

# STRATEGIC PLAN



## THE FARMLANDS TRUST (GREATER VICTORIA) SOCIETY

*Farms Today, Food Tomorrow*

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### FLT Society Strategic Plan (2021—2024)

The Farmlands Trust (Greater Victoria) Society's strategic plan serves as a working document in achieving the FLT Society's vision and delivering on the mission and its associated goals. The FLT Society's strategy (2021—2024) is organized in a manner that outlines the four major priorities for the Society. As a community-based not-for-profit charitable organization, it is important for the FLT Society to embrace its values in facilitating farmland preservation and enhancing local food security in Greater Victoria.

<sup>1</sup> The FLT Society logo (tree and symbolic rolling land) was designed by Lori Waters, Waters Biomedical Communications (2008).

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# Strategic Plan (2021—2024)

## THE FARMLANDS TRUST (GREATER VICTORIA) SOCIETY

### INTRODUCTION

Established in 2008, the Farmlands Trust (Greater Victoria) Society [FLT Society] is a not-for-profit charitable society interested in preserving farmland and protecting local food security in Greater Victoria. The FLT Society's mission is to enhance farming capacity in the Greater Victoria area by protecting local farmland, protecting eco-sensitive and culturally special areas, producing food for those in need, providing relevant educational opportunities, promoting the economic viability of farmland, and providing community access and public awareness programs. Through our work, the FLT Society liaises with a diverse community: Greater Victoria farming community; First Nations communities in Greater Victoria; Government (municipal, provincial, federal); food banks, senior centers, drop-in centers for persons in need in society; non-governmental organizations (NGOs) specializing in stewardship, heritage, agriculture and/or nature conservancy; and academia.

Notable FLT Society accomplishments from 2008 to present include, but are not limited to, the following:

#### Farmland preservation

- ✓ Assisted The Land Conservancy of BC to complete fundraising for the Save Madrona Farm Forever campaign in the Blenkinsop Valley. With sizable donations from the FLT Society, we were able to save Madrona Farm at a critical juncture in this campaign; and
- ✓ Hosted speaker series on regional food security and farmland preservation in Greater Victoria.

#### Farmland management

- ✓ Developed a farm development plan for Newman Farm articulating the continued interest by both the District of Central Saanich and the FLT Society in honouring the history of Newman Farm while integrating current farming practices on this particular property;
- ✓ Formalized a 10 year license agreement with the District of Central Saanich regarding the agricultural stewardship of the Newman Farm property in Saanichton, BC – included (in cooperation with the District of Central Saanich) FLT Society-led irrigation line installation, deer fencing installation, coordination of work parties, (Newman Farm) park signage design and installation, hedgerow planting, and advancement of the “field to plate” initiative at the historic Newman Farm where FLT Society volunteers grow, harvest and donate local vegetables to those in need;
- ✓ Published and printed the *Resource guide for beginning small scale organic farmers in the Greater Victoria Region* - a compilation of resource materials and associated supports to aid new farmers in developing or expanding a small scale farming business in the Greater Victoria area;

- ✓ Coordinated a farmer/land match on the Saanich Peninsula between a farmer and local area land owner; and
- ✓ Signed a Memorandum of Agreement with Seaward Farm until 2019 for a small scale sheep operation that was situated on a portion of the Newman Farm property.

