved practices vary considerably as the understanding of the interactions and especially the knowledge of the behavior of soils is still limited - https://wedocs.unep.org/bitstream/handle/20.500.11822/28453/Foresight013.pdf, page 7.

Peninsula Streams Society
9860 West Saanich Road
North Saanich BC, V8L 4B2
250-363-6596
PeninsulaStreams@gmail.com

District of North Saanich
1620 Mills Road
North Saanich BC, V8L 5S9

April 30, 2019

To whom it may concern,

Re: Sandown Community Farm EOI for LTO of the District-owned property known as "Sandown".

This letter indicates Peninsula Streams Society's interest in supporting the proposed Sandown Society as Long-term Operator (LTO) of the Sandown site.

Peninsula Streams Society helps coordinate stream restoration and habitat conservation on the Saanich Peninsula. We provide our associated groups with the technical expertise and resources to help achieve their goals. Our goal is to achieve healthy aquatic habitat that supports self-sustaining populations of native species in both freshwater and marine environments. We accomplish this objective through research, restoration, innovative projects, public education and private land stewardship.

I have been in conversation with Jen Rashleigh, primary representative of the proposed Sandown Centre for Regenerative Agriculture, and discussed the possibility of supporting their tenure at Sandown by providing advice and services as needed or requested. Peninsula Streams would be interested in partnering at Sandown in the areas of a) invasive plant species removal and long-term invasives management in the forested areas, and b) offering advice and expertise to ensure that Sandown agricultural activities and water management, as managed by the LTO, have a minimal negative impact on the lands, ditches, streams, and ocean that are interconnected with the Sandown site.

Once the Sandown Society is formally created, and successfully secures a LTO agreement with the District of North Saanich, Peninsula Streams is interested in taking this conversation to the next stage of planning and partnership, and getting the next exciting stage for Sandown underway!

Signed,

Ian Bruce, B.Sc. R.P.Bio
Executive Coordinator

www.peninsulastreams.ca

CIRCULAR FARM & FOOD SOCIETY: VANCOUVER ISLAND

University of Victoria | Community-Engaged Learning

MEMORANDUM of UNDERSTANDING
BETWEEN
CIRCULAR FARM AND FOOD SOCIETY AND
UNIVERSITY of VICTORIA COMMUNITY-ENGAGED LEARNING OFFICE

I. INTRODUCTION

THIS MEMORANDUM OF UNDERSTANDING ("MoU"), dated February 22, 2020, is between the Circular Farm and Food Society ("CFFS") a COMMUNITY BASED NON-PROFIT SOCIETY with proposed operations in N. Saanich, BC, CANADA, represented by Jen Rashleigh, Co-Founder; and UNIVERSITY OF VICTORIA, COMMUNITY-ENGAGED LEARNING OFFICE ("CEL-UVic"), an OFFICE WITHIN A PUBLIC ACADEMIC INSTITUTION with its principal place of operations in Victoria, BC, CANADA, represented by Rhianna Nagel; collectively referred to as "the Partners".

II. PREAMBLES

WHEREAS, CFFS is a COMMUNITY BASED NON-PROFIT SOCIETY formed in 2019 as an instrument for community development, regenerative agriculture research and action, with the goal of BUILDING A JUST AND SUSTAINABLE FOOD SYSTEM on the Saanich Peninsula, BC. CFFS is devoted to: 1) land and marine conservation 2) stewardship and restoration; and 3) food systems education and public awareness;

WHEREAS, CEL-UVic is an Office WITHIN A PUBLIC ACADEMIC INSTITUTION with the community-engagement goals of contributing to UVic as a hub for excellence for community-engaged scholarship; increasing opportunities for all UVic students to have an engaged experience as part of their education; and leveraging the university's strengths and strategic commitment to sustainable social, cultural and economic development in our local region. CEL-UVic supports all academic units within the institution – all of which have some level of engagement with community through research, learning and outreach;

WHEREAS, this MoU has as its objective the collaboration and participation of the Partners towards regenerative agriculture, education, research and community engagement on the Saanich Peninsula; this MoU thus clarifies intended scientific, technical, financial and institutional collaboration in these areas;

WHEREAS, the Partners have been working together for four years (even prior to the formal creation of the CFFS) in aspects of experiential learning and research offered through the School of Environmental Studies and the Department of Geography; and resulting from very positive student experiences therein; and

WHEREAS, the objectives of the Partners are complementary;

THEREFORE, for the good and valuable consideration (the receipt and sufficiency of which is hereby acknowledged), the Partners wish to continue working together and in compliance with the following clauses:

III. GOALS

The goals of this MoU are the following: 1) that the Partners enhance their work and outcomes through collaboration in priority areas of mutual interest; and 2) that the Partners benefit from this formal mutual understanding of their collective work.

