



Implementation Strategy

Strathcona County Agriculture Master Plan



Contents

Introduction	1
Agricultural Principles for Strathcona County	2
Strategy Descriptions	
1 Urban Agriculture Strategy	4
2 Land Use and Development Strategy	5
3 Government Strategy	6
4 Food and Agriculture Sector Development Strategy	7
5 Agri-Tourism Strategy	8
6 Agriculture Master Plan Review	9
Appendix 1: Agriculture Master Plan Potential Actions Summary Table	10
Appendix 2: Proposed Timeline	11



Introduction

Strathcona County holds a unique place in Alberta. As a specialized municipality, the leadership - both Council and Administration - are responsible to balance a complex array of urban and rural interests. Agriculture has historically been a major land user with large economic activity within Strathcona County. Although relatively small in comparison to other agricultural counties in Alberta, Strathcona County continues to be a highly productive agricultural municipality in terms of revenues generated per acre. More than just an economic entity, agriculture offers a degree of local food security, provides an alternative lifestyle, helps establish the community's character and contributes to environmental goods and services such as clean air and water, and fosters a diversity of wildlife habitat.

Strathcona County developed an Agriculture Master Plan in 2015 to provide a long-term priority for agriculture.

This Implementation Strategy will outline how Strathcona County intends to explore the recommendations in the Agriculture Master Plan. Several potential action areas were outlined in the Master Plan. The potential action areas have been assigned to one of six strategies: Urban Agriculture, Land Use and Development, Governance, Food and Agriculture Sector Development, Agri-tourism, and the Agriculture Master Plan Review (Appendix 1). This Implementation Strategy will guide how to address and develop these areas. The goal is to complete the development of these strategies within the next five years, beginning in late fall 2015. A projected timeline for completion can be found in Appendix 2.

Agricultural Principles for Strathcona County

With the acceptance of the Agriculture Master Plan, Strathcona County's central vision will support the development of these strategies. **This vision is:**

Strathcona County as Canada's most livable community is distinguished by its agricultural heritage that builds on history and responds to opportunities as a leader in the Capital region in the provision of a broad range of agricultural and food opportunities as well as agri-food related services to one of Canada's fastest growing metropolitan regions.

The Agriculture Master Plan outlined four planning principles.

These principles will act as underlying themes throughout this Implementation Strategy and in the development of future Agriculture Master Plan Strategies



Supporting Policies

The long term success of agriculture in a metropolitan context can only be assured with strong supporting and integrated land use, food and agriculture sector development and infrastructure policies.



Agriculture Land Conservation

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



Shared Leadership

The advancement of agriculture requires shared leadership including the municipality, residents and stakeholders within Strathcona County, and the Capital Region.



Proactive Agriculture

Changes in agriculture are both continuous and considerable, requiring dynamic and proactive approach in response to emerging trends and opportunities both urban and rural.





1 Urban Agriculture Strategy

What does Urban Agriculture mean in regards to the Agriculture Master Plan?

Urban agriculture is considered the production and harvesting of fruits and vegetables, the raising of animals or cultivation of fish for consumption or sale within urban areas and hamlets. Urban agriculture should also have a strong educational component, teaching children and adults alike the benefits, joys and techniques of growing their own food.

Why do we need an Urban Agriculture Strategy?

Urban agriculture is a topic that has been very popular in urban centers. Municipalities such as the City of Edmonton, Vancouver, Hamilton, New York and Toronto have released strategies and plans promoting urban agriculture. Currently, Strathcona County does not have clear guidelines for urban agriculture including community gardening, the establishment of farmer's markets, or the raising of livestock in town. It is clear that public interest in urban agriculture is growing rapidly, and the suitability of endeavors in our communities should be thoroughly investigated and vetted. Strathcona County needs to explore the guidelines outlined by other municipalities, but will find creative solutions that match our specialized municipality.



It is clear that public interest in urban agriculture is growing rapidly...



What do we hope to achieve with the Urban Agriculture Strategy?

An Urban Agriculture Strategy will create more awareness and community engagement around the topics of food and agriculture. This will be reflected in the initial public engagement and in the educational programming following the development of the strategy. Clear community gardening policies will be created and potential areas identified for community gardens. Pre-approved areas will create a more streamlined application process. Additional pre-approved areas may be developed for future farmer's markets outside of Sherwood Park, such as South Cooking Lake, Ardrossan, or Josephburg. Moreover, potential urban hen and beekeeping pilot projects will be reviewed, and the suitability of these projects under different areas of our Land Use Bylaw. Strathcona County's Animal Control Bylaw will be reviewed, examining the suitability of livestock production and exotic pets with different land uses. Finally, program development to help diversify urban farming endeavors, such as warehouse vegetable production will be explored.

How will we complete the Urban Agriculture Strategy?