### **Community relations and outreach**

- ✓ Finalized a Memorandum of Understanding with Tsawout First Nation that formalizes our working relationship on the enhancement of local food security with the neighboring First Nation;
- ✓ Contributed to many local organizations in the form of food donations via the FLT Society “Field to Plate” Initiative: Beacon Community Services, local elementary schools (for their fresh food programs), Our Place Society, Quadra Village Society, Sidney Lions Food Bank, and Victoria Therapeutic Riding Association;
- ✓ Developed a slogan to accompany our FLT Society logo entitled, “Farms Today, Food Tomorrow” to crystallize and reinforce our Society’s commitment to farmland preservation and the protection of local food security in Greater Victoria;
- ✓ Participated in various regional ceremonies, festivals, meetings, and conferences (e.g., Capital Regional District Foodlands Trust concept meetings and presentations, Eat Here Now 2 event, District of Central Saanich Select Standing Committee meetings on Newman Farm Agricultural programming, Farmer2Farmer Conference, Island Chef Survival, Sandown community meetings, Seedy Saturday, Tree Appreciation Day, Tsawout First Nation community garden blessing ceremony, Tsawout Seafood Festival, and University of Victoria Environmental Studies guest presentations);
- ✓ Collaborated with the Local Environmental Action Divas (LEAD) to support the Stop Fruit Drop Program which coordinated land/homeowners with volunteers (from LEAD and FLT Society) to harvest fruits on properties in and adjacent to the Saanich Peninsula; and
- ✓ Coordinated FLT Society winter social events as a means of celebrating and gathering community members and supporters in Greater Victoria to promote farmland preservation and protection of local food security.

### **Governance and financial oversight**

- ✓ Obtained official charitable tax status from the Canada Revenue Agency which provides our Society with enhanced funding opportunities to “grow” our community-driven programs and services in Greater Victoria;
- ✓ Designated Carol Pickup as the inaugural FLT Society Patron in recognition of her work as a regional champion in sustainable growth and community development. In 2017, Dr. Lenore Newman was appointed the new FLT Society Honorary Patron. Dr. Newman is a descendant of the Newman family who bequeathed their farm property to the District of Central Saanich. Lenore is a Canada Research Chair in Food Security and Environment at the University of the Fraser Valley – specializing in local food sovereignty, and agricultural land use;

- ✓ Recognized Barbara Souther as the FLT Society Founder acknowledging her pivotal role as the initial “architect” in the creation of the FLT Society; and
- ✓ Designed a new website ([www.farmlandstrust.org](http://www.farmlandstrust.org)) and established a social media presence via Facebook and Twitter.

The FLT Society acknowledges and reflects upon the importance of community collaboration and outreach through farmland preservation and the protection of local food security as reflected in our list of accomplishments. We extend our appreciation to FLT Society funders, partners, and donors (individuals and families) for their timely contributions to the FLT Society’s agricultural stewardship at Newman Farm.

On an annual basis, the FLT Society will review its Strategic Plan and measure its progress in achieving the vision and delivering on the mission and associated goals. When necessary, this working document will be modified to ensure that it remains applicable to serving the needs of the community in a charitable fashion.



*FLT Society Founder Barbara Souther – the FLT Society provided sizable donations to save Madrona Farm in the Blenkinsop Valley (Saanich, BC)*

Photo Credit: Ed Johnson

## OUR SERVICES, COMMUNITY AND ORGANIZATION

FLT Society services include

- identifying common interests and needs between the Greater Victoria farming community, government (municipal, provincial, federal), First Nations, business, non-governmental organizations and academia concerning the preservation of Greater Victoria farmland and the enhancement of food security;
- providing community-based recommendations on shared interests concerning the preservation of Greater Victoria farmland and the enhancement of food security for all residents and in particular, the elderly and persons in need in society;
- developing strategic organizational and community networks with the Greater Victoria farming community; government (municipal, provincial, federal); drop-in centers for persons in need in society; non-governmental organizations specializing in stewardship, heritage, agriculture and/or nature conservancy; and academia;
- facilitating relationship growing and partnership opportunities (i.e., collaborative projects, agreements and dialogue) between Greater Victoria farmers, public officials, First Nations, business, non-governmental organizations, drop-in centers for persons in need in society, and academia relating to preservation of Greater Victoria farmland and the enhancement of food security;
- preserving and managing farmland, through the acquisition or management of land, for the purpose of producing food or enhancing the environment to achieve ecological conditions conducive to sustainable food production; and
- offering educational opportunities related to farming and food security to enhance knowledge of farming and the benefits of producing healthy and locally grown food.