IV. AREAS OF COLLABORATION

Ecosystem Restoration.
Regenerative Agriculture.
Education.
Research (both student and faculty).
Community Engagement.

V. EXAMPLES of POTENTIAL ACTIVITIES within AREAS OF COLLABORATION

Field courses, Research projects, Student independent studies, Coop Work Term, Fundraising proposals, Communications

VI. RESPONSIBILITIES OF CFFS UNDER THIS AGREEMENT

a. Notify CEL-UVic about project opportunities for students and faculty.
b. Work collaboratively with students in conducting their projects by providing guidance and allowing Access, where relevant and applicable, to CFFS information, tools and equipment.
c. Strive to protect student safety, and arrange for on-site training and supervision for students participating in CFFS -led projects or programs.
d. Where possible, provide advanced booking opportunities to CEL-UVic for learning opportunities at the CFFS.
e. Provide letters of support for funding applications submitted by CEL-UVic for student projects and Research.
f. Where possible, work with CEL-UVic partner with UVic staff and faculty on research projects that have mutual benefit and pertain to the above-defined Areas of Collaboration.
g. Where possible, Work with CEL-UVic to include UVic faculty and students on funding proposals for projects that pertain to the above-defined Areas of Collaboration.
h. Support communication efforts for projects and research conducted through CEL-UVic.
i. Where possible, work with CEL-UVic to offer knowledge mobilization events at Sandown and at UVic.
j. Meet annually to discuss the value and direction of the MoU.

VII. RESPONSIBILITIES OF CEL-UVic UNDER THIS AGREEMENT

a. Ensure that projects taking place on CFFS properties are approved by the CFFS. Co-design projects where appropriate.
b. Where possible, provide in kind support related to the use of the CFFS facilities for student projects.
c. Ensure that all CEL-UVic students have provided Informed Consent in relation to possible liabilities and with this information can take precautions for their safety (see Appendix 1 for example).
d. Provide appropriate remuneration for the use of the CFFS facilities based on the current-year fee schedule.
e. Provide letters of support for funding applications submitted by the CFFS for student projects and research.
f. Where possible, facilitate partnerships with the CFFS on research projects that have mutual benefit and pertain to the above-defined Areas of Collaboration.
g. Where possible, facilitate the inclusion of the CFFS on funding proposals for projects that pertain to the above-defined Areas of Collaboration.
h. Support communication efforts for projects and research conducted on SCRA property and/or as part of a research or project partnership.
i. Where possible, work with CFFS to offer knowledge mobilization events at Sandown and at UVic.
j. Meet annually to discuss the value and direction of the MoU

VIII. PRINCIPAL CONTACTS

The Principal Contacts for each one of the organizations is:

CFFS: JEN RASHLEIGH CO-FOUNDER 10211 West Saanich Road North Saanich, BC V8L 5T8	CEL-UVic: RHIANNA NAGEL COORDINATOR 3800 Finnerty Rd. Victoria BC. V8P 5C2 250-721-8803

Such Principal Contacts may be changed in writing from time to time by their respective Partners.

IX. USE OF INTELLECTUAL PROPERTY

All intellectual property is the sole and exclusive property of the party or creator that developed it.

All intellectual property jointly developed by the parties is jointly owned by the parties.

Each party hereby grants to the other party a non-exclusive, fully paid-up, royalty-free, worldwide and perpetual license to use all intellectual property developed through activities covered under this MoU for non-commercial purposes including, without limitation, research, teaching, community outreach and academic purposes.

The UVic Policy on Intellectual Property, which is a creator owned policy, shall apply to CEL-UVic's interest in all intellectual property.

X. PUBLICATION

Subject to article IX, both parties agree that the results of research undertaken under this MoU may be publishable. The parties therefore agree, subject to any third party rights, or commercialization protection, that researchers (including students) engaged in projects shall not be restricted from presenting at symposia or professional meetings or from publishing in journals or other publications accounts of research undertaken by such party, provided that each party provides the other with copies of any proposed publication or presentation at least one month in advance of such presentation or publication date.

XI. EFFECTIVE DATES AND AMENDMENTS

This MoU shall take effect upon signing by both Partners and shall remain in effect for a period of three (3) years from that date.