The process will begin in the winter of 2015-2016. Strathcona County will engage a consulting firm to assist with writing, research and public engagement overseen by an Administrative Project Manager from Transportation and Agriculture Services. The Agricultural Service Board will be consulted throughout the process. Partnerships with other departments within Strathcona County will include Planning and Development Services, Family and Community Services and Recreation Parks and Culture. The Environmental Advisory Committee has also shown interest in assisting with the development of community gardening policies. Many public organizations and stakeholders will be encouraged to participate in engagement sessions and will be consulted during the development, including but not limited to local greenhouses, gardening groups, school groups, producers, venture farmers, and educational committees. It is anticipated the strategy will be completed in the fall of 2016.

What potential actions from the Agriculture Master Plan will we target with the Urban Agriculture Strategy?

The Strathcona County Agriculture Master Plan included several potential actions. These actions will be explored with County residents to see if they remain valid tactics that we can use to complete our Urban Agriculture Strategy.

Potential Actions	Agriculture Master Plan Reference Action
That Strathcona County Review bylaws etc. related to the establishment of agri-business/opportunities (e.g. food processing, urban acreage agriculture and make them more supportive to this type of development/initiative).	Urban Agriculture 1
That bylaws be amended to allow appropriate specific/limited livestock to be raised under the same public nuisance, and safety bylaws governing pets.	Urban Agriculture 2
That Strathcona County develops a strategy and policies to foster urban agriculture.	Urban Agriculture 3



How will the Urban Agriculture Strategy tie in with our Planning Principles?



Supporting Policies

By integrating agriculture into the daily life of our urban residents, we will be promoting long term support by those residents. Allowing policy and land use for appropriate, non-disruptive, operation in town creating a positive profile for agriculture in the community.



Shared Leadership

Urban growers become advocates for agriculture in our community and in the capital region. People will become more connected to their food.



Proactive Agriculture

Substantial public engagement and ongoing evaluation of programs will ensure that interests and activities are well-suited to the community. The support of future farmer's markets allows for the expansion once the food and agriculture sector becomes more developed in our community and will increase our community food security.





2 Land Use and Development Strategy

What does Land Use and Development mean in regards to the Agriculture Master Plan?

Land use, in regards to the Agriculture Master Plan, outlines what kinds of activities can take place on different land types within the County. Land use and development is regulated by the municipality through a number of plans and policy documents, including the Municipal Development Plan, Area Structure Plans and the Land Use Bylaw. Land use activities such as urban agriculture may be supported by regulation and policy within these documents.

Why do we need a Land Use and Development Strategy?

The protection of farmland has become a topic of interest across Canada as cities continue to grow. Following the Agriculture Master Plan public engagement, it is clear that this is a subject is also of great interest to both urban and rural residents of Strathcona County. Agricultural land reserves exist in Ontario, British Columbia and in several US states. The Capital Region Board is currently reviewing the protection of Agricultural land through the Capital Region Growth Plan Update. In Strathcona County, the Municipal Development Plan protects the majority of class 1 soils through the designation of the Agriculture Large Holdings policy area where subdivision land use and development is generally limited to agricultural activities.

However, there are few policies in the Municipal Development Plan that encourages and promote farmer's markets and community gardens on either public or private land.



What do we hope to achieve with the Land Use and Development Strategy?

The Land Use Bylaw and the Municipal Development Plan will be reviewed and their suitability of agricultural production with different land uses. This could include changes that allow for greenhouses that utilize waste heat and carbon dioxide from our industrial heartland. With this strategy, we hope to expand opportunities for future community gardens and farmer's markets in our urban service areas. Identification of good agricultural land, agricultural character and functionality in appropriate areas will be reviewed. With direction from the Capital Region Growth Plan Update, how agricultural soil conservation is considered prior to development will be reviewed. Further, community standards will be identified that assist in the production, sale and travel of goods to market.

How will we complete the Land Use and Development Strategy?

We will begin the development of the Land Use and Development Strategy in late 2016. A consulting firm will assist with writing, research and public engagement coordinated by an Administrative Project Manager from Transportation and Agriculture Services, in partnership with Planning and Development Services. The Agricultural Service Board will be consulted throughout the process. Cooperation with other departments within Strathcona County will include Recreation, Parks and Culture. We anticipate a completion date at the end of 2017.

What potential actions from the Agriculture Master Plan will we target with the Land Use and Development Strategy?

The Strathcona County Agriculture Master Plan included several potential actions. These actions will be explored with County residents to see if they remain valid tactics that we can use to complete our Land Use and Development Strategy.

Potential Actions	Agriculture Master Plan Reference Action
That Council direct Administration to include appropriate recommendations from the Agriculture Master Plan in the Municipal Development Plan.	Governance 3
That Council direct Administration to update its evaluation and reporting processes to ensure that 'Agricultural Impact Assessment' (AIA) is specifically considered at all levels of Strathcona County's decision making processes.	Governance 6
That Strathcona County establish a mechanism for the purchase of agricultural protection easements through different sources. This could be in conjunction with the system for administering environmental credits envisaged for the Beaver Hills Moraine. There are options for funding, such as a special levy, a land conversion fee, or donations, etc.	Land Use and Development 11
That Strathcona County establish a development credit transfer strategy.	Land Use and Development 12
That any application to re-zone or re-designate lands currently zoned or designated agricultural will require an Agricultural Impact Assessment.	Land Use and Development 1