Through its work, the FLT Society liaises with a diverse community:

- Greater Victoria farming community;
- Government (municipal, provincial, federal);
- Drop-in centers for persons in need in society;
- Non-governmental organizations specializing in stewardship, heritage, agriculture and/or nature conservancy; and
- Academia.

The FLT Society is governed by a volunteer Board of Directors comprised of Greater Victoria community members who have a diverse array of experience, knowledge, skills, and abilities that enrich the planning and implementing of farmland preservation and local food security activities. Volunteer committees assist the Board of Directors in collectively advancing the FLT Society vision, values, mission, and goals. The Board of Directors



also receives support from the FLT Society Founder, Patron, Community Advisors, Volunteers at Large, Farm Manager, Farm Assistant, and Webmaster/Social Media Specialist. Please refer to Appendix B for a brief description of the FLT committees.



*The “Field to Plate” Initiative – A Collaboration Between the FLT Society and Our Place Society*

Photo credit: Natasha Caverley

## VISION, VALUES AND MISSION

The FLT Society vision, values and mission are the driving forces of the strategic plan. The goals are the achievements expected to move the FLT Society towards its vision. The plan is strategic in nature and provides a focus regarding activities to achieve the goals and subsequently the vision.

### Vision

*The Farmlands Trust Society is a leading community-based organization for facilitating the preservation of Greater Victoria farmland and the enhancement of food security to benefit current and future generations based on ecological, economic, historical, and socio-cultural values.*

### Values

The FLT Society supports a holistic approach to sustainable farming. The following organizational values serve as a guide to

- **honour heritage**—connect with and respect Greater Victoria farming heritage and wisdom from previous generations;
- **build relationships**—develop strategic working relationships with farmers, governments, First Nations, business, non-governmental organizations, academia, charitable organizations, and the broader community in a manner that fosters mutual respect and embraces diversity of opinions/approaches;
- **harmonize First Nations interests**—engage with local First Nations in a manner that respectfully brings together both First Nations and Western approaches to food security in Greater Victoria;
- **grow good food**—support the economic viability of farmlands in a manner that respects the humane treatment of animals, biodiversity of the soil and produces food that promotes good health;
- **embrace stewardship**—protect eco-sensitive areas and habitats surrounding Greater Victoria farms by considering the highest and best uses for both the land and the community; and
- **charity**—provide a venue for persons in need in society to function in a supportive atmosphere of trust and appreciation, while learning new skills.



## Mission

Through the realization of our organizational values, the FLT Society’s mission is to enhance local farming capacity in the Greater Victoria area by

- protecting local farmland;
- protecting eco-sensitive and culturally special areas;
- producing food for those in need;
- providing relevant educational opportunities;
- promoting the economic viability of farmland; and
- providing community access and public awareness programs.



*The Mount Newton Valley – Saanichton, BC*  
Photo credit: Ed Johnson

## STRATEGIC PLANNING APPROACH

Utilizing the innovative approach designed by Bill Bourgeois, PhD, RPF—President, New Direction Resource Management Ltd. who facilitated the development of the FLT Society’s inaugural strategic plan in 2009, the FLT Society continues to advance this four-phased approach – ensuring integration between politics, policy, public affairs, and technical strategic planning components in achieving the organizational vision and delivering on the mission and associated goals (Figure 1).