The MoU may be renewed at the end of this period by mutual written agreement by both Partners.

The provisions of this MoU may only be amended or waived by mutual written agreement by both Partners.

The Partners will meet once annually to brainstorm future details and share feedback, grievances, and/or celebrate the MoU.

The individuals signing this MoU on behalf of their respective entities represent and warrant (without personal liability therefor) that upon the signature of each, this MoU shall have been duly executed by the entity each represents.

XII. TRANSFER OF FUNDS

The parties acknowledge and agree that this MoU does not create any financial or funding obligation on either party, and that such obligations shall arise only upon joint execution of a subsequent agreement or work plan (which shall include a budget) that specifically delineates the terms and nature of such obligations and that references this MoU. Such subsequent agreements or work plans, and budgets, will be subject to funding being specifically available for the purposes outlined therein and will be spent solely in accordance with the agreed upon budget and the line items contained therein.

XIII. NO JOINT VENTURE

Notwithstanding the terms "Partners" and "Partnership", the Partners agree that they are not entering into a Legal Partnership, joint venture or other such business arrangement, nor is the purpose of the Partners to enter into a commercial undertaking for monetary gain. Neither Partner will refer to or treat the arrangements under this MoU as a Legal Partnership or take any action inconsistent with such intention.

XIV MISCELLANEOUS

This MoU is the entire agreement between the parties with respect to its subject matter. This MoU cannot be delegated or assigned by either party without the prior written consent of the other, shall be governed by and construed according to the laws of British Columba and shall enure to the benefit of and be binding upon the successors and the permitted assigns of the parties. No variation or modification of this MoU and no waiver of its provisions or conditions shall be valid unless in writing and signed by a duly authorized signatory for each Partner. This MoU may be signed in separate counterparts, which may be transmitted by electronic mail or facsimile, and each of which when so executed and delivered shall be an original, and all such counterparts shall together constitute one instrument. The headings and section numbers in this MoU are included for convenience of reference only and shall not affect its interpretation or meaning.

FOR CIRCULAR FARM AND FOOD SOCIETY

Name: Jen Rashleigh

Title: Co-Founder Circuluar Farm and Food Society

Date: February 20, 2020

Signature: Jen Rashleigh

Witness: _____

FOR UVIC COMMUNITY-ENGAGED LEARNING OFFICE

Name: Rhianna Nagel

Title: CEL Coordinator, University of Victoria

Date: February 25, 2020

Signature: _____

Witness: _____

APPENDIX 1: Example of Informed Consent Form used for Field Course

Informed Consent

Name of Participant: _____

Address of Participant: _____

Preamble

The University of Victoria – ES 441/ER 411 field intensive program -- (the "Program"), is an exceptional opportunity, but it is not without certain risks, dangers and hazards to all Participants. These include, but are not limited to: delay or inconvenience, program cancellation or curtailment, increased risk to health, the loss of personal property, injury and even death.

All persons taking part in the Program are required to accept these and other risks as a condition of their participation. The University of Victoria will not accept any liability for injury, loss, damage or expense sustained as a result of any person's participation in the Program.

The Statement of Risks set forth below is intended to enable Participants to better understand and accept the various risks involved in the Program.

Statement of Risks

The Program involves the risks inherent in field travel. These include, but are not limited to: poor road and transportation systems, limited or poor access to health care professionals or facilities, challenging terrain and exposure to wildlife and biting insects, and proximity to water and ocean shoreline, all of which may result in increased risks to the Participant's health, damage to or loss of the Participant's property, injury of the Participant or even death.

It is the responsibility of each Participant in the Program to learn as much as possible about the risks of the venture, to weigh those risks against the advantages, and to decide whether or not to participate.

I, _____, am aware that the Program involves many risks, dangers and hazards including, but not limited to those referred to in the Preamble and the Statement of Risks set forth above. I am also aware that my participation in the Program is voluntary. I freely accept and fully assume all such risks, dangers and hazards, and the possibility of delay or inconvenience, Program cancellation or curtailment, the loss of, or damage to, personal property, injury to my health, bodily injury and even death.

Signed this _____ day of _____, 20____

_____ Signature of Participant or Guardian

_____ Name of Participant or Guardian (printed)

_____ Witness Signature

_____ Printed Name of Witness (aged 19 or older)

This Agreement must be completed in full, signed, dated, and witnessed before the Participant may begin the Program.