Potential Actions	Agriculture Master Plan Reference Action
<p>That all further development for the purposes of industrial, commercial or residential be considered in a manner whereby the impact on agriculture and lands used for agriculture is minimized or enhanced.</p>	<p>Land Use and Development 2</p>
<p>That lands be appropriately reclaimed and revert to agriculture function and zoning after resource extraction is complete.</p>	<p>Land Use and Development 3</p>
<p>That the MDP and Land Use Bylaw allow the discretionary use of community food growing programs on community shared lands, municipal reserves and common properties.</p>	<p>Land Use and Development 4</p>
<p>That future community plans include provisions for farmers markets in public or private space areas in new or existing communities. Strathcona County will also identify potential public and private lands within urban centers and support their development as temporary or permanent community gardens, etc.</p>	<p>Land Use and Development 9</p>
<p>That Strathcona County review its bylaws etc. related to establishment of agri-business/opportunities (e.g. food processing, urban acreage agriculture) and make them more supportive to equine and local food development/initiatives.</p>	<p>Land Use and Development 9</p>
<p>That Strathcona County develop processes for educating its rural and/or agricultural land owners regarding permit and regulatory requirements specific to agricultural related initiatives that are either new or an expansion of a current enterprise.</p>	<p>Land Use and Development 5</p>
<p>That Strathcona County review its current approach to rural land owners with the view to develop a more customer-focused permitting process for agricultural uses.</p>	<p>Land Use and Development 6</p>
<p>That Strathcona County allow for 'Agriculture Commercial' in selected areas to accommodate 'agricultural businesses.'</p>	<p>Land Use and Development 8</p>

Potential Actions

Agriculture Master Plan Reference Action

That Strathcona County transportation and roads planning, capital projects and maintenance in rural areas ensure the ability to easily access agricultural land, move large agricultural equipment, and get products to market.

Infrastructure 2

How will the Land Use and Development Strategy tie in with our Planning Principles?



Supporting Policies

Policies developed will allow people to choose a variety of agricultural endeavors on more land use types. Striving to be customer focused and educational in our permitting process, will increase our support for agricultural endeavors.



Agriculture Land Conservation

Encourage soil conservation and consideration for functionality of agriculture in community planning.



Proactive Agriculture

Change community standards to support for the growth of urban agriculture where appropriate.





3 Governance Strategy

What does Governance mean in regards to the Agriculture Master Plan?

Governance, in regards to the Agriculture Master Plan, means that Strathcona County as an organization has the organizational capacity (being resources, capability and competencies) to address and support agriculture in our community. It encompasses our ability to work cooperatively with both urban and rural residents and stakeholders and strives for service excellence through our understanding of our residents and activities within our municipality.

Why do we need a Governance Strategy?

The primary reason that a governance strategy is required is to ensure the long-term success of the Agriculture Master Plan. Through public engagement during the development of the Agriculture Master Plan, it was identified that we need to demonstrate a commitment that shows that we make agriculture a priority in our community and daily lives. Consistency needs to be created with how we support, interact and cooperate with our agricultural stakeholders.

What do we hope to achieve with the Governance Strategy?

With this plan, Strathcona County will be a champion for agriculture within the Capital Region. We will emerge as a leader through innovation in communications and public relations programs. A revised strategic plan will show consideration and support for agriculture. We will outline ways in which annual formal feedback can be collected about programs and agriculture in our community. Strathcona County will be staffed with a thread of agriculture throughout all departments.



It encompasses our ability to work cooperatively with both urban and rural residents and stakeholders...



How will we complete the Governance Strategy?

The development of the Governance Strategy will begin in the winter of 2016-2017. A consulting firm will assist with writing, research and public engagement overseen by an Administrative Project Manager from Transportation and Agriculture Services, in partnership with Corporate Planning and Intergovernmental Affairs. The Agricultural Service Board will be consulted throughout the process. Representatives from other departments within Strathcona County will be consulted to see how agriculture affects their work in order to complete this plan. We anticipate a completion date of Q2 2017.

What potential actions from the Agriculture Master Plan will we target with the Governance Strategy?

The Strathcona County Agriculture Master Plan included several potential actions. These actions will be explored with County residents to see if they remain valid tactics that we can use to complete our Governance Strategy.

Potential Actions	Agriculture Master Plan Reference Action
That Council include a commitment to these recommendations in the next update to its Strategic Plan: Strathcona County 2030 - Powering our New Tomorrow.	Governance 2
That Strathcona County Administration review and revise its organizational structure to ensure that implementation of the Agriculture Master Plan will be led by a senior leader (with a supportive team) with the responsibility and authority to implement the Plan.	Governance 4