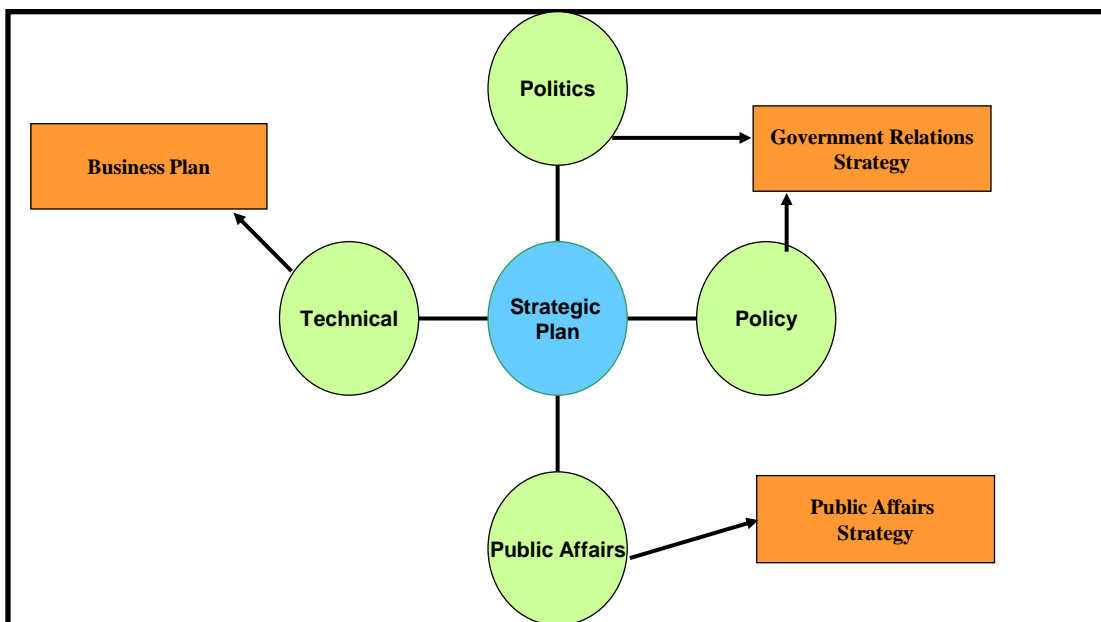


Figure 1 Strategic Plan Components<sup>2</sup>

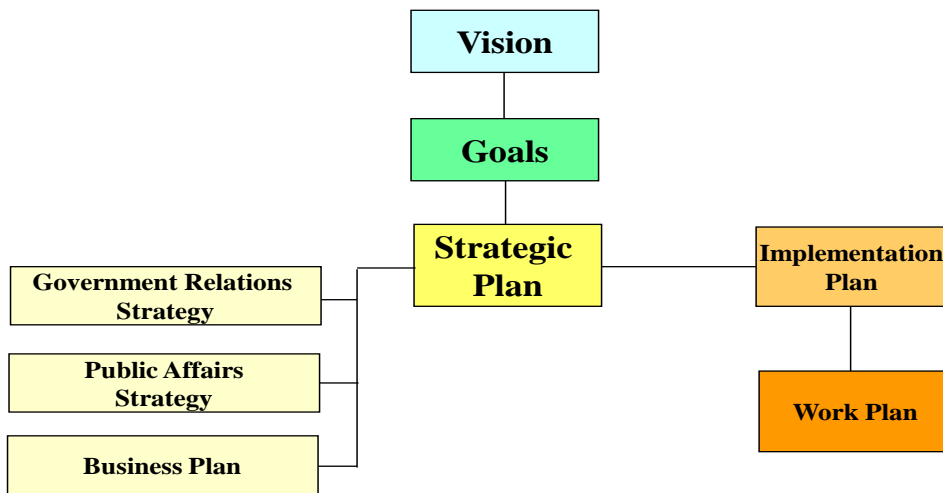
<sup>2</sup> This graphic was designed by Bill Bourgeois, PhD, RPF – President, New Direction Resource Management Ltd.

The **technical** component requires the FLT Society to conduct business in a sound and socially responsible manner. It includes strategies to advance the business to the satisfaction of the FLT Society, its supporters, and donors.

A strategy to address **politics** and **policy** is essential to obtaining the support for such items as policy, program and/or planning changes, current and future project funding.