Sandown Centre for Regenerative Agriculture

Summary Revenue and Expense and Cash Flow 2020-2029

	2020	2021	2022	2023	2024	2025-29
Revenues						
Farm School Revenue	$ 341,200	$ 473,449	$ 424,761	$ 455,465	$ 396,431	$ 2,059,655
Society Revenue	$ 34,750	$ 41,720	$ 49,820	$ 53,270	$ 60,220	$ 308,600
Total Revenues	**$ 375,950**	**$ 515,169**	**$ 474,581**	**$ 508,735**	**$ 456,651**	**$ 2,368,255**
Expenses						
Farm School Expenses	$ 115,360	$ 300,366	$ 314,003	$ 300,291	$ 308,542	$ 1,637,828
Society Expenses	$ 38,120	$ 98,883	$ 104,584	$ 107,554	$ 109,574	$ 608,268
Total Expenses	**$ 153,480**	**$ 399,249**	**$ 418,587**	**$ 407,846**	**$ 418,116**	**$ 2,246,095**
Net Income/Loss	**$ 222,470**	**$ 115,919**	**$ 55,994**	**$ 100,889**	**$ 38,535**	**$ 122,160**
Starting Cash (bank balance as at July 1st, 2020)	**$ 5,500**	**$ 94,470**	**$ 88,489**	**$ 97,983**	**$ 110,372**	**$ 129,407**
Add: Loan Funds/(Repayment) (patient capital loan)	$ 50,000	$ -	-$ 5,000	-$ 5,000	-$ 10,000	-$ 34,496
Add: Net Income/(Loss)	$ 222,470	$ 115,919	$ 55,994	$ 100,889	$ 38,535	$ 122,160
Subtract: Start-up Costs & Capital	$ 183,500	$ 121,900	$ 41,500	$ 83,500	$ 9,500	$ 67,500
Closing Cash	**$ 94,470**	**$ 88,489**	**$ 97,983**	**$ 110,372**	**$ 129,407**	**$ 149,572**

Sandown Centre for Regenerative Agriculture

Circular Farm & Food Society Core Revenue & Expense 2020 to 2029

	2020	2021	2022	2023	2024	2025-29
Revenues						
Donations & Fundraising	$ 1,350	$ 3,600	$ 6,750	$ 6,750	$ 6,750	$ 33,750
Grants	$ 25,000	$ 21,920	$ 21,920	$ 21,920	$ 21,920	$ 109,600
Lease Fees	$ 1,200	$ 1,800	$ 3,300	$ 3,300	$ 4,300	$ 29,000
Licence Fees	$ 3,750	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 37,500
Membership Fees (includes event participation)	$ 3,450	$ 6,900	$ 10,350	$ 13,800	$ 19,750	$ 98,750
Total Revenues	**$ 34,750**	**$ 41,720**	**$ 49,820**	**$ 53,270**	**$ 60,220**	**$ 308,600**
Expenses						
Wages, Salaries & Benefits	$ 20,930	$ 62,983	$ 63,511	$ 65,099	$ 66,727	$ 377,475
Accounting	$ 6,000	$ 12,000	$ 12,300	$ 12,608	$ 12,923	$ 73,104
Information Technology	$ 500	$ 1,000	$ 1,025	$ 1,051	$ 1,077	$ 6,092
Insurance	$ 1,240	$ 1,240	$ 1,240	$ 1,240	$ 1,240	$ 6,200
Professional Fees	$ 3,000	$ 3,000	$ 3,000	$ 2,000	$ 2,000	$ 6,000
Rent (office, venues, office supplies etc.)	$ 740	$ 740	$ 5,540	$ 5,540	$ 5,540	$ 27,700
Soil remediation services using livestock	$ 3,750	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 37,500
Telephone	$ 960	$ 1,920	$ 1,968	$ 2,017	$ 2,068	$ 11,697
Travel Costs	$ 1,000	$ 2,500	$ 2,500	$ 2,500	$ 2,500	$ 12,500
Web and Internet	$ -	$ 6,000	$ 6,000	$ 8,000	$ 8,000	$ 50,000
Total Expenses	**$ 38,120**	**$ 98,883**	**$ 104,584**	**$ 107,554**	**$ 109,574**	**$ 608,268**
Net Income/Loss	**$ (3,370)**	**$ (57,163)**	**$ (54,764)**	**$ (54,284)**	**$ (49,354)**	**$ (299,668)**