Potential Actions	Agriculture Master Plan Reference Action
<p>That Strathcona County consider the impact on agriculture as a central element in the scope of work for all plans to be developed for or on its behalf.</p>	<p>Governance 5</p>
<p>That Strathcona County develop a strong, and ongoing, communications and public relations program that outlines Strathcona County's commitment and vision for agriculture. In addition, the supporting communications plan should address the key initiatives recommended by the Agriculture Master Plan.</p>	<p>Communications 1</p>
<p>That Strathcona County, as a municipality with a blend of both urban and rural lands, take a leadership role in the emerging opportunities for agriculture in the urban shadow and commit to a regular forum or conference, with the Agriculture and Food Leadership Institute, that brings subject matter experts to Strathcona County.</p>	<p>Communications 3</p>
<p>That Strathcona County take an active role, working with its municipal partners, to shape the Capital Region Board (CRB) land use and development policies to provide a regionally-consistent approach that provides long term support and certainty for agricultural uses. As the CRB is currently reviews its plan, it is important to engage this process as soon as possible.</p>	<p>Land Use and Development 10</p>
<p>That Strathcona County pursue funding opportunities for agricultural community development projects. Such funds are typically available from either provincial or federal programs.</p>	<p>Infrastructure 3</p>
<p>That Strathcona County hold an annual review with stakeholders on agriculture and food in Strathcona County to comment on the progress of the Plan and suggest changes if needed.</p>	<p>Monitoring, Evaluation and Adjustment 3</p>

How will the Governance Strategy tie in with our Planning Principles?



Supporting Policies

By considering agriculture within the scope of all plans developed on the County's behalf, we will support agriculture in a revised current future policy.



Agriculture Land Conservation

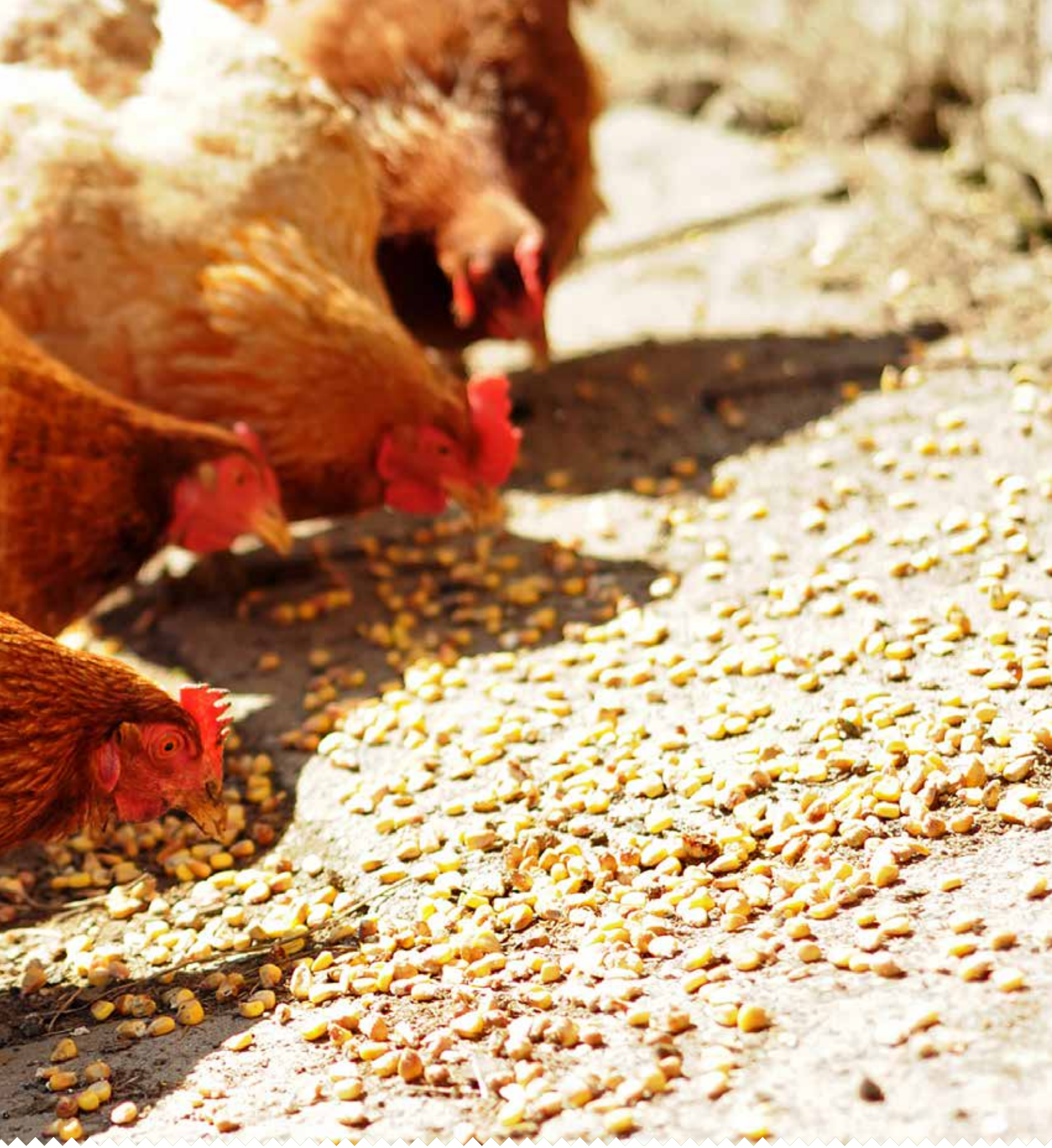
Taking an active role in the Capital Region regarding the protection and conservation of agricultural land in our community.