**Public Affairs** or strategic communications with strategic partners is a major requirement for success. It involves communication of FLT Society activities and goals supported with information and/or data.

All of these components and strategies are related to the FLT Society vision and goals as outlined in Figure 2.



**Figure 2 Strategic Plan Relationships<sup>3</sup>**

The FLT Society strategic plan focuses on the delivery of four major priorities. Conceptually, the government relations and public affairs strategies and the FLT Society business plan activities are integrated. Therefore, the strategy for each of the priorities includes activities in each of the strategic plan components.

<sup>3</sup> This graphic was designed by Bill Bourgeois, PhD, RPF—President, New Direction Resource Management Ltd.



*Farming in the Greater Victoria Region*  
Photo credits: Natasha Caverley and Barbara Souther

## PRIORITIES, GOALS AND PERFORMANCE MEASURES

Over the next five years, the FLT Society identified four priorities to focus on:

1. **Farmland preservation**
2. **Farmland management**
3. **Community relations and outreach**
4. **Governance and financial oversight**

<u>Priorities</u>	<u>Goals</u>	<u>Measurable Outcomes</u>
1. Farmland preservation	a) Preserve Greater Victoria farmland for future generations - includes monitoring “at risk” farms in Greater Victoria	# of positive working relationships with other sustainable farming-related Greater Victoria organizations
2. Farmland management	a) Establish mechanisms to promote the sustainable management of farms that contribute to the regional economy	Identify decision-making mechanisms made available to support sustainable farming
3. Community relations and outreach	a) Increase outreach and interest in Greater Victoria agriculture/food	Increase in FLT Society supporters  Sustain initiatives directed towards increasing awareness, outreach and interest in Greater Victoria agriculture/food  Identify current and emerging partnership opportunities in Greater Victoria  Identify current and emerging partnership opportunities with FLTs and related entities in other jurisdictions
4. Governance and financial oversight	a) Maintain a highly professional and fiscally responsible organization that ensures long-term viability of the FLT	Attract, recruit, and retain FLT Society board members and advisors  Increase the number of FLT Society volunteers  Retain a farm manager to oversee operations at Newman Farm  Up to date governance structure and associated support documents



<u>Priorities</u>	<u>Goals</u>	<u>Measurable Outcomes</u>
		<p>Explore current and emerging fund development opportunities to support FLT Society's mandate</p> <p>Achievement of implementing the strategic plan</p> <p>% of funding required for priority initiatives and activities raised</p> <p>Develop communication products for diverse audiences</p>



*Signing of the 10 Year Newman Farm Agricultural Stewardship License Agreement*  
 Photo credit: Natasha Caverley



*The Rejuvenation of the Historic Newman Farm*  
Photo credits: Natasha Caverley

## COMMITMENTS AND COLLABORATION

The actions needed to achieve the FLT Society goals require

### Community

- building collaborative agreements with organizations that support the key FLT Society priorities
- growing positive working relationships with current and new farmers in Greater Victoria

### Finances

- obtaining adequate resource (people and funding) contributions for the FLT Society to implement the strategic plan and annual work plans



## Process

- becoming a direct participant, catalyst or facilitator to advance the FLT Society goals and movement toward the vision for Greater Victoria in areas of farmland preservation, farmland management, and local food security protection
- utilizing the networks of the FLT Society Board and supporters to advance priority FLT Society strategies
- having hands-on management of the implementation of the strategic plan

## Growth and development

- taking a long term strategic view of achieving the vision and goals
- identifying champion(s) for each of the goals
- ensuring continued education of potential supporters of the benefits of sustainable farming
- engendering a considerable amount of effort by the FLT Society Founder, Patron, and Board of Directors with assistance from supporters



In 2018, the FLT Society Team was awarded the Pollinator Advocate for Canada designation by the North American Pollinator Protection Campaign (NAPPC) and Pollinator Partnership Canada (PPC)