Sandown Centre for Regenerative Agriculture

Farm School Revenue & Expense 2020-2029

	2020	2021	2022	2023	2024	2025-29
Revenues						
District of North Saanich Agricultural Fund (repayment)	$ 300,000	$ 200,000	$ 100,000	$ 100,000	$ -	$ (200,000)
Community Events	$ -	$ 4,000	$ 6,000	$ 6,000	$ 6,000	$ 30,000
Grants--Committed	$ 20,000	$ 12,000	$ 8,000	$ -	$ -	$ -
Grants--Unconfirmed	$ 6,200	$ 60,200	$ 55,200	$ 4,000	$ 4,000	$ 20,000
Produce Sales (Direct)	$ 15,000	$ 105,249	$ 131,561	$ 117,465	$ 146,831	$ 734,155
Produce Sales (Fresh Meal Kit)	$ -	$ 32,000	$ 64,000	$ 168,000	$ 176,000	$ 920,000
Program Fees	$ -	$ -	$ -	$ -	$ 3,600	$ 18,000
Tours	$ -	$ -	$ -	$ -	$ -	$ 37,500
Tuition	$ -	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 500,000
Total Revenues	**$ 341,200**	**$ 473,449**	**$ 424,761**	**$ 455,465**	**$ 396,431**	**$ 2,059,655**
Expenses						
Wages, Salaries & Benefits	$ 83,030	$ 230,506	$ 231,242	$ 198,563	$ 203,527	$ 1,151,361
Classroom rental	$ -	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 7,500
Cold storage rental	$ -	$ 3,200	$ 3,200	$ 3,200	$ 3,200	$ 16,000
Contracted Farm Manager	$ 5,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000
Contracted Tradespeople	$ 8,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 15,000
Contracted Culinary Coordinator (Fresh Meal Kit)	$ -	$ 2,800	$ 2,800	$ 2,870	$ 2,942	$ 16,642
Consultants	$ 10,000	$ -	$ -	$ -	$ -	$ -
Ecommerce cost (Fresh Meal Kit)	$ -	$ 1,600	$ 2,500	$ 5,750	$ 5,750	$ 25,000
Equipment Leasing & Rental	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 10,000
Event costs	$ -	$ 6,500	$ 8,500	$ 8,500	$ 8,500	$ 42,500
Farmer honoraria (farm visits)	$ -	$ 900	$ 900	$ 900	$ 900	$ 4,500
Guest instructors (special topics)	$ -	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000
Hydro Power Usage	$ 1,200	$ 2,400	$ 2,520	$ 2,646	$ 2,778	$ 14,586
Packaging Costs	$ 700	$ 6,750	$ 8,200	$ 10,250	$ 12,700	$ 25,850
Planting Costs incl. seed	$ 2,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 15,000
Purchased Produce & Product (Fresh Meal Kit)	$ -	$ 6,400	$ 12,800	$ 25,520	$ 25,520	$ 127,600
Program & Tours Costs	$ -	$ -	$ -	$ -	$ 600	$ 3,000
Repairs & Maintenance	$ -	$ 3,000	$ 5,000	$ 5,000	$ 5,000	$ 25,000
Tractor Fuel, Repairs & Maintenance	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 10,000
Vehicle Fuel & Fluids	$ -	$ -	$ -	$ 100	$ 100	$ 500
Vehicle Insurance	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 10,000
Vehicle Lease / Rental	$ 2,080	$ 4,680	$ 4,680	$ -	$ -	$ -
Vehicle Repairs & Maintenance	$ -	$ -	$ -	$ 1,000	$ 1,000	$ 5,000
Water for intensive irrigation for vegetable growing	$ 150	$ 900	$ 900	$ 1,200	$ 1,200	$ 6,000
Waste disposal	$ 1,200	$ 1,230	$ 1,261	$ 1,292	$ 1,325	$ 6,788
Total Expenses	**$ 115,360**	**$ 300,366**	**$ 314,003**	**$ 300,291**	**$ 308,542**	**$ 1,637,828**
Net Income/Loss	**$ 225,840**	**$ 173,083**	**$ 110,758**	**$ 155,174**	**$ 87,889**	**$ 421,828**