Shared Leadership

By creating a thread of agricultural expertise and consideration throughout the organization, we will be strengthening and encouraging shared leadership. Further, partnerships and leadership opportunities within the region will be fostered.





4

Food and Agriculture Sector Development Strategy

What does Food and Agriculture Sector Development mean in regards to the Agriculture Master Plan?

Food and agriculture sector development refers to attracting new diverse enterprises and to building a support network to encourage current agriculture and food endeavors within Strathcona County. Sector development also refers to investigating resource availability, especially to new and young producers, and the building of community support.



Why do we need a Food and Agriculture Sector Development Strategy?

Through the development of the Agriculture Master Plan, it was identified that there is a perceived lack of County support for our agricultural sectors. There is no unified voice for agriculture in our community due to many interest groups. Though they have divergent purposes, all groups would benefit from a strong unified voice that represented their core agricultural values. Further, an interest in local food is growing. In order to encourage further development of this area, we need to perform a gap analysis identifying areas of potential improvement, including educational programs for producers and youth, opportunities for new and young producers, market streams, and areas of infrastructure that could be improved.

What do we hope to achieve with the Food and Agriculture Sector Development Strategy?

There are several areas that will help us support this strategy. Firstly, we will look to develop a Food and Agriculture Institute. This institute will represent a blend of voices from a wide range of sectors in agriculture. This institute will act to provide advocacy for the agriculture sector in Strathcona County and subcommittees will work to create business cases for our local food and equine industries. They will also act to promote agriculture in our community through the use of tours, events and public education.

Moreover, we will partner with local groups and experts to expand our own extension programming that will focus on both adult and youth education, in order to get young people involved and excited about the sector. From the basics of gardening to large scale crop and livestock production, this programming will focus on increasing opportunity, teaching people where and how their food grows and techniques to be more successful in production. Courses on succession planning should also be addressed in order

to help create resiliency land management and encourage young producers in our area. We will look at to attract new and different opportunities, such as waste heat capture and a variety of food events. Finally, we will identify areas of support in our infrastructure that could be changed to help further support agriculture and its movement to market.

How will we complete the Food and Agriculture Sector Development Strategy?

We will begin pursuing the Food and Agriculture Sector Development Strategy in the winter of 2017/2018. The development of this strategy will utilize a consulting firm to assist with writing, research and public engagement overseen by an Administrative Project Manager from Transportation and Agriculture Services. The Agricultural Service Board will be consulted throughout the process. Partnerships with other departments within Strathcona County will include Economic Development and Tourism, Planning and Development Services, Corporate Planning and Intergovernmental Affairs, and Family and Community Services. Many public organizations and stakeholders will be encouraged to participate in engagement sessions and will be consulted with during the development, including but not limited to local greenhouses, beekeepers, seed companies, market gardens, U-picks, gardening groups, equine groups, the processing industry, school groups, crop and livestock producers, venture farmers, and educational committees. We anticipate a completion date of Q2 2019.



What potential actions from the Agriculture Master Plan will we target with the Food and Agriculture Sector Development Strategy?

The Strathcona County Agriculture Master Plan included several potential actions. These actions will be explored with County residents to see if they remain valid tactics that we can use to complete our Governance Strategy.

Potential Actions	Agriculture Master Plan Reference Action
<p>That Strathcona County facilitate the formation of an Agriculture and Food Leadership Institute that is representative of the range of agricultural interests within Strathcona County and to provide ongoing leadership, advocacy and direction both to the Council and to Strathcona County at large.</p>	<p>Governance 7</p>
<p>That Strathcona County commit to a long-term program of education specific to the meaning, opportunities and the diversity of agriculture and food. This program will be designed for citizens at large but with a specific focus on Strathcona County youth via the education system.</p>	<p>Communications 2</p>
<p>That Strathcona County make resources available to conduct detailed sector development and business plans for two priority areas: (1) the development of local food opportunities; and (2) the equine sector. The plans will need to identify key priorities, objectives, key initiative and/or events, facility requirements, staffing, financials and milestones to measure progress.</p>	<p>Food and Agriculture Sector Development 1</p>
<p>That the two priority business plans be guided respectively by a group of knowledgeable and committed stakeholders who are representative of the sector. This would require the establishment of two steering groups: (1) Strathcona County Food and Agriculture Steering Group; and (2) Strathcona County Equine Industry Steering Group.</p>	<p>Food and Agriculture Sector Development 2</p>
<p>That the local food initiative include a feasibility assessment of establishing large scale greenhouses that access waste heat and CO2 from the Heartland; the development of market channels for local produce in Strathcona County events or festivals that feature and celebrate food and agriculture within Strathcona County.</p>	<p>Food and Agriculture Sector Development 3</p>
<p>That Strathcona County identify and support the expansion and/or attraction of the food and agriculture value added/processing sector. One example would be seed research. Strong marketing and communications programs shall be developed for each priority objectives. These will be necessary to create awareness among Strathcona county residents and attract them to local markets, local food opportunities and events.</p>	<p>Food and Agriculture Sector Development 2</p>

Potential Actions

Agriculture Master Plan Reference Action

That capital plans for future infrastructure identify the specific requirements of the priority areas identified in the previous recommendations. Strathcona County is currently evaluating the feasibility of a Multi-Purpose Agriculture Facility that could serve as a central facility capable of serving a wide range of interest including the equine sector.