Photo credit: Natasha Caverley

## CONCLUSION

Overall, the inaugural FLT Society strategic plan sets forth a roadmap for 2021—2024. The plan emphasizes our goals and measurable outcomes that we intend to advance over the coming years. The FLT Society vision statement is locally-driven and community-based in nature. As a leading community-based organization, the FLT Society intends on moving its vision forward by working collaboratively with strategic partners in Greater Victoria, Government (municipal, provincial, federal), local First Nations communities, business, non-government organizations (NGOs), charitable organizations, and academia. The FLT Society’s approach to preserving farmland and enhancing local food security is based on multiple values that are intended to benefit current and future generations.



FLT Society Team Members (circa 2018/2019)  
Photo credit: Natasha Caverley

## APPENDIX A: GLOSSARY OF TERMS

The following statements provide a brief overview of key terms in the FLT Society strategic plan.

**Measurable outcomes.** Statements that describe what success would look like in advancing a goal and implementing associated activities for the strategy. As part of the outcome, performance measures are incorporated into the statements to assess trends over time.

**Priorities.** These themes represent major components of the strategy.

**Greater Victoria.** Greater Victoria is located on the southern tip of Vancouver Island in British Columbia, Canada. It is comprised of a combined population of municipalities, unincorporated areas and First Nations communities from Sidney, BC to Sooke, BC. The Greater Victoria region is comprised of approximately 330,000+ citizens.

**Strategic partners.** Strategic partners include the Greater Victoria farming community, Government (municipal, provincial, federal), First Nations, business, non-government organizations (NGOs), and academia.

**Patron.** A person who is a recognized community champion that supports and endorses the FLT Society and its mission and is acknowledged for their dedication as well as playing a key role as an advisor and proponent of the organization.

**Sustainable farming.** In the FLT Society strategic plan, sustainable farming includes the application of ecologically sound management practices, economically viable farm businesses, socially responsible labour, community policies and practices that will ensure farming opportunities in Greater Victoria for present and future generations.

**Values.** Guiding principles that serve as a foundation in how the FLT Society carries out its work in the community and how it engages strategic partners.

**Vision.** A summary statement of how the FLT Society wants to be perceived by the broader community and its strategic partners.



## APPENDIX B: LISTING OF FLT SOCIETY COMMITTEES

The following is a brief description for each of the FLT Society’s advisory committees:

**Community Relations and Public Affairs.** This committee (a) develops and implements initiatives that promote awareness and interest in Greater Victoria agriculture and food, (b) manages FLT strategic communications in consultation with the FLT Board of Directors, and (c) manages the FLT distribution/supporter lists.

**Farm Planning.** This committee assists the FLT Society Board of Directors in the planning, coordination, and implementation of farm planning practices at the Newman Farm in support of projects, operations, and related activities of the FLT Society’s “Field to Plate” initiative and Certified Bee-Friendly Farming programs.

**Finance and Audit.** This committee develops and guides financial management, auditing, and risk management policies and practices for the FLT Society.

**First Nations Outreach.** This committee (a) develops and implements initiatives that integrate First Nations’ interests and knowledge in the management of agricultural corridor lands and promotes awareness and interest in Greater Victoria food security, and (b) works to encourage understanding of the FLT activities and encourage participation and support.

**Food Sustainability Policy.** This committee advises the FLT Society on regional food sustainability policy and planning issues in Greater Victoria.

**Fund Development.** This committee assists the FLT Society Board of Directors in the planning, coordination, and implementation of fund development activities in support of the projects, operations, and related activities of the FLT Society as a charitable not-for-profit organization.

**Governance.** This committee oversees the FLT Constitution, By-laws and Strategic Plan and ensures that the governance structure evolves based on the needs and expectations of the FLT Society and its strategic partners (e.g., FLT supporters).



# FARMLANDS TRUST (GREATER VICTORIA) SOCIETY

*Farms Today, Food Tomorrow*

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