Sandown Centre for Regenerative Agriculture

Farm School Revenue Plan 2020-2029

	2020	2021	2022	2023	2024	2025-29
Arugula						
Yield in lbs	-	1,600	2,000	2,500	3,125	15,625
Price/lb.	$ -	$ 13.65	$ 13.65	$ 13.65	$ 13.65	$ 13.65
Arugula Revenue	$ -	$ 21,840	$ 27,300	$ 34,125	$ 42,656	$ 213,281
Basil						
Yield in lbs	-	600	750	938	1,172	5,859
Price/lb.	$ -	$ 19.00	$ 19.00	$ 19.00	$ 19.00	$ 19.00
Basil Revenue	$ -	$ 11,400	$ 14,250	$ 17,813	$ 22,266	$ 111,328
Beets						
Yield in lbs	-	1,500	1,875	2,344	2,930	14,648
Price/lb.	$ -	$ 1.40	$ 1.40	$ 1.40	$ 1.40	$ 1.40
Beets Revenue	$ -	$ 2,100	$ 2,625	$ 3,281	$ 4,102	$ 20,508
Broccoli						
Yield in lbs	-	600	750	938	1,172	5,859
Price/lb.	$ -	$ 2.50	$ 2.50	$ 2.50	$ 2.50	$ 2.50
Broccoli Revenue	$ -	$ 1,500	$ 1,875	$ 2,344	$ 2,930	$ 14,648
Carrots						
Yield in lbs	-	3,600	4,500	5,625	7,031	35,156
Price/lb.	$ -	$ 1.45	$ 1.45	$ 1.45	$ 1.45	$ 1.45
Carrots Revenue	$ -	$ 5,220	$ 6,525	$ 8,156	$ 10,195	$ 50,977
Kale						
Yield in lbs	-	900	1,125	1,406	1,758	8,789
Price/lb.	$ -	$ 3.30	$ 3.30	$ 3.30	$ 3.30	$ 3.30
Kale Revenue	$ -	$ 2,970	$ 3,713	$ 4,641	$ 5,801	$ 29,004
Melons						
Yield in fruits	-	2,500	3,125	3,906	4,883	24,414
Price/lb.	$ -	$ 1.28	$ 1.28	$ 1.28	$ 1.28	$ 1.28
Melons Revenue	$ -	$ 3,200	$ 4,000	$ 5,000	$ 6,250	$ 31,250
Pole Beans						
Yield in lbs	-	500	625	781	977	4,883
Price/lb.	$ -	$ 2.25	$ 2.25	$ 2.25	$ 2.25	$ 2.25
Pole Beans Revenue	$ -	$ 1,125	$ 1,406	$ 1,758	$ 2,197	$ 10,986
Romaine lettuce						
Yield in heads	-	800	1,000	1,250	1,563	7,813
Price/head	$ -	$ 2.60	$ 2.60	$ 2.60	$ 2.60	$ 2.60
Romaine Revenue	$ -	$ 2,080	$ 2,600	$ 3,250	$ 4,063	$ 20,313
Salad Mix						
Yield in lbs	1,000	5,000	6,250	7,813	9,766	48,828
Price/lb.	$ 15.00	$ 15.00	$ 15.00	$ 15.00	$ 15.00	$ 15.00
Salad Mix Revenue	$ 15,000	$ 75,000	$ 93,750	$ 117,188	$ 146,484	$ 732,422
Spinach						
Yield in lbs	-	800	1,000	1,250	1,563	7,813
Price/lb.	$ -	$ 13.65	$ 13.65	$ 13.65	$ 13.65	$ 13.65
Spinach Revenue	$ -	$ 10,920	$ 13,650	$ 17,063	$ 21,328	$ 106,641
Tomatoes--cherry						
Yield in lbs	-	1,800	2,250	2,813	3,516	17,578
Price/lb.	$ -	$ 5.00	$ 5.00	$ 5.00	$ 5.00	$ 5.00
Tomatoes--cherry Revenue	$ -	$ 9,000	$ 11,250	$ 14,063	$ 17,578	$ 87,891
Tomatoes--medium slicers						
Yield in lbs	-	2,000	2,500	3,125	3,906	19,531
Price/lb.	$ -	$ 3.60	$ 3.60	$ 3.60	$ 3.60	$ 3.60
Tomatoes--medium slicers Revenue	$ -	$ 7,200	$ 9,000	$ 11,250	$ 14,063	$ 70,313
Revenue Direct Sales	**$ 15,000**	**$ 150,355**	**$ 187,944**	**$ 234,930**	**$ 293,662**	**$ 1,468,311**

NB: In Farm School Revenues, Direct Sales revenue is reduced by 30-50% of total--excess product is going to Fresh Meal Kits

Sandown Centre for Regenerative Agriculture

Farm School Revenue Plan 2020 to 2029 (continued)