Infrastructure 1

How will the Food and Agriculture Sector Development Strategy tie in with our Planning Principles?



Supporting Policies

Identifying new and innovative land uses in areas that would have been previously limited by zoning restrictions.



Shared Leadership

The Food and Agriculture Institute will provide advocacy for the entirety of the agricultural community. By acting as representatives for the core values of agriculture, they will help identify areas of required support from numerous levels of government.



Proactive Agriculture

Encourage a multitude of diverse enterprises to bring resiliency to our system. Opportunity to build in a relationship with the formation of the Food and Agriculture Institute as a fast acting response to situations in our community.





5 Agri-tourism Strategy

What does Agri-tourism mean in regards to the Agriculture Master Plan?

Agri-tourism refers to the opportunity to discover agriculture through experiential education in a variety of forms, including but not limited to, single outings or multi-day experiences.

Why do we need a Agri-tourism Strategy?

Strathcona County is well situated to attract a large urban audience that is becoming increasingly interested in experiences that an agricultural community can offer. We can be showcasing both urban and rural agricultural practices, working to break down barriers that exist between the two. With a growing interest in local food, we can create opportunities where guidelines currently do not exist.



What do we hope to achieve with the Agri-tourism Strategy?

We will work to connect with current agri-tourism operators to see how we can help to promote business and experience. We will look to open market opportunities by creating a checklist to help producers break into new and existing opportunities and identify partnership options. Partnership options could include introducing rural and urban producers or all producers with existing agri-tourism operators. Some of these operators could include Alberta Agriculture's Open Farm Days, or Alberta Farm Fresh. We will look to work together to create joint marketing opportunities.

How will we complete the Agri-tourism Strategy?

We will begin the development of the Agri-tourism Strategy in the early spring of 2019. The development of this strategy will utilize a consulting firm to assist in strategy writing and public engagement overseen by an Administrative Project Manager from Transportation and Agriculture Services. Partnerships with other departments within Strathcona County will include Economic Development and Tourism, Recreation Parks and Culture and Planning and Development Services. We will seek out current agri-tourism operators in our community to engage. We anticipate a completion date of Q4 2019.

What potential actions from the Agriculture Master Plan will we target with the Agri-tourism Strategy?

The Strathcona County Agriculture Master Plan included several potential actions. These actions will be explored with County residents to see if they remain valid tactics that we can use to complete our Governance Strategy.

Potential Actions	Agriculture Master Plan Reference Action
That Strathcona County develop strong marketing and communications programs for each priority area, both individually and in concert with Strathcona County's communications objectives. These will be necessary to create awareness among County residents and attract them to local markets, local food opportunities and events.	Agri-tourism 1
That rural stakeholders be encouraged to develop a Strathcona County Agri-Tour - a multiple stop route with a range of experiences and offerings.	Agri-tourism 2

How will the Agri-tourism Strategy tie in with our Planning Principles?



Supporting Policies

Policies and procedures to ease entry into industry. Support through marketing and identification of partnerships.



Shared Leadership

Stakeholders, County and other local agri-tourism interest groups will work together to promote the sector.





6 Agriculture Master Plan Review

Why do we need to review the Agriculture Master Plan?

As stated in our fourth planning principle, changes in agriculture are both continuous and considerable, requiring a dynamic and proactive approach in response to emerging trends and opportunities. It is important that both urban and rural situations are examined and that market opportunities are studied frequently to ensure the successful enterprises are being appropriately supported and encouraged.



How will we complete the Agriculture Master Plan Review?

Key indicators will be identified in the development of each of the other strategies for the Agriculture Master Plan. In this review, these key indicators will be summarized and reported on in order to gauge the success and opportunities for improvement as we move forward in carrying out the tactics associated with each strategy. An update will be released for public review and a new target review date will be set. This process will be done primarily in house by the Administrative Project Manager from Transportation and Agriculture Services, but consultant services may be required for public engagement.

What potential actions from the Agriculture Master Plan will we target with the review?