	2020	2021	2022	2023	2024	2025-29
Events						
Melon Festival	$ -	$ 2,000	$ 3,000	$ 3,000	$ 3,000	$ 15,000
Tomato Festival	$ -	$ 2,000	$ 3,000	$ 3,000	$ 3,000	$ 15,000
Lecture Series & Long Table Dinners	$ -	$ -	$ -	$ -	$ -	$ -
Event Revenues	**$ -**	**$ 4,000**	**$ 6,000**	**$ 6,000**	**$ 6,000**	**$ 30,000**
Fresh Meal Kit						
# of Customers	0	50	100	250	250	250
# of Weeks	0	16	16	16	16	80
Price/box	0	$ 40.00	$ 40.00	$ 42.00	$ 44.00	$ 46.00
Fresh Meal Kit Revenues	**0**	**$ 32,000**	**$ 64,000**	**$ 168,000**	**$ 176,000**	**$ 920,000**
Programs						
# of Programs	0	-	-	-	1	5
# of Students per program	0	-	-	-	12	12
Program Fee	$ -	$ -	$ -	$ -	$ 300	$ 300
Program Fees	**0**	**$ -**	**$ -**	**$ -**	**$ 3,600**	**$ 18,000**
Tours						
# of Tours	0	-	-	-	-	75
# of Visitors / Tourists per tour	0	-	-	-	-	10
Tour Fee	$ -	$ -	$ -	$ -	$ -	$ 50
Tour Fees	**0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 37,500**
Farm School						
# of Farm School Students	0	12	12	12	12	100
Tuition Fee	$ -	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Tuition Fees	**$ -**	**$ 60,000**	**$ 60,000**	**$ 60,000**	**$ 60,000**	**$ 500,000**

Sandown Centre for Regenerative Agriculture

Start-up Costs & Capital Plan 2020-2029

	2020	2021	2022	2023	2024	2025-29
Overall Site						
Compost system	$ 1,000	$ -	$ -	$ -	$ -	$ -
EV charging station (2)	$ -	$ 1,500	$ -	$ -	$ -	$ -
Fencing	$ 35,000	$ -	$ -	$ -	$ -	$ -
Power hookup	$ 35,000	$ -	$ -	$ -	$ -	$ -
Riparian Planting	$ 3,500	$ -	$ -	$ -	$ -	$ -
Road construction	$ 7,000	$ -	$ 7,000	$ -	$ -	$ -
Site Preparation (machine)--rock picking, tilling, seeding	$ 17,000	$ -	$ -	$ -	$ -	$ -
Soil testing (nutrient analysis, containmination)	$ -	$ -	$ -	$ -	$ -	$ -
Solar unit purchase	$ 400	$ 400	$ -	$ -	$ -	$ -
Toilet Rental	$ 1,500	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 15,000
Water hookup from CRD	$ 9,000	$ -	$ -	$ -	$ -	$ -
Farm main and lateral lines	$ -	$ 15,000	$ -	$ -	$ -	$ -
Overall Site Start-up & Capital costs	**$ 109,400**	**$ 19,900**	**$ 10,000**	**$ 3,000**	**$ 3,000**	**$ 15,000**
Farm School Infrastructure						
Amendments	$ 500	$ 500	$ 500	$ 500	$ 500	$ 2,500
Classroom use for students	$ -	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 15,000
Curriculum development	$ 20,000	$ -	$ -	$ -	$ -	$ -
Curriculum 'augmentation' / purchases	$ -	$ -	$ 3,000	$ 3,000	$ 3,000	$ 15,000
Compost units (for student plots)	$ -	$ -	$ -	$ -	$ -	$ -
Field Processing: Washing Stations/Temp Storage	$ -	$ 15,000	$ -	$ -	$ -	$ -
Greenhouse construction	$ -	$ 30,000	$ -	$ -	$ -	$ -
Hoophouse construction	$ -	$ 20,000	$ 20,000	$ -	$ -	$ 20,000
Irrigation system	$ 2,000	$ 3,000	$ -	$ -	$ -	$ -
On-farm shed and washing station	$ -	$ 18,000	$ -	$ -	$ -	$ -
Mobile post harvest unit incl. commercial salad spinner	$ 20,000	$ -	$ -	$ -	$ -	$ -
Signage	$ -	$ 3,000	$ -	$ -	$ -	$ -
Storage, cool, temp	$ -	$ 5,000	$ 5,000	$ -	$ -	$ -
Website (incl. Fresh Meal Kit Order Platform)	$ 4,000	$ 3,000	$ -	$ -	$ -	$ -
Van	$ -	$ -	$ -	$ 30,000	$ -	$ -
Farm School Start-up & Capital costs	**$ 46,500**	**$ 100,500**	**$ 31,500**	**$ 36,500**	**$ 6,500**	**$ 52,500**
Farm Equipment						
Disc attachment	$ -	$ -	$ -	$ 2,500	$ -	$ -
Mower attachment (mulching)	$ -	$ -	$ -	$ 4,000	$ -	$ -
Hand tools	$ 5,000	$ -	$ -	$ -	$ -	$ -
Production equipment (trays, tables, lights, etc.)	$ -	$ 1,500	$ -	$ 500	$ -	$ -
Keyline plough + tractor rental & operator	$ 2,600	$ -	$ -	$ -	$ -	$ -
Rototiller & attachements	$ -	$ -	$ -	$ 5,000	$ -	$ -
Tractor	$ -	$ -	$ -	$ 32,000	$ -	$ -
Geo-Textile containers + ground fabric	$ 20,000	$ -	$ -	$ -	$ -	$ -
Farm Equipment Start-up & Capital costs	**$ 27,600**	**$ 1,500**	**$ -**	**$ 44,000**	**$ -**	**$ -**
TOTAL Start-up & Capital costs	**$ 183,500**	**$ 121,900**	**$ 41,500**	**$ 83,500**	**$ 9,500**	**$ 67,500**

Sandown Centre for Regenerative Agriculture

Staffing Plan 2020-2029

Circular Farm & Food Society Staffing Plan	2020				2021				2022				
Position	**Hourly**	**Hours/wk**	**Weeks/yr**	**Total**	**Hourly**	**Hours/wk**	**Weeks/yr**	**Total**	**Hourly**	**Hours/wk**	**Weeks/yr**	**Total**	**Hourly**
Executive Director (0.5 FTE)	$ 35.00	20.0	26.0	$ 18,200	$ 35.00	20.0	52.0	$ 36,400	$ 35.00	20.0	52.0	$ 36,400	
Indigenous youth hire (8 wks x $16/hr x 35 x 2 hires)					$ 16.40	70.0	16.0	$ 18,368	$ 16.81	70.0	16.0	$ 18,827	
Subtotal		**20.0**		**$ 18,200**		**90.0**		**$ 54,768**		**90.0**		**$ 55,227**	
MERCs Load @ 15%				**$ 2,730**				**$ 8,215**				**$ 8,284**	
Total Staffing Costs				**$ 20,930**				**$ 62,983**				**$ 63,511**	

Farm School Staffing Plan	2020				2021				2022				
Position	**Hourly**	**Hours/wk**	**Weeks/yr**	**Total**	**Hourly**	**Hours/wk**	**Weeks/yr**	**Total**	**Hourly**	**Hours/wk**	**Weeks/yr**	**Total**	**Hourly**
Executive Director (0.5 FTE)	$ 35.00	20.0	26.0	$ 18,200	$ 35.00	20.0	52.0	$ 36,400	$ 35.00	20.0	52.0	$ 36,400	
Educational Farm Manager (Farm School)	$ 30.00	20.0	26.0	$ 15,600	$ 30.00	35.0	52.0	$ 54,600	$ 30.00	35.0	52.0	$ 54,600	
Direct Sales / Marketing Manager	$ 30.00	40.0	26.0	$ 31,200	$ 30.00	40.0	52.0	$ 62,400	$ 30.00	40.0	52.0	$ 62,400	
Salad Mix Start up lead	$ 20.00	12.0	20.0	$ 4,800	$ 20.00	12.0	20.0	$ 4,800	$ 20.00	12.0	20.0	$ 4,800	
Salad Mix Start up team member/ student	$ 15.00	8.0	20.0	$ 2,400	$ 15.50	8.0	20.0	$ 2,480	$ 16.00	8.0	20.0	$ 2,560	
Fresh Meal Kit Manager (FT)					$ 20.00	40.0	28.0	$ 22,400	$ 20.00	40.0	28.0	$ 22,400	
Fresh Meal Kit Student (FT)					$ 15.50	40.0	28.0	$ 17,360	$ 16.00	40.0	28.0	$ 17,920	
Subtotal		**100.0**		**$ 72,200**		**195.0**		**$ 200,440**		**195.0**		**$ 201,080**	
MERCs Load @ 15%				**$ 10,830**				**$ 30,066**				**$ 30,162**	
Total Staffing Costs				**$ 83,030**				**$ 230,506**				**$ 231,242**	