Potential Actions	Strategy Linkage	Agriculture Master Plan Reference Action
That Strathcona County be vigilant in monitoring trends and new development in agriculture with specific attention to local food initiatives.	Governance Food and Agriculture Sector Development	Agri-tourism 1
That Strathcona County develop a set of indicators and report annually on the success of the implementation of the Agriculture Master Plan. This would include addressing a range of planning measures (land conversions etc.) and progress specific to a Capital Region Agriculture and Food Strategy.	Governance	Agri-tourism 2







Appendices

Appendix 1: Agriculture Master Plan Potential Actions Summary Table

Appendix 2: Proposed Timeline

Appendix 1: Agriculture Master Plan Potential Actions Summary Table

Potential Action	Assigned Strategy	Complimentary Strategy
Governance		
1. That Council adopt the Agriculture Master Plan to clearly demonstrate its commitment to a broad base of agriculture in Strathcona County.		Completed
2. That Council include a commitment to these recommendations in the next update to its Strategic Plan: Strathcona County 2030 – Powering our New Tomorrow.	Governance	
3. That Council direct the Administration to include appropriate recommendations from the Agriculture Master Plan in the new Municipal Development Plan, for which a planning process is now just initiated.	Land Use and Development	Governance
4. That Strathcona County Administration review and revise its organizational structure to ensure that implementation of the Agriculture Master Plan will be led by a senior leader (with a supportive team) with the responsibility and authority to implement the Plan.	Governance	
5. That Strathcona County consider the impact on agriculture as a central element in the scope of work for all plans to be developed for or on its behalf.	Governance	
6. That Council direct the Administration to update its evaluation and reporting processes to ensure that ‘Agricultural Impact Assessment’ (AIA) is specifically considered at all levels of Strathcona County’s decision making processes.	Land Use and Development	Governance
7. That Strathcona County facilitate the formation of an Agriculture and Food Leadership Institute that is representative of the range of agricultural interests within Strathcona County and to provide ongoing leadership, advocacy and direction both to the Council and to Strathcona County at large.	Food and Agriculture Sector Development	Governance

Potential Action	Assigned Strategy	Complimentary Strategy
Communications		
<ol style="list-style-type: none"> 1. That Strathcona County develop a strong, and ongoing, communications and public relations program that outlines Strathcona County's commitment and vision for agriculture. In addition, the supporting communications plan should address the key initiatives recommended by the Agriculture Master Plan. 	Governance	Food and Agriculture Sector Development Agri-Tourism
<ol style="list-style-type: none"> 2. That Strathcona County commit to a long term program of education specific to the meaning, opportunities and the diversity of agriculture and food. This program will be designed for citizens at large but with a specific focus on Strathcona County youth via the education system. 	Food and Agriculture Sector Development	Urban Agriculture Agri-Tourism
<ol style="list-style-type: none"> 3. That Strathcona County, as a municipality with a blend of both urban and rural lands, take a leadership role in the emerging opportunities for agriculture in the urban shadow and commit to a regular forum or conference, with the Agriculture and Food Leadership Institute, that brings subject matter experts to Strathcona County. 	Governance	Food and Agriculture Sector Development Agri-Tourism
Land Use and Development Planning		
<ol style="list-style-type: none"> 1. That any application to re-zone or re-designate lands currently zoned or designated agricultural will require an Agricultural Impact Assessment. 	Land Use and Development	
<ol style="list-style-type: none"> 2. That all further development for the purposes of industrial, commercial or residential be considered in a manner whereby the impact on agriculture and lands used for agriculture is minimized or enhanced. 	Land Use and Development	
<ol style="list-style-type: none"> 3. That lands be appropriately reclaimed and revert to agriculture function and zoning after resource extraction is complete. 	Land Use and Development	

Appendix 1: Agriculture Master Plan Potential Actions Summary Table

Potential Action	Assigned Strategy	Complimentary Strategy
Land Use and Development Planning cont'd		
4. That the MDP and Land Use Bylaw allow the discretionary use of community food growing programs on community shared lands, municipal reserves and common properties.	Land Use and Development	Urban Agriculture
5. That Strathcona County develop processes for educating its rural and/or agricultural land owners regarding permit and regulatory requirements specific to agricultural related initiatives that are either new or an expansion of a current enterprise.	Land Use and Development	Food and Agriculture Sector Development
6. That Strathcona County review its current approach to rural land owners with the view to develop a more customer-focused permitting process for agricultural uses.	Land Use and Development	Food and Agriculture Sector Development
7. That future community plans include provisions for farmers markets in public or private space areas in new or existing communities. Strathcona County will also identify potential public and private lands within urban centers and support their development as temporary or permanent community gardens, etc.	Land Use and Development	Food and Agriculture Sector Development Urban Agriculture
8. That Strathcona County allow for 'Agriculture Commercial' in selected areas to accommodate 'agricultural businesses.'	Land Use and Development	Food and Agriculture Sector Development
9. That Strathcona county review its bylaws etc. related to establishment of agri-business/opportunities (e.g. food processing , urban acreage agriculture) and make them more supportive to equine and local food development/initiatives.	Land Use and Development	Food and Agriculture Sector Development Agri-Tourism
10. That Strathcona County take an active role, working with its municipal partners, to shape the Capital Region Board (CRB) land use and development policies to provide a regionally-consistent approach that provides long term support and certainty for agricultural uses. As the CRB is currently reviews its plan, it is important to engage this process as soon as possible.	Governance	Land Use and Development

Potential Action	Assigned Strategy	Complimentary Strategy
Land Use and Development Planning cont'd		
<p>11. That Strathcona County establish a mechanism for the purchase of agricultural protection easements through different sources. This could be in conjunction with the system for administering environmental credits envisaged for the Beaver Hills Moraine. There are options for funding, such as a special levy, a land conversion fee, or donations etc.</p>	Land Use and Development	
<p>12. That Strathcona County establish a development credit transfer strategy.</p>	Land Use and	
Agriculture and Food Sector Development		
<p>1. That Strathcona County make resources available to conduct detailed economic development and business plans for two priority areas: (1) the development of local food opportunities; and (2) the equine sector. The plans will need to identify key priorities, objectives, key initiative and/or events, facility requirements, staffing, financials and milestones to measure progress.</p>	Food and Agriculture Sector Development	Agri-Tourism
<p>2. That the two priority business plans be guided respectively by a group of knowledgeable and committed stakeholders who are representative of the sector. This would require the establishment of two Steering Groups: (1) Strathcona County Food and Agriculture Steering Group; and (2) Strathcona County Equine Industry Steering Group.</p>	Food and Agriculture Sector Development	
<p>3. That the local food initiative include a feasibility assessment of establishing large scale greenhouses that access waste heat and CO2 from the Heartland; the development of market channels for local produce in Strathcona County events or festivals that feature and celebrate food and agriculture within Strathcona County.</p>	Food and Agriculture Sector Development	Agri-Tourism Land Use and Development

Appendix 1: Agriculture Master Plan Potential Actions Summary Table

Potential Action	Assigned Strategy	Complimentary Strategy
Agriculture and Food Sector Development cont'd		
<p>4. That Strathcona County identify and support the expansion and/or attraction of the food and agriculture value added/processing sector. One example would be seed research. Strong marketing and communications programs shall be developed for each priority objectives. These will be necessary to create awareness among Strathcona county residents and attract them to local markets, local food opportunities and events.</p>	Food and Agriculture Sector Development	Land Use and Development
Urban Agriculture		
<p>1. That Strathcona County review bylaws etc. related to the establishment of agri-business/opportunities (e.g. food processing, urban/acreage agriculture)and make them more supportive to this type of development/initiative.</p>	Urban Agriculture	Land Use and Development
<p>2. That bylaws be amended to allow appropriate specific/limited livestock to be raised under the same public nuisance, and safety bylaws governing pets.</p>	Urban Agriculture	Food and Agriculture Sector Development
<p>3. That Strathcona County develop a strategy and policies to foster urban agriculture.</p>	Urban Agriculture	
Agri-Tourism		
<p>1. That Strathcona County develop strong marketing and communications programs for each priority area, both individually and in concert with Strathcona County's communications objectives. These will be necessary to create awareness among county residents and attract them to local markets, local food opportunities and events.</p>	Agri-Tourism	Governance Food and Agriculture Sector Development
<p>2. That rural stakeholders be encouraged to develop a Strathcona County Agri-Tour - a multiple stop route with a range of experiences and offerings.</p>	Agri-Tourism	Food and Agriculture Sector Development

Potential Action	Assigned Strategy	Complimentary Strategy
Infrastructure		
<ol style="list-style-type: none"> 1. That capital plans for future infrastructure identify the specific requirements of the priority areas identified in the previous recommendations. Strathcona County is currently evaluating the feasibility of a Multi-Purpose Agriculture Facility that could serve as a central facility capable of serving a wide range of interest including the equine sector. 	<p>Food and Agriculture Sector Development</p>	<p>Land Use and Development</p>
<ol style="list-style-type: none"> 2. That Strathcona County transportation and roads planning, capital projects and maintenance in rural areas ensure the ability to easily access agricultural land, move large agricultural equipment, and get products to market. 	<p>Land Use and Development</p>	<p>Food and Agriculture Sector Development</p>
<ol style="list-style-type: none"> 3. That Strathcona County pursue funding opportunities for agricultural community development projects. Such funds are typically available from either provincial or federal programs. 	<p>Governance</p>	<p>Food and Agriculture Sector Development</p>
Monitoring, Evaluation and Adjustment		
<ol style="list-style-type: none"> 1. That Strathcona County be vigilant in monitoring trends and new development in agriculture with specific attention to local food initiatives. 	<p>Agriculture Master Plan Review</p>	<p>Governance Food and Agriculture Sector Development</p>
<ol style="list-style-type: none"> 2. That Strathcona County develop a set of indicators and report annually on the success of the implementation of the Agriculture Master Plan. This would include addressing a range of planning measures (land conversions etc.) and progress specific to a Capital Region Agriculture and Food Strategy. 	<p>Agriculture Master Plan Review</p>	<p>Governance</p>
<ol style="list-style-type: none"> 3. That Strathcona County hold and annual review with stakeholders on agriculture and food in Strathcona County to comment on the progress of the Plan and suggest changes if needed. 	<p>Governance</p>	<p>Agriculture Master Plan Review</p>

Appendix 2: Proposed Timeline

Strategy Name	2015	2016	2017	2018	2019	2020
Urban Agriculture Strategy		Q4				
Land Use and Development Strategy			Q3			
Governance Strategy			Q2			
Food and Agriculture Sector Development Strategy					Q2	
Agri-Tourism Strategy					Q4	
Agriculture Master Plan Review						Q4

Quarter indicated estimated completion

